Meeting Date: Monday, November 8, 2021
8:00 A.M.

Meeting Place: ZOOM ONLINE MEETING

Board of Selectmen Meeting
Minutes

8:00 a.m. Regular Session

First Selectwoman Lyons called the Regular Session of Monday, November 8, 2021 to order at 8:00 a.m. Also in attendance were Selectman Goldberg, Selectwoman Kokoruda, Selectman Murphy, and Selectman Wilson.

1. Pledge of Allegiance.
   First Selectwoman Lyons led the Pledge of Allegiance.

2. Swearing in Ceremony for Newly Elected Officials.
   Town Clerk Nancy Martucci affirmed the Oath of Office for members of all Elected Boards in attendance.

3. Approval of minutes – October 25, 2021
   
   Moved by Selectman Murphy and seconded by Selectman Wilson to approve Minutes of October 25, 2021.

   Vote: this motion was approved unanimously.

4. First Selectwoman’s Updates.

   First Selectwoman Lyons introduced the new Board and made a statement of moving forward together. She encouraged the residents to remain involved as there is a lot of work to accomplish in the coming months.

5. Liaison Reports / Selectmen Comments.

   Al Goldberg welcomed Noreen Kokoruda back to the Board and echoed comments about the Board working together for Madison.

   Bruce Wilson stated that campaigning allowed him to reach many people in the community and he heard many ideas and comments that he will bring the Board.

   Noreen Kokoruda stated that she was happy to be back on the Board and hoped that the Board would work together, be transparent, and challenge each other to maintain transparency. She added that she wanted the Board to have a goal of communication with each other.
Scott Murphy stated that he agreed that working together is imperative. He congratulated everyone on the Board.

6. Citizen Comments.

Walter Lippman of Sycamore Lane stated that he was concerned still about tree issues in Madison. In particular, the area off of Exit 61 dead tree down for one year, also new signage is needed off the highway. Also, street signs have been removed from Wellsweep and Hunters Trail and they have not been replaced. Also there is a conservation area on Wellsweep with numerous trees "waiting to fall" and they are near a school bus stop. He feels that no one is doing anything. He also asked for a status on the downtown telephone polls. Additionally, the reflective striping on signage in town is lacking; and the sign that says "no passing" on Route 79 is overgrown with brush.

First Selectwoman Lyons noted that Madison has had 70 street signs stolen over the last 6 months; this is an ongoing issue in Madison and other towns. She added that the Selectman’s Office receives hundreds of tree complaints per week and we try to address concerns and requests as quickly as possible. She stated that she had put out a press release weeks ago regarding the downtown easements.

7. Discuss and take action to appoint an Acting First Selectman.

MOVED by Selectman Wilson and seconded by Selectman Goldberg to approve appointing Scott Murphy as the Acting First Selectman.

VOTE: this motion was approved unanimously.

8. Discuss Academy School Community Center Proposal.

First Selectwoman Lyons presented an overview of the process in a presentation that is attached to these minutes.

Bill Stableford, Chair of the former ACCD Committee stated that the process has been a group effort, of many stakeholders. The plan being presented is a big win for Madison, as it balances the needs of residents and Town departments.

Marc Sklenka of Colliers presented an overview of the layout that could be established in the final building plan, which is attached to these minutes.

Selectwoman Kokoruda asked which portion of the $15million is used for remediation? Marc Sklenka responded that the building will need total remediation at an estimated cost of $750k. Also, the budget is built with a contingency to pay for unknown work that will pop up in the course of construction.

Selectman Murphy questioned the difference of square footage for current offices for Youth & Family Services and Beach & Rec compared to this proposal. Scott Cochran stated that the presentation will highlight this change going forward. Austin Hall stated
that the office space in Town Campus for Beach & Rec is the same square footage proposed. However, the Academy Building will expand the indoor programming offerings for the Town. First Selectwoman Lyons also stated that the goal is to create a system where fees would help offset the operating costs.

Selectwoman Kokoruda asked if the commercial kitchen at the senior center was open for use by outside vendors now and Austin stated that this kitchen is solely for senior center meals at this time. She added that she was worried about picking up and leaving the recreation areas and community areas at the Town Campus in favor of Academy. First Selectwoman Lyons stated that the Academy Building would be used by outside groups at a greater frequency. Stableford added that bringing in outside groups and events would also bring in money to downtown businesses and residents. She also noted that Downtown Madison is a hub for residents and visitors.

The Board reviewed the meeting room use study and how that will be updated and distributed to the board this week. The Board also reviewed the need for a quality, experienced, Building Committee and the need to replicate the success of the Library Building Committee. Also, the need to look into grant funding, and other ways to fund various parts of the plan. The Board agreed that the Community Center needs to go to the public for a vote and that the Board should make sure that all possible information is given to the public so that they can make an informed decision. The building has been closed down for 17 years and the future of the building has to be brought to the public.

Selectman Wilson cautioned that a proposal that doesn’t include energy efficiency upgrades would be shortsighted. Marc Sklenka stated that the current plan does not include geothermal, etc. and that the working group could look into these costs. Selectman Wilson stated that he felt the need for energy efficient upgrades would only increase year after year and it was better to present a plan now that included these types of initiatives.

9. Discuss and take action to approve a recommendation from the Economic Development Commission to award the contract for the 2021-2022 downtown lightscape project to A Gala Affair at a cost not to exceed $25,000.

Lauren Rhines stated that the current budget was increased to $20,000 for this project. The proposal moving forward is $21,300 but that it assumes using last year’s lights. Should any new lights need to be purchased, the cost would go up. The proposed funding is a limit of $25,000; with the EDC/Chamber fundraising to help offset the increase in cost. Any funding needed would go to the Board of Selectmen and Board of Finance for approval.

MOVED by Selectman Wilson and seconded by Selectman Murphy to approve a recommendation from the Economic Development Commission to award the contract for the 2021-2022 downtown lightscape project to A Gala Affair at a cost not to exceed $25,000.

VOTE: this motion was approved unanimously.
10. Discuss and take action to approve awarding the Bid contract for the Rehabilitation of Flintlock Road Bridge Over Huzzle Guzzle Brook and Replacement of Garnet Park Road Bridge Over Bailey Creek projects to Barton & Loguidice, LLC.

MOVED by Selectwoman Kokoruda and seconded by Selectman Murphy to approve awarding the Bid contract for the Rehabilitation of Flintlock Road Bridge Over Huzzle Guzzle Brook and Replacement of Garnet Park Road Bridge Over Bailey Creek projects to Barton & Loguidice, LLC.

VOTE: this motion was approved unanimously.


The draft schedules for this item and items 12-14 were provided to Board members to review for approval at the November 22, 2021 meeting.


14. Review 2021-2023 Board of Selectmen Liaison Assignments, including CIP and Ad-Hoc ARP Funding Advisory Committee.

Moved by Selectman Wilson and seconded by Selectman Murphy to open the Agenda for Item 14b. Discuss and take action to appoint Selectwoman Kokoruda and Selectman Goldberg to the CIP Committee.

VOTE: this motion was approved unanimously.

14b. Discuss and take action to appoint Selectwoman Kokoruda and Selectman Goldberg to the CIP Committee.

MOVED by Selectman Wilson and seconded by First Selectwoman Lyons to appoint Selectwoman Kokoruda and Selectman Goldberg to the CIP Committee.

VOTE: this motion was approved unanimously.

15. Appointments / Resignations:

Seth Klaskin to the Board of Education for a term to expire November 1, 2023.

MOVED by Selectman Wilson and seconded by Selectman Murphy to approve the appointment of Seth Klaskin to the Board of Education for a term to expire November 1, 2023.

VOTE: this motion was approved unanimously.

**MOVED** by Selectman Wilson and seconded by Selectman Murphy to approve Tax Abatements / Refunds in the amount of $1,233.63.

**VOTE:** this motion was approved unanimously.

17. Citizen Comments.

Terry Vandendolder of Bartlett Drive commented in the Q&A section regarding the Academy Community Center:

"Why is MYFS trying to move into the Academy building when it was CRYSTAL CLEAR the majority of the townspeople wanted / want this building to be a Community Center? There are plenty of other buildings the town owns (Island Ave., for one) and, should one of the lower level schools close, one of those buildings could be used by the town for extra "office space." Many families live in the northern part of Madison and are ill-served by the town because facilities are a distance away. Consider moving MYFS and B&R into either Island Ave. building and / or one of the schools that may be vacated should the building of a new school pass in referendum.

For B&R to say: "the building has great natural light and therefore our staff would love to work there," is fine, but that is not what the town of Madison residents want and that is not what should be approved. The beauty and facility of that building should be for the townspeople and not for those town staff members looking to have a great lighting location."

Kim Craven of Bower Rd commented in the chat box as follows:
There is the possibility of more favorable renewable options in the near future as we continue to push at the state and federal level to address climate change.

Adjournment.

There being no objection the Board adjourned at 10:05 a.m.

Respectfully submitted,

Lauren Rhines
Town Coordinator / Risk Manager

The Town of Madison does not discriminate on the basis of disability, and the meeting facilities are ADA accessible. Individuals who need assistance are invited to make their needs known by contacting the Town’s ADA/Human Resources Director Debra Milardo at 203.245.5603 or by email to milardod@madisonct.org at least five (5) business days prior to the meeting.
Pledge of Allegiance
1. Pledge of Allegiance
2. Swearing in Ceremony
3. Approval of Minutes
4. First Selectwoman’s Updates
5. Liaison Reports/Selectmen Comments.
6. Citizen comments
7. Discuss and take action to appoint an Acting First Selectman
8. Discuss Academy School Community Center Proposal
9. Discuss and take action to approve downtown lightscape project
10. Discuss and take action to approve awarding contract for bridge projects
11. Review Draft Budget Workshop Schedule
12. Review Draft 2022 Meeting Schedule
13. Review Draft 2022 Town Holiday Schedule
14. Review 2021-2023 Board of Selectmen Liaison Assignments
15. Appointments: Seth Klaskin to Board of Education, term to expire 11/1/2023
16. Tax Abatements / Refunds
17. Citizens comments
18. Adjournment
Academy Community Center… a Transformational Opportunity for Downtown Madison!

Academy Today

Academy Tomorrow!
Academy Community Center… 17 Years of Proposals, Committees, and Delays!

- Vacated in 2004 by Board of Education, turned over to Town in 2011. Many proposals, committees & studies:
  - Multiple conditions assessment studies from 2004-2020
  - Ad Hoc Academy Investigation Committee (2012)
  - Ad Hoc Academy Architectural Services Contract Negotiation Committee regarding Shorelines Arts Alliance Proposal (2016)
  - Academy Guidance Committee (2018)
  - Academy Community Center Design Committee/ACCDC (2019)

- Origins of Current Community Center Proposal:
  - Academy Guidance Committee in 2018 tasked to examine private/public options and select feasible options to bring to public poll
  - GreatBlue Research Poll conducted November 2018. Concludes majority public support for Town’s continued ownership of Academy School, restoration of building as a community center, and strong opposition to sale/development of surrounding ballfields/parkland.

- ACCDC charged in 2019 to develop community center design proposal. Final report issued April 2019, final recommendation to BOS in July 2019
Actions Taken Since 2019

• January 2020:
  • Academy Community Center Proposal adopted into Town’s Capital Improvement Plan and targeted for bonding

• February 2020:
  • BOS adopts timeline for an October 2020 referendum for Madison School Renewal Plan and the Academy Community Center Proposal

• April 2020:
  • BOS rescinds proposed Referendum timeline for Academy and Madison School Renewal Plan due to COVID uncertainty

• August 2020:
  • BOS appoints DRA to complete Town Wide Facilities Audit and Conditions Assessment Study, including Academy School building

• February 2021:
  • DRA Final Report identifies space needs for town departments

• July 2021:
  • First Selectwoman identifies next steps to BOS to prepare Academy Community Center Proposal for referendum
What’s Changed from 2019 Proposal?

- **Working Group spearheaded by FS Office:**
  - Peggy Lyons - First Selectwoman
  - Al Goldberg - Selectmen liaison to ACCDC
  - Bill Stableford - Chair of ACCDC
  - Marc Sklenka - Colliers International, consultant to ACCDC
  - Bill McMinn - Director of Town Facilities
  - Austin Hall - Director of Beach & Recreation
  - Scott Cochran - Director of MYFS

- **Specific space for town departments identified due to DRA Report:**
  - MYFS allocated ~ 6,000 sqft for offices & dedicated programming
  - B&R allocated ~1,000 sqft of office space for staff
  - Leaves ~ 36,000 sqft of space for programming, including 5,400 sqft Gym and 2,500 sqft Theater

- **Project costs increased by $1M to reflect current construction costs and proposed municipal use**

- **Research conducted to address community questions**
Municipal Use Identified

- Municipal space needs identified in 2021 DRA Town Facilities Assessment Report:
  - Identified MYFS as primary candidate in need of improved office/programming space
  - Space needs align with 2017 consultation on MYFS facility needs and 2020 consultant study on MYFS service offerings
  - Avoids estimate $2M + in renovation costs to modify MYFS current building
  - Beach & Recreation identified as relocation candidate to free up critical space in Town Campus for other departmental needs highlighted in DRA Report
    - Assessor and Human Resources specifically identified for more/improved space needs
Municipal Use: Beach & Recreation

• The additional space will allow for increased programming and variety of activities.

• An additional full size basketball court will allow access for a multitude of programming, rentals.

• Having use of a 130 seat theater with a stage will bring benefits to the greater Madison theater and music community.

• Additional meeting space options will benefit local Artists, Civic Groups, HOA’s and other organizations.

• A Commercial kitchen will allow access to local vendors and cooking classes for adults and children.

• A place for youth of all ages to create, socialize, learn, and be themselves in a safe environment.
Municipal Use: MYFS

- **MYFS is a vital town service to the community:**
  - Provides critical mental health services, social services, youth development and prevention programming to youth and families in Madison

- **MYFS has long outgrown its present main location at on School St:**
  - Needs double the amount of space currently allotted between 10 School St and three offices in Memorial Town Hall.

- **Decade long struggle to determine a plan to address MYFS space issues that was both practical and cost-effective**
  - Need for more space was supported by independent study in 2017 and reinforced again in a study that validated the critical role of MYFS services in 2021.
  - MYFS long term goal has been to have approximately 6,200 square feet of space, ideally downtown, designed to accommodate the programs and services provided under one roof.
Municipal Use: MYFS

• **Town Benefits:**
  - The Town saves substantial time, energy and money by including MYFS in this project vs renovating or building a separate structure for MYFS alone.
  - Awareness and access to MYFS programs and services improves through the public traffic through the building and creates more opportunities for collaborative programming with Beach and Rec and others in the building.
  - Frees up 10 School St and space in MTH for Town/community needs

• **MYFS Benefits:**
  - Identified space in Academy on the second floor and in the lower floor provides enough square footage and allows for all MYFS core operations to be centralized in same building while maintaining our presence downtown.
  - MYFS space can be renovated to suit the needs we serve, and benefits everyone who utilizes our programs and services.
  - Provides a “home” for MYFS for future generations.
Colliers surveyed publicly available community space:
• Extracted all public and private (town use only) meeting rooms listed in DRA Facilities Study
• Created spreadsheet with key data, 2019 room use when available, and subjective criteria based on interviews with staff

Assessed quality and usage of space. Preliminary conclusions:
• 17 Community Use Rooms. Of those, 12 are considered high use (75%) and 4 are medium use.
• Of the 12 High Usage Rooms, 8 of the 12 (67%) are considered high quality, with 2 being medium quality and 2 being low (Surf Club Main and Bauer Farm Classroom)
• Of the 4 medium usage rooms, 3 are considered high quality (75%) and the fourth being medium quality.
• In summary, most of Community Use spaces are used highly and are generally of good quality. 50% are high quality and high usage. About 17% medium use and high quality.
Community Use: Next Steps

- ACCDC conducted extensive interviews with community organizations to identify programming space needs
  - Working Group to update space needs/wants
- B&R and MYFS identifying municipal space/programming needs:
  - B&R Commission town wide survey of community programming assessment to be completed mid-November
  - Survey will assist in identifying gaps in town offerings and potential new opportunities for adults/seniors and youth
- Develop room usage policies/pricing:
  - Maintain affordability v. cover operating costs
  - Town programming v. outside organizations
  - Non-profit use v. commercial use
- Determine future use of vacated MYFS building:
  - Reviewing potential options
  - Need permanent Facilities Committee to make recommendation
Revenue & Operating Costs

• Revenue driven by room usage policies/pricing strategy:
  • Balance revenue generation with operating costs:
    • Pricing v. affordability
    • Town programming v. outside organizations
    • Non-profit & Civic groups v. commercial use

• Additional Staffing Costs:
  • 1 FT Recreation Superintendent: ~ $57K with benefits
  • 2 FT Custodians: ~ $152K with benefits
  • Further analysis needed on overlap with other buildings

• Estimated Building Operating Costs (based on Senior Center):
  • Utilities: ~ $105K
  • Maintenance: ~$30K
  • Potential for significant reductions if use more energy efficient mechanicals (photovoltaic, Geothermal, solar, etc.)
Bonding Costs

• Updated Project Cost Estimates:
  • Renovation Cost increased from $14M (2019) to $15M (2022)
  • Primarily driven by construction cost escalations
  • Reflects changes to space utilization, conversion to office use

• Impact of bonding on Madison Taxpayer:
  • Assumes $15 million in short and long-term bonds
  • Not adjusted for other funding sources which could significantly reduce bonding needs
  • Eligible state grants include STEAP, CDBG, DECD, SHPO. Others being researched by consultant.

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<th>Years</th>
<th>Annual Tax per $100K Assessed Value</th>
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<tr>
<td>1-5</td>
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<tr>
<td>6-10</td>
<td>$35</td>
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<td>11-15</td>
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<td>16-20</td>
<td>$26</td>
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<tr>
<td>21-22</td>
<td>$15</td>
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<td><strong>Average Over 22 years</strong></td>
<td><strong>$27</strong></td>
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<td><strong>Peak in FY 25/26</strong></td>
<td><strong>$44</strong></td>
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**Feb. 15, 2022 Referendum Timeline**

**November 8, 2021** – BOS to review updated project proposal from Academy Working Group

**November 17, 2021** - Board of Finance to review project proposal from Academy Working Group

**November 22, 2021** - BOS

i. Recommend Appropriation & Bonding

ii. Refer to P&Z for 8-24 report

**Week of November 29** – Public Information Session on Academy

**December 2, 2021** – P&Z CGS 8-24 approval

**Week of December 13** – 2nd Public Information Session on Academy

**December 15, 2021** – BOF to:

i. Recommend Appropriation and Bonding

**Week of January 3, 2022** – 3rd Public Information Session on Academy

**January 11, 2022** - BOS

i. Approve Bond Resolution for Special Town Meeting

ii. Set date of Special Town Meeting and date of referendum

iii. Authorize explanatory text

*Silent Period begins for advocacy related to referendum question.*

**January 14, 2022** - publish notice of Special Town Meeting and Referendum

**February 1, 2022** - Special Town Meeting

**February 15, 2022** - Referendum held

**March 2022** – Academy Building Committee established by BOS
Why a Community Center?

- **Preserves** a treasured, landmark facility and surrounding green space
- **Repurposes** a vacant, derelict building in the heart of our town, while securing it for public use
- **Provides** needed space for high quality arts, education, recreation, and cultural events
- **Offers** public access to 125-seat theater and large gymnasium for indoor concerts, meetings, events
- **Solves** space needs for some town departments while also avoiding future costs
- **Establishes** a cultural corridor along our Main Street - bookended by Scranton Memorial Library and Academy Community Center
- **Generates** economic benefits due to increased downtown vibrancy
- **Develops** a downtown hub for community programs, physically and symbolically connecting the Town green to downtown
- **Creates** a cornerstone for an historic campus linking Academy, Deacon John Graves House, Lee Academy, and Memorial Town Hall
- **Supported** by majority of residents in November 2018 professional poll
Who Benefits from a Community Center?

- **Madison Adults/Seniors**
  - Arts, education, and cultural opportunities in the heart of town
  - Expanded recreation activities for “active” seniors
  - Commercial kitchen for classes and events
  - Event space for celebrations, gatherings, civic organizations

- **Madison Youth**
  - Art, theater, music, crafts, STEM classes, all in the heart of town
  - Dedicated year-round Youth Center that dovetails with MYFS mission
  - More gym space for recreation leagues
  - Local theater for children’s theater groups
  - After school activities with bus service from Greenhill Campus to downtown

- **Madison Businesses**
  - Increased visitor traffic year-round due to classes, events, cultural activity
  - Access to indoor event space for expos, conventions, chamber activities
Academy Community Center…Let the People of Madison Decide on Its Future!

*Academy Today*

*Academy Tomorrow!*
Architectural + Engineering Services for

MADISON COMMUNITY CENTER
MADISON, CT
Presentation – November 8, 2021

presented by:
Marc Sklenka – Managing Director

QA M architecture

Colliers INTERNATIONAL
### Building Use / Area Tabulation

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<tr>
<th>Area</th>
<th>Lower Level</th>
<th>Main Level</th>
<th>Upper Level</th>
<th>Total Net Space</th>
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<tr>
<td>Community spaces</td>
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<td>2,920 sf</td>
<td>9,773 sf</td>
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<tr>
<td>Kitchen</td>
<td>1,150 sf</td>
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<tr>
<td>Youth &amp; Family Services</td>
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<td>3,650 sf</td>
<td>5,680 sf</td>
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<tr>
<td>Common Space</td>
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<td>3,203 sf</td>
<td>8,055 sf</td>
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<td>9,773 sf</td>
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<td>Beach &amp; Rec</td>
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### Net Square Footage Allocation

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### Gross Square Footage Allocation

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Madison Community Center

Presentation
POSSIBLE USES FOR COMMUNITY SPACES:
- GATHERING SPACES
- EDUCATIONAL
- ARTS & CRAFT
- GALLERY SPACES
- RESOURCE CENTER
POSSIBLE USES FOR COMMUNITY SPACES:
-GATHERING SPACES
-EDUCATIONAL
-ARTS & CRAFT
-GALLERY SPACES
-RESOURCE CENTER
POSSIBLE USES FOR COMMUNITY SPACES:
- GATHERING SPACES
- EDUCATIONAL
- ARTS & CRAFT
- GALLERY SPACES
- RESOURCE CENTER
Thoughts - Site

Parking Summary

Existing  30
Proposed On-Site  66
Proposed front of building  25
Total Proposed  91 spaces
Site

Downtown Madison Corridor
### TOWN OF MADISON, CT

**Academy School Options - Renovation**

<table>
<thead>
<tr>
<th>Total Project Budget</th>
<th>A</th>
<th>D</th>
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<tbody>
<tr>
<td>9/21/21</td>
<td></td>
<td></td>
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<tr>
<td>$000 except $/GSF</td>
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<tr>
<td><strong>Renovation</strong></td>
<td></td>
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<tr>
<td>9/22/2021</td>
<td></td>
<td>10/17/2018</td>
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<tr>
<td>Heavy Renovation GSF</td>
<td>10,000</td>
<td>10,000</td>
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<tr>
<td>Light Renovation GSF</td>
<td>39,437</td>
<td>43,437</td>
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<tr>
<td>LL Core &amp; Shell Only GSF</td>
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<tr>
<td><strong>Total GSF</strong></td>
<td>53,437</td>
<td>53,437</td>
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<tr>
<td>Heavy Renovation $/GSF - Current</td>
<td>$ 400.00</td>
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<td>Light Renovation $/GSF - Current</td>
<td>$ 105.00</td>
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<tr>
<td>LL Core &amp; Shell Only $/GSF - Current</td>
<td>$ 100.00</td>
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| I. Building Construction |   |   |
| A. Heavy Renovations | $ 4,000.0 | $ 4,000.0 |
| B. Light Renovations Renovations | $ 4,140.9 | $ 4,560.9 |
| C. LL Core & Shell Renovations | $ 400.0 |   |
| **Total Building Construction** | 8,540.9 | 8,560.9 |

| II. Related Construction |   |   |
| **Total Related Construction** | 1,285.0 | 1,285.0 |
| **SubTotal Construction - Current** | $ 9,825.9 | $ 9,845.9 |

| III. Escalation (2023 Construction) |   |   |
| **Total Construction - Escalated** | $ 11,494.9 | $ 10,656.5 |

| IV. Furniture, Fixtures & Equipment (FF&E) |   |   |
| **Total FF & E** | 700.0 | 650.0 |

| V. Fees and Expenses |   |   |
| A. Fees |   |   |
| **Sub-total Fees** | 1,168.4 | 1,119.7 |
| B. Expenses |   |   |
| **Sub-total Expenses** | 889.5 | 832.2 |
| **Total Fees and Expenses** | 2,057.9 | 1,951.9 |

| VI. Contingency |   |   |
| A. Construction | 344.8 | 319.7 |
| B. Owner's Project | 427.6 | 397.8 |
| **Total Contingency** | 772.4 | 717.5 |
| **Total Project** | $ 15,025.2 | $ 13,975.9 |

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Assumes:
- Successful Referendum in 2022
- Construction Start 2023
- Occupancy 2024