

## 2. Programming



# Table of Contents

## **1. Program Summary**

## **2. Appendix A**

- **Program Square Footage Summary**

## **3. Appendix B**

- **Program Data Sheets**
- **Shelter Case Studies**



## Program Summary

In the course of evaluating sites within the downtown area to accommodate a number of community needs, the City of Madison issued a Request for Qualifications for a study of the 120 South Fairchild Building. The goal is to determine its suitability to accommodate a homeless shelter and/or a public restroom in addition to the existing uses.

The Fairchild Building itself is located on the corner of South Fairchild and West Doty Street, one block off the Capitol. It consists of three floors totaling 44,681gsf, with the main entrance on the first floor at grade facing S. Fairchild. Built in 1927, it currently accommodates Madison Parks Mall Concourse operations, City of Madison Police parking and storage, and City of Madison Parking Enforcement, in addition to limited City of Madison surplus storage.

This study explores and identifies the specific programmatic elements and operations of each occupant group, both current tenants and identified potential tenants. Also addressed are a number of other programmatic considerations that, if included within the Fairchild site, have the potential to provide aid to a greater range of the Madison homeless population.

Taken into account throughout the process were the compatibility of the proposed community uses with the existing occupants, future expansion of tenant operations, as well as the scope of any A/E improvements required with the addition of new users.

## Existing Occupants

Engberg Anderson (EA) interviewed representatives of each occupant group while walking through the existing spaces in order to determine how the building is currently used. Specific square footage numbers and program characteristics were derived from analysis of operational needs, plans for future expansion, and both challenges and advantages associated with the existing space. Additional notes and data can be referenced in the Appendix's that follow this summary

### **Madison Parks Mall Concourse**

Madison Parks Mall Concourse occupies the first floor of the Fairchild Building as its primary facility. This level is at grade on the North side, with both a pedestrian and vehicle entrance and a loading dock opening on to Fairchild Street. Providing cleaning and maintenance services for sidewalks, plantings, and public space in the State Street and Capitol Square area as well as snow removal and salting, proximity to their service areas is a major requirement of their day to day operations.

The majority of the space is taken by a wide variety of maintenance vehicles and equipment which consistently move in and out between the hours of 4am and 6pm in winter and 5am and 2pm in the summer months. The concourse space also holds an office, which doubles as the staff briefing room,

and break room and locker facilities, in addition to a small maintenance workshop and separate rooms dividing fertilizers, chemicals and small gas powered equipment.

Although Mall Maintenance currently has space adequate for their operations, their primary challenge is a lack of vehicle circulation space, particularly in the drive aisle during loading, unloading, and washing of vehicles and equipment. They may require additional space as their area of service continues to expand over time. Constant pedestrian and vehicle traffic just outside the entrance on South Fairchild, and the proximity to the intersection also make it difficult for maintenance vehicles to enter and exit in an efficient manner. The facility currently lacks a designated space adequate to hold the full staff of 12-15 for morning briefings or breakroom gathering.

### **City of Madison Police**

City of Madison Police occupy the ground floor, with vehicle and pedestrian entrances along West Doty Street. It serves primarily as a secure additional parking facility for marked squad cars, detective vehicles, captains' vehicles and police vans and trailers. Vehicles are often parked in the center of the drive aisle to increase capacity. As Madison continues to grow, additional space will be required to accommodate increased policing needs.

Although the space does meet the current programmatic needs, the primary disadvantage is its proximity to police operations, as officers often need to run between multiple facilities, including Fairchild and the City County Building, to obtain an available squad car. The distance from other police operations negatively impacts the time it takes for officers to respond to calls, especially in emergency situations. However, its advantage is security. The Fairchild building is the only secure police parking in all Madison districts, excluding the future Midtown Police Station, and security is paramount to downtown area police operations.

Other elements kept within the facility include officer bicycles, numbering around fifteen, and crowd control gear. Crowd control gear specific to the Special Events Team is currently stored in a fenced portion of the parking area, but the location is not ideal as gas masks and other gear worn close to the body should be isolated from the grime and oils associated with a parking facility and preferably moved to a more appropriate location.

The City of Madison Police also occupy a portion of the first floor, where they store a number of impounded bikes. With a required holding period of forty days and peak volume reaching over 150 bikes at some points in the year, more space is required. This program could be moved to another facility if required.

### **Madison Parking Enforcement**

The partial basement level is occupied by Madison Parking Enforcement, where it currently parks a total of 15 Central District vehicles, and is its main storage location. These vehicles have a great deal of specialized camera equipment and must be stored within a secure facility. Madison Parking

Enforcement anticipates the addition of at least one more vehicle in the near future, which could create a space shortage for vehicle parking. However, the space is proving adequate for their current needs.

## Potential Program Elements

A public restroom and homeless shelter, have been identified as community needs that could potentially be located in the Fairchild Building, whether in conjunction with the current tenants or the possibility of displacing them. Research was conducted to gain an understanding of how these potential needs operate currently in Madison. In the case of the shelter, interviews and building walk-through were done with local providers, Porchlight and the Salvation Army who are providers for homeless men and women respectively. To further expand the study, Engberg Anderson also looked to other shelters in the region to understand how other facilities operate in comparison to the Madison shelters. On site visits were facilitated with the Higher Ground shelter in Minneapolis and the Rescue Mission in Rockford, Illinois while additional interviews were held with the Mel Trotter Ministries facility in Grand Rapids, Michigan and the Fox Valley warming Center in Appleton, Wisconsin.

While all of these facilities have many overlapping programmatic features there was also many differences in the array of services and programs that were provided by each organization. While these approaches may not necessarily fit the current operations of the local shelters some specific features may be an opportunity to enhance their current services. An Appendix B has been included with additional description and details of each case study.

### Public Restroom

A public restroom, especially one that is available 24 hours, is seen as a necessary addition to the downtown area for the late night crowd, daytime visitors, the “restroom challenged”, and homeless alike. An Ad Hoc committee for downtown public restrooms compiled several reports, including research on facilities in Oregon, Colorado, Victoria BC, and various international examples to determine solutions that are cost effective, clean, and have positive public perceptions.

While some studies report more issues (plugged toilets and vandalism) when located near areas with greater homeless populations, they also report overall decreased costs associated with cleanup of human wastes from streets & sidewalks, increased business activity in districts previously affected by presence or smell of urine, and decreased costs to businesses in time and supplies for sanitizing storefronts and sidewalks. The Ad Hoc committee determined that Madison has between 100-200 unsheltered homeless, and at least 80 bars/restaurants in the downtown/State Street area that contribute to increased demand for 24 hour restrooms.

While the Downtown and State Street area has a number of restrooms available to the public, most are within public buildings that close as early as 5pm. In 2014 when the Ad Hoc committee created a map of public restroom infrastructure, there were four portable sanitation units which were available all hours, but at least two were removed the following year.

Due to lack of space outside the building, a public restroom at the Fairchild site would need to be an embedded, or interior, facility. As a result, to obtain programmatic numbers the study looked to comparable facilities in the Madison area such as the Lisa Link Peace Park Visitor Center restrooms. While Lisa Link was used as a precedent in both size and integration into an existing building, a Fairchild restroom would focus on providing twenty-four-hour operation. Offering two stalls per gender, this imbedded facility model would be aesthetically unobtrusive, comfortable in inclement weather, and accessible.

However, disadvantages of a public restroom at this particular facility include significant operational expense, requirement of monitoring/security, opportunity for unwanted activities, and potential to disrupt other building users and operations. Additional barriers include compatibility with the tenant sharing the same floor as the public restroom and responsibility for supervision and maintenance. A facility of this type would require support to ensure its cleanliness, safety, and positive perception by the public. While a public restroom is needed in the downtown area that would be open at all hours, it is unclear how much use a facility at the Fairchild location would gather, particularly as there are few restaurants or bars in its immediate vicinity, and the Fairchild building is not on a major pedestrian route to or from those businesses.

## **Shelter**

In surveying a number of regional and local homeless shelters, it was found that a majority chose to focus their facilities and resources on providing shelter for specifically either men, women, and/or families. In cases where a facility served both men and women, such as the future Higher Ground shelter in St. Paul, the Rockford Rescue Mission or the Mel Trotter Mission in Grand Rapids Michigan, the populations were either separated upon entry into distinct areas, or had entirely separate building entrances, with minimal interaction between the two. In one case, the Fox Valley Warming Shelter, men and women sheltered in the same large room, but the men's row was divided from the women's by a line of plastic bins used to store guest belongings. This separation is seen as necessary at all the shelters we encountered to limit conflicts and provide a safe environment for guests during a vulnerable time.

Guests come from a range of backgrounds, each with their own challenges, including those between jobs or coming from correctional institutions to those suffering mental illness, domestic violence, sexual abuse, and a number of other crises. In addition, some guests are registered sex offenders or have been convicted of violent crimes. And while the population of homeless men is often much larger, the vast majority of female guests (85% according to both Rockford Rescue Mission and Salvation Army Women's Shelter in Madison) have been or are being affected by domestic violence or sexual abuse. In these cases, interacting with the perpetrator specifically (who may also be served by the shelter) and/or members of the opposite gender in general, can be an extremely traumatic or triggering experience.

Rockford has sought to address these concerns through enhanced security in their women's wing, which includes doors requiring keypad codes and alarms if improperly accessed, and prohibiting individuals convicted of sexual misconduct (or arson) from staying at the shelter. However, it is often the case, even at Rockford Rescue Mission, that both men and women dine together along with community members not staying at the shelter. This is the case for the breakfast meals Porchlight serves at Grace Episcopal Church. The Rockford Rescue Mission administration expressed that this configuration



wasn't ideal, but that they do the best with what they have. Mel Trotter is one organization that does have some form of separation between different guest populations. Men's shelter guests dine as one group, and men participating in the advanced recovery program dine together with women and children.

Within the Madison area, women and families are served by organizations including but not limited to the Salvation Army, which has both a women's and family shelter, and the YWCA and Road Home both of which are solely family shelters. The Madison population of homeless men is primarily served by Porchlight, an organization that provides shelter in three locations within the downtown area, with Grace Episcopal Church as its home base for intake and evening meal hub. While this separation of gender is beneficial for many of the reasons stated above, it overlooks the needs of those that don't fit neatly within the prescribed divisions, such as couples without children.

We have explored both Porchlight and Salvation Army's programs and operations as local examples of successful providers in more detail for the purpose of this report and as a basis for the program of a shelter within the Fairchild Building. These two shelters had a great deal of similarities and overlapping components, and while program numbers were based off the combined occupancy demand of Porchlight's three men's shelters, they could be adjusted proportionately to fit the targeted occupancy of a women's shelter if it was to be planned for that scenario. In either case the program developed would remain an overnight shelter and will not offer daytime resources.

In touring Porchlight's existing facility within the Grace Episcopal Church and interviewing staff, residents, and volunteers regarding the process of intake, resources offered, and challenges associated with their existing facility and operations, EA was able to develop a comprehensive account of program needs. While the women's shelter component, based on Salvation Army's operations and number of guests served, is very similar and offers nearly identical services, there are a number of additional needs or concerns that need to be addressed, particularly with regard to safety/security, sensitive accommodation of transgender guests, and additional prep space in the restroom.

Between the three existing locations, the Porchlight shelter accommodates between 60-80 people in summer and 160 to 185 in winter. The proposed Fairchild men's shelter component, based on these numbers, would have a maximum capacity of 160 bunks, 50sf per bunk bed, with flexibility in the program to have additional mattresses and floor space available for expansion. The women's homeless population is much smaller, and Salvation Army estimates that an ideal capacity would serve between 45-65 women.

Each guest at both Porchlight and Salvation Army is checked in at an intake desk by one staff member to monitor the number of nights each guests has stayed, with a limit of 90 nights for the year. As a space that can generate conflict at the center, it requires both audio and visual monitoring. Queuing at the entry can be a significant problem, but staff attempts to reduce the incentive to congregate outside the shelter entrance using a variety of methods and employs the use of an intake time range to allow guests to filter in at their own pace. Conversely, the Rockford Rescue Mission reports no queuing or associated problems. This may be a result of being both a day resource center and shelter, allowing guests to stay in the same bed multiple nights as long as they seek out a case worker (Rockford is not constrained by a 90 night limit), the prohibition on bringing cell phones or other belongings into the bunk area, or the fact that most guests dine first and are then checked into the shelter from the dining room. Further study

would be required to determine which methods are most effective or if queuing specific to the Madison culture.

Shelter staff at Porchlight currently use breathalyzers at their discretion, as they do not currently accept those over the legal limit except in cases of extreme weather. However, as the shelter's main goal is to protect as many people from the elements as possible, a small portion of new facility may be beneficial as a low-barrier shelter, or "shelter-minus", accepting those either over the legal limit, but with only limited access to resources. Guests will not be allowed to consume or use substances within the facility. This contingency of the shelter guest population would be directed to their own smaller sleeping room so as not to disturb the other guests. They would have access to mattresses on the floor, and the use of a restroom, but no showers, meal, laundry, or other resources. This low barrier shelter is not a current part of Porchlight's shelter operations, but has proven itself beneficial at both the Rockford Rescue Mission, Higher Ground in Minneapolis, and Salvation Army here in Madison, in which inebriated guests are accommodated in a room outside the bunk room (in Salvation Army's case, the hallway), and given mats on the floor. These guests are separate from others, but both areas are in direct view of the staff. Mel Trotter Mission delivers a higher level of service for the profoundly intoxicated, providing a separate shelter room within their facility staffed by police and medical personnel, who are able to more closely observe guests and provide care if needed. They've found that this service significantly reduces the resources required to serve this population within the hospital or corrections system, while still providing the level of care this guest population requires.

Another program element that consistently appeared in discussions was the opportunity to create more one-on-one meeting rooms. The Porchlight shelter currently has just one of these rooms, but a new shelter would benefit from at least three to provide services to as many guests as possible. These rooms offer guests a private space to meet with social workers, resource managers, and, every couple of weeks, medical personnel. Following the shelter's current operations model, these resource rooms would only be available in the evening to guests staying at the shelter. Salvation Army has a number of case managers on staff, and their services are offered to each guest at the shelter. Rockford also employs a number of case workers who connect with a number of specific guests and have their own offices within the shelter. They have found success in establishing continuity of care and creating an easily approachable and relational support community from which to get help at any time the guest feels comfortable or ready.

The provision of a pest control room has been the subject of a recent effort made by a number of shelters in the region, including both Higher Ground locations as well as the new women's wing at Rockford. It is a room in which a special portable heater to treat guest belongings in an effort to eliminate chronic bed bug issues. Rockford Rescue Mission goes as far as requiring all guests to have their clothes and belongings treated before entering the bunk room. Salvation Army currently has two ovens within their family shelter with which they treat guest belongings, but would much prefer a larger room where they could treat belongings of all sizes and address the problem more fully.

While serving guests of each gender separately, as is traditionally done in homeless shelters, eliminates a number of opportunities for conflict and can streamline services and resource access, the homeless community also includes a number of transgender individuals. According to the National Center for Transgender Equality, one in five transgender individuals have experienced homelessness at some point

in their lives. In developing program for a new shelter, consideration must be given to this population's needs. However, as the perception of preferential treatment can lead to conflict between guests, solutions that provide the same level of privacy for all users may work better than specific solutions for specific guests.

Nevertheless there are some cases where accommodations may need to be made for one individual, whether transgender or not, in order to ensure the safety of all guests and maintain a supportive, conflict-free environment. Unfortunately, transgender individuals can often be subject to abuse both verbal and physical from other guests, or on the opposite side, be triggers of emotional distress, especially for those dealing with sexual assault or domestic abuse. In these situations it would be beneficial to provide a safe room with an attached bath in which a single guest or two could stay. At Rockford, they stress that for every one transgender individual in the homeless population identifying as female, there are nine male transgender individuals. Rockford's safe room doubles as the infirmary or medical bunk room. Mel Trotter takes a similar approach, providing a separate smaller safe bunk room containing about four beds. They understand the difficulty of accommodating every guest's needs and find that this approach has been successful, but that it can also be isolating. Salvation Army's shelter accommodates one to two transgender women on average each night, and gives them the option of whether they would prefer to sleep in the larger bunk room, or would be more comfortable separate from the other guests.

The remaining shelter program was based on the following current operations of the Porchlight shelter and the size of its combined three locations. Included were a medical bunk room housing two or more guests, warming kitchen facilities, and guest laundry facilities, access to lockers, and showers. The medical bunk room in Porchlight's case accommodates those guests suffering from contagious illnesses or requiring quiet recuperation from hospital visits.

While Salvation Army has a staff that prepares meals in its commercial kitchen, at Porchlight over sixty volunteer groups, ranging between four to eight people, cook and serve evening meals to the guests throughout the year. The meals are prepared offsite and so either a drop-off area or parking in close proximity for two to three vehicles is required in order to unload large trays of food and get them to the kitchen in an efficient manner. Many of the volunteers are older and may have limited ability to navigate stairs and other obstacles while carrying heavy supplies. The kitchen would have heat and serve functionality only. A separate dishwashing area is not currently provided, but could enhance cleanliness of the food service area.

Towels and a sheet or blanket are provided to all guests and washed by commercial units within the facility. Guests would prefer more privacy in the showers, as well as dry space for towels and clothing. Addressing this concern could create a level of privacy that would serve transgender individuals as well as the larger guest population. The current shelter provides an open shower room without divisions and hooks for towels, but items on these hooks or placed at the edges of the room often get wet. There is some concern that compartmentalization can lead to either prohibited activity or monopolization of services, but some limited partition such as curtains could be a benefit. Salvation Army has individual shower stalls with privacy curtains, and the arrangement seems to work well. They also allow guests to continue using the same bed linens and pillows throughout the week, storing them in lockers. This cuts down on laundry and the guests appreciate having the continuity.

## Further Study

Discussions with various groups in relation to the study revealed the need to address gaps in current services to the homeless population, beyond what shelters in the area already offer. With the traditional divisions between both gender and family, shelter and resource access for couples without children in the Madison area is perceptibly absent. This population has unique needs that are often overlooked when served simply as individuals or not served at all. As a result, very little data currently exists on the size of the population or their resource needs. EA gathered what limited numbers could be found from case managers at Salvation Army, who reported interacting with about 5 women per month that were part of a couple, and the housing priority list, in which forty-nine people reported household sizes of two but it was unclear whether the second person was a child or partner. None of the organizations covered in our case studies offered specific shelter services for couples. Additional research would be required in order to form a more specific shelter program, but for the purposes of the study, a general space would be allocated based on approximate demand.

While this population clearly exists in Madison and a need has been identified to provide shelter and other services to this population, there are a number of issues that could preclude accommodating them within the traditional shelter model. The largest barrier is that most shelters divide women and men at entry into separate areas with large restrooms and showers specific to that gender, and, in the case of women, additional security and the very real possibility of re-traumatizing guests by introducing a member of the opposite gender are also factors

To address these concerns, a third “wing” or area of the building may need to be created with additional restroom facilities, sleeping room, and lounge, to accommodate couples staying together. In addition, because this population makes up a portion of Madison’s homeless population, guests may perceive these separate, less crowded, and perhaps quieter accommodations as a form of preferential treatment, which may lead either to conflict or a sudden increase in the number of guests claiming themselves couples. As previously noted, both Rockford and Porchlight offer meals to both men and women at the same time, but this arrangement provides opportunity for conflict. EA has found no precedent for a couples shelter existing either in Madison or the surrounding area, but there are some facilities a level above standard shelter that do accommodate couples. These are often set up as single room occupancy type facilities instead of a large bunkroom provided for a number of guests. If a pay-to-stay option, detailed below, were introduced at the Fairchild site, it may prove a better fit for couples without children than the shelter itself.

Pay to Stay is proposed as an opportunity above and beyond the standard shelter for those working poor individuals to gain more privacy and stability as they begin to build or rebuild a secure financial footing, or seek other housing options. Research shows that there is an appreciable population of guests in Madison who fall under this category. While this population already has access to basic shelter, this extra service provides a level security or solidity guests need to progress toward more permanent housing. At Minneapolis’ Higher Ground, which offers this service, a minimal fee is charged for the opportunity to stay for a week at a time at the floor immediately above the shelter. While guests at this level still sleep in an open bunk area with a similar layout to the shelter and dine with the shelter guests, they have access to their own lounge open 24/7, computers, individual lockers, and the ability to

personalize their space, all things not offered at the basic level of shelter. As an incentive to move to the next step in obtaining housing, some portion the money collected for the fee can be used toward putting down first and last month's rent or a security deposit on an apartment.

While there is no immediate precedent for this service in the Madison area, the Higher Ground shelter in Minneapolis offers a good example of how a full gradient of housing options can be successful. By addressing the various stages of homelessness, each with different needs and levels of responsibility, Higher Ground is able to present a clear progression and provide guests access to the resources that fit them best. Additional research would be required to determine how this pay to stay service, beyond that of the existing shelter, would operate, but it is clear through discussion with Porchlight and Higher Ground that basing a program on sixteen to twenty pay to stay guests would be a good basis for the scale of the operation, in proportion to the shelter.

## Summary

All program elements were based on existing precedents and, in the case of the shelter, scaled to meet current demands within the city. In the next phase of the study it will be determined what capacity the Fairchild building has to accommodate the spaces identified within the programming stage. As the study explores scenarios of arranging the uses within the building, compatibility and the scope of architectural and engineering alterations needed for those use changes will be a major focus. A detailed Program Square Footage Summary follows this report in **Appendix A** while specific Data Sheets for each program space and detailed case study notes can be found in **Appendix B**.



# Appendix A

## Program Square Footage Summary





| Fairchild Building<br>EA 152487.00<br>10/19/2016 | Program Square Footage Summary |                             |   |                            |
|--|--------------------------------|-----------------------------|---|----------------------------|
|  | Existing SF                    | Program Square Footage      | Notes   | Actual Estimated occupants |
| <b>Shelter</b>                                   |                                |                             |   |                            |
| Blanket Storage                                  | 32                             | 120                         |   |                            |
| Pest Control Room                                |                                | 48                          |   |                            |
| Bunk Room  | 1,300                          | 4,000                       | previous 48; 50sf per bunk; includes lockers                | 160                        |
| Storage - Bunkroom                               |                                | 150                         |   |                            |
| Custodial Room 1                                 | 50                             | 50                          |   |                            |
| Custodial Room 2                                 |                                | 50                          | Requested   |                            |
| Dining Room                                      | 500                            | 1,400                       | overflow for sleeping                                       | 20                         |
| Dry Good storage                                 | 77                             | 100                         |   |                            |
| Laundry - Guest                                  | 100                            | 120                         |   |                            |
| Laundry - Staff                                  | 80                             | 150                         |   |                            |
| Intake   | 260                            | 300                         |   |                            |
| Warming Kitchen                                  | 650                            | 800                         | 6-8 volunteers  | 8                          |
| Main Restroom & Showers                          | 300                            | 900                         | 21 showers, 10 toilets, 5 urinals 13 lavs                   |                            |
| Mechanical Room                                  | 150                            | 225                         | Verify equipment  |                            |
| Medical Bunk Room                                | 225                            | 150                         | 2-4 beds, no bunks  | 4                          |
| Outreach room 1                                  | 144                            | 80                          |   | 1                          |
| Outreach room 2                                  |                                | 80                          |   | 1                          |
| Outreach room 3                                  |                                | 80                          |   | 1                          |
| Restroom - small                                 |                                | 64                          | 1 Toilet 1 Lav  |                            |
| Restroom - Staff                                 | 140                            | 180                         | 1 shower 1 Toilet 1 Lav                                     |                            |
| Staff Office                                     | 140                            | 180                         | Potential (2) individual                                    | 2                          |
| Safe Room  |                                | 144                         | 2 beds, no bunks - separate area                            | 2                          |
| Shelter Minus - Sleeping room                    |                                | 224                         | Intoxicated guests, 6-8 people no bunks                     | 8                          |
| Shelter Minus - Restroom                         |                                | 64                          | 1 Toilet 1 Lav  |                            |
| Trash room                                       | Exterior                       | 120                         |   |                            |
| Delivery Area                                    | Exterior                       | 100                         |   |                            |
| Exterior - Queing Area                           |                                | TBD                         |   |                            |
| Exterior - Smoking Area                          |                                | TBD                         |   |                            |
|  | 4,148                          | <b>Subtotal 9,879</b>       |   |                            |
|  |                                | 20% 1,976                   |   |                            |
|  |                                | <b>Subtotal 11,855 S.F.</b> |   | 207                        |
| <b>Shelter - Pay to Stay</b>                     |                                |                             |   |                            |
| Office   |                                | 144                         | (1) Individual  | 1                          |
| Bunk Room  |                                | 650                         | 65 sqft per bunk w/ locker for each bed, based on 20 guests | 20                         |
| Lounge   |                                | 225                         | Lounge Chairs & TV area                                     |                            |
| Computer Room                                    |                                | 144                         | Computer access   |                            |
| Storage  |                                | 120                         |   |                            |
| Restroom & Showers                               |                                | 200                         | 4 showers, 3 toilets, 1 urinals, 4 lavs                     |                            |
| Custodial/Mech Room                              |                                | 100                         |   |                            |
| Guest Laundry                                    |                                | 64                          | 2 washer, 2 dryer   |                            |
| Couples  |                                | 400                         | (4) rooms   | 8                          |
|  | 0                              | <b>Subtotal 2,047</b>       |   |                            |
|  |                                | 20% 409                     |   |                            |
|  |                                | <b>Subtotal 2,456 S.F.</b>  |   | Total 29                   |

|                                 | Existing SF | Program<br>Square<br>footage | Notes   | Occupants |
|---------------------------------|-------------|------------------------------|---|-----------|
| <b>Madison Mall Concourse</b>   |             |                              |   |           |
| Office                          | 274         | 180                          | (1) Individual  | 1         |
| Staff Room                      | 267         | 400                          | 12-15 staff members Break / meeting   | 15        |
| Workshop                        | 267         | 300                          |   |           |
| Main Shop                       | 6,897       | 9,200                        | Include emergency eye wash station  |           |
| Men's Restroom/Lockers          | 296         | 350                          | 1 Toilet 1 urinal 2 Lav   |           |
| Women's Restroom/Lockers        | 242         | 250                          | 2 Toilets 2 Lav   |           |
| Storage (Main)                  | 655         | 700                          | Potential to consolidate areas into one                                     |           |
| Storage (Isolated)              | 450         | 450                          |   |           |
| Mech. Room                      | 211         | 225                          | Verify Equipment  |           |
| Parks Storage                   | 217         | 450                          |   |           |
|                                 | 9,776       | <b>Subtotal 12,505</b>       |   |           |
|                                 |             | 0                            | 1,251   |           |
|                                 |             | <b>Subtotal 13,756 S.F.</b>  |   | Total 16  |
| <b>Public Restroom</b>          |             |                              |   |           |
| Mens Bathroom                   |             | 100                          | (1) stall (1) urinal - handicap access (1) lavatory                         | 2         |
| Womens Bathroom                 |             | 100                          | (2) stall - handicap access (1) lavatory                                    | 2         |
| Maitenance closet               |             | 40                           |   |           |
|                                 | 0           | <b>Subtotal 240</b>          |   |           |
|                                 |             | 20%                          | 60  |           |
|                                 |             | <b>Subtotal 300 S.F.</b>     |   | Total 4   |
| <b>Madison Police</b>           |             |                              |   |           |
| Parking                         | 11,520      | 11,520                       | Approx 32 Stalls 300sqft per stall w/ .2 factor                             | 32        |
| Impound Bike Storage            | 750         | 1,275                        | 150 max bikes double stack 2'x6' with 5'-0" walk lane                       | 5         |
| Officer Bike Storage            | 180         | 180                          | 15 bikes  | 1         |
| Crowd Control gear bags         | 400         | 480                          | (15) 4x4x8 lockers plus 5' aisle  | 2         |
| Crowd Control equipment storage | 180         | 220                          | 2x4x8 storgae racks plus aisle  |           |
|                                 | 13,030      | <b>Subtotal 13,675</b>       |   |           |
|                                 |             | 20%                          | 2,735   |           |
|                                 |             | <b>Subtotal 16,410 S.F.</b>  |   | Total 40  |
| <b>Basement Floor</b>           |             |                              |   |           |
| Mechanical Room                 | 1,852       | 1,852                        | Existing Boiler and storage   | 6         |
| Madison Parking Enforcement     | 3,580       | 3,580                        | Madison Parking Enforcement - Park 15 vehicles in space at night & weekends | 12        |
| Storage                         | 372         | 372                          |   | 2         |
|                                 |             | <b>Subtotal 5,804</b>        |   |           |
|                                 |             | 20%                          | 1,161   |           |
|                                 |             | <b>Subtotal 6,965 S.F.</b>   |   | Total 20  |

Program Summary

|                               |                    |
|-------------------------------|--------------------|
| Shelter                       | 11,855 S.F.        |
| Shelter - Pay to Stay         | 2,456 S.F.         |
| Madison Mall Concourse        | 13,756 S.F.        |
| Public Restroom               | 300 S.F.           |
| Madison Police                | 16,410 S.F.        |
| Mechanical, Storage & Parking | 6,965 S.F.         |
| <b>Total</b>                  | <b>51,742 S.F.</b> |

Existing Building Net Square Footage

|                |                    |
|----------------|--------------------|
| Basement Floor | 6,828 S.F.         |
| Ground Floor   | 17,013 S.F.        |
| First Floor    | 17,299 S.F.        |
| <b>Total</b>   | <b>41,140 S.F.</b> |