

APPENDIX F: KEY STAKEHOLDER INTERVIEWS

Goal

Interview key stakeholders, developers and neighbors to identify issues and opportunities.

INTERVIEWS

The following are summary results of interviews conducted between April and May of 2005. Completed on a number of different levels, the main categories are those interviews of Key Stakeholders (in particular existing tenants), Developers and Neighboring Businesses.

INTERVIEWS OF KEY STAKEHOLDER

In general, all the existing tenants would like to remain. The following five pages contain a summary table of our interviews with those tenants, their current situation and anticipated future needs. In general:

- Retail tenants that would like to remain do not foresee increasing their space needs.
- The library and Planned Parenthood components of Harambee need to increase their space in the near future, but other agencies do not foresee the same immediate future need.

INTERVIEWS OF DEVELOPERS

Developers were interviewed for their business and marketing insight into the Villager Mall's strengths and liabilities as a future development. The interviews were conducted by the UW/URPL 590 Class in April, and among their findings:

- Need to bulldoze existing building and start from scratch.
- Development needs to be strong and exciting; of high quality to slow disinvestment.
- However, needs to stay affordable and in touch with South Park Street.
- Location of busy street may require more suburban than urban in its planning.
- Great traffic and access.
- Create more owner-occupied housing.
- Need City's commitment, and possibly TIF/tax credits.
- Should include grocery/affordable business/services (dental, etc.). No fast food or taverns
- Need a mix of retail - bakeries and coffee and restaurant - unique to area.
- Library a great regular attraction. Other would be post office.

INTERVIEWS OF NEIGHBORING BUSINESS

Neighboring business were interviewed to gauge what uses would complement existing business and add to the Park Street corridor.

- Restaurant/lunch tenants would complement neighbor office uses.
- Additional clinic space may promote consolidation of other community health services.

APPENDIX F: KEY STAKEHOLDER INTERVIEWS

Affiliation	Organization/ Business	Current Space Needs				Future Interests				Future Space Interests				
		Type of Service/ Product Offered	Space Utilization			Future Interest in Village?	Future Service/ Product Changes	Types of Space	Dedicated Space (SF)	Shared Space	Desired Adjacencies	Upper Floor OK?	Comments	
			Types of Space	Lease Space	Space Used Only by Agency									Shared Space
Harambee/ South Madison Health & Family Center	Administration	Coordination among partner agencies	Office, common areas of Harambee (meeting rooms, etc.)	0	Office (100-500 sf)	Meeting rooms, waiting room	Yes	Wants to investigate helping to coordinate cultural center, community room, youth/teen center, arts center.	Same as now, except for additional community room, cultural center, teen center, possibly arts center.	Same for administrative offices	Approximately 3,000-8,000 sq.ft. for community center space (community room, teen center, arts center)	Same as now.	Possibly.	Would like to see library continue to have internal access to other partner agencies within Harambee.
	Library	Lending library	Office Library	228 3500	3,728	None house resources for Harambee	Yes, but may be desire for separate entrance from Harambee.	Expanded hours (45 to 60 hours per week)	Computer center Pre-school area Teen area Quiet reading area Staff lounge Basement storage Community room Kitchenette for staff	10,000 sf+	Community room (if housed in library)	Businesses, Coffeshop, deli, ice cream Head Start Family Enhancement	Would prefer first floor, but could have offices on second floor.	Expressed need for big, indoor community space at site. Some pressure for library to also house cultural center Fitchburg's decision on library may affect library needs for Village site. Need for increased security. Theft problems presently.
	Access Community Health Centers	501C-3 non-profit community health center	Reception Area Clinic space Offices Conference room Laboratory	6,350	The majority of their current space. They also use two dental clinics that are currently under the City's Public Health Dept's lease	Waiting room	Unknown. Have not renewed lease with City, but asked for a one-year extension (through 10/06) to consider options	None	Same, but with dental space under their control	6,500-7,000 sf	Possibly waiting area, but feeling is growing that this needs to be private	Near public health providers	Not ideal.	They have significant infrastructure needs (sinks in every room, bathrooms by clinic, rooms need to be wired for computer access, ADA compliant). Needs better signage, including in Spanish, ability to lock down computers at night.
	City of Madison Health Department	Community health care, WIC	Clinic space, Office space	5,346	4,249	MDPH pays for 240 sf on loan to ACHC. MDPH pays for 1058 sf for Harambee offices. Waiting area.	Yes	Combined City/County Health Department.	SHARED: 2 more exam rooms SHARED: Waiting Area DEDICATED: Office	4,249, although future needs unknown because of consolidation.	Two additional exam rooms. Waiting area. Information booth.	Unknown.	Yes.	Consolidation makes predicting future space needs very challenging.
	Dane County Health Department	Community health care, WIC	Office, WIC clinic	325 sf.	Using about 1,000 sf.	600 sf of exam rooms. Waiting room.	Yes, for combined City/County health function	Combined City/County Health Department.	SHARED: More exam rooms or access time to rooms. SHARED: Waiting Area DEDICATED: Office	1,000 sf	Additional exam rooms or time. Waiting area. Information booth.	Harambee partners	Yes for office space. Possibly for clinic space.	Should this be southside branch as it is currently, or should this be combined Health Department Administration headquarters for entire County?

APPENDIX F: KEY STAKEHOLDER INTERVIEWS

Affiliation	Organization/ Business	Current Space Needs				Current Space Utilization				Future Interests				Comments
		Type of Service/ Product Offered	Types of Space	Lease space	Space Used Only by Agency	Shared Space	Future Interest in Village?	Future Service/ Product Changes	Types of Space	Dedicated space (square feet)	Shared Space	Desired Adjacencies	Upper floor OK?	
Harambee/South Madison Health & Family Center	Family Enhancement	Parent support and education	Offices, playroom, kitchen, parent room	3,368	750	Waiting room, Playrooms (included in total lease space) and kitchen space (not included in total) also used by Head Start.	Yes	Additional workshops and family activities	DEDICATED: Office DEDICATED: Resource Room	About 2,500 square feet, including playrooms, which they would like to share.	Playrooms, Outside play area, Demonstration kitchen, Information booth.	Harambee partners, especially health, library, and Head Start (possibly share playroom space)	Prefer first floor.	Maybe interested in short- term space contraction. Down from 3 positions to 1.5 positions. Long-range, would like to be staffed at 3 positions, though. Need finances to do that. Ideally would have Respite Center apartment situation (not included in previous columns).
	Head Start (Dane County Parent Council)	Early childhood care and education	Classrooms, Offices, Restrooms in classrooms, Multipurpose room (incl. laundry)	8,400	8,400	None	Yes	Could possibly consolidate Simpson Street Head Start to this site and expand infant and toddler care.	Same types, different configurations	9,200 sf, plus 3,000 sf outdoor playground	Playground, kitchen possibly	Harambee partners, since many of their kids get check-ups there	Not really. Kids need playground space. Would like offices near where kids are.	State licensing requires restrooms, sinks and exits to outside in every room. Exits at grade. Need washer and drier on site.
	MEDICS	Free clinic on Saturday mornings	Shares ACHC space	0	0	ACHC clinic and waiting room space	Yes	No	Same types	Will continue to just be guest of ACHC, Same				Run by UW students. No paid staff. No money to have own space in future.
	Planned Parenthood	Reproductive health services	Reception and waiting area (400 sf) Office space/consultant rooms (200 sf) 2 exam rooms (200 sf) Lab (150 sf)	1,256	1,256	None. (They do not share waiting room space with rest of Harambee. They have their own.)	Yes.	Possibly a few additional, minor services	Same types	4,500 sf.	None.	Harambee partners, especially health, library, and Head Start	Yes	Have immediate and fairly significant space needs.
Campus Community Partnership	Administration	Collaborative educational services	None	0	0	0	Yes.	Need a space for administration of this program	Atrium/reception area 3-4 Training rooms Meeting room Private counseling space.	150 sf for an office	To be determined	Harambee, linking education and prevention to service provision. Area high schools.	No.	Long range physical space role for Edgewood will be under consideration.
	University of Wisconsin - Madison	Collaborative educational services. Does not include Space Place, which is a UW/DOA lease.	Shared classroom space (224A Park Street, approx. 500 sf); Office space (Law office is 678 sf, Morgridge Center 788 sf, and the SMPC office described below); Meeting space (Morgridge Center 1,100 sf); 150 parking spaces for Park and Ride to UW.	4,216	Approx. 1,500	Approx. 2,700	Yes.	Not anything formalized.	Same	Same	Same	CCP agencies Possibly.	According to the Facilities Manager, UW may be interested in using structured parking for their 150 leased parking stalls, provided the cost did not substantially increase.	

APPENDIX F: KEY STAKEHOLDER INTERVIEWS

Affiliation	Organization/ Business	Types of Service/ Product Offered	Current Space Needs				Future Interests				Upper Floor OK?	Desired Adjacencies	Comments	
			Current Space Utilization		Future Service/ Product Changes		Future Space Interests		Future Space Interests					
			Types of Space	Lease space	Space Used Only by Agency	Shared Space	Future Interest in Villager?	Types of Space	Dedicated Space (square feet)	Shared Space				
Campus Community Partnership	MATC	Collaborative educational services.	Classroom space (3,000 sf)	3,000	3,000	Share office space with UW, approx 788 sf)	Yes.	Completely rewriting their academic plan for MATC system.	Unknown at this time.	Unknown at this time, but could be significant.	Unknown at this time.	CCP	Maybe not.	Due to rewriting of academic plans, future space planning is uncertain. There is a greater need at this site than they are currently serving so MATC is exploring ways to address this. Unhappy with their current space. No continuity between space.
	UW - Extension	Financial education (tax help), youth development, and nutritional education/hunger prevention	Office Classrooms	2,400 (2nd floor)	2,400	0	Yes.	Full range of financial education courses. Horticulture education.	Office, Classrooms, Demonstration kitchen	3,600 sf	Access to additional training and meeting rooms. Demonstration kitchen	Campus Community Partnerships	First floor ideal, but influenced by less-than-ideal present second floor space.	Business Incubator
	UW Neighborhood Law Project	Free legal counseling	Intake area with couch and play space, four cubicles	678	678	Uses 2234A conference room, under UW lease	Yes.	May combine poverty law and family law to make one program, but will likely not exceed 3 students.	Same types, but with more privacy, better lighting and natural light.	Approx. 700-1,000 sf	Conference room space	Centro Hispano, Interfaith Works Rights Center	Could be on second floor, as long as people could find them easily.	
Dane County Human Services	Adult Community Services (ACS); Children Youth and Families (CYS); Economic Assistance (EA); <i>(Public Health included in Harmanco, above)</i>	ACS Long Term Support serves adults and elderly with long-term disabilities. CYS provides child protective services and delinquency services. EA provides economic/job search assistance	Private offices, cubicles, Intake areas/reception, monitored visitation rooms, meeting/interview rooms	23,400	23,400	0	Yes	None, although may need small amount of expansion space	Same, although consolidated so all in one place	23,400 sf, if consolidate reception area, bathrooms, kitchen and breakroom from two office sites.	0	Current partner agencies (Harmanco, joining forces for Families, Neighborhood Intervention Project)	No. Wants highly secure intake areas. Do not want clients wandering around.	Consolidating offices into one place can save space on reception and intake areas, bathrooms, breakroom and kitchen. They will use this space savings to provide for a modest amount of expansion area. Security is an issue with building design.
	Jackson Hewitt Tax Service	Seasonal income tax service	Open office	1,125	1,125	0	Yes, somewhere on South Side.	Yes. Would like to find use during other eight months of year (complementary use, e.g., real estate, financial services, insurance)	Same	Same	Yes, with complementary/affiliated business	Anchor tenant, Grocery, Bank/credit union	No.	Not happy with current space in Villager. Also operate Midwest Accounting, may be interested in location for accounting business.
Businesses	Villager Sports Town	Urban athletic clothing, shoes, caps.	Rentl (2835 sf) Storage (810) Office (405 sf)	4,050	4,050	0	Yes.	No.	Same	Same	None	Yue Wah Oriental Foods Electronics store	No.	Need public bathroom. Would prefer six-month notice if lease not to be renewed.
	Mister Money	Check cashing, Pawn	Rentl/storage	5,056	5,056	0			Same	Same	None			Reopened attempts to contact. No response.
	VIP Nails	Nail salon	Public space (750 sf); Small office (10 sf); Restroom (60 sf); Lunch room (40-50 sf)	800-900 sqft	Same	0	Yes.	None.	Same	Same	None	None	No. Needs visibility.	Cannot have any downtime during construction or will lose clients.
	Mundo Latino													Connected, but did not respond to repeated requests for interview; apparent desire to stay at Villager. Current space is 2,000 sf.

APPENDIX F: KEY STAKEHOLDER INTERVIEWS

Affiliation	Organization/ Business	Type of Service/ Product Offered	Current Space Needs				Future Interests				Comments			
			Types of Space		Space Used Only by Agency	Shared Space	Future Interest in Villager?	Future Service/ Product Changes	Types of Space	Dedicated Space (square feet)		Shared Space	Desired Adjacencies	Upper Floor OK?
			Lease Space	Retail (5,550 sq.ft.) Office space (50 sq.ft.) Unloading area (400 sq ft)										
Businesses	Yue Wah Oriental Foods	Asian grocery store	6,000	6,000	0	Yes	None	Same.	Basically same, current space has a lot of merchandise in relatively close quarters	Same	Other ethnic stores (i.e. Mundo Latino, Mercado Mammar)	No.	Has highly specialized heating and cooling equipment, totaling about \$500,000. Draws customers from all area due to low price and selection. Been at Villager for 21 years in same location.	
	Adams Outdoor Advertising	Outdoor advertising	-	-	-	Yes.	Willing to remove billboards for other outdoor advertising. See comments.	-	-	-	-	-	Interested in urban advertising options, including backlit signs, street furniture signs, shelter signs, etc. Have lease through 2013.	
Other Service Organizations	Dane County Transition School	Alternative high school	3,100	3,100	0	Yes.	May consolidate Sun Prairie school site to this site.	Same, plus educational lab, garage / storage area for canoes, etc; Central gathering space; Conference space connected to Principal's office		Possibly educational kitchen, classroom space, if locked cabinet in room	Harambee (especially Planned Parenthood), Police station, Boys and Girls Club	Currently on upper floor.	Would like to see educational opportunities incorporated into building design vis-a-vis solar, green roofs, LEED certification, recycling, community gardens.	
	Interfaith Coalition for Worker's Justice	Workers rights center	535	535	0	Yes.	Hoping to expand to low income workers, in general	Storage space (20 sf) One additional office (100 sf) Meeting space (can be shared, at least 100 sf)	655 sf	Meeting space	Centro Hispano, MUM, UW, Law office, Harambee, Dane County Human Services	Yes.	Works closely with Catholic Multicultural Center, the South Central Federation of Labor (SCFL), and area churches.	
	Madison Area Urban Ministry (MUM)	Former prisoner re-entry programs	1,200	1,200	0	Yes.	MUM may be lead agency on citywide consolidation of prisoner re-entry programs, which may increase need for space.	Same breakdown of space types	1,200 sf or slightly more, but contiguous	CCP Meeting space	Other human and health services.	Yes.	Their work is very grant dependant, with expansion, contraction periods. Therefore, flex space is important. Needs better signage. Fairly mobile and flexible group.	
	Wisconsin Women's Business Initiative Corporation	Business education, financial education, business loans	2,400	2,200	0	Yes.	No, although in growth mode	Office Shared training space	3,000 sf	Training room with UW-Extension.	UW-Extension, MATC.	Yes. Currently don't like their present situation on 2nd floor.	Contact suggests size of space is 2,200. Desire for future relationship with Latino business development organization security is a major present concern. Does NOT want food court--hang out place. Important high-tech, internet needs, wireless space.	

APPENDIX F: KEY STAKEHOLDER INTERVIEWS

UW-Madison (Space Place)	Astronomy education for school kids	Exhibit space, offices, storage	9,100	9,100	0	Yes	May need an additional classroom in future to expand into physics	Same	Same	Same	Same	No	Spending \$348,000 to upgrade space at Village. Paying for improvements up front (not amortized). Will not want to move anytime in foreseeable future.
UW-Madison (SNMPC)	Neighborhood Planning Council	Office	Approximately 1,500	Approximately 1,500	Use of meeting room adjacent to their office (not counted in their total)	Yes	Unknown	Same	Same	Unknown	Unknown	Unknown	Part of UW lease already counted above.

Other Interested/Potential Agents/Users (derived from various conversations)

- Teen Center?
- Cultural Center?
- Community Room
- Job Center/Training Center?
- Minority Chambers of Commerce?
- Grocery
- Nuestro Mundo (charter school, 30,000 sf)
- Madison Urban League Offices? (50,000 sf)
- Centro Hispano?
- Retail Business Incubator
- Farmers' Market?
- Playground
- Financial Center (UWEX? Private?)
- Wingra Clinic? (10-12,000 sf)
- International Business Center
- UW Park & Ride
- Public Restrooms?
- Dental Clinic?

Market Viable Uses (not already at Village—based on demographic, market assessment and interviews)

Restaurants

- Family (4,000 sf)
- International (2,500 sf)
- Deli/Sandwich (2,000 sf)
- Food Carts
- **Small Grocery** (15,000 - 20,000)

Apparel

- Sports
- Shoes
- Clothing
- Jewelry

Residential

- Owner occupied condominiums
- Active Senior Residential
- Apartments over retail stores

Other Retail/Services

- Health Club/Gym
- Barber/Beauty (shop and supply)
- Insurance/Real estate
- Music Store (Neighborhood focused)
- Credit Union/Lending
- Florist
- Photo Studio
- Additional Daycare

Shared Space Commonly Requested Through Interviews:

- **Community room:** A large room where a significant community event could take place.
- **Cultural Center:** Including exhibit space. May be combined with community room.
- **Atrium/reception area:** May be same as community room/space.
- **Meeting rooms:** An area where people could reserve meeting space for events, day or night. Could be in conjunction with community room.
- **Teen center:** An area of fairly unstructured space for teens. May work nicely in conjunction with a gym space.
- **Waiting rooms:** Waiting rooms at Harambee may need more privacy, sectioning-off to meet HPA requirements. People could be directed to appropriate waiting areas from main information desk.
- **Shared Laboratory and X-Ray Space:** If there will continue to be a large presence of health care providers, a shared laboratory and x-ray area would be very efficient.
- **Support group meeting space:** Could be similar as the meeting rooms, but specifically for health-related support groups, community-building sessions.
- **Educational Kitchen:** A kitchen devoted to training and teaching. Should have space, mirrors for people to see what is being done.
- **Classrooms:** Shared classroom space could be used by CCP agencies. CCP administration could help organize the staffing and scheduling of the rooms, and a fair lease structure could be established so each was paying for what they used.
- **Outdoor gathering area:** A central area where people could gather, play chess, talk, dine outside, etc. A couple people mentioned this area should be enclosed by 3-4 story buildings all around like in European town centers. Safety issues must be addressed.