SCHEDULE 5(A)
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 throughout 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.
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.
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 E. Branch, MD, MBA, Chancellor
- John Dailey, JD, MPH, Vice Chancellor for Administration and Chief Operating Officer
- Mark Juskin, PhD, Director of Physical Plant and Facility Planning
- Joseph Miciotto, MPH, Hospital Administrator
- Catherine Noble, Esq. President, LSU Health Sciences Foundation in Shreveport
- Carolyn Winner, Executive Assistant to the Vice Chancellor
- Meg Willet, Coordinator of Public Relations
- Wayne Estopinal, AIA, ACHA, LEED AP, President, The Estopinal Group
- Kyle Wilson, AIA, LEED AP BD+C, Senior Associate, The Estopinal Group

**LSU Health Sciences Center – Shreveport**

**Office of the Chancellor**

- Hugh E. Mighty, MD, MBA
- Susan Armstrong, MSN, MBA, JD
- Marianne L. Comegys, MLS
- Sally Groom
- Mimi Hedgecock

**School of Graduate Studies**

- Sandra C. Roerig, PhD
- Robert E. Rhoades, PhD
- Dennis J. O’Callaghan, PhD
- D. Neil Granger, PhD

**School of Medicine**

- Andrew C. Chesea Jr., MD
- Kevin M. Stitt, MD
- Jane M. Eggett, MD
- F. Scott Kennedy, PhD
- Mark Platt, PhD
- Andi Nanda, MD, MPH
- John V. Marymont, MD, MBA

**Office of the Chancellor**

- Vice Chancellor for Clinical Affairs
- Senior Legal Counsel
- Director of Community Affairs
- Executive Director for Communications & Public Relations
- Executive Director for Governmental Affairs

**School of Graduate Studies**

- Dean
- Head, Biochemistry and Molecular Biology
- Head, Microbiology and Immunology
- Head, Molecular and Cellular Physiology

**School of Medicine**

- Dean
- Senior Associate Dean for Clinical Affairs and Chief Medical Officer
- Associate Dean for Academic Affairs
- Assistant Dean for Admissions
- Assistant Dean for Student Affairs
- Chair, Neurosurgery
- Chair, Orthopaedic Surgery

**LSU Health Sciences Foundation**

- President

**Biomedical Research Foundation of Northwest Louisiana**

- John “Jack” Sharp

**Shriners Hospital for Children in Shreveport**

- President

**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.
THE VISION 2020 MASTER FACILITY PLANNING PROCESS

VISION 2020 PLANNING RETREAT
- Initial Research and Modeling Begun in Nov 2012

VISION 2020 FOLLOWUP WORK
- Integrating Concepts
- Prioritizing Projects and Phasing
- Developing Additional Visuals
- Compiling Plan Document
- Investigating Project Financing Possibilities

PRESENT TO LSUHS/SC FACULTY / SENIOR LEADERSHIP AND OTHER KING'S HIGHWAY AREA STAKEHOLDERS
- LSU Health Sciences Foundation
- Shriners Hospital
- Biomedical Research Foundation
- NW Louisiana Crime Lab
- Kings/Unwood Parking Area Owners (Hogsfora)
- Willis-Knighton Health System
- Other Local Commercial Establishments (e.g. Sleep Inn)

PRESENT TO OTHER STAKEHOLDERS AND OPINION LEADERS
- Community Leaders
- City, Parish and State Elected Officials
- LA Board of Regents
- LSU Board of Supervisors
- LA State Division of Administration, Office of Facility Planning

ADOPTION OF THE VISION 2020 MASTER FACILITY PLAN

2012
- MAR
- APR-SEPT
- NOV-DEC
- DEC-FEB
- MARCH 2013

LSU Health Shreveport
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. These 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/renovation plan is essential so that we do not either forfeit opportunities or squander any limited resources - both time and capital.
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 clinicians/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. Bariau, MD MBA
Chancellor

Joseph M. Miciotto, MHA
Hospital Administrator

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

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

12 April 2013
Vision 2020 Master Facilities Plan

March 1, 2012

1301 Kings Highway
Shreveport, LA 71130-3532

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 minimize their weaknesses and builds upon its strengths. It all starts with a vision. Let yourself dream big. Ask yourself where can, and where 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, 1,200 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
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 insuring 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 maturing this goal.

With best personal regards, I remain

Sincerely,

Catherine S. Moblie, MSW, JD
President

---

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. Skrlancs
Board Chairman

John F. Sharp
President & CEO

James D. Dean
Vice President for
Alliance & Administration
Shriners Hospitals for Children

Shreveport
Pediatric Specialty Care
Orthopedics
Cleft Lip Cleft Palate

Kim Green, FACHE
Administrator
3100 Sanford Avenue
Shreveport, LA 71110
kgreen@shrinetx.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 admired 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 benefitted 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

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

NORTH LOUISIANA CRIMINALISTICS LABORATORY

1115 Terminix Street • Shreveport, LA 71103 • Phone: 318-273-2000 • Fax: 318-227-9013

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 affiliations 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 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

12 April 2013
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 major 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.
In developing this plan, we compared the features of a number of academic health centers across the nation.
### Vision 2020 Master Facilities Plan - Comparison With Other Medical Neighborhoods/Health Districts

<table>
<thead>
<tr>
<th>Location</th>
<th>Principal Institutions</th>
<th>Sense of Campus - Defined Boundaries with Gateways</th>
<th>Wide Range of Retail Offerings within Walking Distance</th>
<th>Good Nighttime Lighting</th>
<th>Convenient Parking</th>
<th>Wide Range of Nearby Housing Options</th>
<th>Intuitive Wayfinding / Directional and Locational Signage</th>
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<td><strong>LSU Health Shreveport - current</strong>&lt;br&gt;Shreveport&lt;br&gt;LSUHSOM&lt;br&gt;LSU Shreveport Campus&lt;br&gt;LSU Health Sciences Center&lt;br&gt;LSU Medical Center</td>
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<td><strong>Shreveport/Med 2020 Top to Bottom: St. Charles Medical Center&lt;br&gt;St. Thomas Medical Center</strong>&lt;br&gt;Shreveport&lt;br&gt;LSU Shreveport Campus&lt;br&gt;LSU Health Sciences Center&lt;br&gt;LSU Medical Center</td>
<td>Ochsner Hospital for Children&lt;br&gt;Brigham Young University&lt;br&gt;University of Nevada Las Vegas&lt;br&gt;University Health&lt;br&gt;Shreveport Medical Society</td>
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<td>✗&lt;br&gt;✗</td>
<td>✗&lt;br&gt;✗</td>
<td>✗&lt;br&gt;✗</td>
</tr>
<tr>
<td><strong>Medical City at Lake Nona</strong>&lt;br&gt;Medical City Lake Nona&lt;br&gt;University of Central Florida College of Medicine&lt;br&gt;Orlando Health Affiliates&lt;br&gt;University of Florida College of Medicine&lt;br&gt;University of Florida College of Medicine&lt;br&gt;Medical City Lake Nona</td>
<td>Medical City Lake Nona&lt;br&gt;University of Central Florida College of Medicine&lt;br&gt;Orlando Health Affiliates&lt;br&gt;University of Florida College of Medicine&lt;br&gt;University of Florida College of Medicine&lt;br&gt;Medical City Lake Nona</td>
<td>✗&lt;br&gt;✗</td>
<td>✗&lt;br&gt;✗</td>
<td>✗&lt;br&gt;✗</td>
<td>✗&lt;br&gt;✗</td>
<td>✗&lt;br&gt;✗</td>
<td>✗&lt;br&gt;✗</td>
</tr>
</tbody>
</table>
2012

Existing Academic Entrance

2020

Proposed Academic Entrance with Water Features, Seating Areas and Improved Circulation
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 sciences 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 Buhayland and Blood Center properties south of Kings Highway and off of Linwood, as well as the former Parkview Baptist Church on Samford. The Foundation has assumed 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 educational 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 musculoskeletal/craniofacial services for children. Students and residents from the Health Sciences rotate through the facility. The Shriners own 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 Intersch 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 on Speaker Lane 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 (Fort 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
The institutional property holdings map shows various facilities and properties held by LSU Health Shreveport and its Foundation. Properties in yellow reflect the current property holdings, while purple indicates those that are planned or future projects.

- The master facilities plan places emphasis on locating projects on properties currently held by LSU Health Shreveport or its Foundation. Properties 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 3330 Blair - Vacant Lot (Formerly The Old Children's Center).
Vision 2020 Master Facilities Plan

Vicinity Map

- 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
Survey Results Summary
### Question 1: Campus Strengths / Areas for Growth or Focus

1. Fiscally & 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: felts-Woellner 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

### 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 misconception 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 appointments
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. Waiting 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. H-R with on-boarding activities
3. Radiation Oncology and the Feist-Weiller Cancer Center
4. Medical school and hospital to ambulatory care center
5. Free-standing 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 4 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 advising 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. Renovators of MCIU, 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 articulate a campus landmark
36. Rehab – inpatient and outpatient
37. Strong IT services for electronic health records
38. Pediatric rehabilitation – transitional care program
39. Pediatric psychology in-patient (adolescent to adult planning)
40. Endoscopy 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 Feist-Weiller Cancer Center
   Pediatric Subspecialty
   Eye clinic replacement
6. (Tie) Central plant expansion
   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)
1. Top 5 Priority Projects (across all user groups)
   1. Parking decks
   2. Kings Highway and Linewood Avenue overhead pedestrian crossing
   3. 200 to 350 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 (lie), guests, staff, and unidentified - Parking decks
   - Hospital Administration (lie) - 200 to 350 bed patient tower
   - School of Medicine Administrative Leadership - Enclose pedestrian footbridge with medical school to Faulk-Walker 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 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)
Previous LSU Master Facilities Plans

Over the years, there have been other MFP 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-Wilwer Cancer Center. The Vision 2020 plan concurs with many of the assessments and impressions – and are reflected in this document.

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.

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 ShreveportXped. 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.

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-Guilhot).
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
- Feis-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 Chevyland (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 Linwood

LSU Health Shreveport
12 April 2013
## Vision 2020 Master Facilities Plan

### Existing Campus Replacement Value

<table>
<thead>
<tr>
<th>Name of Facility</th>
<th>Year Built</th>
<th>Square Footage</th>
<th>Principal Use</th>
<th>Secondary Use</th>
<th>Replacement / New Construction Cost / Square Foot ($/SF)</th>
<th>Replacement Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Building</td>
<td>S 1953</td>
<td>68,500</td>
<td>Admin</td>
<td></td>
<td>$160</td>
<td>$10,960,000</td>
</tr>
<tr>
<td>School of Allied Health Professions</td>
<td>S 2007</td>
<td>71,400</td>
<td>Educational</td>
<td>Patient Care</td>
<td>$190</td>
<td>$13,566,000</td>
</tr>
<tr>
<td>Ambulatory Care Center</td>
<td>S 2004</td>
<td>164,250</td>
<td></td>
<td>Ambulatory</td>
<td>$160</td>
<td>$26,280,000</td>
</tr>
<tr>
<td>Biomedical Research Institute</td>
<td>B 1994</td>
<td>160,250</td>
<td>Research</td>
<td></td>
<td>$370</td>
<td>$59,292,500</td>
</tr>
<tr>
<td>Clinical Research Building</td>
<td>F 1967</td>
<td>19,350</td>
<td>Admin Patient Care</td>
<td></td>
<td>$160</td>
<td>$3,080,000</td>
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<tr>
<td>Comprehensive Care</td>
<td>S 1975</td>
<td>45,000</td>
<td>Ambulatory Patient Care</td>
<td></td>
<td>$160</td>
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<td>Eye Center</td>
<td>S 1967</td>
<td>10,500</td>
<td>Ambulatory Patient Care</td>
<td></td>
<td>$160</td>
<td>$1,680,000</td>
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<tr>
<td>Frist-Weiller Cancer Center</td>
<td>S 2004</td>
<td>57,750</td>
<td>Acute Care Patient Care</td>
<td></td>
<td>$300</td>
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<td>Hospital</td>
<td>S 1953</td>
<td>416,985</td>
<td>Acute Care Patient Care</td>
<td></td>
<td>$275</td>
<td>$114,670,875</td>
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<td>K-Wing (Hospital)</td>
<td>S 1982</td>
<td>241,530</td>
<td>Acute Care</td>
<td></td>
<td>$275</td>
<td>$66,420,750</td>
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<tr>
<td>Mollie E. Webb Speech &amp; Hearing Center</td>
<td>S 2002</td>
<td>9,000</td>
<td>Patient Care</td>
<td></td>
<td>$160</td>
<td>$1,440,000</td>
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<tr>
<td>Outpatient Department (Hospital)</td>
<td>S 1973</td>
<td>52,250</td>
<td>Acute Care</td>
<td></td>
<td>$275</td>
<td>$14,368,750</td>
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<tr>
<td>Parkview Baptist Church</td>
<td>F 1948/1969</td>
<td>28,200</td>
<td>Admin</td>
<td></td>
<td>$170</td>
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<tr>
<td>Physical Plant Building</td>
<td>S 1993</td>
<td>21,275</td>
<td>Admin</td>
<td></td>
<td>$150</td>
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<tr>
<td>Print Shop</td>
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<td>3,113</td>
<td>Support Service</td>
<td>Patient Care</td>
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<td>Radiation Therapy Center</td>
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<td>16,335</td>
<td>Acute Care</td>
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<td>$300</td>
<td>$4,870,500</td>
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<tr>
<td>School of Medicine</td>
<td>S 1975</td>
<td>480,250</td>
<td>Educational</td>
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<td>Student Union</td>
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<td>Support Service</td>
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<td>$125</td>
<td>$250,000</td>
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<td>Warehouse</td>
<td>S 1961</td>
<td>77,771</td>
<td>Storage Patient Care</td>
<td></td>
<td>$100</td>
<td>$7,777,100</td>
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<td>Women’s and Children’s Center</td>
<td>S 2000</td>
<td>47,850</td>
<td>Ambulatory</td>
<td></td>
<td>$160</td>
<td>$7,636,000</td>
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<td>Old Chevy Fund</td>
<td>S 1962</td>
<td>57,101</td>
<td>Admin</td>
<td>Storage</td>
<td>$125</td>
<td>$7,137,625</td>
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<tr>
<td>Lee Dry Goods Warehouse</td>
<td>S 1962</td>
<td>60,000</td>
<td></td>
<td>Storage</td>
<td>$100</td>
<td>$6,000,000</td>
</tr>
</tbody>
</table>

**Total**

2,114,162

$499,052,225

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B: Leased by LSU/SCS / Owned by Biomedical Research Foundation
F: Leased by LSU/SCS / Owned by LSU/HS Foundation
S: Owned by State / LSU/HS

Associated support functions are included in the square footage.
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.
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.
Parking Analysis

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 available 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 (not to the west of the medical school).
- 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 travelling downstream toward LSU Health Shreveport.
Major Utilities Plan

Legend

- Water
- Storm
- Sanitary
- Electrical
- Soluteation

- Major utilities appear to be in place with appropriate capacity to support future building projects.
- Most utilities are located within the public right of way and should not be a conflict with future plans.
- Minor utility relocation can be expected for a select few projects.
06

Vision 2020 Plan

- Site plan
- Formal views

Concept Objectives
- Define campus entries and gateways
- Reinforce building campus identity
- Reconceptualize and advance LSU Health Shreveport's visual identity
- Locate buildings on an axis for pedestrian and cycling opportunities
- Minimize significant property acquisition

Greenspace Objectives
- Access to any redevelopment projects, efforts and activities for LSU Health Shreveport's use and benefit
- Design a park/open space area (eg. greenspace
- Dual function space (eg. pedestrian/parking)
- Completed by 2023 (the goal of this plan)
Northeast Aerial View
Overall Site Plan

Warehouse Relocation
One Level; 78,000 SF

Third Party Childcare
One Level; 4,000 SF

Outpatient Center
Eyecare; Pediatric Subspeciality;
Outpatient Imaging and Surgery
Seven Stories; 105,000 SF

Private Mixed Use
Retail; Food; Residential; Parking
Deck; Three Levels; 546 Cars

Outpatient Parking Deck
Six Levels; 1,035 Cars

New Hospital Entry
One Level; 7,250 SF

Private Mixed Use
Retail; Food; Residential

Academic Core Parking Deck
Five Levels; 600 Cars

Hospital Parking Deck
Six Levels; 2,608 Cars

Cancer Research Institute
Seven Levels; 100,000 SF

Veteran Affairs Facility
(e.g. women's health center or hospital)
120 Beds

Shriners Hospital for Children - Patient Tower
Five Levels; 180,000 SF

Psychiatric Bed Tower
100 Beds; Seven Levels; 140,000 SF

Parkview Center
Two Levels; 38,000 SF

Patient Tower
234 Beds; Ten Levels; 182,000 SF

Medical Education / Research
Two Buildings; Six Levels; 240,000 SF

Neurosciences Institute;
Stroke Center; Cardiac Center

Wellness Center
One Level; 2,000 SF

North Louisiana
Forensic Science Center

Central Plant Expansion
~19,800 SF

Rehab Hospital
30 Beds; Three Levels; 106,000 SF
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 300 to 210 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 buildings, 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 Fritz-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

**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.
Preferred / Compiled Option Advantages and Challenges

**A. Psychiatric Inpatient Tower**

**Advantages**
- Good adjacency 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 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 space, and close proximity of structured parking
- Does not negatively impact any hospital or medical school future expansion

**Challenges**
- 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 pedestrian 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**
- Increased visibility from Kings Highway and properly denotes the building's main entry
- Retail component with 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 opening 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**
- Located with other future medical research functions in a great restoration 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 / Complied Option

#### J. Central Plan Expansion

**Advantages**
- Does not require property acquisition
- Is directly adjacent to the existing Central Plan 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 Plan, the site is within the 100 year flood plain
- Eliminates a small existing parking lot

#### K. Freestanding 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 access on lower vehicular volume Woodrow Street to the hospital

**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/organization
- Does not require property acquisition for the building construction
- Does not negatively impact any future expansion
- Easy pedestrian access on lower vehicular volume campus streets to the medical school
- Adequate surface and structured parking to serve the building in close proximity
- High visibility 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 a 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 350 Bed Patient Tower

**Advantages**
- Close proximity to the existing K-Wing tower
- Does not require property acquisition for the building construction
- Adequate surface 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 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 viable 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 replacement 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
- Provides 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 Chevyland property
- Loss of parking on Chevyland 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
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 Chevyland 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 10,000 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 19,750 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.
Demolition Legend

1. Warehouse
2. Administration Building
3. Grounds Building In or P
4. Clinical Research Building
5. Parview Baptist Church
6. Proposed Acquisition and Demolition of Calhoun 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
Preferred / Compiled Option Parking Analysis

Parking Legend

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

Parking Provided

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Total Provided Parking: 8,695

LSU Health Shreveport

Shreveport Ordinance Required

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Total Required Parking: 8,667

Proposed Surplus to Ordinance Requirement: 28

12 April 2013

LSU Health Shreveport

Sponsor Edition
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.
Vision 2020 Master Facilities Plan

Summary of Signage and Wayfinding Plan

LSU Health Shreveport

12 April 2013
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 rooftop signage atop the School of Medicine. Hundreds of people – including faculty, staff, and students 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.

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.lsuhsccshreveport.edu/vision2020
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.
Lighting

During the 2010 Cloud Gehshan 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 preventing 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 roadway 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 rooftine 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.
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 lifegiving 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 these 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 Matter 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 rainsstorms. 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 SWEPCO 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 SWEPCO 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.
Transformational Projects

T1  Shreveport/Med 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

Shreveport Medical Health District

T1
Kings Highway Streetscape and Safety Improvements

This project entails improving the pedestrian walkways around the area occupied by the HSC, Shreveport and ERA. The need for this work was based on the City of Shreveport's 2020-2030 Transportation System and Planning Study. The project includes the construction of a new pedestrian walkway along Kings Highway, between Lakeshore Drive and E. 10th Street, and between Kings Highway and alternating between Kings and St. Vincent. Benefits of this project include reduced travel time for pedestrians and improved safety for all users. The estimated cost of the project is approximately $2.5 million. The project is scheduled to begin in November 2014, with an estimated completion date in 2015. The project is anticipated to receive funding from state and federal sources.
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

- 178,000 Square Feet - Ten levels
- Located near the intersection of Woodrow Street and Linwood Avenue
- 21 floors
- The current hospital tower and its infrastructure are approaching 60 years old and a new tower would create new private rooms, allowing for more modern equipment integration, and better patient turn-around time and experience
- This would include new operating room suites, a cardiac care unit, new trauma ICU, new surgical ICU, new burn center, and other essential clinical resources
- Allows for an additional entry point into the hospital in close proximity to the visitor parking lot facing east Linwood Avenue
- Close proximity to the existing K Wing minimizes travel
- Estimated Construction Cost: $51,551,500
Vision 2020 Master Facilities Plan

Transformational Projects

Transformational Projects

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 Oaks to the north, Kings Highway to the south, Dillard Street to the east, and Linwood Avenue to the west. It contains two lots managed by Stovall Parking – one devoted to surface parking and the other by Alabama Power – and a garage managed by DCC. The site is currently not in use. The property is owned by the descended of the Tucker family, which lost their home in the Shreveport community. The medical center was erected on the site of the former Family House Employment Center.

The development potential for this consists of significant LSU staff, students, and other professionals in the medical field. Furthermore, many employees and students travel considerable distances to their residences, residents, and students, looking for affordable housing within walking distance of the LSU campus. This property could also be developed with retail and mixed-use development.

The adjacent image shows what the site might look like if developed with retail, housing, and parking facilities. (Courtesy Kim Metcalf, AIA)
T4
North Louisiana Forensic Science Center (NLFSC)

This project will be located on the corner of Toulouse and Linwood. The facility will house the Northwest Louisiana Criminalistics Laboratory, which is currently located on Brooks Street, near the intersection of Toulouse St and North Avenue. Features of the project include improving forensic pathology and toxicology capabilities, including state-of-the-art forensic scene investigation, training. The firm assisting with the initiative is Morgan Lumet Smith Mitchell & Bessot Architects, LLC. TLFSC has committed funding for parking and necessary for the project's construction phase. At the time the initial phase of the project is held pending final State funding. The projected completion date is after months, eighteen months afterwards.
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

NMC1 Cancer Center Research Facility

This project envisions a new facility south of the current Tewes-Weiller Cancer Center. It would house space for associated research activities, a lab of the Tewes-Weiller Cancer and additional clinical space. Benefits of this project include encouraging more translational research between basic and clinical science.

The architectural firm assisting with this initiative is the Smith Group. At this time, the project financial plans are being revised. The projected start and completion dates have yet to be determined.

* Estimated Construction Cost: $59.62 Million
NMC2
Academic Center I: Biomedical Engineering, and Nanotechnology Research

- 125,000 square feet, six levels
- Located near the intersection of Woodruff Street and LSU Avenue
- Current Title: Funding Description
- Located near the Biomedical Research Institute
- Check Exhibit: Biomedical Research Institute
- Additional: Academic Center on the eastern side of the campus
- Street around the drop-off circle and fountain
- Designed for LEED and hurricane-ready structures
- This building would potentially include facilities within the LSU’s College of Engineering, Center of Biomedical Engineering, and Rehabilitation Research (HBES), architectural features
- Check Exhibit: Biomedical Research Institute
- Engineering, and the College’s Department of Economic Development (EED)
- This facility would also house Tinsley Level 3 laboratories
- Designed for research with potentially lethal diseases as a result of exposure to pathogens
- Passive in LEED L lated through design to two efficient doors and low-energy windows
- Additional: Games, fireplaces, and HBES flood resistant and evacuation route protected by liquid flood control maps
- Estimated Construction Cost: $17,000,000
Other Mission Critical Projects

NMC3
Academic Center II: Medical Education and Translational Research

- 120,000 square feet - 5 levels
- Located near the intersection of Woodrow Street and William Avenue
- Clinical Tails Siting decision
- Medical research buildings and medical education conference and lecture halls
- Having larger lecture halls will enable the medical and allied health schools to add larger classes, promoting growth
- Located near the Biomedical Research Institute, medical school, and Cancer Center Research Institute, emphasizing the effort to create an academic core on the east side of the campus around the relocated Lenin Street
- Situated to the drop-off circle and fountains, the buildings help to frame open space that will enhance the campus experience for faculty, staff, and students
- The facility would be complemented by an addition to the west side of the library, as indicated on the maps

- Estimated Construction Cost: $32,000,000
Other Mission Critical Projects

NMC4
Neurosciences Institute and Stroke Center

- 70,000 square feet of the total 600,000 square feet across five levels
- Located next to Claiborne and Louisiana Avenues
- Overhead pedestrian enclosed connection would allow for convenient access to the hospital
- Close proximity to School of Allied Health Professions and established investigation/hospital collaboration for easy clinical and translational research
- Would house faculty offices for neurosurgery, neurology, and neurosurgical lab
- Patient care facilities could include an in-patient hospital for non-emergency procedures. The LSU lab and Parkinson's disease program office will be relocated to this facility as well
- Potential project partners might include other hospital systems and national specialty hospital developers among others
- This facility would be the site of federally funded research as part of 4Pharmaceuticals' recently announced Human Stem Cell Project. This will yield advances in the creation of new research and imaging neural pathways

Estimated Construction Cost: $134,000,000
Other Mission Critical Projects

NMC5 Cardiovascular Center

- 30,000 square feet of the total 45,000 square feet providing three levels
- Located near the intersection of Claiborne Avenue and Timbred Avenue
- Overhead walking and/or bike connections would allow for convenient staff and patient access to the hospital
- Flow proximity to School of Allied Health Professions and Clinical Simulation Hospital might allow for a more central and navigable location
- Would house cardiology and cardiovascular institute offices to facilitate development of a service line and collaboration
- Would be home to Cardiovascular institute's clinical activities

Estimated Construction Cost: $124,920,000
Other Mission Critical Projects

NMC6
Outpatient Center Phase 1:
Imaging and Surgery

- Approximately 96,000 square feet of clinical hospital square feet; seven levels
- Located off Lined Avenue to the north of the U.S. 110 and North Drive intersection
- Development of a patient care space that allows for the expansion of services and future inpatient expansion
- Potential future inpatient connections to WCC and AHC
- Easiest access to patient parking in a walking distance to both the WCC and AHC
- Would decrease the main hospital's outpatient imaging and surgical procedures — improving efficiency of more complex medical procedures
- Funding sources could include HCA (Health Education Authority), state and federal agencies, and private developers and other enterprises.

Each year there are roughly 58,000 and 12,500 outpatient imaging and surgical procedures, respectively. Many of these are currently handled in a decentralized setting, which would help improve the efficiency of the main operating room and imaging areas, which could help on emergency and more complicated procedures that often require additional steps. In addition, the risk of long delays and inefficiencies would decrease.

Estimated Construction Cost: $124,400,000
Other Mission Critical Projects

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

- Over 40,000 square feet of the total 100,000 square feet, seven levels
- Located on Linwood Avenue near WCC
- Potential relocation of the Eye Clinic from the high-traffic Kings Highway corridor
- Development of an outpatient core group of services within a new facility in the Linwood Avenue/Kings Highway corridor
- 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 federal dollars from HCAHPS or LSU seed investments
- Estimated Construction Costs: $32,435,000
LSU Children's Hospital
Inpatient Areas in Partnership with Shriners Hospital for Children

- 150,000 square feet - five levels
- LSU and Shriners collaborate on clinical and educational programs.
- Shriners Hospital facility is adjacent to the Shriners Hospital.
- Estimated Construction Cost: $500,000,000
- It could house inpatient, IR, and surgical services.
- Each year there are roughly 2,000 inpatient pediatric admissions, emergency, and non-emergency. In addition, there are roughly 5,000 pediatric emergency encounters at well. These might be better managed in a setting especially designed for children. This would be accomplished by creating an LSU pediatric area. Staff would be expanded. The most needed single occupancy spaces for 324 visits.

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NMC9
Rehabilitation Hospital

- 106,000 square feet, three levels
- Located near the intersection of Dowell Street and 5th Street North
- 50 beds
- A direct connection to the School of Allied Health Professions, the project allows for shared resources and teaching opportunities
- Located near the Alzheimer’s/Traumatic Brain Injury and Health Services Center, also allows for shared resources
- The building allows for pleasing views to the south
- This could be developed in partnership with national specialty rehabilitation firms, and local hospitals among others
- This facility would assist patients in regaining their previous level of functionality. This might include services for individuals and major head/spinal cord or extremity rehabilitation impairments
- Estimated Construction Cost $30,024,000
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

Kings Highway Hospital Entryway Phase I: Vendor Control/Lighting

- One of the growing institutional needs is to better track vendors who visit facility and staff. They enter primarily through two entrances - the main entrance and RMC Lobby. We plan to install a new kiosk at each of these locations which will require that persons present an LSUHSC photo ID check on presentation of their own photo ID. This will allow us to better track vendors and control access. This will require more staff for the reception areas of the hospital entryways and establishing one between the RMC and medical school lobby. When this is done, other cosmetic improvements will be completed to make the hospital entryway more inviting.

- The project would also help improve important fire suppression for patients, visitors and prospective employees and students alike.

- Related to the front entryway, improving the interior lighting and the sidewalk, stairs and path has been requested by staff. The total estimated at $60,000. Community donor funds may be a good resource for this project when coupled with internal funding.

- Estimated Cost: $60,000
RMC2
Kings Highway
Hospital Entryway Phase II:
Driveway - Renovation

- "A" level (1st floor)
- Located on Kings Highway between Community Care and the Emergency Department
- Create a welcoming environment for patients and visitors
- Addition of a large drive through canopy provides a shelter for patients and guests from variable weather
- Reversal of the entry drive would create a longer queuing area to allow for a more natural entry process
- New entry addition would increase the amount of natural light into the building
- New elements include a roof canopy, and information kiosk to improve patient and visitor experience, security, and wayfinding
- Fountains at the entry would provide calming background noise to enhance the site
- Nighttime lighting would use a beacon of light and have a dramatic contemporary effect
- Estimated Construction Costs: $3.4 million

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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 24-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 neurological/stroke patients.
**Vision 2020  Master Facilities Plan**

**Other Mission Critical Projects**

**RMC4**

**Parkview Center I: Meeting and Backfill Administrative Space**

This project will remove the current Parkview Building and replace it with a new multipurpose facility. It was acquired by the Health Sciences Foundation and it is located on Sanford, this is situated at the planned new entrance to the campus. The architectural and engineering work has been completed. Work on the site is expected to begin in 2013. The estimated cost for Phase One work is January 2013. The expected cost for Phase Two will be February 2014.

**Phase One**

- **Estimated Construction Cost**: $7.7 million

**Phase Two**

- **Estimated Construction Cost**: $5.5 million

Located on the Shreveport campus, the new Parkview Center is scheduled to open in January 2013. The estimated cost for Phase One work is January 2013. The expected cost for Phase Two will be February 2014. The estimated construction cost is $7.7 million. The total cost for Phase One work is expected to be completed in February 2014. The estimated construction cost for Phase Two work is expected to be completed in January 2015. The total cost for Phase Two work is expected to be completed in January 2015. The estimated construction cost is $5.5 million. The total cost for Phase Two work is expected to be completed in February 2014. The estimated construction cost is $7.7 million. The total cost for Phase One work is expected to be completed in February 2014.
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

- 1,336 cars - 5 x levels
- Location: Inwood Avenue north of Ambulatory Care Center and Women's and Children's Center
- elevator and conveyor parking systems inadequate for the automobile load the new Ambulatory Care Center and Women's and Children's Center
- The addition of the planned outpatient center would only increase parking issues in this area
- Investigating a drive-through concept for Campus Federal Credit Union as a possibility
- Estimated Construction Cost: $26,300,750
CEUS2
Parking Deck: Medical School, Cancer Center

- 540 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 Jules W. Older Cancer Center
- This deck is also well-placed to continue the vast parking concept and allow for additional private mixed-use development on the southwest corner of Linwood Avenue and Kings Highway
- Potentially, partnering with retail opportunities at street level, the deck could enhance the Kings Highway street experience. A drive-up lane for the Campus Federal Credit Union has been proposed
Other Mission Critical Projects

CEUS3 Parking Deck: Main Hospital

- 2,308 cars in 5 levels
- Located north of Jennings Street and west of Unwood Avenue
- A large parking deck would fill the high demand for safe and convenient parking for visitors to campus
- Included with the planned medical tower is an oversized pedestrian walkway, which would also serve as a greenway providing access to trails.
- This project could be a key component of any future VA Medical Center relocation to the City of Shreveport Public Works property west of McNeil Avenue.

Estimated Construction Cost: $47,338,000
Other Mission Critical Projects

CEUS5
Kings and Linwood Overhead Pedestrian Crossing

- 100 linear feet
- Overhead connection between the hospital, Women's and Children's Center, and the Ambulatory Care Center
- Improves safety and pedestrian flow, eliminating current conflict points between the hospital, Linwood Avenue and Kings Highway
- Could connect LSU Health Shreveport campus to nearby development on the hospital and downtown Shreveport Linwood and Kings Highway

- Estimated Construction Cost: $1,050,000
CEUS6
Cancer Center
Pedestrian Crossing

- 550 linear feet
- Enclosed overhead pedestrian walkway from hospital/medical school to the Paul-Weiler Cancer Center
- Approximately 850 linear feet of new enclosed overhead pedestrian connections are planned for the transportation of very acute cancer patients and personnel from the Cancer Center to the hospital's main campus.
- The pedestrian tunnels will include shops and restaurants to enhance the walkable campus environment.
- Estimated construction cost: $147 million
Other Mission Critical Projects

CEUS7
Warehouse Relocation to Old Cheyland Facility

- 78,000 square feet - one level
- Workman Street
- Relocation from its current location near valuable trees on the edge of the campus to a new property.
- The warehouse fits well within the more industrial setting on Linwood Avenue north of campus.
- Replacement of the very old existing warehouse would likely achieve large energy savings.
- This location would require some heavy truck traffic away from campus.
- We would likely demolish the current facility as it is located near elevated wastewater storage vats.
- An alternative is to lease a nearby vacant warehouse such as the Murphy Warehouse on levy Street.
- Estimated Construction Cost: $8,130,000
CEU58
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 north campus
- Continues to emphasize a culture of wellness, health, and fitness

Estimated Construction Cost: $3.2M
Other Mission Critical Projects

CEU59
Third Party Child Care

- 4,000 square feet - one level
- Located at the intersection of Glen Oak Place and Everton Avenue
- This project will house the future child care center near the campus for employees
- Its close proximity to campus is convenient
- The project's residential aesthetic and scale would blend well with the campus neighborhood to the north
- Campus research has revealed that having a third party to operate the child care would be key to its success
- An alternative site already owned by the Foundation is the McNeil property on the corner of McNeil and Claiborne
- Estimated Construction Cost: $711,000
Vision 2020 Master Facilities Plan

Short Term Planned Projects - Site Plan

Building Information Legend

1. Warehouse Demolition
2. Helipad
3. Parking Lot Consolidation
4. Clinical Faculty Office Relocation
5. Valet Lot
6. Bistro Expansion
7. Library Commons
8. Transfer Center Expansion
9. Auditorium Expansion
10. Chancellor's Office Relocation
11. Sanctuary Conversion to Conference Center
12. Jennings Street Alignment
13. 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. Walther 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.
Short Term Planned Projects - New Construction, Renovations, and Relocations

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 Chevyland 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 patients 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 add 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 80% of the BRI. 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.

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 reconfiguration 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.
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 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 completed, 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 these 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.

STPER13 - 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 material 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.
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/horng/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 bathroom 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, musical/white noise, and efforts for sound damping/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 of these corridors, entrances, and current waiting areas face a special dilemma. Their
original purpose is unclear, yet they are essential. They would benefit from new
planning with inviting, student-friendly lighting, artwork, and furniture. New
orientation signage and better maintenance of existing furnishings and artwork
are also necessary. Considering the constraints, considerable creative
innovation is needed on these improvements, which may be well received by students.
However, community input from students and faculty would also be valuable.

The first dollars of the Student Fee Program have been allocated to beautifying
the Arts Building. This provides an outlet for the Student Fee Program's
creative energy. The program is sponsored by the Student Fee Program's Art
Committee and includes art classes, workshops, and exhibits. Artwork will be
instituted and other community artists were invited to participate.

The Student Fee Program's Art Committee will provide an exciting alternative to
electrostatic polishes in the Student Fee Program's Art Committee.

Some public facilities are in need of repair, including hallways and
entrances. Problems with hallways and entrances are common in many facilities.
In some cases, the existing hallways and entrances are not
accessible or functional. The Student Fee Program's Art Committee
has identified several areas for improvement and will prioritize these areas
for improvements.

LSU Health Shreveport
Sponsor: School of Medicine
12 April 2013
Short Term Projects - Roadways/Parking Areas

- STPRP1: Woodrow Street Resurfacing
- STPRP2: Jennings Street Improvements
- STPRP3: Kings Highway Valet Parking Lot
- STPRP4: Parking Lot Consolidation
- STPRP5: Naming Internal Roadways
- STPRP6: Heliport
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 Auxiliary/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 Auxiliary/Parking Services. At this time, the project is slated to begin around January 2013 with a projected completion date February 2013.

Projected Jennings Street

LSU
12 April 2013
**STPRP3 - 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](image)

**STPRP4 - 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, the current status of the project has been placed on hold. No projected completion date is available.

![Proposed Parking Lot Consolidation](image)

**STPRP5 - 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 compelling historical or legal reason to keep the 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.

**STPRP6 - 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 will have more patients arriving via helicopter. Our hospital’s rooftop heliport serves to offload 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 heliport. A good site for this might be the former Yoken Toyota lot on Linwood north of the Ambulatory Care Center. In addition, there are no other uses currently contemplated for this area.
Late Breaking Projects

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 Feisi-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 overcrowding of patient beds
- Portions of the targeted area 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 $313 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 workflow
- Optimal utilization of current space
- Relief of overcrowding 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

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Construction</td>
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<tr>
<td>Planning</td>
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<td>Hazardous Materials</td>
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<tr>
<td>Equipment</td>
<td>$ 1,414,301</td>
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</table>

Total: $ 9,199,500
Strategic Renewal of City Public Works Facility: A New Veterans Affairs Medical Center
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 900,000 SF facility was designed around a largely inpatient volume. The building's age and inefficiencies stemming from changes to healthcare 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. Located 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, Clahborne Avenue and the railroad tracks to the west. LSU Health Shreveport views this property as a potential opportunity to relocate the Overton 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.¹

- The affiliation also allows clinical access to diverse and medically complicated populations, and is cost-effective in sharing clinical and research resources.¹

- 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).¹

- Leads to effective collaboration between the two campuses.²

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

- Baltimore
- Lexington
- Cincinnati
- Nashville
- Denver
- Houston
- Orlando
- New Orleans
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.¹
- Over 1,000 residents, interns and students from various disciplines are trained throughout the VA and University Hospital each year.²
- This close alliance allows the health care system to offer veterans the latest clinical practices and procedures available.³

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.⁴


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.¹
- General medical research pursued by VA staff is supported by grants totaling about $2.6 million annually.²
- 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.³

Nashville, TN Medical Center:

- Located next to the Vanderbilt Medical, the VA provides inpatient and ambulatory care services by both Vanderbilt faculty and residents.⁴
- More than 100 full-time and part-time VA physicians have academic appointments at Vanderbilt.⁵

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 trainees to many healthcare delivery systems and a diverse group of patients. 2

Houston, TX Medical Center:
- Almost 3,000 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. 3
- 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. 4
- As a member institution of the Texas Medical Center (TMC) since 1986, 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. 5

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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.  
- 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.  

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.  
- "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.  

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9United States Department of Veteran Affairs. "Medical City at Lake Nona." [accessed July 13, 2011]  
Proposed VA Hospital Adjacent to LSU:

- 50,000 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

<table>
<thead>
<tr>
<th>Proposed Master Plan</th>
<th>Preliminary Construction Cost</th>
<th>Comments</th>
<th>SF or Cars</th>
<th>$/SF or $/Space</th>
<th>Bldg. cost</th>
<th>Site Cost</th>
<th>Construction Cost</th>
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<tr>
<td>A. Psychiatric Bed Tower</td>
<td>140,000 SF</td>
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**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
  - Congressional Appropriations/Earmarks
  - US Department of Defense (e.g. potential work with Barksdale AFB)
  - US Department of Health and Human Services (e.g. for facilities capable of supporting CDC biohazard research)
  - US Department of Homeland Security (e.g. FEMA disaster preparedness and risk mitigation due to proximity to rail lines)
  - US Department of Housing and Urban Development (e.g. Section 242 Hospital Mortgage Guarantees)
  - 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. This 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.
## Potential Project Funding Sources

<table>
<thead>
<tr>
<th>Transformative Projects</th>
<th>Public Appropriations</th>
<th>Campus Revenue Supported</th>
<th>Institutional Partners / Investor</th>
<th>LSU Health Sciences Foundation in Shreveport</th>
<th>Private Investors / Vendors</th>
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<tr>
<td></td>
<td>Federal (e.g., HRX or UG)</td>
<td>City or Parish (e.g., STATE)</td>
<td>Bonds or Mortgage (e.g., STATE)</td>
<td>Self-Generated Funds (e.g., AUXILIARY)</td>
<td>Commercial Lease</td>
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<td>T2 Acute Care Patient Tower</td>
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<td>T3 Kings Highway/Imwood Ave Parking Area Mixed Use Development</td>
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<td>T4 North Louisiana Forensic Science Center</td>
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</tbody>
</table>

### Other Mission Critical Projects - New Construction

| 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 Center | * | * | * | * | * | * | * | * |
| NMC7 Outpatient Center: Phase 2: Pediatric Subspecialty Center | * | * | * | * | * | * | * | * |
| NMC8 LSU Children's Hospital Inpatient Areas in Partnership with Shriners | * | * | * | * | * | * | * | * |
| NMC9 Rehabilitation Hospital | * | * | * | * | * | * | * | * |
| NMC10 Psychiatric Patient Tower | * | * | * | * | * | * | * | * |

### Other Mission Critical Projects - Renovation/Upgrade

| RMC1 Kings Highway Hospital Entryway Phase I: Vendor Control/Halving | * | * | * | * | * | * | * | * |
| RMC2 Kings Highway Hospital Entryway Phase II: Surgery | * | * | * | * | * | * | * | * |
| RMC3 Hospital Inpatient Areas: Critical Care and Semi Private Room Conversion | * | * | * | * | * | * | * | * |
| RMC4 Parkview Center: Meeting and Banquet Administrative Space | * | * | * | * | * | * | * | * |
## Campus Environment, Utilities, and Support Facilities

<table>
<thead>
<tr>
<th>Campus Environment, Utilities, and Support Facilities</th>
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<tbody>
<tr>
<td>CEN151 Parking Deck: Ambulatory/Outpatient Center</td>
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<tr>
<td>CEN152 Parking Deck: Cancer Center</td>
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<tr>
<td>CEN153 Parking Deck: Main Hospital</td>
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<tr>
<td>CEN154 Central Plant Expansion</td>
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<tr>
<td>CEN155 Kings and LINwood Overhead Pedestrian Crossing</td>
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<td>CEN156 Cancer Center: Pedestrian Crossing</td>
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<tr>
<td>CEN157 Warehouse Relocation to Old Elysendal Facility</td>
</tr>
<tr>
<td>CEN158 Wellness Center</td>
</tr>
<tr>
<td>CEN159 Third Party: Child Care</td>
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</tbody>
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## Short Term Projects - Expansion/Renovation/Upgrade

<table>
<thead>
<tr>
<th>Short Term Projects - Expansion/Renovation/Upgrade</th>
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</thead>
<tbody>
<tr>
<td>STEP1: Parkview Center - Phase I: Sanctuary Renovation/Meeting Facility</td>
</tr>
<tr>
<td>STEP2: Blood Center Optimization</td>
</tr>
<tr>
<td>STEP3: Faculty Outpatient Offices - Leased Offices</td>
</tr>
<tr>
<td>STEP4: Relocation of Chancellor Office</td>
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<tr>
<td>STEP5: Auditorium Expansion</td>
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<td>STEP6: Library Information Commons</td>
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<tr>
<td>STEP7: Transfer Center Expansion</td>
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<tr>
<td>STEP8: Hospital Entryway: Phase I</td>
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<tr>
<td>STEP9: Medical School HVAC System Replacement</td>
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<td>STEP10: Medical School Laboratory Upgrade Plan</td>
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<tr>
<td>STEP11: Space Management and Planning</td>
</tr>
<tr>
<td>STEP12: Roofing</td>
</tr>
<tr>
<td>STEP13: Mailroom / Bistro / Loading Dock</td>
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<tr>
<td>STEP14: Expanded Clinical Simulation Facilities</td>
</tr>
<tr>
<td>STEP15: Other Improvements to Interior Spaces</td>
</tr>
<tr>
<td>STEP16: Hospital Corridors and Waiting Access</td>
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<table>
<thead>
<tr>
<th>Funds Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
</tr>
<tr>
<td>State</td>
</tr>
<tr>
<td>City/Parish</td>
</tr>
<tr>
<td>Bonds or Mortgage</td>
</tr>
<tr>
<td>Self-Generated Funds</td>
</tr>
<tr>
<td>Commercial Lease</td>
</tr>
<tr>
<td>Joint Venture / Public-Private</td>
</tr>
<tr>
<td>Lease with Subsequent Donation</td>
</tr>
<tr>
<td>Philanthropy</td>
</tr>
<tr>
<td>(e.g. Individual, Corporate, Other Foundation)</td>
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<table>
<thead>
<tr>
<th>INSTITUTIONAL PARTNERS / INVESTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>LSU HEALTH SCIENCES FOUNATION IN SHREVEPORT</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>PRIVATE INVESTORS/ VENDORS</th>
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12 April 2013
<table>
<thead>
<tr>
<th>SHORT TERM PROJECTS</th>
<th>ROADWAYS/PARKING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPP01</td>
<td>Woodrow Street Resurfacing</td>
</tr>
<tr>
<td>SPP02</td>
<td>Jennings Street Improvements</td>
</tr>
<tr>
<td>SPP03</td>
<td>Kings Highway Valet Parking Lot</td>
</tr>
<tr>
<td>SPP04</td>
<td>Parking Lot Consolidation</td>
</tr>
<tr>
<td>SPP05</td>
<td>Naming Unnamed Internal Roadways</td>
</tr>
<tr>
<td>SPP06</td>
<td>Helipad</td>
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