

**SCHEDULE 5(A)**

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## ShreveportMed: The Vision 2020 Master Facilities Plan

Issue Date  
12 April 2013



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## Dedication and Acknowledgements

This plan is dedicated to:

- The individuals who had the vision for developing an academic medical center in Shreveport and who made it a reality
- The patients, students and communities we serve
- The faculty and staff who have been committed to patient care, education and research
- Our family of supporters near and far

Special dedication to Lee Koppelman, DPA - University Professor of Political Science and Public Policy at Stony Brook University in New York. Dr. Koppelman is one of the nation's leading urban planners and a champion for protecting open spaces and expanding university roles in economic development. His vision and advocacy has benefited generations of New Yorkers while helping inspired planners in communities well beyond New York.

# Vision 2020 Master Facilities Plan

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LSU Health Shreveport (LSU) is an academic medical center with a promising future. LSU serves as an anchor for Shreveport, Bossier City and the surrounding region. As described in this Vision 2020 Master Facilities Plan (MFP), the core campus will be revitalized between now and 2020. Despite our financial challenges, state-of-the-art patient care, educational and research buildings will emerge and existing facilities will be improved. With new green spaces, parking and roadways, the campus will undergo a major and long overdue transformation. This will be critical if LSU is to achieve its academic and patient care missions through the 21st Century.

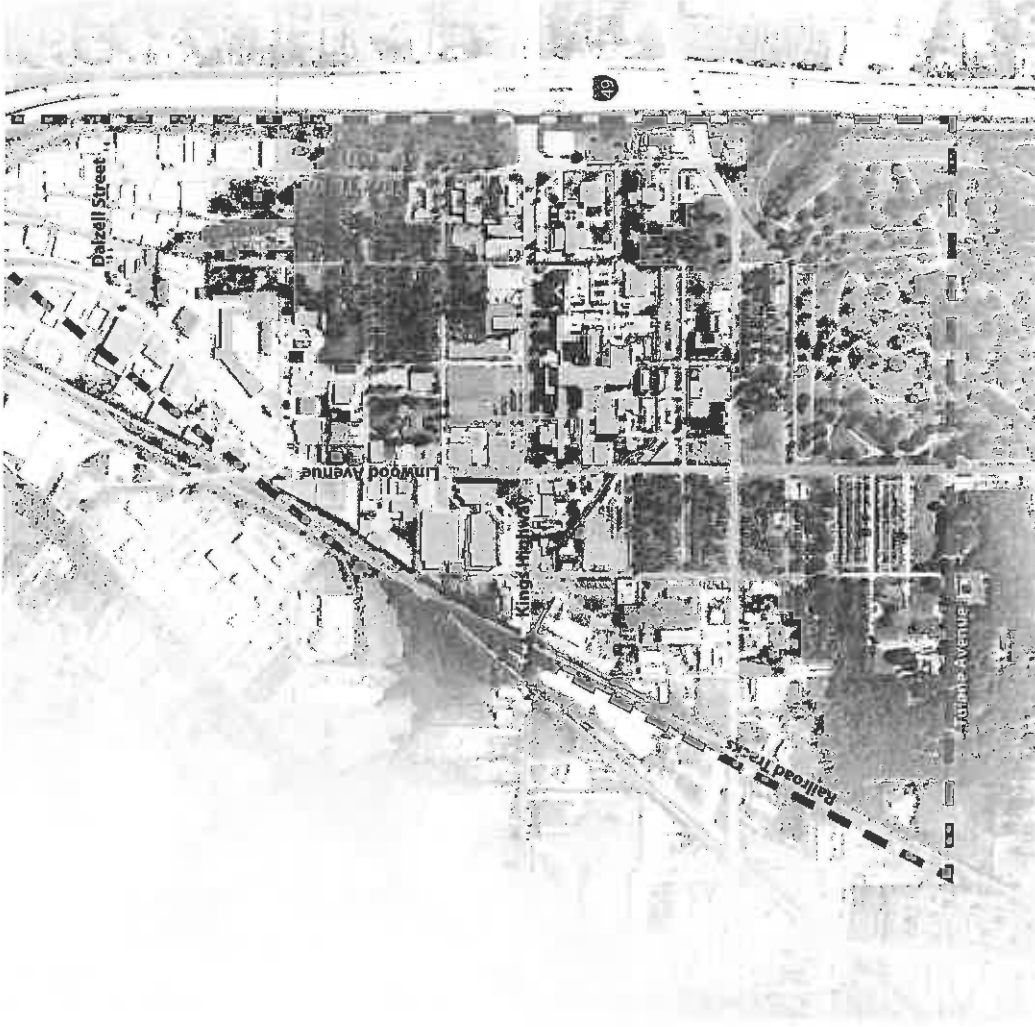
As part of this transformation, LSU will help Shreveport and Caddo Parish realize the vibrant health corridor proposed in the 2011 Great Expectations Master Plan. On its easternmost end, LSU will anchor a thriving health district located between Linwood Avenue and Kings Highway. This district will originate near Dalzell Street and stretch to Tulane Avenue to the south. Known as ShreveportMed, and over time, this district will encompass LSU, LSU Health Sciences Foundation and neighboring sites. As a vibrant neighborhood, ShreveportMed will offer new housing, retail and entertainment opportunities for nearby residents as well as area employees. It will benefit from much of the planning from the 2002 InterTech Science Park Master Plan as well.

Achieving this vision will require close coordination with residents of neighboring communities and institutional partners. This includes the Shriners Hospital for Children, the LSU Health Sciences Foundation in Shreveport, and the Biomedical Research Foundation of Northwest Louisiana. Furthermore, community engagement will be key to realize this vision. LSU leadership will be working with stakeholders to make sure that efforts are coordinated and a sense of transparency and trust is achieved. Associated planning and development will benefit residents to the north and south of LSU. This can be in the form of improved roadway safety, new retail offerings, additional housing developments, new community resources and appreciation in property value.

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## What is covered in this Master Facility Plan?



Institutional Master Facilities Plans, or MFPs, are typically visionary and big picture in their scope. Out of necessity, they look years down the road. While MFPs are being developed, organizations need to continue operating and working on previously planned projects of various types and scales. To link these perspectives, we have attempted to integrate the various projects in this document.

With that in mind, this Vision 2020 document is more than a master facility plan. It is also a catalog of other facility initiatives already underway or contemplated. It attempts to integrate current facility projects to the bigger picture. Readers will hopefully appreciate that there are a number of projects which, while they may be smaller in financial scope, are also important to improving the Shreveport campus. Together, they help form a mosaic that will become stronger over time.

Master facility plans look at a campus needs within the context of an organizational mission and the existing geometry – principally roads and buildings. Please keep in mind that these plans are conceptual and subject to change. Until a ground-breaking ceremony occurs and a shovel is put in the ground, the final location, size and orientation of new structures will likely change. Furthermore, this is not a complete listing of the needs and possibilities here – but it is a pretty thorough listing. As a result, there are few absolutes in the pages that follow – but instead many approximations.

The study area for this MFP is a triangular region bounded by Interstate 49 to the east, the railroad tracks to the west, Dalzell to the north and Tulane to the south.



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Special thanks are due to the donors whose generous contributions help fund this important project. Thanks are also owed to the many people who lent their time and expertise to this exercise. This includes members of the leadership teams of the Schools of Allied Health Professions, Graduate Studies and Medicine.

**Vision 2020 Leadership Team**

- Robert A. Barish, MD, MBA, Chancellor
- John Dailey, JD MPA, Vice Chancellor for Administration and Chief Operating Officer
- Mark Juscelin, PE, Director of Physical Plant and Facility Planning
- Joseph Micciotto, MHA, Hospital Administrator
- Catherine Nobile, Esq, President, LSU Health Sciences Foundation in Shreveport
- Carolyn Wimmer, Executive Assistant to the Vice Chancellor
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**Biomedical Research Foundation of Northwest Louisiana**

- John “Jack” Sharp

- President

**Shriners Hospital for Children in Shreveport**

- G. Kim Greene, FACHE
- Bruce Easterly

- Administrator
- Board Member

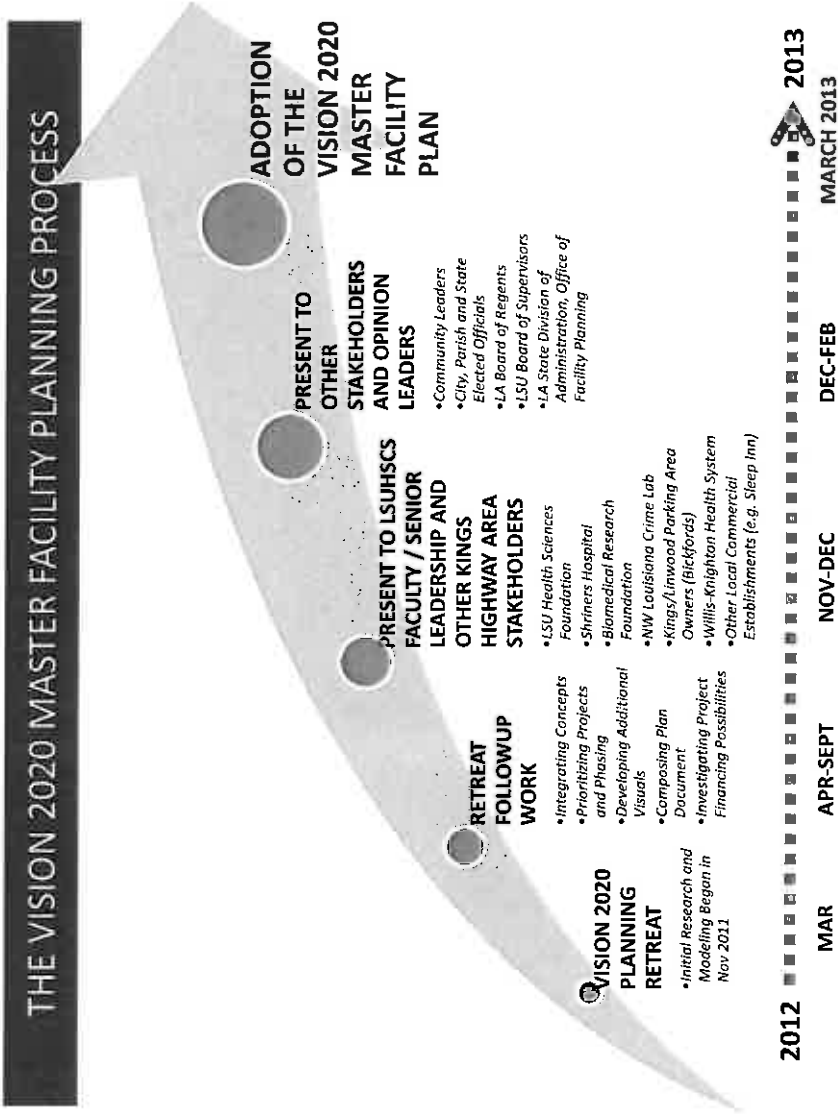
**Disclaimer**

The material in this report applies to the properties owned by LSU Health Shreveport, the LSU Health Sciences Foundation in Shreveport, the Biomedical Research Foundation, Shriners Medical Center, and the public roads and infrastructure that support these properties. Planning concepts shown are not guaranteed or mandated, and are subject to change based on the ever changing needs of LSU Health Shreveport.

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# Vision 2020 Master Facilities Plan



# 01

## Our Vision and Imperative



### Dear Faculty, Staff and Friends of LSU Health Shreveport:

The Vision 2020 plan that follows is ambitious - but essential. This serves as a roadmap so that our organization may reach the goal of having a greatly improved campus environment for patients, caregivers, researchers, students, and visitors alike. This plan presents an efficient and economical approach as it optimizes what we already have here on campus. This plan attempts to recycle existing facilities as best as possible - while borrowing some construction, programmatic and urban planning ideas from successful academic medical centers from around the country.

There are a number of reasons why this plan is timely.

- Healthcare organizations cannot rely on their identity, name or affiliation to convey quality. In this age of growing consumerism and freedom of choice, success takes high quality medical care, customer service and well-thought-out facilities.
- Convenience and predictable experiences are critical so that each patient visit is close to being an ideal encounter. But the ideal encounter doesn't start in the exam room - it's after a visit to our website or call to one of our offices and the moment people arrive on campus. It includes lighting, signage, parking and a host of other factors. Those are addressed in this plan.
- This plan recognizes that "first impressions create lasting impressions." We want the first impressions people have to be strong and positive ones.
- The competition for construction financing is increasing. We must be able to clearly articulate our needs to various funding sources - both public sources as well as capital partners in the private sector.
- External forces - both market-based and regulatory driven - are changing research and education as well. Maintaining accreditations for these programs requires that we make significant capital investments. There is also increasing competition for faculty and staff. This plan is not only for our patients, who have the freedom of choice, but also our students, our postgraduate trainees and employees. This requires that LSU Health Shreveport offer a compelling opportunity and setting for professional development and satisfaction. A thriving campus and progressive facilities are key to this.
- At present, in Shreveport, our campus comprises 91 acres with 6 million square feet of space under roof. While the size of our current facilities are certainly impressive - they are undersized when compared with peer institutions.
- The state of Louisiana has an acute and growing need to develop its healthcare workforce. To meet the needs of an expanding population - and one that is aging and has many chronic health challenges - LSU Health Shreveport needs to produce more physicians and allied health professionals for communities across the region. For many programs, we lack the facilities to expand.
- Finally, a well-sequenced development/redevelopment plan is essential so that we do not either forfeit opportunities or squander any limited resources - both time and capital.



## Vision 2020 Master Facilities Plan

## Letter from LSU Health Shreveport Leadership

We envision a setting which is both "high tech" and "high touch." Besides offering traditional academic areas, it must provide areas where we can easily congregate, celebrate, simulate and socialize. We must ensure that new patient facilities are designed with respect and dignity in mind helping our staff provide compassionate, empathetic and expert care. We must make sure that new educational and research facilities energize thinkers at all levels of their professional development. This will increase the return on our investment in human capital. If we are successful, it will be easier for staff to imagine new possibilities and discover new scientific breakthroughs.

By 2020, our facilities will be better equipped to facilitate more collaboration across the basic and clinical sciences. We need to make it easier for translational research to take place – and that requires bringing bench researchers and bedside clinician/researchers closer together. Furthermore, success in our research enterprise requires that we have facilities to support work from the fields of biomedical informatics, biomedical engineering, nanotechnology and other areas. We already have some exciting projects underway in some of these areas. We foresee more collaborations and partnerships with institutions such as LSU Shreveport, LSU (Baton Rouge), and Louisiana Tech among others. Our facility planning must reflect those needs and opportunities.

Recognizing the challenges for achieving a healthy work-life balance, our faculty, staff and students all need to have more convenient access to recreation, housing, and retail opportunities. They are seeking the flexibility that comes with having stores, services and other outlets nearby. We need to keep more of their buying power closer to our campus instead of allowing it all to go to distant neighborhoods. We are working with neighbors to achieve that goal.

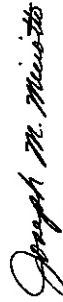
All new construction must also pay more attention to respecting the local environment. New construction should be environmentally friendly and have investments in associated green spaces. We desperately need to break up large expanses of concrete and bring back trees, shrubbery, foliage and lawn. We also need to minimize energy consumption and to employ green design and building techniques where possible. The Leadership in Energy and Environmental Design (LEED) guidelines serve as a good reference point.

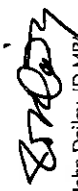
As stewards of public resources and philanthropy, we must be aware of the long-term implications of our decisions. Looking at the realities of administering a huge enterprise like ours, we must also be mindful of the financial implications of new facilities. They must be engineered to be cost-effective and efficient at the same time they promote the generation of revenue –patient care, tuition and/or sponsored research programs.


We will need to raise roughly \$750 million in order to achieve this bold vision. While that is a tremendous challenge, we have the talent, know-how, advocates and supporters to achieve this. Successful implementation will require building our base of supporters with alumni, civic leaders and other opinion leaders across the State. Success will also require coordination with officials from the Cities of Shreveport and Bossier City, Caddo Parish, State Division of Administration/ Office of Facility Planning, Board of Regents, State Bond Commission and others.

In summary, the Vision 2020 plan is about improving the quality of our campus environment for patients, caregivers, researchers, students, and visitors. If we are successful, it will help spark efforts around the campus that will lead to improvements in neighboring communities and gains in regional economic development. The faculty, staff and students who comprise LSU Health Shreveport do amazing things each day. Working together, we can certainly make ShreveportMed and this Vision 2020 a reality.

  
Robert A. Barish, MD MBA  
Chancellor

  
Joseph M. Micciotto, MHA  
Hospital Administrator

  
John Dailey, JD, MPA  
Vice Chancellor for Administration  
and Chief Operating Officer

  
Mark A. Jusselin, PE  
Director of Physical Plant and Facility Planning

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12 April 2013

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## Vision 2020 Master Facilities Plan

March 1, 2012

1501 Kings Highway  
Shreveport, LA 71130-3932

LSU Health Shreveport Stakeholders:

A Master Facilities Plan is an important process that helps you to better understand who you are today as a campus, and what you hope to be in the future. This process identifies future growth, how, and where it can occur. The master facilities plan ultimately becomes a flexible guide that gives the campus a road map to address these issues and prepare for future demands and strategic positioning.

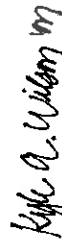
A good campus should project a certain image and energy. Its boundaries should be defined so all visitors know when they are on campus. Way-finding and directional signage is crucial for easily moving vehicular and pedestrian traffic to the correct location. A progressive campus takes on projects that minimizes their weaknesses and builds upon its strengths. It all starts with a vision. Let yourself dream big. Ask yourself where you can, and where you should, this campus be in 10 or 20 years. Once that goal is established, it helps us to make intelligent decisions about objectives that will bring us closer to that point.

The Shreveport-Caddo Vision for 2030 noted a "shift in focus to intellectual capital development". LSU Health Shreveport is a central figure in this initiative. It is uncommon to have an academic medical center for a city of this size. The Shreveport Medical Center is a valuable resource for Shreveport. The care provided on this campus, the research undertaken, and the potential impact to the surrounding neighborhoods are significant, and should not be taken lightly. With annual approximate counts of 250,000 patients, 1,000 daytime students, 6,000 total employees, including 5,000 daytime employees, and countless visitors the LSU Health Shreveport campus is uniquely positioned to impact Shreveport and the entire northwest Louisiana region.

The campus occupies a key strategic location between Shriners Hospital for Children, the InterTech Science Park, and Willis-Knighton's main campus to create a medical district for Shreveport. Although the campus is well located with respect to other health sector components in Shreveport, there are still opportunities for growth between a combination of properties already held by LSU Health Shreveport, the LSU Health Shreveport Foundation, and currently underutilized adjacent properties. Given the increasing age of the population you serve, the need to integrate new technology and research, the healthcare sector will only continue to grow, and the campus will need to adapt to foster these changes.

We believe that an interactive process between key stakeholders will facilitate consensus as to the future of the campus, and is a key component of the Master Facilities Plan. Thank you for your participation in preparation for an exciting time in the life of the LSU Health Shreveport campus.

Sincerely,

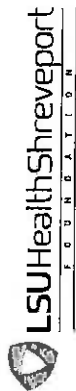


Kyle A. Wilson, AIA, LEED AP BD+C  
Vice President – Architecture  
The Estopinal Group LLC

Letters of Support







February 22, 2013

Robert A. Barish, MD, MBA  
Chancellor  
LSU Health Shreveport  
1501 Kings Highway  
Shreveport, LA 71130

Dear Dr. Barish:

The LSU Health Sciences Foundation in Shreveport ("Foundation") heartily supports the Vision 2020 Master Facilities Plan. The earliest objective of the Foundation was acquisition of properties in proximity to the Health Sciences Center in order to facilitate its growth and expansion. We are pleased that the boundaries of the planning area include the majority of our holdings and provide us with direction in disposition of those properties not included.

We were happy to provide private funds that helped enable the engagement of excellent consultants to lead development of the Plan. You engaged Foundation leadership and other significant stakeholders – the Biomedical Research Foundation, the City of Shreveport, and Shriners Hospital among them – in the Plan's development from its inception, effectively building a community of support that we believe will see the plan through to fruition.

Vision 2020 presents the Foundation with a range of opportunities for inspiring private philanthropy directed toward building a thriving health district with LSU Health Shreveport at its core. You may be assured that our resources will be deployed toward achieving your priorities in reaching this goal.

With best personal regards, I remain

Sincerely,  
*Catherine S. Noble*  
Catherine S. Noble, MSW, JD  
President

LSU Health Sciences Foundation  
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12 April 2013



BIOMEDICAL RESEARCH FOUNDATION  
of Northwest Louisiana

February 12, 2013

Robert A. Barish, MD MBA, Chancellor  
LSU Health Shreveport  
1501 Kings Highway  
Shreveport, LA 71130

Dear Dr. Barish:

The Biomedical Research Foundation of Northwest Louisiana (BRF) endorses the Vision 2020 Master Facilities Plan. With major property holdings along and nearby Kings Highway, the BRF has been committed to this part of Shreveport and the surrounding communities for many years. While our InterTech Science Park is outside the boundaries of your planning area, it will no doubt benefit from the coordinated approach to development proposed in the Vision 2020 plan.

From the outset of your planning process, members of the BRF leadership team were consulted and re-engaged a few weeks ago. We are especially pleased that the Vision 2020 plan is in harmony with the Shreveport/Caddo Master Plan as well as the BRF-sponsored InterTech Science Park Master Plan. In some ways, the Vision 2020 plan is a neighborhood plan and validates many of the 2002 InterTech Plan's concepts, and takes them a few steps further.

A revitalized Kings Highway corridor with a thriving health district is not only possible but essential. The BRF remains committed to working with LSU, the Shriners Hospitals and other stakeholders to make this reality.

Very truly yours,

*Stephen F. Skrivanos*  
Stephen F. Skrivanos  
Board Chairman

*John F. Sharp*  
John F. Sharp  
President & CEO

*James D. Dean*  
James D. Dean  
Vice President for  
Finance & Administration



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# Vision 2020 Master Facilities Plan

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**Shriners Hospitals  
for Children™**

February 5, 2013

Robert Barish, MD MBA, Chancellor  
LSU Health Shreveport  
1501 Kings Highway  
Shreveport, Louisiana 71130

Shreveport  
Pediatric Specialty Care  
Orthopaedics  
Cleft Lip Cleft Palate

**Kim Green, FACHE**  
Administrator  
3100 Samford Avenue  
Shreveport, LA 71103  
kgreen@shriners.org  
Tel: 318.226.4265  
Toll Free: 1.888.665.KIDS

Dear Dr. Barish:

The Shreveport community is most fortunate to have both an academic medical center of the caliber of Louisiana State University Health Shreveport and Shriners Hospitals for Children® – Shreveport, the world's first Shriners Hospital. Our geographical proximity on Kings Highway has led many people to assume that we are part of the same campus. Although we are separate entities, we have always admitted the mission of our neighbor and enjoyed years of successful collaboration. We remain open to opportunities for further collaborative efforts that would be mutually beneficial to our two organizations' missions as well as the greater healthcare communities we serve.

LSU and Shriners Hospitals have long worked together on a host of clinical and educational levels. This has benefited pediatric patients needing orthopedic and other specialty care, as well as advancing the training opportunities for future caregivers. In an era of increasingly constrained resources, the need for organizations to collaborate is more evident than ever.

Years ago, people spoke of the virtues of advancing a linkage of LSU and Shriners Hospitals more formally – on both operational and new construction levels. This Master Facilities Plan helps bring clarity to the possibilities that could someday be made reality as a result of past, present, and future conversations. Shriners Hospitals for Children recognizes our inclusion in an in-depth look at LSU Health's future as an exciting opportunity for the future. We look forward to working with LSU in continuing to serve children and their families and the possibility of additional joint planning efforts in the future.

Sincerely,

Kim Green, MBA, MHA, FACHE  
Administrator  
Shriners Hospitals for Children- Shreveport



# NORTH LOUISIANA CRIMINALISTICS LABORATORY

1115 BROOKS STREET • SHREVEPORT, LA 71101 • PHONE: 318-227-2866 • FAX: 318-227-9013

Patrick W. Woychick, Shreveport Laboratory Director  
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101 COTTON STREET • WEST MONROE, LA 71291 • PHONE: 318-388-0338  
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Mike Steib, Alexandria Laboratory Director

January 28, 2013

Robert Barish, MD MBA, Chancellor  
LSU Health Shreveport  
1501 Kings Highway  
Shreveport, Louisiana 71130

Dear Dr. Barish:

A new crime lab for North Louisiana: this is a goal that so many in the Law Enforcement Community of northern Louisiana have been working toward for a long time now, and as System Director of the North Louisiana Criminalistics Laboratory System, let me say that it has been a very rewarding endeavor. I know LSU Health Shreveport leaders are just as committed to building a state-of-the-art lab to fill regional forensic science and educational needs. LSU Health's Master Facilities Plan illustrates the exact reasons why this fits into both of our visions for the future.

The affinities between the scientific aspects of a crime lab and an academic medical center are many. The staff is excited about the prospect of being neighbors with LSU and has had an opportunity to participate in the campus planning initiative. We support the efforts and are eager to work together to make it reality. Not only will our organizations surely benefit, but the communities of Northwest Louisiana in general and Shreveport in particular.

With improved proximity between the crime lab and LSU, we foresee collaboration which will lead to advances in criminalistics as well as development of training programs to assist law enforcement officials, caregivers and researchers.

The North Louisiana Forensic Sciences Center will also mean more, high paying jobs for the community. It will be a key resource of knowledge for the surrounding area. I look forward to continuing to work with LSU Health Shreveport leaders to make this vision and the plans a reality.

Sincerely,

Jimmy Barnhill, System Director  
North Louisiana Criminalistics Laboratory



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## Vision 2020 Master Facilities Plan

## Economic Development and Louisiana's Blue Ocean Strategy

Communities across the nation have been trying to spark innovation and economic development to achieve diverse and robust economies. Years ago, Shreveport leaders conceptualized InterTech for this purpose. The ShreveportMed plan takes the InterTech plan a step further.

One of the roles of universities is to promote economic development. By working with partners at the other institutions and corporations, they can cultivate a culture of innovation which increases competitiveness and begets success. Three US regions which are celebrated for their academic-industry collaboration in life sciences and information technology enjoy diverse economies and are anchored by mature universities.

Northern California's Silicon Valley with its Stanford University and University of California San Francisco (UCSF)

- North Carolina's Research Triangle with Duke University and University of North Carolina at Chapel Hill (UNC)
- Boston/Cambridge with Massachusetts Institute of Technology (MIT) and Harvard University affiliated institutions

Leaders in new York City are aggressively developing NYC Tech - \$2 billion initiative to spark developments in the life sciences. This campus will be located on Manhattan's Roosevelt Island and anchored by alliances between Cornell and Israel's Technion Universities. Other NYC universities such as Columbia, NYU and others will have relationships as well. NYC Tech will have linkages with companies which have a presence in the NY metropolitan area. Visit <http://tech.cornell.edu/> for more information.

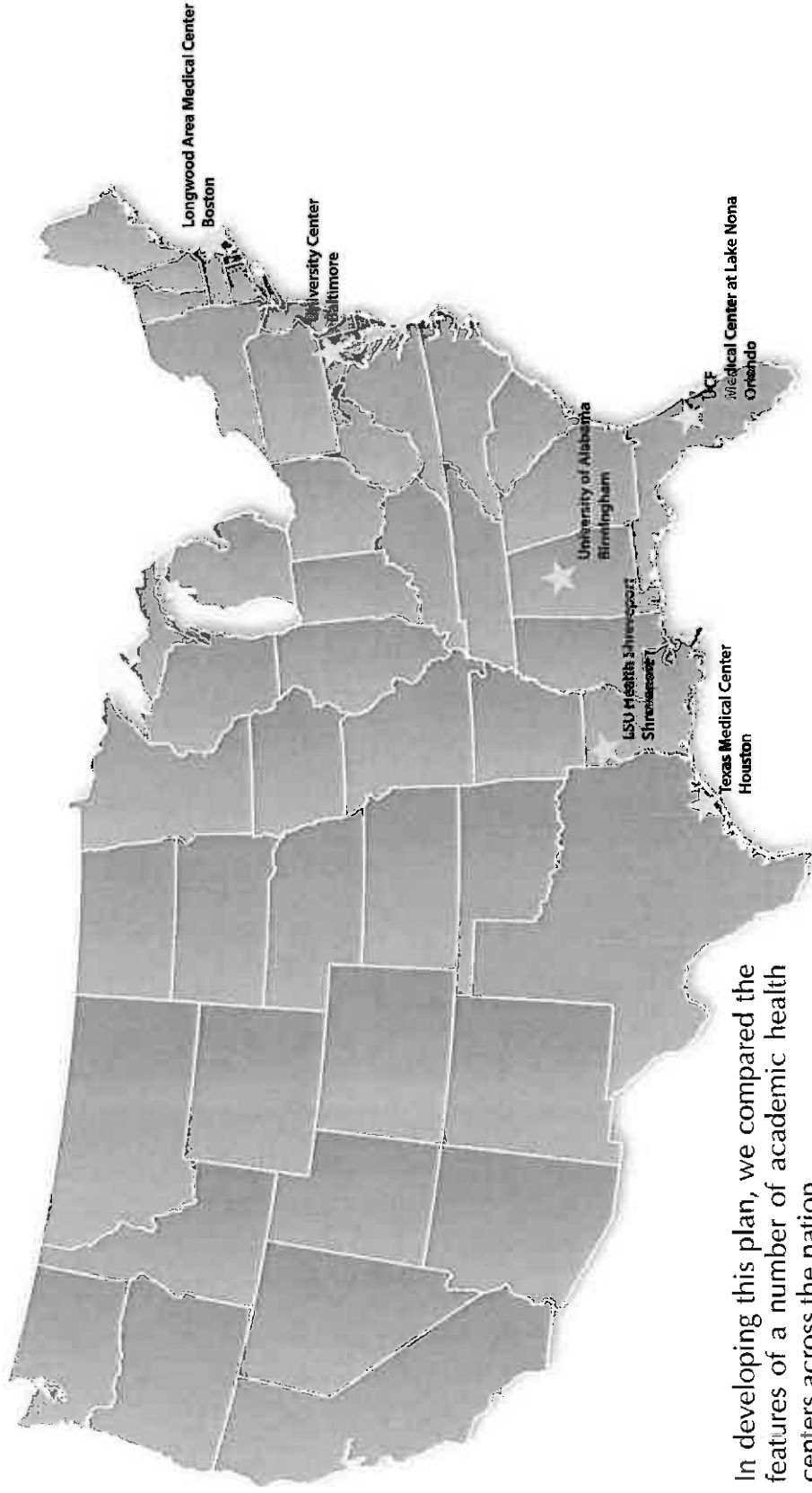
On a statewide level, Louisiana's economic efforts are catalyzed by the Louisiana Department of Economic Development or LED. LED's Blue Ocean Strategy is to work with community organizations, regional economic development agencies and universities to promote promising industries in regions that have promising opportunities and untapped potential.

With that in mind, LED reports that "Medical districts are emerging statewide, presenting specialty health care ventures with valuable research and co-location opportunities with the ability to attract out-of-state patients in search of services addressing conditions, such as diabetes and cancer. These businesses also have the advantage of fresh talent provided by prestigious medical and life sciences programs at Louisiana's colleges and universities." With Shreveport's wealth of medical resources - numerous possibilities exist. By coupling these resources with the biomedical engineering resources of nearby Louisiana Tech, many sponsored programs / grant projects will emerge yielding commercialization possibilities. Visit <http://www.louisianaeconomicdevelopment.com/key-industries/specialty-health-care.aspx> for more information.

**Future investments in ShreveportMed development must be pursued in partnership with state and local elected officials as well as LED leadership.**



## Selected Health Districts for Comparison and Inspiration



In developing this plan, we compared the features of a number of academic health centers across the nation.

# Comparison With Other Medical Neighborhoods/Health Districts

## Vision 2020 Master Facilities Plan

Location	Principal Institutions	Sense of Campus – Defined Boundaries with Gateways	Wide Range of Retail Offerings within Walking Distance	Good Nighttime Lighting	Convenient Parking	Wide Range of Nearby Housing Options	Intuitive Wayfinding / Directional and Locational Signage	
Shreveport	<ul style="list-style-type: none"> <li>LSUHSCS School of Allied Health Professions</li> <li>LSUHSCS School of Medicine</li> <li>LSU Medical Center</li> <li>LSUHSCS Graduate School</li> <li>University of Louisiana Monroe College of Pharmacy</li> <li>LSUHSCS School of Allied Health Professions</li> <li>LSUHSCS Graduate School</li> <li>LSU Medical Center</li> <li>Shreveport Hospital for Children</li> <li>Children's Mercedes Hermann Hosp</li> <li>Harris County Ben Taub General Hosp</li> <li>Memorial Hermann Texas Medical Center</li> <li>Richard E. Debakey Veterans Affairs Medical Center</li> <li>Shriners Hospitals for Children</li> <li>St. Dominic Village</li> <li>St. Luke's Episcopal Hosp</li> <li>Texas Heart Institute</li> <li>Houston Hospital</li> <li>Methodist Hosp</li> <li>Univ of Texas M.D. Anderson Cancer Center</li> <li>Univ of Texas Medical Branch (UTMB)</li> <li>TIRR (The Institute for Rehabilitation and Research)</li> <li>Baylor College of Medicine</li> <li>Houston Academy of Medicine-Texas Medical Center Library</li> <li>Houston Community College System</li> <li>Michael E. DeBakey High School for Health Professions</li> <li>Prairie View A&amp;M Univ. College of Nursing</li> <li>Rice Univ</li> <li>Texas A&amp;M Univ Health Science Center Houston</li> <li>Texas Southern Univ College of Pharmacy &amp; Health Sciences</li> <li>Texas Woman's Univ Institute of Health Sciences-Houston</li> </ul>	✘	✘	✘	✘	✘	✘	
Shreveport	<ul style="list-style-type: none"> <li>Shriners Hospital for Children</li> <li>Biomedical Research Foundation</li> <li>Louisiana Association for the Blind</li> <li>Shreveport Medical Society</li> <li>Biomedical Research Foundation</li> <li>Shreveport Medical Society</li> <li>North Louisiana Forensic Science Center</li> <li>Potential Veterans Affairs Medical Center</li> </ul>	✓	✓	✓	✓	✓	✓	
Houston	<ul style="list-style-type: none"> <li>Univ of Texas Health Science Center                             <ul style="list-style-type: none"> <li>Dental Branch</li> <li>Graduate School of Biomedical Science</li> <li>Medical School</li> <li>School of Health Info Sciences</li> <li>School of Nursing</li> <li>School of Public Health</li> </ul> </li> <li>Brown Foundation Institute of Molecular Medicine</li> <li>Univ of Houston College of Pharmacy</li> <li>City of Houston Dept of Health and Human Services</li> <li>Diseases Children Center</li> <li>Gulf Coast Regional Blood Center</li> <li>Harris County Institute of Forensic Sciences</li> <li>Harris County Medical Society</li> <li>Harris County Public Health Services</li> <li>Houston Academy of Medicine</li> <li>John P. McGovern Museum of Health and Medical Science</li> <li>Lifelight Organ Donation Center</li> <li>Houston's Ronald McDonald House</li> <li>Sabin Vaccine Institute</li> <li>Texas Medical Center Hosp Laundry Cooperative</li> <li>The Institute for Spirituality and Health</li> <li>Thermal Energy Corporation</li> <li>Texas Medical Center YMCA</li> </ul>	✓	✓	✓	✓	✓	✓	
Lungwood Area Medical Center	<ul style="list-style-type: none"> <li>Harvard Medical School</li> <li>Beth Israel Deaconess Medical Center</li> <li>Boston Children's Hosp</li> <li>Brighton and Women's Hosp</li> <li>Dana-Farber Cancer Institute</li> <li>Joslin Diabetes Center</li> <li>Harvard Medical School</li> <li>Univ of Maryland (UM) Medical Center</li> <li>Baltimore VA Medical Center</li> <li>Univ Maryland, Baltimore                             <ul style="list-style-type: none"> <li>School of Law</li> <li>School of Pharmacy</li> </ul> </li> <li>University Hospital</li> <li>Children's Hosp</li> <li>UMG                             <ul style="list-style-type: none"> <li>School of Education</li> <li>School of Engineering</li> <li>School of Health Professions</li> <li>School of Medicine</li> <li>School of Dentistry</li> </ul> </li> </ul>	✓	✓	✓	✓	✓	✓	✓
University Center	<ul style="list-style-type: none"> <li>Univ of Maryland (UM) Medical Center</li> <li>Baltimore VA Medical Center</li> <li>Univ Maryland, Baltimore                             <ul style="list-style-type: none"> <li>School of Law</li> <li>School of Pharmacy</li> </ul> </li> <li>University Hospital</li> <li>Children's Hosp</li> <li>UMG                             <ul style="list-style-type: none"> <li>School of Education</li> <li>School of Engineering</li> <li>School of Health Professions</li> <li>School of Medicine</li> <li>School of Dentistry</li> </ul> </li> </ul>	✓	✓	✓	✓	✓	✓	
University of Alabama at Birmingham (UAB)	<ul style="list-style-type: none"> <li>Nemours Children's Hospital</li> <li>University of Central Florida College of Science</li> <li>Orlando Veterans Affairs (Replacement) Medical Center</li> </ul>	✓	✓	✓	✓	✓	✓	
Medical City at Lake Nona	<ul style="list-style-type: none"> <li>Shriners-Birmingham Research Institute</li> <li>MD Anderson Cancer Center - Orlando Research Facility</li> <li>University of Florida Academic and Research Center</li> </ul>	planned	planned	✓	✓	✓	✓	

## Vision 2020

2012



Existing Hospital Main Entrance

2020



Proposed Hospital Main Entrance with Fountains, Sheltered Drop Off and New Lobby Area

## Vision 2020 Master Facilities Plan

2012



Existing Hospital Main Entrance Night View

2020



Proposed Hospital Main Entrance with Fountains, Sheltered Drop Off and New Lobby Area Night View



## Vision 2020

2012



Existing Kings Highway

2020



Proposed Kings Highway Approaching Linwood with Streetscape and Roadway Improvements

2012



Existing Academic Entrance

2020



Proposed Academic Entrance with Water Features, Seating Areas and Improved Circulation



# 02

## Overview of the Campus Community and Adjacent Neighborhoods



## Organizations with Major Property Holdings

### LSU Health Shreveport

The LSU Health Sciences Center - Shreveport, also known as LSU Health Shreveport, is an academic health system with three hospitals and three schools. On the main Shreveport campus are Schools of Allied Health Professions, Graduate Studies and Medicine. In addition, the flagship LSU Medical Center is located here - with 450 beds and which serves as a trauma center, regional burn center and resource for a host of tertiary and quaternary services. The campus is also home to the renowned Feist-Weiller Cancer Center.

#### STRATEGIC PRIORITIES FOR LSU HEALTH SHREVEPORT (Adopted June 2012)

The following strategic priorities guide the efforts of the institution and its leadership team:

- To lead in the delivery of outstanding critical care for individuals, their families, and our entire community through the LSU Health Shreveport Level One Trauma Center
- To generate outstanding translational cancer research and discovery
- To foster inter-disciplinary collaboration within the neurosciences fields that results in new discoveries, improved patient care and outcomes, and enhanced educational opportunities
- To increase our capacity to generate outstanding translational and interdisciplinary research, building on the synergy of our unique clinical patient care and strong academic programs
- To ensure outstanding patient care is delivered to our community and beyond through state of the art clinical infrastructure and facilities
- To foster an environment that attracts and retains leading physicians, researchers, educators, and practitioners in the health science and health care fields

### LSU Health Sciences Foundation in Shreveport

The Foundation is the development and philanthropic partner for LSU Health Shreveport. While headquartered on Pierremont Road, the Foundation has significant property holdings in and around the campus. The Foundation leases property to the Health Sciences Center. This includes the Cheyland and Blood Center properties north of Kings Highway and off of Linwood, as well as the former Parkway Baptist Church on Samford. The Foundation has assorted other lots in and around the neighborhood.

### University of Louisiana at Monroe College of Pharmacy

The program's Shreveport office is located at 1725 Claiborne Avenue. This facility is owned by the BRF and supports the faculty and staff who work at the nearby medical center.

### Louisiana Association for the Blind

Also located on Claiborne, west of Linwood is the Louisiana Association for the Blind. It is a regional resource with a number of patient care and occupational programs for the visually impaired. LAB programs include the Low Vision Rehabilitation Center which teaches clients how to adapt to their loss of vision; LAB Industries, which manufactures paper and nonskid safe walking surface material for government and Ability Printing which uses digital presses to produce a wide range of printed material.

### Shriners Hospital for Children

The world's first Shriners Hospital opened in 1922 on this site, and a new replacement building was erected in 1985. The hospital provides elective services for children across a six-state region. It is a clinical resource for orthopedic and maxillofacial/craniofacial services for children. Students and residents from the Health Sciences Center rotate through the facility. The Shriners occupy and control the property on the southeast and southwest corners of Kings Highway and Samford Avenue.

### Biomedical Research Foundation of Northwest Louisiana

The Biomedical Research Foundation, or BRF, is a resource for economic development in Shreveport/Bossier. Dating back twenty years, the Foundation has been a resource for PET technology, radiotracer production, and development of the InterTech Science Park to the west of LSU Health's campus (that area is beyond the scope of the Vision 2020 planning exercise). In addition, the BRF owns the Biomedical Research Institute (BRI) which is at the most prominent building at the academic core of the campus. The BRI is home to a PET scanning facility and many of the basic sciences laboratories for HSC faculty. The BRF is headquartered on the first floor of the BRI. The BRF has significant property holdings in and around the campus.

### City of Shreveport

The City of Shreveport operates a Public Works Facility with frontage on Kings Highway. It is at the westernmost end of the campus between McWillie Street and the railroad trestle. This property is used for offices and staging for fleet vehicles and storage of residential recycling containers. It covers 19.5 acres and included within the Vision 2020 planning exercise as a reference. This property offers some exciting development possibilities which would present synergies for the Health Sciences Center, the City of Shreveport and possibly the Overton Brooks Veterans Affairs Medical Center.

### Kings Highway/Linwood Parking Area

The developable property is a surface parking area of approximately seven acres bounded by Glen Oak to the North, Kings Highway to the South, Dowdell Street to the East and Linwood Avenue to the West. It contains two lots managed by System Parking - one is used by retail parkers and the other by long-term employee parkers of the LSU Medical Center. System Parking has an agreement to manage this property through 2014. The zoning is a mix of B-1 (First Business District) and B-3 (Commercial Business District).



### Ingleside Neighborhood

This area is bounded by Linwood to the east, Mansfield to the west and between Kings and Midway to the south. With the exception of the medical center, this area is predominantly residential with some commercial properties.

### Sunny Slope Neighborhood

This area is bounded by I-49, Glen Oak, Dowdell and Bolinger. This area is predominantly residential with single family and apartment housing and some commercial properties. It is surrounded by heavy commercial and industrial property.

### Legend

- Ingleside Neighborhood
- Sunny Slope Neighborhood

# Property Holdings Map

## Institutional Property Holdings Legend

- LSU Health Shreveport
- Lee Dry Goods (Storage)
- Patient Accounts
- Warehouse
- Ambulatory Care
- Women's and Children's Center
- Eye Clinic
- Hospital
- Comprehensive Care
- Administration Building
- Feist-Weiler Cancer Center
- Outpatient Department
- School of Medicine
- K-Wing (Hospital)
- Print Shop
- Radiation Therapy Center
- Physical Plant Building
- School of Allied Health Professions
- Student Union
- Mollie E. Webb Speech & Hearing Center
- Clinical Research Building

- Foundation
- 21. Jennings 2
- 22. Chevland/Pelican Team
- 23. WIC Building
- 24. Blood Center
- 25. Poison Control
- 26. 1508 W. Kirby
- 27. Yokem Showroom
- 28. Yokem Body Shop
- 29. Crawford Lot
- 30. Clinical Research Building
- 31. Jennings 1
- 32. Parkview Baptist Church
- 33. Chicora Subdivision Property
- 34. Monsour
- 35. McLaughlin Property
- 36. Woodrow St. Rental House
- 37. Bayer Property
- 38. Intermodal Transit Facility

- Shriners
- 39. Shriners Hospital
- City of Shreveport
- 40. Shreveport Solid Waste Division
- Biomedical Research Foundation
- 41. Biomedical Research Foundation
- 42. Biomedical Research Institute
- 43. ULM College of Pharmacy Satellite
- 44. Lot on Claiborne Avenue
- 45. BRI Central Plant
- 46. 2507 Samford Avenue

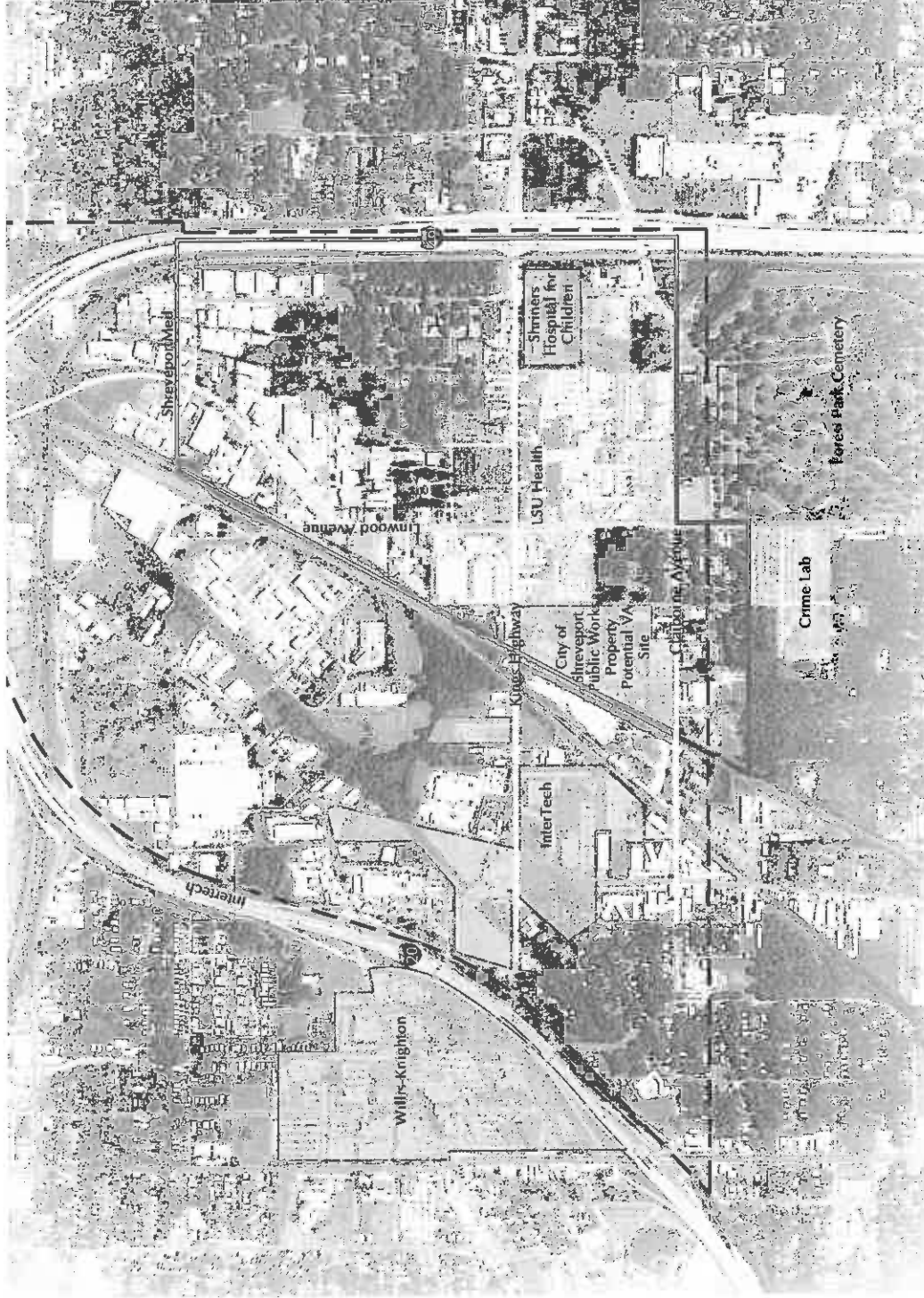
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- The master facilities plan placed emphasis on locating projects on properties currently held by LSU Health Shreveport or its Foundation. Properties indicated in yellow and purple reflect the current property holdings.
- This master facilities plan will allow additional emphasis on the acquisition of key properties that, over a period of time, will allow LSU Health Shreveport to meet the initiatives set forth in their strategic planning.
- Land swapping should also be considered to allow greater opportunities for key property acquisition. Specifically the City of Shreveport property to the west of McWillie Avenue would be of interest if the VA relocation gets traction.

\* LSU Health Shreveport also owns the following properties not shown on the vicinity map: 6670 St. Vincent - The Infectious Disease Clinic, 4215 Linwood Ave. - NWLC (North West Louisiana Coalition), and 3230 Blair - Vacant Lot (formerly The Old Children's Center)

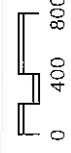




- LSU Health Shreveport has a central location with high visibility from Interstate 20 and Interstate 49 on a highly traveled portion of Kings Highway.
- Strategically located near Willis-Knighton's main campus, the InterTechScience Park, and the Shriners Hospital for Children, LSU Health Shreveport is uniquely located to promote significant partnerships within a Shreveport-Health District.
- Improving LSU Health Shreveport's campus will be the first steps toward improving the surrounding neighborhoods.

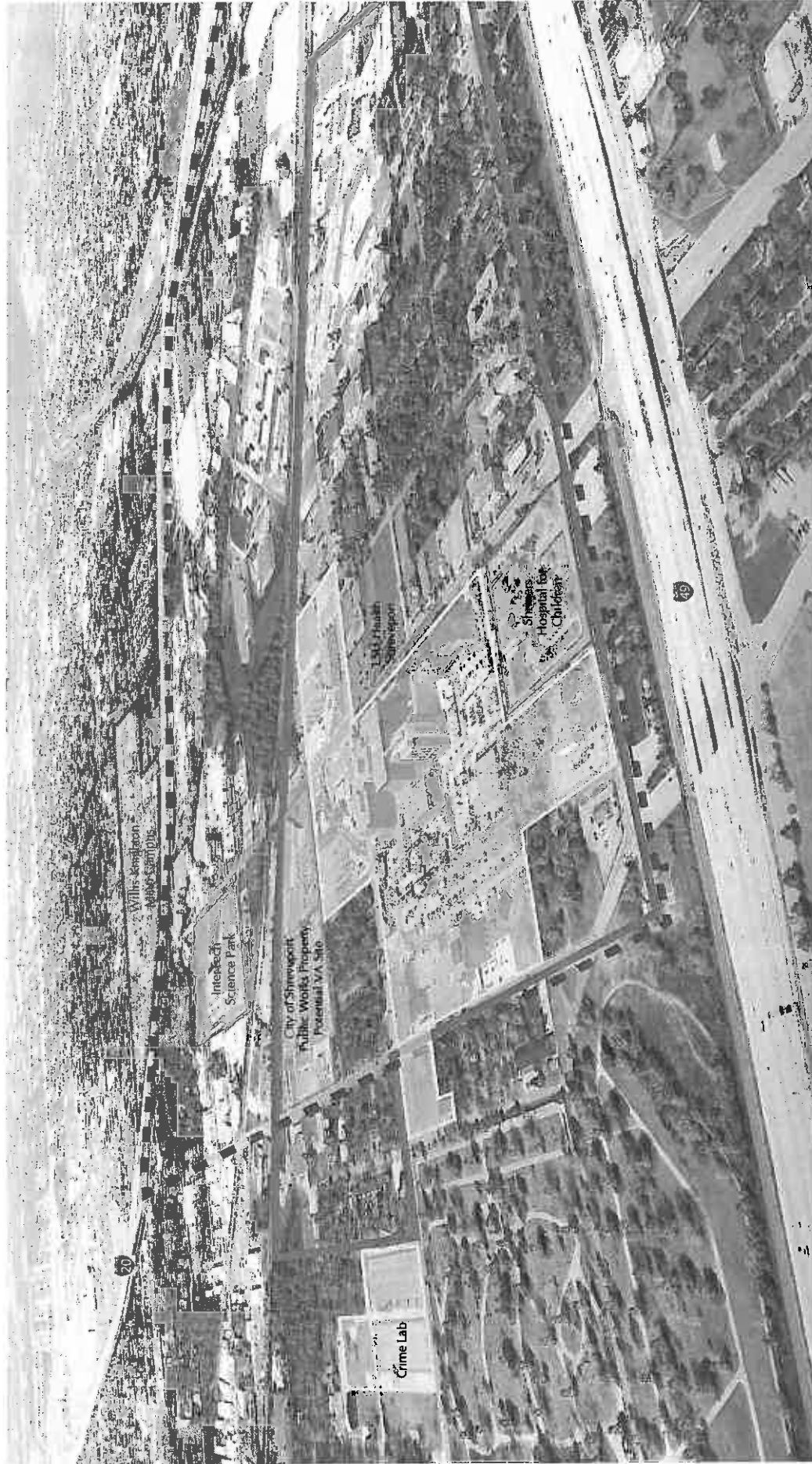
### Legend

- Proposed Area of ShreveportMed Phase One
- - - Original InterTech Master Plan



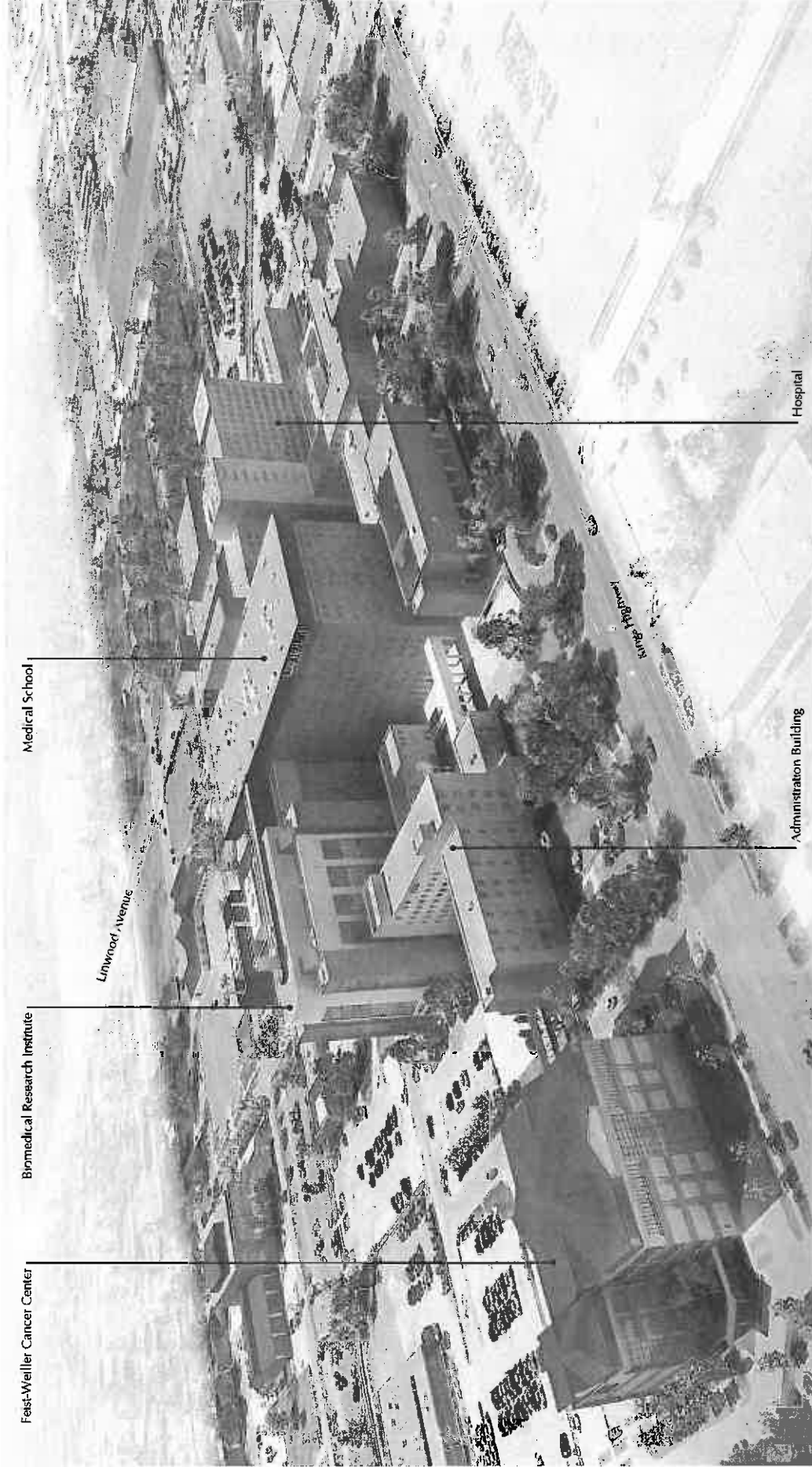


## Existing Aerial View from East



## Vision 2020 Master Facilities Plan

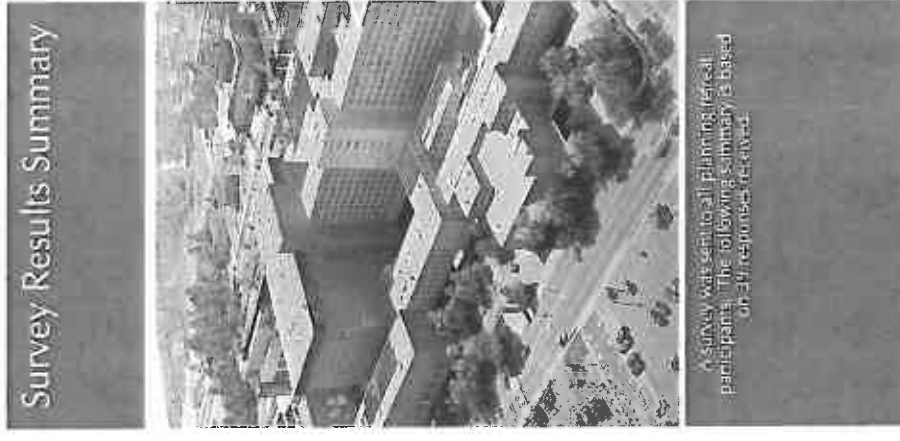
## Existing Aerial View from Northeast



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## Vision 2020 Master Facilities Plan



## Survey Results - Summary

### Question 1: Campus Strengths / Areas for Growth or Focus

(Example: Growing the academic core, increased outpatient services, etc.)

#### Strengths:

1. Faculty & staff recruitment
2. Motivated and new administration
3. Open collaboration
4. Diverse subspecialties
5. Training, academic core
6. Clinical research
7. Strong basic science departments
8. Medical care
9. Outpatient services
10. Critical care units
11. New facilities: Feist-Weiller, Ambulatory Care Center, Allied Health, BRI
12. Name recognition/ history/ reputation
13. Local secondary schools
14. Location
15. Centralized physical layout with close proximity of research, office space, and clinical facilities
16. Dedicated contributors
17. Foundation's assistance with physical projects
18. Accessibility to care
19. Commitment to provide care to all, regardless of financial status

#### Areas for Growth:

1. Academic mentoring
2. Training in new technology
3. Hands-on learning
4. Marketing and promotions
5. Projects that generate revenue
6. Convenient parking, improve accessibility
7. Wireless capacity
8. Expansion of forensic medicine services
9. Patient centered primary care clinics
10. More efficiency in clinics
11. Increase research activity
12. Increase opportunities for joint ventures with local partners – e.g. BRF
13. Increasing private patient payer mix
14. Lack proximity to the VA
15. Electronic hospital records
16. Free standing children's hospital

### Question 2: Campus Weaknesses / Areas of Concern

1. Parking
2. Pedestrian safety and security
3. Signage and wayfinding
4. Follow-up with patients
5. Long wait times, congestion
6. Lack of space, limited room for expansion
7. Vehicular traffic / pedestrian safety
8. Flooding
9. Public misperception of LSU Health, poor image, 'Charity Hospital'
10. Lack of private hospital beds to attract patients
11. Lack of morale among faculty and staff
12. Current patient scheduling & processing for appointment
13. Poor accessibility for outpatient services
14. Inefficient delivery service
15. Elevators
16. Building infrastructure and equipment deterioration
17. Healthy dining options
18. Employee daycare
19. Campus and neighborhood attractiveness
20. Major conference space
21. The number of clinical faculty sufficient for meaningful research
22. Housing for students
23. Insufficient ICU beds
24. Poor computer infrastructure
25. Waning support from the state
26. Financial instability
27. Handicap accessibility
28. Too much clinical space used by non-clinic processes
29. Distance between subspecialties limits interaction
30. NICU needs to be updated and expanded

**Question 3: Adjacencies or Grouping Services**

1. Parking convenient to subspecialties
2. HR with on-boarding activities
3. Radiation Oncology and the Feist-Weiller Cancer Center
4. Medical school and hospital to ambulatory care center
5. Freestanding pediatric hospital to subspecialty services
6. Outpatient surgery and imaging close to hospital
7. Education building close to medical school
8. Parking close to the hospital entrance
9. Simulation lab near core lab and library
10. Rehab hospital near physical therapy services, i.e. Allied Health
11. New research building must be adjacent to BRI and B building
12. Children's Hospital near Shriners
13. Co-locate research areas
14. Group women's and children's services near Shriners
15. Group cancer services
16. Group like services on single floors of the hospital
17. Rehab/Ortho close to patient drop-off
18. Connectivity between research buildings
19. Employee wellness center with allied health clinic
20. Ped + ped subspecialty interacts with Ped ENT/Maxillofacial surgery, ped surgery



**Question 4: Campus Needs**

1. Coordinated support services for families of patients needing assistance
2. Larger space for educational conferences, lecture halls, and programs
3. Modernization
4. Secure parking access
5. 24-Hour child care available to faculty and students
6. Academic tutoring center
7. Wellness / fitness center
8. Connecting Buildings
9. Safety for patients and visitors
10. Overall care of infrastructure
11. Patient/visitor overhead crossings
12. Basic science and clinical facility
13. Large emergency waiting area
14. Stronger commitment to research
15. Financial resources
16. Marketing, promotion
17. Private patient rooms, patient tower
18. Renovations of MICU, SICU, NICU, Neuro, CCU
19. Adolescent psychiatric beds
20. Bioresearch labs
21. Updated exterior for hospital
22. Signage and wayfinding
23. Retail and restaurants
24. Enlarge ambulatory building for additional clinic space and expand imaging capabilities
25. Rehab hospital
26. Nursing home
27. Faculty club
28. Adequate research space
29. Green space, beautification of grounds
30. Foundation facilities
31. More clinical – basic science research collaboration
32. Separate psychiatric facility
33. Equipment management program
34. Outpatient space
35. Clearly identify and strategically articulating a campus landmark
36. Rehab – inpatient and outpatient
37. Strong IT services for electronic health records
38. Pediatric rehabilitation – transitional care program
39. Pediatric psychiatry in-patient (adolescent to adult planning)
40. Eradicated procedures center
41. Cardiac/Pulmonary rehab



## Stakeholder Surveys Prioritization

### Prioritization According to Stakeholder Survey

1. Parking decks
2. Kings Highway and Linwood Avenue overhead pedestrian crossing
3. (Tie) 200 to 250 bed acute care patient tower
4. (Tie) New hospital entry  
Campus childcare
5. (Tie) Freestanding psychiatric hospital  
Neurosciences center  
Bury primary overhead electrical service  
Freestanding rehabilitation hospital  
Jennings Street realignment / medical school approach  
Cancer Research Institute  
Enclosed overhead pedestrian walkway from the hospital / medical school to the Faist-Weiller Cancer Center
6. (Tie) Central plant expansion  
Eye clinic replacement  
Medical / research  
On-campus Foundation offices  
Warehouse relocation
7. (Tie) Medical Library expansion (not needed according to Visioning Work Session)  
Dual helipad and re-fueling station (not needed according to Visioning Work Session)

## Vision 2020 Master Facilities Plan

## Prioritization Results

### Prioritization Results

1. Top 5 Priority Projects (across all user groups)
  1. Parking decks
  2. Kings Highway and Linwood Avenue overhead pedestrian crossing
  3. 200 to 250 bed patient tower
  4. Outpatient imaging and surgery center
  5. New hospital entry
2. Each User Groups Top Priority
  - Executive Leadership – On-campus Foundation offices
  - Senior Leadership, School of Medicine Chairs, Department Heads and Directors, School of Allied Health Professions Program Directors, School of Allied Health Professions Administration Leadership, Hospital Administration (tie), guests, staff, and unidentified – Parking decks
  - Hospital Administration (tie) – 200 to 250 bed patient tower
  - School of Medicine Administrative Leadership – Enclose pedway from medical school to Feist-Weiller Cancer Center
3. Projects Receiving At Least One Score of 10
 

20 of the 22 projects received a 10 (indicating very important / high urgency). The only two not to receive high urgency status were the dual helipad / helicopter refueling station and the central plant expansion
4. Academic Related Projects
 

Neurosciences, Medical Library, Bio-Engineering, Nanoscience and Cancer Research Institute scored an average of 4.34
5. When asked for other projects not listed on the prioritization survey, the most frequently indicated were:
  1. Educational / conference center
  2. Fitness / wellness center
  3. Cardiovascular / heart / stroke center
  4. Improved signage
  5. ICU renovation / additional ICU units

\*Surveys distributed to LSU Health Shreveport stakeholders and ranked on a scale of 1 (Low Importance / Low Urgency) to 10 (Very Important / High Urgency)

<b>Executive Leadership (2)</b>	1	5	55	8	25	3	25	5	55	6	5	15	55	6	5	65	8	75				
Executive Leader Average																						
<b>Senior Leadership (2)</b>	5	15	40	75	8	75	2	15	25	65	7	6	65	7	1	2	3	15	55	9	15	
Senior Leadership Average																						
<b>School of Medicine Chairs (3)</b>	13	73	97	57	83	57	3	07	03	07	30	43	43	6	77	07	43	37	2	13	13	03
School of Medicine Chairs Average																						
<b>Department Heads and Directors (8)</b>	53	43	88	61	83	66	5	39	26	41	65	48	5	64	76	46	55	7	65	68	61	39
Department Heads and Directors Average																						
<b>School of Allied Health Professions Program Directors (2)</b>	77	75	9	7	95	7	95	7	55	5	6	55	7	4	5	35	75	75	55	55	65	65
School of Allied Health Professions Program Directors Average																						
<b>School of Medicine Administrative Leadership (1)</b>	0	0	5	0	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School of Medicine Administrative Leadership Average																						
<b>School of Allied Health Professions and Administrative Leadership (4)</b>	78	65	10	53	3	7	65	6	25	5	58	33	45	65	6	75	35	75	35	6	68	65
School of Allied Health Professions and Administrative Leadership Average																						
<b>LSU Health Shreveport Hospital Administration (3)</b>	77	5	10	9	97	23	4	3	27	67	7	17	23	3	10	13	17	17	3467	6	87	53
LSU Health Shreveport Hospital Admin. Average																						
<b>Guests and Staff / Unidentified Category (33)</b>	32	45	32	67	81	62	57	34	38	89	5	38	17	64	11	25	62	66	57	5	12	36
Average Guest, Staff, Unidentified Average																						
<b>All User Categories Average</b>	48	16	9	67	79	59	5	32	37	4	53	41	43	57	72	35	49	55	53	52	52	36
All User Categories Average																						





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# 03

## Summaries of Previous Master Planning Initiatives



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## Vision 2020 Master Facilities Plan

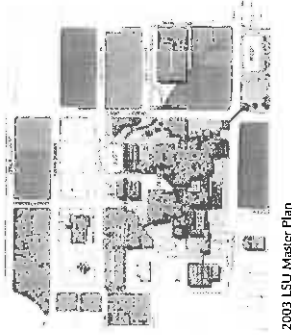
## Summaries of Previous Master Planning Initiatives

### Previous LSU Master Facilities Plans

Over the years, there have been other MPP efforts that looked at the LSU Health Shreveport campus. Referred to as Campus Planning Studies, they have been completed by

- Medical Construction Administration, LLC (2003)
- Slack Alost (1995)

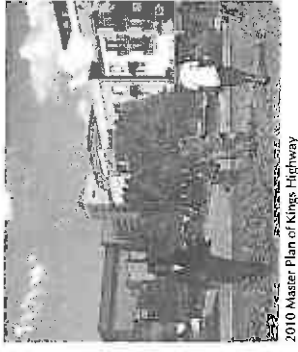
They have been helpful and yielded notable projects – namely the Ambulatory Care Center and Feist-Weiller Cancer Center. The Vision 2020 plan concurs with many of the assessments and impressions – and are reflected in this document.



2003 LSU Master Plan

### Great Expectations: Caddo Parish / City of Shreveport

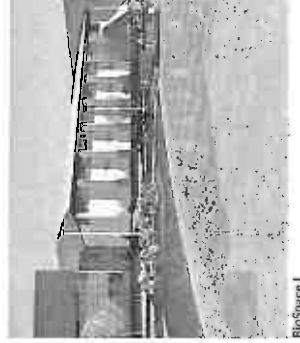
In 2011, Goody Clancy undertook a comprehensive master planning exercise for the City of Shreveport and Caddo Parish, entitled Great Expectations. One of the major recommendations was the focused efforts in establishing and improving Kings Highway as a health district thoroughfare. This was seen as a major opportunity to strengthen the institutions and the neighboring community and to spark some much needed economic development.



2010 Master Plan of Kings Highway

### InterTech Science Park Master Plan

In addition, in 2002, Morgan Hill Sutton and Mitchell Architects prepared an InterTech Science Park Master Plan for the Biomedical Research Foundation. This document was also useful in the development of this Vision 2020 document. The area this plan referred to as University Center had similar boundaries to the Vision 2020 plan – which we refer to as ShreveportVed. In particular, the InterTech plan was especially helpful related to neighboring communities, drainage issues, and development possibilities. The InterTech Science Park Plan was recognized by the Louisiana American Planning Association with the organization's 2002 Best Plan Award.



BioSpace I

### Cloud Gehshan

In 2009-2010, the firm of Cloud Gehshan undertook a study of the LSU Health Shreveport campus' signage needs. They assessed our Locational and Directional Signage needs and submitted an implementation plan. This information is being used by the City's Kings Highway corridor engineering consultant, as well (Hunt-Guillot).



2009-2010 Cloud Gehshan Signage Implementation

These Documents can be found online at [www.lsuhscreport.edu/vision2020](http://www.lsuhscreport.edu/vision2020)



# 04

## Existing Conditions



## Summary of Existing Conditions

The Kings Highway corridor and campus community has a feel of being dated, with minimal recent capital investments and in some ways neglected from a public works perspective. There is minimal greenspace (trees and plantings e.g. shrubbery), no streetscape, inadequate night time lighting, and other features suggesting urban blight. At first glance, it is not what one would consider a healthy, thriving campus. This is a concern because first impressions are often lasting impressions. It is not a visitor friendly neighborhood, with parking a challenge and visual cues suggesting that it is an unsafe area. However, as soon as one passes through the doors, impressive patient care, educational and research activities abound.

Despite these challenges, unlike other institutions which are landlocked and may have many small parcels constraining growth, LSU has a number of development opportunities for revitalizing patient care, educational, research and support facilities.

Most of the LSU Health Shreveport academic and patient care facilities have been in operation for more than thirty years and are fully depreciated. The Biomedical Research Institute (BRI) is approaching its twentieth anniversary. The BRI, most of which is leased to LSU Health Shreveport by the Biomedical Research Foundation, opened in 1994. Other significant construction projects since 2000 include the following:

### New Facilities

- School of Allied Health Professions
- Ambulatory Care Center
- Feist-Weiller Cancer Center
- Women's and Children's Center

It's notable that some of these projects took over fifteen years from drawing board to ribbon cutting. With many competing priorities in state government, it can take many years for an approved design to be funded and ultimately constructed.

To make the most of existing facilities, interior renovations are conducted on a routine basis by employed and contracted staff. Larger projects – most often expansions – occur less frequently – and are listed below.

### Major Renovations / Additions

- Old Cheyland (houses the Pelican State Electronic Health Record team)
- Emergency Care Center
- Radiation Therapy / Gamma Knife Center
- Children's Hospital
- Labor and Delivery Unit



Proposed Kings Highway



Existing Aerial View of Kings Highway Approaching Unwood



Vision 2020 Master Facilities Plan

Existing Campus Replacement Value

Name of Facility	Year Built	Square Footage	Principal Use	Building Type	Secondary Use	Replacement / New Construction Cost / Square Foot (\$/SF)	Replacement Cost
Administration Building	S 1953	68,500	Admin			\$160	\$10,960,000
School of Allied Health Professions	S 2007	71,400	Educational		Patient Care	\$190	\$13,566,000
Ambulatory Care Center	S 2004	164,250	Ambulatory			\$160	\$26,280,000
Biomedical Research Institute	B 1994	160,250	Research			\$370	\$59,292,500
Clinical Research Building	F 1967	19,250	Admin Patient Care			\$160	\$3,080,000
Comprehensive Care	S 1975	49,000	Ambulatory Patient Care			\$160	\$7,840,000
Eye Center	S 1967	10,500	Ambulatory Patient Care			\$160	\$1,680,000
Feist-Weiller Cancer Center	S 2004	57,750	Acute Care Patient Care			\$300	\$17,325,000
Hospital	S 1953	416,985	Acute Care Patient Care			\$275	\$114,670,875
K-Wing (Hospital)	S 1982	241,530	Acute Care			\$275	\$66,420,750
Mollie E. Webb Speech & Hearing Center	S 2002	9,000	Patient Care			\$160	\$1,440,000
Outpatient Department (Hospital)	S 1973	52,250	Acute Care			\$275	\$14,368,750
Parkview Baptist Church	F 1948/1969	28,200	Admin			\$170	\$4,794,000
Physical Plant Building	S 1993	21,275	Admin			\$150	\$3,191,250
Print Shop	S 1953	3,115	Support Service Patient Care			\$125	\$389,375
Radiation Therapy Center	S 2002	16,235	Acute Care			\$300	\$4,870,500
School of Medicine	S 1975	480,250	Educational		Research	\$250	\$120,062,500
Student Union	S 1989	2,000	Support Service			\$125	\$250,000
Warehouse	S 1961	77,771	Storage Patient Care			\$100	\$7,777,100
Women's and Children's Center	S 2000	47,850	Ambulatory			\$160	\$7,656,000
Old Cheyland	S 1962	57,101	Admin		Storage	\$125	\$7,137,625
Lee Dry Goods Warehouse	S 1962	60,000	Storage			\$100	\$6,000,000
<b>Total</b>		<b>2,114,462</b>					<b>\$499,052,225</b>

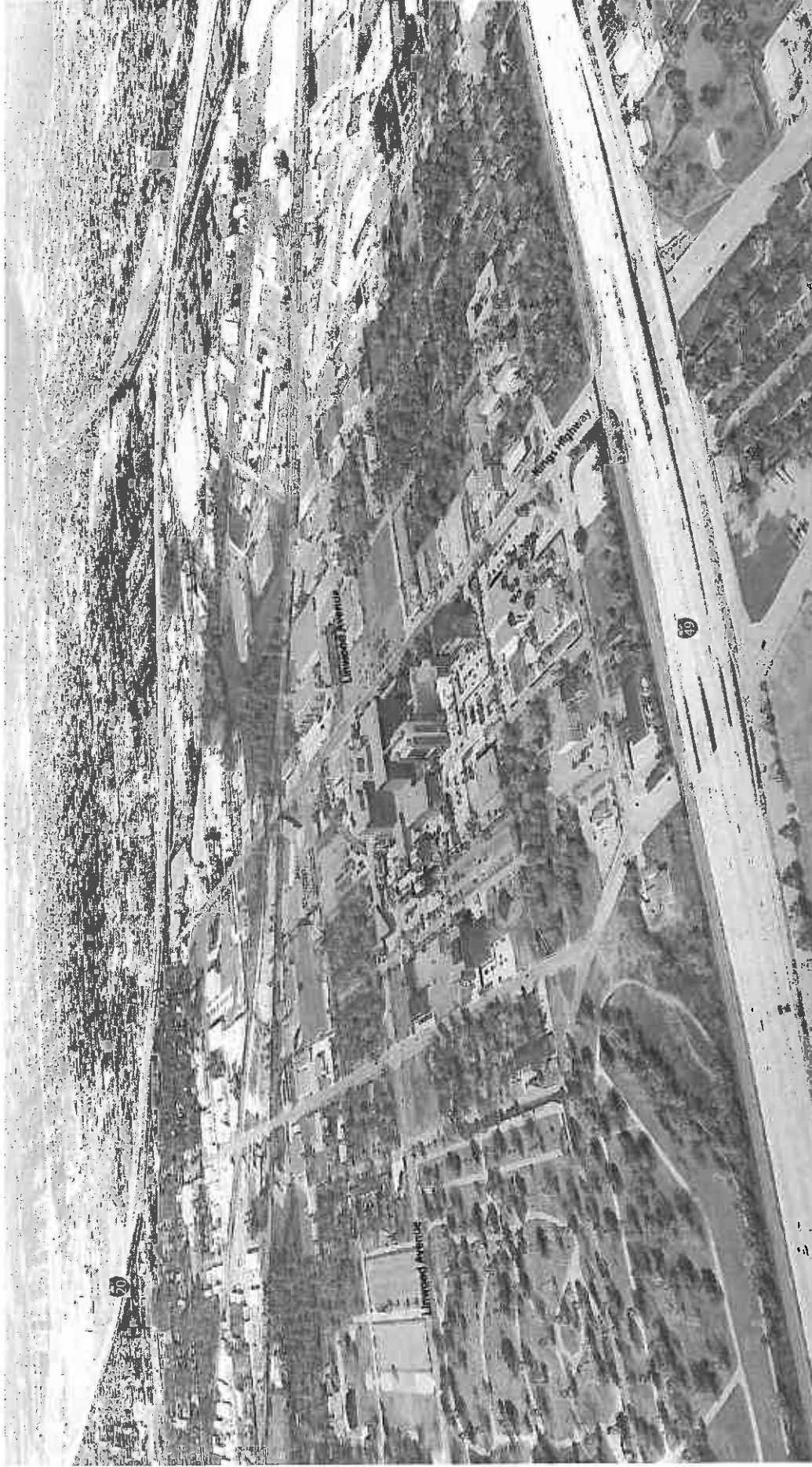
B Leased by LSUHSCS / Owned by Biomedical Research Foundation  
 F Leased by LSUHSCS / Owned by LSUHS Foundation  
 S Owned by State / LSUHSCS

Associated support functions are included in the square footage



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## Aerial View from East



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# Aerial View from Northeast

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# Aerial View from Southwest

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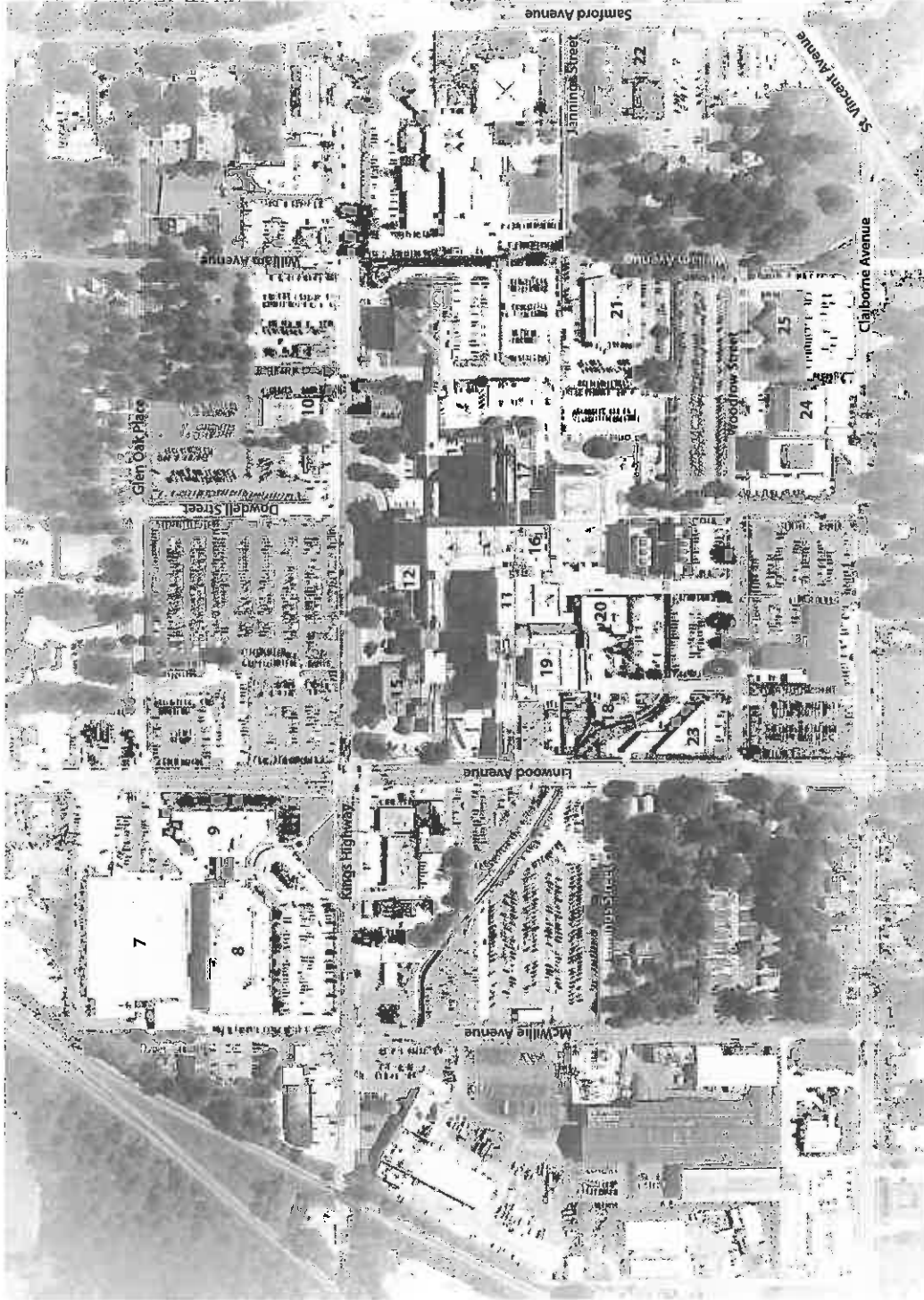


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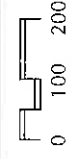


# Site Plan



## Building Information Legend

- 7 Warehouse  
Built: 1961; Two Stories (Primarily One); 77,771 SF
- 8 Ambulatory Care Center  
Built: 2004; Three Stories; 164,250 SF
- 9 Women's and Children's Center  
Built: 2000; Two Stories; 47,850 SF
- 10 Eye Center  
Built: 1967; One Story; 10,500 SF
- 11 Hospital  
Built: 1953; Eleven Stories; 416,985 SF
- 12 Comprehensive Care  
Built: 1975; Five Stories; 49,000 SF
- 13 Administration Building  
Built: 1953; Seven Stories; 68,500 SF
- 14 Feist-Weiller Cancer Center  
Built: 2004; Four Stories; 57,750 SF
- 15 Outpatient Department (Hospital)  
Built: 1973; Four Stories; 52,250 SF
- 16 School of Medicine  
Built: 1975; Ten Stories; 480,250 SF
- 17 Biomedical Research Institute  
Built: 1994; Ten Stories; 160,250 SF
- 18 Print Shop  
Built: 1953; Two Stories; 3,115 SF
- 19 K-Wing (Hospital)  
Built: 1982; Twelve Stories; 241,530 SF
- 20 Radiation Therapy Center  
Built: 2002; Two Stories; 16,235 SF
- 21 Clinical Research Building  
Built: 1967; One Story; 19,250 SF
- 22 Parkview Baptist Church  
Built: 1948/1969; Two Stories; 28,200 SF
- 23 Physical Plant Building  
Built: 1993; Two Stories; 21,275 SF
- 24 Allied Health  
Built: 2007 Four Stories; 71,400
- 25 Student Union  
Built: 1989; One Story; 2,000 SF
- 26 Mollie E. Webb Speech & Hearing Center  
Built: 2002; One Story; 9,000 SF



# 05

## Supporting Maps

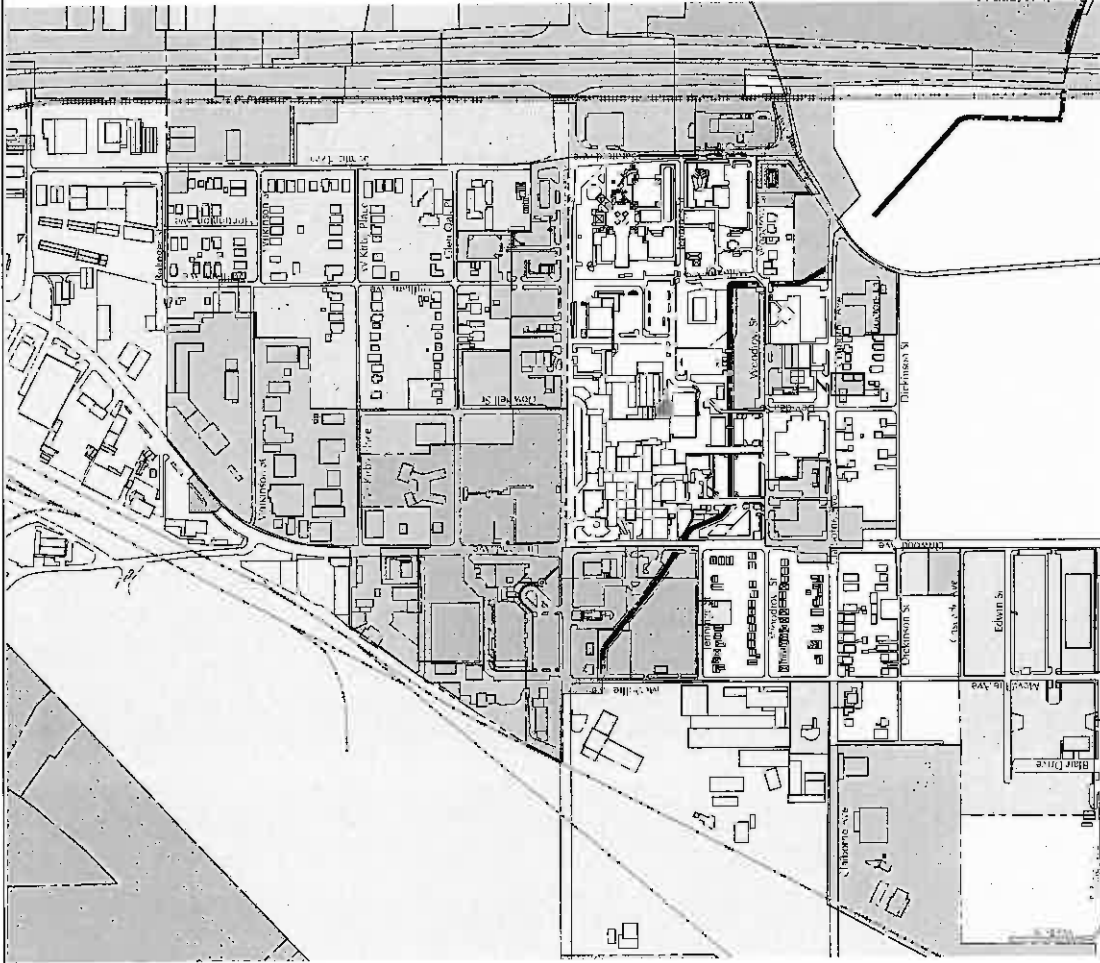




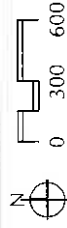
# Zoning Plan

## Zoning Legend

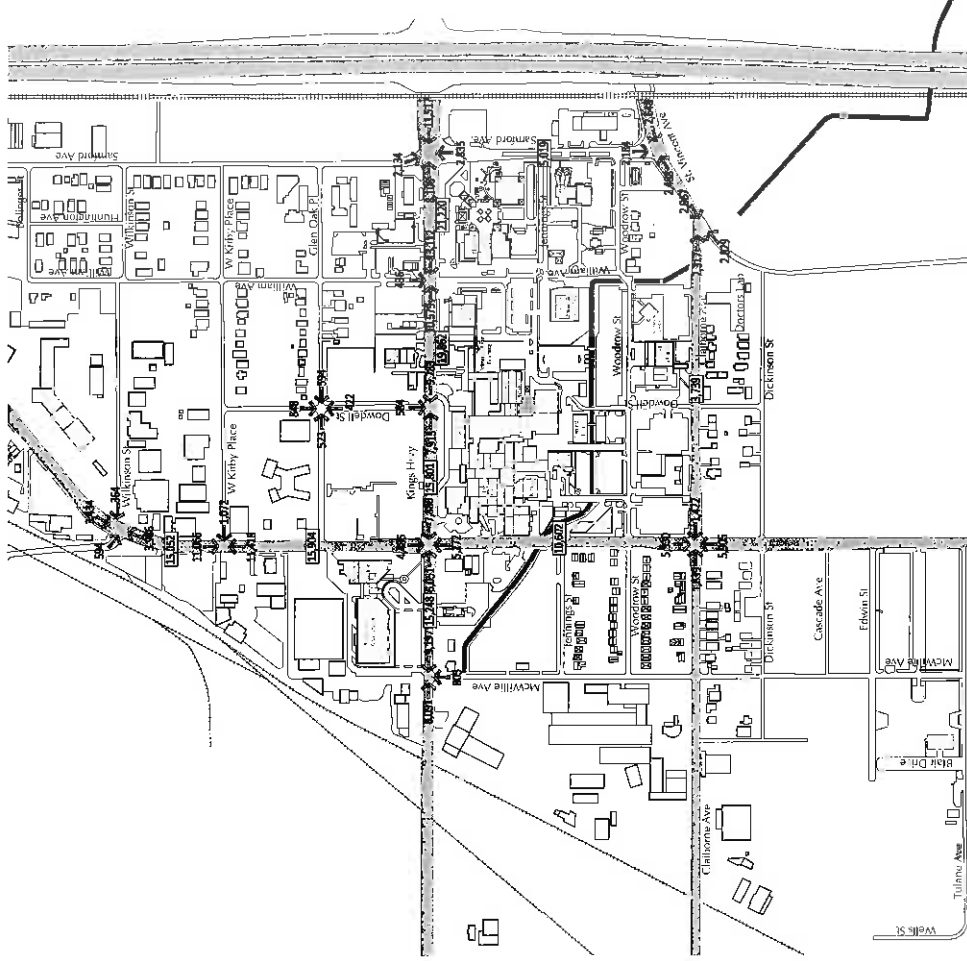
<b>P-2</b>	Suburban, Multifamily Residence District -Setbacks: 30' Front Yard, 5' Side Yards, 15' Rear Yard -Maximum Height: 35'
<b>R-3/1-3-E</b>	Urban, Multifamily Residence District -Setbacks: 30' Front Yard, 5' Per Story Side Yards (20' When Abutting Street), 15' Rear Yard -Maximum Height: 45'
<b>B-1/B-2-E</b>	Buffer Business District -Setbacks: 30' Front Yard, 5' Side Yards, 15' Rear Yard -Maximum Height: 35'
<b>B-2/B-2-E</b>	Neighborhood Business District -Setbacks: 30' Front Yard, No Side Yard Requirement, 15' Rear Yard -Maximum Height: 35'
<b>C-1/B-3-E</b>	Community Business District -Setbacks: 30' Front Yard, No Side Yard Requirement, 15' Rear Yard -Maximum Height: 35'
<b>I-1</b>	Light Industry District -Setbacks: 15' Front Yard, No Other Requirements -Maximum Height: 45'
<b>I-2</b>	Heavy Industry District -Setbacks: 15' Front Yard, No Other Requirements -Maximum Height: 45'



- Much of LSU Health Shreveport's campus is zoned R-2 Residential and might require re-zoning for future projects.
- The northern edge of campus is primarily zoned I-1 Industrial and would require re-zoning for future projects such as the Outpatient Surgery Center, Eye Clinic, and Pediatric Subspecialty building.



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Legend

- Indicates average daily traffic approaching an intersection
- Indicates average daily traffic in both directions on designated segment of road
- Principal Arterial
- Minor Arterial
- Urban Collector

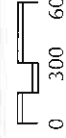
Data taken from City of Shreveport traffic flow volume counts by location 2010.

This graphic confirms that Kings Highway and Linwood Avenue are very high traffic volume streets while Claiborne Avenue to the south and Samford to the east feature lower counts.

The heavy volumes of traffic found on Kings Highway and Linwood Avenue are of concern, especially as the quantity of outpatient visits increases traffic. LSU Health Shreveport hopes to reduce the amount of pedestrian vehicular accidents by pursuing the completion of the overhead pedestrian walkway.

The streetscape project currently in the planning process hopes to help with pedestrian crossings through traffic calming devices such as flashing yellow, change in texture, landscaped medians that restrict vehicular left turns, and changes in paving texture.

See the ground view rendering in Section 06 for one potential design for the Kings Highway streetscape.



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# Parking Analysis

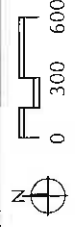
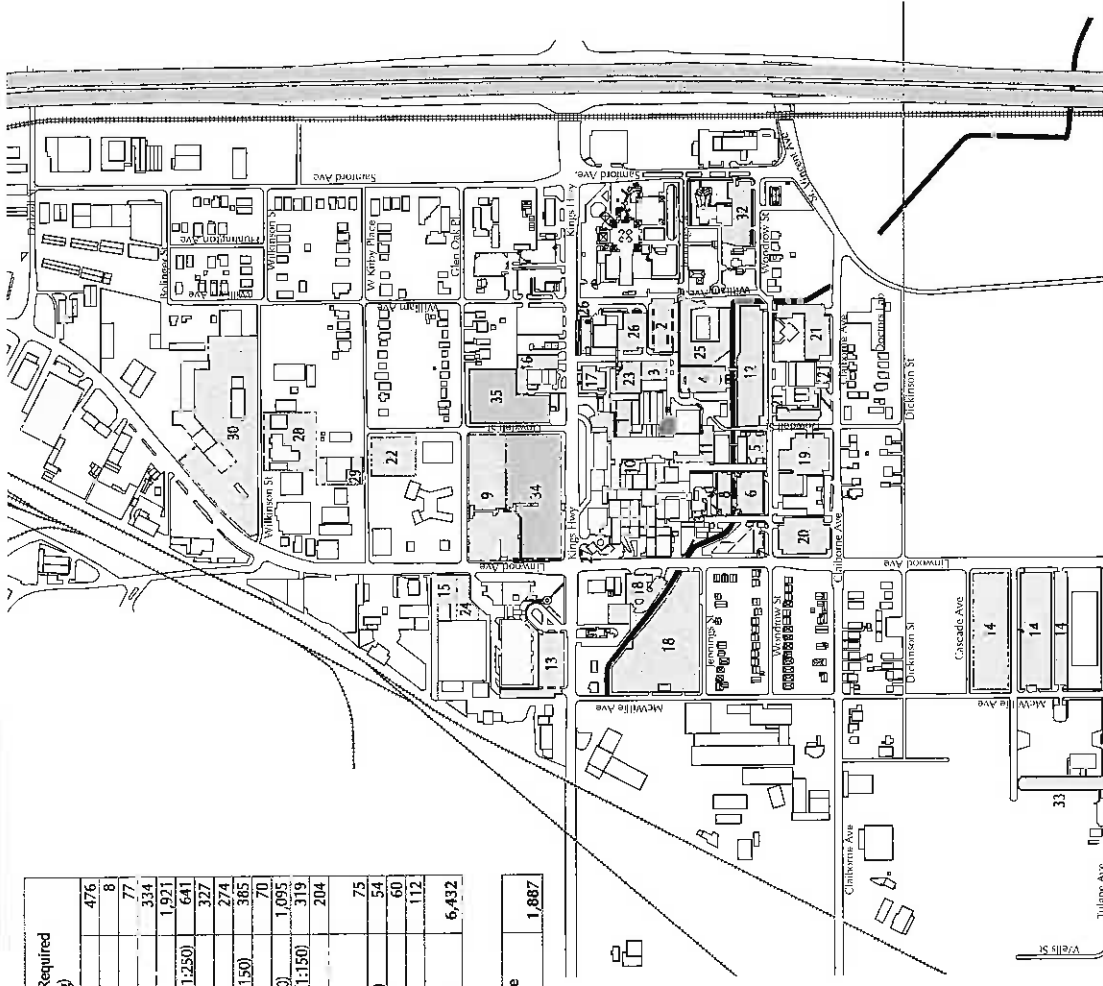
Existing Parking Provided	Shreveport Ordinance Required Parking (existing)	Current Deficit to Ordinance Requirement
1 Lot A	29	
2 Lot B	82	
3 Lot C	26	
4 Lot D	86	
5 Lot E	77	
6 Lot F	75	
7 Lot G	13	
8 Lot H	38	
9 Lot I	350	
10 Lot K	20	
11 Lot KA	21	
12 Lot L	237	
13 Lot M	164	
14 Lot M South	654	
15 Lot MD	40	
16 Lot N	61	
17 Lot O	37	
18 Lot P	422	
19 Lot Q	155	
20 Lot R	147	
21 Lot S	71	
22 Lot T	118	
23 Lot W	32	
24 Lot X	35	
25 Clinical Research	100	
26 Feist Weiller Cancer Center	57	
27 Emergency	13	
28 W.L.C. Building	50	
29 Patient Account Center	420	
30 Chevyland	4	
31 Print Shop	87	
32 Parkview Baptist	73	
33 Mollie Webb Hearing	901	
34 Contract/Pay Lot 1	206	
35 Contract/Pay Lot 2	4,545	
<b>Total Existing Parking</b>	<b>6,432</b>	<b>1,887</b>

Shreveport Ordinance Required Parking (existing)	Current Deficit to Ordinance Requirement
Allied Health (1:150)	476
Student Union (1:250)	8
Clinical Research (1:250)	77
Hospital (1:1.5 Beds)	334
Medical School (1:250)	1,921
Biomedical Research Institute (1:250)	641
Comprehensive Care (1:150)	327
Administration (1:250)	274
Feist Weiller Cancer Center (1:150)	385
Eye Clinic (1:150)	70
Ambulatory Care Center (1:150)	1,095
Women's & Children's Clinic (1:150)	319
Chevyland (1:250)	204
W.L.C. Blood Center	75
Prison Control (1:250)	94
Patient Account Center (1:250)	60
Mollie Webb Hearing (1:150)	112
Parkview Baptist (1:250)	6,432
<b>Total Required Parking</b>	<b>1,887</b>

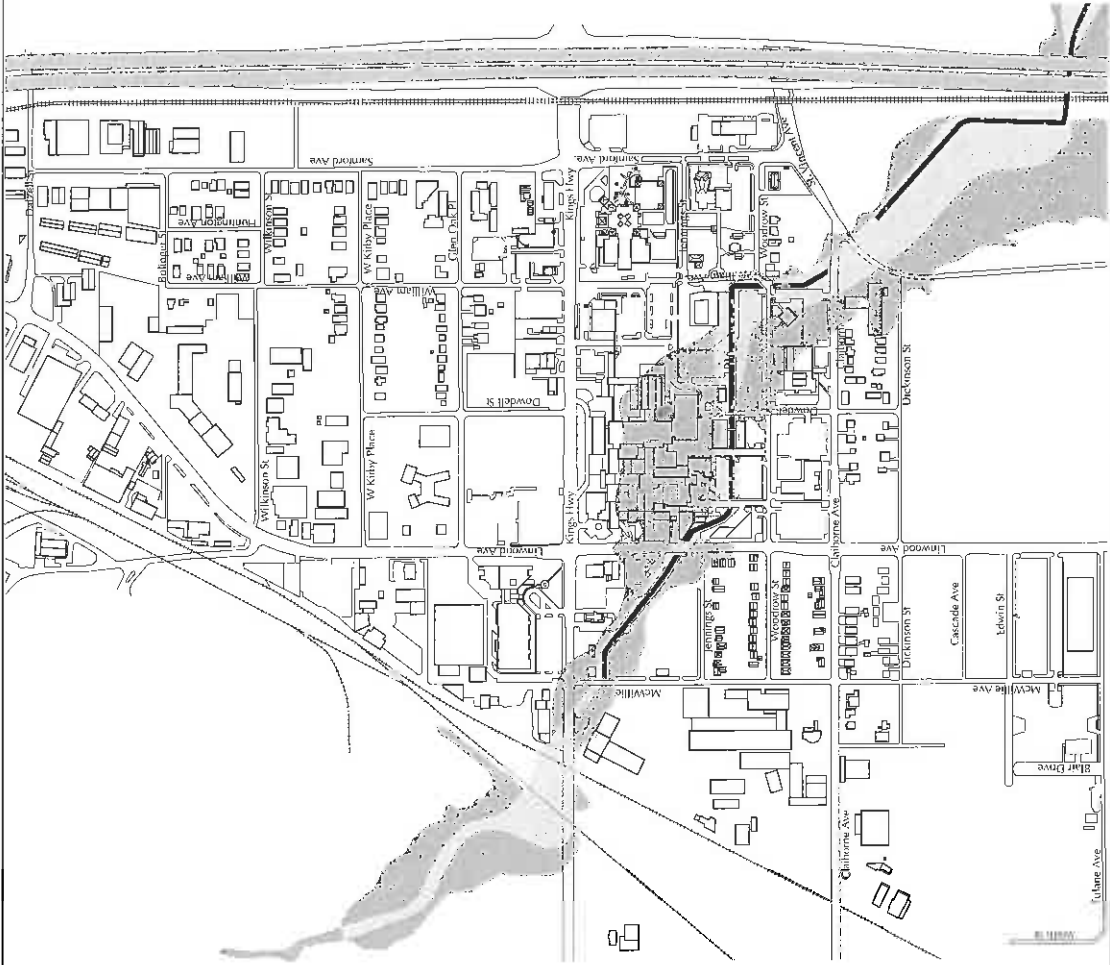
## Legend




- LSU Health Shreveport Parking
- Contract/Pay Parking

- The existing parking analysis demonstrates the lack of parking, and the lack of convenient parking on campus close to major entry points. This confirms survey results that indicate parking as the number one priority for future projects on campus.
- This parking analysis compares the actual parking available to the parking that would be required if all buildings met the Shreveport Ordinance for off street parking and indicates a deficit of almost 1,900 parking spaces.
- Traditionally parking lots have been taken for building expansion projects for the campus, effectively reducing the provided parking while increasing the demand.
- Currently LSU Health Shreveport uses the M Lots on Linwood Avenue near Tulane Avenue for staff parking and utilizes a shuttle service to transport employees to an entrance just to the west of the medical school.

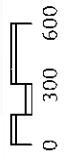


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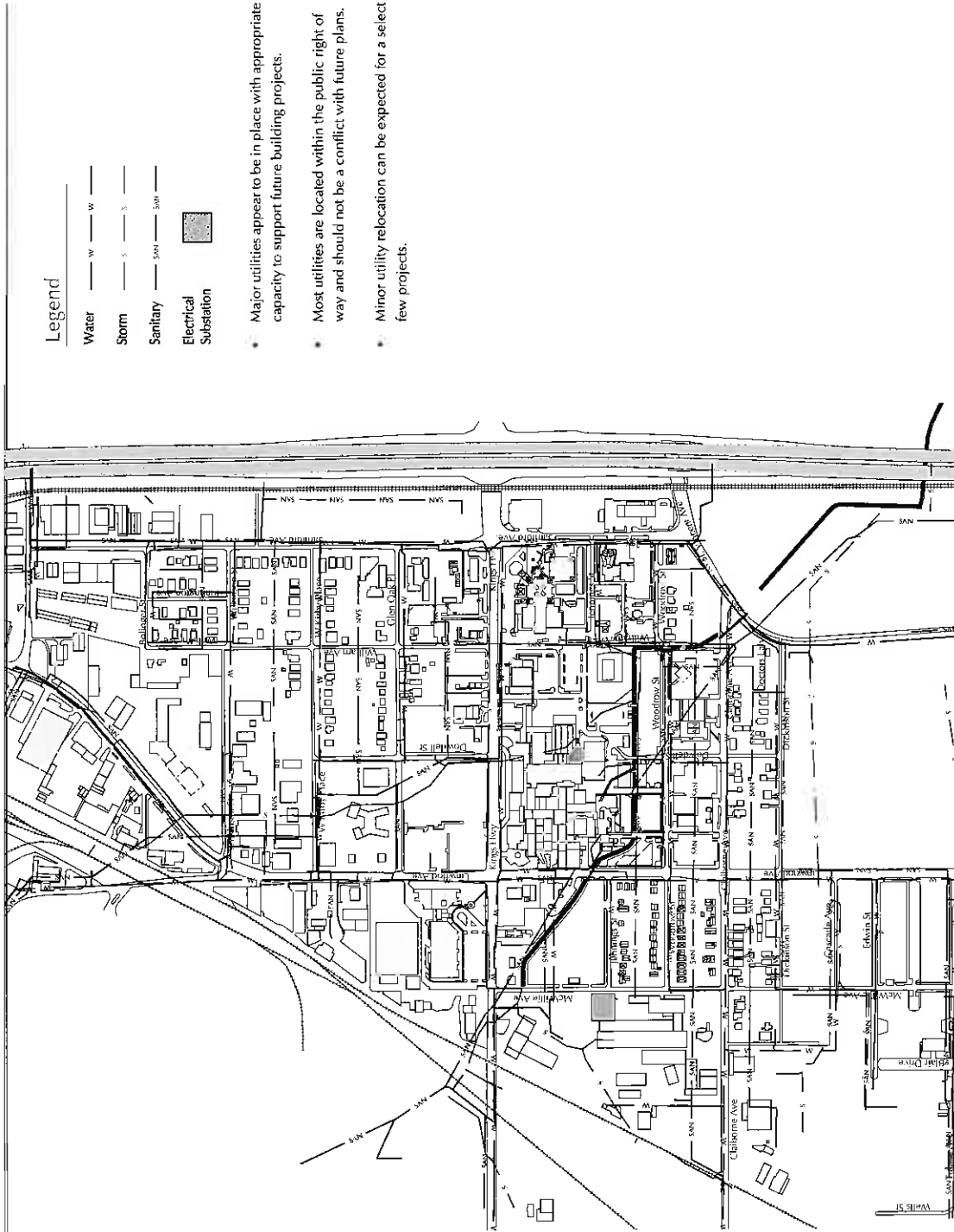
- Legend**
-  Ockley Drainage Canal
  -  Flood Way Areas in Zone AE
  -  Special Flood Hazard Areas Inundated by 100 Year Flood (N.G.V.D.)

- The Ockley Drainage Canal passes through the middle of the LSU Health Shreveport campus. It is a significant influence on the development that can occur.
- The buildings proposed near the Drainage Canal are all elevated to place occupiable space above the special Flood Hazard Area.
- One stormwater management tool could be the implementation of a bio-swale concept. In lieu of a concrete canal, a bio-swale with appropriate plantings would allow for a greater degree of absorption.
- Bio-swale techniques are also being considered as a part of the Kings Highway streetscape project.
- Further investigation of underground detention techniques should be explored. For example, if the VA hospital were to relocate to the west of McWillie Avenue, areas under the surface parking could be considered to hold and slowly release stormwater during heavy precipitation periods in an effort to reduce the quantity and speed of the stormwater traveling downstream toward LSU Health Shreveport.



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# Major Utilities Plan



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# 06

## Vision 2020 Plan

- Site Plan
- Aerial View



### Concept Objectives

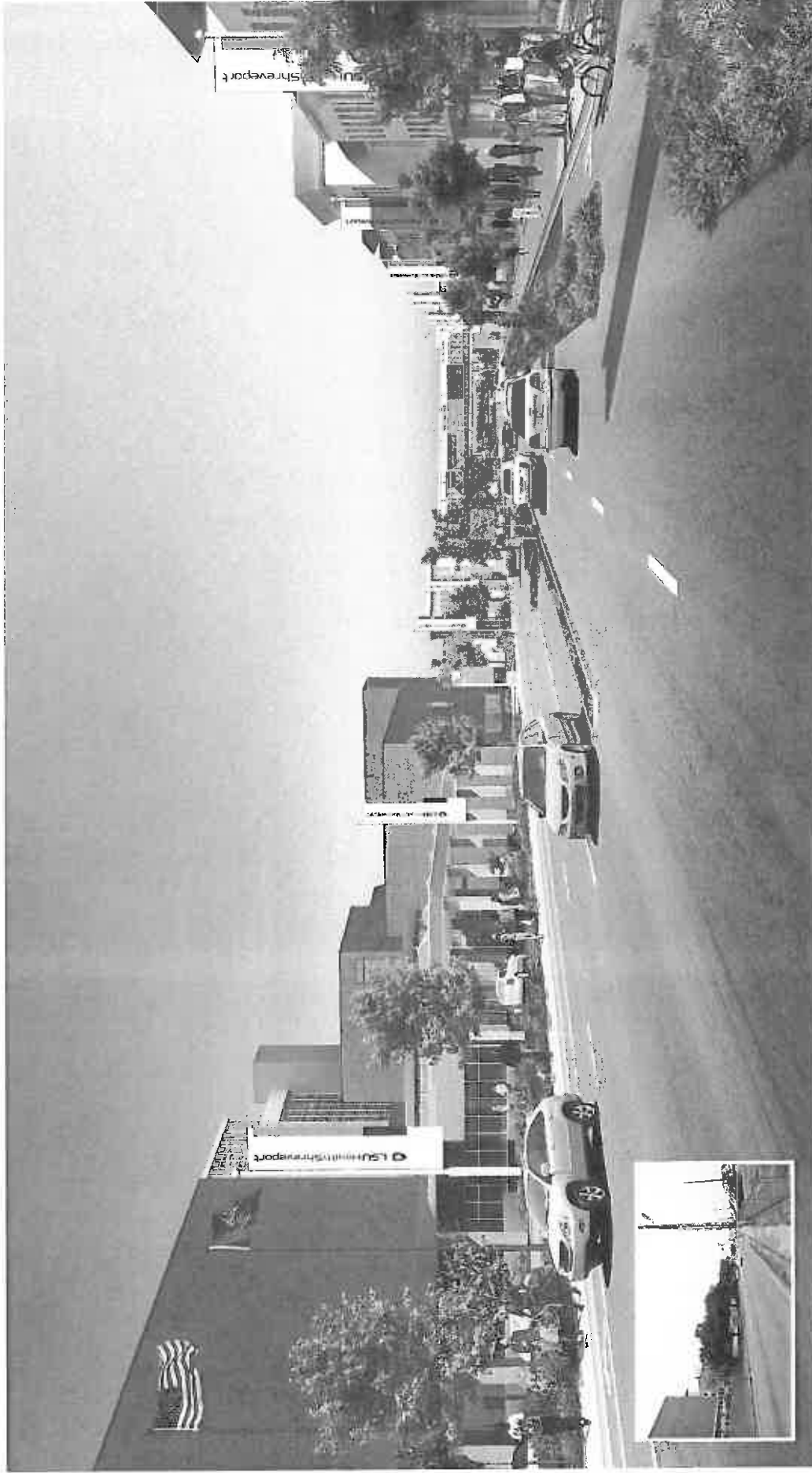
- Define campus edges and pathways
- Reinforce / build campus identity
- Pursue projects that advance LSU Health Shreveport's strategic initiatives
- Locate similar functions in close proximity for sharing and collaboration purposes
- Minimize significant property acquisition

### Greenspace Objectives

- As part of any redevelopment projects, efforts will be taken to recover paved spaces used for surface parking
- Doubling open greenspace areas (esp. grassy areas) over the 10-year period is a goal of this plan

## Before and After - Kings Highway

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# Before and After - Hospital Entry

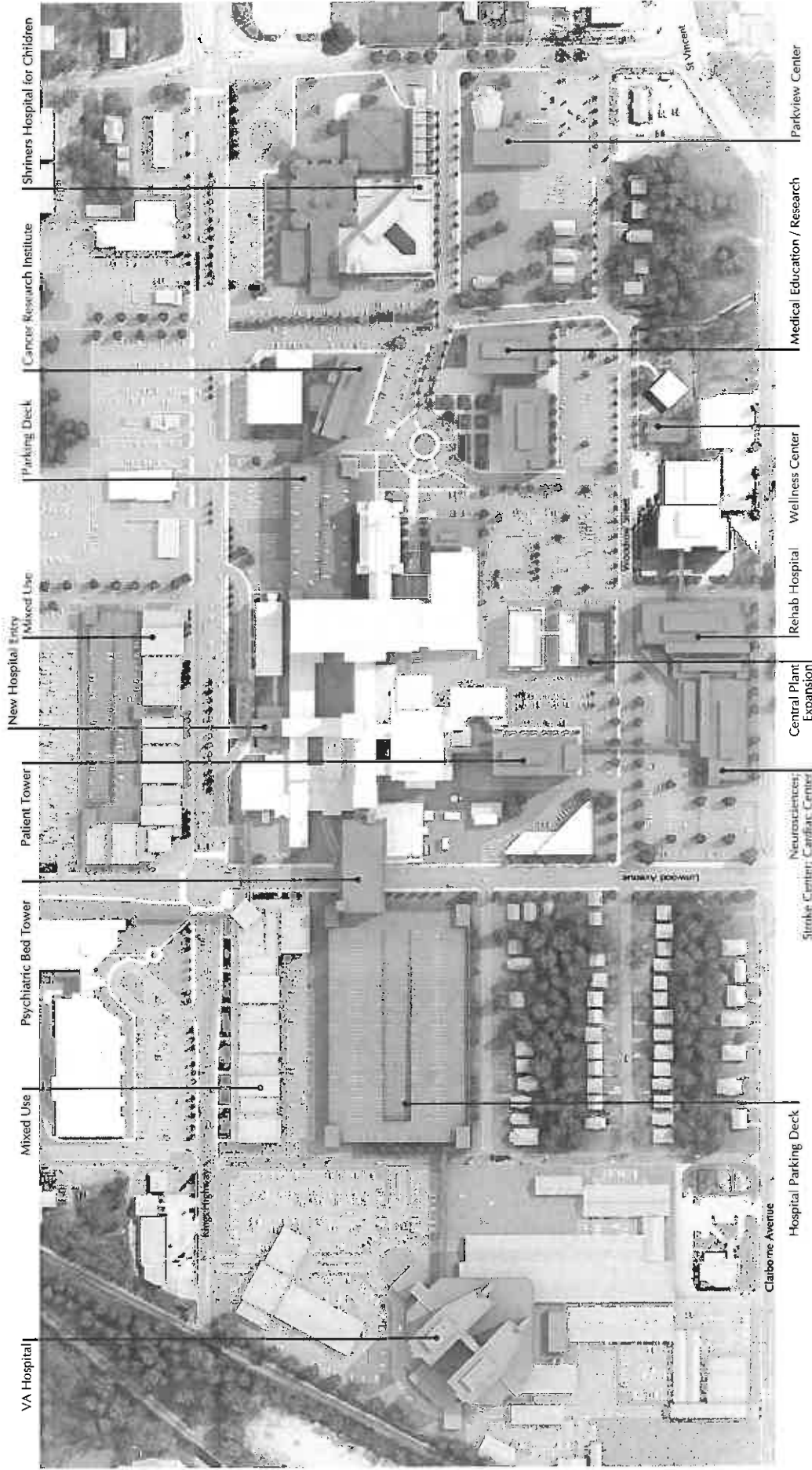
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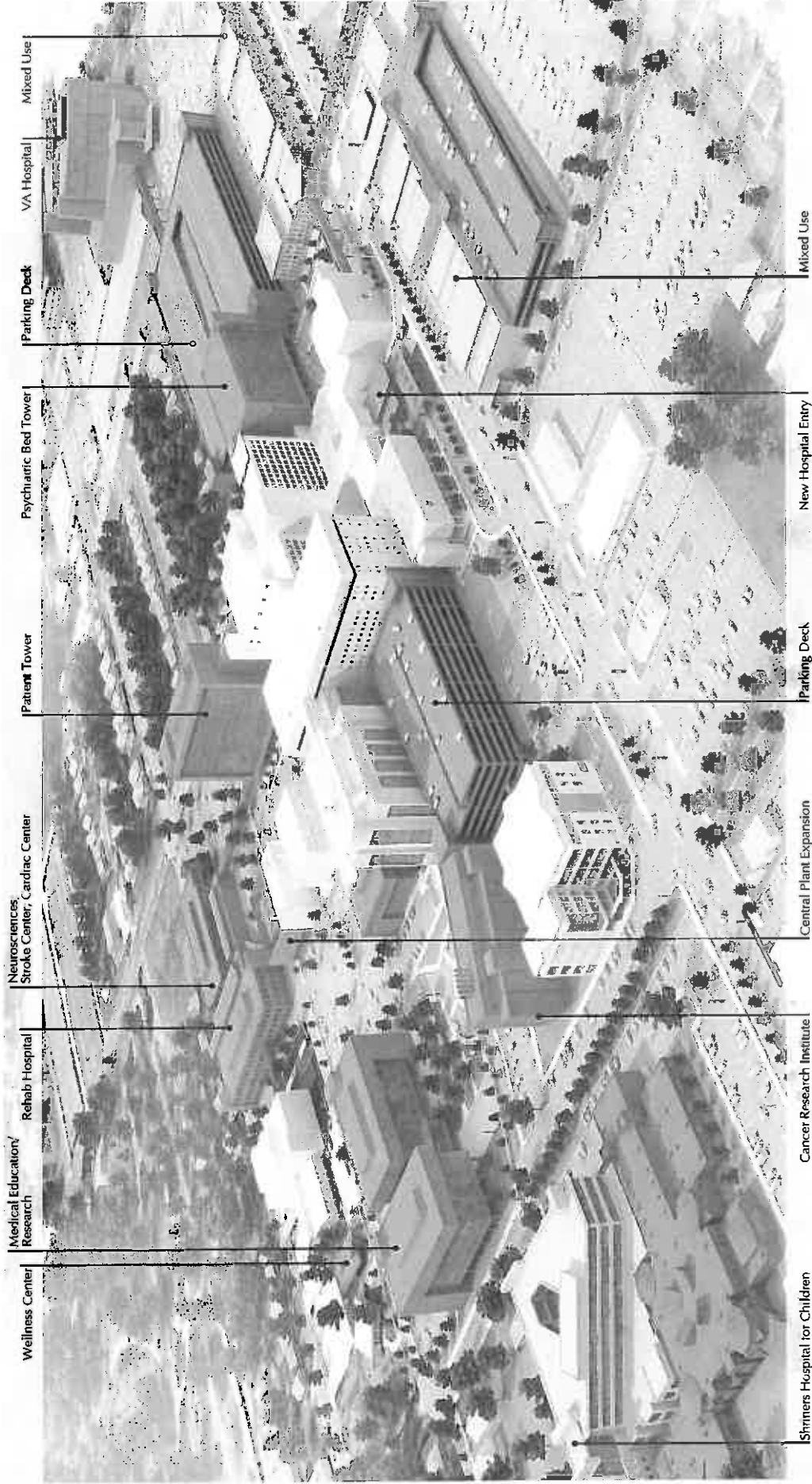
12 April 2013

# Vision 2020 Master Facilities Plan

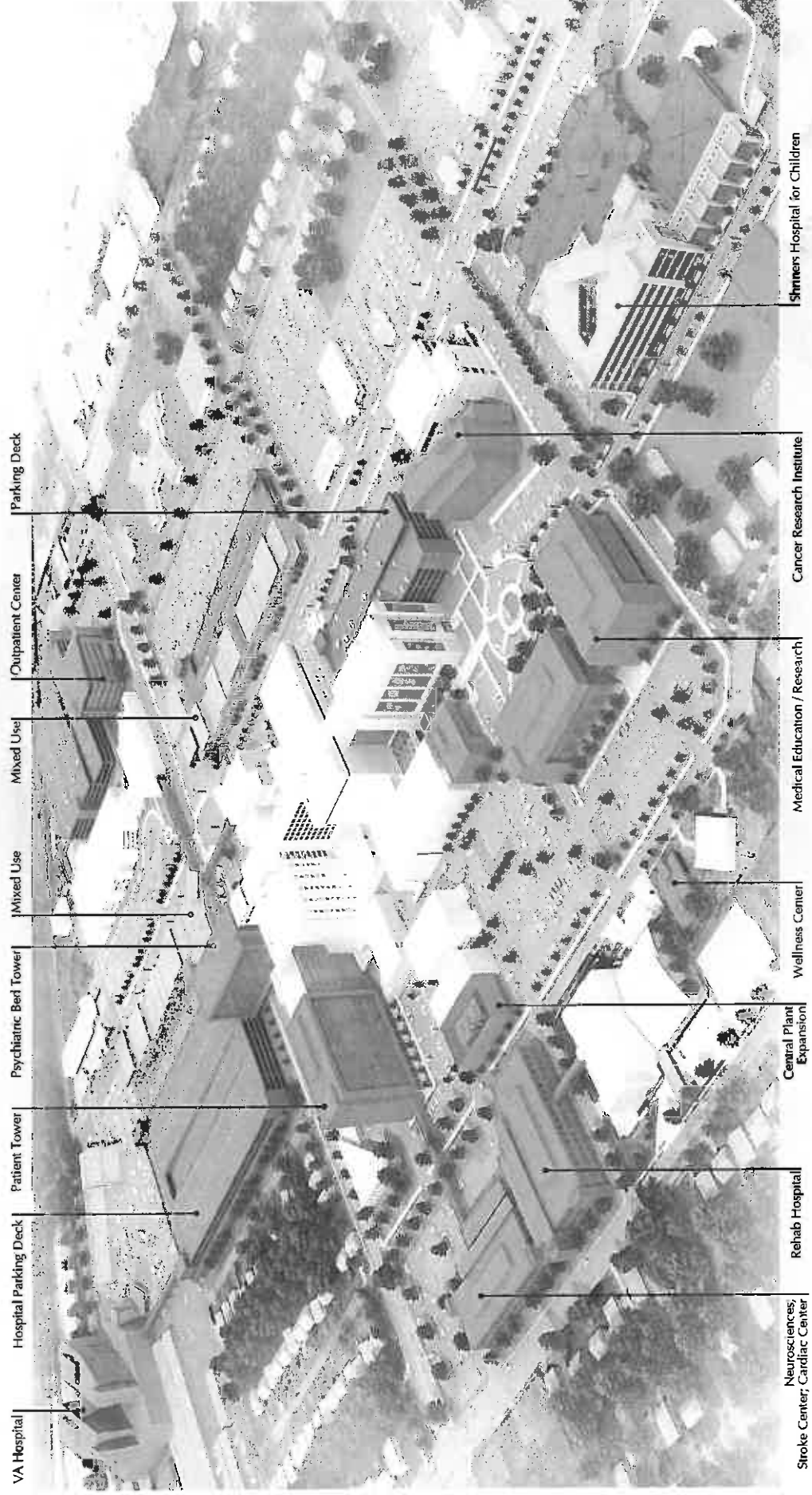
# Vision 2020: Site Plan



# Northeast Aerial View



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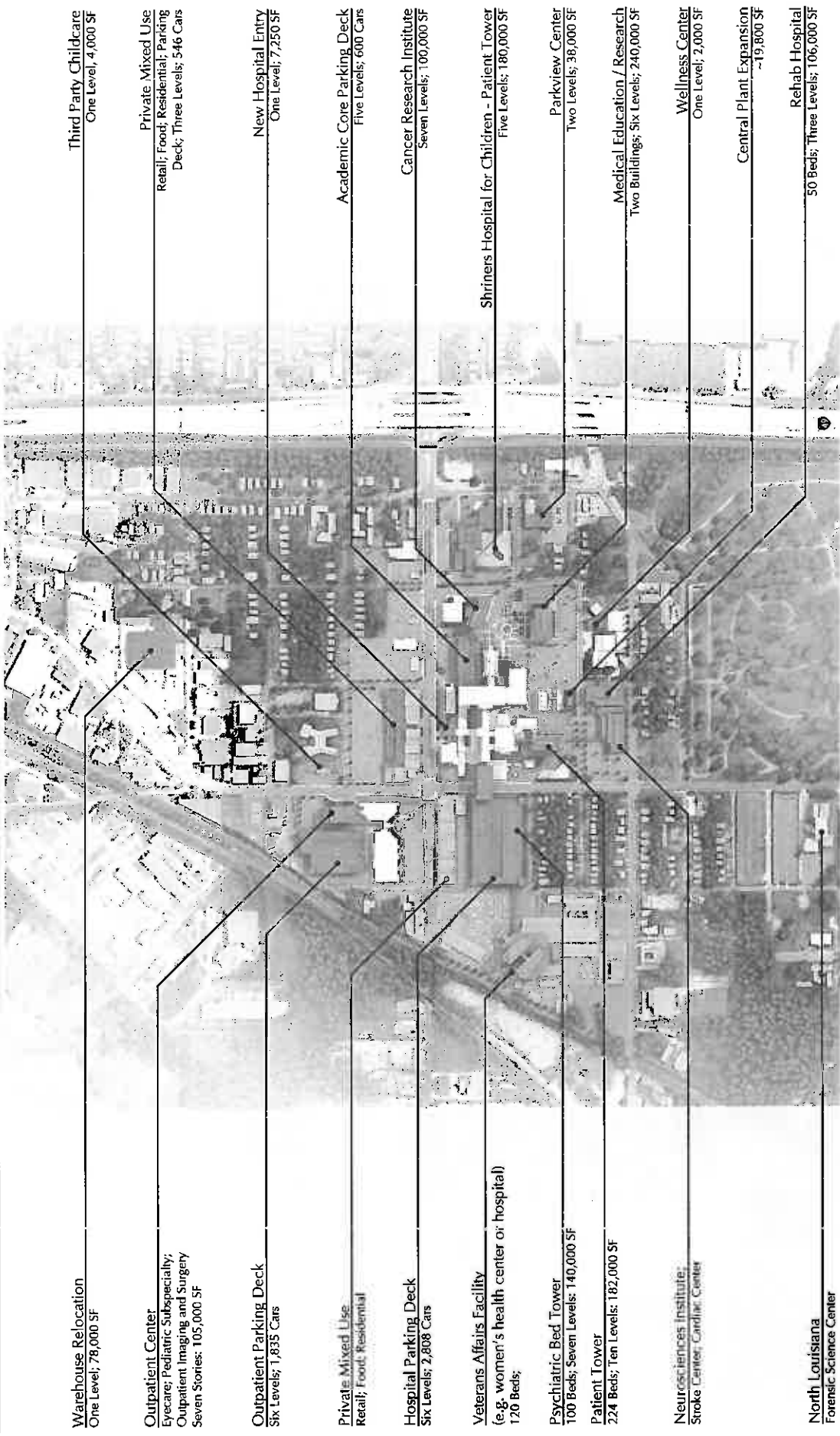
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## Northwest Aerial View





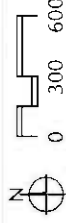
# Overall Site Plan



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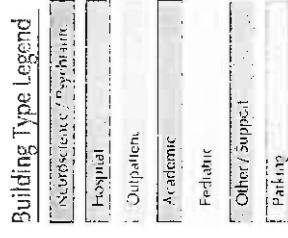


## Vision 2020 Master Facilities Plan

## Preferred / Compiled Option Adjacencies

### Preferred / Compiled Option Adjacencies

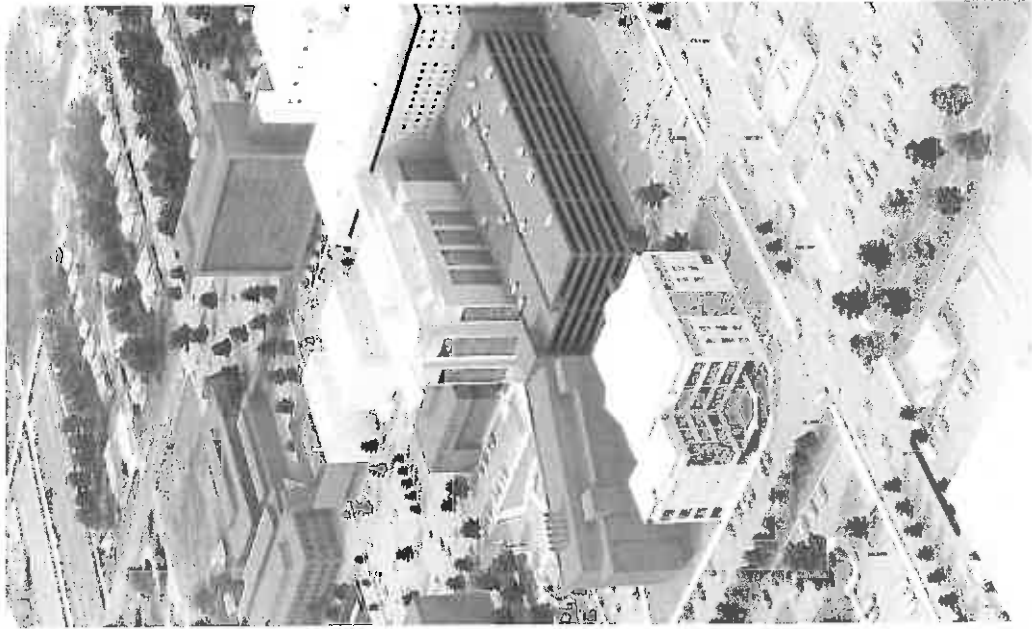
- The preferred / compiled option reinforces the outpatient functions that already occur in Ambulatory Care Center and Women's and Children's Center on the northwest corner of Kings Highway and Linwood Avenue.
- The hospital zone is strengthened through the addition of four projects surrounding Linwood Avenue south of Kings Highway.
  1. New hospital entry on Kings Highway that injects daylight into the building and adds opportunities for retail components. This entry would work well if it was decided to pursue reversing the flow of traffic on the Kings Highway drop-off ramp with the idea of valet parking.
  2. The 200 to 250 bed patient tower to the south of the existing K-Wing.
  3. The hospital visitor and staff parking deck to the west of Linwood Avenue.
  4. A potential inpatient psychiatric patient tower that could span across Linwood Avenue and connect the hospital to the hospital parking deck with public circulation.
- The medical school / research zone is located to the east of the current medical school and improves with the addition of the parking deck, Cancer Research Institute, medical research building(s) and the Jennings Street realignment and emphasis on the medical school entry.
- The Cancer Research Institute overlaps between the medical school zone and a cancer zone that allows the expansion and direct connection of clinical space from the Feist-Weiller Cancer Center.
- The freestanding rehab hospital would work well in close proximity to the Allied Health Professions building and the rehabilitation functions that occur within. Depending upon the ultimate programmatic requirements of the neuroscience center, there could be a relationship between either the rehabilitation hospital or more closely to the acute care hospital.





## Preferred / Compiled Option Overall Concept Advantages and Challenges

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### Preferred / Compiled Option

#### Advantages:

- Development is arranged with a high level of density around the existing campus and requires the least amount of property acquisition in comparison to the first two options.
- Academic and research buildings are located in close proximity to the existing medical school and to each other to facilitate staff movement and creating greater density in the academic core.
- Locating outpatient imaging and surgery, eye clinic, and pediatric subspecialty to the northwest of Kings Highway and Linwood Avenue allows for great relationships with existing outpatient functions and clinics located in the Ambulatory Care Center and Women's and Children's Center. Pairing this building with an outpatient parking deck to accommodate the existing large outpatient volumes with the future building significantly strengthens services provided to continually increasing outpatient demand.
- The construction of an overhead pedestrian walkway that would connect the hospital to the outpatient services on the northwest corner of Kings Highway and Linwood Avenue would significantly improve pedestrian safety.
- Three parking decks provide convenient and abundant parking in close proximity to all of the major campus functions. The current location of the research buildings would still allow a future parking deck to the south of the research buildings to the northwest of William Avenue and Woodrow Street if future parking demand required.
- Emphasizes the Academic Core along the newly-realigned Jennings Street.
- Strong adjacencies are created in the outpatient, hospital, cancer, academic, and rehabilitation zones.
- Locates the warehouse to the northern end of campus in close proximity to other industrial type functions and buildings.
- Research buildings could also feature medical education lecture halls and classrooms vital for the eventual growth of the medical school.

#### Challenges:

- The psychiatric inpatient bed tower spanning across Linwood Avenue requires coordination and approvals from the City of Shreveport. The issue of whether the psychiatric hospital would be better as a freestanding building, or attached to the hospital to provide convenient access from emergency department admissions was not completely resolved. A freestanding model could always be revisited at a later date if it was determined to be a better concept.
- The visioning work session group indicated that until the Shriners Hospital for Children completes a patient tower that allows it to be a full service pediatric hospital, it made more sense to co-locate the pediatric subspecialty in close proximity to the Women's and Children's Center. Given the distance between the Women's and Children's Center and the Shriners Hospital for Children, these pediatric subspecialty services would be forced to choose one end of campus over the other.

## Vision 2020 Master Facilities Plan

## Preferred / Compiled Option Advantages / Challenges

### Preferred / Compiled Option Advantages and Challenges

#### A. Psychiatric Inpatient Tower

##### Advantages

- Good adjacencies to the emergency department
- Very prominent location spanning across Linwood Avenue
- Adequate parking available in hospital deck.

##### Challenges

- Requires coordination and approval from City of Shreveport
- View of Linwood Avenue and Kings Highway is less calm than other freestanding locations

#### B. Neurosciences Institute

##### Advantages

- Close proximity to the hospital and rehabilitation hospital
- Adequate surface parking available

##### Challenges

- Requires property acquisition

#### C. Outpatient Parking Deck

##### Advantages

- Very convenient and close parking for the Ambulatory Care Center, Women's and Children's Center, Outpatient Surgery and Imaging Center, Eye Clinic, and Pediatric Subspecialty
- Size serves the patient and visitor volume to the existing and future outpatient core buildings
- Improves pedestrian safety by reducing high traffic crossing from parking locations
- Does not require property acquisition

##### Challenges

- Structured parking is expensive relative to surface parking
- Timing will be affected by schedule to relocate warehouse

#### D. Outpatient Imaging and Surgery Center

##### Advantages

- High visibility site adding to the outpatient core on Linwood Avenue
- Close proximity to the Ambulatory Care Center and Women's and Children's Center
- Adequate quantity and close proximity of structured parking

##### Challenges

- Does not negatively impact any hospital or medical school future expansion
- Longer distance to the hospital and inpatient functions than option 2

#### E. Kings Highway and Linwood Avenue Overhead Pedestrian Crossing

##### Advantages

- Increases pedestrian safety by reducing Kings Highway traffic crossing
- Improves connection from hospital to outpatient core buildings

##### Challenges

- Length of pathway to connect hospital to Women's and Children's Center is more expensive than simply crossing from one street corner to the opposite corner
- Requires property acquisition to locate vertical circulation and columns on southwest corner of Kings and Linwood

#### F. New Hospital Entry

##### Advantages

- Increases visibility from Kings Highway and properly denotes the building's main entry
- Retail component adds revenue-generating potential
- Can inject daylight into the hospital's entry
- Increases feeling of hospitality with a concierge / information desk and comfortable waiting areas
- Does not negatively impact any hospital or medical school future expansion
- Provides a drive through canopy for protected drop-off
- Combined with a reversal of the flow of traffic on the drop off ramp would increase the vehicle queuing area significantly
- Could be paired with a valet service to enhance patient and visitor experience
- Project can be accommodated without any property acquisition

#### G. Hospital Parking Deck

##### Advantages

- Very convenient and close parking for the hospital
- Size serves the patient and visitor volume to the hospital
- Improves pedestrian safety by reducing high traffic crossing from parking locations
- Does not require property acquisition

##### Challenges

- Structured parking is expensive relative to surface parking

#### H. Medical Education

##### Advantages

- Locating with other future medical research functions is a good extension of the existing medical school
- The project would contribute toward the academic core
- Does not require any property acquisition
- Does not negatively impact any future expansion



## Advantages / Challenges - Preferred / Compiled Option

### I. Dual Helipad and Helicopter Refueling Station

#### Advantages

- Determined by the Visioning Work Session to not be needed or required

### J. Central Plant Expansion

#### Advantages

- Does not require property acquisition
- Is directly adjacent to the existing Central Plant location
- Does not negatively impact any future expansion
- Is located in a low visibility area suitable for support functions

#### Challenges

- Similarly to the existing Central Plant, the site is within the 100 year flood plain
- Eliminates a small existing parking lot

### K. Free-standing Rehabilitation Hospital

#### Advantages

- Close proximity to the Allied Health building might allow shared staffing and functions
- Does not require property acquisition for the building construction.
- Does not negatively impact any future expansion
- Easy pedestrian crossing on lower-vehicular-volume Woodrow Street to the ospital

#### Challenges

- Is remotely located from the existing hospital
- Requires property acquisition to accommodate adequate surface parking

### L. Medical Research Building

#### Advantages

- Close proximity to the Medical School strengthens the academic core / grouping
- Does not require property acquisition for the building construction.
- Does not negatively impact any future expansion
- Easy pedestrian crossing on lower-vehicular-volume campus streets to the medical school
- Adequate surface and structured parking to serve the building in close proximity
- Highly visible location after Jennings Street is realigned and emphasized as an academic entry

#### Challenges

- Location in flood plain requires elevated occupiable spaces

### M. Nanoscience Technology Academic / Research Facility

#### Advantages

- Determined by the Visioning Work Session to be too specific
- Combine with medical research project above and medical education space

### N. Campus Childcare

#### Advantages

- Renovation will likely be less expensive than all new construction
- Can be located in a variety of locations for easy access without inhibiting other campus growth
- Adequate surface parking to serve the building in close proximity
- Adequate property to accommodate outdoor playgrounds

#### Challenges

- New construction is more expensive than renovation options
- LSU Health Shreveport does not wish to run childcare services and would seek a third party that could offer 24-hour facilities

### O. 200 to 250 Bed Patient Tower

#### Advantages

- Close proximity to the existing K-Wing tower
- Does not require property acquisition for the building construction
- Adequate structured parking to serve the building in close proximity
- Allows the opportunity for an additional entry and vertical circulation hub between K-Wing and the new tower

#### Challenges

- Is located above the drainage ditch and flood plain, requiring the elevation of occupiable space
- Creates a long travel distance from the Kings Highway main entry (unless a second entry point is created off of Linwood Avenue

### P. On campus Foundation Offices

#### Advantages

- Achieves the goal of having the Foundation offices back on campus
- Parkview Center offers good visibility
- Adequate surface parking is in close proximity to the building
- The project does not inhibit future growth on campus.
- The building helps frame the gateway and campus entry from the east.
- The building is within easy walking distance across low volume streets for a good pedestrian connection to the medical school and remainder of campus
- Despite numerous challenges due to the existing building's age, the project is most likely still less expensive than all new construction
- The project makes good use of a building with local historical significance
- Creates a supply of business occupancy space to clear space in the hospital and medical school for revenue-generating functions

#### Challenges

- Various abatement and code related issues related to the building's age

## Vision 2020 Master Facilities Plan

## Advantages / Challenges - Preferred / Compiled Option

### Q. Medical School / Cancer Center Parking Deck

#### Advantages

- Very convenient and close parking for the medical school, hospital, Biomedical Research Institute, Feist-Weiller Cancer Center and future Cancer Research Institute
- Location allows for valet parking concept to occur in close proximity to the Kings Highway entries
- Size serves the patient and visitor volume to the existing and future inpatient and academic facilities
- Improves pedestrian safety by reducing high-traffic crossing from parking locations
- Does not require property acquisition

#### Challenges

- Structured parking is expensive relative to surface parking
- Limits future expansion of the medical school toward the east
- Timing is dependent upon demolition of the Administration Building
- Requires displacement of all Administration Building functions

### R. Cancer Research Institute

#### Advantages

- Close proximity to the medical school, and Feist-Weiller Cancer Center
- Located in close proximity to the other academic facilities strengthens the academic core concept
- Does not negatively impact any future expansion
- Location on campus eliminates high traffic pedestrian crossings
- Adequate surface and structured parking to serve the building in close proximity
- Highly visible location after Jennings Street is realigned and emphasized as an academic entry
- Does not require property acquisition for the building construction.

#### Challenges

- Location is further from the medical school from the previous siting

### S. Enclosed Overhead Pedestrian Walkway (Hospital/Medical School to Feist-Weiller Cancer Center)

#### Advantages

- Allows climate-controlled connection from the hospital and medical school to the Feist-Weiller Cancer Center
- Protects cancer patients, visitors, and staff from inclement weather
- Improves upon existing covered overhead walkway
- Does not negatively impact any future expansion
- Does not require property acquisition for the building construction

#### Challenges

- Project cost

### T. Pediatric Sub-specialty Building

#### Advantages

- Linwood Avenue site offers high visibility
- Close proximity to the Women's and Children's Center allows staffing efficiencies
- Does not inhibit any future growth plans on campus
- Strengthens the outpatient core services to the northwest of Linwood and Kings Highway
- Once the overhead pedestrian walkway is completed, pedestrian safety will improve
- Does not require property acquisition
- Adequate levels of parking in close proximity

#### Challenges

- Is not located in close proximity to the existing Shriners Hospital for Children for shared staffing efficiencies and future partnerships

### U. Eye Clinic Replacement

#### Advantages

- Linwood Avenue site offers high visibility
- Close proximity to the Ambulatory Care Center allows staffing efficiencies
- Does not inhibit any future growth plans on campus
- Strengthens the outpatient core services to the northwest of Linwood and Kings Highway
- Once the overhead pedestrian walkway is completed pedestrian safety will improve
- Does not require property acquisition
- Adequate levels of parking in close proximity

### V. Warehouse Relocation

#### Advantages

- Replaces a building near the end of its useful life
- Relocates a support function further from campus to allow for new revenue generating space in its place
- Does not inhibit any future growth plans on campus
- Location to the north of campus is more fitting with other industrial functions
- Does not require any property acquisition

#### Challenges

- Loss of some support space at Cheyland property
- Loss of parking on Cheyland property

### W. Wellness Center

#### Advantages

- Close proximity to all major campus functions
- Does not inhibit any future growth plans on campus
- Provides a quality-of-life improvement project
- Does not require property acquisition
- Adequate levels of parking in close proximity



## Preferred / Compiled Option Phasing

### Phasing

Several projects indicated in the preferred concept require initial phasing of demolition and construction before that particular project can be constructed in the location indicated. Below you will find a list of these projects and the phasing required.

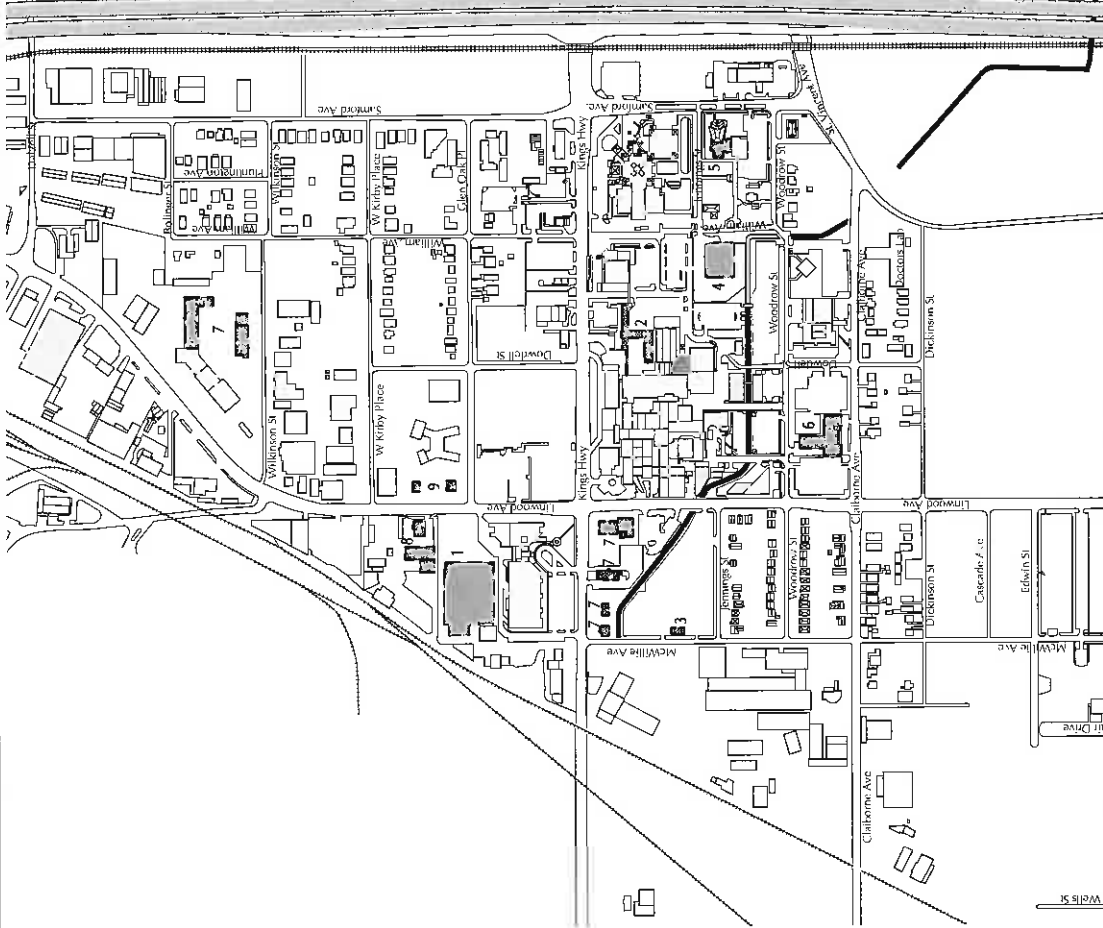
1. Partial demolition of the buildings on the Old Cheyland property will free the space needed to construct a warehouse to replace the Spartan warehouse currently located to the north of the Ambulatory Care Center and Women's and Children's Center on the northwest corner of Kings Highway and Linwood Avenue. This property is then planned to accommodate a multi-level parking deck that would provide close and convenient parking to the two existing buildings as well as a future building that is currently recommended to include such outpatient functions such as outpatient imaging and surgery, eye clinic, and pediatric subspecialty.
2. Some administrative functions currently in the Administration Building, located on Kings Highway between the medical school and Feist-Weiller Cancer Center, are planned to be relocated to the recently acquired Parkview Baptist Church which is currently being planned as 38,000 square feet of business occupancy space known as the Parkview Center. Further study is required to find a new location for the remaining Administration Building functions. Upon completion of this relocation effort, LSU Health Shreveport can look at the demolition of the 68,500 SF Administration Building which was built in 1955. That demolition would allow for a parking deck that would serve the hospital, medical school, Feist-Weiller Cancer Center, and future Cancer Research Institute.
3. The Clinical Research Building is a one-story building, completed in 1967, featuring 19,250 SF that would require demolition to allow the construction of additional medical research facilities along Jennings Street that would reinforce the concept of an academic core and gateway into the campus from the east.
4. The neuroscience center and rehabilitation center currently indicated on Claiborne Avenue to the south of the hospital would require the acquisition and demolition of the Claiborne Health Nursing Home.
5. The master facilities plan locates a 200 to 250 bed acute care patient tower to the south of the existing K-wing. As a part of that project there was a desire to create a new or additional main entry for the hospital between K-wing and the new patient tower that would provide good access from a large visitor and staff parking deck located directly across Linwood Avenue to the west. A new entry drive aisle from Linwood Avenue would require the demolition and relocation of the Print Shop functions.



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Demolition Legend

- Potential Building Demolition
- 1. Warehouse
- 2. Administration Building
- 3. Grounds Building in Lot P
- 4. Clinical Research Building
- 5. Parkview Baptist Church
- 6. Proposed Acquisition and Demolition of Claiborne Healthcare
- 7. Proposed Acquisition and Demolition of Retail/Commercial
- 8. Proposed Acquisition and Demolition of Retail/Commercial
- 9. Proposed Acquisition and Demolition of Privately Owned Property



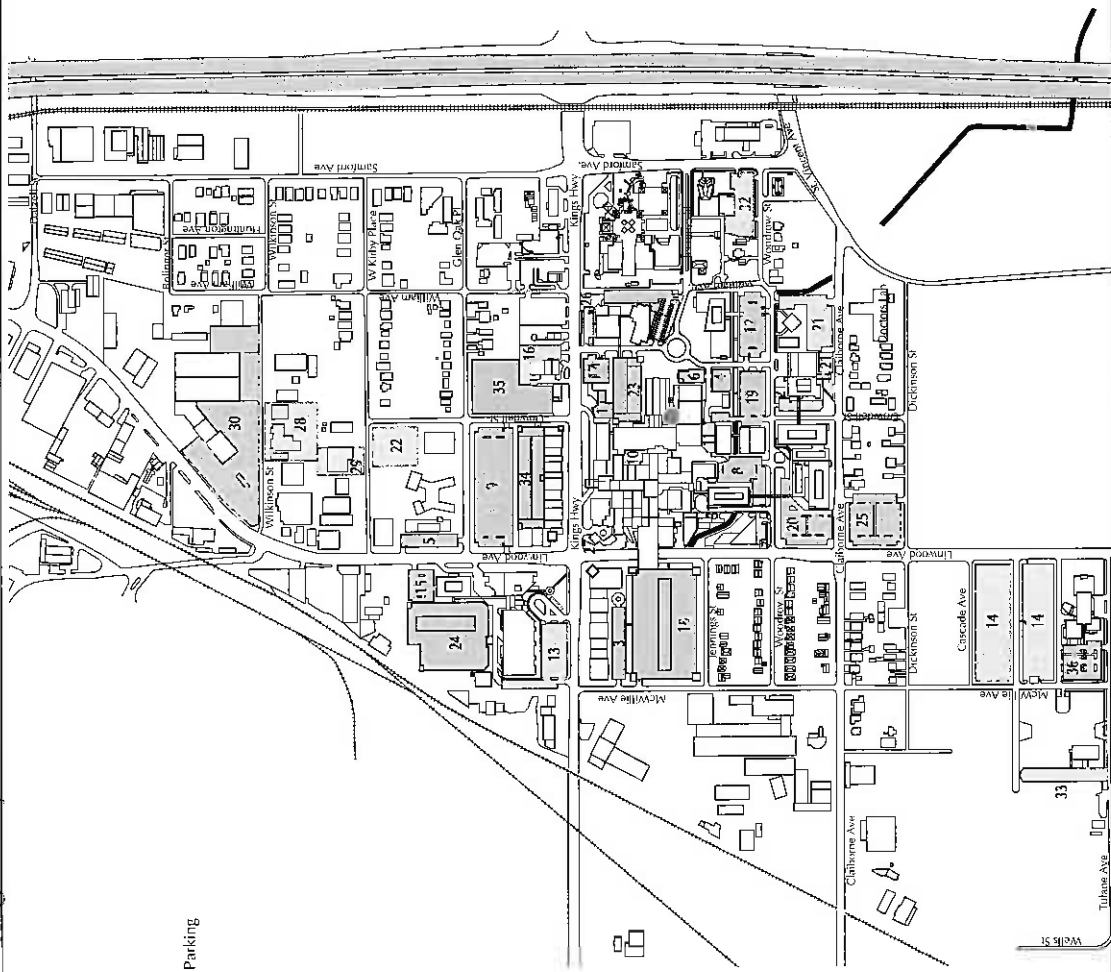
12 April 2013

# Preferred / Compiled Option Parking Analysis

## Parking Legend

- LSU Health Shreveport Parking
- Contract/Pay Parking
- Preferred / Compiled Option Revised/Added Parking

Parking Provided	
1 Lot A	17
2 Lot B	82
3 Added Mixed Use Parking	72
4 Lot D	86
5 Childcare Lot	53
6 Lot F	22
7 Lot G	13
8 Lot H	96
9 Lot J	331
10 Lot K	20
11 Lot KA	21
12 Lot L	108
13 Lot M	164
14 Lot M South	528
15 Lot MD	54
16 Lot N	61
17 Lot O	40
18 Proposed Parking Deck	2,340
19 Lot O	107
20 Lot R	120
21 Lot S	73
22 Lot T	118
23 Proposed Parking Deck	750
24 Proposed Parking Deck	1,835
25 Proposed Parking	176
26 Feist-Weiller Cancer Center	13
27 Emergency	13
28 W.I.C. Building	90
29 Patient Account Center	53
30 Chevrolet	280
31 Print Shop	4
32 Parkview Baptist Church	87
33 Mollie Webb Hearing	73
34 Proposed Parking Deck	546
35 Contract/Pay Lot 2	164
36 Forensic Center Parking	85
<b>Total Provided Parking</b>	<b>8,695</b>



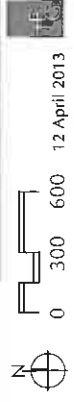
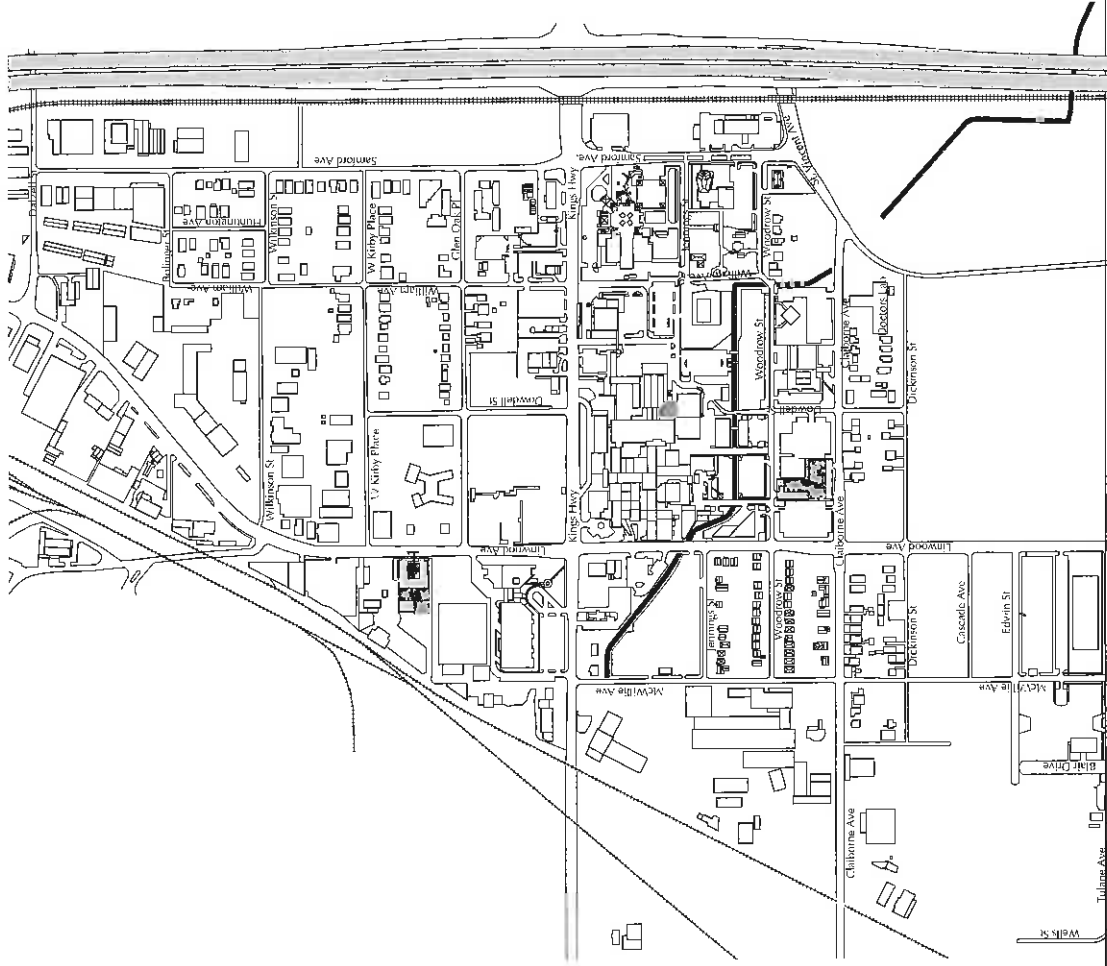
Shreveport Ordinance Required Parking Preferred / Compiled Option	
Allied Health (1:150)	476
Student Union (1:250)	8
Hospital (1:1.5 Beds)	334
Medical School (1:250)	1,921
Biomedical Research Institute (1:250)	641
Comprehensive Care (1:150)	327
Feist-Weiller Cancer Center (1:150)	385
Ambulatory Care Center (1:150)	1,095
Women's & Children's Clinic (1:150)	319
Chevyland (1:250)	204
W.I.C. Blood Center	
Poison Control (1:250)	75
Patient Account Center (1:250)	54
Mollie Webb Hearing (1:150)	60
Psychiatric Tower (1:1.5 Beds)	67
Neuro Sciences Institute: Stroke	
Center, Cardiac Center (1:150)	400
Outpatient Imaging and Surgery, Eye Clinic, Pediatric (1:150/1:250)	578
Medical Education and Research (1:250)	
Rehab Hospital (1:1.5 Beds)	959
New Patient Tower (1:1.5 Beds)	34
Foundation Offices (1:250)	1,744
Cancer Research Institute (1:250)	152
Wellness Center (1:250)	400
Wellness Center (1:250)	34
<b>Total Required Parking</b>	<b>8,667</b>

Proposed Surplus to Ordinance Requirement	28
---	----

**Property Acquisition Legend**

- |   |                             |
|---|-----------------------------|
|  | City of Shreveport          |
| <b>1.</b>   | Griff's (Restaurant)        |
| <b>2.</b>   | Commercial Building         |
| <b>3.</b>   | Cialborne Healthcare Center |

- An emphasis during the planning process and in the Visioning Work Session was to maximize LSU Health Shreveport's capital or revenue generating projects by minimizing property acquisition
  
- Other core properties may be identified for acquisition, but only these two properties are required outside of currently held properties to accomplish the plan seen in the 2020 Vision



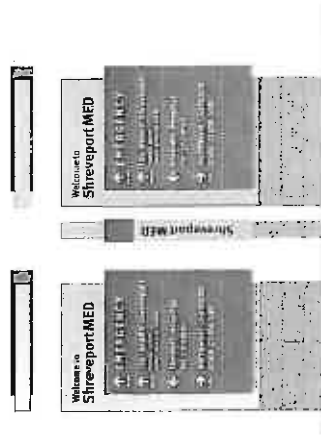


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## Vision 2020 Master Facilities Plan

### Summary of Signage and Wayfinding Plan



## Signage Systems

### Cloud Gehshan Signage Plan

In 2010, Cloud Gehshan conducted a signage and wayfinding analysis for the HSC. They determined that the campus needed considerable investments in both directional and locational signage. Using the recently adopted LSU Health graphic identity system, the Cloud Gehshan design team developed a progressive modular signage system which satisfies all US Department of Transportation highway safety requirements as well as Americans with Disabilities Act (ADA) regulations.

To address these deficiencies, the campus has requested \$1 million in the Board of Regents capital outlay process. Images from their consultancy appear on the following pages. In addition to the signage, they also made recommendations for improving pedestrian safety by using the LSU logo as a patterned crosswalk. The Kings Highway streetscape/safety improvement initiative will be using some of the design concepts advanced by Cloud Gehshan.

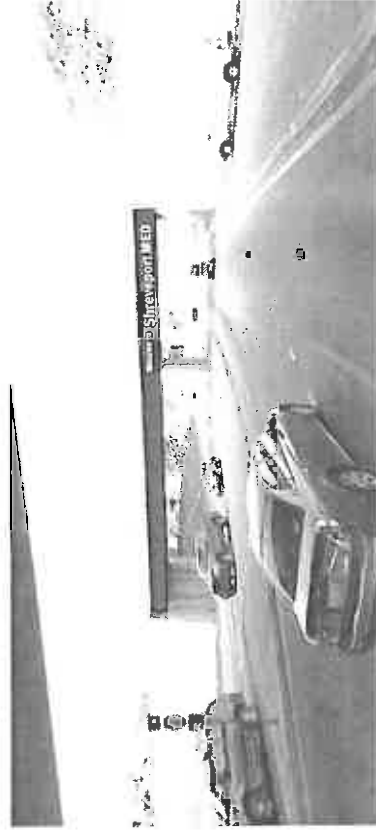
One of the visible benefits of this consultancy was the roofline signage atop the School of Medicine. Hundreds of people – including faculty, staff, opinion leaders from off campus – have remarked how this has been helpful during day and nighttime. In addition to providing a valuable location, it is a sense of institutional pride.



Example 1



Example 2



12 April 2013

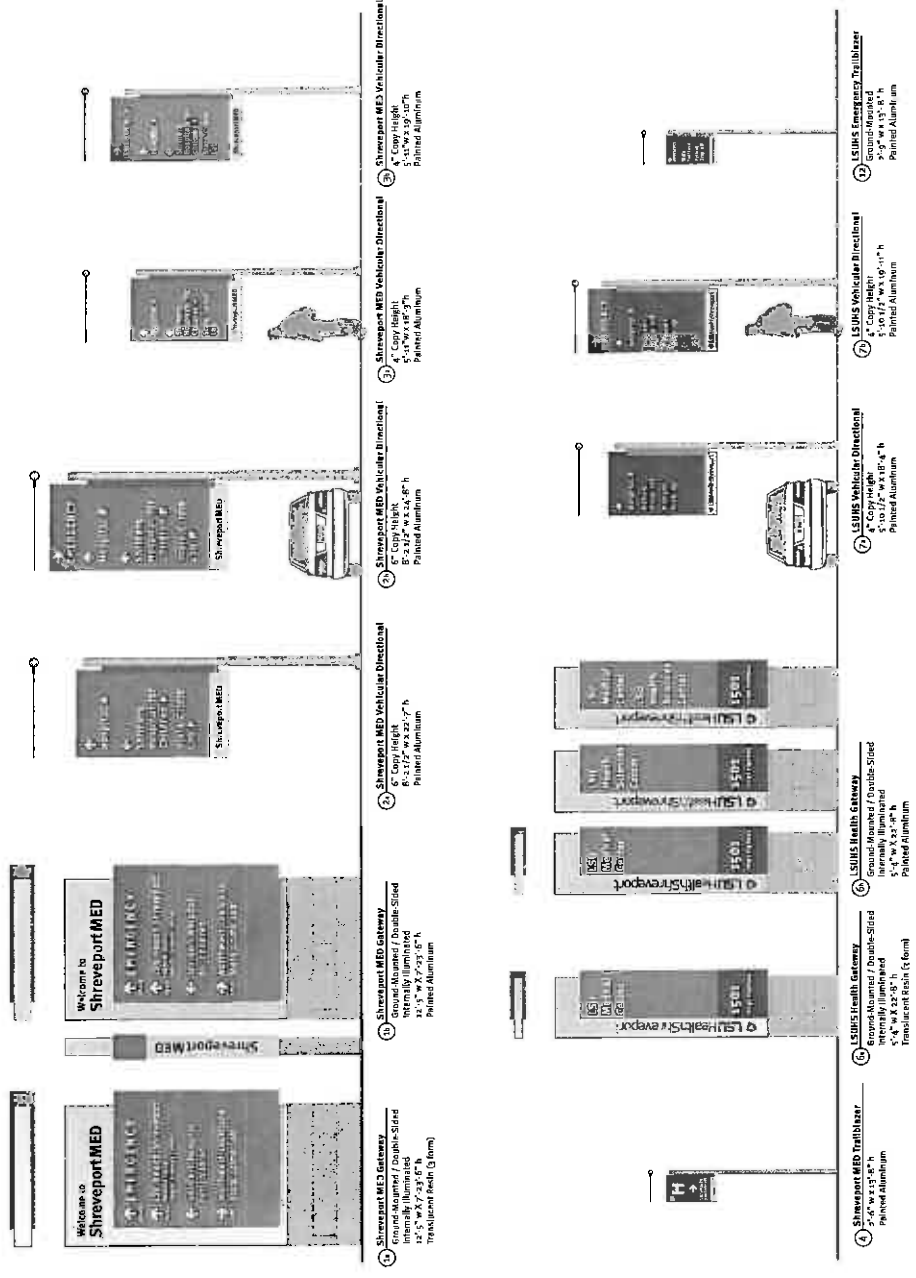
### Overpass / Arrival Signage

One of the suggestions from Cloud Gehshan was that LSU and the City of Shreveport explore using the I-49 and railroad overpasses as major arrival signage. Other urban campuses such as University of Pennsylvania have employed this to great effect. Approval from the State Department of Transportation and Kansas City Railway would be required.

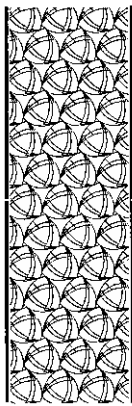


These Documents can be found online at [www.lsuhealthshreveport.edu/vision2020](http://www.lsuhealthshreveport.edu/vision2020)

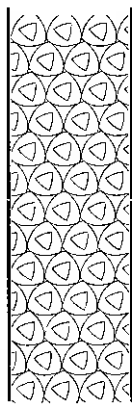
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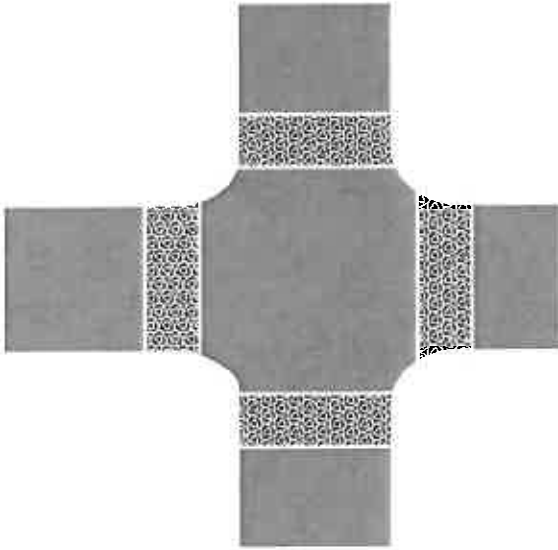
## Signage Systems



Pattern 2

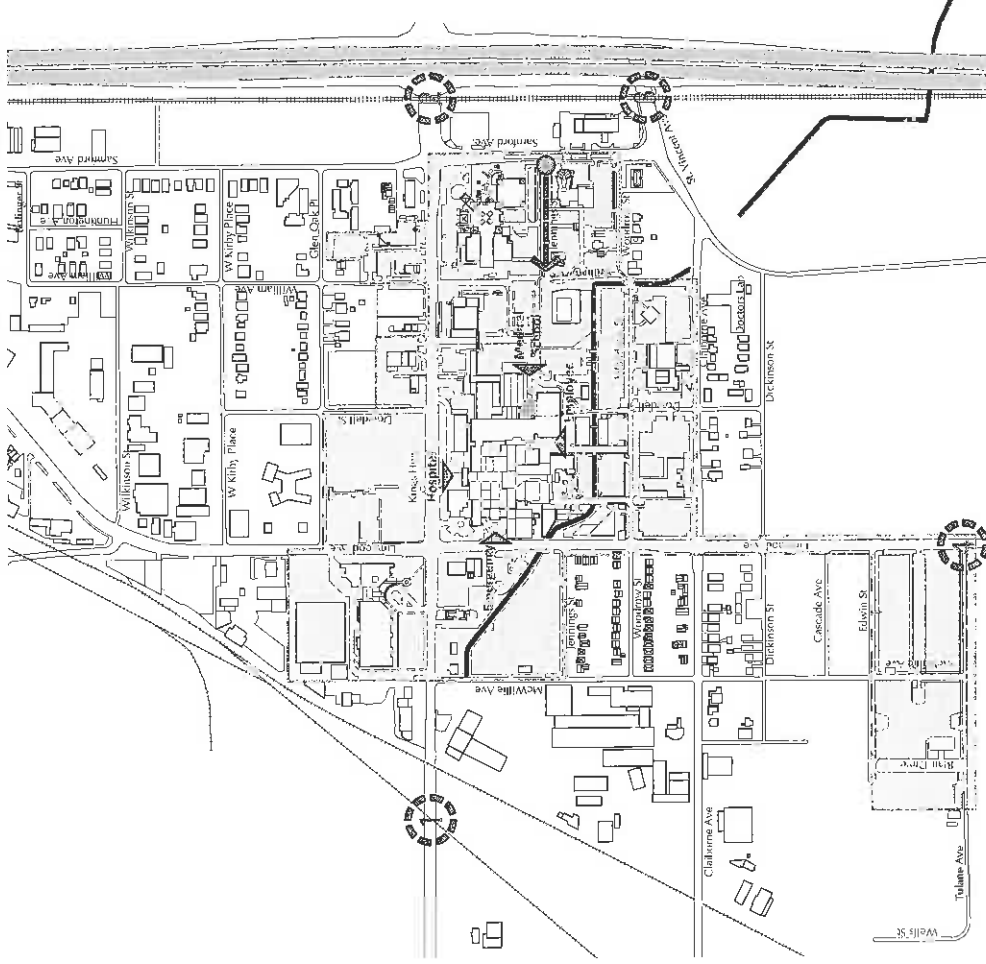


Pattern 1



**24** Pedestrian Cross-Walk Treatment  
Imbedded into road surface  
Scale: NTS

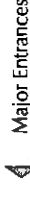




Legend



Potential Gateway



Major Entrances



Jennings Street Medical School Approach



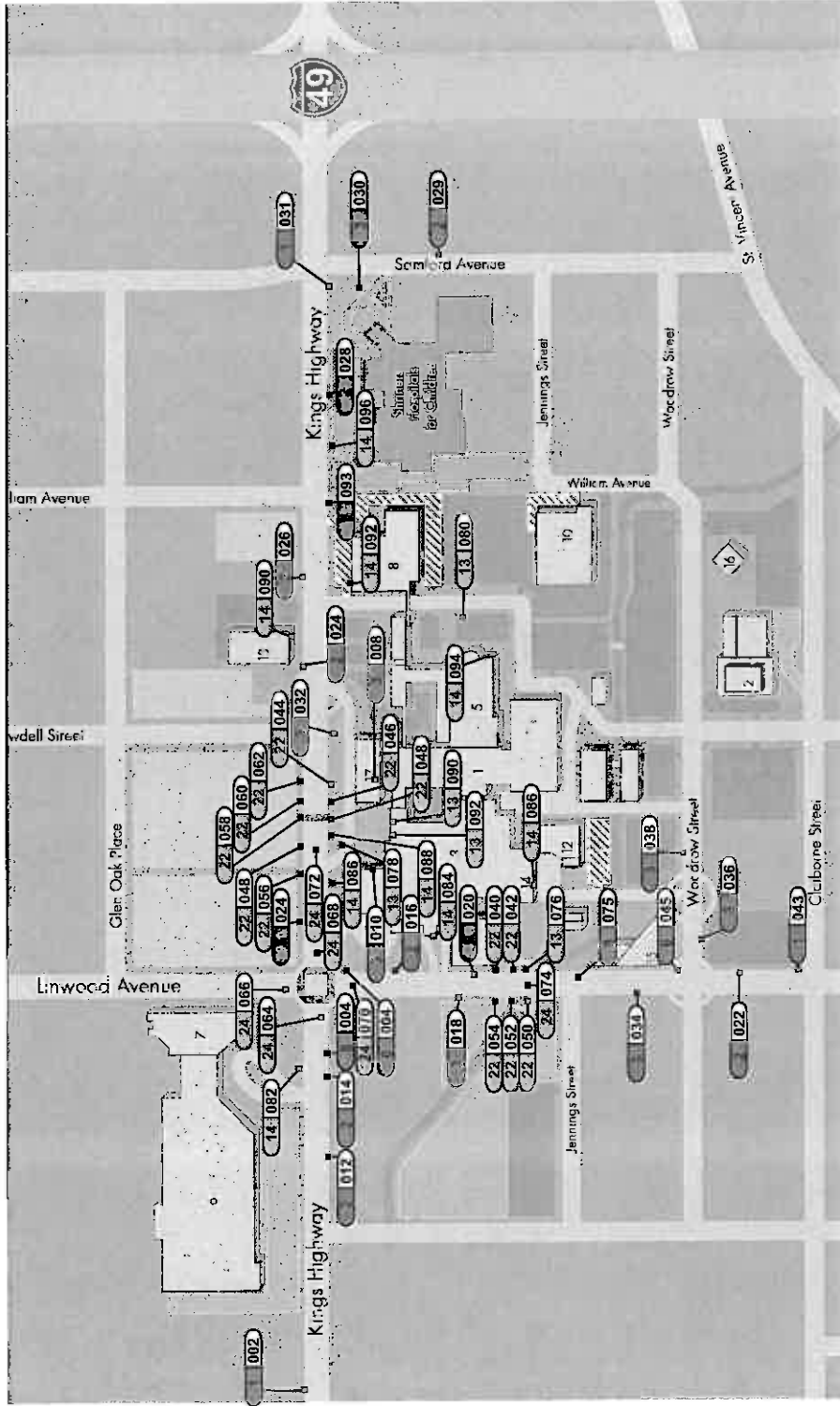
Campus Extents

1. Kings Highway Western Gateway  
Utilize Railroad Overpass Signage
2. Kings Highway Eastern Gateway  
Utilize Railroad Overpass Signage
3. St. Vincent Avenue Eastern Gateway  
Utilize Railroad Overpass Signage
4. Tulane Avenue & Linwood Avenue  
Southern Gateway  
Address with Signage

- Overhead railroad trestles on Kings Highway at the eastern and western edges, as well as St. Vincent Avenue near the southeast corner of the campus are great opportunities for defining the campus gateways and creating identity for LSU Health Shreveport and the entire Shreveport/Medical District.
- A current plan will realign Jennings Street to allow a more prominent entrance and approach for the medical school.
- In addition to the four primary entrances noted on the plan, the visioning work session group noted the desire to create an additional main entry for the hospital from Linwood Avenue to the west.
- See Section 06 for ground view renderings for potential concepts for the hospital and medical school entrances.

# Signage Locator Map

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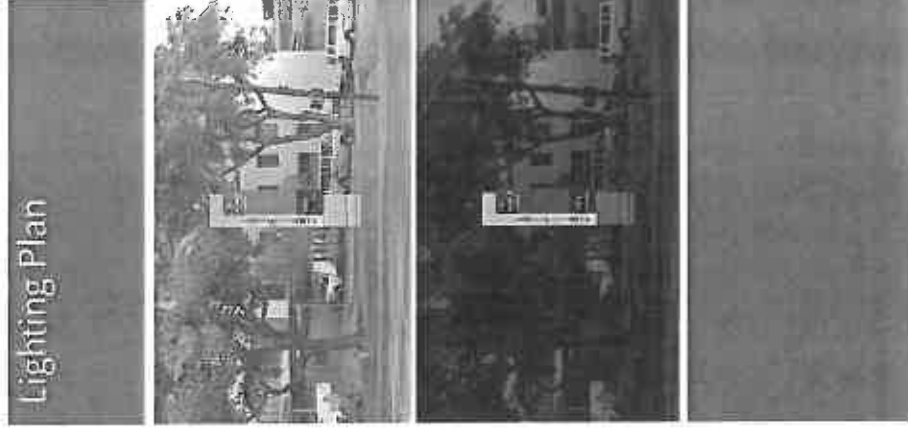
### Key

- vehicular decision point
- 1 Shreveport MED Gateway
- 2 Shreveport MED Vehicular Directional, Large
- 3 Shreveport MED Vehicular Directional, Small
- 4 Shreveport MED Trailblazer
- 5 LSU Health Gateway
- 6 LSU Health Directional
- 7 LSU Health Ground-Mounted Banner
- 8 LSU Health Ground-Mounted Banner, LED
- 9 LSU Health Wall-Mounted Banner
- 10 LSU Health Parking Lot ID, Building ID
- 11 LSU Health Emergency Trailblazer
- 12 Pedestrian Directional
- 13 Building Identification: Ground-Mounted
- 14 Accessibility Blaze
- 15 Building Identification: Door-Mounted
- 16 Building Identification: Wall-Mounted
- 17 Pedestrian Interceptive Station and Visual Screen
- 18 Pedestrian Cross-Walk Treatment



12 April 2013

## Vision 2020 Master Facilities Plan





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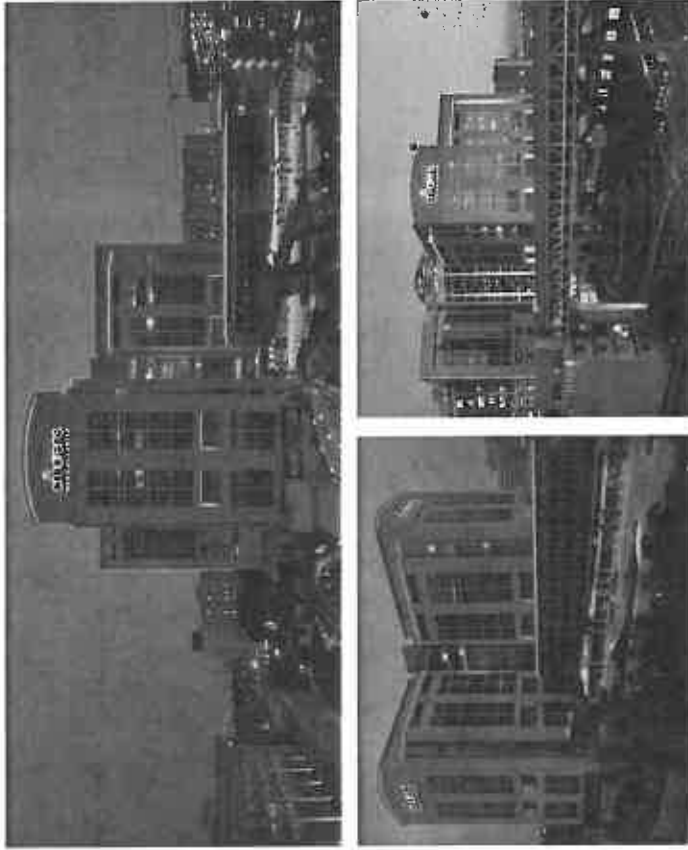
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## Vision 2020 Master Facilities Plan

## Lighting

### Lighting

During the 2010 Cloud Genshan signage and wayfinding analysis, the designers stressed the need for a professional lighting consultancy. They pointed out that the campus was very intimidating to newcomers -- especially during the off-hours. At a minimum, street lighting along Kings Highway is weak presenting limited sight distances, and building entries are not adequately illuminated. More inviting institutions recognize the importance of lighting for both safety and decorative purposes. A lighting strategy might have uplighting for trees and significant architectural features, and even colored roofline lighting to bring energy to the building profile or silhouette. A good lighting strategy and investments can change the dreariest façade and entry into one which is safer and beneficial for the institution's image. Hospitals in Dallas have employed this roofline technique to great effect as indicated below.



A conceptual nighttime image of the LSU hospital entrance with fountains, sheltered drop-off and new lobby area.



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## Water Features

At many other medical institutions, patients, visitors, and employees encounter various fountains and other water features. The major entries of hospitals and medical schools will often have some type of water feature – dedicated in honor of some benefactor. This includes waterwalls and fountains. In addition to trees and landscaping, water helps to soften an environment visually – as well as from a white noise perspective. In addition, the healing and life-giving nature of water makes it useful for areas for meditation and reflection. Some hospitals have put pathways, greenways and labyrinths in place for patients and visitors to enjoy.

Further into a hospital, one will often see an aquarium in waiting areas – a peaceful distraction for adults and children alike. We would propose developing a special capital campaign so that people could donate to various water features – fountains, waterfalls and possibly aquaria. This fund would also cover the ongoing maintenance of those structures. The map on page 94 suggests some of the placements: entries to the hospital, Schools of Allied Health and Medicine, Ambulatory Care Center and Jennings Street.



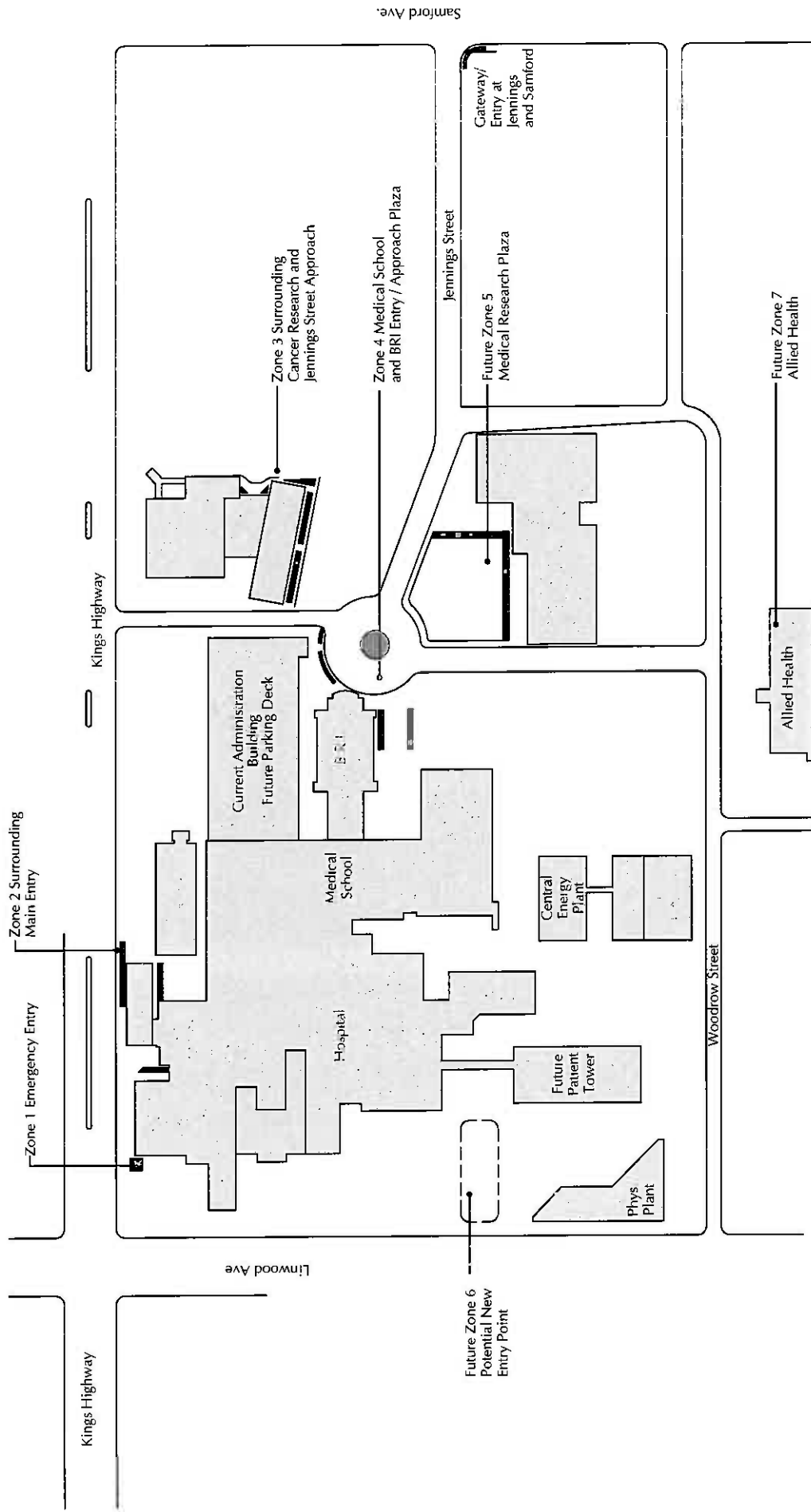
Proposed Academic Entrance with Water Features, Seating Areas and Improved Circulation



Proposed Water Feature



# Map of Proposed Water Features









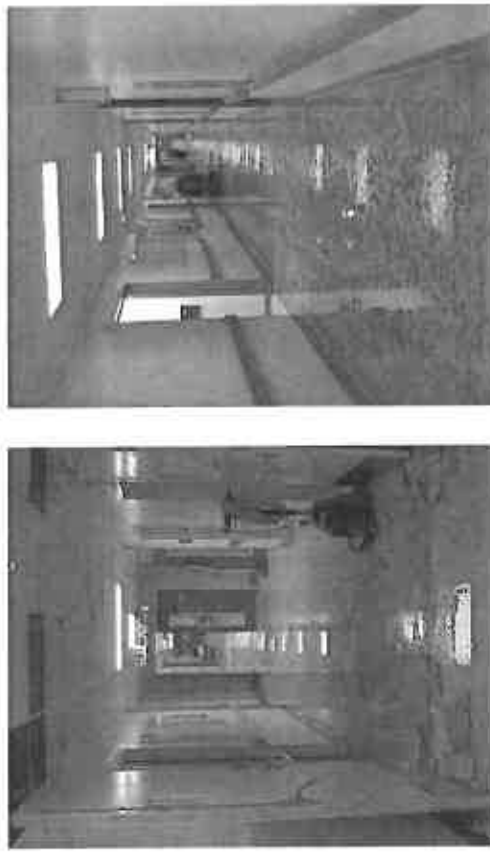
## Flood Water Risks

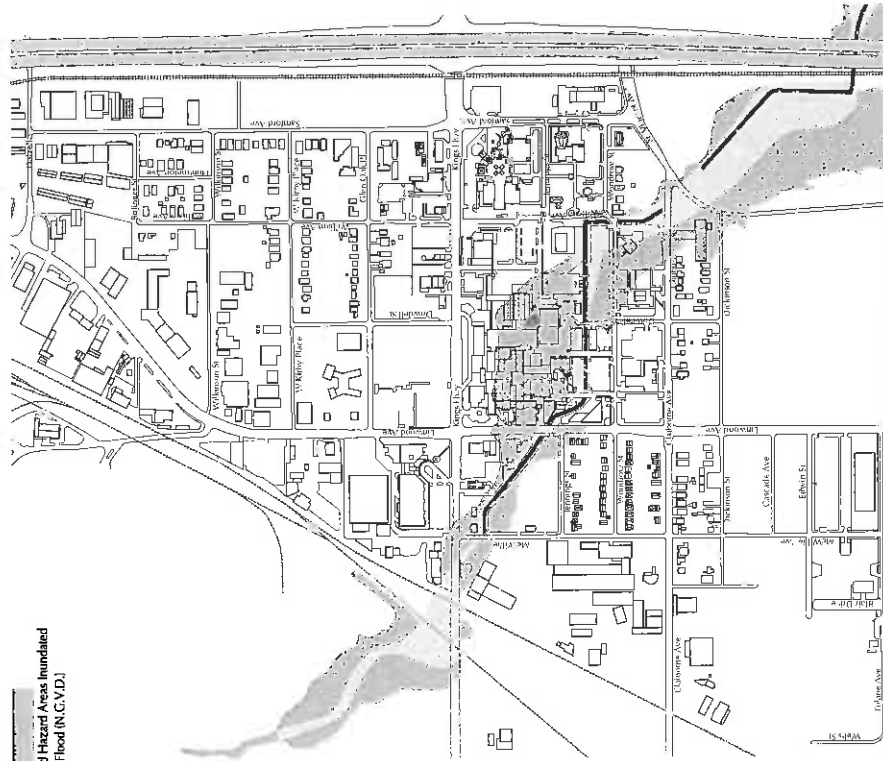
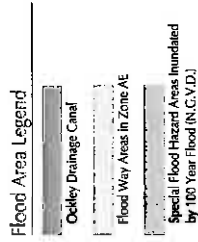
A major trench runs through the campus to channel stormwater from Bayou Pierre. As pointed out in detail within the InterTech Master Plan, the health sciences center is in a flood plain. Coupled with the bayou runoff and local sewage lift station problems, the campus experiences a number of preventable floods from time to time. The remediation would require stormwater retention ponds and lift station improvements. These are beyond the scope of the Master Facilities Plan (MFP) but certainly impact facilities on campus. Caddo Parish and the City of Shreveport need to prioritize work to increase local stormwater reservoirs to adequately resolve these matters.

A retention pond is necessary to reduce the water surges that originate west and north west of the Ambulatory Care Center and Women's and Children's Clinic. These buildings flood during major rainstorms. The acquisition of lowlands property behind the clinics may be suitable for a significant retention pond with a capacity of 40,000 cubic yards of water. This is necessary in great part due to the lack of ground re-absorption with the nearby US postal service and UPS facilities, which funnel water toward the campus.

By restoring selected concrete/asphalt surface parking areas to green space (e.g. grassy areas), we can improve drainage and absorption in areas across campus.

Related to the drainage channel itself, the health science center should consider developing some type of beautification and safety cover or screen to prevent people from accidentally falling into the trench – both when it is full or a drybed. Installing bumper height guardrails would be helpful.





### Electrical Outage and Feeder Location Hazards

The accompanying photo depicts the SWEPSCO overhead feeder lines that energize the campus. These poles are located on Linwood Avenue - just south of the Emergency Care Center. To some, this presents the single most critical risk to the campus: if a vehicle were to swerve and strike these poles, a catastrophic loss of power would ensue. The remediation would require LSU Health Shreveport, the city and SWEPSCO devise a short and long term plan. A short term plan would entail constructing a temporary bunker around the base of the poles to prevent a direct strike. A long term solution would entail replacing the overhead lines with underground lines in a conduit. These are beyond the scope of the MFP but certainly impact facilities on campus.





# 07

## Projects, Cost Estimates & Financing Mechanisms



## Project Listing

There are six types of projects described in the following pages:

- Transformational Projects
- Other Mission Critical Projects – New Construction
- Other Mission Critical Projects –Renovation/Upgrade
- Campus Environment, Utilities and Support Facilities
- Short Term Projects – Expansion/Renovation/Upgrade
- Short Term Projects – Roadways/Parking Areas

The Transformational Projects would change the character of the campus neighborhood and/or overall organization. This group includes LSU, municipal, state and neighboring commercial projects.

Other Mission Critical Projects are those initiatives which are essential for patient care, educational and research missions.

Short Term Projects are generally of an expansion or renovation nature and would improve efficiency or revenue generating capacity.

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- T1 ShreveportMed Health District/Kings Highway Streetscape and Safety Improvements
- T2 Acute Care Patient Tower
- T3 Kings Highway/Linwood Avenue Parking Area and Mixed Use Development
- T4 North Louisiana Forensic Science Center

## Transformational Projects - Underway

ShreveportMed Health District



T1

### Kings Highway Streetscape and Safety Improvements

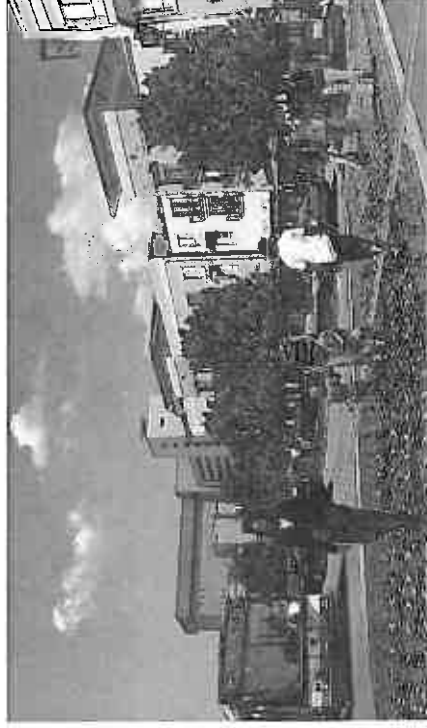
This project entails improving the public roadway around the area occupied by the HSC, Shriners and BRF. The need for this work was called for in the City of Shreveport/Caddo Parish Great Expectations plan in 2011. The Shreveport City Council appropriated \$550,000 to conduct an engineering study for work on Kings Highway between 149<sup>th</sup> and Linwood for Linwood between Kings and Charlotte and Samford between Kings and St. Vincent. Benefits of this project include: reduction of safety hazards with improved lighting, signage, street marking and elimination of overhead power lines. The engineer is starting with the initial FHWA, G0101 and Associates of Ruston, LA bid time, the engineering projects getting underway and the projected completion date is November 2013. The estimated contract cost is \$5.5 million – that has not been appropriated. The city, parish and state will be petitioned for funding.

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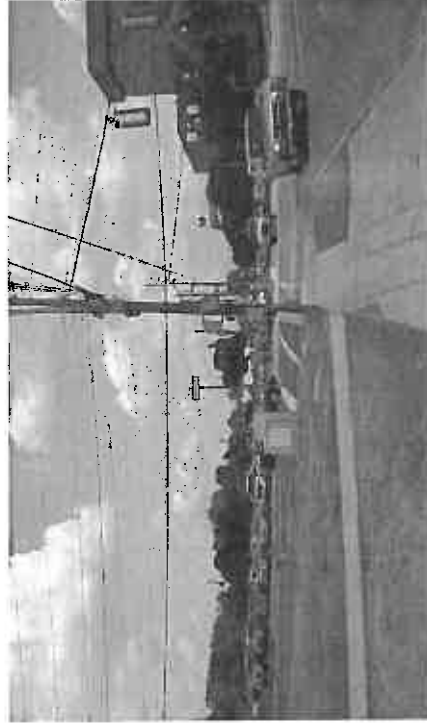
The following Kings Highway images are from the Great Expectations/Shreveport Master Plan:



Existing View 1



Proposed View 1



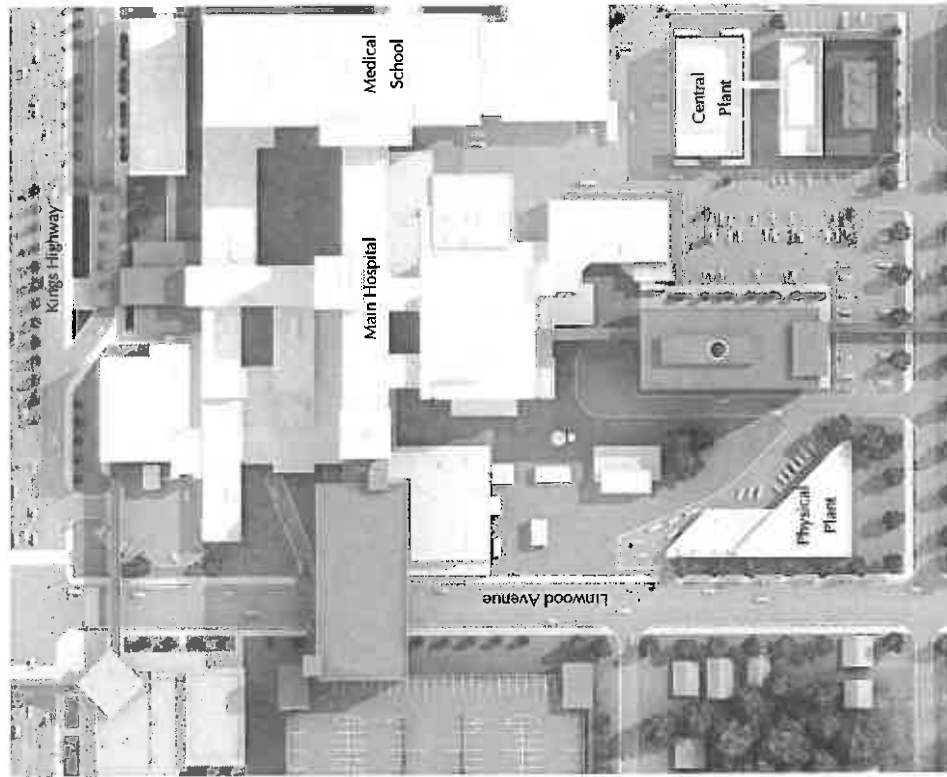
Existing View 2



Proposed View 2



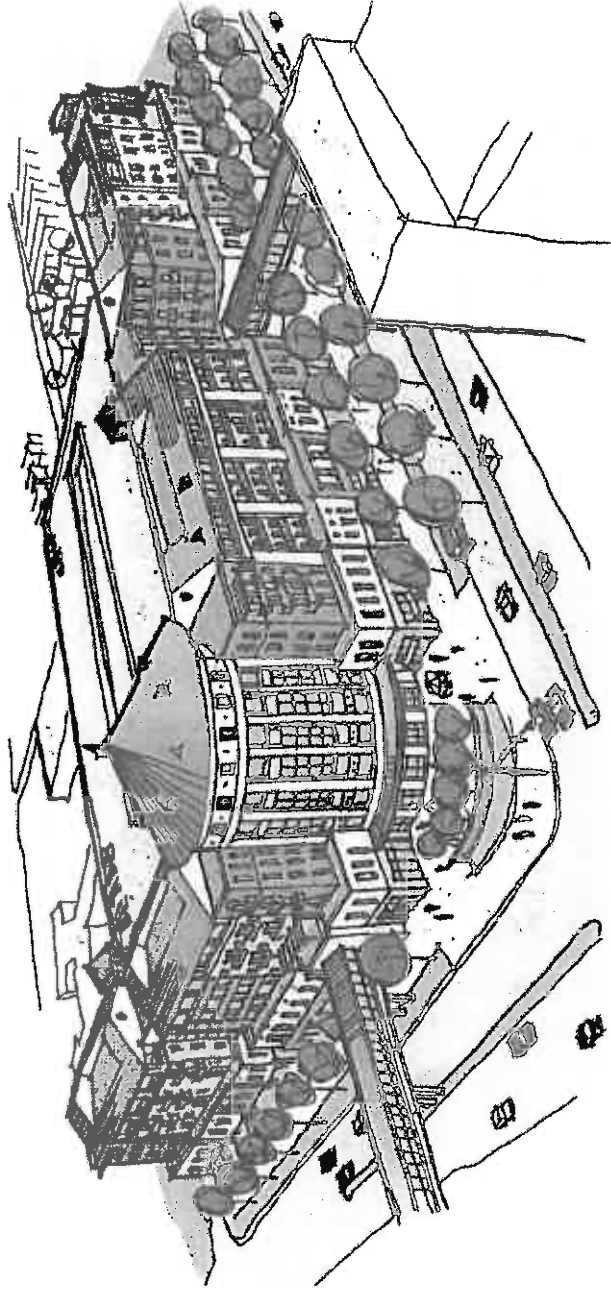
## Transformational Projects



### T2 Acute Care Patient Tower

- ~182,000 Square Feet - Ten Levels
- Located near the intersection of Woodrow Street and Linwood Avenue
- ~224 Beds
- The current hospital tower and its infrastructure are approaching 60 years old and a new tower would include new private rooms, allow for more modern equipment integration, and better patient outcomes and experience
- This would include new operating room suites, cardiac care unit, new trauma ICU, new surgical ICU, new burn center and other essential clinical resources
- Allow for an additional entry point into the hospital in close proximity to the visitor parking located across Linwood Avenue
- Close proximity to the existing K-Wing minimizes staff travel
- Estimated Construction Cost: \$51,553,500





### T3 Kings Highway/Linwood Avenue Parking Area and Mixed Use Development

The developable property is a surface parking area of approximately seven acres bounded by Glen Oak to the north, Kings Highway to the south, Drydell Street to the east and Linwood Avenue to the west. It contains two lots managed by System Parking – one is used as retail markets and the other by long-term employee parking of the LSU Medical Center. System Parking has an agreement to manage this property through 2014. The coming is a mixed-use First Business District (FBD) Commercial Business District. The property is owned by the descendants of the Foster family, which has deep roots in the Shreveport community. The medical center was sited on the site of the former family home, Centraglobin.

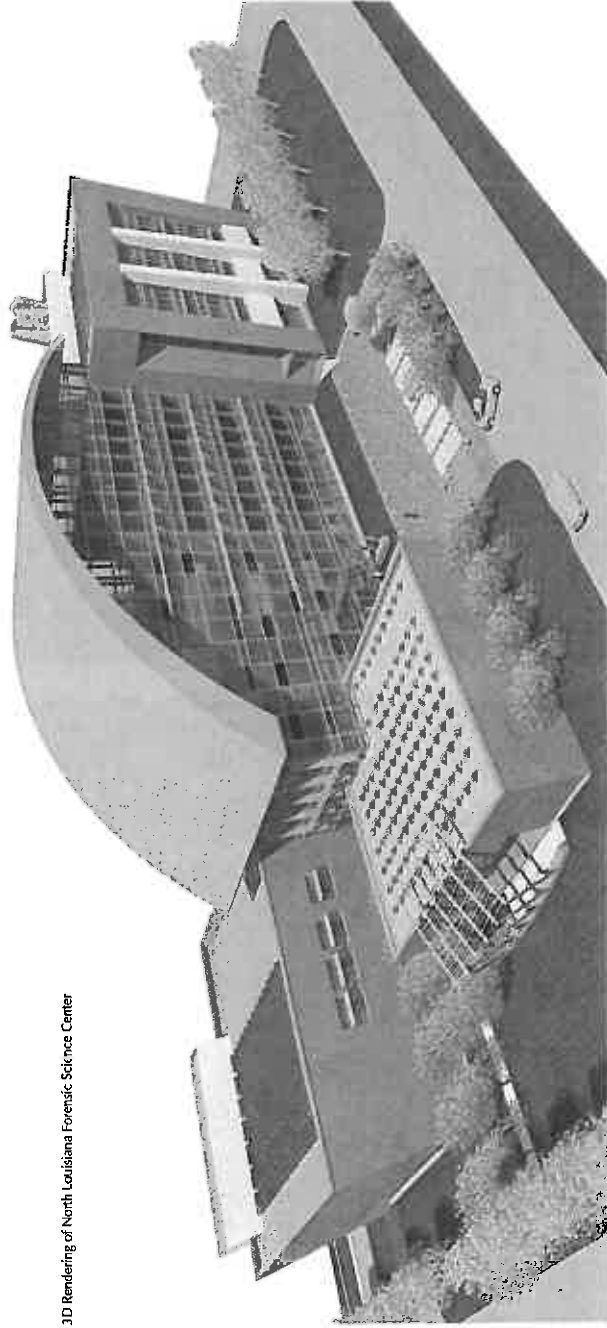
The development potential for this corner is significant. LSU has thousands of people seeking health services — 5,000 daytime employees — 5,000 students and other professionals in training and ~1,000 patients per day. Furthermore, many employees and students travel considerable distances to their residences (rental, in fact) and premium housing opportunities within walking distance of the LSU campus would likely be successful as well.

The adjacent image shows what this might look like if developed with retail, housing, and parking. (courtesy: Kim Mitchell/ATX)



## Transformational Projects

3D Rendering of North Louisiana Forensic Science Center



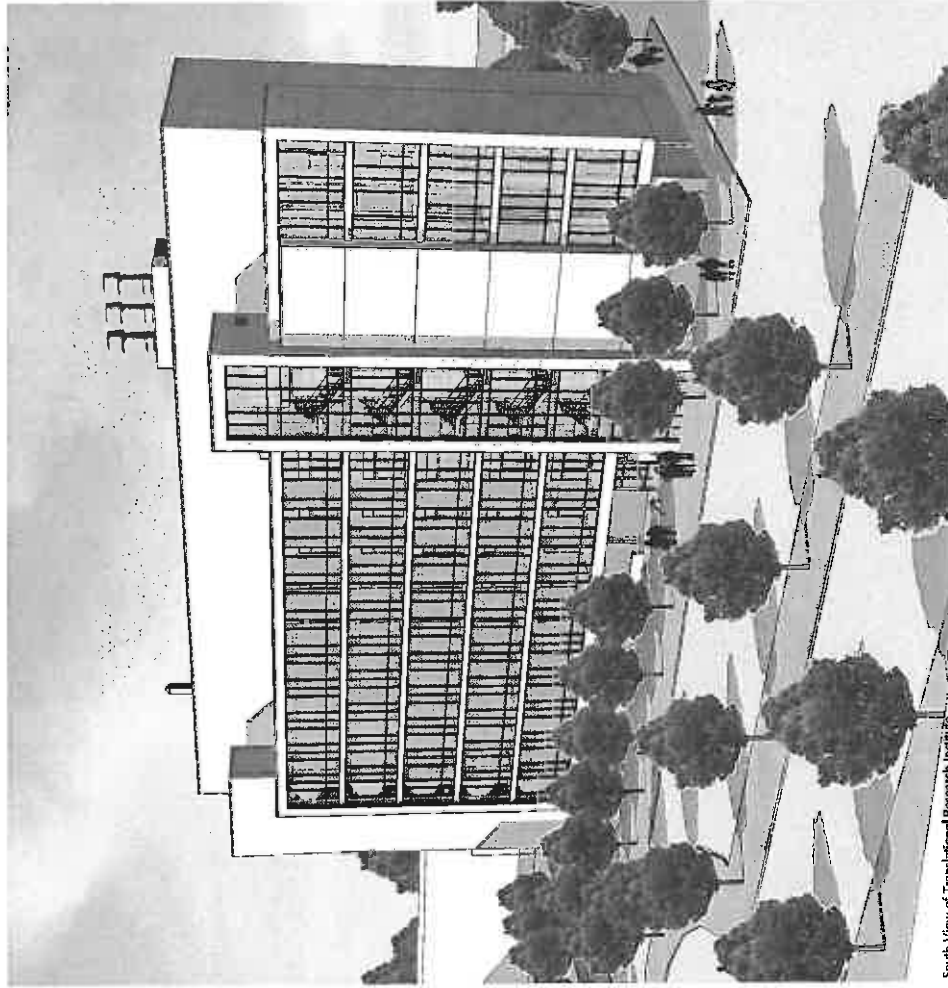
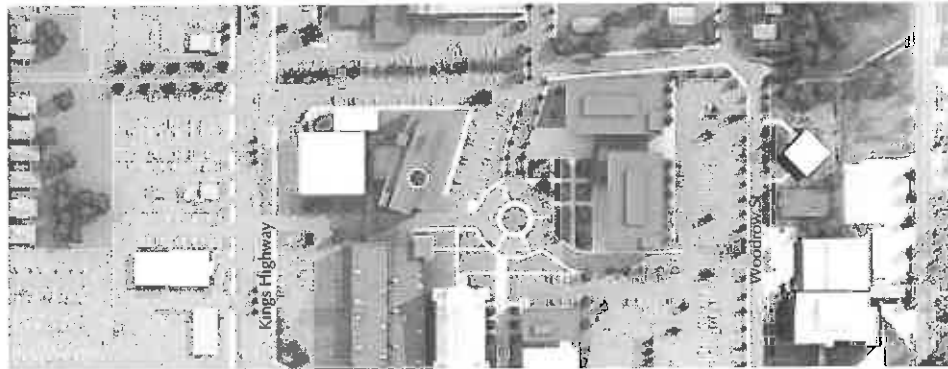
### T4 North Louisiana Forensic Science Center (NLFSC)

This project will be located on the corner of Turbine and Limwood. This facility will house the Northwest Louisiana (criminalistics) laboratory which is currently located on Brocks Street near the intersection of Interstate 20 and Pine Avenue. Benefits of this project include improving forensic pathology and toxicology capabilities, offering state-of-the-art crime scene investigation support. The firm assisting with the initiative is Morgan Hill Sutton (Whitwell) & Beeth Bahar Architects, LLC. USHSC has committed part of the parking area necessary for this project's expansion to staging. At this time the status of the project is on hold pending final State funding. The projected completion date is approximately 2015.



NMC1	Cancer Center Research Facility
NMC2	Academic Center I: Biomedical Engineering and Nanotechnology
NMC3	Academic Center II: Medical Education and Translational Research
NMC4	Neurosciences Institute and Stroke Center
NMC5	Cardiovascular Center
NMC6	Outpatient Center Phase 1: Outpatient Imaging and Surgery
NMC7	Outpatient Center Phase 2: Eye Care and Pediatric Subspecialty Center
NMC8	LSU Children's Hospital Inpatient Areas in Partnership with Shriners Hospital for Children
NMC9	Rehabilitation Hospital
NMC10	Psychiatric Bed Tower

## Other Mission Critical Projects



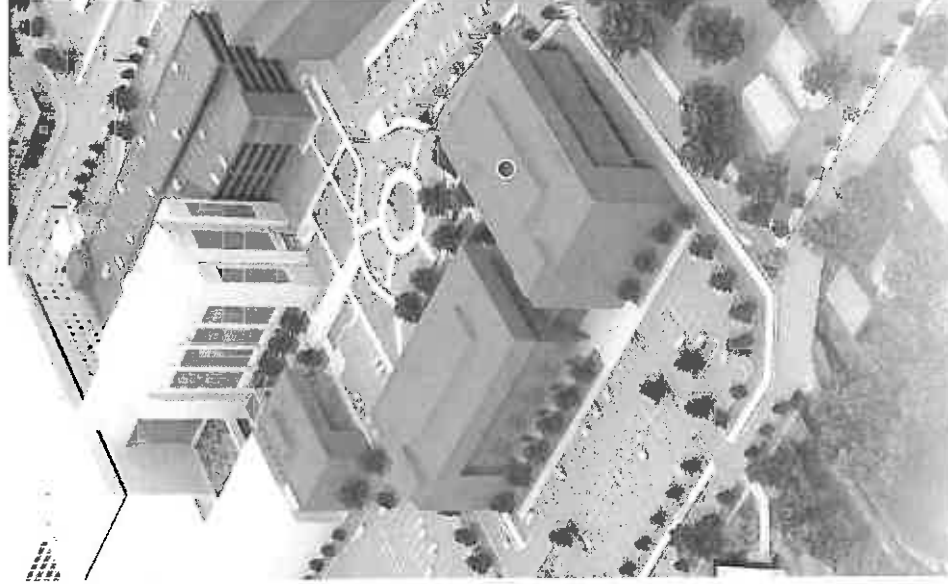
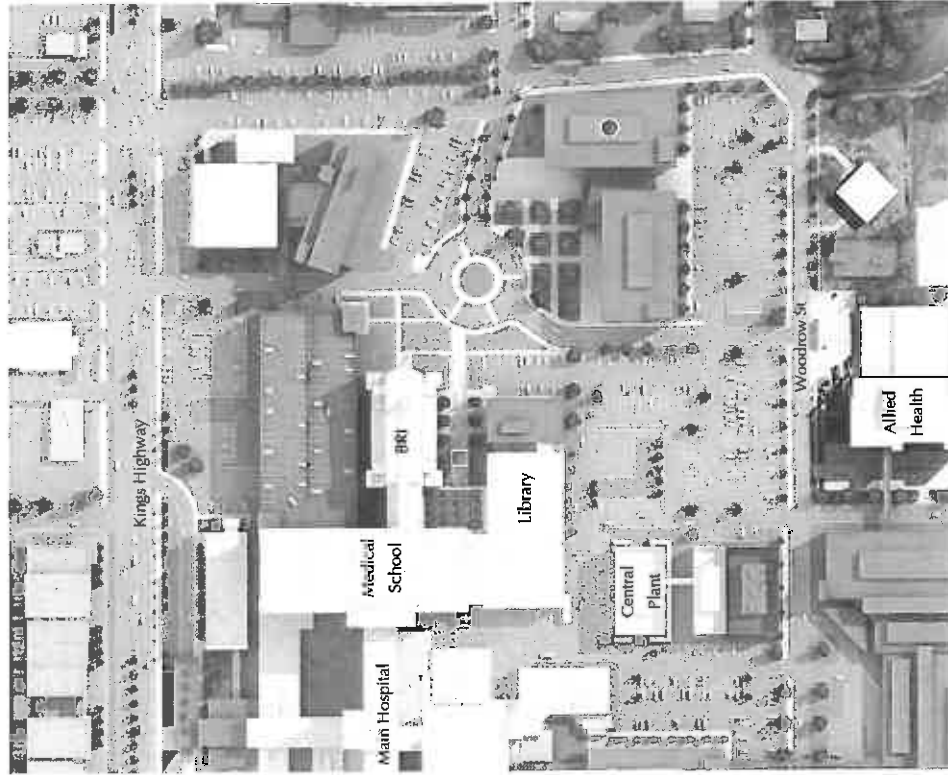
South View of Transitional Research Institute

### NMC1 Cancer Center Research Facility

This project entails a new facility south of the current Fox Weaver Cancer Center. It would house space for associated research activities, a target space for Children's Clinic and additional clinical space. Benefits of this project include encouraging more translational research between basic and clinical faculty.

The architectural firm assisting with this initiative is Smith Group. As this phase of the project for this facility is being revised. The projected start and completion dates have not been determined.

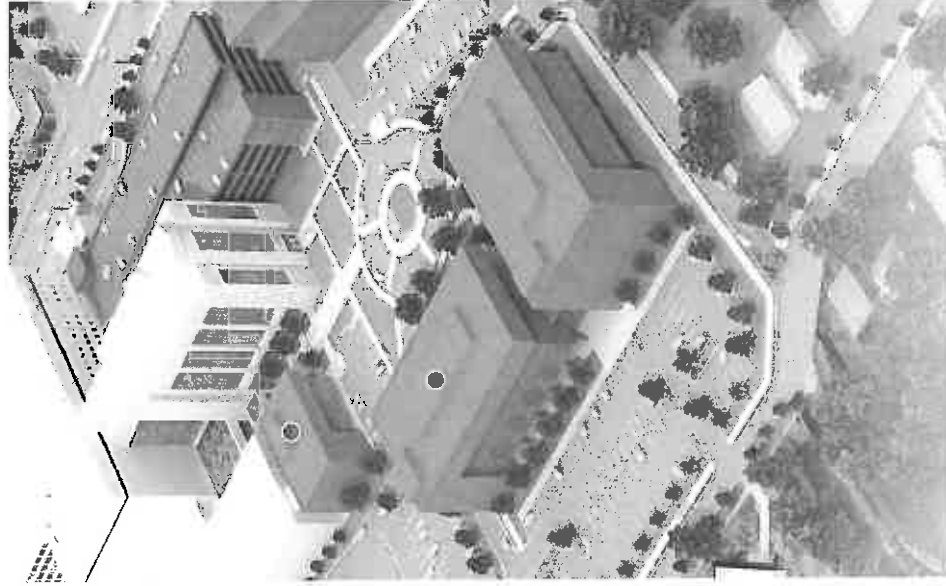
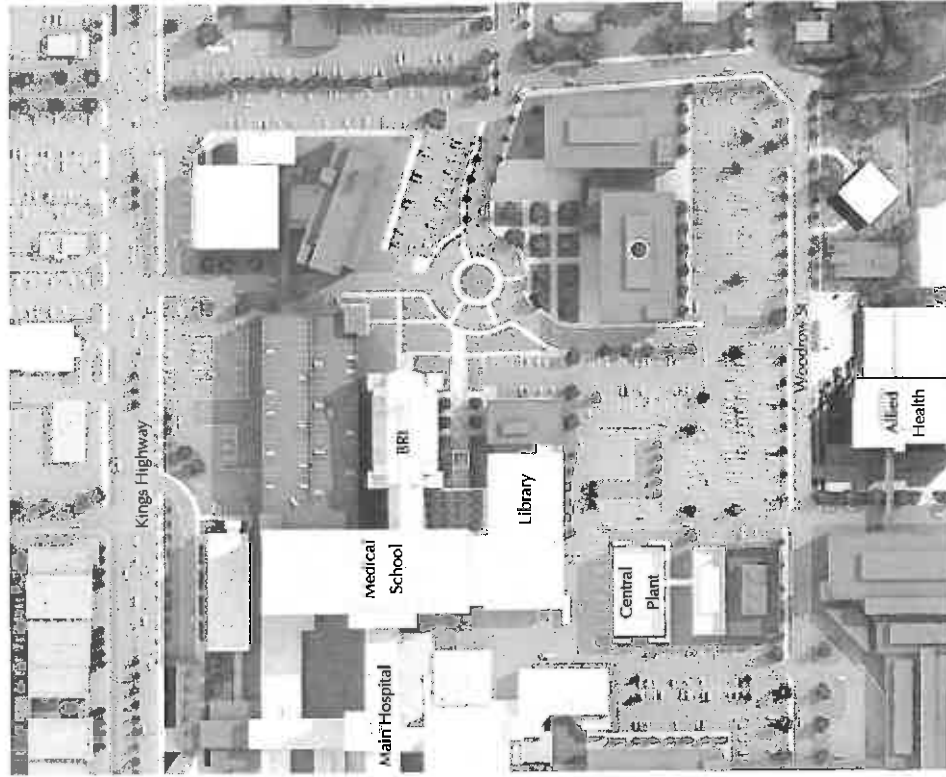
Estimated Construction Cost: \$50-60 Million



**NMC2  
Academic Center I:  
Biomedical Engineering, and  
Nanotechnology Research**

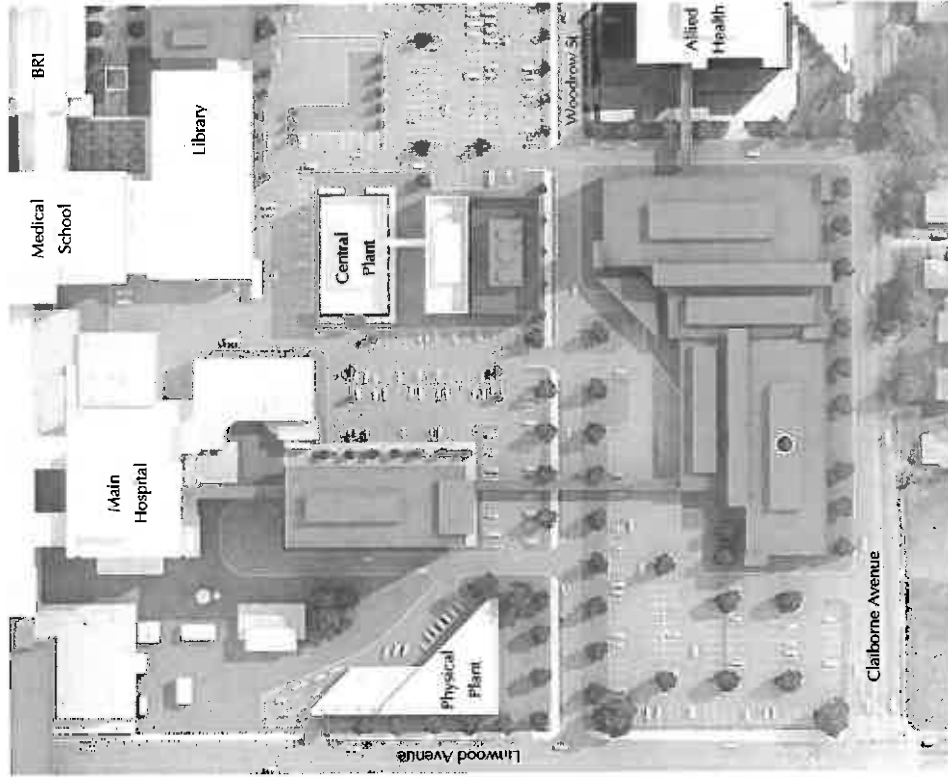
- 420,000 square feet – six levels
- Located near the intersection of Woodrow Street and William Avenue
- Clinical Trials Building Demolition
- Located near the Biomedical Research Institute medical school and Future Careers Research Institute emphasizes the effort to create an academic core on the east side of the campus around the red-light junctions Street
- Street around the drop-off/pick-up and loading/unloading help to frame open spaces that will enhance the campus experience for faculty, staff, and students
- Project partners would potentially include the plans Tech University's College of Engineering, Center for Biomedical Engineering and Rehabilitation Research, the LSU's Biomedical Informatics Group, the LSU College of Engineering, and the Louisiana Department of Economic Development (LED)
- This facility would allow Louis Bioreactivity Level 3 laboratories. This would provide researchers with a safe setting to work with agents that may cause injury or potentially lethal disease as a result of exposure by inhalation, Passage in trays/3 fets 15 through a series of two self-closing doors from secure access corridors. Additional features include hands free sinks, and HEPA filtered exhaust air and vacuum lines protected by liquid disinfectant traps.
- Estimated Construction Cost: \$37,000,000

## Other Mission Critical Projects



### NMC3 Academic Center II: Medical Education and Translational Research

- ~120,000 square feet - six levels
- Located near the intersection of Woodrow Street and William Avenue
- Clinical Trials Building demolition
- Medical research buildings with medical education, conference and lecture halls
- Having larger lecture halls will enable the medical and allied health schools to admit larger classes promoting growth
- Located near the Biomedical Research Institute, medical school, and Future Cancer Research Institute emphasizes the effort to create an academic core on the east side of the campus around the realigned LeBlanc Street
- Sited around the drop-off circle and fountain, the buildings help to frame open space that will enhance the campus experience for faculty, staff and students
- This facility would be complemented by an addition to the west side of the library, as indicated in this map.
- Estimated Construction Cost: \$22,000,000

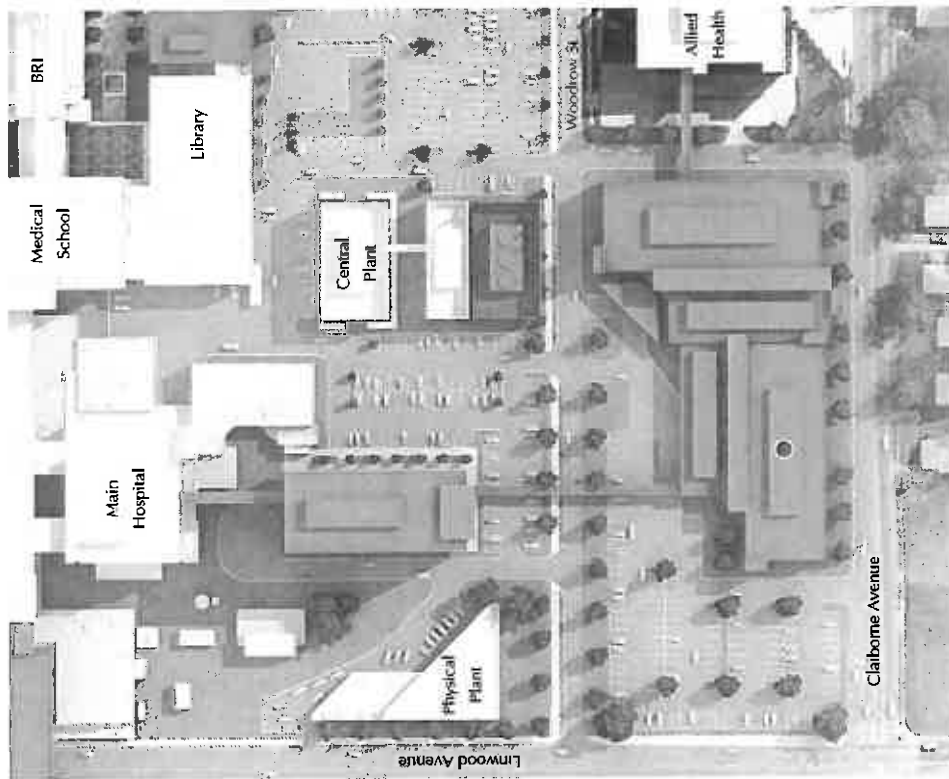


## NMC4 Neurosciences Institute and Stroke Center

- ~30,000 square feet of the total ~60,000 square feet facility, three levels
- Located near Claiborne and Linwood Avenues
- Overhead pedestrian involved completion would allow for convenient access to the hospital
- Close proximity to School of Allied Health Professions and a planned addition to hospital might allow for easy referral and collaboration
- Would house faculty offices for neurosurgery, neurology and associated labs
- Patient care facilities could include short stay hospital for non-emergent procedures. The LSU sleep lab and Parkinson's disease program office will be relocated to this facility as well
- Potential project partners might include other hospital systems and/or national specialty hospital developers among others
- This facility would be the site of federally funded research as part of the nation's recently announced Human Connectome Project. This will yield advances in treatment of brain research and imaging neural pathways
- Estimated Construction Cost: \$15-18,000,000



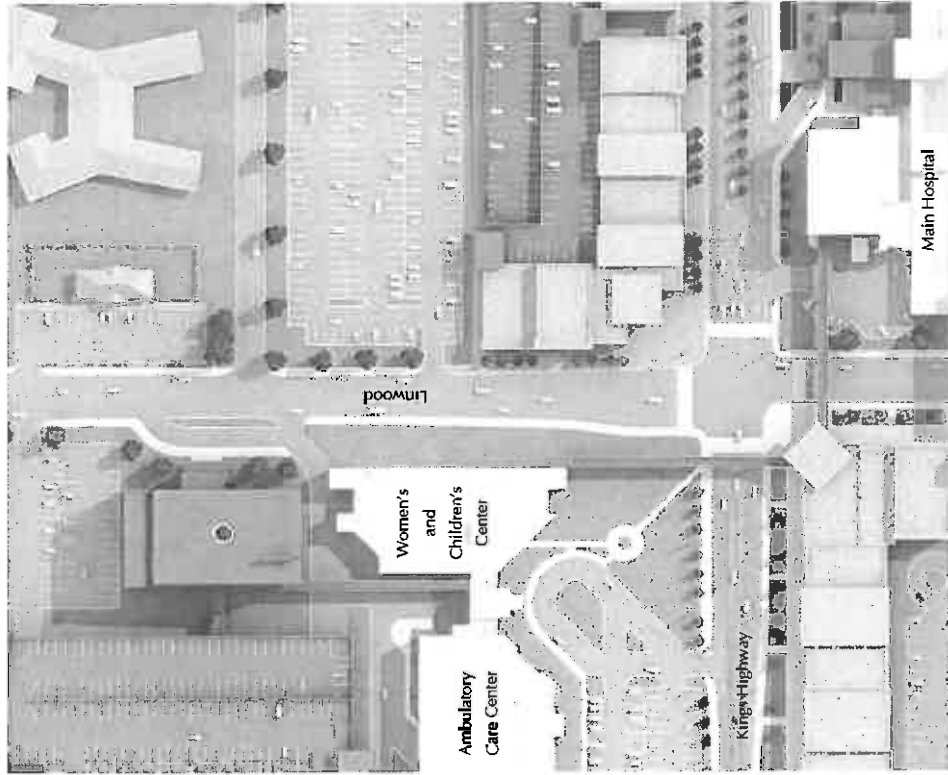
## Other Mission Critical Projects



### NMC5 Cardiovascular Center

- 210,000 square feet of the total 460,000 square foot facility - three levels
- Located near the intersection of Clabome Avenue and Linwood Avenue
- Overhead patient in-plant core-elevator would allow for convenient and paired access to the hospital
- Close proximity to School of Allied Health Professions and a planned rehabilitation hospital might allow for easy referral and navigation for recovering patients
- Would house cardiology and cardiovascular faculty offices to facilitate development of a service line and collaboration
- Would be home to Cardiovascular Institute's clinical activities

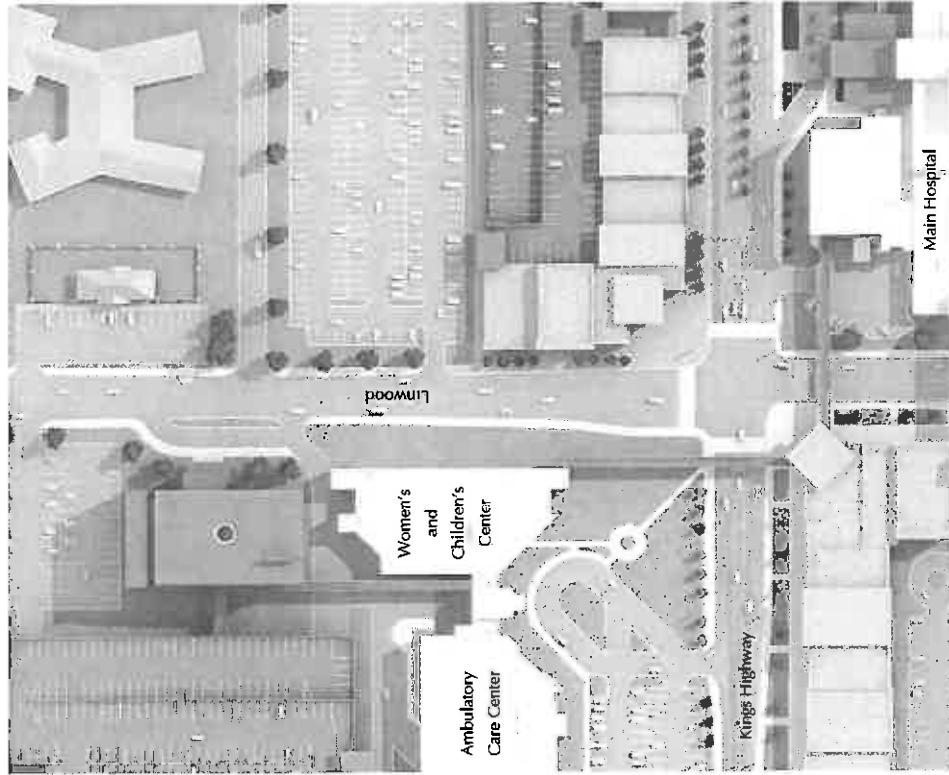
Estimated Construction Cost: \$15-\$50,000



### NMC6 Outpatient Center Phase 1: Imaging and Surgery

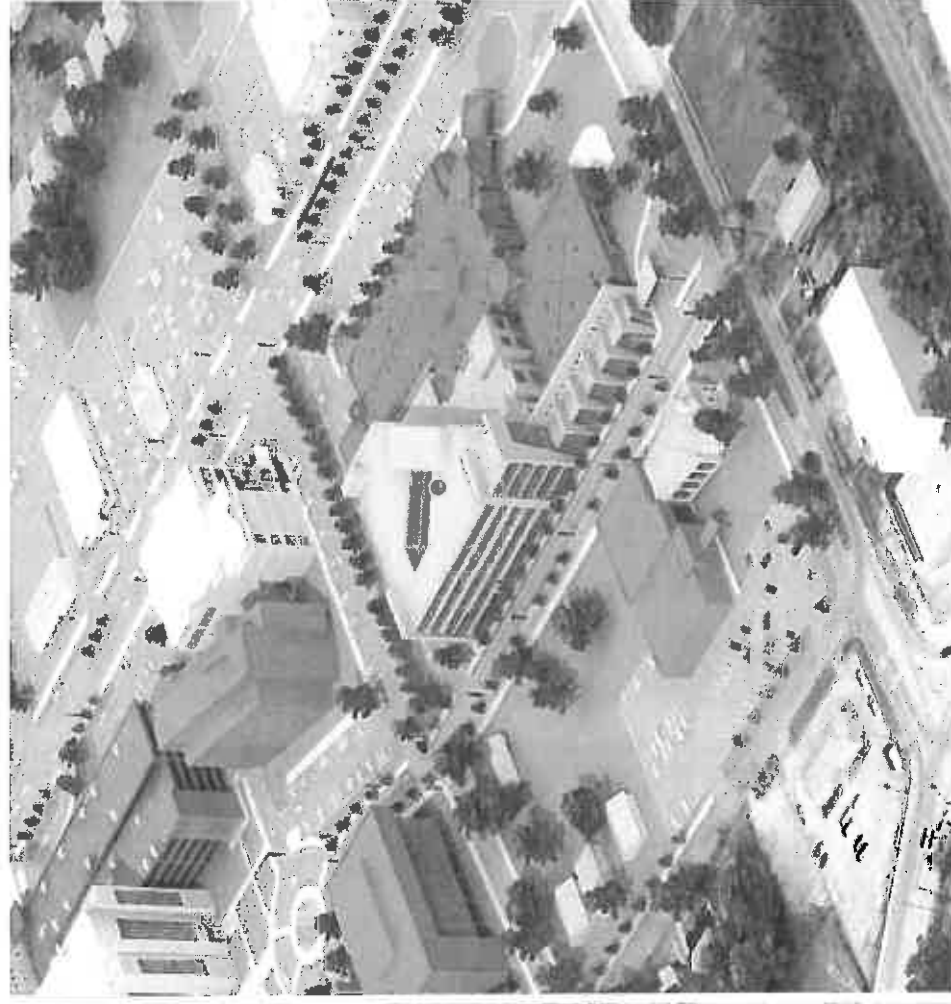
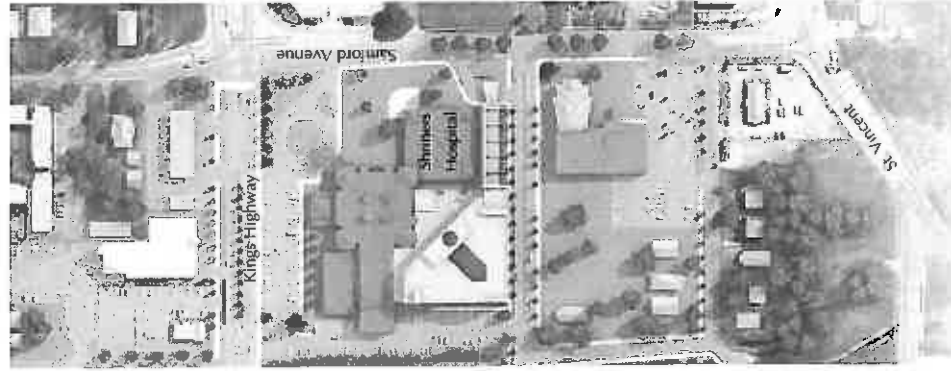
- 450,000 square feet of the total 1,150,000 square feet - seven levels
- Located on Linwood Avenue north of WCC
- Development of an outpatient core group of services to the northwest of the Linwood Avenue and Kings Highway intersection
- Provisional overhead, enclosed pedestrian connection to WCC and ACC
- Easy access to convenient parking in a parking deck that could serve all three outpatient buildings
- Would decompress the main hospital for outpatient imaging and surgical procedures, improving efficiency of more complex, lengthy inpatient services
- Funding sources could include HSA/Health Education/Auxiliary of Louisiana, state, private developers and other enterprises
- Each year there are roughly 58,000 and 12,500 outpatient imaging and surgical procedures, respectively. Many if not most of these would be better managed in an outpatient setting on the LSU campus. This would help improve the efficiency of the main operating rooms and inpatient area, which could focus on emergency and more complicated procedures. Inpatient require overnight and extended stays. In addition, the risk of hospital acquired infections would decrease
- Estimated Construction Cost: \$32-45,000

## Other Mission Critical Projects



### NMC7 Outpatient Center Phase 2: Eye Care and Pediatric Subspecialty Center

- 40,000 square feet of the total 105,000 square feet seven levels
- located on Linwood Avenue north of WCC
- Potential relocation of the Eye Clinic from the high traffic Kings Highway corridor
- Development of an outpatient core group of services to the north-south on the Linwood Avenue and Kings Highway intersection
- Improved connection between pediatric physicians working in WCC and ACC
- Potential overhead enclosed pedestrian connection to WCC and ACC
- Easy access to convenient parking in a parking deck that could serve all three outpatient buildings
- Partial project funding could be from renewed monies from 2011 H92 for LSU pediatric services
- Estimated Construction Cost: \$22,445,000

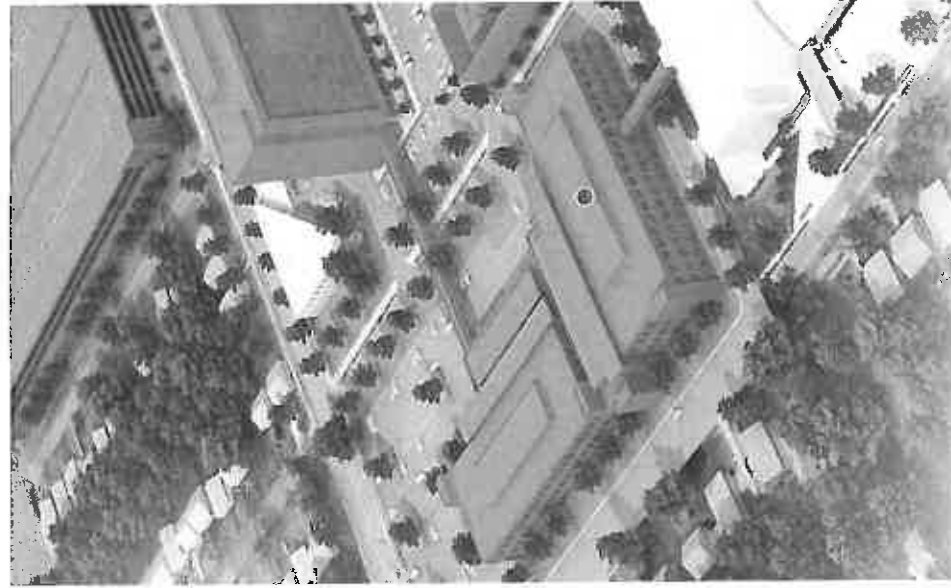
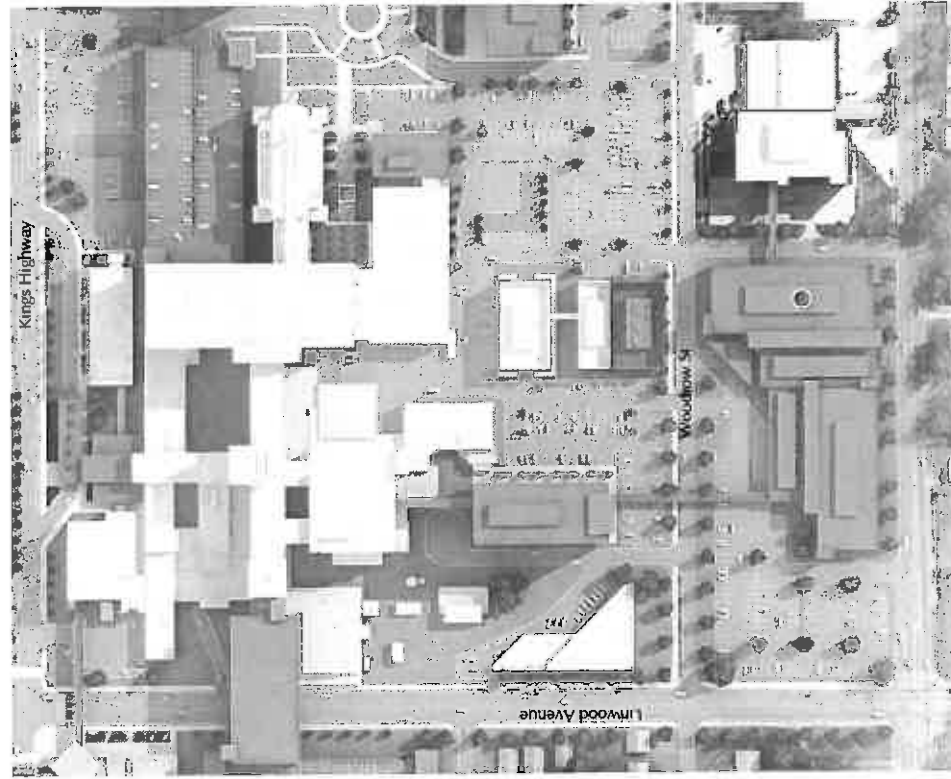


### NCM8 LSU Children's Hospital Inpatient Areas in Partnership with Shriners Hospital for Children

- ~180,000 square feet - five levels
- LSU and Shriners collaborate on clinical and educational programs. Given specialized facilities, it may make sense to build a new children's facility adjacent to the Shriners Hospital. This has been contemplated on a number of occasions.
- It could house inpatient, ER, and surgical services.
- Each year, there are roughly 2,800 inpatient pediatric admissions (emergencies and non-emergency). In addition, there are roughly 5,600 pediatric emergency encounters as well. These might be better managed in a setting especially designed for children. If this were accomplished, the current LSU pediatric areas could be converted into much needed single occupancy space for adult services.

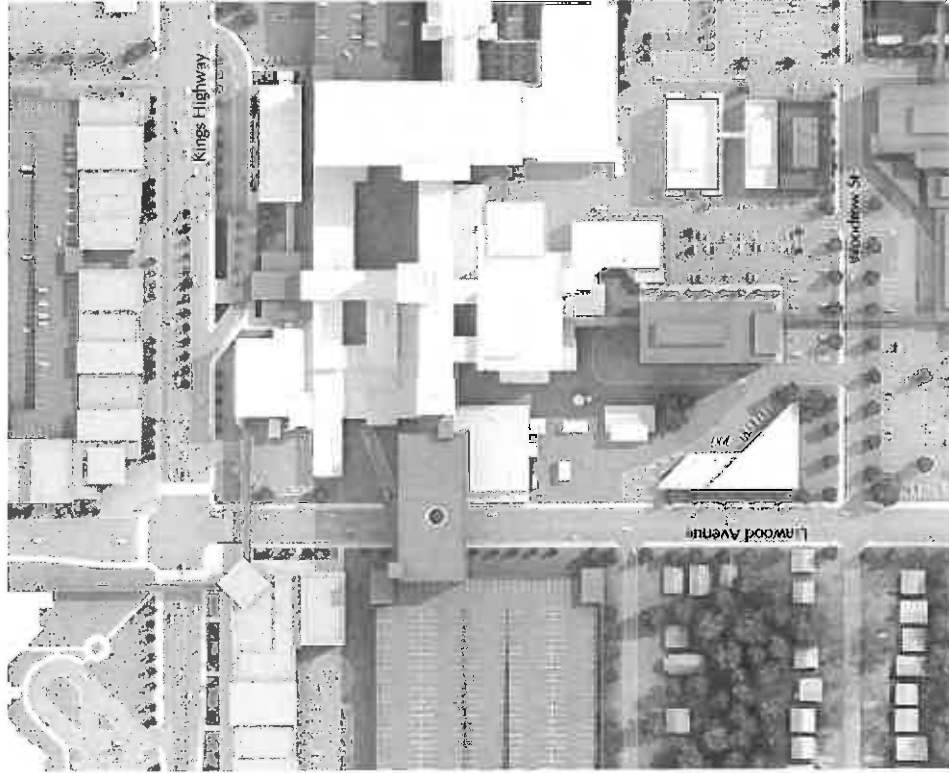
Estimated Construction Cost: \$51,029,000

## Other Mission Critical Projects



### NMC9 Rehabilitation Hospital

- 106,000 square feet, three levels
- Located near the intersection of Dowdell Street and Clarborne Street
- 50 beds
- A direct connection to the School of Allied Health Professions, this project allows for shared resources and teaching opportunities
- Location near the O'Grined neurosciences/ stroke /cardiovascular center also allows for shared synergies
- The building also allows for pleasant views to the south
- This could be developed in partnership with national/socially rehabilitation firms and local hospitals among others
- This facility would assist patients in regaining their pre-injury level of functionality. This might include services for individuals and major head/spinal cord or extremely rehabilitation inpatient needs
- Estimated Construction Cost: \$39,027,600



## NMC10 Psychiatric Bed Tower

- ~140,000 square feet, seven levels
- Span across Linwood Avenue
- 170 beds
- Much discussion during the Vetting Work session focused on the benefits and drawbacks of having the psychiatric beds close to the Emergency Department, as shown in this option, or in a free standing building.
- With a rights approval from the City of Shreveport, this option would maximize the use of currently held property in close proximity to the acute care hospital functions.
- The project could serve as bridge to later parking located across Linwood Avenue.

Estimated Construction Cost: \$114,948,000

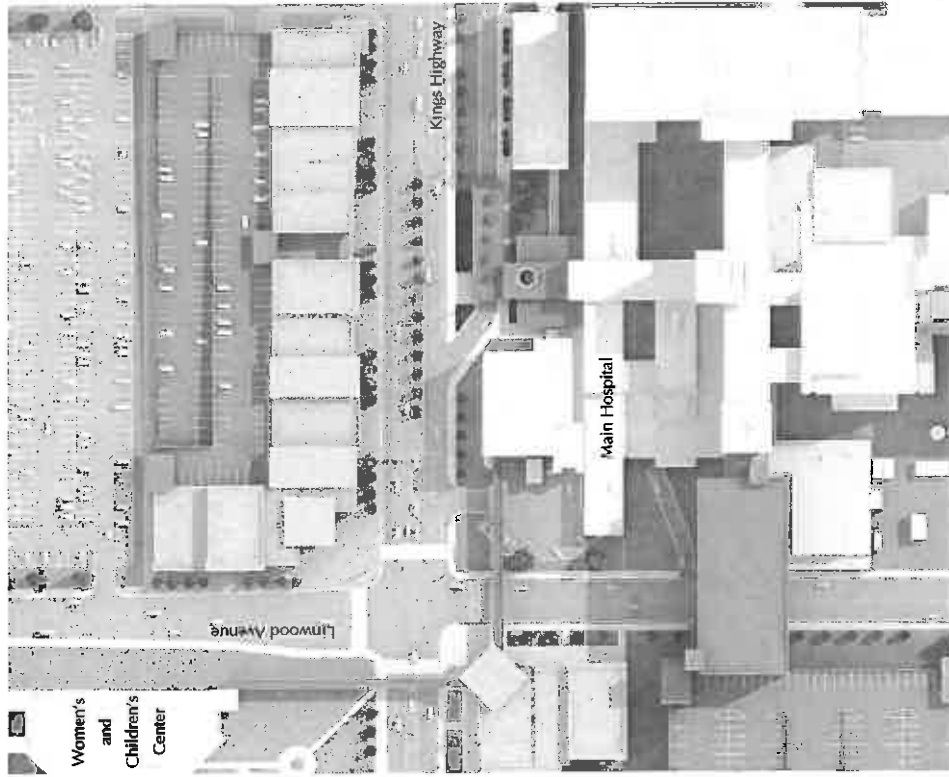
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RMC1	Kings Highway Hospital Entryway Phase I: Vendor Control/Lighting
RMC2	Kings Highway Hospital Entryway Phase II: Driveway - Renovation
RMC3	Hospital Inpatient Areas: Critical Care and Semi-Private Room Conversion
RMC4	Parkview Center: Meeting and Backfill Administrative Space



## Other Mission Critical Projects



### RMCI Kings Highway Hospital Entryway Phase I: Vendor Control/Lighting

- One of the pressing institutional needs is to better track vendors who visit faculty and staff. They enter principally through two entrances - the hospital main entrance and BR lobby. We intend to establish a checkpoint at each of these locations which will require that persons present an SUHHS photo ID to check in providing their inbound and outbound traffic. This will require reorienting the main reception desk at the hospital entrance and establishing one between the BR and medical school lobby. When this is done, other cosmetic improvements will be completed to make the hospital entryway more inviting.
- This project would also help improve important fire egresses for patients, visitors, and prospective employees and students alike.
- Related to the front entryway, improving the exterior lighting around the sidewalk, stairs and trees has been proposed by SUHHS. This was estimated at \$60,000. Community donor funds may be a good resource for this project which coupled with a naming opportunity.

Estimated Cost: \$60,000



### RMC2 Kings Highway Hospital Entryway Phase II: Driveway - Renovation

- ~7,750 square feet - base level
- Located off Kings Highway between Comprehensive Care and the Emergency Outpatient addition
- Create a welcoming environment for patients and visitors
- Addition of a large drive-through canopy shield is patients and guests from inclement weather
- Rework of the entry drive would create a longer queuing area to allow for a valet parking concept
- The new entry addition would refresh an appropriate project brought into the building include a retail concourse, and information kiosk to improve patient and visitor experience, security, and wayfinding
- Formalities at the entry would provide calming background noise to fade out the traffic noise
- Nighttime lighting would be a beacon of light and have a dramatic, contemporary effect
- Estimated Construction Cost: \$19.44-\$50

## Other Mission Critical Projects

### Critical Care Area Improvement and Optimization

This project entails reorganizing intensive care units and creating safer single occupancy rooms. The principal units affected would be the Surgical ICU and Neuro ICU. Two of the major benefits of this project include establishment of a dedicated CCU or Cardiac ICU as well as expanded beds for the trauma center. No architect has been selected for this initiative yet. The estimated cost is \$11 million. Above the emergency department, which might house a new burn center and trauma ICU.

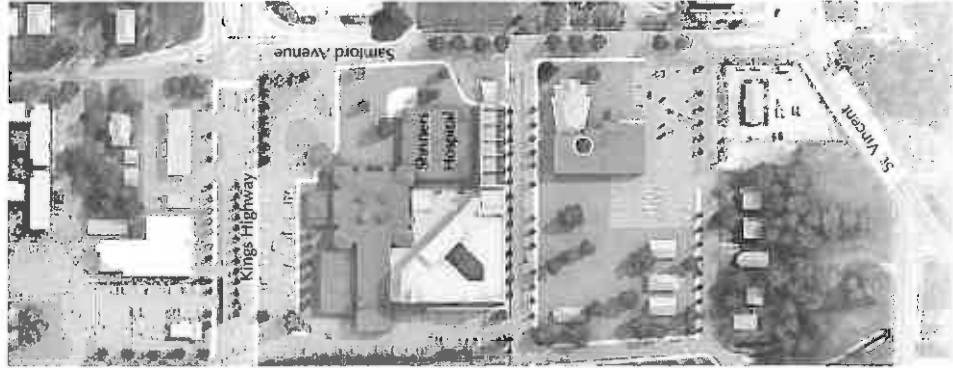
### Hospital Semi-Private Room Conversion

This project entails converting inpatient psychiatric rooms to use for medical/surgical patient use. Benefits of this project include reducing the queuing for inpatient beds. At this time the status of the project is underway. Funding was approved in August 2012 to renovate the following units. The projected completion date is October 2012. We are hoping to place Replacement inpatient psychiatric beds in service at EA Conway Medical Center during the Spring of 2013.

Recognizing the changes in health care delivery and financing, two other needs include:

- The development of an expanded 23 hour / clinical decision / observation unit - this could be adjacent to the Emergency Care Center, possibly in subacute space in the burn center or in another underutilized patient care location
- Expansion of the Neurocritical Care Unit by 2-4 beds to accommodate non-surgical neuro / stroke patients

RMC3  
Critical Care and  
Semi-Private Conversion



### RMC4 Parkview Center II: Meeting and Backfill Administrative Space

This project entails converting the former Parkview Baptist Church into a multipurpose facility. It was acquired by the Health Sciences Foundation in 2011, located on Samford, this is situated at the planned new entrance in the academic core of the campus. The architectural firm assisting with this initiative is Previtt Design. It will be tackled in two phases:

Phase One will entail preserving the architecturally significant features of the structure and using it as a meeting space. After making appropriate ADA, universal and restroom modifications, it should be able to accommodate audiences up to 400 people. Work on this phase is being completed and the projected start date for Phase One work is January 2013. The estimated cost for Phase One secondary renovation is \$1.2 million.

Phase Two will preserve the auditorium building and replace the middle school building that too needs with the primary. After completion, the principal occupants would be Health Sciences Foundation and a number of administrative support areas including purchasing, human resources (pre-employment services), selected material services. The estimated cost for Phase Two remaining new construction is \$55.65 million depending on the final determination of service square footage. Phase Two will be delayed indefinitely until finances permit.

Relocating the Shreveport Medical Society offices and Health Sciences Library to a new Parkview Center are among the suggestions we have received.

- Estimated Construction Cost: \$67.78 million

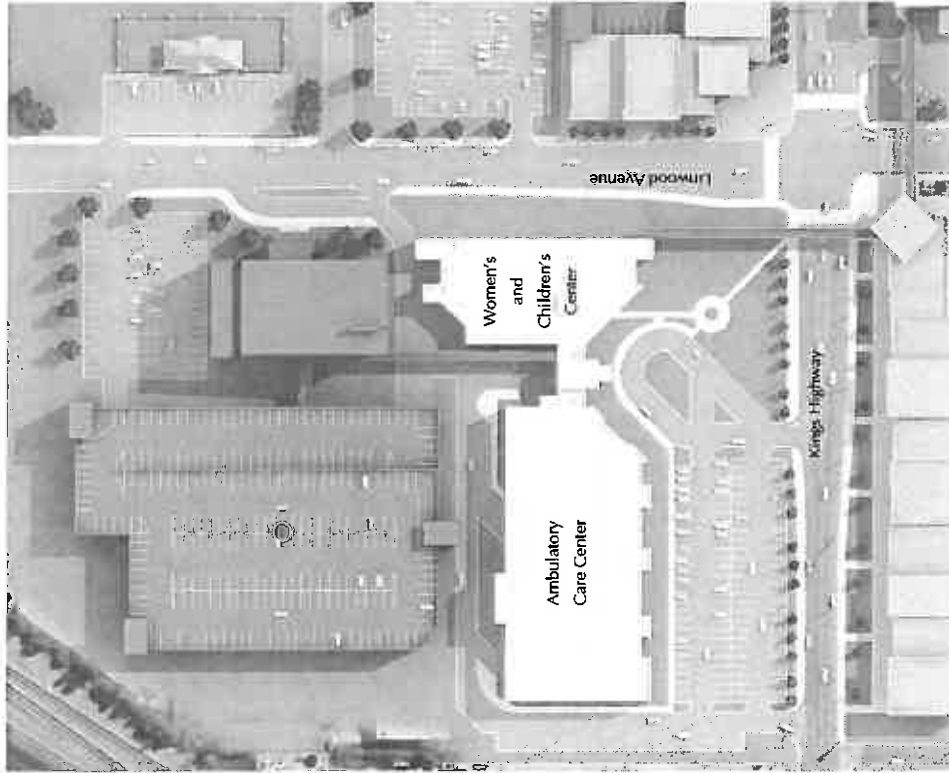
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CEUS1	Parking Deck: Ambulatory/ Outpatient Center
CEUS2	Parking Deck: Medical School/ Cancer Center
CEUS3	Parking Deck: Main Hospital
CEUS4	Central Plant Expansion
CEUS5	Kings and Linwood Overhead Pedestrian Crossing
CEUS6	Cancer Center Pedestrian Crossing
CEUS7	Warehouse Relocation to Old Chevyland Facility
CEUS8	Wellness Center
CEUS9	Third Party Child Care

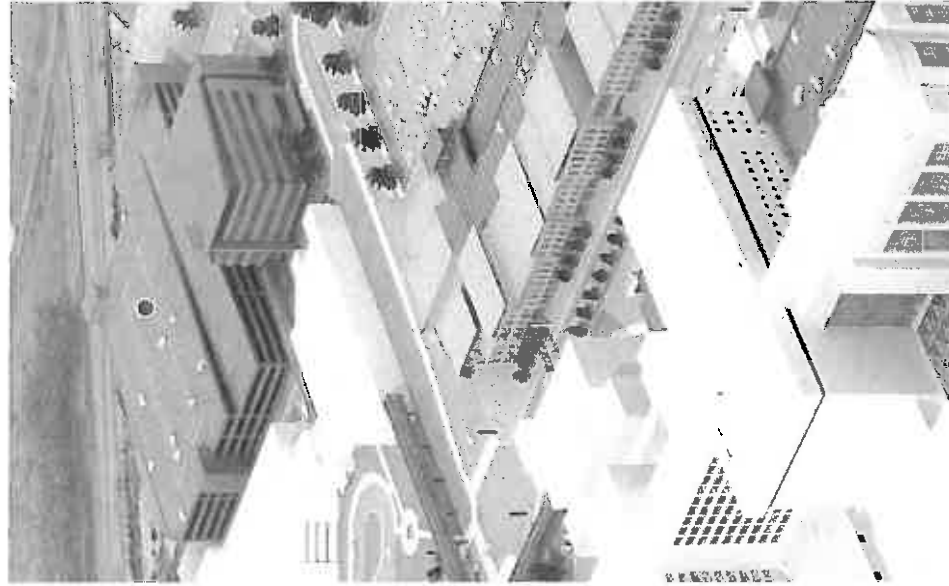
## Other Mission Critical Projects

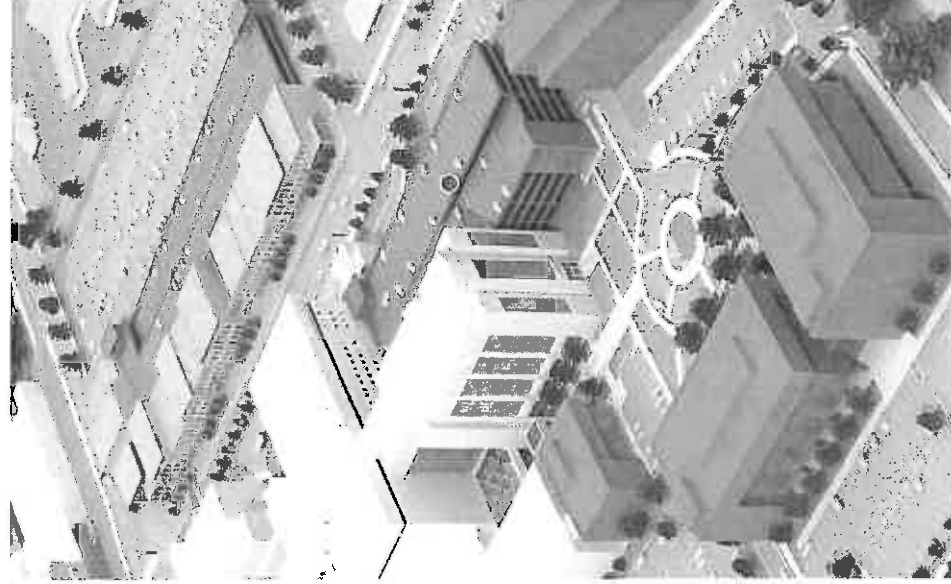
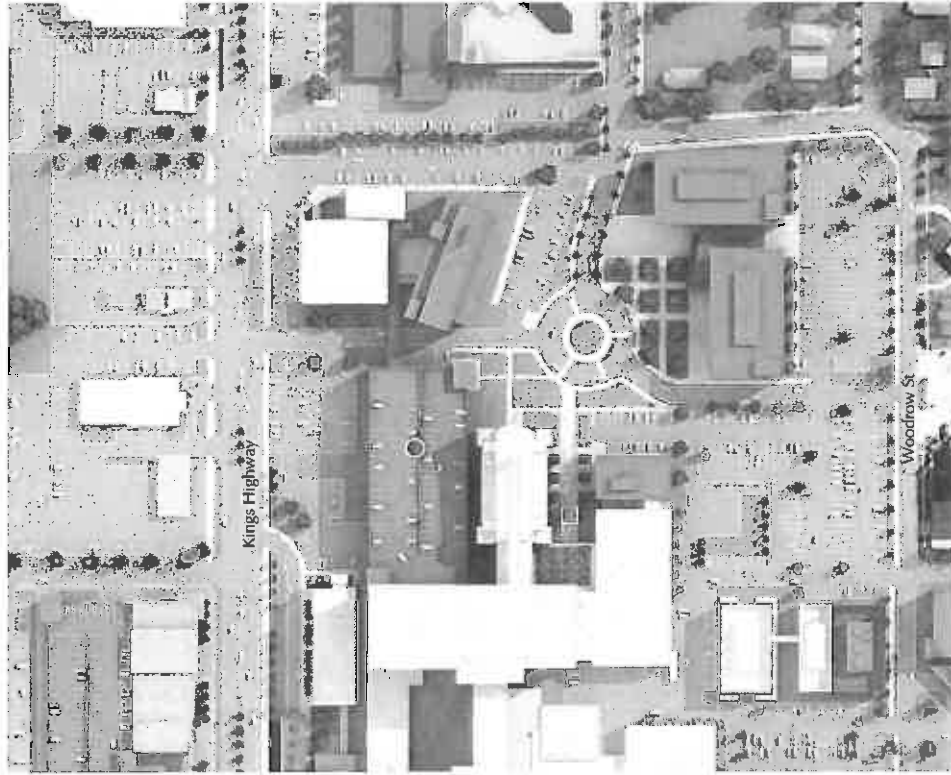


### CEUS1 Parking Deck: Ambulatory/Outpatient Center

- ~1,835 cars - six levels
- Located on Linwood Avenue, north of Ambulatory Care Center and Women's and Children's Center
- Safe and convenient parking is already inadequate for the automobile load that serves Ambulatory Care Center and Women's Children's Center
- The addition of the planned outpatient center would only increase parking issues in this area
- Including a drive-through branch for Campus Federal Credit Union is a possibility

Estimated Construction Cost: \$26,930,750





**CEUS2**  
**Parking Deck: Medical School/ Cancer Center**

- ~500 cars
- Located on Kings Highway
- The location of this parking deck is key to serve patients and visitors entering at the main entry
- These close and convenient spaces will become even more valuable as the large lot across Kings Highway is developed into a mixed-use facility
- This deck serves the hospital, medical school, and East Walker Cancer Center all
- This deck is also well placed to continue the valet parking concept and allow for additional private mixed-use development on the southwest corner of Elmwood Avenue and Kings Highway
- Potentially, partnering with retail opportunities at street level, the deck could enhance the Kings Highway, medical experience. A drive up lane for The Campus Central Credit Union has been proposed



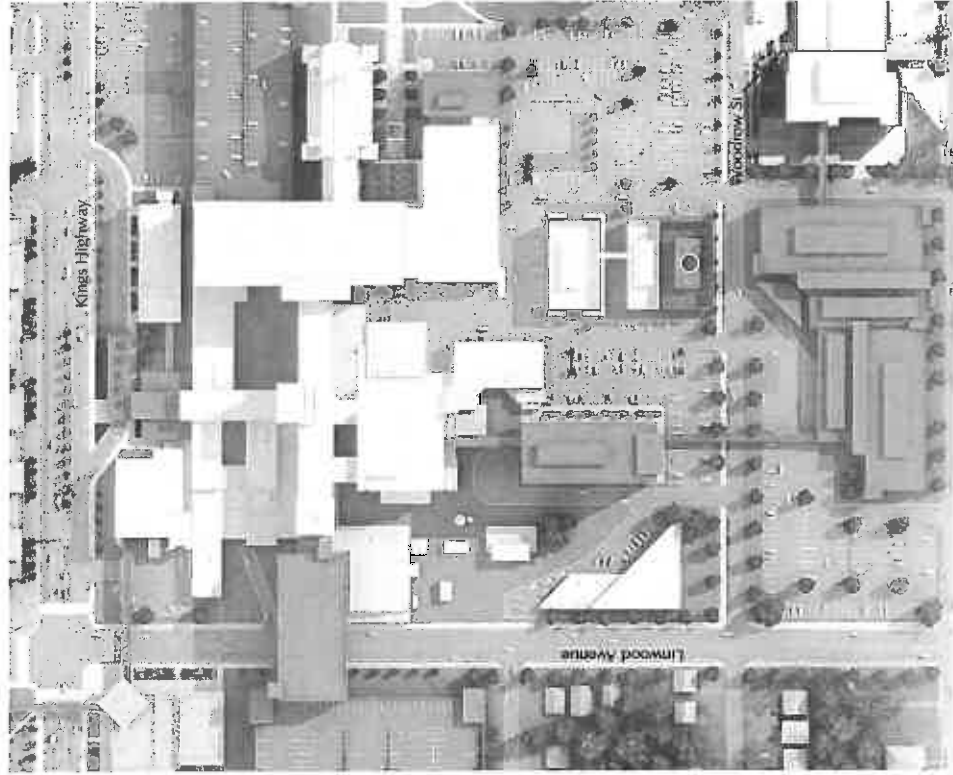
## Other Mission Critical Projects



### CEUS3 Parking Deck: Main Hospital

- ~2,800 cars - six levels
- Located north of Jennings Street and west of Linwood Avenue
- A large parking deck would fulfill a great demand for close and convenient parking for visitors to campus
- Enhanced with the planned psychiatric tower, an overhauled pedestrian walkway, it would increase safety by reducing or eliminating pedestrian crossings on Linwood Avenue to the hospital
- This project could be a key element in any future VA Medical Center relocation to the City of Shreveport's Public Works property west of McMillan Avenue

Estimated Construction Cost: \$116.8M

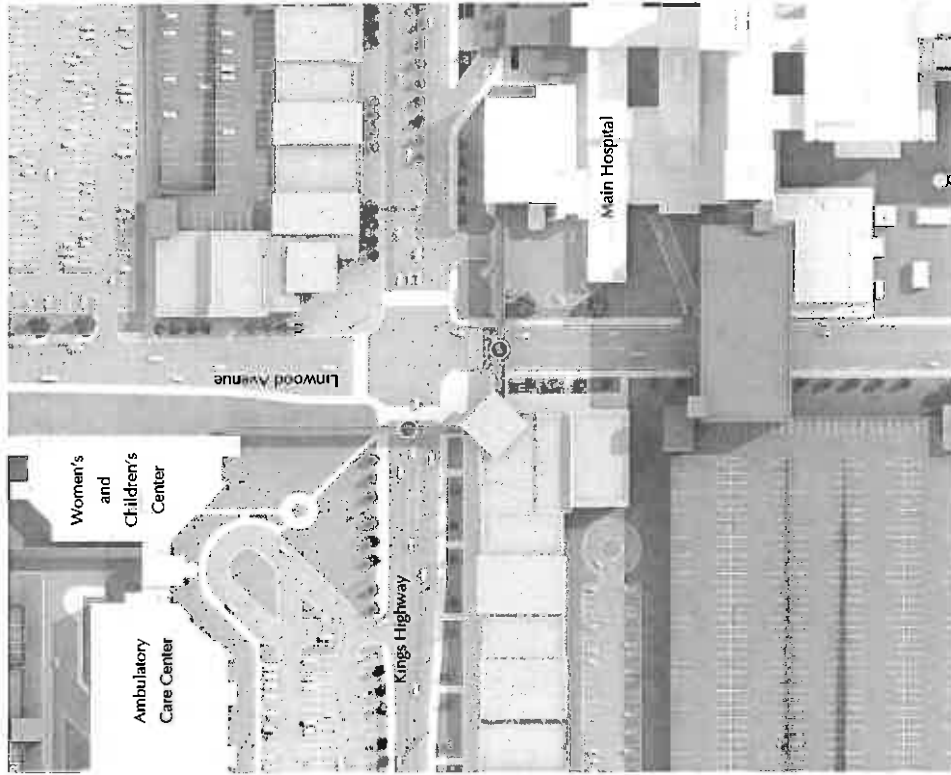


### CEUS4 Central Plant: Expansion

- ~19,300 square feet
- Located on Woodrow Street south of the existing Central Plant
- Centrally located trifurcations would have to expand to rejoin all of the projects within the 2020 Vision
- Serving all of the buildings on campus from one point allows for efficiencies
- Introduction of new equipment could help to phase-out old equipment and improve on air campus energy efficiency

Estimated Construction Cost: \$6.1-8.500

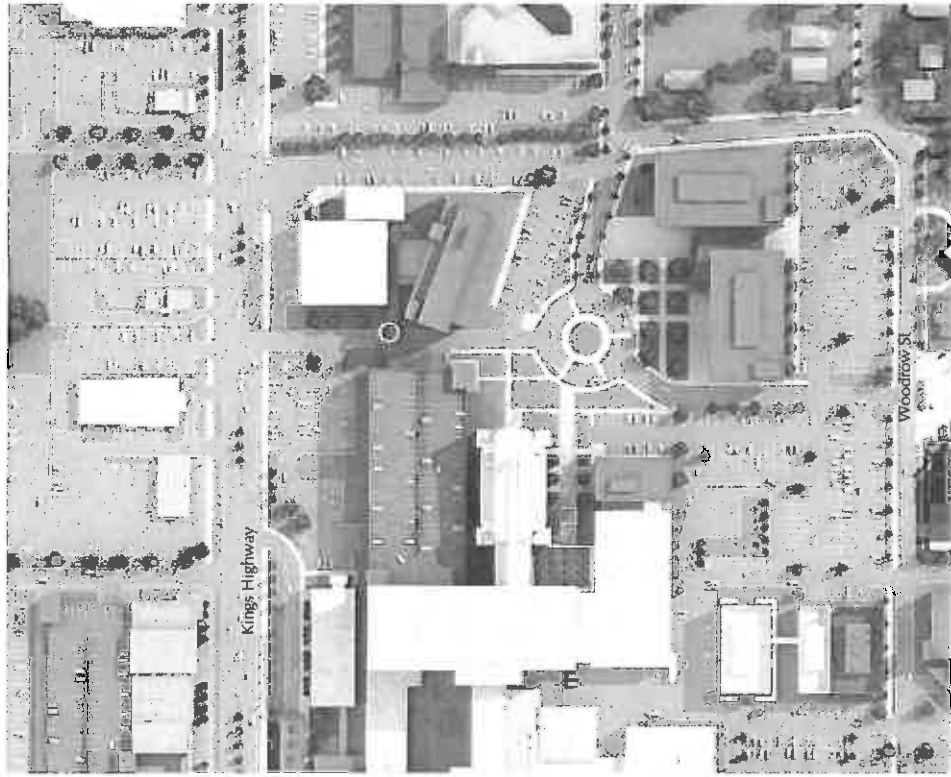
## Other Mission Critical Projects



### CEUS5 Kings and Linwood Overhead Pedestrian Crossing

- 600,000 sq ft
- Overhead connection between the hospital, Women's and Children's Center, and the Ambulatory Care Center
- Improves patient and staff safety by eliminating street crossings across the busy Linwood Avenue and Kings Highway corridor
- Could connect LSU Health Shreveport campus to private development on the northeast and southwest corners of Linwood and Kings Highway

Estimated Construction Cost: \$15-\$20M

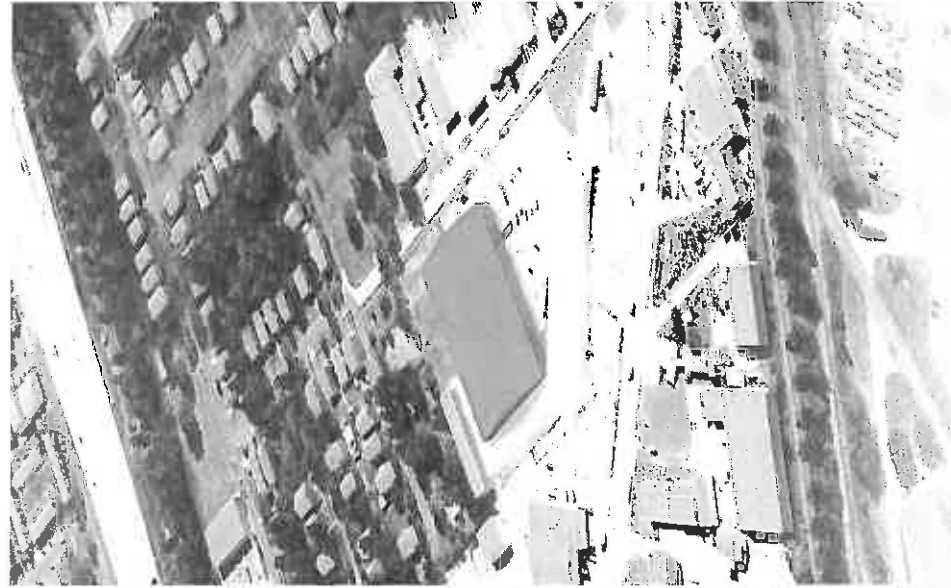


### CEUS6 Cancer Center Pedestrian Crossing

- 525 linear feet
- Enclosed overhead pedestrian walkway from the hospital/medical school to the 7200 - Walter Cancer Center
- Attached, air conditioned overhead pedestrian connector is fully accessible for the treatment of very acute cancer patients to and from treatment at Post-Weiler Cancer Center
- The open air connector will provide open and no longer allowed by Louisiana State University (transparent) patients under inpatient care
- With the upcoming addition of the Cancer Research Institute, even greater numbers of staff will require a convenient connection to the hospital and medical school

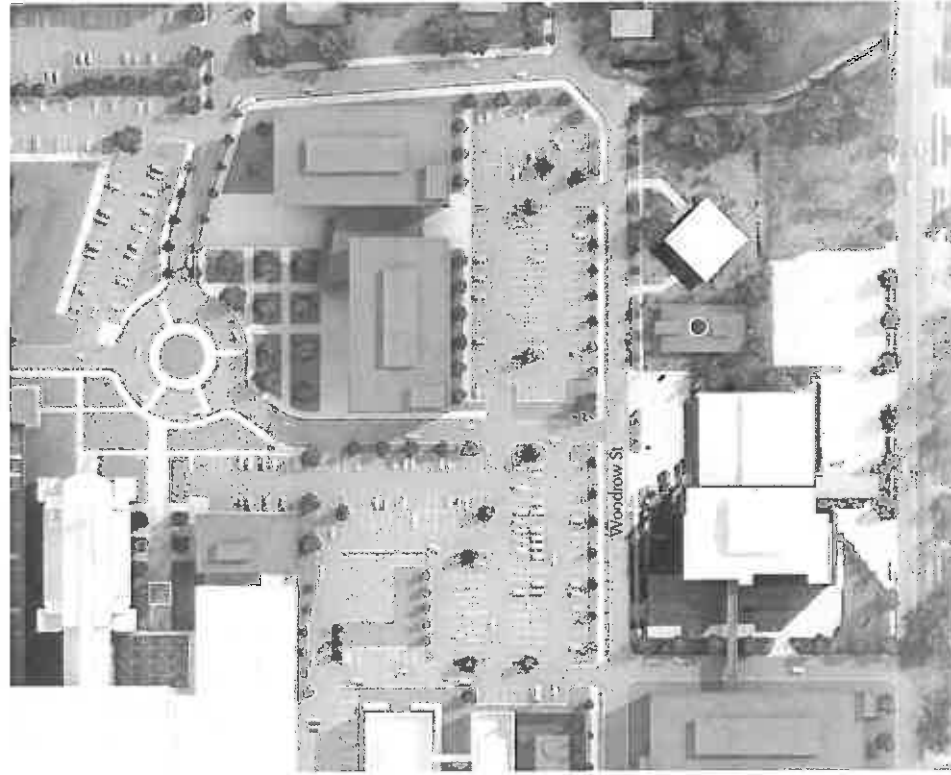
Estimated Construction Cost: \$137.875

## Other Mission Critical Projects



### GEUS7 Warehouse Relocation to Old Chevvyland Facility

- 74,000 square feet - one level
- WVA Union Street
- Relocation from its current location free valuable land near the core of the campus for revenue-generating buildings
- The warehouse fits well within the more industrial setting on Litwood Avenue south of campus
- Replacement of the very old existing warehouse would likely create large enabling energy savings
- This location would remove some heavy truck trafficway from campus
- We would likely demolish the current one-shop at-the same time and relocate those services to the warehouse
- An alternative is to lease a nearby vacant warehouse such as The Murphy Warehouse on Leay Street
- Estimated Construction Cost: \$8,000,000



**CEUS8 Wellness Center**

- ~2,000 square feet - one level
- Located on Woodrow Street West of the Student Union
- Would provide a much-needed service to the employees on campus.
- Continues to emphasize a culture of wellness, health, and fitness.

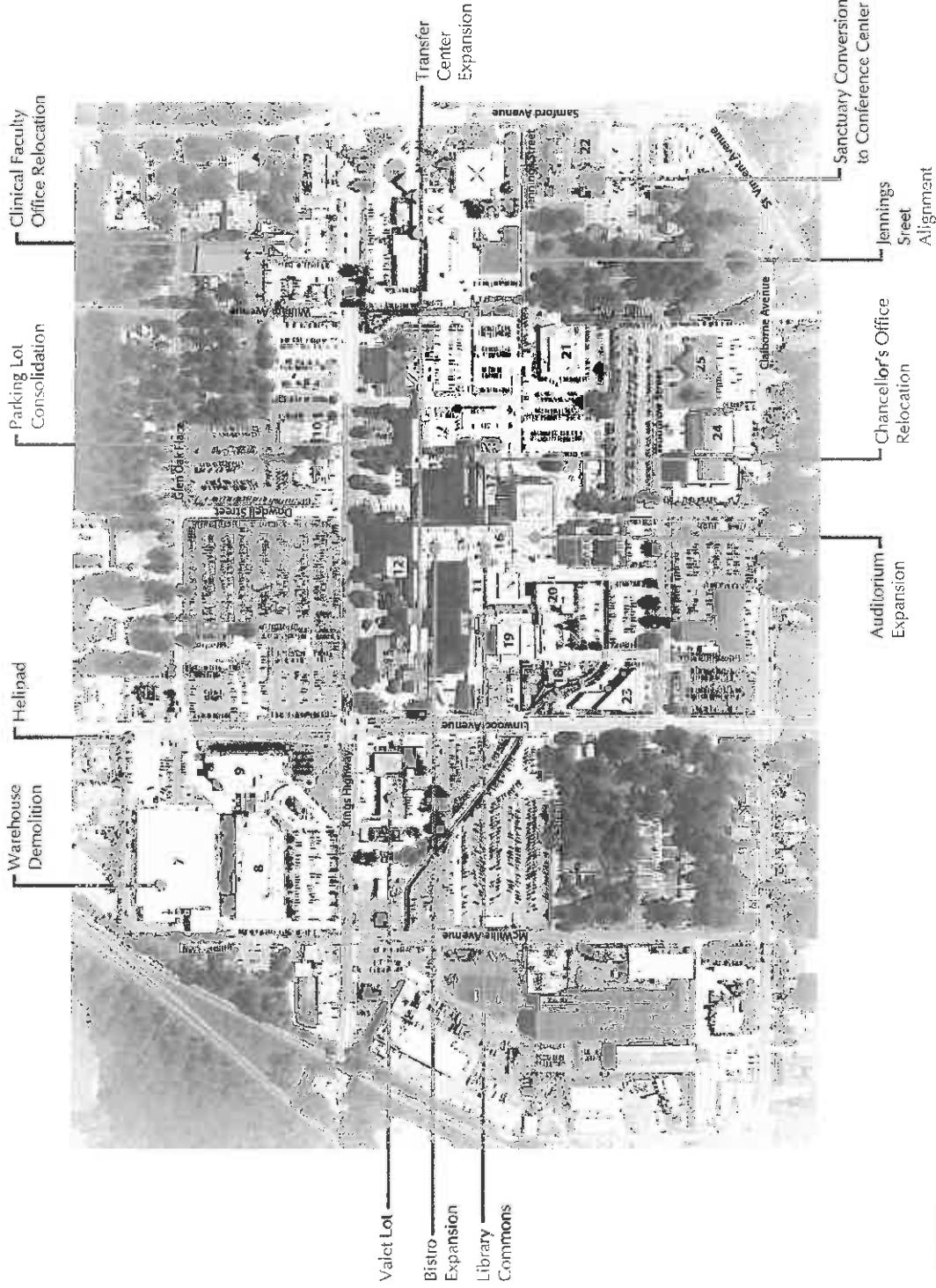
Estimated Construction Cost: \$370,000

## Other Mission Critical Projects



### CEUS9 Third Party Child Care

- ~14,000 square feet, one-level
- Located at the intersection of Glen Oak, Phifer and Linwood Avenue
- This project fills the void for 24-hour child care close to campus for employees
- Its close proximity to campus is convenient
- The project's residential aesthetic and scale would fit in nicely with the residential neighborhood to the north
- Campus research has revealed that finding a third party to operate the child care would be key to its success
- An alternative site already owned by the Foundation is the Marsour property on the corner of Linwood and Claiborne
- Estimated Construction Cost: \$7.1M (2013)



Building Information Legend

- 7. Warehouse
- 8. Ambulatory Care Center
- 9. Women's and Children's Center
- 10. Eye Center
- 11. Hospital
- 12. Comprehensive Care
- 13. Administration Building
- 14. Feist Weller Cancer Center
- 15. Outpatient Department (Hospital)
- 16. School of Medicine
- 17. Biomedical Research Institute
- 18. Print Shop
- 19. K-Wing (Hospital)
- 20. Radiation Therapy Center
- 21. Clinical Research Building
- 22. Parkview Baptist
- 23. Physical Plant Building
- 24. Allied Health
- 25. Student Union



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These investments are important in their own right. In addition, if the transformational and other critical projects are delayed, at least we will have made progress - albeit in smaller steps.

STPER1	Parkview Center Phase I: Sanctuary Renovation/Meeting Facility
STPER2	Blood Center Optimization
STPER3	Faculty Outpatient Offices - Leased Offices
STPER4	Relocation of Chancellors Office
STPER5	Auditorium Expansion
STPER6	Library Information Commons
STPER7	Transfer Center Expansion
STPER8	Hospital Entryway: Phase I
STPER9	Medical School HVAC System Replacement
STPER10	Medical School Laboratory Upgrade Plan
STPER11	Space Management and Planning
STPER12	Rezoning
STPER13	Mailroom / Bistro / Loading Dock
STPER14	Expanded Clinical Simulation Facilities
STPER15	Other Improvements to Interior Spaces
STPER16	Hospital Corridor and Waiting Areas

## Short Term Planned Projects - New Construction, Renovations, and Relocations

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### STPER1 - Parkview Center Phase I:

#### Sanctuary Renovation/Meeting Facility

This project entails converting the former Parkview Baptist Church into a multipurpose facility. It was acquired by the Health Sciences Foundation in 2011. Located on Samford, this is situated at the planned new entrance to the academic core of the campus. The architectural firm assisting with this initiative is Prevot Design. It will be tackled in two phases:

Phase One will entail preserving the architecturally significant features of the sanctuary and using it as a meeting space. After making appropriate ADA, audiovisual and restroom modifications, it should be able to accommodate audiences up to 600 people. Work on the lease is being completed and the projected start date for Phase One work is January 2013. The estimated cost for Phase One sanctuary renovation is \$1.2 million.

### STPER2 - Support Services / Blood Center Optimization

The purpose of this project is to complete the renovation of the blood center building just south of the Cheyland property. It is partially occupied by medicine billing, graduate school archives and other offices. The intent is to relocate other administrative and financial functions to the remaining 5,000 SF.

### STPER3 - Outpatient Faculty Offices

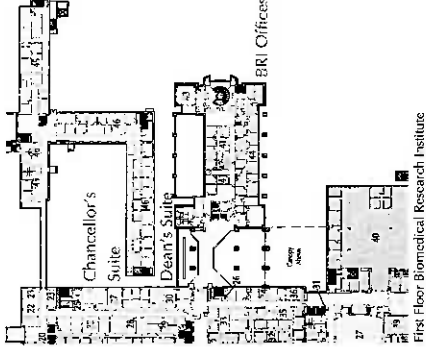
The Ambulatory Care Center does not have sufficient space for all of our faculty practitioners. Many services have opted to locate offices off-campus while others have put up with less than ideal practice settings. Over the next few months, we will be rehabilitating the DCI Building located on Kings Highway. This building has outpatient dialysis on the ground floor. We will locate some Pediatric Subspecialty Clinics, ENT/Otolaryngology, Partners in Wellness and other services to the upper floors there. This facility will be easier to reach for many patient with its ground level entrance and parking outside the building lobby.



### STPER4 - Relocation of the Chancellor's Office

At present, the Chancellor's and Medical School Dean's Offices are in the same suite on the first floor of the medical school. This is understandable as the two posts used to be occupied by the same physician executive. It is desirable to separate these offices to improve role clarity for both offices. The Chancellor's Office is comparable to a health system corporate office overseeing the three hospitals and three schools. The Dean's Office focuses on the activities of the medical school faculty, staff and students. It would aid some administrative matters if the core staff were located within the wingspan of each executive. That is not possible because the HSC administrative areas are congested.

The most logical location for the Chancellor's Office and his staff are the offices currently occupied by the Biomedical Research Foundation on the first floor of the Biomedical Research Institute. This location is one the most prominent and accessible locations at the campus core. It has its own dedicated surface lot and a ground level exterior entrance. In addition, LSU Health Shreveport already leases over 85% of the BRF. Furthermore, the BRF has additional office space available to it in the Biospace facility and other locations under its control. No recent discussions have taken place regarding this possibility. The projected relocation costs would be minimal and the benefits would be considerable.



First Floor Biomedical Research Institute

### STPER5 - Medical School Auditorium Expansion

This project entails expanding the auditorium to accommodate larger first and second year classes. Removal of the projection booth and some re-configuration can accommodate approximately thirty new seats. Benefits of this project to LSU include increased revenue associated with a larger class. Benefits to Louisiana from this project are additional physicians to join the workforce. The source of funding for this will be medical school. The estimated cost has been in the range of \$200,000. The projected start and completion dates have not been determined.

## Vision 2020 Master Facilities Plan Short Term Planned Projects – New Construction, Renovations, and Relocations

### STPER6 – Library Information Commons

Focus groups with student indicate that they would like increased and improved study space in the library, and faculty are interested in small group rooms for classes. The information commons project would meet these needs and bring the library in line with current trends among other academic libraries in the country. The ground floor of the library will be renovated to create a space where students can work individually or collaboratively in an attractive, comfortable environment that is rich with resources. The space will include an abundance of electrical outlets; appropriate lighting; study tables that are large enough to accommodate laptops, books and writing space; as well as comfortable seating areas for reading. This secure space will be high-tech and will provide a vending area so that students do not have to leave the area when studying or working late hours. The ground floor location will make it convenient to the core labs used by students.

### STPER7 – Transfer Center Expansion

The LSUSTAT Transfer Center is a 24/7 communications resource for the institution and the community hospitals we serve. In order to meet additional needs, the Transfer Center will need to be expanded in the very near future. Ideally, it needs to remain adjacent to and integrated with the Emergency Care Center. Its expanded role will include providing Shreveport ER staff with EMS communications and routine logistics support, regional telemedicine network coordination and disaster / multi casualty logistics assistance. An additional 200-300 SF is necessary to meet the current and near term needs.

### STPER8 – Hospital Entryway Phase I

One of the pressing institutional needs is to better track vendors who visit faculty and staff. They enter principally through two entrances – the hospital main entrance and BRI lobby. We intend to establish a checkpoint at each of these locations which will require that persons present an LSUHSCS photo ID or check in providing their own photo ID. This will allow us to better track inbound and outbound traffic. This will require reorienting the main reception desk at the hospital entrance and establishing one between the BRI and medical school lobby. When this is complete, other cosmetic improvements will be done to make the hospital entryway more inviting.

### STPER9 – Medical School HVAC Upgrades

One of the concerns raised in the recent faculty research retreat was regarding the HVAC or heating, ventilation and air condition system. The current system has been improved where possible, however some debris particulate still travels through some sections potentially compromising lab spaces. As part of the medical school maintenance and upgrade plans, a determination needs to be made whether future repairs would remedy this or if the system requires replacement.

### STPER10 – Increasing Number and Quality of Research

Faculty Research Retreat participants offered a number of suggestions for improving the setting for basic, clinical and translational research. These appear in the Appendix. They are consistent with other recommendations which appear in this document including the relocation of certain administrative functions from the academic core to other locations such as the blood center and Parkview when funding permit. In addition, based on recent successes in the Department of Anatomy and Cell Biology, a laboratory funding formula was suggested for replenishment and recruitment purposes.

### STPER11 – Space Management and Planning

This project entails improving local capacity related to space management. Organizations of our size typically have one or more architects on staff to assist with design and optimization. Space issues consume an inordinate amount of time on the part of senior management here. We propose hiring an architect and offering internships for students from area schools of architecture such as Louisiana Tech and LSU (Baton Rouge). Benefits of this project include reducing the burden on executives and improving their ability to focus on strategic matters. The estimated cost of this is \$100,000 per year. This could be recovered, in part, through user fees assessed to departments requiring their services.

### STPER12 – Rezoning

The Foundation owns a number of lots which are south of the Shriners Hospital and Jennings Street and west of Samford. Hopefully these will one day give rise to one of the multipurpose academic facilities proposed in this document. In the interim, they are well suited for surface parking areas. In order to convert existing property to mid-term parking use, we will need to address the zoning requirements. This property is currently zoned residential.

### STPER 13 – Mailroom/Loading Dock Consolidations and Ground Floor Bistro Expansion

This project entails constructing an expanded dining and lounge area on the ground floor of the medical school. It will be located in the current mailroom which will be relocated to an area adjacent to the loading dock currently used by the Annex store. The Annex will be consolidated into the bookstore location. Benefits of this project include providing students and staff with more areas to congregate and socialize. Additional benefits are new efficiencies in materials handling by consolidating the mailroom and general stores/receiving functions. The source of funding for this will be Auxiliary Services and Sodexo. The architectural firm assisting with this initiative has not been determined. The estimated cost has been in the range of \$75,000. The projected start and completion dates have not been determined.



## Short Term Planned Projects - New Construction, Renovations, and Relocations

compiled by  
Suzanne Schulz

### STPER14 - Expanded Clinical Simulation Facilities

The Health Sciences Center is fortunate having simulation labs which aid in medical student instruction. This includes specially equipped exam rooms, resuscitation and surgical spaces. Over time, these should probably migrate to a larger state-of-the-art facility capable of supporting all caregiver students as well as LSU Health Shreveport and community practitioners. This would be a terrific resource for studies looking at patient safety initiatives and human factors engineering as applied to patient care. One such example to consider is the "Smart Hospital" at University of Texas Arlington. Please visit <http://www.uta.edu/nursing/smarthospital/> for more details about one leading and nearby facility.

### STPER15 - Other Improvements to Interior Spaces

When funding permits, investments should be made in functional improvements to the medical school and hospital regarding interior signage (directional and locational) and restrooms.

#### Digital Signage Boards

In areas where people congregate, such as waiting areas and elevator lobbies, digital signage boards can provide useful information and momentary entertainment. These have been successfully deployed in the School of Allied Health Professions. This could be added to the list of projects for the Foundation.

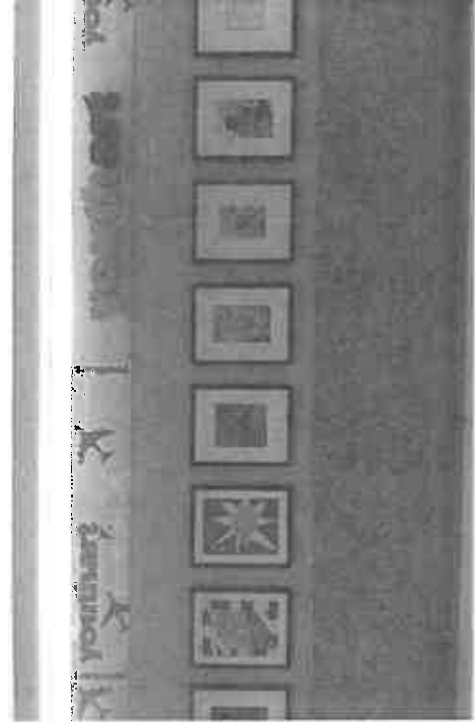
#### Hands-Free Bathroom Fixtures

Hands-free fixtures have been demonstrated to reduce the transmission of germs. When hands-free faucet controls are available, the likelihood of persons to use proper hand-washing techniques increases significantly. The benefits for infection control are obvious. It's for that reason that hospital operating rooms have had hands-free sinks for years. The Shreveport campus has many public restrooms and private patient bathrooms. Most bathrooms are currently equipped with traditional fixtures. While it is often easier to design these into new facilities, older facilities should be considered for retrofitting when finances permit and replacement facilities are many years off. The highest traffic lavatories should be considered. Furthermore, conversion to energy efficient hands-free dryers can reduce transmission of germs in addition to reducing the operating supply costs for paper towels. These also reduce litter build up in busier restrooms.

#### Other Possibilities

Patients, family members and caregivers benefit from healing environments with a host of thoughtful design features. This includes generous access to natural/ambient light, incandescent versus fluorescent fixtures, music/white noise, and efforts for sound dampening/control. While it is often easier to design these into new facilities, older facilities should be considered for retrofitting when finances permit and replacement facilities are many years off.





### STPER16 Hospital Corridors and Waiting Areas

Many utility corridors, stairwells and patient waiting areas have a dated and drab feel to them. They would benefit from new painting/wall coverings, artificial plants and artwork. New seating and other furnishings are necessary. Recognizing the institution's considerable financial challenges, expenditure of limited funds on these improvements may be tough to justify. However, community donor funds may be a good resource when coupled with a naming opportunity. This could be added to the list of projects for the Foundation.

The Fast-Weller Art in Medicine program has been successful in placating part of the Cancer Center's anguishing patients in need for their creative energy. The program has made a sizeable jobber and waiting areas more colorful, fun, humane and lively. Bringing art into other areas of the medical center, with patients and other community artists, would be desirable. The placement of aquariums would provide an entertaining alternative to televisions in some waiting areas.

Some public facilities create galleries in their corridors and other spaces for displaying local artwork. The Shreveport Regional and Dallas Fort Worth Airports are two such examples. Perhaps this strategy could be adopted in up all LSU in partnership with the Foundation, the Gaddis and Bossier School Districts and Shreveport Arts Council. The accompanying photos were recently taken at the Dallas Fort Worth International Airport. By doing this in other parts of the hospital, leg, weary corridors and waiting areas it would certainly help energize and warm up the spaces. It would also give local students and other artists an opportunity to display their talent.

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STPRP1	Woodrow Street Resurfacing
STPRP2	Jennings Street Improvements
STPRP3	Kings Highway Valet Parking Lot
STPRP4	Parking Lot Consolidation
STPRP5	Naming Internal Roadways
STPRP6	Helipad



## Short Term Planned Projects - Roadways and Parking

### STPRP1 - Woodrow Street Resurfacing and Parking Meters

In the vicinity of the School of Allied Health Professions, the condition of Woodrow Street is poor and requires repairs. This maintenance project entails filling potholes and repaving expanses of Woodrow Street. Since there are no sidewalks, the beneficiaries would include pedestrians and vehicles alike. No engineer has been selected for this initiative as of yet. If it is a straightforward repaving, an engineer may not be necessary. The estimated cost is \$70,000. At this time the status of the project is that it will be going out to bid by August 2012. The projected completion date is October 2012. In addition, placement of parking kiosk for side of street paid parking is contemplated. This would be operated by Auxilliary / Parking Services.



Aerial View of Existing Woodrow Street

### STPRP2 - Jennings Street Realignment

This project will help in establishing a new high profile entryway to the academic campus off of Sanford next to the Parkview Center. This entails developing a thoroughfare to link Sanford and the campus core. It will improve interior circulation for employee parkers and reduce the burdens on other campus entries. The engineering work is completed and the estimated construction cost is \$450,000. It is being funded through Auxilliary/Parking Services. At this time the project is slated to begin around January 2013 with a projected completion date February 2013.



Proposed Jennings Street

## Vision 2020 Master Facilities Plan

## Short Term Planned Projects - Roadways and Parking

### STPR3 - Kings Highway Valet Parking Lot

This project entails converting the vacant lot across from the Ambulatory Care Center into a valet only lot. This was previously the site of a small retail strip facility. This would be operated and staffed by a vendor under contract with LSUHSC. The principal beneficiaries of this project would be visitors to the hospital and ambulatory care center who could park more easily. While it would need to operate on a fee-for-service basis, it would likely improve customer service perceptions. No designer/vendor has been selected for this initiative. The estimated cost has not been determined. At this time the lease is being finalized with the Foundation and improvements will be made shortly thereafter.



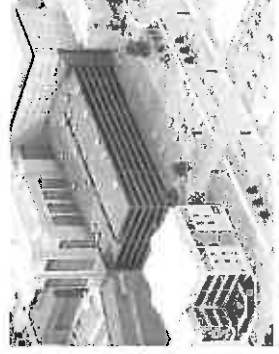
Aerial View of Existing Ambulatory Care Center

### STPR5 - Naming Internal Roadways

A few of the internal campus roadways are unnamed. To assist with general wayfinding and guiding visitors, these should be named. This includes the road between the cancer center and Administration Building. In addition, this presents a naming opportunity for the organization to honor campus or community leaders, donors or themes. Leadership should also consider the possibility of renaming Jennings Street, unless there is a compelling historical or legal reason to keep this current name in effect, a new name could be valuable in recognizing an important theme (e.g. Discovery) or individual deserving of that honor (e.g. Dr. John McDonald), if approved by the city council.

### STPR4 - Parking Lot Consolidation

This project was envisioned as a means for reducing the number of entries to Kings Highway. Fewer entries would improve safety by reducing the number of vehicle/pedestrian conflicts. The estimated cost is \$200,000. Given fiscal constraints, this time the status of the project has been placed on hold. No projected completion date is available.



Proposed Parking Lot Consolidation

### STPR6 - Heliport

Over the next few years, we are anticipating increased numbers of interfacility patient transfers. As many of these patients will have time-sensitive conditions, we expect that we have more patients arriving via helicopter. Our hospital's rooftop heli-stop serves to off-load emergency patients only.

An on-campus heliport would have the following characteristics: a safe and unobstructed landing approach, ground level, refueling capability and crew quarters. This would not replace the need for the rooftop heli-stop. A good site for this might be the former Yokem Toyota lot on Linwood north of the Ambulatory Care Center. In addition, there are no other uses currently contemplated for this area.



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LBP1	Molecular Imaging and Radiochemistry Research Facility
LBP2	Hospital Diagnostic Support Services Renovation Health Sciences Center - Shreveport

## LBP1 - Molecular Imaging and Radiochemistry Research Facility

The Biomedical Research Foundation and LSU have an opportunity to establish a Molecular Imaging and Radiochemistry program which links patient care, research and education across campus.

Molecular imaging allows the visualization of any cellular function and molecular processes. The ability to image fine molecular changes offers an incredible number of exciting possibilities for health care including early detection, diagnosis, and even treatment of disease. The ability to image a specific disease pathway not only increases the knowledge of the disease mechanism, but also provides new therapeutic opportunities.

We envision an on campus facility that would provide expanded PET imaging capabilities, radiochemistry research laboratories, radiopharmaceutical manufacturing facilities and other related state-of-the-art capabilities. Current collaborations include neurology, cardiology and oncology which provide obvious synergies with the proposed Feist-Weiller Cancer Center Research Building and the Academic Research Facility.

It is estimated that approximately 30,000 square feet of dedicated space is required to firmly establish this program on campus. This space will have specific requirements that address the unique nature of the program. This facility may be either freestanding or integrated into another building contemplated in this community / campus facility plan. One possibility is the Parkview Center's school and gymnasium facility. This would not impact the plans for converting the sanctuary into a much needed conference center.

LBP2 - Hospital Diagnostic Support Services Renovation Health Sciences Center - Shreveport

Need

- Renovate space in the hospital to meet increasing demand for clinical laboratory services
- Improved layout of current space to increase efficiency and usage of area
- Improve turnaround time for critical laboratory tests by improving pneumatic tube access for the clinical laboratory staff
- Recapture in-patient bed space
- To comply with requirements of accrediting laboratory agencies such as CAP/CLIA which have cited our facility for lack of adequate space repeatedly

Supporting Data

- Project consolidates hospital services, improves patient flow, provides modernization for ergonomics and efficiency, and helps to relieve over crowding of patient beds
- Portions of the targeted areas have had little or no renovation from original hospital construction
- Space to support diagnostic services has not increased with the growing demand to handle the volume and type of patients involved in the last 20 years
- Enhance patient safety through improved throughput and subsequently decreasing turnaround time for critical laboratory testing

Design Description

- Total renovation of approximately 11,275 square feet of space with handicap accessibility, improved air handling, lighting, and finishes
- Cost is based on \$315 per gross square foot of space, considering inflation of current construction cost in year 2013 assuming construction starts in that year

Expected Improvements the Project Will Provide

- Consolidation of laboratory resources
- Increased output of laboratory services
- Improved organization and work flow
- Optimal utilization of current space
- Relief of over-crowding of patient beds
- Expansion of pneumatic tube system to decrease transport time and to improve utilization of medical technologist FTEs
- Meet space requirements for testing as per accrediting agencies

Project Category:	New Project
Project Costs:	100 % General Obligation Bonds
Construction	\$ 6,459,079
Planning	\$ 645,908
Contingency	\$ 645,908
Hazardous Materials	\$ 34,304
Equipment	\$ 1,414,301
<b>Total</b>	<b>\$ 9,199,500</b>

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# 08

Strategic Renewal of City  
Public Works Facility:  
A New Veterans  
Affairs Medical Center





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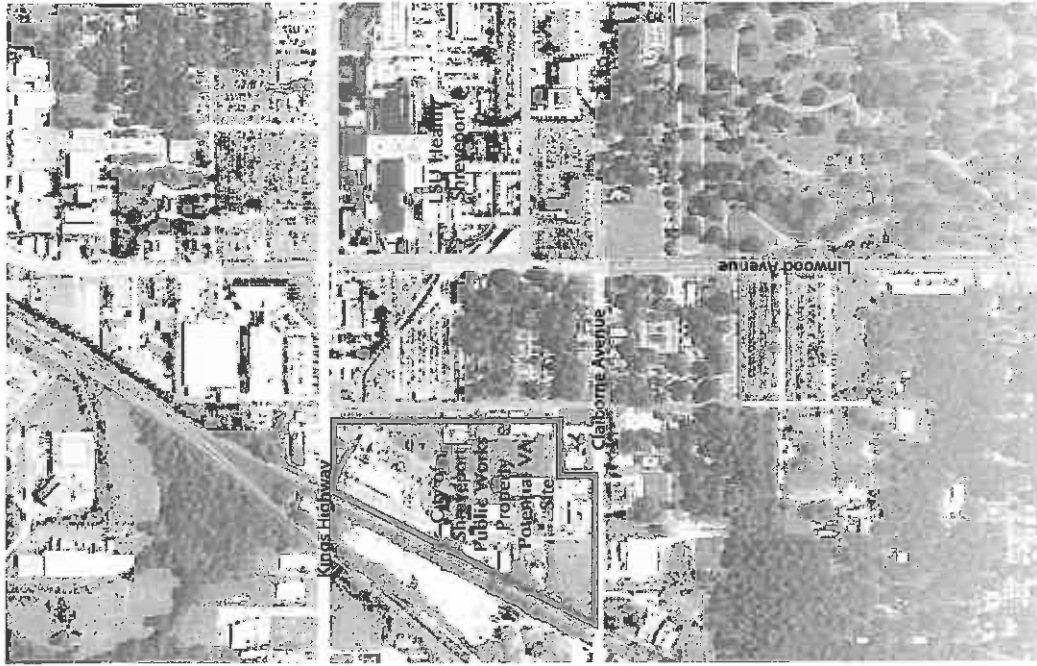
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### Overton Brooks VA Medical Center

The Visioning Work Session discussed the possibility of relocating the existing Overton Brooks VA Hospital to be in closer proximity to the LSU Health Shreveport campus. Built in 1947, the existing 500,000 SF facility was designed around a largely inpatient volume. The building's age and inefficiencies stemming from changes to health care delivery make it a candidate for replacement. A large percentage of the VA's physician staffing is provided by LSU medical school faculty and residents. Locating the Overton Brooks VA in close proximity would provide great staffing efficiency and educational opportunities that would improve veteran health delivery and, potentially, outcomes. The addition of VA Medical Center resources to the Kings Highway Health Corridor would certainly strengthen the member organizations and surrounding community. One off-campus possibility that has been mentioned by Overton Brooks VAMC leadership is the development of a comprehensive women's health center off-campus. Locating this on the Public Works property presents some interesting possibilities. The proximity to the LSU Department of Obstetrics and Gynecology, and other specialty services, makes this site especially interesting and worthy of investigation.

One of the intriguing aspects of this concept relates to the origins and history of the LSU Medical School. Many people look to the VA Medical Center as the genesis of the medical school. Initial classes for the medical school were held at the VA Medical Center in the late 1960's.





### City of Shreveport Public Works Property Potential VA Site

The City of Shreveport Public Works is located west of the LSU Health Shreveport campus. It is bordered by Kings Highway, McWillie Avenue, Claiborne Avenue and the railroad tracks to the west. LSU Health Shreveport views this property as a potential opportunity to relocate the Overtown Brooks VA Hospital to this site. Its close proximity would foster greater collaboration between LSU Health Shreveport and the VA, where many medical students gain valuable experience. An alternative use for this site may be for a satellite of LSU or Louisiana Tech College of Engineering. The Public Works office building could serve as much needed space for LSU during construction as well. This has not been broached with the city and might require land swapping to acquire the property.



Benefits of VA Hospitals on a Medical School Campus:

- The U.S. Department of Veterans Affairs (VA) is the largest single provider of professional medical and health education in the country and, because of its educational mission and commitment to providing educational resources, is often the preferred training site for medical students and residents.<sup>1</sup>
- The affiliation also allows clinical access to diverse and medically complicated populations, and is cost-effective in sharing clinical and research resources.<sup>1</sup>
- The American Association of Medical Colleges (AAMC) data reflect that 107 of the nation's 125 accredited allopathic medical schools are currently affiliated with Veterans Affairs Medical Centers (VAMCs).<sup>1</sup>
- Leads to effective collaboration between the two campuses.<sup>2</sup>

Eight Veteran Affairs Medical Center / Medical School relationships are profiled on the following pages:

- Baltimore
- Lexington
- Cincinnati
- Nashville
- Denver
- Houston
- Orlando
- New Orleans

## VA Hospital Presentation

### Baltimore, MD Medical Center:

- Majority of the physicians who work for the VA Hospital hold dual appointments at the University of Maryland School of Medicine.<sup>3</sup>
- Over 1,000 residents, interns and students from various disciplines are trained throughout the VA and University Hospital each year.<sup>3</sup>
- This close alliance allows the health care system to offer veterans the latest clinical practices and procedures available.<sup>3</sup>



Baltimore VA  
Medical Center  
120 Beds

University of  
Maryland  
Medical School  
757 Beds



Baltimore VA Medical Center

University of Maryland Medical System



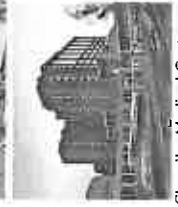
### Lexington, KY Medical Center:

- Lexington VA Medical Center is physically connected to the University of Kentucky Medical Center.
- Residents of the University of Kentucky Orthopaedic Residency Program serve two Reconstructive rotations at the Veterans Hospital.<sup>4</sup>



Chandler Medical  
Center  
473 Beds

Lexington  
VA Medical Center  
199 Beds



Chandler Medical Center

VA Medical Center



<sup>3</sup>About the VA Maryland Health Care System". VA Maryland Health Care System. U.S. Department of Veterans Affairs, 11 Jan. 2010. Web. 27 Feb. 2012.  
<http://www.maryland.va.gov/about.asp>

<sup>4</sup>"The Orthopaedic Residency Program". University of Kentucky College of Medicine. 2011. Web. 27 Feb. 2012. <http://www.mc.uky.edu/orthopaedics/residency.asp>

## Vision 2020 Master Facilities Plan

## VA Hospital Presentation

### Cincinnati, OH Medical Center:

- The Veterans Affairs Medical Center is where more than 15% of UC's medical student teaching and resident training takes place.<sup>5</sup>
- General medical research pursued by VA staff is supported by grants totaling about \$2.6 million annually.<sup>5</sup>
- The VA Medical Center provides traineeships and residencies for health care administrators, clinical training for nurses and allied health professionals, and broad postgraduate medical education for 82 residents and fellows in 24 clinical specialties.<sup>5</sup>



Cincinnati VA  
Medical Center  
439 Beds

University  
Medical College  
695 Beds



University Medical College



VA Medical Center

<sup>5</sup> "Affiliated Hospitals" - University of Cincinnati. 2012. Web 28 Feb. 2012. <<http://www.anesth.uc.edu/index.php?q=node/19>>

### Nashville, TN Medical Center:

- Located next to the Vanderbilt Medical, the VA provides inpatient and ambulatory care services by both Vanderbilt faculty and residents.<sup>6</sup>
- More than 100 full-time and part-time VA physicians have academic appointments at Vanderbilt.<sup>6</sup>



Vanderbilt  
University Hospital  
836 Beds

VA Tenn.  
Medical Center  
149 Beds



University Hospital



VA Medical Center

<sup>6</sup> "About Us" - Vanderbilt University Medical Center. 2012. Web 27 Feb. 2012. <<http://www.mc.vanderbilt.edu/about/>>

## VA Hospital Presentation

### Denver, CO Medical Center:

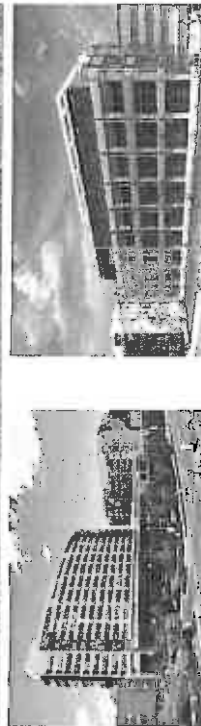
- Denver VA Medical Center replacement hospital will be on the same campus as the University of Colorado Hospital complex.
- Collaboration between the VA Hospital and University Hospital exposes the trainees to many healthcare delivery systems and a diverse group of patients.



Research Center

University of Colorado Hospital  
360 Beds

Children's Hospital  
284 Beds



University Hospital

Future VA Medical Center

7Brandenbury, Suzanne. University of Colorado School of Medicine. 2010. Web 28 Feb. 2012. <[http://www.ucdenver.edu/academics/colleges/medicalschool/departments/med\\_cine/innmed/Pages/innmedwelcome.aspx](http://www.ucdenver.edu/academics/colleges/medicalschool/departments/med_cine/innmed/Pages/innmedwelcome.aspx)>

### Houston, TX Medical Center:

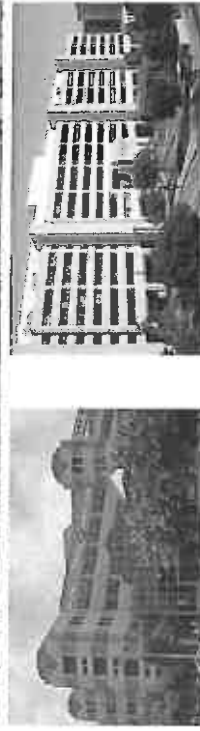
- Almost 3,900 health care professionals provide high quality care to our veterans. For more than 50 years, the MEDVAMC has provided clinical training for health care professionals through our major affiliate, Baylor College of Medicine.<sup>8</sup>
- MEDVAMC operates one of the largest VA residency programs with 269.7 slots in 40 subspecialties. Each academic year, more than 1,972 students are trained through 144 affiliation agreements with institutions of higher learning in 19 states.<sup>8</sup>
- As a member institution of the Texas Medical Center\* (TMC) since 1985, the MEDVAMC staff serves on various TMC oversight committees that contribute to improved patient care and hospital operations. The vast majority of MEDVAMC physicians are also faculty members of Baylor College of Medicine.<sup>8</sup>



The University of Texas Medical School and Memorial Hermann Hospital

Baylor College of Medicine

Michael E. DeBakey VA Medical Center  
580 Beds



Michael E. DeBakey VA Medical Center

University of Texas Medical School

8United States Department of Veterans Affairs. "About the Michael E. DeBakey VA Medical Center - Overview," 2012 <[http://www.houston.va.gov/about/aboutmedvamic\\_overview.aspx](http://www.houston.va.gov/about/aboutmedvamic_overview.aspx)> (Reviewed/Updated May 14, 2012).

## Vision 2020 Master Facilities Plan

## VA Hospital Presentation

### Orlando / Lake Nona Medical Center:

- The new Orlando VA Medical Center will be part of the Medical City at Lake Nona, nestled across from the new University of Central Florida Medical School and near the Burnham Institute and Nemours Children's Hospital.<sup>9</sup>
- The MD Anderson Cancer Center Orlando rented lab space at one of the medical school buildings. A Veterans Affairs hospital is being built, along with a VA medical simulation training center. The University of Florida will open a research laboratory, and four incubator buildings for start-up biotech companies are in planning stages. Physicians are also faculty members of Baylor College of Medicine.<sup>10</sup>



— University of Central Florida College of Medicine  
— Orlando VA Medical Center 134 Beds (Acute and Extended Care)  
— Sanford-Burnham Medical Research Institute 314 Beds



Burnham Medical Research Institute Univ. of FL Medical School Orlando VA Medical Center  
9United States Department of Veterans Affairs, "Medical City" at Lake Nona" 2011, <<http://www.orlando.va.gov/newmedcenter/medicalcity/orimedcity.aspx>> (Reviewed/Updated Date: November 29, 2011).  
10Vanner, Jonathan, "Orlando's Newest Attraction is Medical," 2010, <<http://www.nytimes.com/2010/09/08/realestate/08medical.html>> (accessed July 13, 2011).

### New Orleans, LA Medical Center

- Political leaders praise the new medical campus, which will be shared by Louisiana State University and the US Department of Veterans Affairs, as a means to revive the crippled health care system, reverse the exodus of doctors and inaugurate a new economy based on medical research and education.<sup>11</sup>
- "To have a state-of-the-art VA hospital downtown will influence health care delivery across the state. It will influence health care education," said Benjamin Sachs, dean of Tulane's medical school, who noted that a Tulane professor who had a joint appointment at the VA won a Nobel Prize in 1977.<sup>12</sup>



— Tulane University Medical Center 235 Beds  
— Southeast Louisiana VA Healthcare System 200 beds  
— Louisiana State University School of Medicine  
— University Medical Center 424 Beds



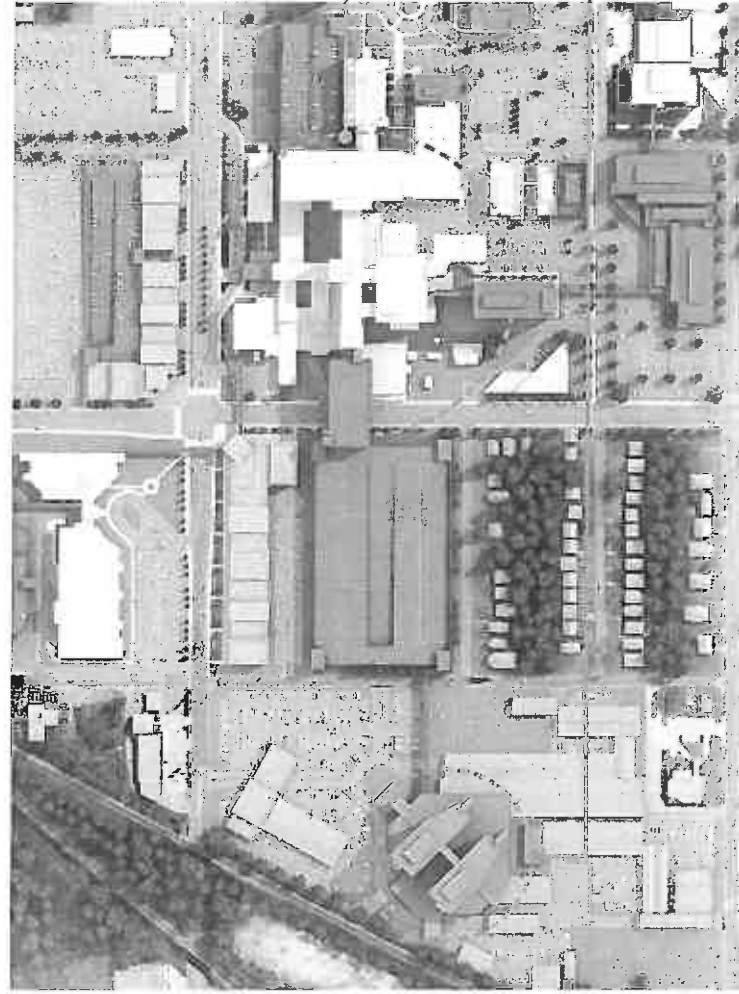
Southeast VAMC Proposal  
11Moran, Kate, "Plans for LSU-VA Hospital Complex Stir Resentment" 2009, <[http://www.nola.com/news/index.ssf/2009/02/plans\\_for\\_a\\_hospital.html](http://www.nola.com/news/index.ssf/2009/02/plans_for_a_hospital.html)> (Updated Tuesday, November 24, 2009).  
12Moran, Kate, "LSU and VA to Build Joint Medical Campus in Downtown New Orleans; VA Expected to Open By 2013," <[http://www.nola.com/news/index.ssf/2008/11/lsuva\\_shared\\_hospital\\_site\\_is.html](http://www.nola.com/news/index.ssf/2008/11/lsuva_shared_hospital_site_is.html)> (Updated Tuesday, November 24, 2009).



## VA Hospital Presentation

### Proposed VA Hospital Adjacent to LSU:

- 500,000 SF
- 120 beds
- 9 Stories
- Option 1 - 1,400' to existing hospital
- Option 2 - 400' new patient tower addition which will connect to existing hospital
- Located on corner of McWillie and Kings Highway



The possibility of co-locating the Overton Brooks VAMC and LSU Medical Center has not been explored with VAMC Officials as of this date.

Vision 2020 Master Facilities Plan

Cost Estimates - Preferred / Compiled Option

Proposed Master Plan	SF / Cars	Preliminary Construction Cost	Comments	SF or Cars	\$/SF or \$/Space	Bldg. cost	Site Cost	Construction Cost
A. Psychiatric Bed Tower	140,000 SF	\$41,818,000		140,000 SF	290	\$40,600,000	\$1,218,000	\$41,818,000
B. Neurosciences Institute	60,000 SF	\$15,450,000		60,000 SF	250	\$15,000,000	\$450,000	\$15,450,000
C. Outpatient Parking Deck	1,835 Cars	\$28,350,750		1,835 Cars	15,000	\$27,525,000	\$825,750	\$28,350,750
D. Outpatient Center Subspecialty, Surgery	Imaging, Eyecare, Pediatric							
E. Kings Highway and Pedestrian Crossing	105,000 SF	\$32,445,000		105,000 SF	300	\$31,500,000	\$945,000	\$32,445,000
F. New Hospital Entry	600 LF	\$1,545,000		600 LF	2,500	\$1,500,000	\$45,000	\$1,545,000
G. Hospital Parking Deck	7,250 SF	\$1,344,150		7,250 SF	180	\$1,305,000	\$39,150	\$1,344,150
H. Central Plant Expansion	2,808 Cars	\$43,383,600		2,808 Cars	15,000	\$42,120,000	\$1,263,600	\$43,383,600
I. Academic Core Parking Deck	19,800 SF	\$6,118,200		19,800 SF	300	\$5,940,000	\$178,200	\$6,118,200
J. Medical Education/Research	600 Cars	\$9,270,000		600 Cars	15,000	\$9,000,000	\$270,000	\$9,270,000
K. Wellness Center	240,000 SF	\$61,800,000		240,000 SF	250	\$60,000,000	\$1,800,000	\$61,800,000
L. Third Party Childcare	2,000 SF	\$370,800		2,000 SF	180	\$360,000	\$10,800	\$370,800
M. 224 Bed Patient Tower	4,000 SF	\$741,600		4,000 SF	180	\$720,000	\$21,600	\$741,600
N. Parkview Center On Campus Foundation Offices	182,000 SF	\$51,551,500		182,000 SF	275	\$50,050,000	\$1,501,500	\$51,551,500
O. Freestanding Rehabilitation Hospital	38,000 SF	\$6,783,000		38,000 SF	170	\$6,460,000	\$323,000	\$6,783,000
P. Cancer Research Institute	106,000 SF	\$30,024,500		106,000 SF	275	\$29,150,000	\$874,500	\$30,024,500
Q. Enclosed Overhead Pedestrian Walkway	100,000 SF	\$38,110,000		100,000 SF	370	\$37,000,000	\$1,110,000	\$38,110,000
R. Warehouse Relocation	525 LF	\$1,351,875		525 LF	2,500	\$1,312,500	\$39,375	\$1,351,875
S. Shriners Hospital for Children Patient Tower	78,000 SF	\$8,034,000		78,000 SF	100	\$7,800,000	\$234,000	\$8,034,000
<b>Total</b>	180,000 SF	\$50,985,000		180,000 SF	275	\$49,500,000	\$1,485,000	\$50,985,000

**Total**

**\$429,476,975**

\*Please note that these figures do not include equipment and design fees. Total project costs would likely be around \$650-750 million when considering the future cost of capital during the period required for building out this plan's various projects.

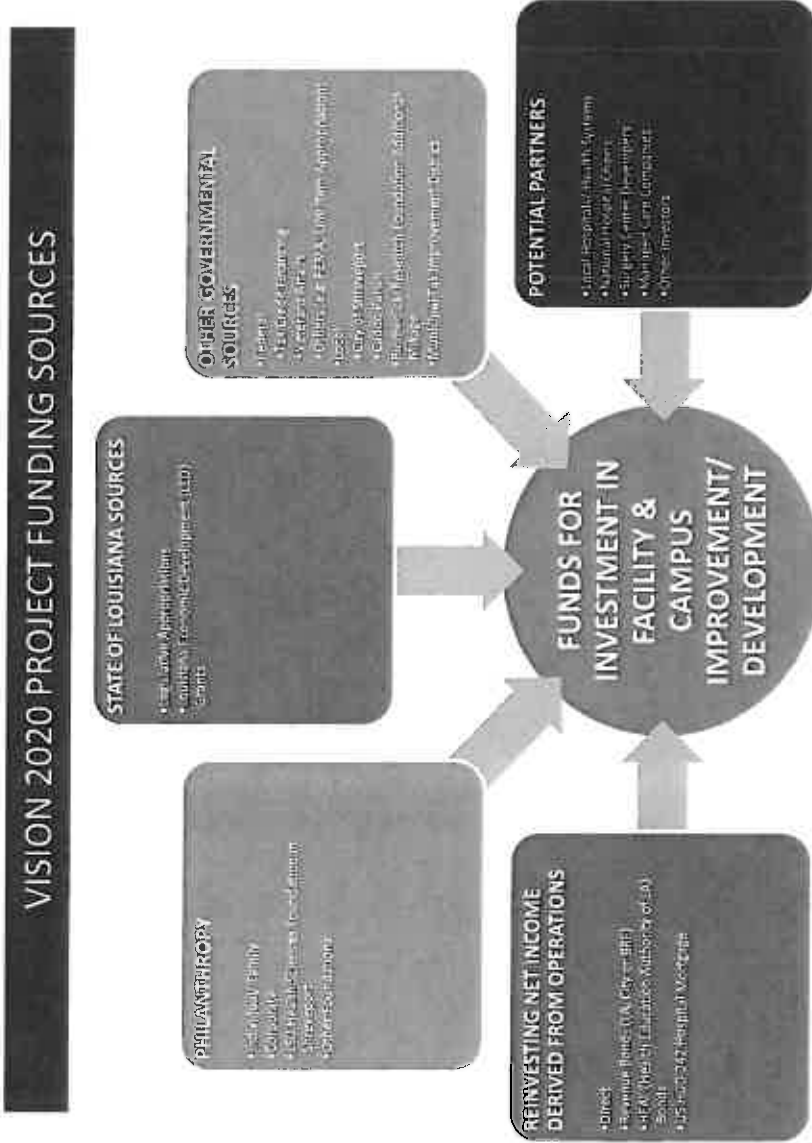
## Financing Mechanisms

Implementation of this Master Facilities Plan will require accessing multiple sources of funding. A concerted effort will require engaging multiple funding sources including state, federal and private sector resources.

- Board of Regents Capital Outlay process
- House Bill 2 Appropriations
- State Department of Economic Development Grants (LED)
- HEAL - Higher Education Authority of Louisiana
- Federal Government
  - o Congressional Appropriations/Earmarks
  - o US Department of Defense (e.g. potential work with Barksdale AFB)
  - o US Department of Health and Human Services (e.g. for facilities capable of supporting CDC biohazard research)
  - o US Department of Homeland Security (e.g. FEMA disaster preparedness and risk mitigation due to proximity to rail lines)
  - o US Department of Housing and Urban Development (e.g. Section 242 Hospital Mortgage Guarantees)
  - o US Department of Veterans Affairs (Facility Development)
- Philanthropy (Individual, Family and Corporate)
- Public/Private Partnerships (e.g. Specialty Hospitals - Psychiatric and Rehabilitation)

In addition, there are a number of bodies which would need to be engaged regardless of the funding source. That includes the LSU Board of Supervisors, the Board of Regents, potentially the State Bond Commission among others. As a higher educational institution, we are obligated to provide the Board of Regents our projected capital needs for facilities and equipment.

# Vision 2020 Master Facilities Plan



## Potential Project Funding Sources

	PUBLIC APPROPRIATIONS		CAMPUS REVENUE SUPPORTED			INSTITUTIONAL PARTNERS / INVESTOR	LSU HEALTH SCIENCES FOUNDATION IN SHREVEPORT	PRIVATE INVESTORS/ VENDORS
	FEDERAL	STATE (e.g. HB2 or LLD)	CITY / PARISH	BONDS OR MORTGAGE (e.g. STATE REVENUE, HEALTH CARE BONDS, US HUD MORTGAGE)	SELF-GENERATED FUNDS (e.g. AUXILIARY)			
<b>TRANSFORMATIVE PROJECTS</b>								
T1								
T2								
T3								
T4								
<b>OTHER MISSION CRITICAL PROJECTS - NEW CONSTRUCTION</b>								
NMC1								
NMC2								
NMC3								
NMC4								
NMC5								
NMC6								
NMC7								
NMC8								
NMC9								
NMC10								
<b>OTHER MISSION CRITICAL PROJECTS - RENOVATION/UPGRADE</b>								
RM1								
RM2								
RM3								
RM4								

# Vision 2020 Master Facilities Plan

	PUBLIC APPROPRIATIONS		CAMPUS REVENUE SUPPORTED		INSTITUTIONAL PARTNERS / INVESTOR	LSU HEALTH SCIENCES FOUNDATION IN SHREVEPORT	PRIVATE INVESTORS / VENDORS
	FEDERAL	STATE (e.g. HB2 or LED)	CITY / PARISH	BONDS OR MORTGAGE (e.g. STATE REVENUE, HEALTH OR BRF BONDS, US HUD MORTGAGE)			
<b>CAMPUS ENVIRONMENT, UTILITIES AND SUPPORT FACILITIES</b>							
CEUS1							
CEUS2							
CEUS3							
CEUS4							
CEUS5							
CEUS6							
CEUS7							
CEUS8							
CEUS9							
<b>SHORT TERM PROJECTS - EXPANSION/RENOVATION/UPGRADE</b>							
STPER1							
STPER2							
STPER3							
STPER4							
STPER5							
STPER6							
STPER7							
STPER8							
STPER9							
STPER10							
STPER11							
STPER12							
STPER13							
STPER14							
STPER15							
STPER16							

	PUBLIC APPROPRIATIONS		CAMPUS REVENUE SUPPORTED		INSTITUTIONAL PARTNERS / INVESTOR	LSU HEALTH SCIENCES FOUNDATION IN SHREVEPORT	PRIVATE INVESTORS/ VENDORS		
	FEDERAL	STATE (E.G. HB2 OR HD)	CITY/ PARISH	BONDS OR MORTGAGE (E.G. STATE REVENUE, HEAL OR BRF BORDS, US HUD MORTGAGE)				SELF GENERATED FUNDS (E.G. AUXILIARY)	COMMERCIAL LEASE
<b>SHORT TERM PROJECTS - ROADWAY/PARKING AREAS</b>									
STPRP1									
STPRP2									
STPRP3									
STPRP4									
STPRP5									
STPRP6									

## Vision 2020 Master Facilities Plan

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## Proposed Implementation and Timeline





