



RAMOVATION

INSPIRING BRIDGEPORT

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IPRO 364: Summer 2011

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I. Abstract

I PRO 364: Ramovation has the great opportunity to assist our community partner, Save the Ramova organization, in the development of preliminary design and business opportunity assessments for the renovation of the Ramova Theater. I PRO 364 is a continuing I PRO from the spring 2011 semester. From the spring semester, the I PRO 364 team created a preliminary program for the Ramova Theater renovation. The preliminary program was informed by analysis gathered from three research methods: case studies on other theater renovations, survey responses from the Bridgeport neighborhood and surrounding colleges, and contextual studies on neighborhoods similar to Bridgeport. A preliminary budget for the renovation was also determined.

To tackle the summer 2011 I PRO workload, the summer team will divide into several sub groups which include the Design/Clean Energy Group, Budget/Finance Group, Case Study/Survey Group, and the Interview Group. In the summer semester, the I PRO team will expand on the preliminary program and preliminary budget created by the spring team. The I PRO group hopes the output from the Spring 2011, Summer 2011, and subsequent semesters will assist the Save the Ramova organization in presenting Ramova Theater renovation ideas to key stakeholders and also help spur development on the Halsted St. corridor of Bridgeport.

The purpose of this document is to provide an overview of the Summer 2011 semester. This overview will include the team purpose and objectives; background information on the Ramova Theater, the Save the Ramova organization, and Bridgeport; team values; the team structure; a Gantt chart; expected results; the budget for the semester, a designation of roles, and lastly, team biographies.

II. Team Mission

Purpose

The purpose of IPRO-364:Ramovation is to work with IIT community partner, the Save the Ramova organization to:

Use the work from IPRO 364 spring 2011, summer 2011, and future semesters to provide a feasibility study for the renovation of the Ramova Theater and to project the impact that the renovation will have on spurring development on the Halsted corridor in the Bridgeport neighborhood in order to present valuable information to potential stakeholders and to help procure community support.

Goal

The overall goal of the IPRO 364 team is accomplish the objectives below by the end of the summer semester in order to present the following products on IPRO Day:

1. A reliable cost estimation of the Ramova Theater renovation and addition of the adjacent lot with a detailed report
2. Specific designation of the halsted corridor and adjacency mapping
3. A revised program and a well developed set of building plans (green technology strategies incorporated)
4. 3D physical model of the Ramova and a computer model

Team objectives

1. Analyze survey data gathered by the spring 2011 IPRO 364 team to determine if all the data collected represented the demographics of Bridgeport accurately
 - If not, revise the current survey and circulate it to the demographics where there is a lack of data
2. Complete case studies from the spring 2011 semester and add new case studies on more theater renovations
3. Interview businesses surrounding the Ramova Theater
4. Contrive a reliable cost estimation of the Ramova Theater renovation and addition of the adjacent lot by using appropriate software and by the advise of a professional estimator
 - Write a detailed report showing where the final estimation numbers were derived
5. Study the Halsted Corridor to further investigate the community dynamic in regards to what could potentially be missing and/or what is necessary to incorporate in our design
 - Site diagramming
 - Site plan
 - Models
6. Revisit and revise the preliminary program to create a stronger design base
 - Blocking and massing diagrams
 - Preliminary building plans
 - Green technology strategies
7. Continue to collaborate with community partner, Save the Ramova organization, to make the Ramova renovation a success

III. Background

History

Bridgeport, once known as Hardscrabble and Cabbage Patch, is one of Chicago's oldest and most family-oriented neighborhoods. The area is by a bridge on the Chicago River, which allowed for the transportation of goods and cargo. The neighborhood became known as Bridgeport in 1936 at the beginning of the construction of the Illinois & Michigan Canal. This construction allowed the neighborhood to grow and thrive for many following years. The place was flocked with business and industries because it was conveniently located near the water transportation route. Home to the Chicago White Sox and U.S. Cellular Field (formerly known as Comiskey Park), old churches, and some of the most beautiful architecture including that of the Ramova Theater, the Chicago neighborhood will always be known for its historic roots.

The Ramova Theater was built in 1929 in historic Bridgeport at 3518 South Halsted Street. The theater was designed by Meyer O. Nathan and was classified as a Spanish Renaissance Atmospheric Theater. Its blue ceiling displayed twinkling stars and clouds that move across the sky. The Ramova was considered to be the "sister" theater to the smaller Music Box Theater located on the North side. The theater claimed its fame when it premiered Charlie Chaplin's film, *The Great Dictator*, in 1940. Unfortunately, the theater closed down in 1986 and the city of Chicago obtained the property in 2001 in a state of disrepair. The theater closed down in 1986 and the city of Chicago obtained the property in 2001 in a state of disrepair (Sullivan). No further effort had been made to re-open the theater until Save the Ramova took initiative.

The organization was founded in 2005 by Maureen Sullivan and her partner, Rob Warmowski. Sullivan and Warmowski were raised near the Ramova and have personal connections with the theater (Sullivan). Their mission is to gain community and public officials' involvement to revitalize the theater. Save the Ramova is looking to acquire community, government, and developer support for the renovation of this iconic theater to help strengthen the economic vitality of the Bridgeport area along Halsted St.

Difficulties

The biggest difficulty that the IPRO 364 team has identified is gaining the interest of developers and the city to take on the renovation of the Ramova.

The IPRO 364 team recognizes that the work from spring 2011, summer 2011, and subsequent semesters can help financial entities envision the opportunities that the Ramova renovation may provide. This fairly immediate and real world need means that the IPRO 364 team is challenged to remain focused in providing output that is relevant and credible to its audiences.

Technology Involved

The technology involved in addressing future renovations includes, but is not limited to the following: Stage projectors, auditorium acoustics, sound studio, light control board / switch board, smoke vent, freight lift, stage trap, scenery workshop equipment, and seating arrangement. Also, the team will need to investigate the most optimal and relevant technologies to uphold sustainable practices.

Historical Failure

Redevelopment for the area in which the Ramova is located has been planned twice by the City of Chicago. The first census for redevelopment was made in 1980 which provided the city with a lot of information that was applied to both the Redevelopment Plans of 1997 and 2002. Redevelopment for this area was considered largely because the 35th & Halsted intersection is located near the city's central business district and in proximity to an excellent regional surface transportation network.

Unfortunately, the Ramova was considered by the city to be on a "shaky ground" in 2005 and no renovation of the theater took place. The Save the Ramova formed the same year to preserve the Ramova and to fight for the cultural significance that the building brings to the community. The theater is still owned by the city, but has accumulated more damage over the many years of lying dormant.

Ethical Considerations

Two of the most important ethical considerations in this project are community revitalization and historic preservation. The renovation has potential to foster civic participation as well as a community's sense of place. As an IPRO team, we need to consider the wants and needs of the community as well as the historical aspect of the theater and the Bridgeport neighborhood. IPRO 364 views it unethical to disregard the input from the community and the historical element of the Ramova Theater.

Societal Costs

The IPRO 364 team believes that the vacant Ramova Theater is an opportunity cost for the Bridgeport community and the Halsted Corridor. For every year that the Ramova lies empty, the city and community are forgoing the potential profit of Ramova ticket sales, etc. Through the eyes of the IPRO team, the profit and growth that the Ramova will bring to Bridgeport outweighs the cost of construction and renovation of the theater. The team plans to prove this idea with further study on how the renovation of the theater will impact the businesses in Bridgeport financially.

IV. Team Value Statement

Team Values

I PRO 364-Ramovation developed a list of the most desirable behaviors expected to be displayed by all of the team members throughout the project:

Accountability: We should be responsible, honest, and on time with one's work. When assigned to work on a certain part of the overall project, one is relied upon by the rest of the group. We must let others know if we cannot keep up with the assigned tasks. When working with our community partner, Save the Ramova, we must be prompt with any deliverables that we have promised.

Communication: We should be prompt with emails, calls, and meeting with each other in order to share information with the group. We should use our words and problem solving skills in order to settle a debate or issue. Also, it is important to listen to each other with undivided attention. In relation to our community partner, we must be consistent and keep them informed of the group's work and progress.

Community: We recognize that we are not only working with one another as an I PRO team, but also working with a community partner, Save the Ramova. As part of this I PRO, we need to identify the business needs of the Bronzeville community. We must be a dependable community resource by taking opinions and critiques of those who would be affected by the project, and find sustainable solutions in the course of our work.

Dedication: We can work together in hope of determining a viable solution for the renovation of the Ramova through hard work and perseverance. We are committed to the project and therefore, are committed to working with sub-groups and the overall team. We will provide our knowledge from each major in order to determine betterment for the Bridgeport community.

Respect: We realize our team is a diverse group, not limited to differences in majors, cultures, races, gender, etc. We must aim to take advantage of the different perspectives each member of the group can offer, listen to each opinion with respect, be friendly, and stay open minded to ideas.

Conflict Resolution

If there is a problem encountered within the group, below is the course of action our group has agreed upon:

1. Discuss issues, when applicable, at the opening of team meetings.
2. Bring the issue to the group leader's attention:
 - The sub-team leader is the mediator if there are any dispute involving only his or her sub-group division concerned.
 - The team leader is the mediator if there is an issue involving the whole project or group. The sub-team leaders will work together to reach a resolution that benefits everyone.
 - The IPRO instructor is the mediator in cases in which problems are persisting.

V. Work Breakdown Structure

Gantt Chart

The Gantt Chart for the summer 2011 semester is in the Appendix A. The Gantt Chart creates a great visual for the entire work of the semester. The chart will help the team to manage our time effectively and to stay focused. The chart will help the team see what tasks need to be completed first in order for the next steps to begin.

Team Structure

The IPRO 364 team is divided into several subgroups: Case Study/Survey Group, Interview Group, Finance Group, Halsted Corridor Group, and Design/Clean Energy Group. Each subgroup has a leader who is responsible for assigning tasks and making sure tasks are completed on time. Some team members are a part of multiple sub groups. Throughout the summer semester, more sub groups might be added if necessary. For example, sub groups will be created to accomplish each IPRO deliverable. A diagram of the team structure is in Appendix B.

VI. Expected Results

I PRO 364 will research several aspects of the project in order to better understand the needs of all key stakeholders. Our research will firm our understanding of the project and also will inform the proposed design of the Ramova Theater.

Research Methods

Survey

The Survey Group hopes to gain a better understanding of what activities and amenities the Bridgeport community would like to see in the Ramova. The team also wishes to continue to spark interest in the community and gain support by gathering ideas and thoughts from the people of Bridgeport.

Case Studies

The Case Study Group will Study similar theaters that have been renovated to gain an understanding of the cost and how the renovated theaters effected the surrounding community.

Interviews

The Interview Group will interview local Bridgeport businesses to discover how the renovation of the Ramova Theater will impact the community. The I PRO team hopes to have the support of the local businesses. Also, the team hopes that the businesses will share the belief that the re-opening of the Ramova Theater will be beneficial to the Bridgeport community.

Clean energy

I PRO 364 will research the technologies, techniques, and practices to make the renovation economically, socially, and ecologically sustainable.

Halsted Corridor

The Halsted Corridor Group will extensively study Halsted Street by site diagramming, planning, and zoning. This is important research for the design of the Ramova and for identifying the “Halsted corridor”.

Key Deliverables

Cost Estimation

The Finance Group plans to have a detailed and reliable cost estimate of the Ramova renovation and the addition of the adjacent lot with a report that shows how the estimate was figured to be delivered on IPRO Day. This cost estimation will be based off of the revised program and the building plans created by the Design and Clean Energy Group. The Finance Group will search for a professional estimator/project manager to volunteer to estimate the cost of renovation for the Ramova. A cost estimation will also be created by the Revit software.

Revised Program and Building Plans

The Design and Clean Energy group plan to revise the preliminary program created by the spring 2011 semester. The group also anticipates the creation of building plans. Green technology and clean energy strategies will be incorporated into the design of the Ramova Theater. Bridgeport survey results, case study information, clean energy research, contextual studies of the Halsted corridor, and blocking and massing diagrams will inform the revised program and the building plans

Specific Designation of Corridor

Site diagramming, site planning, and zoning will be performed in order to designate the specific location of the “Halsted Corridor”.

3D and Computer Models

The Design and Clean Energy group will also create 3D physical and 3D computer models based off of the revised program and the building plans. These models will be great visuals to have on IPRO Day.

Challenges

Time

The time constraint of the IPRO 364 summer semester is the group's biggest challenge. The team has a lot to do in only a 8 week time frame. This is half the amount of time that spring and fall IPRO courses have to finish their projects. To defeat this challenge, IPRO 364 must be a high performing team. Organization, communication, cooperation, and time management are key to achieve our goals. The team also must make certain that we concentrate on the quality of work instead of the quantity of work. It was agreed upon that we care about producing quality work to present to the Save the Ramova organization. The team needs to not put too much work on our plate. Despite the time constraint of this IPRO, the team expects a smooth semester.

VII. Budget

Activity	Cost	Description
Gift cards	\$200	Gift cards will be giving to those who volunteer their time to help the team to achieve our goals. There will be a gift card, raffle prize for the survey.
Travel Expenses	\$40	2 Round Trips to local theaters- Assume 20 miles x 2 visit x 2 cars @ \$.50/ mile
Booth Expense	\$150	Materials needed to make the IPRO Day booth appealing such as signs, binders, photo albums, etc.
Total Budget:	\$390	

VIII. Designation of Roles

Role	Name
Minute Taker	Kay Durbin
Agenda Makers	Grace Durbin & Alicia Chlebek
Time Keeper	Courtney Lamourex
Site Moderator	Nick Pangere

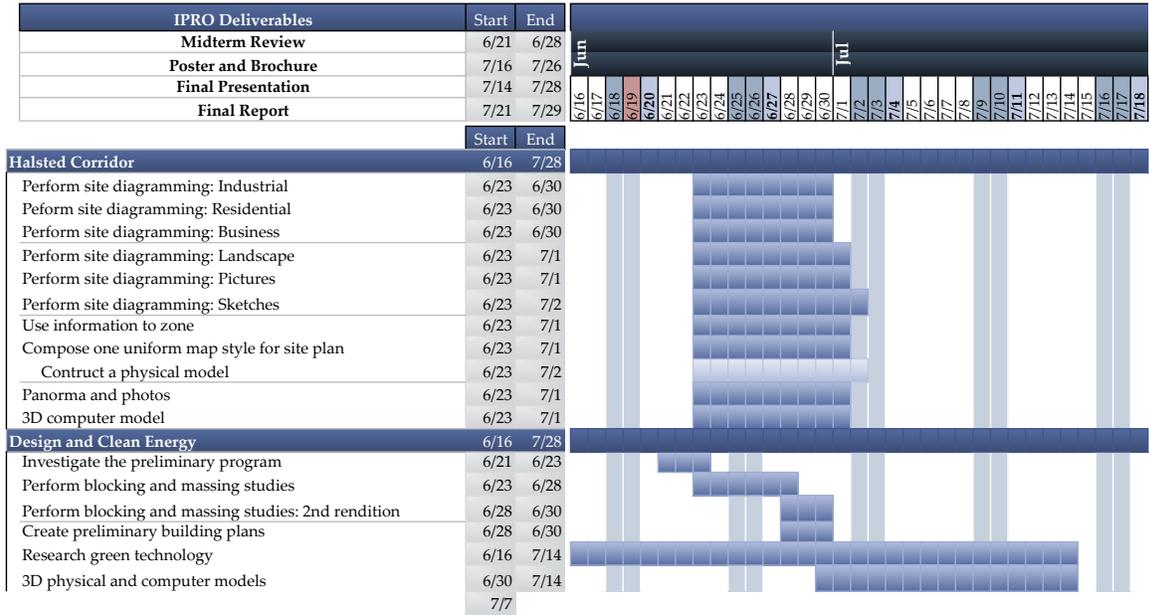
IX. Appendices

Appendix A

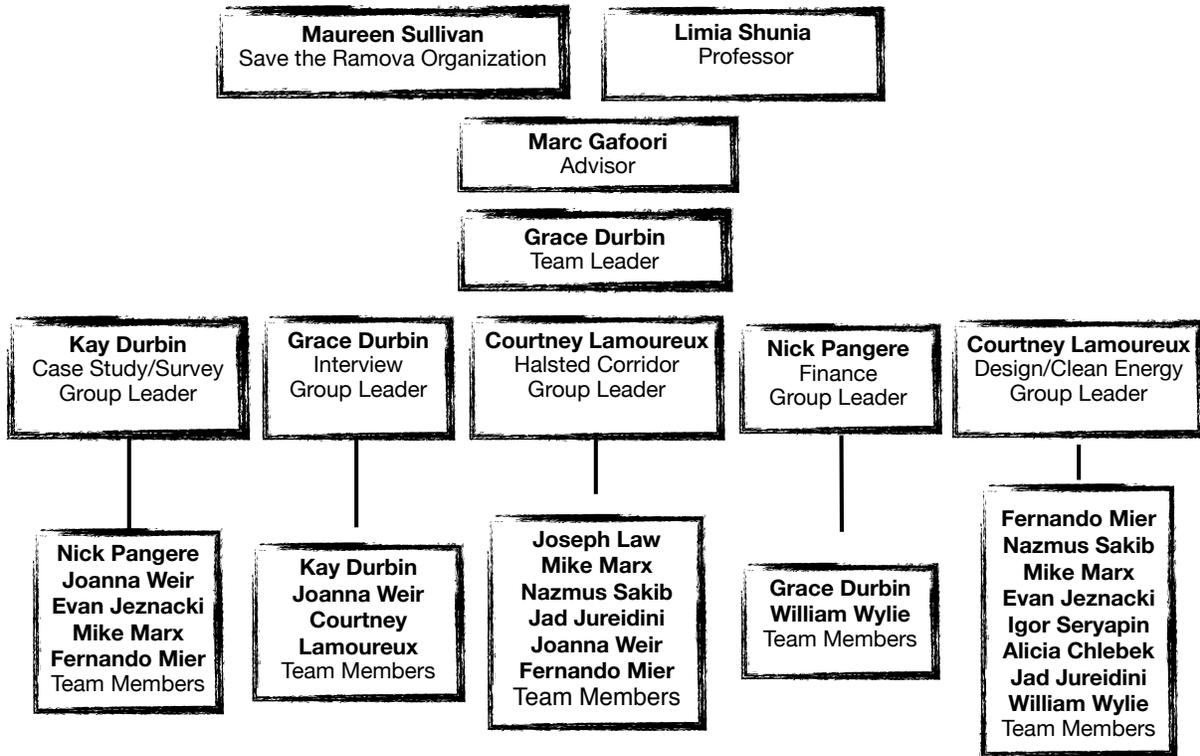
Example Project Plan Template

IPRO Deliverables	Start	End	Gantt Chart																																	
Midterm Review	6/21	6/28	Jun														Jul																			
Poster and Brochure	7/16	7/26	6/16	6/17	6/18	6/19	6/20	6/21	6/22	6/23	6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/1	7/2	7/3	7/4	7/5	7/6	7/7	7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	7/18	
Final Presentation	7/14	7/28																																		
Final Report	7/21	7/29																																		
	Start	End																																		
Survey and Case Studies	6/16	7/26	[Gantt bars for Survey and Case Studies tasks]																																	
Analyze remaining survey data results from previous	6/21	6/28	[Gantt bar]																																	
Write a conclusive report of case study information	6/16	6/23	[Gantt bar]																																	
Create a visual of the case study findings	6/16	6/23	[Gantt bar]																																	
Revise spring semester's survey	6/29	7/6	[Gantt bar]																																	
Survey at local businesses	7/7	7/21	[Gantt bar]																																	
Survey door to door	7/7	7/28	[Gantt bar]																																	
Create posters for Bridgeport Businesses	7/7	7/21	[Gantt bar]																																	
Create Facebook group to advertise survey link	7/7	7/10	[Gantt bar]																																	
Talk to Maureen about advertising survey link on social	7/8	7/9	[Gantt bar]																																	
Organize giftcards for survey takers	7/14	7/15	[Gantt bar]																																	
Create a visual of survey results	7/19	7/26	[Gantt bar]																																	
Budgeting and Finance	6/16	7/28	[Gantt bars for Budgeting and Finance tasks]																																	
Research asbestos possibilities in Ramova Structure	6/16	6/21	[Gantt bar]																																	
Compare Towle Theater plans to the Ramova	6/21	6/28	[Gantt bar]																																	
Find help with Revit software	6/21	7/12	[Gantt bar]																																	
Interview helpful professionals, ie. professors & theater	6/16	7/12	[Gantt bar]																																	
Find an estimator/project manager willing to volunteer	6/16	7/12	[Gantt bar]																																	
Use the revised program to devise a cost estimate	7/14	7/28	[Gantt bar]																																	
Write a report describing where the estimate came from	7/14	7/24	[Gantt bar]																																	
Interviews	6/16	7/10	[Gantt bars for Interviews tasks]																																	
Plan interviews with businesses that surround Bridgeport	6/23	7/7	[Gantt bar]																																	
Develop a list of questions for each interview	6/16	6/21	[Gantt bar]																																	
Attend BBA meeting to network	6/27	6/27	[Gantt bar]																																	
Write a report summarizing interview responses	7/7	7/10	[Gantt bar]																																	
Halsted Corridor	6/16	7/28	[Gantt bar]																																	

Example Project Plan Template



Appendix B



Appendix C



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Expectations	Strengths	Skills to Develop
To work as a team to accomplish many tasks in a short amount of time, to gain valuable information through a survey aimed for the Bridgeport neighborhood, to spark more community involvement, and to get a cost estimation for a revised program	Experience with the IPRO 364 Spring 2011 semester, experience as IPRO team leader, and the ability to work with a team	Splitting up an even work load among the team, creativity and design, and knowledge about clean energy
To take full advantage of this learning experience and to incorporate all the team building skills gained through work with classmates. Hopes to make a positive impact on the project with the IPRO team, so that it continues to grow and eventually make an impact on the Bridgeport community	Ability to facilitate group collaboration. Strong leadership and group skills such as commitment, organization, and dedication. Has the ability to create great diagrams and concept models to express the organization of site, program, and users	Stay on task to deliver what is needed on time and focus more on the quality of the work instead of quantity
Learn how people in different concentrations of study will bring about their ideas and contributions	10 years experience in commercial and industrial construction	micromanaging, working according to deadlines rather than schedules
Learn more about building restoration. Also, to gain and produce information that will be useful for the next IPRO 364 and for the enrichment of the community	Experience in theater design and in historic building restoration. Also, an avid researcher	Time management



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Expectations	Strengths	Skills to Develop
To be more experienced in restoring and renovating buildings and in being part of organized group project efforts. Also, not only to contribute architecturally, but through other fields such as finance and law	Excellent listener, diligent when it comes to research, and also, very organized.	Speaking in front of a group and also, becoming more knowledgeable on clean energy
To continue to provide valuable information for our community partner, Save the Ramova organization, and to build on the research and work done by IPRO 364 in the spring semester. Continue to learn all aspects of the business side of renovation projects.	Many years experience working with a team, experience creating surveys from a marketing standpoint, a team member of IPRO 364 during the spring 2011 semester, leadership skills, writing and communication skills	Leading and facilitating group meetings, time management, and presentation skills
To get some hands-on experience in my field, and to broaden my perspectives of what I think this project will entail. Wants to get out into the field and come face to face with this project from not only an architectural perspective, but a social and theatrical one as well.	7 years of experience in the technical theater industry, including many Broadway touring productions. Worked on everything from lighting, sound, and carpentry to set design and playing in the pit orchestra.	Develop teamwork skills
Learn how people in different concentrations of study will bring about their ideas and contributions. Also, to get the perspectives of senior citizens in the Bridgeport community on the Ramova and to collect their memories of the Ramova when they were younger.	Lived in Bridgeport her whole life and good at developing surveys and analyzing data. Also, a very good listener and respectful of other's opinions.	Organization skills and time management.



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Expectations	Strengths	Skills to Develop
Contribute all of knowledge to a project that has a great potential for bettering a community. Through hard work and dedication help progress the status of this project and research any and all information that still needs to be done	Diligence, an "out-of-the-box" sort of thinker which will greatly assist in the push towards a sustainable design, and experience in home-remodeling over the years which should help with the detailed aspect of this renovation project.	Develop team skills and collaboration with a diverse group
Expand knowledge as far as renovation goes, make a respectable dent in this design problem that both the community and city agree with by the end of these eight weeks	Very organized, productive, and a hard worker. Has a creative side and is good at inputing ideas. Also, enjoys listening and growing from others.	Team work skills and learn when to be a leader and when to listen
Contribute knowledge and skills to the cause of the IPRO and to have a really good time working with the group.	Dedicate time to always finish a job that has been started. Academic skills and has a wide range of interests.	Gain leadership skills
To gain an understanding of the IPRO program and practical team project experience while utilizing knowledge obtained in previous semesters; to discover ways the engineering perspective augments others	Circuit analysis; computer programming; punctuality; research; signal analysis; writing	Web design; taking initiative; time-management



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Expectations	Strengths	Skills to Develop
<p>To bring knowledge from working on IPRO 364 in the spring semester and also, continue to work more on the programming options of the theater space</p>	<p>Very detail oriented, and excels in model making and diagraming</p>	<p>Teamwork and group collaboration skills. Looking to better gauge abilities to commit to work that is attainable</p>
<p>To be challenged and focused. Also, work effectively with the group to accomplish team goals</p>	<p>Great team player, self-motivated, and organized, possesses good structural design and analytical skills, and interested in acoustical design as well as HVAC, plumbing, and fire protection</p>	<p>Spend too much time checking work- need to concentrate more on the overall performance rather than dwell on every detail</p>

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