



**JLA**  
ARCHITECTS

August 28, 2019

City of Madison  
215 Martin Luther King Jr. Blvd  
Madison, WI 53703

Re: Letter of Intent  
Salvation Army Redevelopment  
630 E. Washington Ave  
Madison, WI 53703

The following is submitted together with an application and associated plans for review by the City of Madison staff, City of Madison Plan Commission, and Urban Design Commission.

**Project Organizational Structure:**

Owner: Salvation Army Dane County  
630 E. Washington Ave  
Madison, WI 53703  
608-513-5226  
Contact: Major Andrew Shiels  
andrew.shiels@usc.salvationarmy.org

Architect: JLA Architects + Planners  
2418 Crossroads Drive, Suite 2300  
Madison, WI 53718  
608-442-3823  
Contact: Marc Ott  
[mott@jla-pa.com](mailto:mott@jla-pa.com)

**Introduction:**

The Salvation Army of Dane County is proposing a redevelopment of their current and adjacent property at 630 E. Washington Avenue. Currently the Salvation Army operates a women and family homeless shelter and services at the site in an adapted former catholic school building. The proposed redevelopment would raze the current building and adjacent parking lots to the east and construction a new campus.

The campus would consist of a purposefully designed and built homeless shelter. The shelter will contain supportive services including clinics, case management, foodservice, recreational space, pay-to-stay, medical respite, and SRO (single room occupancy). The campus would also include a standalone Low-Income Housing Tax Credit apartment complex with a range of qualified income levels. All new buildings would contain underground parking.

**Site:**

The proposed project site consists of three separate lots which encompass approx half of the east 600 block from E. Washington Ave back to E. Miffilin, and from mid block east to N. Blount Street. Lot 630 E. Washington currently houses the Salvation Army Women's and Family Homeless Shelter. Lots 648 E. Washington Avenue and 12 N. Blount which are currently owned by Schlimgen Properties, LLC. Those properties have an accepted offer to purchase by the Salvation Army. Currently those properties are being used for a small used car dealership, and a parking lot respectively. The three parcels will be combined with a new CSM and will have a total of approx. 97,977 s.f. (2.25 acres). The redevelopment of these properties would required the razing of the current two story Salvation Army facility, as well as the small single story Steve's Auto office building.

**Neighborhood Input:**

A public neighborhood meetings were held on June 6, 2019, and July 1, 2019 at Lapham Elementary School. The proposed development master plan was presented and discussed. The current submitted master plan design was revised to reflect the feedback received. The project team is schedule to meeting again with the steering committee in early September and will continue to meet on an as-needed basis with the neighborhood and steering committee as the final details of the project are worked thru.

**Zoning:**

The three parcels are currently zone TE (Traditional Employment District) and are in the 2<sup>nd</sup> Aldermanic District, represented by Patrick Heck.

The proposed concept and masterplan where presented to and reviewed by the City of Madison DAT committee, and city zoning staff. Current staff feedback is that the proposed uses for the redevelopment fall within the current TE zoning so a rezoning request will not be required. However, some of the uses for the site will require conditional use approval. Those are as follows:

Mission House	(principal Use)	Conditional Use
Counseling	(supporting use)	Conditional Use
Community Services	(supportive use)	Conditional Use
Multi-Family Dwelling		Conditional Use

**Architecture & Design Standards:**

The proposed project is located within Urban Design District 8. Capitol Gateway Corridor Blocks and Sub Blocks. The project site layout, design, and building exterior composition will conform to the Urban Design District # 8 guidelines, city zoning requirement, and committee feedback.

Font Yard Setback 15'-0"  
Side & Rear Yard Setback 5'-0"

Shelter:

Surface Parking 32  
U.G. Parking 75  
Surface Bike Parking 24  
U.G. Bike Parking 32

Apartment:

Surface Parking 9  
U.G. Parking 32  
Surface Bike Parking 16  
U.G. Bike Parking 12

**Project Schedule:**

August 14, 2019: Land Use Application  
August 1, 2020: Start Demolition/Construction  
October 30, 2021: Certificate of Occupancy

Thank you for your time in reviewing our proposal.

Sincerely,



Marc Ott

Project Manager

**JLA ARCHITECTS + PLANNERS**

2418 Crossroads Drive - Suite 2300

Madison, Wisconsin 53718

[www.jla-ap.com](http://www.jla-ap.com)



**JLA**  
ARCHITECTS

September 4, 2019

City of Madison  
Urban Design Committee  
215 Martin Luther King Jr. Blvd  
Madison, WI 53703

Re: Urban Design District #8 Narrative  
Salvation Army Redevelopment  
630 E. Washington Ave  
Madison, WI 53703

The following is submitted together with an application and associated plans for review by the Urban Design Commission for and Information presentation.

**Project Organizational Structure:**

Owner: Salvation Army Dane County  
630 E. Washington Ave  
Madison, WI 53703  
608-513-5226  
Contact: Major Andrew Shiels  
andrew.shiels@usc.salvationarmy.org

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**Urban Design District #8 Narrative**

Because there are two different buildings on this campus, the building along E. Washington Ave. and N. Blount St. will be referred to as the 'Shelter' building and the building along E. Mifflin St. and N. Blount St. will be referred to as the "Apartment" building. The site straddles Urban Design Corridor Blocks 1a and 1b. The Shelter is located primarily within the bounds of Block 1b, while the Apartment building is situated entirely within 1a.

**1. Building Height.**

At the corner of E. Washington Ave. and N. Blount St., the Shelter rises to five stories and then as it travels along E. Washington Ave, it steps to four stories. Within the courtyard, the Shelter building height varies from single story components to the full five stories. The Apartment building has three stories both along E. Mifflin St. and within the courtyard.

**2. Building Location and Orientation.**

The Apartment building will sit 14'to16' from the property line as it fronts E. Mifflin St. and 7' from the N. Blount St. property line. There are main entrances to this building on both the street side and the courtyard side. The Shelter building is massed so that much of the building along E. Washington Ave. is at a 15' setback; however the portion of the building that meets the corner of the two streets is rotated slightly to create a more spacious terrace and accentuate the main entry. Along N. Blount St. the Shelter is set back within a range of 5' to 12' from that property line.

### 3. Building Height, Location (Distance from Property Line) and Stepback.

The building heights for both buildings are based on typical floor to floor heights falling within the range of 9' to 12', with the first floor of the Shelter Building taller at 14' to 16' floor to floor.

### 4. Parking and Service Areas.

The majority of the parking for both buildings will be located in the lower level, with access for the Apartment building off of E. Mifflin St. near the internal property line and adjacent to a neighboring driveway. The Shelter building will utilize an existing access point off of E. Washington Ave. where there will also be some surface parking for visitors using Shelter services. The courtyard, which has access from E. Blount St. serves as the main location for visitor parking and is shared by the entire campus. All surface parking will utilize landscaped tree islands, with a minimum of one for every 12 parking stalls. The Apartment building will have a refuse room located interior to the building, and the Shelter building has its service and refuse area located along N. Blount St., where it is set farther back from the street and screened with landscaping.

### 5. Landscaping and Open Space.

Within the courtyard, there is both a small plaza and a dedicated, contained play area for children. Additionally, the Shelter building will employ a series of small balconies and occupied roof areas to provide access to open space, while still maintaining security. Other pockets of open space will be landscaped and screened to provide both visual relief and site security. Along the streets, a double layer of trees will be located within the setback and the terrace.

### 6. Site Lighting and Furnishings.

Within the courtyard and along the streets, the site will utilize lighting and furnishings that are both pedestrian friendly and durable, while allowing the campus to maintain security.

### 7. Building Massing and Articulation.

The Shelter building is massed to create several visual components along E. Washington Ave. which helps break up a long façade. By slightly rotating the corner element and utilizing an accentuated mechanical screening on the roof, that portion of the building reaches taller at the corner. The language and cadence of the facades fronting E. Washington Ave. are repeated as the building wraps around N. Blount St. and into the courtyard. At the street level, the use of canopies and ribbon windows will help to activate the pedestrian experience.

The Apartment building is massed to create a series of vertical elements along E. Mifflin St. and, similarly, pulls that rhythm around the building into the courtyard. As it fronts the street, the Apartment building will also utilize small walk-up patios that will provide a layer of privacy to the units, while still activating the street level.

### 8. Materials and Colors.

The Shelter and the Apartment buildings will utilize a complimentary color and material palette to unify the campus, while creating distinction between the two buildings. The base material will be masonry, and will utilize other high-quality, durable materials within the language of each building to add interest and accentuate building features.

### 9. Windows and Entrances.

Both the Shelter and the Apartment buildings will have a minimum of 40% clear glazing at the ground floor. The Shelter will make use of additional translucent and spandrel glazing in upper floors, as well as colored or tinted glazing on the 'Gymnasium' component, which is primarily visible from the

courtyard. Entrances to all building components, located on street frontage or in the courtyard, are all designed as focal points.

10. Signage.

Signage is not a part of this package and will be submitted under separate cover; however, all signage and wayfinding will be incorporated into the design of the buildings.

Thank you for your time in reviewing our proposal.

Sincerely,

A handwritten signature in blue ink that reads "Marc Ott". The signature is fluid and cursive, with the first name "Marc" and the last name "Ott" clearly legible.

Marc Ott  
Project Manager  
**JLA ARCHITECTS + PLANNERS**  
2418 Crossroads Drive - Suite 2300  
Madison, Wisconsin 53718  
[www.jla-ap.com](http://www.jla-ap.com)

# **The Salvation Army of Dane County's Shelter and Shield Apartments**

The Salvation Army (TSA) proposed project is comprised of an integrated two-building campus designed to prevent and end homelessness by focusing on three components: dignified shelter, permanent homes and dedicated self sufficiency services that will create pathways to opportunities for everyone that walks through our doors.

The building will feature natural light, open spaces and purposefully designed elements that will work to create a peaceful, productive and healing environment for our guests. The front desk will be staffed 24 hours a day 7 days a week. The building will have controlled access points with electronic control to ensure safety for both the guests and staff. There will be an adequate camera system and a community advocate will be hired to assist in monitoring both inside and outside of the facility. Parking will be below the building and will have controlled access.

## **Proposed shelter building services:**

1. ***On the first floor***, you will see expanded clinical services including More Smiles Dental Clinic, MEDIC medical services and additional mental health services. There will meeting spaces to meet with supportive services, Conference rooms for community meetings, and meeting space for outside partners, ie. AA, NA, Play and Learn, etc. The Administrative offices will be located here as well. There will also be a communal cafeteria space that will provide Dinner, Snack and Breakfast. The meals will be served at two separate times, families first and then the single women shelter guests, Pay to Stay, and medical respite guests.
2. ***On the second floor*** you will see the entire floor dedicated to family shelter. Entrance into the family shelter will be from the elevator lobby and all families will need to be allowed access through the doors to ensure only people that are supposed to be on that floor are entering. There will be a staff office on the family floor with direct sight lines to monitor the elevator lobby, family rooms and lounge space. The family shelter office will be staffed during the operating hours of 4pm-8am. Families will follow the same call in process as we currently operate with the exception being that families will be approved for 7 nights at a time instead of on a nightly basis. The shelter operating hours will remain the same (4pm-8am). Family shelter will consist of approximately 41 individual family rooms. The rooms will be furnished and the beds/bunk beds. The shelter bunks will include electrical outlets, small space for personal items, and linens. Bathrooms will be shared by two families and will be divided into two separate rooms for the shower/toilet room and the sink. The family shelter will have a large activity lounge

(including a computer lab) with space for children of all ages and their caregivers as well as a separate quiet room for the families to have a space to relax. Families will also have access to an outdoor rooftop space that will have access to a playground for the children. The outdoor space will be accessible between the hours of 4-9pm and monitored by family shelter staff.

3. **On the third floor** you will see two separate spaces. One space will serve approximately 82 beds for single women and the other side will consist of approximately 48 beds for pay-to-stay. Entrance into the women's shelter and pay-to-stay shelter will be from the elevator lobby and all women will need to be allowed access through the doors to ensure only people that are supposed to be on that floor are entering. There will be a staff office on the floor with direct sight lines to monitor the elevator lobby, rooms sleeping quarters and lounge space. The shelter office will be staffed during the operating hours of 5pm-8am.

**A. Pay-to-stay:**

Pay-to-stay programs allow guests to pay a nightly fee of \$7.00 to stay. An innovative feature of the program is the amount the pay-to-stay guest pays in fees for shelter services are tracked and can be used for first months rent or security deposits once an apartment is secured in the community. Pay-to-stay shelter is accessible 24 hours a day and will be monitored by staff and the main reception desk. There will be a staff office on the floor with direct sight lines to monitor the elevator lobby, rooms, sleeping quarters and lounge space. The shelter office will be staffed during the operating hours of 5pm-8am. The pay-to-stay shelter will have a separate large activity lounge (including a small computer lab) as well as a separate quiet room for the women to have a space to relax.

**B. Women's Shelter:**

Women's shelter operation hours will be between 5pm-8am. Women can call or drop in to reserve a bed on their first night. Women will be able to reserve the same bed until they no longer return to shelter, which will eliminate our 90-day shelter policy. The shelter bunks will include electrical outlets, usb, small space for personal items, and linens. There will be two locker room style bathrooms on the floor. There will also be two individual bathrooms and a few individual rooms that can be utilized by guests with special accommodations. The individual rooms will be prioritized for homeless youth ages 18-21. To help young people find acceptance, safety and a chance to rebuild their lives. There will be a staff office on the floor with direct sight lines to monitor the elevator lobby, rooms, sleeping quarters and lounge

space. The shelter office will be staffed during the operating hours of 5pm-8am. The women's shelter will have a separate large activity lounge (including a small computer lab) as well as a separate quiet room for the women to have a space to relax.

4. ***On the fourth floor*** you will see two separate spaces. One space will serve approximately 29 Single Room Occupancy (SRO) beds for single women and the other side will consist of approximately 13 medical respite rooms. Entrance into the fourth floor will be accessible by the tenants and medical respite guests from the elevator lobby. There will be an office for support services on the floor with direct sight lines to monitor the elevator lobby, rooms sleeping quarters and lounge space.

**A. SRO:**

Tenants will pay monthly program fees and have access to support services. Each room will be furnished with a bed, dresser, desk, mini refrigerator and sink. Tenants will share a bathroom with one other person. Entrance into the bathroom will be from the hallway. There will be a shared kitchen for tenants to prepare meals and a shared lounge space.

**B. Medical Respite:**

The 13 bed unit offers individuals experiencing homelessness a place to recover after hospital stays. Medical respite guests may engage with supportive services and staff will assist with nurse care coordination. Hospitals will be key partners in co-creating, operating and funding the unit. The referrals will come directly from hospitals or medical personnel. These beds will be limited to 30 day stays.

**5. *On the fifth floor:***

There will be 13 more SRO's with a kitchen and lounge area located on this floor.

6. ***Gymnasium*** will be a gym space that can be used for larger group gathering/meeting space, special events, large trainings, and daily recreation for families and guests. There will also be a second floor that has a walking track to assist in promoting wellness.
7. ***Support Services*** will be offered to all guests residing both in the shelter building as well as the tenants in the Shield apartments. These services include but are not limited to:
  - Housing search and stabilization
  - Employment
  - Connecting to mainstream resources

- Budgeting
- Mental health
- Physical Health
- Credit Repair
- Education
- Community Connections

## **Current Services:**

### **Family Shelter Floor** -Maximum capacity is 22 Families

- Diversion:
  - All newly homeless families that call in for shelter are transferred to the family diversion specialist. The family diversion specialist conducts the initial Diversion Assessment with the family over the phone to brainstorm places to go other than shelter. If the family is able to be safely diverted from shelter and is interested in short term case management a follow up appointment with the Diversion Specialist is made.
  - Families that drop into shelter to seek more information or contact any employee at TSA are immediately transferred to the Family Diversion Specialist and the same Diversion screen is conducted.
  - If a family is unable to be Diverted they are given information on how to access family shelter and TSA services.
- Shelter Process
  - Families call into shelter before noon each day and are given a call back by TSA staff between 12-1 that day to let each family know if they were accepted or denied for shelter that evening.
  - Staff pre-assign each family to an individual room for the night.
  - Shelter check in starts at 4pm. Families arrive to TSA and sign in for shelter to hold their pre-assigned spot.
  - Families are approved on a night by night basis
  - Families are given a bin to keep their nightly linens in (that are provided by TSA)
  - Families are also provided with a small shelf in the hallway to store their belongings in if they choose.
  - There are two locker room style bathrooms for men and women and one individual bathroom with only a toilet/sink.

### **Women's Shelter** -Maximum capacity is 45 women

- Diversion:
  - All newly homeless women that come in for shelter are connected to a diversion specialist. The diversion specialist conducts the initial Diversion Assessment with the individual to brainstorm places to go other than shelter. If the woman is able to be

safely diverted from shelter and is interested in short term case management a follow up appointment with the Diversion Specialist is made.

- Women that drop into shelter to seek more information or contact any employee at TSA are immediately transferred to the Diversion Specialist and the same Diversion screen is conducted.
- If a woman is unable to be Diverted they can continue to utilize shelter and TSA services.
- Shelter Process
  - Women arrive at TSA shelter each and every night that they need shelter at 4:00 PM.
  - They sign in for shelter at 4:30 and are notified if they have a space for the evening.
  - When capacity is reached a lottery takes place
  - Limited storage is available for women who are working, attending school, or have medical needs.
  - Women are allowed to stay up to 90 days in a year
  - Up to 45 women sleep in a gymnasium with screen dividers in between the beds
  - There are two locker room style bathrooms, including individual shower stalls
  - One community lounge area