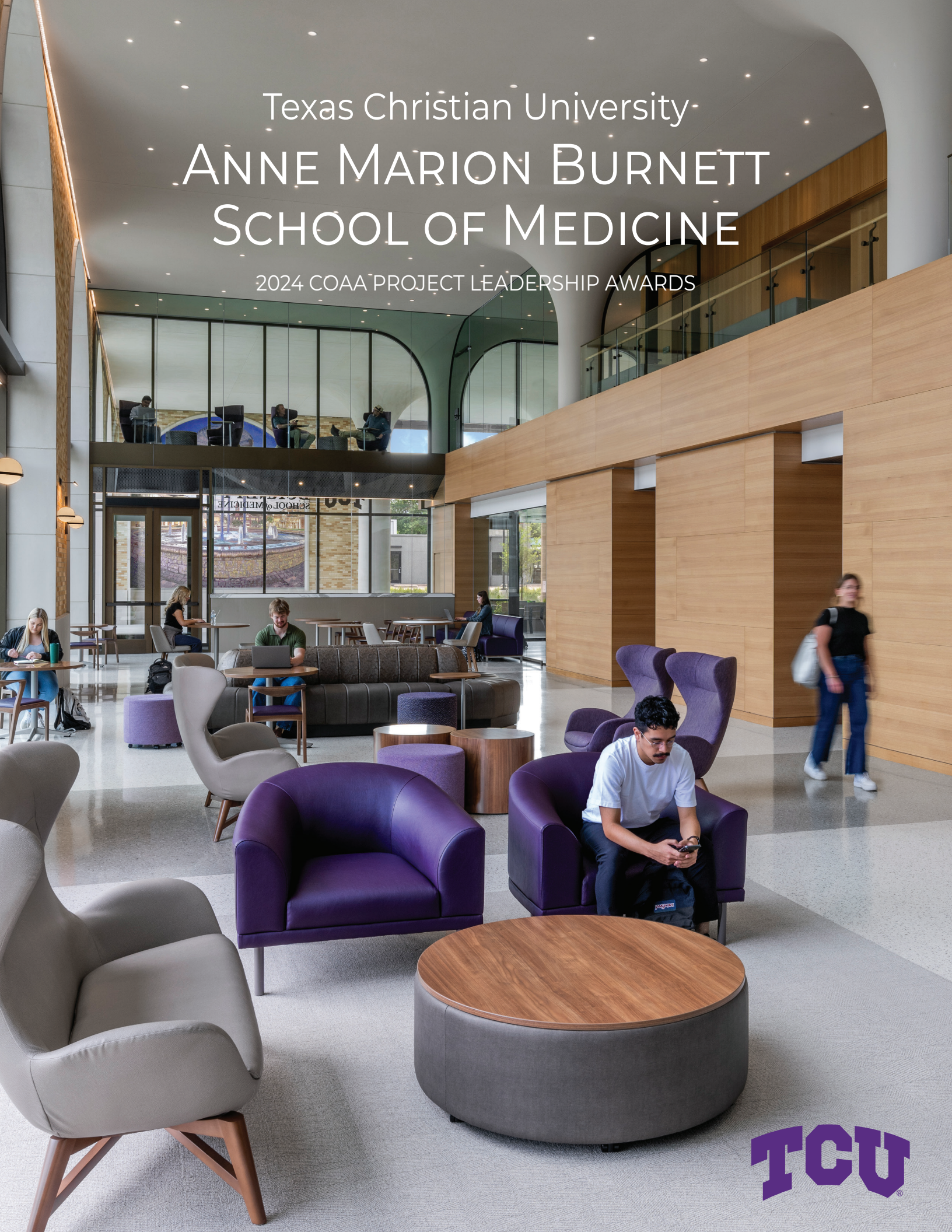


Texas Christian University
**ANNE MARION BURNETT
SCHOOL OF MEDICINE**

2024 COAA PROJECT LEADERSHIP AWARDS



SECTION I: GENERAL PROJECT INFORMATION

Name of Project: Anne Marion Burnett School of Medicine

Location of Project: Fort Worth, Texas

Name and Address of Owner:

Texas Christian University

2800 South University Drive

Fort Worth, Texas 76109

Name and Address of Design Professional(s):

Hoefler Welker

1617 Park Place Avenue, Suite 106

Fort Worth, Texas 76110

CO Architects

5750 Wilshire Blvd Suite 550

Los Angeles, CA 90036

Name and Address of Construction Professional(s):

Linbeck Group, LLC

1263 West Rosedale Street, Suite 202

Fort Worth, Texas 76104

Other Consultants or Professionals: Dunaway Associates, Smith Seckman Reid, NV5, Salas O'Brien

Type of Project: Higher Education

Delivery Method: CM at-Risk

General Project Description:

The Anne Marion Burnett School of Medicine (SOM) is a four-story, 98,000 SF instructional building for undergraduate medical students at Texas Christian University (TCU). Strategically located in the heart of Fort Worth's Medical Innovation District, the SOM was designed to bring unparalleled learning and research opportunities to students through access to nearby doctors, nurses, and healthcare providers. The SOM stands as the first off-campus facility for the university, pointing to the sheer significance of its completion.

In future phases, the university plans to open the SOM to its graduate student population, as well as local hospital affiliates. As medical services, education, and related technologies rapidly change, the campus will become an educational and entrepreneurial center – an innovation hub and convener of “design thinking” and “bi-directionality,” where healthcare consortia will address unmet needs and future demand. Potentially operated by industry partners, the SOM campus development is built to accommodate clinical trials and computational research and data mining companies to develop genomics and sequencing, artificial intelligence/machine learning, cancer research, pharmaceuticals, screening assays, and wearables/devices.

As a whole, the SOM reflects TCU's standard of excellence for both design and functionality. The building's façade is wrapped in the university's trademark “TCU Blend” bricks, while outside spaces and a covered plaza encourage students to take their studies outdoors. Within the building, a grand atrium acts as the gateway to modern instructional and testing rooms; clinical skills, simulation, cadaveric/non-cadaveric labs; study, socialization, and amenity spaces; faculty and administrative offices; designated areas for forum gatherings and meetings; and support spaces.

TCU Facilities tasked the planning and design team of CO Architects + Hoefler Welker (CO+HW) to complete a Basis of Design for the new campus, a process that commenced in September 2021 and was completed in March 2022. The CO+HW team, TCU leadership, and TCU Facilities met with the project's Steering Committee members in various preparatory meetings and a series of work sessions, both in-person and virtually, to decide on the campus' location. The team ultimately determined its proximity to the Medical Innovation District as most advantageous for achieving short- and long-term development opportunities.

Project Duration: 637 days

Project Start Date: August 5, 2022

Project Completion Date

Planned Completion Date: June 3, 2024

Actual Completion Date: May 3, 2024

Changes in Schedule (describe):

The schedule was set from the beginning with a planned Substantial Completion Date of June 3, 2024, with the intent to accelerate when possible to allow the School of Medicine to move in sooner. Due to unanticipated complications with the School of Medicine's temporary facility, it became critical to meet the earlier date. The project team worked together to create a plan that accelerated the schedule and allowed us to achieve a Substantial Completion date of May 3, 2024, giving occupants the chance to move in sooner than originally scheduled.

Initial Construction Cost (\$): \$69,993,598

Final Construction Cost (\$): \$70,755,238

The total project cost for TCU was \$3,600,000 under budget, funds that were reinvested into the university for future programs.

Percent of Change Orders: 1.07%

SECTION II: OVERALL PROJECT MANAGEMENT

Entire section should not exceed four (4) pages.

PROJECT MANAGEMENT

Provide two (2) examples which demonstrate project management excellence by the Owner's Project Manager.

Team Environment

Establishing an environment where trust, transparency, and collaboration thrive is important from the outset of all TCU projects: it establishes a positive environment where all feel accountable to each other and sets the precedent for how a project will progress. This proved especially true for the SOM.

From the very beginning of the building program, TCU's Project Manager took the time to build relationships with all of the team members and get to know them as people, not just professionals. This primary step laid the foundation for a successful project where all contributors were as dedicated to one another as they were to the project itself.

The design and construction teams also understood the value of building an integrated organization founded on respect, collaboration, and working towards a common goal. If mistakes were made or issues arose, our team worked together and trusted they could hold each other accountable to resolving these items.

By establishing this mindset from the beginning of the project, the SOM was positioned to reach its full potential.



The School of Medicine's Topping Out ceremony was an exciting moment for the whole team.

Owner Leadership

Leadership is a core element of the general construction process. Owners' Project Managers are responsible for leading construction in a way that is proactive and effective, and communicates goals and expectations from the outset. Delays due to lack of decision making have the potential to slow momentum and affect morale, while not setting expectations for cost, schedule, and quality management can hurt a project at any stage, especially as it approaches the final stretch. Ultimately, a Project Manager's approach directly translates to how a team, inclusive of designers, contractors, subcontractors, and consultants, approaches the project.

For the SOM, the Project Manager understood the importance of owner leadership and making timely decisions. Related to setting budget expectations, she remained active and diligent when reviewing all costs for the project. This proved especially critical when reviewing the building's specialty products, including acoustical treatments, medical equipment and infrastructure, and finishes that are standard of the TCU brand. In an effort to maintain our project budget and still deliver the SOM's cutting-edge features, the Project Manager identified alternate products that were similar in quality, yet a fraction of the price. She remained actively engaged with the design and building team to ensure the end-user's full vision for the SOM could be realized, without causing cost overruns or compromises on quality.

The Project Manager also conducted thorough and regularly scheduled reviews with the project team to assure each of our suppliers was committed to TCU's quality, cost, and schedule expectations. Regularly scheduled meetings, conducted early in the project, allowed the team to monitor those suppliers with long lead times so we could resolve any scheduling conflicts up front, rather than as they occurred. AV systems, which had long lead times due to chip shortages as a result of the COVID-19 pandemic, were among the materials TCU's Project Manager tracked carefully to ensure a successful outcome. Additionally, a phasing and permitting plan helped the project progress efficiently.

SCHEDULING

Provide two (2) examples which demonstrate the Owner's expertise in managing the schedule; that is, identify some steps taken by the Owner which contributed to the management of the schedule.

Design Assist

Discovering opportunities for optimizing the project schedule was instrumental during construction of the SOM. TCU promoted the Design Assist method to on-board mechanical, electrical, and glazing subcontractors immediately, a decision that opened the door to early coordination of their scopes of work, led to early procurement for long lead equipment, and eliminated waste in design documentation. TCU worked in sync with all partners to ensure their primary focus was to deliver value and meet our target cost.

Challenges and delays from the COVID-19 pandemic further amplified the need to utilize Design Assist.

Early Work Authorizations

From the beginning of the project, the project team already had the end date in mind. The building needed to be delivered by June 3, 2024 so faculty and staff could move in and have their spaces ready by July 8—the first day of school for first-year students. Understanding the importance of this date, TCU's Project Manager wrote the deadline on her whiteboard as early as October of 2021. At every stage of the project, the team remained dedicated to managing the schedule and providing efficiencies whenever possible.

For instance, in an effort to hit each of our key milestones, the project team relied heavily upon early work authorizations. We released one-third of the project cost before all documentation was completed to assure long lead equipment would arrive on time and critical activities could begin. While releasing these costs early was a calculated risk, the entire team was dedicated to this effort, illustrating our collective commitment to the project schedule. Throughout the work authorization process, the team remained in constant communication and stayed organized through regular coordination meetings to make certain the overall budget was maintained as design progressed.

Permitting and various city requirements were other unique challenges that called upon the owner's management expertise. For example, because of the SOM's location in an historic neighborhood near the Medical Innovation District (and due to a city street running through the site), the team determined that attaining early work authorizations would allow tasks to run concurrently and save both time and money on the project (completed portions of the project were released as others were being reviewed by the city). While this process required meticulous planning and coordination, it proved to be a highly efficient, highly effective strategy.

COST MANAGEMENT

Describe what action the owner took with the project team to manage the project costs.

Preconstruction Budget Management

Early in the preconstruction phase, the project was already well above budget due to various circumstances, including the COVID-19 pandemic. Determined to bring the project back in budget, TCU's Project Manager worked with the team to find opportunities for maximizing efficiency within the overall square footage, prioritizing requirements with building occupants and working with systems consultants and TCU Operations to identify savings opportunities in systems designs. Creative solutions allowed us to use spaces more efficiently and reduce costs enough to complete the project under budget without impacting quality or program.

Supplementing these efforts was the team's methodical use of project management tools, such as Target Value Design (TVD) and Design Assist. Using TVD, we evaluated average costs for comparable projects by CSI division and identified areas where the SOM was trending higher than average. With this knowledge, we then focused our attention to where we could strategically reduce costs in the design scope. Design Assist also gave key subcontractors an aggressive target dollar to meet and allowed them the opportunity to find the most efficient way to perform their scopes of work.

Implemented from the early stages of the project, TVD, Design Assist, and overall team innovation set up the SOM for impressive cost savings.

Expectation Management and Customer Involvement

Early in the design process, TCU involved the customer and maintenance teams to limit any surprises and changes during construction. For instance, customers attended page-turns and had input on every aspect of the building, including the adjacency of spaces, equipment/system needs, building finishes, and the function of various spaces. Empowering them to understand their role in the facility assured our goals were in alignment and the building met their needs.

TCU's Project Manager also invited the university's maintenance teams to review and provide feedback on the project and all systems at key milestones during design. Their comments were incorporated into the design to ensure their needs were being met. The Project Manager had maintenance to regularly walk the jobsite and review submittals to guarantee the various systems installations met their expectations. While it is impossible to have zero changes, the number of changes was significantly reduced because maintenance was involved at every stage.

In addition to engaging the customer and maintenance teams during construction, TCU's Project Manager actively challenged the project team to aggressively pursue Value Engineering options that would discover cost savings without sacrificing the building's overall design program or TCU's quality expectations. Trade partners were encouraged to provide cost-effective, "equal-or-better" solutions for materials with higher costs. The project team also challenged subcontractors to validate time, materials, and labor costs from Change Requests to ensure TCU was provided with the most fair and accurate pricing.

Escalation Contingency

Impacts from COVID-19, particularly price escalation hikes and labor shortages, were among the challenges the SOM team faced: we were in the middle of the preconstruction phase during the pandemic's aftershock and needed to find ways to keep costs down amid the volatile market. Timing was critical.

The team opted to establish a contingency that would be dedicated to managing escalation for the project through the buy-out process. At every phase of design, the team discussed the appropriate amount of risk in areas specific to the scope being bought out, and assessed the appropriate amount of escalation contingency to carry moving forward. This approach was instrumental in achieving the SOM's budget goals.

QUALITY MANAGEMENT

Provide a brief narrative describing the methods of quality control/quality assurance and the Owner's participation in this area.

Exterior Façade Mock-up

The project team utilized a myriad of mock-ups, both large and small, to set building expectations, maintain overall quality control and quality assurance, and verify overall constructability. Along with a series of smaller mock-ups, the team, with input from the Building Enclosure Commissioning agent, designed and constructed a large mock-up of the building façade to assure the details shown in the Contract Documents were constructable, the workmanship acceptable, and the work representative of buildings across TCU's main campus. Specifically, the team utilized the mock-up for aesthetic review and (most significantly) water- and air-tight testing. Any issues were noted prior to installation and corrected before they were incorporated into the building structure.



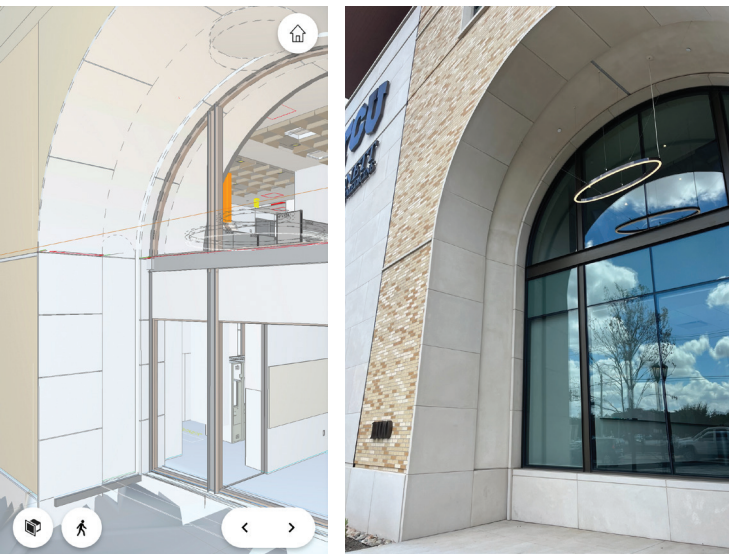
Mock-ups assured the School of Medicine met or exceeded quality standards

While a mock-up of this scale was an up-front investment (an allowance in the GMP that totaled just under \$200,000), its value paid dividends, as the team was able to identify and rectify issues early before they had the potential to impact the budget or schedule.

Page Turn Sessions and Site Walks

Involving both Facilities Maintenance and future building occupants throughout design and construction was essential to the project's success. Facilities needed to be prepared to maintain the building, support its interior systems, and extend its longevity on Day One, while end-users needed spaces that made sense for their daily activities—both from a design and functionality perspective.

To help mitigate any change requests late in the project, TCU's Project Manager required Facilities Maintenance to provide thorough document reviews during the design phase at SD, DD, and 50% CD milestones. They also participated in site walks during construction at the underground, in-wall, and overhead milestones to ensure all work was installed according to their expectations and campus standards. This early and honest input gave the design and construction teams time to document and fulfill any requests. Ultimately, the project team was able to hand over the SOM on May 3—one month early—without issue.



Tools and Techniques

Upholding TCU's Quality Assurance and Quality Control expectations remained a constant theme throughout the course of the project. The team engaged TCU-approved subcontractors who understood the university's building expectations, and held frequent owner's meetings, daily job site huddles, weekly staff meetings, and preinstallation conferences were held to further reinforce the university's goals.

The project team also utilized project-specific BIM360 checklists for all activities and brought on dedicated QA/QC personnel, knowledgeable in their respective scopes, to ensure the building's standards were being met. Any issues found were documented and reviewed daily in the field and during weekly QA/QC meetings. This made sure any issues were addressed and closed out in a timely manner.



Drone footage was another key component of the team's QA/QC program. Photos and videos were continuously shared with TCU, the dean of the School of Medicine, and vested partners, as well as students and the public via social media, to provide project updates and generate continuous excitement for the new building.

Technologies, including BIM360 and drones, helped maintain TCU's QA/QC standards.

SECTION III: OVERALL PROJECT SUCCESS

Identify and briefly explain the factors that contributed to the success of the project such as the selection of the A/E, Prime Contractor and Subcontractors, approach to decision-making, handling end user requests, etc. Entire section should not exceed two (2) pages.

Building an Incredible Team

The success of the SOM would not have been possible without the team tasked with designing and building it, and managing its overall construction.

The stage was set early for the project with the selection of the SOM's A/E team. TCU commissioned CO Architects from Los Angeles and Hoefer Welker out of Dallas to design the new facility due to their dual experiences designing similar technical facilities at other universities. Following an interview process, the university found their unique specialties, coupled with their collaborative spirit and overall vision for the SOM, as the ideal characteristics for capturing the university's goal.

Following the design selection, TCU elected to partner with Linbeck Group, stationed in Fort Worth, to act as Construction Manager at-Risk. Having collaborated successfully with Linbeck for more than 30 years, our team was confident in their ability to build the SOM. Furthermore, Linbeck came with in-depth knowledge on healthcare construction: they have worked with Cook Children's Health Care System (also in the Medical Innovation District) to build, renovate, finish-out and provide preconstruction services for countless facilities for nearly 40 years..

With CO Architects, Hoefer Welker, and Linbeck as part of TCU's team, the stage was set for a positive and collaborative building program. The entire team worked together from the beginning of the project to meet TCU's budget, agree and commit to the schedule, and navigate issues together through construction to achieve a successful outcome.

Commitment to Serve

Another contributing factor for the success of the SOM was the pride, ownership, and commitment every team member exhibited for the project. We were all aligned with TCU's mission and were passionate about how the building would usher in a new age of education and innovation for the university, the City of Fort Worth, the Medical Innovation District, and Near Southside. Every day, the team performed their duties with a heightened level of precision to yield a product that would become the pride of the entire community.

Under Budget and Ahead of Schedule

TCU's expectations for budget and schedule were set early in the project. The team worked diligently throughout the design and construction phases to discover solutions that would decrease costs and allow us to hyper-track certain tasks. These efforts paid off immensely, as the SOM was completed under budget and one month ahead of schedule. With those extra funds and returned capital, TCU has the opportunity to reinvest the money to support its student and/or future building programs.



The Burnett School of Medicine boasts high-design features and finishes from the portico into the main forum and up to the super floor..

Delivering these cost savings was a significant accomplishment given the various complexities and design-forward elements within the building, such as the grand outdoor portico that depicts a starry night sky and TCU's landmark "Frog Fountain" (on its main campus), the main forum that balances acoustics and beauty, and the innovative "super floor" that includes simulation labs, an experiential lab, clinical skills space, and gross anatomy lab. And by completing the project ahead of schedule, building occupants were able to move into the new facility weeks before originally scheduled and prepare their workspaces prior to the new school year.

Happy Building Occupants and Stakeholders

As the Project Manager, delivering a facility that inspires a newfound sense of excitement and pride among students, faculty, and staff is the truest form of "success." The SOM has achieved this status.

For several months, students and building occupants have been conducting classes and using every area of the building as it was intended. And together, they have voiced their absolute thrill with the SOM and its balance in design and functionality. Furthermore, students are excited to train in the high-tech Simulation Lab and utilize state-of-the-art technology for enhanced learning.

Seeing the building occupant's sheer delight in the building is how we know the SOM was a success.



Students, faculty, and staff following the opening of the School of Medicine.

SECTION IV: PROJECT COMPLEXITY

Provide a brief narrative (i) in bullet form and (ii) maximum of one (1) page; describing the complexity of the project including challenges, constraints and the solutions.

Schedule

- The team's first design session for the SOM was in October 2021. From this point, we had just under three years to build the 98,000 SF facility and meet our deadline of July 8, 2024. To accomplish the tight timeline, the team strategically sequenced documentation packaging and permitting, procured long lead items early, collaborated continuously with the city, and communicated with critical subcontractors to track the project's progress.
- Early in the life of the project, TCU had to remain anonymous for various reasons. This anonymity made working through permitting requirements, city processes, and franchise utility agreements uniquely complex. When it was time for TCU to publicize the project, our team tracked this milestone and worked with the university's marketing team to time the public announcement.

COVID-19 Impacts

- COVID-19 presented two main challenges for the project: long lead times and cost escalation. TCU's Project Manager worked with the team to identify opportunities for early material procurement. For instance, Air Handling Units (AHUs) were purchased nine months before they were needed on site, which guaranteed competitive pricing and helped the equipment arrive two weeks before the roof structure was constructed.
- In-between the SOM's inception and its preconstruction phase, the cost of materials increased dramatically and caused concern for the project budget. The team developed a specific escalation contingency plan that helped manage costs through the buy-out process. During design, we discussed the appropriate amount of risk within the various scopes being bought out and assessed the appropriate amount of escalation contingency to carry moving forward. These efforts kept costs down without impacting the building's overall design or quality.

Existing Conditions and Site Impacts

- During the plat process, the team identified two small parcels of land that were still owned by the Texas Department of Transportation (TXDot). Per the district's design guidelines, the SOM could not be any further than 10 feet from the parcels, yet the design showed the building would hang over these parcels; the team needed to abandon the parcels prior to construction. We held frequent and proactive meetings with TXDot and Fort Worth to complete this abandonment process.
- The site selected for the SOM originally had a street running straight through it. Before certain scopes of work could begin, our team needed to make sure the road was fully abandoned. This was a critical milestone that called on the team to strategize our documentation, permitting, and activity sequencing.
- Located in the historic Near Southside neighborhood, the SOM needed to abide by specific Design Guidelines so it would fit within the surrounding profile. Some of these requirements pertained to the building's signage, minimum façade fenestration percentage, and roof slope. Even with these requirements, the SOM still reflects TCU's traditional style and architecture that includes arches, red roof tile, punched windows, and blonde brick.

Medical Equipment and State-of-the-Art Amenities

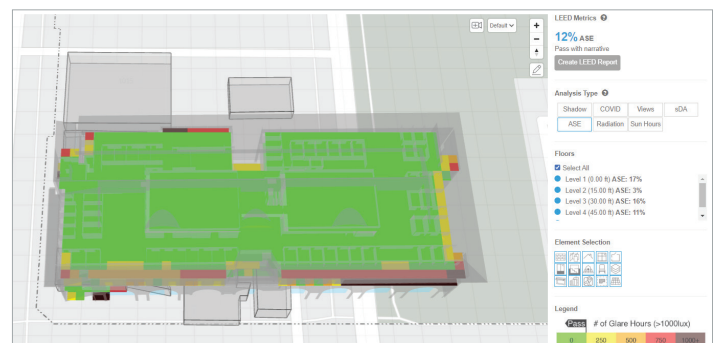
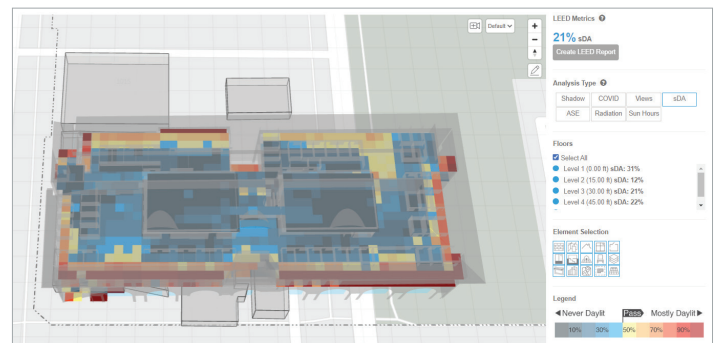
- A large part of what makes the SOM such a groundbreaking facility is the amount of medical-grade equipment inside and the number of spaces and systems built to support this equipment. TCU's Project Manager conducted thorough equipment reviews and approval processes with instructors to ensure the equipment was satisfactory, and coordinated with the building contractor to oversee their successful installation.
- By nature of its use, the Anatomy Lab needed to be built according to specific industry standards, such as enhanced ventilation and maintaining a certain level of cleanliness. Engaging the State Anatomical Board and Texas Funeral Commission was also necessary to achieve official certification.
- Advanced AV systems elevate the overall learning experience for students. For instance, "lecture capture" capabilities allow students to learn from their interactions and instructors to interact with students in real-time. Simulation manikins, which are programmed to speak, also create more real-world experiences for students.

SECTION V: SUSTAINABILITY ELEMENTS/EFFORTS

Provide a brief narrative (i) in bullet form and (ii) maximum of one (1) page; describing sustainability elements/efforts, if any.

The SOM is currently tracking towards LEED Gold certification. Some of the key sustainability efforts the team took to achieve LEED status included:

- **Enhancing Processes:** The project had an integrated design process where different envelope enhancements and system options operated with an early energy model to determine the best balance of first cost, operational costs, ongoing maintenance, and energy efficiency for the project. These early on efforts kept the project within budget yet still netted an energy reduction of 26%.
- **Decreasing Water Usage:** The team used watersense fixtures to decrease indoor water use by more than 40%. The SOM also features native, drought-tolerant plantings and smart irrigation design and controls to decrease outdoor water usage by more than 40%.
- **Building Green Spaces:** The SOM site incorporates open, loosely programmed green spaces, walking trails, and covered patio areas to connect occupants to nature throughout the year in all kinds of weather. Connecting occupants to nature has been shown to decrease stress and anxiety levels, as well as increase focus, retention, and productivity, all which are very important in a school setting.
- **Reducing Construction Waste:** The building program achieved a 68% decrease in construction waste produced on site; 97% of the waste actually produced was diverted from a landfill.
- **Utilizing Safe Materials:** The project had 104 products with Environmental Product Declarations (more than 90%), with more than 67% of the products also citing material ingredient reporting. The materials used for the SOM are not only environmentally friendly, but also healthy for the occupants in the space.
- **Increased Ventilation:** The SOM's ventilation system was designed according to ASRHAE 62.1 standards and contains MERV 13 filters. Furthermore, the building uses low VOC products throughout, which enhances the indoor air quality significantly.
- **Testing Indoor Air Quality:** The building received extensive indoor air quality tests before staff and faculty moved in to guarantee there were no particulates and the building was safe for occupancy.
- **Recycling Materials:** Recycling was a significant element throughout design and construction.



Top: Green spaces are a major part of the building footprint.

Middle: Daylight analysis

Bottom: Solar Heat Gain Analysis

SECTION VI: CONFLICT RESOLUTION

Provide a brief narrative (i) in bullet form and (ii) maximum of one (1) page, describing the owner's role in minimizing and resolving conflicts.

TCU's main strategy for managing the design and construction of the SOM was to present expectations up front. This approach ensured all team members understood how their individual roles and responsibilities would set the project up for success. Furthermore, TCU was proactive in engaging the consultant and construction/subcontractor teams early, involving building occupants thoroughly through the design process, and including the TCU Facilities Operations team in design review and building walk-throughs. These efforts helped the team resolve conflicts, such as those outlined below, with the assurance that they would be resolved without issue.

- **Exterior Mock-up:** The exterior mock-up proved to be a valuable tool for the entire project team. The mock-up presented many of the most difficult details of the façade and allowed the contractor to work through those details in a productive way before applying it to the actual building 100 times. There were several aesthetic applications that were reviewed for approval, but also many functional details that were tested through the building enclosure consultant. The mock-up helped identify one main error, caught in the detail documents, that prevented significant re-work had the mistake been installed in the field.
- **Mezzanine Walkway Upgrade:** As the forms were being constructed for the fifth floor mechanical mezzanine, TCU requested a late change that modified the design of a walkway to the mechanical mezzanine. The intent of the change was to create a more operationally friendly product that would enhance the end user experience. Unfortunately, the change required re-working the forms, redesigning the PT banding, and re-sequencing select work to achieve the modification. However, the team came together to work through the major constraints to determine a path forward that resulted in no schedule impact and minor cost impact. In the end, the final result of the walkway modification greatly improved the experience for both maintenance teams and building occupants.
- **Medical Equipment Coordination:** Owner furnished equipment is always challenging to coordinate and typically results in late changes and costly impacts to a project. The SOM team held weekly coordination meetings with the medical equipment coordinator to discuss the status of each item, review infrastructure requirements for each product, determine install timing, and explain roles/responsibilities. While the team still encountered coordination challenges during installation, these conflicts were minor and the team was able to work through them without major impact to the project.
- **Franchise Utility Coordination:** The team worked closely with Oncor, Spectrum, AT&T, and Atmos to coordinate utilities throughout construction. We held weekly calls, meetings, and touch-points to stay informed of lead times and target dates. Through the leadership of the TCU Project Manager and buy-in of the entire team, the SOM did not suffer scheduling delays, even with material long lead times.



Medical equipment in the School of Medicine.

SECTION VII: THE COAA WAY

Provide a brief narrative (i) in bullet form and (ii) maximum of one (1) page, describing how the project team embodies The COAA Way.) The COAA Way is a mindset for completing projects successfully, a desire to continuously improve, and a belief that working collaboratively will lead to greater success.

TEAMWORK AND TRANSPARENCY

- From the beginning of any project, it is up to the owner to foster a work environment that prioritizes teamwork, promotes accountability, and inspires the team to work towards a common goal, or True North. These attributes are at the heart of what makes make projects successful, as individuals are just as committed to seeing their peers succeed as they are themselves. Throughout the design and construction phases of the SOM, the project team was driven to put these practices into action.
- Knowing that every member of the team was essential to the project, TCU's Project Manager, design team, contractor, and subcontractors established a culture that was collaborative, transparent, and proactive. We addressed issues quickly and efficiently, and relied upon each other to discover opportunities to optimize the overall building program.



“ON SITE” VIDEO SERIES

- Beyond their construction duties, the project team also demonstrated a team-oriented approach when supporting the marketing team at The Burnett School of Medicine with a 13-episode, professionally produced video series that provided regular construction updates for the SOM. The series, aptly titled “On Site,” cultivated excitement from the project team, as well as future building occupants and students.
- The design and construction teams appeared in the video series to offer updates and share unique details about the building, such as how many bricks encase the building, how the floating grand staircase was constructed, and how/why various spaces were designed. Each episode was fun, educational, and clearly illustrated the project team’s sheer pride in being a member of the special project. Special guests of “On Site” included TCU President Daniel Pullin, the School of Medicine’s Founding Dean, the Executive Vice President of Baylor, Scott & White, and the Mayor of Fort Worth, Mattie Parker.
- In 2024, the Association of American Medical Colleges Group on Institutional Advancement (AAMC GIA) presented The Burnett School of Medicine’s marketing team with a Silver Award for Excellence for the “On Site” series—a win that could only have been made possible through the enthusiastic participation from the entire project team.



Top Left: Filming of “On Site”

Bottom Left: The floating grand staircase

HOEFER WELKER

July 31, 2024

Brooke Ruesch
TCU Facility Services
3589 Bellaire Dr N
Fort Worth, TX 76109

RE: TCU School Of Medicine – Project Client Leadership

To meet a 2024 fall semester occupancy for the Burnett School of Medicine at TCU, the project's project management and facilities team could not operate business as usual. To design and build the new Arnold Hall off-campus in Near Southside's medical district, success in large part required an expedited, integrated delivery process that incorporated advanced construction planning. Moreover, it was evident from the start this significant project was going to take a strong leader whose intent is creating a strong team that was in step together from day one. That leader is Brooke Ruesch.

Starting in October 2021 during early planning and programming sessions for the design of Arnold Hall and its urban campus, Brooke worked collaboratively with internal and external stakeholders to better understand what this means for both the University and the medical students this "next generation," state-of-the-art facility serves. As the project moved forward in development, Brooke facilitated critical decision-making, achieving critical milestones throughout its nearly 3-year, rigorous delivery schedule that moved-in students and faculty from temporary space by May 2024.

Brooke demonstrated keen knowledge in structuring an integrated design and construction approach to deliver a landmark project for TCU that shared calculated risk decisions for fast-track construction. It was a project that brought multiple design teams together along with a proven construction manager to work through local design requirements, removing an existing city street to create a placemaking, architectural solution as the initial phase of a new campus that will become an innovation magnet for clinical, industry, academic, and research partners.

Under Brooke's leadership and project management direction, there was an understanding that finger pointing was not a part of the process. Rather, she promoted 'hand-in-hand' team approach to crafting solutions for multiple items without a need to have grievances. During design and construction, she championed weekly coordination meetings that utilized building information modeling (BIM) to provide immediate direction, coordination, and documentation for an evolving, fast-track construction process with multiple early release packages.

Arnold Hall also took on the exciting opportunity to go a Gold LEED design certification, with Brooke pushing everyone to keep it in the forefront, alongside the push for design, detailing and construction excellence. It was truly a pleasure to work alongside her as a team member for such a groundbreaking project with amazing results.

Sincerely,



Jeff Hall, AIA
Associate Principal

Hoefler Welker | 1617 Park Place Avenue, Suite 106 | Fort Worth, Texas 76100

hoeflerwelker.com



L I N B E C K

August 6, 2024

To Whom It May Concern:

I take great pleasure in writing this letter of recommendation for Texas Christian University's (TCU) Director of Project Management, Brooke Ruesch.

It was evident early on that the Burnett School of Medicine was going to be a challenging project. COVID-related material lead times were still stretched as the ongoing supply chain issues struggled to catch up with global demand. This necessitated longer than usual planning calculations and a detailed analysis of expediting possibilities with substantial outside-the-box thinking. As the first off-campus new building, University design requirements and standards needed to comply with Fort Worth's Near Southside district's regulations. Arnold Hall's location required building extended relationships with interested parties, including significant members of the community. These included the Mayor of Fort Worth, various leaders at Cook Children's and Texas Health, utility providers, and others.

Brooke set the tone for what would become a team vision of success for this landmark project through close and constant collaboration. She fostered a spirit of teamwork throughout the construction process with an infectious personality, high energy, and a "can-do" attitude that kept the project team in a positive mindset through challenging times. She provided, and often reinforced, her vision and guidance in weekly coordination meetings, consistent project tours and visits, and constant communication with the project team.

Brooke's management skills cannot be overstated. Her ability to direct multiple design teams and consultants across divergent locations is particularly noteworthy. She was able to streamline a normally tedious process to communicate upcoming changes, allowing the construction team plenty of advance notice so that steps could be taken to accommodate, thereby minimizing rework. Brooke fostered an environment of "How can we?" solutions to issues that arose, rather than accepting "We can't do that.". Her steadfast devotion to TCU, and especially Arnold Hall, as well as her unwavering commitment to excellence, was a positive contagion to all who had the opportunity to interact with her.

Brooke's strong leadership allowed this project to be delivered well ahead of the original schedule, achieving multiple goals for the school and University as a whole. She was a devoted team leader, a pleasure to work with, and truly deserving of future accolades for this incredible project.

Sincerely,
James S. Robertson
Project Manager
Linbeck Group, LLC

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BURNETT
SCHOOL *of* MEDICINE

August 8, 2024

Dear COAA Project Leadership Team,

It is my true honor to offer my highest recommendation to Brooke Ruesch and the facilities team of Texas Christian University for the design and construction of Arnold Hall, a medical education building for the Anne Burnett Marion School of Medicine at TCU.

Arnold Hall recently opened and the medical school moved in just a month ago. If I only could share one word about the building, I would describe this building as “stunning.” However, it is so much more, including functional, welcoming, efficient, impressive, effective and imaginative. I have enjoyed watching the expressions of those who see it for the first time as they walk through each floor and see all of the artistic touches, clever design and functional spaces.

Brooke served as project manager for this incredible building and we spent many hours together, along with a team of leaders from the School and University, as well as architects, engineers, construction teams and the leadership of the TCU facilities team. This group met for months on the concept, design and refining of every aspect of this building. There is not one thing about this building that I feel didn’t reflect our vision or that was unexpected, as Brooke and team led us through everything from the number of floors in the building, to the specific tile to be used in the student wellness lounge.

As Dean of the School of Medicine, I clearly don’t design buildings on a daily basis – but having a complete trust and reverence for the TCU team made the entire process so much easier, efficient, and thorough. We were taken through every aspect of the building that would have an impact on our day-to-day use of the building, how we teach medical students, and the kind of emotional response we wanted people to have as they entered different spaces.

I’ve worked with other teams before as I’ve built medical education and research buildings elsewhere, but this is the first time that I’ve felt that the thoughts and opinions of my team and me were sincerely valued and important to the decisions that wonderfully were presented in the final design of this building. Brooke and team led the design meetings for months with all of us while we talked through what was important for our school, specific to our faculty and our curriculum. We were comfortable knowing that this building was designed only with our School of Medicine in mind and addressed our unique curriculum and the challenges it presented. The outcome of our school is a direct reflection on her patience and leadership.

Once construction began, our team was engaged in weekly full team progress calls, addressing challenges that arose, and responding to our constant inquiries. As you would expect, there were challenges such as a budget that could not support all of our expansive dreams as well as limitations within the zoning, among others. But

Burnett School of Medicine · TCU Box 297085 · Fort Worth, Texas 76129

AFFIRMATION AND RELEASE

Nomination is submitted by: Texas Christian University

Name: Brooke Ruesch

Company: Texas Christian University, Facilities

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In submitting this application, I affirm to the best of my knowledge, that the information contained herein is accurate and correct. I also agree to grant permission for COAA® to use the nomination materials in their entirety (including photographs) for promotional purposes which may include, but not be limited to, the COAA® website and the Owners Perspective magazine.

SIGNATURE 

Date: August 30, 2024

TITLE: Director, Project Management