

Project Tasks

Tasks, Deliverables, and Milestone Activities



Process

We will work with UTHSC leadership to achieve the project objectives through a systematic planning and design process. Our six tasks include: (1) visioning; (2) evaluation of existing conditions; (3) development and analysis of alternatives; (4) selection and refinement of a preferred development alternative; (5) preparation of a draft Campus Master Plan; and (6) preparation and presentation of the Final Campus Master Plan Executive Summary and Report. Although our tasks will be customized to meet the needs of the interactive process that best suits UTHSC, we offer a preliminary outline below.

Task 1. Visioning: Planning Principles, Goals & Objectives:

We will meet with the Steering Committee, Campus and Community Working Groups, and significant stakeholders to understand and document the strategic vision for UTHSC academic, research and clinical programs

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- and their potential impacts on the physical resources of UTHSC property, land use, facilities, open space, utilities and circulation. From this vision, planning principles, goals and objectives will be defined and refined to set a clear direction for the Campus Master Plan. A Benchmark Statement will be developed to shape and measure alternative concepts and ideas. It will be the cornerstone of the Master Plan. Our conversations will include strategic discussions about the structure, function and purposes related to:

- Medical District role and relationships
- The ideal Educator/Researcher/Caregiver/Patient relationships
- Student enrollment, research expenditures, and clinical volume assumptions
- Faculty/staff models
- Evolving access, outreach and services
- Development partners
- Quality of facilities
- Investment and return abilities and expectations
- Robotics, imaging, distance learning and telemedicine status and evolving programs
- Sustainability targets
- Sense of place and key campus characteristics

The result of this initial planning will be a stand-alone Benchmark Statement. It will include sub-statements related to campus and facility goals; quality and quantity objectives; planning principles for physical sense of place; and targets for future growth, retention, success and institutional change. Specific areas to be addressed will emerge from the initial planning conversations and surveys.

PRODUCT: BENCHMARK STATEMENT OF PLANNING PRINCIPLES, GOALS AND OBJECTIVES

MILESTONE ACTIVITIES: 1). KICK-OFF MEETING, 2). INTERIM TOUCHSTONE MEETING; and 3). VISIONING WORKSHOP

Task 2. Evaluation of Existing Conditions:

While the planning team is engaged with UTHSC to establish the Vision for the Campus Master Plan, our planners and engineers will be conducting high-level baseline analysis to evaluate current conditions of existing facilities, open space, utilities and circulation infrastructure.

We will review existing documents and visit facilities. We will also review your new Archibus database pertaining to the facilities inventory, the space inventory, energy management and sustainable practices to assess facilities and energy utilization.

Together, we will summarize the findings in an integrated and comprehensive Issues Identification Statement. The statement will address the gaps between the existing campus and the Benchmark Statement – identifying strengths, weaknesses, opportunities and constraints that are relevant to the Master Plan.

We will also be working with UTHSC to evaluate and document the current campus operating and maintenance issues. We will concentrate on identifying requirements and potential opportunities for increasing efficiencies and sustainability. We will conduct interviews, survey the appropriate user groups, and make observations of how work is accomplished. Our focus will be on aligning facilities and systems with the style and flow of the work that is done.

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PRODUCTS: 1).ISSUES IDENTIFICATION STATEMENT FOR FACILITIES, OPEN SPACE AND INFRASTRUCTURE; 2). CAMPUS-WIDE SPACE NEEDS GAP ANALYSIS FOR TEACHING, RESEARCH, SUPPORT AND CLINICAL SPACES; and 3). UTILITY SYSTEMS and SUSTAINABILITY OPPORTUNITIES AND CONSTRAINTS

MILESTONE ACTIVITIES: 1). CAMPUS FACILITIES WALK; 2). TOUCHSTONE MEETING; and 3). FIT TO PROGRAM WORKSHOP

Task 3. Development and Analysis of Alternative Scenarios:

Armed with the information from the Benchmark and Issues Identification Statements – as well as the confirmed space needs to be addressed – the team will identify three scenarios for future UTHSC campus growth and development. The scenarios will be formulated to test divergent themes representing different approaches to future expansion and development. All will look at potential land and facility use within and adjacent to the bounding streets of Pauline, Poplar, Orleans, and Linden. The themes will be based on:

- Optimizing current facilities for current and future needs
- Optimizing projected new facilities - for the planning period and future flexibility
- Optimizing flexible phasing, funding, and partnerships
- Optimizing campus land, water, energy, built, cultural, human, and financial resources

The alternative scenarios will be evaluated using criteria based on the Benchmark Statement goals and objectives. Pros and cons will be discussed with UTHSC and the best features of each scenario will be identified,

brought together in a synthesized plan, and reviewed again with UTHSC.

PRODUCTS: 1). THREE SCENARIO PLANS AND 3D REVIT MODELS; 2). SUMMARY OF SCENARIOS; 3). EVALUATION OF EACH SCENARIO; and 4). SYNTHESIZED PLAN

MILESTONE ACTIVITIES: 1). TOUCHSTONE MEETING and 2). SCENARIO PLANNING WORKSHOP

Task 4. Selection of Preferred Alternative:

The evaluation of synthesized alternative scenario features will lead to the definition of a flexible and robust, preferred scenario. The preferred scenario includes the selection of the optimal mix of facilities and facility types, open space preservation and development, utility systems and corridors, transportation and parking. It will identify new construction, renovation, repurposing and replacement strategies, and provide a preliminary long range campus plan. The preferred alternative will also explore implications for flexible phasing, confirming landscape and architectural guidelines, supporting “complete streets”, and reinforcing current signage and co-branding studies in the Medical District for perimeter entries, image and identity.

PRODUCTS: 1). SUMMARY OF PREFERRED ALTERNATIVE; 2). REFINED 3D REVIT MODEL; and 3). PHASING AND CAMPUS GUIDELINE IMPLICATIONS

MILESTONE ACTIVITIES: 1). TOUCHSTONE MEETING and 2). PHASING AND IMPLEMENTATION WORKSHOP

Task 5. Draft Campus Master Plan:

The preferred alternative will be refined based on a full analysis and comparison with the Benchmark Statement.

The Draft Campus Master Plan will document detailed campus district improvements, phasing, funding, and the planned outcomes. Coordination with UTHSC’s current Financial Planning will occur. It will describe and illustrate a conceptual layout for future growth and development. Sustainable utility and infrastructure strategies will be articulated. Campus guideline refinements will support the distinct aspects of the Medical District urban environment, universal design and access, and implementation strategies.

PRODUCTS: 1). DRAFT MASTER PLAN; 2). PRELIMINARY PHASING; and 3). CAPITAL PLAN

MILESTONE ACTIVITIES: 1). TOUCHSTONE MEETING and 2). TOWN HALLS AND COMMUNICATION FORUMS

Task 6. Final Campus Master Plan

The final Campus Master Plan will document the strategies and recommendations for all UTHSC physical development within the Memphis Medical District. It will provide guidelines for reinforcing campus image and identity. It will provide best practices to achieve sustainability targets. It will summarize opportunities for community outreach and partnerships. An overall implementation strategy will be included. All of the milestone products will be included in a technical appendix.

PRODUCTS: 1). EXECUTIVE SUMMARY; 2). FINAL MASTER PLAN and 3). TECHNICAL APPENDIX

MILESTONE ACTIVITIES: 1). TOUCHSTONE MEETING; 2). FINAL PLAN MEMPHIS REVIEW SESSIONS; and 3) THREE STATE AGENCY REVIEW SESSIONS