

FACILITIES AND PROPERTY COMMITTEE

(Following the Finance and Audit Committee)

Friday, August 24, 2012

Board of Supervisors' Meeting Room
2nd Floor, J.S. Clark Administration Building
Southern University and A & M College
Baton Rouge, Louisiana

AGENDA

1. Call to Order
2. Roll Call
3. Adoption of the Agenda
4. Public Comments
5. Action Item
 - a. Facilities Master Plan for SUSLA
 - b. Resolution approving 2012 Hazard Mitigation Plan Update, SUBR
6. Informational Item
 - a. Priority Projects Update, by Campuses
7. Other Business
8. Adjournment

Members

**Atty. Murphy Bell, Jr. – Chair; Mr. Willie E. Hendricks - Vice Chair; Atty. Walter C. Dumas;
Atty. Warren A. Forstall; Rev. Joe R. Gant, Jr.; Mr. Myron K. Lawson, Mrs. Ann A. Smith,
Rev. Samuel C. Tolbert, Jr.; Mr. Darren G. Mire - Ex Officio**



SUSLA
 SOUTHERN UNIVERSITY SHREVEPORT LOUISIANA
Excellence • Integrity • Accountability • Service
 Office of the Chancellor

July 11, 2012

Dr. Ronald Mason Jr., President
 Southern University System
 4th Floor, J. S. Clark Administration Building
 Baton Rouge, La 70813

**RE: REQUEST FOR APPROVAL OF SOUTHERN UNIVERSITY AT
 SHREVEPORT CAPITAL MASTER PLAN**

Dear Mr. President:

This communication comes requesting the submittal of the Southern University at Shreveport Capital Master Plan to the Southern University System Board of Supervisors for review and adoption. The planning process for SUSLA's Master Plan was initiated by engaging a Master Plan Committee which included faculty, staff, students and community members to help guide the process and to give practical insight to the development of a meaningful plan. St. Martin Brown & Associates, the project consultant team, worked in collaboration with the Master Plan Committee to coordinate SUSLA's master plan process, and provided architectural guidelines and implementation strategies.

The attached Master Plan includes the following: a) an overview and explanation of the SUSLA's Master Plan, the planning process, the planning context and the planning team b) summary of community input to include information and public meetings c) data collection to identify professionals on campus who are defined as the persons who use the campus and benefits from its amenities and d) site analysis which consist of studying existing physical and perceptual conditions within the contextual study area.

It would be our aim to be guided by this document as we actively direct the growth of the University in the years to come. To that end, this document is submitted for your kind review; and if so approved, to be subsequently forwarded to the Southern University System Board of Supervisors for final review and adoption.

With warm regards,


 Ray L. Beaton, Ph.D.
 Chancellor

Attachments: 1) Request for approval by Master Plan Committee Chair
 2) SUSLA Master Plan 2012

3050 MARTIN LUTHER KING, JR. DRIVE – SHREVEPORT, LOUISIANA 71107
 PHONE: (318) 670-9312 – FAX (318) 670-6374
 TOLL FREE: 1-800-458-1472, #9312
 WWW.SUSLA.EDU

"AN EQUAL OPPORTUNITY EMPLOYER BY CHOICE, REGARDLESS OF RACE, CREED, SEX, DISABILITY OR VETERAN STATUS"



OFFICE OF THE VICE CHANCELLOR FOR COMMUNITY & WORKFORCE DEVELOPMENT/
SPONSORED PROGRAMS

July 10, 2012

Dr. Ray L. Belton, Chancellor
Southern University at Shreveport
3050 Martin Luther King, Jr. Drive
Shreveport, LA 71107

RE: REQUEST FOR APPROVAL OF SUSLA'S MASTER PLAN

Dear Dr. Belton:

This communication comes requesting the submittal of the Southern University at Shreveport Master Plan to the Southern University System Board of Supervisors for review and adoption. Per your instruction, the planning process for SUSLA's Master Plan was initiated by engaging a Master Plan Committee which included faculty, staff, students and community members to help guide the process and to give practical insight to the development of a meaningful plan. St. Martin Brown & Associates, the project consultant team, worked in collaboration with the Master Plan Committee to coordinate SUSLA's master plan process, and provided architectural guidelines and implementation strategies.

The attached Master Plan includes the following: a) an overview and explanation of the SUSLA's Master Plan, the planning process, the planning context and the planning team b) summary of community input to include information and public meetings c) data collection to identify professionals on campus who are defined as the persons who use the campus and benefits from its amenities and d) site analysis which consist of studying existing physical and perceptual conditions within the contextual study area.

I appreciate the opportunity to have served as Committee Chair and feel confident that this document can be used as an active tool to direct the growth of the University in the years to come. To that end, on behalf of the Master Planning Committee, this document is submitted for your final review and approval and to be subsequently forwarded to the Southern University System Board of Supervisors for final review and adoption.

Sincerely,

Janice B. Sneed
Vice Chancellor for Community and Workforce Development/Sponsored Programs
Master Plan Committee Chair

Attachment: SUSLA Master Plan 2012

SUSLA MASTER PLAN



SUSLA Master Plan

ACKNOWLEDGEMENTS

Chancellor
Ray Belton

Master Plan Committee:

Committee Chair
Janice Sneed

Orella Brazile
Sharon F. Green
Ben Pugh
Theron J Jackson
Gabriel Fagbeyiro
Major L. Brock
Marshall Nelson
Shanese Wallace
Joseph LaCour Jr
Rickey R. Hall

Consultant Team:

St.Martin Brown & Associates-Prime/ Master
Planner
Bayard Industries: Economist

CONTENTS

I. EXECUTIVE SUMMARY	1
II. MISSION	4
Education, Planning & Quality of life	
Master Plan Principles	
SUSLA Strategic Plan	
History	
III. DATA COLLECTION	12
Demographics & Land Use	
Existing Plans	
Surveys	
IV. SITE ANALYSIS	30
Context	
Environment	
Vehicular Parking	
Public Transport	
Amenities	
Constraints	
V. MASTER PLAN DEVELOPMENT	33
Planning Principles	
Study Areas	
Proposed Framework	
VI. CONCLUSIONS	50
Implementing the Goals	
Next Steps	

EXECUTIVE SUMMARY

Project Overview	2
Master Plan Process	2
Master Plan Document	3

EXECUTIVE SUMMARY

Project Overview

Southern University at Shreveport (SUSLA) is located in the northwest corner of Shreveport, Louisiana. In an area historically known as the Cooper Road neighborhood, this neighborhood is now deemed the Martin Luther King Jr. neighborhood. SUSLA is a part of the Southern University System, a historically black college with its main campus located in Baton Rouge, La. The Shreveport campuses basic emphasis was to provide the first two years of the typical university experience preparing students for careers and giving them the opportunity to continue their education at a four year institution. Based on its gradual growth SUSLA is looking to expand beyond its current boundaries. Establishing a new footprint in the surrounding Shreveport – Bossier City area, and creating new marketing potential and awareness in the Shreveport area.

Master Plan Process

The planning process started by engaging the master plan committee which was made up of faculty, staff, and students to help guide the process and give practical insight to the development of the plan. The process included data gathering, defining the project boundary, site analysis, presentation/discussions of planning alternatives, and compilation of this Master Plan document summarizing analyses, recommendations, and alternatives considered.

Faculty, staff, and student input was fundamental to the development of the Master Plan. Surveys were issued to capture this input, and interviews were conducted with department heads to give an understanding of the vision of each college. A continuation of this input and communication will be equally critical in the development of the campus implementation projects arising from this Master Plan.

The Master Plan document is a collaborative product of the Master Plan Committee lead by Chancellor Ray Belton. The Committee was responsible for SUSLA's faculty, staff, and student input, along with the strategic plan document. St.Martin Brown & Associates served as the urban planner, coordinating the master plan process, and providing architectural guidelines and implementation strategies.



Shreveport Vicinity Map

EXECUTIVE SUMMARY

The Master Plan document is organized in the following chapters:

I. Executive Summary

The Executive Summary includes an overview and explanation of the Southern University Shreveport Louisiana (SUSLA) Master Plan, the planning process, the planning context, and the planning team for the SUSLA Master Plan.

II. Mission

This planning process was facilitated by public input gathered through four public meetings, Master Plan Advisory Group (MPAG) meetings, multiple focus group meetings, and written surveys. Community input early in the planning process and feedback in response to planning alternatives was essential to the Master Plan process and the development of the Final Plan.

III. Data Collection

Data Collection began by identifying the professionals on the campus. The professionals in this document are defined as the persons who use the campus and benefited from its amenities. These professionals are the faculty, staff, and students of the University. Surveys were conducted to gain vital information from each of these groups. The surveys were summarized to give us the overall needs, concerns, and priorities of the people who used the cam-

pus. The existing Master Plan that was created in 2000, was studied and used as a base for the new plan. The aggressive and forward thinking of the SUSLA administration and staff has lead to the existing plan being completely built out with projects either completed or in the capital outlay process. Based on its gradual growth expanding beyond its current boundaries an updated Master Plan has become vital for the future of SUSLA.

IV. Site Analysis

Site analysis consisted of studying existing physical and perceptual conditions within the contextual study area. The Campus was observed from its relationship to the entire region. The document then focused on its context to the city. Finally the impact that the campus has on its surrounding neighborhoods and their impact on the Campus was studied. The effects of these areas were categorized. The categories consist of circulatory systems and connections, natural and physical amenities, and the physical constraints that the university faces.

V. Master Plan

After a thorough analysis of the contextual study area and the needs of the University, planning principles were developed. From these principles two basic planning/programming alternatives were developed. Based on further feedback from the Master Plan Committee, a

preferred plan was then created. The final plan integrates refinements of the preferred plan with more elaborated design and programming concepts for potential green space, future academic, recreational, student services and support sites. The documentation of the planning process will allow subsequent users of this document to understand not only conclusions and planning recommendations, but also how and why conclusions were reached. Finally, the implementation and phasing of the campus development is described.

VI. Conclusions

This document is to be used as an active tool to direct the growth of the University in the years to come. Implementation goals are set and the next steps are defined. The Master Plan is intended to be a living document and should be updated as progress is made.

I. MISSION

Education, Planning & Quality of Life 5

Master Plan Principles 7

SUSLA Strategic Plan 9

History 11

EDUCATION, PLANNING & QUALITY OF LIFE

The Mission of Southern University at Shreveport, an institution within the Southern University system, seeks to provide a quality education for its students while being committed to the total community. This institution prepares students for careers in technical and occupational fields, awards certificates and associate degrees, and offers courses and programs that are transferable to other colleges and universities. Dedicated to excellence in instruction and community service, this open enrollment institution promotes cultural diversity, provides developmental and continuing education, and seeks partnerships with business and industry.

The establishment of this objective recognizes that physical planning, and the implementation of a physical plan, can indeed enhance education. This master planning mission further recognizes that education does not just occur in the classroom, but is an experience involving the total environment: academic, social, cultural and physical.

It was understood at the outset of the planning process that without a master plan, the resolution of the potential conflicts between the need for additional buildings, the need for neighborhood development, and SUSLA awareness in the city of Shreveport would be difficult.

Building Needs

The need for a master plan was first recognized and acted upon primarily as the result of the University building out the 2000 master plan at 90%. More recently, an awareness of the need to increase the capacity of the Academic, on-campus social, parking, and dining facilities has become a driving force within the campus master planning process.

Open Space

Beyond the pragmatic need for additional building square footage, it became apparent in early master planning discussions that the nature of campus open space accounted in large measure for the functional efficiency of the campus, as well as the quality of cam-

pus experience and the image that the university projects to the City of Shreveport and the world. The quality of open space is the primary contributor to the overall image and therefore desirability of any university, and consequently affects its longevity as an institution in competition to attract students.

Pedestrianization

For some time, SUSLA Administrators and users have expressed the desire to pedestrianize the entire Central Campus, to strengthen key pedestrian connections and create new ones where none existed. This basic and significant policy has been noted as critical to making the campus a safe and usable place. The imple-



Southern University Shreveport Louisiana

EDUCATION, PLANNING & QUALITY OF LIFE

mentation of these principles will be a key factor in transforming the character and image of the University.

The creation of the Master Plan 2012 has been prompted by the University's engagement in a series of initiatives – both internal to the University and brought in from outside the University community – that required an extensive rethinking of major factors, both on campus and outside its borders

External Initiatives

Several external initiatives that have been identified through the master planning effort include increasing the SUSLA brand along Martin Luther King Drive to Market Street culminating in downtown Shreveport. It is also critical for SUSLA to further their community relationships with the surrounding residential neighborhoods while leveraging partnerships with the adjacent Industries such as Kansas City Southern and the nearby industrial park.

Internal Initiatives

The internal initiatives are comprised of factors relating to University housing, recreation, food, retail/service, and music/arts facilities – in short, those components that make up “Campus Life.” In our Campus Life Study, St. Martin Brown & Associates conducted exten-

sive focus groups and student surveys and found that students, faculty, and staff wanted more facilities of this nature and suggested that these facilities be at the highest level of quality.

Student Life and Services

Student Life and Services is a guiding idea built on the premise of improving the quality of student life on campus. This initiative is composed of Student Activities, Student Services, Administration, Food/Retail, Housing and Recreation. These components are embodied in the planning of Enrollment Service areas that will be positioned in a manner that is conducive for efficient administration. Campus Life Facilities will give students a high quality of life standard while celebrating the natural landscape of the campus. Food and Retail Services, provide a much needed amenity allowing students as well as community members to share in an economic stimulus that benefits the community as a whole. A new Student Health Center and the Main Street Open Spaces are programed spaces that enhance the education of the mind and body. These spaces will also be offered to the MLK community.

Housing

There is a demand for additional on-campus housing, which will create a more dense and

active environment. The priority for the development of this additional housing is creating a safer community as a whole. The University has addressed this issue through various avenues. Construction of smaller – scale buildings, organized in the form of clusters or villages create a safer community. Suites or apartments configured with three to five rooms centered on a common living space, with private shared bathrooms within suites rather than dormitory style baths are efficient and add to the quality of life. High rise dorms with three to five people per room and gang showers are no longer a viable option. New options for on campus housing should focus on location, type and facilities. Location should be at the center of campus, and should create or be adjacent to open space. Types of units should be either singles or double in suites or apartments. Facilities should have private shared bath and small common areas, and all units should have full kitchens.

Academic

SUSLA has achieved great success in the academic realm, the development of a comprehensive master plan will allow this success to continue well into the future. The establishment of state – of – the – art teaching and research facilities that put the University at the forefront of learning, culture and research development.

MASTER PLAN PRINCIPLES

The goal of the Master Plan is to create an identity, or image, and establish a “place” for Southern University Shreveport Louisiana as an international leader in education and research.

I. Emphasize Education

The campus environment should contribute to the total educational experience. In all ways possible, physical planning of the campus should emphasize the University's primary reason for existence – education. Every contact made with the University, physical or virtual/electronic, should be a way to learn.

II. Nurture Diversity and Promote Creativity

The University should continue to nurture the generation of new ideas. The diversity of the University should be nurtured and its individual components revealed. The campus should not be a physical expression of a dogmatic or uniform approach to learning. As a place, the campus should acknowledge the element of controversy that is part of the healthy exchange of ideas. For example, the indoor and outdoor places of the University should promote interaction among people. The architecture of buildings and landscape can evoke the controversy inherent in strong ideas, thereby fostering an environment of creativity. Public

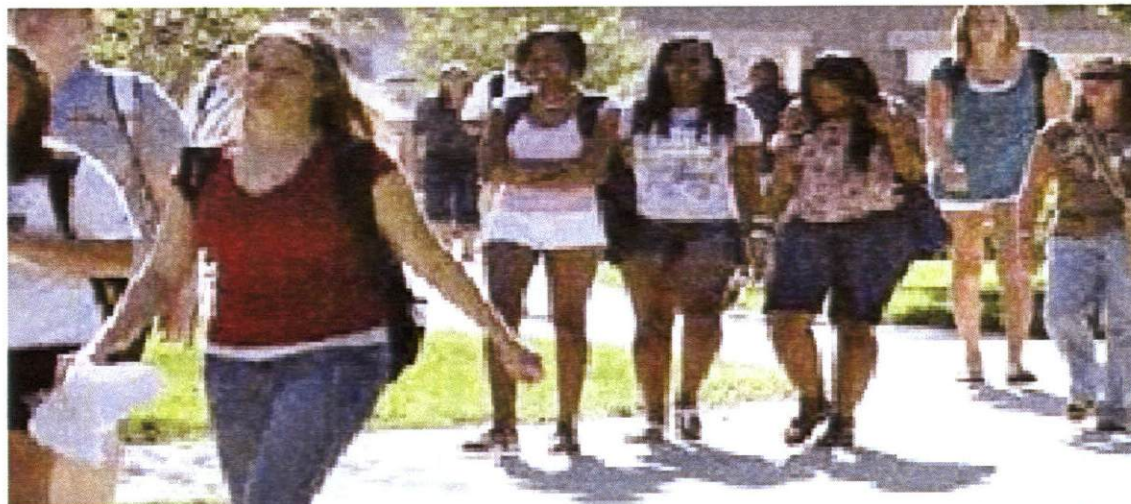
Art should herald freedom of expression, exchange of ideas and creative conflict that are a part of the University and the world.

III. Create Connection, Campus Identity and a Stronger Sense of Community

Individual programs and disciplines should have a clear self – identity with a physical heart or central gathering place, which is in turn connected to the larger university fabric. Campus open space should be developed as the primary structural element of the campus environment. It should link together existing and proposed buildings, and provide spaces for interaction of all kinds.

IV. Celebrate Creativity, Innovation and Uniqueness

The University should continue to nurture the generation of new ideas. Innovations of SU-SLA are the qualities which set it apart from other universities and should be celebrated. Technological innovation should be celebrated. However, the University as a whole should be technology optimizing rather than technology driven. Planning at the University must recognize and reflect the change in pedagogy that has resulted from the rapid growth of technological problem solving.



Images of Campus Diversity

INTRODUCTION

It is required by The State of Louisiana that higher institutions provide a strategic plan for intended operations. For the years 2007-2012, Southern University at Shreveport Louisiana (SUSLA) has prepared and implemented strategic initiatives for those corresponding years.

STRATEGIC PLANNING APPROACH

The development and implementation of an institutionally participatory five-year strategic plan for SUSLA was dedicated to The University Strategic Planning Committee, which consists of a campus-wide representation of administrators and managers, faculty, staff, students, and community representation. One of the most important goals to SUSLA's strategic planning is to build on student relationships and institutional relationships. In the development of the strategic plan, an internal and external environmental analysis of the University's strengths, weaknesses, opportunities, and threats, (S.W.O.T. Analysis) was conducted and used in the considered implementation.

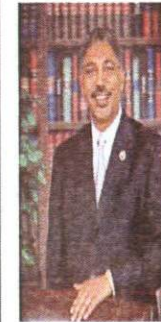
The mission, vision, and core values of Southern University at Shreveport Louisiana (SUSLA) provide the foundation upon which this strategic plan is developed.

Mission: Southern University at Shreveport, an institution within the Southern University and A & M System, seeks to provide quality education for its students, while being committed to the total community. This institution prepares students for careers in technical and occupational fields; awards certificates, diplomas and associate degrees; and offers courses and programs that are transferable to other colleges and universities. Dedicated to excellence in instruction and community service, this open enrollment institution promotes cultural diversity, provides developmental and continuing education, and seeks partnerships with business and industry.

Vision: Southern University at Shreveport Louisiana (SUSLA) will be known as the first choice two-year institution that provides quality learning experiences, academic support services and a commitment to the community. A strong focus will include economic development initiatives and the establishing of partnerships with business and industry which will provide a workforce, thereby impacting the quality of life for citizens throughout Louisiana and beyond.

Philosophy: Southern University at Shreveport, although proud of our past, is committed to making a better future. We seek to achieve this end by being governed by interrelated themes that will define our commitment to excellence in education. Therein, as a collective

STRATEGIC PLAN



Dr. Ray L. Bolton
Chancellor,
Southern University at Shreveport

Southern University at Shreveport, Louisiana, offers a wide array of courses designed to facilitate admission to four-year senior institutions; addresses the needs of the work force development community; and upgrades the learner's skills in the latest trends in the latest trends in business and industry through credit and non-credit courses. Our curriculum provides short-range training programs designed for the working professional.

The Southern University family looks forward to the challenges and opportunities that lie ahead with great confidence. Our ability to set the standards of excellence for students and the community makes the Shreveport Campus one of the leaders in education in meeting the challenges of the 21st century.

The five-year strategic plan will provide guidance and insight as it embraces the many accountability measures and higher education in Louisiana.

This plan is very inclusive because it provides for input from all facets of the academic community and the community at large.

SUSLA STRATEGIC PLAN - 2007-2012

The six strategic goals are:

- Increase opportunities for student access and success
- Ensure quality and accountability
- Enhance service to the communities and state
- Increase partnerships and collaborations with external entities
- Strengthen the Resource Development Programs
- Maintain a pleasing, attractive, and safe campus

Five Year Profile (2007 - 2012)

By the 2012 SUS LA is expected to have an average annual enrollment approximating 2,500 students. With the presence of student housing and enhanced student support services, SUSLA's is expected to maintain a first time freshman retention rate of sixty-four (64) percent. Ultimately, improvements in student retention and academic persistence are expected to increase graduation completion rates. By 2012, SUSLA expects to maintain an annual average completion rate of twenty-four (24) percent. SUSLA present student enrollment is predominantly African-American and female.

Approximately, fifty (50) percent of our total enrollment profile are nontraditional students twenty-five (25) years and older.

Prior to transitioning into the college academic environment, over fifty percent of our freshman entry population require placement into development education coursework. Recognizing high school core course curriculum deficits coupled with related socioeconomic characteristics associated with

academically at risk students, SUSLA's average completion time for the Associate and one year Certificate Degrees is approximately 6.0 and 4.0 years respective.



HISTORY

Southern University at Shreveport, a unit of the Southern University System located in Baton Rouge, Louisiana, was created by Act 42 of the ordinary session of the Louisiana Legislature of May 11, 1964, and designated a two-year commuter college to serve the Shreveport-Bossier City area. Its basic emphasis was to provide the first two years of typical college and university work.

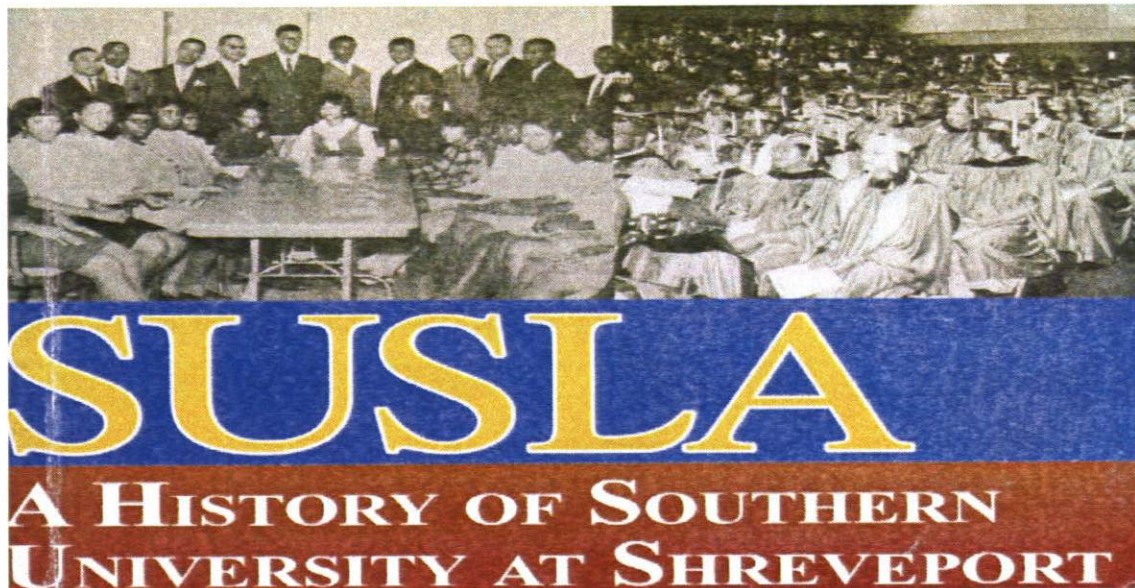
Governor John H. McKeithen signed this Act on June 27, 1964, and the Institution was opened for instruction on September 19, 1967. The definitive designation of Southern University at Shreveport as a "unit" of the Southern University System reflects historical precedence. On October 28, 1974, the Louisiana Coordinating Council for Higher Education (now Board of Regents) granted to the Institution its approval of six associate degree programs in Business, Office Administration, Natural Sciences, Medical Office Assistant, Social Sciences, and Humanities. The Board's approval resolved any conflict of definition in the historical statement of purpose. Therefore, today, applying the terminology of the Southern Association of Colleges and Schools, Southern University at Shreveport is a unit of the Southern University System, rather than a branch or extension of the Baton Rouge campus.

Furthermore, in 1977, the Board of Regents' Master Plan for Higher Education in Louisiana

cited. "... Southern University should begin immediately to plan programs and services of the type appropriate to a comprehensive community college in order to contribute to the future economic development of the greater Shreveport area." Therein, the Institution was charged to expand its one- and two-year offerings in keeping with the manpower needs of the Shreveport area and to cooperate with nearby vocational-technical schools where possible. The Master Plan defined research activities as "appropriate to further the role of the Institution as a comprehensive community college, with lower level undergraduate instruction and

public service receiving top priority."

Over the last three and a half decades Southern University at Shreveport has undertaken numerous capital projects. In 1972 the campus was expanded to include the New Classroom Building and the Library. The following year, the university completed construction of a new 31,500 Square foot Science Building. In 1980, the university constructed a Student Activity Center to accommodate the needs of a growing student population. The university recently constructed a new Health, Physical Education, and Recreation Complex, which in-



Southern University Shreveport Louisiana

SUSLA Master Plan

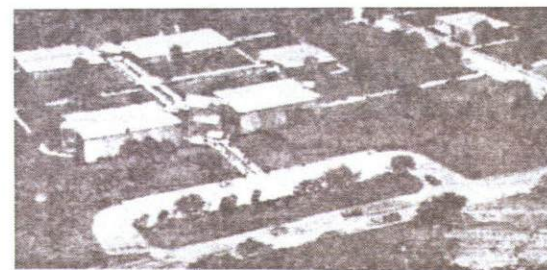
HISTORY

cludes a gymnasium, classrooms, dance studios, and a weight room. This facility serves the recreational needs of the university's Students, faculty, and staff.

Since the late 1980's Southern University at Shreveport has made a concerted effort to develop satellite facilities in order to better serve its constituency. In an effort to meet the educational and training needs of a diverse group of students near their place of employment, in 1987 the university established its Metro Center Campus in the heart of the Shreveport

Central Business District at 610 Texas Street. Today, the Metro Center Campus houses the university's academic programs in Surgical Technology, Respiratory Therapy, Cardiovascular Technology, Diagnostic Medical Sonography, Health Information Management, as well as the university's Student Support Services, Educational Talent Search, and Continuing Education programs. This facility is used to offer a variety of academic programs and certification classes to students of all ages. Most recently, Southern University at Shreveport established an Aerospace Technology Center at the Shreveport Downtown Airport. Completed

in 1996, this facility is used to accommodate the needs of the Associate Degree programs in Aviation Maintenance Management and Aviation Maintenance Technology.



1967-68 FALL REGISTRATION

FIRST SEMESTER

Freshman Orientation & Testing . . . Tuesday and Wednesday, September 19-20

Registration for Freshmen . . . Thursday and Friday, September 21-22

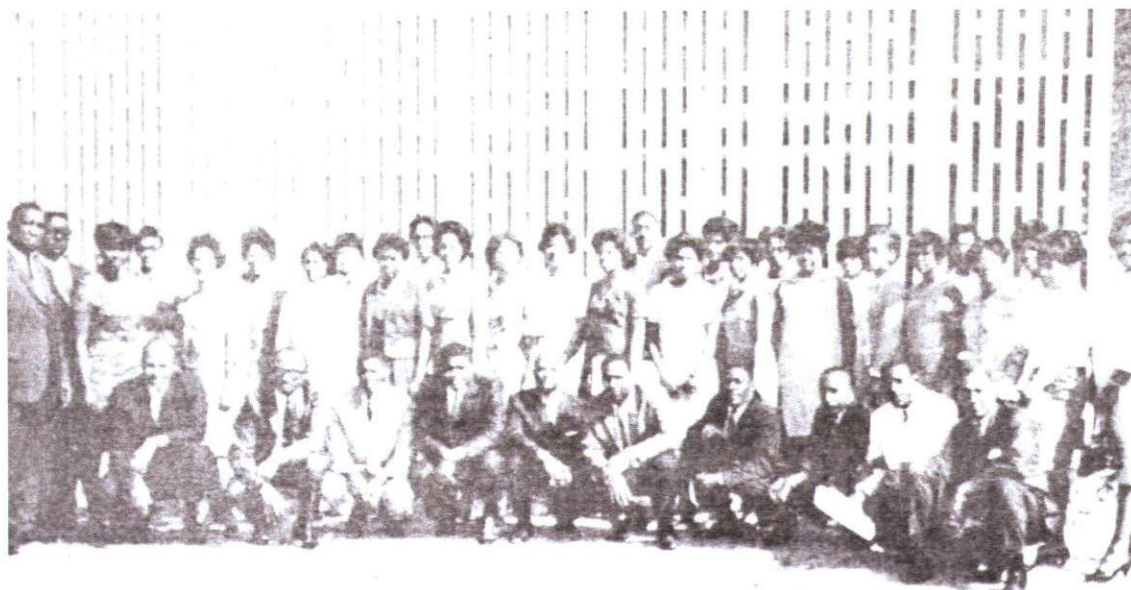
First Semester Classes Begin . . . Monday, September 25

FOR MORE INFORMATION CONTACT:
THE REGISTRAR

SOUTHERN UNIVERSITY

Shreveport-Bossier City Campus • Shreveport, La.

Southern University Shreveport Louisiana



First Faculty and Staff at SUSBO - September, 1967

DATA COLLECTION

Demographics	1
Land - Use	2
Shreveport - Caddo Great Expectations Master Plan 2030	3
Southern University Shreveport Campus Plan update	4
Surveys	5

Demographics

Introduction

The goal of the planning team was to build upon the existing success and accouchements that surrounded the planning area. we understood that it was important to identify the facts associate with the community and the city of Shreveport as a whole. These facts are obtained through the analysis of demographic information, land use patterns, existing planning efforts and survey information.

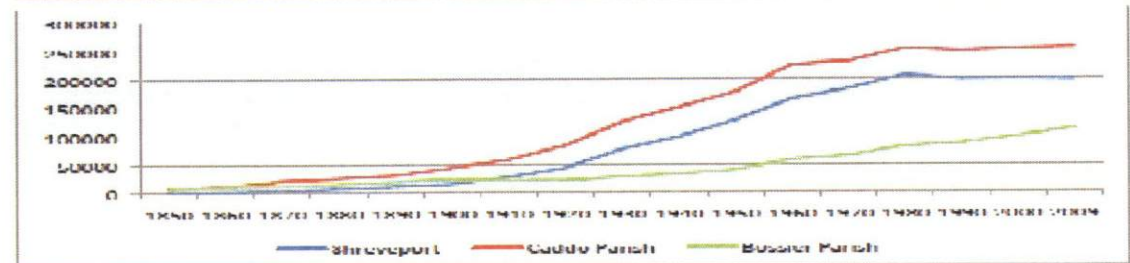
Demographics are vital social statics of human population. The planning team studied population trends, age, income and education characteristics, these statistics give us an understanding of population that the university serves. These statistics also provide factual information that potential investors can use to determined the market.

Population

Shreveport like many louisiana cities can attribute its major population changes to the peaks and valleys realized by the oil industry. The City of Shreveport has maintained a population of around 200,000 people showing only a slight decline in population over the last 20 years, however Caddo and Bossier Parishes as a whole reflect an increase in population over the same period. While the population has remained relatively stable the dynamics of the population has changed. This concept is reflected in the size of the average household Family sizes have reduced causing a demand for new housing. "The census defines families

FIGURE 3.2 REGIONAL POPULATION TRENDS, 1990-2009

	1990	2000	2009 (EST.)	% CHANGE, 1990-2000	% CHANGE, 2000-2009
Shreveport	198,525	200,145	198,133	-0.2%	-1.0%
Caddo Parish	248,253	252,161	254,829	2.6%	1.1%
Shreveport-Bossier parishes	334,341	350,471	367,368	9.9%	4.8%
Louisiana	4,219,973	4,468,976	4,488,442	6.4%	0.0%



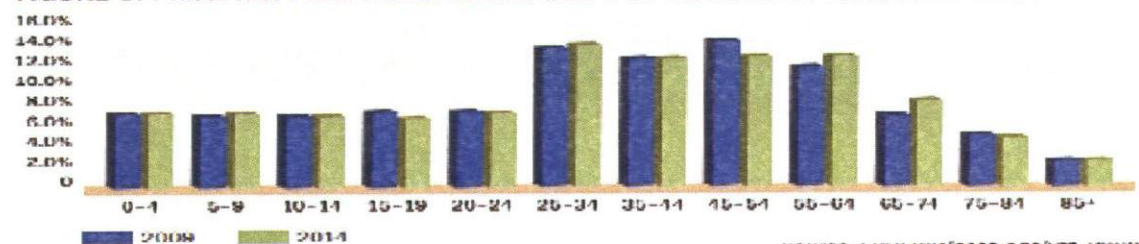
Sources: U.S. Census, City of Shreveport

as households of people related by blood or marriage. A "family," therefore, can be a married couple without children at home. According to the 2000 census, 35% of total households in the Master Plan Area had related children at home and 25% of households included persons 65 years or older. Seventeen percent of all households were single-parent families with related children. Although the Shreveport-Caddo area remains family-oriented in many ways, only about a third of all households have related children living at home. These local numbers showing fewer households with children and fewer family households reflect national trends."

"Great

Expectations: Shreveport - Caddo 2030 Master Plan

FIGURE 3.4 MASTER PLAN AREA ESTIMATED POPULATION BY AGE, 2009-2014



Source: ESRI Business Analyst 2009

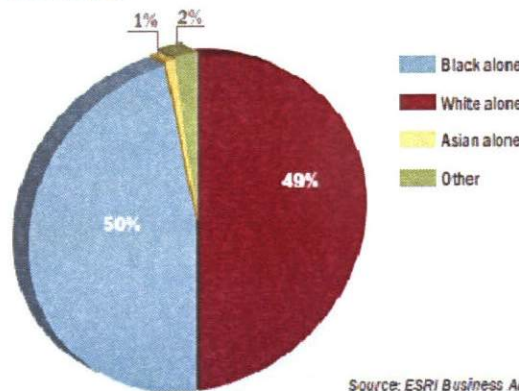
DEMOGRAPHICS

The Median age for the Great Expectations Plan Area as of 2009 is 36.3 years with a projected increase to 36.7 in five years. The increase in the age of the population trend is projected to continue.

Race

The Population has continued to diversify since 1990 seeing a steady increase of the Af-

FIGURE 3.5 MASTER PLAN AREA ESTIMATED POPULATION BY RACE, 2009



Source: ESRI Business Analyst, 2009

rican American population of about 1% each year. The Asian and Hispanic population have also noticed and increase of up to 3% annually.

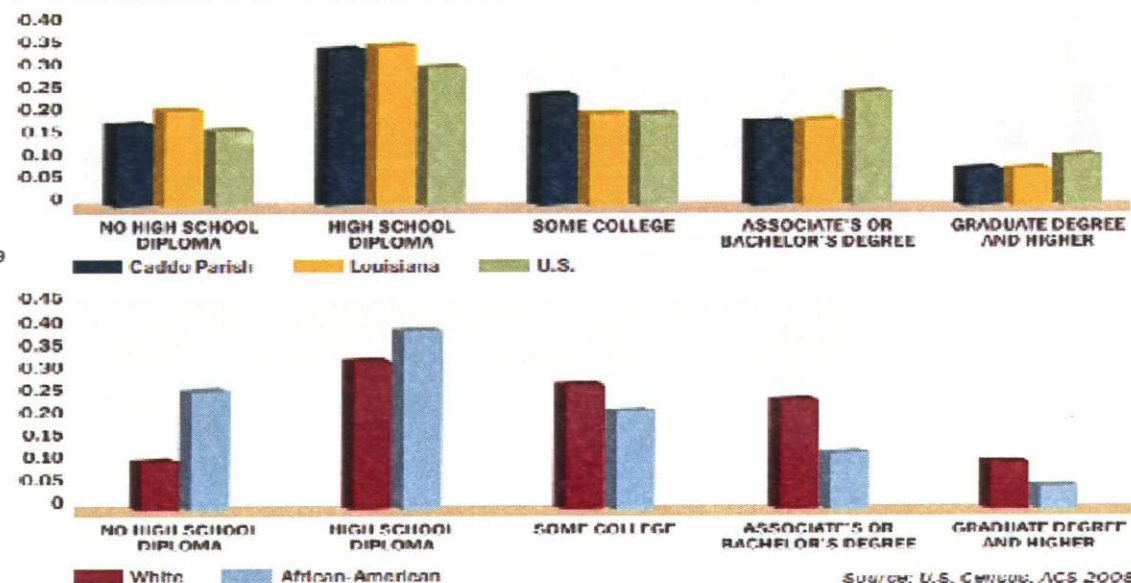
School Enrollment

According to state Department of Education data, Caddo Parish public school enrollment decreased 14% from 48,553 in 1990 to 41,757 in 2009/10, with two-thirds of students listed as African-American or other minority racial

composition. Sixty-five percent of students in the system are eligible for free or reduced lunch because of limited family income. Private-school enrollment stands at approximately 7,950. Bossier Parish public school enrollment grew 20% between 1990 and 2009/10. Forty-six percent of Bossier students qualify for free or reduced-cost lunches and 38 percent of the school population is African-American or other nonwhite minority. The Great Expectations Plan States that "Given the importance of knowledge based industries in the economy of the Master Plan Area, the fact that overall edu-

cational attainment is relatively low represents a competitive disadvantage. The proportion of adults with post-secondary degrees, which are increasingly recognized as the key to obtaining living wage jobs, is below the national average. Disparities between African Americans, 15% of whom hold a post-secondary degree, and whites are significant." This disparity is a target area for the SUSLA Plan.

FIGURE 3.8 EDUCATIONAL ATTAINMENT, POPULATION 25+, 2008



Source: U.S. Census, ACS 2008

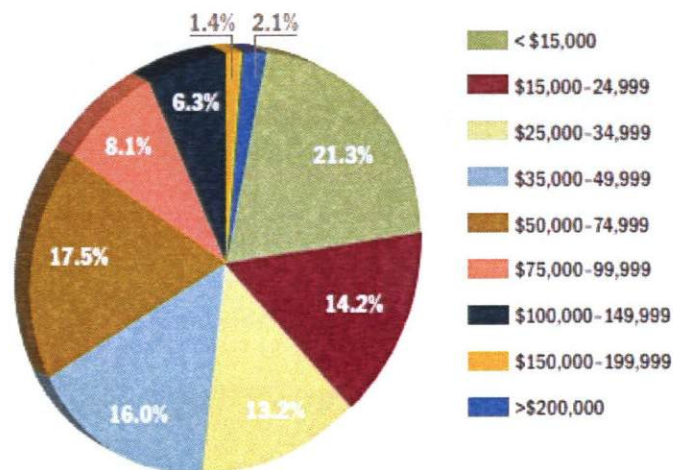
DEMOGRAPHICS

Economy

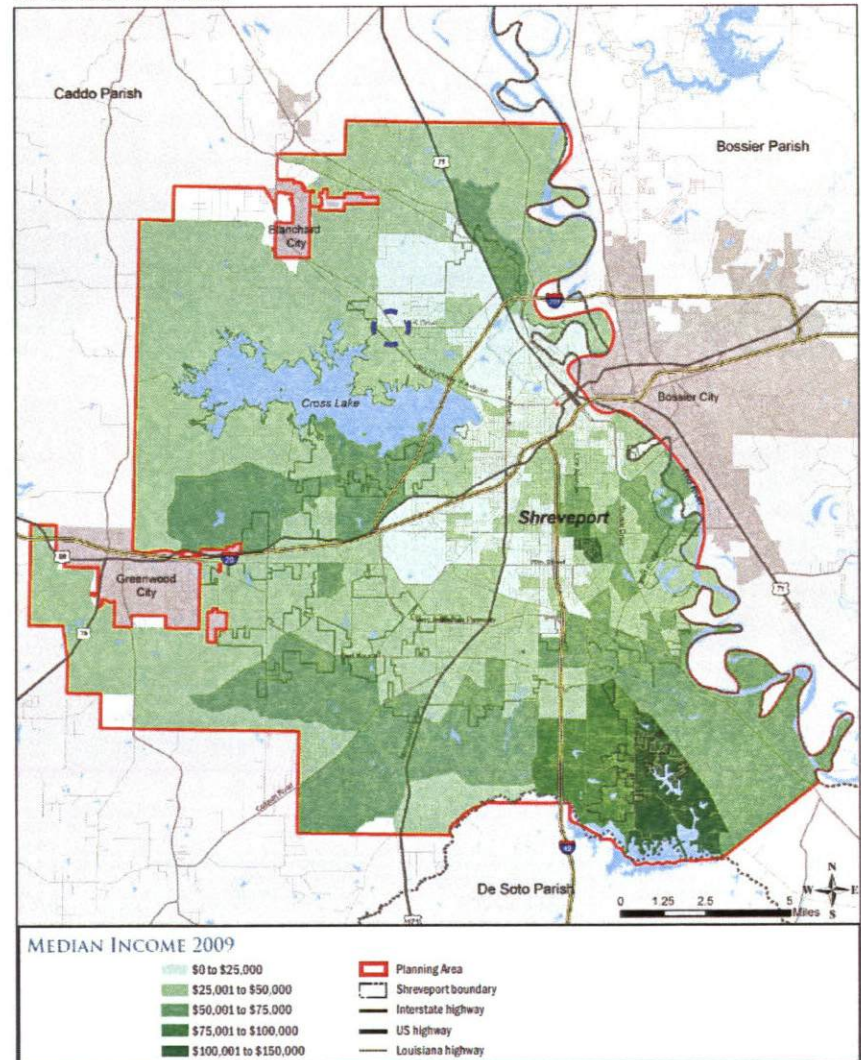
"Shreveport's greatest economic strengths lie in what are considered knowledge-intensive industries such as information, education, health care, and professional and technical services. As the central city of the region, it attracts economic activities that benefit from a central location and direct interactions, such as professional services, finance, health care, education, media, culture and entertainment, and, in some cases, retail. Caddo Parish has particularly strong concentrations of employment in mining (oil and gas), health care, and arts, entertainment and recreation (which includes the casino industry) relative to both state and national averages. A high concentration of employment indicates that an area is well-positioned competitively with regard to a particular industry."

"Great Expectations: Shreveport - Caddo 2030 Master Plan"

FIGURE 3.7 CADDO PARISH HOUSEHOLDS BY INCOME (2009)



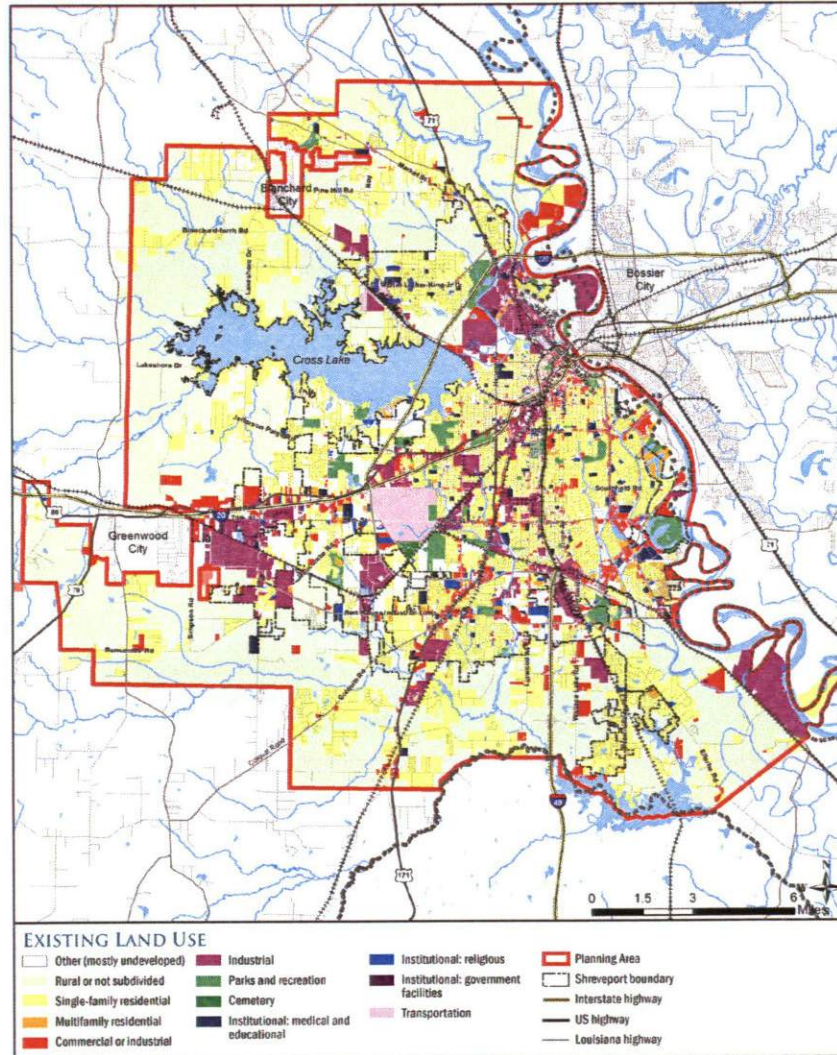
MAP 3.2 MEDIAN INCOME 2009



Source: ESRI 2009

LAND USE

MAP 3.3 EXISTING LAND USE



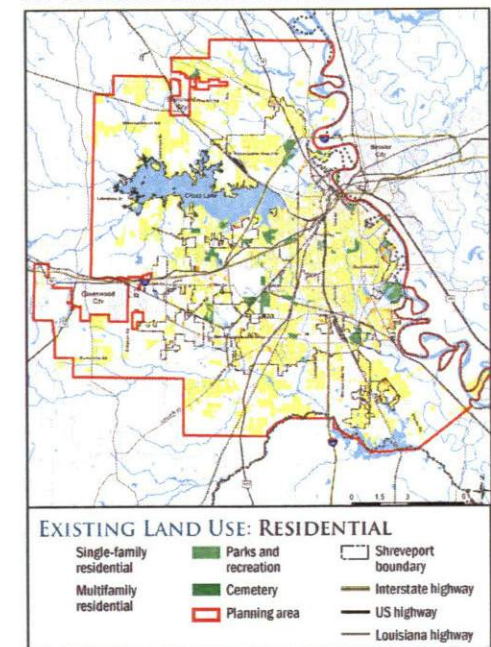
Source: City of Shreveport Assessors Database, MPC, NLCOG, Goody Clancy

Land Use

Understanding the use for each parcel of land is important to any planning process. Land Use diagrams produce information that will allow us to track and predict the growth of an area. As a communities needs develop land uses change zoning is the tool used to control land use changes and development. There are several different categories of land use including but not limited to - rural, single family residential, multifamily residential, commercial, industrial, parks and recreation, institutional, and civic. The SUSLA Planning area includes several of these uses. If these land uses are planned well they can produce a healthy community that produces a high quality of life. Residential land uses are predominate in the contextual area.

The map shows residential areas within the city limits and, in the unincorporated area, identifies "residential" rather than "rural" as those lots smaller than 25 acres that have a house on them. The vast majority of residential areas have single- or two-family homes. Multifamily developments are scattered throughout the city. Although some are located on arterial streets and near important intersections, few planning criteria appear to have been applied in decisions about locating them.

MAP 3.5 EXISTING LAND USE: RESIDENTIAL

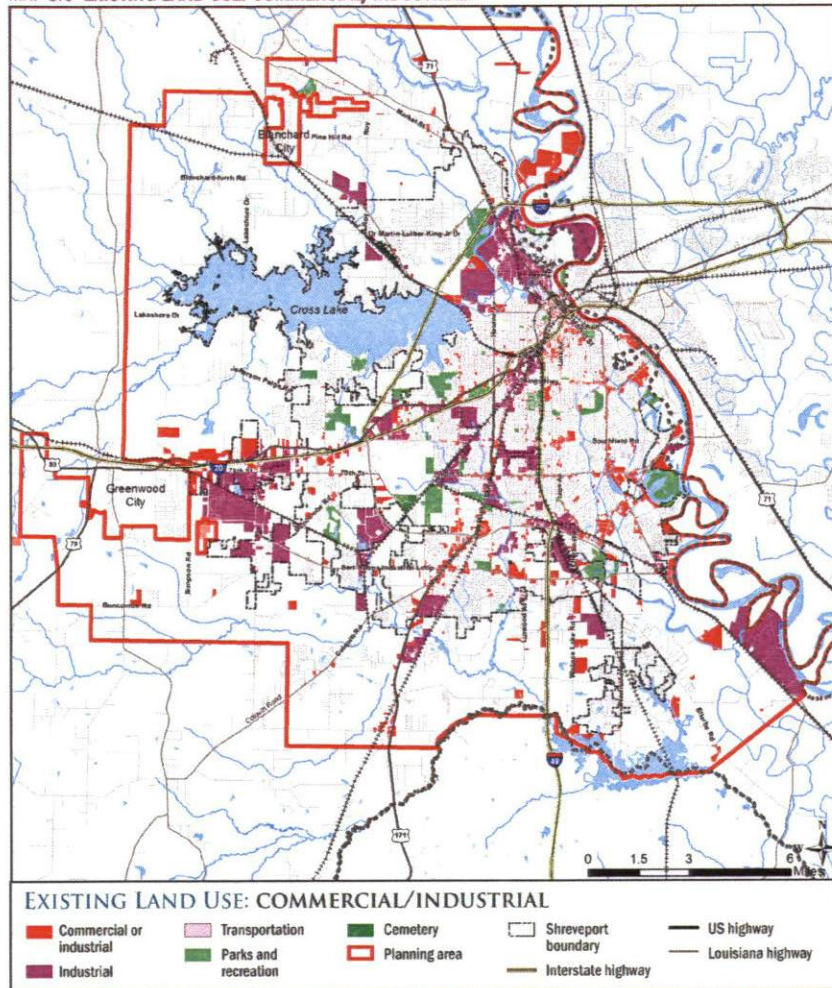


Source: City of Shreveport Assessors Database, MPC, NLCOG, Goody Clancy

LAND USE

Commercial / industrial Land Use

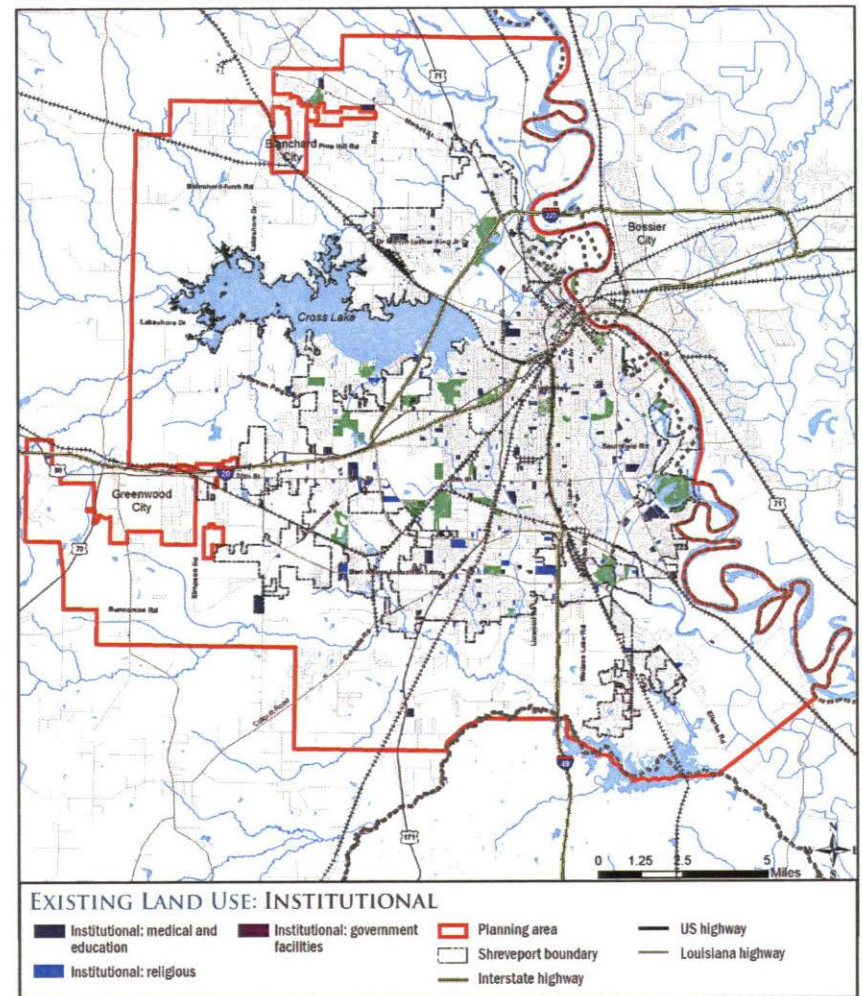
MAP 3.6 EXISTING LAND USE: COMMERCIAL/INDUSTRIAL



Source: City of Shreveport Assessors Database, MPC, NLCOG, Goody Clancy

Institutional Land Use

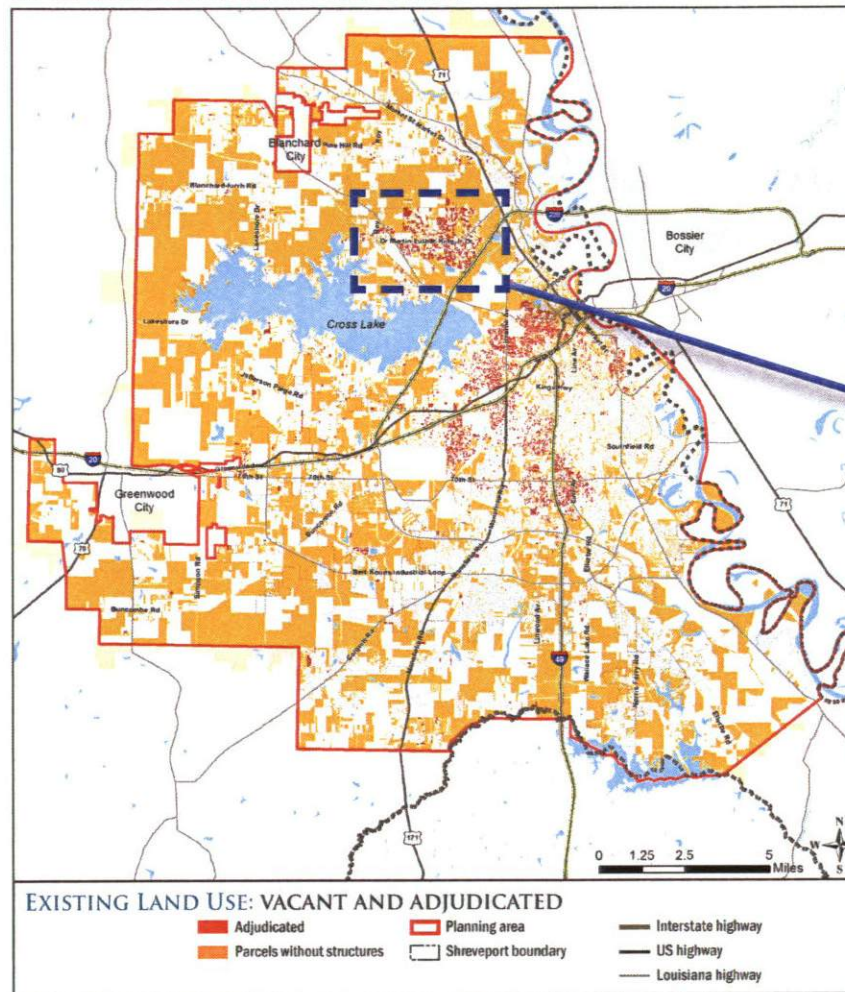
MAP 3.7 EXISTING LAND USE: INSTITUTIONAL



Source: City of Shreveport Assessors Database, MPC, NLCOG, Goody Clancy

LAND USE

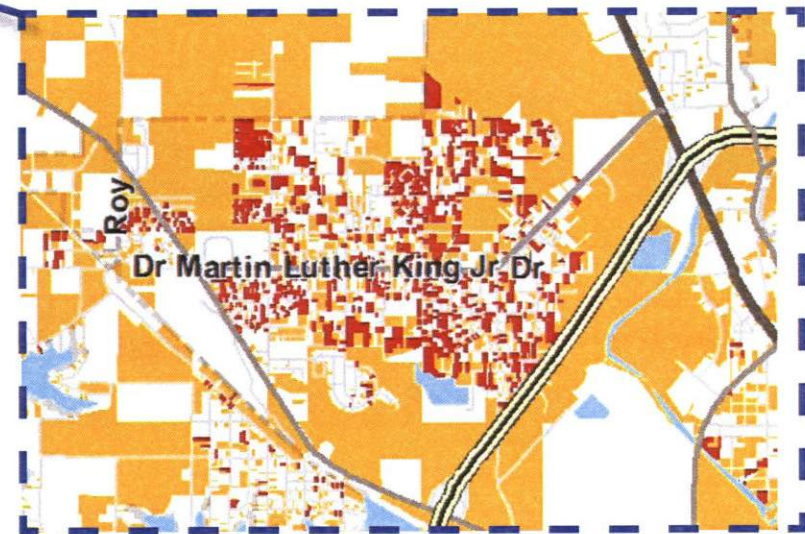
MAP 3.8 EXISTING LAND USE: VACANT AND ADJUDICATED



Source: City of Shreveport Assessors Database, NLCOG 2009, Goody Clancy

Vacant and Adjudicated

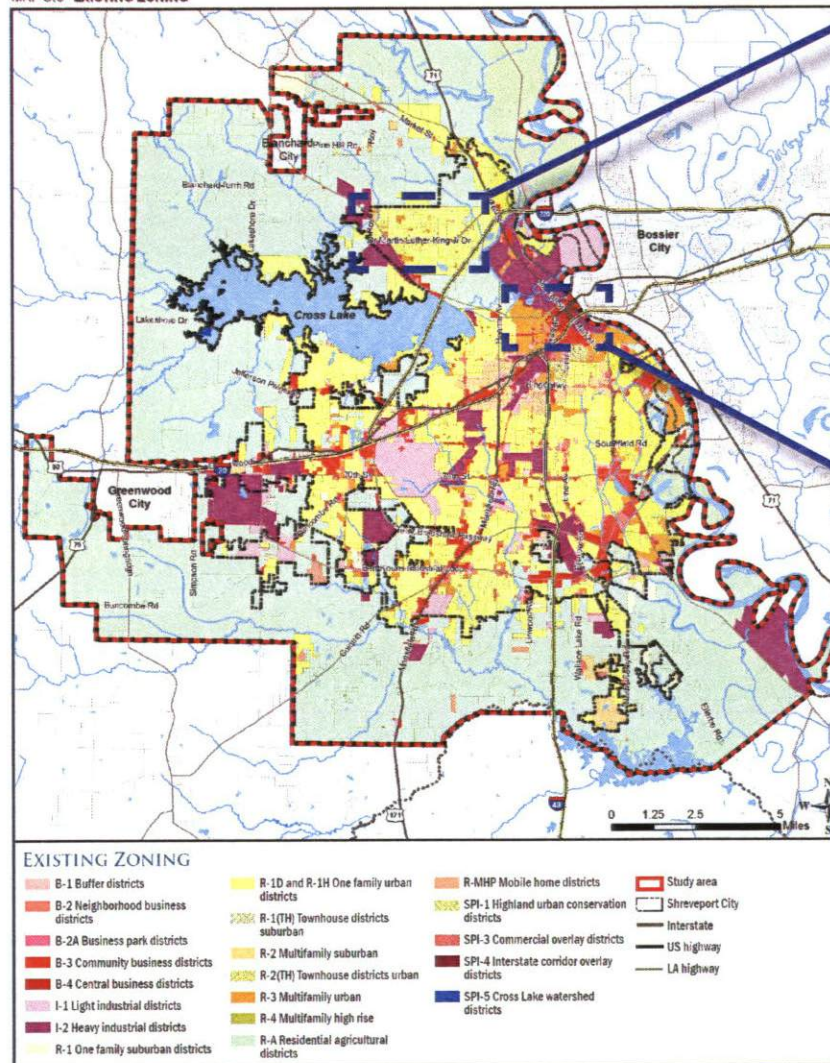
By definition, adjudicated property is property that has been placed in state or local governmental hands because local property taxes have not been paid and sequentially have not been redeemed by the debtor. There is approximately 7,000 adjudicated properties in the Shreveport area and several of them lie in the MLK Neighborhood. Vacant and adjudicated properties are vulnerable properties that after completing the process to take ownership can be added to the land inventory for the university as it strategically grows into the community. These vulnerable properties should be used as tools to extend the limits of the campus and brand the university in region.



LAND USE

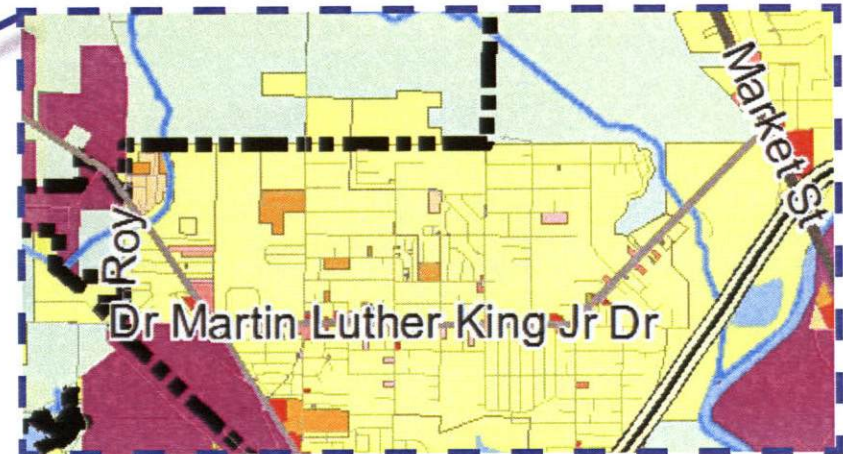
Existing Zoning

MAP 3.9 EXISTING ZONING

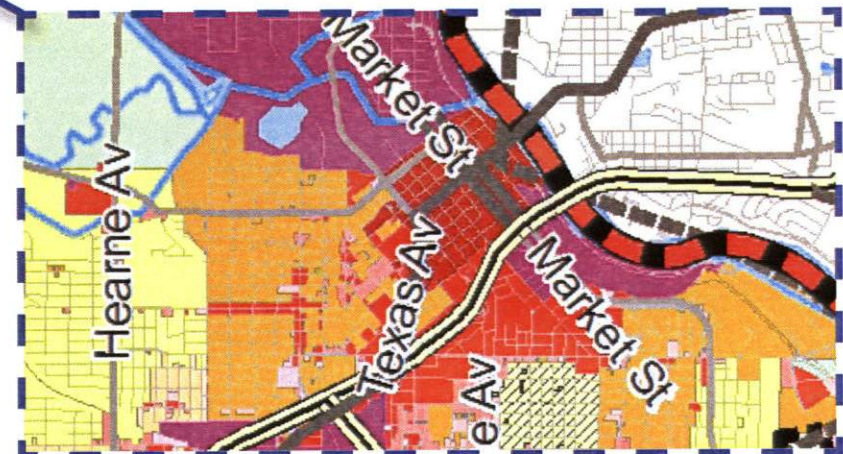


Source: MPC

MLK Campus Zoning



Downtown Campus Zoning



GREAT EXPECTATIONS MASTER PLAN



Plan Summary

The SUSLA Master Plan is built on the success of extensive planning efforts that have taken place over the last several years. The most notable of these plans is the Great Expectation Plan.

The Shreveport - Caddo Master Plan covers a broad range of topics in 13 chapters about current trends, the planning process, all aspects of community life that affect the way the city of Shreveport and parish can develop in the future, and implementation actions. It is the first comprehensive master plan since 1957, more than 50 years ago. The 1957 plan represented a response to a post-World War II boom that brought traffic congestion, crowded schools and housing shortages to the city. That plan had a profound effect on Shreveport's physical development as the road network it proposed was implemented over the years. The Great Expectations Plan arrives in 2010 when Shreveport-Caddo faces different challenges.

GREATER SHREVEPORT'S **VISION** FOR THE 21ST CENTURY

In 2030, greater Shreveport is the dynamic, creative and flourishing powerhouse of the ArkLaTex region. Our region combines the economic opportunity, diversity and cultural excitement of a growing city with the friendliness of a small town.

Our neighborhoods—safe, clean and welcoming—are connected by shared civic spirit and by a network of inviting public spaces and transportation choices. Downtown and nearby neighborhoods in the city core are vibrantly alive with residents and businesses in historic and new buildings. A revitalized waterfront district links Cross Bayou and the city center to Shreveport's origins on the banks of the Red River. Underutilized properties throughout the city have been restored to community use with housing, shops, offices, or parks and other public spaces. Downtown and our diverse neighborhoods offer attractive and affordable choices for young singles and couples, families with children, empty-nesters, and retirees.

Because of its culture of excellent education and access to lifelong learning,

from the cradle to the senior years, the Shreveport-Caddo area has the qualified workforce to support an expanding 21st century economy. Established and emerging industries, such as natural gas, manufacturing, education, biomedicine, cyber security, green building and energy, health care, tourism, film production, and digital media depend on local talent, and entrepreneurial start-ups nurture new industries. As a transportation crossroads of rail lines and highways, including an extended I-49, and with a successful river port, we reach out to the nation and the world.

Shreveport is the "greenest" and healthiest city in the South, committed to resource and energy sustainability and enhancing access to healthy lifestyles. Our landscape is enriched by a natural network of greenways and bayous offering recreation in nature. Shreveport's youth and college graduates, as well as newcomers, are proud of their beautiful city, cohesive community, and culture of opportunity. All citizens choose to be part of an innovative city on the move.

GREAT EXPECTATIONS MASTER PLAN

shreveport-caddo 2030
**GREAT EXPECTATIONS
MASTER PLAN**
creating our future together



connection > community > collaboration > communication

WHY WE DEVELOPED THIS PLAN

Our last comprehensive master plan was in 1997—and it shaped our road system and development for many years. The Great Expectations Plan is designed to put Shreveport-Caddo on a new strategic path for the 21st century toward more jobs, more housing, more growth patterns, and a better quality of life for all.

Shreveport is the biggest center of employment, retail, media, and health care for a region of a million people.

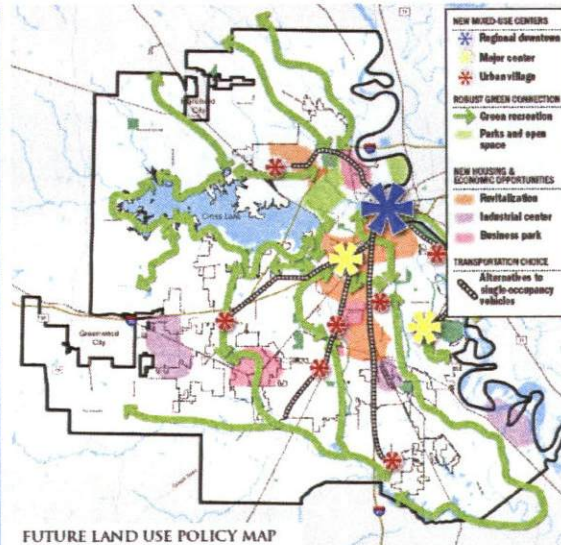
We are the center of a growing, natural gas driving economy. The Plan gives us a framework for seeing the opportunities before us to make our community better, while preserving all the things we love about Shreveport and Caddo Parish.

HOW WE DEVELOPED THIS PLAN

The Great Expectations Plan was developed by the Shreveport-Caddo community in a process with broad public participation. Citizens from all over the city and nearby parts of Caddo Parish. The planning process touched thousands of people, whether through the public opinion survey, the visioning events, neighborhood workshops and open houses, topical workshops, or the scenario open houses. Residents from all walks of life gave many hours of their time to serve on the Community Advisory Group and the Working Groups that helped shape the plan.

HOW WE'LL PUT THE PLAN TO WORK

The purpose of a plan is to prepare for action. The Great Expectations plan includes a detailed implementation plan setting out the *What, How, Who, and When* for specific actions to achieve the goals of the plan. A Master Plan Advisory Committee made up of citizens will serve as the stewards of the plan, advising government and other partners and monitoring progress. Annual public hearings will give citizens a report on implementation and the plan will be used in capital improvement planning, work plans, and to guide land use decision making. Partnerships with residents, businesses, educators and educational institutions, and nonprofits will be critical to success.



FUTURE LAND USE POLICY MAP

GREATER SHREVEPORT'S VISION FOR THE 21ST CENTURY

In 2030, greater Shreveport is the dynamic, creative and flourishing powerhouse of the ArkLaTex region. It combines the economic opportunity, diversity and cultural excitement of a growing city with the friendliness of a small town.

Our neighborhoods—safe, clean and welcoming—are connected by shared civic spirit and by a network of inviting public spaces and transportation choices. Downtown and nearby neighborhoods in the city core are vibrantly alive with residents and businesses in historic and new buildings. A revitalized waterfront district links Cross Bayou and the city center to Shreveport's origins on the banks of the Red River. Undeveloped properties throughout the city have been restored to community use

with housing, shops, offices, or parks and other public spaces. Downtown and our diverse neighborhoods offer attractive and affordable choices for young singles and couples, families with children, empty-nesters, and retirees.

Because of its culture of excellent education and access to lifelong learning from the cradle to the senior years, the Shreveport-Caddo area has the qualified workforce to support an expanding 21st-century economy. Established and emerging industries—natural gas, manufacturing, education, biotechnology, cyber security, green building and energy, health care, tourism, film production, and digital media—rely on local talent, and entrepreneurial start-ups nurture

new industries. As a transportation crossroads of rail lines and highways, including an extended I-49, and with a successful river port, we reach out to the nation and the world.

Shreveport is the "greenest" and healthiest city in the South, committed to resource and energy sustainability and enhancing access to healthy lifestyles. Our landscape is enriched by a natural network of greenways and bayous offering recreation in nature.

Shreveport's youth and college graduates, as well as newcomers, are proud of their beautiful city, cohesive community, and culture of opportunity. All citizens choose to be part of an innovative city on the move.

MEETING OUR GREAT EXPECTATIONS THROUGH KEY THEMES OF THE PLAN



A bold approach to taking charge of our future

To achieve the Vision, we need ambitious goals for new jobs and an ambitious program to extend a high quality of life to every place and every person in our community. Shreveport has shown boldness before—from Captain Shreve taking on the great logjam, to the first underwater drilling in Caddo Lake, to the successful pursuit of an Air Force base. The master plan is a roadmap for a new era of opportunity and leadership—this is our 21st-century moment for bold initiatives.

Grow Smarter

Attract new residents and investment to Shreveport "inside the loop" to live in vibrant, connected, walkable communities. Major mixed-use centers and urban villages will have enough density to support express bus service, and eventually bus rapid transit, along major streets to employment centers.

Celebrate Our Uniqueness

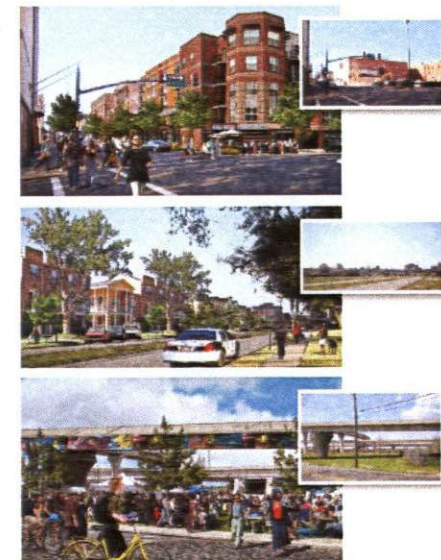
We have the only real, urban downtown in our region, a rich history, a beautiful landscape, and a culture that makes us unique. Downtown can be a neighborhood where you can live in a historic building in the heart of the West Edge arts district, in a new Cross Bayou neighborhood, or a cottage community in Ledgebetter Heights.

Invest in People

Human capital is the key to good jobs and prosperity in the 21st century. This means investing in retaining and attracting talent, a hospitable environment for entrepreneurs, intensified partnerships to enhance workforce development, new opportunities in post-secondary education, and a new commitment to excellent public schools.

Invest in Place

Businesses locate where people want to be, and good neighborhoods, a great open space system, and a vibrant cultural life are key attractions in successful 21st-century communities. Investing in place means everything from making sure that our basic infrastructure and services are reliable and in good condition to a "green agenda" of greenways, clean water and air, and energy efficiency.



GREAT EXPECTATIONS MASTER PLAN



WHAT'S IN THE GREAT EXPECTATIONS 2030 MASTER PLAN? IMAGINE—PLAN—ACT

The Shreveport-Caddo Master Plan covers a broad range of topics in 13 chapters about current trends, the planning process, and all aspects of community life that they affect the way our city and parish can develop in the future.

IMAGINE—What kind of place do we want to be in the 21st century?

Setting the Stage, Shreveport's vision for the future, guiding principles for planning, the public process, and where we are starting from today.

1. Great Expectations: the Shreveport-Caddo Vision for 2030
2. The Community Issues
3. Population and Land Use Trends

PLAN—How do we get there?

Six Area-Wide Elements: From "young green" to neighborhoods, economic development and infrastructure: analysis, strategies and sections on specific topics.

4. Natural Heritage: Green Systems and Sustainability
5. Cultural Heritage: Historic Preservation, Arts, and Culture
6. Living in Shreveport-Caddo: Neighborhoods and Housing
7. Prosperity and Opportunity: Economic Development
8. Getting Around: Transportation and Mobility
9. Public Systems: Infrastructure, Facilities, and Services

Two Focus Area Elements: Strategies and actions to create a live-work-play-study destination and to revitalize the inner core with coordinated actions to achieve critical mass.

10. Unique Identity: Focus on Downtown
11. Smarter Growth: City Revitalization

ACT—How do we get started?

Two Implementation Guidance Chapters: A new development framework for step-by-step actions to achieve this vision and monitor progress.

12. Future Land Use, Zoning and Urban Design
13. Stewardship and Implementation of the Plan

THE BIG PICTURE

Shreveport needs new regulatory and planning systems that are more user-friendly, predictable and transparent, more effective in enforcement codes and quality-of-life ordinances, more effective in eliminating blight and vacancy, and more productive in promoting development inside the loop.

- Create a new **Unified Development Code** (zoning and other development regulations) consistent with the Master Plan that promotes quality development, predictability for both neighbors and property owners, and streamlined procedures.
- Establish a **new culture of planning** that increases predictability for everyone through a system that provides for consultation with neighborhoods and property owners in creating zoning and for potentially high-impact developments.
- Establish **quality of life ordinances and enforcement systems** to include a rental housing code, a ticketing system for certain kinds of code violations, and a **special environmental court to hear housing and code enforcement cases** similar to courts operating in Monroe and other Louisiana cities.
- Establish **development impact fees** so that new development pays for increases in infrastructure and service costs.
- Establish **revitalization incentives** for private investment where development is desired: reduced impact fees, tax abatements, and infrastructure investments.

DOWNTOWN AND THE WATERFRONT

The Master Plan framework for downtown has several components: securing the urban and historic character; activating downtown; bringing new activity through educational and civic institutions and strengthening the arts and culture hub already developing in the West Edge.

Establishing a strong residential component by reusing historic buildings and creating new neighborhoods in Cross Bayou and Levee Heights, better connecting downtown's different districts; developing public green space; and revitalizing historic Avenue as an events and "main street" corridor.

- Enact **new downtown zoning and a designation delay ordinance for historic buildings**.

Expand the tax-increment finance district downtown for key public projects to attract private investment.

- Develop a **detailed plan for Cross Bayou as a residential district with publicly accessible natural green space along the water**, take steps to prepare the area for development—correct zoning, design guidelines, park planning, brownfields cleanup—and then develop a request for proposals to seek an experienced developer for a public-private development.

Further develop the **West Edge Arts District** with adaptive reuse of historic buildings for cultural and residential purposes.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

- Establish **more educational programs downtown** to bring student life to downtown streets.

Improve **circulation and parking downtown** by making streets two-way, creating a parking-management district, providing for resident parking, and establishing a circulator van or trolley.

Shreveport Regional Arts Council (SRAC) in the historic fire station, as well as other physical improvements and market downtown to artists as a place to live and work.

PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

Economic development recommendations revolve around four key priorities: supporting established and emerging industries; improving the education system for all; organizing local resources for economic development work; and developing new businesses by building entrepreneurial capacity.

- Create a **public-private Caddo Career Education Trust** to support innovative education and workforce training partnerships with possible funding from part of local collections in natural gas extraction, small dedicated millage, and philanthropic donations.

Create a **Shreveport-Caddo Economic Development Corporation** to focus on business retention and local economic development.

- Shift **biomedical efforts to recruitment of researchers and their teams**.

Promote formation of **"angel" investment funds** from local investors in early-stage, high-growth industries.

- Target the **needs of natural gas producers and service firms** to assist in site finding and permitting, meeting workforce needs, and developing a local workforce.

Develop a **coordinated regional marketing initiative for the health care industry** as a regional center of specialized care.

- In the **film and media sector**, expand marketing to production and post-production industries and develop a **high-tech incubator**.

Strengthen and coordinate the **adult workforce development system**.

- Create a **community-based Housing Policy Advisory Council**, including representatives of government staff, neighborhood organizations, for-profit and non-profit housing developers, realtors, and representatives of economic development organizations.

Establish a **rental housing code** to ensure that rental properties are fit for habitation.

- Promote **more diverse housing choices**—for example, condominiums, townhouses, live-work units, and villas.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

Focus **redevelopment activities strategically** in locations that build on existing assets and provide critical mass, such as the medical district neighborhoods, and target coordinated housing, infrastructure, transportation, park, and service investments to create a successful mixed-income neighborhood.

A GREEN AGENDA: SYSTEMS AND SUSTAINABILITY



With abundant land, trees and water in rolling hills, Shreveport-Caddo has the opportunity to create a signature open network encompassing greenways, "blueways" (water connections), natural open space, and recreation areas.

- Create an **area-wide greenway plan** integrated with a network of on-street bicycle and pedestrian routes to connect community destinations and reduce air pollution.

Require **new development to facilitate new parks and greenway linkages**.

- Work toward providing **public access to green space within walking distance for every resident inside the loop**.

Establish **conservation setbacks from wetlands and bayous for water quality protection and greenway opportunities** and develop systems for natural drainage including new water retention areas and park land in areas such as Bayou Pierre and Wallace Lake.

- Provide **adequate funding for park maintenance and operations**, including seeking private partnerships and sustainable practices.

Work toward a goal of **30% tree canopy coverage in 2030 for the City of Shreveport** through restoration, urban forestry, and tree and landscape requirements.

- Support **LSU AgCenter efforts to establish a model urban agriculture system in Shreveport** through measures such as appropriate zoning and land with a water supply for community gardens.

Reduce **greenhouse gas emissions by at least 20% by 2030** through implementation of the City Energy Efficiency and Conservation Strategy.

- Continue to work with energy companies and regional water management groups to **ensure safe and prudent water use for nonpotable uses** and **prudent water use for nonpotable uses**.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

Pursue a **comprehensive and coordinated system to eliminate blight, assemble land, and create new neighborhoods in disinvested areas**.

- Establish a **professional redevelopment authority** to take charge of blight elimination and redevelopment activities.

The Power of Place

High quality of life—resident satisfaction in daily living—is the foundation of successful 21st-century communities, and it is profoundly affected by neighborhood conditions, access to green space and water, cultural opportunities, and community connections. "Place-based" investments include:

- Neighborhood housing, amenities, and connections
- Revitalization of disinvested areas by comprehensive redevelopment that creates new neighborhoods
- Infrastructure systems that support community life, from the gray infrastructure of streets, water, and sewer lines, to the green infrastructure of parks, greenways, and natural water networks.

Set long-term priorities for infrastructure by funding and implementing a **municipal asset-management system** linked to an up-to-date GIS (geographic information systems) database.

- Integrate **transportation and land use planning, technology, and management strategies** for efficient roadway and transit networks to provide alternatives to auto travel.

Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.

- Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency and sustainable practices**.

Implement a **solid-waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20% from 2010 levels** in order to extend the life of the landfill and save resources.

- Set long-term priorities for infrastructure by funding and implementing a **municipal asset-management system** linked to an up-to-date GIS (geographic information systems) database.

Integrate **transportation and land use planning, technology, and management strategies** for efficient roadway and transit networks to provide alternatives to auto travel.

- Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.

Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency and sustainable practices**.

- Implement a **solid-waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20% from 2010 levels** in order to extend the life of the landfill and save resources.

Set long-term priorities for infrastructure by funding and implementing a **municipal asset-management system** linked to an up-to-date GIS (geographic information systems) database.

- Integrate **transportation and land use planning, technology, and management strategies** for efficient roadway and transit networks to provide alternatives to auto travel.

Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.

- Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency and sustainable practices**.

Implement a **solid-waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20% from 2010 levels** in order to extend the life of the landfill and save resources.

- Set long-term priorities for infrastructure by funding and implementing a **municipal asset-management system** linked to an up-to-date GIS (geographic information systems) database.

Integrate **transportation and land use planning, technology, and management strategies** for efficient roadway and transit networks to provide alternatives to auto travel.

- Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.

Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency and sustainable practices**.

- Implement a **solid-waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20% from 2010 levels** in order to extend the life of the landfill and save resources.

Set long-term priorities for infrastructure by funding and implementing a **municipal asset-management system** linked to an up-to-date GIS (geographic information systems) database.

- Integrate **transportation and land use planning, technology, and management strategies** for efficient roadway and transit networks to provide alternatives to auto travel.

Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.

- Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency and sustainable practices**.

Implement a **solid-waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20% from 2010 levels** in order to extend the life of the landfill and save resources.

- Set long-term priorities for infrastructure by funding and implementing a **municipal asset-management system** linked to an up-to-date GIS (geographic information systems) database.

Integrate **transportation and land use planning, technology, and management strategies** for efficient roadway and transit networks to provide alternatives to auto travel.

- Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.

Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency and sustainable practices**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

- Review **implementation progress in annual public hearings** at the MPC and a joint City Council/Parish Commission meeting.

Use the **master plan to guide annual departmental work plans, the budget, and the capital improvement program**, planning documents required for federal funding programs, and grant proposals.

- Schedule a **public process every five years to review implementation progress on the master plan and to confirm or revise the vision, principles, and goals**.

Update the **master plan thoroughly at least every 20 years**.

GREAT EXPECTATIONS MASTER PLAN

Martin Luther King Drive and Shreveport Blanchard Highway Intersection Area Existing Conditions

There is a mix of education, healthcare, transportation and residential uses in the vicinity of Martin Luther King Drive and Shreveport Blanchard Highway. In addition to Southern University, the David Raines Medical Center and Kansas City Southern Railroad are employment centers in this area. The area is primarily residential in character. The campus of Southern University at Shreveport is located at the intersection of Martin Luther King Drive and Shreveport Blanchard Highway. According to Southern University representatives, the fall 2010 semester will have a student enrollment of approximately 2,835.

According to the university's website, it is the 6th fastest growing two-year university in the country. There are 240 dormitory rooms on the campus. There is very little retail near the University. The shopping area for the University area is on North Market Street where there are two supermarkets, drug stores, and other neighborhood and community retail establishments. There is a considerable amount of traffic on North Market Street. Over 48,000 vehicles travel through the North Market Street and Martin Luther King Boulevard intersection each day. Only 12,400 vehicles travel through the Martin Luther King Drive and Shreveport Blanchard Highway intersection.

Trade Area Students and University Employee

Spending

Given the prominence of North Market Street, the trade area for retail in this area will be constrained. The target market will likely be the students and employees at Southern University as well as nearby households. The average college student spends approximately \$2,560 per year (nine months) in stores and eating and drinking establishments. Southern University students have the potential to spend \$7 million per year in stores and eating and drinking establishments.

Annual Student Spending Southern University at Shreveport		
Students		2,835
Type of Spending	Average Spending /Student	Annual Employee Spending
Shoppers Goods	\$1,160	\$3,289,000
Convenience Goods	\$512	\$1,452,000
Eating and Drinking	\$888	\$2,517,000
Total	\$2,560	\$7,258,000

Source: American Demographics/ Student Monitor; W-ZHA
F:\0000s_misc\00036 Shreveport\employee students.xls[Sheet3]

Almost half of this spending is for shoppers goods like apparel, electronics, and music/books. Food and health-related expenditures represent 20 percent of student spending. Of total student spending, 30 percent occurs in eating and drinking establishments (in excess of meal cards). There are very few eating and drinking outlets on-campus. There have been surveys published that quantify annual office employee spending. However, average annual retail spending information is not available for University faculty and administrative employees. W-ZHA has assumed that University faculty and administrative employees are similar

to office workers in terms of spending. According to Southern University representatives, there are 168 full- and part-time faculty members at the University. University faculty have the potential to spend approximately half a million dollars annually in stores and eating and drinking establishments on or near the campus.

Faculty Spending Per Year Estimate Southern University @ Shreveport		
Faculty Members Estimate		168
Type of Spending	Average Spending /Employee ¹	Annual Faculty Spending
Shoppers Goods	\$796	\$133,800
Convenience	\$618	\$103,800
Eating And Drinking	\$1,712	\$287,600
Total	\$3,126	\$525,200

1. Inflated to 2010 dollars.

Source: ICSC, "Office Worker Spending Patterns, 2003"; W-ZHA
F:\0000s_misc\00036 Shreveport\Faculty spending.xls[Sheet3]

Together the students and faculty have the potential to spend \$7.5 million in stores and restaurants per year. Student spending represents the vast majority of College-related retail spending. Trade area households have the potential to spend \$83.4 million per year in retail stores and eating and drinking establishments

Retail Expenditure Potential By Store Type MLK Trade Area 2013	
Store Type	Expenditure Potential
General Merchandise	\$17,342,706
Furniture	\$2,662,962
Electronics and Appliances	\$3,552,370
Building Material	\$13,039,571
Food & Beverage	\$15,428,866
Health and Personal Care	\$8,137,442
Apparel and Accessories	\$6,033,180
Sporting Goods, Hobby, Book, Music Stores	\$2,801,183
Miscellaneous Store Types	\$3,462,770
Eating & Drinking Establishments	\$10,066,000
Total Shopping Center-Inclined Expenditure	\$83,417,137

Source: W-ZHA
D:\shreveport\mlk trade area2 newest.xls[Sheet2]

SUSLA MASTER PLAN UPDATE

Plan Summary

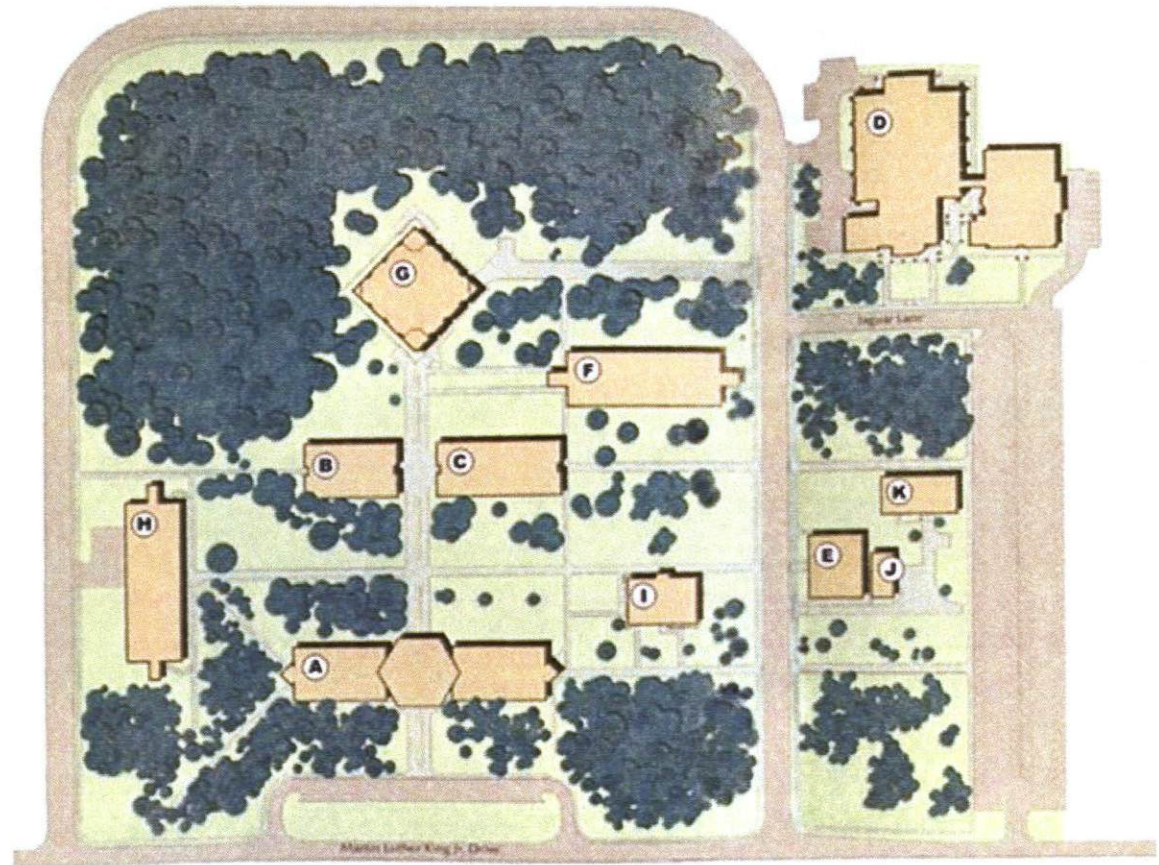
Southern University commissioned Billes/Manning Architects in 2000 to update their master Plan. The Document included an executive summary, physical analysis, infrastructure and utilities and the capital improvements program.

The Physical analysis noted SUSLA's Architectural Style - The primary consideration with respect to architectural style is the creation of continuity. For the campus to be visually cohesive, the style of the buildings must be complementary. Although it would be inappropriate for all the buildings to look alike, it is important to maintain some continuity of style. Most of the major existing buildings are flat roofed, brick-veneer structures and are contemporary in style. Some of the campus buildings have screens on their facades. A clear hierarchy of form among the buildings is lacking throughout the campus. In many respects the building typology is more corporate in appearance than campus like. The future challenge of the campus' development is to provide a continuity of architectural style, by building upon the existing positive examples.

Edu-Plan National was subcontracted through Billes Manning Architects by Southern University to conduct a Campus wide Space Need s Analysis is in accordance with the System's master planning efforts. This Space Need

s Analysis identifies all of the space needs required for Southern to accomplish its goals in a five year period. It served as the basis in determining programmatic requirements for future construction and renovations. The

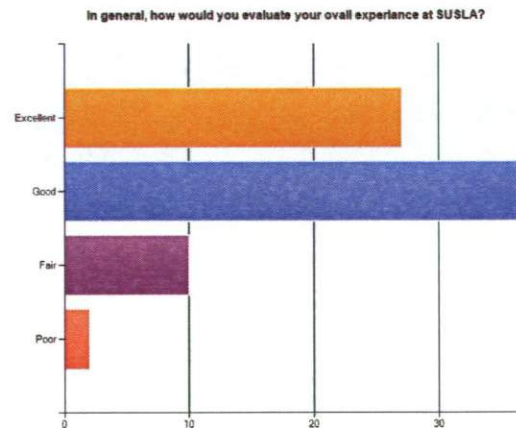
study planned for existing and future space needs regardless of budget limitations and funding restrictions.



Survey Summary

Student Responses

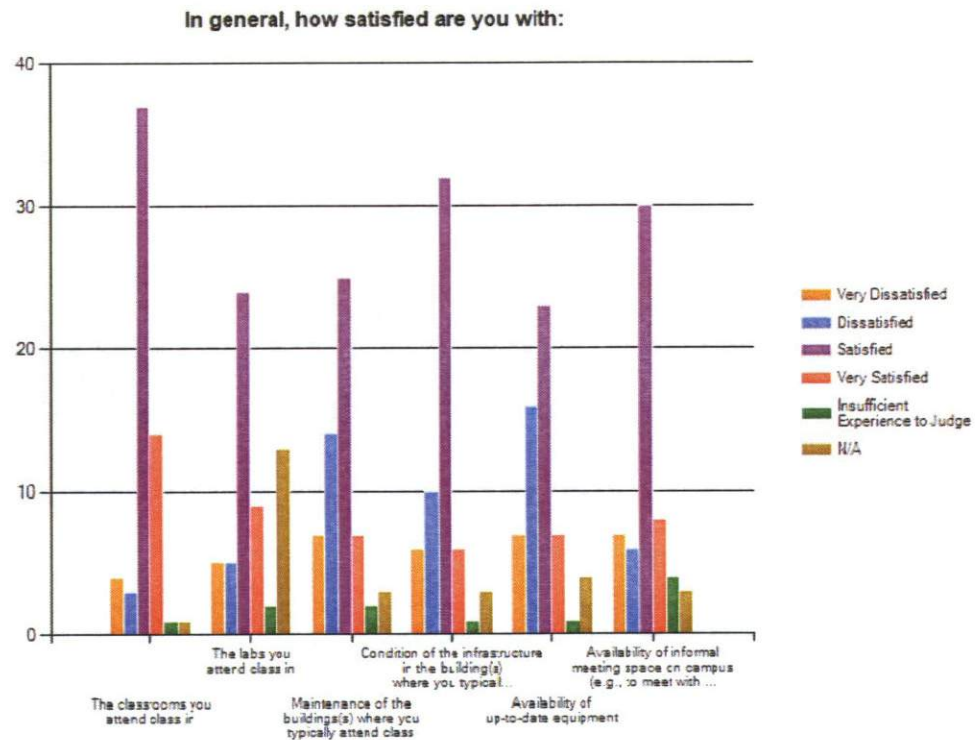
The Majority of the Southern University Shreveport's students evaluated their overall experience at SUSLa as good.



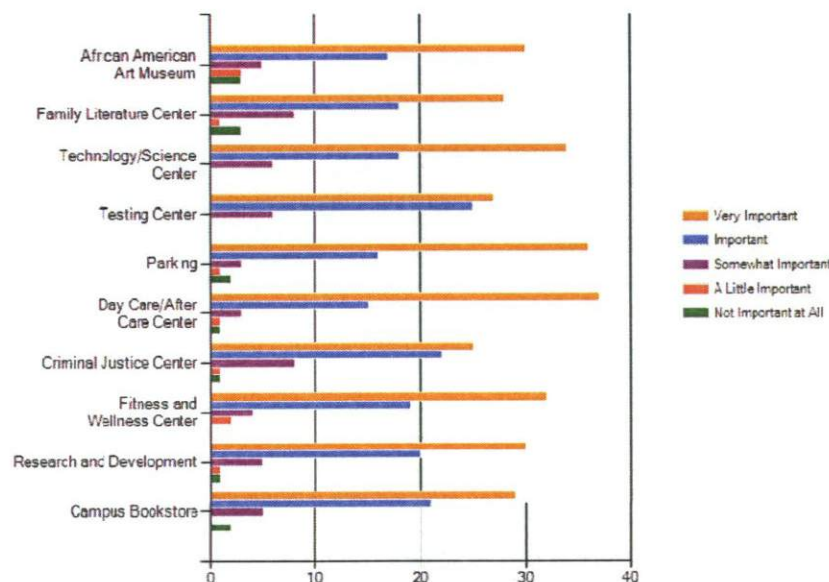
The demographics of the respondents were African American/Black (83.1%), Baptist (63.1%) Females (89%) that came from working class families (49.2%) whose parents' highest level of education was high school diploma (43.1%) and guardian with less than a high school diploma (6.2%). The majority of respondents (30.8%) came from a moderate size city and attended a high school that was about half same and half different race/ethnicity (41.5%) or mostly the same (21.5%) race/ethnicity as they are.

Concerning technology the students rated their professors as proficient (49.1%) and stated that technology is very accessible (56%) and very important to their degree (84.9%). 46% of the respondents agreed or strongly agreed that they need to learn more about technology.

The graph below represents the students responses when asked questions about the campus infrastructure and physical environment. The students were asked about the classrooms, labs, building maintenance, and availability of quality space. Their responses are as follows.



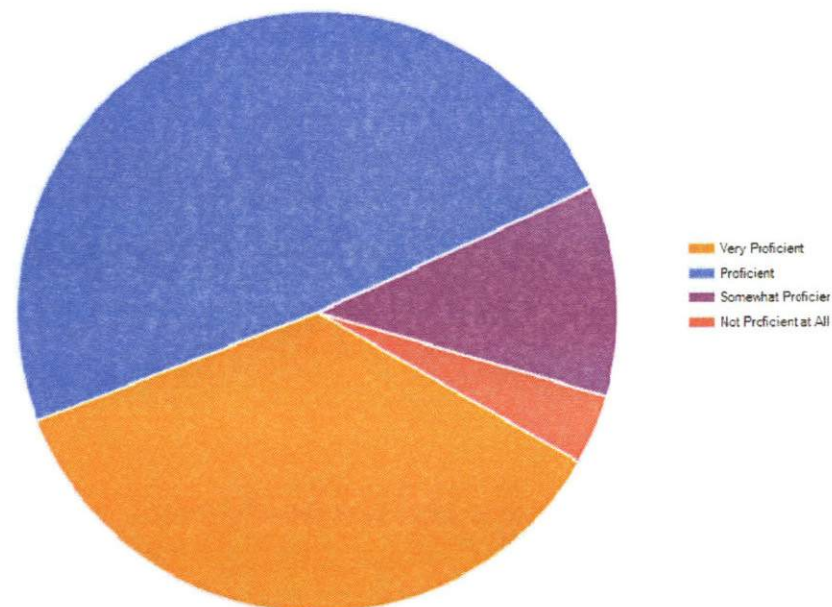
How important are the following to the growth and advancement of SUSLA?



The students were asked how important certain facilities would be to the growth of SUSLA. Their responses are represented in the chart above.

Students also responded that they would likely use facilities such as a student recreational gymnasium (32%), recreational space like swimming pool, tennis courts, and fields (44%), organized campus recreation activities (47%), and a SUSLA athletic programs (32%).

How proficient with technology would you rate your professors?



According to the respondents the most positive aspect of Southern University Shreveport is the support and interaction of the faculty and staff with the students. 70% wrote responses that fit into this category. One student wrote "I have to admit that I was somewhat concerned about attending SUSLA. I had the presumption that it would not be a serious college but the professors really changed my mind. I like a challenge and they really provided that for me. I am the type that has to know how and why ; not a person who just wants to get

by. I have passed the stage of doing things for rewards but doing them for self-gratification. The professors at SUSLA supply me with everything I need to know to make me a productive person in the field that I will hold my degree." Students also wrote responses to the question, "what are the most significant changes that should be made at SUSLA to enhance the quality of your education." Several students suggested that the classrooms, buildings and labs should be updated.

Staff Responses

The majority of the staff of Southern University Shreveport responded that they are very satisfied or satisfied with how well they fit into their department (79%), and 81% agree or strongly agree that they would recommend their department as a good place to work. 85% of the staff that responded are satisfied or very satisfied currently at SUSLA.

When rating the university administration the majority rated the administration as fair-good in communicating with the staff (78%), incorporating ideas from the staff into decision making (32.5%), Establishing clear and explicit priorities for the university (35%), and making rational decisions (38%). They rated the university administration as good-excellent in supporting academic freedom (32%) and promoting diversity within the university (53%). The staff respondents overwhelmingly felt that there is a feeling of unity and cohesion among most of the faculty and staff in their department 79% responded agree or strongly agree.

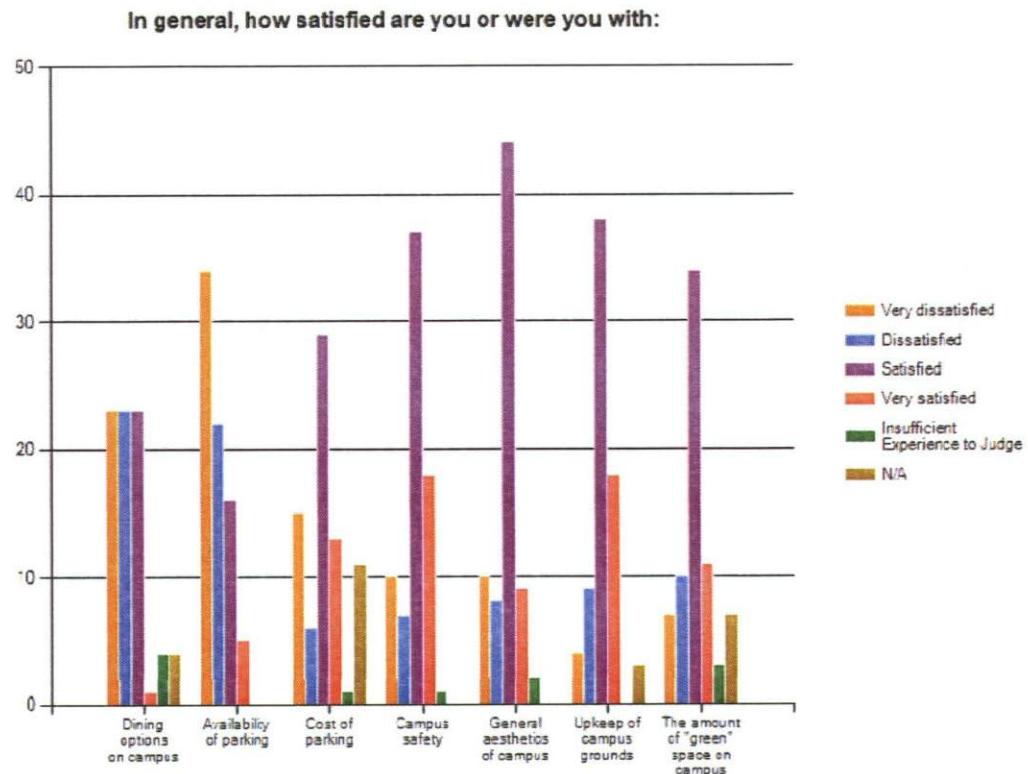
When asked about the campus infrastructure and physical environment the staff was satisfied with office space (44%), maintenance of the buildings (35%), availability of up-to-date equipment (47%) and availability of basic office supplies (53%). They were dissatisfied or very dissatisfied with the infrastructure of the buildings (58%). In general the staff respondents are satisfied with

the cost of parking (38.5%), campus safety (74%), the upkeep of campus grounds (75%), They are dissatisfied or very dissatisfied with the dining options on campus (60%), the availability of parking (70%).

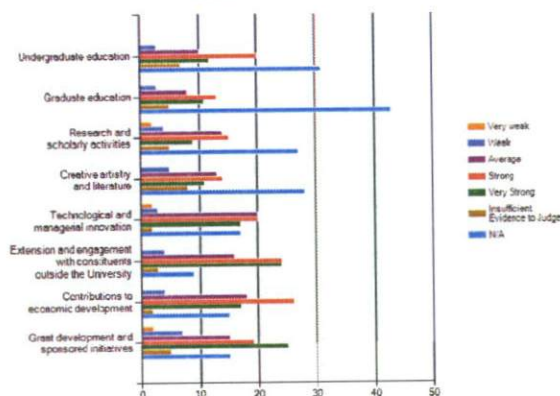
Faculty Responses

A large majority of the faculty of Southern University Shreveport that took the survey

responded that they are satisfied or very satisfied with how well they fit into their department (79%), they feel valued in their department, (82%), and 81% agree or strongly agree that they would recommend their department as a good place to work. 85% of the faculty responded that they are satisfied or very satisfied currently at SUSLA.



What kind of national reputation does your department currently have for:

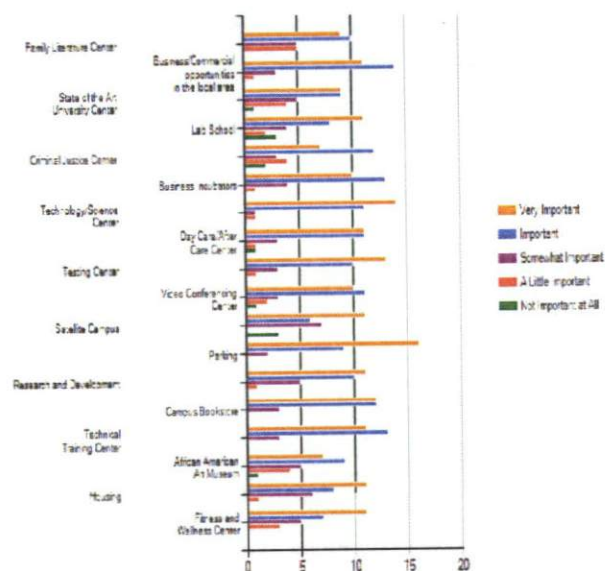


When asked about the campus infrastructure and physical environment the faculty was satisfied with office space (44%), lab space (80%), the classrooms they teach in (57%), maintenance of the buildings (79%), availability of up-to-date equipment (65%), and the availability of informal meeting space (46%). They were satisfied or very satisfied with the availability of basic office supplies (57%). In general the faculty respondents are satisfied or very satisfied with the cost of parking (86%), campus safety (71%), and the upkeep of campus grounds (79%). They are dissatisfied or very dissatisfied with the dining options on campus (50%), the availability of parking (68%), the amount of green space on

campus (50%), and the available recreational activities on campus (73%).

The Faculty was asked the importance of the following facilities their responses are as follows.

How important are the following to the growth and advancement of SUSLA?



Faculty also responded that they would likely use facilities such as a student/faculty recreational gymnasium (80%), recreational space like swimming pool, tennis courts, and fields (67%), organized campus recreation activities (73%), and a SUSLA arts programs (47%).

Overall Trends

While this report does not reflect answers to every question in the survey it does bring out the major themes of the voices of faculty, students, and staff at Southern University Shreveport that responded. Faculty, staff, and students at SUSLA feel that they have a good experience or fit at SUSLA and currently are satisfied. Concerning the campus physical environment students are more satisfied with the conditions than the faculty and staff. Yet when responding with short answers the students agreed with the faculty and staff that the campus was the most serious problem and should be the most significant change that is made. Across the board all groups agree that a technology center, parking, fitness and wellness center, and day care are important to the growth and advancement of SUSLA. The faculty is the only group that did not rank housing above 60%. The survey shows presently

there is good morale at SUSLA despite all the problems that were voiced, yet the concern about the campus facility is heavily on the minds of everyone involved.

SITE ANALYSIS

CONTEXT	17
ENVIRONMENT	17
VEHICULAR PARKING	17
PUBLIC TRANSPORT	19
AMENITIES	19
CONSTRAINTS	19

SITE ANALYSIS

CONTEXT

Southern University at Shreveport is located in the northwest corner of Shreveport, Louisiana, in an area known as the Martin Luther King Jr. neighborhood. The SUSLA campus has excellent access from the south via Interstate 220, which exits to Highway 173. Martin Luther King, Jr. Drive is a five-lane, major east-west artery off of Highway 173. This commercial/industrial corridor is in good condition and provides easy entry to the university. The Metropolitan Shreveport-Bossier City Area includes Caddo, Bossier, and Webster parishes and has a metropolitan population of over 380,000 residents. The Shreveport-Bossier City area supports over 12,000 businesses. The home to numerous riverboat casinos and hotel developments, Shreveport-Bossier City is the second fastest growing tourism market in the United States.

ENVIRONMENT

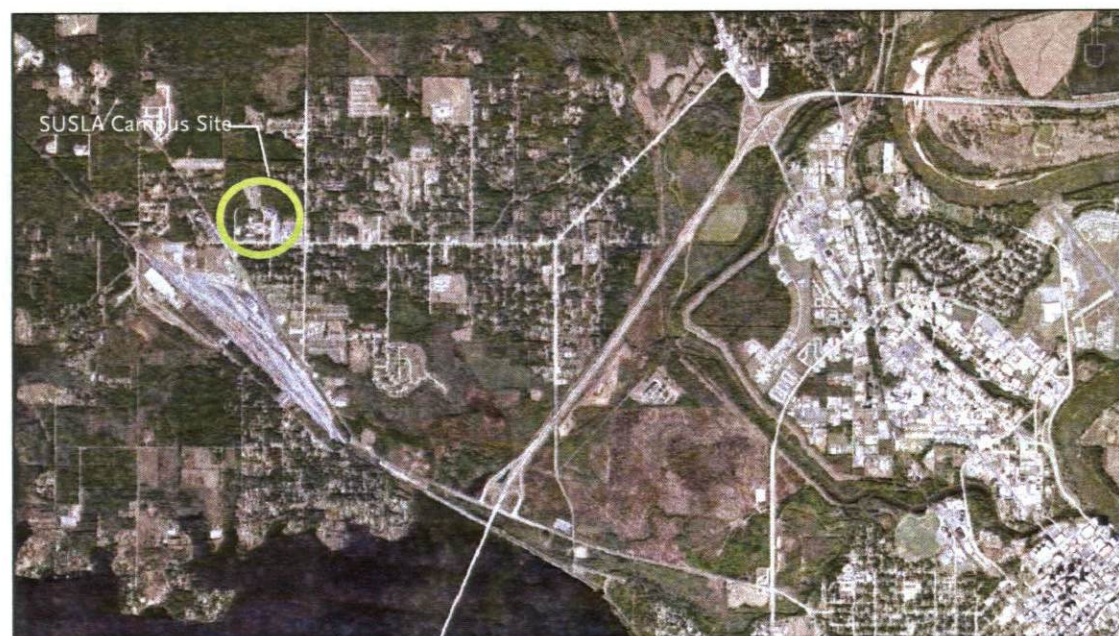
The MLK area is a truly mixed-income, community, characterized by a large number of small, substandard, wood frame homes interspersed with newer, brick homes with well-manicured lawns. Despite the relatively sizeable population of 22,000, MLK lacks a center of activity. The area immediately surrounding SUSLA is heavily wooded, with residential development to the north and south of Martin

Luther King, Jr. Drive. Shreveport Blanchard Highway, or Highway 173, runs at a diagonal on the southwest side of the campus. The Kansas City Southern Railroad Headquarters and its rail yard are beyond the highway, forming and physical barrier between the campus and the surrounding neighborhood. The Shreveport Regional Airport and Downtown Shreveport Airport provide regional transportation, connecting the area to many cities via direct flights. Southern University's Aerospace Tech-

nology Center operates out of the Downtown Airport. Local businesses also use the busy Red River Port and nearby Kansas City Southern Railroad to provide commercial transportation and distribution of goods.

VEHICULAR | PARKING

The main entry into the campus is from MLK Drive. University Drive circles around the campus and is a one-way, one-lane road with



Shreveport - Bossier City Area

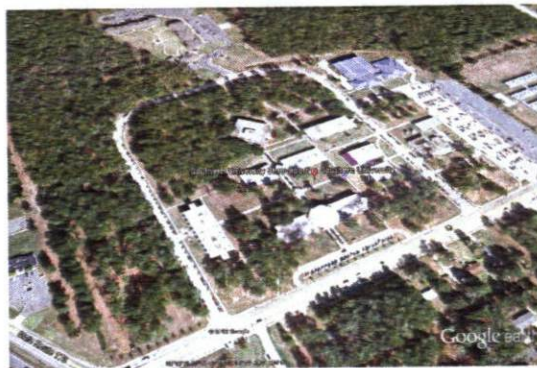
SITE ANALYSIS

parking on either side. The main student parking lot, located on the east side of campus, has an entry from MLK Drive. A smaller, two-way drive called Jaguar Lane also directs traffic to this lot. Most of the campus buildings are located within the loop, creating a compact, pedestrian-only environment on the campus and confining pedestrian/vehicular conflicts to the periphery of the campus. Parking on campus is designated as student, faculty, staff, and visitor parking. The majority

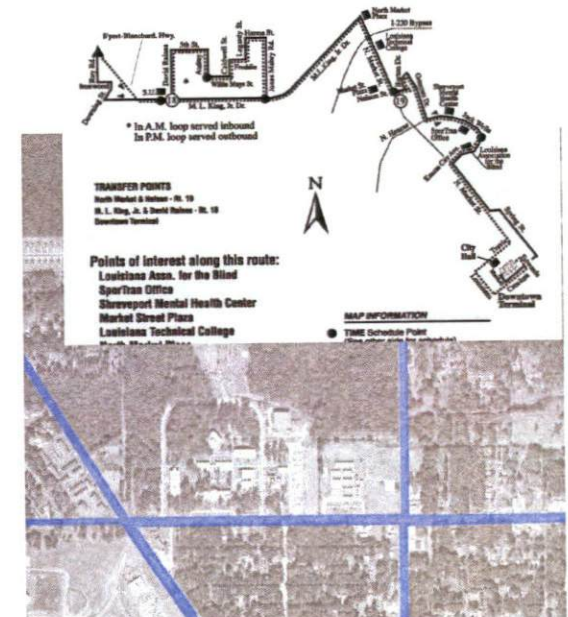
of the student park in a large lot on the east side of campus and student parking for residents of Jaguar Courtyard. Students can also park on the upper part of University Drive. In general, parking on campus is inadequate. Students park on the grounds on the west side of University Drive because of inadequate parking on campus. Poor lighting, lack of emergency call boxes, and deteriorating pavement conditions make parking in the student lot unattractive.



Shreveport Vicinity Map



Adjacent Uses

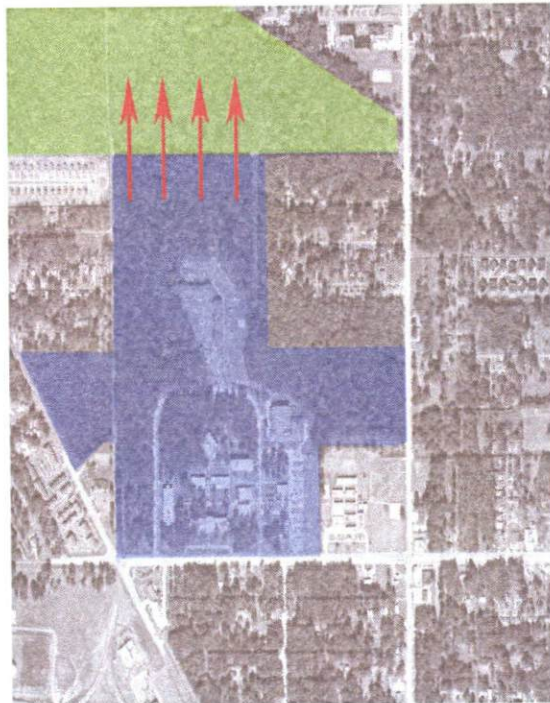


Public Transportation
SUSLA Master Plan

SITE ANALYSIS

PUBLIC TRANSPORT

There is currently one bus route that serves the SUSLA Campus and links the University to greater Transit System for Shreveport & Bossier City Louisiana (SPORTRAAN). The M. L. King Jr. #12 originates north east of SUSLA campus to M. L. King Jr. Drive in front of SUSLA campus. The M. L. King Jr. #12 continues to travel west of M. L. King Jr. Drive to Market St. Hitting key spots in the David Raines

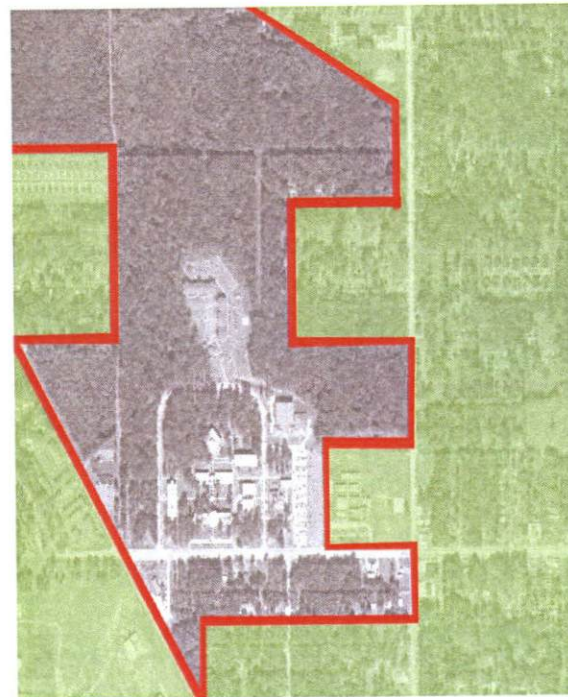


Existing Natural Assets

and Market Street neighborhoods, continuing south west Market Street toward downtown Shreveport.

NATURAL AMENITIES

The overall campus, north, east, and west, has immediate frontage of Natural Greenspace. Given these adjacencies, there is notable opportunity to capitalize on the views, physical access and natural ecologies and to join the



Constraints

University with these larger landscapes. These natural amenities can be the foundation for SUSLA to brand the areas of the University as the Business Community Campus and feature a Sports/Arts Pavilion.

CONSTRAINTS

There are three significant obstacles related to the development of the SUSLA campuses. First is the Kansas City Southern Railroads. Second is Newton Smith Middle School to the east of the SUSLA campus, and third is David Raines Neighborhood north east of the SUSLA campus.

MASTER PLAN DEVELOPMENT

PLANNING PRINCIPLES	20
STUDY AREAS	21
PROPOSED FRAMEWORK	26
PLANNING PRINCIPLES IMPLEMENTATION	38

MASTER PLAN DEVELOPMENT

PLANNING PRINCIPLES

The following principles establish a set of guidelines that are based on best practices for campus planning for colleges and universities throughout the country. These are markers that existing and proposed campuses can be evaluated by and offer a subset of goals and objectives to employ during the planning process to the specifics of the SUSLA campus and environs.

1. Create a safe and secure campus environment.

This overreaching principle can be applied on numerous levels ranging from issues associated with deterring crime, well-lit and navigable pedestrian environments, and a reduction in vehicular traffic within the campus. Also by maintaining a clear campus boundary between inside and outside campus, providing security checkpoints at every major entrance and exits, and providing emergency communication lighting in multiple locations.

2. Create a strong Shreveport identity.

There are four levels of opportunity for SUSLA to achieve this goal. The first is to expand the SUSLA current boundaries into the surrounding communities. The second is to develop a

presence of awareness by creating a system of information portals, University Brand Stores, and developing land from MLK to Market St. to Downtown. The third is introducing additions to the Downtown Campus, and last by developing an Industrial Park along Hilary Huckaby Rd.

3. Capitalize on the SUSLA current natural assets.

As mentioned in the analytical section of this report, these powerful landscapes should be played up in the design and re-branding of the University by developing recreation parks and facilities that can be used by students and community, and by developing horticulture and green life facilities to train students in the growing demands for organic foods and research, and by developing student pavilions and outdoor amphitheaters so that SUSLA can be recognized as a school for Performing Arts.

4. Provide a clear framework for flexible campus growth over time as needs evolve.

This objective is essential to the healthy development of the University. Maintain a planning structure that can be filled in overtime with a variety of programs prevents the unfortunate placement of buildings, parking facilities and landscapes. The framework should be thought of as a skeleton development infrastructure of

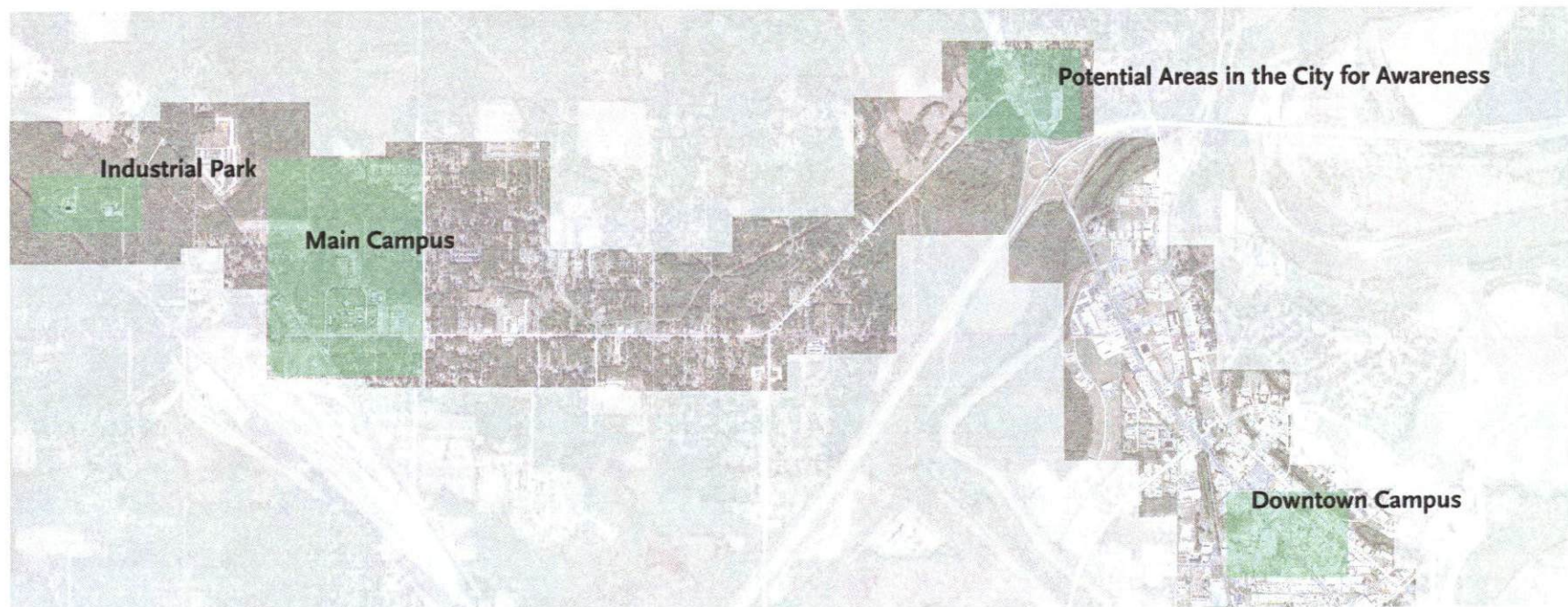
pedestrian circulation building locations and vehicular systems. So that regardless of the time frame for maximizing the full build out of the campus, the campus works at all stages.

5. Maintain a functional separation of pedestrian and vehicular environments.

The overlapping requirements of automobiles and pedestrians is one of the most detrimental situations that a campus can find itself. It is critical that these systems are not left to haphazard planning as the resulting environment is an inefficient use of land, unsafe for both pedestrian and driver and produces an unsightly campus.

STUDY AREAS

The entirety of the SUSLA campus, adjacent properties, Industrial Park along Hilary Huckaby Rd., Potential Properties along MLK and Market Street for campus Awareness, and Downtown Campus are all areas of focus which follows the process undertaken by the planning team and maintains attention at the main campus, expanding its borders.



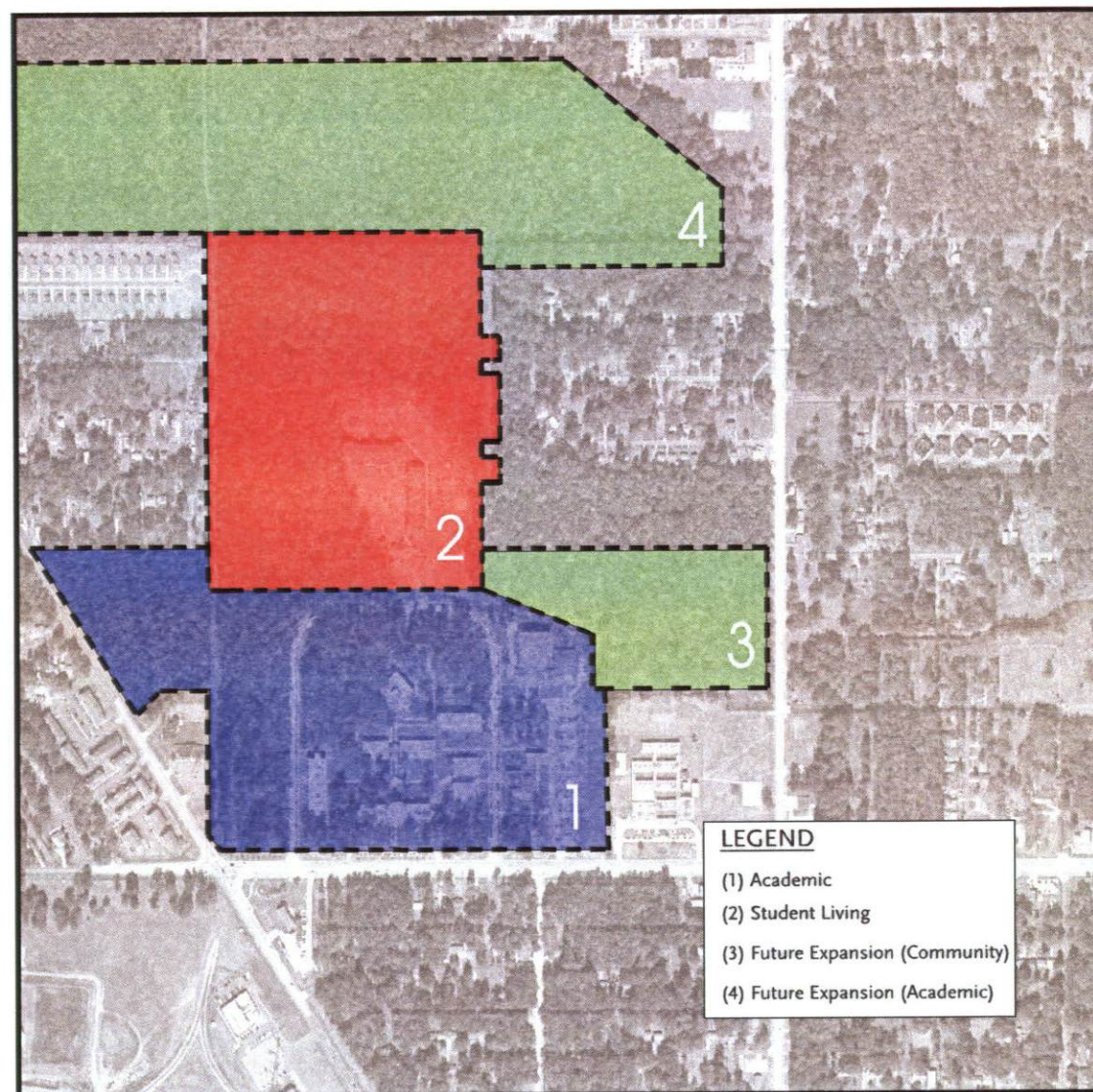
Study Areas

MASTER PLAN DEVELOPMENT

Study Areas

Focusing in on the main campus, the objective for planning was clear. Expand the campus boundaries beyond its borders, create a safe and innovative campus that connects the SUSLA Campus and the adjacent neighborhoods, capitalize on the natural assets adjacent to the SUSLA Campus, provide a clear framework for flexible campus growth over time as needs evolve, and maintain functional separation of pedestrian and vehicular environments.

The study zones were established and examined for potential growth. Academic and Student Living became the key areas of focus. The main campus at its current state is situated on a 100 – acre site in North Shreveport consisting of fifteen buildings. The land-uses directly relate to the building uses and identified in the building inventory. The uses are Instructional & Instructional Support, Administration & Institutional Support, Open Space, Student Services, Athletics and Recreation, Utilities, and Student Living.



SUSLA Main Campus



Proposed Framework Academic

The Academic section of the campus is currently the main section of the campus. Factoring the Master Plan Development Objective into the equation, as the campus begins to expand, the Academic Zone of the campus becomes the information and educational heart of the New SUSLA campus. Open space for future development has been identified, and the Academic Zone for SUSLA will emerge as a harmonic blend of old meets new and acts as a primary entrance and gateway for higher education and fellowship.

The design preserves the character of the space, with open lawns and mature trees, strengthens the arc and opens up views to existing administration building. Nine new buildings will be added as potential growth be-

come a support for the existing instructional, administrative, & student services.



SUSLA Proposed Framework

SUSLA Master Plan

MASTER PLAN DEVELOPMENT

Proposed Framework

Academic Zone

The new building facilities to be added are as followed:

1. A State of the Art SUSLA Administration Building. As times changes, technology changes, and so does the needs of students, faculty, and staff. The construction of a new Administration Building will make way for a much needed annex, auxiliary space in the current Administration building.
2. A High tech Information center. A one stop shop for visitors and future student to receive all the information needed. The Information Center can also double as a computer lab and gift shop.
3. A New Student Hall – as programs are added the number of students and their needs will increase. The New Student Hall will provide a support base service such as computer and study labs, recreational club-house, counseling centers and snack bars.
4. A Technology Building. - For Computer Science Technology based lectures.
5. An Outdoor Amphitheater. A congregational space build into the natural environment creating a performance and entertainment node.
6. A Performing Arts Building. The new SUSLA School of performance arts, branding the campus as a school for performance arts.

7. A New Auditorium - university and community gathering space this building will serve as a multi purpose building featuring flexible

seating plans and presentation equipment.
8. A Business and Community Business Center. To provide a growing need for new-age busi-



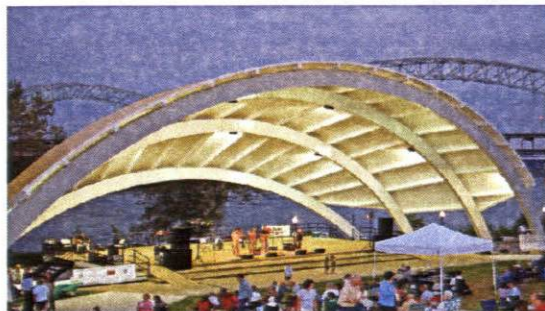
SUSLA Academic Zone: Proposed Framework

ness tactics, also providing business lectures to students and people of the community.
 9. A Computer Science Application Research Center. That will be a driving force in the current informational technology age. This structure will allow the addition of more tech based courses to support the University as it supports industries such as the Barksdale Airforce Base.

Academic Zone: Proposed Buildings Precedents

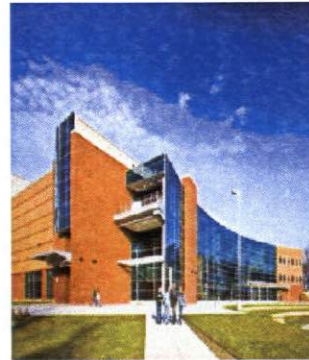


Gates Foundation Lower Queen Anne Campus

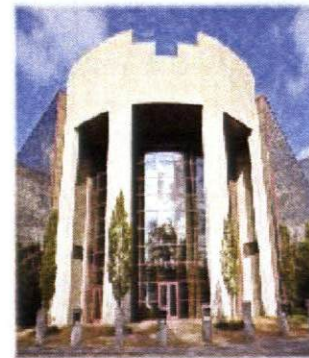


Outdoor Amphitheater New Albany, Indiana

Student Center:
 Eastern Michigan
 University



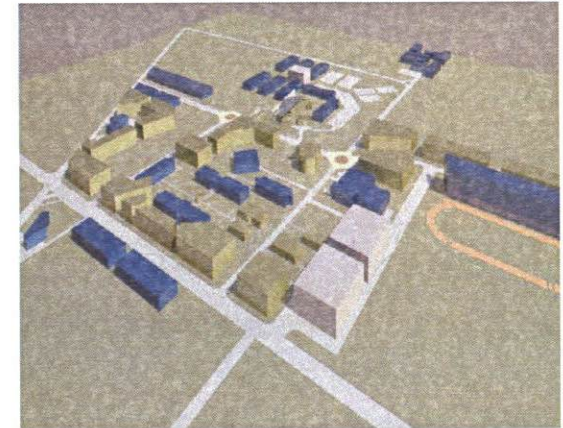
Business of Admin.
 Building:
 University of Alabama



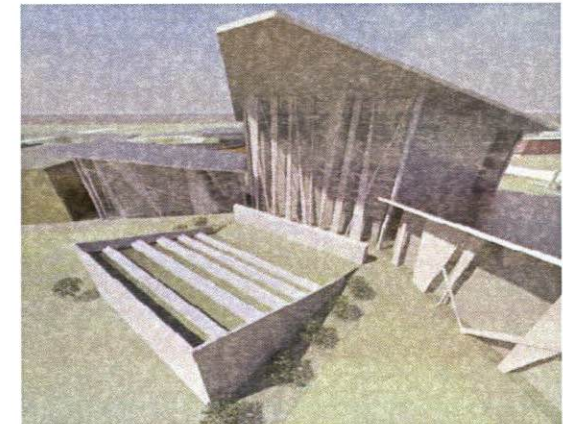
Performing Arts
 Building:
 Dalzellup College



MASTER PLAN DEVELOPMENT



Academic Zone Proposed Framework 3 D View



Proposed Performing Arts Building and Amphitheater

MASTER PLAN DEVELOPMENT

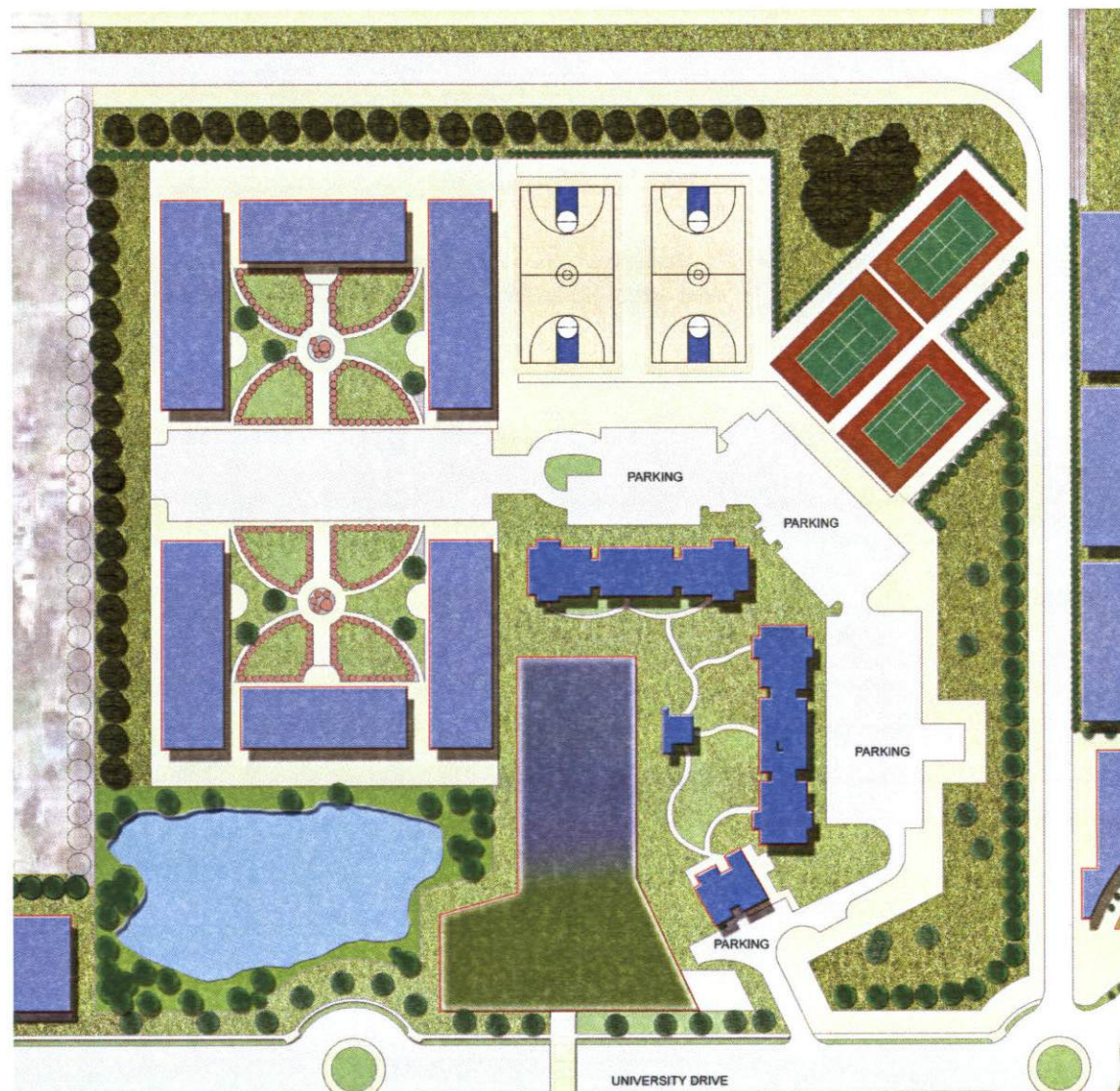


PROPOSED FRAMEWORK

STUDENT LIVING:

As the University grows, the creation of additional on campus living quarters becomes essential for maintaining the desired quality of life. Currently SUSLA has two apartment style student living quarters and a club house. The new Master Plan for the Student Living will begin to push the current boundaries north of the main campus, adding a community and recreational component to the exiting Student Living area.

The design will enhance the current Student living area by adding five new modern apartments with central park like courtyards, recreational courts, student pavilion, and lake with open lawns and mature trees.



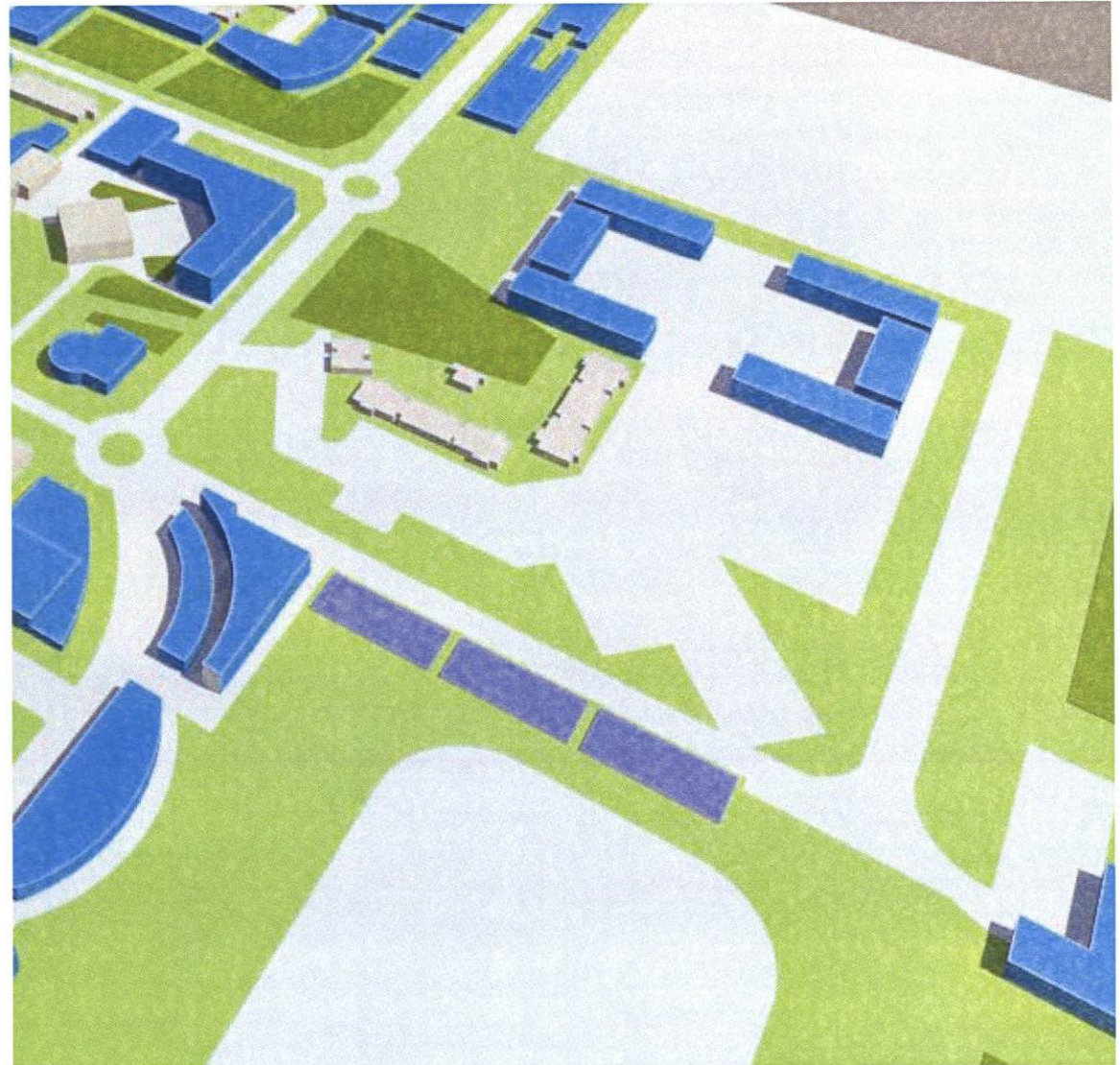
SUSLA Proposed Framework

Proposed Framework

Student Living

The new building facilities and open recreational spaces to be added are as followed:

1. (5) New Modern Apartment Buildings. During student interviews it became clear that the request for Modern Apartments with an open floor plan and full kitchen was a priority. These approaches to student living will build enrolment demands and make way for competitive recruitment. The student apartments will also feature a Central Park like courtyard and adequate parking.
2. New Student Pavilion (covered) recreational space for the modern student. A sheltered space for gathering, studying and fellowship with all the advancements of wi-fi, computer docking station, information cells, and communication monitors.
3. (2) Regulation Soccer Fields
4. (3) Regulation Tennis Courts
5. SUSLA Lakes. A man-made lake for water retention, recreation, aesthetic views, and open lawns and mature trees.



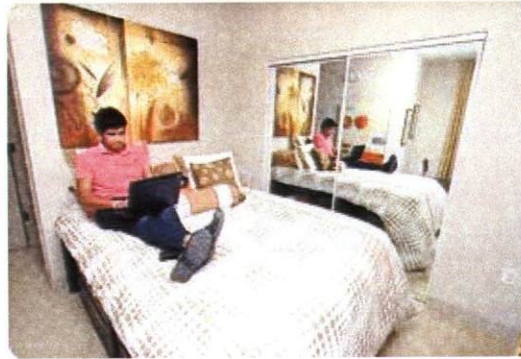
SUSLA Proposed Framework

MASTER PLAN DEVELOPMENT

Student Living: Proposed Facilities Precedents



Precedents of Student Apartments Exteriors



Precedents of Student Apartments Interiors



Precedents of Country Club Style Tennis Courts



Precedents of Student Apartments Exteriors

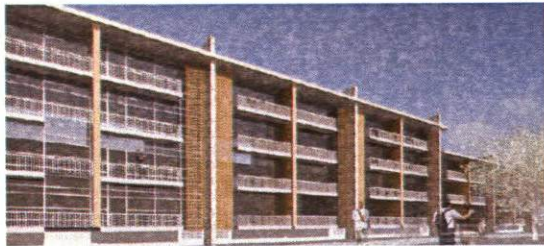


Precedents of Student Apartments Exteriors Rendering



Precedents of Soccer Fields Merged with Parks

MASTER PLAN DEVELOPMENT



Student Apartments Proposed Framework 3 D View



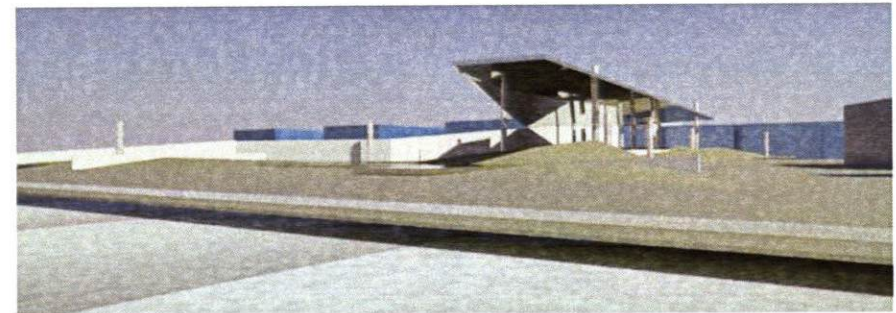
Student Apartments Proposed Framework 3 D View



Student Apartments Proposed Framework 3 D View



Student Pavilion Proposed Framework 3 D View



Student Pavilion Proposed Framework 3 D View



Student Pavilion Proposed Framework 3 D View

MASTER PLAN DEVELOPMENT



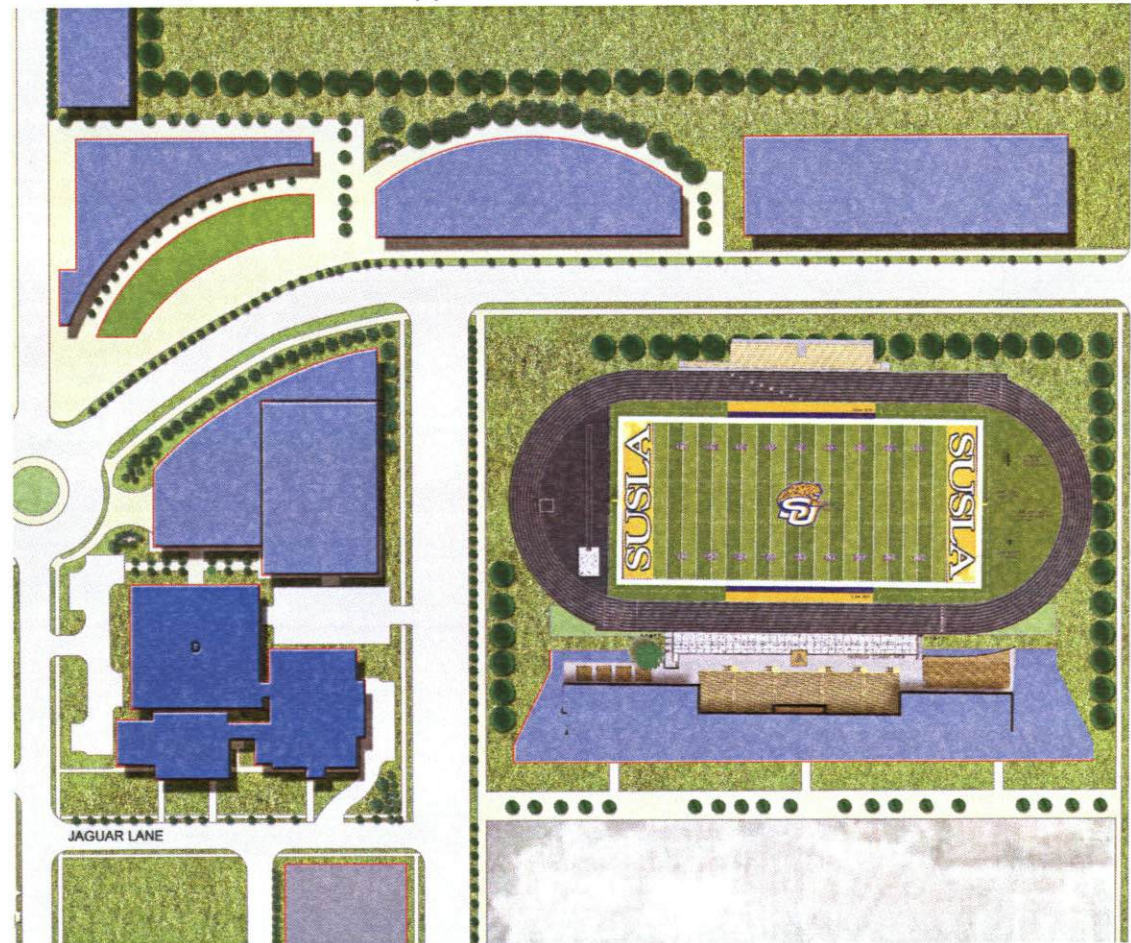
Proposed Framework

Sports Pavilion

Sports Programs are very vital and lucrative to any organization, university, or campus. Building Sports Programs is a successful business model that has been proven over again. With building Sports Programs comes building Sport Facilities. SUSLA has a unique opportunity to grow its intramural sports program into Divisional 2 multi sports athletic complex (Sports Pavilion if you will). A Sports Pavilion equipped with state of the art regulation football and track and field that can be used by local high schools, Division 2 sports, and professional sports training facilities, along with the football track and field a new Athletic Recreation Center for student athletes, students, faculty and staff. An indoor Field House will be connected to the Recreation Center. The

Sports Pavilion will also feature mix-use space such as, shops, stores, lodging, and housing for visitors and on campus faculty/staff. Sports medicine, health and wellness lectures, coach's offices, and outdoor activity plazas will

all blend in this athletic harmony call the Sport Pavilion. A community and recreation center will finish out the pavilion that will link the neighboring community with the University.



SUSLA Proposed Framework

Proposed Framework

Sports Pavilion

The new building facilities and open recreational spaces to be added are as followed:

1. New Football Track and Field Stadium equipped with grandstands, locker rooms, press box, concessions, and score board.
2. New Recreation Center.
3. Indoor Field House.
4. Mix-Use Housing & Lodging with stores and shops at the bottom.
5. Health and Sports Medicine Labs with Coaches Offices.
6. Community Recreation Center.



MASTER PLAN DEVELOPMENT

Sports Pavilion: Proposed Facilities Precedents



Augustana College Athletics Facilities



Precedents of Sports Facilities Above



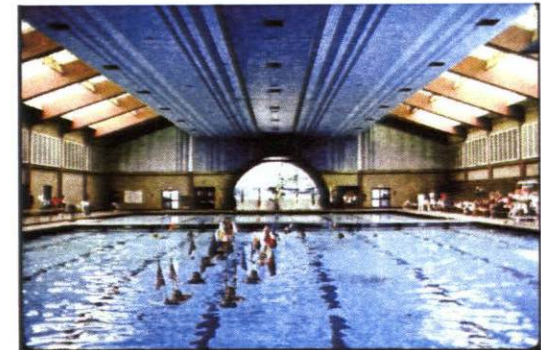
Mix Use Stores, Shops, Offices, Housing, & Lodging



Precedents of Track & Field Facilities



Precedents of Community Center Exterior



Precedents of Community Center Interior

MASTER PLAN DEVELOPMENT



Precedents of Indoor Sports Facilities



Precedents of Outdoor Sports Facilities



Precedents of Indoor Sports Facilities



Sports Pavilion Proposed Framework 3 D View



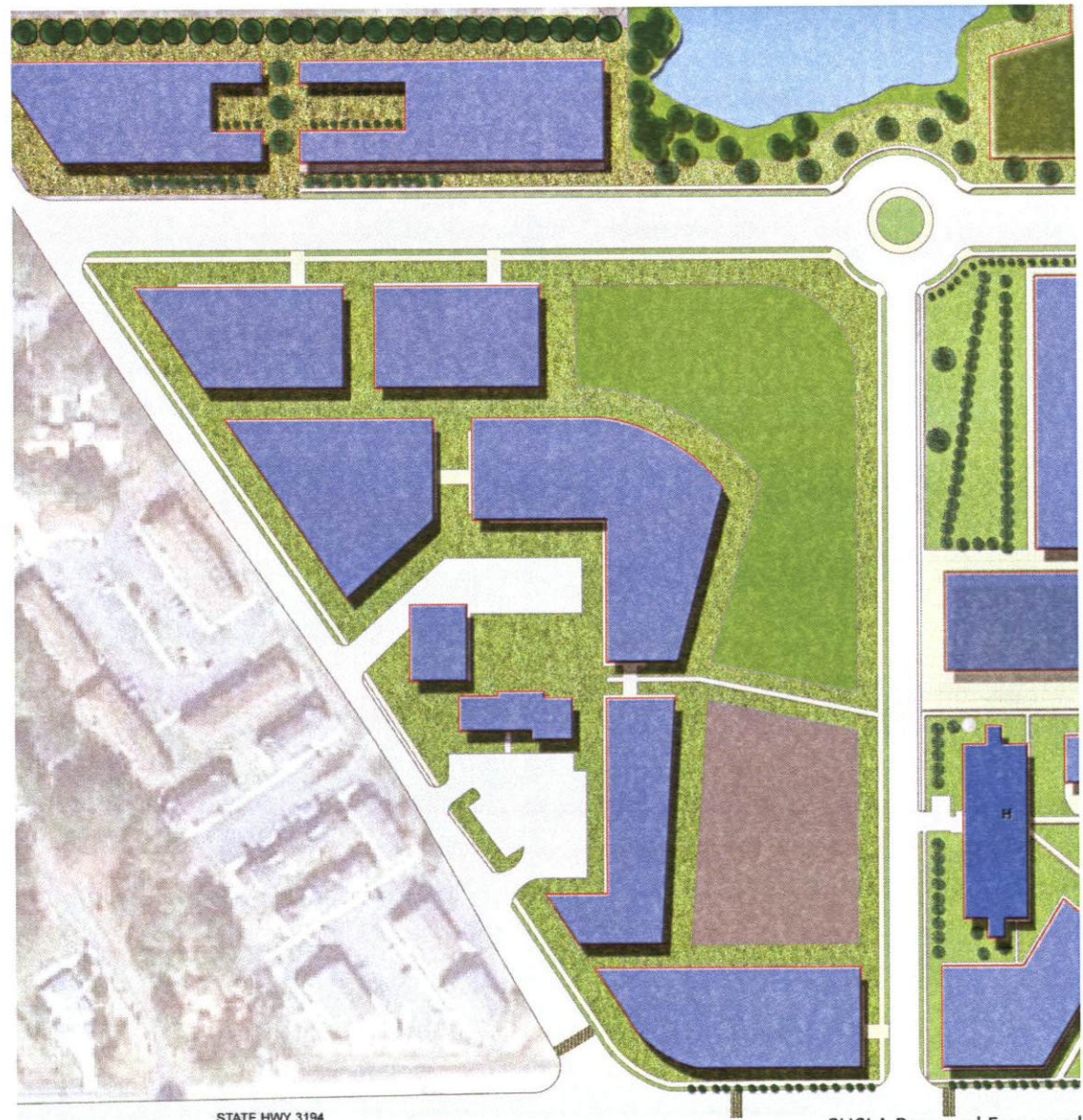
Sports Pavilion Proposed Framework 3 D View



Proposed Framework

Health and Research Center

SUSLA School of Nursing (Downtown Campus) students have consistently achieved National Council Licensure – RN (NCLEX-RN) with pass rates in the 90th percentile. With this type of success and track record the University can expand its downtown Nursing School by developing an on campus Health and Research Center. The new Health and Research facilities will not only act as a feeder school for the Nursing School but also expand the current boundaries of the Nursing School. The Health facilities will also house new Biology and Chemistry Labs and a Student Health Center. The addition of the health and research center will further foster the connection between the downtown campus and the MLK Campus.



STATE HWY 3194

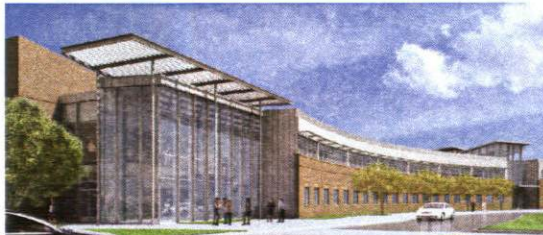
SUSLA Proposed Framework

Proposed Framework

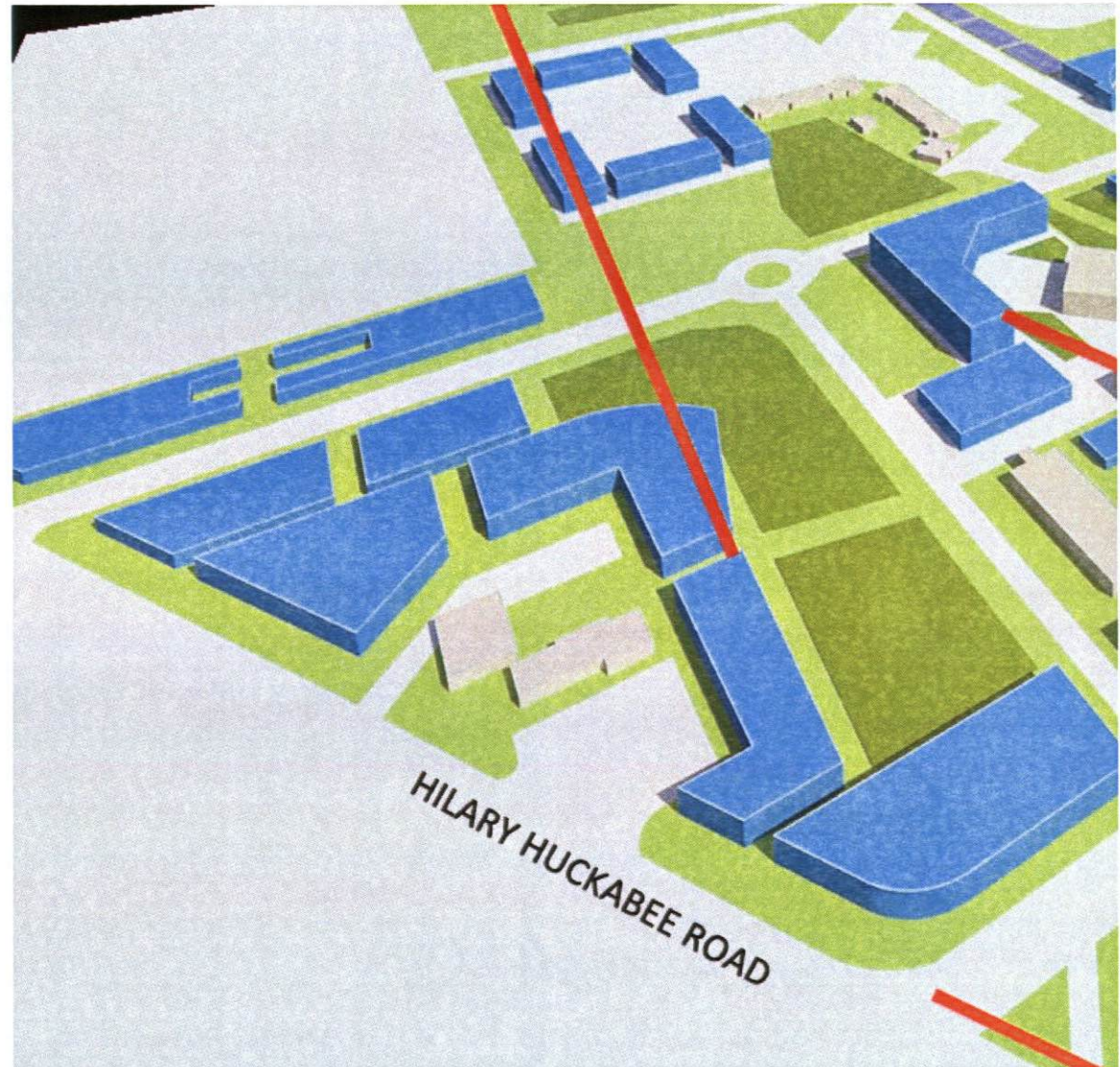
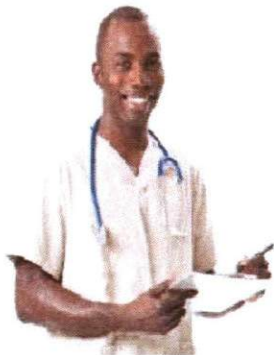
Health and Research Center

The new building facilities and open recreational spaces to be added are as followed:

1. New Student Health Center
2. Nursing Prep Facilities
3. Biology and Chemistry Labs



Cedar Valley College Science/ Biology Labs



SUSLA Proposed Framework

SUSLA Master Plan

MASTER PLAN DEVELOPMENT



Precedents of Green Fields (TYP)



Precedents of Green House (TYP)

Proposed Framework

Horticulture & Green-Life Studies

The university will take advantage of the open green space north of campus by developing Horticulture and Green Life facilities to train students in this growing demand for organic foods and green life research.



SUSLA Proposed Framework



Proposed Framework

Parking Structures

One of the five Master Plan Planning Principles is to maintain functional separation of pedestrian and vehicular environment by discouraging parking lots from occurring within the campus. A solution to this common problem is to construct Parking Structures on the perimeter of Campus. This solution will eliminate the sea of cars that park in the center of campus, and open the campus up to the pedestrians.



Precedents of Parking Structures



SUSLA Proposed Framework

SUSLA Master Plan

Proposed Framework

Open Space Systems

The open space system is based on traditional campus models of centralized quadrangles with supporting entry plazas, gardens and recreational lawns for passive, active, and education related programs. The network of these spaces is choreographed to create a rich and diverse language of environments. Careful considerations were given to scale, placement, and interrelationship. Many examples were evaluated to determine the appropriate sizes of spaces in context of proposed building footprints and heights. Some of the best models were university quads that allowed for multiple functions such as, recreational, cultural and ceremonial all to occur at various times. This is highly recommended, as it provides a venue for many important student life experiences to happen in the same heart of the campus and utilizes the available land in the most efficient manner.



Zimmer Plaza, University of Cincinnati



Quad Precedent:
Florida A&M



Quad Precedent:
Howard University



Quad Precedent:
Tulane University

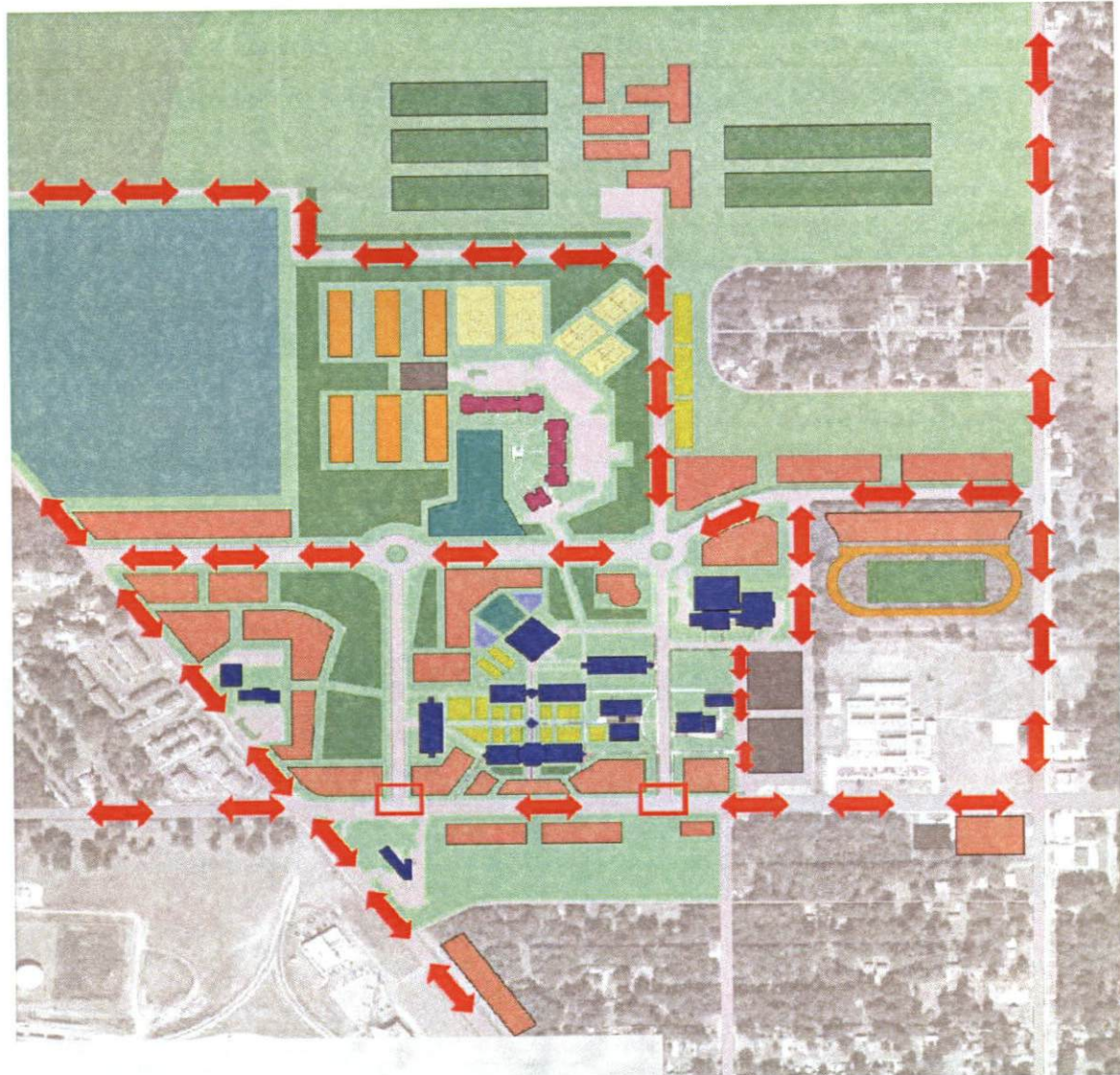


SUSLA Proposed Framework

Proposed Framework

Circulation Systems

As previously discussed, the separation of the vehicular and pedestrian environments is essential to the success of this effort. To continue with the concept of a pedestrian campus it becomes obvious with the expansion of the university, a new Main Road must be constructed. This new Main Road (name TBD by University) will be a two way traffic artery that will transfer vehicular movement through the perimeter of the new campus, establishing new vehicular access points at David Raines Rd. and Hilary Huckaby. The new Main Road will connect at University Dr., expanding the road at the top of the horse shoe, and alleviating the vehicular parking from University Drive to MLK Drive.



SUSLA Proposed Framework

SUSLA Master Plan

Proposed Framework

Circulation Systems

Another important aspect of the circulation system is the variety of types and characters of spaces. In this regard, we have proposed that the primary pedestrian artery that will stream west from the new Sports Pavilion Shops, connection at the New Student Pavilion acting as a gateway moving north and south into the Performing Arts facilities and Amphitheater, and

then coming together in perfect harmony as streetscape environment lined with buildings and offer a more urban, hard, promenade. It could be thought of as a linear plaza and would be made up of paving patterns, fountains, benches, lighting and signage that contributed to this more city-like atmosphere.

This pedestrian artery would be complimented

and supported by the secondary 'ribs' that travel east-west in both campuses. These circuits would be more similar to traditional quadrangle pathways of either paving or crushed stone material to offer a softer more park like experience while knitting the lateral places on the campus back to the promenade



SUSLA Proposed Framework

Proposed Framework

Security

With the expansion of the campus boundaries, the implementation of new roads, and pedestrian plazas, the SUSLA Campus Security must be updated. In this regard, we have proposed that the SUSLA Campus Police station be expanded, enhanced and relocated in one of the New Parking Structure's first floor. A new high tech facility with all the latest agents in law enforcement along with a new Police facility, new digital cameras, new LED lighting with poles, new emergency call box with lights, and emergency evacuation plans all located strategically. We also propose that security checkpoints be placed at every new vehicular access point into and out of campus due to the construction of the new artery road. With the construction of the new artery road, SUSLA campus police will set up checkpoints at the two current vehicular access points at University Drive and MLK Drive. This will allow campus police to control the road shaped as a horseshoe, giving access to service, delivery vehicles, and maintaining a safe pedestrian environment.



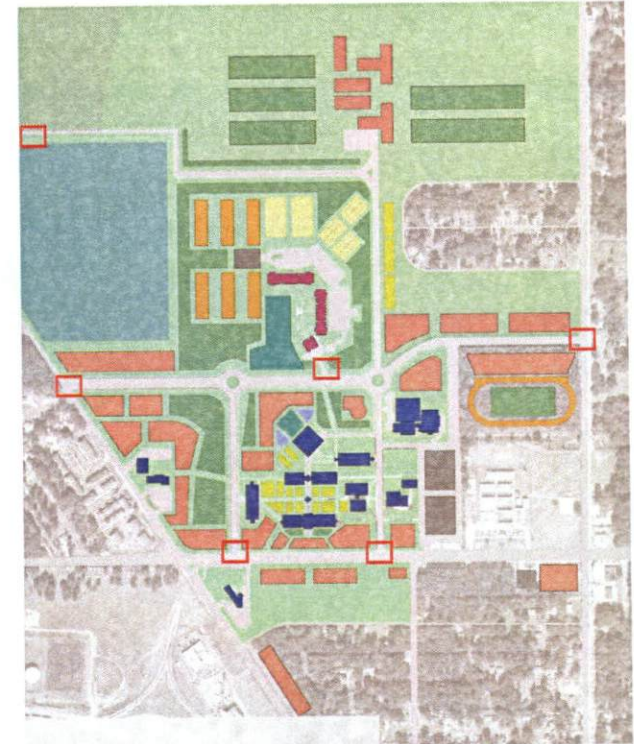
Digital Camera



Emergency Call Box



LED Lighting



Security CheckPoint

SUSLA Proposed Framework

SUSLA Master Plan

Proposed Framework

Industrial Park

Creating an environment that enhances the relationship between SUSLA and the industries located in the Shreveport region is a key principal for the future development of the university. The industrial park complex will be a resource for the business community as well as the students and faculty of SUSLA. The complex will feature a multipurpose training center that will allow industries to conduct specific training courses to better equip their work force for the particular projects. The training center should be flexible allowing different types of training to take place from computer technology to machine maintenance and construction technics.

The industrial park would house several local and national businesses allowing them to grow their companies and be anchored by cutting edge research and development promoted by the University.

Students will have the opportunity to gain first hand knowledge and training from the industries that are located on the site, these industries would be partners with the university to insure students are receiving top quality on the job training.



SUSLA Proposed Framework

Proposed Framework

Downtown Campus

The goal for the Downtown Campus is to create an education corridor centered around the Allied Health Sciences system. This division maintains partnerships with health care organizations throughout its service area in an effort to remain current with cutting-edge technology.

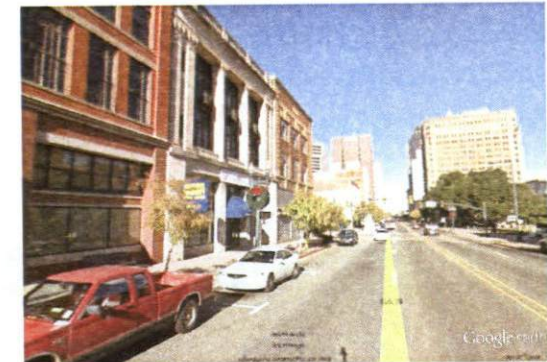
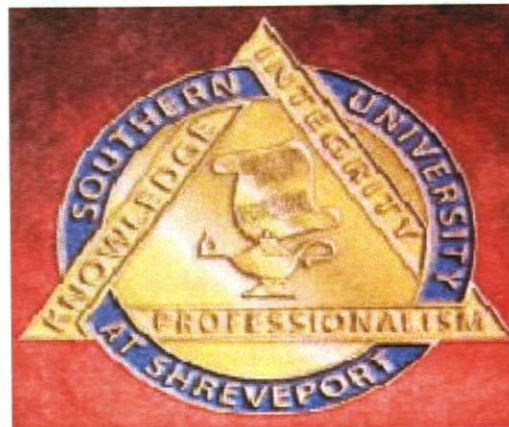
The Division is committed to providing the best possible allied health education at a reasonable cost. Teaching excellence and concern for the individual student is the heart of their existence. They are here to serve the students in their pursuit of careers in health-related professions.

As the largest and most diversified overall instructional unit at the University, the Division of Allied Health is a division of the Office of Allied Health and offers seven associate degrees and five certificate programs. These programs prepare competent, entry-level health care personnel who possess the knowledge, skills and attitudes consistent with the expectations of the public and the profession.

Vulnerable properties are identified to be land banked for a future development and growth. The downtown campus also houses a museum. The intent of any future development is

to build on this cultural experience and enhance the established principle of connecting to the community. As the downtown campus expands the development should include:

- Banquet Hall
- Coffee Shop
- Pharmacy
- Cosmetology studio
- Additional Lab spaces
- Community Health Center
- Parking Garage
- Retail
- SUSLA Brand Signage



SUSLA Proposed Framework

SUSLA Master Plan

Proposed Framework

SUSLA Shreveport Identity

Along with creating a strong identity and expanding the SUSLA current boundaries, developing a presence of awareness in the Shreveport area is another key to the planning Principles of this Master Plan. The first step is to brand the University, by starting with the main campus and working into the adjacent neighborhoods. SUSLA will brand their name along Martin Luther King Jr. drive. with a series of signage, banners, colored paving, and most importantly community initiatives. SUSLA will also take advantage of the newly created pedestrian plazas to construct digital information towers serving as a beacon for the campus.

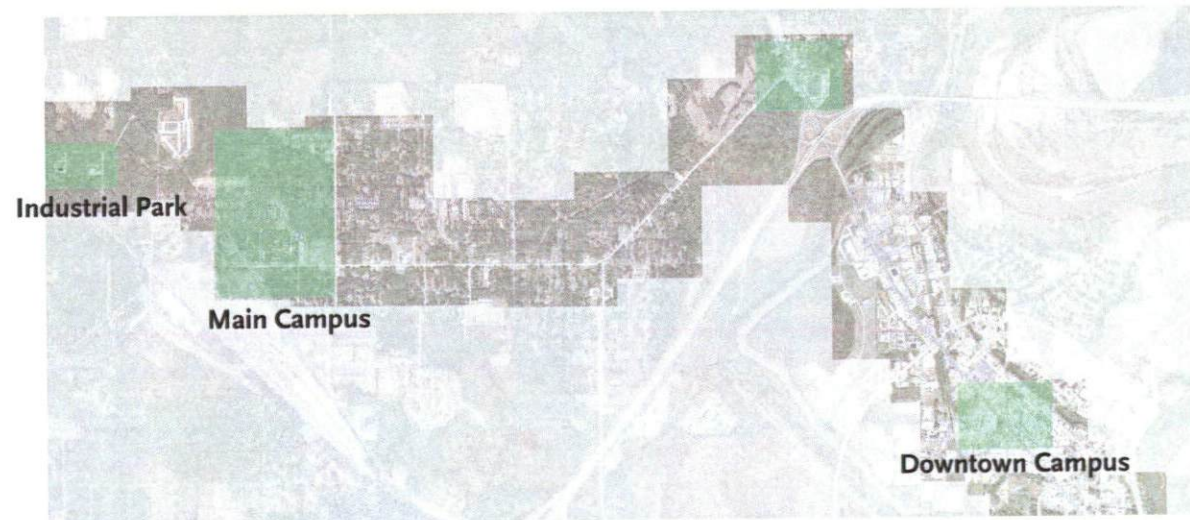
Awareness can also be established by identifying land for development, stores for the University to brand, and develop information portals and bus stops from MLK to Market Street. to Downtown Shreveport. Career centers can be established in existing centers that will be a connection between businesses and the future work force. These career centers would allow citizens seeking employment to connect with businesses that are looking to hire. SUSLA would become the resource that provides the future employee with the training needed to begin a career with the potential businesses

featured in the career center.

SUSLA recognizes the need for economic sustainability projects in the community that its main campus calls home. The Great Expectations plan for the city of Shreveport identifies a need for the development of a grocery store in the MLK neighborhood. SUSLA will work with the established community development corporation and with industries such as Kansas City Southern to develop a Fresh Market style

grocery center. The grocery store would feature fresh produce cultivated in the horticultural science department and would employ students and community members.

The intersection of MLK and Hilary Huckabee becomes the main entrance to the University corridor. This entrance will be celebrated with an archway and decorative hardscape features illustrated in the before and after images.



Study Areas

MASTER PLAN DEVELOPMENT

SUSLA Shreveport Identity



SUSLA: Entrance at MLK Before



SUSLA: Entrance at MLK After



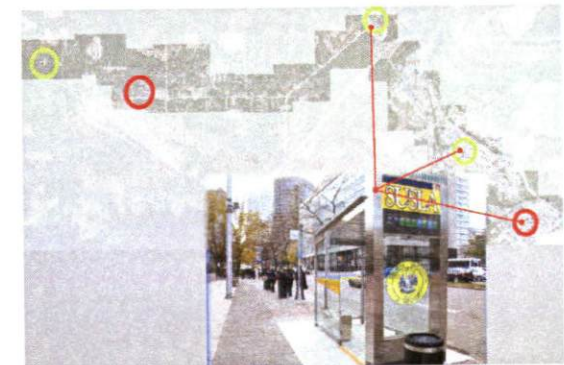
SUSLA: Digital Information Towers



SUSLA: Neighborhood Fresh Market Development

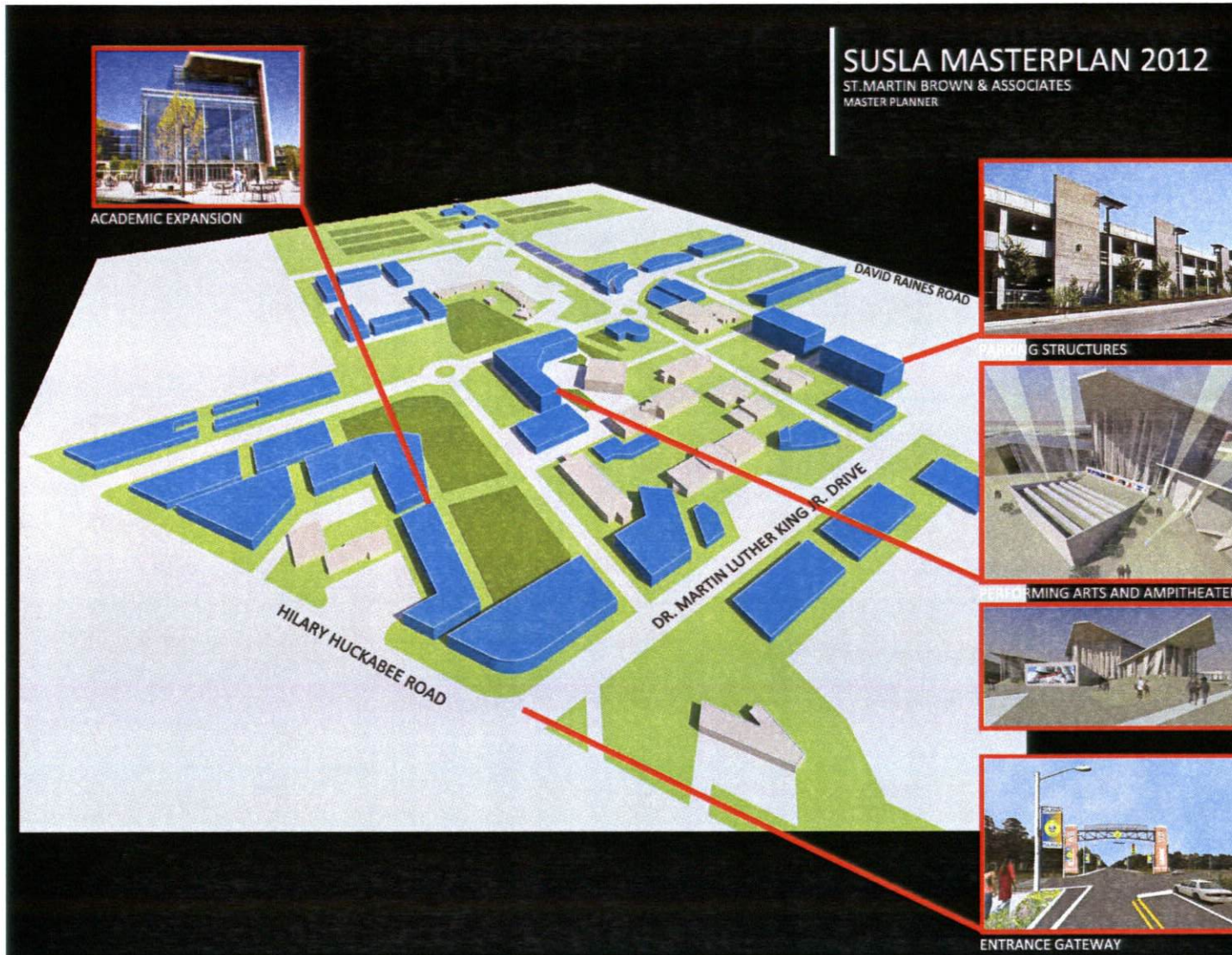


SUSLA: Identifying Development along Market St.

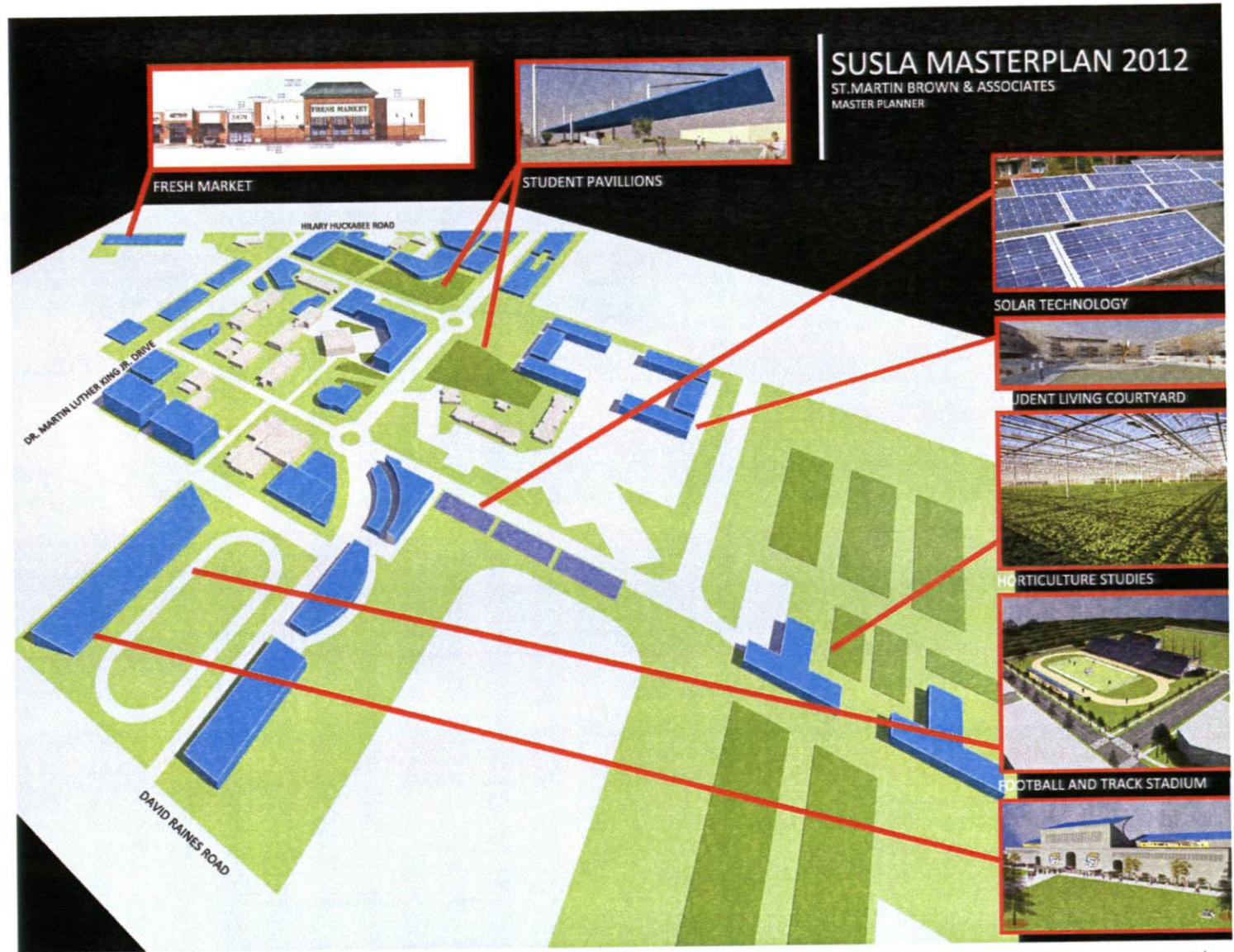


SUSLA: Information Portals such as Bus Stops Downtown

MASTER PLAN DEVELOPMENT



MASTER PLAN DEVELOPMENT



SUSLA Master Plan

VI. CONCLUSIONS

Implementing the Goals	51
Funding Matrix	117

Master Plan Funding Matrix

SOUTHERN UNIVERSITY AT SHREVEPORT LOUISIANA IMPLEMENTATION PRIORITY MATRIX																										
PROJECTS & PHASE		POTENTIAL FUNDING SOURCE(S)																								
		HBCU Capital Finance Grant	LA Capital Outlay	Industrial Tax Exemption	University Financing Foundation	Motion Picture Industry Development Tax Credit	Louisiana Public Facilities Authority	Live Performance Tax Credit	Digital Wireless Opportunity Act	Higher Education Opportunity Act	Motion Picture Industry Development Tax Credit	Community Reinvestment Act	United States Tennis Association	Philanthropic Foundations	Low-Income Housing Tax Credit	State Bond Financing	Economic Development Act	Tax Increment Finance	New Market Tax Credit	Special Taxing District	Association of University Districts	Green Building Tax Credits	Enterprise Zone Tax Incentives	FUNDING NEED/GAP		
Project Key																										
	Academic																									
	Projects																									
	New Administration Building	x	x		x				x					x			x								\$7,992,000.00	
	New Information Center	x	x		x		x		x					x			x								\$1,168,500.00	
	New Student Hall	x	x		x		x		x					x			x								\$2,768,000.00	
	New Technology Building	x	x		x		x		x		x		x		x		x			x					\$9,399,000.00	
	Amphitheater	x	x		x	x	x		x		x		x		x		x								\$720,000.00	
	Performing Arts Building	x	x		x	x	x		x		x		x		x		x	x							\$10,395,000.00	
	New Business/Community Business Center (2 Buildings)	x	x		x		x		x		x		x		x		x		x						\$11,408,000.00	
	Computer Science/Application Research Center (2 Buildings)	x	x		x		x		x		x		x		x		x		x						\$22,080,000.00	
	Horticulture & Green - Life Studies (2 Buildings)	x	x		x		x		x		x		x		x		x		x		x				\$11,040,000.00	
	Subtotal: Projects																								\$76,970,500.00	
	Student Living																									
	Projects																									
	Student Apartments/ Courtyards (5 Buildings)	x	x	x	x		x		x		x		x	x		x	x	x		x	x				\$34,425,000.00	
	Student Pavilion	x	x		x		x		x		x		x		x		x		x		x				\$1,740,000.00	
	Soccer Fields (2 Fields)	x	x		x		x		x		x		x		x		x	x	x						\$540,000.00	
	Tennis Courts (3 Courts)	x	x		x		x		x		x		x		x		x	x	x						\$237,600.00	
	Subtotal: Projects																								\$36,942,600.00	
	Sports Pavilion																									
	Projects																									
	New Football Track & Field Stadium	x	x		x		x		x		x		x		x		x	x	x						\$17,010,000.00	
	Indoor Field House	x	x		x		x		x		x		x		x		x	x	x						\$7,440,000.00	
	Mix-Use Housing/Lodging/Shops	x	x		x		x		x		x		x		x		x	x	x		x				\$6,360,000.00	
	Sports Medicine Labs/Coach's Offices	x	x		x		x		x		x		x		x		x		x						\$9,000,000.00	
	Community Recreation Center	x	x		x		x		x		x		x		x		x	x	x						\$5,016,000.00	
	Subtotal: Projects																								\$44,826,000.00	
	Parking																									
	Projects																									
	Parking Structures (2 Buildings)	x	x		x		x		x		x		x		x		x	x	x						\$14,640,000.00	
	Subtotal: Projects																								\$14,640,000.00	
	Health & Research Center																									
	Projects																									
	New Student Health Center	x	x		x		x		x		x		x		x		x	x		x					\$8,480,000.00	
	Nursing Prg. Facilities	x	x		x		x		x		x		x		x		x	x	x		x				\$10,752,000.00	
	Biology & Chemistry Labs	x	x		x		x		x		x		x		x		x	x	x		x				\$7,310,000.00	
	Subtotal: Projects																								\$26,542,000.00	
	Community Projects																									
	Projects																									
	Fresh Food Market	x	x		x				x		x		x		x		x	x	x		x	x			\$3,604,000.00	
	Industrial Park (2 Buildings)	x	x	x	x		x		x		x		x		x		x	x	x		x	x			\$25,020,000.00	
	Subtotal: Projects																								\$28,624,000.00	
	CAPITAL PROJECTS TOTAL																								\$228,545,100.00	

IMPLEMENTATION PLAN

Table of Contents

Introduction

Initial Strategies to Implementation

Guiding Planning Principles

Implementation Taskforce

Project Zoning & Land Acquisition

Feasibility & Environmental Management

Project List (by cost)

Project Funding Gaps

Finance & Funding Strategies

Financing Through Public Policy Initiatives

Community and Infrastructure Finance Organizations

INTRODUCTION

Southern University Shreveport Bossier City is a part of the world's only Historically Black College and University System (HBCU). Traditionally, Historically Black Colleges and Universities have been the leading producer of African American college graduates.

The SUSLA Master Plan looks to utilize its existing natural assets while developing within a constrained space. The plan is composed of planning principles that were designed to do the following:

- Create a safe and innovative campus that connects between the SUSLA Campus and the Adjacent Neighborhoods
- Create strong campus identity in the surrounding Shreveport Area and Connect with the downtown campus
- Capitalize on the natural assets adjacent to the SUSLA Campus
- Provide a clear framework for flexible Campus Growth over time as needs evolve

Maintain functional separation of Pedestrian and Vehicular environments Although HBCUs, including the Southern University System, have benefited our nation by educating African Americans, HBCUs lag behind most predominately white institutions as it relates to campus infrastructure. With state funding for capital projects on dramatic decline and the disproportionate funding for campus infrastructure, as compared to predominately white institutions, many HBCU campuses are in dire need of physical upgrades and repairs.

Many HBCUs have resorted to federal dollars and philanthropic donations to not only sustain degree programs, also build campus infrastructure. However, a 2005 report of the Southern Education Foundation found that HBCUs have received attention and support from only a few philanthropic foundations. Amid criticism by officials and representatives of HBCUs concerning the disparity in their receipt of federal science and engineering support, several executive orders were issued beginning in 1980 designed to strengthen and increase the participation of the HBCUs in federally sponsored programs and to improve the administrative infrastructure of the institutions. The current executive order was signed by President Obama on February 26, 2010, and states that:

Each executive department and agency designated by the Secretary of Education shall prepare an annual plan of its efforts to strengthen the capacity of HBCUs through increased participation in appropriate Federal programs and initiatives. where appropriate, each agency plan shall address, among other things, the agency's efforts to: (i) establish how the department or agency intends to increase the capacity of HBCUs to compete effectively for grants, contracts, or cooperative agreements and to encourage HBCUs to participate in Federal programs; (ii) identify Federal programs and initiatives in which HBCUs may be either underserved or underused as natural resources, and improve HBCUs'

IMPLEMENTATION PLAN

participation therein; and (iii) encourage public-sector, private-sector, and community involvement in improving the overall capacity of HBCUs.¹

Understanding, that building and renovating buildings is an essential component of this implementation plan, this implementation plan also explains the importance of sustaining the programs that are housed in capital projects.

¹Federal Research and Development Funding at Historically Black Colleges and Universities

Initial Strategies to Implementation

The following outlines steps that should initially be adopted by Southern University Shreveport Bossier City to begin the implementation of the 20 Year Master Plan. Initial strategies for implementation should include:

- **Establishing and Abiding by Guiding Principles:** Establishing a set of guiding principles ensures all implementation of projects align with the University's mission, objectives, and follow best practices in community development that avoids environmental hazards, follows state and local zoning rules, and results in transparent and fiscally responsible construction management.
- **Developing an Implementation Plan Taskforce:** An Implementation Taskforce, consisting of a diverse group of university employees and community residents ensures guiding principles are followed throughout the master plan implementation process. The Implementation Plan Taskforce must prioritize proposed projects based on established criteria, serve as a liaison between the university, the students and their families, alum, community residents, and elected officials. The Taskforce should report regularly to the University Board and project funders of projects on the progress of the master plan, including fiscal matters.
- **Identifying Project Priorities:** This implementation plan outlines projects, prioritized by cost; however the Implementation Taskforce should review and prioritize projects based on university priorities, feasibility, and land ownership and acquisition – among other factors. The Implementation Taskforce is encouraged to reassess the project priority list and make adjustments as most appropriate.
- **Conduct Feasibility & Environmental Studies:** The estimated project cost included in this implementation plan reflects current (2011) market and environmental factors. However, the implementation plan recommends feasibility studies and environmental studies where best applicable and when required by law (environmental) prior to any project renovation or development. Feasibility should be determined by costs, access to capital funding, and construction management. Environmental standards are determined based on local, state, and federal standards and should be adhered to at all times.
- **Identifying Funding Sources:** The implementation plan includes opportunities for funding sources for each project. There are a variety of funding sources; however, proper planning is essential as, most funding is competitive, and government

IMPLEMENTATION PLAN

funding that comes with deadlines are on the decline. Also included in this implementation plan are organizations that should be considered as partners in securing funding sources.

Guiding Principles of Master Plan Implementation

The Southern University Shreveport-Bossier City Master Plan provides a 20 year road map that has been carefully designed to ensure a safe, attractive, and sustainable university community. Establishing guiding principles is the first essential step to implementing a university master plan. The principals guide every decision from concept to project development and should be referenced regularly to ensure that all decisions are made in accordance with guiding principles. The following is a list of guiding principles recommended, however, we encourage the Implementation Taskforce to expand on these principles as they deem best.

1) Pursuit of Historically Black College Mission

Southern University System was incorporated in 1974 and the Shreveport Campus was established in 1964. The Mission of Southern University Shreveport Bossier-City is to provide quality education for its students, while simultaneously committed to the Shreveport Bossier community. This institution prepares students for careers in technical and occupational fields; awards certificates, diplomas and associate degrees; and offers courses and programs that are transferable to other colleges and universities. Dedicated to excellence in instruction and community service, this open enrollment institution promotes cultural diversity, provides developmental and continuing education, and seeks partnerships with business and industry.

This master plan is designed to consider the university's mission and the campus commitment to the Shreveport-Bossier City community and will serve as a conduit for students to establish memorable places that involve Greek life, athletics, academics, and community involvement.

Shreveport-Bossier City is an urban center and the campus will reflect the amenities that compliment new urban design that encourages innovation in student learning that is applicable in the classroom and across the city.

2) Community Connectivity

Ensure proposed campus projects are beneficial to the community and provide seamless transition into the community. This includes ensuring all proposed projects address traffic, parking, housing, and other community health and safety issues.

3) Student Functions

Understanding that students are the lifeline of the university's existence, the implementation plan must address the space and commuting needs of students, faculty, and parents, accessibility, dining, athletics, recreation and physical wellness. This master plan offers space for student learning in an environment that encourages group learning and technological resources with the proposed facilities.

4) Green Facilities and Environmental Priority

Southern University Shreveport Bossier City is committed to protecting the environment and implementing sustainable design in facilities. The implementation plan emphasizes the use of energy efficient building design and materials, use of a variety of transportation infrastructure (i.e. bike trails, rail, and walking).

5) Transportation Infrastructure

Use of a variety of transportation infrastructure, including walking trails, bike trails, and campus bussing, as well as ensuring that parking is available in strategic locations that compliment buildings, retail, and other structures, makes traveling around campus convenient.

6) Space Functions

New and renovated academic facilities should house a mix of academic programs so as to help support interdisciplinary instruction and research at Southern University Shreveport-Bossier City campus. This implementation plan recommends non-academic and co-curricular activities regarding student life and other social activities and space for students and faculty to learn and be socially active, reside in academic facilities as one method of helping to meet student needs and concerns.

7) Land Development

IMPLEMENTATION PLAN

This implementation plan recommends prudent use of campus land and/or buildings with consideration for new building sites, historic preservation, infill, open space and renovation or removal/replacement of low-function building stock.

Buildings should house university departments and administrative services within the same buildings in a coordinated manner that compliments student needs and their ability to complete university coursework, registration, and dine in centralized locations within close proximity based on purpose and use.

8) Architecture

The Implementation plan recommends architectural designs that include guidelines to materials, color, signage, and design that will provide aesthetically pleasing styles that captures the essence of the university and community.

9) Mobility

Ensure that any new building strictures are in close proximity to existing buildings to ensure pedestrian friendly campus. Provide a campus that is conveniently and safety accessible by foot, bicycle, automobile, and bus.

- Provide a safe and reasonable flow of traffic with preferred vehicular routes clearly identified.
- Provide parking, conveniently located or served by bus.
- Continue to create an environment that is accommodating for persons with disabilities.
- Eliminate the difficulties guests and first-time visitors experience when entering the campus, finding parking, and navigating the campus.

The following chart demonstrates the alignment of each proposed project to the Implementation Plan Guiding Principal.

Proposed Buildings	Guiding Principal
1. Horticulture Studies/ Experimental Green Fields	Green/Sustainable Facilities and Environmental Priority
2. (6) Student Housing Buildings/ Courtyards	Green/Sustainable Facilities and Environmental Priority
3. (2) Athletic Courts	Student Functions

4. (3) Tennis Courts	Student Functions
5. Student Pavilion	Architecture
6. SUSLA Lake	Green/Sustainable Facilities and Environmental Priority
7. Academic Expansion	Green/Sustainable Facilities and Environmental Priority
8. Mix-Use Lodging & Shops	Student Functions
9. Sports Medicine & Coach's Offices	Student Functions
10. Community Center	Community Connectivity, Student Functions
11. SUSLA Stadium	Development of Campus
12. Sports Field House	Development of Campus
13. (2) Parking Structures	Transportation Infrastructure
14. Academic Expansion	Pursuit of Historically Black College Mission
15. Administration Building	Student Functions
16. Information Center	Development of Campus
17. Academic Expansion	Development of Campus
18. Student Hall	Student Functions
19. Technology Building	Student Functions
20. Amphitheater	Space Functions
21. Performing Arts Building	Space Functions
Proposed Buildings	Guiding Principal
22. Academic Expansion	Development of Campus
23. Health Center	Student Functions
24. Nursing Prep Facilities	Student Functions
25. Bio/ Chemistry Labs	Student Functions
26. Academic Expansion	Development of Campus
27. Computer Science/ App. Research	Development of Campus
28. Business Center	Development of Campus

IMPLEMENTATION PLAN

29. Fresh Food Market	Green/Sustainable Facilities and Environmental Priority
30. David Raines Health Center	Student Functions

Implementation Task Force

A Master Plan Implementation Taskforce should be established that consist of individuals that have expertise in public finance, community relations, construction management, and are keenly aware of the campus and student/faculty needs. The taskforce should consist of representatives from university facility planning, Office of the Chancellor, Academic Affairs, University Internet Technology, University Finance, University Athletics, Faculty Senate, Student Government, elected officials, academic departments, community nonprofit and private sector organizations, and local, state, federal appointed/elected officials.

The purpose and function of the Master Plan Implementation Taskforce:

- Formulates/adopts master plan guidelines and keeps them current, and ensure they align with projects.
- Reviews development of all land holdings of Shreveport Bossier-City University campus and makes recommendations regarding facilities, planning, transportation planning, land planning, and infrastructure and site development activities.
- Oversees the continuing administration, maintenance, implementation, change and update of the Master plan
- Update the community on the status of some of the major construction projects ongoing at Southern University Shreveport-Bossier City.

The Implementation Taskforce shall consider developing committees to more efficiently and effectively implement the proposed projects and guiding principles of this master plan.

The taskforce committees may include:

- Government and Community Relations Committee – Responsible for connecting with community and government officials to ensure all project proposals and implementation strategies are communicated effectively to the student, alum, and general public. Responsible for ensuring all planning, zoning, and land acquisition procedures are properly followed, including environmental clearances.

- Fund Development & Budget committee – Responsible for identifying funding resources and applying for local, state, federal, private, and philanthropic funding – as well as partnering with the University on a capital campaign. This committee is also responsible for reporting and publishing all budget and financial reports.
- Construction Management Committee – Responsible for managing all construction projects to ensure proper bid procedures are followed and construction projects are implemented and complete in the most fiscally responsible and safe manner.

Recommended Organizational Structure of Implementation Taskforce:



IMPLEMENTATION PLAN

Project Zoning & Land Acquisition

The chart below illustrates the current zoning designation for each site within and adjacent to the University. For the purpose of expanding the university campus and developing proposed projects, the zoning districts adjacent to the University will require the administration to apply for the conditional use process with the Metropolitan Planning Commission. Conditional uses are uses which are generally compatible with the uses permitted in a zoning district; however, require individual review of the project's location, design, and intensity in order to ensure their appropriateness on any particular parcel of land and the compatibility of the use with adjacent uses. The conditional use process will require analysis by planning staff and a public hearing before the Planning Commission.

Adjacent Uses	Site Analysis	
	Zoning	Zoning District
1. SUSLA Campus	R-1D (SPI-2)	One-Family Residence District
	B-1 (SPI-2)	Buffer Business District
2. Newton Smith Middle School	R-1D (SPI-2)	One-Family Residence District
	B-1 (SPI-2)	Buffer Business District
	B-2 (SPI-2)	Neighborhood Business District
	B-3 (SPI-2)	Community Business District
3. Adjacent Neighborhoods	R-1H (SPI-2)	One-Family Residence District
	R-3	Multifamily Residence District
	I-12	Light Industrial District
4. Kansas City Southern Railroad	I-2 (SPI-2)	Heavy Industrial District
5. Undeveloped Land	R-1H (SPI-2)	One-Family Residence District
	R-1D (SPI-2)	One-Family Residence District

Land Acquisition:

Based on the master plan, the University desires to expand behind the current land use, and therefore the university will be required to implement land acquisition strategies to gain ownership or lease of property outside of the university. There are some common best

practices that should be followed when acquiring land, and it is recommended that the Implementation Taskforce seek advice from land/title acquisition legal experts to ensure proper ownership is transferred, prior to project development. Best practices in land acquisition include:

- Ensuring there is a planned focus for vacant land reutilization with a University wide strategic vision integrated with property acquisition planning;
- Encourage an expedited judicial foreclosure process that provides key maintenance for acquisition of marketable titles;
- Be informed about and ensure careful coordination with an integrated management information system containing parcel-specific information;
- Be aware of the municipality's streamlined eminent domain process if needed;
- Be able to determine and explicitly state the terms and conditions for sale of properties;
- Be aware of the requirements for various funding streams related to land use, environmental clearances, and ownership/lease agreements for transfer and use of property.

IMPLEMENTATION PLAN

Feasibility & Environmental Studies

Capital improvement planning and budgeting involves the long range plan (three to five years) of capital expenditures for a governing authority. Capital expenditures include expenditures for buildings, land, major equipment and other tangible assets. Feasibility Studies should be conducted to ensure the projects are viable and sources of funding are available based on the risk.

Environmental Impact Assessment (EIA) is an important tool for incorporating environmental concerns at the project level. EIA should be carried out as early as the project planning stage as part of feasibility thus it can assure that the project will be environmentally feasible. The general objectives of the EIA study are to provide the following:

- Baseline information about the environmental, social, and economic conditions in the project area
- Information on potential impacts of the project and the characteristic of the impacts, magnitude, distribution, who will be the affected group, and their duration
- Information on potential mitigation measures to minimize the impact including mitigation costs
- Assess the best alternative project at most benefits and least costs in terms of financial, social, and environment. In addition to alternative location of the project, project design or project management may also be considered.

Appropriate environmental documentation must be prepared and submitted for any project where there are any of the following:

1. An expenditure of public monies or use of public land.
2. An action by a state agency subject to this chapter.
3. A potential environmental effect upon either natural resources, public health and safety, natural beauty, or historical or cultural elements of the state's common inheritance.

Main Steps in Scoping an Environmental Management Strategy

- Preliminary information gathering, the main environmental issues are identified
- Identify stakeholders
- Identify Constraints
- Determine a process for developing an environmental management strategy
- Develop Scope
- Preliminary Information Gathering

Preliminary Information Gathering

A helpful way of starting out in developing an Environmental Management Strategy is to list the main environmental issues or potential environmental projects. This information may be gained from talking to the company, local residents, and relevant government organizations, reading the local papers. The goal is to try to gain a very basic understanding of current environmental impacts. Also try to identify obvious environmental aspirations.

The Implementation Taskforce should identify reasons for developing an environmental management strategy. Often consultants are asked to develop an environmental management strategy as a result of issues or additional requirements the company has been alerted to. This activity could be described as identify the main drivers for developing this strategy. Gathering this preliminary information helps to identify potential stakeholders.

The Implementation Taskforce should also find out the relevant environmental standards, including those based on funding criteria (i.e. US Housing and Urban Development) for the land.

Identify Stakeholders

For success of the Strategy key stakeholders must be included in development of the Environmental Management Strategy. Stakeholders are usually the people that have the ability to influence the outcome of the Strategy. For example, by being the company director and agreeing to allocate budget and resources to the project. Other key stakeholders include groups with legislative or market influence.

Additional stakeholders are the local community, in particular those members of the community likely to be impacted in some way by the Strategy. Those people who may have to change behavior or business as a result of actions in the Strategy are also stakeholders. Federal dollars require public hearings on various uses of land, prior to funding.

The process of developing an Environmental Management Strategy

There are many different ways one can go about developing an Environmental Management Strategy. The process one take to develop the Strategy varies depending on the time available, the scope and objectives of the Strategy and the stakeholders involved.

Develop Scope of the Environmental Management Strategy

The physical boundary of the EMS must be determined as part of defining the scope of the project. The Implementation Taskforce must consider the life cycle analysis, waste assessment on site, greenhouse emissions on site or including transportation. The boundaries are usually determined by agreement with key stakeholders, resource availability and legislative requirements.

IMPLEMENTATION PLAN

Having listed the possibilities, minimum requirements and constraints, it should now be possible to list the goals of the Strategy. That is, list the minimum requirements and any of the possibilities that are likely to succeed. It is customary to outline the additional information needed to finalize the Strategy. Success depends upon having the necessary resources and commitments.

The information should be summarized in a brief report. This is called Draft Scope and Goals. More detailed information gathering is necessary at later stages of developing and implementing the strategy. At this stage the aim is to gather sufficient information to adequately scope the Environmental Management Strategy.

IMPLEMENTATION PLAN

Project List

The table below illustrates the projects and the total cost to repair or build each.

Proposed Buildings	Number Buildings	Number of Floors	Base Square Feet	Total Square Feet	Cost Per Square Feet	Estimated Cost of Each Building	Estimated Cost of All Buildings
1. Horticulture Studies/ Experimental Green Fields	2	1	23000	46000	\$240.00	\$5,520,000.00	\$11,040,000.00
2. (6) Student Housing Buildings/ Courtyards	5	2.5	17000	212500	\$162.00	\$6,885,000.00	\$34,425,000.00
3. (2) Athletic Courts	2	1	30000	60000	\$9.00	\$270,000.00	\$540,000.00
4. (3) Tennis Courts	3	1	7200	21600	\$11.00	\$79,200.00	\$237,600.00
5. Student Pavilion	1	1	29000	29000	\$60.00	\$1,740,000.00	\$1,740,000.00
6. SUSLA Lake	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7. Academic Expansion	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8. Mix-Use Lodging & Shops	1	2	30000	60000	\$106.00	\$6,360,000.00	\$6,360,000.00
9. Sports Medicine & Coach's Offices	1	3	15000	45000	\$200.00	\$9,000,000.00	\$9,000,000.00
10. Community Center	1	2	19000	38000	\$132.00	\$5,016,000.00	\$5,016,000.00
11. SUSLA Stadium	1	1	270000	270000	\$63.00	\$17,010,000.00	\$17,010,000.00
12. Sports Field House	1	1.5	32000	48000	\$155.00	\$7,440,000.00	\$7,440,000.00
13. (2) Parking Structures	2	4	30000	240000	\$61.00	\$7,320,000.00	\$14,640,000.00
14. Academic Expansion	N/A	N/A	N/A	N/A	N/A	N/A	N/A
15. Administration Building	1	3	12000	36000	\$222.00	\$7,992,000.00	\$7,992,000.00

IMPLEMENTATION PLAN

16. Information Center	1	1	4100	4100	\$285.00	\$1,168,500.00	\$1,168,500.00
Proposed Buildings	Number Buildings	Number of Floors	Base Square Feet	Total Square Feet	Cost Per Square Feet	Estimated Cost of Each Building	Estimated Cost of All Buildings
17. Academic Expansion	N/A	N/A	N/A	N/A	N/A	N/A	N/A
18. Student Hall	1	2	8000	16000	\$173.00	\$2,768,000.00	\$2,768,000.00
19. Technology Building	1	3	13000	39000	\$241.00	\$9,399,000.00	\$9,399,000.00
20. Amphitheater	1	1	12000	12000	\$60.00	\$720,000.00	\$720,000.00
21. Performing Arts Building	1	1.5	42000	63000	\$165.00	\$10,395,000.00	\$10,395,000.00
22. Academic Expansion	N/A	N/A	N/A	N/A	N/A	N/A	N/A
23. Health Center	1	2	20000	40000	\$212.00	\$8,480,000.00	\$8,480,000.00
24. Nursing Prep Facilities	1	2	28000	56000	\$192.00	\$10,752,000.00	\$10,752,000.00
25. Bio/ Chemistry Labs	1	2	17000	34000	\$215.00	\$7,310,000.00	\$7,310,000.00
26. Academic Expansion	N/A	N/A	N/A	N/A	N/A	N/A	N/A
27. Computer Science/ App. Research	1	2	60000	120000	\$184.00	\$22,080,000.00	\$22,080,000.00
28. Business Center	2	2	15500	62000	\$184.00	\$5,704,000.00	\$11,408,000.00
29. Fresh Food Market	1	1	34000	34000	\$106.00	\$3,604,000.00	\$3,604,000.00
30. David Raines Health Center	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	33		767800	1586200		\$157,012,700.00	\$203,525,100.00
Total Cost of a 20 year span							\$10,176,255.00

IMPLEMENTATION PLAN

PROJECTS FUNDING GAP

The table below illustrates the estimated costs for each project and the funding sources added to date. This template can be used to track and report project costs, funds acquired, and gaps in financing.

Funding Gap

Proposed Buildings	Estimated Costs	Current Funding Resources	Funding Gap
1. Horticulture Studies/ Experimental Green Fields			
2. (6) Student Housing Buildings/ Courtyards			
3. (2) Athletic Courts			
4. (3) Tennis Courts			
5. Student Pavilion			
6. SUSLA Lake			
7. Academic Expansion			
8. Mix-Use Lodging & Shops			
9. Sports Medicine & Coach's Offices			
10. Community Center			
11. SUSLA Stadium			
12. Sports Field House			
13. (2) Parking Structures			
14. Academic Expansion			
15. Administration Building			
16. Information Center			
17. Academic Expansion			
18. Student Hall			

IMPLEMENTATION PLAN

19. Technology Building			
20. Amphitheater			
21. Performing Arts Building			
22. Academic Expansion			
23. Health Center			
24. Nursing Prep Facilities			
25. Bio/ Chemistry Labs			
26. Academic Expansion			
27. Computer Science/ App. Research			
28. Business Center			
29. Fresh Food Market			
30. David Raines Health Center			

FUNDING ANALYSIS

The template below is an example of a funding analysis report and can be a useful snapshot of the entire Implementation plan through each phase. Each phase should, at a maximum, be categorized in five year increments based on applying for funding, receiving funding, and timely construction. For illustrative purposes four phases have been chosen. The Implementation Plan Task Force will have opportunity determine the prioritization for each phase.

Phase I Funding Analysis

Number of unfunded projects considered for Phase I	0
Project Funds Available to Date	\$0,000,000
Total Anticipated Grant Funds	0
Estimated Total Available Funds	\$0,000,000
Estimated Project Costs (All unfunded projects)	\$0,000,000
Potential Funding Surplus	\$0,000,000

Phase II Funding Analysis

Number of unfunded projects considered for
Phase II

Project Funds Available to Date	\$0,000,000
Total Anticipated Grant Funds	0
Estimated Total Available Funds	\$0,000,000
Estimated Project Costs (All unfunded projects)	\$0,000,000
Potential Funding Surplus	\$0,000,000

Phase III Funding Analysis

Number of unfunded projects considered for
Phase III

Project Funds Available to Date	\$0,000,000
Total Anticipated Grant Funds	0
Estimated Total Available Funds	\$0,000,000
Estimated Project Costs (All unfunded projects)	\$0,000,000
Potential Funding Surplus	\$0,000,000

Phase IV Funding Analysis

Number of unfunded projects considered for
Phase IV

Project Funds Available to Date	\$0,000,000
Total Anticipated Grant Funds	0
Estimated Total Available Funds	\$0,000,000
Estimated Project Costs (All unfunded projects)	\$0,000,000
Potential Funding Surplus	\$0,000,000

IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

Financial Advisors:

More often than not, mixed funding strategies are the most effective way to achieve funding goals related to pre development and development cost. However, mixed (layered) financing requires coordination among many partners who possess the expertise to understand the requirements associated with applying, receiving, and maintaining funding from various sources.

This implementation plan recommends that the University and the Implementation Taskforce hire a financial advisor (firm) to assist in identifying funding sources, including those listed in this implementation plan, as well as structuring funding in a manner that is legal, ethical, and provides the greatest use of funding.

The Financial Advisor conducts an individual project financial analysis concentrating on financial feasibility of the project from the governing authority's perspective. A project analysis includes the following components:

- Total Cost Analysis focusing on the cost of a specific project over its useful life. Includes analysis on a present value basis of debt payment, lease payments, annual budget contribution, and upfront cash injection.
- Cash Flow / Budget Analysis focuses on relating project financing to the governing authority's cash flow and budget restraints. Current and future financial resources are reviewed and matched to the project debt or lease amortization period.
- Project Fee and Charges Analysis is completed to understand the level and amount of revenues that can be produced from a project which is user based. For revenue producing projects, fee levels and fee impact are analyzed prior to the Governing Authority approving the projects. The Financial Advisor provides the municipal officials with financing alternatives in line with the governing authority's budget resources.

The goal of the Financial Advisor is to provide the governing authority's decision makers with the facts and details to enable them to make informed decisions on economic development. By having the complete picture of the impact an industry will have on the area and the cost to the governing authority, the Board can make sound, long-term decisions and commitments. The Financial Advisor assists the governing authority in their efforts by:

1. Analyzing available alternatives in relation to cost to the governing authority, and providing financial guidance and recommendations;

IMPLEMENTATION PLAN

2. Analyzing from a cost/benefit standpoint the use of incentives (free land, subsidy of bond issues, utility improvements) to attract industry;
3. Providing a detailed upfront and long-term financial analysis of costs to the governing authority versus benefits of the specific project; and
4. Serving as an economic development finance resource for the governing authority.

The Financial Advisor's role involves the determination of the governing authority's financial capabilities for major expenditures by examining past, present and future revenues, expenditures and governing authority debt.

By reviewing all possible funding methods, the governing authority is assured the best (lowest cost) alternative financing for capital improvements.

Once a project and/or capital budget is approved, the acquisition of funds is required. If lease purchase, long-term bonds, or short-term bonds are part of the funding package, then the planning and issuing of securities is required.

To document total debt capacity, the Financial Advisor performs analysis consisting of the following:

- General obligation bond capacity;
- Debt service by year;
- Maturity of outstanding debt; and
- Features of outstanding issues.

The debt option must be structured to ensure the governing authority's financial flexibility and provide the lowest cost of funds. It is important to analyze which type of debt is appropriate to fund a project:

- General Obligation Bonds
- Revenue Bonds
- Special Assessment Bonds
- Lease Financing

- Short Term Bank Notes
- Tax Increment Financing

IMPLEMENTATION PLAN

FINANCE / FUNDING STRATEGIES

Bond Financing

Many universities use a variety of bond financing strategies to fund renovation and new construction. Two types of bond financing include:

- 1) Using faculty research to finance buildings when the university pledges the research overhead revenue it will receive from faculty research activities in that specific building to repay the bonds that fund its construction; and
- 2) The university pledges its general research overhead funds for their repayment. These bonds have been used to finance the construction of a broad range of facilities, including faculty research space.

New Market Tax Credits

The New Markets Tax Credit Program (NMTC Program) was established by Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years (five percent for each of the first three years, and six percent for each of the remaining four years). The investment in the CDE cannot be redeemed before the end of the seven-year period.

Since the NMTC Program's inception, the Community Development Financial Institutions (CDFI) Fund has made 594 awards allocating a total of \$29.5 billion in tax credit authority to CDEs through a competitive application process.

Low-Income Housing Tax Credits

The Low Income Housing Tax Credit (LIHTC) Program under the Tax Reform Act of 1986 provides a reduction in an owner's tax liability for those who construct or rehabilitate low-income rental housing units. The LIHTC has been used successfully to build a number of properties intended to house homeless youth. However, the LIHTC legislation as it is currently written does not allow tenants to be full-time students. The original intent of this "Student Rule" was to prohibit LIHTC funds from being utilized to

construct dormitories and to prevent college students, with temporarily low-incomes, from benefiting from resources meant for individuals and families with even more serious housing needs.

However, under current law, certain tenants are exempt from the "student rule," including former foster youth, single parents, and parents receiving public assistance. Homeless and formerly homeless youth are not exempt; therefore, homeless youth who qualify to live in these low-income rental units currently face the choice between housing and pursuing their education full-time.

Tax Increment Financing (TIF)

A TIF district is a tool that could provide funding to build new infrastructure and give private sector incentives to invest on campus and in the surrounding community. A TIF commits future tax revenue from the proposed development, which would not accrue had it not been for the development, to in land costs, infrastructure, and other needed improvements to create the development. TIFs are created through legislative authority in the State of Louisiana, but must come with the support of local government as such the local government administers the TIF. A TIF does not raise taxes on citizens and does not count toward a local municipality's debt limit.

Community Development Block Grant:

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs.

The annual CDBG appropriation is allocated between States and local jurisdictions called "non-entitlement" and "entitlement" communities respectively. Entitlement communities are comprised of central cities of Metropolitan Statistical Areas (MSAs); metropolitan cities with populations of at least 50,000; and qualified urban counties with a population of 200,000 or more (excluding the populations of entitlement cities). States distribute CDBG funds to non-entitlement localities not qualified as entitlement communities.

HUD determines the amount of each grant by using a formula comprised of several measures of community need, including the extent of poverty, population, housing overcrowding, age of housing, and population growth lag in relationship to other metropolitan areas.

Program Areas

- Entitlement Communities

IMPLEMENTATION PLAN

The CDBG entitlement program allocates annual grants to larger cities and urban counties to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons.

- **State Administered CDBG**
Also known as the Small Cities CDBG program, States award grants to smaller units of general local government that carry out community development activities. Annually, each State develops funding priorities and criteria for selecting projects.
- **Section 108 Loan Guarantee Program**
CDBG entitlement communities are eligible to apply for assistance through the section 108 loan guarantee program. CDBG non-entitlement communities may also apply provided their State agrees to pledge the CDBG funds necessary to secure the loan. Applicants may receive a loan guarantee directly or designate another public entity, such as an industrial development authority, to carry out their Section 108 assisted project.
- **Disaster Recovery Assistance**
HUD provides flexible grants to help cities, counties, and States recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations.
- **Renewal Communities/ Empowerment Zones/ Enterprise Communities (RC/EZ/EC)**
This is a program that uses an innovative approach to revitalization, bringing communities together through public and private partnerships to attract the investment necessary for sustainable economic and community development.
- **Brownfields Economic Development Initiative (BEDI).** BEDI is a competitive grant program used to spur the return of brownfields to productive economic reuse. BEDI grants must be used in conjunction with a new Section 108 guaranteed loan. Both Section 108 loan proceeds and BEDI grant funds are initially made available by HUD to public entities approved for assistance.

Green Building Tax Credits

Numerous sources of funding for green building construction and upgrades are available at the national, state and local levels for homeowners, industry, government organizations and nonprofits. We are providing the links on this page to help you find a variety of funding sources including grants, tax-credits, loans, or others.

The Office of Energy Efficiency and Renewable Energy (EERE) works to increase the use of renewable energy and energy efficiency technologies. EERE offers financial assistance opportunities for their development and demonstration. The Office of Energy Efficiency and Renewable Energy (EERE) works with business, industry, universities, and others to increase the use of renewable energy and energy efficiency technologies. One way EERE encourages the growth of these technologies is by offering financial assistance opportunities for their development and demonstration.

The Energy Policy Act of 2005 includes tax credits to consumers for energy efficiency home improvements, specific automobiles, and installation of solar energy systems and fuel cells. Tax credits are also available for home builders and appliance manufacturers, and tax deductions are available for commercial buildings that meet specific efficiency standards.

The Funders' Network for Smart Growth and Livable Communities is a non-partisan, not-for-profit organization that exists to inspire, strengthen and expand philanthropic leadership and funders' abilities to support organizations working to improve communities through better development decisions and growth policies.

Green Communities provides grants, financing, tax-credit equity, and technical assistance to developers who meet the criteria for affordable housing that promotes health, conserves energy and natural resources, and provides easy access to jobs, schools and services.

The Tax Incentive Assistance Project (TIAP) provides information for consumers and businesses to make use of the federal income tax incentives for energy efficient products and technologies (specified in the Energy Policy Act of 2005).

Historic Tax Credits

Historic buildings play a special role in creating the distinctive character of each community. Their essential legacy of cultural, educational, recreational, aesthetic, social, and environmental benefits must be preserved for present and future generations. The Louisiana Division of Historic Preservation works to preserve and restore these buildings so they can enhance and enrich our environment and, thus, our lives.

IMPLEMENTATION PLAN

A credit is allowed for the eligible costs and expenses incurred during the rehabilitation of a historic structure located in a downtown development district. The structure must be commercial property. The credit is 25 percent of the costs and expenses up to \$5,000,000 within a particular downtown development district.

Historical Black College University Capital Finance Grant

The goal of the program is to provide low-cost capital to finance improvements to the infrastructure of the nation's historically black colleges and universities (HBCUs). Specifically, the program provides HBCUs with access to capital financing or refinancing for the repair, renovation, and construction of classrooms, libraries, laboratories, dormitories, instructional equipment, and research instrumentation. The program's authorizing statute caps the total amount of loans and accrued interest available through the program at \$1.1 billion.

This assistance comes through the issuance of federal guarantees on the full payment of principal and interest on qualified bonds, the proceeds of which are used for loans.

Types of Projects funded through the HBCU Capital Financing Program:

The loan proceeds of the HBCU Capital Financing Program can be used for repair, renovation or, in exceptional circumstances, the construction or acquisition of the following:

- Any classroom facility, library, laboratory facility, dormitory (including dining facilities) or other facility customarily used by colleges and universities for instructional or research purposes or for housing students, faculty, and staff;
- A facility for the administration of an educational program, or a student center or student union, except that not more than five percent of the loan proceeds provided under this part may be used for the facility, center, or union if the facility, center or union is owned, leased, managed, or operated by a private business that, in return for such use, makes a payment to the eligible institution;
- Instructional equipment technology, research instrumentation, and any capital equipment or fixture related to facilities;
- A maintenance, storage, or utility facility that is essential to the operation of a facility, a library, a dormitory, equipment, instrumentation, a fixture, real property or an interest therein, described in this paragraph;
- A facility designed to provide primarily outpatient health care for students or faculty;
- Physical infrastructure essential to support the projects authorized under this paragraph, including roads, sewer and drainage systems, and water, power, lighting, telecommunications, and other utilities;

- Any other facility, equipment, or fixture which is essential to the maintaining of accreditation of the member institution by an accrediting agency or association recognized by the Secretary under Subpart 2 of Part H of Title IV.

Federal Research Funding of Programs

University research is a vital building block of the nation's research and development (R&D) enterprise. While U.S. universities perform just 13 percent of total national R&D, they perform 31 percent of the nation's total research—basic and applied—and 56 percent of the nation's basic research.²

Because there is broad consensus that university research is a long-term national investment in the future, the federal government supports about 60 percent of the research performed at universities. In 2009, that amounted to the federal government supporting about \$33 billion of universities' total annual R&D spending of \$55 billion.³

Along with creating new knowledge and the foundation for new products and processes, U.S. universities use their research activities to educate students who will become the next generation's scientists and engineers, teachers, and leaders in government and industry.⁴

Facilities and Administrative (F&A) Costs

Facilities and Administrative costs, which historically have been referred to as “indirect costs,” include expenses that cannot be attributed to a specific research project, but are necessary to conduct the research. Such costs include research facility construction and maintenance, utilities, research administration and accounting, and compliance with federal regulations in areas such as human research subject protection, animal care, privacy and security of health information, export controls, disposal of hazardous materials, and other health, safety and security-related requirements. The federal government does not pay F&A costs directly; instead, it reimburses universities for money they have already spent.⁵

The F&A Cost Rate Determination

The rate of F&A cost reimbursement is not specific to individual grants. Instead, federal agency negotiators and university administrators predetermine an overall percentage of allowed F&A costs to be reimbursed, based on documented historical costs and

²Federal Research and Development Funding at Historically Black Colleges and Universities

³Federal Research and Development Funding at Historically Black Colleges and Universities

⁴Federal Research and Development Funding at Historically Black Colleges and Universities

⁵University Research: The Role Of Federal Funding

IMPLEMENTATION PLAN

cost analysis studies. F&A cost rates vary from institution to institution because construction, maintenance, utilities, and administrative costs vary by institution and by region. (For example, winter heating costs in Boston presumably are different from those in San Diego.) The rate for each university generally is renegotiated every three years.⁶

When a university obtains a grant, contract, or cooperative agreement from a federal agency, it is supposed to receive F&A reimbursement at this negotiated rate, regardless of the particular funding agency.

Revenue Generated by Research Activities

Sponsored research, technology licensing, and equity ownership in emerging companies are three strategies to funding projects that can assist in meeting maintenance and operational cost of new projects and physical infrastructure.

University faculty research is sponsored by the federal government, the state, and for- and not-for-profit private companies and institutions. The federal government provides funding for scholars to conduct research based on investigated technologies and methodologies that are of interest to the sponsor for societal or commercial reasons. The commercial reasons can foster patents that the university can then draw revenue.

The federal government is the most important source of sponsored research funds, but private entities and the state also should contribute significant amounts.⁷

National Science Foundation

The Industry/University Cooperative Research Centers (I/UCRC) program develops long-term partnerships among industry, academe, and government. The centers are catalyzed by a small investment from the National Science Foundation (NSF) and are primarily supported by industry center members, with NSF taking a supporting role in the development and evolution of the center. Each center is established to conduct research that is of interest to both the industry members and the center faculty. An I/UCRC contributes to the Nation's research infrastructure base and enhances the intellectual capacity of the engineering and science workforce through the integration of research and education. As appropriate, an I/UCRC uses international collaborations to advance these goals within the global context.

⁶University Research: The Role Of Federal Funding

⁷Federal Research and Development Funding at Historically Black Colleges and Universities

The NSF has several programs supporting HBCUs and other minority institutions. The Historically Black Colleges and Universities-Undergraduate Program (HBCU-UP) funds projects to improve the quality of undergraduate scientific and technical programs through curricular reform and enhancement, faculty development, upgrading of scientific instrumentation, and improvement of research infrastructure.⁵⁷ The FY2010 estimated level is \$32.0 million. Centers of Research Excellence in Science and Technology (CREST), seeks to upgrade the research capabilities of the most productive minority institutions. HBCUs and other minority-serving institutions develop alliances with other universities, laboratories, and centers in order to provide their students with direct experience in science, technology, engineering, and mathematics. The FY2010 estimated level for CREST is \$30.5 million.⁵⁸

United States Department of Agriculture

The Department of Agriculture, National Institute of Food and Agriculture (NIFA),⁶⁰ administers a Capacity Building Grants Program to assist the 1890 land-grant institutions and Tuskegee University strengthen their research and teaching capabilities in high priority areas of the food and agricultural sciences. These activities include obtaining state-of-the-art scientific instrumentation for laboratories. For FY2010, approximately \$20.0 million will be directed to this program.⁶¹ In addition to the Capacity Building Grants Program, NIFA provides funding for research at the 1890 institutions through the Evans-Allen formula. The FY2010 estimated level for this program is \$45.8 million.

National Aeronautics and Space Administration (NASA)

The National Aeronautics and Space Administration has established a University Research Centers (URC) program to fund research projects in space science and applications, advanced space technology, and advanced astronautics technology. Currently, NASA supports URC at 11 HBCUs and three other minority institutions. Each institution is eligible to receive up to \$1.0 million per year for a period of five years, based on their performance and availability of funding. The Curriculum Improvements Partnership Award for the Integration of Research (CIPAIR) will strategically enhance teaching and education strategies across academic programs.⁶²

National Defense Authority Act

Funding for NSTI-MI in FY2010 is \$2.4 million. P.L. 111-84, The National Defense Authorization Act, FY2010 (H.R. 2647)⁶³ provides support for science and technology programs. Contained in that support is funding for, among other things, the Historically

⁵⁸ Federal Research and Development Funding at Historically Black Colleges and Universities

IMPLEMENTATION PLAN

Black Colleges and Universities and Minority Institutions Program (HBCU/MI). This program is intended to enhance the R&D capacity of these institutions, develop approaches to inter-university research in defense critical technology and homeland security areas, and to increase their personnel in these areas. It is anticipated that participating HBCUs and other minority institutions will expand their involvement in the performance of defense research and in the scientific disciplines critical to the national security functions of the Department of Defense (DOD). P.L. 111-84 provides approximately \$66.6 million in FY2010.⁹

Digital and Wireless Technology Opportunity Act

During the 110th Congress, the House passed, as amended, H.R. 694, Minority Serving Institution Digital and Wireless Technology Opportunity Act. The bill would provide, among other things, funding to acquire equipment, instrumentation, networking capability, hardware and software, digital and wireless networking technology, and infrastructure to improve the quality and delivery of educational services of these institutions. Support also would enable these institutions to obtain capacity-building technical assistance through remote technical support and technical assistance workshops, and to advance the use of wireless networking technology in an effort to improve research and education, including scientific, engineering, mathematics, and technology instructions. Funding would be available through grants, cooperative agreements, or contracts.¹⁰

Max Cleland Minority Serving Institution Digital and Wireless Technology Opportunity Act

Similar legislation, S. 1650, Max Cleland Minority Serving Institution Digital and Wireless Technology Opportunity Act of 2007, was reported in the Senate (S.Rept. 110-257). S. 1650 would authorize, also, \$250.0 million annually for each of FY2008 through FY2012. The bill would strengthen the ability of minority institutions to provide course offerings, faculty development, and capacity-building technical assistance in digital and wireless network technologies. S. 1650 is designed to narrow the “economic opportunity divide” that currently exists between students in minority serving institutions and their counterparts in other institutions.⁷² Similar to H.R. 694, funding would be awarded through a peer-review process in the form of grants, contracts, or cooperative agreements. An eligible institution could receive as much as \$2.5 million annually.¹¹

Higher Education Opportunity Act (HEOA)

⁹Federal Research and Development Funding at Historically Black Colleges and Universities

¹⁰Federal Research and Development Funding at Historically Black Colleges and Universities

¹¹Federal Research and Development Funding at Historically Black Colleges and Universities

The HEOA provided authority for loans for repair and renovation of academic research facilities, among other facilities. Language in Title III, Part B, Investing in HBCUs and Other Minority Institutions, provided formula grants to eligible institutions. The percentage of funds allocated to each institution would be based on several factors, and no institution could receive less than \$250,000.⁷⁶ Also under Title III, Part B, the HEOA provided assistance to Historically Black Graduate Institutions to increase the number of blacks in certain professional disciplines.⁷⁷ Title III, Part D, HBCU Capital Financing, established a bonding authority to raise capital to be lent to HBCUs for repair and renovation of facilities. The total amount that would be available for financing was \$1.1 billion.⁷⁸ The aggregate authority principal and unpaid accrued interest on these loans would be made for two types of institutions in the amounts of \$733.3 million and \$366.7 million.⁷⁹¹²

The State of Louisiana offers an array of finance incentives to encourage planned development. These incentives vary based on purpose and need but can prove beneficial to encourage private investment, in partnership with public entities (i.e. Southern University Shreveport Bossier City).

State (Louisiana) General Fund: Capital Outlay

Capital Outlay funding is allocated through the Louisiana state budget and is a legislative process that involves leadership from the Governor. The Louisiana Governor generates a capital outlay budget proposal with a list of projects to be granted cash and non-cash lines of credit. The list is divided into five priorities, which determine the order in which the non-cash projects will receive funding when it becomes available.

Priority 1 is limited to the reauthorization of prior year lines of credit or Higher Education Desegregation Settlement Agreement projects. Legislators cannot just add anything to Priority 1. Currently, legislators can add to priorities 2, 3, 4 and 5 without limit.

Priority 2 projects are expected to require some funding to get started in the current fiscal year. Any funding provided has to fit under the debt issuance cap, but the cost of projects included in this list typically far exceeds available capacity. This enables the governor to decide which bond-funded projects to submit to the State Bond Commission for lines of credit after the legislative session ends. Legislators get political credit for getting a project in the bill even if it is never funded. But to earn those bragging rights, they sacrifice real power to set capital outlay priorities.

¹²Federal Research and Development Funding at Historically Black Colleges and Universities

IMPLEMENTATION PLAN

Priority 5 projects can be granted non-cash lines of credit and/or be shifted upward to a higher priority. This is essentially the waiting list for future year cash lines of credit. The “over-commitment” problem is here, because the list amounts to a project backlog. Once a project receives a non-cash line of credit it is reasonably assured of eventually being granted full cash line of credit funding in a subsequent fiscal year.

Capital outlay requests are made by state and non-state entities and submitted to the governor’s office for inclusion in the bill. The Division of Administration has a professional staff of budget analysts, engineers and architects who participate in a well-organized and objective process for reviewing and categorizing capital outlay requests to facilitate the selection of projects to be funded in accordance with the governor’s stated priorities.¹³

The Enterprise Zone Program

The City of Shreveport has designated Enterprise Zones that can prove enticing to private investments. Enterprise Zone provides a package of tax credits and sales tax rebates available to businesses locating in officially designated Enterprise Zones and Economic Development Zones. The credits and rebates are based on jobs created for qualified residents. There must a minimum of 5 new certified jobs (filled by Louisiana residents) created by the project within two years from the effective date of the contract.

There is a \$2,500 tax credit provided for each certified net new job created; and either a 4 percent sales/use tax rebate on capital expenditures or income and franchise tax credits up to 1.5 percent of investment.

State of Louisiana Research & Development State Tax Credit

Provides a tax credit up to 40 percent to existing business with operating facilities in Louisiana to establish or continue research and development activities within the state.

State of Louisiana Restoration Tax Abatement

The Restoration Tax Abatement (RTA) Program is an economic development incentive created for municipalities and local governments to encourage the expansion, restoration, improvement, and development of existing structures in Downtown

¹³Public Affairs Research Council

Development Districts, Economic Development Districts, or Historic Districts. Commercial property owners and homeowners, who expand, restore, improve, or develop an existing structure in a qualifying district, Downtown Development Districts, Economic Development Districts, or Historic Districts, or if the structure is on the List of Historic Places. An Enterprise Zone or Economic Development Zone is not a qualifying district.

The program grants a five-year deferred assessment of the ad valorem property taxes assessed on renovations and improvements. RTA contracts may be renewed for an additional five years if approved by the local governing authority. Commercial property owners and homeowners who expand, restore, improve or develop an existing structure in a qualifying district, after completion of the work, pay ad valorem taxes based on the assessed valuation of the property just prior to the beginning of the improvements. The tax abatement is not available if property taxes have been paid on the improvements made by the project. If the property is sold, the contract may be transferred, subject to local government and Board approval.

Digital Media Incentive

Provides a 25% tax credit for qualified production expenditures in Louisiana and an additional 10% tax credit for Louisiana resident labor expenditures.

Economic Development Award Program

Provides funding for publicly-owned site and/or infrastructure improvements for projects creating new jobs.

Industrial Tax Exemption

Provides property tax abatement for up to 10 years on manufacturers' new investment and annual capitalized additions.

Live performance Tax Credit

Provides a tax credit of up to 25 percent on qualified production or infrastructure development expenditures, with additional tax credits available for payroll and transportation expenditures

Motion picture industry development tax credit

IMPLEMENTATION PLAN

A transferable tax credit of 30 percent for qualified motion picture production expenditures and an additional five percent tax credit for Louisiana resident labor expenditures

Mentor-Protégé Tax Credit

Provides up to \$50,000 in tax credits for Louisiana-based contractors who provide competitive technical assistance to protégé construction firms.

Quality Jobs

Provides up to 6 percent rebate on annual payroll expenses for up to 10 years; and either a four percent sales/use tax rebate on capital expenditures or an investment tax credit equal to 1.5 percent of qualifying expenses.

Technology commercialization Credit and Jobs program

Provides a 40 percent refundable tax credit for companies that invest in the commercialization of Louisiana technology and a 6 percent payroll rebate for the creating new, direct jobs.

Funding Through Public Policy Initiatives

Economic Development District

An Economic Development District is apolitical subdivision of the state for the primary purpose of promoting and encouraging agricultural, economic, and industrial development and tourism opportunities and for the development of natural and human resources in the district.

A district is created through legislation and provides specific boundaries located in a specific territory. Districts are governed by a board of commissioners appointed by a governing authority (i.e. Parish Government).

The law provides that Districts shall be a political subdivision of the state of Louisiana for carrying out purposes, including the following:

- (1) To sue and be sued.
- (2) To adopt, use, and alter a corporate seal.
- (3) To acquire by purchase or donation any property and the use of such property.
- (4) To enter into contracts for acquisition, construction, and improvement of works and facilities.
- (5) To incur debt, issue bonds, and levy taxes as specified in proposed law.
- (6) To require and issue licenses.
- (7) To impose and regulate fees and rentals.
- (8) To borrow money and pledge revenues as security for loans.
- (9) Authorizes the board to employ persons and fix compensation and terms of employment.
- (10) To create sub-districts as specified in proposed law upon approval by a majority of the members of the governing authority.

The law also authorizes the District board to levy a sales tax and proceeds of the tax or taxes be used only for the specified purposes of the district.

The law provides that bonds, certificates, or other evidences of indebtedness issued by the district are deemed to be securities of public entities and subject to defeasance in accordance with existing law. Further provides that such bonds may also be issued as short-term revenue notes of a public entity in accordance with existing law.

University Planning District

IMPLEMENTATION PLAN

Law provides that the University Planning District, through the board, shall have and exercise all powers of a political subdivision necessary or convenient for the carrying out of its objects and purposes, including but not limited to the following:

- (1) To sue and to be sued.
- (2) To adopt, use, and alter at will a corporate seal.
- (3) To adopt bylaws and rules and regulations.
- (4) To enter into contracts, agreements, or cooperative endeavors with the state and its political subdivisions or political corporations and with any public or private association, corporation, business entity, or individual.
- (5) To acquire by purchase, gift, grant, donation, lease, or otherwise such property as may be necessary or desirable for carrying out the objectives and purposes of the board.
- (6) To incur debt and to issue bonds, notes, certificates, and other evidences of indebtedness. For this purpose, the district shall be deemed and considered to be an issuer for purposes of present law (R.S. 33:9037) and shall, to the extent not in conflict with proposed law, be subject to the provisions of present law (R.S.33:9037).

A University District shall have all authorities provided for in present law (R.S. 33:9038.34) to implement sales tax increment financing. Provides however, any tax or portion of a tax which has been previously dedicated to another purpose according to a proposition approved by voters shall be used as such a tax increment only if approved by a majority of the voters of the taxing authority levying the tax voting on the proposition in an election held for such purpose.

Proposed law requires the board to designate the boundaries of a sales tax area and to designate the local sales taxes, which are to be used in determining the sales tax increments and the initial annual baseline collection rate and monthly baseline collection rate for the sales tax area, which shall be the amount of such designated sales taxes collected in the sales tax area in the fiscal year of the district most recently completed prior to the establishment of the sales tax area.

Community and Infrastructure Development Financing Organizations

LOOP Capital

Loop Capital (LC) consists of diverse professionals who work across platforms in Corporate Investment Banking, Public Finance, Sales and Trading, Transition Management, Investment Management, Analytical Services, and Risk Management for public entities, including municipal governments.

Loop Capital (LC) provides expertise in fixed and variable rate products as well as advisory services. LC remains sensitive to market conditions, and, through careful analysis and market agility, and they identify opportunities to reduce capital cost through new money financings, refunding transactions, debt restructurings, tender offers, and hedging instruments. Loop Capital has become a leader in the primary and secondary short-term capital markets as well.

LA Public Facilities Authority (LPFA)

The primary mission of the LPFA is to further education, healthcare, economic development, and job creation in Louisiana in order to make Louisiana a better place to work, live, and raise our families. LPFA fulfills this mission by serving as a conduit issuer of tax-exempt and taxable bonds for Louisiana and its citizens. As a conduit issuer of bonds, the LPFA provides the means for qualifying projects and entities to receive tax-exempt financing and therefore achieve substantial interest cost savings. LPFA also fulfills their mission by making post-secondary education more accessible and affordable by providing discounted student loans to students and parents through our SuperTop student loan program.

The University Financing Foundation

The University Financing Foundation (TUFF) is a non-profit 501(c)(3) operating foundation whose mission is to assist Institutions of education and research in the planning, development, and financing of facilities and equipment at below-market costs. TUFF actively partners with Institutions to help them achieve their academic goals, while maximizing the economic efficiency of their critical real estate projects.

TUFF's 501(c)(3) status facilitates a tax-exempt debt financing based on either the credit of the underlying transaction or TUFF's own credit. Accordingly, due to its unique structure and success, TUFF was reviewed and rated by Moody's and Standard and Poor's as an

IMPLEMENTATION PLAN

Investment Grade Credit. Along with lower cost of capital, TUFF combines the resources of the institution to maximize the efficiency of the financing, while avoiding the higher costs of non-traditional debt and equity. In addition, in its twenty-eight year history and through its affiliation with industry organizations like the Association of University Research Parks, TUFF has built lasting relationships with institutions across the country as well as a thorough knowledge of industry best-practices.

Association of University Research Parks

In 1986, the Association of University Related Research Parks (AURRP), was formed in response to a growing interest in research and development activities based in such unique planned properties. The name was changed to the Association of University Research Parks (AURP) in 2001.

A non-profit international organization, AURP represents the leadership of these technology developments, which are designed to promote research institute-industry relations, to foster innovation, and to facilitate the transfer of technology from such institutions to the private sector.

More than 700 research, science and tech parks are in varying stages of development worldwide, and a variety of university, governmental, not-for-profit and private organizations interested in the development and operation of research-related technology projects and programs comprise the major portion of AURP's membership. Associate memberships are available to suppliers of goods and services, including planners, architects, developers and construction firms specializing in this highly-technical endeavor.

Louisiana Bond Commission

The Louisiana State Bond Commission was created in 1968 to centralize and administer the incurring of state debt. Subsequent to the creation of the State Bond Commission, the State Bond and Tax Board, which had been charged with approving the issuance of bonds by various political subdivisions of the state, was abolished and its functions were transferred to the State Bond Commission.

The Louisiana Constitution of 1974, Article VII, Section 8, grants constitutional status to the Commission and provides that "No bonds or other obligations shall be issued or sold by the State directly or through any State board, agency or commission, or by any political subdivision of the State, unless prior written approval of the Commission is obtained." The State Bond Commission receives applications from parishes, municipalities, special taxing districts, and other political subdivisions of the State, requesting authority to incur debt or levy taxes. These applications are reviewed for compliance with Constitutional and statutory requirements and feasibility, including the ability to repay any indebtedness incurred. If the applications

are in order, they are placed on an agenda for consideration by the State Bond Commission at a regular or special meeting. At the meeting the State Bond Commission either approves or disapproves the application or defers action on the application for further discussion.

Southern University System Foundation

The Southern University System Foundation is a private, nonprofit corporation securing financial support for each of the five campuses of the Southern University System since 1968. The Foundation bridges relationships with faculty, students, alumni, friends, corporations and other foundations interested in academic excellence for the University System.

The Southern University System Foundation is a voluntary institute of business and professional leaders, proudly incorporated to establish scholarships for Southern University students.

A capital campaign is a time-limited effort by a nonprofit organization to raise significant dollars for a specific project. Often the money raised is to fund the acquisition, construction, or renovation of a building. Sometimes, capital campaigns are used to build an endowment for the future. In other cases, capital campaigns fund an extraordinary expenditure such as an expensive piece of equipment.

Capital campaigns have a beginning and an end, but often span several years. A capital campaign employs all the usual means of raising funds such as direct mail and direct solicitation. Capital campaigns require extraordinary preparation and skillful execution.

Community Reinvestment Act

The Community Reinvestment Act (CRA), enacted by Congress in 1977 (12 U.S.C. 2901) and implemented by Regulations 12 CFR parts 25, 228, 345, and 563e, is intended to encourage depository institutions (Banks) to help meet the credit needs of the communities in which they operate.

- The Community Reinvestment Act is intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low- and moderate-income neighborhoods, consistent with safe and sound banking operations. It was enacted by the Congress in 1977 (12 U.S.C. 2901) and is implemented by Regulations 12 CFR parts 25, 228, 345, and 563e. (See Regulation).
- The CRA requires that each insured depository institution's record in helping meet the credit needs of its entire community be evaluated periodically. That record is taken into account in considering an institution's application for deposit facilities,

IMPLEMENTATION PLAN

including mergers and acquisitions. (See CRA Ratings) CRA examinations (see Exam Schedules) are conducted by the federal agencies that are responsible for supervising depository institutions: the Board of Governors of the Federal Reserve System (FRB), the Federal Deposit Insurance Corporation (FDIC), the Office of the Comptroller of the Currency (OCC), and the Office of Thrift Supervision (OTS)

The Act instructs the appropriate federal financial supervisory agencies to encourage regulated financial institutions to help meet the credit needs of the local communities in which they are chartered, consistent with safe and sound operation (Section 802.)

Government Consultants

Government Consultants is a premier financial advising firm in Louisiana that has transacted over a billion dollars in public finance and assisted municipalities across the country in financing strategies to improve and build infrastructure including arenas, hospital, housing, and major economic development projects.

Philanthropic Funding Opportunities

Allstate Foundation

Description: Allstate believes a thriving, viable community is one where residents have access to economic resources and knowledge to make informed decisions about their financial future.

Types of Programs: Financial and insurance education, Economic literacy, Entrepreneurial small business skill development

Eligible Parties: Louisiana

Kind of Organization: National

Deadlines: N/A

Contact: Southern Region, All state Foundation, 555 Marriott Drive, St. 700, Nashville, TN 37214-5030 Tel: (615) 885-7900

American Express Foundation

Description: Supports (a) community service, (b) cultural heritage historic and environmental preservation and (c) supports initiatives that encourage, develop and sustain economic self-reliance

Types of Programs: Volunteerism, Disaster Relief, Cultural Heritage, Historic and environmental awareness, management, preservations, Economic Independence, Youth programs, Workplace training, business and economic fundamentals, personal financial management, entrepreneurship

Eligible Parties: Annual campaigns, Curriculum development, Emergency funds, Employee matching gifts, General/operating support, Program development, Scholarship funds, Seed money.

Kind of Organization: National Foundation

Deadlines: N/A

Contact: American Express Foundation World Financial Ctr. 200 Vesey St., 48th Fl. New York, NY 10285-4804 Telephone: (212) 640-5661 Contact: For organizations located outside the U.S.: Cornelia W. Higginson, V.P. URL: <http://www.americanexpress.com/corp/philanthropy/>

Andrew W. Mellon Foundation

Description: Makes grants in higher education, museums and art conservation, performing arts, conservation and the environment, and public affairs.

IMPLEMENTATION PLAN

Types of Programs: Higher education, museums and art conservation, performing arts, conservation and the environment, and public affairs.

Eligible Parties: Unsolicited proposals are rarely funded. Giving on a national basis. No support for primarily local organizations. No grants to individuals (including scholarships); no loans.

Kind of Organization: National Foundation

Deadlines: None

Contact: Andrew W. Mellon Foundation 140 E. 62nd St. New York, NY 10021 Telephone: (212) 838-8400 Contact: Michele S. Warman, Secy. and Genl. Counsel FAX: (212) 223-2778 URL: <http://www.mellon.org>

Annie E. Casey Foundation

Description: The primary mission of the foundation is to foster public policies, human service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the foundation makes grants that help states, cities, and communities fashion more innovative, cost-effective responses to these needs.

Types of Programs: Children/youth, services; Economically disadvantaged; Education; Human services; Public affairs; Urban/community development; Youth development, services.

Eligible Parties: Giving on a national basis. No support for political committees-529s (PACs). No grants to individuals (except for Casey Children and Family Fellowship Program), or for capital projects or medical research.

Kind of Organization: National Foundation

Deadlines: None

Contact: The Annie E. Casey Foundation 701 St. Paul St. Baltimore, MD 21202 Telephone: (410) 547-6600 Contact: Douglas W. Nelson, Pres. FAX: (410) 547-6624 E-mail: webmail@aecf.org E-mail: jnittoli@aecf.org URL: <http://www.aecf.org>

Atofina Petrochemicals Foundation

Description: The foundation supports organizations involved with education, the environment, and civic affairs.

Types of Programs: Education; Environment; Federated giving programs; Public affairs.

Eligible Parties: Giving primarily in areas of company operations, with emphasis on LA and TX. No support for religious organizations. No grants to individuals.

Kind of Organization: Corporate Foundation

Deadlines: None

Contact: Atofina Petrochemicals Foundation (formerly FINA Foundation) 15710 JFK Blvd. Houston, TX 77032
<http://www.petrochemicals.atofina.com>

Banrock Station Wines Wetlands Conservation Program

Description: The Banrock Station Wetlands Conservation Program, a partnership project of Banrock Station Wines and The Conservation Fund, provides grants of \$1,000 to \$5,000 to nonprofit groups in the United States that are planning and implementing wetlands conservation and/or restoration projects at the local level.

Types of Programs: Wetland acquisition, restoration, habitat improvement, environmental assessments, education, ecotourism

Eligible Parties: Grant recipients are selected according to the following criteria: Significance of the project to local wetland protection efforts; Innovativeness of idea or approach; Support in the community; Opportunity for employee involvement; Likelihood of tang

Kind of Organization: National Non-profit

Deadlines: 2005-2006 grants round ended January 15, 2006. Contact org for possible extension.

Contact: Program Administrator Banrock Station Wetlands Conservation Program 1800 North Kent Street, Suite 1120 Arlington, Virginia, 22209-2156 banrock@conservationfund.org Ph: (703) 525-6300
<http://www.conservationfund.org/?article=2831>

Beaird Foundation

Description: Assisting organizations to add opportunity, freedom of action and choice, self-betterment and a climate for change to the lives of the people they serve.

Types of Programs: Arts; Children/youth, services; Employment; Housing/shelter; Human services; Humanities; Women, centers/services.

Eligible Parties: Primarily the Shreveport, LA area but it may also fund requests from other areas, especially those with the potential to be replicated in the Shreveport area if proven effective.

IMPLEMENTATION PLAN

Kind of Organization: Community Foundation

Deadlines: February 1, May 1, August 1 and November 1 of each year

Contact: Charles T. Beaird Foundation 330 Marshall Street, Suite 1112 Shreveport, LA 71101 318-221-CTBF (2823) fax 318-221-5993 <http://www.beairdfoundation.org/>

Coca-Cola Foundation, Inc.

Description: The foundation supports educational programs primarily within three main areas: higher education, classroom teaching and learning, and international education. Programs support scholarships for aspiring students; encourage and motivate young people to stay in school; and foster cultural understanding.

Types of Programs: Higher education; scholarships; urban programs; cultural diversity programs; teacher development programs. Types of support: Curriculum development, Fellowships, General/operating support, Matching/challenge support, Program development, Scholarship funds

Eligible Parties: Only tax-exempt organizations that satisfy the requirements of section 501(c)(3) of the Internal Revenue Code.

Kind of Organization: National Foundation

Deadlines: None

Contact: The Coca-Cola Foundation Grants Administration PO Box 1734 Atlanta, GA 30301 http://www2.coca-cola.com/citizenship/foundation_coke.html

Collins C. Diboll Private Foundation

Description: No purpose statement available.

Types of Programs: Museums, Historic preservation, Education, Health organization, Youth development business, Protestant, Catholic agencies and churches. Types of support: Building/renovation, Capital campaigns, Endowments, General/operating support.

Eligible Parties: Giving primarily in Louisiana.

Kind of Organization: Independent

Deadlines: None

Contact: 201 St. Charles Avenue, 50th Fl., New Orleans, LA 70170 (504) 582-8103

Confer-Creel Foundation

Description: Giving for public schools and higher education.

Types of Programs: Education; Elementary/secondary education; Family services, domestic violence; Higher education.

Eligible Parties: Giving on a national basis, with emphasis on LA and PA.

Kind of Organization: National

Deadlines: N/A

Contact: 102 Cherrywood Bellaire, TX 77401 Telephone: (713) 664-2104 Contact: Rodney L. Creel, Treas.

Coypu Foundation

Description: No purpose statement available.

Types of Programs: Supports Animals and wildlife; Biomedicine research; Environment, Natural resources; Higher education.

Eligible Parties: Giving primarily in LA. No grants to individuals.

Kind of Organization: Corporate Foundation

Deadlines: 31-Jul-06

Contact: Coypu Foundation c/o Whitney National Bank, Trust Dept. P.O. Box 6120 New Orleans, LA 70161-1260 Contact: Peggy K. Scott E-mail: pkscott@whitneybank.com

Duke Energy Foundation

Description: The foundation supports organizations involved with arts and culture, education, the environment, health, employment, human services, community development, civic affairs, and economically disadvantaged people.

Types of Programs: Arts; Community development; Economically disadvantaged; Education; Elementary/secondary education; Employment;

IMPLEMENTATION PLAN

	Environment; Health care; Higher education; Human services; Mathematics; Media/communications; Philanthropy/voluntarism; Science; Voluntarism p
Eligible Parties:	Energy Foundation. Funded by Duke Energy shareholders, this non-profit organization makes charitable grants to selected charitable organizations or governmental subdivisions.
Kind of Organization:	Corporate Foundation
Deadlines:	June or July
Contact:	Duke Energy Foundation (formerly Duke Power Company Foundation) 526 S. Church St., M.C. ECO6G-FC P.O. Box 1009 Charlotte, NC 28201-1009 Telephone: (704) 382-7200 FAX: (704) 382-7600 URL: http://www.duke-energy.com/company/community/foundation

E. R. Campbell Family Foundation

Description:	No purpose statement available.
Types of Programs:	Children, services; Community development; Disasters, preparedness/services; Family services; Human services; YM/YWCAs & YM/YWHAs.
Eligible Parties:	Applications not accepted. Giving primarily in Shreveport, LA. No grants to individuals.
Kind of Organization:	State
Deadlines:	N/A
Contact:	416 Travis St., Ste. 715 Shreveport, LA 71101

Entergy Corporation

Description:	Entergy's Corporate Giving programs include cash as well as in-kind contributions that
---------------------	----------------------------------------------------------------------------------------

address myriad community needs:

Types of Programs: Arts and culture, community improvement/enrichment, education and literacy, and healthy families. In addition, through the Environmental Stewardship Program (which takes place during spring), Entergy provides support for environmental initiatives. Environ

Eligible Parties: Government entities with IRS status similar to that of a non-profit organization

Kind of Organization: Corporate Foundation

Deadlines: Open cycle, but applications must be made three months before funds are needed

Contact: Entergy Corporation Contributions Program c/o Corp. Contribs. P.O. Box 61000, L-ENT-8A New Orleans, LA 70161 Telephone: (504) 576-6990 Contact: Deanna Rodriguez, V.P., Corp. Contribs. Additional tel.: (877) 285-2006 http://www.entergy.com/our_community/giving.aspx

Ford Foundation

Description: The foundation's mission is to serve as a resource for innovative people and institutions worldwide. Its goals are to: strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement. Grants are made primarily within three broad categories: (1) asset building and community development; (2) knowledge, creativity, and freedom; and (3) peace and social justice.

Types of Programs: Economic development; Community and resource development; Human rights; Governance and civil society; Education; religion; Media, arts and culture

Eligible Parties: Only tax-exempt organizations that satisfy the requirements of section 501(c)(3) of the Internal Revenue Code.

Kind of Organization: National

Deadlines: None

Contact: Secretary The Ford Foundation 320 East 43 Street New York, N.Y. 10017
http://www.fordfound.org/program/program_main.cfm

GE Foundation

Description: The foundation supports organizations involved with education, youth development, and other areas.

IMPLEMENTATION PLAN

- Special emphasis is directed toward programs designed to provide educational opportunities to minority and economically disadvantaged youth.
- Types of Programs:** China; Economically disadvantaged; Education; Federated giving programs; General charitable giving; India; Mexico; Minorities; Youth development.
- Eligible Parties:** National. Applications not accepted. Giving on a national and international basis with emphasis on areas of company operations. No support for religious or political purposes. No grants to individuals, including scholarships and research grants, or for capital campaign
- Kind of Organization:** Company-sponsored foundation.
- Deadlines:** N/A
- Contact:** GE Foundation (formerly GE Fund) 3135 Easton Tpke. Fairfield, CT 06431 Telephone: (203) 373-3216
Contact: Robert L. Corcoran, Pres. FAX: (203) 373-3029 E-mail: gefoundation@ge.com URL:
<http://www.gefoundation.com>

General Motors Foundation, Inc.

- Description:** The foundation supports organizations involved with arts and culture, education, the environment, health, cancer, cancer research, human services, community development, and civic affairs.
- Types of Programs:** Arts; Cancer; Cancer research; Community development; Education; Environment; Environment, energy; Federated giving programs; Government/public administration; Health care; Higher education; Human services; Public affairs; Public policy, research.
- Eligible Parties:** Local entities and foundations
- Kind of Organization:** Corporate Foundation
- Deadlines:** None
- Contact:** General Motors Foundation, Inc. 300 Renaissance Ctr., M.C. 482-C27-D76 Detroit, MI 48265-3000
Telephone: (313) 665-0824 Contact: Lorna G. Utley, Pres. URL:
<http://www.gm.com/company/gmability/community/index.html>

Georgia-Pacific Foundation, Inc.

Description: The foundation focuses its support in four distinct areas and priority initiatives: education, enrichment of communities, the environment, and employees.

Types of Programs: Adult education--literacy, basic skills & GED; Arts; Crime/law enforcement; Crime/violence prevention; Education; Employment, services; Environment, natural resources; Environmental education; Federated giving programs; Graduate/professional education; He

Eligible Parties: Giving limited to areas of company operations. No support for discriminatory organizations, churches or religious denominations, religious or theological schools, social, labor, veterans', alumni, or fraternal organizations, athletic associations, national

Kind of Organization: Company-sponsored foundation.

Deadlines: John Deere Corp. Corporate Contributions

Contact: Georgia-Pacific Foundation, Inc. 133 Peachtree St. N.E. Atlanta, GA 30303 Telephone: (404) 652-4182
Contact: Curley M. Dossman, Jr., Pres. FAX: (404) 749-2754 URL:
<http://www.gp.com/center/community/index.html>

The Grayson Foundation

Description: The foundation supports Protestant agencies and churches and organizations involved with education and medical research

Types of Programs: Education; Higher education, college; Medical research; Performing arts, theater; Philanthropy/voluntarism; Protestant agencies & churches.

Eligible Parties: Grants to orgs primarily in Shreveport, LA

Kind of Organization: Company-sponsored foundation.

Deadlines: N/A

Contact: P.O. Box 206 Shreveport, LA 71162 Contact: Sam B. Grayson Applications to: 100 Fannin St. Shreveport, LA 71101 (318) 222-3218

Hibernia Community Development Corporation, Inc.

Description: No purpose statement available.

IMPLEMENTATION PLAN

Types of Programs: Housing and shelter is only information
Eligible Parties: Serving Louisiana
Kind of Organization: Private Operating Foundation
Contact: 313 Carondelet St. New Orleans, LA 70130 (504)533-5846 Contact: Willie L. Spears

Hibernia Corporation Contributions Program

Description: Hibernia makes charitable contributions to nonprofit organizations involved with arts and culture, education, health and human services, community development, and civic affairs. Support is given primarily in areas of company operations.

Types of Programs: Hibernia supports programs designed to help build a community, strengthen it economically, and provide benefits for a wide segment of the population; increase civic involvement and pride and help improve government, economic development, and the environment

Eligible Parties: Louisiana Programs/Nonprofits

Kind of Organization: Corporate Giving Program

Deadlines: NA

Contact: P.O. Box 61540 New Orleans, LA 70161 (504) 533-5674 Contact: Kathryn Gsell

Hicks Fund, The

Description: Christian agencies & churches; Education; Higher education; Human services; Media/communications.

Types of Programs: Giving primarily in Shreveport, LA. No grants to individuals

Eligible Parties: Shreveport LA organizations

Kind of Organization: Independent Foundation

Deadlines: NA

Contact: c/o AmSouth Bank, Trust Dept. 33 Texas St., SH2069 Shreveport, LA 71101 (318) 429-1724 contact: Stephen Boose of AmSouth Bank

Home Depot Foundation

Description: Works with nonprofit partners to restore urban and rural forests in order to create natural areas and a better environment for our communities

Types of Programs: Natural resources; Environmental; Air Quality

Eligible Parties: Non-profit organizations

Kind of Organization: National

Deadlines:

Contact: The Home Depot Foundation 2455 Paces Ferry Road Atlanta, GA 30339 Phone: 770-384-3889 Fax: 770-384-3908 Toll-Free Phone: 1-866-593-7019 Toll-Free Fax: 1-866-593-7027 www.homedepotfoundation.org

Home Depot Foundation

Description: The foundation aims to build affordable, efficient, and healthy homes while promoting sustainability by supporting nonprofit organizations with funding and volunteers.

Types of Programs: Environment; Housing/shelter. Grants are awarded to high-performing nonprofit organizations with the demonstrated ability to create strong partnerships, impact multiple communities, and leverage grant resources. Preference will be given to grant requests

Eligible Parties: Grants to nonprofit organizations. Giving on a national basis and in Canada. No support for projects for political or religious campaigns, conferences, or sports competitions. No grants to individuals, or for capital campaigns, endowments, or equipment.

Kind of Organization: Public charity.

Deadlines: Apr. 15, July 15, Oct. 15, and Jan. 15 Final notification: June, Sept., Dec., and Mar.

Contact: Home Depot Foundation, Inc. 2455 Paces Ferry Rd., N.W. Atlanta, GA 30339 Telephone: (770) 384-3889 Contact: Kelly Caffarelli, Exec. Dir. FAX: (770) 384-3908 E-mail: hd_foundation@homedepot.com Additional tel.: (866) 593-7019 URL: <http://www.homedepotfoundation.org>

IMPLEMENTATION PLAN

Howard Heinz Endowment

Description: The endowment's mission is to help southwestern Pennsylvania thrive as a whole community--economically, ecologically, educationally, and culturally--while advancing the state of knowledge and practice in the fields in which it works.

Types of Programs: Arts and Culture; Children, Youth, and Families; Economic Opportunity; Education; and the Environment

Eligible Parties: Giving primarily directed to southwestern PA, although in certain cases support may be considered on a national or international basis. No grants to individuals.

Kind of Organization: National

Deadlines: Jan. 15 (for spring board meeting), and Aug. 1 (for fall board meeting)

Contact: Howard Heinz Endowment 30 Dominion Twr. 625 Liberty Ave. Pittsburgh, PA 15222-3115 Telephone: (412) 281-5777 Contact: Maxwell King, Pres. FAX: (412) 281-5788 E-mail: info@heinz.org URL: <http://www.heinz.org>

Huey and Angelina Wilson Foundation

Description: Of particular interest to the foundation are the handicapped, both physical and mental, those afflicted with disease, disadvantaged youth, the hungry and the homeless

Types of Programs: Children/youth, services; Education; Health care; Hemophilia; Homeless; Human services; People with disabilities; Protestant agencies & churches; Salvation Army

Eligible Parties: Giving limited to the Baton Rouge, LA, area

Kind of Organization: Independent

Deadlines: 4th Fri. in Feb. and Aug

Contact: The Huey and Angelina Wilson Foundation 3636 S. Sherwood Forest Blvd., Ste. 650 Baton Rouge, LA 70816-2298 Telephone: (225) 292-1344 Contact: Gregory J. Cotter, Tr. FAX: (225) 292-1589 E-mail: wilsonfoundation@hwilson.org

J. B. Atkins Foundation

Description: Giving primarily for education.
Types of Programs: Giving primarily for education.
Eligible Parties: Shreveport, LA. No grants to individuals.
Kind of Organization: Louisiana
Deadlines: N/A
Contact: 333 Texas St., Ste. SH2069, Shreveport, LA 71152-1119, (318) 222-2161, Contact: Edward J. Crawford III, Dir.

John Deere Corporate Contributions

Description: In addition to grants made by the John Deere Foundation, support for a variety of organizations and activities is provided through other corporate gifts and grants from our individual units and subsidiaries around the world.
Types of Programs: Arts; Community development; Education; Environment; Health care; Human services. Annual campaigns, Building/renovation, Capital campaigns, Continuing support, Curriculum development, Donated land, Loaned talent, Program development, Research, Scholarship
Eligible Parties: Requests are considered only from tax-exempt, nonprofit organizations, located in the United States or its possessions. Organizations serving communities where John Deere units are located should direct initial requests to the general manager of that unit
Kind of Organization: Corporate giving program.
Deadlines: All grant requests must be made in writing. We accept proposals throughout the year. Requests are considered only from tax-exempt, nonprofit organizations, located in the United States or its possessions.
Contact: Louisiana Cameco Industries, Inc. 244 Highway 3266 Thibodaux LA 70301-1602 Louisiana

Jones Family Foundation, Eugenie and Joseph

Description: Primary areas of interest include education, community development, health and human services, and arts and cultural programs.

IMPLEMENTATION PLAN

Types of Programs:	Arts; Community development; Community development, neighborhood development; Education; Health care; Human services; Museums; Protestant agencies & churches.
Eligible Parties:	Giving primarily in LA, especially in the greater New Orleans area. No grants to individuals, or for land acquisition, special projects, research, publications, conferences, start-up or emergency funds, or deficit financing; no loans
Kind of Organization:	Independent Foundation
Deadlines:	None
Contact:	835 Union St., Ste. 333 New Orleans, LA 70112 (504)581-1545 Contact: Eugenie Jones Huger, Pres., Elaine F. Jones, V.P.

JPMorgan Chase Foundation

Description:	The foundation supports organizations involved with arts and culture, education, employment, housing, parks, children, financial literacy, community development, public policy, and civic affairs.
Types of Programs:	Arts; Children, services; Community development; Economic development; Education; Elementary/secondary education; Employment; Employment, training; Housing/shelter; Human services, financial counseling; Museums; Public affairs; Public policy, research; Re
Eligible Parties:	Nonprofits must be located or serve communities where JPMorgan have a strong employee presence.
Kind of Organization:	National Foundation
Contact:	The JPMorgan Chase Foundation (formerly The Chase Manhattan Foundation) 270 Park Ave. New York, NY 10017 Telephone: (212) 270-6000 E-mail: jpmorgan.chase.grants@jpmchase.com URL: http://www.jpmorganchase.com/grants

Lumina Foundation for Education, Inc.

Description:	Giving primarily to support and expand access to postsecondary education in the United States,
---------------------	------------------------------------------------------------------------------------------------

particularly for students of low income or other underrepresented groups. The three main themes focused on are: access, success, and adult learners.

Types of Programs:

Economically disadvantaged; Higher education.

Eligible Parties:

National. No support for K-12 education reform, discipline-specific schools of study and training or religious activities. No grants to individuals, or for scholarships, fundraisers, corporate sponsorships, meetings and conferences, capital campaigns, o

Kind of Organization:

Independent

Deadlines:

None

Contact:

Lumina Foundation for Education, Inc. P.O. Box 1806 Indianapolis, Indiana 46206-1806
Telephone: (317) 951-5300 Contact: Prog. Office FAX: (317) 951-5063 URL:
<http://www.luminafoundation.org>

Magale Foundation, Inc.

Description:

Grants for higher education, social services, and the performing arts

Types of Programs:

Children/youth, services; Education; Federated giving programs; Health organizations; Higher education; Hospitals (general); Human services; Performing arts; Roman Catholic agencies & churches; Scholarships/financial aid.

Eligible Parties:

Arkansas; Louisiana; Texas. Limitations: Giving primarily in southern AR, northern LA, and TX.

Kind of Organization:

Independent

Deadlines:

1-Apr

Contact:

The Magale Foundation, Inc. 920 Pierremont Rd., Ste. 210 Shreveport, LA 71106-2037 Application address:
c/o Polly Fisher, 400 Texas St., 7th Fl., Shreveport, LA 71101, tel.: (318) 226-2212

MetLife Foundation

SULSLA Master Plan

IMPLEMENTATION PLAN

- Description:** The foundation supports organizations involved with arts and culture, education, health, substance abuse, crime, employment, nutrition, housing, safety, youth development, human services, community development, civic affairs, disabled people, minorities, women, economically disadvantaged people, and homeless people. Special emphasis is directed toward programs designed to strengthen communities, promote good health, and improve education.
- Types of Programs:** Adult education--literacy, basic skills & GED; AIDS; AIDS research; Alzheimer's disease research; Arts; cultural/ethnic awareness; Children/youth, services; Community development; Crime/law enforcement; Economically disadvantaged; Education; PTA groups; r
- Eligible Parties:** National. No support for private foundations, religious, fraternal, athletic, political, social, or veterans' organizations, hospitals, organizations already receiving support through the United Way, local chapters of national organizations, disease-specific
- Kind of Organization:** Company-sponsored foundation
- Deadlines:** N/A
- Contact:** MetLife Foundation (formerly Metropolitan Life Foundation) 27-01 Queens Plz. N. Long Island City, NY 11101 Telephone: (212) 578-6272 Contact: Sibyl C. Jacobson, C.E.O. and Pres. URL: <http://www.metlife.org>

Norman Foundation

- Description:** Supports efforts the strengthen the ability of communities to determine their own economic, environmental, and social well being
- Types of Programs:** Economic development; environment; Social Justice; Civil Rights
- Eligible Parties:** Restricted to U.S.-based organizations
- Kind of Organization:** National
- Deadlines:** N/A
- Contact:** Norman Foundation, Inc. 147 East 48th Street New York, NY 10017 Tel: (212) 230-9830 - Fax: (212) 230-9849 info@normanfdn.org

One Foundation

Description: Giving for community development, cultural programs, education, public policy organizations, and health agencies.

Types of Programs: Elementary/secondary education; Foundations (community); Higher education; Human services; Performing arts; Performing arts, orchestra (symphony); Performing arts, theater

Eligible Parties: Giving primarily in Shreveport, LA. No grants to individuals.

Kind of Organization: Corporate Foundation

Deadlines: None

Contact: The One Foundation (formerly Premier Foundation of Shreveport/Bossier, Inc.) c/o JPMorgan Chase Bank, N.A. P.O. Box 1308 Milwaukee, WI 53201 Contact: Timothy D. Quinn Application address: c/o JPMorgan Chase Bank, N.A., 400 Texas St., Shreveport, LA 71101, tel.: (318) 226-2382

Poindexter Foundation, Inc.

Description: Giving primarily for education.

Types of Programs: Education; Health care; Higher education; Hospitals (general); Human services; Performing

Eligible Parties: Giving primarily in Shreveport, LA.

Kind of Organization: Independent

Deadlines: N/A

Contact: Poindexter Foundation, Inc. P.O. Box 1692 Shreveport, LA 71165-1692 Contact: Roy W. James, Jr., Secy.-Treas.

Procter & Gamble Fund

Description: The foundation awards grants nationally for higher education and economic and public policy research organizations. The foundation also supports community funds, youth agencies, urban affairs, and aid to the handicapped.

IMPLEMENTATION PLAN

Types of Programs: Community development; Education; Higher education; Human services; Public policy, research; Youth development, Disaster relief; Environment

Eligible Parties: Giving on a national basis in areas of company operations; giving on a national basis for higher education and economic and public policy research.

Kind of Organization: Company-sponsored foundation.

Deadlines: None

Contact: The Procter & Gamble Fund 2 Procter & Gamble Pl. Cincinnati, OH 45202 Telephone: (513) 983-2173
Contact: Paula Long FAX: (513) 983-2147 E-mail: pgfund.im@pg.com Tel. for inf.: (513) 945-8454
URL: http://www.pg.com/company/our_commitment/community.jhtml

Sarracenia Foundation, Inc.

Description: Giving for education.

Types of Programs: Higher education. Types of support: Building/renovation.

Eligible Parties: Applications not accepted. Giving primarily in LA. No grants to individuals. Application information: Contributes only to pre-selected organizations.

Kind of Organization: Independent

Deadlines: N/A

Contact: Sarracenia Foundation, Inc. P.O. Box 13218 New Orleans, LA 70185-3218

Second Chance Foundation

Description: Giving primarily for education, children, youth and social services, including a Methodist home for children, community development, and Christian agencies and churches.

Types of Programs: Children/youth, services; Christian agencies & churches; Community development; Education; Elementary/secondary education; Higher education; Human services; Vocational education.

Eligible Parties: Applications not accepted. Giving primarily in LA. No grants to individuals
Kind of Organization: Independent
Deadlines: N/A
Contact: The Wilson Sexton Foundation 683 Bocage Ln. Mandeville, LA 70471 Telephone: (985) 966-0239
Contact: Wilson B. Sexton Sr., Dir.

Sprint Foundation

Description: The foundation supports organizations involved with arts and culture, education, youth development, community development, and disabled people.
Types of Programs: Adult education--literacy, basic skills & GED; Arts; Business school/education; Community development; Education; Education, reading; Elementary school/education; Federated giving programs; Higher education; Museums; People with disabilities; Performing
Eligible Parties: Company-sponsored foundation
Kind of Organization: National
Deadlines: None.
Contact: Sprint Foundation (formerly United Telecommunications Foundation) 6220 Sprint Pkwy. Overland Park, KS 66251 Telephone: (913) 762-3767 Contact: Ralph Reid, Secy. and Exec. Dir. Mailing address: P.O. Box 11315, Kansas City, MO 64112 FAX: (913) 624-3490 URL: http://www.sprint.com/community/sprint_foundation

Surdna Foundation, Inc.

Description: The foundation's guidelines focus on five areas: 1) The Environment, specifically transportation and energy, urban and suburban issues, and biological and cultural diversity; 2) Community Revitalization, which takes a comprehensive and holistic approach to restoring communities in America; 3) Building an Effective Citizenry, to advance social and emotional learning, enhance conflict resolution theory, practice and expand opportunities for service and citizenship, and support character development and ethical behavior; 4) The Arts; and 5) The Nonprofit Sector. The foundation is particularly interested in

IMPLEMENTATION PLAN

	fostering catalytic, entrepreneurial programs that offer solutions to difficult systemic problems.
Types of Programs:	Arts education; Community development; Disasters, 9/11/01; Dispute resolution; Economic development; Environment; Environment, energy; Environment, natural resources; Housing/shelter, development; Philanthropy/voluntarism; Public affairs, citizen participation
Eligible Parties:	Giving on a national basis. No support for international projects, or programs addressing toxics, hazardous waste, environmental education, sustainable agriculture, food production and distribution. No grants for endowments or land acquisition. Generally,
Kind of Organization:	Independent
Deadlines:	None
Contact:	Surdna Foundation, Inc. 330 Madison Ave., 30th Fl. New York, NY 10017-5001 Telephone: (212) 557-0010 Contact: Edward Skloot, Exec. Dir. FAX: (212) 557-0003 E-mail: request@surdna.org URL: http://www.surdna.org

The Wells Fargo Foundation

Description:	The foundation supports organizations involved with job creation and job training, housing, human services, and economic development.
Types of Programs:	Economic development; Education; Elementary/secondary education; Employment, services; Federated giving programs; Housing/shelter; Human services
Eligible Parties:	Giving primarily in areas of company operations; giving on a national basis for the Wells Fargo Housing Foundation. No support for religious organizations not of direct benefit to the entire community or fraternal organizations. No grants to individuals,
Kind of Organization:	National
Deadlines:	Feb. 1, May 1, Aug. 1, and Nov. 1 for Wells Fargo Housing Foundation
Contact:	The Wells Fargo Foundation (formerly Norwest Foundation) 550 California St., 7th Fl. San Francisco, CA 94104 Telephone: (415) 396-5947 URL: http://www.wellsfargo.com/donations

West Foundation**Description:**

Giving primarily for higher education; some support also for Baptist churches

Types of Programs:

Higher education; Protestant agencies & churches

Eligible Parties:

Contributes only to a pre-selected organization; Giving primarily to Louisiana

Kind of Organization:

Independent

Contact:

West Foundation, Inc. 282 Cir. W. Ranch Rd. Minden, LA 71055-6427

Whitney National Bank**Description:**

The Whitney National Bank is part of the Taft Foundations and Corporate Giving Database which provides nearly 10,000 profiles of private and corporate foundations and giving programs. Makes charitable contributions to nonprofit organizations on a case by case basis.

Types of Programs:

General/operating support, Sponsorships

Eligible Parties:

Giving primarily in the New Orleans, LA, area

Kind of Organization:

Corporate giving Program

Contact:

Whitney National Bank Corporate Giving Program 228 St. Charles Ave. New Orleans, LA 70130 Telephone: (504) 586-7270 Contact: Cleland Powell, Sr. V.P. FAX: (504) 599-3073 Temporary address: 1716 Mangum Rd., Houston, TX 77092

Citigroup Foundation**Description:**

The foundation supports organizations involved with arts and culture, education, health, human services, and community development.

Types of Programs:

Arts, multipurpose centers/programs; Children/youth, services; Community development; Disasters, 9/11/01; Economic development; Elementary/secondary education; Family services; Health care; Health organizations; Higher education; Historical activities; Hu

Eligible Parties:

Supports community development corporations, intermediary organizations and community development financial institutions that focus on affordable housing, economic development, welfare-to-work initiatives, community infrastructure improvements, and environment

IMPLEMENTATION PLAN

Kind of Organization: Corporate Foundation
Deadlines: None
Contact: Citigroup Foundation 850 3rd Ave., 13th Fl. New York, NY 10022 Telephone: (212) 559-9163
Contact: Charles V. Raymond, Pres. E-mail: citigroupfoundation@citi.com URL:
<http://www.citigroup.com/citigroup/corporate/foundation/index.htm>

United States Tennis Association

The USTA Public Facility Assistance Program is extremely competitive. The need for new tennis facilities or improvements at existing facilities is not, in and of itself, sufficient justification for a grant. The Public Facility Assistance Program is intended to have a major impact on the growth of tennis in a community and the clients served by that organization. Our review includes a thorough evaluation of the programmatic, administrative, financial and organizational accomplishments of the applicant.

Grant Amount: Category I - up to \$4,000 with possible Section or District match, Category II - up to \$35,000 or 20% project total
Category III - up to \$50,000 or 20% project total
Date Apps Available: PFA Inquiry is open year round. Grant applications are distributed on an invitational basis.

National Contact: Facility Team (914) 696-7291, technical@usta.com

Community Foundation of Shreveport-Bossier

The foundation seeks to promote philanthropy and improve the quality of life in the Shreveport-Bossier communities by serving as a permanent and growing resource of expertise and funds.

Adult education--literacy, basic skills & GED; Aging; Aging, centers/services; Arts; Community development; Economically disadvantaged; Education; Education, reading; Environment; Environment, Natural Resources; Health Care; Health organizations; Higher Education.

Giving strictly limited to Caddo and Bossier Parishes, LA. No support for religious purposes or agencies located outside of Caddo and Bossier Parishes, LA unless specifically named.

Contact:

401 Edwards, Suite 105 Shreveport, LA 71101 Phone Number: 318-221-0582 Fax Number: 318-221-7463
<http://www.comfoundsb.org/>

Charles Stewart Mott Foundation

The Foundation seeks to fulfill its mission of supporting efforts that promote a just, equitable and sustainable society.

Child development, services; Children, services; Civil rights, race/intergroup relations; Community development; Economic development; Economically disadvantaged; Education; Environment, natural resources; Environment, pollution control; Family services,

Charles Stewart Mott Foundation Mott Foundation Building 503 S. Saginaw Street, Suite 1200 Flint, Michigan 48502-1851 Phone: (810) 238-5651 Fax: (810) 766-1753 E-mail [all offices]: info@mott.org



Office of the Chancellor
P. O. Box 9374
[225] 771-5020
FAX [225] 771-2018

August 9, 2012

Dr. Ronald Mason, President
Southern University System
J. S. Clark Adm. Bldg.
Baton Rouge, LA 70813

Dear Dr. Mason:

Attached is the 2012 Hazard Mitigation Plan Update for SUBR. We now request approval and the approval of the Board.

Sincerely,

James L. Llorens
Chancellor, SUBR

JLL/swm

xc: Ms. Evola Bates
Ms. Cheryl Dunn

**Southern University and A&M College
Baton Rouge, Louisiana**

2012 Hazard Mitigation Plan Update

Executive Summary



**James L. Llorens, Ph.D.
Chancellor**

August, 2012

SUBR 2012 Hazard Mitigation Plan Update

EXECUTIVE SUMMARY

The Hazard Mitigation Plan Update is authorized under Section 322 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), 42 U.S.C. 5165, as amended by the Disaster Mitigation Act of 2000 (DMA) (P.L. 106-390). **The original Plan Approved** September 28, 2005 and **expires** September 28, 2012

FEMA requires universities to have a Hazard Mitigation Plan. Additionally, a plan Update is required every five (5) years. The original Southern University and A & M College Hazard Mitigation Plan was funded in 2005, with an HMGP Grant from FEMA administered by the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).

FEMA and GOHSEP Review – Pending Adoption by Southern University

The updated plan was first submitted to GOHSEP for review on 06/12/2012 and approved by FEMA on 7/26/2012 pending adoption by the university governing body.

Purpose of Plan Update

The purpose of the plan update is to review the original 2005 HMP and update changes in hazards that affect university, perform risk assessment and mitigation strategy with a goal of lessening the campus' vulnerability and making it more resistant to future disasters.

The Plan Update also enables the university to be eligible for funding from federal assistance programs for hazard mitigation projects under the Federal Emergency Management Agency's (FEMA) Disaster Resistant University (DRU). The DRU Program's primary objective is to encourage universities to implement mitigation through actions that focus on safeguarding their research capacity, as well as the human capital associated with their academic environment.

Plan Update Process

On July 7, 2011, the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), entered into a cooperative endeavor with Southern University and A & M College and secured FEMA approved funding for an update to the original 2007 Hazard Mitigation Plan.

In December 2011, SU entered into contract with International Consulting Group LLC, a local consulting firm headquartered in Baton Rouge, Louisiana. ICG specializes in Mitigation planning and Hazard Mitigation among other community development and disaster recovery programs.

In December 2011, a Hazard Mitigation Steering Committee, composed of 10 university representatives, was selected to commence the plan update process.

The planning process and update of this plan was initiated in December 2011 under the coordination of SUBR Police Department and involved various stakeholders who collaborated in the planning effort to develop an updated 2012 SUBR Hazard Mitigation Plan. This planning group designed the planning process, identified the scope of plan, reviewed the risk assessment, helped form and refines mitigation strategies, and assisted with the prioritization of mitigation objectives. The planning committee met six (6) times in the period between December 2011 and June 2012. All meetings were held at the University Agricultural Center Building, Room 138.

The planning process involved the general public, government, businesses, and private industry.

Plan Organization

This plan is divided into 6 chapters, 13 appendices as follows:

Chapter 1 – Introduction

This chapter contains background information regarding the authority, purpose, scope of planning and federal planning requirements.

Chapter 2 – SUBR Profile

This chapter contains background information and a profile of SUBR, including but not limited to geographic and demographic information.

Chapter 3 – Planning Process

This chapter describes the planning process used to develop a hazard mitigation strategy including organizing the planning effort, how local units of governments, stakeholder groups, and members of the public were involved in the planning process.

Chapter 4 – Risk Assessment

This chapter has four sections. The Hazard Identification section explains how the natural and man-made hazards that affect the planning area were chosen to be included in this plan. The Hazard Profiles describes the nature of and major impacts of these hazards. The Vulnerability Summary lists the overall property, populations, and critical facilities exposed to the hazards. Finally, the Capability Assessment describes those plans, policies and procedures that the University has already in place to mitigate hazard impacts.

This chapter describes the threat of 11 natural hazards and 2 man-made hazards:

Natural Hazards

- Drought
- Extreme Heat
- Flood
- Hail
- Hurricane
- Landslide Subsidence
- Levee Failure
- Severe Winter Storm
- Tornado
- Wildfire
- Thunderstorms, High Wind and Lightning

Man-made Hazards

- Terrorism
- Hazardous Materials Incidents

Chapter 5 – Mitigation Strategy

This chapter describes the goals, objectives, and actions that SUBR will take to mitigate the hazards as described in Chapter 4, and the process used to review, select, and prioritize viable mitigation alternatives.

Chapter 6 – Plan Implementation and Maintenance

This chapter describes the plan adoption process, how the plan will be implemented, maintained, and updated every 5 years in compliance with federal planning regulations.

APPENDICES

Appendix A – Adoption legislation

This appendix contains the resolution adopting the 2012 Plan Update

Appendix B – Sign-In Sheets

This appendix contains the sign-in sheets to all steering committee and public meetings

Appendix C - Minutes

This appendix contains minutes of the planning meetings and public meetings

Appendix D – Press Releases and Public Meeting Notices

This appendix contains press release (Tear Sheet and Notarized Proof of Publication) announcing the first public meeting as well as a meeting announcing that draft plan is available for public review and comment.

This appendix also contains meeting notices for all meetings held.

Appendix E – Campus Buildings and Inventory Assets

This appendix contains a list of all campus buildings, building description, age, flood zone, construction class and estimated square footage. This list is based on the Office of Facility Planning and Control database. This appendix also contains a list of all campus buildings, as well as their estimated replacement cost and value of contents.

Appendix F – Assets Exposed to Hazards

This appendix contains a summary of educational buildings and utility structures in SUBR. This sheet shows the proportions of buildings, value of buildings, and the population in the planning area.

Appendix G - Critical Facilities

This appendix contains a list of all critical facilities

Appendix H – Future Vulnerable Assets

A summary of future assets exposed to each hazard is presented

Appendix I – Vulnerable Populations

This appendix contains vulnerable populations

Appendix J – Loss Estimates

This appendix contains hazard loss calculations for all applicable hazards

Appendix K – Forms and Reports

The section contains the following:

- Amendment Form
- Annual Progress Report

Appendix L – Maps

This appendix contains various maps used in the plan

Appendix M – Plan Review Cross Walk

This appendix contains plan review cross walk

RESOLUTION # _____

RESOLUTION ADOPTING THE SOUTHERN UNIVERSITY AND A&M COLLEGE HAZARD MITIGATION PLAN UPDATE FOR 2012-2017 AS APPROVED BY THE GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP) AND FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

WHEREAS, Section 322 of the Federal Disaster Mitigation Act of 2000 requires local government agencies to develop and submit an All-Hazards Mitigation Plan Update in order to receive future Hazard Mitigation Grant Program Funds; and

WHEREAS, Southern University and A&M College has received grant funds from FEMA, through GOHSEP for the preparation of the 2012 Hazard Mitigation Plan Update; and

WHEREAS, the University has knowledge and experience that the natural and man-made hazard events pose threats to lives and cause damages to property; and

WHEREAS, the Plan Update formalizes the University's comprehensive efforts to make the university stronger and more resilient to future disasters; and

WHEREAS, the Plan Update has been reviewed by all relevant departments, steering committee, and the Governor's Office of Emergency Services; and

WHEREAS, the Plan Update was presented to university governing body and was available for public comment and review for the required time period; and

WHEREAS, approval of the Plan Update by FEMA constitutes formal completion of the plan and establishes eligibility for the Parish to pursue Hazard Mitigation funds.

NOW, THEREFORE, BE IT RESOLVED that Southern University and A&M College does hereby adopt the Southern University and A&M College 2012 Hazard Mitigation Plan Update, in accordance with the Federal Disaster Mitigation Act of 2000, thereby meeting the eligibility requirements for the potential receipt of Hazard Mitigation Grant Funds.

A motion to adopt the above resolution was made by _____ and seconded by _____ and after being read and considered, resulted in the following vote:

YEAS:

NAYS:

ABSENT:

ABSTAINING:

As a result of the roll call vote, the resolution was unanimously adopted on _____, 2012 in legal session of the Southern University and A&M College Council.

Attested:

Insert Name
University Clerk

Insert Name
President

CERTIFICATE

I, the undersigned, hereby certify that the foregoing is a true and correct copy of a resolution adopted on _____, 2012 by the governing authority of Southern University and A&M College, State of Louisiana, at a meeting thereof regularly convened and after proper notice thereof being given and I further certify that the same remains in full force and effect.

Thus done and signed this _____ day of _____, 2012.

Insert Name

Clerk,

**SYSTEM OFFICE OF FACILITIES PLANNING
PRIORITY PROJECTS UPDATE
August 15, 2012**

SOUTHERN UNIVERSITY BATON ROUGE

1. **DEMOLITION OF FOUR DORMS** - Demolition of four (4) vacant, deteriorated dormitories buildings on the Southern University Baton Rouge Campus that are obsolete, unsafe and unsanitary. These buildings are located next to the new Intramural Athletic Complex that is currently under construction. These blighted dorms are an eyesore for the Student Life Zone and well as the Intramural Athletic Zone of the campus. The dorms are masonry and steel construction, with approximately 33,000 sq. ft. each. Some abatement is necessary to remove asbestos from the dorm buildings.
 - Architects: Noland and Wong – Design fee \$104,194. – Interim Emergency Board Funds (IEB).
 - \$ 1,630,000 is the scheduled project budget – interim Emergency Board Funds (IEB). Project No. IEB-19-616-11-08, Part 01.
 - Architect signed contract April, 2012.
 - Pre-design meeting was held Friday May 18th with Architect.
 - Anticipated design completion is October, 2012.
 - Extensive environmental abatement will have to be completed before demolition can begin. This phase will be very time consuming.
 - **Environmental abatement construction documents are in review.**
 - **Construction documents approved for bidding November 15, 2012, for Morris Henry Carroll Hall, Mildred McKinley Satterwhite Hall, Ollie Butler Moore Hall and Octavia Head Clark Hall.**
 - **Construction will begin in January, 2013.**

2. **BASEBALL SUPPORT FACILITY** – Project involves providing a new Baseball facility to house coaches offices, locker room, conference room, breakroom and batting cage.
 - Architect: McElroy and Associates – Design fee \$70,000- Bond funds
 - \$1,400,000 is the project budget- City Parish Capital Outlay Funds.
 - Project review by Fire Marshall is complete.
 - Waiting on FP&C review of front end documents and project permit from City-Parish.
 - Mayor's Office has agreed to do a Cooperative Endeavor Agreement (CEA) with Southern University to administer the project.
 - **CEA along with an Economic Impact Statement has been completed. Final reviews are in process.**
 - **City council Resolution will be completed on project by end of August, 2012.**
 - **Bid Date: end of September, 2012.**
 - **Completion Date: July, 2013.**

3. **INTRAMURAL ATHLETIC COMPLEX**- Project involves providing recreation spaces in a new Intramural Facility funded with bond funds. Designed spaces in the complex, include two basketball courts, two aerobic rooms, wii game room, refreshment bar, fitness area, weight exercise area, rock climbing wall, locker rooms and showers, restrooms, lobby, offices and storage areas.

- M3A Architects designers- Fee \$ 441,831.50 (Bond Funds)
- Project AFC budget- \$6.1 Million.- (Bond Funds)
- Design complete.
- **Project is under construction. Project construction is 23% complete. Foundation Slab and steel framing is complete.**
- **Scheduled completion is May, 2013.**

4. **CHILLED WATER PROJECT (COOLING)** – This involves removing the abandoned subsurface hot water line loops extending from the Central Plant and replacing them with steel , pre-insulated pipe with HDPE(high density polyethylene) casing for the new chill water subsurface loop.

- Vivien & Associates are Design Engineers - \$560,000, State GOB funds
- \$6,938,118.00 budget available – State GOB funds
- Design completed November 2010
- Project bid February 17, 2011. Bernhard Mechanical Contractors low bidder.
- Bid was \$4,855,500.00. Contractor has mobilized and started construction.
- Project completion extended to June, 2012.
- **Contractor has completed 99% of construction.**
- **Repairs to equipment in Central Plant and troubleshooting campus buildings, is in progress to complete tie-ins.**

5. **CULTURAL (INFORMATION) CENTER** – This Center was designed to serve the needs of Southern University Museum of Art (SUMA), students and community. The proposed facility will provide smart (high-tech) classrooms, meeting rooms, conferencing facilities, exhibition, offices and storage. The building will house the Underground Railroad Program and its other cultural and community outreach programs and will one story building totaling 10,132 sq. ft.

- Hewitt and Washington Architects – Design fee \$196,000, Federal funds
- Design Completed January, 2011
- Project bid June, 2011. Low bid exceeded AFC budget of \$2,300,000.00.
- Project in process of value Engineering. Fire Marshall Review completed.
- New estimate \$2,806,368.00 federal funds and self generated (Title III, DOTD, Self -Generated). \$600,000 – DOTD, \$900,000 – SG, \$1,306,368 – Title III.
- Bid date: Project bid December 14, 2011.

- Low bid exceeded the project budget. Current fund raising and value Engineering is being pursued.
- **Project will be rebid in fall of 2012.**
- **Construction completion will be in fall of 2013.**

6. T. H. HARRIS ANNEX RENOVATION – This project involves the renovation of the Annex building for Student Federal Aid and expansion of the T.H. Harris complex to include Student Welcome Center, Retention, Tutoring, Administrative Offices , and Student Orientation Assembly Space.

- Frank Lassiter Architect – Design fee \$256,000, Federal funds(Title III)
- Bid cost \$3,200,000.00 – Federal funds (Title III)
- Guy Hopkins contractor
- Change orders completed.
- Contractor was paid \$269,000 for unforeseen obstructions and utilities that needed to be relocated. Recommended by State FP&C.
- **Construction 75% complete.**
- **Construction completion anticipated for October, 2012.**

7. F. G. CLARK ACTIVITY CENTER (PARKING) – Parking lot is deteriorated and has poor drainage. New asphalt overlay will be installed on parking lot surface, sidewalk repairs, painting of fire curb, drainage and sewerage repairs will be done and parking lot sculpture will be cleaned and painted. New bus shelters will be planned and erected for student use.

- Final approval received on design contract.
- Project design documents are complete.
- Lighting – New lighting was recently installed by the SU Baton Rouge Campus.
- Grant for \$475,000 was approved by FTA in October, 2011. \$118,000 of SU transportation funds was matched with FTA grant.
- **Bid date: June 14, 2012. D. Honore low bidder with \$779,000.00.**
- **Transfer of funds completed to cover additional cost.**
- **Construction began July 16, 2012.**
- **Completion date is September 9, 2012.**

8. AMPHITHEATER – An open air classroom is proposed to be built on the Mississippi River Bluff to provide a space for open air lectures, debates, concerts, plays and a place to sit and take in the magnificent view of the Mississippi River. The project will be enhanced with a plaza that connects to the Information (Cultural) Center and solar lighting.

- Engineer: Stuart Consulting Group - \$49,000 fee, Federal Title III funding.

- Contract approved by state OCR
- Project in design phase by Engineer.
- Soil boring completed.
- Proposed AFC budget \$450,000.00 – Federal Title III funding.
- Bid date TBA
- Anticipated design completion TBA.
- **Project design is 85% complete.**

9. FRANK HAYDEN HALL LOBBY RENOVATIONS – this project will involve renovations of the Lobby of Frank Haden Hall for ADA access and creation of a Plaza at the Entrance to enhance the facility. The proposed improvements will help the Lobby upgrade to match the renovations that were previously done in the Theater and Fine Arts areas.

- Architect: St. Martin & Brown – \$44,000 fee, Federal Title III funding.
- Budget estimate is \$546,131.00.
- Project design proposal is completed.
- Design contract approved by State Off. Of Contract Review(OCR)
- Project new bid December 14, 2011. Pre-bid was held November 14, 2011.
- Law Industries, Contractor
- Bid amount \$525,000.00, Federal Title III funding.
- Construction began March 5, 2012.
- **Deductive change order reduced price to \$512,000.00**
- **80% of construction completed.**
- **Anticipated completion, August, 2012.**

10. HOT AND CHILL WATER FINAL PHASE IV COMPLETION – This will be the last phase of the Hot and Chill Water Project that will install new compact efficient boilers in buildings using existing pipe connections in buildings. The existing Hot Water piping will be abandoned for the system. New compact efficient chillers will be installed at the Central Plant and the existing chill pipe will be replaced.

- Vivian and Assoc Engineers - \$179,436 GOB remaining funds from phase III
 - FP&C has amended Vivian and Associates contract. AFC is \$1, 236,006.00
- The \$2 Million left from chill water project will be used to complete this phase. The Engineers estimate exceeds the budget slightly. Alternates will be considered.
- **Design 78% complete.**
 - **Design completion is anticipated for October, 2012.**
 - **Bid anticipated for January, 2013.**

11. BARANCO-HILL STUDENT HEALTH CENTER ADDITION – This project will expand the existing Health Center for Students, to include additional waiting room, nurse's station, exam rooms, hazardous waste disposal area and offices.

- Project was designed by Noland and Wong – Design fee \$46,770 Title III
- Budget for project \$360,000.00 Title III
- Bid opening is scheduled for November 10, 2011 at 2:00 p.m.
- Anticipated completion is August, 2012.

- Rebid- first bid exceeded budget.
- Price renegotiated with Contractor, Charles Carter.
- Bid was reduced by \$30,000.
- Contractor started construction in January, 2012.
- **Project completion is 95%.**
- **Project completion is anticipated for August, 2012.**

12. REGISTRAR AND ADMISSION'S OFFICE RENOVATION – this project involves renovation of the SUBR Registrar's Office and Admission's Office. The Project will make existing spaces more efficient and functional and to help it to blend with the other improvements that are being done to the Enrollment Management and Financial Aid areas of the Facility. Lighting will be improved, walls will be moved, spaces will be opened up to improve efficiency, more privacy will be accorded to workers and overall aesthetics will improve.

- Project budget is \$215,000.00- Federal Title III funds.
- St. Martin Brown & Associates – Fee \$ 25,000.00- Federal Title III funds.
- AFC is \$ 190,000.00- Federal Title III funds.
- **Design is approximately 50% complete.**
- **Bid date- TBA**
- **Completion date- TBA**

HURRICANE GUSTAV PROJECTS

13. UNIVERSITY PLACE (President's Home) – Severely damaged by Hurricane Gustav. Project is in review by FEMA, GOHSEP, ORM and FP&C for complete restoration. PW (project worksheet) is being prepared by FEMA.

- Category E (permanent repair) for Gustav recovery design 100% complete.
- Architect: St. Martin & Brown – Design Fee \$36,000 - ORM
- Current project budget is \$361,000.00 – ORM/ FEMA
PW has been reformatted based on Architect's submittal.
An assessment of contents for University Place, will be submitted to FEMA for preparation of a Contents Project Worksheet (PW).
- **PW amount \$404,281.00.**

- **Project obligated by FEMA 11-10-11.**
- **Scope alignment is being prepared by FEMA, ORM and the Architect.**
- **Project scope completion July, 2012.**
- **Project will be bid by end of September, 2012.**
- **Project will be completed by July, 2013.**

14. AUDITORIUM (Old Women's Gym) –This building is the old Intramural Sports facility. Building received substantial damage during Hurricane Gustav. Roof needs replacing, ceilings, walls, floors need repair and/or replacing, Restrooms need repair and updating and A/C system need to be installed.

- Gustav (permanent repair) Category E
- Insurance claim amount \$155,886.30 – ORM/FEMA
- Jerry Campbell Architect assigned for Hurricane Assessment – Fee \$16,000 - ORM
- Design is 20% complete – Waiting on environmental remediation
- **PW was obligated 12-8-11 for \$174,733.09.**
- **Project will be bid by end of September, 2012.**

15. RE-ROOF SU LAB MIDDLE & HIGH SCHOOL – This project involves replacing deteriorated roofs on Lab School buildings. Removing rooftop equipment and relocating to a new ground level location and relocating ducts to building attic space. Also, replacing and rebuilding the deteriorated covered walk canopies connecting the building complex.

- Noland and Wong Architects selected November 17, 2010. Design fee \$43,050, GOB
- Extensive restoration required as a result of water damage by Hurricane Gustav
- Contract amount is \$788,000.00, GOB funding and Gustav and State Major Repair Funding.
- **Bid received November 1, 2011. Low bidder for project is Corporate Mechanical, 100% of roof on high school is complete, overall repairs, 40% complete (include mech. Repairs).**
- **Roof for the high school building complete, other buildings will be done with Capital Outlay Funding.**

16. J. B. CADE LIBRARY ROOF- This project requires extensive renovation due to Excessive damages caused by Hurricane Gustav. The roof is completely deteriorated. Repairs are needed on the exterior and the interior of the building. The roof will be done first prior to starting on the exterior and interior repairs in order to protect these improvements.

- Gustav Recovery (permanent repairs) Category E project
- Architect assigned, C. Spencer Smith, AIA – Fee \$50,271.00.

- J. B. Cade Library roof design 100% complete. FEMA PW is complete for new roof replacement.
- Roof repairs will be bid separate from int. & ext. repairs. PW for roof repair is complete by FEMA.
- Bid date September 9, 2011.
- Library roof replacement was awarded to Brazo Industries.
- Brazos's low bid was \$550,450.00.
- **Roof replacement is 100% complete.**
- **Project in 45 Lien period.**

17. J. B. CADE LIBRARY INTERIOR- Interior repairs are required due to Hurricane Gustav damages.

- Gustav Recovery (permanent repairs) Category E project
- Architect assigned, C. Spencer Smith, AIA,- Fee \$117,298.00
- Design work is 10% complete.
- The AFC for construction is \$1,605,217.00
- Cade Library Interior/Exterior PW in SAL (FP&C) review.
- Bid Date: TBA
- Completion date: TBA
- Site visit by FEMA 11-15-11.
- **Project PW is complete.**
- **Under review by applicant.**
- **FP&C will complete their review by 7-25-12.**
- **Library PW project has been submitted by FEMA to Washington for approval.**
- **Bid TBA**

18. E. N. MAYBERRY DINING HALL INTERIOR – Interior repairs needed due to Hurricane Gustav.

- Mayberry Interior PW is complete.
- PW obligated on 11-10-11 for \$272,077.37.
- Federal share \$5,827.10 after insurance deductions.
- **St. Martin Brown Architects design work is at 100%.**
- **Project in line for review for scope alignment.**
- **Waiting on FP&C approval for advertisement for bids.**
- **Bid Date: Anticipated for October, 2012.**

19. E. N. MAYBERRY DINING HALL ROOF REPLACEMENT – this is a Gustav recovery project which consists of replacement of the entire roof under a separate PW from the interior and exterior work.

- G. D. Architects - \$30,052 – ORM funds.
- Budget \$351,800 – FEMA funds.
- Project funds have been obligated by FEMA for roof repairs.
- Design is 100% complete.
- Bid date: October 27, 2011.
- Contractor, Brazos \$329,270.00.
- Contractor has mobilized and started construction in February, 2012.
- **Construction for roof is 98% complete.**
- **Penthouse is under repair.**

20. SOUTHERN UNIVERSITY MUSEUM OF ART (SUMA) – This is a Gustav recovery project which consists of interior and exterior repairs.

- Design and scope is complete.
- St Martin and Brown Architects – Fee \$29,628.00 ORM
- Waiting on FP&C to provide “G” number and process to allow project to be bid.
- Waiting on State FP&C review.
- Estimated Federal Share is \$184,852.13.
- AFC is \$205,539.22
- ORM share is \$20,539.22.
- Waiting on contract and construction bid.
- **Design 100% complete.**
- **Project in review for scope alignment with ORM, FEMA and Architect.**
- **Bid date: Project will be advertised by September, 2012 and bid in October, 2012.**

21. J. B. MOORE – Repairs needed to facility due to Hurricane Gustav.

- Design and scope is complete.
- St. Martin Brown Architects – Fee \$29,000.00
- Project PW in SAL Review (Applicant/FP&C).
- Bid Date: TBA
- Waiting on FP&C review.
- Project obligated 11-10-11 for \$404,821.17.
- Federal share is \$1,043.60 after insurance reductions.
- **Waiting on contract bid.**
- **Project in scope alignment review with ORM, FEMA and the Architect.**
- **Project will be advertised is September, 2012 and bid in October, 2012.**

22. COLLECTIONS AND RECEIVABLES – Repair needed due to Hurricane Gustav damages.

- Jerry Campbell Architect
- Design and scope complete
- Pw was obligated on 11-23-11 for \$2,088.38
- **Waiting on scheduling of bid.**
- **Scope alignment needed.**
- **Ads will run in September for bids.**
- **Bid opening will be in October, 2012.**

23. LOTTIE ANTHONY – repairs needed due to Hurricane Gustav damages.

- Jerry Campbell Architect
- Design and Scope complete.
- PW was obligated on 12-8-11 for \$17,244.56.
- **Waiting on scheduling of bid.**
- **Scope alignment needed.**
- **Ads will run in September for bids.**
- **Bid opening will be in October, 2012.**

24. HIGGINS HALL – Repairs needed due to Hurricane Gustav damages.

- Dodie Spencer Architect.
- **PW is obligated.**
- **Applicant/State review is complete.**
- **Project bid by end of October, 2012.**

25. STUDENT UNION – repairs needed due to Hurricane Gustav damages.

- Frank Lassiter Architect
- Design and scope in progress.
- **PW currently in Applicant /State review.**
- **Need scope alignment.**
- **Ads will run in October, 2012.**
- **Bid opening will be in November, 2012.**

26. JAMES LEE HALL – repairs need due to Hurricane Gustav damages.

- Frank Lassiter Architect
- Design and scope in progress
- Site visit was completed on 11-28-11.
- **Waiting on scheduling of bid.**
- **Additional site visits required due to facility size, security issues and scope alignment issues.**

1. PERMANENT L. WASHINGTON LIBRARY RENOVATION PROJECT – This project will restore the SUNO library to pre-hurricane conditions, include mitigation and some state of the art additions that will be ineligible by FEMA and must be paid by SUNO.

- Permanent Library is currently in design by Architect Jerry Campbell.
- SUNO needs to decide if they want the additional items in the project and whether or not they will pay for them.
- Bid date for Library – October 11, 2011.
- Budget for library design is \$466,602.00
- Budget for construction project is 4, 666,000.
- Anticipated completion is, October, 2012.
- Contractor, F. H. P. Tectonics Corp. \$4,595,000.00.
- Project on hold- bid cancelled after acceptance. Bid error found later.
- Contractor is suing. Court Hearing was on January 23rd, no ruling. Case is under advisement.
- Judge ruled in favor of Contractor. 1st Circuit Court needs to sign off on papers.
- Contractor needs to withdraw his motion. Fees and injunction must be removed.
- Contractor Proceed order should be issued in late May, 2012.
- **Appeals have been dismissed.**
- **FP&C has issued contract to Contractor.**
- **Contractor began construction in June 25, 2012.**
- **Contractor is GM&R-Bid \$4,310,000.00.**
- **Contractor has until July, 2013 to complete project.**

2. CENTRAL PLANT – Construction of new Central Plant to replace old Central Plant to be demolished that was more than 50% storm damaged.

- Demolition and Reconstruction
- AST Engineers - \$800,000 fee, FEMA
- Budget \$10,000,000 (this includes equipment and piping) - FEMA
- Design 90% complete.
- Still have problems with slab height. AST will correct.
- Bid scheduled for December, 2011
- Completion date approximately 12 months or January, 2013.

Comments: The design for the Central Plant is about to start again. It was on hold while the main library was being designed because the same Engineer is designing both projects. FP&C is ready to concentrate on the central plant now that the library is designed and the Master Planning is well under way.

- The current decision with the Central plant involves whether or not it will be designed for reduced capacity due to fewer buildings on the Park Campus or be a replacement design to allow capacity for future growth at SUNO.
- **A Central Plant meeting was held mid May, 2012 to discuss the size of the New Central Plant, etc., with FEMA, GOHSEP and FP&C.**

3. SUNO DEMOLITIONS – 4 buildings to be demolished and replaced.

- Request for approval to demolish four buildings on the Park Campus, not including the Central Plant. They are Clark Hall, Brown Hall (Old Science), New Science and Multi-Purpose Building.
- This existing footprint will be used to build new buildings for SUNO. Two on the Park Campus and two on the Lake Campus.
- 4 buildings total to be demolished and replaced are:
 - Clark Building bid Sept. 2011- \$16,000,000 – FEMA
 - Construction start in October, 2011
 - Demo scheduled completion, May 2012
 - Awarded to Zimmer Eschette II, LLC - \$194,500.00
 - Bid July 28, 2011. Demo is underway, asbestos discovered, need environmental clearance. Contractor completed demo in July, 2012.
 - Brown hall (Old Science) – bid scheduled TBA
 - Demolition start in TBA
 - Complete Demolition in TBA
 - New Science Building
 - Architecture Selection- TBA Design Phase scheduled completion – TBA
 - Demo completion – TBA
 - Multi Purpose Building
 - Architecture Selection – TBA
 - Design Phase scheduled completion – TBA
 - Demo completion – TBA

Comments: presentation of SUNO Master Programming to the SU Board of Supervisors by Verges and Rome.

- Demolition costs for each of the remaining buildings are estimated to cost between \$250,000.00 and \$500,000.00 each. The proposed replacement buildings are School of Social Work, College of Education, New Science Building and Arts and Humanities Building.
- Meeting will be held soon to discuss size of replacement buildings and the size of the Central Plant.

4. HURRICANE KATRINA - CAMPUS-WIDE BUILDING REPAIR

Hurricane Katrina devastated the SUNO Campus on August 29, 2005.

Temporary campus was constructed by Army Corps of Engineers on Lake Campus. Park Campus was redesigned by the Architect and building renovations began on some facilities. The major renovations have been declared temporary repairs. Other buildings were declared beyond repair and scheduled for demolition and replacement.

- Jerry Campbell Architect – Fee \$3,417,869.67 - FEMA
- \$92,000,000 – FEMA- starting budget to restore SUNO Campus.
- Total expenditures for construction approximately \$28,000,000.00
- FEMA has agreed to reimburse \$10,000,000 spent by State.
- Balance of funding for SUNO is approximately \$64,000,000, plus \$10,000,000 reimbursement from FEMA sets balance at \$74,000,000.

- Negotiations are underway with FEMA to rebuild Temporary campus. Estimate to rebuild campus is \$7,000,000.
- Grand total to restore campus and rebuild temporary campus is estimated at \$112,500,000.

Comments: FEMA has refunded \$11 ½ Million back to FP&C.

Temporary campus is being done to replace existing at a cost of \$7 ½ Million.

5. FACULTY & STUDENT HOUSING – New housing for SUNO Campus to house both students and faculty. Project consists of 21 buildings with a total of 699 beds. Funds borrowed from the U. S. Department of Education HBCU Capital Funding Program, \$42 Million at 1% interest.

- Walton Construction Co. - Contractor
- Architect: Bani Carville & Brown - \$3,125,000 fee, Federal funds.
- Budget \$39,067,351.60 w/ c.o's – Federal funds.
- Completed December, 2010- 3rd Phase.
- Project in Contractor liability status.
- **SUNO is experiencing several problems with Student Housing.**
- **Walton Construction Company when contacted went out of business.**
- **Bonding company is required to correct problems.**

6. SBMI-CBA SMALL BUSINESS INCUBATOR FACILITY- New building of approximately 10,000 sq. ft., consisting of offices, classrooms, a computer laboratory, library, credit union suite, music mixing studio, visual entertainment editing room, conference room and support areas. A ten percent Art program will apply and be incorporated into the design of the building. Two percent of the project budget will utilize universal design principles.

- CHASM and Fusion Architects (Joint Venture) fee \$210,543.00
- AFC is \$2,450,000.00 HUD Grant
- Pre-design for the project was held January 25th at SUNO in the business bldg.
- **Project is in design, approximately 35% complete.**

7. HEALTH AND EDUCATION BUILDING – renovation of an existing facility. This is the Third Phase of renovations. This phase will include the addition of an elevator, new windows, new gym flooring, renovate showers and locker rooms to meet ADA standards.

- St. Martin Brown and Assoc., LLC Architects, Fee \$112,009.00
- AFC for the project is \$970,633.00
- State Facility Planning and Control (FP&C) is requesting \$1,196,255.00 in Community Development Block Grant- Disaster Recovery Funds.
- FEMA funds have already restored the facility to pre-hurricane conditions.
- **Pre-design meeting was held at SUNO on March 8, 2012.**
- **Architect is 65% complete with the design.**

8. **NEW MODULAR BUILDING PROJECT AT SUNO** – These buildings will replace the existing temporary buildings at the SUNO Lake Campus. The new modular buildings will be more substantial and can serve as permanent buildings. Eight new buildings will be constructed that will have spaces for classrooms, offices, student center activities, yearbook, staff space. SGA, fitness and an open area that can be used for large gatherings.

- Project was bid 1-26-12.
- Broadmoor, LLC was the low bidder with \$14,195,000.00.
- Bid is double FEMA's proposal. FP&C will request a Version be done.
- SUNO will be assuming responsibility for the project management and bidding the project with the original \$7.5 Million budget.
- Performance criteria are being developed to prepare for bid.
- Old trailers (30) are being removed from SUNO now.
- Campus will maintain 15 trailers until modular buildings are complete.
- **FP&C estimates that SUNO recovery will take an additional five years.**
- **FP&C will extend Verges and Rome Contract to coordinate and redesign the temporary campus and buildings.**
- **FEMA follows the Stafford Act and refuse to spend \$7 Million on permanent buildings.**
- **SUNO is proceeding with process to upgrade trailers on the Lake Campus for \$7 Million.**
- **14 trailers will remain until modular buildings are installed in fall, 2012.**

9. **UNIVERSITY CENTER** – Project is for renovation of the existing Student Center on the Park Campus at SUNO. This the facility will have all the student activities in it, such as, game rooms, swimming pool, book store, SGA, fitness, staff space and reception rooms.

- Jerry Campbell – Architect
- **Documents are 99% complete and will be ready for bid by May, 2012.**
- **A flood wall will be built around transformer.**
- **Brick skin on building will have to be removed and replaced.**
- **A flood wall 2-3 feet high will be constructed around entire building with flood gates at the entrance. Gates work from pressure from water and will remain open until contact with water.**
- **Project bid May 22, 2012.**
- **Contractor is Pete Vicari General Contractor with bid of \$4,603,000.**
- **Construction will began August, 2012 On the UC.**

SOUTHERN UNIVERSITY AT SHREVEPORT

- 1. CLASSROOM BUILDING – This project is a new two storey masonry building to be built at Southern University Shreveport main Campus to increase the number of classrooms. The facility will have classrooms, smart classrooms with stadium seating, faculty offices, conference rooms, restrooms and storage.**

- Design and planning complete for more than two years.
- Alliance Architects/Chasm Architects
- Waiting on construction funding from Capital Outlay Budget.
- Budget \$7,500,000.00 – GOB funds.

Comments: Waiting on Capital Outlay funding that is in priority II.

- 2. 601 TEXAS STREET ACQUISITION AND RENOVATION - This project is designed to increase capacity for the Nursing Program at the Shreveport Metro Campus and includes Acquisition of the property and renovations. The building is the Allen Building next to the existing downtown Metro Campus at 610 Texas Street.**

- Acquisition of bldg. is completed for SUSLA , March, 2011-\$357,000.00 – GOB funds.
- Budget \$1.9 million for renovations – GOB and City funds.
- Phase I Environmental Assessment- Newman Marchive Carlisle, LLC
- Design completion TBA
- Bid date TBA
- Completion date TBA
- Architecture selection scheduled for the Allen Building Renovation on December 7, 2011.
- Alliance Architects were selected to design the renovations for the Allen Building in Shreveport.
- **Design is 30% complete.**

3. REPLACEMENT OF TWO (2) COOLING TOWERS

- Project Budget \$300,000.00 – Major Repair funding and Energy Stimulus Funds.
- Project was bid on February 3, 2011.
- Project cost was \$250,313.00.
- \$167,313.00 was ARRA Energy Stimulus Funds.
- \$83,000.00 was State Major Repair Funds.
- Project was completed in November, 2011.
- **This is an Obama ARRA energy Stimulus scheduled to be completed by April 28, 2011. Project completed ahead of schedule.**

4. MASTER PLAN FOR SUSLA MAIN CAMPUS – This will update the SUSLA Campuses for new construction and infrastructure planning for the next twenty years.

- Budget for Master Plan is \$86,000.00
- St. Martin and Brown Architects
- New Master Plan was presented to SUSLA
- **The Facility Master Plan is 100% complete.**

Submitted By: Endas Vincent
System Director Facilities Planning