

# ADAPTIVE REUSE STUDY

## NAVY SUPPLY CORPS SCHOOL ATHENS, GEORGIA



PREPARED IN COLLABORATION WITH  
UNIVERSITY ARCHITECTS FOR FACILITIES PLANNING  
UNIVERSITY OF GEORGIA



JANUARY 17, 2007

HGOR  
HUGHES | GOOD | O'LEARY & RYAN

Shepley Bulfinch

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## ACKNOWLEDGEMENTS

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Athens Clarke County Commission

Community Approach to Planning Prince Avenue (CAPPA)

Athens Clarke Heritage Foundation

Athens Clarke County Local Redevelopment Authority

Athens Clarke County Mayor Heidi Davidson

Base Realignment and Closure (BRAC)

Boulevard Historic District

Buena Vista Historic District

Cobbham Historic District

King Avenue Historic District

Oglethorpe Historic District

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*CAPT Brian Sheppard SC, USN, Commanding Officer NSCS*

*LT Benjamin Powell SC, USN, Public Affairs Officer NSCS*

*LT Harold Robinson, CEC, USNR, Public Works Officer NSCS*

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## OVERVIEW

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ADAPTIVE REUSE STUDY

THE UGA/MCG PARTNERSHIP

# OVERVIEW

## ADAPTIVE REUSE STUDY

The Local Reuse Authority's proposed plan as to the reuse of the Navy Supply Corps School (NSCS) has the potential to bring dramatic and positive change to Georgia in terms of expanded medical education, better access to health care at a time when physician shortages are looming and very significant economic development opportunities for the region and state for decades to come. The Navy Supply Corps School (NSCS) is to be relocated to Newport, Rhode Island by 2011. The University of Georgia proposes to establish a new health sciences center and to use the NSCS property for this purpose. The present study provides additional data to supplement the basic reuse proposal submitted by the university.

## THE UGA/MCG PARTNERSHIP

After decades of predicting a glut of physicians in the United States, a number of national leaders and medical organizations now fear the nation will face a serious shortage of doctors in the near future. A number of negative outcomes are already becoming apparent. Multiple factors are contributing to this situation, including: population increases, a larger proportion of the populace entering old age and requiring significantly more medical care, systemic problems resulting in underserved rural and minority populations and the retirement of physicians and other health professionals currently in practice. Past constraints on medical school enrollment also have meant that the number of first-year students entering M.D. programs compared with the population of the U.S. has actually declined steadily since 1980.

In June 2006, the American Association of Medical Colleges recommended a 30% increase in medical school class size to address the anticipated shortage of physicians in the U.S., particularly in those states with the fastest growing populations. Georgia, with the fastest rate of growth among the 10 largest U.S. states, can expect acute shortages.

The state is already facing physician supply problems in its rural communities that will require not only more physicians but a commitment to developing policies that buttress the ability to meet medical service needs across the state. Because of its scale and complexity, the looming problem will not be solved by an incremental increase of current medical school programs or by addition of small new private programs with a limited capacity to expand over time and unclear commitments to the state's health care agenda. A comprehensive approach within the state education system itself is needed.

For this reason, the University of Georgia (UGA) has partnered with the Medical College of Georgia (MCG) to address the expected physician shortage. UGA is the flagship research institution of the state with land-grant university responsibilities for the well-being of all Georgians. MCG, the state's only public medical school, has considerable medical education expertise and a similar statewide institutional commitment.

Both institutions agree that a key opportunity to increase physician supply in Georgia is to engage the considerable resources that exist already on and near the UGA campus. These include: the university's full complement of life science departments with highly qualified faculty committed to education and training, a long-standing role as a recruiting magnet for students across the state of Georgia, recent success in expanding the diversity of the student body and a track record of success in attracting major funding for biomedical research, even without a medical school. An established strategic working relationship with MCG adds access to expertise in curriculum development, medical school management and a statewide approach to training physicians.

The UGA/MCG partnership offers joint access to resources that make it possible to realize comprehensive health education goals statewide within the public higher education system. In this context, the decision about the NCSC site could become the catalyst for a major medical education initiative in the state.

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## ECONOMIC ANALYSIS

8

ECONOMIC IMPACT

EMPLOYMENT IMPACT OF THE PROGRAM

WAGE IMPACT OF THE PROGRAM

GOVERNMENT REVENUE IMPACT OF THE PROGRAM

SUMMARY

## ECONOMIC ANALYSIS

### ECONOMIC IMPACT

The economic impact of medical schools on their state economies and on the nation is significant and well documented. A 2003 study by Tripp and Umbach Healthcare Consulting, Inc. estimated that the combined direct and indirect economic impacts of American Association of Medical School (AAMC) member institutions in 2002 equaled over \$326 billion nationwide. AAMC members accounted directly or indirectly for over 2.7 million jobs—one out of every 54 wage earners in the United States labor force. AAMC members generated nearly \$14.7 billion in total state tax revenue and almost \$14 billion in out-of-state visitor-related revenue.

The study indicates that in the state of Georgia, over 73,000 jobs resulted directly or indirectly from AAMC medical schools. Resulting government revenues exceeded \$295 million. The direct impact of medical schools on the Georgia economy in 2002 was over \$3.3 billion and with indirect impacts included, the total reached \$7.7 billion. This total compares with over \$10 billion each in North Carolina and Florida, \$20 billion in Texas and Massachusetts, \$25 billion in California and \$49 billion in New York.

Developing a new health sciences center at the NSCS site will allow Athens-Clarke County and the state of Georgia to participate more extensively in this highly desirable form of economic development. The jobs created will cross a wide spectrum of employment categories including a large number of high paying, knowledge-based jobs in an environmentally benign industry. Co-locating a college of public health with physician training programs and programs in allied health, nursing and other fields will have a significant impact on jobs and tax revenues in the state and bring more long-term prosperity to the Athens regional economy than any other conceivable use of the 58-acre site. In order to house the range of programs anticipated and serve as an expandable campus to address the state's long-term medical education needs, the entire site will be required.

The current analysis quantifies only part of the near-term story. An effort was made to produce the most conservative estimate of the employment impact of the physician training component of the project, in its earliest phase, and to include only those other impacts that are both known and quantifiable at this time. Three categories of impacts were identified: spending on construction, equipment and maintenance for programs at the facility; the hiring of employees (faculty and support staff) to provide medical instruction to provide medical instruction and the impact of the medical students brought into the community. It was felt that these impacts can be projected with accuracy for a five-year planning horizon beyond the transfer of the facilities in 2011, so the analysis looked at the impacts through 2015.

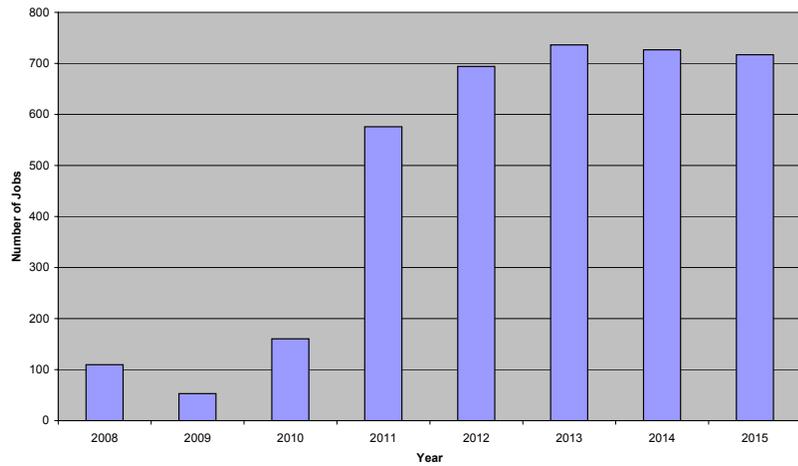
The basic assumptions are conservative and the analysis does not quantify numerous other impacts that are expected. These are summarized in the final two paragraphs of this section. Because these expected impacts will generally have a positive long-term impact on the local economy—in some cases a profoundly positive impact—the projected numbers derived in this initial analysis should be interpreted as the minimum short-term economic impact.

## EMPLOYMENT IMPACT OF THE PROGRAM

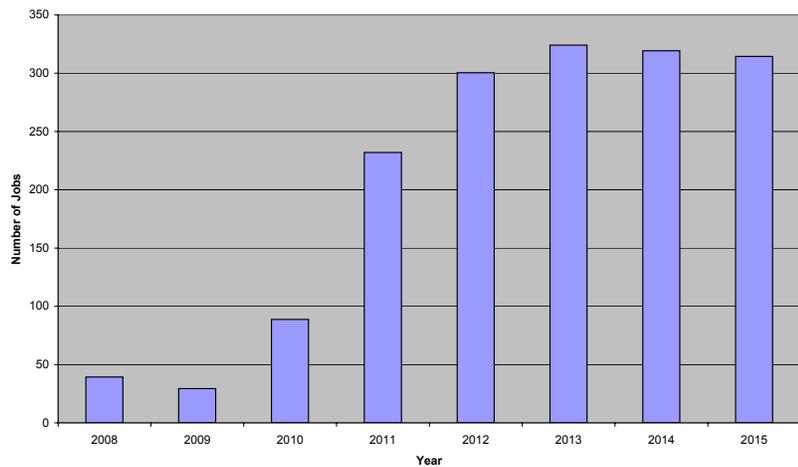
Construction and operation of the proposed physician training program are expected, by 2015, to support a minimum of 315 new jobs in Clarke County, and a minimum of 717 new jobs statewide. This would make the health sciences center Athens' 16th largest employer, even excluding any potential for future expansion or diversification of the Clarke County health care sector. The Navy Supply Corps School is currently Athens' 39th largest employer. The employment impact in both Clarke County and the state is expected to increase dramatically within the forecast period, first in support of the construction activity at the facility, and later as faculty and staff

are added to support the curriculum of the new program. The marginal decrease in employment impact shown on the graph for the last two years of the forecast period reflects the decrease in known construction activity at the facility. It is expected that other factors will more than compensate for this slight drop. The employment impacts on the state of Georgia and on Clarke County for the initial phase of this single program are shown in figures 1 and 2. Again, these are very conservative projections.

**FIGURE 1:**  
SHORT TERM IMPACT OF  
PROPOSED PROGRAM ON  
TOTAL EMPLOYMENT IN THE  
STATE OF GEORGIA



**FIGURE 2:**  
SHORT TERM IMPACT OF  
PROPOSED PROGRAM ON  
TOTAL EMPLOYMENT IN  
CLARKE COUNTY

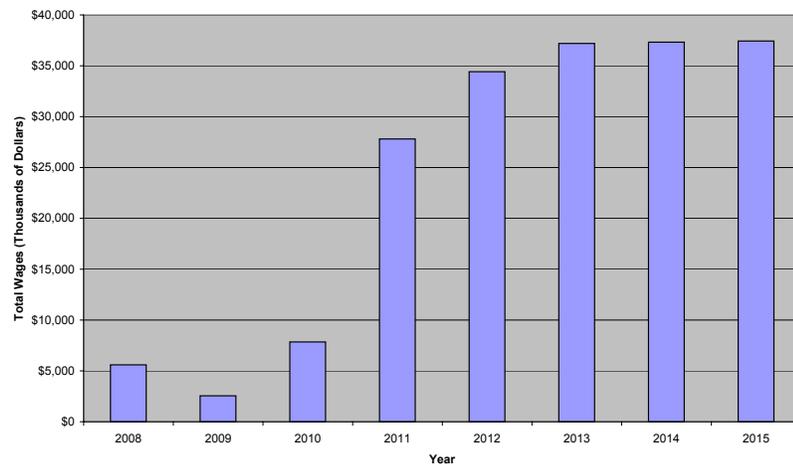


**WAGE IMPACT OF  
THE PROGRAM**

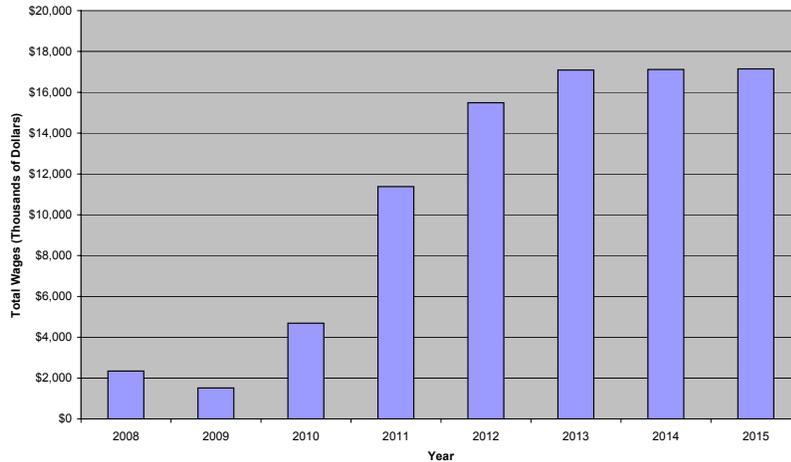
The impact on wages is even more dramatic than the impact on jobs because the program at the NSCS site and certain related support activity elsewhere involve employment in the comparatively high-paying medical profession. By 2015, the program would be expected to generate a minimum of over \$37 million dollars in additional wages paid statewide with \$17 million dollars in additional wages expected in Clarke County. Figures 3 and 4 present the impact of the proposed program on total wages paid in the state as a whole and in Clarke County.

It is worth noting that even given the conservative approach of this analysis the health sciences center will more than compensate for the loss of jobs and wages at the Navy School. The Navy School currently has an annual payroll of \$8.7 million. In comparison, at the end of the initial phase studied, the physician training program and construction projects alone will generate \$17 million in wages in the local economy.

**FIGURE 3:**  
SHORT TERM IMPACT OF  
PROPOSED PROGRAM ON  
TOTAL WAGES EARNED IN  
THE STATE OF GEORGIA



**FIGURE 4:**  
 SHORT TERM IMPACT OF  
 PROPOSED PROGRAM ON  
 TOTAL WAGES EARNED IN  
 CLARKE COUNTY

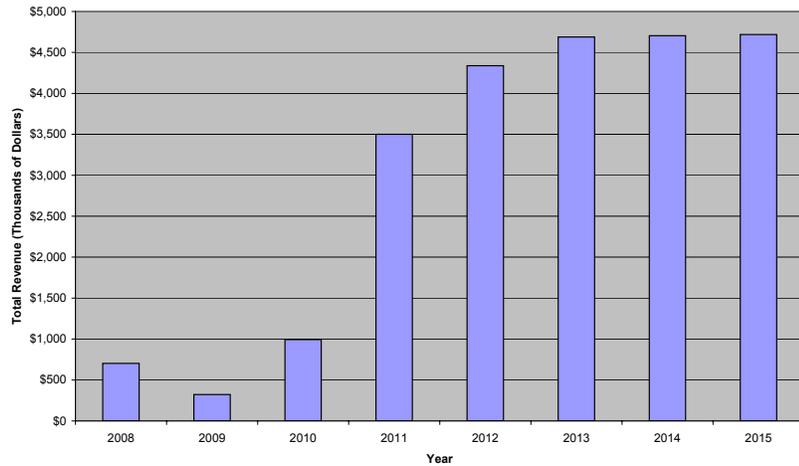


**GOVERNMENT  
 REVENUE IMPACT  
 OF THE PROGRAM**

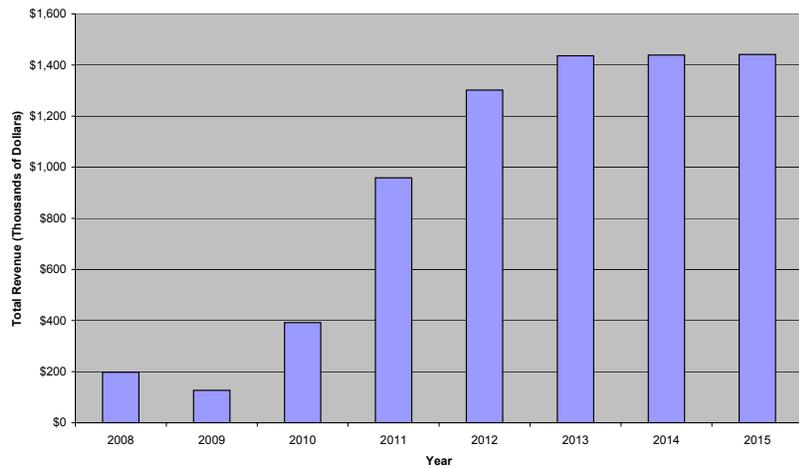
While the educational program as defined would not necessarily provide a significant direct source of local or state government revenue, the economic activity it would generate as a result of additional employment—resulting in additional property, income and sales tax revenues—would add significantly to both local and state government coffers. The additional local economic activity is estimated to be sufficient to generate over \$1.4 million dollars per year in additional Clarke County government revenue. If the program develops as expected, the long-term revenue impact would be much larger.

The spillover economic impact of the proposed project would also generate additional state government revenue. By 2015, the program is expected to generate a minimum of \$4.5 million dollars of additional revenue for the state of Georgia. The impacts on state and local government revenue are shown in figures 5 and 6, below.

**FIGURE 5:**  
SHORT TERM IMPACT OF  
PROPOSED PROGRAM ON  
TOTAL GEORGIA STATE  
GOVERNMENT REVENUE



**FIGURE 6:**  
SHORT TERM IMPACT OF  
PROPOSED PROGRAM ON  
TOTAL CLARKE COUNTY  
GOVERNMENT REVENUE



**SUMMARY**

While \$37 million is a cautious estimate for the economic impact of the physician training program and construction in the near term, other factors will cause dramatic increases over time.

- Though the analysis assumes static enrollment in the early phase, the state’s looming physician shortage will cause enrollment of medical students in the program to increase, possibly doubling or even tripling.

- In addition to bringing more students, these expansions will require a corresponding addition of faculty and necessitate facility expansion projects.
- Though it is too early to specify their scale, a number of medical residency programs will be created as well, bringing another cadre of salaried medical employees to Athens.
- No employment impacts for other programs to be located at the new health sciences center have yet been calculated. The UGA College of Public Health and programs in nursing and allied health will likely have a combined enrollment greater than the physician training component.
- Very significantly, this analysis does not yet include research funding which, in collaboration with health-related research programs at UGA and MCG, can be expected to grow quickly. Additionally, the new College of Public Health is already producing the highest rate of funding per faculty member of all UGA schools and colleges and could potentially reach \$50 million in active extramural grants within a decade.

To summarize more broadly, if you begin with the conservative amount of \$37 million in wages for the near-term impact of just one program, then triple the size of that program, match this enrollment with three or more programs in public health, nursing and allied health, add revenue from other programs and calculate the total extramural research funding, the anticipated annual statewide impact of the health sciences center will cross the \$100 million threshold during its first decade of operation. Continued expansion from that point involving more jobs, students, new construction and extramural research funding are suggested by the example of established medical schools at flagship public universities across the country.

Even this broader calculation leaves out additional long-term economic impacts, including the impact of the programs on health care statewide and hence the quality of life in Georgia; the role the facility will play in boosting recognition of Athens as a regional healthcare center of destination; the expansion of the state's health-related industries as a result of an increased number of locally trained workers with health-related expertise and increased research funding and private support for other schools and colleges of the university due to the presence of a new and expanding medical program.

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## INSTITUTIONAL MISSION

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UNIVERSITY OF GEORGIA  
HEALTH SCIENCES CENTER

# INSTITUTIONAL MISSION

UNIVERSITY OF  
GEORGIA HEALTH  
SCIENCES CENTER

## THE MISSION OF THE UNIVERSITY OF GEORGIA

The University of Georgia, a land-grant and sea-grant university with state-wide commitments and responsibilities, is the state's flagship institution of higher education. It is also the state's oldest, most comprehensive and most diversified institution of higher education. Its motto, "to teach, to serve and to inquire into the nature of things," reflects the university's integral and unique role in the conservation and enhancement of the state's and nation's intellectual, cultural and environmental heritage.

### INTEGRATION OF THREE MISSIONS

The integration of teaching, research, and service is a defining characteristic of the university as a land-grant and sea-grant institution.

### COMMITMENT TO LEARNING

The university has increased the presence of senior faculty in the classroom and has deepened its commitment to students by creating a better learning environment.

### PURSUIT OF SCHOLARSHIP

The university embraces a broad array of scholarly inquiry in the form of research and creative works in most fields of advanced studies.

### CALL TO SERVICE

Throughout its history, the university has brought its expertise to bear on a host of public service programs affecting Georgians in every county.

### BALANCED ENROLLMENT

To cope with the escalating demand, the university has correspondingly raised admissions standards in order to maintain a balance between enrollment growth and the quality of the learning environment.

UNIVERSITY OF  
GEORGIA HEALTH  
SCIENCES CENTER

A CULTURE OF QUALITY

With the state's support, the university aspires not only to maintain but also to improve the quality of its faculty and staff by raising salaries to region-leading levels.

ADVOCATE FOR THE ENVIRONMENT

The university has established environmental literacy and stewardship as an institutional priority.

PARTNERSHIP WITH INDUSTRY AND PEERS

State-supported schools everywhere are being called upon to improve their efficiency and accountability — to make the most of their budget. One of the best ways to accomplish this is through cooperative agreements with other University System institutions and with private industry.

CONTRIBUTIONS TO GEORGIA'S DEVELOPMENT

In fulfilling its mission of instruction, research, and public service, the university is actively involved in the economic, social, and cultural development of the state.

CULTURAL DIVERSITY

University initiatives promoting cultural diversity serve to enrich the academic environment and build respect for cultural differences.

A GLOBAL VIEW

Through technological innovation and economic interdependence, the university extends its mission via international programs and development projects.

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## STRATEGIC PLAN

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UNIVERSITY OF GEORGIA  
HEALTH SCIENCES CENTER

# STRATEGIC PLAN

UNIVERSITY OF  
GEORGIA HEALTH  
SCIENCES CENTER

The University of Georgia Health Sciences Center will be developed within the context of the University's established strategic objectives. These include the following themes.

## THEME 1

The university will strengthen its land-grant and sea-grant commitment to scholarly inquiry and its application for the benefit of all Georgians by providing support where it will be most valuable and by seeking new external funding opportunities.

## THEME 2

The university will provide curricula, degree requirements, and instructional methods that respond to student's educational objectives and reflect its land-grant and sea-grant mission.

## THEME 3

The university will foster cultural diversity in its student body, faculty, and staff as well as sensitivity to cultural diversity in its programs, policies, and procedures.

## THEME 4

The university will broaden the international perspective of its teaching, research, service, and co-curricular programs.

## THEME 5

The university will expand its commitment to environmental programs and stewardship.

## THEME 6

The university will take advantage of new technologies to improve the quality of its academic, research, and service programs.

## GUIDING PRINCIPLES FOR THE PHYSICAL PLAN

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UNIVERSITY OF GEORGIA  
HEALTH SCIENCES CENTER

## GUIDING PRINCIPLES FOR THE PHYSICAL PLAN

### CREATE THE OPTIMAL STUDENT ENVIRONMENT

The physical plan should support the mission of the university by creating the optimal student learning environment. This plan should support an increase in the quality of the student experience by incorporating the most advanced instructional methods and technology.

### EXTEND THE CAMPUS TO PRINCE AVENUE

The University of Georgia will incorporate the creative design solutions generated by the community charrette known as CAPP (Community Approach to Planning Prince Avenue). Ideas such as greater pedestrian accessibility, tree-lined streets to provide shade and enhance the vista, permeability of the campus to allow pedestrian flow and public transit connections with the campus are anticipated.

### THE HEALTH SCIENCES CAMPUS

A campus open space network should create the broad sense of collegiality, increased safety, and a vibrant pedestrian environment. This open space system should be memorable and easy to navigate with an ordered pattern of landmarks placed within a straightforward network of routes. The plan should strengthen existing open spaces and provide for new spaces through the placement of future facilities.

### DEFINE AND PROVIDE FOR THE CURRENT AND FUTURE FACILITY NEEDS

The physical needs of university programs should be assessed against their current size as well as projected needs to allow for anticipated future growth. The facilities assigned to each program should have the best possible fit of both campus location and building/space requirements.

#### PROVIDE FOR ACADEMIC AND STUDENT NEEDS ON CONTIGUOUS LAND

A rich blend of elements create both a traditional college and a modern research university — campus buildings, open space, paths, roads, service access, transit connects to main campus, parking, as well as the surrounding community. The blending and overall balance of these elements will be a critical determinant of the physical excellence of the Health Sciences campus. A policy of renovation, addition, and appropriately placed buildings will further enrich campus life.

#### DEVELOP COMPREHENSIVE SOLUTIONS TO TRAFFIC, PARKING, AND INFRASTRUCTURE ISSUES

Parking, transportation, and infrastructure must be integrally related to every other issue associated with this plan. A circulation and utilities network should be created that provides for safe and efficient campus transit and services in coordination with regional systems.

#### PARTICIPATE IN REGIONAL COORDINATION

The campus plan will be strengthened if efforts are made to ensure it is complimentary to the Athens/Clarke County comprehensive plan. A policy of long-term regional coordination should be implemented.

#### PREPARE FOR SUSTAINED IMPLEMENTATION

One true measure of the success of a comprehensive plan is the extent to which it is skillfully implemented over time. Policies should be created and reinforced to ensure the effective implementation or policing of the plan.

# INTRODUCTION TO NSCS PROPERTY

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LOCATION

SITE CONTEXT

TRANSPORTATION

FUTURE LAND USE IN ATHENS

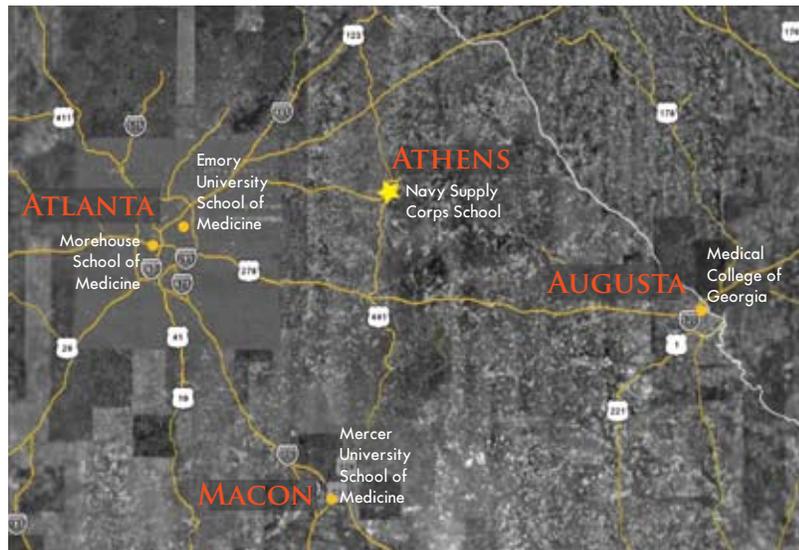
# INTRODUCTION TO NSCS PROPERTY

This document augments the “Official Notice of Interest” submitted by The University of Georgia (UGA) on November 8, 2006 to the Athens-Clarke County Local Redevelopment Authority (LRA). It outlines and articulates UGA’s vision for the NSCS property for the proposed UGA Health Sciences Center on the NSCS property. This new institution will host a range of interrelated curricula in health-related fields. It will provide the opportunity to expand and enhance the state of Georgia’s capacity to train physicians, nurses, public health administrators and researchers, as well as other health professionals. UGA’s growing programs in nursing and public health and offer newer programs for health science professionals.

## LOCATION

The NSCS property located in between Prince and Oglethorpe Avenues in the northwest part of the city of Athens, Georgia. The property was originally owned by UGA and was home to the Normal School. The Navy purchased 40 acres of the current site from UGA in 1953 to establish the Navy Supply Corps School. In 1963 the Navy purchased an additional 18.45 acres for expansion purposes. Today, this 58.45 acre site is located in the midst of two historic residential districts across a commercial corridor leading to downtown Athens and UGA’s campus that benefits from excellent regional transportation access.

## GEORGIA REGIONAL CONTEXT



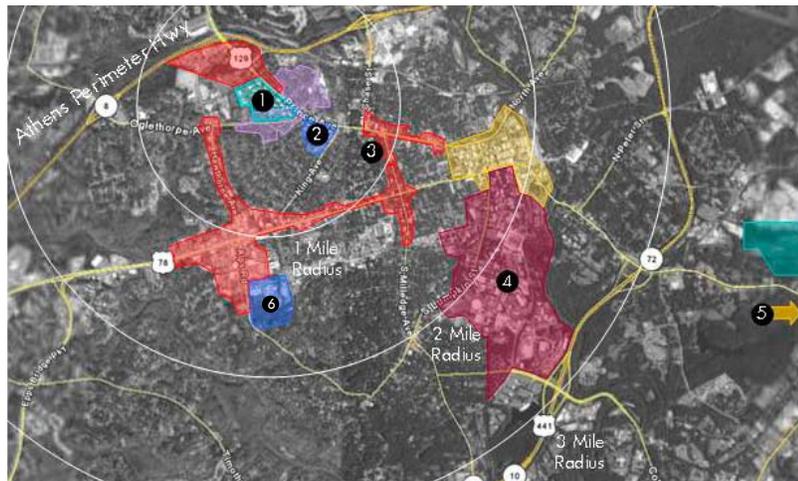
## SITE CONTEXT

The property is located in an urban environment. Oglethorpe Avenue borders the NSCS site to the south with residential structures beyond. A public park (Bishop Park), residential areas, commercial offices and a cemetery are located to the west of NSCS Athens. Prince Avenue borders NSCS Athens to the northeast with residential and commercial properties beyond. The property has been significantly developed by the Navy over the course of its use. The site is adjoined by the Oglethorpe Avenue Historic District and the Beuna Vista Historic District. A section of the Oglethorpe Historic District extends into the property and includes key historic buildings on the property.

## TRANSPORTATION

Primary roadway access to the NSCS property is provided by Prince Avenue and Oglethorpe Avenue. Prince Avenue links the facility to downtown Athens, as well as the Athens Perimeter Highway. NSCS's main entrance gate is located on Oglethorpe Avenue, which also offers access to the interchange at Athens Perimeter Highway (approximately one mile from the facility) directly south of the Prince Avenue exit. Athens Perimeter Highway joins Highway 316 in Oconee County and serves as the primary link between Athens and the Atlanta metropolitan area. The closest commercial airline service for the area is provided by Athens-Ben Epps Regional Airport, approximately three miles from the NSCS.

- ATHENS REGIONAL  
CONTEXT MAP**
- Navy School Property ■
  - Athens Historic Downtown ■
  - UGA Campus ■
  - Main Street Business ■
  - Residential Historic District ■
  - Athens-Ben Epps Airport ■
  - Local Area Hospitals ■
  - NSCS Athens ■
  - Athens Regional Medical Center ①
  - Gainesville College ②
  - University of Georgia School of Nursing at Athens ③
  - St Mary's Hospital ④



## FUTURE LAND USE IN ATHENS

In the 1999 Comprehensive Plan for Athens-Clarke County, prepared by the Athens-Clarke County Planning Department, a Growth Concept Map was created for Athens-Clarke County. The Growth Concept Map references existing land use patterns, infrastructure, and zoning designations, as well as population and employment projections through the year 2020 to develop a generalized and systematic arrangement of how the Athens community will develop through 2020.

Specific to the surrounding context of the NCSC property, the 1999 Comprehensive Plan proposes a hierarchy of “Concept Centers” ranging from the larger regional centers, community centers and neighborhood centers that includes the Normaltown area immediately adjacent to the NSCS property. These “Concept Centers” are proposed to be linked by a network of major transportation corridors, thereby integrating them within the fabric of the city of Athens and the region.

At the community level, CAPP (Community Approach to Planning Prince Avenue) was formed as a vehicle to gather information about the users and uses of Prince Avenue. Visual representations were created during the CAPP process to give graphic expression to the public’s aspirations for the future of Prince Avenue. These form a frame of reference for the development of the Vision Plan for UGA Health Sciences Center. Additional information about the CAPP process can be found at: <http://www.historicboulevard.org>.



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## HISTORICAL CONTEXT

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CULTURAL HISTORY AND HISTORIC RESOURCES

HISTORICAL BUILDINGS:  
SIGNIFICANCE AND COMPATIBILITY WITH PROPOSED USES

## HISTORICAL CONTEXT

### CULTURAL HISTORY AND HISTORIC RESOURCES

For almost 150 years, the land between Prince and Oglethorpe Avenues has served educational purposes for the Athens region, the state of Georgia, and the United States of America. For nearly the first century of that period, the land belonged to UGA which purchased it in 1859. It first housed the University High School, a preparatory school for the sons of local planters, a use commemorated to the present day by the Confederate Parade Ground, an untouchable swath of green space between Buck and Foster roads along Oglethorpe Avenue. About 1890, faculty of UGA organized the Normal School, the forerunner of the College of Education, to instruct teachers for Georgia's public schools. Besides six buildings, the "kissing rock," a granite outcropping along Prince Avenue where female education students would meet their beaux, survives to commemorate the Normal School. As the majority of education students were women, the site easily became the UGA's Coordinate Campus for women in 1933, a function it retained until being turned over to the Navy in 1954. The Navy doubled the size of the facility through purchasing the property of Lamar and Ann Cobb, whose house still stands on Oglethorpe Avenue.

The earliest building on the site, Old Rock College (1860), was the only building on the site until the founding of the Normal School when the building of a dorm (Bradwell Hall, 1896 and demolished 1960) and the President's House (now Quarters B, 1897) created something of an open quadrangle that faced Prince Avenue near the intersection with Oglethorpe Avenue. These three buildings were



1891 STATE NORMAL  
SCHOOL CAMPUS  
ESTABLISHED

HISTORIC VIEWS OF  
NORMAL SCHOOL  
CAMPUS



constructed in Victorian styles that suggested medieval architecture, appropriate and common for educational institutions in the late nineteenth century.

A second open courtyard further west along Prince was created 1902-1906. It centered on the surviving Winnie Davis Hall (1902), which was flanked by the now demolished Smith Hall (1906) and Muscogee Practice School (1902). Beside and behind Smith and Davis was built Rhodes Hall (1906), the dining facility. These buildings marked a permanent shift to neoclassical design at the Normal School. Winnie Davis Hall, especially, established the flavors of classicism that would dominate design on the campus for the next two decades, with elements of both Greek Revival and eighteenth-century neoclassical vocabulary, both appropriate in Athens and Georgia. The three-sided peristyle of Winnie Davis Hall allowed the building to function as a pivot; its front faced Prince; its left side looked towards the end of Old Rock College and generated a new courtyard between Smith and Rhodes (a space perpetuated in the memorial courtyard of the Navy School); and the right front corner of its portico generated a new axis westward that would be established by the Carnegie Library (1910) and eventually terminated by Pound Hall (1917). Both these buildings repeated the buff-colored brick and limestone trim of Winnie Davis Hall. The Carnegie Library emphatically emphasized the Greek character of Winnie Davis; Pound Hall exhibited a less forceful mix of Greek and neoclassical elements. Of the same period as Pound Hall is the very domestic brick Miller Hall (1917), built overlooking the Confederate Parade Ground.

After UGA, the campus of the Normal School/Navy School is the single greatest collection of related historic buildings in Athens and all of northeast Georgia. Moreover, the buildings' context of site and landscape create a character appropriate to an educational mission and in harmony with the ambience of the residential neighborhoods surrounding the campus. This ambience and character will be zealously protected under the current proposal.

**HISTORIC BUILDINGS:  
SIGNIFICANCE AND  
CAPATIBILITY WITH  
PROPOSED USES**

**QUARTERS B**

The oldest building surviving at the Navy School, Quarters B was constructed in 1897 as a two-story dwelling for the president of the Normal School. It faces west across the remnants of a formally landscaped garden towards the intersection of Prince and Oglethorpe Avenues. Smaller green spaces surround it on the other three sides. It stands close to Oglethorpe Avenue and accords with that street's residential scale and character. The house is Queen Anne style, with picturesquely asymmetrical plan and silhouette, off-center roof pediments on three elevations, rambling porches, and a projecting bay at the left front with stepped windows that mark the ascension of the interior stairway. Its wood-framed structure has been covered with vinyl siding, but the original wood clapboard and trim survive underneath. Its plan is typical of late nineteenth-century upper middle-class houses, with an entry/stair hall flanked by double parlors, the dining room in a cross wing, and a service wing with separate stair at the rear.



QUARTERS B

The interior has been altered and modernized but retains many original features, including the basic plan, Queen Anne Free Classic fireplaces, the elaborate stairway, and most doors and windows and their trim. The Navy School used the building as a dwelling. Like most of the historic buildings at the Navy School, the structure is listed as a contributing resource of the Oglethorpe Avenue National Register Historic District, a designation that will be fully respected under the current proposal. The building can be carefully restored on the exterior and used for a dwelling or light-duty offices.



WINNIE DAVIS HALL

### WINNIE DAVIS HALL

Winnie Davis Hall (1902) is the formal heart of the Normal School buildings that survive today. As discussed above, the front was very consciously intended as a formal set-piece to this new area of campus; by contrast, the rear block of the building is almost crude in its use of common brick (obviously different from the buff face brick of the front), and lack of any architectural detailing. Moreover, the building inaugurated the use of classicism at the School. It was built with money from the United Daughters of the Confederacy to house daughters of Confederate veterans attending the Normal School and appropriately named for Varina Ann “Winnie” Davis, daughter of Jefferson Davis and a public symbol of the Southern cause in the post-Civil War period. It was designed by Charles E. Choate of Augusta, Georgia. Although originally built to house women students, the building is quite monumental, with a giant Ionic portico topped with a parapet (originally a balustrade) and a nearly flat roof. The entrance suggests those of grand colonial revival houses, with its smaller leaded glass windows flanking a doorway, but the paterae around the frieze have a monumental character that weakens this nod towards domesticity. Also quite monumental are the large consoles in the flat window arches.

The exterior of Winnie Davis Hall is in excellent condition and no changes are contemplated. The original front lobby survives with some of its trim (most notably the columnar screen at the rear), but much has been removed and altered here and in the rest of the building. The Navy School uses it for administrative offices, an appropriate function and one that can continue under the current proposal.

### RHODES HALL

Designated upon construction simply as the Dining Hall (1906), the current name only dates to 1947 and commemorates Alexander Rhodes, a former business manager of the Normal School. Somewhat ambiguous in style, the building



RHODES HALL

echoes its neighbor, Winnie Davis, in having an Ionic colonnade but in no way was allowed to compete with the grander building. The colonnade is wood and only one story tall; it recalls the broad verandahs of turn-of-the-century resort hostelrys, an allusion not unreasonable on a dining hall. Behind it the two story brick elevations are minimally ornamented with a very simple cornice and parapet, but also have (somewhat unclassical) segmentally arched window heads with arches no fewer than five brick rowlock courses high. The functionally-proportioned front projection contains a simple entrance and stairway to the second story.

The historic exterior features of Rhodes Hall are mostly intact and will remain so under the current proposal. The interior was completely altered by the Navy School to house offices and personnel support services. It is envisioned to remain an office building.



CARNEGIE LIBRARY

#### CARNEGIE LIBRARY

The Carnegie Library (1910) is architecturally the finest building on the Navy School campus; it also retains the highest degree of historic and architectural integrity, both on the exterior and interior. These attributes resulted in its individual listing on the National Register. The library was designed by Charles A. Peabody, of the New York architectural firm, Lulow & Peabody, a favorite of the Carnegie Corporation, which funded the construction of 1,679 libraries in the United States, 30 of them in Georgia.

The library has four carefully composed elevations, fully symmetrical on front and rear and balanced on the sides. The side elevations and the corners of front and rear are opened with banks of multiple windows; the rear center has a fine pilastrade. Pilasters also articulate the corners of the front, but in the center fluted columns frame the entrance and help support a full pediment. Below all windows corbelled blocks support the sill, and wall panels are ornamented with patterned brickwork and roundels.



CARNEGIE LIBRARY  
INTERIOR

The building's classicism is overwhelmingly Greek in style, probably considered appropriate for Athens and already suggested by neighboring Winnie Davis Hall. Ringing the entire building is a full Greek Doric order, complete with triglyphs and metopes in the frieze and anthemion cresting above the cornice. Window architraves are eared and taper upward, a detail often copied from the Erechtheum on the Acropolis in old Athens. Perhaps most notably, the interior is graced with columns in the "Tower of the Wind" order from Stuart and Revett's *Antiquities of Athens*, the most important source for accurate architectural detail during the Greek Revival. The use of this fairly recondite Greek order suggests an extensive knowledge of Greek architecture on the part of the designer. The building's spatial scheme, in which an octagon rising into a clearstory is nested within a Greek cross whose four equal arms are screened by columns, was borrowed from other turn-of-the-century libraries, most probably the Avery Library at Columbia University in New York, undoubtedly known to the architect.

The Navy School utilized the library building for a museum devoted to the history of naval supply, a function that allowed only minimal changes to the interior (for example, the chandelier is new). Most of the naturally-finished interior wood trim and many of the interior fixtures are original (the rolltop librarian's desk is especially notable) and can be saved. Under the current proposal, the building can become a reception and ceremonial space with a few exhibits illustrative of the site's long history of public service.

#### POUND HALL

Pound Hall was constructed in 1917 as a new auditorium for the Normal School and later named for Jere M. Pound, president of the school from 1912 to 1932. Its main facade faced east towards the Carnegie Library, whose materials and style it mimicked. Its two-story buff brick walls are trimmed with Indiana limestone and topped by a simple entablature and parapet. Brick quoins mark the wings, while Ionic columns and pilasters emphasize the recessed entrance. The main doorway



POUND HALL

is the most elaborate element and emphatically Greek, with a heavy pediment topped by an anthemion and a frieze with paterae.

The exterior's historic features are mostly intact, although fixed-pane windows have replaced the originals, some windows on the north have been blocked, and tornado damage is visible on the rear. Inside, the building contained a large auditorium with stage in the center and classrooms in the wings. The interior has been much altered; intact features include the heavy Greek Doric entrance to the auditorium and some door trim.

The Navy School uses the building as its recreational center. The original auditorium was converted to a fitness room, one wing became the chapel, offices filled the upper floor, and a modern gymnasium was added at the rear. Under the proposed plan the building can be used for administrative or academic purposes, with larger spaces possibly being used as auditoria. Its exterior would remain as it is on at least the front and sides.

#### MILLER HALL



MILLER HALL

Along with Pound Hall, B. S. Miller Hall marked the end of construction at the Normal School. It was named for Brick Stonewall Miller, a lawyer from Columbus, Georgia who was president of Georgia University System's Board of Trustees. A dormitory for women, it had a plan typical in the era: an H with the center containing the entry and lobby and the wings containing the dorm rooms opening off double loaded corridors. Its style was generally Colonial Revival and its character distinctly residential: two-story brick walls with double hung windows, white wood trim, porches front and rear, and a hipped roof (originally covered in tile). Although most entry is (and probably always has been) from the rear or north side of the building, the true front of the building faces south, across the Confederate Parade Ground to Oglethorpe Avenue. Here a broad colonnaded verandah stretches across the entire center block, undoubtedly a welcome amenity for students cooped up in a dorm room.

Miller Hall is in excellent condition, and its exterior will remain as it is. The interior was converted by the Navy from dormitory space to offices; the latter use is envisioned in this proposal.



QUARTERS A

#### QUARTERS A

Separated from the rest of the historic buildings at the Navy School, Quarters A was built in 1908 as the home of Lamar and Ann Cobb, names that will be revived for it. It represents the spread of fashionable neighborhoods in Athens to the west and south in the early twentieth century, as trolleys and automobiles allowed families to live further from the center of town. Two stories tall and faced in stucco with wood trim, the house is a good example of the Colonial Revival but strongly inflected by the earlier Arts-and-Crafts-inspired Queen Anne style. Its floor plan is symmetrical (with a central hall flanked by two rooms on each side) and facade highlighted by an elliptically-headed federal-style doorway. However, the multiple bay windows, the steep roof, the steep front pediment with triple arches (possibly suggested by the Church-Waddell-Brumby House entrance), and the curved left front corner of the house all seem to suggest the picturesque characteristics of a Victorian style of architecture. A deep porch surrounds it on three sides, giving views of landscaped grounds. By and large the house is historically intact (the fake shutters are a later addition and will be removed) and in excellent condition, both on the exterior and interior.

Most recently, Quarters A has housed the Commanding Officers of the Navy School, and under the present proposal it will remain housing or become low-density offices. The exterior will remain as it is; the interiors slightly altered. The open green space around it will also remain.

HEALTH SCIENCES CENTER  
PLANNING/PROGRAMMING

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## HEALTH SCIENCES CENTER PLANNING/PROGRAMMING

A benchmarking analysis of health sciences facilities at other institutions was completed as an important early step in the programming process for the proposed facilities of the Health Sciences Center at UGA. It confirmed the trends in health sciences education, reflecting major shifts in educational paradigms arising from a thoughtful understanding of the relevance and effectiveness of health sciences education in the context of fast-changing, complex and ever increasing demands on the healthcare delivery system, including changing patterns of disease.

The ever-growing need to redirect health sciences training to focus on competencies rather than just health science knowledge-skills and abilities versus rote learning — necessitates a new approach to teaching and learning. The resulting program for the proposed facilities of the Health Sciences Center will reflect current thinking related to instructional technology, laboratory research, clinical care, and program support at the institutional and college level.

The preliminary program for all known components of the Center identifies adjacencies that reflect the importance of easy interaction between the educational, research and clinical aspects of health sciences education institution. The program envisions an environment where space, facilities, technology and faculty come together to support a curriculum that promotes problem-based educational strategies. These strategies support learning in small groups and enhance learning through interdisciplinary training, the exploration of knowledge and critical evaluation of evidence.

The Health Sciences Center will incorporate sophisticated audiovisual and information technology provided in all appropriate learning spaces. Wireless technology in the entire institution will enhance necessary global connections as well as strengthen those between the educational, research and clinical learning components of the proposed center.

CASE-STYLE CLASSROOM  
(LEFT)

SMALL SEMINAR ROOM  
(RIGHT)



Technological advances in health sciences education will also be reflected in the program in many ways. A valuable facility would be a simulation center that will encourage interdisciplinary interaction and advance clinical learning needs. The center will include simulation labs for “smart” patients and exam rooms for standard patients, all electronically linked to conference rooms and control stations for analysis and self-critique. In addition to this common facility, there will also be dedicated simulation facilities within units to meet their specialized program needs.

#### MEDICAL STUDENT INSTRUCTION

The space facility requirements for medical student instruction will be met with a combination of renovated and new space. The proposed program for existing structures includes two large lecture areas for first- and second-year instruction; eight to ten first-year group learning rooms for small lectures and active learning modules; and eight to ten second-year group learning rooms for similar purposes. The program for a new teaching/laboratory facility will include a large, first-year gross anatomy lab; a histology (multiple microscope) lab; a digital pathology lab; and a simulation facility with standardized patient rooms and office space for high-tech simulation. In some of the benchmark institutions observed, case study rooms are located together, flanking either a central “learning lab” area or a student lounge allowing for a faculty member to rotate among the rooms as well as for interaction between the occupants of each room.

#### COLLEGE OF PUBLIC HEALTH

The College of Public Health educates public health scientists, practitioners and leaders while it provides outreach to the community by improving health services and providing public health education. Through research completed concerning public health issues, the college aims to inform and direct public health policy. The new UGA College of Public Health will likely evolve over time with five separate departments in environmental health, health policy and behavior, biostatistics, health administration and epidemiology. An additional existing Institute of Gerontology already is in place, and other centers and institutes will arise as needed. Only the department of environmental health is laboratory intensive and will require wet lab space for its faculty. Most of the other departments will be accommodated with lecture classrooms, faculty office space, and case-study seminar rooms. Adjacency to an auditorium will allow both college-level functions and the involvement of the community to convene for educational purposes.

#### HEALTH AND RISK COMMUNICATION CENTER

The Health and Risk Communication Center conducts interdisciplinary research on the relationship between communication and health attitudes and behavior. Its high degree of interaction with the public indicates a location that will allow convenient access for the community. There are also strong program and research collaboration reasons to site the Center near the College of Public Health. While many faculty affiliated with the Center will remain in their departmental offices on campus, the Center will require a number of offices for administrators, core faculty and program managers associated with grant-funded projects. Workspace will also be required for graduate students. In addition to small classrooms and conference areas, the program requires a community interaction lab—essentially a large conference room with special audiovisual technology for community-based or focus group interactions.

#### NURSING PROGRAM

The program will include administrative and faculty office space, an auditorium, a community education room, conference rooms, case-style lecture classrooms, collaborative group study spaces, a multimedia workroom, research project labs, computer labs, and a learning resource center which will include a simulation laboratory. The nursing school simulation laboratory will have its own wet labs which will include assessment and diagnostic equipment. It will also accommodate several physical exam bays outfitted with sophisticated bedside computing with high-speed internet connection to necessary multimedia and all of the technologically advanced monitors, machines, and equipment for the training of nursing students. Adjacent to the exam bays will be a virtual learning area with screen projection for small groups.

#### ALLIED HEALTH

The program will be a distinct entity with its own facility, separate from the School of Nursing. However, it will be advantageous to locate the two schools adjacent to one another in order to facilitate interdisciplinary learning between the two. The Allied Health Program will require administrative and faculty offices, case-style lecture classrooms, learning labs and small case-study seminar rooms. Featured will be a simulation lab where medical, nursing and allied health students will learn and practice how to deliver healthcare as a team.

#### LIBRARY

The location of the library will be central to the campus in order to serve as the hub where information and ideas are freely shared across disciplines, and where it will symbolize the confluence of the research and academic elements of the school. The library environment will be inviting to all users and disciplines. Although some of the health science libraries benchmarked are as much as 95% virtual with a few million full-text articles on their websites, and the actual collection space allocated is less than it once was, institutions still value their

libraries as being the control centers of information. The program for the Library on this campus will include an “information commons” area which will not only serve as the control center of information, but as a center of comfortable, common study area bringing together students from all health care disciplines.

#### CONTINUING EDUCATION AND DISTANCE LEARNING CENTER

The center will offer professional development and certification programs in health-related fields. Courses are already anticipated by the College of Public Health. Additional courses will be developed by other programs at the Health Sciences Center to serve their professional fields. This could become a major function of the center. In addition to classrooms, a distance learning capability will be needed.

#### RESEARCH BUILDINGS

As the Health Sciences Center evolves, there will be a requirement for additional research buildings which need to be considered in a comprehensive plan for the site. The program for any research building will be developed with the importance of interdisciplinary and translational research in mind.

#### STUDENT CENTER

As the social core of the campus the Student Center is strategically located at the campus entrance along Prince Avenue. It contains programmatic elements chosen to attract students, faculty, staff and administrators as well as visitors and community members. It includes a food court with kitchen support area, a small café, a bookstore, a post office, lounge areas, conference rooms, offices, storage, and support space.

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## ASSESSMENT

45

LAND USE AND BUILDINGS

CIRCULATION

LANDSCAPE AND VEGETATIVE COVER

UTILITY INFRASTRUCTURE

ENVIRONMENTAL CONSIDERATIONS

# ASSESSMENT

## LAND USE AND BUILDINGS

The 58 acre NSCS property is an irregular shape that narrows to a point at the intersections of Prince and Oglethorpe Avenues. A significant portion of the property's land area has been developed with buildings, roadways and parking areas, and other support facilities. However, numerous pockets of open space distributed across the site help reduce the visual impact of development and create a campus-like environment.

The existing building stock on the NSCS property consists primarily of mission support/academic buildings to the south with some bachelor housing and family housing closer to the center of the property. The majority of community support facilities are located along its west edge on Bowstrom Road. Seven buildings on the campus are of historical significance and a portion of the property is within the Oglethorpe Avenue Historic District.

The majority of the housing and community support buildings are not suited for reuse for the Health Sciences Center program. However, some of the current mission support/academic buildings are technology intensive and better suited for reuse.

## CAMPUS BUILDING USES

- LEGEND
- Family Housing
  - Bachelor Housing
  - Administration & Religious Service
  - Academic
  - Community Support
  - Facility Support
  - Other Mission Support
  - Miscellaneous Buildings



BUILDING INDEX

- NEX **A**
- Commissary **B**
- Gas Station **C**
- Pound Hall **D**
- Brown Hall **E**
- Public Works **F**
- Russell Hall **G**
- Carnegie Library **H**
- Wright Hall **I**
- Winnie Davis **J**
- Miller Hall **K**
- Rhodes Hall **L**
- Quarters A **M**
- George Hall **N**
- Scott Hall **O**
- Medical/Dental **P**
- Quarters B **Q**

LEGEND

- Naval Campus Limits
- Campus Building Footprints
- Surrounding Building Footprints
- Vegetation
- Parking Lots/Roadways
- Historic Buildings
- Oglethorpe Avenue Historic District
- Buena Vista Historic District
- Parcel Boundaries
- Topography Contours



CAMPUS BUILDINGS TO  
REMAIN

LEGEND

- Buildings to remain
- Buildings to be removed



CIRCULATION

VEHICULAR

The majority of the existing road system on the property is relatively old. The circulation framework is not comprehensive and appears to have been assembled over time as a result of different projects. The NSCS campus originally began as an open campus with numerous entrances from Prince and Oglethorpe Avenues. Due to heightened security concerns after 9/11, the perimeter of the campus has been secured with a metal fence. The number of entry points has also been reduced. As a result, the campus is no longer permeable to the surrounding community.

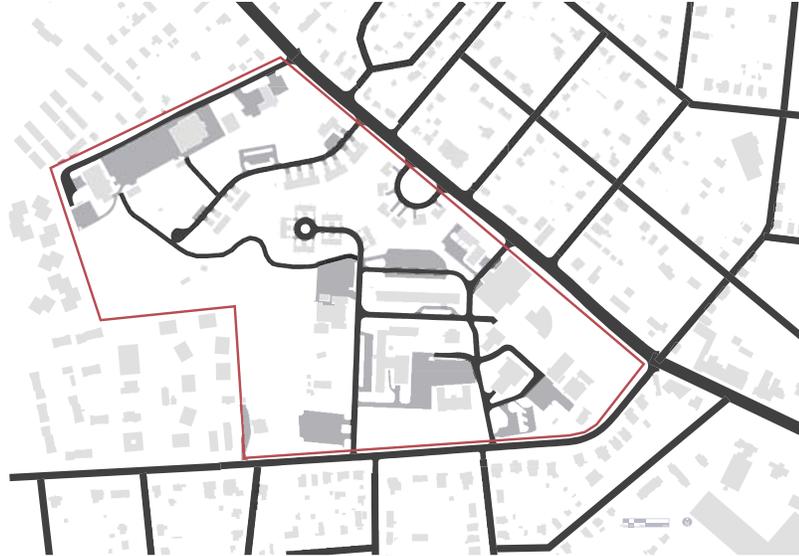


Parking is adequate for the current uses on the property. It is however distributed across campus resulting in vehicles being able to traverse the campus in its entirety.

TRANSPORTATION  
INFRASTRUCTURE

LEGEND

- Roads 
- Parking lots 



PEDESTRIAN

Pedestrian movement on the site is not well defined . Additionally, ADA compliant access is not available to all of the existing buildings. Given the current nature of use of the property by NSCS, this has not been a primary concern.

SERVICE

Service access on the current property is primarily limited to the Commissary, Navy Exchange and gas station. Bowstrom Road provides service access to the site from Prince Avenue. This entrance point on Prince Avenue is at an excellent location, given it provides almost immediate access to regional highways and does not conflict with traffic on the property.

## LANDSCAPE AND VEGETATIVE COVER

A significant portion of this 58 acre property has been developed over the years thereby limiting the extent of open areas. However the existing landscaped green areas have 400 large trees providing an important visual frame of reference and character to the NSCS property. Areas of landscape significance include the partially tree covered open space at the intersection of Oglethorpe Avenue and Prince Avenue, and the former Confederate parade grounds south of Miller Hall. The Kissing Rocks are also a significant cultural landscape element on the property that is accessible to the larger community of Athens.

### VEGETATIVE COVER



#### LEGEND

Large Tree Massings 



In a tree inventory report (completed in September 2002) conducted to assess the extent and health of the larger trees on the campus, it was noted that water oaks make a disproportionate share (52%) of the tree inventory and recommended that a majority of these be replaced over the next 10 years with the intent of diversifying the species mix.

## UTILITY INFRASTRUCTURE

Given the nature of use at the NSCS property, the site is well serviced by comprehensive utility infrastructure.

- Water and sanitary sewer is provided by Athens-Clarke County.
- Storm Sewer: Approximately 26% of the site is impervious and the majority of the flows are directed to the Athens-Clarke County storm sewer system. For future development on the property the stormwater management ordinance for Athens-Clarke County may require on site detention/retention.
- Electrical service is provided by Georgia Power. All of the distribution network and equipment are also owned and maintained by Georgia Power.
- Georgia Natural Gas provides gas service to the NSCS property.
- The NSCS Central Heating Plant provides heat and/or hot water to a number of buildings in the southern portion of the site. Redevelopment of the site may require new systems for providing heat, ventilation and air conditioning to individual buildings. Preliminarily, it is expected that the existing steam/hot water distribution system is in good condition and can be used for a future heating plant on the south side. However, new utility plant will however be needed to serve the needs of a new set of academic/ research buildings as proposed by UGA in its Vision Plan for the property.



CENTRAL HEATING PLANT

UTILITY  
INFRASTRUCTURE

LEGEND

- Wastewater Line —
- Storm Sewer —
- Natural Gas —
- Electric Line —
- Water Line —



**ENVIRONMENTAL  
CONSIDERATIONS**

A detailed Environmental Conditions of Property report for the NSCS property (dated May 1, 2006) was prepared by the Department of the Navy Base Realignment and Closure (BRAC) Program Management Office and is available with this office and the LRA. This report summarizes the historical, cultural, and environmental conditions of the property as part of Base Realignment and Closure (BRAC) documentation associated with closure of NSCS in Athens, GA.

In summary, the NSCS property does not have any environmental liabilities. Concerns for demolition of existing buildings include the presence of lead based paints and asbestos.

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## DEVELOPMENT CONSIDERATIONS

### DEVELOPMENT PROGRAM ELEMENTS

# DEVELOPMENT CONSIDERATIONS

The Vision Plan for the UGA Health Sciences Center considers the following attributes of the site and its context in developing a reuse plan:

## CAMPUS-COMMUNITY EDGES

The NSCS property is surrounded on two sides by public rights-of-way adjoining historic residential districts. These edges desire greater permeability and integration with the adjoining historic neighborhoods. The west edge of this triangular shaped property abutts slow-rise office and multi-family rental communities that need to be accounted for.

## PRINCE AVENUE CORRIDOR

The Prince Avenue corridor is a gateway corridor to Athens from the northwest with direct access to the Athens Perimeter Highway. The city of Athens is in the process of considering improvements to this gateway corridor that will need to be coordinated with the future development of UGA's Health Sciences Center.

## CIRCULATION AND PARKING

It is estimated that the redeveloped NSCS property can conservatively accommodate at least 1 million GSF of academic, administrative and research spaces. Correspondingly, the number of users of this campus will increase significantly compared to the site's current population. Additionally, the proposed program anticipates only minimal on-campus residential. Therefore, the traffic pattern changes along the site's edges and internal circulation framework need to be carefully considered.

## ZONING ORDINANCES AND RESTRICTIONS

The property is currently zoned "Government" in the Athens-Clarke County Zoning Ordinance. The proposed reuse of the property by UGA is an allowed use within this classification.

While UGA would be typically exempt from following local zoning requirements, it is committed to respecting applicable development standards for the property to be compatible with the surrounding neighborhood character and uses. The proposed program of the UGA Health Sciences Center will require buildings with larger footprints and greater heights compared to the surrounding neighborhood. Suitable buffers and setbacks will be employed to offset any potential visual impacts.

#### HISTORICAL AND CULTURAL RESOURCES

The NSCS property adjoins two historic residential districts (Buena Vista Historic District and Oglethorpe Avenue Historic District). A portion of the property that was home to the Normal School is within the Oglethorpe Avenue Historic District and includes several historic buildings on site. The preservation and adaptive reuse of these buildings is a key component of the reuse plan.

#### NEIGHBORHOOD CONSIDERATIONS

The types of future uses on the NSCS property has to be compatible with the character of the surrounding Normaltown area of Athens. To this end, the Vision Plan gives careful consideration to the overall development of the property, recommending appropriate building heights and scale and creating adequate buffers where needed. The future Health Science Campus will establish both visual and physical linkages to the community beyond, preserve existing historical resources and create shared open space amenities on its campus.

#### ENVIRONMENTAL PRIORITIES

The development of the Health Sciences Center campus will be responsive to applicable environmental concerns and be a model of sustainable campus developments.

DEVELOPMENT  
PROGRAM  
ELEMENTS

The following generalized programmatic zones were identified in the development scenarios based on the understanding of the proposed program for the Health Sciences Center:

ACADEMIC / ADMINISTRATIVE

At the core of the Health Sciences Center plan, is a diversified offering of health related programs. These are placed at the center of the proposed campus, taking cues from, and developing upon existing patterns of placement of historic buildings within this area.

RESEARCH

It is expected that research will be an integral component of the campus. Given research type buildings are larger and may have specific service requirements, these are internal to the campus, with adequate physical and visual buffers from the surrounding community. This placement, contiguous to the academic zone will facilitate interaction between the academic and research facets of the campus.

CLINICAL

Integral to the campus is a clinical facility that will provide training opportunities for the students and is an amenity to the community. Given the requirements for public interface, proximity to and ease of access from the community, this is located along Prince Avenue.

STUDENT SUPPORT

Student support functions will provide yet another opportunity for interface with the surrounding community given it would include destinations such as coffee shops, bookstores, etc. and are therefore placed along the campus edge on Prince Avenue.

PRESERVED OPEN SPACE

The edge along Prince Avenue, the historic lawns at the intersection of Prince and Oglethorpe Avenues and the Confederate Parade Grounds are preserved in the proposed Vision Plan.

Alternative development/land use scenarios were developed for the property and discussed with UGA representatives. Options ranged from developing a traditional campus with a pedestrian friendly academic core and a perimeter loop road, to an urban-like campus with street patterns and city block type configuration integrating into the existing fabric of Athens.

Given UGA's preference for creating an academically vibrant environment that allows strong internal connections, the model of a traditional pedestrian friendly academic core with a perimeter loop road was selected as the preferred development model for the Vision Plan.



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## PHASE 1 DEVELOPMENT

58

EXISTING BUILDINGS REUSE

NEW DEVELOPMENT

## PHASE 1 DEVELOPMENT

The first phase of redevelopment of the NSCS property will necessitate the removal of the majority of the housing and community support buildings in a phased manner as the need for new buildings to house the programs of the Health Sciences Center are identified and site development projects are implemented.

### EXISTING BUILDINGS REUSE

UGA anticipates being able to occupy and use the property for the purposes of the Health Sciences Center after the Navy has moved out in 2011. In fact, 168,000 Gross Square Feet (GSF) of space on the property, that is distributed between the seven historic buildings, Russell Hall, and George Hall can be reused with appropriate renovations as necessary.

Russell Hall presently incorporates valuable IT infrastructure and distance learning technologies that can be used by the Health Sciences Center program. Auditorium style spaces such as those at George Hall can serve as classrooms till these types of spaces are available in the new buildings. Larger uninterrupted spaces such as those available in the gymnasium may be used for training purposes, especially programs such as a Mass Casualty Response Training facility. While spaces within the historic buildings may not be suited for a modern day classroom setting, these may be very well suited for administrative functions.

### NEW DEVELOPMENT

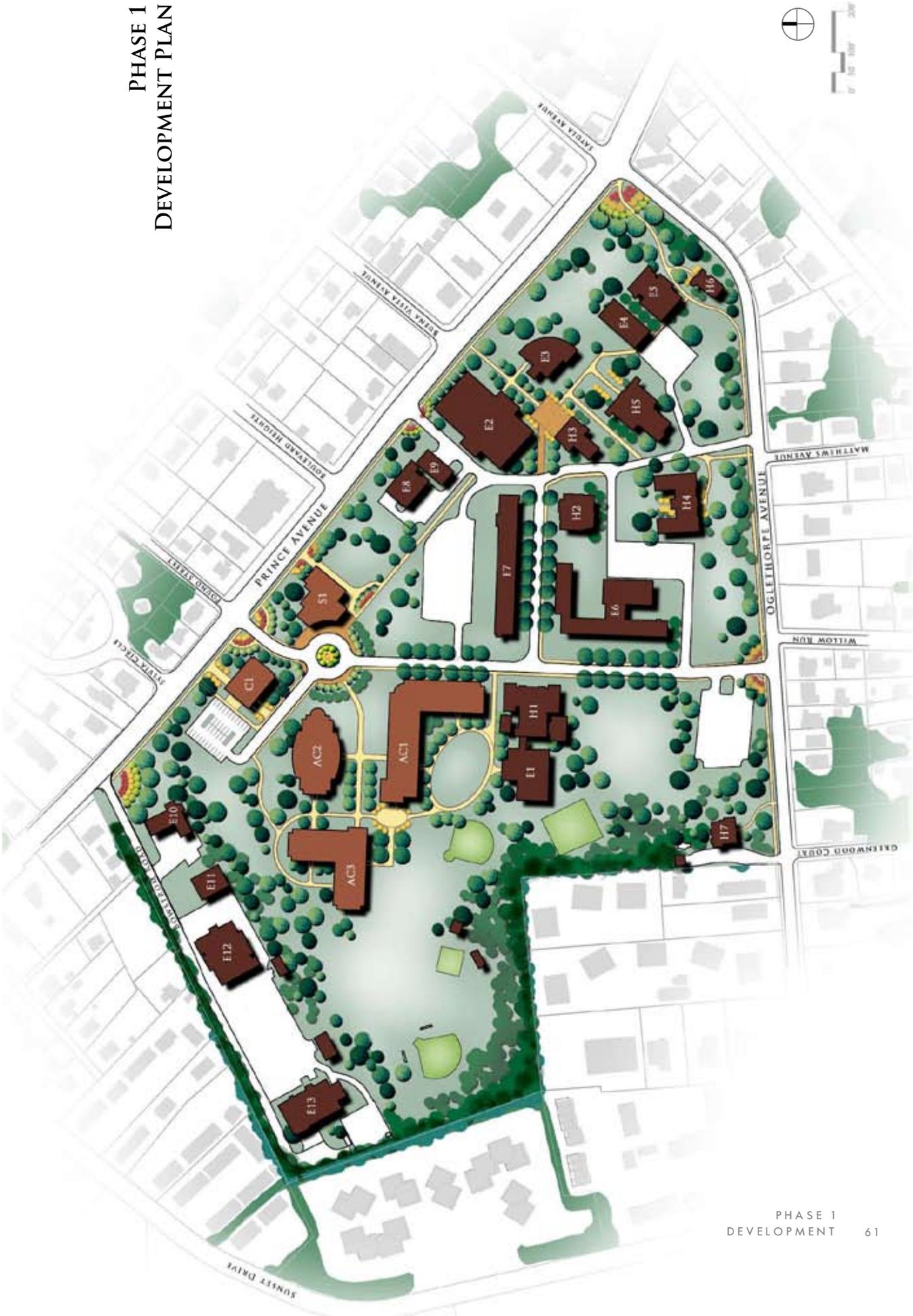
It is expected that, an Allied Health program can be offered immediately in collaboration with the Medical College of Georgia and Athens Technical College. The Allied Health program will require the construction of a new facility. UGA is also considering relocating some of its existing programs on the main campus such as the College of Public Health to the NSCS property. While some of these programs may be accommodated in the interim in existing NSCS buildings, the construction of newer facilities will need to be initiated almost immediately. Together, these buildings will act as a catalyst for future development on the campus. In addition to creating and accommodating new programs, clinical facilities may also be made available on campus to serve the Normaltown/Athens community. A student services facility that includes a student

lounge, student services, bookstore, coffee shop, ect. would be highly desirable to the student community on campus and present a venue for town-gown interface.

With an understanding of the existing NSCS property that can be used by the Health Sciences Center campus and the possible new additions on campus, an illustrative Phase I Development Plan has been developed. Salient features of this plan include:

- Clustering of new academic buildings, a clinical facility and a student support building closer to Prince Avenue.
- Developing the new main entrance to the campus on Prince Avenue across from Pound Street and the creation of a new turnaround/drop-off at the center of the new development zone.
- Identifying the campus on Price Avenue at key locations; creating an appropriate landscape expression on the campus edges that acknowledges the CAPPA process.
- Clarifying the existing circulation system and removal of surface parking where it may no longer be required. Existing roadways and entrances to the campus that are no longer required will be removed in a phased manner and recovered for future campus development or open space.
- Removing of the current perimeter fence in sections as needed to make the campus permeable and accessible to the surrounding community.
- Reinforcing the traditional entrance from Normaltown at the intersection of Prince and Oglethorpe Avenues and reestablish it as the historic pedestrian entrance to campus.
- Implementing a program for the restoration and preservation of the existing historic buildings on campus.

PHASE 1  
DEVELOPMENT PLAN



## Building analysis - PHASE 1 DEVELOPMENT

NSCS Property - January 2007

### New Buildings

Building Name	Use	No. of Floors	Floor Height (ft)	Overall Height (ft)	Ground Coverage (sq. ft.)	Envelope Utilization (%)	Total Area (sq. ft.)	Assignable (sq. ft.)
<b>Academic</b>								
AC1	Academic	3	14	42	36,800	0.90	99,360	64,584
AC2	Academic	3	14	42	20,000	0.90	54,000	35,100
AC3	Academic	3	14	42	25,600	0.90	69,120	44,928
<i>Totals:</i>					82,400		222,480	144,612
<b>Clinical</b>								
C1	Clinical	3	14	42	8,800	0.80	21,120	13,728
<b>Student Services</b>								
S1	Student Services	1	20	20	12,000	0.95	11,400	7,410
<b>New Buildings Totals:</b>							<b>255,000</b>	<b>165,750</b>

### Existing Buildings

Building Name	Abbreviation	Use	No. of Floors	Total Area (sq. ft.)
<b>Historical</b>				
Pound Hall	H1	Academic	2	28,600
Carnegie Library	H2	Academic	1	6,700
Winnie Davis	H3	Admin.	2	14,000
Miller Hall	H4	Admin.	2	24,000
Rhodes Hall	H5	Admin.	2	26,000
			<i>Totals:</i>	99,300
<b>Existing</b>				
Gymnasium	E1	Academic		not available
Russell Hall	E2	Academic		62,000
George Hall	E3	Unassigned		10,000
Scott Hall	E4	Unassigned		not available
Medical/Dental	E5	Unassigned		not available
Wright Hall	E6	Unassigned		not available
Brown Hall	E7	Unassigned		not available
Public Works	E8	Unassigned		not available
Public Works	E9	Unassigned		not available
Gas Station	E10	Unassigned		not available
Storage	E11	Unassigned		not available
Commissary	E12	Unassigned		not available
NEX	E13	Unassigned		not available

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## VISION PLAN

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BUILDINGS AND OPEN SPACES

CIRCULATION

UTILITY INFRASTRUCTURE

CAMPUS DESIGN STANDARDS

## VISION PLAN

The Vision Plan for UGA Health Sciences Center celebrates and builds upon existing historic development patterns. With its beginnings as early as 2011 when the Navy vacates the property, the ultimate development of the property as presented in the Vision Plan will provide a flexible physical framework focused on defining opportunities for accommodating future growth in an orderly and efficient manner and to create a campus environment evocative of a world-class institution.

This Vision Plan is a collection of concepts and ideas presented in both written and graphic form. Its longevity will depend upon the pace of implementation and how divergent the future is from the planning assumptions on which it is based. It is viewed as a “living document” — one in need of further development into detailed designs. It would need to be regularly reviewed and refined as the campus reshapes itself through new development projects, the advent of new technologies, and changing user preferences.

### BUILDINGS AND OPEN SPACES

The UGA Health Sciences Center Vision Plan provides a comprehensive framework for the placement of new buildings, alignment of roadways and pedestrian walks, creation of organizing open spaces and ensuring that service and utilities infrastructure needs can be addressed in an efficient and aesthetic manner.

The central theme of the Vision Plan is a set of cross axial pedestrian paths, the first along the north-south axis connecting the drop-off/turn around off Prince and Oglethorpe Avenues respectively. The primary academic buildings are organized along this axis. The second builds upon the relationship of Pound Hall and Carnegie Library, leading onwards to the historic section of campus. Parts of the historic patterns of the Normal School buildings and their physical and visual relationship to Normaltown are envisioned as being recreated.

#### CAMPUS BUILDINGS

The proposed Health Sciences Center plans for up to one million GSF of new construction and associated parking. The Vision Plan develops an efficient and visually distinctive pattern of land use and placement of buildings to accommodate its program.

The core of the campus comprised is reserved for academic buildings organized along cross-axial paths and open space quadrangles. The western section of the property is proposed as a research quadrangle with three large research buildings. A clinical facility and a student services center are proposed along Prince Avenue.

#### CAMPUS OPEN SPACES

The campus is integrated by means of the cross axial pathways or malls and a series of connected open spaces around which new campus buildings are placed. The north and east corners of the campus are maintained as open and identify the Health Sciences Campus. The edges of campus along both Prince and Oglethorpe Avenues are made permeable to the community.

Additionally, open spaces are planned to provide an appropriate setting for the historical buildings on campus. The historic Confederate Parade Grounds south of Miller Hall are also enhanced and preserved.

#### SUPPORT FACILITIES

Support facilities are proposed along Bowstrom Road behind the research section of campus with easy access to Prince Avenue.

## CIRCULATION

The Vision Plan considers broad changes to the existing circulation and parking configuration to include the development of a campus perimeter road, integration of campus roads with the surrounding street patterns and consolidation of surface parking into parking decks.

### VEHICULAR

A perimeter circulation framework allows for a pedestrian friendly campus core while ensuring efficient vehicular and service access to all parts of the campus. The campus can be accessed from either Prince or Oglethorpe Avenues. Emphasis has been given to Prince Avenue as the primary entrance. Three entry points are proposed on Prince Avenue. The north entrance on Bowstrom Road will be primarily for service access. Considering the residential character of Oglethorpe Avenue, only a single entrance is provided. Service access to a majority of the campus buildings will be available from the perimeter road.

The plan provides for two parking decks at each end of the campus, strategically located to capture the vehicle immediately upon entry and converting its occupant to a pedestrian. This investment in parking decks and limiting surface parking to select areas will allow for additional open space on the campus. Based on current standards, it is estimated that upon development, the campus could need up to 2000 parking spaces. It should be noted that the actual number of parking spaces necessary will be continually verified. Where feasible, alternative strategies such as transit use, bicycles and shared trips will be encouraged in order to reduce the load on campus and city streets.

### PEDESTRIAN

The Health Sciences Center Campus is organized around the two cross-axial paths that create the pedestrian core. In concert with the open space framework, the proposed walkway system will enhance campus safety and convenience and reinforce the physical order of campus. Also, a critical measure of the

## UTILITY INFRASTRUCTURE

organizational effectiveness of a campus is the walking distance between functions. Given the scale of the campus, most destinations are within a comfortable five-minute walk radius.

In addition to ensuring adequate separation between the vehicular and the pedestrian realm, the future development of the campus will also address ADA concerns.

The existing utility infrastructure including water, sanitary, electricity, gas and telecommunications can be incrementally modified and upgraded as needed to service new building locations.

Given the extent of projected new buildings on campus two utility plants may be required for the campus. The first utility plant would ideally replace the existing utility plant in the same general area given the existing distribution system is appropriately sized to service the southern section of the campus.

As the campus continues to grow a second central utility plant will become necessary. It is proposed that this be located closer to the northwest edge of the campus, possibly next to the new parking deck.

Stormwater management will be yet another primary consideration on the redeveloped campus. As additional stormwater runoff may be required to be managed on site in the future, innovative strategies to detain water and promote on-site infiltration will need to be integrated into site development of the campus in a comprehensive manner. For future development on the property the stormwater management ordinance for Athens-Clarke County may require on site detention/retention.

CAMPUS DESIGN  
STANDARDS

UGA has a very detailed set of Physical Master Plan Design Standards that include both architectural and site design standards. The development of UGA Health Sciences Center will conform to applicable UGA design standards within and reflect the standards of care and quality and commitment to environmental stewardship evocative of a premier higher education institution.

AERIAL VIEW HISTORIC  
CAMPUS ENTRANCE  
AT PRINCE AND  
OGLETHORPE AVENUE



PEDESTRIAN  
CORRIDOR THROUGH  
ACADEMIC ZONE



VISION PLAN



**Building analysis - VISION PLAN**  
 NSCS Property - January 2007

**New Buildings**

Building Name	Use	No. of Floors	Floor Height (ft)	Overall Height (ft)	Ground Coverage (sq. ft.)	Envelope Utilization (%)	Total Area (sq. ft.)	Assignable (sq. ft.)	
<b>Academic</b>									
AC1	Academic	3	14	42	36,800	0.90	99,360	64,584	
AC2	Academic	3	14	42	20,000	0.90	54,000	35,100	
AC3	Academic	3	14	42	25,600	0.90	69,120	44,928	
AC4	Academic	3	14	42	22,400	0.90	60,480	39,312	
AC5	Academic	3	14	42	44,400	0.90	119,880	77,922	
AC6	Academic	3	14	42	54,000	0.90	145,800	94,770	
AC7	Academic	3	14	42	33,200	0.90	89,640	58,266	
					<b>Totals:</b>		<b>236,400</b>	<b>638,280</b>	<b>414,882</b>
<b>Administration</b>									
AD1	Administration	2	14	28	8,100	0.85	13,770	8,951	
AD2	Administration	2	14	28	8,000	0.85	13,600	8,840	
AD3	Administration	2	14	28	8,000	0.85	13,600	8,840	
					<b>Totals:</b>		<b>24,100</b>	<b>40,970</b>	<b>26,631</b>
<b>Research</b>									
R1	Research	3	22	66	33,600	0.90	90,720	58,968	
R2	Research	3	22	66	33,600	0.90	90,720	58,968	
R3	Research	3	22	66	33,600	0.90	90,720	58,968	
					<b>Totals:</b>		<b>100,800</b>	<b>272,160</b>	<b>176,904</b>
<b>Clinical</b>									
C1	Clinical	3	14	42	9,600	0.80	23,040	14,976	
<b>Student Services</b>									
S1	Student Services	1	20	20	20,700	0.95	19,665	12,782	
<b>Facilities</b>									
F1	Facilities/ Infrastructure	1	12	12	3,600	0.95	3,420	2,223	
F2	Facilities/ Infrastructure	1	20	20	6,000	0.95	5,700	3,705	
					<b>Totals:</b>		<b>9,600</b>	<b>9,120</b>	<b>5,928</b>
							<b>New Buildings Totals:</b>	<b>1,003,235</b>	<b>652,103</b>

**Existing Buildings**

Building Name	Abbreviation	Use	No. of Floors	Total Area (sq. ft.)
<b>Historical</b>				
Pound Hall	H1	Academic	2	28,600
Carnegie Library	H2	Academic	1	6,700
Winnie Davis	H3	Administration	2	14,000
Miller Hall	H4	Administration	2	24,000
Rhodes Hall	H5	Administration	2	26,000
				<b>99,300</b>
<b>Existing</b>				
Gymnasium	E1	Student Services	1	13,900
Russell Hall	E2	Academic	2	62,000
				<b>75,900</b>
<b>Existing Buildings Totals:</b>				<b>175,200</b>

## RESOURCES REFERENCED

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## RESOURCES REFERENCED

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