



Southern Baptist Theological Seminary

Financial Planning — *Funding Options Breathe Life into Master Plan*

A Conversation with Larry Leis, FAIA

A master plan brings a college or university's long-term vision into focus, detailing systematic growth based on a thorough analysis of needs, space and functionality. However, a master plan should deliver more than an ambitious growth strategy.

"We believe that in addition to mapping out the most advantageous growth plan, it is our responsibility to help identify funding options that make the plan do-able," says Larry Leis, FAIA, and chairman of the Louis & Henry Group. "Unless you just want to produce a beautiful set of plans that are relegated to a shelf where they collect dust."

According to Leis, it makes no sense to deliver a plan that may capture the institution's desires, but which cannot be funded. To that end, Leis advocates an aggressive approach to incorporating funding options into each master plan his firm produces.

An often overlooked funding opportunity, according to Leis, is the application of historic tax credits. As much as 20% of the cost of renovating an existing building may be covered by these Federal tax credits,

which can make up the university's equity requirement to finance a project.

Another option that is quickly growing in popularity with academic institutions across the country is a concept called "privatization" which spins off revenue-generating functions to private investors/ operators.

For example, with many residential services such as dormitories and food service operations, it is possible to create a partnership with a private entity. The private group invests in building and/or renovation of the property, staffs the operation and provides maintenance and professional property management services, in exchange for revenue from operations. The university achieves its goal of meeting space and function needs with little or no cash investment on its part.

Yet another source of funding to be investigated is grants. Leis says that the role his firm plays is in helping to think through use options and business partnerships, and find corresponding grant opportunities which complement a university's growth strategy.

"The community colleges have done perhaps the best job of utilizing grants to fund building projects," said Leis. "By providing community support services such as job and technical training as part of a building's use, the colleges receive the support of the business community and often qualify for these underutilized sources of financial aid."

Most institutions could benefit from a greater understanding of the financing options, said Leis, who encourages all colleges and universities to make financial

planning a component of their master planning process.

Larry Leis, FAIA, is chairman of The Louis & Henry Group and is a former member of the National Board of the American Institute of Architects. Larry oversees the development division of the Louis & Henry Group.

Louis & Henry Selected for Key Academic Projects

Academic design, renovation and construction projects have long been considered one of The Louis & Henry Group's specialties. The firm's extensive experience with public and private universities includes the design of over 100 academic projects.

WKU Arena Feasibility Study

Most recently, The Louis & Henry Group was selected by Western Kentucky University (WKU) and the Hilltopper Athletic Foundation to head an arena feasibility study.

The study will assess the viability of renovating E.A. Diddle Arena or the construction of a

new multi-purpose arena. Scheduled to be completed within 90 days, the study will give University, City and County officials a clear picture of their arena options.

Dr. Camden Wood Selig, WKU Athletic Director, said "This is a critical juncture in Western Kentucky University Athletics history, and the community at large. Louis & Henry will develop the critical data so that we can make an informed decision."



For the study, Louis & Henry will head a team of nationally-recognized arena project specialists, including PricewaterhouseCoopers, HOK Sport, Goal Group and Turner Construction Company, Inc.

Sullivan College Lexington Campus Renovation

When Louisville-based Sullivan Colleges System decided to consolidate the Lexington campuses of Sullivan College and Spencerian College at one location, they looked to The Louis & Henry Group for assistance.

Louis & Henry had designed the new library and provided construction management services on Sullivan College's Louisville campus which opened in January 1999. Sullivan's satisfaction with the library project and the firm's experience, made Louis & Henry a logical choice for the Lexington project.

"They did a great job of listening to and understanding our needs, and designed a building that was both aesthetically pleasing while meeting the various academic requirements we had," said Bill Noel, Senior Vice President, Sullivan Colleges System. "Because of the excellent working relationship developed through the library project, we are glad to be working with them again."

The Lexington project involves renovating an existing 55,000 square-foot, two story building. Because the two schools specialize in high-tech courses, a primary need is extensive rewiring of the building, as well as construction of classrooms, computer rooms, and a new library. The project, headed by Louis & Henry Group's Richard Finnell, project architect, and Gary Effinger, director of construction management, is scheduled to be completed this August.

Lindsey Wilson College Student Center Renovation

Last fall the Louis & Henry Group was chosen by Lindsey Wilson College to provide a comprehensive programming study, design services and construction management for the renovation of the existing 8,500-square-foot Cralle Student Center.

Since that time, a master plan has been developed that includes the addition of 3,500 square feet to the Center. The new 24-hour center will provide students and faculty with a host of amenities, including: an indoor/outdoor Cafe' style dining area, workstations with Internet access, a media and game room, lounge areas and a small performing arts stage.

The building is now the center of all activities and interaction for students. One of the main goals under the master plan is to create a place where both students and faculty can interact with each other in a casual atmosphere.

Firm Receives Award for Design Excellence



The Louis & Henry Group has received a Merit Award from the AIA Kentucky Honor Awards Jury for Excellence in Architectural Design for its renovation of the Louisville Water Company's historic Pump Station No. One, more commonly known in the community as the Water Tower.

The jury commended Louis & Henry for its "loving restoration" of the 1860 Greek Revival structure.

Used as headquarters and exhibit space for The Louisville Visual Arts Association, the original structure was built as the Engine House for the river pumping station of the Louisville Water Company. The 183-foot water tower and engine house are part of an historic complex still utilized by the water company and used as the company's logo. It is an icon well-known to the community, and a serious water infiltration problem threatened its long term life.

To address the moisture threat, a front porch across the entire front of the building that had been added decades before was removed and the surrounding grade lines around the building were returned to original levels.

The annual awards program is coordinated by the Kentucky Society of Architects, a Society of the American Institute of Architects (AIA).

Louis & Henry President Named AIA Fellow

A jury for The American Institute of Architects (AIA) has elevated Rick Kremer, president of The Louis & Henry Group, to its prestigious College of Fellows, an honor awarded to members who have made contributions of national significance to the profession.

Kremer joins an elite group of nine Kentuckians who currently hold the distinction, including Louis & Henry Group chairman Larry Leis. Since the late 1800s, only two dozen individuals from Kentucky have been named Fellows.

Out of a membership of more than 66,000, there are fewer than 2,300 AIA members distinguished with the honor of Fellowship. The elevation to Fellowship



J. Richard Kremer, FAIA (*center*)

Bob O'Dermath, FAIA
Chancellor, College of Fellows (*left*)

Ron Skaggs, FAIA
President 2000 AIA (*right*)

is conferred on architects with at least 10 years of membership in the AIA.

Election to Fellowship not only recognizes the achievements of the architect as an individual, but also honors before the public and the profession a model architect who has made a significant contribution on a national level, according to the AIA Honors and Awards Department.

Kremer was invested in the College of Fellows on May 4 at the 2000 AIA national Convention and Expo in Philadelphia.

Kleyer Named Vice President of Firm

Anthony "Tony" Kleyer has been named vice president of The Louis & Henry Group.

Kleyer has served as project architect for clients on buildings that range in scope from \$1 million to \$12 million. His experience includes master planning, site/land planning, programming, space planning, cost estimating and the prepa-

ration of code, technical and feasibility analysis.

Some examples of the broad scope of his professional work, include: Louisville Water Company Headquarters, Hardin County Justice Center in Elizabethtown, Ky., University of Louisville Student Activities Center, First Baptist Church in Bowling Green, Ky., Diboll Correctional Facility in Diboll, Texas, and ChemCentral in Oklahoma City, Okla.

Kleyer joined the firm in July 1997 as Director of Operations. Previously, he was the principal of Tony Kleyer, Architects, and also served as an associate with Johnson/ Romanowitz Architects & Planners and Gary J. Kleyer & Associates. Prior to holding those positions, he was a project designer for Anderson-Bayus Architects, Endecon, and Applegate, Oakes, Ritz, Ebby, Walker, Galbreath & Leach.



Tony Kleyer

Firm Receives Masonry Institute Award for Jail

The Kentucky Masonry Institute recently presented an award for Excellence in Masonry Design to The Louis & Henry Group. The firm was honored in April for its work on the new Jefferson County Jail in downtown Louisville.

The project involved the conversion of a 1960s office building into a maximum-security county jail, which was completed in December 1999.

The new facility completely surrounds the existing 1960s building, whose entire exterior skin and interior were razed to accommodate the jail's space program.

The facility continues the existing concrete frame construction, and utilizes reinforced concrete masonry interior and exterior walls for security purposes. The exterior is two-tone brick masonry, complemented by opaque spandrel panels, and clear glazing where appropriate. Precast concrete window sills and head details accent the exterior.

With dormitory beds for up to 1,000 inmates, the new facility is a major county jail requiring a high security construction that achieves maximum security for the cell blocks. All masonry is reinforced with cells of concrete masonry units filled with grout.

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