# THE MASTER PLAN PROCESS

## PHASE 1
**DATA COLLECTION, ANALYSIS, NEEDS IDENTIFICATION**

1. Project Initiation
2. Data Gathering & Analysis
3. Preliminary Goals & Needs
4. Revised Needs & Big Picture Strategies

**Key Phase 1 Outcomes:**
- Master Plan website launch
- Stakeholder engagement
- Master plan vision
- Needs and goals
- Campus 3D digital model

*Check-Point – seek EOC approval before proceeding*

**Concludes May 2016**

## PHASE 2
**CONCEPT DEVELOPMENT & TESTING**

5. Preliminary Options
6. Refine Options
7. Preferred Concept / Draft Master Plan

**Key Phase 2 Outcomes:**
- Options evaluation matrix
- Preferred concept / draft master plan
- Real estate strategy
- Draft defragmentation strategy
- Broad brush costs

*Check-Point – seek EOC approval before proceeding*

**Concludes November 2016**

## PHASE 3
**FINAL MASTER PLAN DEVELOPMENT & DELIVERY**

8. Draft Master Plan
9. Strategic Capital Planning & Phasing
10. Draft Report
11. Final Master Plan & Deliverables

**Key Phase 3 Outcomes:**
- Comprehensive and Strategic Master Plan
- Strategic capital plan
- Final report
- Renderings and fundraising material
- Master planning website support
- 3D digital model, animations

**Concludes October 2017**
A COMPREHENSIVE APPROACH

LOUISIANA STATE UNIVERSITY

NBBJ
LEAD CAMPUS PLANNER & ARCHITECT

REED HILDERBRAND
LANDSCAPE ARCHITECT

NELSON/NYGARD
TRANSPORTATION & TRAFFIC PLANNER

EDR
LOCAL PLANNER & ARCHITECT

DLM PLANNERS
ACADEMIC PLANNER

SHERWOOD ENGINEERING
ECOLOGICAL ENGINEER

BRAILSFORD & DUNLAVEY
STUDENT LIFE / HOUSING & DINING PLANNER

AEI
UTILITIES / INFRASTRUCTURE PLANNER

NBBJ: SIGNAGE
SIGHTLINES: BUILDINGS PORTFOLIO

JMZ ARCHITECTS
SPACE UTILIZATION PLANNER
CAMPUS ENGAGEMENT

12+ On Campus Visits

120+ Faculty/Student/Staff/Leadership/Community Meetings

30+ Virtual Meetings/Interview

60+ Phone Meetings

4 Facilitation Team Design Workshops

+ Online Surveys

+ Project Website

https://masterplanLSU.com
Respecting the culture, heritage and diversity of Louisiana State University, this Comprehensive and Strategic Campus Master Plan will provide a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus and in the community over the next decade and beyond. The Master Plan will support LSU’s Flagship designation and will reinforce its status as a high performance, contemporary, research and living/learning environment...the Flagship of Flagship Universities.
PLANNING PRINCIPLES

• Connect Campus & Community
  Seek partnership opportunities
  Enhance physical and programmatic campus connections to community
  Integrate campus and city edges to create seamless transitions
  Design surface parking to connect urban fabric with the

• Celebrate LSU’s Distinct Campus and Context
  Integrate the historic fabric while designing for the future
  Respect the lowland and celebrate the bluff
  Celebrate the iconic landscape
  Utilize a diverse palette of plants that is responsive to underlying site characteristics of
topography, hydrology, soil, and exposure
  Reflect the efficiency and economy of the historic character of architectural & landscape.
  Preserve LSU history and the culture of Athletics

• Reinforce High Performance Academic & Research Activities
  Renovate interior academic and research space to support contemporary pedagogies
  Provide facilities that support diverse research needs
  Enhance visibility of academic programs
  Provide formal and informal spaces that inspire learning

• Enhance Student Life
  Provide open spaces that accommodate flexible uses at a variety of scales.
  Create places for engagement, interaction, and student life
  Design welcoming and safe spaces
  Prioritize pedestrian movement through a safe, accessible network with a clear
circulation hierarchy

• Promote Environmental Stewardship
  Use resources responsibly
  Encourage sustainable travel modes as alternative to driving
  Maximize shade through arcades and tree canopy
  Integrate natural systems throughout campus by strategically incorporating landscape
  infrastructure
  Emphasize densification and rehabilitation over expansion and growth
2 | GROWTH AND SPACE NEEDS
SPACE NEEDS

Growth Assumption: When enrollment reaches 35,565 Students and 235 Faculty are added

Academic Space ~ 1 million gsf
- LSU does not need to increase the number of classrooms to reach enrollment target of 35,565 students
- Increasing classroom utilization from 22 to 30 hours per week will allow classrooms to be taken offline for renovation
- Total academic needs – labs, offices, support - (projected & right sized): ~ 1 million gsf
  - Right Sized: ~ 0.3 million gsf
  - Growth: ~ 0.7 million gsf

Replacement Space ~ 1 million gsf
- ~ 1.0 million gsf Academic / Research space (Middleton, Lockett, Facility Services, etc.)

Support Space ~ 2 million gsf
- Residential needs
- Student Life & Dining needs
- Athletic needs
- Future growth beyond 10 year threshold
The most strategic areas of demolition represent a significant portion of the deferred maintenance backlog

Identified Deferred Maintenance needs (FY17): $588 million
10-Year Projection: $893 million
WATER MOVEMENT
ACADEMIC SPINE: Class Schedule Distribution

SELECT SEMESTER
2018 FALL SEMESTER

SELECT COLLEGE
- College of Agriculture
- College of Art & Design
- College of Engineering
- College of Human Sciences & Education
- College of Humanities & Social Sciences
- College of Music & Dramatic Arts
- College of Science
- Law Center
- Mann School of Mass Communication
- Sara College of Business
- School of the Coast & Environment
- School of Veterinary Medicine

TOTAL CLASSROOM OCCUPANCY
TUESDAY
11:00
13700
MOBILITY: CAMPUS TRANSIT

Legend
- Transit Spine
- Limited Vehicle Access
- Pedestrian Plaza

Bicycle Infrastructure
- Bike Lanes/Pathways
- Bike Share Locations
4 | MASTER PLAN RECOMMENDATIONS
CORE CAMPUS SPACE DEFRAGMENTATION

Current Condition

Defragmented Condition
RESTORED HISTORIC CAMPUS QUAD

Current Condition

Proposed Vision: Restored Historic Quad
RESTORING AND ACTIVATING HISTORIC CORE PLAZAS

Current Condition: Nicholson Hall Parking Lot

Proposed Vision: Activated Nicholson Hall Plaza
ACTIVATING HISTORIC CORE PLAZAS ON GAME DAY

Current Condition: Nicholson Hall Parking Lot

Proposed Vision: Activated Nicholson Hall Plaza
A NEW CAMPUS CENTER

New Library/Learning Commons

Academic Building D
Academic Building A

CoAD Expansion
Studio Arts Building
Arts Courtyard

Learning Commons Terrace

New College of Science Building

Academic Building B

Tiger Walk
NEW LEARNING COMMONS

Current Condition

Proposed Vision: Learning Commons Terrace
ENHANCED WEST CAMPUS GREEN

Current Condition

Proposed Vision: West Campus Green
WEST CAMPUS GREEN GAME DAY EXPERIENCE

Current Condition

Proposed Vision: West Campus Green – Game Day
EXAMPLE: PLEASANT HALL IMPROVEMENTS

Before: Parking Lot

After: Enhanced Open Space & Parking
NEW LEARNING COMMONS

Current Condition

Proposed Vision: Tiger Walk
Existing Parking Lot Used by New East Student Housing / Future Development Site

Pedestrian Connection to East Student Housing Development

New Parking Lot used by New East Student Housing / Future Development Site

New Research & Technology Green

New Loop Road Extension

Garage (1100 Spaces)

Reconfigured Parking Lot

Research Buildings

Campus Lake

College Lake

RESEARCH AND TECHNOLOGY DISTRICT
New Greek Houses

New Parking Garage

New Parking Lot

Infill Courts

South Campus Drive Extension to Create Campus E-W Transit

N-S Pedestrian Path along East Student Spine

Bridge Improvement / Enhanced Pedestrian Experience

Lab School Technology Center

Hill Farm Master Plan revised

Storm Water Retention Areas

Corporate Canal Enhancement

New East Student Housing
EAST STUDENT HOUSING

New N-S Pedestrian Paths along Highland Road

Revised Parking Lot

E-W Residential Commons

N-S Pedestrian Path along East Student Spine

Residential Life Facilities

Student Dining

Campus Lake

University Lake

E-W Pedestrian Paths Connecting to UREC

Share New Parking Lot By UREC and East Student Housing

Residential Life Facilities

Campus Lake Park

Revised Campus Lake

South Campus Drive

South Stadium Drive

Coliseum Lane

West Lakeshore Drive
Nicholson Gateway Development
Flexible Open Space
TramBR Stop
Improved Driveway Connection / Create Pedestrian Connection between Athletic Zone and South Campus
New sidewalk along Skip Bertman Dr at Football facility
New bike lanes along Skip Bertman
Enhanced Parking Lots
Improved Driveway Connection / Create Pedestrian Connection between Athletic Zone and South Campus
Pedestrian Connection to Athletic Zone
Pedestrian Improvement along Nicholson Drive
New Gourier Ave Connection to new Loop Road
Reconfigured Burbank Intersection with Nicholson Dr.
Reconfigured Nicholson Dr. Ext. (Closed to daily through traffic)
Tiger Alley
Future TramBR Route
Flexibility Open Space
North Campus Circulator Route
Road Intersection Improvement per Nicholson Gateway Development MP
New South Campus Circulator Loop Road
Pedestrian Connection to Athletic Zone
Enhanced Open Space / Game Day Experience
New South Campus Circulator Route
North Campus Circulator Route
Nicholson Boulevard
North Stadium Drive
Tiger Alley
Future TramBR Route
Flexible Open Space
PMAC Addition
Tiger Alley
New South Campus Circulator Loop Road
Pedestrian Connection to Athletic Zone
WEST CAMPUS ZONE (South of Gourrier)

- Animal Shelter
- Shelter Annex
- New Overflow Parking
- Support Facilities
ADDITIONAL FUTURE GROWTH OPPORTUNITY
MASTER PLAN: Immersive Experience
(click on links below to experience 360 views)

West Quad:
Existing Condition: https://kuula.co/post/7fQCq
Future Vision normal day: https://kuula.co/post/7I42N
Future Vision game day: https://kuula.co/post/7I425

Library Hub:
Existing Condition: https://kuula.co/post/7fQCC
Future Vision: https://kuula.co/post/7I4w3

Canal walk:
Existing Condition: https://kuula.co/post/7frmk
Future Vision: https://kuula.co/post/7I427

Historic Quad:
Existing Condition: https://kuula.co/post/7frGK
Future Vision: https://kuula.co/post/7I42m

Howe-Russell Quad:
Existing Condition: https://kuula.co/post/7frmb
Future Vision normal day: https://kuula.co/post/7I42h
Future Vision game day: https://kuula.co/post/7I42L
5 | STRATEGIC CAPITAL PLANNING
Respecting the culture, heritage and diversity of Louisiana State University, this Comprehensive and Strategic Campus Master Plan will provide a practical and flexible framework that sustainably guides and integrates development and capital investment on the campus and in the community over the next decade and beyond. The Master Plan will support LSU’s Flagship designation and will reinforce its status as a high performance, contemporary, research and living/learning environment....the Flagship of Flagship Universities.
Intent for Strategic Capital Plan:

• Generate a comprehensive long-term funding prioritization plan with a detailed sequencing and implementation plan for ALL campus development

  • Financial planning tool
  • Coordination, sequencing, and physical planning tool
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• Coordination, sequencing, and physical planning tool

• Establish an efficient sequence of projects, based primarily on academic priority and building condition
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• Generate a comprehensive long-term funding prioritization plan with a detailed sequencing and implementation plan for ALL campus development

  • Financial planning tool
  • Coordination, sequencing, and physical planning tool

• Establish an efficient sequence of projects, based primarily on academic priority and building condition

• Establish integrated priorities (state and private funding) aligned with a strategic and common academic purpose
COMPONENTS & STEPS FOR COMPLETION

Completely comprehensive of all projected needs and aspirations

* Public funds, Private funds, “Other” funds (all inclusive)

Comprehensive of all needs and planned improvements, regardless of intended funded source or entity contracting for the work

- Deferred Maintenance and Code Compliance:
  - Building Renovations
  - Demolition of high deferred maintenance needs buildings
  - Infrastructure needs – streets, parking, grounds, utilities, etc.
  - Life Safety Code and ADA compliance
- New Buildings and Streets
COMPONENTS & STEPS FOR COMPLETION

A “Living” Strategic Capital Plan

* Develop a committee structure/governance model for oversight of the plan and priority determinations based on a decision making matrix

* Annual strategic capital planning, which would meet at least annually to update the long-term plan and always reaching out to plan an additional year in the future
HISTORICAL DEVELOPMENT INFORMATION

Understanding the past to help plan for the future
CAPITAL PROJECT FUNDING SOURCE & PROJECT TYPES: FY 13 - FY 18

- 42% invested in the Academic campus from all sources
- 58% in Auxiliaries and Other

PROJECT FUNDING FY13-18 TOTALS

<table>
<thead>
<tr>
<th>Source</th>
<th>FY13-18 Totals</th>
<th>%</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auxiliaries</td>
<td>$283,933,479</td>
<td>37%</td>
<td>635</td>
</tr>
<tr>
<td>Academic / Administrative</td>
<td>$221,246,657</td>
<td>28%</td>
<td>568</td>
</tr>
<tr>
<td>Private</td>
<td>$214,829,285</td>
<td>28%</td>
<td>70</td>
</tr>
<tr>
<td>Other</td>
<td>$54,374,794</td>
<td>7%</td>
<td>10</td>
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HISTORICAL LEGISLATIVE CAPITAL OUTLAY FUNDING

Average = $17 m per year
HISTORICAL LEGISLATIVE DEFERRED MAINTENANCE FUNDING

Average = $2.6 m per year

CAMPUS DEVELOPMENT: FY 13 – FY 21

March 2017

FISCAL YEAR

- COMPLETED PROJECTS
- PROJECTED MAJOR PROJECTS
- PROJECTED MINOR PROJECTS
## Capital Project Historical Funding Statistics

<table>
<thead>
<tr>
<th>FY13- FY18</th>
<th>FY18 - FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Project Expenditures</td>
<td>$774 m</td>
</tr>
<tr>
<td>Average Annual Project Expenditures</td>
<td>$131 m</td>
</tr>
<tr>
<td>Total Project Budgets</td>
<td>$834 m +</td>
</tr>
<tr>
<td>Average Annual Project Budgets</td>
<td>$208 m +</td>
</tr>
</tbody>
</table>

### Average Capital Outlay (GOB) per Year

| Last 20 Years       | $17 m                   |
| Last 10 Years       | $24 m                   |
| Last 5 Years        | $26 m                   |
| Average Deferred Maintenance (20 yr.) | $2.6 m               |
CAPITAL SITE PROJECTS: MASTER PLANNING (process)
CAPITAL PROJECTS: PHASING/SEQUENCING STRATEGY

Capital Projects- Phase 1 - Stand Alone (no enabling projects)

Renovations; New Buildings; Demolitions
Core Campus Moves (to Research Technology District, Innovation Park, Res. Life Bldg., Off Campus)
Warehouse Facilities

Capital Projects – Phase 2 (dependent on enabling projects)

Capital Projects – Phase 3 (dependent on enabling projects)

Capital Projects – Phase 4 (dependent on enabling projects)

Capital projects – Phase 5

Capital Projects- Phase 6 – (Additional Renovation Projects)
PAST SEQUENCING EXAMPLE (10 YEAR TIMEFRAME)
While future funding may appear bleak, what better time to be strategic?

Investments have been made on the campus every single year since the 1920’s

- 3,700,000 Sq Ft was added to the campus since 2003
- $1,400,000,000 invested in the campus since 2003
What we expect to occur in the future may be based on the past:

- $1.4 billion and 3.7 million square feet in the past 14 years
- Inflation? Would require $1.8 billion in today’s costs
- P3 Residential projects - $300 million additional investment in just the next 5 years
- Intent for significant increase in private fund raising
- Campus could easily grow by 1 to 2 million square feet and exceed a $3 billion investment in the same time frame.

How will it be invested? This is the purpose of the Strategic Capital Plan!
STRATEGIC CAPITAL PLANNING OUTCOME

What is recommended for the Academic/Research portion of the campus:

• Demolish 19 buildings – 925,000 gsf
• Renovate 52 buildings – 2,750,000 gsf
• Builds 7 major new buildings to meet current need – 1,350,000 gsf
• Builds 3 additional new academic/research buildings for future enrollment growth – 675,000 gsf
• 9 standalone roadway projects
• 18 major standalone site projects (plus site improvements within building projects)
• Utility upgrades and enhancements (plus utility/infrastructure improvements within building projects)
STRATEGIC CAPITAL PLANNING OUTCOME

Result for the Academic/Research portion of the campus:

• Significant reduction of Deferred Maintenance needs through:
  • 2.7 million gsf of building renovations
  • 1 million gsf of building demolition

• 425,000 gsf added to the Academic portion of the university to meet current “right-sizing” needs with some growth (new space minus demolished space)

• 675,000 additional gsf to address projected enrollment growth (3 additional new buildings)

• Total of 1,100,000 gsf in space added to the Academic portion of the university, plus auxiliary growth
STRATEGIC CAPITAL PLANNING OUTCOME

Academic/Admin. Space Change (Gross Sq. Ft.)

- Current
- Demolition
- New Space (Rightsizing/Initial Growth)
- New Space (Enrollment Growth)
- Future

Chart showing academic/administrative space changes with current, demolition, new space for rightsizing/initial growth, new space for enrollment growth, and future space.
STRATEGIC CAPITAL PLANNING OUTCOME

Projecting Impact of the Proposed SCP vs. Maintaining the Status Quo

Projected Impact to Identified Need

- 2016 Total Identified Needs (Current + 17-26): $588.2 Million
- 2031 Estimated Need (Current + 32-41) with SCP: $398.5 Million
- 2031 Estimated Need (Current + 32-41) with 'Status Quo': $803.6 Million

Projected Impact to NAV

- 2016 NAV: 75%
- 2031 Projected NAV with SCP: 76%
- 2031 Projected NAV with 'Status Quo': 68%

Backlog Portion of Identified/Estimated Need
Funding Strategy:

- **Auxiliary Improvements** – continues to be self-funded
  - Self-generated cash
  - Revenue Bonds
  - Private fundraising specific to auxiliaries (TAF, etc.)
  - Public-Private Partnerships (P3)

- **Academic Improvements**
  - Historical overall academic projects – 30% private/70% state
  - Recent major academic projects – 50% private/50% state
  - Strategic Capital Plan – 65% private/35% state

- **Total SCP Improvements**: State investment will be 18%
The academic funding challenge: Funding the “unglamorous” projects!

How do we get the “unglamorous” needs funded, such as:
- Infrastructure (utilities, parking, etc.)
- Support buildings
- Deferred maintenance

Recent academic projects are those with a significant donor base

Some academic priorities don’t have a significant donor base
The answer: “Project Bundling – Project Groups”

- Bundling numerous projects together per the Strategic Capital Plan
- Funding the Group as a whole to capture the unglamorous portions
  - Private funding specific to major building and site projects
  - State funding share to address associated deferred maintenance needs, infrastructure and demolition

- Examples: “Business/Engineering” or “Historic Core” or “South Academic District”
PAST SEQUENCING EXAMPLE (10 YR TIMEFRAME) – “ENGINEERING/BUSINESS GROUP”
STRATEGIC CAPITAL PLANNING OUTCOME – 15-18 year plan
“Success or failure of the Strategic Capital Plan should not be measured in the amount of dollars spent or new buildings constructed in a given timeframe, but rather should be measured by whether the investments that were made were the most strategic and addressed the highest priorities.”

Roger E. Husser, Jr., P.E.
MASTER PLAN GOVERNANCE

Strategic Capital Plan Governance + Capital Project Execution Governance
GOVERNANCE OF THE STRATEGIC CAPITAL PLAN

CAPITAL PROJECT RECOMMENDATION

- SCP Prioritization and Recommendations
  - Meet quarterly to review SCP progress
  - Keep SCP document current
  - Develop recommendations for the SCP per prioritization criteria

DECISION ON RECOMMENDATIONS

- Review the recommendations
- Make decisions on recommendations at least annually

PROJECT DEFINITION

- Define high level project parameters

FUNDRAISING APPROVAL

- Get approval for project fundraising (public and private)

PROJECT IMPLEMENTATION / EXECUTION

- Transition to project execution process governance

STEPS IN THE STRATEGIC CAPITAL PLANNING PROCESS
GOVERNANCE OF THE CAPITAL PROJECT EXECUTION PROCESS

- Master Plan / Future Planning Studies
- Design Guidelines
- Campus Site Guidelines & Standards
- Facility Design Standards & Specifications

Requirements for Project Approval

Approved Planning Documents
GOVERNANCE OF THE CAPITAL PROJECT EXECUTION PROCESS

OUTREACH
- Design Guidelines Meeting
  - Meeting to build consensus around design guidelines
  - Can be with internal or external stakeholders

CONCEPT DEVELOPMENT
- Phase Review Requirements
  - General development outline
  - Preliminary program
  - Cost-range
  - Proposed site location
  - Contextual analysis
  - CPOC makes recommendation on priority

SCHEMATIC DESIGN
- Phase Review Requirements
  - Architecture drawing review (if required)
  - Design principles narratives
  - Sustainability requirements documentation

DESIGN DEVELOPMENT
- Design Development
- Const. Docs
- Bid/Award and Construction

STEPS IN THE PROJECT DESIGN APPROVAL PROCESS

FACILITY PLANNING & CONTROL APPROVAL PROCESS