
Brown University

Master Plan



Department of Facilities Management
Brown University
Providence, Rhode Island

September 2000



DEPARTMENT OF PLANNING AND DEVELOPMENT

"Building Pride in Providence"

November 22, 2000

Mr. Michael Clement
City Clerk
Providence City Hall
25 Dorrance Street
Providence, RI 02903

Dear Mr. Clement:

At a regular meeting of the City Plan Commission on November 21, 2000, and pursuant to Section 503 of the City of Providence Zoning Ordinance Chapter 1994-24, No. 365, as amended, the Commission reviewed the master plan for Brown University, dated September 2000. A majority of the Commission voted as described below to make certain findings of fact and to conditionally approve the master plan.

Findings of Fact

1. The master plan contains a mission statement of the institution.
2. The plan contains a description of existing conditions.
3. The plan states that all University buildings on its main campus are included within four Historic Districts of the National Register of Historic Places. Six of its structures are listed on the National Register of Historic Places. Twenty-nine of its buildings are within one of Providence's local historic districts. No changes are proposed for the exteriors of these buildings.
4. The plan includes short- and long-term goals and objectives (Chapter 6) for three sectors of its campus: east, north and central and west. These three areas are further broken down into sub-sectors. The plan includes a table of planned construction within the next five to ten years (Table 5.1).
5. The plan states that the university will "pursue contiguous land holdings, especially in the Institutional Zone" (Chapter 5). It does not discuss selling property, abandoning streets or establishing new rights-of-way.
6. The plan describes proposed changes in land use within the institution's campus and grounds.

7. Table 5.1 lists new construction and renovation projects that are underway or that are planned within the next five to ten years. Those under construction include 107 Angell Street, an addition to the Barus and Holley Building on Hope Street, and the Watson Institute on Thayer Street. Two new buildings will be constructed, a Facilities Management building on Lloyd Avenue and the Life Sciences Building on Meeting Street. The Life Sciences Building will require the relocation of the U.S. Post Office, the Facilities Management Building, the Sarah Doyle Women's Center and some parking spaces. Several other renovation projects are anticipated, but do not have identified start dates.
8. The plan states that the university intends to demolish four structures (Table 5.3): 307 Thayer Street, a residential structure, to make way for an expanded parking lot; 60 Olive Street, a facilities management building, and 201 Meeting Street, a post office, to make way for the Life Sciences Building; and Marvel Gym on Elmgrove Avenue, for athletic fields. Chapter 6 contemplates other unspecified land clearance projects on the campus. The University will present a tenant relocation plan and alternatives to demolition, as required by Section 503.4 (C)(8) of the Zoning Ordinance, with six months written notice.
9. The figures presented indicate that the parking plan is in conformance with the Zoning Ordinance.
10. The plan lists all proposed activities that would require an action by the Board or Council to implement.
11. The master plan contains sufficient maps and text.

Determination

The Brown University master plan dated September 2000 is complete and consistent with the provisions of the Zoning Ordinance and with *Providence 2000: The Comprehensive Plan*. It is hereby conditionally approved with the stipulation that Brown meet with the people who have voiced concerns at the October 17, 2000 City Plan Commission meeting and report back to the Commission within six months of November 21, 2000 on efforts to resolve the various concerns. Brown and the concerned people will report back to the Commission if they have reached an accord. If no accord is reached, the Commission will await a parking study commissioned by the university and give it consideration. Brown has the Commission's approval to apply for building permits for the projects in Table 5.1 of its master plan (attached).

The staff report dated September 19, 2000 is hereby incorporated into this report.

A public notice of this decision shall be placed in a newspaper of general circulation in Providence.

A copy of the approved master plan, including the staff report and a copy of this letter, is attached herewith to be made available in your office for review by the public. Additional copies of the plan are available for public review at the office of the City Plan

Commission, Planning Division, Department of Planning and Development, 400
Westminster Street, 5th floor, Providence, Rhode Island during normal business hours.

Please note that this action does not require any action by the City Council.

Sincerely,

A handwritten signature in black ink, appearing to read "Samuel J. Shamoon", with a long horizontal flourish extending to the right.

Samuel J. Shamoon
Associate Director for Planning

Attachments

cc: Ramzi Loqa, Department of Inspection and Standards
Marisa Quinn, Brown University

STAFF REPORT TO THE CITY PLAN COMMISSION
Institutional Master Plan

Brown University

September 19, 2000

Background

Brown University has submitted an Institutional Master Plan in accordance with the Providence Zoning Ordinance. This plan is a revision of its 1995 master plan, last amended in January of 1999.

Findings of Fact

The master plan has been reviewed for compliance with the requirements of Section 503.4 of the Providence Zoning Ordinance. The following findings relating to compliance with Section 503.4 (C) of the Ordinance are offered:

1. The master plan contains a mission statement of the institution.
2. The plan contains a description of existing conditions.
3. The plan states that all University buildings on its main campus are included within four Historic Districts of the National Register of Historic Places. Six of its structures are listed on the National Register of Historic Places. Twenty-nine of its buildings are within one of Providence's local historic districts. No changes are proposed for the exteriors of these buildings.
4. The plan includes short- and long-term goals and objectives (Chapter 6) for three sectors of its campus: east, north and central and west. These three areas are further broken down into sub-sectors. The plan includes a table of planned construction within the next five to ten years (Table 5.1).
5. The plan states that the university will "pursue contiguous land holdings, especially in the Institutional Zone" (Chapter 5). It does not discuss selling property, abandoning streets or establishing new rights-of-way.
6. The plan describes proposed changes in land use within the institution's campus and grounds.
7. Table 5.1 lists new construction and renovation projects that are underway or that are planned within the next five to ten years. Those under construction include 107 Angell Street, an addition to the Barus and Holley Building on Hope Street, and the Watson Institute on Thayer Street. Two new buildings will be constructed, a Facilities Management building on Lloyd Avenue and the Life Sciences Building on Meeting Street. The Life Sciences Building will require the relocation of the U.S. Post Office, the Facilities Management Building, the Sarah Doyle Women's Center and some parking spaces. Several other renovation projects are anticipated, but do not have identified start dates.

8. The plan states that the university intends to demolish four structures (Table 5.3): 307 Thayer Street, a residential structure, to make way for an expanded parking lot; 60 Olive Street, a facilities management building, and 201 Meeting Street, a post office, to make way for the Life Sciences Building; and Marvel Gym on Elmgrove Avenue, for athletic fields. Chapter 6 contemplates other unspecified land clearance projects on the campus. The University will present a tenant relocation plan and alternatives to demolition, as required by Section 503.4 (C)(8) of the Zoning Ordinance, with six months written notice.
9. The figures presented indicate that the parking plan is in conformance with the Zoning Ordinance.
10. The plan lists all proposed activities that would require an action by the Board or Council to implement.
11. The master plan contains sufficient maps and text.

Recommendations

The Brown University Master plan is complete and is consistent with the provisions of the Zoning Ordinance and the Comprehensive Plan. Staff recommends that the Commission should approve the plan.

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1. Introduction and Purpose

A. Institutional Development

Brown University is an Ivy League university with an international reputation for excellence. It was established by charter on March 2, 1764. With its beginning in Warren, Rhode Island and from an enrollment of only one student, Brown University moved to the City of Providence in 1770 and today has a steady-state enrollment of 7,758 students and a faculty and staff of approximately 3,000. The existence and development of Brown University contributes to the City's existing and future vitality in many ways.

- As an economic base in terms of employment and operating budgets: With its 3,000 employees and a \$134 million payroll, it is the second largest non-governmental employer in the City of Providence; it purchases goods and services from around 2,000 suppliers in Rhode Island, with total in-state purchases of around \$65.8 million.
- As a generator of basic and applied research, which may help advance local and regional economies.
- As a provider of educational, health, and related services.
- Through access to museums, libraries, lectures, performing arts, athletic events, and a continuing education program, institutionally sponsored and accessible to the public; an estimated 75,000 to 100,000 visitors come to the City to visit Brown, spending in excess of \$3 - \$4 million per year.
- As a stabilizer in neighborhood development, through cooperation in land use planning, infrastructure improvements, historic preservation, and related community development actions.
- As an urban design asset, through the care that Brown exercises in developing buildings and grounds, thus creating suitable and attractive landscaped settings for the College Hill district.

B. The 2000 Master Plan Update

This document is intended to fulfill a requirement of the City of Providence under the Institutional Zoning Ordinance which was enacted into law in July 1986 and amended in June of 1994. It shall serve as a comprehensive Master Plan for physical development decision-making and actions of the University. It will be amended and amplified on an annual basis, if needed, as progress continues in the process of assessing the best future development of the University's land and buildings. The 1986 Master Plan provides the base of existing conditions and goals from which subsequent updates are based.

This 2000 update establishes guidelines for future campus growth and changes, and evolving conditions affecting the Master Plan. The Master Plan is conceived as a strategy for continuing a flexible planning strategy which allows for change and adaptation rather than a static plan that can quickly become outdated. It is organized in the following manner:

- **Chapter One**
Introduction
- **Chapter Two**
The educational mission and goals are presented. Brown promotes two goals: the discovery and use of knowledge and the induction of students into the world of knowledge through education.
- **Chapter Three**
Existing physical conditions and patterns are presented with a property overview, a discussion of the University's population of faculty, staff and students, recent growth patterns, a description of new and remodeled facilities and buildings, landscape projects, energy, infrastructure, and utility improvements.

- **Chapter Four**
Overview of Master Plan accomplishments in new construction, renovations and accessibility.
- **Chapter Five**
Campus planning process, goals and objectives, needs assessment and the impact of the Institutional Zone on campus development are discussed.
- **Chapter Six**
Physical development policy plans and a discussion on parking are described.
- **Chapter Seven**
Amendments and amplifications to the Master Plan are outlined.

2. Educational Mission and Goals

A. History

Brown's educational mission and the public recognition of that mission were enunciated more than 200 years ago. The Charter of the College of Rhode Island (now Brown University) in 1764 declared the College's purpose to be "preserving in the Community a Succession of Men duly qualified for Discharging the Office of Life with usefulness and reputation. "In 1790, President George Washington affirmed to President of the College James Manning his commitment to protection for "so important an object as the education of our Youth."

A little less than two hundred years after the founding of the College, Brown's eleventh President, Henry Wriston, said, "The central business of the University is the increase of knowledge, the inculcation of wisdom, the refinement of emotional responses and the development of spiritual awareness."

Indeed, Brown has seen a number of significant changes since its formation. The first "new curriculum" or New System, as it was called, was inaugurated in the first half of the nineteenth century, by President Francis Wayland. It emphasized applied science and engineering, but also contained the major innovation of allowing students some options in deciding what to study. In the early twentieth century, under President William Herbert Perry Faunce, Brown became what it is today, a University-College concerned with the liberal education of students, but also a nationally recognized research university contributing new knowledge for the use of society and equipped to offer post-baccalaureate degree programs.

The following recent developments are manifestations of Brown's missions and educational goals.

The inception of a Medical Program in 1963 which led to a full M.D. granting program in 1972. The program of cooperation with Tougaloo College, a historically Black College in Mississippi, begun in 1964. The major curriculum reform of 1969, known as the New Curriculum, which encourages students to explore new areas of study and gives the students themselves the major responsibility for their program of study. The development since the mid 1970's of an extensive range of international exchange and research programs. The formation of new academic units in the 1970's and 1980's, which focus on such areas as the environment, cognitive and neural sciences, world hunger and public policy and bring together faculty and students (the community of scholars) in pursuit of a newly developing body of knowledge.

B. Mission Statement

A review of the University's mission statement was one of the results of Plenary Sessions on the Future of Brown held over a four day period in the summer of 1991. A subgroup of the participants in the Plenary Sessions, chaired by Dean of the College Sheila Blumstein, was assigned the task to restate, in modern terms, the University's mission which appears in the 1764 Charter of the University. The final statement expresses the mission of the University in more detail than the 1764 original, putting the mission in modern day context and values. It appears below:

Brown University promotes two goals: the discovery and use of knowledge and the induction of students into the world of knowledge through education. To fulfill this mission, Brown is guided by the philosophy that the discovery and transmission of knowledge and the process of education are inextricably linked - that research and teaching are closely integrated activities that enrich and invigorate each other, that both discovery and learning require the active participation of those involved, and that all members of the Brown community, both students and faculty, share together in the common enterprise of learning. To that end, a single faculty is committed equally to the dual roles of teaching and research.

This commitment to the integration of research and the discovery of knowledge with education and teaching defines Brown as a University-College, an institution that integrates the resources that facilitate research, scholarship, and graduate education with an approach to undergraduate education where undergraduates are considered partners in the academic environment and the learning enterprise.

These goals are pursued in an environment that fosters intellectual innovation and creativity, affirms the value of diversity of backgrounds in promoting intellectual and personal growth, enhances the simultaneous process of intellectual discovery and self-discovery and instills a striving for excellence in academic work, research and service to the community. Special

importance is given to the sense of a community in which the individual growth of all members is advanced through the cultivation of mutual respect, tolerance and understanding.

The mission of an undergraduate education is to promote intellectual, moral and aesthetic growth and to develop the qualities of mind and character that will enable our students to, in the words of the Brown Charter, “discharge the Offices of Life with usefulness and reputation.” The goal of graduate education is to train scholar/teachers who will make significant contributions to advancing the boundaries of knowledge in their respective fields, who will serve as the future professorate and who will assume positions of leadership in their chosen professions. The goal of medical education is to train students for careers in medicine as clinicians, researchers and teachers by providing a comprehensive program of study that integrates the liberal arts and sciences with medical studies. While the various degree programs pursue different goals, they are linked by two common beliefs: that the best education is marked by exploration and discovery as well as expertise, and that knowledge is most valuable when it is used and shared.

We include in this mission statement not only our goals and ideals, but also our belief that these goals and ideals can be best realized through adhering to a philosophy that fosters intellectual independence and judgement, creates a sense of community, sees all members of that community as partners in the process of discovery and learning and is open to intellectual innovation and change.

3. Existing Conditions and Patterns

A. Property

Brown University, directly and through Farview, Inc. (a wholly owned subsidiary of Brown), owns approximately 5.6 million gross square feet of building space on 143 acres of land on the East Side of Providence. In addition to the main campus, the University owns, through various gifts, 503 acres in the State of Rhode Island, the largest parcel of 376 acres at Mount Hope in Bristol, Rhode Island, given to Brown by the Rudolf F. Haffenreffer family and foundation in the 1950's. The Mount Hope property houses the Haffenreffer Museum of Anthropology and also is used for recreational purposes by the University community.

B. Population

In September 1999, there were 7,758 undergraduate, graduate and medical students attending Brown University. Students are instructed by 528 full-time faculty members. At the present time there are 53 academic departments and divisions. Forty-one of these are based wholly on the campus. Twelve additional departments include mostly faculty based in the affiliated hospitals. The University also has somewhat less formal associations of faculty, arranged for the purpose of educational and/or research programs of an interdisciplinary character. At the present time there are 31 such centers and programs. The University also has other self-supporting units primarily engaged in research, such as the Annenberg Institute for School Reform, the Coalition of Essential Schools and the Watson Institute for International Studies.

In addition, Brown University employs 2,342 individuals on a full or part-time basis who serve students and faculty in a multitude of administrative and support capacities. Brown's population statistics appear in Tables 3.1 and 3.2.

Table 3.1
Student Enrollment Statistics

Degree Candidates	<u>Fall '86</u>	<u>Fall '95</u>	<u>Fall '99</u>
Freshman	1,371	1,484	1,449
Sophomores	1,430	1,488	1,506
Juniors	1,379	1,425	1,409
Seniors	<u>1,361</u>	<u>1,415</u>	<u>1,504</u>
SUBTOTAL	5,541	5,812	5,868
Graduate and Medical Students			
Graduate Degree Candidates	1,271	1,327	1,319
Graduate Special Students	18	23	17
Medical Degree Candidates	289	306	308
Medical Special Students	<u>4</u>	<u>9</u>	<u>8</u>
SUBTOTAL	<u>1,582</u>	<u>1,665</u>	<u>1,652</u>
TOTAL DEGREE CANDIDATES	7,123	7,477	7,520
Special Students			
RISD	128	158	93
Tougaloo & Wheaton	3	2	8
Visiting/Exchange	10	94	7
High School	12	12	1
Pre- & Post Baccalaureate, Employees, etc.	73	50	129
SUBTOTAL	<u>226</u>	<u>316</u>	<u>238</u>
TOTAL ALL STUDENTS	7,349	7,793	7,758

*Note: Data supplied by the Brown University Office of the Registrar.

Table 3.2
Employment Summary

	<u>1986</u>	<u>1995</u>	<u>1999</u>
Faculty	897	908	979
Exempt (Administrative/Professional)	656	977	1,101
Non-exempt (Technical/Secretarial)	831	850	793
Weekly (Union)	<u>476</u>	<u>495</u>	<u>448</u>
TOTAL	2,759	3,230	3,321

Notes:

1. The numbers include all Brown employees, all shifts, and those located at off-campus locations. Not included are employees on miscellaneous payroll or vacant positions.
2. The faculty numbers include 528 full-time faculty plus 451 faculty classified as temporary, part-time permanent or part-time temporary faculty, including the medical faculty employed by and based at affiliated hospitals.
3. The data was supplied by the Brown University Human Resources Department.

C. Property Overview

Included within the main Providence campus are 228 buildings on an area of 143 acres (property ownership is shown in Figures 3.1). These buildings are used for academic, administrative, housing, athletic and other support services. Figure 3.2 shows campus land use by building. In addition, the University utilizes and maintains four buildings at the Haffenreffer site in Bristol, Rhode Island for a total of 232 buildings.

Of the University's 5.6 million gross square feet of floor space, academic and dormitory space account for approximately 3.4 million gross square feet, or about 60% of the total floor space. The distribution of assigned space is shown graphically in Figure 3.4 and a summary of the University's buildings by their primary function is included in Table 3.3.

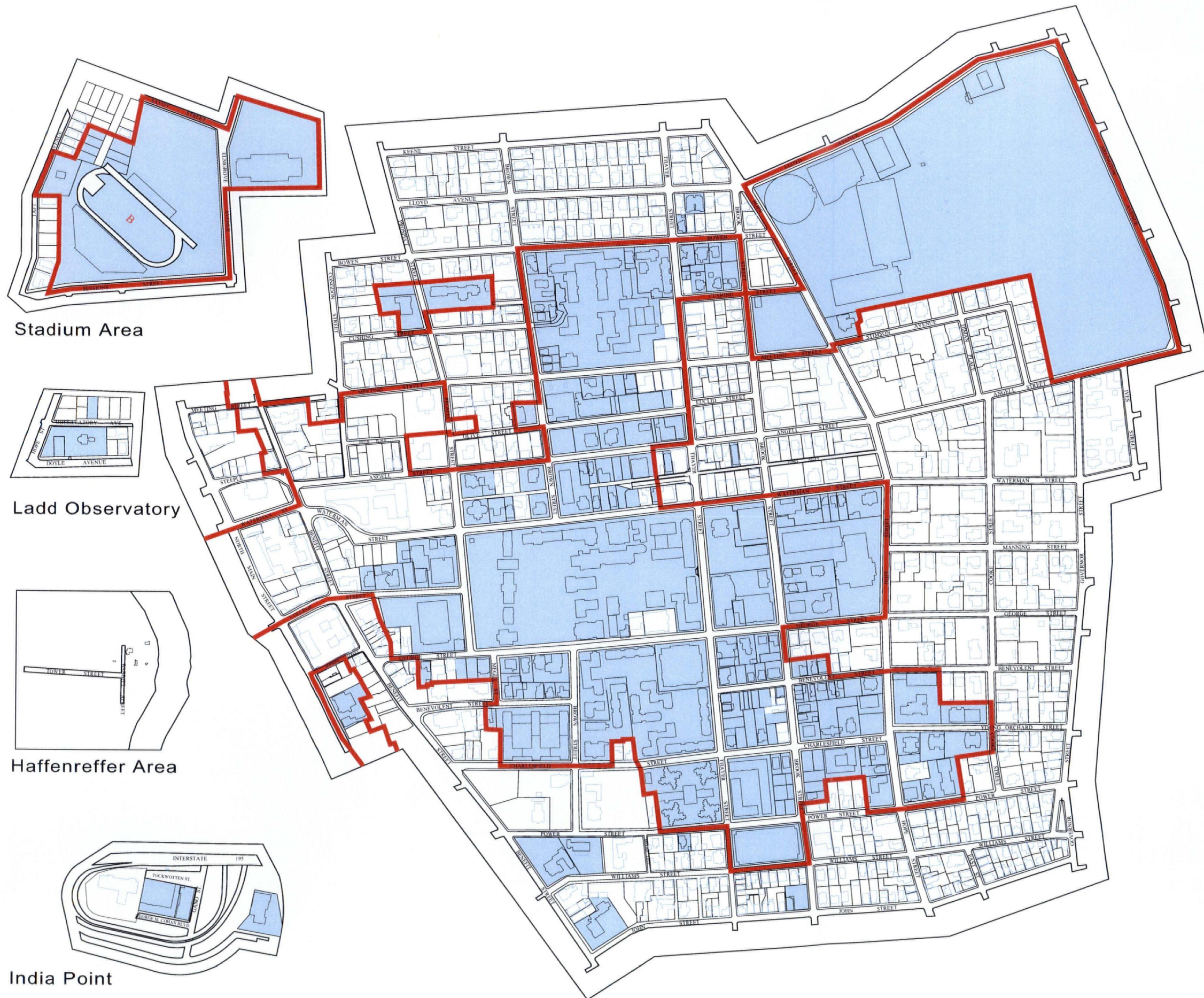


Figure 3.1
Brown University
Property Ownership Map

Master Plan 2000

■ Brown University Property

— Institutional Zone



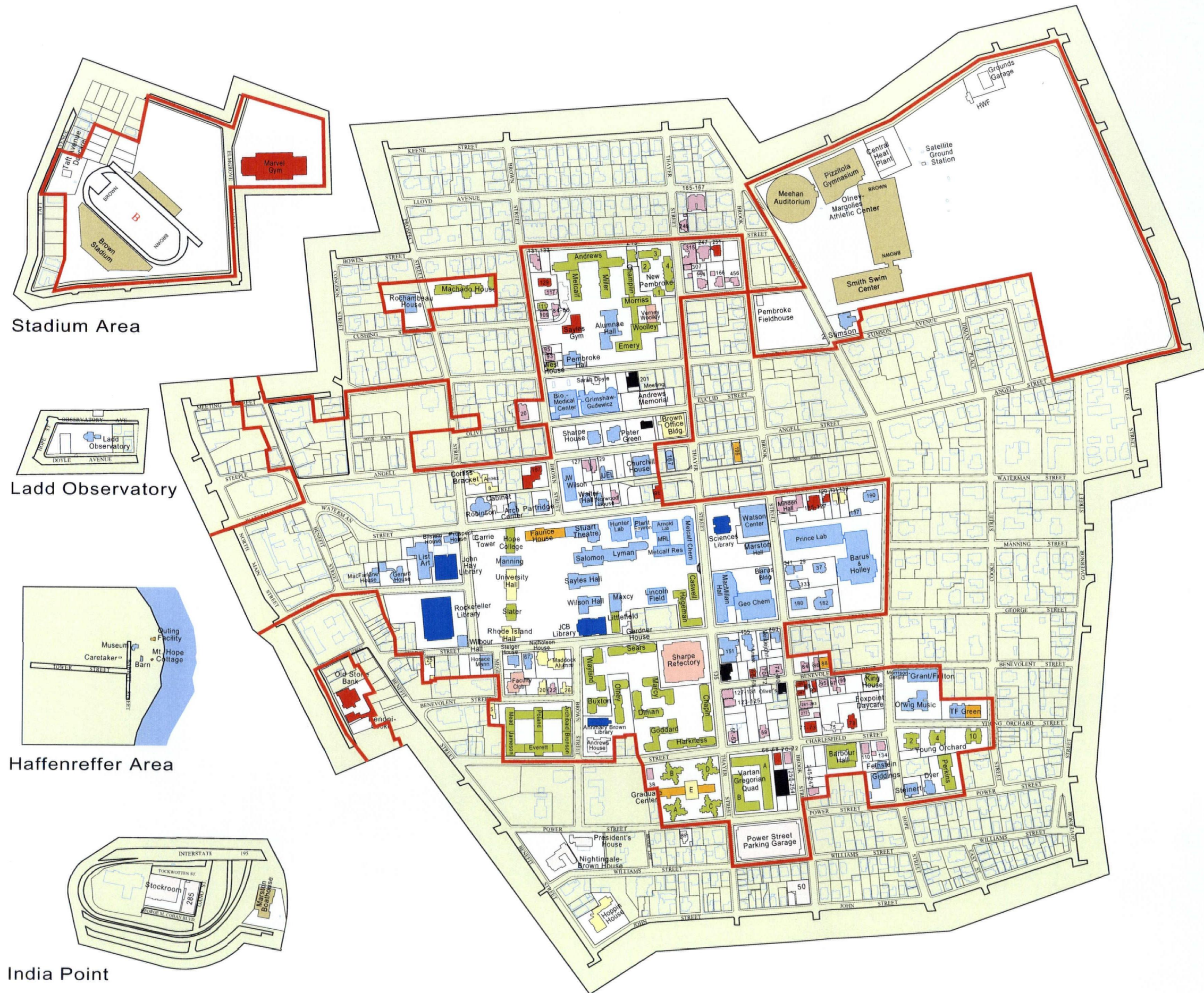
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Figure 3.2
Brown University
Land Use By Building

Master Plan 2000



- Academic
- Athletics
- Dining
- Dormitory
- Library
- Student Activity
- Administration
- Rental
- Support
- Inactive
- Farview
- Institutional Zone

250' 0 250' 500'



Table 3.3
Summary of University Buildings Listed by Usage

Assigned Area (a)	1986 No. of Bldgs.	1995 No. of Bldgs.	No. of Bldgs. % Change	1986 Area (b) Net Sq.Ft.	1995 Area (b) Net Sq. ft.	Area % Change	1999 No. of Bldgs.	No. of Bldg. % Change	1999 Area (e) Gross Sq. ft.	% of Building Usage
Academic	60	69	15.00	1,220,070	1,449,266	18.79	71	2.90%	1,816,692	32.48%
Dormitories	37	48	29.73	1,153,676	1,252,388	8.56	47	-2.08%	1,590,341	28.43%
Support	19	21	10.53	187,575	186,864	-0.38	22	4.76%	328,087	5.87%
Administrative	11	17	54.55	199,156	249,170	25.11	17	0.00%	312,519	5.59%
Athletic	7	6	-14.29	327,766	349,621	6.67	6	0.00%	388,523	6.95%
Libraries	5	5	0.00	366,781	379,165	3.38	5	0.00%	431,905	7.72%
Dining	4	3	-25.00	128,540	113,934	-11.36	3	0.00%	136,082	2.43%
Student Activity	3	5	66.67	66,330	72,296	8.99	5	0.00%	103,545	1.85%
SUBTOTAL	146	174	19.18	3,649,894	4,052,704	11.04	176	1.15%	5,107,694	91.32%
Rental (c)	60	58	-3.33	322,997	304,646	-5.68	33	-36.20%	188,699	3.37%
Farview Properties	<i>In Rental</i>	<i>In Rental</i>	N/A	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	4	N/A	30,209	0.54%
Inactive or Unoccupied (d)	4	22	450.00	55,668	207,703	273.11	19	-13.63%	267,048	4.77%
TOTAL	210	254	20.95	4,028,559	4,565,053	13.32	232	-8.66%	5,593,650	100.00%

NOTES:

(a) Primary assignment of space.

(b) Net usable square feet includes everything but the building envelope and structure (e.g. outside walls).

(c) Estimated square footages in most cases.

(d) Due for renovation or new use as of September 1999, inactive buildings included 107 Angell Street, 66-68 Benevolent Street, 89 & 93 Benevolent Street, Benoni Cooke House, 251 Bowen Street, 287 & 291 Brook Street, 117 & 129 Brown Street, 66-68, 71-73, & 79 Charlesfield Street, Marvel Gym, Minden Hall, Old Stone Bank Building, 96 and 125-127, & 129 Waterman Street.

(e) Brown is changing the area standard for its building inventory to gross square feet only.

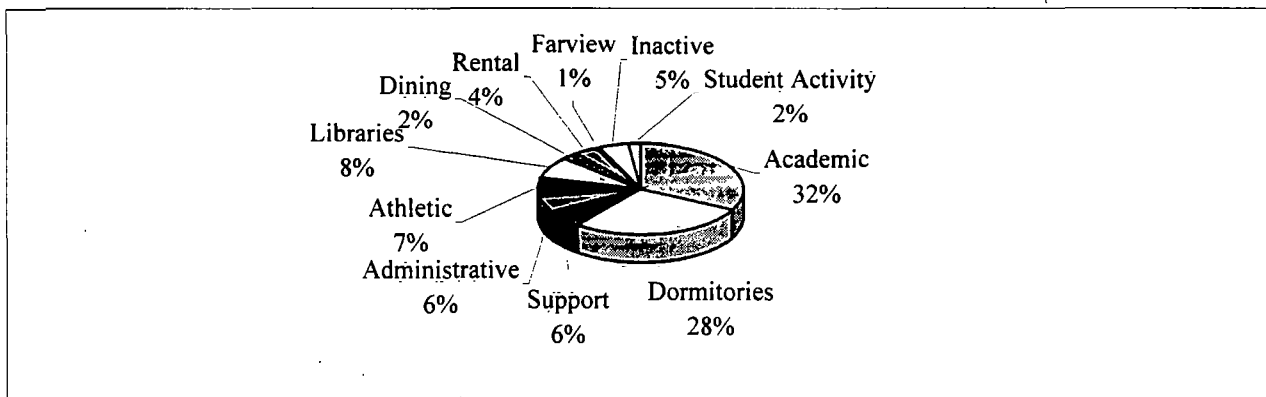


Figure 3.3. 1999 Summary of Brown University building usage

As of June 30, 1999, Brown's physical plant assets were carried on the University's balance sheet at a book value of \$283 million, net of depreciation. It is estimated that the replacement value today would range from \$1.2 billion to \$1.4 billion.

Farview, Inc. is a 501 (c) (3) corporation owned by Brown. It is a business corporation which is subject to City real estate taxes, but is exempt from federal taxes. It was created in 1958 in order to purchase, at fair market value, those properties identified by the University as necessary for its long-term expansion and development. Farview maintains these properties on the City's tax roll until such time as the properties are needed for direct University use or the underlying site is required for new construction. Farview's purchases of real estate have been restricted to certain geographic limits set by the University.

Farview, Inc. presently controls two types of property: property it owns and manages for its own portfolio and property which it leases from Brown University and subleases to commercial tenants.

There are eight lots containing four buildings under direct Farview ownership. These properties include mixed commercial uses and some parking lots, with a current overall occupancy rate of about 100%. Most of these holdings are in the vicinity of the southern Thayer Street area.

Farview, Inc. leases two properties from Brown and, in turn, subleases the space to commercial tenants. These properties include the ground floor and basement space in the Brown Office Building and the ground floor commercial space in the New Pembroke dorm. These properties have a 100% occupancy rate.

Farview, Inc. pays approximately \$120,000 in real estate taxes to the City of Providence each year.

Please refer to the individual sector plans for the University's future development plans for the Farview owned properties.

An inventory of all property owned by the University, arranged by assessor's plat, lot and street address appears in Table 3.4. This table also indicates the use and existing conditions. Farview properties are listed separately.

Table 3.5 lists all properties leased by Brown University and how these properties are used.

Table 3.4
Brown University Property

Plat	Lot	Address	Lot Size (Sq. Ft.)	Name/Description	Primary Uses	Condition
7	003	346 Elmgrove	503,580	Brown Stadium	Athletic facility	Good
7	008	425 Elmgrove	160,178	Marvel Gym	Inactive	Poor
7	088	22 Aldrich	6,928	Brown Stadium	Lot	Fair
7	089	28 Aldrich	4,449	Brown Stadium	Lot	Fair
7	090	32 Aldrich	5,682	Brown Stadium	Lot	Fair
7	091	33 Aldrich	3,960	Brown Stadium	Lot	Fair
7	092	29 Aldrich	3,600	Brown Stadium	Lot	Fair
7	093	25 Aldrich	3,600	Brown Stadium	Lot	Fair
7	094	19 Aldrich	4,150	Brown Stadium	Lot	Fair
7	357	48 Taft	24,556	48 Taft Avenue	Day care center	Good
8	144	18 Observatory	5,330	Landscape	Lot	Fair
8	265	210 Doyle	37,430	Ladd Observatory	Observatory	Fair
8	267	206 Doyle	5,000	Landscape	Lot	Good
10	042	81 Brown	45,674	Biomed Center	Acad. Offices, labs, classrms.	Good
10	229	84 Prospect	25,456	Rochambeau House	Acad. Offices	Good
10	263	79 Brown	13,200	Parking lot	Parking	Good
10	266	130 Angell	14,400	Sharpe House	Acad. Offices	Fair
10	268	142 Angell	14,400	142 Angell	Acad. Offices	Fair
10	273	164 Angell	8,633	Brown Off. Bldg.	Admin. Offices, retail	Good
10	275	240 Thayer	8,241	Brown Off. Bldg.	Admin. Offices, retail	Good
10	279	60 Olive	10,099	Facilities Management	Admin. Offices, shops	Poor
10	280	52 Olive	8,012	Parking lot	Parking	Good
10	282	48 Olive	3,709	Parking lot	Parking	Good
10	284	20 Olive	11,691	Residential	Rental	Fair
10	291	185 Meeting	10,805	Sarah Doyle	Admin. Offices	Fair
10	294	195 Meeting	4,711	Parking lot	Parking	Good
10	333	91 Brown	3,433	West House	Residence Hall	Fair
10	337a	111 Brown	4,226	111 Brown	Residence Hall	Fair
10	337b	84 Cushing	4,226	Residential	Rental	Fair
10	334	95 Brown	3,965	Residential	Rental	Fair
10	347	87 Prospect	46,396	Machado House	Residence Hall	Good
10	353	93 Brown	3,607	Residential	Rental	Fair
10	356	131 Brown	5,635	Residential	Rental	Fair
10	357	181 Bowen	4,881	Landscape	Lot	Good
10	542	88 Prospect	10,272	Landscape	Lot	Good
10	551a	117 Brown	7,768	Residential	Inactive	Fair
10	551b	129 Brown	7,768	Residential	Inactive	Poor
10	574	193 Meeting	5,415	Landscape	Lot	Good
10	575	72 Olive	3,644	Parking lot	Parking	Good
10	577	300 Thayer	38,176	New Pembroke	Residence Hall	Good
10	580	219 Bowen	5,381	219 Bowen	Residence Hall	Fair
10	619	109 Brown	4,491	Residential	Rental	Fair
10	649a	194 Meeting	23,857	Alumnae Hall	Acad./Admin.offices, classrms.	Good
10	649b	211 Bowen	23,857	Andrews Hall	Residence Hall	Fair

Table 3.4, Continued
Brown University Property

Plat	Lot	Address	Lot Size (Sq. Ft.)	Name/Description	Primary Uses	Condition
10	649c	118 Cushing	23,857	Champlin Hall	Residence Hall	Good
10	649d	208 Meeting	23,857	Emery Hall	Residence Hall	Good
10	649e	98 Cushing	23,857	Metcalf Hall	Residence Hall	Fair
10	649f	118 Cushing	23,857	Miller Hall	Residence Hall	Good
10	649g	118 Cushing	23,858	Morriss Hall	Residence Hall	Fair
10	649h	172 Meeting	23,858	Pembroke Hall	Acad./Admin. Offices, classrooms	Good
10	649j	118 Cushing	23,858	Woolley Hall	Residence Hall	Fair
10	649k	99 Brown	23,858	Landscape	Lot	Good
10	649l	95 Cushing	23,858	Smith-Buonanno Hall	Classrooms	Good
10	655	65 Olive	1,923	Brown Office Bldg.	Admin. Offices, retail	Good
11	110	2 Stimson	16,245	International Inst.	Acad. Offices	Fair
11	115a	235 Hope	834,244	A-D Field	Athletic Field	Good
11	115b	235 Hope	400,000	OMAC	Athletic facility	Good
11	115c	235 Hope	200,000	Meehan	Athletic facility	Good
11	115d	225 Hope	200,000	Smith Swimming	Athletic facility	Good
11	116	235 Lloyd	33,680	Heat Plant	Maintenance facility	Fair
11	121	295 Lloyd	24,249	Grounds Garage	Maintenance facility	Good
12	014a	123 Thayer	1,299	Watson Institute	Under Construction	Fair
12	014b	125 Thayer	1,298	Watson Institute	Under Construction	Fair
12	124	110 South Main	5,199	Benoni Cooke Bldg.	Inactive	Fair
12	154a	45 Prospect	6,218	Corliss-Brackett	Admin. Offices	Fair
12	154b	83 Angell	6,218	83 Angell	Admin. Offices	Fair
12	154c	8 Fones	6,217	8 Fones Alley	Admin. Offices	Fair
12	158	107 Angell	14,248	107 Angell	Inactive	Poor
12	159a	80 Waterman	17,441	Walter Hall	Acad. Offices, laboratories	Fair
12	159b	69 Brown	17,441	JW Wilson Lab	Laboratories	Fair
12	161	129 Angell	4,652	Residential	Rental	Fair
12	162	135 Angell	9,304	Urban Env. Lab	Acad. Offices, laboratories	Good
12	164	141 Angell	4,652	Parking Lot	Parking	Good
12	165	147 Angell	4,652	Landscape	Lot	Good
12	167	155 Angell	13,956	Churchill House	Acad. Offices, classrooms	Fair
12	170	167 Angell	4,548	Hemisphere Bldg.	Acad. Offices	Good
12	177	195 Angell	4,652	195 Angell	Mixed offices	Fair
12	191	96 Waterman	3,452	Residential	Rental	Good
12	194	90 Waterman	5,521	Landscape	Lot	Good
12	196	86 Waterman	4,652	86 Waterman	Rental	Good
12	197	84 Waterman	4,652	Parking Lot	Parking	Good
12	198	82 Waterman	4,652	Norwood House	Acad. Offices	Fair
12	201	68 Brown	10,192	Partridge Hall	Admin. Offices	Fair
12	203	70 Waterman	4,663	Archeology Center	Acad. Offices	Fair
12	204	68 Waterman	9,326	Cabinet	Admin. Offices	Fair
12	205	64 Waterman	13,990	Robinson Hall	Acad. Offices	Good
12	217	48 College	7,980	Macfarlane House	Acad. Offices	Fair

Table 3.4, Continued
Brown University Property

Plat	Lot	Address	Lot Size (Sq. Ft.)	Name/Description	Primary Uses	Condition
12	218	54 College	16,800	Gerard House	Acad. Offices	Fair
12	219	58 College	6,389	List Art Bldg.	Acad. Offices, gallery	Good
12	220	20 Prospect	5,250	John Hay Library	Library	Good
12	222a	20 Prospect	34,800	John Hay Library	Library	Good
12	222b	36 Prospect	5,000	Prospect House	Acad. Offices	Fair
12	222c	57 Waterman	5,000	Blistein House	Acad. Offices	Fair
12	228	51 Waterman	6,143	List Art Bldg.	Acad. Offices, gallery	Good
12	234	51 College	3,835	Parking Lot	Parking	Fair
12	235	127 Angell	4,652	Residential	Rental	Fair
12	241a	6 Prospect	82,420	Rockefeller Library	Library	Good
12	241b	2 Prospect	5,000	Wilbour Hall	Acad. Offices	Fair
12	246	86 South Main	26,271	Old Stone Bank	Inactive	Fair
12	249a	93 Waterman	25,133	Arnold Lab	Acad. Offices	Good
12	249b	0 Green	25,133	Carrie Tower	Clock tower	Fair
12	249c	168 Thayer	25,133	Caswell Hall	Residence Hall	Fair
12	249d	75 Waterman	25,133	Faunce House	Admin. Offices, meet.rms, dining	Good
12	249e	106 George	15,133	Gardner House	Guest house	Fair
12	249f	91 Waterman	25,133	Greenhouse	Laboratories	Good
12	249g	128 George	25,133	Hegeman Hall	Residence Hall	Good
12	249h	69 Waterman	25,133	Hope College	Residence Hall	Good
12	249i	89 Waterman	25,133	Hunter Lab	Acad. Offices, laboratories	Good
12	249j	94 George	25,133	John Carter Brown	Library	Good
12	249k	0 Lincoln Field	25,133	Lincoln Field Bldg.	Acad. Offices, laboratories	Good
12	249l	102 George	25,133	Littlefield Hall	Residence Hall	Good
12	249m	0 Lincoln Field	25,133	Lyman Hall	Theater, Acad. Offices	Good
12	249n	0 Green	25,133	Manning Hall	Chapel, classrooms	Good
12	249o	0 Lincoln Field	25,133	Maxcy Hall	Acad. Offices	Fair
12	249p	0 Lincoln Field	25,133	Medical Res. Lab.	Laboratories	Good
12	249q	190 Thayer	25,133	Metcalf Chem Lab	Laboratories	Poor
12	249r	1 Lincoln Field	25,133	Metcalf Res. Lab	Laboratories	Fair
12	249s	56 George	25,133	Rhode Island Hall	Admin. Offices	Fair
12	249t	0 Green	25,133	Salomon Hall	Classrooms	Good
12	249u	0 Green	25,134	Sayles Hall	Classrooms	Good
12	249v	0 Green	25,134	Slater Hall	Residence Hall	Fair
12	249w	0 Green	25,134	University Hall	Admin. Offices	Good
12	249x	0 Green	25,134	Wilson Hall	Classrooms	Good
12	262	159 George	7,071	Meiklejohn House	Acad. Offices	Fair
12	271	115 Waterman	28,842	CIT	Acad./Admin. Offices, classrooms	Good
12	272a	197 Thayer	44,936	Sciences Library	Library	Good
12	272b	20 Manning	15,079	Marston Hall	Acad. Offices	Good
12	289a	340 Brook	9,800	Barus Bldg.	Acad. Offices	Good
12	289b	15 Manning	9,800	Landscape	Lot	Good
12	289c	175 Thayer	9,800	MacMillan Hall	Acad. Offices/laboratories	Good
12	289d	167 Thayer	9,800	Landscape	Lot	Good

Table 3.4, Continued
Brown University Property

Plat	Lot	Address	Lot Size (Sq. Ft.)	Name/Description	Primary Uses	Condition
12	289e	7 Manning	9,803	Landscape	Lot	Good
12	289f	155 Thayer	12,433	MacMillan Hall	Acad. Offices/laboratories	Good
12	289g	166 George	19,692	Geo-Chem Bldg.	Acad. Offices/laboratories	Good
12	295	66 Benevolent	3,905	Residential	Inactive	Poor
12	306	141 Thayer	4,603	151 Thayer	Acad. Offices	Good
12	309	152 George	6,562	Geo-Chem Bldg.	Acad. Offices/laboratories	Good
12	319	151 Thayer	10,218	151 Thayer	Acad. Offices	Good
12	326	1 Magee	4,036	1 Magee Street	Faculty Club	Good
12	327	16 Benevolent	3,966	Landscape	Lot	Good
12	333	47 George	6,368	Horace Mann	Acad. Offices	Fair
12	334	43 George	5,577	Parking Lot	Parking	Good
12	335	41 George	5,548	Parking Lot	Parking	Good
12	337	7 Magee	4,140	Landscape	Lot	Good
12	340	59 George	7,381	Steiger House	Acad. Offices	Fair
12	341	67 George	7,436	67 George	Acad. Offices	Fair
12	344	26 Benevolent	5,367	26 Benevolent	Admin. Offices	Fair
12	345	22 Benevolent	3,863	Residential	Rental	Fair
12	346	20 Benevolent	7,986	20 Benevolent	Admin. Offices	Fair
12	370a	155 George	9,668	155 George	Acad. Offices	Good
12	370b	155 George	2,417	155 George Annex	Classroom	Fair
12	372	70 Benevolent	4,336	Residential	Rental	Fair
12	373	74 Benevolent	6,988	Residential	Rental	Fair
12	378	5 Benevolent	4,688	5 Benevolent	Acad. Offices	Fair
12	389	62 Benevolent	4,057	Landscape	Lot	Good
12	401a	127 Thayer	2,071	Watson Institute	Under Construction	Fair
12	401b	129 Thayer	2,072	Watson Institute	Under Construction	Fair
12	401c	131 Thayer	2,071	Watson Institute	Under Construction	Fair
12	401d	67 Benevolent	2,072	Parking Lot	Parking	Fair
12	402	75 Benevolent	2,973	Parking Lot	Parking	Poor
12	404	69 Benevolent	1,722	Parking Lot	Parking	Poor
12	405	73 Benevolent	1,443	Parking Lot	Parking	Poor
12	406	77 Benevolent	4,706	Parking Lot	Parking	Poor
12	415	163 George	4,887	163 George	Acad. Offices	Fair
12	436	310 Brook	3,996	Landscape	Lot	Fair
12	439	51 Charlesfield	5,300	Watson Institute	Under Construction	Fair
12	440	55 Charlesfield	5,000	Watson Institute	Under Construction	Fair
12	441	117 Thayer	5,232	Parking Lot	Parking	Fair
12	443	57 Charlesfield	9,185	Parking Lot	Parking	Fair
12	444	59 Charlesfield	9,204	Residential	Rental	Fair
12	446	276 Brook	5,085	Parking Lot	Parking	Fair
12	447	61 Charlesfield	4,500	Lot	Parking	Fair
12	451	71 Benevolent	1,719	Parking Lot	Parking	Fair
12	452	88 Waterman	4,232	Parking Lot	Parking	Fair
12	455	11 Benevolent	90,366	Keeney Quad	Residence Hall	Good
12	456	39 Charlesfield	212,407	Wriston Quad	Residence Hall	Good
12	457	144 Thayer	56,570	Sharpe Refectory	Dining Hall	Good
12	458a	13 Brown	20,395	Andrews House	Health service	Fair

Table 3.4, Continued
Brown University Property

Plat	Lot	Address	Lot Size (Sq. Ft.)	Name/Description	Primary Uses	Condition
12	458b	21 Brown	20,395	AnnMary Brown	Meeting rooms	Good
12	458c	27 Brown	20,396	Wriston Quad	Residence Hall	Good
12	466	25 George	4,698	Center Public Service	Admin. Offices	Fair
12	469a	71 George	9,736	Nicholson House	Admin. Offices	Fair
12	469b	38 Brown	14,197	Maddock Alumni	Admin. Offices	Good
13	012	165 Lloyd	9,140	Residential	Rental	Fair
13	013	315 Thayer	2,450	Parking Lot	Parking	Fair
13	015	240 Bowen	3,694	Residential	Rental	Fair
13	016	315 Thayer	6,981	Residential	Rental	Good
13	020	456 Brook	10,600	Residential	Rental	Fair
13	022	166 Cushing	10,727	Residential	Rental	Fair
13	024	154 Cushing	6,938	Residential	Rental	Fair
13	040a	171 Cushing	5,000	Pembroke Field House	Meeting rooms	Good
13	040b	268 Meeting	71,864	Pembroke Field	Athletic field	Good
13	76	123 Waterman	19,544	Minden Hall	Inactive	Fair
13	081	129 Waterman	5,529	Residential	Rental	Fair
13	082	131 Waterman	5,874	131 Waterman	Admin. Offices	Fair
13	083	133 Waterman	5,875	133 Waterman	Admin. Offices	Fair
13	085a	190 Hope	11,498	190 Hope	Acad. Offices	Fair
13	085b	137 Waterman	11,498	137 Waterman	Laboratories	Fair
13	088a	355 Brook	71,571	Prince Lab	Laboratories	Fair
13	088b	184 Hope	71,572	Barus & Holley	Acad. Offices/laboratories	Good
13	093	470 Brook	6,625	Landscape	Lot	Good
13	100	37 Manning	16,141	37 Manning	Acad. Offices	Fair
13	110a	182 George	17,461	182 George	Acad. Offices	Good
13	110b	180 George	17,417	180 George	Acad. offices, classrooms	Good
13	122	99 Benevolent	3,490	Residential	Rental	Fair
13	129	88 Benevolent	4,566	88 Benevolent	WBRU	Fair
13	130	86 Benevolent	4,549	Residential	Rental	Fair
13	132a	287 Brook	1,685	Residential	Inactive	Poor
13	132b	291 Brook	1,684	Residential	Inactive	Poor
13	133	89 Benevolent	1,540	Residential	Inactive	Poor
13	134	95 Benevolent	4,969	Residential	Rental	Fair
13	135	97 Benevolent	3,468	Residential	Rental	Fair
13	136	101 Benevolent	7,048	Parking Lot	Parking	Fair
13	137	281 Brook	5,005	281 Brook	Rental	Good
13	138	154 Hope	8,890	King House	Residence Hall	Good
13	139	277 Brook	4,768	Residential	Rental	Fair
13	140	71 Charlesfield	9,000	Residential	Inactive	Fair
13	142	75 Charlesfield	21,772	Police & Security	Admin. Offices	Fair
13	144	79 Charlesfield	14,845	Residential	Inactive	Fair
13	145a	151 Hope	4,000	151 Hope	Acad. Offices, music studios	Good
13	145b	105 Benevolent	23,656	Grant Fulton	Performance Hall	Good
13	145c	1 Young Orchard	27,656	Orwig Music Hall	Acad. Offices, library	Good
13	147	21 Cooke	22,300	TF Green Hall	Theater	Fair
13	169	148 Hope	10,902	Kilcup Hall	Daycare center	Fair
13	208	307 Thayer	2,730	Residential	Rental	Fair

Table 3.4, Continued
Brown University Property

Plat	Lot	Address	Lot Size (Sq. Ft.)	Name/Description	Primary Uses	Condition
13	223	84 Benevolent	6,558	Residential	Rental	Fair
13	242	39 Manning	6,446	Landscape	Lot	Good
13	249	333 Brook	5,300	333 Brook	Acad. Offices	Fair
13	250	251 Bowen	5,714	Residential	Rental	Fair
13	251	247 Bowen	6,620	Residential	Rental	Fair
13	252	29 Manning	7,034	29 Manning	Acad. Offices	Fair
13	254	341 Brook	5,160	341 Brook	Acad. Offices	Fair
13	259	89 Charlesfield	11,809	Landscape	Lot	Fair
13	271	125 Waterman	6,387	Residential	Rental	Fair
13	277	93 Benevolent	3,450	Residential	Inactive	Poor
16	164	134 Hope	7,906	Residential	Rental	Fair
16	175	70 Charlesfield	4,794	Rental	Rental	Fair
16	198	89 Power	5,075	Provost's House	House	Fair
16	202	357 Benefit	40,369	Nightingale-Brown	Acad. Offices	Good
16	239	2 John	35,453	Hoppin House	Admin. Offices	Good
16	253	50 John	10,458	Facilities Management	Warehouse	Fair
16	437	55 Power	29,260	President's House	House	Good
16	519	130 Hope	6,571	Feinstein House	Acad. Offices	Fair
16	520	74 Charlesfield	5,417	Parking Lot	Parking	Good
16	532	249 Brook	5,066	Parking Lot	Parking	Fair
16	533	245 Brook	4,978	Residential	Rental	Fair
16	538	128 Hope	19,074	Giddings House	Acad. Offices	Fair
16	541	44 John	1,972	Parking Lot	Parking	Good
16	549	253 Brook	5,161	Parking Lot	Parking	Fair
16	552	78 Charlesfield	5,061	Parking Lot	Parking	Good
16	564	10 John	2,653	Parking Lot	Parking	Good
16	568	108 Charlesfield	5,025	Residential	Rental	Fair
16	588	66 Charlesfield	4,795	Facilities Management	Inactive	Fair
16	597a	90 Thayer	90,990	Graduate Center	Residence Hall	Good
16	597b	38 Charlesfield	5,000	Residential	Rental	Fair
16	598	100 Charlesfield	26,377	Barbour Hall	Residence Hall	Good
16	633	111 Power	57,595	Parking Structure	Parking	Good
16	642	101 Thayer	62,541	Vartan Gregorian Quad	Residence Hall	Good
17	054	258 India	30,993	Marston Boathouse	Athletic facility	Good
17	069	271 Tockwotten	27,408	Stockroom	Warehouse/storage	Fair
17	169	4 Young Orchard	15,984	Young Orchard Apts.	Residence Hall	Fair
17	260	129 Hope	4,439	Landscape	Lot	Good
17	261	148 Power	8,893	Steinert Hall	Music studios	Good
17	262a	6 Young Orchard	15,541	Perkins Hall	Residence Hall	Good
17	262b	150 Power	15,541	Dyer House	Acad. Offices	Good
17	604	2 Young Orchard	12,208	Young Orchard Apts.	Residence Hall	Fair
17	605	8 Young Orchard	23,587	Young Orchard Apts.	Residence Hall	Fair
17	616	285 Tockwotten	11,084	Warehouse	Warehouse/storage	Fair

Table 3.4, Continued
Brown University Property

Plat	Lot	Address	Lot Size (Sq. Ft.)	Name/Description	Primary Uses	Condition
Farview, Inc. Property:						
10	295	201 Meeting	5,797	Commercial	Rental-US PO	Fair
10	654	154 Angell	16,122	Commercial	Lot (Shell Station)	Good
12	374	135 Thayer	7,388	Commercial	Inactive	Fair
12	408	83 Benevolent	2,665	Oliver's Restaurant	Rental	Good
16	158	242 Brook	3,675	Lot	Lot	Fair
16	163	252 Brook	4,844	Commercial	Rental	Fair
16	517	116 Power	3,667	Lot	Lot	Fair
16	634	248 Brook	7,327	Lot	Lot	Fair

Table 3.5
Brown Leased Property

Plat	Lot	Address	Area Leased (Sq.Ft.)	Name/Description	Primary Uses	Building Condition
12	171	171 Angell	5,610	171 Angell	Academic offices	Good
21	310	1 Davol Square	12,314	Davol Square	Academic offices	Good
21	407	1 Davol Square		Davol Square	Academic offices	Good
38	76	345 Blackstone	26,505	Butler Hospital	Academic offices	Good
21	132	222 Richmond	63,437	222 Richmond	Academic offices	Good
12	260	382 Brook	2,461	382 Brook	Academic offices	Good
10	55	188 Benefit	4,144	188 Benefit	Academic offices	Good
21	198	33 – 35 Hospital	38,992	Phenix Iron Works	Academic offices	Good
21	202	33 – 35 Hospital		Phenix Iron Works	Academic offices	Good

Note:

Table 3.5 lists the property that Brown leases as office space, which is allowable under Use Code 43 of the City of Providence, Zoning Ordinance. In accordance with section 503.4; C-5 the University will notify the City Plan Commission of proposed changes in land holdings.

D. Historic College Hill

Brown University's central campus is a living museum of American collegiate architecture. The buildings surrounding the College Green were constructed between 1770 (University Hall) and 1903 (Faunce House). Each building reflects the architecture of its time. All of the buildings facing the Green are the original buildings constructed at each location. The University recognizes the importance of, and has a real commitment to preserve and continue to use these buildings and to preserve the Green as central open space. When the former Rogers Hall (now renamed Salomon Center for Teaching) was reconstructed in 1989 to serve as a modern auditorium and classroom building, valiant efforts were made and a premium price was paid to preserve the entire front portion of the building which faces the Green. The exterior of Faunce House has remained intact through a series of major renovations beginning in 1987, and culminating in 1993 with the renovations to the Faunce House Theatre, now renamed the Stuart Theatre. Great effort was expended to match the stonework at the John Carter Brown Library when it was extended and renovated in 1990. Rhode Island Hall has been renovated for new uses dozens of times since its original construction in 1840 as a chemistry and geology building. It now houses administrative and academic offices. The rooftop balustrade was totally reconstructed and reinstalled on the roof of University Hall.

All University buildings on the main campus are included within four Historic Districts of the National Register of Historic Places, administered by the United States Department of the Interior. The districts are: College Hill, Hope Street, Power Street/Cooke Street and Stimson Avenue Districts. The largest district, College Hill Historic District, is bounded by Fox Point to the south, Olney Street to the north, Canal/So. Water Street to the west and to Hope Street to the East. The campus of Brown University forms a corridor of institutional structures through the center of College Hill. Six structures are named as single site entries on the National Register: University Hall (1770), which is also a National Historic Landmark, Corliss-Brackett House (1877), presently the home of the Brown undergraduate admissions office, Gardner House (1806), the University's guest house located on George Street, Ladd Observatory at 210 Doyle Avenue, Nightingale-Brown House at 357 Benefit Street and Hoppin House at 383 Benefit Street. If Federal or State funding is received for the renovation or restoration of a building within the National Register District, all construction affecting the exterior of the building must be reviewed and approved by the R. I. Historical Preservation and Heritage Commission. In these cases, the Secretary of the Interior's "Standards for Historic Preservation Projects" apply.

In addition to the Federal designations, 29 University buildings also fall within one of Providence's local historic districts, and are under the jurisdiction of the Providence Historic District Commission. This Commission must review and approve all construction activities affecting the exterior appearance of structures within the local district, including new construction. Some of the University buildings within the district are University Hall, Manning Hall, Hope College, Robinson Hall and 2 Stimson Avenue. The boundaries of the local historic district are depicted on the map shown as Figure 3.4.

Table 3.6 is a list of University property that falls within Providence's local historic districts under the jurisdiction of the Providence Historic District Commission.

Table 3.6
Brown Property Within the Local Historic District

Plat	Lot	Address	Lot Size (Sq.Ft.)	Name/Description	Primary Uses
10	229	84 Prospect	25,456	Rochambeau House	Acad. Offices
10	284	20 Olive	11,691	Residential	Rental
10	347	87 Prospect	46,396	Machado House	Residence Hall
11	110	2 Stimson	16,245	International Institute	Acad. Offices
12	124	110 South Main	5,199	Benoni Cooke House	Inactive
12	154a	45 Prospect	6,218	Corliss-Brackett	Admin. Offices
12	154b	83 Angell	6,218	83 Angell	Admin. Offices
12	154c	8 Fones	6,217	8 Fones Alley	Admin. Offices
12	205	64 Waterman	13,990	Robinson Hall	Acad. Offices
12	246	86 South Main	26,271	Old Stone Bank	Inactive
12	249b	0 Green	25,133	Carrie Tower	Clock Tower
12	249h	69 Waterman	25,133	Hope College	Residence Hall
12	249n	0 Green	25,133	Manning Hall	Chapel, classrooms
12	249w	0 Green	25,134	University Hall	Admin. Offices
12	378	5 Benevolent	4,688	5 Benevolent	Acad. Offices
12	466	25 George	4,698	Center Public Serv.	Admin. Offices
16	198	89 Power	5,075	Provost's House	House
16	202	357 Benefit	40,369	Nightingale-Brown	Library
16	239	2 John	35,453	Hoppin House	Admin. Offices
16	253	50 John	10,458	Facilities Management	Storage
16	437	55 Power	29,260	President's House	House
16	538	128 Hope	19,074	Giddings House	Acad. Offices
16	597b	38 Charlesfield	5,000	Residential	Rental
16	633	111 Power	57,595	Parking Structure	Parking
16	642	101 Thayer	62,541	Vartan Gregorian Quad	Residence Hall A
16	642	101 Thayer	62,541	Vartan Gregorian Quad	Residence Hall B
17	261	148 Power	8,893	Steinert Hall	Music studios
17	262a	6 Young Orchard	15,541	Perkins Hall	Residence Hall
17	262b	150 Power	15,541	Dyer House	Acad. Offices



Figure 3.4
Brown University
Historic District

Master Plan 2000

- Local Historic District
- Brown University Building in the Historic District



Of the University's 232 buildings, 96 were constructed prior to 1900, including 22 prior to 1850. These 96 buildings account for 17.9% of built space on campus. Generally, Brown's buildings constructed before 1900 are smaller than buildings built after 1900. This is shown by the fact that 71 University buildings or 30% of Brown's buildings, have been built since 1950; however, these 71 buildings contain 3.25 million gross sq. ft. and account for over 58% of Brown's total area of buildings. Indications of this pattern are shown in Figures 3.5 and 3.6. Table 3.7 summarizes the University's buildings by period of construction.

Table 3.7
University Buildings Summarized by Construction Date

Date of Construction	1995 No. of Buildings	2000 No. of Buildings	1995 Building %	2000 Building %	1995 Area %	2000 Area %
Pre 1850	16	22	9.2	9.48%	4.3	4.70%
1850-1899	40	74	23.0	31.90%	9.9	13.20%
1900-1949	50	65	28.8	28.02%	20.4	23.90%
1950-1959	20	19	11.5	8.19%	15.0	13.90%
1960-1969	26	27	14.9	11.64%	28.4	23.30%
1970-1979	11	11	6.3	4.74%	7.6	6.40%
1980-1989	9	11	5.2	4.74%	11.2	10.70%
1990-present	2	3	1.1	1.29%	3.2	3.90%
TOTAL	174	232	100.0	100.00%	100.0	100.00%

NOTE: Rental and inactive properties were excluded in the 1995 count.

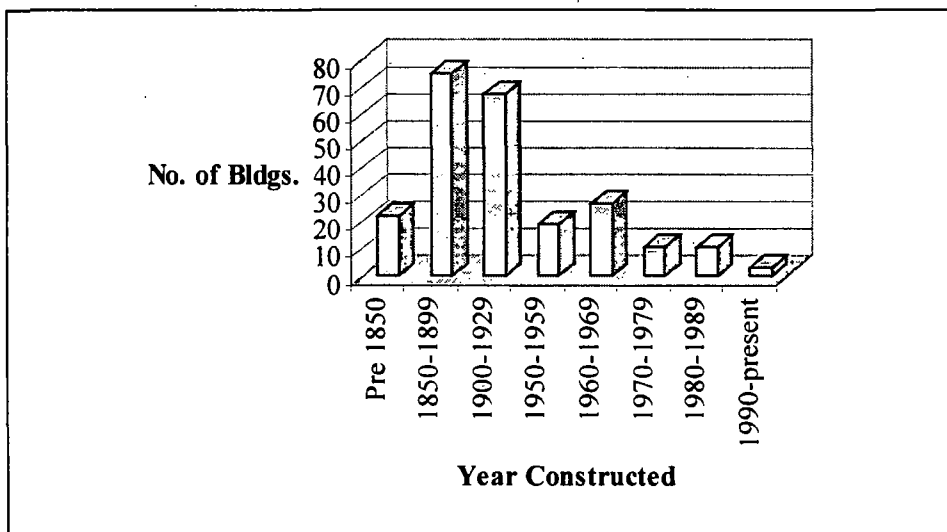


Figure 3.5. Number of buildings shown by year built

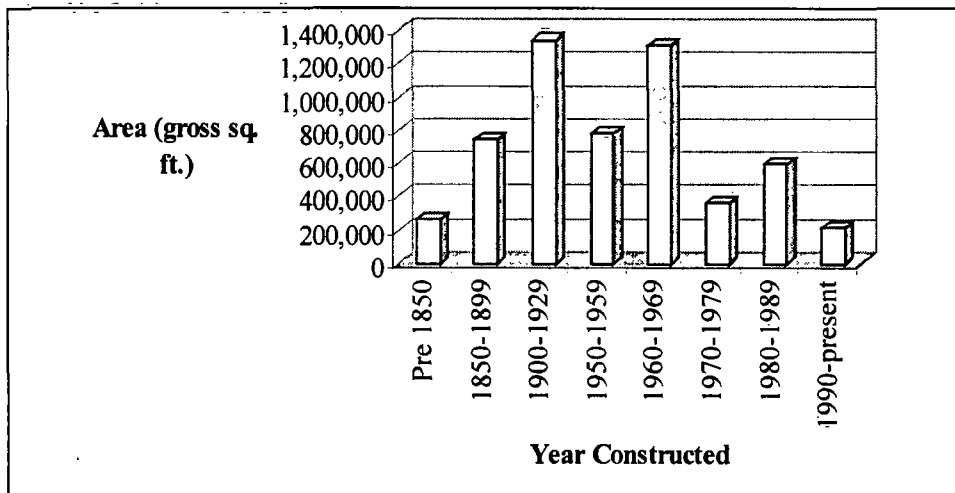


Figure 3.6. Gross square foot area of building shown by year built.

Architecturally, Brown's smaller buildings set the tone for the entire campus. Most of these buildings, which were historic College Hill residences, are both stately and intimate, private and public, a reminder that the University is still a part of the neighborhood, and by extension, the rest of the world. As our needs change, we have architects and planners rearrange, update, and sometimes enlarge interior spaces. But externally and essentially they remain the same charming 18th, 19th and early 20th century buildings. As an indispensable part of Brown's pledge to deliver excellence but always on a human scale, it is impossible to think of the campus without them as they serve as departmental houses and gathering places for Brown's students and their teachers.

E. Academic Buildings

There are more academic buildings by count, (71) and area (1,816,692 gross sq. ft) than any other usage. These buildings range in size from 4,116 gross sq. ft. at 333 Brook Street which houses the offices for the Department of East Asian Studies Program to the largest building on campus, the 207,213 gross sq. ft. Barus & Holley Building which provides offices and laboratories for the Division of Engineering and the Department of Physics. Most of the growth during the past twelve years has been in the area of academic buildings. Major new/renovated buildings added were the Watson Center for Information Technology, Salomon Center for Teaching (a major addition to the former Rogers Hall on the College Green), the Grimshaw-Gudewicz Medical Building, the W. Duncan MacMillan Hall, the addition to the Ladd Observatory and the renovation of the former Sayles Gymnasium into Smith-Buonanno Hall.

F. Housing

Campus housing is essential for Brown to meet its undergraduate education objectives. The base assumption in Brown's housing policy is that all students will live on-campus in dormitories, although approximately 1,000 undergraduate students are granted off-campus permission each year based on seniority. Freshmen are assigned to dormitories which, for the most part, house freshmen only. Upper classes select their dormitories on a seniority basis with a lottery system.

Approximately two-thirds (4,700) of Brown's students are housed in buildings owned by Brown. The residential nature of education at Brown is illustrated by the fact that over 80% of all undergraduate students reside in a Brown University dormitory or rental apartment. In 1991 the University completed a project to increase the proportion of undergraduates residing on campus by construction of a new residence hall located on Thayer Street. All existing dormitories are occupied at capacity levels. In 1996 Richardson Hall, a residence hall with 45 beds, was demolished to accommodate the siting of the new W. Duncan MacMillan Hall and in 1999 the Thayer Street Quadrangle was renamed the Vartan Gregorian Quadrangle.

G. Athletics

Of the University's 143 acres, over 40% consists of sites for athletic buildings and playing fields, which are concentrated in the northeast quadrant of the University's holdings, including property on Elmgrove Avenue. Brown supports ice hockey in Meehan Auditorium, swimming in Smith Swimming Center, and recreational facilities in the Olney-Margolies Athletic Center. With the move of the athletic offices and spectator basketball courts from Marvel Gym on Elmgrove Avenue to the Pizzitola Gym in 1989, all athletic activities, with the exception of crew and stadium activities, are now concentrated in four buildings at the Aldrich-Dexter field, renamed the Wendell R. Erickson Athletic Complex. The crew teams work out of Marston Boathouse located on India Street facing the Seekonk River.

H. Infrastructure

The infrastructure of utilities which feed and tie Brown buildings together are nearly invisible but are of immeasurable importance. The University's heat plant on Lloyd Avenue has three large boilers and from that location hot water is pumped through a closed loop to 91 University buildings around the campus totaling 4 million gross square feet of built space, or 70% of the campus. The remaining 145 buildings, many of which are wood frame houses, have their own boilers and heating systems.

The University also co-generates electricity at the heat plant, where high pressure steam runs a 3.4 megawatt turbine and produces about 22% of the University's electrical usage. All purchased electricity is obtained from the Narragansett Electric Co., most of which is delivered to a substation in the Prince Engineering laboratory. Brown owns and maintains the transformers and underground high voltage distribution lines which distribute the power to individual buildings.

The Brown University telecommunications system is made up of a 4720 port Private Branch Exchange vehicle (PBX), a 92 port voice messaging system, optically connected remote equipment at two locations, microwave line-of-sight connected remote equipment at one location, a next generation digital loop carrier node off-campus, a digital T-1 connected at Elm Street serving 128+ lines for the Development Office, and a digital trunking network that connects Brown to the outside world and to the student residence hall Centrex system. Most of the University's 195 primary buildings (excluding rental property) are connected to the Wilson Hall PBX via underground copper and fiber optic cabling. Brown's computer network is comprised of a separate Ethernet and ATM-based network to deliver data connectivity from all buildings to core systems and the Internet. The University is quickly moving toward replacement of the broadband system with fiber optics. In addition, the University uses the CATV Broadband System to provide video services to the residence halls and to some selected public areas.

I. Construction and Growth

Between 1971-75, the University spent approximately \$16 million on six new construction projects. Between 1976 and 1981 no new construction projects were completed. Since 1981, over \$125 million was spent on new construction for 17 new buildings or additions for an increase of 908,000 gross sq. ft., or a 19% increase in space due to new construction alone.

In recent years, whenever possible, considerable emphasis has been placed on the renovation of existing facilities. From 1975 through 1980 the University spent \$6.4 million on 15 major renovation projects. Since 1981 there have been over 50 significant renovations of existing facilities costing in excess of \$100 million. Figure 3.7 shows expenditures by area for renovation and new construction since 1981.

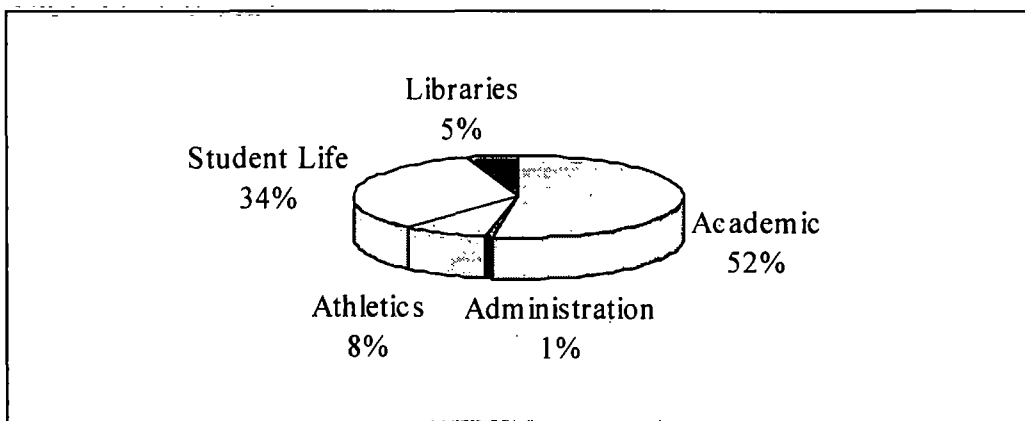


Figure 3.7 Expenditures by area for renovation and new construction since 1981.

The increase in academic space since 1981 accounted for 441,839 gross sq. ft. or 49% of the overall growth in University gross sq. ft. area. Growth within the academic area is led by the physical sciences which accounted for 54% of the increase in academic space, mainly due to the construction of the geological sciences and chemistry building, the Center for Information Technology and W. Duncan MacMillan Hall. Life Sciences accounted for 25% of the growth, because of three additions to the Biomedical Sciences buildings. This information is presented graphically in Figure 3.8.

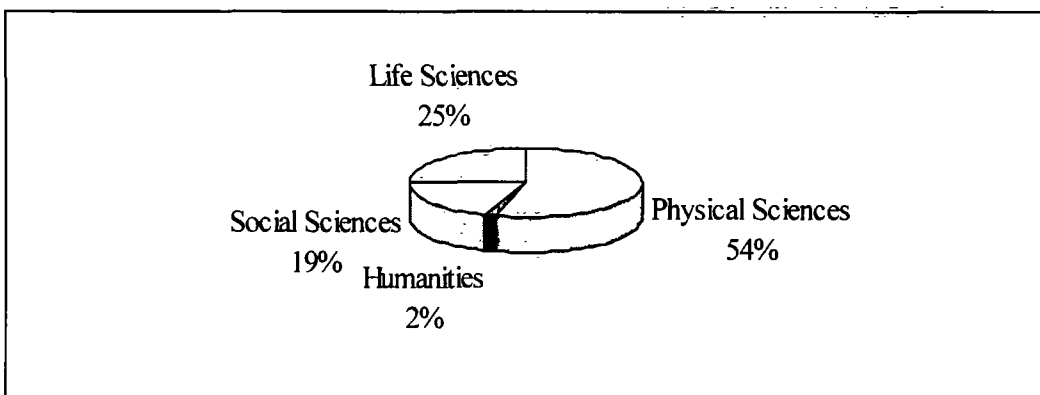


Figure 3.8 Proportion of overall growth (in assignable sq. ft.) in the academic areas since 1981

J. Maintenance

During the 1970's major maintenance needs of the physical plant were deferred, as budgets were squeezed and energy costs consumed a larger and larger share of the physical plant budget. Over the last 15 years, the Corporation of Brown has adopted a comprehensive program to identify and correct these backlogged repair and modernization needs. Work to be done under this program must pertain to at least one of four strategic priorities: building envelope integrity, mechanical reliability, restoration of space, and safety or statutory requirements. The costs of this initiative are staggering, but unavoidable, if the institution is to preserve its rich heritage and assets. At the same time, situations do arise when it is not feasible or wise to adapt a building for a specific use and hence new construction may be undertaken, or an asset which can no longer be used for University purposes may be retired.

A survey of the major repair/maintenance needs of Brown's physical plant was completed in 1985. The current backlog at that time was estimated to be \$75 million. The most critical needs at that time were priced at \$42 million. In 1986 the Corporation

authorized the use of \$17.5 million to fund the initial phase of a comprehensive program to reduce the backlog of deferred maintenance. An additional \$4.4 million of deferred maintenance needs were addressed during this period through funding of facility renovations and upgrades. At its fall 1990 meeting, the Corporation authorized additional deferred maintenance to be undertaken, approving \$19.8 million of projects to be carried out through 1996.

Since that time, the Administration has reassessed the size of the remaining deferred maintenance problem. A more accurate picture of the University's deferred maintenance backlog was developed with building by building profiles of primary systems and then using those to conduct a facilities audit. The University allocated another \$20 million to be spent from FY97 through FY01, to insure continued progress and momentum on phasing out the backlog.

K. Parking

The University devotes a considerable amount of space to parking. Off-street parking on land owned by Brown totals 2,065 spaces in 73 separate lots on over 16 acres, an increase of 12% from 1986. The most remote parking lot from campus located at the Brown Stadium has 165 spaces, which are assigned to students. Brown's Department of Police and Security provides van escort service after 5 PM for students assigned to this lot.

Prior to the establishment of the Institutional Zone in 1986, zoning regulations required that parking needs be satisfied on a project by project basis on the specific site of the project. The current zoning legislation allows parking needs to be satisfied on an institution-wide basis based on the total number of faculty, staff and students. Parking summary data and a list of Brown parking lots are shown in Figure 3.9 and Tables 3.8 and 3.9.

Table 3.8 Brown University Parking Data			
Parking permits issued:	<u>1986</u>	<u>1995</u>	<u>2000</u>
Students	725	668	774
General faculty and staff	<u>755</u>	<u>1,189</u>	<u>1,671</u>
Less over-permitted spaces for work shifts			-523
TOTAL	1,480	1,857	1,922
Parking spaces in parking lots:			
Spaces with permits issued	1,480	1,857	1,922
Visitor spaces	25	49	26
Unassigned and rental property spaces	<u>333</u>	<u>195</u>	<u>117</u>
TOTAL	1,838	2,101	2,065

Table 3.9
Brown University Parking Lots

Lot ID	Location	1995 Master Plan Number of Spaces assigned to Faculty, Staff and Students	1998 Master Plan Update Number of Spaces Assigned to Faculty, Staff and Students	2000 Master Plan Update Number of Spaces Assigned to Faculty, Staff and Students
1	Athletic Center	19	22	22
2	Athletic Center	252	260	260
3	Brook & Bowen Streets	16	16	16
4	Andrews--Bowen & Thayer Streets	2	2	2
5	Champlin Hall	17	17	17
6	New Pembroke Alcove	6	7	7
7	Andrews Hall	8	9	9
8	Woolley Hall	4	4	4
9	Emery Hall	14	13	13
10	West Cushing	24	21	21
11	60 Olive Street	33	33	33
12	B.O.B. West Drive	5	6	6
13	Churchill East	10	10	10
14	Churchill West	12	13	13
15	90 Waterman Street	18	18	18
16	Fones Alley/UEL	6	6	6
17	Fones Alley/J.W. Wilson	29	29	29
18	Olive Street	7	6	6
19	Brown & Olive Streets	47	47	47
20	Partridge--Fones & Brown Streets	6	0	0
20	Hemisphere Building	0	0	3
21	Fones Alley--Graphics Tandem	8	8	8
22	Fone Alley--Robinson, West	1	1	1
23	Fone Alley--Robinson, East	10	10	10
24	2 George Street(rear)	4	0	0
25	Partridge House/Fones Alley	0	0	0
26	25 George Street	0	4	4
27	67 George Street	0	2	2
30	Hospital Based	8	8	8
31	72 Olive Street	9	9	9
32	U.E.L.	0	3	3
40	333 Brook Street (redesignated lot number)	17	2	2
41	190 Hope Street	23	24	24
42	Prince Engineering/Hope Street	20	18	18
43	Barus-Holley/George Street	68	66	66
44	Manning Walkway	14	0	0
45	Applied Math	11	8	8

Table 3.9
Brown University Parking Lots

Lot ID	Location	1995 Master Plan Number of Spaces assigned to Faculty, Staff and Students	1998 Master Plan Update Number of Spaces Assigned to Faculty, Staff and Students	2000 Master Plan Update Number of Spaces Assigned to Faculty, Staff and Students
46	341 Brook Street	4	3	3
47	37 Manning Street	12	5	5
48	Lincoln Field	3	4	4
49	29 Manning Walkway	0	0	0
50	50 Prospect Street	3	3	3
51	54 College Street	4	8	8
52	Rockefeller Library/College Street	35	35	35
53	Rockefeller Library/Load Dock, George	1	2	2
54	Benevolent Street/East Campus	27	29	29
55	Young Orchard Avenue	20	20	20
56	Perkins Hall/Power & Hope Streets	13	12	12
57	King House/Charlesfield & Hope Streets	53	55	55
58	Barbour/Charlesfield	55	56	56
59	Giddings	11	11	11
61	163 George Street	3	3	3
62	155 George Street	3	3	3
63	159 George Street	2	2	2
64	61 Charlesfield Street	10	17	17
65	Benevolent & Charlesfield Streets	57	19	0
66	88 Benevolent	0	6	6
67	3 Benevolent	0	9	0
68	Power Street Parking Structure	406	403	403
69	John & Brook Streets	5	5	5
70	5 Benevolent Street (redesignated lot number)	21	2	2
71	Andrews Infirmary	26	26	26
74	Faculty Club	2	3	3
75	Keeney Quad/Benevolent Street	5	7	7
76	Horace Mann/George Street	34	34	34
77	Rental property parking (including garages)	124	104	104
78	383 Benefit Street	37	37	37
86	2 Stimson	0	4	4
87	Athletic Center	28	32	32
88	Stadium/Elmgrove	165	166	166
89	Heat Plant	30	33	33
90	Athletic Center	133	133	133
91	167 Williams Street	12	0	0
92	133 Waterman Street	3	3	3

Table 3.9
Brown University Parking Lots

Lot ID	Location	1995 Master Plan Number of Spaces assigned to Faculty, Staff and Students	1998 Master Plan Update Number of Spaces Assigned to Faculty, Staff and Students	2000 Master Plan Update Number of Spaces Assigned to Faculty, Staff and Students
93	84 Prospect Street	15	15	15
94	131 Waterman Street	6	6	6
95	Taft Avenue Day Care	4	4	4
44	Minden Hall		45	45
	71-73 Charlesfield		3	3
	Nightingale Brown House		8	8
	Old Stone Bank		13	13
	TOTAL	2,100	2,090	2,065

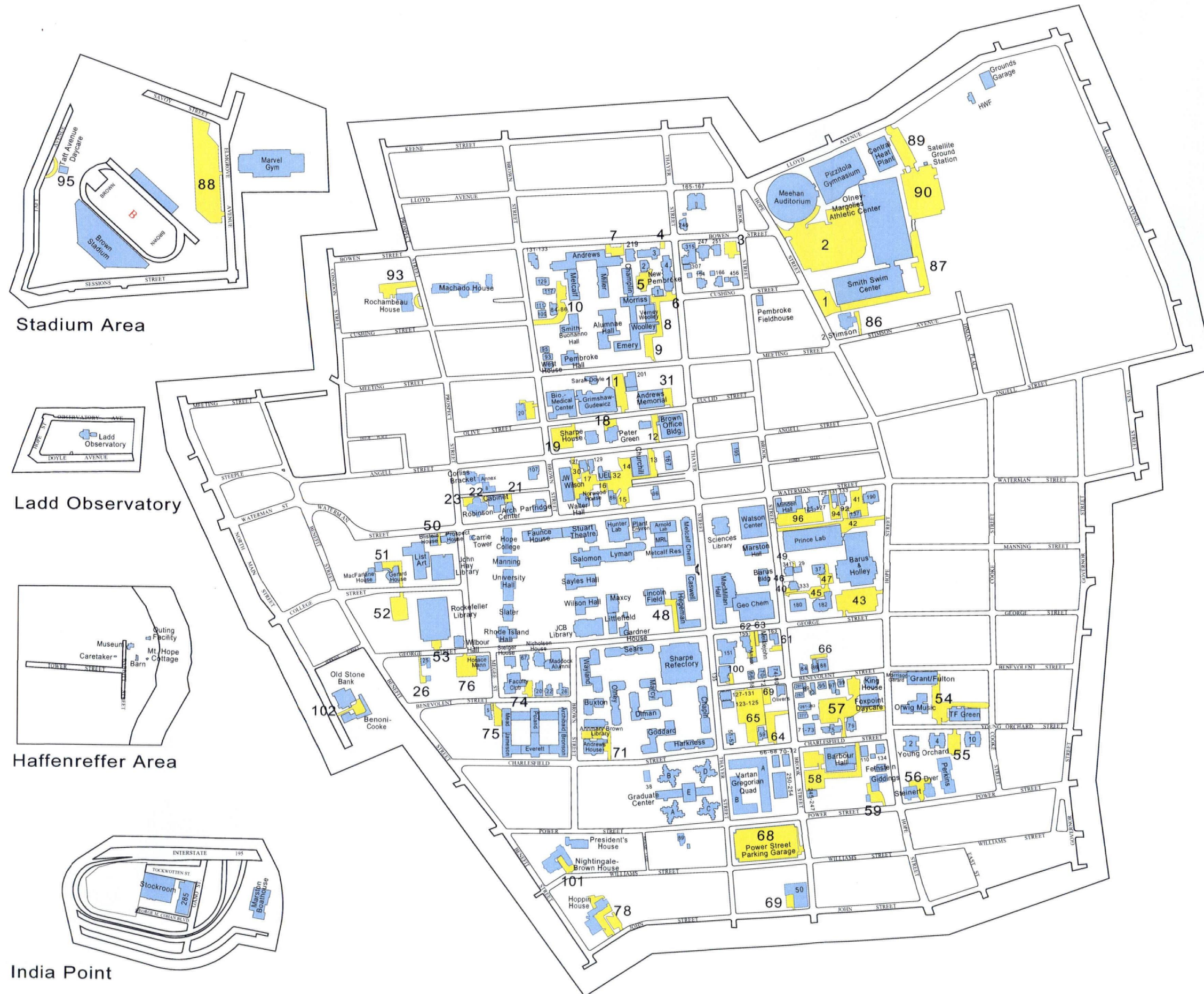
NOTE: Data supplied from the Brown University Parking Office and Rental Properties Office for 1998-99.



Figure 3.10
Brown University
Parking

Master Plan 2000

 Parking Lot



250' 0 250' 500'



In 1987 the Department of Inspection and Standards calculated Brown's "grand-fathered" shortage of spaces based on the 1986 Institutional Zoning Amendment formulas. The agreed upon shortage was based on the total number of staff, faculty, and students on-campus and off-campus and the number of events held at our athletic buildings. The calculations showed a shortage of 931 spaces based on the 1986 population of faculty, staff and students and an additional shortage of 1,535 spaces at Marvel Gym and Brown Stadium. This shortage was "forgiven" and the existing 1,838 spaces in 1987 became the University's baseline requirement.

Brown currently has a recorded (calculated) surplus of 75 spaces mainly due to the construction of the Power Street parking structure. The calculated surplus, per the City of Providence Zoning Ordinance, is shown in Table 3.10.

Table 3.10
Education Facilities Parking Work Sheet

	1995 Count	2000 Count	1995 Space Requirement	2000 Space Requirement	1995	2000
A. Full time employees and approved vacancies (Largest in attendance at any work shift and reducing faculty working off-campus)	2,921	2,769	2,921/3=	2,769/3=	974	923
B. Number of non-commuting students on campus	4,746	4,700	4,746/8=	4,700/8	593	588
C. Number of commuting students on campus	2,731	2,820	2,731/2=	2,820/2	1,366	1,410
D. Number of seats in auditoriums, swimming pools, gymnasiums	*	*	*	*	*	*
Sub-total of required spaces					2,932	2,921
Number of available parking spaces					2,101	2,065
Shortage					831	856
1986 grandfathered shortage - main campus					931	931
Parking surplus					100	75
E. Stadium					1,700	
Parking spaces at Stadium					165	
Grandfathered shortage at Stadium and Marvel					1,535	

* Satisfied because of availability of parking at time of scheduled events (DeConti letter dated April 3, 1987 on file in the Providence Department of Inspections and Standards)

NOTE: Data supplied by Brown University's Registrar's Office and Department of Human Resources for 2000

In preparation of the construction of a new residence hall which eliminated 169 parking spaces, Brown constructed its first parking structure on the block bounded by Power, Brook, Williams and Thayer Streets. The new structure, which replaced a 200 car surface parking lot, contains 403 parking spaces on two levels. It has brick faced concrete retaining walls with entrances on Brook and Power Streets. The site was not contained within the boundaries of the Institutional Zone at the time of construction and was in the Providence Power Street Historic District. Approvals from the Zoning Board of Review and from the Historic District Commission were sought and obtained in 1987. The design by Seymour Gage Associates, New York, was also reviewed by the Providence Preservation Society and neighborhood groups. It opened for use in 1989.

In 1991 the demand for student overnight parking increased due to the fact that more students are bringing cars to campus. Current policy allows all students to be eligible for a Brown parking space except for members of the Freshman class. This increased need has been satisfied by assigning parking in the lot at the stadium, arranging for a passenger van to travel between the main campus and the stadium, and posting of a guard at that lot. This 165-space lot had always been available for parking, but because of its distance from campus and the lack of demand, it was not used except for sporting events.

The requirements of the existing Institutional Zoning determine parking needs based on the number of students, faculty and staff and not on the size of the buildings. The University does not expect to have a net increase in the number of students, faculty, and/or staff over the next five years. Although the University has a calculated surplus, 165 parking spaces are at some distance from campus (at the stadium), and there is a continuing demand to provide closer-in spaces. It is not anticipated that there will be any large net new demand for parking.

However, in the face of many competing uses, including the demand for open space, the current practice of having 80% of all parking in the form of surface level parking lots will become a luxury the University cannot afford. The Hillier Group has been commissioned to review available sites for a new garage capable of increasing the available parking by 200 – 300 spaces. As part of this strategic facilities plan, they will be developing a campus-wide study that considers the construction of one or more multi-story parking garages. Once a garage is constructed, it would give the University the option of redeveloping a number of the smaller parking areas into landscaped areas or walkways.

On an annual basis, the University issues a Parking Information Booklet. It is the intent of the University to fully enforce all University parking regulations which are detailed in this handbook.

The interim parking area on Thayer Street between Charlesfield and Benevolent Streets that was approved in Amendment #1 to the Master Plan in July of 1995, was suspended with the construction start of the Watson Institute of International Studies in the Spring of 2000. Existing Lot #3 (Brook & Bowen Streets) will be expanded to replace Lots #11 (adjacent to 60 Olive St.) and #31 (adjacent to 201 Meeting St.) that will be removed due to construction of the Life Sciences Building. The net result of this expansion will be 12 additional spaces.

L. Campus Landscape & Open Space

As an urban institution, located at the edge of the College Hill Historic District, Brown University has made concerted efforts to sustain and enhance its sense of place, particularly campus landscape. Since 1986, over \$2.0 million has been expended for trees, plantings, paving, benches, outdoor sculpture, lighting and related improvements.

The Master Plan concept continues to be organized around a strong system of pedestrian links and spaces. Landscape and open space projects which have been accomplished since 1986 are shown in Fig. 3.10 and include the following:

1. Landscaping Projects

- The Wriston Quad courtyards were replanted and renewed. In 1998, an irrigation system was installed throughout the Quadrangle area.
- Manning Walkway spanning between Thayer and Brook Streets replaced a section of the former Manning Street. The work completed in the spring of 1990 included new pavers, trees, shrubs, grass and benches. This area was redone in 1999 with the completion of the new W. Duncan MacMillan Hall. New work items included site lighting and an irrigation system. This major east-west pedestrian walkway links the College Green and Lincoln Field with the sciences complex to Barus and Holley.

- Inclusion of a covered walkway as part of the new Grimshaw-Gudewicz Building, maintaining a major north-south artery, often referred to as the Pembroke Walkway, connecting the Pembroke campus to the main campus. This portion is located in the block between Olive and Meeting Streets.
 - The portion of the Pembroke Walkway, between Angell and Olive Streets along the east side of the Peter Green House (142 Angell Street) was redone. The work consisted of concrete paving, brick pavers, elimination of the grassed slope through the use of stone walls and steps, benches, plantings and an integrated irrigation system. Upon completion, this portion was renamed the McLoughlin Walkway.
 - The Swearer Walkway between Salomon and Sayles Hall and between Sayles Hall and Wilson Hall included benches, new trees, paving, shrubs and grass. In 1997, a bench was dedicated to the Lima family, long-time residents of Benevolent St. and neighbors of the University.
 - With the completion of the new addition to the John Carter Brown Library (Caspersen Building), the University was able to redesign the major pedestrian linkage between Leeds Theatre in Lyman Hall and the Library to Wriston Quadrangle and beyond. This project included realignment and widening of the walkway, planting of trees, shrubs and grass and the addition of new sitting walls near the Class of '26 garden. This project was completed in the summer of 1991.
 - With the demolition of several structures along the south side of Benevolent Street and one on the north side (62-64 Benevolent), an existing parking lot was expanded and landscaped and a new park for quiet relaxation and reflection was created where the building at 62-64 once stood. This serene setting received trees, shrubs, grass, paving, benches, lighting and irrigation.
 - Along with the housing restoration projects, significant landscape improvements were made to the Keeney Quad and Wriston Quad courtyards, area surrounding the New Pembroke dormitories and Perkins Hall. These projects included new lighting, planting and benches.
 - A new landscaped entrance to the Andrews Hall Function Room (formerly Andrews Dining Hall) was created for public events.
 - A major landscaping project vastly improved the looks of the Ladd Observatory when the tenement house at 206 Doyle Avenue was removed. This work, awarded by the Providence Preservation Society, consisted of new walks, plantings, parking areas for both cars and bicycles and handicap access to this classic landmark, which is open to the general public.
2. Several new irrigation systems have been installed campus-wide, inclusive of:
- The Front Green
 - Main College Green
 - Lower Green (Lincoln Field)
 - Brown Stadium
 - Ladd Observatory
 - GeoChem/MacMillan Hall
 - Orwig Music Building
3. Other landscape and/or site improvements include the restoration and installation of various gates; the placement and siting of sculptures; security lighting at various locations around the campus; and the installation of grandstand and bleacher seating at the athletic fields.

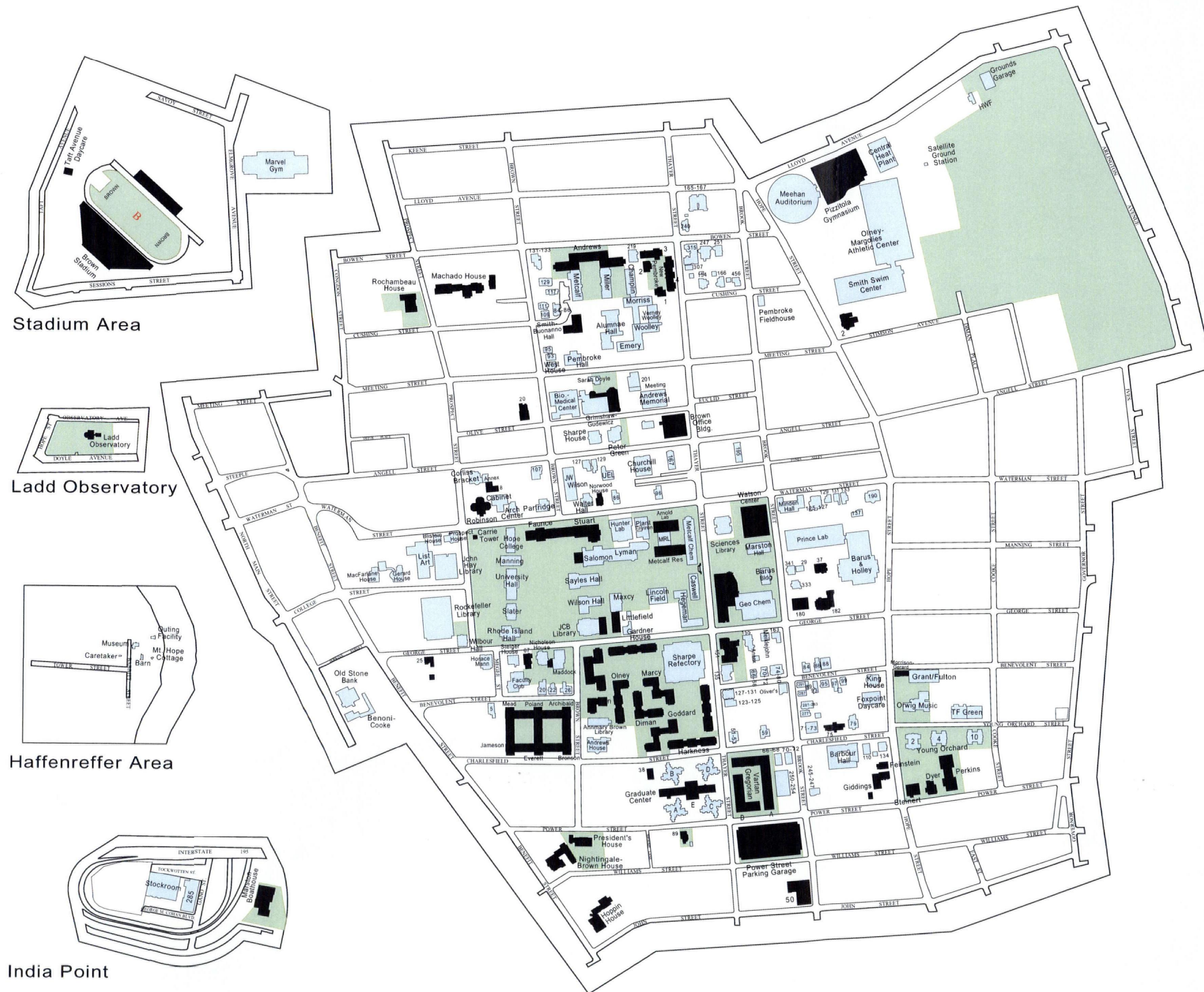
- Field lighting was installed atop the Olney-Margolies Athletic Center to permit nighttime usage of the rooftop practice field.
 - The Van Wickle Gates and the Hope College Gate entering the main campus have been restored in recent years; as have the two gates into Wriston Quad, one being the gate at George Street adjacent to Sharpe Refectory and Sears House and the other at Thayer Street between Chapin House and Harkness House. In addition, the new Saunders Gate was installed at Charlesfield Street adjacent to Goddard House.
 - The War Memorial consisting of sculptures, benches and plantings was installed on the lower end of Lincoln Field inside and west of the Memorial Arch. A bust of Antonio Machado was installed outside the entrance to Machado House and the sculpture “America One” was installed on the plaza of the Watson Center for Information Technology. The “Bronze Bear”, formerly residing in front of Marvel Gym, was brought to the main campus and re-installed on the main green between Faunce House and Salomon Hall.
4. Projects currently under construction include the reworking of the parking area east of Brook Street which will transform the former Manning Streetscape into an extension of Manning Walkway and become the primary entrance into the Barus & Holley/Prince Engineering complex following completion of the new Barus & Holley addition. Both the former Carr House addition for the English Department and the new Watson Institute for International Studies will necessitate new landscaping and associated appurtenances.
 5. Future possible projects impacting landscaping and irrigation in the near term and up to five years out include Rochambeau House, Vartan Gregorian Quadrangle, Corliss-Brackett House and Annex, Brown Stadium, Sciences Library and the Watson Center for Information Technology.



Figure 3.11
Brown University
Construction,
Renovation and,
Landscape Projects
Since 1986

Master Plan 2000

- Landscape Project
- Building



M. Energy

Brown University has continued to work on modifications and improvements for energy conservation. The University participates in New England Electric System's Conservation and Load Management Program which provides technical support and rebates for energy-efficient measures adopted. Recent new construction and renovation projects have typically reduced energy consumption and load to 30% better than baseline code standards. The University integrates recycling collection systems throughout the buildings and campus landscape. Water conserving fixtures are installed that meet or exceed Plumbing Code standards. The University is cooperating with Federal and State incentive programs to reduce employee vehicle traffic.

4. Master Plan Accomplishments

A. Overview

Since 1986, the year that Providence Zoning first required submission of a Master Plan to the City, the property owned by Brown has minimally increased from 137 acres to 143 acres.

During this fourteen-year period new and remodeled facilities and buildings, landscape projects, energy, and infrastructure improvements have been achieved. A complete list of these changes is summarized below and is shown with their costs in Table 4.1 and in Figure 3.10.

Table 4.1
Major New Construction and Building Additions Since 1986

New construction	Completion Year	Project Cost	Use
Watson Center for Information Technology	1988	13,500,000	Academic
Salomon Center for Teaching	1989	4,900,000	Academic
Pizzitola Sports Center	1989	8,800,000	Athletics
Power Street Parking Garage	1989	2,500,000	Support
Grimshaw-Gudewicz Medical Building	1989	14,000,000	Academic
Caspersen Building (John Carter Brown Library Addition)	1990	5,400,000	Library
151 Thayer Street Addition (Mathematics Department)	1990	1,900,000	Academic
Thayer Street Quadrangle	1991	17,550,000	Housing
Ladd Observatory Addition and Grounds	1998	760,000	Academic
W. Duncan MacMillan Hall	1998	30,000,000	Academic
Total Cost for New Construction and Additions		99,310,000	

Major Renovations Since 1986

Completed Projects	Completion Year	Project Cost	Use
37 Marining Street (Applied Mathematics)	1984-88	355,000	Academic
Metcalf Research Laboratory (Cognitive & Linguistics)	1984-88	1,460,000	Academic
2 Stimson Avenue (International Studies)	1985-86	300,000	Academic
130 Hope Street (World Hunger Program)	1985-87	180,000	Academic
67 George Street (Public Policy)	1986-87	250,000	Academic
75 Charlesfield Street (Police and Security)	1986-87	194,000	Support
Graduate Center, Building E (Graduate School Admin.)	1986	243,000	Support
Brown Bookstore	1988	425,000	Bookstore
84 Prospect Street (French & Hispanic Studies)	1988	1,300,000	Academic
Orwig Music Library	1988	1,200,000	Libraries

Major Renovations Since 1986, Continued

Completed Projects	Completion Year	Project Cost	Use
Stadium	1983-88	1,130,000	Athletics
Faunce House (Student Activities)	1987-89	3,800,000	Student Activities
8 Fones Alley (Financial Aid Office)	1989	400,000	Administration
182 George Street (Applied Mathematics)	1989	580,000	Academic
Brown Office Building (General Administration)	1989	465,000	Administration
180 George Street (Applied Mathematics)	1989	600,000	Academic
Faunce House Post Office & Underground Pub	1989	1,250,000	Student Activities
Solar Lab. for Infant-Toddler Center	1989	90,000	Support
151 Hope Street (Music)	1990	450,000	Academic
Brown Bookstore	1990	317,000	Support
Robinson Hall (Economics)	1990	2,100,000	Academic
82 Waterman Street (American Civilization)	1990	220,000	Academic
Grimshaw-Gudewicz (Biomedical Containment Lab)	1990	310,000	Academic
Littlefield Hall (Housing)	1991	917,000	Housing
Perkins Hall (Housing)	1991	2,261,000	Housing
New Pembroke Dormitory (Housing)	1991	2,857,000	Housing
Keeney Quadrangle (Housing)	1991	8,363,000	Housing
Faunce House Theatre (Theatre Speech & Dance)	1993	3,300,000	Academic
Brown Bookstore	1993	2,000,000	Support
Maddock/Nicholson Connector (Alumni & Public Relations)	1993	567,000	Administration
Arnold Lab (Biomedical Administration)	1993	382,000	Academic
Dyer House (Race & Ethnicity)	1994	525,000	Academic
Wriston Quadrangle Phase 1 (Housing)	1994	11,351,000	Housing
Andrews Hall Phases 1 and 2 (Housing)	1994-1995	11,821,000	Housing
Marston Boathouse (Athletics)	1994	1,700,000	Athletics
Wriston Quadrangle, Phase 2	1996	15,400,000	Housing
Blue Room/Campus Market Faunce House	1996	750,000	Food Service
Wilbour Hall	1996	900,000	Academic
29 Manning Street	1996	250,000	Academic
King House	1996	515,000	Housing
Prospect House	1997	1,400,000	Academic
Young Orchard Apartments	1997	3,251,000	Housing
Medical Research Laboratory	1998	3,100,000	Academic
Manning Chapel Exterior	1998	785,000	Academic
J. Walter Wilson Mechanical	1998	1,850,000	Academic
190 Hope Street Exterior	1998	370,000	Academic
Barus and Holley Mechanical	1998	730,000	Academic
Rockefeller Library Hecker Center	1998	500,000	Library
Geo-Chem Laboratory Mechanical	1998	4,200,000	Academic
Peter Green House	1999	690,000	Academic
Smith-Buonanno Hall	2000	6,100,000	Academic
Total Cost for Major Renovations		104,454,000	

B. New Construction

There has been considerable construction activity and improvements to facilities since 1986. The following is a brief description of some of the major new facilities completed:

- **Watson Center for Information Technology**

A 100,000 sq. ft. five-story building on the corner of Waterman and Brook Streets, designed by the architectural firm Cambridge Seven Associates, unites the University's high-technology services in a single facility. The Center contains the Computer Science faculty, the mainframe center, user services, computer store, state-of-the-art language labs, work-station classrooms and electronic lecture halls. The building opened in spring of 1988.

- **Salomon Center for Teaching**

While preserving the historic front facade of Rogers Hall on the main College Green, the rear section of the building was demolished to make way for a major renovation and addition. The new building, renamed Salomon Center for Teaching, was designed by the Boston architectural firm of Goody, Clancy & Associates in a style reminiscent of Victorian Gothic, to be consistent with Rogers Hall which was built in 1862 as the chemistry building. The new Salomon Center contains a new 576-seat auditorium, a 222-seat lecture hall and several classrooms totaling 20,200 square feet. The building opened in spring of 1989.

- **Pizzitola Sports Center**

The Paul Bailey Pizzitola Memorial Athletic Center was constructed on a site at the Erickson Athletic Complex site (formerly Aldrich Dexter Field) between Meehan Auditorium and Olney Margolis Athletic Center. The new building provides an intercollegiate court for men's and women's basketball, volleyball, and gymnastics with bleacher seats for 2,500 spectators. In addition it houses two practice courts, a weight room, a wrestling room, squash courts with spectator seating for 200, four tennis courts on the upper level and a room for gymnastics. It consolidated all coaches' offices from Marvel Gym, which is now used only for storage. The architect of this 99,000 sq. ft. building was the Eggers Group from New York City. Pizzitola Sports Center was occupied in the spring of 1989.

- **Grimshaw-Gudewicz Medical Building**

The architects, Shepley Bulfinch Richardson & Abbott from Boston designed a six-level, 47,000 sq. ft. building which wraps around the east and north sides of the existing BioMedical Complex between Olive and Meeting Streets. This new addition provides laboratories, offices, animal care facilities and two classrooms. It was occupied in fall of 1989.

- **151 Thayer Street Addition**

The building at 151 Thayer Street was vacated in June 1988 when the Computer Science Department moved to the new Watson CIT building. This provided an opportunity to move the Mathematics Department from substandard and crowded space in Howell House to new offices. A 6,000 sq. ft. four-story addition to the Kassar-Gould building at 151 Thayer St. was constructed to serve this purpose. The entire complex now contains just under 20,000 sq. ft. The new addition was designed by William Kite Architects of Providence. The Mathematics Department moved to their new quarters early in 1991.

- **Casperson Building**

A new addition to the John Carter Brown Library on the main College Green was dedicated in September of 1991. This 14,000 sq. ft. four level addition was designed by Hartman-Cox Architects of Washington, D.C. It consolidates the special collections, provides an increase in work places in the library for scholars and other users, and generally relieves overcrowding in support areas. In addition, new environmental controls were installed to protect the collections. The new construction doubled the size of the existing library.

- **Vartan Gregorian Quadrangle**

A new residence hall was constructed on two-thirds of the block bounded by Charlesfield, Brook, Power and Thayer Streets, the block directly to the north of the Power St. Parking Structure. The New York City architects, Davis Brody & Associates designed a mostly four-story, 129,000 sq. ft., two-building complex which forms a landscaped quadrangle. The buildings contain 300 student beds and 24 guest rooms for University visitors on the 5th and 6th floors facing Charlesfield St. The complex also contains a 200 seat snack bar known as "Josiah's" on the ground floor of Building A. A larger project was envisioned which would have incorporated commercial space on Brook St. but this scheme faced considerable neighborhood opposition and was turned down by the Zoning Board in 1987. Since the site is located within the Providence Historic District, approvals were obtained from the Historic District Commission. The complex was occupied in the fall of 1991. The complex was renamed the Vartan Gregorian Quadrangle in 1999.

- **Marston Boathouse**

The Brown University Boathouse property was purchased in 1966 and converted to a crew facility for the University's rowing team. It is named in honor of Hunter S. Marston, a devoted Trustee. The property fronts the Seekonk River and is accessible from India Street, off the end of Ganong Street. The intent of the project was to provide improved and additional exercise space for men and women crew members, renovated locker and shower room facilities and correction of some fire/safety code requirements. The building was repainted inside and out. Other improvements included: a new elevated deck and balcony, improvements to existing maintenance shop, boat storage and rowing tank and added ventilation in the maintenance shop, new equipment for existing maintenance shop including chemical hood for paint and a new sink, sloped roof and roof structure for the cannery building. The budget for the project was \$1.7 million. The architect is RE Dinneen Architects & Planners.

- **Ladd Observatory Addition and Grounds**

A new thirty-eight foot tall brick stairway and elevator tower was constructed in 1997 at the 107-year old Ladd Observatory, to provide accessibility to all levels of the building, including the roof observation deck. The removal of the building at 206 Doyle Avenue allowed a landscaped park with lighted walkways to be built and provides a clear view of the observatory from the corner of Hope Street and Doyle Avenue.

- **W. Duncan MacMillan Hall**

A new 75,000 sq. ft. undergraduate sciences building designed by Koetter Kim Associates, was built on Thayer and George Streets, adjacent to the GeoChem Building. The building serves as the new home of chemistry, geological sciences, and environmental sciences and has two large lecture halls designed for video conferencing and numerous state-of-the-art teaching labs, classrooms, meeting rooms and specialized research labs. The facility is also environmentally friendly: workstations in teaching labs are individually vented and powered, specially designed blinds and sensors ensure maximum use of sunlight, and heat exchangers reclaim heated air and water that are then recycled through the building. The building opened in the summer of 1998.

C. Renovations

Since 1986 there have been over 50 major renovation projects. There has been a major emphasis on restoring and recycling some of Brown's smaller historic structures. A list of the renovation projects and their costs appears in Table 4.1. The most important projects are described below:

1. Renovations for Academic Use:

- 130 Hope St. for the World Hunger Program (1985-87): Conversion of a 2 1/2 story building, ca. 1917, for a new program which studies all forms of hunger, including large-scale famines and shortages covering entire regions. The renovations took place in two phases.
- 67 George St. for the Taubman Center for Public Policy (1987): Conversion of an 1821-24 building which was originally designed by John Holden Greene; the renovations provide offices for the center which is designed to improve the student's appreciation of the role of private sector organizations in governing society and to improve one's understanding of the impact of government on private sector performance.
- 84 Prospect St. (Rochambeau House) (1988): Renovations to the former Mary Elizabeth Sharpe House, built in 1928 in French 18th century style; the conversion from a single family residence provides offices for the faculty, staff and graduate students in the departments of French and Hispanic Studies.
- Renovations to Orwig Building at 1 Young Orchard Ave. and a 2,000 sq. ft. addition (1988): The project provided space to house Orwig Music Library, including the Neiman Archives Collection and renovated parts of the original early 20th century mansion.
- 180 George St., the former Computer Center (1989): Building, originally designed by Philip Johnson in 1959, was renovated for the Applied Math Department after the move of the computer and related staff to the CIT Building.
- 151 Hope St. (1990): Renovations to a small corner building, ca. 1945, which originally served as a stable; renovations provide music practice studios for the Music Department.
- Robinson Hall (1990): Renovations to the 1878 Victorian Gothic building for the Economics Department. The project, which is located in the local historic district, included exterior waterproofing and repairs, rewiring and a new heating system.
- 82 Waterman (1990): Renovations to the basement for offices for the American Civilization Department. This building was built ca. 1857.
- Biomedical Containment Laboratory (1990): Renovations to the Grimshaw-Gudewicz Building for aids research.
- Stuart Theatre (1993): Renovations of the 15,000 square foot auditorium, lobby and theater-related spaces included the addition of a small balcony, a new Scene Shop located behind the stage, an orchestra pit and a trap room, improvements in the acoustical quality of the room, sight lines and all new seats.
- Arnold Lab (1993): Renovations to the building at 93 Waterman Street for biomedical offices and laboratories.
- Governor Dyer House at 150 Power Street (1994): Former home of two Rhode Island governors, once a dormitory for Bryant College and then Brown, built in 1822, was renovated as office space for the Center for Race and Ethnicity.
- Wilbour Hall (1996): Interior renovations at 2 Prospect Street for fire protection and wiring upgrades. The building houses the departments of History, Math, Egyptology and English.
- Prospect House (1997): Interior renovations at 36 Prospect Street for fire protection upgrades, handicap access, wiring upgrades and mechanical upgrades. The building houses the Department of Political Science.

- Medical Research Laboratory (1998): Repair or replace roof, replace defective hood exhaust fans, install new Fan Coil units to supply both a/c and heating, correct problems with existing make up system, replace 30 year old chiller for basement animal rooms.
- Rockefeller Library Hecker Center (1998): Construction of an electronic training room, three private offices, electronic reading area and microfilm storage.
- Peter Green House (1999): The building at 142 Angell was constructed in 1890 and houses the Department of History has undergone a complete interior and exterior restoration. The project added two new offices and one bathroom. The ground floor, lobby, and conference room were newly furnished including new oriental rugs. All new heating, cooling, and electrical systems were installed throughout the building and bookshelves were added to all offices.
- Smith-Buonanno Hall (2000): The renovation of the former Sayles Gymnasium on the Pembroke campus created nine new classrooms for the Brown University community. The building upgrade included the latest audio-visual equipment and integrated lighting systems. The historic exterior has been fully restored– with a new East entrance at grade, and the South entry has been made accessible. The program includes a seminar room which seats twenty, five flexible classrooms for thirty to forty students, a tiered classroom for forty-eight students, a future teleconferencing/classroom for thirty-five students, a lecture hall for one hundred and thirty-two students, a Media Services office, and a common space with seating to accommodate community interactions. The project was completed in January 2000.

2. Renovations for Student Life and Student Services

- Faunce House (1987-89): A multi-phase project for student activities, Blue Room Snack Bar, Post Office and the Underground Pub.
- 8 Fones Alley (1989): Renovations to convert the building to offices for the Financial Aid Office. The relocation of the Financial Aid Office from Brown Office Building to this location which connects to the Admissions Office at Corliss Brackett House was made to improve the efficiency of both operations.
- Littlefield Hall, Perkins Hall, New Pembroke 1, 2,3, and 4, and Keeney Quad (1991): Restoration of four major freshman dormitories at a cost of \$14.4 million.
- Sharpe Refectory (1991): Refurbishment of the main campus dining hall.
- Wriston Quad (1994): Renovations to five of the nine buildings in Wriston Quad (Diman, Olney, Goddard, Marcy, and Harkness).
- Andrews Hall (1994-95): Renovations to the dormitory at 211 Bowen Street in two phases during the summer months.
- Wriston Quad, Phase 2 (1996): Renovations to the four remaining buildings in Wriston Quad (Buxton, Sears, Wayland and Chapin).
- King House (1996): Roof repair and replacement, gutter system replacement, window replacement and repair, exterior brick repointing, foundation repairs, ceiling tile replacement and reconfiguration of the kitchen to accommodate 29 students.
- Young Orchard Apartments (1997): Renovations to the three building apartment complex to maximize building efficiency, modernize building systems and provide ADA compliance.
- Blue Room/Campus Market Faunce House (1999): Renovations of the Blue Room and campus market facilities including furniture, new kitchen equipment, a dumb waiter and air conditioning.

3. Other

- 48 Taft Ave. (1989): Renovations to the former Solar Laboratory for the new Infant-Toddler Center for children of Brown's employees under the age of three.
- Brown Bookstore (1990 and 1993): Renovations and addition to the Bookstore in the basement, first floor and mezzanine levels.
- Maddock/Nicholson Connector (1993): A new stairtower and office section connecting the two buildings on George and Brown Streets.

D. Accessibility

Brown has continued to make progress in the area of making our buildings accessible to the mobility impaired. Since 1986, major accomplishments include:

- Opening of Salomon Center for Teaching which is completely accessible, and renovations to two major auditoriums for accessibility. W. Duncan MacMillan Hall was completed in the summer of 1998 and is completely accessible.
- Construction of two completely accessible academic buildings for Computing and BioMed, and an addition to an existing academic building for Mathematics which makes the entire first floor of the new and existing building accessible.
- Renovations to academic buildings for American Civilization, Art, the Center for Race and Ethnicity, Economics, French & Hispanic Studies, Music, Psychology and classrooms.
- Renovations to student life buildings, including Faunce House, Perkins, and Keeney Quad, Wriston Quad, Andrews Hall, and Young Orchard Apartments. Construction of the new Thayer St. Quad which is completely accessible.
- Two library renovations
- Adding a stair and elevator tower to the Ladd Observatory.
- Two theater renovations—Stuart Theatre and Churchill House.
- Construction of a completely accessible athletic building and renovations to the Boathouse allowing wheelchair access.
- Financial Aid Offices moved and made accessible.
- Accessible Daycare Center opened.
- Accessibility for Wheelchair Users Map showing recommended routes, accessible buildings, toilet facilities and wheelchair lifts (See Figure 4.1).

E. Summary

Brown University's buildings and grounds are architecturally attractive, functional and seemingly immutable. They are, however, periodically subject to modifications in response to evolutionary changes in academic programs, research, space assignment and utilization policies, and general age and obsolescence. The pace of change is governed by carefully determined institutional priorities, and the availability of funding, including alumni support, government grants, and philanthropy.



Figure 4.1
Brown University
Campus Accessibility Guide

Master Plan 2000

- Full Accessibility
- Partial Accessibility



250' 0 250' 500'



5. Campus Planning

A. Governance and Framework

There are two premises pertaining to the goals and objectives of campus planning at Brown University. The first is that the foundation of campus planning objectives is at all times the broader educational and institutional goal of the University as expressed in Chapter 2. These broad goals come under the governance of the Brown University Corporation, its officers, trustees and fellows. The second premise on which any physical developments must rest is the necessity to be cognizant of the special collections of buildings and landscapes that Brown has assembled, recognizing the unusual age and richness of so many of these facilities, and the need to preserve these unique assets.

The specific University committees responsible for physical plant oversight are as follows:

The Corporation Committee for Facilities and Design makes recommendations to the Corporation on all matters relating to the physical and aesthetic development of the University including the protection and maintenance of the existing physical plant, campus planning, the need for new facilities, the siting of projects, landscaping, major renovations, demolition, physical resources management and land acquisition and sales. It considers and approves construction management procedures, selection of architects, facility programming and design and methods of bidding.

The Provost's Space Committee which develops space use policies and procedures for the University and allocates and reassigns space based on demonstrated academic, administrative or service department needs, is chaired by the Provost with representatives from the offices of the Provost and the Senior Vice President for Finance and Administration, including staff from the Registrar's office, the Development Office, Community and Government Relations Office and the Department of Facilities Management.

The Campus Planning Committee brings together the concerns and ideas of students, faculty and administration to shape, and in turn respond to, studies and plans prepared by staff planners and outside consultants. The Committee also organizes its work cooperatively with other university committees where there are special problems of overlapping interest, particularly on housing. They participate in the selection of Designers and the review of their designs to meet these concerns.

The basic tool used by the University in analyzing space and its utilization is the space inventory system, maintained by the Department of Facilities Management. This computerized system holds the file of over 22,000 University spaces with their physical and assigned attributes, such as departmental assignments, area in square feet, room type, occupancy, physical attributes and other information.

As a nationally important historic institution of higher learning, Brown University assumes the responsibility for maintaining and extending a commitment towards excellence. That responsibility is carried out through collegial decision-making deliberative, consultative and consensual. In addition, Brown University views itself as a major economic base contributor, cultural asset and good neighbor.

B. Planning Assumptions

Most of the assumptions stated below are not physical in nature, but have a profound impact on Brown's long range physical plan.

1. Brown University will remain a private institution of higher education dedicated to teaching and research.
2. There will be no major change in the administrative structure of the University.
3. There is no assumed change in the total population of the University and its basic composition. The numbers of faculty, students and administrative staff will basically remain the same. However, the University will continue to address new areas whose importance might not be evident now, but which might become apparent during the next ten years.

4. Financial resources will continue to be scarce. A strong commitment to allocate funding to take care of the backlog of deferred maintenance for core University buildings will continue throughout the next decade. The cost of new construction and renovations to existing buildings will remain high.
5. The general location of the University on the East side of Providence will remain the same.

C. Physical Development Goals

The following ten-year planning goals for the 2000 Master Plan have been identified:

1. Provide for an efficient use of land and for orderly change and expansion, recognizing that its own physical development and the physical development in its environs are intertwined.
2. Pursue contiguous land holdings, primarily in the Institutional Zone.
3. Design building renovations and new construction to incorporate future adaptability.
4. Provide University buildings which are accessible, safe, comfortable and stimulating to learn and work in. Create or maintain space which can be used intensively and efficiently.
5. Review all off-campus leased property activity for possible relocation to Brown owned property.
6. Provide a system for continuous review of building systems for component or system replacement and modernization.
7. Conserve energy usage and expenditures.
8. Carry out building demolition only when deemed essential and after a thorough review.
9. Improve landscaping, especially along major pedestrian walkways. New yards should be created wherever possible and existing ones should be improved and maintained.
10. Establish appropriate pedestrian movement patterns and clarify campus arrival points through appropriate signage.
11. Continue the implementation of a uniform signage program on campus to identify campus buildings.
12. Discourage vehicular traffic, including the University's own service vehicles, through any of the campus greens.
13. Explore options to consolidate campus parking into larger parking structures so that smaller lots can be landscaped.
14. Identify and map all outdoor sculpture on campus and develop a policy for accepting and locating new outdoor works of art.
15. Cooperate and encourage efforts with the Thayer Street Business Association, landlords, merchants and City officials to invigorate and improve Thayer Street.
16. Encourage transportation alternatives, including increased use of public transportation that would decrease the demand for on-street parking.

D. Planning Process and Needs Assessment

From 1961-72 Brown employed the architectural firm of Sasaki, Dawson, Demay Associates, Inc., as consultants in developing a master physical plan of the University. More recently, Dober, Lidsky, Craig and Associates, Inc. of Belmont, Massachusetts, has served as campus planning consultants.

In 1981, Dober conducted a detailed study of Brown's needs and future policy for the east portion of its campus, the area east of Thayer Street and south of Waterman. The "East Sector Plan" was the result of this effort. Essentially, the plan has zoned the section into six policy areas each having a decreasing level of university activity. Under this long-range development plan, Brown would consolidate its major academic and residential buildings. The Plan was accepted by both Brown University and community groups.

In 1983 a similar study was carried out for the University's northern sector, the area roughly bounded by Waterman, Congdon, Lloyd and Arlington Streets. The 33-block area includes portions of Wheeler School and Rhode Island School of Design as well as Brown's Medical School, the Pembroke campus and the entire athletic complex and playing fields.

These two sector plans were presented to City officials and to the community at the time they were adopted by the University. The majority of these two sector plans has been incorporated into this document in Chapter 6.

The campus planning priorities, as were those preceding them, are based on programmatic considerations and careful physical planning analyses. The programmatic content reflects discussions held with representatives of various campus constituencies, faculty, students and administrators, and the University committees responsible for instruction, organized research, academic support, student services, institutional support, physical plant, external affairs, campus planning and the University's senior administration.

Physical planning studies have encompassed land use, building use, landscape feature, pedestrian circulation, utilities, campus and community, design features and zoning and development trends in particular campus sectors and in the wider environs. Earlier development schemes and proposals were also examined, evaluated and factored into the present statements.

In 1999 a new initiative toward improving planning was begun. The Hillier Group, a planning and design firm from Princeton, New Jersey, was selected to assist the University with Strategic Facilities Planning, as follows:

- To review the university's current Master Plan and to make recommendations to strengthen the plan;
- To review current processes relating to campus planning and to make recommendations to strengthen same;
- To coordinate meetings with various campus stakeholders – corporation, administration, faculty, students and staff – to determine immediate and long term space needs.

Throughout the next year, The Hillier Group will be working with the Office of the Provost and the Facilities Management staff to implement the results of this analysis.

E. Facilities Capital Objectives

The administration of the university undertook a strategic planning effort in 1997, which resulted in the creation of various task forces to address specifically identified issues that confront the university at the start of the new millennium. One of these task forces, the Task Force on Business Practices and Administrative Operations, recommended a review of planning processes in order to guide facilities utilization.

The President of the University requested the development of a comprehensive planning process which will integrate academic, financial and facilities planning. One initiative towards this goal is the Capital Project Planning Process, an "All Call"

procedure for submission of facilities projects. This initiative makes the assumption that each senior officer is able to identify the projects which meet or support academic priorities of the institution.

This process will enable the selection of projects that provide the greatest merit for the university as a whole. It will provide an opportunity to evaluate all requests for projects in relationship to one another and, therefore, to make the assignment of overall priorities somewhat easier. This "All Call" process will attempt to level the playing field and define a procedure for requesting projects for improvements, renovations and new construction throughout the campus. It will attempt to understand community members' needs, wants or desires in relationship to the University's academic priorities.

The integrated planning process defines how projects are developed. The process involves both the capital and operating budgets of the University, with the interaction of the Corporation, the President and Provost, Development, the CFO and Budget Office and five academic and administrative committees. The role of the Advisory Council on University Planning (ACUP) serves as a venue for establishing strategic priorities.

The identification and prioritization of capital projects is developed through identifying the needs within senior officer areas, reviews by the Executive Council and ACUP, consultation with the CFO and Development and approvals through appropriate Corporation committees including Budget and Finance and Facilities and Design. The overall academic plan is developed based on three principles. Those principles are: maintain and enhance Brown's position as an undergraduate institution, identify areas of opportunity in research and graduate education as well as candidates for reduction or elimination, and strengthen medical research and education programs.

It is through this process that University priorities are established and within that framework the focus of both the academic and academic support areas can be defined. Recently, priorities have been established in the following areas:

- Life Sciences Research
- The Library
- Information Technology
- Classrooms
- University Museum
- Performance Center/Concert Hall
- Campus Life/Residence Halls/Dining
- Student Services
- Parking
- Athletics
- Academic Office Space

1. High Priority Academic and Support Projects

The list of high priority projects has evolved over the last five years to include new initiatives in engineering, life sciences, and international studies. These programs have experienced growth in research and technology that have increased their priority at the University. The following projects include many which are already in design or construction:

1. W. Duncan MacMillan Hall

The W. Duncan MacMillan Building was completed in 1998.

2. Carr House, Department of English

The project brings together the English Department and Creative Writing programs, currently housed in four separate buildings, into one central campus site at the corner of Brown and Angell Streets. The scope includes the restoration and adaptive reuse of the former Carr's Restaurant, an addition and a new building across Fones Alley, for a total of approximately 35,000 square feet. The new building and renovated buildings will house forty-five faculty offices, fifty-five teaching assistants' offices, computer rooms, a small theater, a general-use classroom, and administrative offices.

3. Smith-Buonanno Hall

Smith-Buonanno Hall was completed in January, 2000.

Other high priority academic and support projects include the following:

1. Barus & Holley Engineering Addition

The addition to the Barus & Holley Building houses teaching spaces for the Division of Engineering, including various teaching laboratories, a large computer laboratory and a sixty-person auditorium. The addition will be a two-story structure totaling approximately 16,816 gross square feet, aligning with the basement and first floor levels of the Barus & Holley Building and Prince Laboratory. Situated prominently at the end of the walkway, the building entrance will also be the main entrance to the present and future complex of Engineering and Physics buildings. As part of the project, reconstruction of Manning Street as a landscaped walkway. This walkway will provide universal access to the Engineering and Physics Building complex. The project is currently in the construction phase. The demolition grading, jet grouting for soil stabilization, and utility relocations are completed. Currently the concrete footings and foundations are being poured. Structural steel was erected in late December 1999 and January 2000. Completion is scheduled for July 2000.

2. Watson Institute for International Studies

The new building proposed for the Watson Institute for International Studies will accommodate approximately seventy research offices, two twenty-seat classrooms, two twenty-seat seminar rooms, a sixty-five seat video conference room, and various meeting rooms. It will allow the Institute to consolidate operations currently spread among five buildings and will foster greater collaboration among researchers, accommodate visitors and serve as an international gateway to the community. The proposed building is a three-story steel frame structure with masonry veneer and a glass curtain wall. The interior of the building is organized along a central atrium that spans the length of the building with stairwells at either end and a central ramp from the ground floor to the first floor. Construction began in the Spring of 2000 with completion slated for August 2001.

3. Life Sciences Building

A programming study has been completed for the new Life Sciences Building that incorporates Cognitive and Linguistic Sciences; Molecular Biology, Cell Biology, Biochemistry (MCB) and Neuroscience. The total area for this programming exercise is approximately 180,000 gross square feet. The site is adjacent to the existing BioMedical complex between Olive and Meeting Streets. Construction of the new facility will require removing Andrews Memorial Building (60 Olive St.) the U.S. Post Office Building (201 Meeting St.) and two existing surface parking lots. These lots will be replaced by expanding the existing Lot #3 (Brook & Bowen St.). The Post Office will be relocated to another University building at 302 Thayer St. One alternative site configuration includes the relocation of the Sarah Doyle Women's Center at 185 Meeting St. Design of the facility will begin in the Fall of 2000 with construction completion scheduled for the Fall/Winter of 2003.

4. Facilities Management Building

Construction of the Life Sciences Building adjacent to the existing BioMedical complex requires demolition of the current facilities management building along with other structures. A new facilities management building will be constructed to house offices, trades shops, material control and storage at Lloyd Ave. adjacent to the existing Heat Plant Building. Design is scheduled to start in the Fall of 2000 with construction to be complete by the Fall/Winter of 2001. The preliminary planning for the new facility included the commissioning of a professional traffic engineering firm to address the impact of the traffic on the surrounding streets. Bryant Engineering of Lincoln, Rhode Island, performed the study in May, 2000. Their conclusion stated, "Based upon the analyses, traffic operations on the surrounding roadways and intersections will remain virtually unchanged with the addition of the traffic generated by the development. No reduction in safety will occur due to the development of the site as proposed."

5. New Athletic Fields

New athletic fields are to be developed at the Elmgrove Ave. location following the demolition of the Marvel Gymnasium. This is planned to occur within the next 2 years.

6. In keeping with the University's policy of re-endowment and renewal of core grand old buildings slated for renovation and recycling, the University has identified 9 historic structures, which serve as smaller departmental houses for academic and administrative departments, as priorities renewal. Some of these projects will result from the completion of the three

highest academic projects described earlier. As major projects are completed, buildings are freed up for renovation and reuse. For example, when the new English Department Building has been completed, Horace Mann Building and Blistein House will be available for reassignment. This process of renovating and recycling these buildings will begin a chain reaction of other renovations and departmental moves to more adequate quarters.

The nine buildings specifically identified for fund raising efforts are: 333 Brook Street, Horace Mann House at 47-49 George Street, Andrews House at 13 Brown Street, Blistein House at 57 Waterman Street, Churchill House at 155 Angell Street, Giddings House at 128 Hope Street, Ladd Observatory at 210 Doyle Avenue, Gerard House at 54 College Street and Sharpe House at 130-132 Angell Street.

A concept under study:

The initiative continues at Brown to examine the feasibility of relocating the Haffenreffer Museum of Anthropology from its current location in Bristol, Rhode Island to the City of Providence. A programming effort is currently underway to define the specific requirements of the University's need for a new museum. The Museum's anthropological and ethnographic collection contains over 100,000 objects. The mission of the Museum is to educate Brown University students and the general public, through anthropological research on humankind, about cultural differences and human similarities.

One other concept currently being reviewed by the University is updating the functionality of the Sharpe Refectory.

2. Housing Priorities

Phase 1. The impetus which drove the study producing the "1990 Housing Restoration Plan" arose due to questions from the new University administration, in particular, President Gregorian, who observed significant dilapidation and deterioration in existing campus housing. The study, under the leadership of Arthur Gallagher, Director of Residential Life and guidance of Richard P. Dober, Brown's planning consultant, focused on physical conditions that require early action, causes for such conditions, priorities for remedy, alternatives, and an early action plan. The findings indicated that restoration of all student housing on campus to a reasonable level of condition and appearance is estimated to be \$52 million in spring 1990 dollars.

It is clear that an important first step was taken in the summer of 1991 with the approval and completion of Phase 1 of the Housing Restoration Program which provided major physical improvements in Keeney Quadrangle, New Pembroke Buildings 1, 2, 3, and 4, Perkins Hall in the East Campus and Littlefield Hall at a cost of \$14.4 million.

Phase 2. The University continued with Phase 2 of the Housing Restoration Plan in the summer of 1994 with the renovations to Andrews Hall and Wriston Quadrangle. The cost for this phase was approximately \$23 million.

The administration identified the renovation of Andrews Hall as its highest priority. Andrews Hall had had no major improvements or renovations since it opened in 1946. The building houses predominantly first year students and contains 271 beds. After careful consideration, the renovations to Andrews Hall were divided into two phases due to the extensive renovations and repairs required and the short time period available to accomplish the work. Andrews Hall Phase 1 was accomplished in the summer of 1994. This phase focused on completing the exterior repairs and work required in the basement and sub-basement levels. This phase included renovations to the Function Room (former dining room), a new south side entrance and major landscape improvements.

Andrews Hall Phase 2 was completed in the summer of 1995 and included all the renovations to the student rooms, bathrooms, lounges and kitchens. The major programmatic changes were new floor lounges and kitchens and relocated bathrooms to provide for larger, single sex bathrooms. The large first floor lounges were renovated to provide study space, an exercise room and other social spaces. New bathrooms in the central part of the building where none had existed were created. All new electrical wiring for power, telephones and data were installed in all bedrooms. A new fire alarm system and sprinklers were installed.

Also part of the second phase of the Housing Restoration Plan was the first phase of the renovations to Wriston Quad. Built in the early 1950s, Wriston Quad contains nine buildings (with over 1,000 beds) and houses sophomores and juniors. The Wriston buildings were in dire need of interior refurbishment, electrical capacity upgrading, new furnishings, new fire alarm system and

repairs to the gates, fences and grounds. The five buildings with the greatest need for refurbishment were selected for renovation during the summer of 1994. These buildings were Goddard, Olney, Diman, Marcy and Harkness. The intent of the project was to:

- maximize the efficiency of the existing buildings.
- restore interior and exterior spaces.
- create suites on the fourth floors of the buildings.
- turn double bedrooms into singles where possible.
- create new and improved kitchens and lounges.
- modernize systems and improve the public/common spaces of the buildings.
- provide for ADA (American Disabilities Act) compliance.

For the short term, funding was provided through bond borrowing for Phases 1 and 2 of the housing restoration program (\$35 million).

Future Phases: With the completion of Andrews Hall in the summer of 1995, approximately half of Brown's residence hall rooms are newly constructed or renovated. The remaining four buildings of Wriston Quad were renovated in the summer of 1996. Table 5.2 outlines the Housing Restoration Plan, indicating completed work and identified priorities for future phases. Planned for 2000 is the design for the renovations of the four buildings of the Pembroke Quad (Emery, Woolley, Morriss, Champlin).

F. Major Maintenance Repairs

In 1985 a major study and analysis was conducted of Brown's facilities and the funding history of Plant Operations over the previous two decades. That study, which included documentation of major repair and replacement needs, identified a backlog of deferred maintenance totaling \$75 million. In 1986 the Brown Corporation acted decisively on the evidence presented of a large and growing backlog of increasingly urgent deferred maintenance centering on building deterioration and mechanical system malfunction. The Corporation took the extraordinary step of appropriating \$12 million from Brown's small endowment to be spent over five years as the initial phase of a longer-term program.

During the period of 1986-1991, in excess of \$21 million was spent on the most urgent deferred maintenance priority projects. Despite these efforts, there remains a backlog of urgent needs that is beyond the normal operational capabilities of the University. Therefore, in 1991, Brown, through a combination of bond borrowing and special allocation, moved into the second phase of its deferred maintenance program and approved the expenditure of \$19.8 million to be used for the highest priority projects from 1991 to 1996. These funds have been allocated in a balanced manner among a variety of projects: roofs, facades, structural systems, safety systems, mechanical systems and space upgrades. It is expected that correction of major maintenance problems will continue throughout the decade of the 1990's.

At its meeting in April 1993, the Brown Corporation Committee on Budget and Finance requested that Senior Administration provide an update on the status of Brown University's remaining deferred maintenance backlog. An information gathering initiative resulted in the 1993 Deferred Maintenance Study which included a facility audit of the physical condition of all of the University's 252 buildings (the University had acquired two additional properties since the time of the audit). This was the first facility audit to cover all University buildings.

The findings of the 1993 study include:

The deferred maintenance backlog for Brown's 252 buildings totals \$82.8 million, including \$72.8 million of deferred maintenance in 226 "core" buildings. In total, approximately 14,200 deficiencies were identified.

Of the \$72.8 million of deferred maintenance in core buildings, \$21.9 million was identified as high priority. High priority deficiencies are those that require immediate attention for reasons of life safety, or they should be corrected as soon as possible because they may seriously effect continued facility usage and may cause significant further damage.

Examples of deferred maintenance projects completed within the past five years are as follows:

- Roof replacements at Rockefeller Library, 67 George Street, Graduate Center E, Barus & Holley, Brown Office Building, Maddock Alumni Center, John Hay Library, Walter Hall, and University Hall.
- Classroom upgrades in Barus & Holley, Sayles Hall, Salomon Center for Teaching, Metcalf Chemistry Building, J. Walter Wilson Laboratory, Pembroke Hall, Hunter Laboratory, and Watson Center for Information Technology.
- Upgraded electrical systems in University Hall and the Thomas J. Watson Institute for International Studies.
- Improvements to mechanical systems with the installation of new cooling towers at Rockefeller Library, Olney Margolies Athletic Center, Graduate Center E, Sciences Library, Brown Office Building and Meehan Auditorium, a new pool filtration and chlorination system at Smith Swim Center, new vestibule heaters at Sharpe Refectory and repairs to the turbine turning gear, boiler casings and superheater tubes at the Central Heat Plant.
- Exterior repairs such as the window replacements at Barbour Hall, wood repair and painting at Prospect House, 2 Stimson Avenue, Dyer House, Gerard House and Macfarlane House, the repointing of masonry at Gardner House, Horace Mann and Wilbour Hall, repointing and roof repairs at Slater Hall and portico replacement at Alumnae Hall.
- Interior renovations, including the interior restoration at the Annmary Brown Library, painting, carpet replacement and lighting upgrades at Graduate Center A, Barbour Hall and Churchill House.

G. Proposed Demolition/Building Removal/Parking

The University has made the decision that the majority of deferred maintenance program funding will be allocated towards eradication of the deferred maintenance within core buildings which occupy 96% of the total campus gross square footage. Only minimal deferred program funds will be allocated to the non-core buildings, to cover the costs to correct life safety issues. Within the non-core categorization, there are certain buildings whose usage and condition make them extraneous to the University's mission and thus prime candidates for removal from the University's building inventory.

In 1996, Howell House, Richardson Hall and 15 Manning Street were demolished for the construction of the W. Duncan MacMillan Hall Science Building. In 1997, 206 Doyle Avenue was demolished to establish a landscaped park adjacent to the Ladd Observatory. In 1999, 55 Charlesfield St. was sold to a local non-profit organization, and the structure was relocated to South Providence for use as low income housing. The Partridge Hall Annex was also demolished in preparation for the construction of the new English Department building at the former Carr House. In the Spring of 2000, the properties at 123-125 Thayer Street, 127-131 Thayer Street and 51-53 Charlesfield Street were demolished for the construction of the new Watson Institute for International Studies. Within the next 2 years, Marvel Gym is planned to be demolished for the new Athletic Playing Fields. During the summer of 2001, 307 Thayer St. and 3 garage structures are planned to be demolished to expand the existing Brook and Bowen Street parking lot #3. Both the Post Office Building and Andrews Memorial Building (201 Meeting St. & 60 Olive St.) are scheduled to be demolished in 2001 for the new Life Sciences Building. The building at 307 Thayer Street is deteriorated and has no historical significance or value. It is currently occupied by a tenant and the lease is due to expire in May 2001. The University's Department of Rental Facilities is responsible for all tenant transactions and will assist in relocation if necessary. As required by the City, the University will comply with all procedures for the abandonment of the structure as detailed in Chapter 6 of this Master Plan.

No other demolition is planned at the present time.

H. Summary

An outline of the Facilities Capital Agenda which reflects planned construction for the next five years appears in Table 5.1. The dates listed represent the best estimate of the start of construction at the present time. As new initiatives are established and additional funding becomes available, the priorities and timing of projects will change. Changes will be reflected in future revisions to the University's Master Plan. Table 5.2 represents a list of the Housing Restoration projects that have been completed since 1991 and the remaining planned projects. Table 5.3 is a schedule of the completed and planned building removal and demolition projects.

Table 5.1
Planned Construction Within Five to Ten Year Time Frame

Project	Type of Construction	Intended Use	Estimated Construction Start Date	Estimated Length of Construction
107 Angell Street	Addition and Renovation	Academic	Jun-00	18 months
Barus & Holley Building	Addition	Academic	Oct-99	7 months
Watson Institute for International Studies	New Construction	Academic	Jun-00	18 months
Alumnae Hall	Ext. Renovation	Academic	Jun-99	12 months
Corliss-Brackett House	Int. Renovation	Student Life	Jun-00	10 months
Facilities Management Building	New Construction	Support	Feb-01	10 months
Emery, Woolley, Morriss & Champlin Halls	Renovation	Residence Hall	Jun-01	16 months
Life Sciences Building	New Construction	Academic	Jun-01	27 months
Other Planned Projects Without Identified Start Dates:				
Sharpe Refectory	Renovation	Student Life		
333 Brook Street	Renovation	Academic		
Horace Mann House	Renovation	Academic		
Andrews House	Renovation	Academic		
Blistein House	Renovation	Academic		
Churchill House	Renovation	Academic		
Giddings House	Renovation	Academic		
Ladd Observatory	Renovation	Academic		
Gerard House	Renovation	Academic		
Sharpe House	Renovation	Academic		

Table 5.2
Brown University Housing Restoration Plan

Residence Hall	Total Beds	Renovation Date	Percent of Housing Complete
Thayer Street Quad	300	Opened in 1991	
Littlefield Hall	68	1991	
Perkins Hall	188	1991	
New Pembroke Quad	189	1991	
Keeney Quad	613	1991	
Subtotal 1991	1358		31%
Wriston:			
Diman	115	1994	
Goddard	122	1994	
Harkness	116	1994	
Marcy	113	1994	
Olney	120	1994	
Subtotal 1994	586		44%
Andrews Hall	271	1995	
Subtotal 1995	271		51%
Wriston:			
Buxton	64	Completed 1996	
Chapin	117	Completed 1996	
Sears	118	Completed 1996	
Wayland	124	Completed 1996	
Richardson Hall	45	Demolished 1996	
King House	29	Completed 1996	
Subtotal 1996	497		62%
Young Orchard Apts.	168		
Subtotal 1997	168		66%
Emery, Woolley, Morriss, Champlin	423	In design for 2001	
Subtotal	423		76%

Table 5.2
Brown University Housing Restoration Plan

Residence Hall	Total Beds	Renovation Date	Percent of Housing Complete
Miller Hall	73		
Metcalf Hall	73		
Hegeman Hall	119		
Caswell Hall	90		
Barbour Hall	166		
Grad Center	447		
Hope College	78		
Machado House	75		
Slater Hall	51		
Plantations House	16		
West House	14		
111 Brown Street	13		
Subtotal	1069		100%
Grand Total	4372		

Table 5.3
Planned and Completed Building Removal/Demolition

Building	Prior/Current Use	Planned New Use	Estimated Demo Start Date
62-64 Benevolent Street	Vacant	Landscaped Walkway	Complete
67 Benevolent Street	Vacant	Landscaped Walkway & Parking	Complete
75 Benevolent Street	Vacant	Landscaped Walkway & Parking	Complete
77 Benevolent Street	Vacant	Landscaped Walkway & Parking	Complete
77 1/2 Benevolent Street	Vacant	Landscaped Walkway & Parking	Complete
276-278 Brook Street	Vacant	Landscaped Walkway & Parking	Complete
117-119 Thayer Street	Vacant	Landscaped Walkway & Parking	Complete
Howell House	Temporary Offices	New Science Building	Complete
Richardson Hall	Residence Hall	New Science Building	Complete
15 Manning Street	Academic Offices	New Science Building	Complete
206 Doyle Avenue	Vacant	Ladd Observatory Park	Complete
Partridge Hall Annex	Classroom Bldg.	Carr House	Complete
55 Charlesfield Street	Residential Rental	Watson Institute for International Studies	Complete
123-125 Thayer Street	Residential Rental	Watson Institute for International Studies	Complete
127-131 Thayer Street	Commercial Rental	Watson Institute for International Studies	Complete
51-53 Charlesfield Street	Residential Rental	Watson Institute for International Studies	Complete
Mount Hope Cottage	Vacant	Landscape	Complete
307 Thayer Street	Residential	Parking Lot	Summer '01
60 Olive Street	Support	Life Sciences Building	Fall '01
201 Meeting Street	Post Office	Life Sciences Building	Fall '01
Marvel Gym	Vacant	Athletic Fields	Summer '02

I. Impact of the Institutional Zone

When the original institutional zoning passed into law in July 1986 by the City of Providence, 23% of existing land area owned by Brown and 14% of the University's building space fell outside of the Institutional Zone (I-2). The Institutional Zoning legislation allowed institutions, like Brown, greater flexibility within specified areas. Within the zone, an institution can build higher structures (up to 75 feet), with smaller setbacks from the curb, and there are no use restrictions as long as a building is used for institutional purposes. Within the I-2 Zone, Brown is allowed to meet parking requirements as an institution, as opposed to having to meet requirements on a project-by-project basis. To build, modify, or change the use of a building located outside the Institutional Zone requires that Brown appear before the Zoning Appeal Board showing proof of hardship and convincing evidence that the intended project could not be built or contained within the Institutional Zone.

With the passage of the new Zoning Ordinance for the City of Providence on June 27, 1994, a majority of the constraints imposed by the Institutional Zoning legislation were relieved. The University closely monitored the review process undertaken by the City. As a result of these efforts, the I-2 Zone was expanded to include a number of significant University properties originally left outside the zone. Currently 6% of Brown-owned Providence land and 5% of the built area (12 buildings) falls outside of the Institutional Zone. The expansion of the Institutional Zone allows the University much greater flexibility in determining the future use of these sites. However, some of the important buildings still outside the I-2 Zone are the Marston Boathouse, Brown Stockroom, Ladd Observatory on Doyle Avenue, Brown's Development Department offices at 383 Benefit Street, and the President's House at 55 Power Street.

6. Physical Development Policy Plans

The Campus Policy Plan has five purposes:

1. To provide for the long range integration of program and facility planning so that, rather than adhering to a static, inflexible Master Plan, Brown is attuned to a process for facilitating change and flexibility in its planning.
2. To provide background information for discussion and determining Brown University physical development issues and priorities.
3. To provide for the long-range physical planning context within which Brown University construction can be sited.
4. To serve as the instrument for coordinating Brown University's building use, site development and infrastructure development, land acquisition and land use and community development in the environs of Brown University.
5. To provide government agencies and other parties with an articulated view of Brown University's long-range physical development plans, as required in seeking approval for implementing various aspects of those plans.

For discussion purposes, the Brown University campus has been divided into three regions:

- East Sector
- North Sector
- Central & West Sector

These regions are further subdivided into policy areas (A-Q) for purposes of discussion.

At this time, the University intends to construct any new buildings and additions in conformance with the existing Institutional Zone requirements, including height and setback requirements. Reference to high density development in the Physical Development Policy Plans in Section 6 means that the University will take advantage of the maximum density allowed within the Institutional Zoning regulations.

If demolition is required, a formal notice and review process must be followed. Brown will give six months written notice to the City Planning Commission of any proposed demolition or partial demolition. At the time notice is given, Brown will:

- a) Demonstrate and document that it has studied alternatives to demolition, including rehabilitation for reuse, or sale of the structure to a buyer who will move it off site.
- b) Identify a specific new use for the site, and/or document the need for any proposed interim use within 18 months of the actual date of demolition.

Where new development is proposed, plans will be submitted to the DPD to review for consistency with the Master Plan. The plans will describe the height, massing, siting, setbacks, parking and landscaping.

If demolition is required to complete the Master Plan objectives detailed in each sector plan, the University will notify the City within six months prior to any planned demolitions. This notice will provide the City sufficient time to comment upon any planned demolitions.

The following narratives describe the geographical boundaries of each region and the general plans and policies of the University with respect to these regions. Issues relating to parking have become increasingly critical, and discussion of parking will follow the regional plans.

The compilation of these plans and policies is presented herein as the Master Plan for Brown University's physical development. The following figures accompany this section:

Figure 6.1: Campus Map showing the sector borders.

Figure 6.2: Campus Map showing policy areas.

A. East Campus Sector Development Policy Plan

Background

The East Campus Sector is that portion of Brown University and environs roughly bounded by Waterman, Governor, Arnold, and Thayer Streets. (Please refer to Figures 6.1 and 6.2.)

The predominant land uses in this vicinity are residential and institutional, with a smattering of small scale stores and professional offices.

Within specific areas outlined by the plan, Brown University constructed MacMillan Hall as a high density addition to the geological and chemical sciences building, medium density buildings to support new academic programs and possibly further in the future, and an addition to the engineering building. Because of its proximity to central campus and the existence of major university buildings, additional university construction can be expected at some future date. The policy areas in this sector outlined below remain unchanged from those outlined in 1986.

Area A. High Density Academic - Waterman, Hope, George, Thayer Streets

1. Developed as an academic and related research zone.
2. Assigned to instructional and organized research and directly related supporting facilities; largely in the physical sciences, natural sciences, engineering and related disciplines; modern languages; computer science.
3. Highest possible density buildings.
4. Land clearance of low density buildings, except those of historical importance.
5. Development and enhancement of landscaped courtyards in the vicinity of major buildings; increased street tree planting; improved landscaping at the edges of parking areas; introduction of suitable outdoor sculpture as part of the landscaped setting.
6. In the future, there will be an expansion of academic laboratory activities already in this area. One such project was the replacement of Metcalf Chemistry Lab with MacMillan Hall, a new teaching facility for chemistry, geology, and environmental sciences. There will be selective demolition to accommodate any new construction. The Metcalf Lab building on the southwest corner of Waterman and Thayer Streets will be recycled into a new academic use.

Area B. Academic and Related Support Zone - George, Brook, Charlesfield, Thayer Streets

1. Assigned to instructional research and academic support, for programs not requiring heavily serviced facilities.
2. Medium density buildings in scale with adjacent residential buildings.
3. Selective preservation and adaptive reuse and continuing use of existing structures having historic importance.
4. Future development in this area would be for academic and academic support buildings. It would be developed in phases over the next 5 to 25 year period.

The block to the north could accommodate a medium density construction, four to five stories on the southern half of the block. Envisioned is one or more academic buildings, faculty offices, administrative offices and classrooms. The northern half of the block is not currently considered developable because it contains buildings identified by the University and community which have architectural merit worthy of preservation. These buildings include Kassir House at 155 George St., Meiklejohn House at 159 George St. and 163 George St. This entire block is owned by Brown University. Over 80% of the block to the south is owned by Brown. Envisioned is a group of academic buildings-faculty offices, lecture halls,

seminar rooms, small classrooms, and support space. This site would probably contain medium to low density buildings averaging 4 stories in height.

5. Selective demolitions were undertaken in the short term for interim use as parking. A new building to house the Watson Institute for International Studies is scheduled for construction in the summer of 2000.
6. Enhancement of existing landscape.

Area C. Charlesfield, Brook, Power and Thayer Streets

1. Assigned to residential and related campus life facilities, and commercial activities serving pedestrian traffic. This is the site of the Vartan Gregorian Quadrangle and Josiah's Snack Bar.
2. Land clearance and redevelopment of the eastern one-third of the block for future residential, student support or academic support use.

Area D. Power, Brook, Williams, and Thayer Streets

1. No change anticipated. This is the site of the Power Street parking structure.

Area E. George, Cooke, Power, and Brook Streets

1. Conservation and preservation zone, predominantly a university and community residential area, particularly in the two most northern blocks of this sector.
2. Limited new Development, mostly as an extension of existing activities and adaptive reuse of existing buildings.
3. Limited acquisition if favorable to Brown.
4. Selective demolition for interim use as parking.
5. No specific projects are planned for this sector at the present time.

Area F. Remaining Land in East Sector Area

1. Brown University sold all of the residential properties along John and Williams Streets and returned them to the tax rolls of the City of Providence. One facility that houses Facilities Management supplies will continue functioning as a warehouse.
2. Encouragement of stabilization and growth as a residential neighborhood.

Related Matters

Under these policies and planning actions, Marston Boathouse and the stockroom buildings on Tockwotten and India Streets will continue on Brown's property rolls and in their present uses for the foreseeable future.

B. North Sector Development Policy Plan

Background

The North Sector is that portion of Brown University and environs roughly bounded by Waterman, Congdon, Lloyd and Arlington Streets.

The 33-block area includes portions of Wheeler School and Rhode Island School of Design as well as Brown University. The predominant land uses are residential and institutional, with some small scale stores and professional offices, especially along Thayer, Brook, Waterman and Angell Streets. Brown's athletic complex and playing fields are contained within the North Sector, covering an area of 39 acres.

Within this sector in the short term, there will be planned building renovations and restorations throughout the area as funding permits. A major construction project is scheduled to begin design for a Life Sciences Building to consolidate the research facilities within the existing Bio-Medical complex. Sayles Gym was renamed Smith-Buonanno Hall and renovated into a classroom building. In addition, the demolition phase has started for a new headquarters for the English Department at 107 Angell Street, located at the corner of Angell and Brown Streets (former Carrs Catering Building). This area, like the East Campus, is also proximate to the central campus and additional University construction can be expected at some future date.

Area G. Neighborhood Conservation/Preservation District – Corresponding Mainly to the Area North of Bowen Street and East of Hope Street

1. Existing neighborhood land use patterns continue.
2. Existing zoning to be supported.
3. Brown University land uses and building uses continue. The main Brown holdings in this area are athletic facilities and playing fields.
4. Discourage uses other than institutional and residential.
5. Property attrition through land sales when favorable to Brown.
6. Property acquisition when terms are favorable to Brown, under friendly auspices for the following purposes:
 - a. income
 - b. environmental protection
 - c. property enhancement
7. Parking structure is possible in the future to consolidate parking in the North Sector. Facilities Management office and shop space might be incorporated into this project.

Area H. North Sector Student Housing Zone - Corresponding Mainly to the Former Pembroke College Campus

1. Essentially student housing and related supporting services continue in use.
2. Thayer Street commercial uses continue. Encouragement of improvements whenever possible. Support commercial activities along the Thayer Street retail corridor to ensure that appropriate neighborhood and general retail services are being provided.
3. Land acquisition if favorable to Brown.
4. Physical development actions and studies to be considered:
 - a. Site enhancement program (landscape, signs, security devices, connections to North Sector Campus Walkway).

- b. Phased residential improvement program, addressing deferred maintenance and related matters. Improvements to the Pembroke Quadrangle—Emery, Woolley, Morriss and Champlin are in the planning stages.
- c. Reconstruction of Pembroke Hall, if and when, Career Planning and other offices move to other campus locations; Smith-Buonanno Hall was converted into a classroom building.
- d. Alumnae Hall, preserve as a campus focal point.

Area I. Historic Block - Waterman, Brown, Angell, Prospect Streets

- 1. Continued acquisition as opportunities are presented, on terms favorable to Brown.
- 2. Continued use for academic and related purposes, through adaptive reuse of existing buildings.
- 3. Construct an addition to 107 Angell Street and renovate remaining front portion of the building for English departmental offices and classrooms.

Area J. High Density Development Area - Waterman, Thayer, Meeting, Brown Streets

Centrality of location, existing ownership and land uses, existing high density buildings, importance of contiguous development for the Bio-Medical and Life Sciences expansion—all these factors underscore the concept of a high-density development district in this area.

The exact timing of all future development cannot be ascertained, but because of the circumstances identified above, heavy density development seems inevitable.

In suggesting a Development Concept, for purposes of illustrating possible future growth, and thus to identify early actions which might permit such growth, the following assumptions seem reasonable:

- 1. In the main, additional land acquisition will be expensive, the timing uncertain, and the acquisitions so fragmented that usefully configured sites will be difficult to assemble. Accordingly, future development will mainly occur on land now owned by Brown.
- 2. High density physical development might require a high density parking solution (parking structure) to serve those using the future development, and to encourage a more attractive site development.
- 3. A major project for the Life Sciences is planned to consolidate three science departments into a new structure and to attain the needed adjacency to the existing Bio-Medical complex. The designated area must contain a well-designed, major north-south campus walkway, connecting the North Sector housing and the central campus. For security and design effect a walkway location through the center of the blocks is desirable; with pedestrian access from the walkway to the adjacent Brown buildings. A first step was taken in the design of a new walkway beneath the new Grimshaw-Gudewicz Building between Olive and Meeting Streets. An improved landscaped walkway between Angell and Olive Streets was constructed. An additional walkway is needed between Waterman and Angell Streets.
- 4. To provide useful sites for higher density development, comparable to the Concept Plan, certain existing lower density buildings and activities must be relocated. There is no timetable for implementation of this plan. From North to South, these buildings and possible relocations are:
 - a. Sarah Doyle Center. Activities here might be merged into the Area H - North Sector Housing area.
 - b. Olive Street Facilities Management Shops and parking. These uses might be incorporated in the parking solution; or relocated elsewhere.

- c. Environmental Lab. These activities might be reconstituted in Area H or, the land just east of Pembroke Field House maybe appropriate, but the Concept Plan is not dependent upon such possible actions.
- d. 127 and 129 Angell Street. Now used as rental housing. Uses could be absorbed elsewhere on sufficient notice.
- e. Removal of 130-132 Angell Street and 142 Angell Street would increase the amount of possible new development in Area J, but the Concept Plan is not dependent upon such possible actions.
- 5. Other existing buildings in Area J will continue in their present uses, or be adapted to comparable uses. Renovations and a program to reduce the backlog of deferred maintenance will remedy physical deficiencies in Brown buildings.
- 6. Thayer Street commercial uses continue. Encouragement of improvements whenever possible. Support commercial activities along the Thayer Street retail corridor to ensure that appropriate neighborhood and general retail services are being provided.

Area K. Brown 2050 - Bowen, Hope, Meeting, Brook, Cushing and Thayer Streets

Gradual acquisition, under terms favorable to Brown would provide a significant site for long-range University expansion in the middle of the next century—hence the term, Brown 2050.

Compatible uses: housing and related activities; academic activities not requiring special technical installations, laboratories, environmental conditions, etc.; encouragement of a limited amount of supportive commercial development, compatible with campus life.

Area L. College Town - Waterman, Brook, Cushing, Thayer Streets

A mix of lower density, commercial activities, services and professional offices—largely serving the Brown market.

Thayer Street commercial uses continue. Encouragement of improvements whenever possible. Support commercial activities along the Thayer Street retail corridor to ensure that appropriate neighborhood and general retail services are being provided.

Related Matters

Under these policies and planning actions, the Stadium will continue on Brown's property rolls. Use of Marvel Gym and the Ladd Observatory on Doyle Avenue will be reviewed periodically.

C. Central And West Campus Sector Policy Plan

Background

The Central and West Sector is that portion of Brown University and environs roughly bounded by Waterman, Thayer, Arnold and Benefit Streets.

The 19-block area includes portions of the Providence Historic District and Fox Point neighborhood, as well as Brown University. The predominant land uses are institutional and residential. The central College Green is a primary component of this region.

Area M. College Green and Lincoln Field

1. Contains original 1770 plat; all buildings facing the Green are of highest historic significance to the University.
2. Assigned to mixed institutional uses including classrooms, student union, dormitories, library, instructional research, academic and administrative support offices.

3. Preservation, adaptive reuse and continuing use of all existing structures having historic importance.
4. Selective preservation in the Lincoln Field section. Possible new construction and additions to existing buildings for extensions of institutional functions in this area.
5. Enhancement and maintenance of existing landscapes.

Area N. West Student Housing Zone

1. Essentially student housing and related supporting services continue in use.
2. No changes to building exteriors. Continued improvements to Wriston Quad and Sharpe Refectory are planned.
3. No new physical development planned for this zone at present, with the possible exception of Andrews House, the University's infirmary (corner of Charlesfield and Brown Streets). This building would undergo renovation for a new use if the infirmary could be replaced or relocated elsewhere, but there are no immediate plans to do so.

Area O. George, Brown, Benevolent Streets, Magee Streets

1. Assigned to a mixture of low density, administrative and academic support for programs not requiring heavily serviced facilities.
2. Selective preservation and adaptive reuse. Continued use of existing structures having historic significance.
3. Development and enhancement of landscape courtyards mid-block between George and Benevolent Streets to complement buildings which serve alumni activities.
4. Possible land clearance at the southwest corner of Magee and George Streets for future new construction.

Area P. Waterman, Prospect, George, Benefit Streets

1. Assigned to libraries and academic supporting facilities, especially in the humanities and social sciences.
2. Preservation of large buildings, with high bulk and mass, to carry out these functions.

Area Q. Remaining Land in the Central and West Sector Area

1. Assigned to administrative offices, support and the President's House.
2. Conservation and preservation of existing neighborhood land uses and structures.
3. There are no Brown University projects under consideration for this area at this time.



Figure 6.1
Brown University
Sector Borders

Master Plan 2000

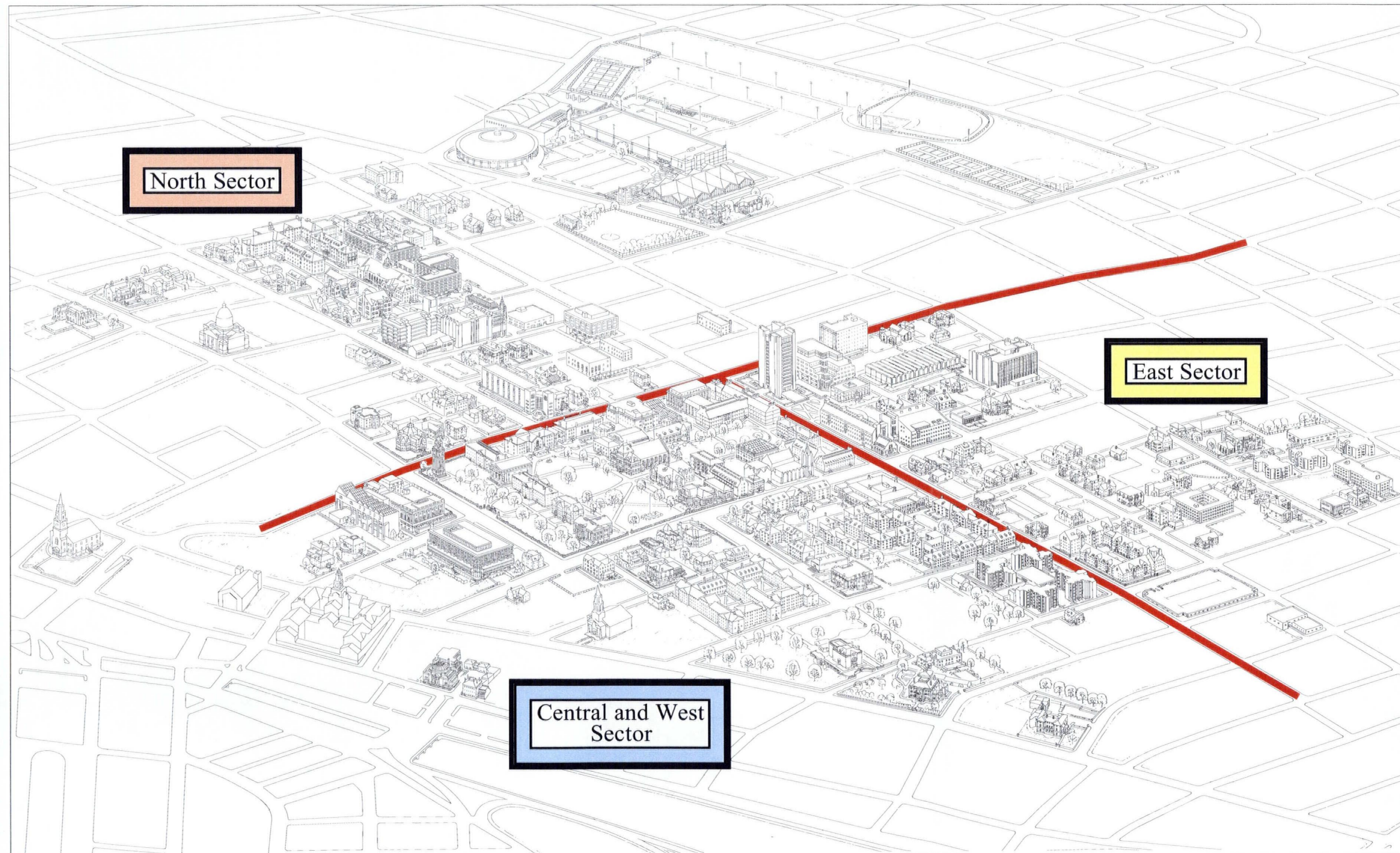
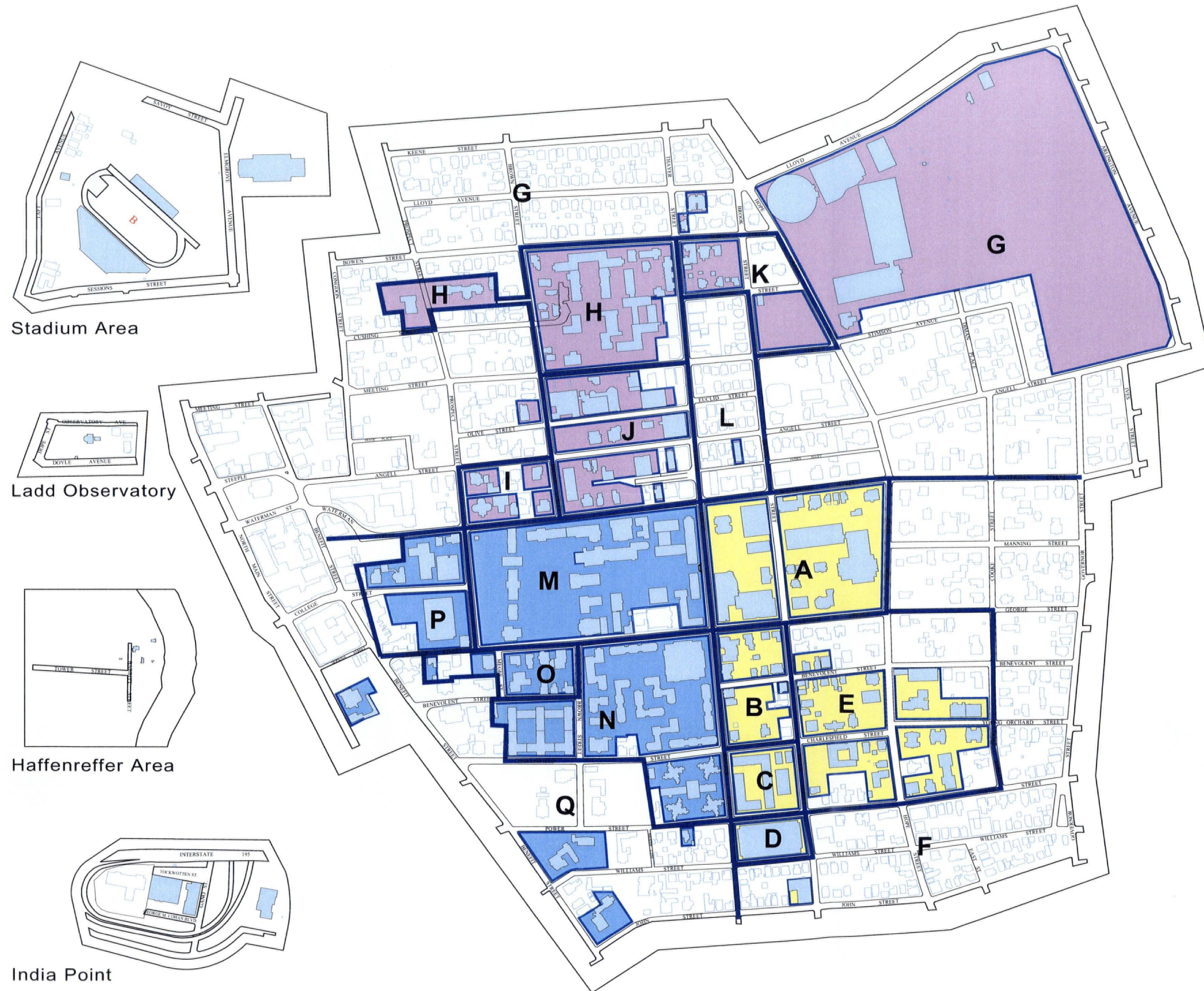




Figure 6.2
Brown University
Policy Areas

Master Plan 2000

- North Sector
- East Sector
- Central/West Sector



250' 0 250' 500'



7. Acknowledgments

I wish to thank all of those who participated in reviewing and commenting on this document, especially Interim President Sheila E. Blumstein, Executive Vice President and Provost Kathryn T. Spoehr, Executive Vice President of Finance and Administration/CFO Donald J. Reaves, Executive Vice President Laura Freid, Vice President and General Counsel Beverly Ledbetter, Assistant Counsel Yolanda Lamboy, former Vice President for Administration Walter E. Holmes, Director of Community and Government Relations Marisa Quinn and members of the Campus Planning Committee. I would also like to thank Alan Chimacoff, of the Hillier Group, for his work as a Planning Consultant.

I would like to thank the following offices that provided background information for the Master Plan: Dean of the College, Human Resources, Network Operations, Parking Office, Registrar, Rental Properties, Residential Life and Telecommunications.

I would like to especially acknowledge the help given by members of the Department of Facilities Management, most notably Robert B. Vaughan, Brian C. Bassler and Linda Laferriere for their contributions.

John J. Noonan
Acting Associate Vice President
Department of Facilities Management

Amendments

Brown University reserves the right and assumes the responsibility to amend and amplify this plan as progress continues in assessing the best future development of the University's land and buildings.

**Master Plan Meeting
Questions, Comments, and Discussion
June 29, 2000**

On June 29, 2000, Brown University hosted a community meeting to discuss the University's Master Plan and gather neighborhood feedback. The meeting was advertised in both the Providence Journal and the Brown Community Bulletin and approximately forty-one people attended. Below are community questions and the University's responses.

Demming Sherman
254 Irving

- **Marvel Gym: why is reuse unfeasible?**
- **If Facilities Management is relocated to Lloyd, what will happen to tennis courts?**

Response: In the late 1980's Marvel was decommissioned as an athletic facility. There were a few development proposals (condos, hotel operation, etc.) but there was overwhelming neighborhood concern and opposition. In addition, the institutional zoning has created an incentive to return property. The university thus decided not to renovate or reuse it. The task force that was created to investigate possible uses for the property deemed athletic field space the top priority.

Various ideas about the tennis courts are still being discussed. Some have offered the roof of the Facilities Management building as a possibility. Parking is still being discussed.

City Councilwoman Rita Williams
Savoy Street

- **In the area of Marvel Gym and the Stadium, neighbors are concerned by the Gym's appearance (windows broken, graffiti, etc.). The college has essentially abandoned this property while Ladd Observatory has benefited from the university's attention. Stadium parking really crept up on the neighborhood and they did not realize that the University was using it as a storage facility for cars rather than for event parking. She strongly objects to the lot being used in this way. Police and Security has been good about quieting leasees who have been loud.**
- **Read a letter from neighbors Rene and Alan Flink: some primary concerns**
 1. **Fences/Gates- No care for years**
 2. **Sidewalks- Deplorable and dangerous conditions**
 3. **Parking Lot- Overnight parking is intruding into residential properties. It turns into a race track on weekends.**
 4. **Stadium- Rock music is often played before 8am on Sundays.**
 5. **Lights/ Polls- They see the need for illumination but it is an attractive nuisance**
 6. **Marvel Gym- Worsening daily; continues to deteriorate each day.**

7. Institutional Zone/ Long Range Plans- Never been notified about institutional zone and remain concerned about long range plans. Overall, Brown is an uncaring neighbor.

Barbara Harris
248 Bowen

- **Will the new parking area affect traffic as this area is already congested?**
- **Although you say that parking and traffic patterns are under review, what will happen if it is found that parking is significantly impaired? What will Brown do? How will Brown address this?**

Response: Overall, there will be an investigation as to changes in parking and traffic, which will be generated not to just pacify neighbors but to inform the process. There would be a neighborhood meeting with a reasonable plan. And the University will not make a plan unless it is done in consultation with neighbors and City officials.

In regard to traffic in the specific lot, the goal is to expand it from one existing entrance and opening up off of Thayer Street. The consulting firm that has been hired is looking for a workable solution. Brown is not increasing the parking in the area but is just shifting it over. The traffic engineering firm is looking at all aspects (time sequence, right hand turns only). Brown is also trying to reduce the number of cars on campus but encouraging parking at home and carpooling.

Paul Sapir
Neighbor

- **It is gratifying to know that Brown is addressing concerns in a thoughtful way. On the macro-level, he is excited to hear that the University is considering developing a major university museum on the East Side of Providence. Since the Old Stone Bank is inconvenient geographically, could you sell it to RISD? Also, a museum would have a big impact on the local community; does the University know the magnitude of plans or a proposed site?**

Response: The University proposed to move the museum to Old Stone Bank but that did not come to pass as there was not room for expansion. However, there are other opportunities on campus. Right now the University has taken a step back to see what makes the most sense. A number of colleagues have been traveling to see what sister schools are doing and plan to report back in the next few months. The University is trying to determine a suitable tenant for the Old Stone Bank and there has been no progress in finding a new site.

Steve Hamburg
110 Lloyd Street

- **Not included in the comprehensive plan is the streetscape and the lack of attention to how the University will address the loss of street trees.**
- **Utility lines impact areas. The University should install underground wiring where possible.**

- **The University should also ask the consulting firm to look at traffic calming as merely looking at capacity is inadequate. There should be plans that are suitable for the environment. Speed should also be part of the scope, particularly on Lloyd Street.**
- **Regarding the parking lots at 307 Bowen/Brooke?, there should be a commitment to greening the block. There are a lot of overhead wires and poles which should be removed. The end of the block should be looked at in terms of streetscape and street trees. The University should think about more trees and an overhead canopy, which would reduce temperature as well.**

Unidentified Woman

- **The post-office seems to be moving to a more problematic spot in terms of parking, Could they consider a drop-off?**

Barry Fain

- **The proposed parking lot will exit at the post office. The lot's development should be considered with the post office move.**

Steve Hamburg

- **The University could consider moving that part of the street as one way with angled parking.**

Response: Brown will work with a utility company and will add traffic calming to the scope of the consultant's work. They will work with the City as well to brainstorm about calming devices. 315/307 should be able to be landscaped.

David Imedon?

63 Elmgrove?

- **What is the role of the Hillier Group? What are the standards of environmental quality that they will be developing? What are the standards of design work?**

Response: Design standards have not been set yet. They have not contracted them as such, although we have contracted a firm to develop standards, which will take around 9-12 months. There is a representative from the Environmental Studies program on the building commission.

Harry Bilodeau

- **Steve Hamburg stole his thunder as he was going to introduce the Fox Point's traffic calming study. Sam Shamoon was crucial in implementing of these standards.**

Chris Thompkins

Hope Street

- **Several questions: What will happen with the Watson Building on Hope and Stimpson? How long will Johnson and Wales occupy Minden hall; what are the**

terms of the lease? Has Brown considered providing financial incentives to employees to carpool or take public transportation?

Response: 2 Stimpson Avenue, which will be vacant when they move to the new building in Fall of 2001, has not been identified for back fill function. The University is taking space requirements around campus into consideration to determine what will work well with the department. Johnson and Wales has a one year lease with one additional year at Brown's discretion. And "Brown Is Green" works with RIPTA and other groups.

Bette Selly

- **The University should incorporate Sarah Doyle into the Lifesciences specs as she loves walking by it every day.**

Jim Nagel, CFO

Moses Brown University

- **Appreciates the straight forward presentation and the opportunity to work with the university. His concern would be about the Facilities Management Building on Lloyd Street. Moses Brown just spend a significant amount of time working with neighbors to determine egress solutions as part of the Master Plan.**

Response: These studies will be part of the re-approval of Brown's Master Plan. Not sure exactly when these studies will be complete.

[Note: both Jim Rooney and Marisa Quinn have held a series of meetings with Moses Brown, both before the Master Plan and afterwards to discuss the University's plans and Moses Brown's concerns.]

Anne Marie Maccarone

Bowen Street

- **Brown should consider satellite parking with a shuttle bus. The University needs to think through environmental issues more and concern themselves with heat and temperatures.**

Ed Bishop

72 Waterman

- **Audience has not received an honest answer on parking but is more concerned with the quality of life on Thayer Street. Parking needs to be considered before the master plan is accepted.**

Sam Shamoon response: The history of the City's parking formula is that in 1986 the building inspector essentially grandfathered the number of parking spaces. Since then, Brown has been increasing its parking spaces. The answer is in structured parking but Brown is doing the best that they can. It is a double-edged sword, as some neighbors do not want parking lots in their area, while others are pushing for structured parking, but the long-term solution will be structured parking.

Barry Fain

- **Was pleased to know that 13 houses were returned to the tax rolls. Does the University anticipate returning Watson to the rolls? Is the University adopting a policy of returning properties to the tax roll?**

Response: Brown returned several homes outside of the institutional zone and divested itself of properties.

Richard Dujardin

Providence Journal

- **There was some discussion of turning Marvel Gym into a Jewish Community High School. Is there any update on that particular proposal or proposals like it?**

Response: As stated earlier, a task force was created at the request of neighbors and the task force deemed the property as important for field space. At this point, Brown has pretty much stopped entertaining possibilities based on the need for room in the institutional zone.

Deepak Vishner

Narragansett Electric

- With regard to Professor Hamburg's suggestions about underground wiring, the building of wires is usually done as part of a federal grant. It is a possibility but there are several concerns. 1. It might exacerbate existing congestion on streets like Thayer Street (might be an issue with parking). 2. There is a service with overground wires that there is not with underground. The service stops 2 feet within the edge of the customers' property line. It is thus a more expensive proposal for the property owner. 3. Municipal inspection is required. With the age and history of the homes on the East Side, it could be an expensive proposition. A considerable amount of wiring is grandfathered under the current standards, but these are not grandfathered with underground standards.

APPENDIX A

1. Marvel Gym

Use of Marvel Gym as field space was decided by a special task force, created at the request of neighbors. On April 24 2000, Jim Rooney, Director of Community and Government Relations, met with 25 neighbors of Marvel Gym and Councilwoman Rita Williams and reviewed Brown's plans to demolish and replace the Gym with field space. Although he did not want to speak on behalf of all of the neighbors, Jim Rooney characterized community concerns as relatively minimal and the emerging consensus of removal of the Gym as a legitimate option. At that meeting, Jim announced the University's intention to remove windows and replace with plexi-glass, remove graffiti, replace the sidewalks on Elmgrove Avenue, and erect lights at the parking lot. At that meeting, several neighbors expressed disappointment and anger with the way in which Brown has kept the facility. One neighbor asked Rita Williams to enforce building codes and suggested that the Gym was being used illegally as a storage facility. Another inquired as to whether the building met fire codes and asked that Brown not use the facility for storage or to bring loam and ice. The Flinks (neighbors), in particular, objected to Brown's use of the Brown Stadium as year round parking. They threatened to oppose all of Brown's facilities agenda, including the Master Plan by the City Plan Commission, until Brown ceases to use the lot for long-term parking. Others requested that Brown tone down the sound system.

2. General Parking

At a meeting with the College Hill Neighborhood Association on April 25, 2000 Jim Rooney joined Ann Hudner of RISD for a discussion on parking concerns in the College Hill Neighborhood. Several neighbors expressed concern for the amount of traffic problems during move in and move out days, and asked Brown to develop better curb side drop-off accommodation for vehicles in the Cushing Street and Bowen Street areas. Tom Goddard (Providence resident) urged Brown and RISD to consider structured parking. Various other complaints about parking in the Brown community were lodged.

Brown University - Master Plan



Department of Facilities Management

June 2000



Community Meeting - June 29, 2000

Presented by

Sam Shamoon - Deputy Director of Planning & Development, City of Providence

John Noonan - Acting Associate Vice President of Facilities Mgmt, Brown University

Marisa Quinn - Director of Federal Relations, Brown University

Jim Rooney - Director of Community and Government Relations, Brown University

Robert Vaughan - Director of Planning, Brown University

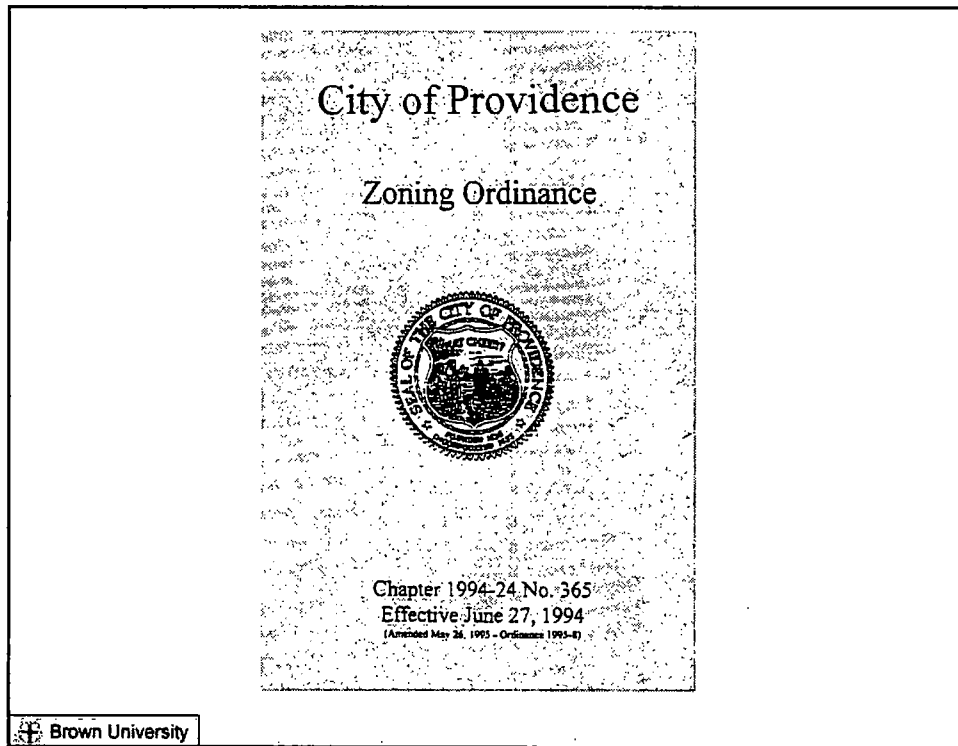
Alan Chimacoff - Architect/Principal, The Hillier Group



Meeting Agenda

- Master plan process overview
- Master plan content overview
- Proposed projects
- Projects underway or completed since 1995
- Questions, comments and discussion

Master Plan Process Overview



503.4 – Institutional Master Plan – Purpose: An institutional master plan is required to promote the orderly growth and development of institutions while preserving neighborhood character, historic resources, and to insure that the plans are consistent with the city's comprehensive plan. The master plan shall be a statement, in text, maps, illustrations, or other media of communication that is designed to provide a basis for rational decision making regarding the long term physical development of the institution. The plan shall include an implementation element which defines and schedules for a period of five (5) years or more, the specific public actions to be undertaken in order to achieve the goals and objectives of the plan.

Master Plan Review Process

- Meet with Providence Department of Planning and Development Staff (spring 2000)
- Host Community Meeting
- Evaluate Feedback
- Present Master Plan to City Plan Commission

Master Plan Content Overview

- Complete revision of the 1995 Master Plan
- Includes all existing and revised narrative
- Displays 1995 and 2000 data on tables
- All maps updated

5-Year Summary

- 30 building renovations since 1995
- Numerous landscaping and walkway projects
- Brown currently has 232 buildings
- 13 buildings sold to the community since 1995

Proposed Projects

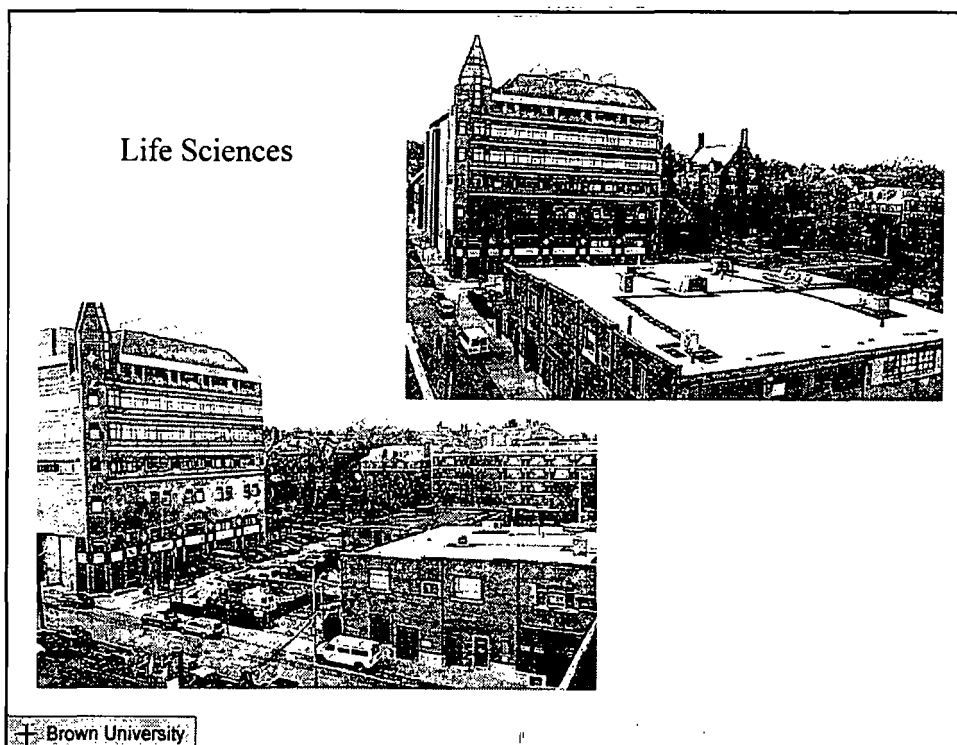
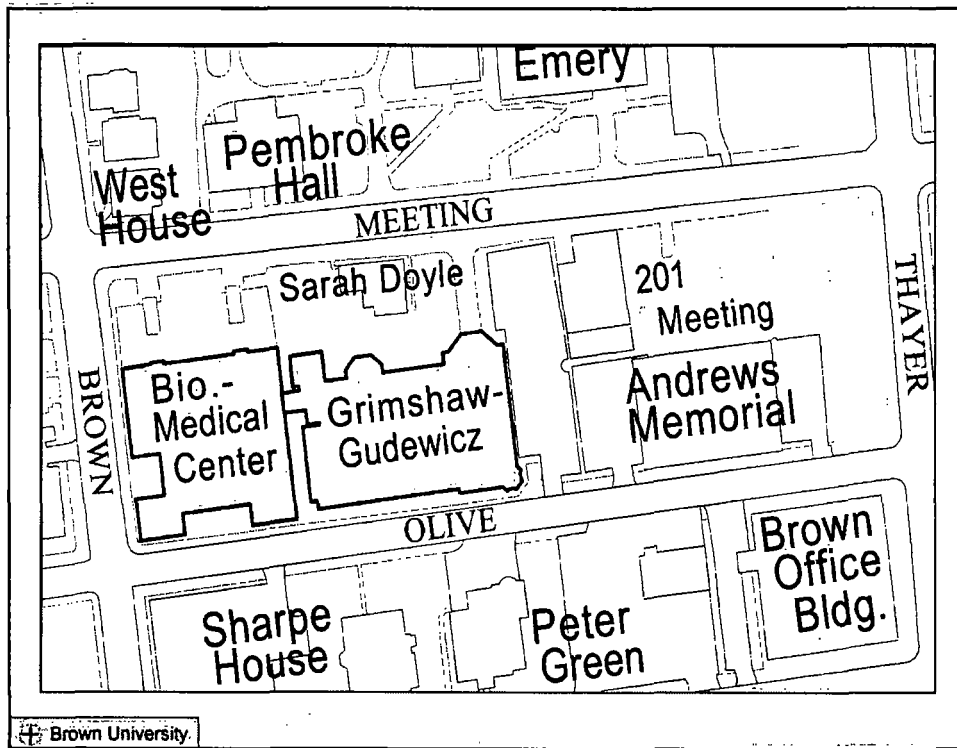
- Life Sciences
 - U.S. Post Office
 - Facilities Management Building
 - Sarah Doyle Women's Center (possible option)
 - Parking
- Marvel Gymnasium

Life Sciences Building Program

- Consolidates 3 departments:
 - Cognitive and Linguistic Sciences
 - Molecular Biology, Cell Biology and Biochemistry
 - Neuroscience
- Encompasses 180,000 GSF
- Enhances teaching and research capabilities

Life Sciences Building


- Architect selection - July 2000
- Construction to begin in mid-2001 with completion in late 2003
- Project will affect:
 - U.S. Post Office
 - Facilities Management Building
 - Sarah Doyle Women's Center (Possible Option)
 - Parking



Post Office


201 Meeting Street

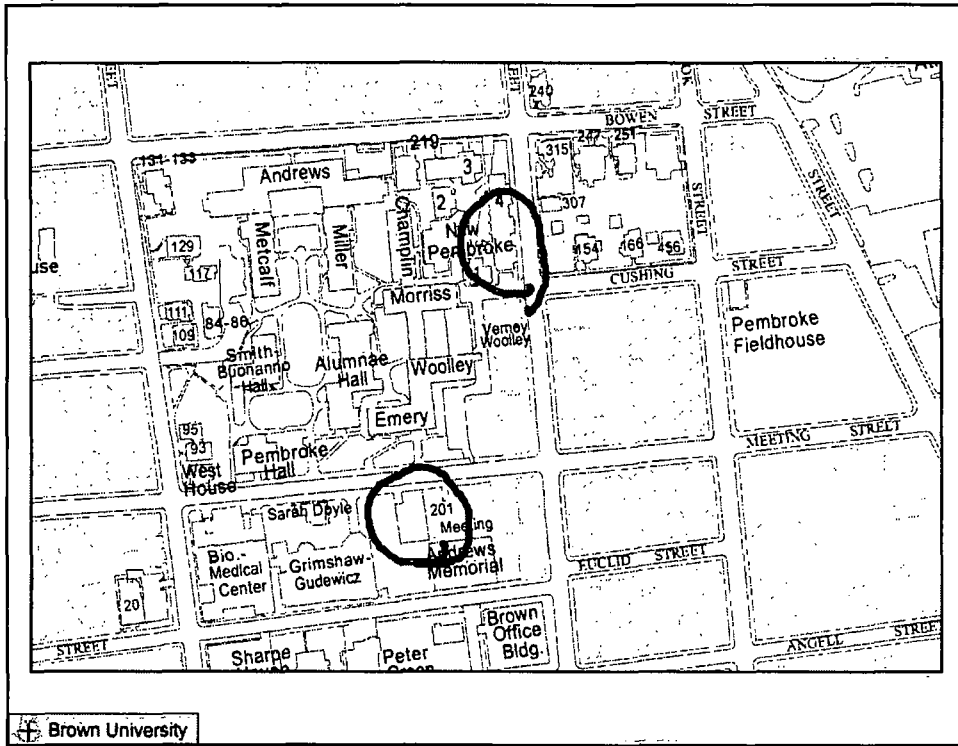
- Proposed relocation in early 2001
- Potential new site: 302 Thayer Street
(Pending approval by the U.S. Post Office)

 Brown University

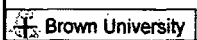


Meeting Street Post Office

 Brown University



302 Thayer Street



Facilities Management Building

60 Olive Street

- Relocate Facilities Management to Lloyd Avenue
- Architect selection in July 2000
- Construction begins early 2001
- Planned completion in late 2001
- Parking and traffic issues under review

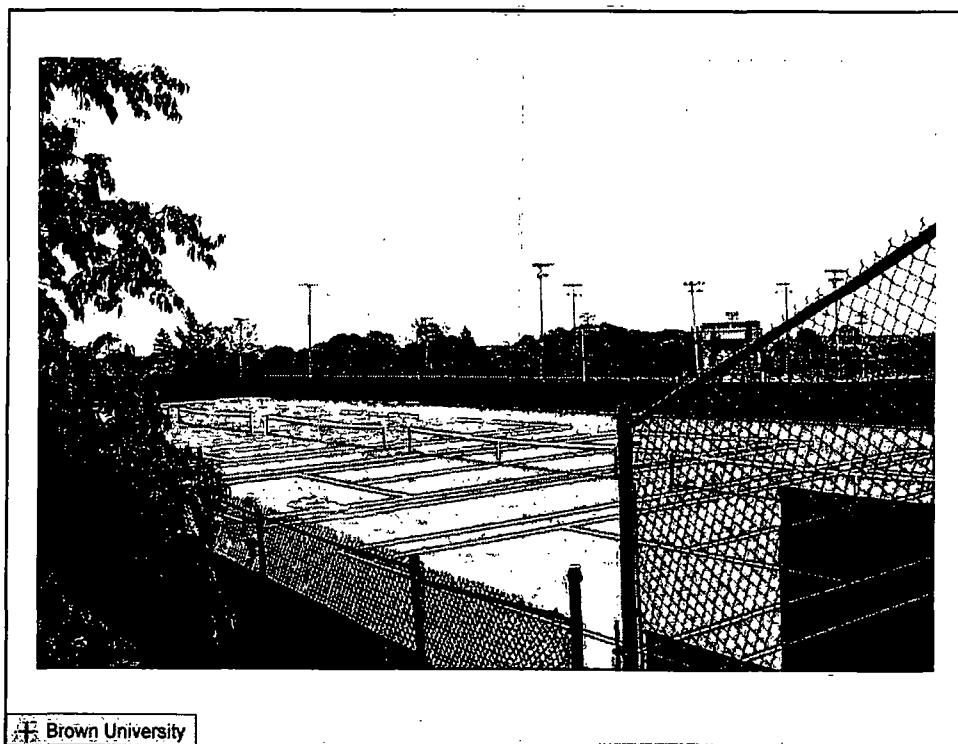
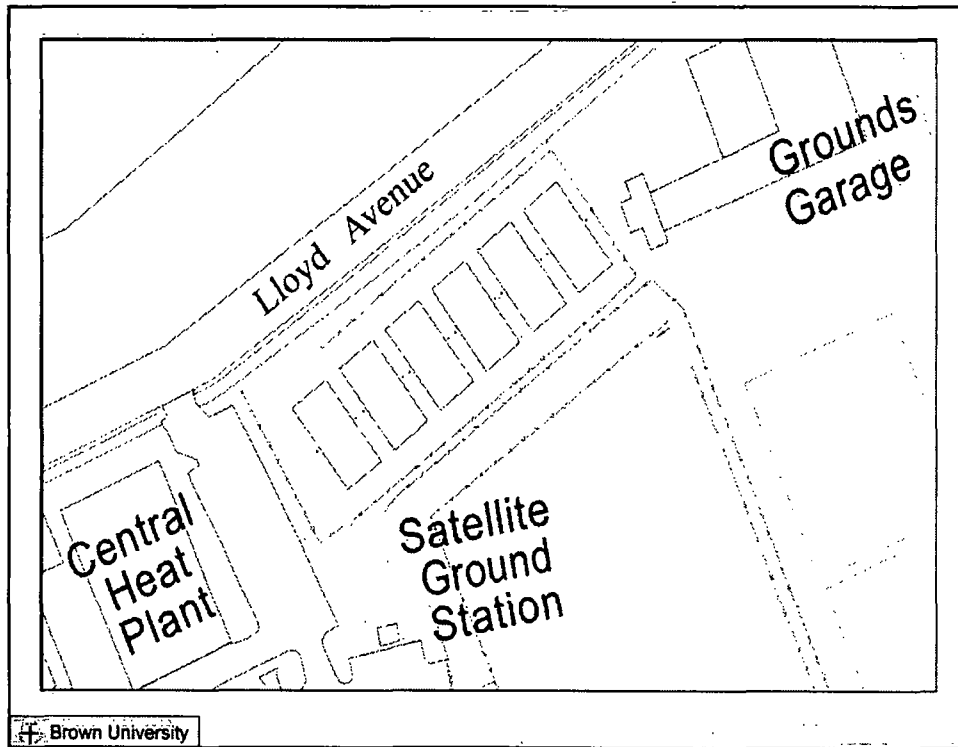
 Brown University



Facilities Management



 Brown University



Sarah Doyle Women's Center


(Possible Option)

- One of the options for the new Life Sciences Building will require the space occupied by the center
- If necessary, the center will be moved in the summer of 2001
- Site currently undetermined

 Brown University



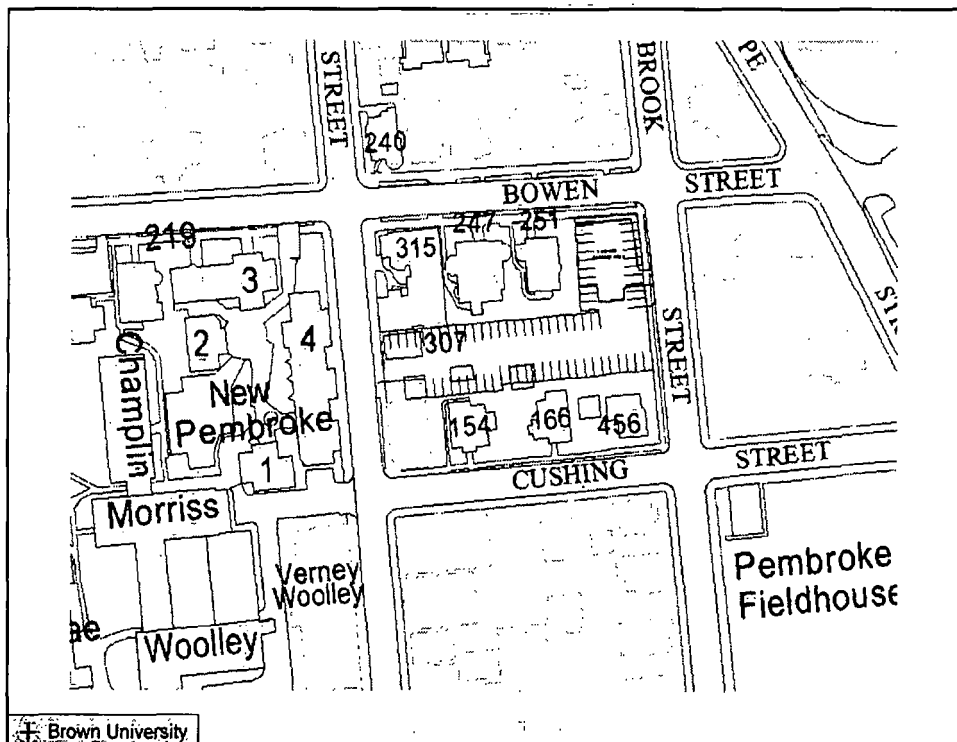
Sarah Doyle Women's Center

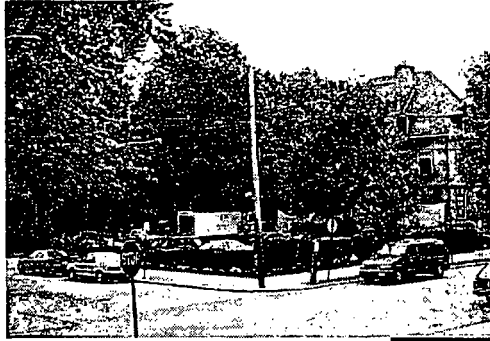
 Brown University

Expansion of Existing Parking Lot

- Life Sciences Building displaces two University parking lots
- Expand lot at Bowen and Brook Streets to create additional parking spaces
- Expanded lot requires removal of 307 Thayer Street and 3 garages
- Construction planned for summer 2001

Brown University






Parking Lot Expansion

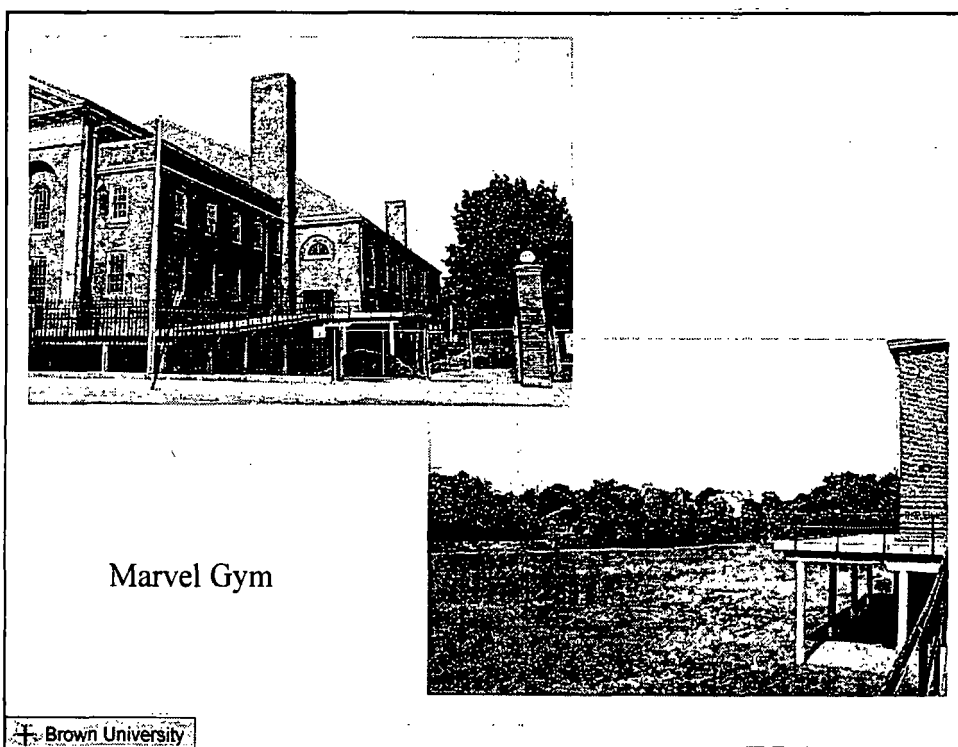
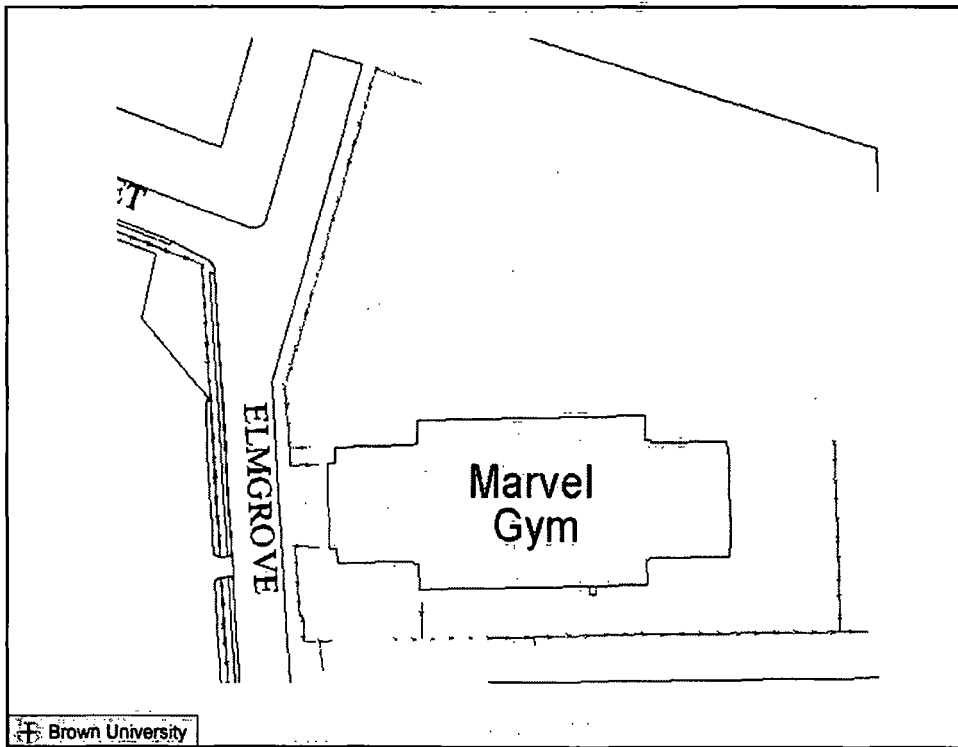


 Brown University

Marvel Gymnasium

- Status reviewed at request of neighbors
- Additional athletic field space identified as priority
- Demolition planned within the next two years
- Interim improvements underway

 Brown University



Utilization Reviews Underway

- Parking
 - The Hillier Group is studying parking capacity and parking structure feasibility
- Old Stone Bank
- Minden Hall

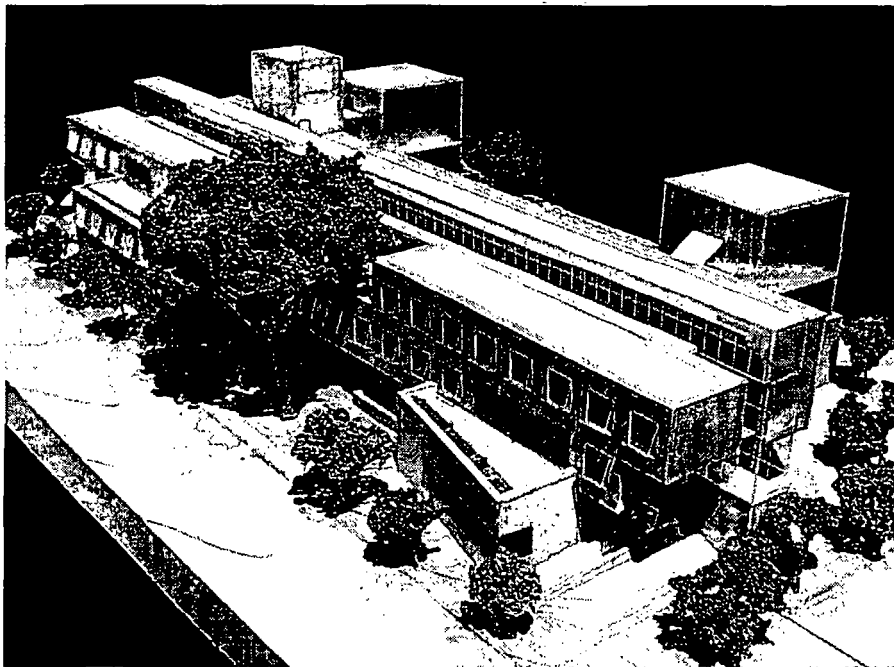
Projects Underway or Completed Since 1995

- Watson Institute for International Studies
- English Department Building
- Barus & Holley Engineering Addition
- Smith-Buonanno Hall
- MacMillan Hall
- Ladd Observatory

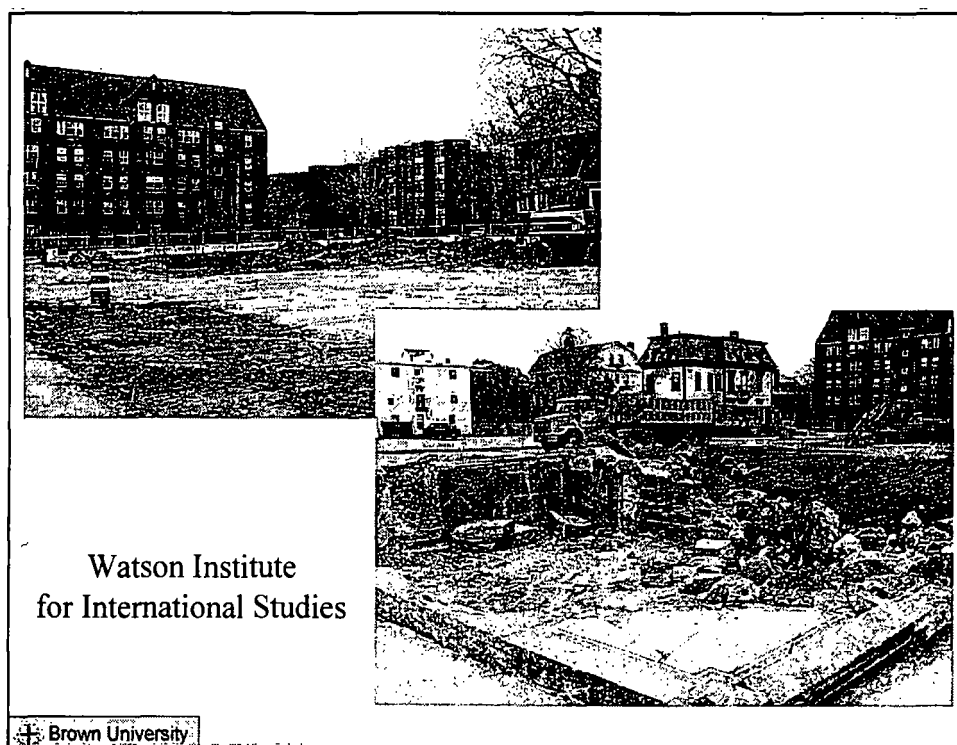
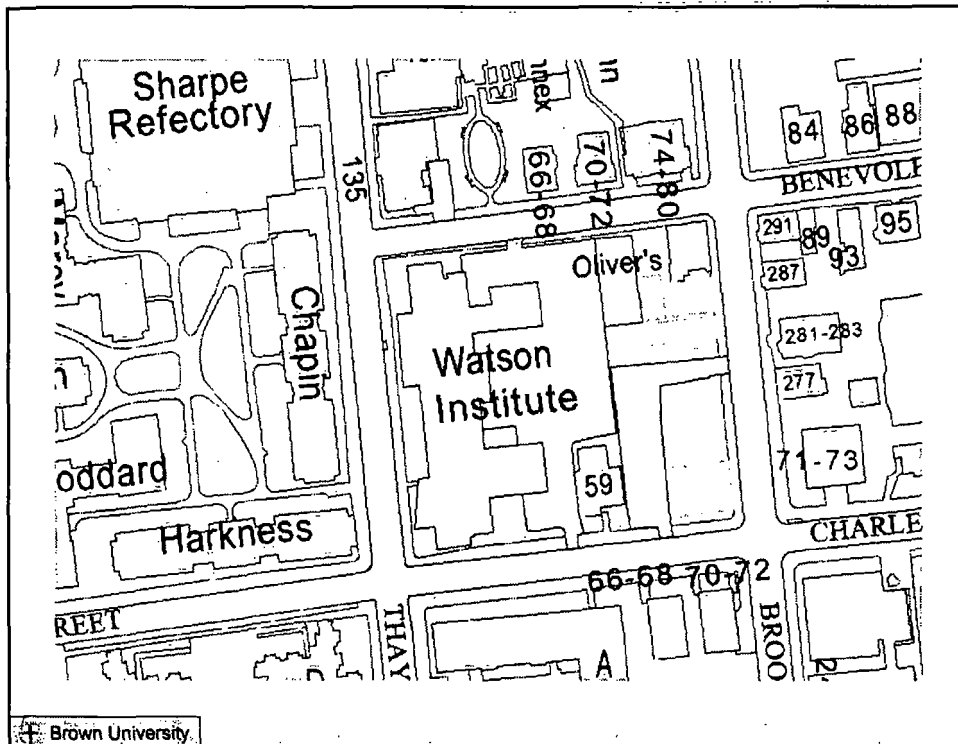
Watson Institute for International Studies

- New state-of-the-art building at 111 Thayer Street
- Consolidates Watson Institute activities to a single location, currently in 5 separate buildings
- Will serve as an international gateway
- Construction underway, occupancy scheduled for fall 2001

 Brown University

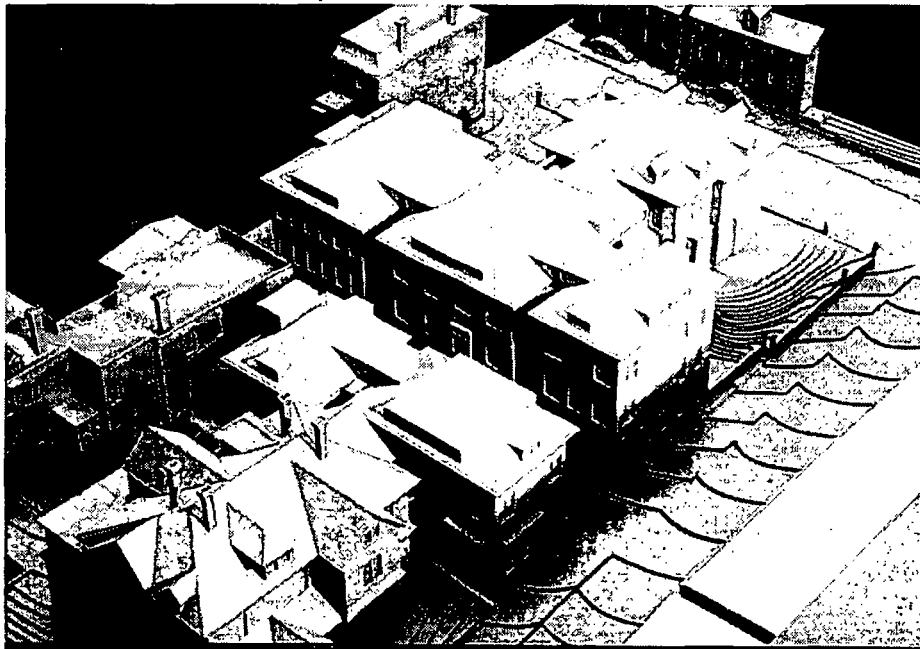


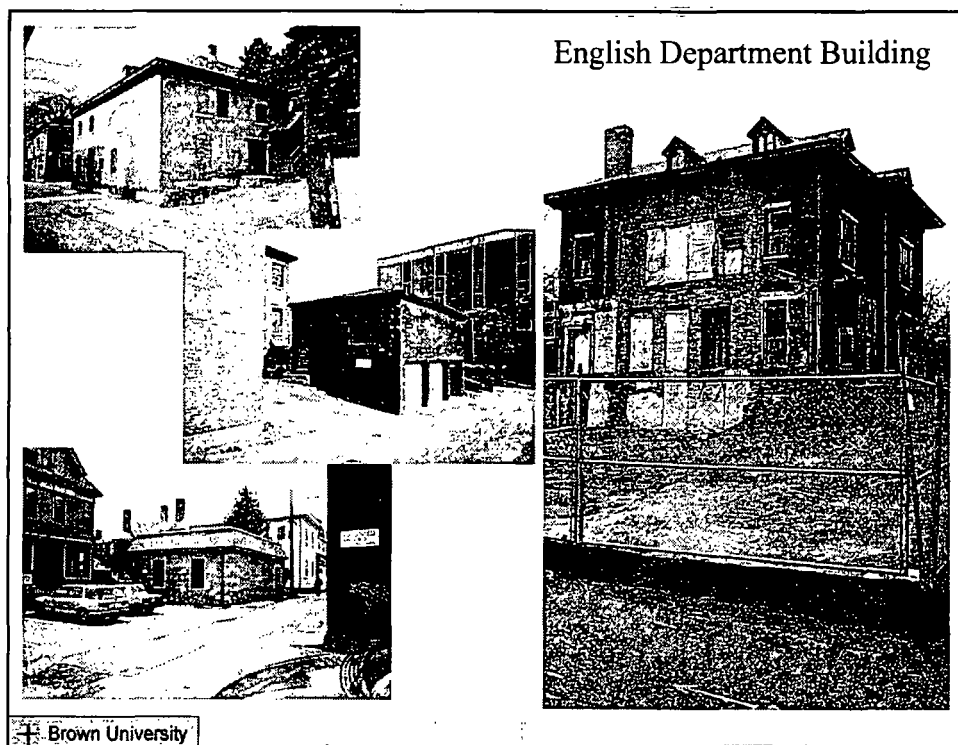
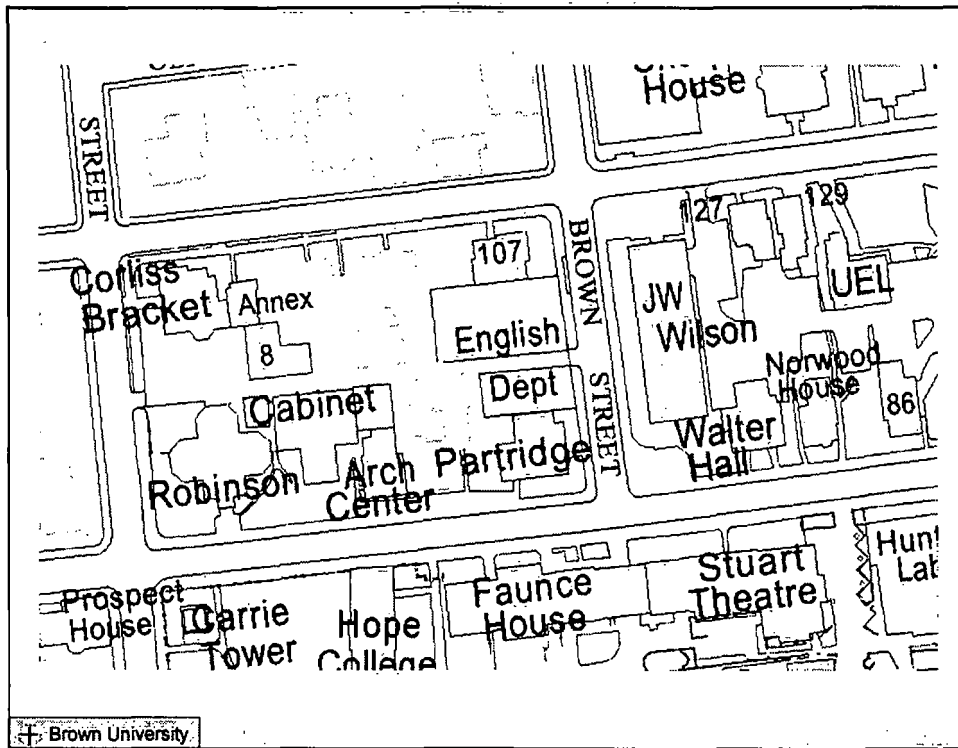
 Brown University



English Department Building

- Consolidates English Department and Creative Writing Program, currently housed in 4 separate buildings
- Construction work scheduled to begin in July 2000
- Building occupancy scheduled for fall 2001

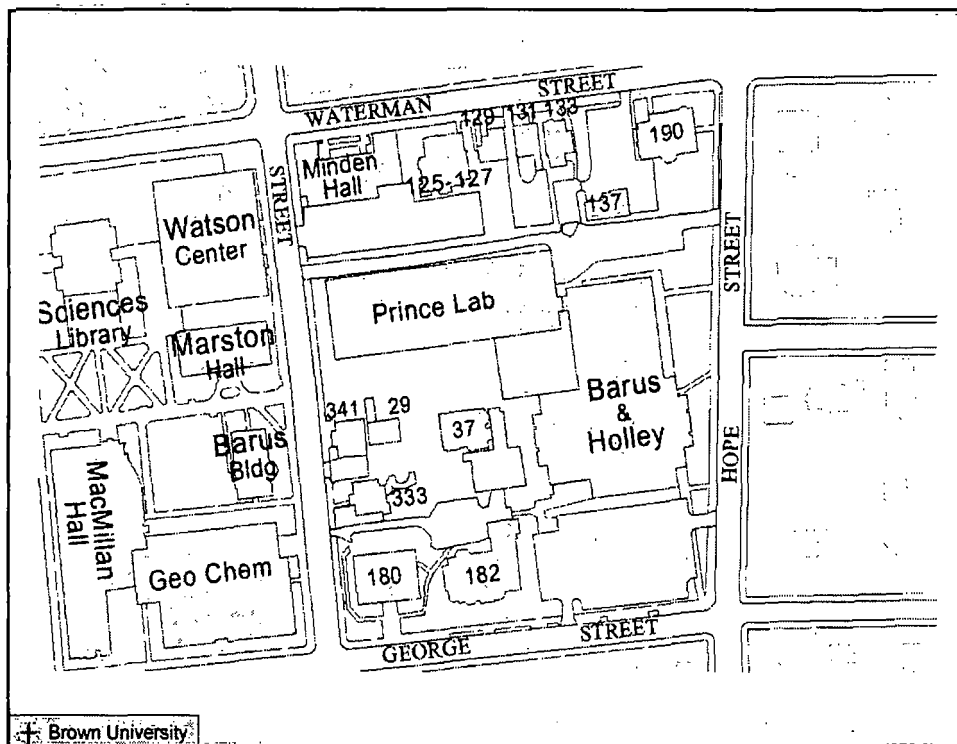


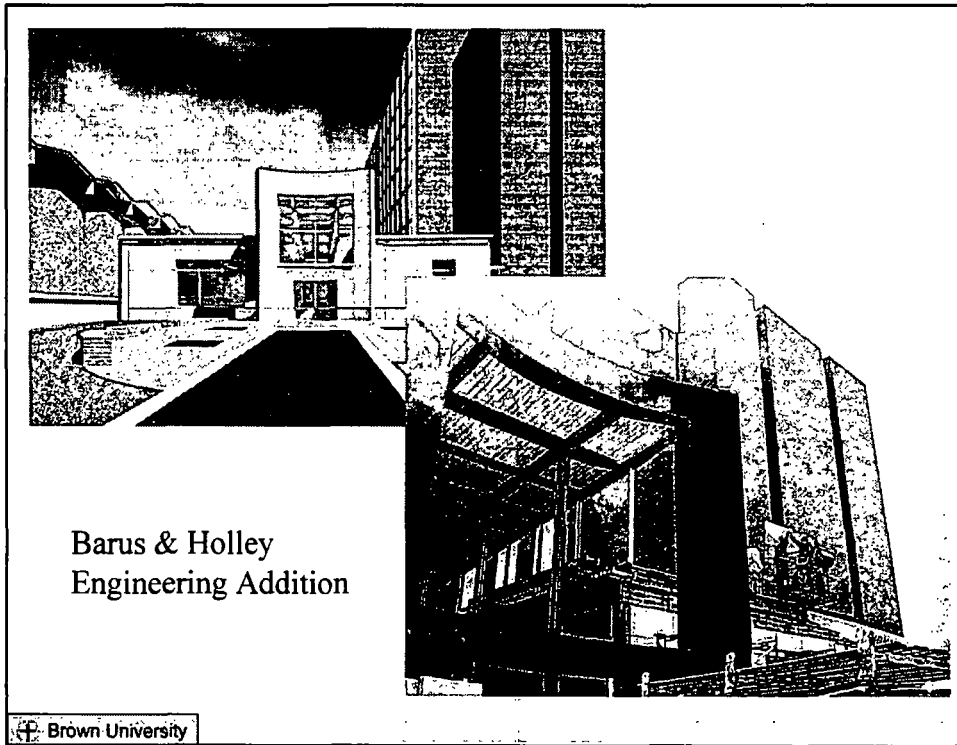


Barus & Holley Engineering Addition

- New 2-story addition to Barus & Holley/Prince Engineering complex to house undergraduate teaching laboratories
- Universal access to buildings via the new Manning Walkway extension
- Building occupancy scheduled for class opening fall 2000

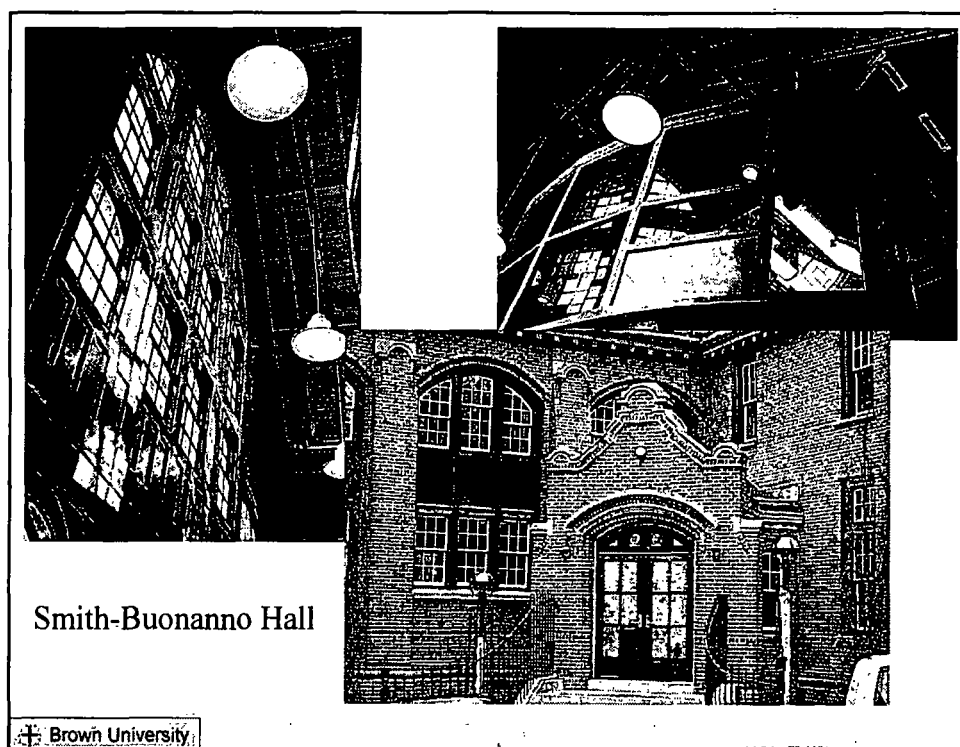
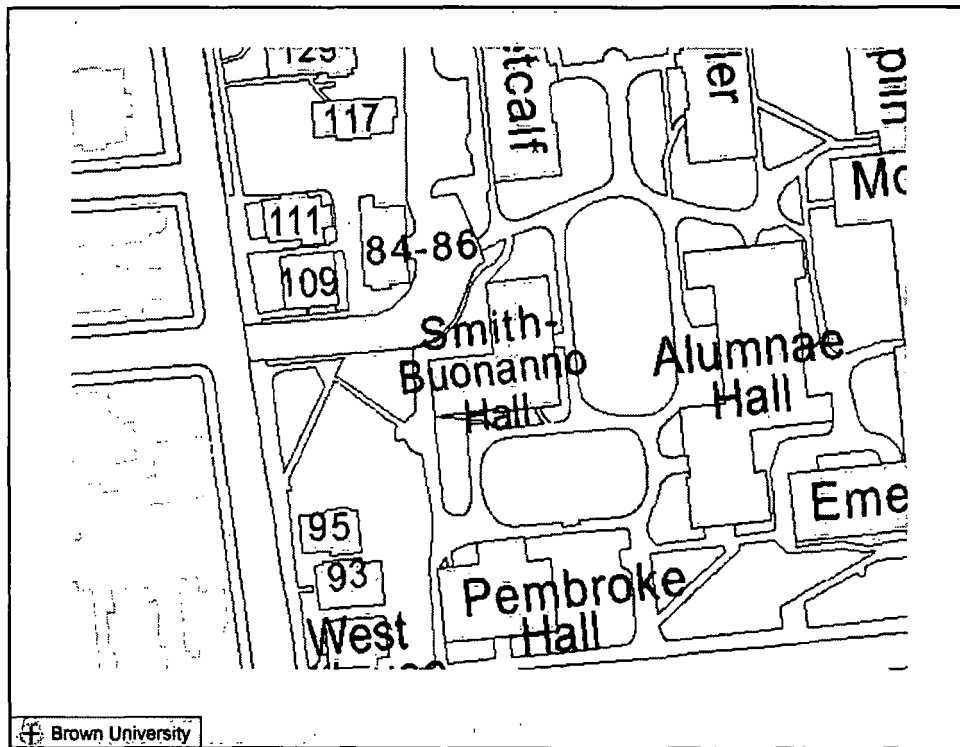
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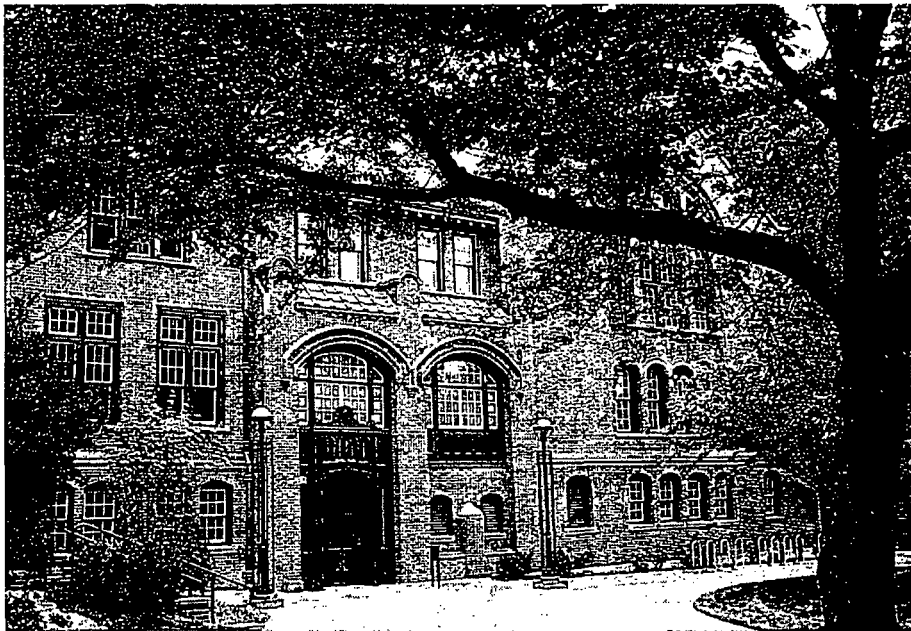





Smith-Buonanno Hall

- Brown's newest classroom building, in the former Sayles Gymnasium building, opened for classes in January 2000
- Nine new state-of-the-art classrooms were constructed in the building
- Exemplifies Brown's commitment to adaptive re-use






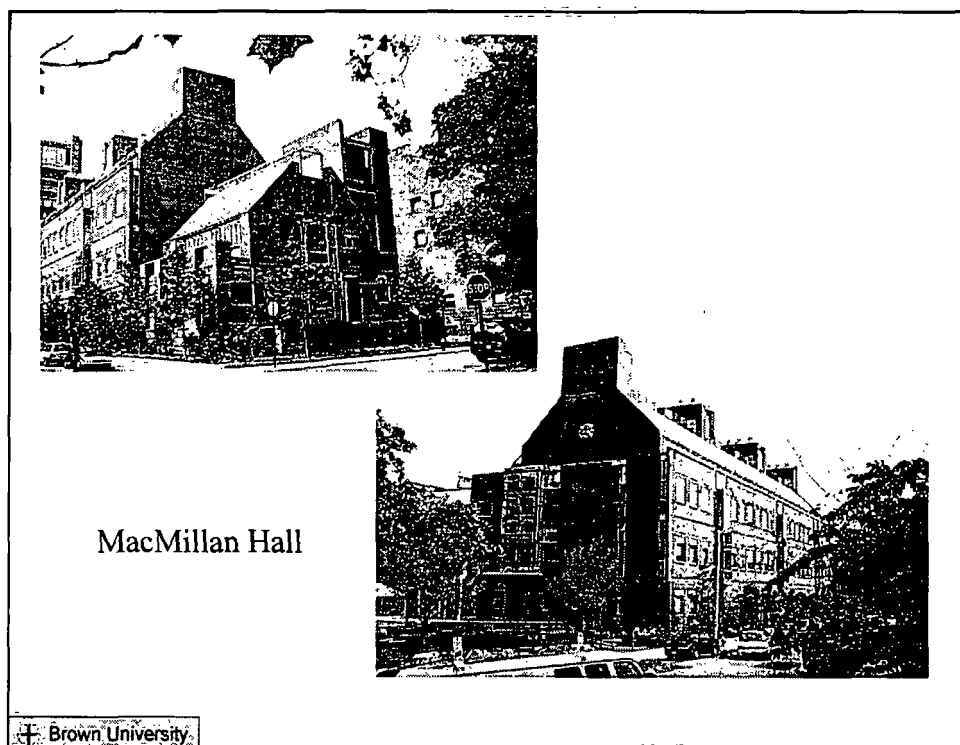
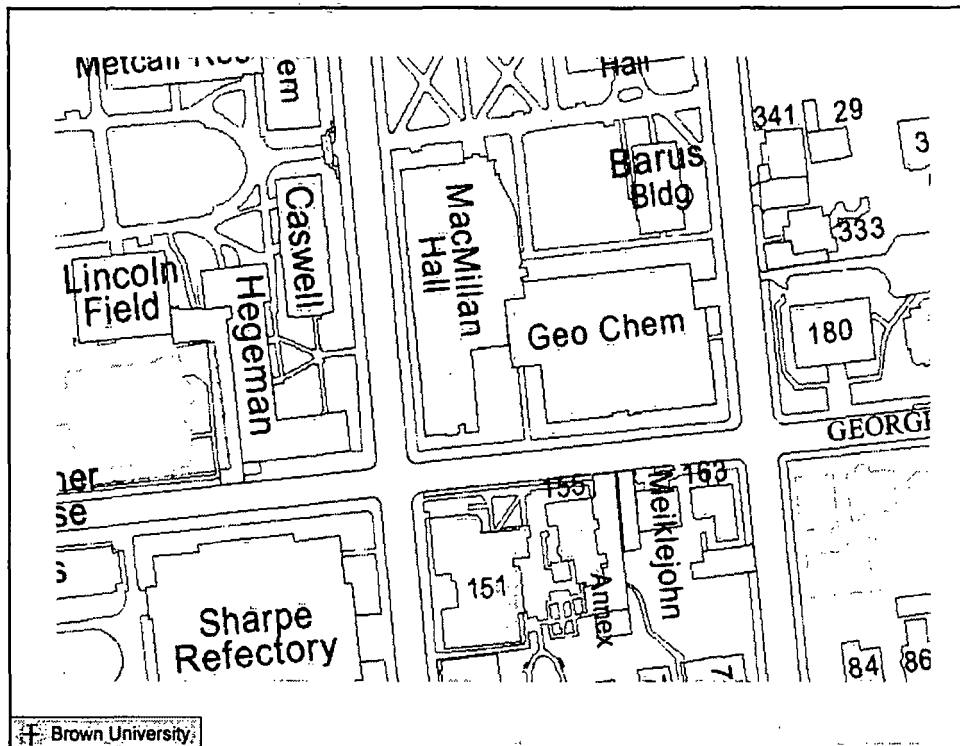
Smith-Buonanno Hall

 Brown University

MacMillan Hall

- New laboratory building for chemistry, geological sciences and environmental sciences opened for classes in September 1998
- Includes a 110-seat classroom and a 300-seat auditorium

 Brown University



Ladd Observatory

- New stairway and elevator tower allow access to the first floor and roof deck areas, including the telescope room
- Created a park area with flowering trees and shrubs, street parking and site lighting
- Project a collaborative effort with neighbors and the Providence Preservation Society

 Brown University



Ladd Observatory



 Brown University

Questions, Comments and Discussion

Institutional Master Plan

The Miriam Hospital

According to the City of Providence Zoning Ordinance

RECEIVED

DEC 31 1999

PLANNING DIVISION

**Submitted to: City Plan Commission, Department of Planning
Development**

**Submitted by: The Miriam Hospital
J. S. Piechocki, Vice President, Patient Support
Services**

Submitted on: August 4, 1999



PROVIDENCE CITY PLAN COMMISSION

"Planning the Future of Providence"

December 15, 1999

Mr. Michael R. Clement
City Clerk
City Hall
25 Dorrance Street
Providence, Rhode Island 02903

Re: Lifespan Institutional Master Plan - The Miriam Hospital

Dear Mr. Clement:

At a regular meeting of the City Plan Commission, duly noticed and held at the Department of Planning and Development, 400 Westminster Street, Providence, Rhode Island, on December 14, 1999, the City Plan Commission reviewed The Miriam Hospital portion of the Lifespan Institutional Master Plan (submitted August 4, 1999).

Pursuant to Section 503.4 of the City of Providence Zoning Ordinance (Chapter 1994-24, No. 365, adopted June 27, 1994, as amended), the Commission voted unanimously to make the following findings of fact and determinations relative to The Miriam Hospital (amendment dated October 7, 1999). That The Miriam Hospital Institutional Master Plan, dated August 4, 1999, is consistent with *Providence 2000: The Comprehensive Plan* and all elements thereof, as described in the findings of fact and conditions of approval listed below. The Miriam Hospital Master Plan with other additional documentation and with this approval will together be considered part of the full Lifespan Institutional Master Plan (Rhode Island Hospital has not been approved by the Commission).

A. Findings of Fact

1. Lifespan is required by Section 503 of the Providence Zoning Ordinance (Chapter 1994-24, No. 365, effective June 27, 1994, as amended) to submit to the City Plan Commission a master plan for the future growth and expansion of its health care facilities and campus. Lifespan has partially fulfilled its obligation for compliance with the submission of the Lifespan Institutional Master Plan.
2. Lifespan has submitted scaled architectural drawings and site plans for both campuses, a facilities parking worksheet with calculations and exhibits that show hospital owned buildings and land. Included is a written narrative for each project describing the proposed new uses, purpose of the change and its impact on the immediate area and surrounding community.
3. The Miriam Hospital Campus Master Plan is consistent with *Providence 2000: The Comprehensive Plan* in the following ways:

- a) The Master Plan meets the Comprehensive' Plan's goals relative to permitting institutional growth while protecting the residential neighborhood and its historic resources.
- b) The Master Plan is consistent with the Providence Zoning Ordinance in that all propose new development and improvements would occur within the existing boundaries of the I-2 Institutional Floating Zone, and all such development would contain uses permitted under the I-2 Zone regulations.

2. Determination

Although there is no legal requirement for public review of the plans, Lifespan did agree to schedule informational meetings in the respective neighborhoods as a condition of approval. The purpose of informational meetings were for neighborhood review and discussion with Lifespan, only.

VOTE

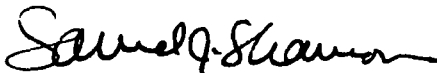
The City Plan Commission voted to approve The Miriam Hospital Master Plan for Lifespan as submitted (dated August 4, 1999), as consistent with *Providence 2000: The Comprehensive Plan*, with the following conditions and above written findings of facts:

1. The Miriam Hospital Institutional Master Plan, as a part of the Lifespan Institutional Master Plan is consistent with the City's Comprehensive Plan and its Zoning Ordinance, and is hereby approved.
2. The Miriam Hospital Master Plan shall be incorporated into the final Master Plan for Lifespan, which is expected to be filed with the Commission by January 31, 2000.
3. Lifespan held a neighborhood information meeting in the Mount Hope neighborhood before final approval of the Miriam Master Plan.

The approved Miriam Hospital Institutional Master Plan (consisting of all documentation submitted by Lifespan and a copy of this letter), shall be bound into four copies of the original approved Master Plan. One copy shall be retained by Lifespan, one submitted to the City Clerk, one submitted to the Building Inspector, and one to the CPC staff.

This decision will be noticed as a Public Notice in a newspaper of general circulation in the City of Providence, as required by the Zoning Ordinance, Section 503.4(B).

Sincerely,



Samuel J. Shamoon

Associate Director of Planning

cc: Ramzi Loqa, Dept. of Inspections and Standards
Joe Piechocki, Vice President, Patient Support Services, Lifespan
Councilman Kevin Jackson, Ward 3

PROVIDENCE CITY PLAN COMMISSION

THE MIRIAM HOSPITAL MASTER PLAN
FOR LIFESPAN

December 14, 1999

Background

Lifespan delivered to this office on August 4, 1999 the final draft plan for both The Miriam Hospital and Rhode Island Hospital/Hasbro Children's Hospital.

On October 19, 1999 in a meeting before the City Plan Commission Lifespan presented two final drafts of their master plans: The Miriam Hospital Campus Master Plan and the Rhode Island Hospital with the Hasbro Children's Hospital Campus Master Plan. Staff found the contents of the plans to be complete in accordance with the requirements of Section 503.4 of the Zoning Ordinance.

Commission members now have complete copies of both plans.

The Commission determined that an earlier requirement had not been accomplished by Lifespan. In the approval letter for the Lifespan Partial Facilities Master Plan, dated January 15, 1998, written to Michael Clement, City Clerk and later recorded, the Commission had asked Lifespan to hold two neighborhood informational meetings in the Upper South Providence and Mount Hope neighborhoods before the final submission of a complete institutional master plan.

Lifespan did agree during the October meeting to schedule and hold the required meetings on each hospital campus. Also, the meeting places had to be open and accessible to the general public.

Since that time Lifespan held a successful neighborhood meeting on the Miriam campus with the assistance of Councilman Kevin Jackson. A report from Lifespan on the results of that meeting are attached to this staff report.

Overview

These master plans incorporated the Partial Facilities Master Plan. Staff advised Lifespan on August 18, 1999 that the new master plan is technically complete. **More significantly, staff wanted the draft plan to be circulated to the Council members whose wards are affected.**

The master plans consists of the following items:

Capital Improvements (2 Year Capital Agenda)

Rhode Island Hospital

- Davol Building Addition/Renovation
- Power Plan Upgrade
- Proposed Parking Garage

The Miriam Hospital

- MRI Unit Renovation/Improvements/Addition

Parking

Rhode Island Hospital

Rhode Island Hospital parking calculations as based upon the worksheet formula counts and excess of 1,500 parking spaces. Compared to 1987 Parking Worksheet, the hospital had only an excess of 721 parking spaces.

The Miriam Hospital

In 1987 the Miriam Hospital Parking Worksheet reported a shortage of 65 spaces, in 1999 there was an excess of 335 spaces. The worksheet for 1999 does not seem to calculate the number of doctors offices as required by the Zoning Ordinance. Staff questioned the significance of the absence of a line to report the number of spaces required for a daycare facility.

Changes in Land Holdings

There appears to be on changes in land holdings. However, staff recommends that copies of the Official Zoning Map showing the Institutional Floating Zones for Rhode Island Hospital/Hasbro Children's Hospital and The Miriam Hospital and the City Plat Maps be reduced and included as an insert in the final master plans. The problem is the RIH Property - Land Use list is out of date and does not match the City Tax Assessor Plats. A closer review of this list will reveal RIH property /lots over the years were merged and assigned new lot numbers.

Analysis

New Construction.

- The RIH plan mentions under the “Capital Agenda” a major project that will entail an addition with some renovation to the Davol Emergency Building; the RIH Power Plant where the upgrade will begin sometime this Fall. Staff should review any available renderings for the project, including the Dudley Street Parking Garage, when available.
- The Miriam Hospital component shows that the MRI unit is to undergo renovation and expansion. This will replace a mobile MRI unit on site. Staff recommends that this element be reviewed by the Ward 3 Councilman Kevin Jackson, and his neighborhood constituents.

Findings of Fact

1. Lifespan is required by Section 503 of the Providence Zoning Ordinance (Chapter 1994-24, No. 365, effective June 27, 1994, as amended) to submit to the City Plan Commission a master plan for the future growth and expansion of its health care facilities and campus. Lifespan has partially fulfilled its obligation for compliance with the submission of the Lifespan Institutional Master Plan.
2. Lifespan has submitted scaled architectural drawings and site plans for both campuses, a facilities parking worksheet with calculations, and exhibits that show hospital owned buildings and land. Included is a written narrative for each project describing the proposed new uses, purpose of the change and its impact on the immediate area and surrounding community.
3. The Miriam Hospital Campus Master Plan is consistent with *Providence 2000: The Comprehensive Plan* in the following ways:
 - a) The Master Plan meets the Comprehensive’ Plan’s goals relative to permitting institutional growth while protecting the residential neighborhood and its historic resources.
 - b) The Master Plan is consistent with the Providence Zoning Ordinance in that all proposed new development and improvements would occur within the existing boundaries of the I-2 Institutional Floating Zone, and all such development would contain uses permitted under the I-2 Zone regulations.

Recommendations

Although there is no legal requirement for public review of the plans, Lifespan did agree to schedule informational meetings in the respective neighborhoods as a condition of

STAFF REPORT TO CITY PLAN COMMISSION

December 14, 1999

Page 4

approval. The purpose of informational meetings were for neighborhood review and discussion with Lifespan, only.

Staff recommends that the Commission approve The Miriam Hospital Campus Institutional Master Plan with the following conditions and above written findings of facts:

- The Miriam Hospital Master Plan shall be incorporated into the final Master Plan for Lifespan, which is expected to be filed with the Commission by January 31, 2000.
- Lifespan held a neighborhood information meeting in the Mount Hope neighborhood before final approval of the Miriam Master Plan. Lifespan has scheduled a neighborhood meeting for the Rhode Island Hospital Master Plan in the Upper South Providence neighborhood, as required. Notification of the time, date and place will be submitted to the Commission before any building permits for the Rhode Island Hospital and Hasbro's Children Hospital may be issued.

Lifespan

December 6, 1999

Sam Shamoon, Director
Department of Planning and Development
400 Westminster Street
Providence, RI 02903

Dear Mr. Shamoon:

As we discussed yesterday and as I mentioned to Darlene Price in a telephone call on Tuesday, December 1, 1999, I wanted to alert you to all of the activities that we have either undertaken or contemplated being completed by December 14th, that hopefully will support the approval of the Rhode Island Hospital and The Miriam Hospital Facility Master Plans on file with the City of Providence.

The Miriam Hospital

- Held a public hearing on November 16, 1999 at The Miriam Hospital where approximately twelve members of the community were in attendance plus councilman Kevin Jackson. The meeting lasted approximately 90 minutes. There were a number of issues discussed and they have been summarized in a letter to councilman Jackson, which is attached to this letter (see attachment # 1).
- There was no opposition whatsoever to the only facility project mentioned in the plan, which is the permanent installation of an MRI unit off of Highland Street. I believe most in the audience understood that this change would improve local traffic and circulation issues, would be much less disruptive from a noise standpoint and aesthetically be an improvement over the forty foot trailer which housed the mobile unit.
- I have enclosed a response to Liz Cameron's letter to the City Planning Commission dated November 22, 1999 (see attachment #2).

Sam Shamoon
December 3, 1999
Page 2

Rhode Island Hospital

- Copies of the Rhode Island Hospital Master Plan were mailed to the South Providence Development Corporation, DARE, and Councilperson Balbina Young for their review and comment.

The hospital is awaiting a response from Councilperson Young so a date convenient for the hospital, the neighborhood and the councilperson can be arranged. We certainly hope to hold this meeting before January 6, 2000.

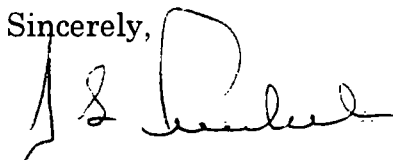
It would be our intention to finalize the Rhode Island plan at your January meeting.

- Finally, we will be touring Commissioner Miguel Luna around the Rhode Island Hospital campus on Monday, December 13, 1999 to review plans mentioned in our August 4, 1999 submittal.

If there is anything else your feel we need to accomplish or should clarify before the City Plan Commission hearing on the 14th of December please contact me immediately.

Thank you for your help and assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "J. S. Piechocki", written over a horizontal line.

Joseph S. Piechocki
Vice President Patient Support Services

/kc
a.123shamoon.jp2

December 9, 1999

Councilman Kevin Jackson
61 Twelfth Street
Providence, RI 02906

Dear Councilman Jackson:

As we discussed shortly after the public hearing, I have listed below the issues and next steps that were discussed at the November 16th meeting at Miriam Hospital to update the community on the Facility Master Plan Submittal to the City of Providence in August.

- **Permanent MRI Structure:** The development of a permanent structure to house this piece of radiology equipment did not meet any opposition. The community members present did not question the presented improvements in local traffic and circulation, the fact that noise levels cause by the constant movement of the forty foot trailer housing the portable unit will no longer be an issue, and that the appearance of a permanent structure will be more aesthetically pleasing than the presence of the trailer.
- The Miriam will immediately undertake a traffic and circulation study with the firm of VHB Inc., which will conduct traffic counts and suggest methods to improve traffic and circulation in and around the Miriam and the adjoining neighborhood. The VHB personnel have been instructed to include in their study a public hearing at the Miriam where the community can comment on specific items that they believe have been issues. The purpose here is to see what may or may not be done to improve these issues from both the hospital perspective and the community. This study will be made available to you, the city planning department and the community. The VHB Community meeting can and will be set-up in concert with you.

Councilman Kevin Jackson

December 9, 1999


Page 2

- It was agreed that the hospital would meet with the community every six months to update them on facility or other hospital issues. The community was to get back to me to set up a schedule for these meetings, which can be set at a time of their choosing.
- It was agreed that no additional antennas be installed on the roof of the Miriam Hospital. The only condition that I would request here is that if an antenna needed to be installed to bring in patient or physician educational programs that the institution be allowed to move forward, after consultation with the community.
- That the hospital and yourself would work to develop a program with the local schools to develop "contest" to paint suitable art on the front of the SEARS retail complex. This would be an interim measure to enhance the appearance of that building that involved the community, hospital personnel and school age children in a fun type activity. I will have my office contact you so we may set-up a meeting to discuss this further given that we talked after the meeting and you had some additional thoughts on how we might do this project.

Please contact me if you think I either misinterpreted or missed any point listed above or we need to review one that you believe I may have missed.

Thank you.

Sincerely,



Joseph S. Piechocki


Vice President Patient Support Services

/kc

a.123kjackson.jp2

M E M O R A N D U M

To: City Plan Commission

From: J. S. Piechocki 
Vice President - Patient Support Services

Date: December 9, 1999

Subject: **RESPONSE TO LIZ CAMERON LETTER
DATE NOVEMBER 22, 1999**

The following is a response to Liz Cameron's concerns about The Miriam Hospital's master plan.

1. The hospital has not decided to either retain or sell the SEARS Retail building. The hospital has a study of the SEARS Building on file which was conducted by SLAM Collaborative, which assessed the condition of the buildings and projected redevelopment costs. A number of redevelopment options were developed which had costs attached to them ranging from \$1.9M to \$8.9M. Due to the financial constraints that all healthcare agencies are under the hospital does not have excess operating revenue to support the development of this complex.

The SEARS automotive and Ethan Allen building were judged non-essential to the hospital future operations and were sold to Brown University in the summer of 1999.

2. The hospital had requested the city to allow the addition of two eight foot whip antennae on the roof to generate additional income.
3. The hospital worked with the city planning office to develop a partial facilities plan and followed whatever guidelines city officials deemed appropriate. The plan was subsequently presented to the city plan commission in December of 1997. The partial plan is included in the August 4, 1999 plan submittal.

4. The RISE building is and will continue to be for the foreseeable future an office building housing various administrative functions. This has been the case for the last five years.

The hospital did switch firms which manage its daycare center from a private vendor to the YMCA, but does not believe this business decision is part of the master plan review process. The usage of the daycare center has remained a constant over the years and the hospital has no intention of changing its' location or the usage within the current building.

file - Lifespan Master Plan

ELIZABETH CAMERON
132 Fourth Street
Providence, Rhode Island 02906

November 22, 1999

City Plan Commission
c/o Sam Shamoon
Department of Planning
Westminster Street
Providence, RI 02903

Re: Miriam / Lifespan Master Plan

Dear Members of the Plan Commission:

There are a number of things that concern me about Miriam's recently submitted Master Plan.

1. There is no mention in this 4-year belated Master Plan about why they bought buildings on North Main Street (which the Neighborhood Association applauded as being the appropriate place to move/expand their operations), nor why they sold 2 of them last summer. There are also no dollar figures to explain why they do not want to upgrade the Sears Building, nor any reasoning as to why they now want to sell it.

2. There is no mention of the antennae on the top of their building, nor why they were allowed to petition the Zoning Board for this in the first place without a Master Plan. And since this is not hospital-related, why were they given permission anyway? This is purely a financial issue, in that there are several high points in the commercial area where an antenna could be.

3. Of great concern is the fact that Miriam was given partial approval of a Master Plan no one in the neighborhood had seen, so that they could receive several building permits. There is no provision in the city ordinance to submit a partial plan and such permission makes mockery of the whole process. The only hold the city has is that a complete Master Plan must be in place in order to build. The city has no authority to even consider, let alone approve, a partial master plan.

4. There was no mention of the RISE building, its uses and plans for the future, nor the changes they made in transferring the daycare to the YMCA.

Miriam has been duping the city for years with thinking that "planning is a dynamic process" and that plans are subject to change at any moment. Since it is several years late, this Master Plan did not even provide a historical perspective. The Master Plan, at least for Miriam, is neither accurate nor complete and should not be accepted until it is.

Sincerely yours.

Liz
Liz Cameron

RECEIVED

copy to: Kevin Jackson

NOV 23 1999

PLANNING DIVISION

*end to
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in plan*

am in

*very close
to neighborhood
so we
did*

JOHN F. PALMTERI
Director



VINCENT A. CIANCI, JR.
Mayor

DEPARTMENT OF PLANNING AND DEVELOPMENT

"Building Pride in Providence"

August 18, 1999

Mr. Joseph S. Piechocki
Vice President for Patient Support Services
Lifespan
Academic Medical Center
593 Eddy Street
Providence, Rhode Island 02903

Re: Certification for Completeness for the Lifespan Institutional Master Plan Lifespan
(this includes The Miriam Hospital and The Rhode Island Hospital/Hasbro
Children's Hospital)

Dear Mr. Piechocki:

The Department of Planning staff received on August 4, 1999, three copies of the Lifespan Institutional Master Plan that contained one book each for The Miriam Hospital and Rhode Island which includes Hasbro Children's Hospital. Providence Zoning Ordinance Section 503.4, part (B) requires as part of the approval process, the applicant receive notification of completeness within fourteen days of master plan submission.

Staff would advise Lifespan that the Lifespan master plan submitted is technically complete, that is, the Plan Contents have been fully submitted and discussed in context of: lists of properties, statements of goals and objectives, land holdings of the institutions and changes, capital improvements, parking plans and requested maps, project plans and graphics. However, we have several specific comments that we'll forward to you under separate cover.


Once received, we request that you to re-submit the final plans with these changes or additions. Send only one copy to this office for its final review before printing. At that time staff will schedule Lifespan's representatives to present the plan before the City Plan Commission on September 21, 1999, provided that we can have complete sets no later than September 13, 1999.

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AUG 4 1999
PLANNING DIVISION

Page 2

Please do not hesitate to contact this office if you have questions or need further assistance.

Sincerely,



Samuel J. Shamoon
Associate Director for Planning

RECEIVED
OCT 4 1999
PLANNING DIVISION

LIFESPAN FACILITY MASTER PLAN 1999

Lifespan has an overall Master Plan according to the City Zoning ordinance. This plan is based on Lifespan's Mission and Vision as well as its relationship to the community.

Lifespan's properties within Providence are located mainly on two separate campuses. The first campus includes properties associated with Rhode Island Hospital and Hasbro Children's Hospital. The second includes areas associated with The Miriam Hospital.

At the request of the city of Providence, two Master Plans have been developed, one for the Rhode Island Hospital campus and one for The Miriam Hospital.

Portions of the Historical Overview, Mission & Vision, Relationship to Community, and Planning Context Overview are similar in both books. The remaining material in each book is specific only to one of the two sites.

Lifespan acknowledges the fact that this plan is late in being resubmitted. Largely this is due in part to the hospital's review process surrounding the need and utilization of the properties on North Main Street.

This report reflects the most recent land use changes and thinking that have resulted from an analysis of the North Main Street properties as of July 25, 1999.

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Historical Overview

I. Historical Overview

Lifespan is the first integrated health care system in Rhode Island, established in 1994 by founding partners Rhode Island Hospital and The Miriam Hospital.

Other Lifespan partners include the Hasbro Children's Hospital – the pediatric division of Rhode Island Hospital (RIH), Hospice Care of Rhode Island, VNA of Rhode Island, Emma Pendleton Bradley Hospital, Newport Hospital, The New England Medical Center in Boston plus South County Hospital as an affiliate member.

It should also be noted that Women & Infants Hospital (W&I) is not currently part of the Lifespan system (discussions and due diligence work is currently being conducted as a pre-consolidation activity for federal and state requirements). However, Rhode Island does have some business and spatial relationships with Women & Infants Hospital. They are as follows:

- Power Supply; RIH supplies W&I with electrical power and high pressure steam, for which they reimburse RIH;
- RIH receives W&I's supplies through its loading dock complex;
- W&I disposes of medical waste material utilizing the RIH incinerator;
- RIH and W&I are joint partners in the Cooperative Care and Medical Office Center (MOC) building located on the RIH campus;
- W&I, as part of a land lease agreement has access to approximately 834 surface parking spaces. These lots are bounded by Gay, Pearl and Dudley Streets and;

- Finally, there are a number of clinical programs that cross the boundaries of both campuses, but have no facility master planning implications.

Mission & Vision

II. Mission & Vision Statement

Mission Statement

The mission of Lifespan is to improve the health status of the people whom we serve in Rhode Island and Southern New England through the provision of customer friendly, geographically accessible and high value services. We believe that this can best be accomplished within the environment of a comprehensive, integrated, academic health system.

Key Vision Elements

Lifespan will be accomplishing its mission when it is recognized as:

1. an organization that progressively strives to improve the health status of the community it serves.
2. a geographically accessible, comprehensive integrated health system.
3. an organization that provides the highest value services, as demonstrated by its selection as the provider of choice for the majority of residents in its service area.
4. an organization that works in productive partnership with physicians other stakeholders, and suppliers.
5. strongly committed to education and research in partnership with the Brown University School of Medicine and other allied health educational programs.
6. financially viable and a responsible steward of community resources.

Relationship to the Community

The Miriam Hospital and Rhode Island were active in HELP (Health & Education Leadership for Providence), a coalition of Providence hospitals and universities working on ways to offer health and education programs to the city's children. The coalition's first major project was to create a mobile health care van to provide free health services to Providence school children.

Rhode Island Hospital launched the South Providence Development Initiative shared by RIH, Women & Infants Hospital, the Providence Plan and other organizations to improve the Life of South Providence residents, concentrating initially on employment.

Many programs have been developed and offered by the founding Lifespan partners over the years. Included, as part of this report is a copy of the Lifespan's latest annual report, (see attachment section for copy of most recent annual report) which discusses finances, highlights of 1997 and other system information.

In addition, below is an excerpt from our 1996 annual report, authored by Lila Sapinsley, a member of the board, concerning Lifespan's community and economic benefit.

COMMUNITY AND ECONOMIC BENEFITS BY LILA SAPINSLEY, CHAIR LEGISLATIVE AND PUBLIC AFFAIRS COMMITTEE OF THE LIFESPAN BOARD OF TRUSTEES.

"We are expected to improve the health of the people who live in our region by providing the highest quality care appropriate for the patients' conditions, whether that is in a hospital, an outpatient setting or at home. We are also expected to be good neighbors by helping to create and maintain community partnerships."

“We are a community-owned organization accountable to the community for health care. Our board of directors and trustees come out of the community. Our mission is to continue to provide effective, essential and appropriate health care for all those in the region who require it.”

“I am pleased with the progress we’ve made in building a health care system in this new environment, and in using our financial and medical strength as a means to improve the lives of people. The board is focused upon our mission, and is ready for the challenges ahead.”

“Lifespan is the largest private employer in the state, and as we build a strong system, we also contribute to the region’s economic health. Our primary goal, however, is to improve health care, I consider access to quality health care a right for all members of the community. The Lifespan health care system is driven by this goal.”

- Lifespan Hospitals provided total uncompensated care of \$22.9 million (based on cost), up from \$20.1 million the previous year.
- Lifespan, as the state’s largest private employer, increased its number of employees to 9,408 and statewide purchasing totaled nearly \$90 million.
- Provided Health screenings, training and lecture programs for more than 3,600 individuals and coordinated a statewide Flu immunization program at 361 community clinics, reaching more than 22,000 residents.
- Provided funding of nearly \$1,000,000 to create the community health institute, support H.E.L.P. (Health and Educational Leadership for Providence) and the South Providence Development Corporation, which resulted in new jobs and business opportunities for neighborhood residents.

In addition to Ms. Sapinsley's comments we have listed some additional items that were briefly discussed at two neighborhood facility plan preview meetings during March 1998, which further evidence Lifespan's commitment to the community.

1. RIH worked with DARE representatives to improve parking services in the vicinity of the emergency room.
2. RIH worked with Balbina Young and the South Providence Improvement Association, to obtain grants totaling \$17,533 to improve the Davey Lopes Recreation Center and to fund the Knight Memorial Library.
3. RIH provided \$100,000 per year to the South Providence Development Corporation (SPDC). David Sloan (Senior Vice President for Lifespan served as chairman and Joseph Newsome is the Executive Director. The members of board of directors from this neighborhood include: Balbina Young, Harold Metts, Larry Brown, Heather Strother, Maria Sanchez Collins and others. To date, the SPDC helped develop three businesses, which are deriving business from the hospital local people. Those businesses include transporting of lab specimens, interpreter and computer support. SPDC has placed 146 people in jobs, of which 73 are residents neighborhoods.
4. RIH helped to fund and support the Summer Youth Employment Program whereby we placed 29 neighborhood youths in jobs with 13 of these individuals in jobs at RIH.
5. RIH is working with South Providence Development Corporation (SPDC) and others to determine whether there is sufficient demand to construct a new child care center that would serve both employees and neighborhood residents and would be managed through SPDC.
6. RIH has adopted a policy, which calls for substantially increased purchasing from women-owned businesses. This policy was developed in concert with MBE/WBE owners including Lanre Olateru-Olagbegi who operates a construction business.

7. RIH sponsored a number of health-related programs designed for neighborhood residents including a Women's Health Fair, the Up and Moving exercise program and the St. Martin De Porres Senior Center and Ebenezer Baptist Church. Meningitis immunizations are being done in all of the schools in Providence.
8. RIH sponsored a City Year Young Heroes team with children from our neighborhood who pledge to give community service throughout the year. RIH also helped sponsor a team at CityArts where neighborhood children go. RIH also holds an Annual Community Block Festival that is sponsored by Lockwood Plaza.
9. RIH has hosted and sponsored meetings of the Rhode Island Non-Violence Coalition and has coordinated design and production of invitation to the January event.
10. RIH is working with South Providence Development Corporation (SPDC) and others to develop a neighborhood based waste-management facility and has contributed \$100,000 to this effort.

Planning Context

Overview

III. Planning Context Overview

The health care industry is changing rapidly. Some of the major dimensions include changes in financing, changes and shifts in utilization of services, changing consumer expectations, changes in technology, and federal/market place driven reforms. The advent and growth of "managed care", for example, has contributed to shifts in the focus of care, declines in inpatient utilization, and shifts in society's need for certain types of medical manpower

Hospitals, as the major part of service delivery in the health care industry, are choosing a variety of responses to these changes. At a facility level, expansion and renovation plans are often put on "hold" or discarded as utilization patterns change. Hospitals must also adjust as inpatient care shifts to outpatient sites and third party reimbursement declines. Other organizations, such as Lifespan, are choosing to unite forces and build a system of care with other partners who, together, can offer a full continuum of cost effective services.

Lifespan came into being in August 1994. In its short history it has achieved regulatory approval at both the state and federal level, developed a strategic plan, and consolidated several functions. It is likely the corporation will continue to grow as Lifespan seeks to achieve its goal and fulfill its mission.

Obviously, the traditional approach to Master Planning followed in the past by hospitals such as Rhode Island Hospital and The Miriam Hospital is no longer useful or relevant in the present. Many program plans and their subsequent facility planning responses are constantly being re-evaluated. New initiatives, arising in response to changing conditions are constantly being considered against limited resources and compatibility with organizational imperatives.

Information in this document describes the plans currently in place at both Rhode Island Hospital and The Miriam Hospital respective to the

City of Providence Zoning Ordinance. It must be recognized, however, that unlike more stable times past, these plans are subject to change. They represent only a perspective on the future as viewed from today.

Within this context Lifespan commits to inform the City, in a timely manner, of any changes in major plans as they develop and is willing to do this on a scheduled basis.

This document is intended to fulfill a requirement of the City of Providence under the City of Providence Zoning Ordinance outlined in Section 503 of the existing regulations.

In subsequent sections of this report, we have attempted to present:

- An overview of The Miriam Hospital facility developments from 1994-present;
- An overview of the inpatient facility planning process that was undertaken in 1997;
- An overview of current land use;
- A summary of potential facility changes over the next year (given that a revised plan is due to the City of Providence by June 30, 2000)
- Site plans which identify the location of potential facility changes;
- A summary of past and present parking locations and capacities and employee shuttle systems for The Miriam Hospital;

- Finally, included is the most current copy of the Lifespan annual report (1997) which provides additional detail as to the mission and vision, patient statistics and financial status of the system as of September 30, 1997 (a 1998 report will be published in the summer of 1999 and a copy will be forwarded to the City of Providence Planning Office at that time).

In summary, health care in the United States is being affected by many external forces and our facility plans should be viewed as snapshots in time. It would be our intention to periodically request update meetings with City Planning personnel to review any significant changes to the material contained herein. The hospital would be willing to develop a schedule of these types of meetings as part of the approval process.

Lifespan Partial Facilities Master Plan

Approved

IV. Lifespan Partial Facilities Master Plan:

A partial Facilities Master Plan for Lifespan, was approved by the City Plan Commission on December 16, 1997. This plan covered four capital improvement projects.

They are as follows:

- Rhode Island Hospital:
 - Main Building Center Core Project (HVAC Upgrade)
 - Hospital Trust Bank Expansion
 - Patient Parking Lot Modifications
- The Miriam Hospital:
 - Modifications to exterior signing

Included below is a brief narrative on the status of each of those projects. **This section is included in this report at the request of the City of Providence Planning Office.**

Report on Partial Facility Master Plan Projects:

The partial facilities plan mentioned four projects that the Rhode Island and The Miriam Hospital desired approval so they could commence building activities. Having received city approval the hospitals proceeded to implement each project. A brief update on each of these projects is listed below:

Main Building Center Core:

This project was completed in early Summer 1999. Steel framing was erected on the northwest elevation of the building and HVAC components placed within the new structure. No traffic, noise or physical disruption to the community occurred.

Hospital Trust Bank:

The expansion of the Bank Boston Branch at Rhode Island Hospital was completed in early summer 1998. This project was an internal hospital project and did not alter any exterior physical appearance of the complex. This project did not disrupt any community traffic patterns or create any conditions that adversely affected the neighborhood.

Patient Parking:

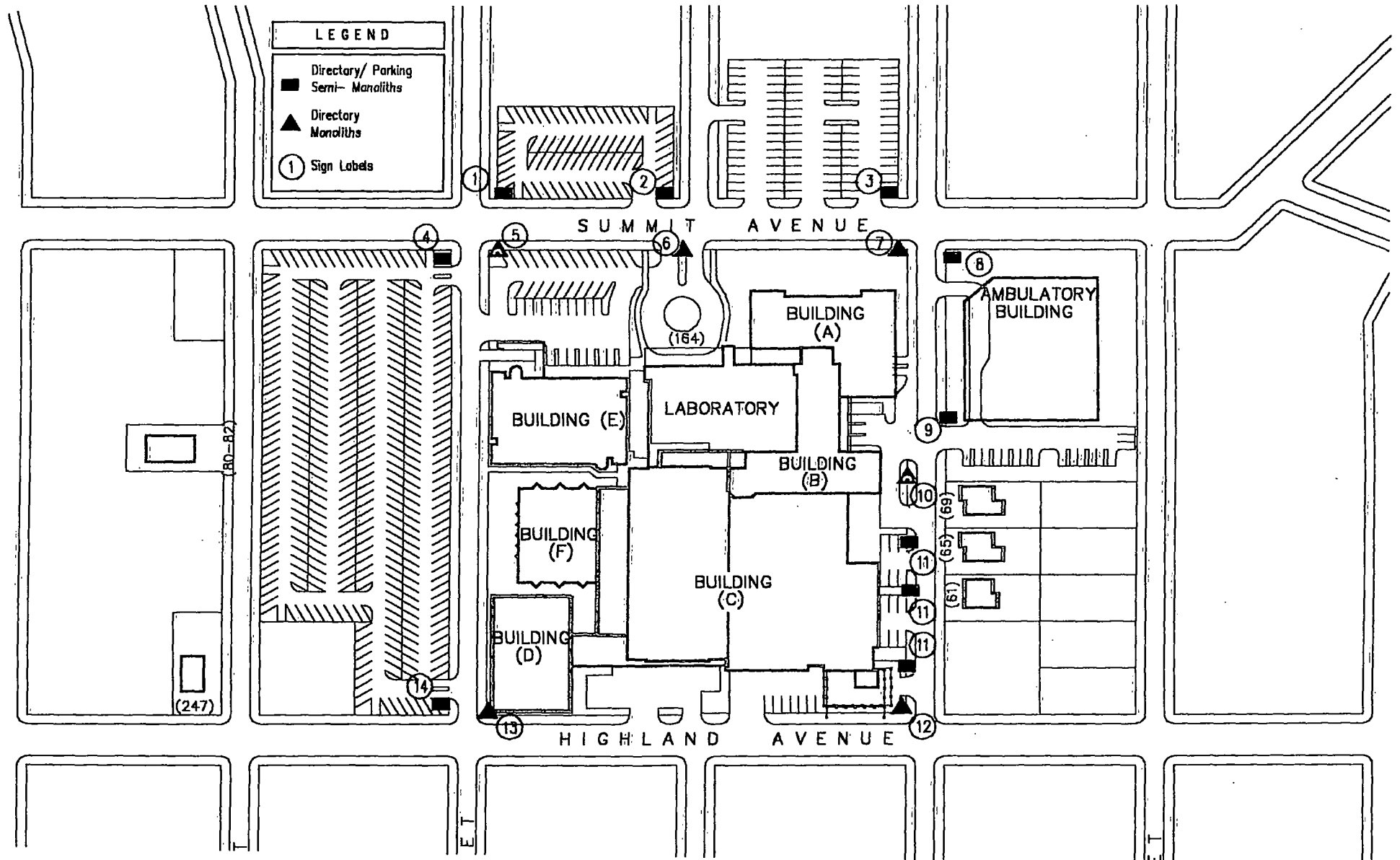
The expansion of the employee parking lots, just south of the Rhode Island Hospital campus, was completed in early winter 1998. These lots have been up and operational since that time. This construction did not disrupt existing traffic patterns or community noise standards. The lots are being utilized for day shift employees and left fallow during the evening and night hours and on weekends.

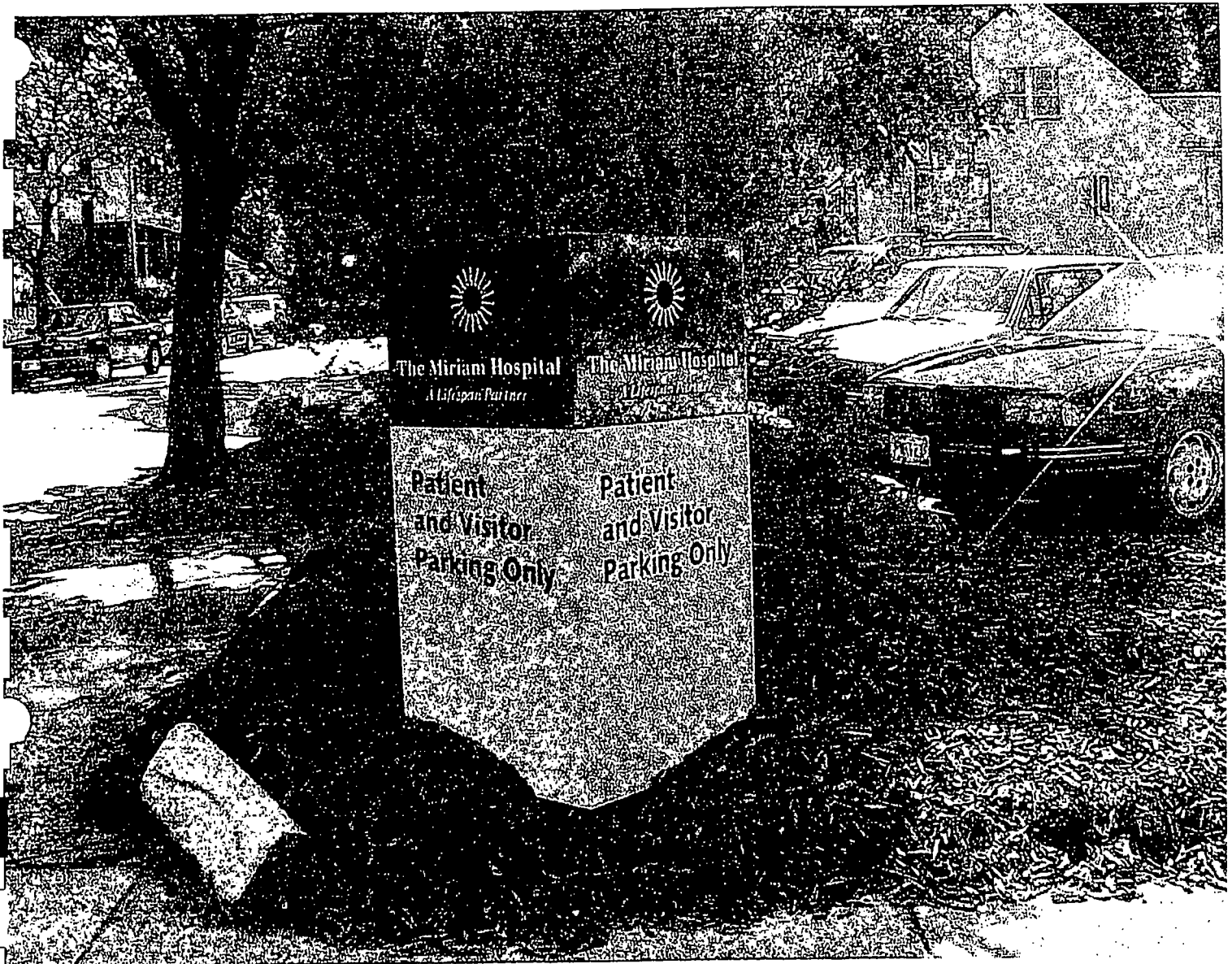
The Miriam Hospital Signing:

Maintenance and refacing of existing signs at The Miriam was completed in the summer of 1998. These modifications did not call for a change in size of the signs, but for a simple change of the face of each sign to improve directions for patients entering the inpatient and outpatient areas of the complex.

On the next page is The Miriam campus map showing the location of each sign that was affected by the maintenance/upgrade program. Each location is highlighted and numbered. As requested by the city, we have included in subsequent pages, photographs of each individual sign face (the number at the top of each picture corresponds to the location number on the map).

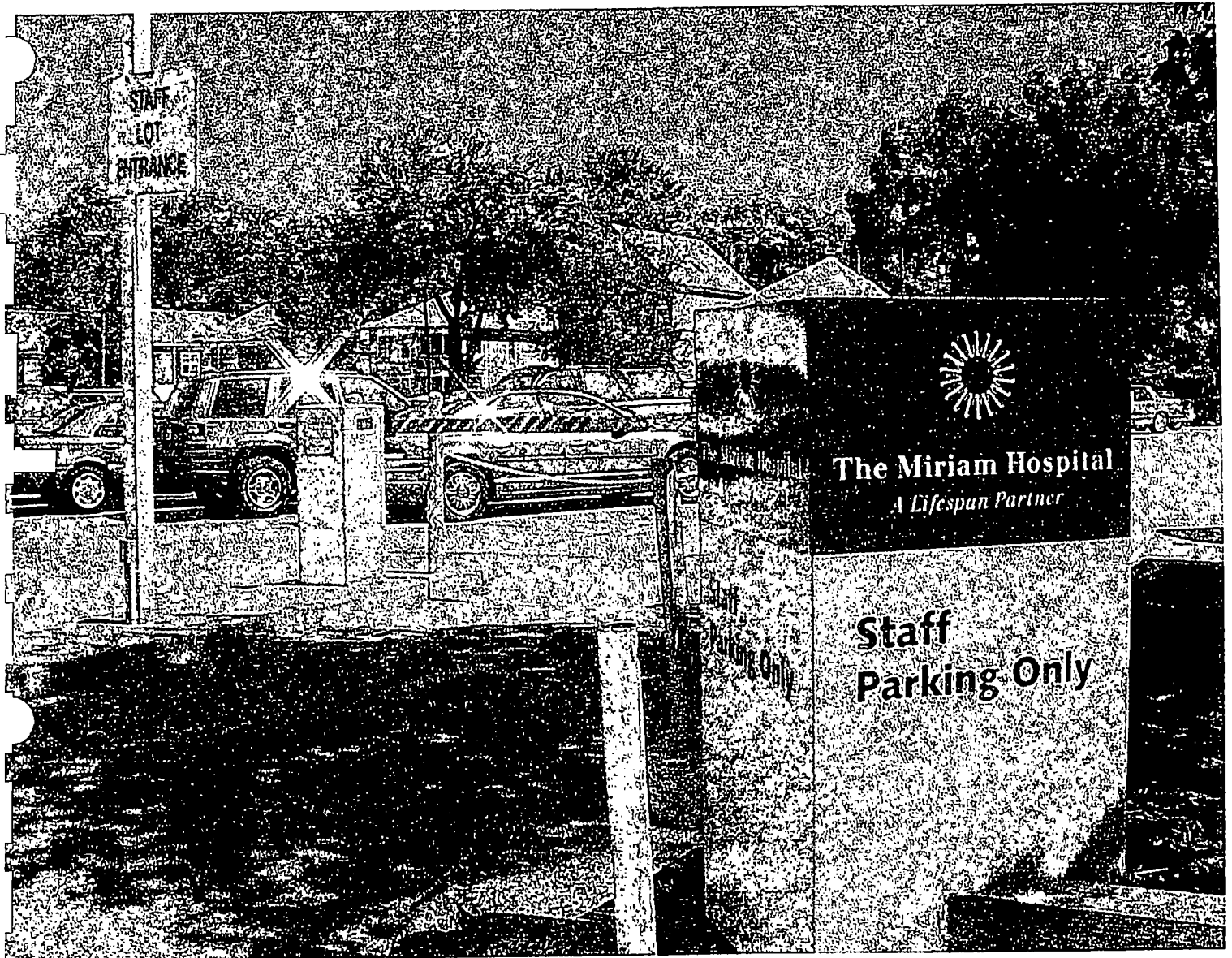
TMH LOCATION of UPDATED EXTERIOR SIGNS



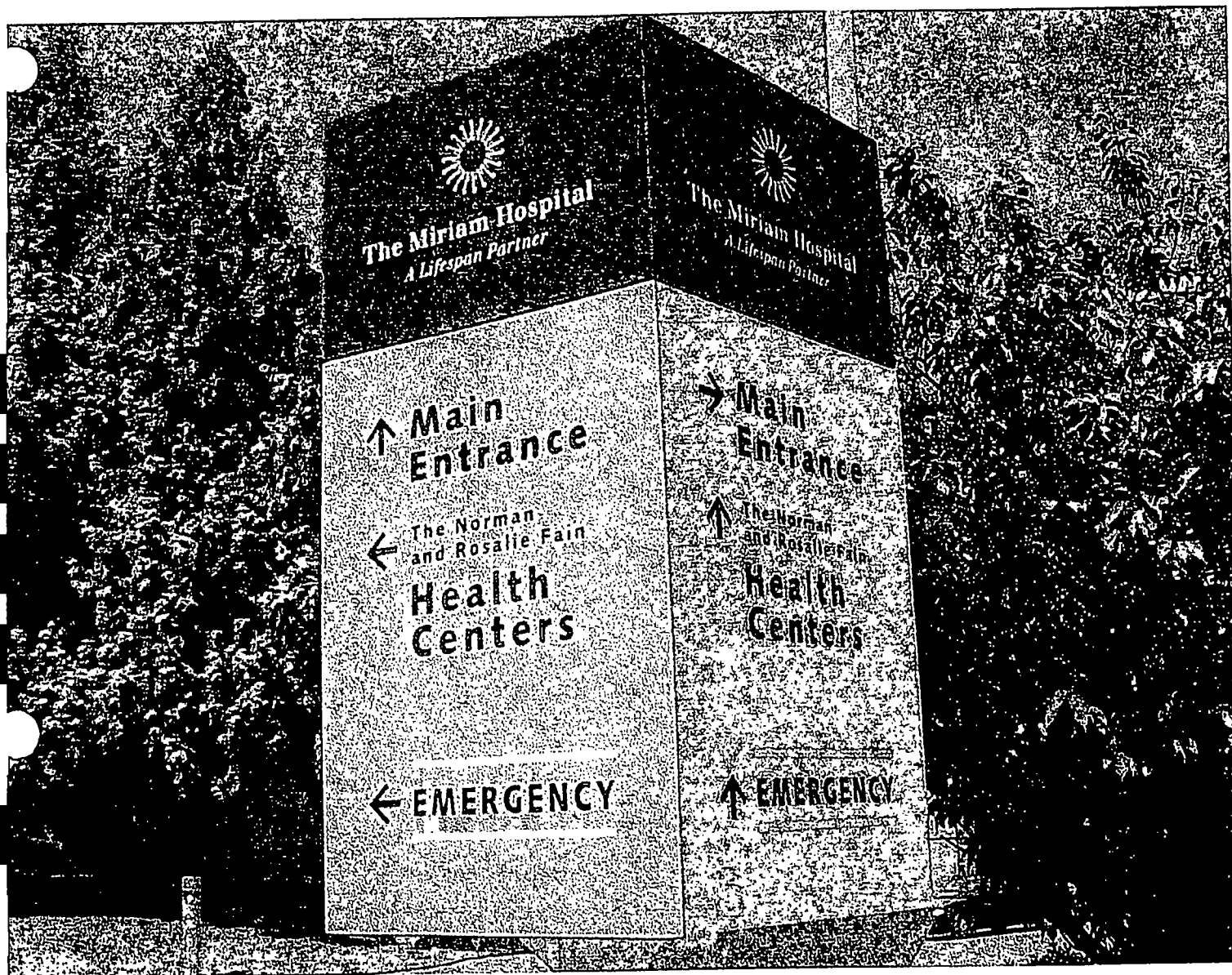




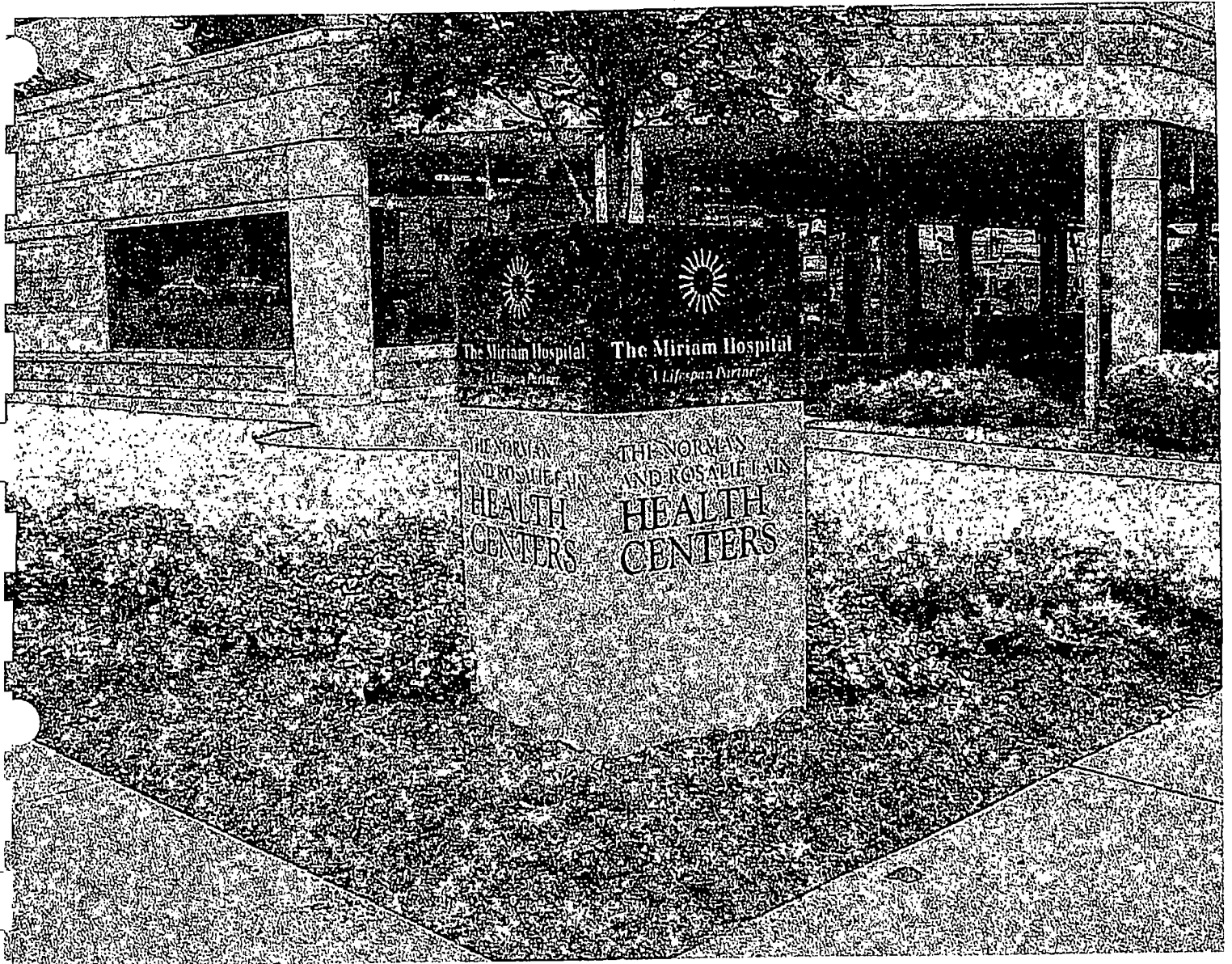


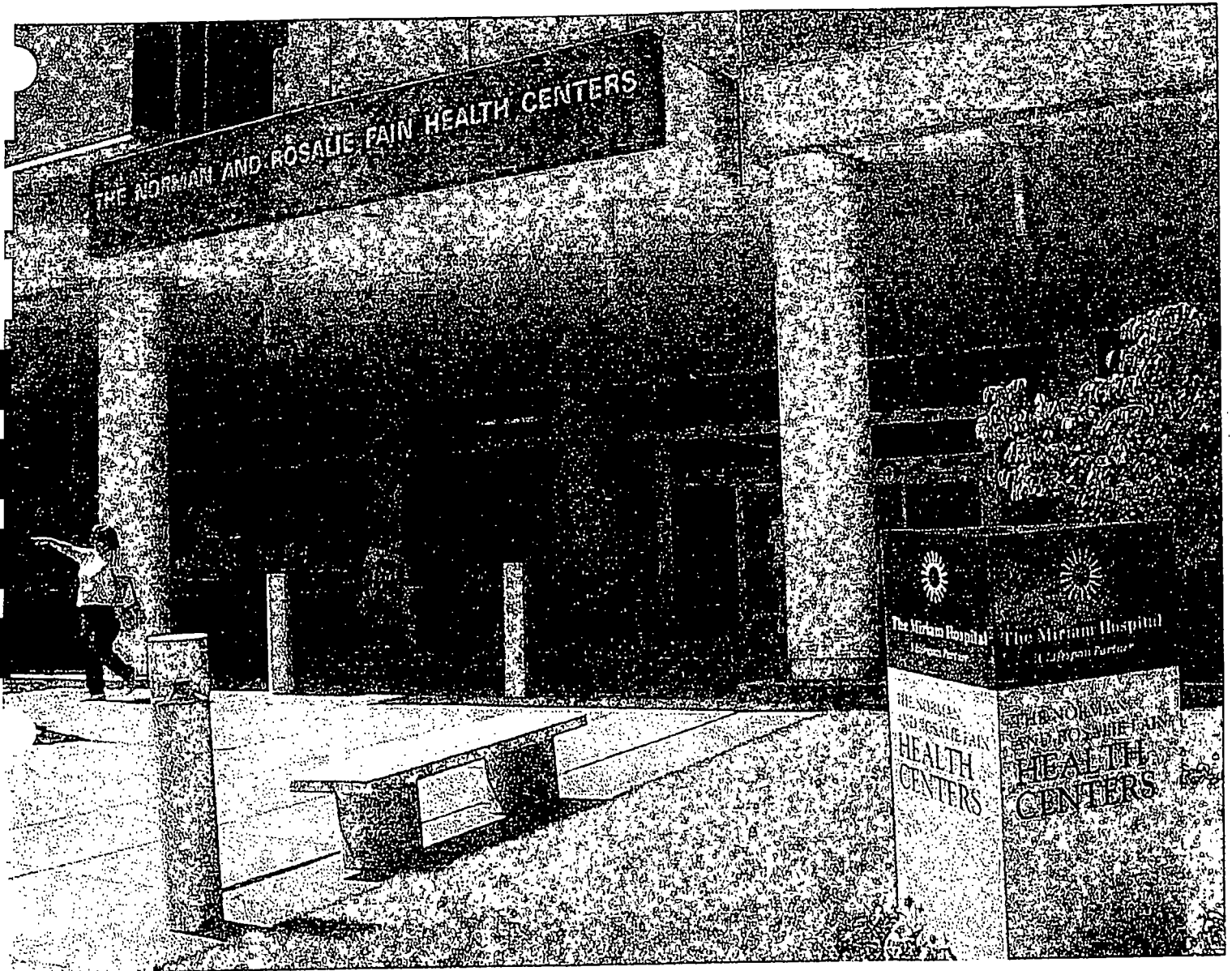


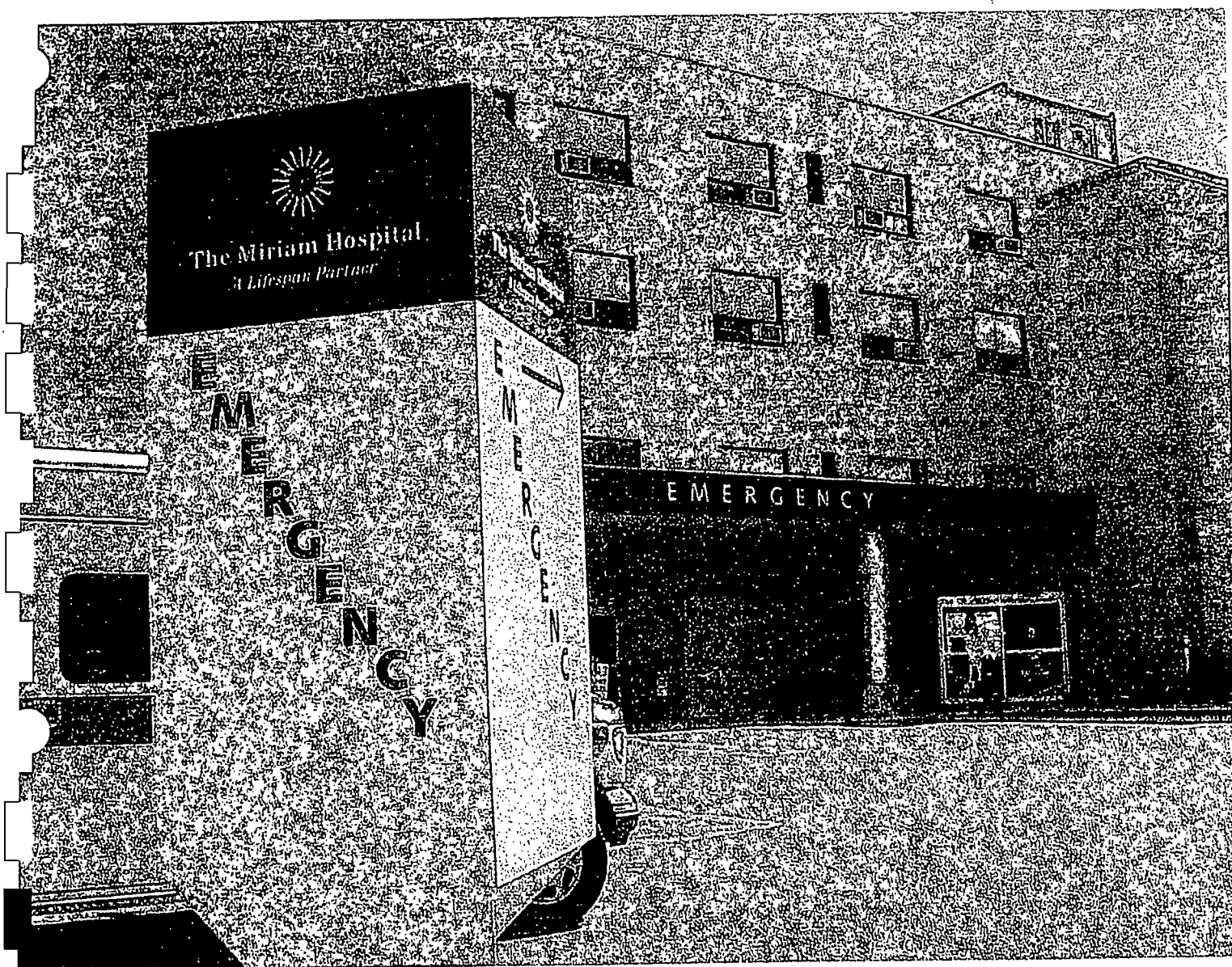


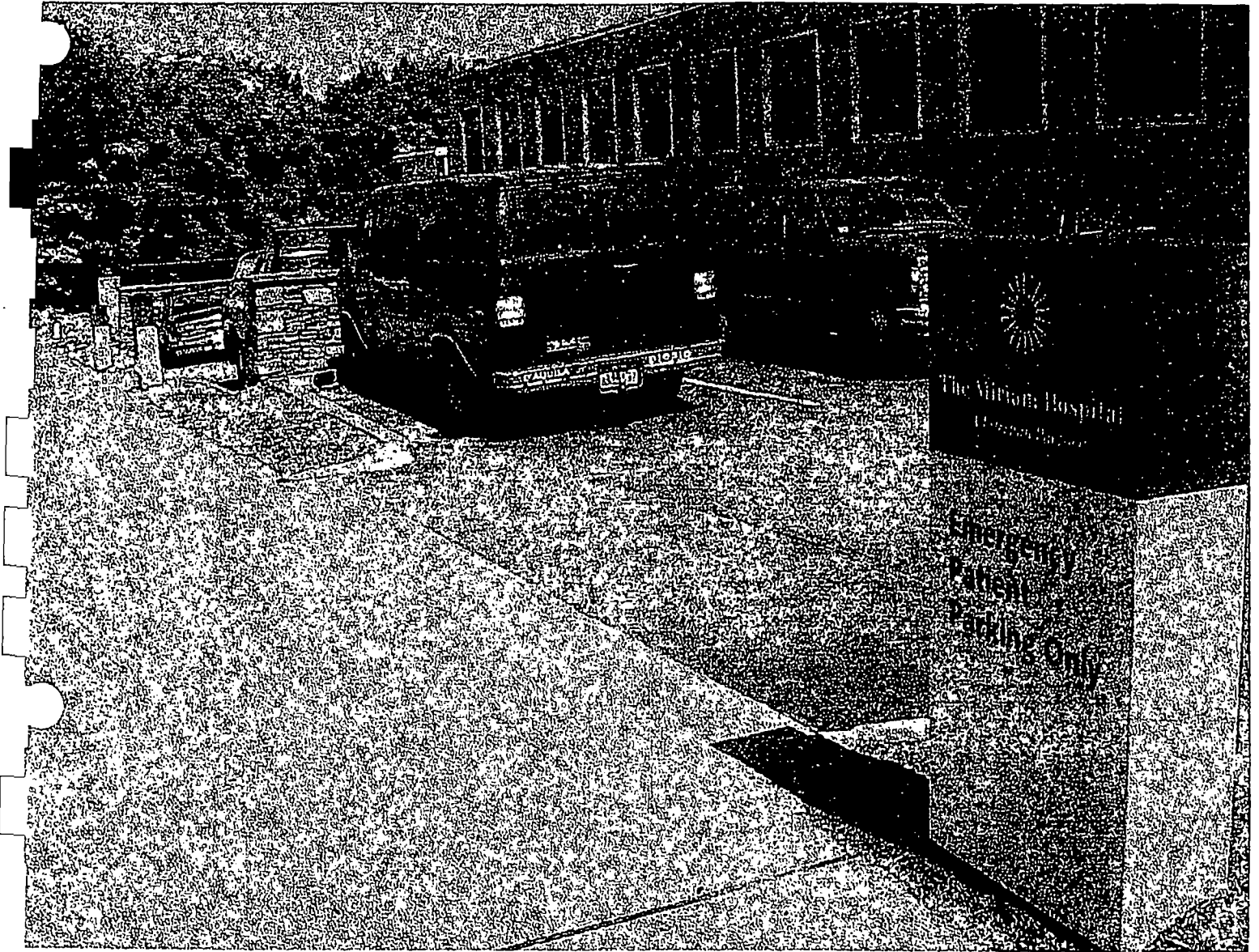


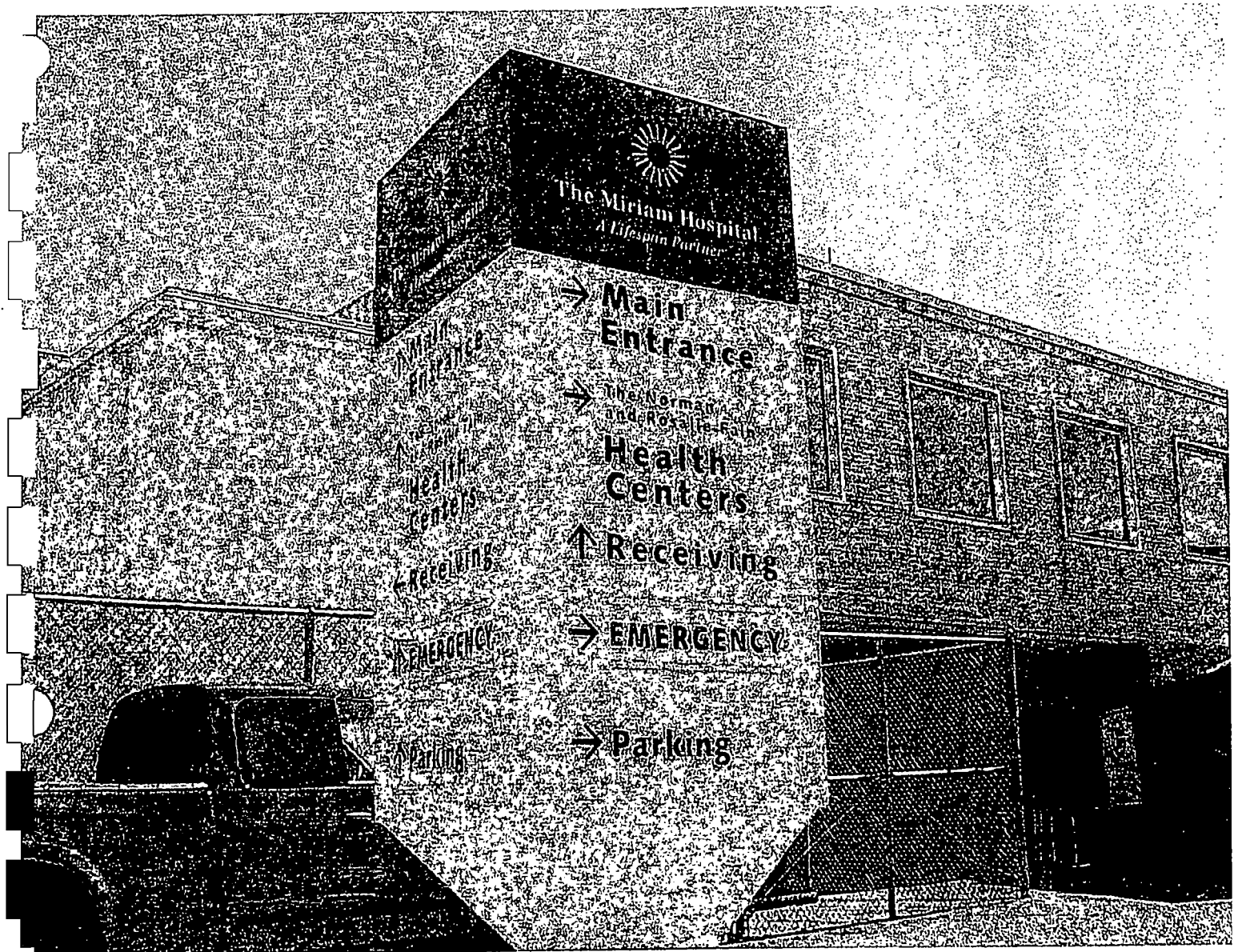


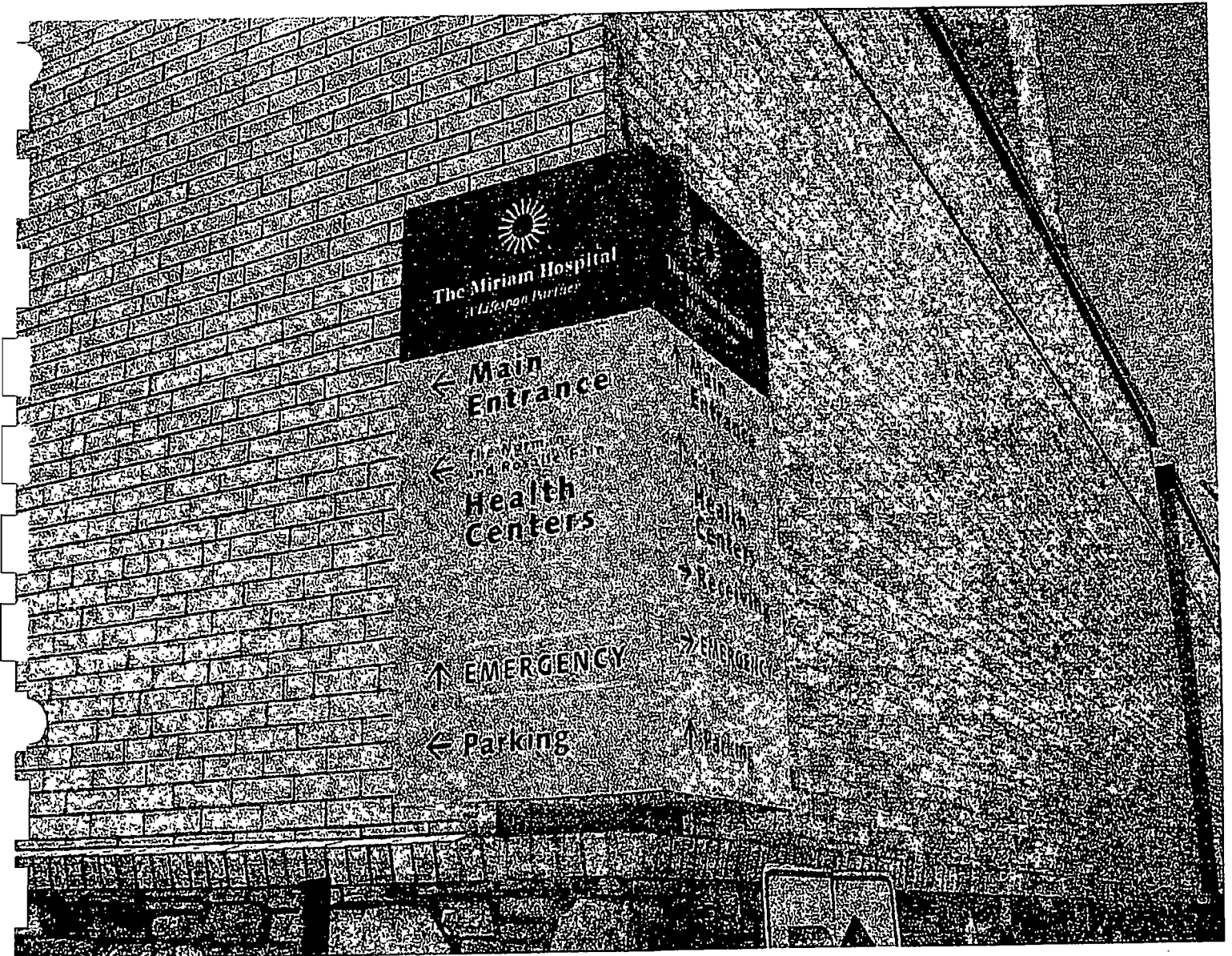














Facilities Development Overview

V. Facilities Development Overview

Below is a listing of significant facility development events that were accomplished at The Miriam Hospital between 1994 and Spring of 1999 (each project location is indicated on a campus map following these descriptions – page 30).

A. 1994 – Present

- In 1995, The Miriam's Blood Bank developed a new laboratory to evaluate the clotting ability of patient's blood. (See A1 on page 30)
- In Spring of 1996, The Miriam Hospital completed a \$15 million expansion program to develop a new emergency department, a new main lobby, new clinical lab, improved space for vascular medicine, nuclear medicine, endoscopy invasive and non-invasive cardiology, plus admitting space (See A2 on page 30).

Earlier in the year, the hospital's Physical Therapy Department and the Division of Behavioral Medicine moved to new quarters in the Fain Building (See A3 on page 30)

- In November 1996, a Cardiac Rehabilitation Center was created in 10,000 sq. ft. of the former SEARS Building on North Main Street. In November of 1997, this program was expanded within the SEARS complex to accommodate the increased demand for cardiac rehabilitation services. (See A4 on page 30)
- In December of 1997, a previously undeveloped space of 8,000 square feet on the third floor of the Fain Building was renovated for a Cardiology Practice and an Immunology Research Program. (See A5 on page 30)

- In January of 1998, the Sopkin Auditorium was renovated to improve the hospital's ability to provide meeting space with appropriate audio-visual equipment for medical staff meetings and training. (See A6 on page 30)
- In mid 1998, a pneumatic tube system was installed to connect the Emergency Room, the Pre-admission Testing area and the Laboratory to expedite the provision of lab services. (See A7 on page 30)
- In early 1998, the Nursing Unit on the fourth floor of the "B" building was renovated. This unit was constructed in 1952 and had been only slightly changed since that time. (See A8 on page 30)

This listing of projects constituted the vast majority of facility changes to the Miriam campus over the last five year period.

A-7

TMH CAMPUS PLAN & OFF CAMPUS MAP

A-2

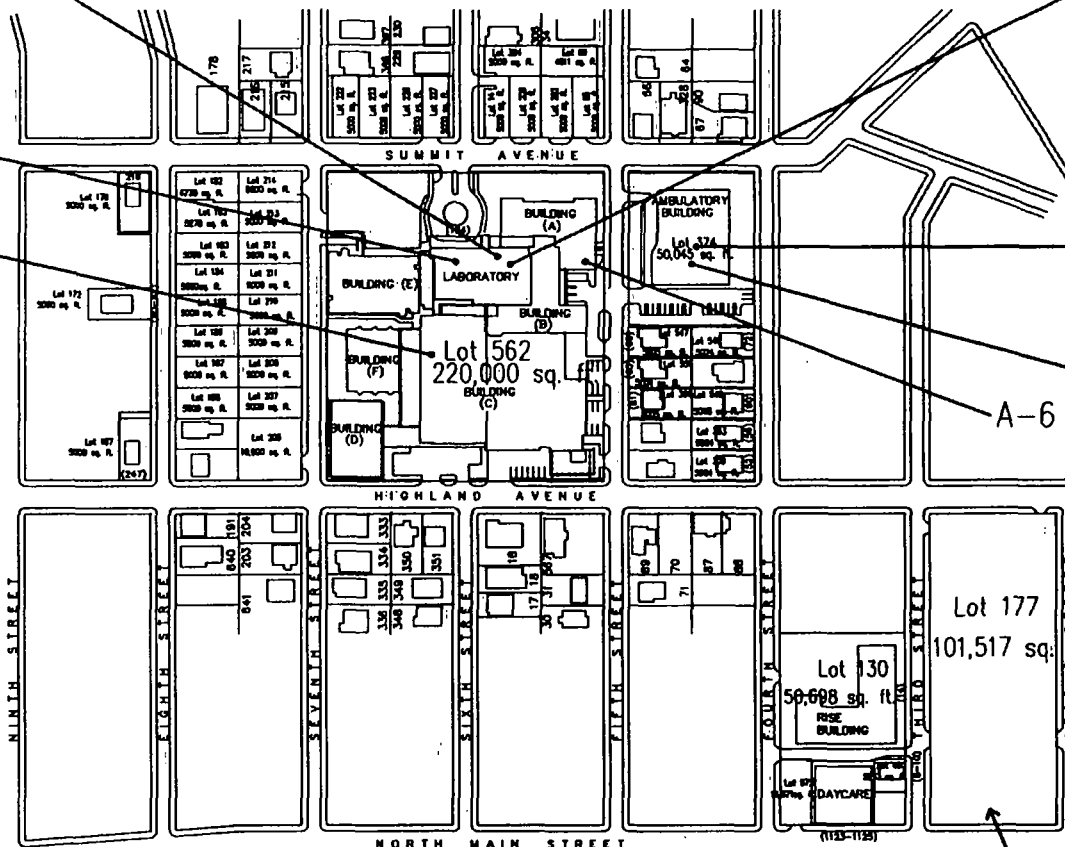
A-1

A-8

A-5

A-3

A-6



A-4

1300 NORTH MAIN STREET

NASHUA STREET

1140 NORTH MAIN STREET
 PLAT : 75
 LOTS : 177, 178, 179,
 180, 182, 186,
 187, & 188
 22,080 ± S.F. BUILDING
 50,318 ± S.F. LOT

SEARS
 AUTO

1111 NORTH MAIN STREET

1128 NORTH MAIN STREET
 PLAT : 1
 LOT : 22
 16,400 ± S.F. BUILDING
 28,320 ± S.F. LOT

ETHAN
 ALLEN
 BLDG

NASHUA STREET

CITY LINE

ANN LANE STREET

CHP'S
 BOWLARAMA

ANDERSON
 LITTLE

SEARS MAIN
 BUILDING

BATHUA STREET

Campus Building Utilization

During the city's preliminary review of this plan, it was requested that a campus map, delineating between the various major campus uses, be included in this report. To that end we have developed the site plan map on the next page (page 32) which delineates all main campus, off campus buildings and land into the following categories:

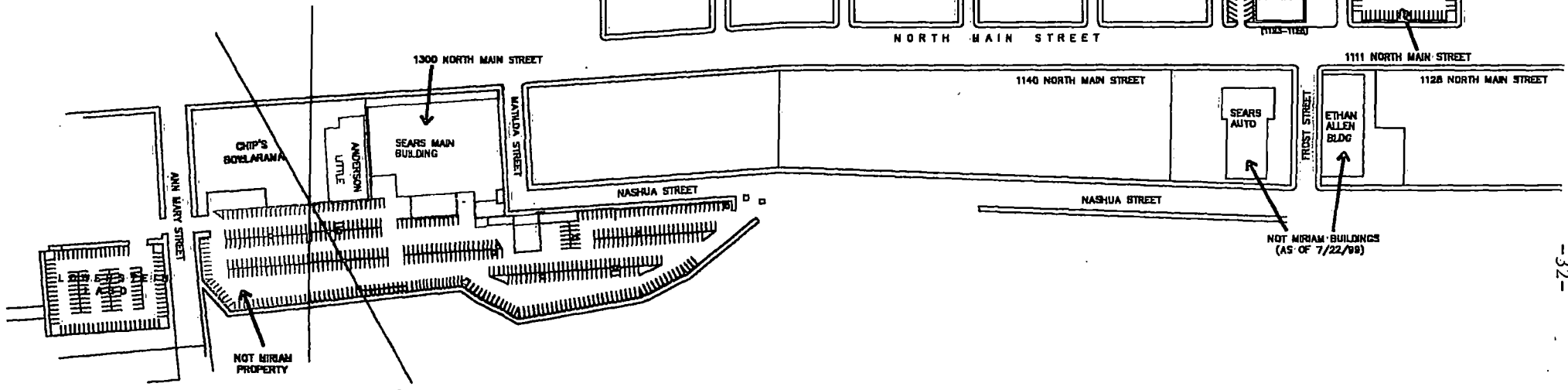
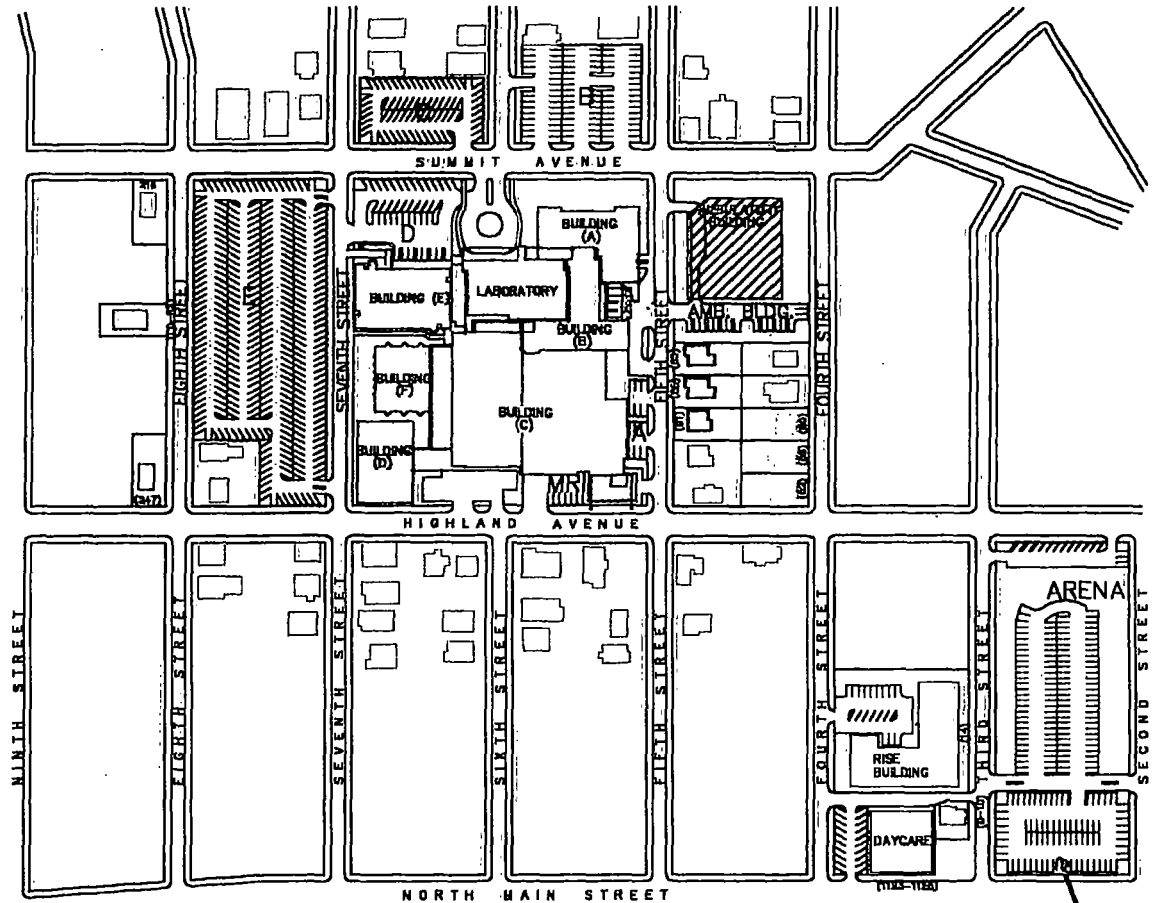
- Inpatient Building
- Non-Clinical Support Buildings
- Parking
- Residential
- Off Site Building
- Outpatient Buildings

TMH CAMPUS PLAN & OFF CAMPUS MAP



LEGEND

- INPATIENT BUILDINGS
- NON-CLINICAL SUPPORT BUILDINGS
- PARKING
- RESIDENTIAL
- OFF SITE BUILDINGS
- OUTPATIENT BUILDING



B. Inpatient Facility Condition Overview

In September of 1997, Lifespan hired Space Diagnostics and Shepley Bulfinch Richardson and Abbott, AIA, to conduct a study to assess building assets and determine the suitability for continuing investment and long-term highest and best use for both the Rhode Island Hospital and The Miriam Hospital Buildings. The first phase of the study involved a facility condition evaluation of all building stock on all of the Lifespan campuses. This evaluation considered the key characteristics of each building in 11 categories that are critical to functional performance:

- Site Access/Parking
- Functional Design
- Structural System
- Exterior Envelope
- Mechanical/HVAC Systems
- Electrical/Communication Systems
- Information Systems
- Life Safety Code Compliance
- Vertical Circulation
- ADA Compliance
- Overall Physical Condition

Using the results of this evaluation, two summary ratings for each building were derived - - ***suitability for current use*** and ***suitability for continuing investment***.

Suitability for current use indicated how well the building's configuration, structural system, adjacency and infrastructure are suited to its current functional use and occupancy (e.g., inpatient care, officing). ***Suitability for continuing investment*** recognizes the building's long-term "highest and best use" and proposes a future capital investment appropriate to that anticipated use.

The next two pages contain the condition summaries for all buildings utilized for patient care in The Miriam main campus. (pages 34-35) The third page shows the existing stock diagram of The Miriam main campus buildings. (page 36)

Table C-1
**Lifespan-The Miriam Hospital
Facility Condition Summary**

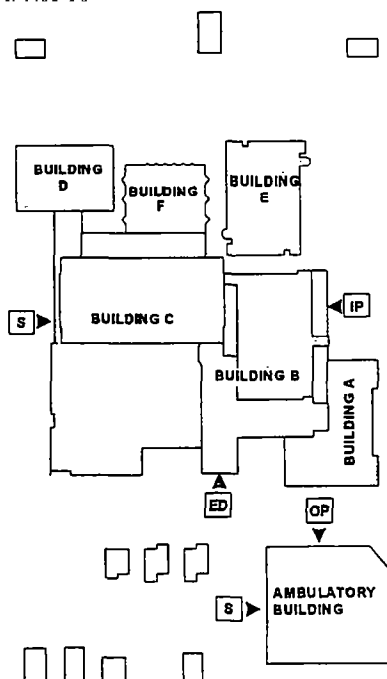
Build'g Name	Year Built or Reno	Total Gross Sq. Ft. (GSF)	Major Current Uses	Site Access/Parking	Functional Design	Structural System	Exterior Envelop	Mech/HVAC	Elect/Communication Systems	Information Systems	Life Safety Condition / Code Compliance	Vertical Circulation	ADA Compliance	Overall Physical Condition	Suitability For Current Use	Suitability For Investment
Building A	1928	32,244	Penthouse- Attic; 3rd-Officing Card, Plum, Med & EEG/Sleep; 2nd-Admin, Nursing Adm., Cardiothoracic; 1st-Officing & Med Rec.	N/A	F	P	F	P	F	G	G	N/A	P	P	F	P
Building B	1952	93,691	Penthouse; Mech; 4th-Outpatient services; 3rd-inpatient psyc, Med on-call; 2nd-Inpatient, MD offices 1st- Emerg. Dept; Bsmt-Maint, Environ. Services & Mech.	N/A	P	G	G	F	P	G	G	F	F	F	F	F
Building B Add'n	1995		2nd-Clinical Lab; 1st-Emerg. Dept. and Lobby; Bsmt, Registration, Information; Maint. & Environment Services, Mech.	G	G	G	G	G	G	G	G	G	G	G		
Building C	1964 1973	176,280	Penthouse-Elev.; 5th-Mech. Penthouse and stor. mezz.; 4th-Med/Surg.; 3rd-Med/Surg.; 2nd- Med. Surg; 1st-Imaging, Surgery, Vascular, Cath, Angioplasty; Bsmt-Mech, Kitchen, Pharm, Receiving, Café,	F	F	G	P	F	P	G	F	G	P	F		
Building D	1964	15,510	Mezzanine-Electrical/ Mech. Equip.; 1st - Laundry and Boiler; Basement-Facilities Engineering & Generator.	F	G	G	F	P	P	G	P	N/A	P	F		

Table C-1
Lifespan-The Miriam Hospital
Facility Condition Summary

Build'g Name	Year Built or Reno	Total Gross Sq. Ft. (GSF)	Major Current Uses	Site Access/Parking	Functional Design	Structural System	Exterior Envelop	Mech/HVAC	Elect/Communication Systems	Information Systems	Life Safety Condition/Code Compliance	Vertical Circulation	ADA Compliance	Overall Physical Condition	Suitability For Current Use	Suitability For Investment
Building E	1967	29,851	Penthouse; Mech. Equip; 2nd-Research Labs; 1st-Research Labs and Surgical offices; Bsmt-Elevator Equip.	F	F	G	P	P	F	G	F	F	F	F	F	
Building F	1976	16,509	1st-ICU/CCU; Bsmt-Med Library & MIS	N/A	G	G	F	F	P	G	F	N/A	F	F		
FAIN Health Center (Ambulatory)	1989	66,148	3rd-Future Physician Clinics; 2nd- Physician Clinics; 1st-Amb. Surgery; Bsmt-Mech & Storage	F	G	G	G	G	G	G	G	G	G	G		
Sears (Main)	1936	94,821	1st-Shell space; Grd-Cardiac Rehab +/-8,000 sqft, remaining shell space	F	G	G	P	P	P	G	F	F	P	P	P	P
Total GSF		525,054														

Building Key - The Miriam Hospital

- IP INPATIENT
- OP OUTPATIENT
- S SERVICE
- ED EMERGENCY
- WC WHEELCHAIR



Building Summary Evaluation

Introduction

This building summary table examines the existing buildings in the Lifespan Inventory of campus Buildings. This table examines several key characteristics of the existing building stock that will be used to determine the building's "highest and best" use and help guide facility investments.

The existing buildings are noted by name; the year built, or the last year a substantial addition or renovation project took place; the total gross square footage of the building; and its major current usage. The buildings are then examined as to the following characteristics:

Site Access, Location and Parking

How does the site enhance the facility, what about visibility, does the campus have a unified image, and does it have a good location and easy access.

Functional and Structural Systems:

How does the building perform concerning the floor-to-floor heights, building width, bay spacing, floorplate configuration, current department design, and adjacencies to other related departments and support given the current use.

Mechanical /HVAC Condition:

What is the condition of the existing major Mechanical Systems (HVAC, Temperature Control, Isolation Rooms) Plumbing Systems (Domestic Water, Sanitary Waste, Medical Gases, etc.)

Electrical /Communications

Systems/Information Systems Condition:

What is the condition of the existing Electrical (Primary & Secondary Power Distributions, Emergency Power Systems, Lighting, Fire Alarm, Nurse Call, Paging and Telephone) Systems. Is the facility equipped with a fiber optic backbone, provided with bedside charting connections, and is it "networked" throughout the system.

Life Safety Condition / Code Compliance

How does the existing building meet applicable local and national building codes for its current use based on: NFPA 101, JCAHO and Guidelines for Design and Construction of Healthcare Facilities.

Overall Physical Condition:

What is the overall current physical condition of the building. This evaluation takes into account the building's current use, the condition of the structure, major building systems, overall appearance and condition of the exterior building envelope; (the skin, windows, roof, doors, etc.) and the interior appearance.

Suitability for Current Use:

Given the existing configuration, layout, structural limitations, location and adjacency to other major uses, how is this building suited for its current use.

Suitability for Investment:

This category encompasses all the previous characteristics, and assuming the building highest and best use, at what level of investment should Lifespan consider for this building.

KEY:



This symbol indicates good to excellent rating designating investment in the building of up to \$200/sq.ft. with an anticipated useful life span of beyond ten years.

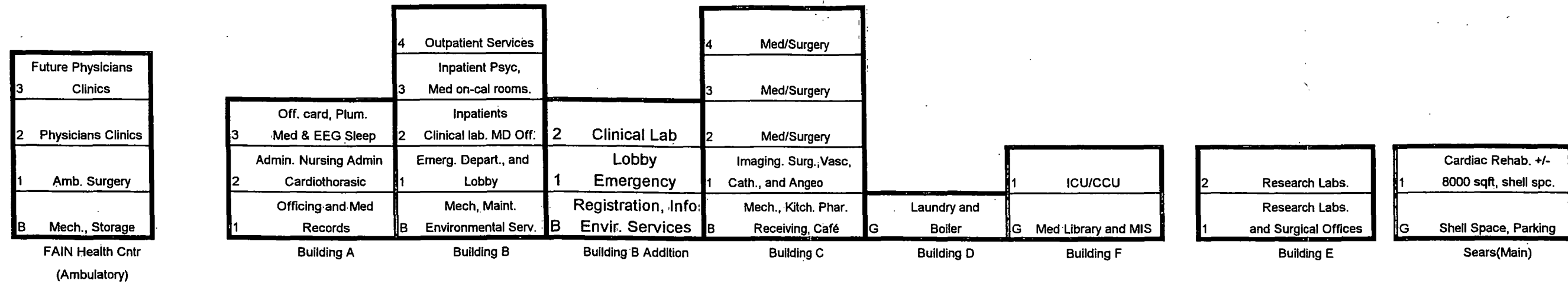


This symbol indicates a fair rating designating investment in the building of \$80 to \$150/sq.ft. with an anticipated useful life span of five to ten years.

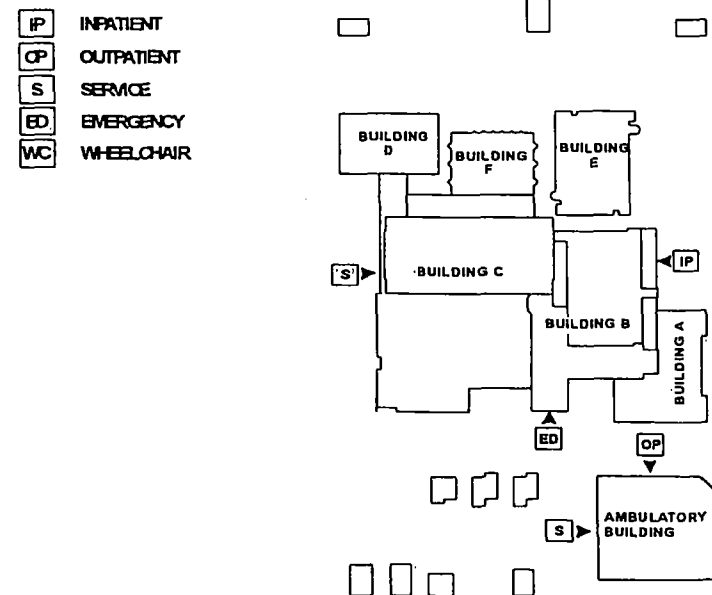


This symbol indicates a poor rating designating a maximum investment in the building of up to \$50/sq.ft. with an anticipated useful life span of three to five years.

Lifespan - The Miriam Hospital Existing Use Stack Diagram



Building Key - The Miriam Hospital



The facility evaluation (summarized on the tables on pages 34-36) identified several conditions in specific buildings, which seriously constrain their performance as inpatient facilities. For example, in some buildings fixed and immutable “functional design” elements such as floor-to-floor heights and buildings width, are inappropriate for inpatient care. No reasonable amount of capital can alter these characteristics, and so these structures always will be less than satisfactory in supporting inpatient care. Investments in existing facilities must enhance their useful life and must be proportional to the remaining useful life of the building.

Building “C” where the vast majority of in-patient care is rendered was judged “good” for both current use and future investment.

Another phase of the study focused on user perception of the quality – strengths and weaknesses – of the facilities currently housing inpatient programs. Selected nursing and other clinical staff from each Lifespan campus were invited to participate in a Bedded Care User Group session.

The final phase of the study, is still ongoing, and will attempt to identify facility development options for each Lifespan campus in three time frames – 1-3 years, 3-5 years and 5-10 years. For the purposes of this report and since we are at the end of the city’s five year reporting cycle, we have listed those projects later in this report that would potentially be attempted on or before December 31, 1999. Our understanding is that a revised report will be due on April of 2000 which reflects the systems thinking for the five year period 2000 to 2005.

C. Approach to Strategic Facility Planning

As noted above, Lifespan has worked with representatives from Shepley Bulfinch Richardson and Abbott, and staff from Space Diagnostics to develop facility assessment data, which will serve as a foundation for

future physical asset decisions and support the strategic initiatives that Lifespan is developing and is constantly adjusting in the dynamic healthcare arena.

The main focal points utilized to assist in the development of the plan were as follows:

1. An evaluation of buildings owned by Lifespan in the State of Rhode Island.
2. Site observations of existing conditions to assess the strengths and weaknesses of the facilities currently housing inpatient programs.
3. Consultation with hospital management to determine each building's suitability for continuing investment and long-term highest and best use.

In addition, to the facility master plan, Lifespan developed with representatives of Ernst and Young a strategic operating model to help define future market position and organizational goals. It is in essence, a blueprint specifying how the system will work in the years ahead focusing on the following ten main areas:

- Quality Management
- Organizational Design
- Programs and Services
- Core and Support Service Processes
- Academic Programs
- Provider Affiliations
- Payer Relations
- Risk Assumptions
- Facility and Assets
- Information Technology

D. Possible Futures

The complexity and dynamics of the health care environment pose a particular challenge to facility planning because the metabolism of the buildings is slow. Also, capital invested in facilities may produce relatively little tangible return in terms of new revenues. On the other

hand, failure to invest in facility infrastructure can result in erosion of efficiency and productivity that ultimately increases the cost of delivering care. Thus, some sort of decision-making framework is necessary that weighs both environmental variables and facility condition and enables executives to calibrate the level and timing of facility investments. In planning for inpatient capacity on the Lifespan campuses, three scenarios – “possible futures” – were utilized as an “investment guide.” The key variable in each scenery is the assumption about admission rates – the rate at which segments of the population will utilize inpatient care.

1. Status Quo

This scenario assumes that Lifespan’s market share remains the same while admission rates decline, but at a moderate rate. Significant and precipitous decrease in inpatient utilization are mitigated by an aging population and by an anticipated, though slight, increase in an average length of stay as a result of higher acuity among inpatients. The need for beds thus remains relatively constant within the Lifespan system; however, the bed composition is likely to change resulting in requirements for additional “non-acute” (e.g., sub-acute, rehab) capacity.

Facility planning for inpatient care in this scenario focuses on replacing aging infrastructure, improving nursing unit function and efficiency, optimizing the configuration of beds and the mix of levels of care, and ensuring cost-effective and productive management of patients.

2. Increased Utilization

This “upside” scenario assumes that admission rates increase, triggered by such factors as an aging population, a significant and positive shift in market share, and disease and/or practice patterns that result in more inpatient care.

Facility planning for bed capacity in the scenario focuses on both the “facility driven” factors noted in *Scenario 1* above, as well as on the potential requirement for increased bed capacity in the system.

3. *Decreased Utilization*

Reflecting the “downside” in terms of inpatient utilization, this scenario was developed to anticipate a precipitous, rapid drop in admissions as the impact of managed care is more fully realized among New England providers. Utilization of managed care is more fully realized among New England providers. Lengths of stay, as well as admissions, decline and new technologies and practice patterns further shift care into ambulatory settings. When inpatient care is necessary, patients are placed at the lowest acuity level possible and more care occurs at the “non-acute” end of the continuum (e.g., sub-acute, rehab, assisted living).

Facility planning decisions in this scenario focus on opportunities to rapidly consolidate inpatient services in the fewest number of facilities and to ensure the availability of bed capacity at lower acuity levels. Aging structures are identified for early retirement and investment focuses on configuring an optimal mix of beds in a few, efficient facilities.

Land Use

VII. Land Use

A. Existing Conditions

Listed on the following pages are The Miriam Hospital owned and leased properties, complete with plat, lot size, primary use and condition.

These sheets contain or exhibit the following information:

- Page 42 Listing of all The Miriam Hospital property by plat, lot, name/description, primary use and condition.
- Page 43 An area map of The Miriam Hospital and surrounding area delineating building locations and name, plus parking lot locations, designation/use and their capacity, plus plat and zone designations.
- Page 44 A Miriam Hospital campus map indicating the Hospital's: (This map is also reproduced on page 32)
- Inpatient buildings
 - Non-clinical support buildings
 - Parking areas
 - Residential houses
 - Off-site buildings
 - Outpatient buildings

B. National Register of Historic Places

There are no properties or structures on The Miriam campus that are on the National Register of Historic Places. Located, near The Miriam Campus are the Jeremiad Dexter House (957 North Main Street), and the North Burial Ground. As development plans evolve, any impact on these properties will be addressed in future amendments to the Master Plan.

**The Miriam Hospital Property
Land Use**

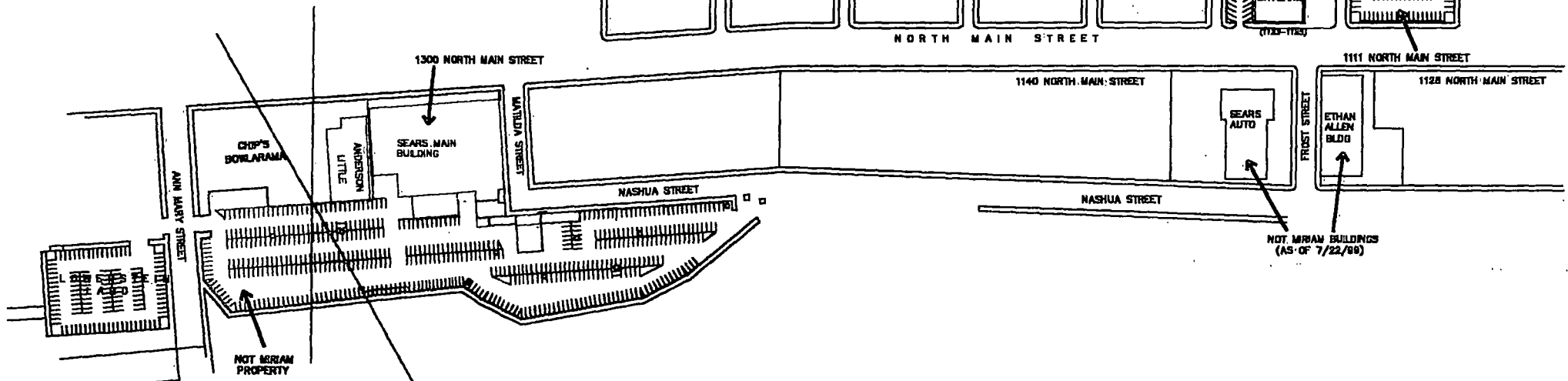
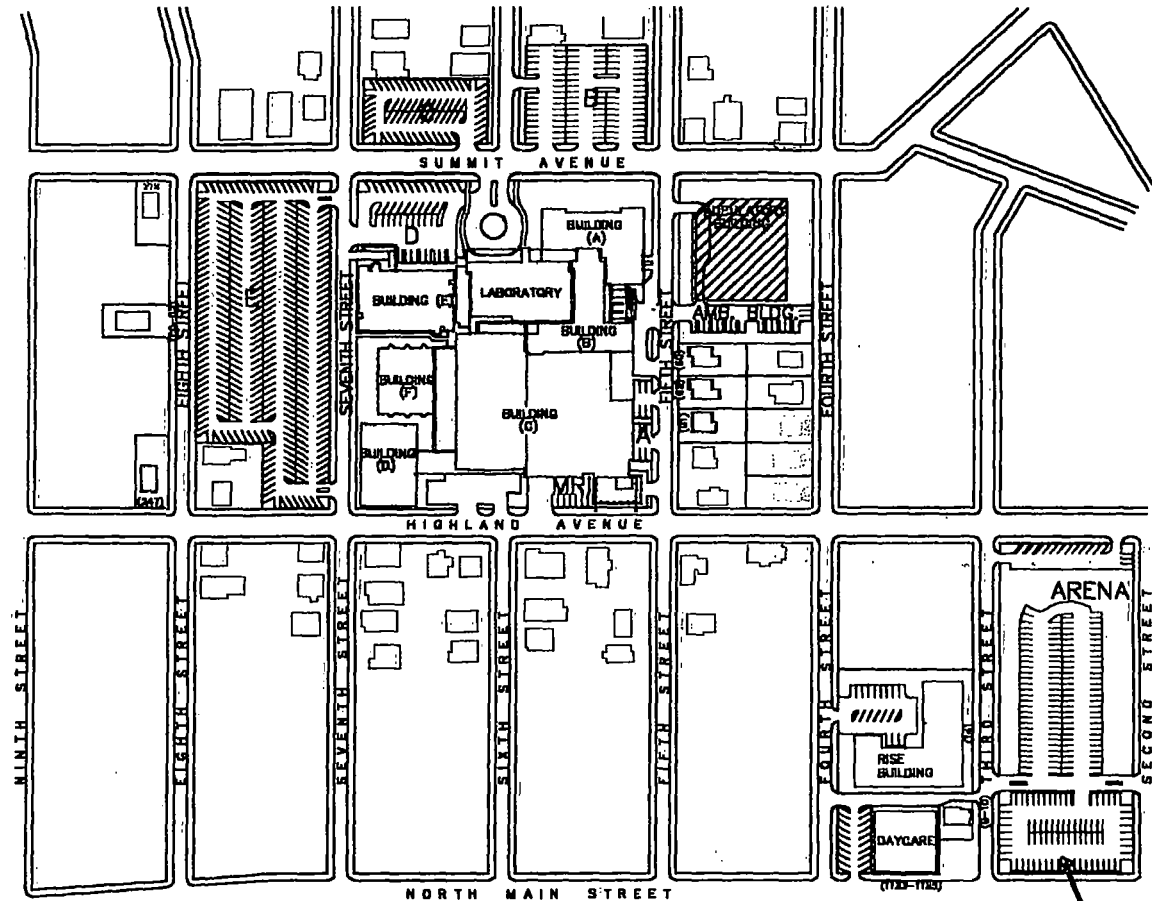
Plat	Lot	Lot Size (sf)	Name/ Description		Primary Uses	Condition
73	562	220,000	Main Hospital	164 Summit Ave.	Hospital	Good
73	374	50,045	Fain Building	164 Summit Ave.	Ambulatory Services	Good
73	547	5,005	Employee Health	69 Fifth St.	Offices	Good
73	555	5,004	Human Resources House	65 Fifth St.	Offices	Good
73	301	5,005	Nursing Development	61 Fifth St.	Offices	Good
73	573	40,027	RISE Building	Third St.	Offices	Good
73	572	16,071	Day Care Building	Third St.	Day Care/Offices	Good
73	493	2,833	House 10/12 3rd St)	Third St.	Offices	Fair
73	177	101,517	Parking Lot (Arena)	1111 North Main St.	Employee Parkig	Good
	14, 65, 89, 280, 73 282, 304	29,811	Parking Lot (Summit Avenue)	155 Summit Ave.	Patient Parking	Good
	181, 182, 183, 184, 185, 186, 187, 188, 205, 207, 208, 209, 210, 211, 212,					
91	213,214	90,000	Parking Lot (Seventh Street)	44 Seventh St.	Employee Parkig	Good
91	172	5,000	House (80 Eighth Street)	80 Eighth St.	Classroom/Rental	Good
91	222	5,000	Parking Lot (Summit Ave)	175 Summit Ave.	Patient Parking	Good
91	223	5,000	Parking Lot (Summit Ave)	175 Summit Ave.	Patient Parking	Good
91	227	5,000	Parking Lot (Summit Ave)	175 Summit Ave.	Patient Parking	Good
91	228	5,000	Parking Lot (Summit Ave)	175 Summit Ave.	Patient Parking	Good
75	214	88,757	Sears Main Store Building	1300 North Main St.	Ambulatory Services	Poor
75	286	126,200	Parking Lot (Sears)	1300 North Main St.	Employee Parking	Good
75	78	32,250	Parking Lot (Sears)	1140 North Main St.	Employee Parking	Good

TMH CAMPUS PLAN & OFF CAMPUS MAP



LEGEND

- INPATIENT BUILDINGS
- NON-CLINICAL SUPPORT BUILDINGS
- PARKING
- RESIDENTIAL
- OFF SITE BUILDINGS
- OUTPATIENT BUILDING



C. Changes in Land Holdings, Use, and Demolitions

The situation in which Lifespan finds itself is fluid and may change in the future. The following information is what is known at the present time. As stated earlier in this report, Lifespan will commit to updating the City in a timely fashion on any changes to this plan.

The system has recently completed an analysis of its need for the SEARS Retail Building and judged it non-essential to support the hospital and systems mission. To that end, the hospital is evaluating proposals from buyers and potential developers for this property (Plat 75, lot 214).

Also, the hospital is in the process of selling a residential house (60 4th Street, Plat 73, Lot 546), and has sold four other houses over the last nine months. (These houses no longer appear on The Miriam Campus Map).

D. Proposed Capital Improvements:

The Miriam Hospital has developed a listing of capital projects that will serve as the "Capital Agenda" for the next two year period.

Below is a brief outline of each major project and its potential impact on the neighborhood, traffic patterns, and potential noise:

MRI Unit Renovation/Improvements: The existing mobile MRI unit was originally installed as a part-time unit. This was due to the high cost of the units and their availability. Also these units are moved periodically from site to site and can be disruptive

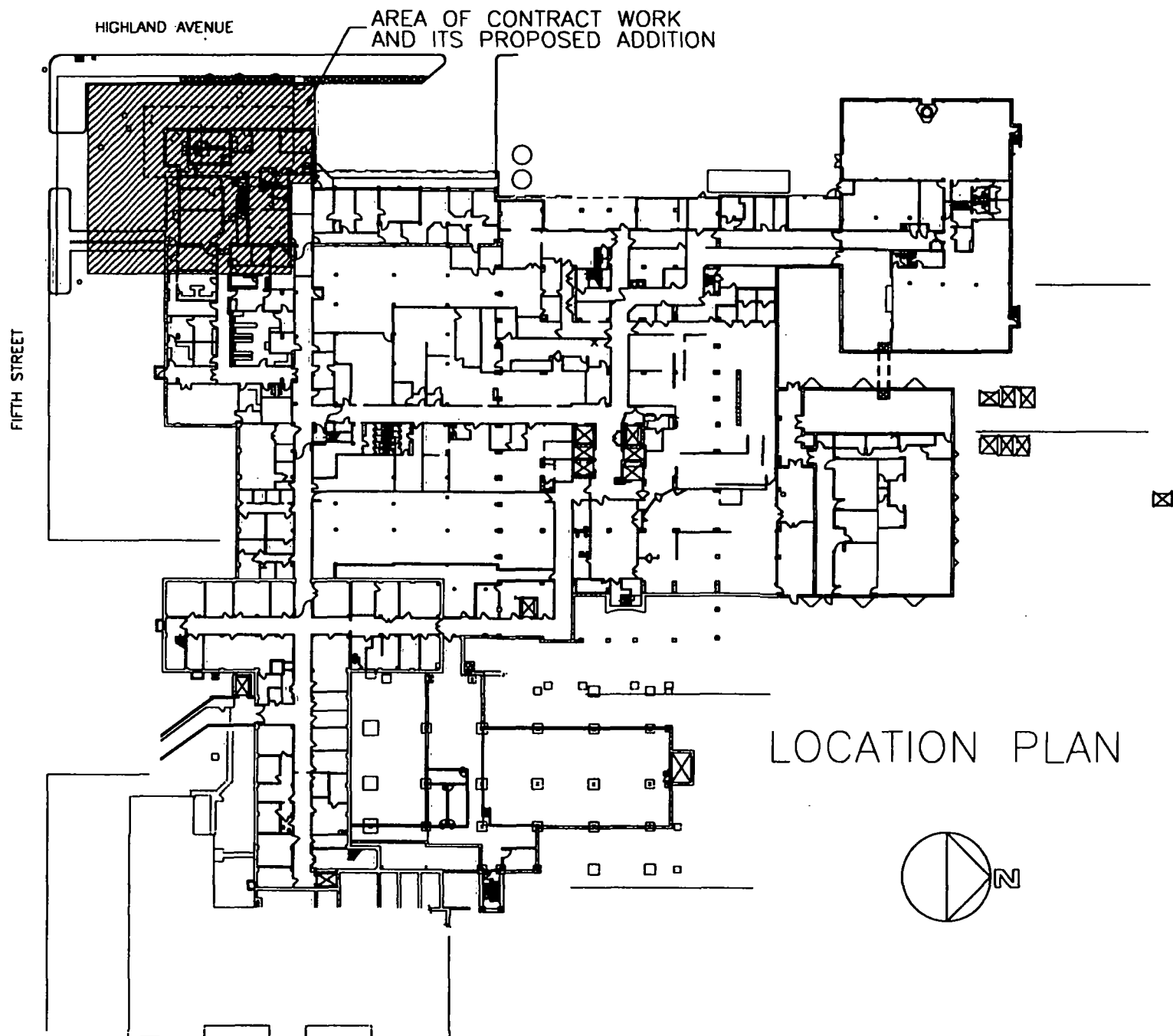
to neighbors from a traffic disruption and a noise perspective. The units have proved their value in health care and it is now feasible and cost effective to make the unit a permanent addition to the hospital. Hence, The Miriam Hospital has developing plans to do so.

This project would make the unit permanent and would entail the construction of a small addition to the "C" Building adjacent to the corner of Highland and Fifth Street. A campus location plan map and an exterior elevation is included on the next two pages. (See pages 47-48) More detailed plans are available and the hospital would be glad to share these with the city or any of its agencies.

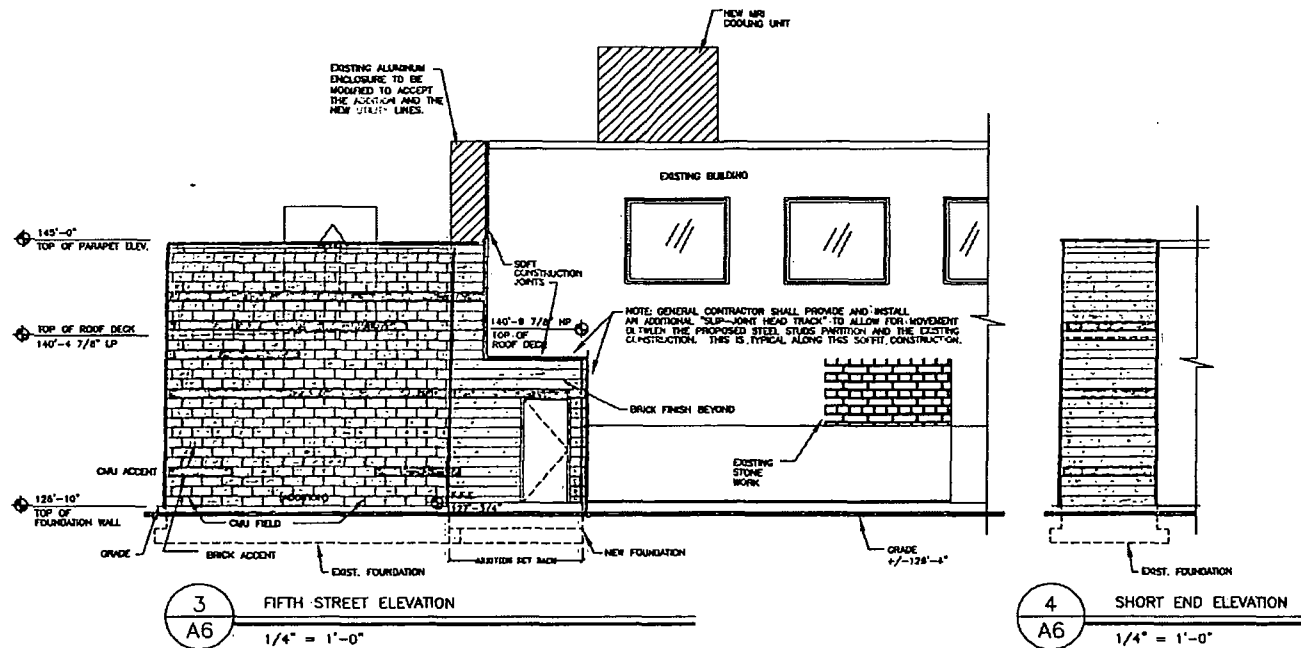
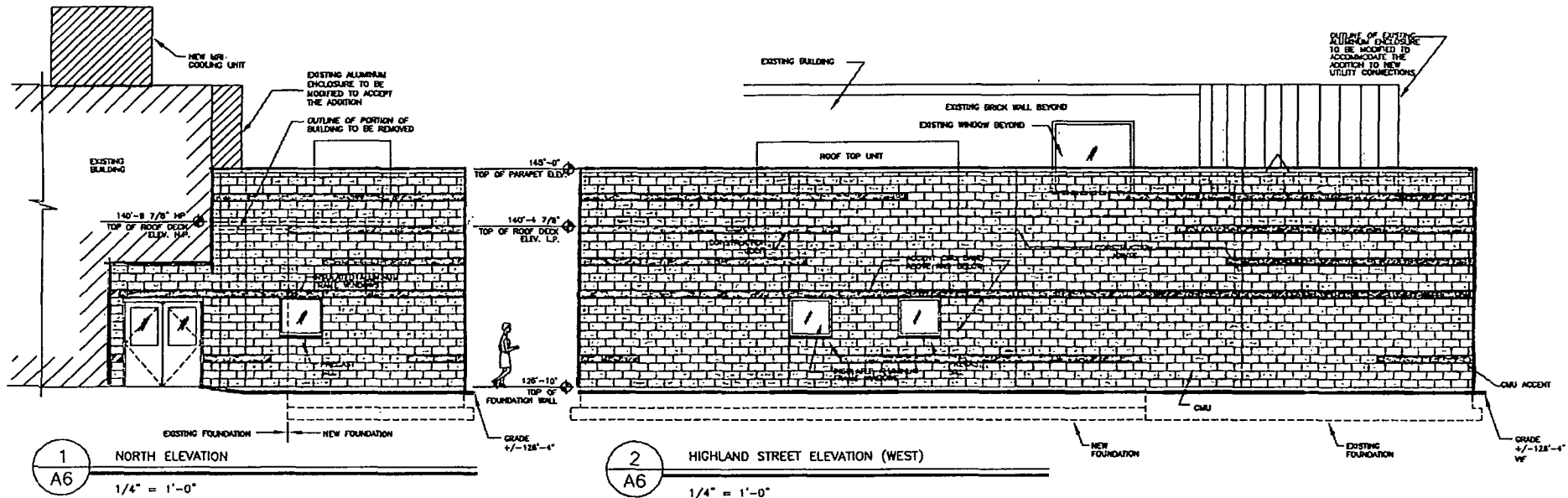
This proposal renovation will have minimal impact on traffic during construction, no impact on parking arrangements surrounding the campus, and will eliminate many noise and traffic disruptions that the neighborhood has experienced with the arrival and departure of the mobile unit. The issue of a forty-foot trailer traveling through the neighborhood, sometimes during the late night hour has often been a problem for the hospital and the community. This disruption will be eliminated with the completion of this project. The hospital would like to start this project as soon as it is feasible.

This is the only project, that emanated from the hospital's capital planning process, that would have any impact on the exterior of the hospital that could potentially affect the neighborhood, affect noise levels, traffic circulation, or appearance of the buildings.

The hospital will enter the next capital planning cycle in the fall of 1999, at which time, additional projects could be identified. If that is the case, the hospital will include those projects in its Year 2000 submittal to the city.



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THE MIRIAM HOSPITAL
A Lifespan Partner

Facilities Management Department
We build your future. We care for you. We're here for you.

No.	Date	Revisions

Sheet Title
EXTERIOR ELEVATIONS AND DETAILS

Project Title
THE MIRIAM HOSPITAL RENOVATIONS GROUND FLOOR

Project Information
W.G. No: 0947M
Date: June 8, 2008
File No: 100-2
Drawn By: LM
Checked By: FLG
Design: As Noted

Drawing No.

A6

E. Current Land Use

The following pages (50-56) contain a listing for The Miriam Hospital Land use by Plat/Lot, Name, Description on a floor by floor basis.

The Miriam Hospital Gross Square Footage Report By Building and Floor

Address	Building	Floor	Department	Cost Center	Dept. Gross Sq. Ft.
164 Summit Ave.	Lab	B	Power Plant	4384	4,865.7
Total Lab B					4,865.7
	Lab	1	Radiology	3016	259.8
	Lab	1	Admitting	4650	1,865.9
	Lab	1	Cashier	4666	80.0
	Lab	1	Department of Medicine	4000	360.0
	Lab	1	Emergency Room	2700	4,078.5
Total Lab 1					6,644.2
	Lab	2	Lab Administration	2940	78.8
	Lab	2	Lab	2955	7,641.5
	Lab	2	Micro Biology	2957	1,986.6
	Lab	2	Cytology	2946	701.8
	Lab	2	Histology	2951	1,017.8
Total Lab 2					11,426.5
Total					22,936.4
	Fain	B	Cardiac Catheterization	3091	374.1
	Fain	B	Admitting	4630	327.1
	Fain	B	Construction	4419	717.4
	Fain	B	Power Plant	4384	1,336.2
	Fain	B	Environmental Svcs Admin	4330	54.0
	Fain	B	Radiology	3016	1,027.0
	Fain	B	Respiratory	3071	94.2
Total Fain B					3,930.0
	Fain	1	Outpatient Clinic	3122	10,187.2
	Fain	1	Visitors	4809	2,384.1
	Fain	1	Environmental Svcs	4330	133.4
	Fain	1	Power Plant	4384	68.3
	Fain	1	Stores	4495	114.9
Total Fain 1					12,887.9
	Fain	2	Ambulatory Care Admin	2403	305.9
	Fain	2	Visitors	4809	209.1
	Fain	2	Conference Rooms	5000	968.3
	Fain	2	Suite E	2455	1,872.1
	Fain	2	Suite D	2454	1,635.9
	Fain	2	Cardiology	2915	1,264.3
	Fain	2	Suite C	2453	2,272.5
	Fain	2	Suite B	2452	2,555.8

The Miriam Hospital Gross Square Footage Report By Building and Floor

Address	Building	Floor	Department	Cost Center	Dept. Gross Sq. Ft.
	Fain	2	Radiology	3016	424.1
	Fain	2	Suite A	2451	948.1
	Fain	2	Pathology	1701	256.3
	Fain	2	Pharmacy	1770	171.7
	Fain	2	Power Plant	4384	55.1
	Fain	2	Environmental Svcs	4330	123.1
	Total Fain 2				13,062.3
	Fain	3	Behavioral Medicine	3172	4,758.7
	Fain	3	Physical Therapy	3041	2,308.7
	Fain	3	Conference Rooms	5000	909.1
	Fain	3	Clinical Immunology	2963	2,687.8
	Fain	3	Environmental Svcs	4330	57.2
	Fain	3	Power Plant	4384	50.8
	Fain	3	Dept. of Medicine	4000	1,564.8
	Fain	3	Cardiology	3091	2,615.0
	Total Fain 3				14,952.1
	Total				44,832.3
	BDGA	1	Environmental Svcs Admin	5530	1,769.1
	BDGA	1	Power Plant	5610	254.4
	BDGA	1	Information Services	5785	198.2
	BDGA	1	Medical Records	768	3,027.5
	BDGA	1	Transcription		557.6
	BDGA	1	Department of Medicine	5840	176.4
	BDGA	1	Housestaff Medicine	5890	305.3
	BDGA	1	Respiratory Service	5280	90.5
	BDGA	1	Security	5705	792.8
	BDGA	1	Operators	5822	255.8
	BDGA	1	Nursing Administration	5100	301.8
	BDGA	1	Electrical	5602	15.0
	Total BDGA 1				7,744.4
	BDGA	2	Nursing Administration	5100	874.9
	BDGA	2	Power Plant	5610	46.3
	BDGA	2	Lifespan	5735	1,660.5
	BDGA	2	Adult Psychiatry	5418	313.4
	BDGA	2	C.V. Surgery	749	1,047.7
	BDGA	2	Transcription		35.9
	BDGA	2	Department of Medicine	5840	239.4
	BDGA	2	Housestaff Medicine	5890	302.1

The Miriam Hospital Gross Square Footage Report By Building and Floor

Address	Building	Floor	Department	Cost Center	Dept. Gross Sq. Ft.
	BDGA	2	Research Administration	8000	352.3
	BDGA	2	Support Services	6160	333.3
	BDGA	2	Volunteer/Patient Svcs.	5827	472.5
	BDGA	2	Women's Association	971	135.7
	BDGA	2	President/CEO/Pres	5760	1,222.6
	Total BDGA 2				7,036.6
	BDGA	3	Conference Rooms	957	339.4
	BDGA	3	Cardio. Administration	738	2,712.6
	BDGA	3	Department of Medicine	5840	1,488.8
	BDGA	3	Housestaff Medicine	5890	214.4
	BDGA	3	Medicine/Education	6890	264.8
	BDGA	3	EEG/EMG	741	599.2
	BDGA	3	Respiratory Service	5280	1,466.9
	Total BDGA 3				7,086.1
	Total				21,867.1
	BDGB	B	Cardiac Cath	5382	98.3
	BDGB	B	Environmental Svcs Admin	5530	1,748.1
	BDGB	B	Carpenters	5601	776.1
	BDGB	B	Electrical	5602	449.6
	BDGB	B	Facilities Management	5600	1,877.6
	BDGB	B	Key Shop	835	459.1
	BDGB	B	Med. Engineering	832	206.6
	BDGB	B	Plumbing Shop	835	433.5
	BDGB	B	Construction	4419	134.2
	BDGB	B	Power Plant	5610	623.8
	Total BDGB B				6,806.9
	BDGB	1	Employee Lockers	765	253.7
	BDGB	1	Emergency Patient Svcs.	5260	2,496.9
	BDGB	1	Endoscopy Unit	5862	1,793.9
	BDGB	1	Non-Invasive Vascular	748	1,579.0
	BDGB	1	Nuclear Medicine	5402	807.8
	BDGB	1	Radiology	7920	163.2
	BDGB	1	Social Services	5730	391.9
	BDGB	1	Environmental Svcs	5530	28.2
	BDGB	1	ER/AMB Register	1695	285.0
	BDGB	1	Cast Room	671	248.5
	Total BDGB 1				8,048.1

The Miriam Hospital Gross Square Footage Report By Building and Floor

Address	Building	Floor	Department	Cost Center	Dept. Gross Sq. Ft.
	BDGB	2	Nursing Administration	5100	886.3
	BDGB	2	ICU Administration	2059	507.4
	BDGB	2	Conference Rooms	957	155.8
	BDGB	2	Power Plant	5610	49.8
	BDGB	2	Lifespan	5735	332.8
	BDGB	2	C.V. Surgery	749	680.2
	BDGB	2	Behavioral Medicine	752	321.8
	BDGB	2	Vacant	5714	598.2
	BDGB	2	Physical Therapy	3041	218.8
	BDGB	2	Lab Administration	2940	490.2
	BDGB	2	Special Care	2050	2,918.2
Total BDGB 2					7,159.5
	BDGB	3	I.V. Therapy	5912	247.1
	BDGB	3	Infection Control	742	199.0
	BDGB	3	Adult Psychiatry	5418	1,133.0
	BDGB	3	C.V. Surgery	749	210.3
	BDGB	3	Dept. of Medicine	5840	1,250.4
	BDGB	3	Cardio Administration	738	1,221.4
	BDGB	3	Housestaff Medicine	5890	1,018.2
	BDGB	3	Social Services	5730	1,203.5
Total BDGB 3					6,482.9
	BDGB	4	Vacant	4940	6,440.6
Total BDGB 4					6,440.6
Total					34,938.0
	BDGC	B	Environmental Svcs Adm	5530	2,363.0
	BDGC	B	Food Production	5497	11,017.6
	BDGC	B	Construction	836	270.2
	BDGC	B	Facilities Management	5600	637.8
	BDGC	B	Med. Engineering	832	489.0
	BDGC	B	Power Plant	5610	5,780.2
	BDGC	B	Vacant	5714	1,086.5
	BDGC	B	Materials Management	870	496.1
	BDGC	B	Purchasing	5816	637.0
	BDGC	B	Credit Union	1972	198.6
	BDGC	B	Medical Records	4670	183.1
	BDGC	B	Information Services	4900	1,212.0
	BDGC	B	Pharmacy & Material Mgt.	5290	2,544.5

The Miriam Hospital Gross Square Footage Report By Building and Floor

Address	Building	Floor	Department	Cost Center	Dept. Gross Sq. Ft.
	BDGC	B	Stores	5694	5,540.6
	BDGC	B	Blood Bank Administration	744	1,476.2
	BDGC	B	Blood Bank	743	1,118.3
	BDGC	B	Pathology	6300	900.7
	BDGC	B	Central Sterile	873	3,403.8
	BDGC	B	Central Transport Svcs.	5745	267.3
	BDGC	B	Mail Room	877	142.4
	BDGC	B	Telecommunications	5822	516.2
	Total BDGC B				40,281.1
	BDGC	1	Prep & Holding	4653	2,071.3
	BDGC	1	Admitting	4650	179.8
	BDGC	1	Gift Shop	5825	1,882.2
	BDGC	1	Stress Testing	2908	759.8
	BDGC	1	Surgery	3121	11,369.0
	BDGC	1	Anesthesia	3137	334.6
	BDGC	1	Environmental Svcs	4330	74.6
	BDGC	1	ICU	2059	281.0
	BDGC	1	Power Plant	4384	62.2
	BDGC	1	Radiology	3016	5,596.3
	BDGC	1	Ultrasound	3015	315.7
	BDGC	1	Cat Scan	1722	849.0
	BDGC	1	Cardiac Cath	3091	5,850.2
	BDGC	1	Sleep Lab	3181	1,420.6
	BDGC	1	Pathology	2973	111.9
	BDGC	1	Nuclear Medicine	3029	2,783.6
	Total BDGC 1				33,941.8
	BDGC	2	Step Down	2056	3,492.6
	BDGC	2	W-2 West	2050	3,540.8
	BDGC	2	Patient Service	5501	191.4
	BDGC	2	Pharmacy & Material Mgt.	5290	87.5
	BDGC	2	Nursing Administration	5100	642.9
	BDGC	2	2 East	2051	5,610.9
	Total BDGC 2				13,566.1
	BDGC	3	H-3 East	2052	5,546.7
	BDGC	3	Environmental Svcs Adm	5530	103.1
	BDGC	3	Patient Service	5501	32.5
	BDGC	3	Dialysis Unit	5250	663.5
	BDGC	3	Housestaff Medicine	5890	199.8

The Miriam Hospital Gross Square Footage Report By Building and Floor

Address	Building	Floor	Department	Cost Center	Dept. Gross Sq. Ft.
	BDGC	3	Pharmacy & Material Mgt.	5290	40.2
	BDGC	3	H-3 East	2053	6,712.6
	Total BDGC 3				13,298.4
	BDGC	4	Conference Rooms	957	160.7
	BDGC	4	Environmental Svcs Admin	5530	168.1
	BDGC	4	Food & Nutrition Svcs	5926	30.9
	BDGC	4	Patient Service	5501	41.4
	BDGC	4	Visitors	975	300.0
	BDGC	4	Housestaff Medicine	5890	408.8
	BDGC	4	Pharmacy & Material Mgt.	5290	33.5
	BDGC	4	C-4 East	2054	5,741.9
	BDGC	4	C-4 West	2055	5,991.2
	Total BDGC 4				12,876.5
	Total				113,963.9
	BDGD	B	Laundry	4360	4,286.0
	BDGD	B	Power Plant	5384	4,245.4
	Total BDGD B				8,531.4
	BDGD	1	Laundry	5360	1,645.4
	BDGD	1	Power Plant	5384	1,513.2
	Total BDGD 1				3,158.6
	Total				11,690.0
	BDGE	1	Cardio vascular	4809	321.1
	BDGE	1	Dept. of Medicine	4000	187.7
	BDGE	1	Medical Research	1982	1,264.3
	BDGE	1	Power Plant	4384	478.0
	BDGE	1	Shared Space	5300	416.1
	BDGE	1	Surgical Research	8094	798.4
	BDGE	1	Dept. of Surgery	4060	2,283.2
	Total BDGE 1				5,748.8
	BDGE	2	Power Plant	4384	1,387.2
	BDGE	2	Cardio Administration	3185	291.4
	BDGE	2	Dept. of Medicine	4000	520.0
	BDGE	2	Lab Electron Microscope	2971	387.6
	BDGE	2	Lab Medical Research	1983	1,991.6
	BDGE	2	Medical Research	1982	5,522.8
	BDGE	2	Shared Space	5300	156.3

The Miriam Hospital Gross Square Footage Report By Building and Floor

Address	Building	Floor	Department	Cost Center	Dept. Gross Sq. Ft.
Total BDGE 2					10,256.9
Total					16,005.7
	BDGF	B	Conference Rooms	5000	400.9
	BDGF	B	Food & Nutrition Svcs	4304	598.1
	BDGF	B	Power Plant	4384	1,441.3
	BDGF	B	Gift Shop	4980	156.4
	BDGF	B	Information Services	4900	694.9
	BDGF	B	Media Services	4885	467.7
	BDGF	B	Medical Engineering	4442	107.0
	BDGF	B	Medical Library	4920	2,476.4
	BDGF	B	Pathology	2953	83.1
Total BDGF B					6,425.8
	BDGF	1	Dept. of Surgery	3029	160.7
	BDGF	1	Cornary Care Unit	2058	1,786.5
	BDGF	1	ICU/CCU Shared	2060	353.9
	BDGF	1	Intensive Care Unit	2057	2,557.3
	BDGF	1	Environmental Svcs Admin	4330	23.3
	BDGF	1	Food & Nutrition	4304	47.0
	BDGF	1	Housestaff Medicine	2904	112.7
	BDGF	1	Pulmonary Lab	3010	188.2
Total BDGF 1					5,229.6
Total					11,655.4
14 3rd Street	Rise Building	1	Information Services		
			Behavioral Medicine		
			Print Shop		
Total Rise Building					9299.8
1300 North Main Street	Employee Parking				158,450
	Former Sears Retail		Cardiac Rehab / Storage		88,757
Total					247,207
1111 North Main Street	Parking (Arena Lot)		Parking		101,517
GRAND TOTAL					635,912.6

Parking Plan

VIII. Parking Plan

A. Location/Capacity

After reviewing The Miriam Hospital's records, it is believed that a parking worksheet was never submitted to the City of Providence during the time period when the "I-Zone development process" took place in the late 1980's. The hospital has attempted, albeit retrospectively, to create a 1987 parking worksheet from figures gathered from 1987 documents. Also, the hospital has attached a 1999 worksheet for the City of Providence Planning Department review.

The Miriam Hospital, with 1,186 employees (spread over 3 shifts), currently has 871 parking spaces to accommodate employees and 250 spaces for public use.

In October of 1994, the hospital began to utilize the SEARS parking lot on North Main Street for employee parking. This lot can accommodate approximately 350 vehicles. The entire parking plan for the hospital was reconfigured to accomplish the following goals:

- To provide patients, visitors and guests with parking in the lots which are adjacent to the hospital on Summit Avenue. We currently have 219 public spaces near the main campus, as well as approximately 31 spaces in the SEARS lot to accommodate the Cardiac Care Center.
- To provide parking spaces for all employees thus reducing on-street parking. The hospital has implemented a policy forbidding employees from parking on any of the streets adjacent to the campus. Failure to comply with this policy can result in termination of an employee.

B. Security

The hospital employs personnel to secure all the parking lots and local streets. Security officers patrol the hospital area (both internal and external) 24 hours per day. This security coverage also provides additional service to the community, by reporting any unusual activity to the Providence Police when needed.

C. Shuttle Service

The Miriam Hospital provides continuous Shuttle service for its employees parked in the lots along North Main Street. These services start at 5:45 a.m. (Monday-Friday) and end at 8:45 p.m. The 4 passenger shuttles make continuous loops between the main campus on Summit Avenue and the remote parking areas.

D. Parking Lots and Worksheets

On the following pages are worksheets from 1999 and 1987 and a campus map showing the location, designation and number of spaces in each parking lot.

TMH PARKING WORKSHEET – 1999

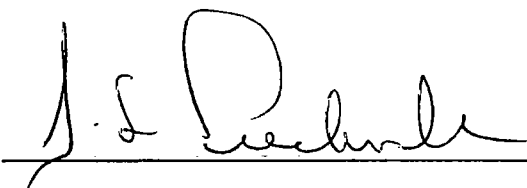
A.	Full time employees and approved vacancies (Largest in attendance at any work shift)	$1,186 \div 3 \text{ per space} =$	395
B.	Number of patient beds	$227 \div 4 \text{ per space} =$	57
C.	Number of staff or visiting doctors (Largest in attendance at any work shift)	$200 \div 1 \text{ per space} =$	200
D.	Number of hospital & ambulances & similar vehicles	$4 \div 1 \text{ per space} =$	4
E.	Number of doctors offices (where staff doctors see patients on an out-patient basis)	$20 \times 2 \text{ per office} =$	40
F.	Square footage of hospital space used for ambulatory care $40,000 \div 500 \text{ sq. ft. gross floor}$ area	Per space =	80
G.	Number of seats in auditorium or similar used for lectures, etc.	$100 \div 10 \text{ per space} =$	10

Total number of spaces required (A=B=C=D=E=F=G) 786

Total number of spaces provided in I-1 Zone or in
other zones owned by the institution that are zoned
for parking (include non-conforming parking lots) 1121

Number of non-conforming parking spaces at time of
passage of Institutional Zone Excess of 335

Based upon the above calculation, the present
parking total conforms to the institutional
requirement

Signature: 

TMH PARKING WORKSHEET - 1987

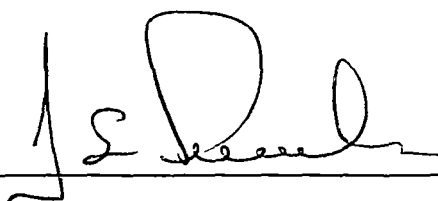
A.	Full time employees and approved vacancies (Largest in attendance at any work shift)	$1,028 \div 3 \text{ per space} =$	343
B.	Number of patient beds	$247 \div 4 \text{ per space} =$	62
C.	Number of staff or visiting doctors (Largest in attendance at any work shift)	$200 \div 1 \text{ per space} =$	200
D.	Number of hospital & ambulances & similar vehicles	$4 \div 1 \text{ per space} =$	4
E.	Number of doctors offices (where staff doctors see patients on an out-patient basis)	$20 \times 2 \text{ per office} =$	40
F.	Square footage of hospital space used for ambulatory care $40,000 \div 500 \text{ sq. ft. gross floor}$ area	Per space =	80
G.	Number of seats in auditorium or similar used for lectures, etc.	$100 \div 10 \text{ per space} =$	10

Total number of spaces required (A=B=C=D=E=F=G) 738

Total number of spaces provided in I-1 Zone or in
other zones owned by the institution that are zoned
for parking (include non-conforming parking lots) 673

Number of non-conforming parking spaces at time of
passage of Institutional Zone Shortage of -65

Based upon the above calculation, the present
parking total conforms to the institutional
requirement

Signature: 

THE MIRIAM HOSPITAL PARKING INVENTORY 1999



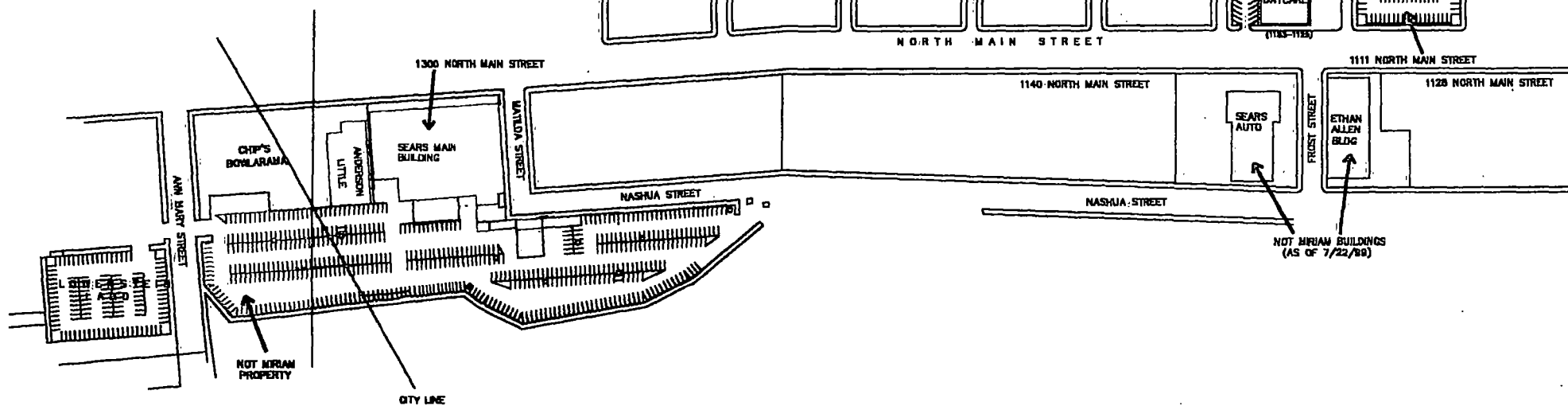
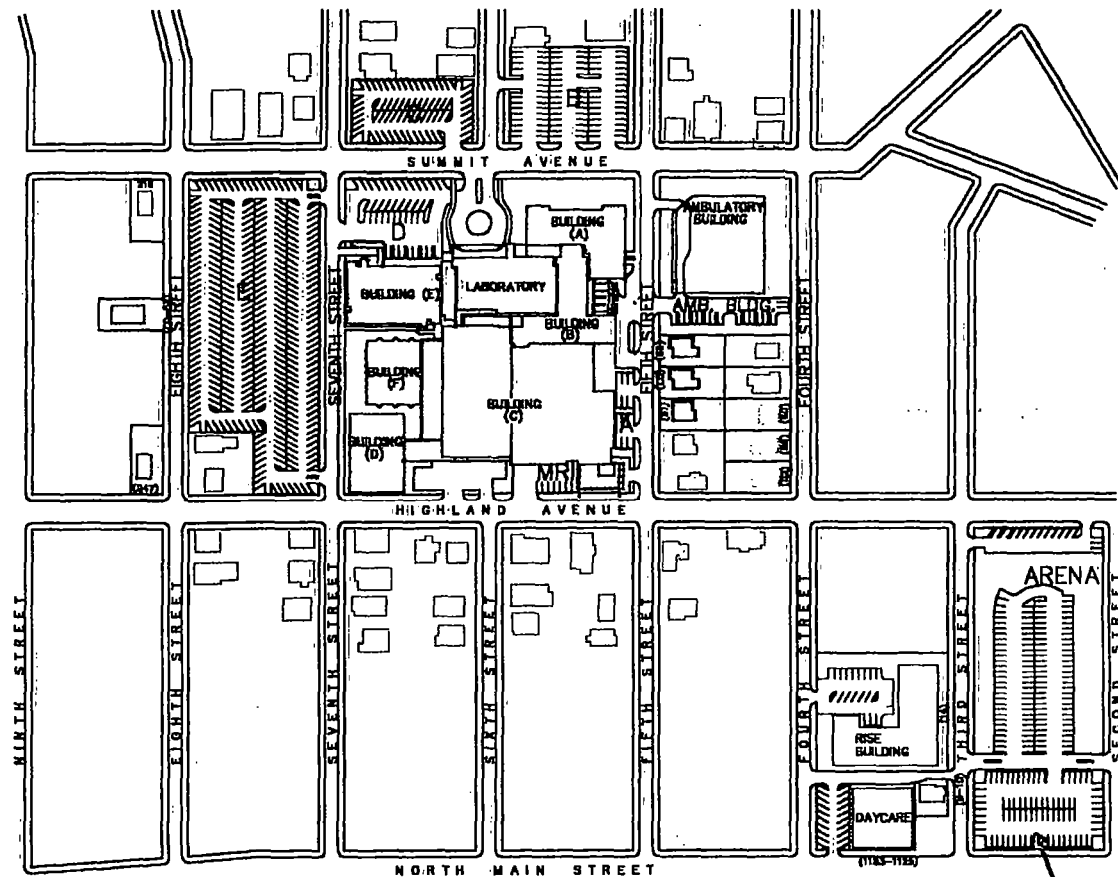
PARKING INVENTORY

PUBLIC
 LOT A 18 SPACES
 LOT B 81 SPACES
 LOT C 61 SPACES
 LOT D 41 SPACES
 MRI 5 SPACES
 SEARS 31 SPACES
 AMB. BLDG 13 SPACES
 TOTAL 250 SPACES

EMPLOYEES

LOT E 330 SPACES
 SEARS 350 SPACES
 ARENA 191 SPACES
 TOTAL 871 SPACES

TOTAL
 PUBLIC 250 SPACES
 EMPLOYEES 871 SPACES
 TOTAL 1121 SPACES



Attachments

1 9 9 7



REPORT TO THE COMMUNITY



FINANCIAL REVIEW

page 4



HIGHLIGHTS OF 1997

page 5



PHILANTHROPY AWARDS

page 9



LEADERSHIP GIVING SOCIETIES

page 10



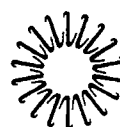
HERITAGE SOCIETY

page 17



GOVERNANCE & ADMINISTRATION

page 18



Lifespan



*The Honorable Bruce M. Selya
Chairman of the Board*

In this space last year, we noted that Lifespan was then on the verge of becoming a major New England health system. A year has passed, and we *are* a major health system in New England. Our presence and our influence in Boston is extending into the rest of eastern Massachusetts. In both Rhode Island and Massachusetts, we are working hard to imbue Lifespan and its partners with the properties that make a health care system work and make it worthwhile to the people we serve.

A system is much more than a collection of partners. Partners are the threads, but a system is the force that knits the parts together into a cohesive fabric that makes health care more accessible, and more affordable, than it would have been otherwise. It's the integration and the shared strengths of the partners that make the whole meaningful. Over the past year and into this coming year we are focusing on the following areas:

- ♦ Selectively adding high-quality partners to our system so that we can offer a full continuum of patient care services to the people of southern New England;
- ♦ Achieving our twin goals of assuring responsiveness to the local community needs while enhancing our ability to take advantage of system strengths which bring benefit to the broader community;
- ♦ Assuring the financial viability of the system, so we can fulfill our missions of patient care, education and research;
- ♦ Integrating patient care services across our various hospitals and agencies, in collaboration with our physicians;
- ♦ Most importantly, sustaining the well-earned reputation for patient care quality for which our partner organizations are renowned.

This year, we entered a new phase in the evolution of our system. We are in the early implementation stages of COMPASS (Creating Opportunities for

Mobilizing People to Achieve System Success), the most in-depth look at how Lifespan operates. Successful implementation of COMPASS will result in the transformation of our already-strong organization into a health care system more capable of delivering high quality care in a much more efficient and effective manner. It is this balance of consistent high quality of care, reduced cost of services and enhanced financial strength that will make Lifespan increasingly attractive to the people we serve and a more secure employer for the people who work here.

As with most worthwhile endeavors, building Lifespan this year has not been without its difficult hours. Our trustees, staff and physicians are working diligently to manage the process of orienting new partners to the system while simultaneously assuring outstanding patient care operations at the local level. We are challenged, of course, to meet growing community expectations with far fewer resources. The continued growth of managed care brings with it tremendous challenge to all health care providers. We can expect to see a plateau and actual reduction over time of the number of patients who are admitted to our hospitals. At the same time, payment for the tremendous array of services we provide to the people we serve is not keeping pace with natural increases in the costs of providing those services. However, we believe the best means of assuring success is to deliver the highest possible level of patient care services (and access to those services) at a reasonable price.

We feel Lifespan has a distinctive advantage. Lifespan is financially strong, has talented leadership, is community focused and mission-driven. It is the heart, vision, commitment and attitude of the people who are building Lifespan, day by day, that distinguishes us from others. We've come a long way, and we believe that if we all hew to Lifespan's mission, its vision, and its values, we can create a system that continues to merit public trust and creates optimum value for our customers.

We wish to express our deep gratitude to our fellow trustees, to our many donors, physicians, volunteers, employees and so many friends who share a common bond of compassion and excellence in patient care. ♦



William Kreykes
President and CEO

A handwritten signature of William Kreykes in dark ink. The signature is written in a cursive style, with the first name 'William' and last name 'Kreykes' clearly legible.

FINANCIAL PERFORMANCE* (\$ IN THOUSANDS)

Total Operating Revenue	\$691,000
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Total Operating Expenses	\$705,303
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Net Income (Loss) from Operations	(\$14,303)
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Non Operating Revenue	\$42,381
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Net Income to be Reinvested in Facilities, Equipment and Programs to Serve the Community	\$28,078
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**Financial figures do not include New England Medical Center, which joined the Lifespan system in November 1997.*

STATISTICAL DIGEST****(OCTOBER 1, 1997)**

Employees	14,500
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Physicians	2,152
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Beds	1,669
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Patient Discharges	62,258
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Hospice, VNA Visits	364,412
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Uncompensated Care (based on costs)	\$62.6 Million
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Research Funding	\$83.8 Million
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Total Assets	\$1.1 Billion
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***Statistical profile includes New England Medical Center.*

CURRENT LIFESPAN PARTNERS

Rhode Island Hospital/Hasbro Children's Hospital
The Miriam Hospital
VNA of Rhode Island
Hospice Care of Rhode Island
Emma Pendleton Bradley Hospital
Newport Hospital
New England Medical Center/The Floating Hospital
for Children

ALLIANCE PARTNER

South County Hospital

JANUARY

♦ Following federal and state review, Newport Hospital became a Lifespan partner.

♦ Newport Hospital earned its second Accreditation with Commendation from the Joint Commission on the Accreditation of Healthcare Organizations.

♦ Rogers Griffith, MD, was named pathologist-in-chief for The Miriam and Rhode Island hospitals.

♦ Employees of Lifespan donated a total \$415,418 to community agencies through the organization's annual One for All campaign.

♦ New England Medical Center and Lifespan announced their intention to affiliate.

♦ Lifespan's world wide web site became active at internet address <http://www.lifespan.org>.

♦ Charles Carpenter, MD, of TMH headed a team that received a multi-million-dollar grant from the Centers for Disease Control for a landmark study involving women and AIDS.

♦ Four Lifespan partners and affiliates—Hospice Care of Rhode

Island, VNA of Rhode Island, VNA Support Services, and VNA Technicare—combined to form Lifespan Diversified Services, functioning as a single entity to provide hospice and home care services.

♦ Lifespan's Affirmative Action Plan was completed, formalizing the company's commitment to cultural diversity and proactive hiring practices.

♦ Joel Kaufman, MD, was named executive director and CEO of the Lifespan/Physicians PSO.

♦ *Rhode Island Monthly* magazine included Hasbro Children's Hospital in its list of "world class" attractions and features in Rhode Island.

♦ Bradley Hospital reintroduced its Emma Award, a quarterly recognition program for employees who distinguish themselves through excellent service.

FEBRUARY

♦ Charles McDonald, MD, was named physician-in-chief of the department of dermatology at RIH and relocated his department to RIH from Roger Williams Medical Center.

*The following pages
highlight the
accomplishments and
advances made by
Lifespan and its
affiliated partners in
fiscal 1997.*

- ♦ The Division of Behavioral and Preventive Medicine at TMH received a research grant from the National Institute of Alcohol Abuse to help recovering alcoholics quit smoking.

M A R C H

- ♦ Rhode Island Hospital's kidney transplant team performed the first of what will be 35 kidney transplants during the year, far exceeding first-year projections for the new program.
- ♦ New England Medical Center announced its commitment to create a multidisciplinary cancer center to promote collaboration among medical specialties in the treatment of cancer.
- ♦ Hasbro Children's Hospital's Read to Me program received the 1997 Literacy Award from the Rhode Island State Council of the International Reading Program.
- ♦ Charles Kahn, MD, was named chairman of the board of trustees of The Miriam Hospital.

A P R I L

- ♦ A workshop at Hasbro Children's Hospital, The Arts and Healthcare: A Partnership in Healing, explored the relationship between art and healing.
- ♦ RIH's Sleep Disorders Center treated its 10,000th patient, securing a place as one of the busiest such facilities in the country.

- ♦ A new information system united the pharmacies at The Miriam and Rhode Island hospitals.

M A Y

- ♦ The Rev. Sammy Vaughan became the first recipient of Lifespan's Cultural Diversity Award, to be awarded each year to someone who exemplifies Lifespan's commitment to cultural diversity.
- ♦ Barbara Schepps, MD, director of the Anne C. Pappas Center for Breast Imaging at RIH, was named Woman Physician of the Year by the Rhode Island Medical Women's Association.
- ♦ A renovated children's library opened at Bradley Hospital.
- ♦ Two new open heart surgery operating rooms at TMH and one at RIH were approved by the RI Department of Health.
- ♦ Lifespan's team in the 1997 American Heart Association Heart Walk captured honors as the top fundraising team and the top fundraising health care organization.

J U N E

- ♦ Lifespan launched Working Healthy, a program to improve the health and fitness of the system's employees.

- ♦ Cardiac surgery teams at RIH and TMH were among the first in the country to perform port access surgery, doing complex heart surgery through a small incision in the chest.

- ♦ Neely House opened at NEMC, providing New England's first on-site housing for the families of cancer patients.

- ♦ Lifespan teams contributed a total of \$27,643 to the American Cancer Society in the society's annual Relay for Life.

- ♦ Consumer research revealed that Rhode Islanders rank Hasbro Children's, Rhode Island, The Miriam and Bradley among the top six hospitals in the state.

- ♦ Lifespan's intranet powered up, giving computer users instant access to an ever-increasing stream of information used in daily work activities.

J U L Y

- ♦ Living legend Muhammad Ali thrilled patients and staff with a four-hour visit to Hasbro Children's Hospital.
- ♦ Rhode Island Hospital's endocrinology department was cited as one of the country's finest by *U.S. News and World Report*.

♦ Blue Cross and Blue Shield of New Hampshire chose NEMC as its preferred Boston tertiary referral center for 240,000 subscribers in the Granite State.

♦ Lifespan concluded its successful \$3.5 million fund raising campaign to establish two Rhode Island Hospital/Brown University School of Medicine Endowments, The Michael G. Ehrlich, MD, Professorship in Orthopaedic Medicine and the Vincent Zecchino, MD, Chair in Orthopaedic Surgery.

♦ Joan Kyle, RN was named employee of the year for Newport Hospital and Katharine Hernden received the Reverend John W. Dorney Award for outstanding patient care by an employee of Newport Hospital.

♦ Oncoware RX, Lifespan's software package to safeguard patients on chemotherapy, was being used by at least 15 medical centers in the country.

AUGUST

♦ Work began on Newport Hospital's extensive renovation program to entirely reconfigure the facility to prepare it to meet future health care needs.

♦ Newport Hospital reactivated its fund raising program after 30 years and prepared to launch a \$16 million capital campaign under the

leadership of Ned and Ruth Corcoran to partially fund its extensive construction and renovation program.

♦ Lifespan restructured itself to create three operating divisions—Lifespan Corporate Services, Lifespan Rhode Island and Lifespan Massachusetts—to accommodate the system's future growth and operations.

♦ Steven Baron was named president of Lifespan Rhode Island.

♦ ADAMS Clinic opened in the Fain Health centers at TMH to provide young adults confidential HIV testing, prevention information and counseling. The clinic is a collaboration of TMH and FACTS (The Family AIDS Center for Treatment and Support).

SEPTEMBER

♦ From a site at Rhode Island Hospital, Lifespan became one of ten centers in the country linked by video technology to share surgical techniques.

♦ A program offering comprehensive diagnostic and treatment services for people with arthritis was launched at The Miriam Hospital.

♦ CVS/pharmacy and Lifespan teamed up to continue and enhance the services offered by the former Rhode Island Poison Center, which

was renamed the Lifespan Poison Center.

♦ William Goddard and Alan Gilstein assumed leadership of a system-wide campaign to raise \$8.5 million for cardiac services.

♦ The YMCA of Greater Providence and Rhode Island Hospital worked together to improve the employee fitness center at RIH, now managed by the YMCA.

♦ Harvard Pilgrim Health Plan and Lifespan expanded their relationship to allow Massachusetts subscribers to choose physicians and services at New England Medical Center.

♦ The Miriam Hospital Foundation established the Howard R. Cohen, MD, Radiology Scholarship which will support continuing education of Miriam employees in radiology.

♦ Bradley Hospital and Women & Infants' Hospital collaborated to begin an infant development center to provide clinical services, research and training in the psychological and social aspects of pediatrics.

♦ The 5th Annual Hospice Regatta raised \$70,000 for statewide programs of Hospice Care of Rhode Island.

OCTOBER

- ♦ Ed Schottland became chief operating officer of New England Medical Center.
- ♦ The academic medical center launched a manager of the month program, supplanting previous programs in place at TMH, RIH and Bradley Hospital.
- ♦ VNA of Rhode Island launched a campaign that provided flu shots to thousands of Rhode Islanders at about 130 sites during the fall.
- ♦ Hasbro Children's Hospital received a National Highway Traffic Safety Administration grant to create the Providence Safe Communities Partnership to reduce traffic injuries and deaths.
- ♦ 160 people representing 12 Lifespan quality teams were honored during special ceremonies citing their contributions to the productivity and effectiveness of Lifespan as an organization.
- ♦ The Miriam and Rhode Island hospitals earned high marks for their participation in the first-ever statewide disaster drill that tested the readiness of more than 60

agencies to respond to major catastrophes.

NOVEMBER

- ♦ New England Medical Center officially became a part of the Lifespan system, anchoring the system's network in Massachusetts.
- ♦ With the success of RIH and The Miriam's combined cardiac rehabilitation programs having formed the Lifespan Center for Cardiac Fitness earlier in the year, the center substantially expanded facilities in the former Sears building.
- ♦ New England Medical Center signed a \$75 million contract to design and organize a cancer center in Dohar, Qatar, for the Hamad Medical Corporation.
- ♦ The region's first linked multi-site sleep disorders center was launched by Lifespan, linking centers at TMH, RIH and Newport Hospital.
- ♦ National Research Corporation named Rhode Island Hospital a 1997 Quality Leader and Rhode Island's most highly consumer-rated hospital for the second consecutive year.

DECEMBER

- ♦ A one-of-a-kind in-hospital zoo opened at Hasbro Children's Hospital, a joint project with the Roger Williams Park Zoo, made possible by a gift from the Stephen Shippee family.
- ♦ Acute inpatient services of the Vanderbilt Rehabilitation Center relocated to new quarters in the Turner Building at Newport Hospital, part of the hospital's project to upgrade its entire facility.
- ♦ Bradley Hospital received additional support from the Palestine Temple Charities Trust for the hospital's developmental disabilities unit.
- ♦ By year-end, VNA of Rhode Island's senior membership program had enrolled 21,000 older residents of Lifespan's service area.
- ♦ Lifespan and St. Joseph Health Services of Rhode Island announced they are pursuing forms of affiliation short of full merger.



LIFESPAN PARTNERSHIP FOR EXCELLENCE AWARD

Presented to the individual, family, corporation or foundation demonstrating exceptional generosity in the service of humankind and whose kindness encourages others to take a leadership role in philanthropy and community initiatives. The recipient's philanthropic spirit reaches beyond a single Lifespan partner and demonstrates outstanding civic and charitable participation.

The 1997 Partnership for Excellence Award was presented to:

John W. Wall

HEART OF GOLD AWARD

Presented annually to the individual, family or corporation demonstrating philanthropic/volunteer leadership on behalf of children's health care services at Hasbro Children's Hospital.

The Heart of Gold Award was presented to:

Lawrence A. Aubin, Sr.

PARTNER IN PHILANTHROPY AWARDS

Presented on November 18, 1997 at the National Philanthropy Day Ceremonies sponsored by the National Society of Fundraising Executives (NSFRE). Partners in Philanthropy are individuals, nominated by their peers, who support philanthropic efforts of a specific organization through significant generosity, outstanding leadership and exemplary volunteer contributions.

The 1997 Partner in Philanthropy Awards were presented to:

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Hospice Care of Rhode Island Foundation

Arthur Hurvitz

The Miriam Hospital Foundation

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The trustees and directors of Lifespan and its partners are deeply grateful to our donors for their loyalty and generosity. We treasure the tradition of giving that builds and sustains our commitment to the community. Health care in Rhode Island and southeastern New England ranks among the finest in the country largely because of the spirit of philanthropy shown by our benefactors.

Our Society member listings recognize annual gifts of \$1,000 or more made during the period of October 1, 1996, through September 30, 1997, to Lifespan and/or any Lifespan partner.

Our Founders Society member listings recognize lifetime cumulative giving of \$25,000 or more to Lifespan and/or any Lifespan partner.

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**Annual – Associations, Corporations,
 Estates, Foundations & Trusts**

Amica Mutual Insurance
 The Bjorklund-McCarthy Fund
 Arthur Boss Trust
 Sarah S. Brown Fund
 Climbers of Hope
 Cranston Foundation
 A. T. Cross Company
 CVS
 EFD, Inc.
 Finova Capital Corporation
 George L. Flint Trust
 Grand Chapter of Rhode Island/Order
 of Eastern Star
 Alexander Grant Trust
 Sarah Hallett Trust
 Ruth G. Hamilton Trust
 Anne King Howe Fund
 Lura Cook Hull Trust
 George A. & Evelyn M. Ingleby Fund
 June Rockwell Levy Foundation, Inc.
 The Kane Barrengos Foundation
 Marion Law Trust Fund
 Ida Ballou Littlefield Memorial Trust
 Gustaf T. Malmstead Fund
 McAdams Charitable Foundation
 Meehan Foundation, Inc.
 Roy T. Morgan Foundation, Inc.
 Susie G. Mott Trust
 Narragansett Charitable Foundation, Inc.
 Narragansett Electric Company

The Neurosurgery Foundation, Inc.
 Northeast Orthotics & Prosthetics, Inc.
 James Oppenheimer Trust
 The Aaron J. Oster Family Fund
 Julius & Jessie R. Palmer Fund
 Charles A. Potter Trust
 George O. Potter Trust
 Providence Braid Co.
 The Rhode Island Foundation
 Rhode Island Hospital Guild
 Shepard Fund
 The Joseph & Rosalyn Sinclair Foundation
 Smith-Holden, Inc.
 Albert M. Steinert Trust
 Ethel Tabor Trust
 Frederick C. Tanner Memorial Fund, Inc.
 Tempel Steel Company
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 The Tug Hollow Corporation
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 Annie's Hospice Care Golf Tournament
 BankBoston Hospital Trust
 Bristol Home For Aged Women Foundation
 The Champlin Foundations
 Francis H. Curren, Jr. Charitable Trust
 Norman A. DesLauriers Memorial Fund
 Estate of Anna C. Weimar
 Estate of Hannah Myers
 Estate of John H. Green, Jr.
 Estate of Ruth A. Murray
 Fleet
 Grosvenor-Cushing Memorial Golf Tourn.
 Jaffe Foundation
 Kresge Foundation
 June Rockwell Levy Foundation, Inc.
 Marie Keese LeLash Foundation
 Providence Journal Charitable Foundation
 Rhode Island Foundation
 Textron Charitable Trust
 van Beuren Charitable Foundation, Inc.

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 Amica Mutual Insurance Company
 Annie's Hospice Care Golf Tournament
 BankBoston Hospital Trust
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 Christ The King Church
 Claflin Continuing Care
 Collette Tours
 Cookson America, Inc.
 Cranston Health Association
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 Davol, Inc.
 Norman A. DesLauriers Memorial Fund
 Destiny Motorcycle Club of R.I.
 Edith H. Donaldson Trust
 Employees' Community Services
 Association, Electric Boat
 Estate of Anna C. Weimar
 Estate of Minnie R. Silver
 Grosvenor-Cushing Memorial
 Golf Tournament

Haffenreffer Family Fund
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 Independent Order of Odd Fellows
 and Rebekas
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Rhode Island Public Health Foundation
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 Estate of Siegmund & Rose Berger
 Estate of Jean L. Burns
 The Champlin Foundations
 Citizens Charitable Foundation
 Estate of Thelma H. Hammond
 Fleet
 Estate of Joseph Freedman
 Estate of Francis R. Friedman
 Estate of Philip Glanzman
 Estate of Reuben Glanzman
 Hasbro Charitable Trust
 Estate of Jeannette & Henry Jacobs
 June Rockwell Levy Foundation, Inc.
 The Kane-Barrengos Foundation
 Estate of Jeannette Kurman
 Estate of Perry K. Lee
 Estate of Paul & Ruth Levinger
 Leviton Foundation
 Masonic Grand Lodge Charities of R.I., Inc.
 McLaughlin & Moran, Inc.
 Estate of Samuel J. Medoff
 The Miriam Hospital Gift Shop
 The Miriam Hospital Medical Staff Assoc.
 The Miriam Hospital Women's Assoc.
 Narragansett Electric Company
 Aaron J. Oster Family Fund
 Providence Journal Charitable Foundation
 The Rhode Island Foundation
 The Riesman Foundation of R.I.
 Fred M. Roddy Foundation, Inc.
 Estate of Lola Schafranik
 Estate of Louise Shuster
 Estate of Carlyn W. Summer
 The Sundel-Strauss Family Foundation
 Textron Charitable Trust
 Estate of Joseph Thaler
 Tillinghast, Licht & Semonoff

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**Annual - Associations, Corporations,
 Estates, Foundations & Trusts**

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 The Champlin Foundations
 Estate of Samuel H. Consove
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 Diagnostic Radiology Group
 Fleet
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 The Miriam Hospital Women's Assoc.
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 Estate of Jack Platkin
 Radiation Oncology Associates, Inc.
 Rhode Island Eye Institute
 The Robbins Foundation
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 Estate of Eva Sackschneider
 Edwin S. Soforenko Foundation
 Estate of Carlyn W. Summer
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 Estate of Lilli R. Sussman
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**Annual – Associations, Corporations,
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Allendale Insurance Foundation
Barrington District Nursing Assoc.
Bristol Home for Aged Women Foundation
Cranston Health Association
Sheila A. Duffy Fund
Herrick Foundation
Ida Ballou Littlefield Memorial Trust
Madeline V. Parks Fund
Ellen D. Sharpe Fund

NEWPORT HOSPITAL

Annual – Individuals
Commander Spencer H. King

**Annual – Associations, Corporations,
Estates, Foundations & Trusts**
Estate of Anne B. Mason

LIFESPAN HERITAGE SOCIETY

The Lifespan Heritage Society
recognizes caring individuals who
have provided a legacy of hope for
Lifespan and/or a Lifespan partner
in their estate plans.

We are aware of 158 individuals who
have named a Lifespan partner in
their estate plans. The following list
recognizes those who have
confirmed their membership in the
Heritage Society through
September 1997.

*If you are not listed and have
named a Lifespan partner in your
estate plan, please contact Richard
Lafleur, Senior Development
Officer, Gift Planning.*

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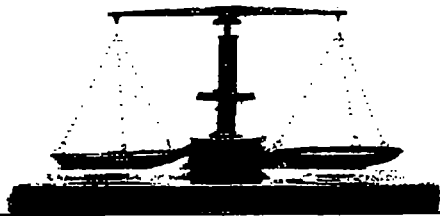
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LIFESPAN

167 Point Street

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02903

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**NEW ENGLAND MEDICAL CENTER/
FLOATING HOSPITAL FOR CHILDREN**



Lifespan

P R O G R E S S



P R O G R E S S



in times of
CHALLENGE



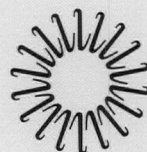
Lifespan 1998-1999

Lifespan is the essence of its excellent partner organizations and the dedicated and professional people at them who daily provide the highest quality of care in our communities.

Lifespan exists because of them. Each of our hospitals and service organizations are consistently recognized as among the best in what they do in our region. It is because of their heralded traditions and reputations for excellence that Lifespan claims "the best names in health care."

MISSION

Lifespan's mission is to improve the health status of the people whom we serve in Rhode Island and throughout New England through the provision of customer-friendly geographically accessible, high value services. We believe that this can best be accomplished within the environment of a comprehensive, integrated, academic health system.



Lifespan Partners

Rhode Island Hospital/
Hasbro Children's Hospital

The Miriam Hospital

VNA of Rhode Island

Hospice Care of Rhode Island

Emma Pendleton Bradley Hospital

Newport Hospital

New England Medical Center/
The Floating Hospital for Children

Alliance Partner

South County Hospital



PROGRESS

in Challenging Times...

The course of civilization is rich with examples of mankind's achievements in the face of challenge. They define the nature of progress.

In much the same way, adversity sets the stage for success. There is no doubt that we are experiencing extremely challenging times in health care today, more daunting than at any time in this century. This atmosphere is likely to continue as we enter the new millennium.

As hard as it will be, however, we will overcome these challenges.

It would be tempting to yield to a desire to describe in detail here the current set of obstacles that we face and outline the work we have ahead to achieve the ultimate goals Lifespan's founders had in mind five years ago. In the same vein, it would be equally easy to become overly focused on issues relating to finances and plans for achieving an improved fiscal position. We resist these temptations in favor of a broader perspective.

What gives us hope and confidence is that, even amid these challenging times, so much progress is occurring – progress that implicates the very core of our mission and vision – quality health care.

We have not lost sight of this, above all, and it is what we would like to focus on in the pages of this report.

As we all know, health care is about people caring for people. It is about dedicated human beings providing compassionate care to their fellow men and women. Health care is individuals working together toward common goals and about institutions with like missions combining their resources for the good of all. It is about persevering and achieving excellence, in good times and during hard times.

Lifespan evolved because of forward-looking people in our community seeing that collaboration is the key to success in health care. Our system has excelled because of a burning commitment by people on all levels at the partners that comprise Lifespan. Lifespan's mission, vision, and values are reflected and rooted in the communities we serve and take shape in the work of those who deliver care daily at our hospitals and service organizations.

Throughout the monumental challenges of the past two years, we have come to understand this verity and to appreciate the true value of the organizations and staffs that collectively comprise Lifespan. While pooling our strengths and coordinating operations and services among our individual institutions are critical for system development and efficient functioning, we have learned that this effort must be balanced with the ability to be responsive to all of our communities. We can achieve this only through the preservation of our institutions, their staffs, and the cultures and identities unique to each. Going forward our focus will become even more concentrated on the successes of the Rhode Island Hospital, Miriam Hospital, Bradley Hospital, Newport Hospital, New England Medical Center, VNA of Rhode Island, and Hospice Care of Rhode Island, as well as the medical communities associated with each.

**CIVILIZATIONS, I BELIEVE,
COME TO BIRTH AND PROCEED
TO GROW BY SUCCESSFULLY
RESPONDING TO SUCCESSIVE
CHALLENGES. THEY BREAK
DOWN AND GO TO PIECES IF
AND WHEN A CHALLENGE
CONFRONTS THEM WHICH
THEY FAIL TO MEET.
— ARNOLD TOYNBEE,
CIVILIZATION ON TRIAL**

PROGRESS

in Challenging Times...

As we take this opportunity to look back over Lifespan's first five years, take stock of the present, and focus on the future of health care in our region, we find much to be proud of, both as individual organizations and as a young and evolving health system.

We have been and continue to be true to our major areas of focus:

- Sustained excellence in patient care
- Continued commitment to uninsured and underinsured and to broad community health and education initiatives
- Ongoing commitment to medical education and research
- Assuring the system's financial viability so as to continue to fulfill our mission

Despite difficult times, all of our organizations and the people at them have achieved numerous significant accomplishments, from important and novel clinical achievements to top recognition for quality programs, services, and patient care. These are noted on the following pages.

The individuals who make up our organizations are clearly our strength. Numerous physicians at all our hospitals have been recognized as excellent by people in our communities who receive their services. Similarly, our nurses have been recognized for excellence, which speaks to their commitment to patient care. Our organizations' volunteer programs annually receive highest honors.

Through our affiliates, we retain a deep reach into our communities, as well as an ability to serve their distinct needs in a close and personal manner. Innovative programs, like the newly created cardiac care team at VNA of Rhode Island, help us cut hospital readmission rates among congestive heart failure patients, while long-time efforts like the flu shot program continue to keep thousands a year flu-free and out of the hospital. Other community-based health programs and promotion efforts rely on the enthusiasm and expertise of individuals at all of our hospitals working in conjunction with other health care organizations and groups.

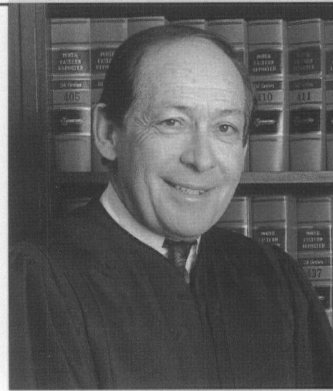
On the system level, our hospital partners have collaborated to achieve a number of advancements in the clinical, academic, and research areas, many examples of which are included in this report's highlights.

As with any organization, success is possible only because of the talented and dedicated employees who make up our work force. Of course, the current changing times in health care have put additional strain on everyone. In response, we are re-energizing our commitment to our employees and to working on improvements to return stability and satisfaction to all work environments.

We cannot deny the challenges ahead. However, we are dedicated not only to overcoming them and securing our own destiny, but also to the continued, more significant pursuit of our mission – care and service to our community. ▼

THE HONORABLE BRUCE M. SELYA
Chairman of the Board

GEORGE A. VECCHIONE
President & CEO



**HEALTH CARE IS ABOUT
PEOPLE CARING FOR
PEOPLE. IT IS ABOUT
DEDICATED HUMAN
BEINGS PROVIDING
COMPASSIONATE CARE
TO THEIR FELLOW MEN
AND WOMEN.**

Financial Review
and Statistical Digest

FISCAL YEAR 1998

Financial Performance	(\$ In Thousands)
Total Operating Revenue	\$1,098,482
Total Operating Expenses	\$1,148,676
Net Loss from Operations	(\$50,194)
Net Loss	(\$6,453)

STATISTICAL DIGEST (FY 1998)

Employees	14,900
Affiliated Physicians	2,152
Licensed Beds	1,674
Total Assets	\$1.9 Billion
Patient Discharges	62,488
Emergency Department Visits	195,472
Home Health Care Visits	372,191
Net Patient Service Revenue	\$912 Million
Research Funding	\$90 Million
Uncompensated Care	\$45.8 Million

STATISTICAL DIGEST (THRU AUGUST 1999)

Employees	14,500
Affiliated Physicians	2,848
Licensed Beds	1,674
Total Assets	\$1.9 Billion
Patient Discharges	58,770
Emergency Department Visits	178,157
Home Health Care Visits	201,912
Net Patient Service Revenue	\$846 Million
Research Funding	\$90 Million
Uncompensated Care	\$55.6 Million

Annual Philanthropy Awards

HEART OF GOLD AWARDS

Presented annually to the individual, family or corporation demonstrating philanthropic/volunteer leadership on behalf of children's health care services at Hasbro Children's Hospital.

The 1998 Heart of Gold Award was presented to:

John W. Wall

The 1999 Heart of Gold Award was presented to:

Alan M. Gilstein

William H.D. Goddard

PARTNERS IN
PHILANTHROPY AWARDS

Presented in November 1998 at the National Philanthropy Day Ceremonies sponsored by the National Society of Fundraising Executives, Partners in Philanthropy are individuals who support philanthropic efforts of a specific organization through significant generosity, outstanding leadership and exemplary volunteer contributions.

The 1998 Partner in Philanthropy Awards were presented to:

Victor Baxt

The Miriam Hospital Foundation

John Finch

VNA Foundation

Leslie Flood

Lorna Lewis

Hospice Care of

Rhode Island Foundation

Sue Schibler

Rhode Island Hospital Foundation

Kenneth Washburn

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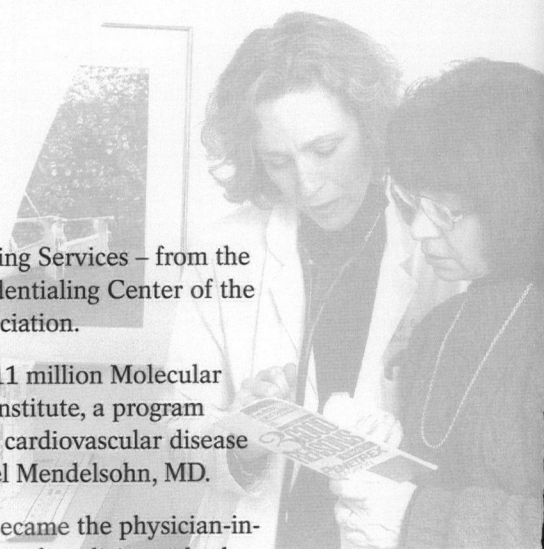
Hospital Foundation

Highlights

JANUARY - DECEMBER 1998

CLINICAL EXCELLENCE

- New England Medical Center (NEMC) surgeon Steven Schwaitzberg, MD, performed the first laparoscopic parathyroid removal on the East Coast. A malfunctioning parathyroid can lead to kidney stones, as well as bone and stomach pain. The new procedure ensures same-day discharge and faster recovery.
- Two departments at The Miriam Hospital (TMH) received accreditation by national organizations. The noninvasive vascular laboratory was among the first 742 labs in the U.S., Canada and Puerto Rico to receive accreditation by the intersociety Commission for the Accreditation of Vascular Laboratories. The ultrasound program, which is within the diagnostic imaging services department, was granted accreditation from the American College of Radiology on its first application.
- TMH opened a state-of-the-art cardiovascular/thoracic surgical intensive care unit, 10 beds dedicated to cardiac surgery patients and staffed by specially trained cardiac care professionals.
- NEMC's groundbreaking hormone replacement therapy study using a computer model, authored by Nananda Col, MD, was rated a major accomplishment in *Health* magazine's "Top 10 Medical Advances of 1997."
- The number of solid organ transplants performed by surgeons at NEMC exceeds 1,000.
- Rhode Island Hospital (RIH) earned the major distinction of the HCIA Inc.'s annual *100 Top Hospitals - Benchmarks for Success* list for 1997, ranking for the first time as a national benchmark in the listing. The study encompasses 3,200 hospitals across the country.
- RIH became the only hospital in the state where patients who have Parkinson's disease or the condition known as essential tremor can receive a unique surgery, which involves implanting a pacemaker-like device deep into the brain, performed by neurosurgeon Gerhard Friehs, MD.
- RIH and its pediatric division, Hasbro Children's Hospital, opened its new Medicine/Pediatrics Primary Care Center.
- TMH became one of nine American hospitals to receive one of the highest accolades of the nursing profession - the Magnet Recognition for Excellence in Nursing Services - from the American Nurses Credentialing Center of the American Nurses Association.
- NEMC launched an \$11 million Molecular Cardiology Research Institute, a program devoted to research in cardiovascular disease and headed by Michael Mendelsohn, MD.
- Edward J. Wing, MD, became the physician-in-chief of the department of medicine at both Rhode Island and The Miriam hospitals. He also was named chairman of the department of medicine at Brown University School of Medicine.
- The new Immunology Center at TMH opened in the Fain Health Centers, doubling its space and centralizing many of the hospital's immunology services.
- TMH center for behavioral and preventive medicine's director David Abrams, PhD, received the Society for Behavioral Medicine's Distinguished Scientist Award.
- A study providing strong evidence in support of the anti-clotting drug Warfarin, principally authored by NEMC cardiologist Marvin Konstam, MD, appeared in the *Journal of American College of Cardiology*.
- The RIH kidney transplant program celebrated its first anniversary, completing 45 renal transplants instead of the expected 12 in the first year.
- Fred Schiffman, MD, associate physician-in-chief and director of medical education at TMH took office as the Governor for the R. I. Chapter of the American College of Physicians (ACP), while Stephen G. Pauker, MD, NEMC's vice chairman for clinical affairs and associate physician-in-chief, became the new Governor of the Massachusetts Chapter of the ACP.
- Physicians at Rhode Island, The Miriam and Newport hospitals were prominent in the *Rhode Island Monthly* biennial list of "Top Docs" in Rhode Island. Of the 218 named, 151 doctors were affiliated with Lifespan partner hospitals.
- The Floating Hospital for Children and the Kiwanis Pediatric Trauma Institute achieved certification as a Level 1 Regional Pediatric Trauma Center by the American College of Surgeons.
- RIH and Hospice Care of Rhode Island (HCRI) collaborated to create an automated medication



Highlights

**THESE PAGES
HIGHLIGHT THE
ACCOMPLISHMENTS
AND ADVANCES
MADE BY LIFESPAN
AND ITS AFFILIATED
PARTNERS IN
FISCAL 1998 AND
1999 (THROUGH
AUGUST).**

- dispensing system for terminal patients at HCRI's Hular Center. Dubbed the ATM of pharmacy services, the new Pyxis Medstation not only enhanced efficiency, security and inventory management, but also reduced overall drug expenses by \$40,000 annually.
- HCRI patient care coordinator Elizabeth Hagan, RN, and Joan Gormley, RN, at TMH co-authored a new book entitled *HIV/AIDS and the Drug Culture: Shattered Lives*, a collection of case studies focusing on the lifestyle of HIV/AIDS intravenous drug users.
 - Newport Hospital was the site of the Ocean State's first water birth after a team from the hospital traveled to New Hampshire to learn the technique.
 - NEMC's urology department, with Grannum Sant, MD, as the principal investigator, received a five-year, \$1.22 million NIH grant to evaluate treatments for interstitial cystitis.
 - A one-year-old girl became the first patient in the U. S. to undergo a closure of the heart condition PDA with a new device known as the Amplatzer Duct occluder in a procedure performed by Ziyad Hijazi, MD, chief of pediatric cardiology at NEMC.
 - VNA of Rhode Island's newly created cardiac care team began servicing congestive heart failure (CHF) patients, cutting hospital readmission rates among CHF patients dramatically.
 - *U. S. News and World Report* listed New England Medical Center among America's Best Hospitals, ranking the center for excellence in six categories: cardiology, cardiac surgery, endocrinology, gynecology, geriatrics, pediatrics and the treatment of pulmonary disease.
 - Appointed joint chief of radiation oncology at RIH and NEMC, David Wazer, MD, became Lifespan's first dual appointment, linking hospital departments across state lines and holding appointments at both Tufts and Brown University Schools of Medicine.
 - A \$2.6 million, four-year NIH grant enabled the creation of the Lifespan/Tufts/Brown Center for AIDS Research, linking researchers at Lifespan partners RIH, TMH and NEMC with scientists at Tufts and Brown universities.
 - For the third year in a row, RIH was selected as a top hospital by consumers taking a nationwide National Research Corporation (NRC) consumer preference survey. The NRC honored the hospital as a 1998 Quality Leader; RIH was the only hospital in Rhode Island to receive the award.
 - Bradley Hospital expanded its partial hospitalization program, which treats children with very serious emotional and behavioral difficulties, to include infants, toddlers and preschoolers.
 - The Floating Hospital for Children's Jane Schaller, MD, became the first American elected president of the International Pediatric Association.
 - New England Eye Center at NEMC was named as a "Top 10" academic eye center in a national poll. In addition, the center established the LASIK Institute, as organization to promote physician and consumer education about laser vision correction.
 - In celebration of National Hospice Month, HCRI and Brown University teamed up to present a series of lectures, including a presentation by well-known research professor and author on death and dying Ira Byock, MD.
 - Hewlett Packard awarded NEMC researchers a \$300,000, two-year grant to improve care and outcomes for patients with heart failure. The grant supported an established system-wide initiative, The Specialized Primary and Networked Care in Heart Failure program to involve patients discharged with a diagnosis of heart failure from NEMC, RIH, TMH and Newport Hospital.
 - The New England Gamma Knife Center at RIH celebrated treatment of its 1000th patient.
 - TMH opened a new satellite physical therapy rehabilitation clinic at Butler Hospital providing outpatient physical and occupational therapy to adults, adolescents and seniors.
 - Robert L. Dickman, MD, was named to head the newly created Family Medicine Service at NEMC and Tufts University School of Medicine.
 - The department of emergency medicine at RIH, TMH and Hasbro Children's Hospital launched an Injury Prevention Center in an effort to reduce injuries in Rhode Island by developing and implementing community outreach projects, conducting research and educating health professionals and the public about how to stay healthy and safe.
 - TMH opened its newly constructed operating room #10, supporting expanded surgical services in neurosurgery, vascular surgery and cardiac surgery.

Highlights

- The first pediatric kidney transplant in the state, from a mother to her 11-year-old son, was performed at RIH, marking an important expansion of the hospital's transplant program.
- The FDA approved LYMERix, the vaccine for the prevention of Lyme disease developed by Allan Steere, MD, NEMC's chief of rheumatology/immunology, after more than 20 years of research. Steere also received the prestigious Gold Medal from the Albert Sabin Vaccine Institute for his revolutionary work and was cited by the American Association for the Advancement of Science for pioneering one of the top 10 science discoveries of 1998.

OPERATIONAL IMPROVEMENTS

- Lifespan implemented a Corporate Compliance Program to ensure continuity of care while maintaining commitment to complying with all government regulations. This program includes a 24-hour system-wide Employee Response Line, where employees can inquire about compliance issues, report compliance violations, express concerns and opinions and ask questions.
- Lifespan formally signed a contract with Harvard Pilgrim Health Care making NEMC an official member of its provider network.
- Bradley Hospital earned a score of 94 – its highest ever and much higher than the national benchmark – on its JCAHO survey.
- Newport Hospital celebrated its 125th anniversary by launching its capital campaign, Vision 2001, with a grand opening ceremony for Vanderbilt Rehabilitation Center's relocated outpatient facilities, and the hospital's new main entrance and renovated lobby.
- Extensive renovations to TMH's Sopkin and RIH's George auditoriums included teleconferencing and state-of-the-art audiovisual presentation equipment.
- Bradley School-Middletown became known as Bradley School-Portsmouth upon moving to new quarters.
- NEMC opened The Neely House, a memorial to Boston Bruins hockey star Cam Neely's parents, as an oasis for cancer patients and their families while undergoing cancer treatment.
- Lifespan and Care New England announced their intention to merge.
- RIH's main building underwent an expansion to add 900 square feet to the fourth, seventh and tenth floors, as well as two, two-story mechanical floors.
- Newport Hospital broke ground for its East Wing, which will house five ultramodern surgical suites.

COMMUNITY SERVICE ACHIEVEMENTS

- VNA of Rhode Island joined with Sojourner House and Project ACHIEVE to launch a year long HAPPEN (HIV/AIDS Awareness Prevention Project Educational Network) program to help women at risk for AIDS/HIV and domestic violence.
- In a display of commitment to its Asian community, NEMC ushered in the lunar new year – the Year of the Tiger – with a "Spring Festival" celebration held in the hospital's Atrium lobby.
- Bradley Hospital's adolescent program participated in a pilot program at the Providence Interim Middle School promoting nonviolence among young people.
- Emergency services at Rhode Island and Hasbro Children's Hospital, in conjunction with the Coalition for Domestic Violence and the Rhode Island Rape Crisis Center, launched a domestic violence program to provide enhanced training for nurses, physicians and social workers, as well as a 24-hour advocacy service.
- Newport Hospital was honored by the Church-Community Housing Corporation of Newport with its Good Neighbor Award in appreciation for outstanding support and action to promote housing opportunities for first-time home buyers, as well as the hospital's dedication to preserving quality neighborhoods in Newport.
- Bradley Hospital established a formal ethics committee comprising professionals from various disciplines in the hospital and members from the community.
- Employees and physicians from throughout Lifespan Rhode Island affiliates exceeded the system's *One for All* campaign goal of \$600,000 in support of the United Way and local community organizations.
- Newport Hospital co-sponsored the YMCA's annual Youth Safety and Healthy Kids Day fair for the first time.

THE INDIVIDUALS
WHO MAKE UP
OUR
ORGANIZATIONS
ARE CLEARLY OUR
STRENGTH.
NUMEROUS
PHYSICIANS AT ALL
OUR HOSPITALS
HAVE BEEN
RECOGNIZED AS
EXCELLENT BY
PEOPLE IN OUR
COMMUNITIES
WHO RECEIVE
THEIR SERVICES.

Highlights

- Both TMH and HCRI volunteer programs received the Volunteer Center of Rhode Island's highest honors, The Master's Level.
- Lifespan was once again a major sponsor of the Harvard Pilgrim American Heart Walk, recruiting a record 921 walkers who raised \$63,334.
- A collaboration between the VNA of Rhode Island and University Physicians Foundation resulted in the opening of a new health service office at the East Providence Senior Center offering a private physician practice and skilled community health nursing.
- The Worksite Health Committee of the Greater Providence Chamber of Commerce selected Lifespan as a recipient of a "Superior" award, its top designation.
- As one of the lead sites in the national Vaccine Preparedness Study Project ACHIEVE, which examines the effect of counseling on women who are HIV-negative but have high-risk behaviors, TMH researchers began recruiting for the second phase of the project.
- RIH partnered with SSTAR program to provide more appropriate care for emergency patients with a diagnosis of intoxication.
- Lifespan-affiliated physicians Michele Cyr, MD, Carol Landau, PhD, and Anne Moulton, MD, authored a booklet entitled *What's Right for Me?* for women facing menopause which was distributed nationwide by Wellness Councils of America.
- Newport Hospital launched "Healthtalk," a talk radio program featuring hospital physicians discussing health topics and answering callers' medical questions.
- In conjunction with Hasbro Children's Hospital, Lifespan Health Connection hosted the first *Draw a Breath* Asthma Camp for children 8 to 13 to help them gain control over their asthma.
- Bradley Hospital hosted a newly formed discussion group for parents sponsored by AMI CAN (Alliance for the Mentally Ill Children and Adolescent Network).
- VNA of Rhode Island mounted its annual attack on the flu working with Lifespan Health Connection and the Ocean State Adult Immunization Coalition to sponsor clinics throughout the state to administer 6,000 flu shots.
- Lifespan's Community Health Institute hosted a Women's Health Fair that included free health screenings, exams, tests and immunizations.
- Funded by HELP (Health & Education Leadership for Providence) – of which RIH and TMH are founding partners – the HELP Lead Safe Center opened as New England's first comprehensive lead center and one of only six nationwide.
- Lifespan and *The Providence Journal* joined forces to co-sponsor the first-ever New England Health Expo '98 at the Rhode Island Convention Center.
- *Working Healthy*, Lifespan's employee health promotion program and Healthwise, Inc. presented the Healthwise Knowledgebase™, an interactive Internet service providing a wealth of health information.
- Lifespan Diversified Services introduced a new home and hospice care web site available through both Lifespan's and the Lifespan/Physicians PSO's web sites.
- In recognition of its significant contributions, Lifespan was made a member of the national American Heart Association's Champions of Heart – Heart Circle program.

EMPLOYEE RECOGNITION

- The first combined AMC (RIH, TMH, Bradley) annual service award recognition dinner honoring employees with five to 45 years of service was held at Rhodes-on-the-Pawtuxet.
- The AMC announced its 1998 Manager of the Year: Peter Grafe, director of facilities management, and Employees of the Year: Maria MacLellan, unit teacher, RIH; Gloria Wexler, medical technician specialist, TMH; and Stephen Oliveira, senior milieu therapist, adolescent program, Bradley Hospital.
- Lifespan Corporate Services announced its 1998 Manager of the Year: Debra Roberti, reimbursement manager, Financial Planning; and Employee of the Year: June Steele, planning assistant, Planning and Marketing.
- Dorothy "Dotti" Garman, RN, was named employee of the year, Bruce Matoes, CNA, received the Reverend John W. Dorney Award and Sharon Lynch received the first annual Leadership Award at Newport Hospital.

Highlights

- Lifespan opened a Career Resource Center to support employees affected by ongoing system-wide reorganization efforts.
- Newport Hospital employees donated a total of \$82,815 to the hospital's Vision 2001 capital campaign, exceeding the employee target by more than \$27,000.
- Employees throughout the system took part in more than 20 employee opinion focus groups held at each site in Rhode Island. NEMC conducted its first-ever employee survey.
- TMH was named one of the Top 20 teaching hospitals in the country for its coronary angioplasty procedures in the first cardiovascular study by HCIA, Inc.
- Doctors at NEMC's Floating Hospital for Children performed a "world's first" by successfully treating a patient born with life-threatening complications from infantile polycystic renal disease through the removal of one of his kidneys soon after birth.

JANUARY - AUGUST 1999

CLINICAL EXCELLENCE

- Deeb Salem, MD, became the Sheldon M. Wolff professor and chairman, department of medicine, TUFTS University School of Medicine, as well as the chief medical officer and the physician-in-chief at NEMC.
- VNA of Rhode Island received a first-year, \$24,000 grant from the Bristol Home for Aged Women Foundation to assess and develop programs tailored to the changing needs of the elderly population.
- RIH became one of just 16 centers throughout the U. S. to test an experimental technique known as direct myocardial revascularization, DMR, to determine its effectiveness as a procedure to prevent heart attacks and other heart conditions.
- Richard Grand, MD, chief of pediatric gastroenterology and nutrition at NEMC, was awarded nearly \$2 million for a five-year continuation of his studies on intestinal molecular, cell and developmental biology.
- RIH installed a state-of-the-art high dose radiation (HDR) brachytherapy unit enabling a revolutionary method of cancer treatment for many patients.
- Armed with a \$70,000 grant from the Robert Wood Johnson Foundation, HCRI's associate medical director Joan Teno, MD, began a study to improve the care of the dying in Rhode Island.
- NEMC officially opened its Photopheresis Research and Treatment program, a collaborative effort between the departments of experimental therapeutics and bone marrow transplantation, to treat a variety of complex immunologic and neoplastic disorders.
- Three Lifespan physicians were named among *Good Housekeeping* magazine's "Top Cancer Specialists" list: David Wazer, MD, Lifespan's radiation oncologist-in-chief, NEMC surgeon Benedict Daly, MD, and RIH surgeon Kirby Bland, MD.
- Michael Ehrlich, MD, chief of orthopaedics at RIH received the Arthur H. Huene Memorial Award from his colleagues in the Pediatric Orthopaedic Society of North America.
- Bradley Hospital expanded by 50 percent its highly successful intensive behavioral treatment program for young children with autism.
- A 23-year-old daughter's donation to her mother marked the 100th kidney transplant performed by the transplant services team at RIH, which in two short years has become one of the region's largest transplant centers.
- TMH's SurgiCenter was named the second "Best Mark" performer overall and the top "Best Mark" in an outpatient setting for knee arthroscopy by OR Benchmarks, Inc., a national consulting firm.
- Co-sponsored by Lifespan and Brown University, the first conference ever to meld the disciplines of developmental neuroscience, child neurology, developmental pediatrics and child psychiatry took place in Providence attracting nearly 100 attendees from throughout New England.
- Lifespan children's hospitals - RIH/Hasbro Children's Hospital and NEMC/The Floating Hospital for Children - joined forces with Women & Infants' Hospital on a first-of-a-kind, multidisciplinary fetal treatment program to advance care of women with high-risk pregnancies.
- An outpatient rehabilitation program for patients suffering chronic obstructive pulmonary disease, developed by the rehabilitation services and respiratory therapy departments at RIH and TMH, was launched.

Highlights

- Surgeons at NEMC became the first in Boston to use voice-activated technology, a system called HERMES, to directly control certain aspects of the operative environment.
- In yet another first, New England Eye Center at NEMC became the only center in the U. S. to use a revolutionary technology allowing for full retinal exams without dilation, contact or discomfort.
- RIH and TMH joined forces with Women & Infants' and Kent hospitals to recruit and follow volunteers for one of the largest prevention studies ever, the Study of Tamoxifen and Raloxifene, to include 22,000 women throughout the U.S., Canada and Puerto Rico.
- The first human AIDS vaccine trial began at TMH, along with co-sites Memorial Hospital and Boston's Fenway Community Health Center, the last step before AIDSVAX would seek approval by the FDA.
- Lifespan Diversified Services launched an interdisciplinary palliative care program to provide patients with support from a team of specially trained professionals.
- NEMC's Floating Hospital for Children and Hallmark Health formed a clinical affiliation in neonatology, enabling neonatologists from the Floating to attend deliveries and provide consultations to Hallmark patients.
- Four Lifespan hospitals – RIH, TMH, NEMC and Newport Hospital – collaborated to recruit congestive heart failure patients for a Specialized Primary and Networked Care in Heart Failure study to document the effectiveness of care management by preventing rehospitalization.
- A study on Alzheimer's disease, authored by RIH pathologist Edward Stopa, MD, and published in the *Proceedings of the National Academy of Sciences*, revealed new information pointing to a possible cause of the disease.
- Bradley Hospital's residential behavioral health care programs earned a rare perfect score from JCAHO.
- NEMC surgeon Ralph Fairchild, MD, performed a kidney transplant using a rare procedure where the donor kidney was removed laparoscopically.
- NEMC and RIH once again ranked among the nation's top hospitals, according to the 10th

annual guide published by *U. S. News & World Report*. Out of a record 6,299 hospitals evaluated, NEMC ranked 18th in cardiology and heart surgery, 30th in geriatrics, 37th in gynecology and 42nd in rheumatology, while RIH ranked 49th for respiratory disorders.

- RIH became the first site in southern New England to install a state-of-the-art SwimEx therapeutic pool to give patients more sophisticated and effective aquatic treatments.
- In a joint effort, the neurosurgery and radiation departments at NEMC launched a Leksell Gamma Knife program, offering patients the latest in radiosurgery technology.
- Bradley Hospital opened a new residential behavioral program in Exeter, providing kids ages five to 12 a more home-like setting between the hospital and their own home.
- The echocardiography lab, also known as "cardiac non-invasive," at RIH was granted accreditation by the Intersocietal Commission for the Accreditation of Echocardiography Laboratories, becoming one of the first 150 such labs to be granted accreditation.
- The New England Eye Center at NEMC opened a refractive laser surgery center in Wellesley, called the Laser Center West, allowing patients outside Boston to benefit from the center's newest vision correction procedures.

OPERATIONAL IMPROVEMENTS

- All of Lifespan's acute care facilities in Rhode Island began utilizing a single master patient index, in addition to a common patient management, accounting and clinical system called "Invision." With the implementation of these systems, Lifespan is able to share information about patient care across affiliates.
- Through a collaborative effort between Lifespan's IS department and the Lifespan/Physicians PSO, a physician network linking 500 PSO member physicians was launched. In addition to access to Lifespan's network, services include medical libraries with electronic search capability, formularies and patient demographics and clinical results available in physicians' offices.
- The boards of Lifespan and Care New England approved a master affiliation agreement defining and committing to the merger of the two organizations.

THROUGH OUR
AFFILIATES, WE
RETAIN A DEEP
REACH INTO OUR
COMMUNITIES, AS
WELL AS AN
ABILITY TO SERVE
THEIR DISTINCT
NEEDS IN A CLOSE
AND PERSONAL
MANNER.

Highlights

- In its "Winners and Losers of 1998" article, the *Wall Street Journal* named NEMC a winner, citing the center as the "comeback kid of Boston hospitals," and praising it for its financial turnaround.
- Newport Hospital spearheaded the creation of The Occupational Health Alliance, offering a single resource for occupational health services to businesses throughout the area.
- Teleconferencing became the latest technology in regular use at Lifespan, linking physicians and faculty members from Rhode Island and Massachusetts on a weekly basis through a revamped Grand Rounds format.
- In the achievement of a significant goal in building the system's integrated information network, all Lifespan affiliates were connected through a powerful, wide-area network for data, video, E-mail, voice mail, Internet and Intranet services; also, standards were established for desktop hardware and software.
- Lifespan's 18-month Cardiac Care Initiative campaign successfully concluded, raising \$8.5 million to support advances in medical care, research and public education in an effort to eradicate Rhode Island's number-one killer – heart disease.
- Newport Hospital held a "topping off" ceremony to celebrate the placement of the final piece of steel to construct its new East Wing.
- NEMC opened its new kitchen offering à la carte cuisine and room service to patients and families.
- Restructuring at VNA of Rhode Island resulted in the development of smaller, multi-disciplinary and customer-focused caregiver teams located closer to the patients they serve.
- Newport Hospital instituted a stronger smoking policy, including enhanced patient education and support in quitting.
- Lifespan launched its Health Channel on the Rhode Island-focused Web site OSO.COM; the channel is an exclusive sub-site dedicated to health care.
- LIFEnet, Lifespan's Intranet, and NEMC's intranet site formally combined, providing employees in Rhode Island and Massachusetts with a common internal Web resource.

- To meet a high demand for specialty services, particularly in pediatric oncology and adult cardiac care, NEMC added 25 new beds.
- HCRI's Philip Hulitar Inpatient Center was completely renovated, thanks to a \$53,000 grant from the Champlin Foundations.

COMMUNITY SERVICE ACHIEVEMENTS

- Lifespan became a Community Training Center for the American Heart Association, coordinating life support training for Rhode Island.
- Bradley Hospital and Hasbro Children Hospital collaborated to offer a new support group for brothers and sisters of children with chronic medical, developmental and psychiatric problems.
- Employees and physicians at Lifespan Rhode Island affiliates once again exceeded the system's *One for All* campaign goal, pledging nearly \$650,000 in support of the United Way and local community organizations.
- HCRI's volunteer program was named as one of the Volunteer Center of Rhode Island's Model Volunteer Program Award winners.
- Volunteers at HCRI's Philip Hulitar Inpatient Center were named winners of a JC Penney Golden Rule Award.
- The Arthritis Foundation recognized Newport Hospital and three dedicated employees – Kristin Holtman, Katharine Hernden and Melissa Plumb – with its Program Achievement Award for extensive efforts and outstanding programs dedicated to helping people with arthritis since 1992.
- Positive results were reported from a first-of-its-kind program in the state aimed at high-risk teens – Project STABLE (Supporting Teens Acquiring Basic Life Education) – designed by Bradley Hospital's Kate Mora, PhD, and supported by a \$33,000 grant from the Van Amerigen Foundation.
- Lifespan teamed up with Brown students to launch an innovative initiative called Project HEALTH: Brown University, (Helping Empower, Advocate and Lead Through Health), where student volunteers initiate programs to improve the health of children and their families.

Highlights

- Lifespan Community Health Institute, in collaboration with RIH, TMH, Bradley, Newport, Kent and South County hospitals, the R. I. Prevention Coalition, the R. I. Medical Society and 12 area police departments, conducted a multi-community program to provide education and distribute trigger locks at gun safety fairs throughout the state.
- Newport Hospital co-sponsored "A Celebration of World Breastfeeding Week," a conference to raise awareness of the benefits of breastfeeding and kick off a two-year effort to increase breastfeeding in Rhode Island.
- RIH and Brown University's Center for Alcohol and Addiction Studies launched the *One by One: Reduce Teen Smoking Project*, a free program for adolescents and their parents funded by a grant from the National Institute on Drug Abuse.
- Lifespan, the American Heart Association and Brown University's Rites & Reason Theatre collaborated on the development and presentation of an original play, *Heart to Heart*, to educate women of color about their risk of developing cardiovascular disease as well as cultural issues encountered by women seeking health care.
- TMH immunologist Kevin Vigilante, MD, and nutritionist Mary Flynn, PhD, published *Low Fat Lies, High-Fat Frauds and the Healthiest Diet in the World*, exposing the failures, false promises and potential dangers of low-fat diets.

EMPLOYEE RECOGNITION

- Newport Hospital named Employee of the Year: Kelly Brothers, RN; Rev. John W. Dorney Award recipient is Linda Sherman, CNA; recipient of the Annual Leadership Award was Valerie Martin, RN. ▼

1998 - 1999

New Faces

JUNE 1998

Lifespan Board announced its selection of *George A. Vecchione* as the system's new president and chief executive officer to succeed William Kreykes on September 1.

MARCH 1999

Lifespan welcomed the arrival of internationally prominent researcher *Jack Wands, MD*, from Massachusetts General Hospital to direct the system's newly established Liver Research Center as well as the department of gastroenterology at Lifespan and Rhode Island Hospital.

Frederick J. Macri joined Lifespan as senior vice president for shared services, with responsibilities for materials management, pharmacy, laboratory, biomedical engineering, laundry, facility operations and construction across the system.

JUNE 1999

William P. Santulli joined New England Medical Center as its chief operating officer.

AUGUST 1999

Lifespan named *David A. Lantto* senior vice president and chief financial officer, succeeding long-time finance executive John Schibler.

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1998 AND 1999.
EXCEPTIONS ARE
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* 1998 only

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† *ex officio*

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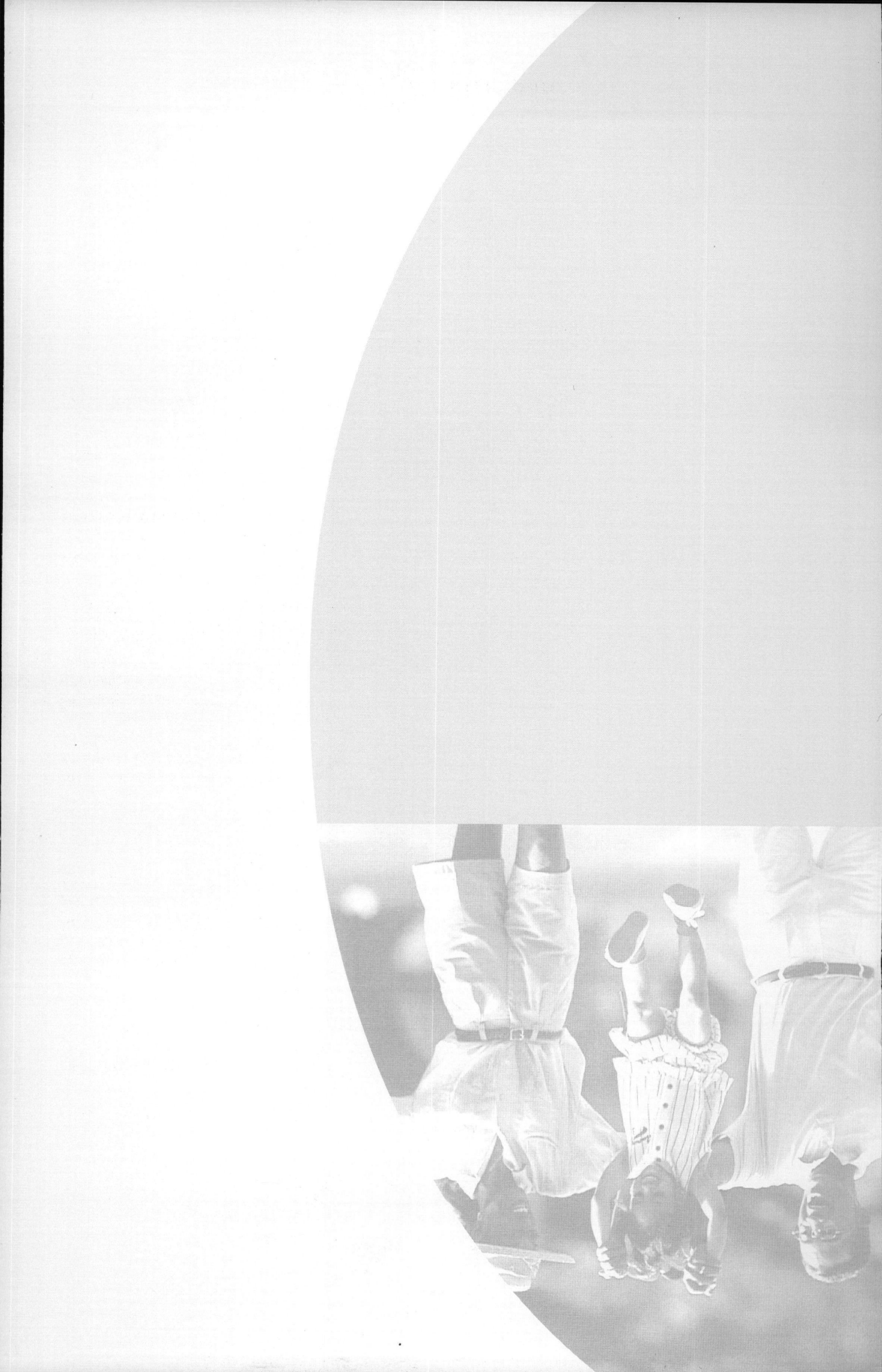
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