

24556

ORIGINAL ALCOHOL BEVERAGE RETAIL LICENSE APPLICATION

Submit to municipal clerk.

For the license period beginning January 1 20 12 ; ending December 31 20 12

TO THE GOVERNING BODY of the: [ ] Town of [ ] Village of [x] City of Madison

County of Dane Aldermanic Dist. No. 6 (if required by ordinance)

- 1. The named [ ] INDIVIDUAL [ ] PARTNERSHIP [ ] LIMITED LIABILITY COMPANY [x] CORPORATION/NONPROFIT ORGANIZATION

hereby makes application for the alcohol beverage license(s) checked above.

- 2. Name (individual/partners give last name, first, middle; corporations/limited liability companies give registered name): Irwin A. and Robert D. Goodman Community Center, Inc.

An "Auxiliary Questionnaire," Form AT-103, must be completed and attached to this application by each individual applicant, by each member of a partnership, and by each officer, director and agent of a corporation or nonprofit organization, and by each member/manager and agent of a limited liability company.

Table with columns: Title, Name, Home Address, Post Office & Zip Code. Rows include President (Vogel, Peter), Vice Pres (Goodman, Michael), Secretary (Brickson, Ann), Treasurer (Seligman, David), Assistant Director (Jacob, Lisa), and Executive Director (Steinhoff, Rebecca).

- 3. Trade Name: Goodman Community Center Business Phone Number: 608-241-1574
4. Address of Premises: 149 Waubesa St Post Office & Zip Code: 53704

- 5. Is individual, partners or agent of corporation/limited liability company subject to completion of the responsible beverage server training course for this license period? [x] Yes [ ] No
6. Is the applicant an employe or agent of, or acting on behalf of anyone except the named applicant? [ ] Yes [x] No
7. Does any other alcohol beverage retail licensee or wholesale permittee have any interest in or control of this business? [ ] Yes [x] No
8. (a) Corporate/limited liability company applicants only: Insert state Wisconsin and date 10/03/97 of registration.
(b) Is applicant corporation/limited liability company a subsidiary of any other corporation or limited liability company? [ ] Yes [x] No
(c) Does the corporation, or any officer, director, stockholder or agent or limited liability company, or any member/manager or agent hold any interest in any other alcohol beverage license or permit in Wisconsin? [ ] Yes [x] No

(NOTE: All applicants explain fully on reverse side of this form every YES answer in sections 5, 6, 7 and 8 above.)

- 9. Premises description: Describe building or buildings where alcohol beverages are to be sold and stored. The applicant must include all rooms including living quarters, if used, for the sales, service, and/or storage of alcohol beverages and records. (Alcohol beverages may be sold and stored only on the premises described.) 149 Waubesa St., 2 Waubesa Ct.

- 10. Legal description (omit if street address is given above):
11. (a) Was this premises licensed for the sale of liquor or beer during the past license year? [ ] Yes [x] No
(b) If yes, under what name was license issued?
12. Does the applicant understand they must file a Special Occupational Tax return (TTB form 5630.5) before beginning business? [x] Yes [ ] No
13. Does the applicant understand a Wisconsin Seller's Permit must be applied for and issued in the same name as that shown in Section 2, above? [x] Yes [ ] No
14. Is the applicant indebted to any wholesaler beyond 15 days for beer or 30 days for liquor? [ ] Yes [x] No

READ CAREFULLY BEFORE SIGNING: Under penalty provided by law, the applicant states that each of the above questions has been truthfully answered to the best of the knowledge of the signers. Signers agree to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another.

SUBSCRIBED AND SWORN TO BEFORE ME

this 14th day of November, 20 11

Signature of Jean K. Phelps, Clerk/Notary Public

Signature of Officer of Corporation/Member/Manager of Limited Liability Company/Partner/Individual

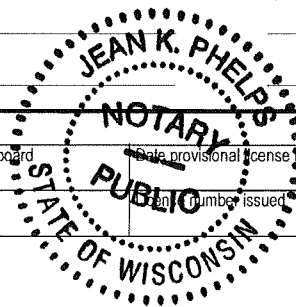
Signature of Officer of Corporation/Member/Manager of Limited Liability Company/Partner

My commission expires 6/22/14

Signature of Additional Partner(s)/Member/Manager of Limited Liability Company if Any

TO BE COMPLETED BY CLERK

Table with 4 columns: Date received and filed with municipal clerk, Date reported to council/board, Date provisional license issued, Signature of Clerk / Deputy Clerk. Includes Date license granted and Date license issued.



AD-6 PO-602

## City of Madison Supplemental Class B License Application

|   |   |   |
|---|---|---|
| <input checked="" type="checkbox"/> Seller's Permit Number<br><input checked="" type="checkbox"/> Federal Employer Identification #<br><input checked="" type="checkbox"/> Notarized Original Application Form<br><input checked="" type="checkbox"/> Notarized Supplemental Form<br><input checked="" type="checkbox"/> Orange Sign (Clerk's Office provides at time of application) | <input checked="" type="checkbox"/> Written Description of Premise<br><input type="checkbox"/> Background Investigation Form(s)<br><input type="checkbox"/> Notarized Transfer of Ownership<br><input checked="" type="checkbox"/> *Articles of Incorporation<br><input checked="" type="checkbox"/> *Notarized Appointment of Agent<br><small>* Corporation/LLC only</small> | <input checked="" type="checkbox"/> Floor Plans<br><input checked="" type="checkbox"/> Lease<br><input type="checkbox"/> Sample Menu<br><input checked="" type="checkbox"/> Business Plan |
|---|---|---|

1. Name of Applicant/Partner/Corporation/LLC IRWIN A & ROBERT D GOODMAN COMMUNITY CENTER, INC

2. Address of Licensed Premise 149 WAUBESA ST, MADISON, WI 53704

3. Telephone Number: 608-249-1574      4. Anticipated opening date: OPEN

5. Mailing address if not opening immediately \_\_\_\_\_

6. Have you contacted the Alderperson, Police Department District Captain, Alcohol Policy Coordinator, and the neighborhood association representative for the area in which you intend to locate?     Yes     No

7. Are there any special conditions desired by the neighborhood?     Yes     No

Explain. \_\_\_\_\_

8. Business Description, including hours of operation: IRONWORKS CAFE AND WORKING CLASS CATERING.

CAFE M-F 7AM-2PM, SAT-SUN 8AM-3PM, EXTENDED HOURS ON TH-SAT DINNER TO 10PM, CATERING HOURS VARY BY EVENT, UP TO 10:30P

9. Do you plan to have live entertainment?     No     Yes—What kind? MUSIC OCCASIONALLY

10. Detailed written description of building, including overall dimensions, seating arrangements, capacity, bar size and all areas where alcohol beverages are to be sold and stored. **The licensed premise described below shall not be expanded or changed without the approval of the Common Council.**

CAFE IS AT SOUTH END OF GOODMAN COMMUNITY CENTER, SEATS 30-35, NO BAR.

CATERING AND DINNER EVENTS IN EVJUE, MERRILL LYNCH AND BOLZ COMMUNITY ROOMS, SEATS 300, NO BAR.

ALCOHOL MAY BE SOLD AT LIMITED TIMES IN ANY OF THE ABOVE AREAS. STORAGE IN LOCKED CABINET AND COOLER IN KITCHEN.

11. Are any living quarters directly or indirectly accessible and under control of the applicant?     Yes     No  
Please note that alcohol may be sold and stored only on the licensed premise, not in living quarters.

12. Describe existing parking and how parking lot is to be monitored. 55 SPACES CAR LOT. ADDL AFTER 4 AND ON WEEKENDS

13. Describe your management experience, staffing levels, duties and employee training.

EXECUTIVE DIRECTOR HAS 20 YEARS EXTENSIVE MANAGEMENT EXPERIENCE. FACILITIES MANAGER, CATERING MANAGER,

AND CHEFS ARE ALL EXPERIENCED IN EVENT MANAGEMENT AND WILL BE ON PREMISES DURING ALCOHOL EVENTS.

14. Identify the **registered agent** for your Corporation or LLC. This is your corporation's agent for service of process, notice or demand required or permitted by law to be served on the corporation.

REBECCA STEINHOFF, 2134 LINDEN AVE, MADISON, WI 53704

Name

Address

15. Utilizing your market research, who would you project your target market to be?  
RESTAURANT PATRONS FROM THE COMMUNITY AND PRIVATE EVENT ATTENDEES.

16. What age range would you hope to attract to your establishment? 21 AND OLDER. FAMILIES AND OVER-THIRTY ARE TARGET.

17. Describe how you plan to advertise/promote your business. What products will you be advertising?  
WE PROMOTE OUR CAFE AND CATERING BUSINESS AS PART OF OUR TEENWORKS TRAINING PROGRAM. WE WILL NOT ADVERTISE ALCOHOL SALES.

18. Are you operating under a lease or franchise agreement?  Yes (attach a copy)  No

19. Owner of building where establishment is located: KUPFER CENTER, LLC  
Address of Owner: 149 WAUBESA ST, MADISON, WI 53704 Phone Number 608-241-1574 X222

20. Private organizations (clubs): Do your membership policies contain any requirement of "Invidious" (likely to give offense) discrimination in regard to race, creed, color, or national origin?  Yes  No

21. List the Directors of your Corporation/LLC

| Name   | Address |
|--|---------|
| IRWIN A & ROBERT D GOODMAN COMMUNITY CENTER, INC |         |
| Name   | Address |
| PLEASE SEE ATTACHED LIST OF BOARD OF DIRECTORS.  |         |
| Name   | Address |

22. List the Stockholders of your Corporation/LLC  
NOT APPLICABLE. WE ARE A NONPROFIT 501(C)3 ORGANIZATION.

| Name | Address | % of Ownership |
|------|---------|----------------|
|      |         |                |
| Name | Address | % of Ownership |
|      |         |                |
| Name | Address | % of Ownership |

23. What type of establishment are you? (Check all that apply)  Tavern  Nightclub  Restaurant

Other Please Explain. CATERING. THESE OPERATE AS PART OF OUR SOCIAL WELFARE ORGANIZATION.

24. What type of food will you be serving, if any? A WIDE VARIETY OF SEASONAL FARE. PLEASE SEE MENUS.

Breakfast  Lunch  Dinner

25. Please submit a sample menu with your application, if possible. What might eventually be included on your operational menu when you open?  Appetizers  Salads  Soups  Sandwiches  Entrees  
 Desserts  Pizza  Full Dinners

26. During what hours of your operation do you plan to serve food? 7 AM-10PM, VARYING BY DAY AND EVENT.

27. What hours, if any, will food service not be available? FOOD WILL BE AVAILABLE DURING ALL CAFE AND CATERING HOURS OF OPERATION \_\_\_\_\_

28. Indicate any other product/service offered. FACILITIES RENTAL, INCLUDING PRESENTATION EQUIPMENT. KITCHEN ALSO PROVIDES FOOD FOR SENIORS, TEENS AND CHILDCARE PROGRAM \_\_\_\_\_

29. Will your establishment have a kitchen manager?  Yes  No

30. Will you have a kitchen support staff?  Yes  No

31. How many wait staff do you anticipate will be employed at your establishment? 10-30  
During what hours do you anticipate they will be on duty? VARIES BY EVENT.

32. Do you plan to have hosts or hostesses seating customers?  Yes  No

33. Do your plans call for a full-service bar?  Yes  No

If yes, how many bar stools do you anticipate having at your bar? \_\_\_\_\_

How many bartenders do you anticipate you would have working at one time on a busy night? \_\_\_\_\_

34. Will there be a kitchen facility separate from the bar?  Yes  No

35. Will there be a separate and specific area for eating only?  Yes  No

If yes, what will be the seating capacity for that area? 250

36. What type of cooking equipment will you have?  Stove  Oven  Fryers  Grill  Microwave

37. Will you have a walk-in cooler and/or freezer dedicated solely to the storage of food products?  Yes  No

38. What percentage of your overall payroll do you anticipate will be devoted to food operation salaries?

95% FOR CAFE/CATERING. LESS THAN 10% OF ORGANIZATION-WIDE PAYROLL

\_\_\_\_\_

39. If your business plan includes an advertising budget, what percentage of your advertising budget do you anticipate will be related to food? LESS THAN 10%

What percentage of your advertising budget do you anticipate will be drink related? NONE

40. Are you currently, or do you plan to become, a member of the Madison—Dane County Tavern League or the Tavern League of Wisconsin?  Yes  No

41. Are you currently, or do you plan to become, a member of the Wisconsin Restaurant Association or the National Restaurant Association?  Yes  No

42. What is your estimated capacity? 250

43. Pursuant to Chapter 38.02 of the Madison General Ordinances, all restaurants and taverns serving alcohol beverages shall substantiate their gross receipts for food and alcohol beverage sales broken down by percentage. For new establishments, the percentage will be an estimate.

|  |             |   |
|--|-------------|---|
| Gross Receipts from Alcoholic Beverages              | 5           | % |
| Gross Receipts from Food and Non-Alcoholic Beverages | 95          | % |
| Gross Receipts from Other                            | 0           | % |
| <b>Total Gross Receipts</b>                          | <b>100%</b> |   |

44. Do you have written records to document the percentages shown?  Yes  No  
You may be required to submit documentation verifying the percentages you've indicated.

**Read carefully before signing:** Under penalty provided by law, the applicant states that the above information has been truthfully completed to the best of the knowledge of the signer. Signer agrees to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted will not be assigned to another. Any lack of access to any portion of a licensed premise during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

Subscribed and Sworn to before me:

this 14<sup>th</sup> day of November, 20 11

Jean K. Phelps  
(Clerk/Notary Public)

My commission expires 6/22/14

[Signature]  
(Officer of Corporation/Member of LLC/Partner/Individual)

The venue will be located in the South end of the Goodman Community Center (see circled area on map). The venue will be used for private rentals (weddings; anniversaries, etc) as well as special events and dinners held by the Goodman Community Center. These events will be almost exclusively on Thurs-Sunday. Events will vary in size from 30 - 300 depending on the space and room used. Alcohol will only be available during these special events and private rentals and will be stored in a secured cabinet and cooler used solely for this purpose.

# We Work. We Grow.

**Working Class Catering** provides full-service catering with house-made foods of all styles, using the best local and organic ingredients.

**Working Class Catering** is a classroom of sorts. Teens are integrated in all parts of the business — learning all aspects of running a full-service catering company through the Goodman Community Center's Teen Education and Employment Network (TEEN) program.

**Think it sounds risky to have teens catering your special event?** No worries. Our professional staff takes the lead. Teens work side-by-side with an experienced, dedicated staff so you can feel confident that your event will go smoothly and every detail will get the attention it demands. Whether it's a once in a lifetime celebration, a casual gathering, or a meeting you're hosting, let **Working Class Catering** serve you. You and your guests will enjoy food that is delicious and beautiful.



**Working Class Catering**

# Contact

## To begin planning your next event:

Go to [www.goodmancenter.org](http://www.goodmancenter.org) | Click on the **Working Class Catering** logo

OR

Contact Kathy Utley:

[catering@goodmancenter.org](mailto:catering@goodmancenter.org) | office 608.241.1574 x250 | cell 608-834-2051

## You will be asked to provide the following information:

- Organization / Host name
  - Tax exempt # (if applicable)
  - Billing address
  - Phone number 1
  - Phone number 2
  - Email address
  - Event date
  - Event time
  - Brief event description
  - Number of guests
  - Location of event
  - Time food will be served
  - Will you need linens? (additional cost)
  - Plated?
  - Family Style?
  - Buffet?
  - Will you be serving alcohol?
- Waitstaff are at an additional cost  
(and are billed per hour)
- You may not bring in your own food items  
(cake and prepacked cookies/crackers, etc are allowed)



**Working Class Catering**



# Breakfast

## Buffet

Served buffet or family style. Includes small plates, silverware, water glasses, paper napkins, and ice water.

(Priced per person)

- Fair Trade coffee and tea service (\$3)
- Fresh-squeezed grapefruit juice and orange juice (\$2)  
apple cider seasonally available (September/February)
- Assortment of house-made baked goods (\$3)  
eg: cherry cream cheese danish, blueberry muffins, espresso scones, sticky buns with cream cheese frosting,  
cranberry pecan coffee cake
- House-made granola, yogurt, seasonal fruit compote (\$4)
- Assortment of fresh seasonal fruit (\$3)
- Baguette with fresh butter jams and hard cooked eggs (\$5)
- Bacon or breakfast sausage (\$3)

Custom menus available to fit any budget.  
Particular ingredients determined by seasonal availability.  
All prices are per person.



**Working Class Catering**

# Lunch

## Buffet

Includes two choices of sandwich and soup or salad. Plates, silverware, water glasses, paper napkins, ice water, and lightly-sweetened iced tea are also provided. (\$10) With a cookie for dessert (\$11)

### **Sandwiches** (Choose 2)

- Chicken Salad: stone ground mustard vinaigrette, lettuce, tomatoes (seasonally) on rye
- Fountain Prairie Roast Beef: Hook's 2-year swiss, horseradish aioli on country bread
- Pleasant Ridge Reserve Grilled Cheese: house-made tomato jam on sourdough
- Roasted shiitake oyster mushrooms, crimini mushrooms, piperade

### **Soup or Salad** (Choose 1)

- Center Salad: market greens, roast beets, toasted hazelnuts, chevre, balsamic vinaigrette
- Soup: roasted red pepper tomato

### **Cookie platter** (Optional. Add \$1 per person)

Includes a selection of fresh baked cookies. Selection changes daily and may include cowboy, ginger molasses, peanut butter, oatmeal cranberry or apricot white chocolate chunk.

## Small group?

Groups of 20 or fewer may order off the Ironworks Cafe menu. (\$10)

Custom menus available to fit any budget.  
Particular ingredients determined by seasonal availability.  
All prices are per person.



**Working Class Catering**

# Dinner Entrées

**Entrées** (Choose up to 3)

- Roast Chicken with Mac & Cheese (\$16)  
Roasted white meat chicken and gravy, served with baked macaroni and Wisconsin cheese, and a choice of vegetable
- Roast Beef and Mashed Potatoes (\$16)  
Slow roasted lean beef served with mashed potatoes and gravy, and a choice of vegetable
- Stuffed Pork Chops (\$17)  
Thick cut pork chops stuffed with bleu cheese and fresh herbs, served with roasted potatoes, and a choice of vegetable
- Lasagna Sold by the pan (\$175 per pan, serves 18-24)  
Classic lasagna made with ground beef marinara and Wisconsin cheeses
- Vegetarian Lasagna (\$175 per pan, serves 18-24)  
Classic lasagna made with vegetables and Wisconsin cheeses
- Pulled Pork Sandwiches (\$8)  
Shredded pork smothered in barbecue sauce and served on ciabatta bread with cole slaw
- Falafel (\$12)  
Middle Eastern fried garbanzo bean patties served with hummus, tabouli, and pita bread
- Eggplant parmesan (\$13)  
Served over a bed of noodles with marinara and mozzarella cheese
- Thai Squash Curry (\$15)  
Winter squash with mixed vegetables and red curry sauce served with jasmine rice
- Salmon in a Lemon Dill Cream Sauce (\$18)  
Served with jasmine rice and green beans almondine

Custom menus available to fit any budget.  
Particular ingredients determined by seasonal availability.  
All prices are per person.



**Working Class Catering**

# Dinner Sides

## Vegetables (Choose 1)

- Fresh Green Beans
- Candied Carrots
- Vegetable Medley
- Beets
- Peas and Carrots
- Corn

## Salads (Choose 1)

- Mixed greens, roast beets, toasted nuts, and chevre with balsamic vinaigrette (\$3)
- Mixed greens, tomatoes, carrots, and red onions with a vinaigrette dressing (\$2)
- Caesar salad with romaine lettuce, romano cheese, and croutons with Caesar dressing (\$2)

## Extra Sides

- Mashed Potatoes and Gravy
  - Rice Pilaf
  - Collard Greens
  - Fresh bread with butter (\$1)
  - Garlic Dill Potatoes
  - Baked Sweet Potatoes
  - Creamed Spinach
  - Macaroni and Cheese (baked with Wisconsin cheese)
- (with butter & brown sugar)

Custom menus available to fit any budget.  
Particular ingredients determined by seasonal availability.  
All prices are per person.



Working Class Catering

# Hors d'oeuvres

- Pretzels and mustard (\$2)
- Fried Tortilla Chips & Pica de Gallo Salsa (\$4)~ Guacamole optional
- Artichoke Cheese Dip :: Hot cheese and artichoke dip served with carrots, cauliflower, and bread (\$3)
- Stuffed Mushrooms :: Button mushrooms with seasoned stuffing, topped with cheese.(\$3)
- Kafta Kabobs :: Middle Eastern ground beef kabobs served with cucumber yogurt sauce. (\$5)
- Chicken Wings :: Buffalo or Honey Barbeque (\$4)
- Veggie Tray :: Carrots, celery, red peppers, cauliflower, and marinated mushrooms, with ranch dressing. (\$2)

## Meat Trays

- Summer sausage, ham, dill havarti, and cheddar (\$3)
- Pastrami, roast beef, roast turkey, and gruyere cheese (\$5)
- Antipasto - Salami, mortadella, marinated mozzarella and olives (\$4)

## Bruschetta (\$2)

Grilled bread rubbed with garlic and topped with:

- Roasted red pepper and chevre
- Kalamata olive tapenade
- Roasted garlic
- Mozzarella and basil
- Mushroom and herbed cheese spread

## Bread & Olive Oil

- Warm bread with olive oil and balsamic vinegar for dipping (\$1)

Custom menus available to fit any budget.  
Particular ingredients determined by seasonal availability.  
All prices are per person.



Working Class Catering

06 FO28748  
jm

RECEIVED  
STATE OF WISCONSIN  
DO APR -1 PM 12:16

**AMENDED AND RESTATED ARTICLES OF INCORPORATION  
OF  
IRWIN A. AND ROBERT D. GOODMAN COMMUNITY CENTER, INC.**

Irwin A. and Robert D. Goodman Community Center, Inc., a nonstock corporation organized and existing under the laws of the state of Wisconsin (the "**Corporation**"), hereby adopts the following Amended and Restated Articles of Incorporation, which supersede and take the place of its existing Articles of Incorporation and any and all amendments thereto.

**ARTICLE I  
Name**

The name of the Corporation is Irwin A. and Robert D. Goodman Community Center, Inc.

**ARTICLE II  
Purposes**

The Corporation is organized and shall be operated exclusively for charitable, scientific, religious and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding provisions of any future United States Internal Revenue Law) (hereinafter the "**Internal Revenue Code**"); to engage in activities relating to the aforementioned purposes; and to invest in, receive, hold, use and dispose of all property, real or personal, as may be necessary or desirable to carry into effect the aforementioned purposes.

Notwithstanding any other provisions of these Articles of Incorporation, the Corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code or (b) by a corporation, contributions to which are deductible under Sections 170(c)(2), 2055(a)(2), and 2522(a)(2) of the Internal Revenue Code.

APR 01 2009 12:22 PM  
I. A  
**ARTICLE III** DCORP25 \$25.00  
**Powers** > 44989

The Corporation shall have all powers conferred upon nonstock corporations organized under Chapter 181 of the Wisconsin Statutes and any successor provisions thereto now enacted or hereafter amended but shall exercise such powers only in fulfillment of its above-stated purposes.

The Corporation shall not engage in any of the following activities:

- (1) The Corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office.

9

(2) No substantial part of the activities of the Corporation shall consist of carrying on propaganda, or otherwise attempting, to influence legislation; provided, however, that this provision shall not apply to activities consisting of carrying on propaganda, or otherwise attempting, to influence legislation, to the extent the Corporation has made an election pursuant to and remains in compliance with the restrictions of Section 501(h) of the Internal Revenue Code.

(3) No dividends shall be paid and no part of the net earnings of the Corporation shall inure to the benefit of any private individual within the meaning of Section 501(c)(3) of the Internal Revenue Code.

At any time when the Corporation is or becomes a "private foundation" within the meaning of Section 509(a) of the Internal Revenue Code and Section 181.77 of the Wisconsin Statutes, the following additional limitations on the Corporation's activities shall apply:

(1) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code.

(2) The Corporation shall not engage in any act of self-dealing as defined by Section 4941(d) of the Internal Revenue Code.

(3) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code.

(4) The Corporation shall not make any investments in such manner as to subject it to the tax under Section 4944 of the Internal Revenue Code.

(5) The Corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

#### **ARTICLE IV**

##### **Members**

The Corporation shall have no members.

#### **ARTICLE V**

##### **Board of Directors**

The affairs of the Corporation shall be managed by a Board of Directors. The number and manner of election or appointment of Directors and their terms of office shall be as provided in the Bylaws of the Corporation, except that the number of Directors may not be less than three (3).

**ARTICLE VI**  
**Non-Discrimination**

The Corporation shall not discriminate in its hiring practices, in the compensation of its employees, in carrying out its charitable, education and scientific purposes, or in any other manner on the basis of age, race, creed, color, handicap, disability, marital status, gender, national origin or ancestry, as those terms are defined in Chapter 111 of the Wisconsin Statutes, and shall not discriminate on the basis of sexual orientation, pregnancy status, or other bases restricted by federal, state or local laws.

**ARTICLE VII**  
**Permitted Distributions**

The Bylaws of the Corporation may provide that the Corporation is authorized to make distributions under Section 181.1302(3) of the Wisconsin Statutes.

**ARTICLE VIII**  
**Dissolution and Liquidation**

The Corporation may be dissolved upon the adoption of a plan to dissolve in the manner now or hereafter provided in the Wisconsin Statutes. In the event of dissolution of the Corporation, no liquidating or other dividends and no distribution of property owned by the Corporation shall be declared or paid to any private individual, but the net assets of the Corporation shall be distributed as follows:

(1) All liabilities and obligations of the Corporation shall be paid, satisfied and discharged, or adequate provision shall be made therefor.

(2) Remaining assets shall be distributed to one or more organizations described in Section 501(c)(3) of the Internal Revenue Code as determined in the plan to dissolve adopted in the manner set forth above in this Article VI. Any assets not disposed of pursuant to the foregoing provisions shall be distributed by the circuit court of the county in which the principal office of the Corporation is located to one or more organizations described in Section 501(c)(3) of the Internal Revenue Code, or to a governmental unit referred to in Section 170(c)(1) of the Internal Revenue Code exclusively for public purposes, as such court shall determine.

**ARTICLE IX**  
**Amendment**

These Articles may be amended in the manner now or hereafter authorized in the Wisconsin Statutes and the Bylaws of the Corporation, except that as long as the Corporation is in existence it shall be named Irwin A. and Robert D. Goodman Community Center, Inc., and the Articles may not be amended to change that name.



**ARTICLE X**  
**Miscellaneous**

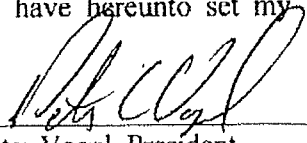
Section 1. The name and address of the registered agent of the Corporation is Rebecca Steinhoff, Executive Director, 149 Waubesa Street, Madison, Wisconsin 53704.

Section 2. The mailing address in Wisconsin of the principal office of the Corporation is 149 Waubesa Street, Madison, Wisconsin 53704.

**ARTICLE XI**  
**Approval**

This restatement does not contain any amendments which require the approval of members or any person other than the Board of Directors. The Board of Directors approved and adopted these Amended and Restated Articles of Incorporation by a two-thirds vote at a meeting properly called and held on March 23, 2009.

IN WITNESS WHEREOF, I have hereunto set my hand this 23 day of March, 2009.

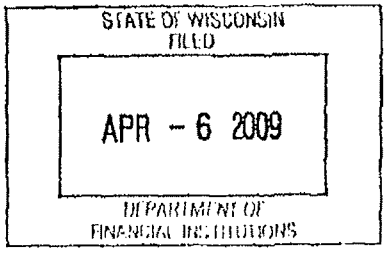
  
\_\_\_\_\_  
Peter Vogel, President

This document was drafted by Timothy J. Radelet, Foley & Lardner LLP, 150 East Gilman Street, Post Office Box 1497, Madison, Wisconsin 53701-1497, and revised by Mary Kasparek and Jefren Olsen, members of the Board of Directors.

Restated Articles

Chgo Regd Agt

278 ✓



UW FAX 1-7-  
DLQ 10/1/99

~~STATE DEPT OF  
FINANCIAL INSTITUTIONS  
STATE OF WISCONSIN~~

~~99 OCT 12 P11 3:56~~

**ARTICLES OF AMENDMENT  
TO THE ARTICLES OF INCORPORATION  
OF  
FRIENDS OF ATWOOD, INC.**

OCT 13 12:00PM  
#.#  
152741 DORP 25

**WIFI  
CREDIT**

25.00

Friends of Atwood, Inc., a nonstock, nonprofit corporation organized and existing under the laws of the State of Wisconsin (the "Corporation"), does hereby certify that the existing Articles of Incorporation were duly amended to read as follows:

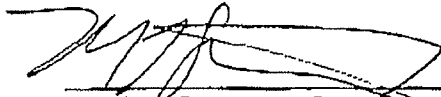
**"ARTICLE I  
NAME**

OK JA

The name of the Corporation is Atwood Community Center, Inc."

Said amendment was duly adopted by the Board of Directors on September 20, 1999, in accordance with Section 181.1002 of the Wisconsin Statutes.

Executed on this 12<sup>th</sup> day of October, 1999.

  
Matthew L. Storms, President

This document was drafted by and is returnable to:

Matthew L. Storms, Esq.  
Michael Best & Friedrich LLP  
One South Pinckney Street  
P.O. Box 1806  
Madison, WI 53701-1806

E:\x\firm\99999\2442\RLM4320.DOC

~~STATE DEPT OF  
FINANCIAL INSTITUTIONS  
STATE OF WISCONSIN~~

99 OCT 26 P11 3:00

Sec. 181.1005  
Wis. Stats.

07 FEB 28 AM 2:48

State of Wisconsin  
Department of Financial Institutions  
Division of Corporate and Consumer Services



## ARTICLES OF AMENDMENT – NONSTOCK CORPORATION

A. The present corporate name (prior to any change effected by this amendment) is:

Atwood Community Center, Inc.

(Enter Corporate Name)

Text of Amendment (Refer to the existing articles of incorporation and the instructions on the reverse of this form. Determine those items to be changed and set forth the number identifying the paragraph being changed and how the amended paragraph is to read.)

RESOLVED, THAT the articles of incorporation be amended as follows:

Article I is hereby deleted and replaced with the following:

### ARTICLE I

#### Name

The name of the Corporation is Irwin A. and Robert D. Goodman Community Center, Inc.

B. Amendment(s) adopted on February 26, 2007

(Indicate the method of adoption by checking (X) the appropriate choice below.)

In accordance with sec. 181.1002, Wis. Stats. (By the Board of Directors)

OR

In accordance with sec. 181.1003, Wis. Stats. (By Members)

OR

In accordance with sec. 181.1004, Wis. Stats. (By Members voting by Class)

C. Approval by 3<sup>rd</sup> Person (Contingency Statement)

Written approval for amending the articles of incorporation was obtained from the person whose approval is required by a provision of the articles of incorporation authorized under sec. 181.1030.

D. Executed on February 26, 2007

(Date)

(Signature)

Title:  President  Secretary  
or other officer title \_\_\_\_\_

Jefren E. Olsen

(Printed name)

This document was drafted by Timothy J. Radelet, Foley & Lardner LLP, 150 East Gilman Street,  
Madison, Wisconsin 53703, (608) 258-4219.

(Name the individual who drafted the document)

**FILING FEE - \$25.00** See instructions, suggestions and procedures on following page

DFI/CCS/104(R02/10/04)

ARTICLES OF AMENDMENT (Ch. 181, Nonstock)

Timothy J. Radelet  
Foley & Lardner LLP  
150 East Gilman Street  
Madison, Wisconsin 53703

▲ Your return address and phone number during the day: ( 608 ) 258 - 4219

**INSTRUCTIONS** (Ref. sec. 181.1005 Wis. Stats. for document content)

Submit one original and one exact copy to Dept. of Financial Institutions, P O Box 7846, Madison WI, 53707-7846, together with a **FILING FEE** of \$25.00, payable to the department. Filing fee is **non-refundable**. (If sent by Express or Priority U.S. mail, address to 345 W. Washington Ave., 3<sup>rd</sup> Floor, Madison WI, 53703). The original must include an original manual signature, per sec. 181.0120(2), Wis. Stats. **NOTICE:** This form may be used to accomplish a filing required or permitted by statute to be made with the department. Information requested may be used for secondary purposes. If you have any questions, please contact the Division of Corporate & Consumer Services at 608-261-7577. Hearing-impaired may call 608-266-8818 for TDY.

A. Enter the name of the corporation (before any change effected by this amendment) and the text of the amendment(s). The text should recite the resolution adopted (e.g., "Resolved, that Article 1 of the articles of incorporation be amended to read: . . . . . (set forth the amended article).

B. Enter the date of adoption of the amendment(s). If there is more than one amendment, identify the date of adoption of each. Mark (X) one of the three choices to indicate the method of adoption of the amendment(s).

By Board of Directors -- Refer to sec. 181.1002 for specific information on the character of amendments that may be adopted by the Board of Directors without the approval of members with voting rights.

By Members -- Adoption by members requires 2/3<sup>rd</sup> of votes cast or a majority of the voting power, whichever is less, except as conditioned by the articles of incorporation, bylaws, ss. 181.1002(1), 181.1030 or other provisions of Ch. 181, Wis. Stats.

By Members thru Class Voting -- Refer to sec. 181.1004 for specific information on class voting by members.

C. Approval by Other Person -- Amendment of the articles of incorporation may require the approval of a person other than the board or members, if so specified in the articles of incorporation under sec. 181.1030.

D. Enter the date of execution and the name and title of the person signing the document. The document must be signed by one of the following: An **officer** of the corporation (or incorporator if directors have not been elected), or a court-appointed receiver, trustee or fiduciary. A director is **not** empowered to sign.

If the document is executed in Wisconsin, sec. 182.01(3) provides that it shall not be filed unless the name of the person (individual) who drafted it is printed, typewritten or stamped thereon in a legible manner. If the document is not executed in Wisconsin, enter that remark.

06 F028748

**ARTICLES OF AMENDMENT  
TO THE ARTICLES OF INCORPORATION  
OF  
FRIENDS OF ATWOOD, INC.**

Friends of Atwood, Inc., a nonstock, nonprofit corporation organized and existing under the laws of the State of Wisconsin (the "Corporation"), does hereby certify that the existing Articles of Incorporation were duly amended to read as follows:

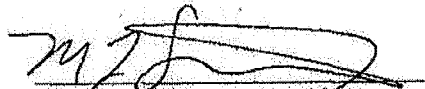
**"ARTICLE I  
NAME**

ONE JA

The name of the Corporation is Atwood Community Center, Inc."

Said amendment was duly adopted by the Board of Directors on September 20, 1999, in accordance with Section 181.1002 of the Wisconsin Statutes.

Executed on this 12<sup>th</sup> day of October, 1999.

  
Matthew L. Storms, President

This document was drafted by and is returnable to:

Matthew L. Storms, Esq.  
Michael Best & Friedrich LLP  
One South Pinckney Street  
P.O. Box 1806  
Madison, WI 53701-1806

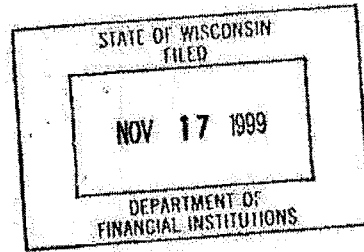
Oct 13 12:00pm  
# JH #  
152741 DEWA 2500  
BT

99 NOV 12 AM 10:05  
STATE OF WISCONSIN  
FRIENDS OF ATWOOD, INC.

**ARTICLES OF AMENDMENT  
CHAPTER 181**

Name Chg

250  
DT



06 F028748  
jm

STATE OF WISCONSIN  
Sec. 181.1005  
Wis. Stats.  
07 FEB 23 PM 2:48

State of Wisconsin  
Department of Financial Institutions  
Division of Corporate and Consumer Services



### ARTICLES OF AMENDMENT – NONSTOCK CORPORATION

A. The present corporate name (prior to any change effected by this amendment) is:

Atwood Community Center, Inc.  
(Enter Corporate Name)

Text of Amendment (Refer to the existing articles of incorporation and the instructions on the reverse of this form. Determine those items to be changed and set forth the number identifying the paragraph being changed and how the amended paragraph is to read.)

RESOLVED, THAT the articles of incorporation be amended as follows:

Article I is hereby deleted and replaced with the following:

ARTICLE I  
Name

ok so

The name of the Corporation is Irwin A. and Robert D. Goodman Community Center, Inc.

B. Amendment(s) adopted on February 26, 2007

(Indicate the method of adoption by checking (X) the appropriate choice below.)

In accordance with sec. 181.1002, Wis. Stats. (By the Board of Directors)

OR  
 In accordance with sec. 181.1003, Wis. Stats. (By Members)

OR  
 In accordance with sec. 181.1004, Wis. Stats. (By Members voting by Class)

C. Approval by 3<sup>rd</sup> Person (Contingency Statement)

Written approval for amending the articles of incorporation was obtained from the person whose approval is required by a provision of the articles of incorporation authorized under sec. 181.1030.

D. Executed on February 26, 2007  
(Date)

(Signature)

Title:  President  Secretary  
or other officer title \_\_\_\_\_

Jeffrey E. Olsen  
(Printed name)

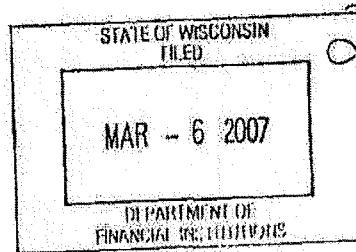
This document was drafted by Timothy J. Radelet, Foley & Lardner LLP, 150 East Gilman Street, Madison, Wisconsin 53703, (608) 258-4219.  
(Name the individual who drafted the document)

**FILING FEE - \$25.00** See instructions, suggestions and procedures on following page  
DFI/CCS/104(R02/10/04)

FEB 28 2007 02:55 PM 1 of 2  
361169 DCORP25 \$25.00



ARTICLES OF AMENDMENT (Ch. 181, Nonstock)



F

Timothy J. Radelet  
Foley & Lardner LLP  
150 East Gilman Street  
Madison, Wisconsin 53703

▲ Your return address and phone number during the day: ( 608 ) 258 - 4219

**INSTRUCTIONS** (Ref. sec. 181.1005 Wis. Stats. for document content)

Submit one original and one exact copy to Dept. of Financial Institutions, P O Box 7846, Madison WI, 53707-7846, together with a **FILING FEE of \$25.00**, payable to the department. Filing fee is **non-refundable**. (If sent by Express or Priority U.S. mail, address to 345 W. Washington Ave., 3<sup>rd</sup> Floor, Madison WI, 53703). The original must include an original manual signature, per sec. 181.0120(2), Wis. Stats. **NOTICE:** This form may be used to accomplish a filing required or permitted by statute to be made with the department. Information requested may be used for secondary purposes. If you have any questions, please contact the Division of Corporate & Consumer Services at 608-261-7577. Hearing-impaired may call 608-266-8818 for TDY.

- A. Enter the name of the corporation (before any change effected by this amendment) and the text of the amendment(s). The text should recite the resolution adopted (e.g., "Resolved, that Article 1 of the articles of incorporation be amended to read: . . . . . (set forth the amended article).
- B. Enter the date of adoption of the amendment(s). If there is more than one amendment, identify the date of adoption of each. Mark (X) one of the three choices to indicate the method of adoption of the amendment(s).

By Board of Directors – Refer to sec. 181.1002 for specific information on the character of amendments that may be adopted by the Board of Directors without the approval of members with voting rights.

By Members – Adoption by members requires 2/3<sup>rd</sup> of votes cast or a majority of the voting power, whichever is less, except as conditioned by the articles of incorporation, bylaws, ss. 181.1002(1), 181.1030 or other provisions of Ch. 181, Wis. Stats.

By Members thru Class Voting – Refer to sec. 181.1004 for specific information on class voting by members.

- C. Approval by Other Person – Amendment of the articles of incorporation may require the approval of a person other than the board or members, if so specified in the articles of incorporation under sec. 181.1030.
- D. Enter the date of execution and the name and title of the person signing the document. The document must be signed by one of the following: An **officer** of the corporation (or incorporator if directors have not been elected), or a court-appointed receiver, trustee or fiduciary. A director is **not** empowered to sign.

If the document is executed in Wisconsin, sec. 182.01(3) provides that it shall not be filed unless the name of the person (individual) who drafted it is printed, typewritten or stamped thereon in a legible manner. If the document is not executed in Wisconsin, enter that remark.

06 FO28748  
jm

RECEIVED  
FRANCIS X. WISNIEWSKI  
STATE OF WISCONSIN  
DO APR -1 PM 12:16

**AMENDED AND RESTATED ARTICLES OF INCORPORATION  
OF  
IRWIN A. AND ROBERT D. GOODMAN COMMUNITY CENTER, INC.**

Irwin A. and Robert D. Goodman Community Center, Inc., a nonstock corporation organized and existing under the laws of the state of Wisconsin (the "Corporation"), hereby adopts the following Amended and Restated Articles of Incorporation, which supersede and take the place of its existing Articles of Incorporation and any and all amendments thereto.

**ARTICLE I  
Name**

The name of the Corporation is Irwin A. and Robert D. Goodman Community Center, Inc.

**ARTICLE II  
Purposes**

The Corporation is organized and shall be operated exclusively for charitable, scientific, religious and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding provisions of any future United States Internal Revenue Law) (hereinafter the "Internal Revenue Code"); to engage in activities relating to the aforementioned purposes; and to invest in, receive, hold, use and dispose of all property, real or personal, as may be necessary or desirable to carry into effect the aforementioned purposes.

Notwithstanding any other provisions of these Articles of Incorporation, the Corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code or (b) by a corporation, contributions to which are deductible under Sections 170(c)(2), 2055(a)(2), and 2522(a)(2) of the Internal Revenue Code.

APR 01 2009 12:22 PM  
ARTICLE III DCORP35 \$25.00  
Powers > 44989

The Corporation shall have all powers conferred upon nonstock corporations organized under Chapter 181 of the Wisconsin Statutes and any successor provisions thereto now enacted or hereafter amended but shall exercise such powers only in fulfillment of its above-stated purposes.

The Corporation shall not engage in any of the following activities:

- (1) The Corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office.

7

(2) No substantial part of the activities of the Corporation shall consist of carrying on propaganda, or otherwise attempting, to influence legislation; provided, however, that this provision shall not apply to activities consisting of carrying on propaganda, or otherwise attempting, to influence legislation, to the extent the Corporation has made an election pursuant to and remains in compliance with the restrictions of Section 501(h) of the Internal Revenue Code.

(3) No dividends shall be paid and no part of the net earnings of the Corporation shall inure to the benefit of any private individual within the meaning of Section 501(c)(3) of the Internal Revenue Code.

At any time when the Corporation is or becomes a "private foundation" within the meaning of Section 509(a) of the Internal Revenue Code and Section 181.77 of the Wisconsin Statutes, the following additional limitations on the Corporation's activities shall apply:

(1) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code.

(2) The Corporation shall not engage in any act of self-dealing as defined by Section 4941(d) of the Internal Revenue Code.

(3) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code.

(4) The Corporation shall not make any investments in such manner as to subject it to the tax under Section 4944 of the Internal Revenue Code.

(5) The Corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

#### **ARTICLE IV**

##### **Members**

The Corporation shall have no members.

#### **ARTICLE V**

##### **Board of Directors**

The affairs of the Corporation shall be managed by a Board of Directors. The number and manner of election or appointment of Directors and their terms of office shall be as provided in the Bylaws of the Corporation, except that the number of Directors may not be less than three (3).

**ARTICLE VI**  
**Non-Discrimination**

The Corporation shall not discriminate in its hiring practices, in the compensation of its employees, in carrying out its charitable, education and scientific purposes, or in any other manner on the basis of age, race, creed, color, handicap, disability, marital status, gender, national origin or ancestry, as those terms are defined in Chapter 111 of the Wisconsin Statutes, and shall not discriminate on the basis of sexual orientation, pregnancy status, or other bases restricted by federal, state or local laws.

**ARTICLE VII**  
**Permitted Distributions**

The Bylaws of the Corporation may provide that the Corporation is authorized to make distributions under Section 181.1302(3) of the Wisconsin Statutes.

**ARTICLE VIII**  
**Dissolution and Liquidation**

The Corporation may be dissolved upon the adoption of a plan to dissolve in the manner now or hereafter provided in the Wisconsin Statutes. In the event of dissolution of the Corporation, no liquidating or other dividends and no distribution of property owned by the Corporation shall be declared or paid to any private individual, but the net assets of the Corporation shall be distributed as follows:

(1) All liabilities and obligations of the Corporation shall be paid, satisfied and discharged, or adequate provision shall be made therefor.

(2) Remaining assets shall be distributed to one or more organizations described in Section 501(c)(3) of the Internal Revenue Code as determined in the plan to dissolve adopted in the manner set forth above in this Article VI. Any assets not disposed of pursuant to the foregoing provisions shall be distributed by the circuit court of the county in which the principal office of the Corporation is located to one or more organizations described in Section 501(c)(3) of the Internal Revenue Code, or to a governmental unit referred to in Section 170(c)(1) of the Internal Revenue Code exclusively for public purposes, as such court shall determine.

**ARTICLE IX**  
**Amendment**

These Articles may be amended in the manner now or hereafter authorized in the Wisconsin Statutes and the Bylaws of the Corporation, except that as long as the Corporation is in existence it shall be named Irwin A. and Robert D. Goodman Community Center, Inc., and the Articles may not be amended to change that name.

**ARTICLE X**  
**Miscellaneous**

Section 1. The name and address of the registered agent of the Corporation is Rebecca Steinhoff, Executive Director, 149 Waubesa Street, Madison, Wisconsin 53704.

Section 2. The mailing address in Wisconsin of the principal office of the Corporation is 149 Waubesa Street, Madison, Wisconsin 53704.

**ARTICLE XI**  
**Approval**

This restatement does not contain any amendments which require the approval of members or any person other than the Board of Directors. The Board of Directors approved and adopted these Amended and Restated Articles of Incorporation by a two-thirds vote at a meeting properly called and held on March 23, 2009.

IN WITNESS WHEREOF, I have hereunto set my hand this 23 day of March, 2009.

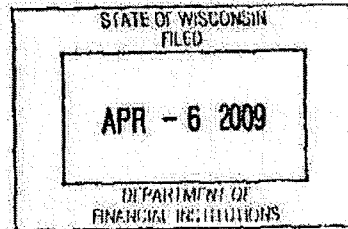
  
\_\_\_\_\_  
Peter Vogel, President

This document was drafted by Timothy J. Radelet, Foley & Lardner LLP, 150 East Gilman Street, Post Office Box 1497, Madison, Wisconsin 53701-1497, and revised by Mary Kasparek and Jefren Olsen, members of the Board of Directors.

Restated Articles

Chgo Regd Agt

278 ✓



RECEIVED - DEPT OF  
COMMUNICATIONS  
3 WISCONSIN

97 OCT 2 4:23  
**ARTICLES OF INCORPORATION  
OF  
FRIENDS OF ATWOOD, INC.**

The undersigned, a natural person of the age of eighteen (18) years or more acting as incorporator of a corporation under the Wisconsin Nonstock Corporation Law (Chapter 181 of the Wisconsin Statutes), adopts the following Articles of Incorporation for such corporation (hereafter, the "Corporation").

**ARTICLE I  
NAME**

The name of the Corporation is Friends of Atwood, Inc.

OCT 03 12:00PM

178777 SCORP 26

**ARTICLE II  
PERIOD OF EXISTENCE**

The period of existence of the Corporation is perpetual.

**ARTICLE III  
PURPOSES**

The Corporation is organized exclusively for charitable, educational, and scientific purposes, as defined in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), or any successor statute, subject to the restrictions under Chapter 181 of the Wisconsin Statutes, and its activities shall include, but not be limited to, the following:

- (a) Provide resources to facilitate a community atmosphere among the residents of Madison's east side.
- (b) Identify and assist residents in the east-side community who need help or guidance.
- (c) Coordinate and cooperate with individuals, organizations, and agencies that advance the welfare of east-side residents.
- (d) Inspire and promote recreational and cultural events and activities.
- (e) Create and seek resources for programs and services that reflect the diversity of the east-side community.

13

OK F028748

**ARTICLE IV  
POWERS**

The Corporation shall have all powers conferred upon nonstock, nonprofit corporations organized under Chapter 181 of the Wisconsin Statutes and any successor provisions thereto now enacted or hereafter amended, but shall exercise such powers only in fulfillment of its above-stated purposes.

**ARTICLE V  
MEMBERS**

The Corporation shall have no members.

**ARTICLE VI  
BOARD OF DIRECTORS**

The affairs of the Corporation shall be managed by a Board of Directors. The number of Directors constituting the initial Board of Directors shall be four (4); thereafter, the number and manner of election or appointment of Directors and their terms of office shall be as provided in the Bylaws; provided, however, that the number of directors shall not be less than three (3). The names, initial terms of office and address of the initial Directors and alternates of the Corporation are as follows:

Matthew L. Storms - one (1) year  
One South Pinckney Street  
Suite 700  
Madison, WI 53703

Karen E. Fester - one (1) year  
133 Ohio Avenue  
Madison, WI 53704

Claudia Vlisides - two (2) years  
2002 Arwood Avenue  
Madison, WI 53704

Ken Baun - two (2) years  
2321 Oakridge Avenue  
Madison, WI 53704

**ARTICLE VII  
REGISTERED AGENT**

The name and address of the initial registered agent of the Corporation are Claudia Vlisides, 2002 Arwood Avenue, Madison, Wisconsin 53704.

**ARTICLE VIII  
PRINCIPAL OFFICE**

The principal office of the Corporation is located in Dane County. The mailing address is 2425 Arwood Avenue, Madison, WI 53704.



**ARTICLE IX  
RESTRICTIONS**

At all times, and notwithstanding the merger, consolidation, reorganization, termination, dissolution or winding up of the Corporation (voluntary or involuntary or by operation of law), or any other provisions hereof:

(a) The Corporation shall not possess or exercise any power or authority, whether expressly, by interpretation, or by operation of law, that would pose a substantial risk of preventing it at any time from qualifying and continuing to qualify as a Corporation described in § 501(c)(3) of the Code, contributions to which are deductible for federal income tax purposes, nor shall the Corporation engage directly or indirectly in any activity that would pose a substantial risk of causing the loss of such qualification under § 501(c)(3) of the Code.

(b) At no time shall the Corporation engage in any activities that are unlawful under the laws of the United States, the State of Wisconsin, or any other jurisdiction where any of its activities are carried on.

(c) No part of the assets or net earnings of the Corporation shall be used, nor shall the Corporation be organized or operated, for purposes that are not exclusively charitable, scientific, or educational within the meaning of § 501(c)(3) of the Code.

(d) The Corporation shall not be operated for the primary purpose of carrying on a trade or business for profit.

(e) The Corporation shall not carry on propaganda or otherwise attempt to influence legislation to an extent that would disqualify it for tax exemption under § 501(c)(3) of the Code by reason of attempting to influence legislation, nor shall the Corporation, directly or indirectly, participate or intervene in (including, without limitation, the publishing or distributing of statements) any political campaign on behalf of or in opposition to any candidate for public office.

(f) No solicitation of contributions to the Corporation shall be made, and no gift, bequest or devise to the Corporation shall be accepted, upon any condition or limitation that would pose a substantial risk of causing the Corporation to lose its tax exemption under § 501(c)(3) of the Code.

(g) Pursuant to the prohibition contained in § 501(c)(3) of the Code, no part of the net earnings, current or accumulated, of the Corporation shall inure to the benefit of any private individual, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof.

(b) Notwithstanding any other provision of these Articles, if at any time or times the Corporation is a private foundation within the meaning of § 509 of the Code, then during such time or times:

- (1) The Corporation shall not be controlled, directly or indirectly, by one or more disqualified persons (as defined in § 4946 of the Code) other than foundation managers;
- (2) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to subject the Corporation to tax under § 4942 of the Code;
- (3) The Corporation shall not engage in any act of self-dealing as defined in § 4941(d) of the Code;
- (4) The Corporation shall not make any investments in such a manner as to subject the Corporation to tax under § 4944 of the Code; and
- (5) The Corporation shall not make any taxable expenditures as defined in § 4945(d) of the Code.

#### **ARTICLE X NON-DISCRIMINATION**

The Corporation shall not discriminate in its hiring practices, in the compensation of its employees, in carrying out its charitable, educational and scientific purposes, or in any other manner on the basis of age, race, creed, color, handicap, marital status, gender, national origin, or ancestry, as those terms are defined in Chapter 111 of the Wisconsin Statutes, and shall not discriminate on the basis of sexual orientation, pregnancy status, or other means restricted by federal, state or local laws.

#### **ARTICLE XI DISSOLUTION AND LIQUIDATION**

The Corporation may be dissolved upon the adoption of a plan to dissolve in the manner now or hereafter provided in the Wisconsin Statutes. In the event of dissolution of the Corporation, no liquidating or other dividends and no distribution of property owned by the Corporation shall be declared or paid to any private individual, but the net assets of the Corporation shall be distributed as follows:

- (1) All liabilities and obligations of the Corporation shall be paid, satisfied and discharged, or adequate provision shall be made therefor; and
- (2) Remaining assets shall be distributed to one or more organizations recognized as exempt from federal taxation under § 501(c)(3) of the Code



ARTICLE IV  
INCORPORATION

CHAPTER 101  
NONSTOCK

4025 PD  
KC  
DANE -

STATE OF WISCONSIN  
FILED  
OCT 27 1997  
DEPARTMENT OF  
FINANCIAL INSTITUTIONS

# Appointment of New Liquor/Beer Agent

## To be completed by Corporate Officer or Member of LLC

I, Becky Steinhoff, officer/member for Irwin A & Robert D Goodman Community Center  
(Corporation/LLC), doing business as Goodman Community Center, authorize and appoint  
Becky Steinhoff (Name) as the liquor/beer agent for the premise  
located at 149 Waukesa St.

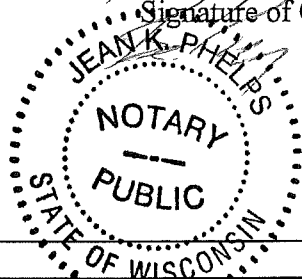
Subscribed and sworn to before me this

14 Day of November, 20 11

Jean K. Phelps  
Notary Public, Dane County, Wisconsin

My Commission Expires 6/22/14

[Signature]  
Signature of Officer/Member



## To be completed by appointed Liquor/Beer Agent

I, Becky Steinhoff, appointed liquor/beer agent for  
Goodman Community Center (name of Corporation or LLC), being first duly sworn  
say I have vested in me, by properly authorized and executed written delegation, full authority  
and control of the premise described in the license of such corporation or limited liability  
company, and I am involved in the actual conduct of the business as an employee, or have a  
direct financial interest in the business of the licensee, therein relating to the intoxicating  
liquor/fermented malt beverage. The interest I have in the business is 0 %.

Subscribed and sworn to before me this

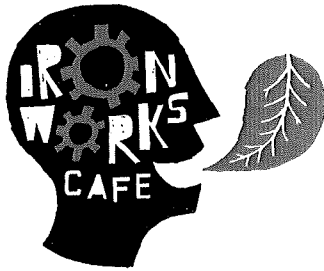
14th Day of November, 20 11

Jean K. Phelps  
Notary Public, Dane County, Wisconsin

My Commission Expires 6/22/14

[Signature]  
Signature of Agent

The appointed Liquor/Beer Agent must complete the other side of this form.



## BREAKFAST FOR FALL AND WINTER

[ Served Monday through Friday ]

**We work. We learn.**

**Quiche du Jour or Frittata** Chef's choice of local ingredients, served with side salad 8.00

**Oatmeal** Whole oats with cinnamon and raisins, served with cream 5.00

**Chai Oatmeal** Whole oats with our housemade chai served with raisins and cream 5.50

**Fruit, Yogurt and Granola Bowl** Sugar River Dairy plain yogurt topped with Door County Cherry granola and fresh berries 6.00

**House Salad** Mixed greens, carrot, cucumber and red onion with house made balsamic vinaigrette 5.00

**Egg in a Nest** One egg nestled in toast 2.25

### ALA CARTE

Bacon [ 2 ] 2.00

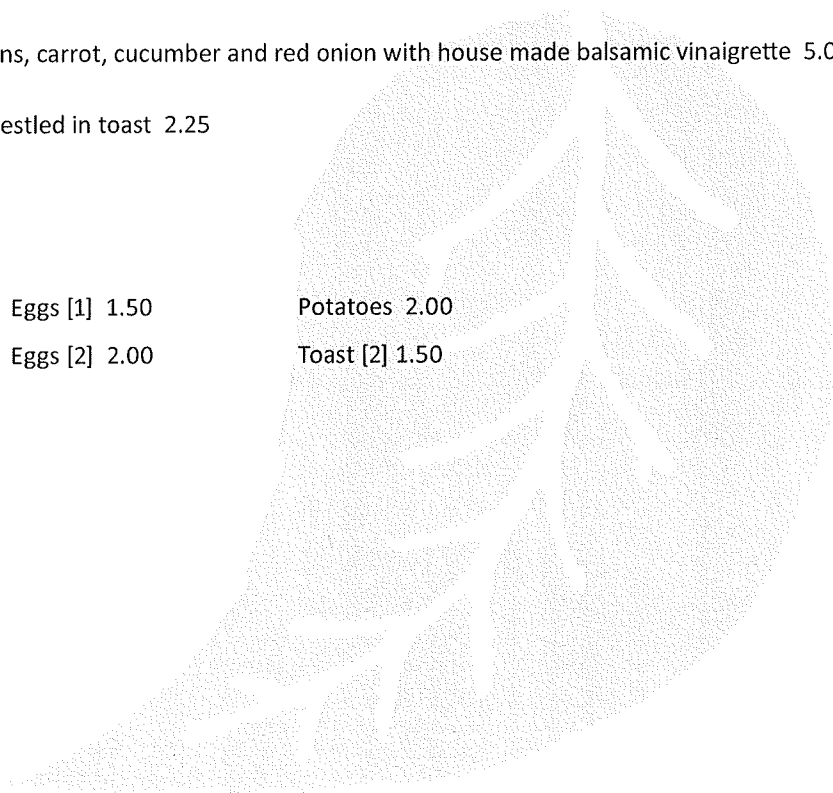
Eggs [1] 1.50

Potatoes 2.00

Sausage Patty 2.00

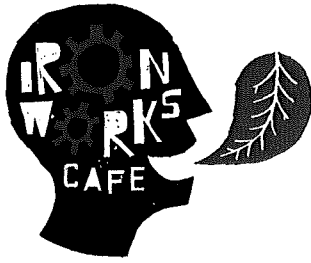
Eggs [2] 2.00

Toast [2] 1.50



*Many of the ingredients on this menu are sourced from: Yuppie Hill Farm, Vermont Valley Community Farm, Black Earth Meats, Madison Sourdough, Sassy Cow Creamery, Keewaydin Farms and other local farms and businesses.*

**\*Consumer Advisory:** Consuming raw or undercooked meats, poultry, seafood, shellfish, or eggs may increase your risk of foodborne illness



## LUNCH FOR FALL AND WINTER

[ Served Monday through Friday ]

We work. We learn.

### SANDWICHES [ served with choice of side salad or fries ]

**Ironworks Burger** All local, grass-fed beef with choice of blue, cheddar, gouda or pepperjack cheese, served with lettuce, tomato, red onion & house-made ketchup 9.00 Add bacon 10.00

**CLT** Crispy fried chicken, lettuce, tomato & house-made chipotle aioli on country sourdough bread 8.50

**Apple Melt** Fontina cheese melted with crisp apples & house-made onion marmalade on grilled/toasted rosemary sourdough bread 8.00

**Pork & Pumpkin** Slow roasted pork with our house-made pumpkin chutney on sourdough roll 9.00

**Pan-Seared Fish** Chef's choice of featured filet, served with house-made caper-dill sauce \$ market price

**Curry Chicken Salad** with mixed greens served on sourdough wheat bread 8.50 on croissant 9.00

**Chickpea Wrap** the vegetarian version of the curry chicken salad; curried chickpea salad, all wrapped up in a warm flour tortilla with spinach, carrots, tomato & red onion 8.00

### PASTA [ served with slice of baguette ]

**Grown-up Mac n Cheese** RP's fresh macaroni baked with gruyère cheese, applewood smoked bacon & topped with breadcrumbs 8.50

**Chicken Diablo** RP's fresh linguini tossed with grilled chicken, chorizo & scallions in a spicy cream sauce 10.50

### SALAD

**Beet Salad** An array of beets, carrots, red onion, goat cheese & candied walnuts on a bed of mixed greens, served with house-made lemon shallot vinaigrette 8.50

**Chopped Salad** Romaine lettuce, blue cheese, tomato, cucumber & scallions topped with a hard boiled egg & smoky bacon pieces, served with house-made buttermilk dressing 9.00

**Weekday Salad** Chef's choice of daily ingredients served with house-made balsamic vinaigrette or citrus poppy seed dressing 8.00

### SOUP OF THE DAY [ served with slice of baguette ]

Cup ~~5.00~~ Bowl 5.00  
3.00

### KIDS MENU

**Cheddar Mac and Cheese** RP's Macaroni noodles & WI Cheddar 6.00

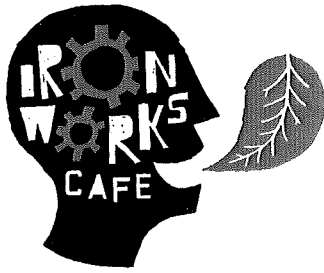
**Threase's Chicken Tenders** with choice of fries or fruit cup 7.00

**Grilled Cheese** with choice of fries or fruit cup 6.00 add ham 7.00

**Kid's Fruit Cup** a selection of mixed fruit 4.00

*Many of the foods on this menu are sourced from: Yuppie Hill Farm, Vermont Valley Community Farm, Black Earth Meats, Madison Sourdough, Sassy Cow Creamery, Keewaydin Farms and other local farms and businesses.*

**\*Consumer Advisory:** Consuming raw or undercooked meats, poultry, seafood, shellfish, or eggs may increase your risk of foodborne illness



## BRUNCH FOR FALL AND WINTER

[ Served Saturday and Sunday ]

**We work. We learn.**

### EGGS BENEDICT\* [ Served with a choice of side salad, fresh fruit or potatoes. ]

Florentine 8.00      with Smoked Trout 8.00      with Canadian Bacon 8.00

### SCRAMBLER [ Choose any four ingredients. Served with toast and a choice of side salad , fresh fruit or potatoes. ] 8.00

|           |          |         |         |                     |
|-----------|----------|---------|---------|---------------------|
| Mushrooms | Spinach  | Bacon   | Cheddar | made with tofu 8.50 |
| Onions    | Tomatoes | Chorizo | Chevre  |                     |
| Peppers   |          | Ham     | Gouda   |                     |
|           |          | Sausage | Gruyère |                     |

### SPECIALTIES

**French Toast** French baguette with house-made apple maple butter 7.00

**Croque Madame** Toasted ham and gruyère sandwich, béchamel, Dijon mustard, topped with a sunny egg 7.00

**Ironworks Skillet** Roasted potatoes, sausage, peppers, onions, pepperjack cheese, topped with eggs over easy. Served with toast. 8.00

**Breakfast Sandwich\*** Bacon or sausage, eggs, cheddar, house-made aioli on an English muffin, served with choice of side salad, fruit or potatoes 8.00    on croissant 9.00    with seitan sausage 9.00

**Mole Huevos Rancheros** Fried or poached eggs atop corn tortillas layered with shredded pork, house-made mole, peppers, onions and crumbled feta cheese 8.00

**Crepes du Jour** Filled and topped with teen's choice of ingredients for the weekend 7.00

**Oatmeal** Whole oats with cinnamon and raisins, served with cream 5.00

**Chai Oatmeal** Whole oats with our housemade chai served with raisins and cream 5.50

**Fruit, Yogurt and Granola Bowl** Sugar River Dairy plain yogurt topped with Door County Cherry granola and fresh berries, served with local maple syrup 6.00

**Weekend Salad** An inspired toss of mixed greens and fresh vegetables of the day with chef's choice dressing 4.00

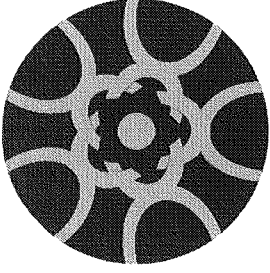
### ALA CARTE

|                    |               |                |                     |
|--------------------|---------------|----------------|---------------------|
| Bacon [ 2 ] 2.00   | Eggs [1] 1.50 | Potatoes 2.00  | Seitan Sausage 2.00 |
| Sausage Patty 2.00 | Eggs [2] 2.00 | Toast [2] 1.50 | Seitan Hash 2.00    |

*Many of the ingredients on this menu are sourced from: Yuppie Hill Farm, Vermont Valley Community Farm, Black Earth Meats, Madison Sourdough, Sassy Cow Creamery, Keewaydin Farms and other local farms and businesses.*

\***Consumer Advisory:** Consuming raw or undercooked meats, poultry, seafood, shellfish, or eggs may increase your risk of foodborne illness

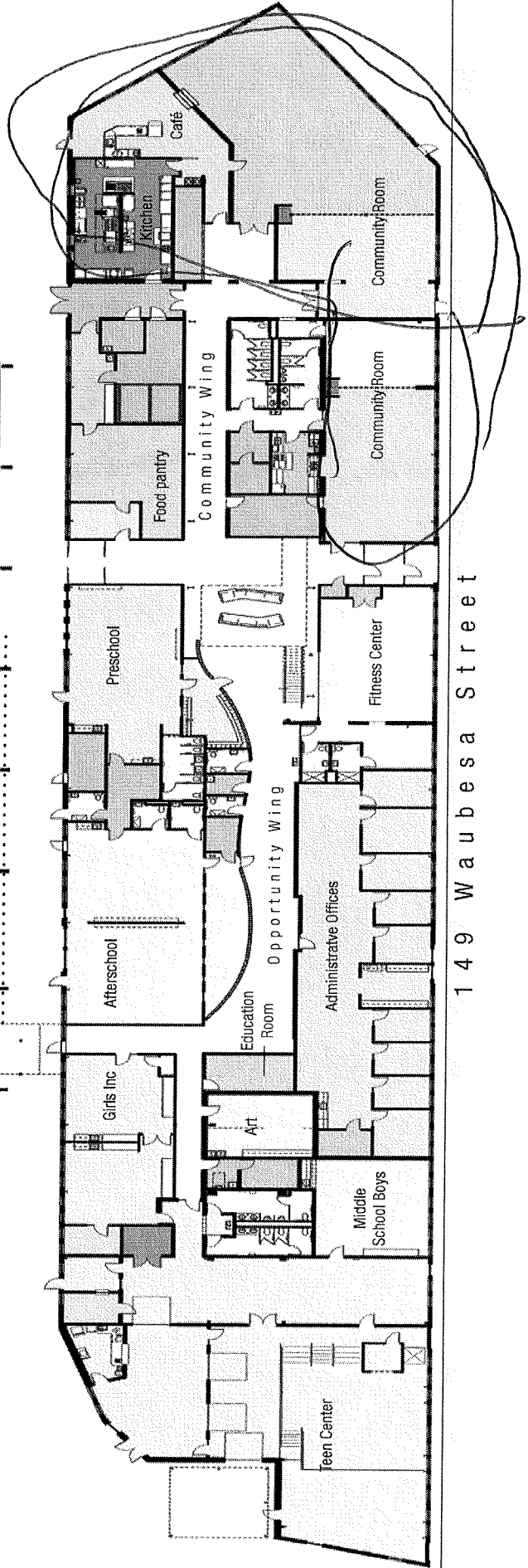
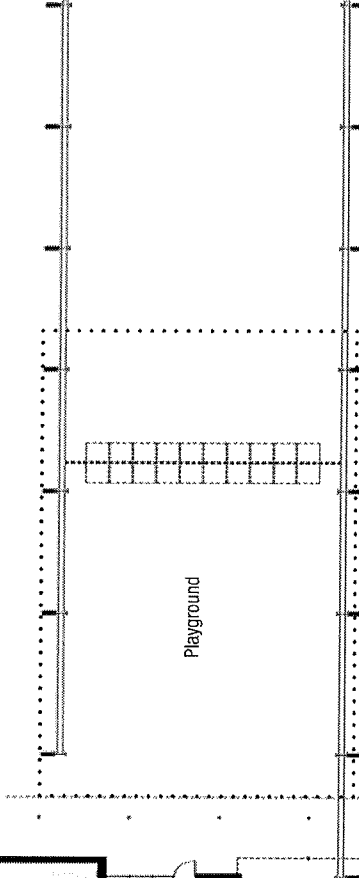
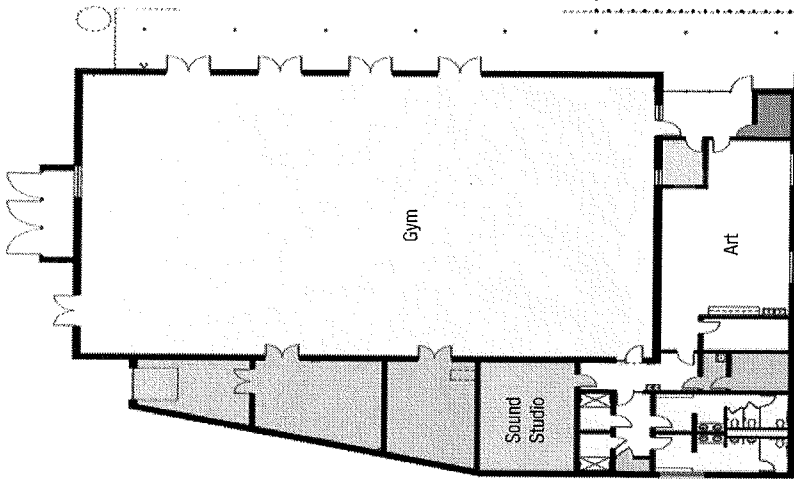




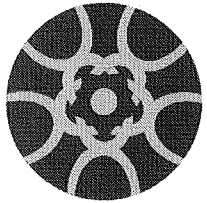
# Goodman Community Center

The Green

Playground



149 Waubesa Street



**Goodman**  
Community Center

## **Goodman Community Center**

### **Facility use guidelines and event planning information**

The Goodman Community Center is made available for use by all individuals and groups through the support of the community and City of Madison Community Development Block Grant program. Reasonable rules and rates have been established to assure access to all and an enjoyable experience in our facility. Weeknight events must end by 9:30 pm; Friday and Saturday night events must end by 11:00 pm. Building must be vacated by 10 pm weeknights and 12:00 midnight Fridays and Saturdays.

Individuals, groups or organizations using the Goodman Community Center rooms and facilities must comply with these guidelines and all other applicable rules and policies. Failure to comply will result in the forfeiture of your security/damage deposit and future room use privileges.

#### **CONTENTS**

**Facility at a Glance**

**Parking**

**Rooms Available**

**Equipment and Technology Available**

**Catering**

**How to Reserve a Space**

**Things to Know**

**General Rules**

**Alcohol Policy**

**Rates**

**Reservations, Deposits and Cancellations**

**Equal Opportunity Policy**



## Facility at a Glance

The 34,000 square foot Goodman Community Center opened its doors in September 2008. The facility has a variety of rooms available for use from small meeting rooms to art rooms to large areas suitable for wedding receptions. In addition to the renovated Kupfer building, the center also includes a 12,000 square foot gymnasium, an outside green and a direct connection to the Capital City Bike Trail. The Center offers wireless access throughout the facility.

## Parking

The facility has parking for 56 cars on site and 48 bike rack spaces are available to accommodate our two-wheeled guests. Parking overflows onto neighborhood streets. Please be thoughtful to our neighbors as you come and go and be sure to leave at least 4 feet from driveway entrances. After 4:00 on weekdays and all day on weekends, additional parking is available in the surface lot located between Waubesa and Corry Streets (behind Madison Brass Works). Please note that the St. Bernard's Church lot may be used only with pre-approved permission for events. *There is NO PARKING in the Madison-Kipp lot next to GCC's driveway. Cars parked there will be ticketed and towed.*

## Description of Rooms Available for Use

The Goodman Community Center is housed in the historic Kupfer Iron Works building on Madison's east side. As a former steel fabricating factory, the center has unique architectural features in all of its rooms including exposed brick walls, exposed wooden roof decking and historic structural steel elements.

*Please note that the way you choose to set up any room may greatly affect the seating capacity.*

**Bolz Room A** has nine windows that face Waubesa Street, has a composite vinyl floor, has available kitchenette and will seat up to 72 individuals. When movable partition wall is opened to Bolz Room B, the combined space will seat 100.

**Bolz Room B** has three windows that face Waubesa Street and has a sprung wood floor suitable for exercise and dance. This room may accommodate meetings of up to 30.

**Merrill Lynch Room / Evjue Room C** has five windows that face Waubesa Street and also has a sprung wood floor. Evjue C is adjacent to Evjue D and separated by a movable partition wall. This room is larger than Bolz B, and will accommodate up to 40 persons, seated at tables, for a meeting.

**Evjue Community Room D** is the beautiful and large community room on the south end of the building. The room has 19 windows that face both Waubesa Street and the Capital City Bike Path. The room is carpeted and also features a rough hewn oak wall. Evjue D seats up to 140 guests banquet style. When the moveable wall is opened to Evjue Room C, the room will accommodate up to 176 dinner guests. Please note that with room set

ups to accommodate buffet tables, head tables or stage risers, *seating capacity for guests may be significantly reduced, and some room arrangement may be needed by you during your event.*

**The Wall Family Education Room (QR)** conference room is located on the interior of the building. It is carpeted and will seat 12 people for a meeting or study group. This room is only available after 5:45 pm or on weekends.

**Project Art Room and Large Art Room** are classrooms designed for different types of art classes/activities. Room availability is limited.

**The Lussier Teen Leadership Room** and the **Krupp / Grove Girls Inc Room** are classroom-type rooms that will accommodate up to 25 people. Room use times are very limited.

**The Morton Mezzanine meeting spaces** are tucked high up into the building's clerestory (raised second story). Glass panels surround the spaces, making them beautiful. They are designed for casual meetings for non-confidential meetings as the space is not soundproof. These are the only non-handicapped accessible spaces in the entire building. Conference tables and seating are designed for meetings for groups of 8 (Mezzanine B) or 12 (Mezzanine A).

**The Lang Sollinger Green** is located next to the gymnasium and is a nice place for a summer wedding ceremony, small study group or morning Tai Chi class. If Green Space is scheduled to be used for a wedding, all efforts will be made to reduce disruption by gym use and other activities. Trains, planes and automobiles are frequent, however.

**The Gymnasium** space is available for parties and events. Gym use can include activities such as basketball, volleyball or children's activities (additional charges may apply). There is also batting cage available (and baseball pitching machine). Space and times are very limited.

Contact the Facility Use Manager for more information on available space. Anyone interested in partnering with the Goodman Center to offer ongoing programming and resources to the community that supports the mission of the center should contact the Facility Use Manager.

## Equipment and Technology Available

Each room is equipped with tables, chairs, and wireless access. All equipment needs should be requested when scheduling your room reservation and require approval by the Facility Use Manager. AV equipment is reserved as available for an additional fee. Items include TV/DVD player, portable LED projector (bring your own laptop and speakers), portable screen and media cart. An AV system in Evjue Rooms C/D includes one wireless lapel mic, one hand-held wireless mic, ceiling-mounted LED projector, laptop connection, CD/DVD/VHS player and an iPod/MP3 connection.

## Catering

Facility Users are allowed to bring in prepared food or use a caterer. Room A has access to a small kitchenette (range, stove, oven, and sink). The commercial kitchen is available for use by approved licensed caterers only. Caterers using the commercial kitchen are required to pay a pass-through fee of 10% of the total food bill (excluding tax and gratuity) directly to the Goodman Community Center to help support the costs unique to a catered event. Events where a caterer is dropping off food may be charged a food event fee. See Catering info packet for complete information.

The Goodman Community Center offers its own in-house catering service option through the Working Class Catering program. Facility Use Manager can provide contact information.

## **How to reserve an event/meeting at the Goodman Community Center**

Please be prepared to answer the following questions along with your reservation request:

- **Date(s)** of your event
- **Exact meeting /event time** (and start and end date if this is recurring class or meeting)
- **Set up and clean up time needed in addition to your event time** (typically at least a half hour prior to event start and at least a half hour after event end. These times will be included in your total room use fees).
- **Type of event** (meeting/private event/open to public)
- **Title** of your meeting/event
- **How many people will be attending**
- **Room Set up** details (how many tables and chairs)
- **To whom the invoice should be sent** (name of the organization & address, if applicable)
- **Host name and information** – who is responsible for the class or reservation, should a future change be necessary and phone number/email
- **Contact person and information** –who is the person in charge of event details during the event or meeting should we need to talk to that person
- **Tax exempt number if applicable** (tax is not charged on room fees)
- **Will there be music**-Live, DJ or other entertainment?
- **Will you be serving beer/wine?**
- **Will you be serving food** (and caterer's name if known)

View our website at [www.goodmancenter.org](http://www.goodmancenter.org). You will find information on our current programs and you may review our Meeting Room Manager scheduling calendar for current availability of rooms. **Please book rooms at least 2-4 weeks in advance**, so that we can prepare for appropriate staffing.

## **Things to know about wedding receptions and other larger events**

The Goodman Community Center strives to keep our rates affordable for everyone in our community. This does mean, however, that we expect our facility users to do their part at an event. Be aware that there may be other events, meetings or activities taking place elsewhere in the building.

- GCC does not have an event planner on staff. You are responsible for details of your event.
- The Goodman Community Center is a busy community space. Be respectful to those attending other events in the building during your event.
- GCC expects all facility users to clean up the space immediately after an event is finished. We ask that you sweep the uncarpeted floors in the space you use and require wiping all tables, chairs and windowsills if you have any food or beverages. Supplies are located in or near each room.  
2011 room use rates for Friday or Saturday evening events now include a late night cleaning crew service. This allows you to enjoy your evening event without worries. The service comes in right after your event, wipes all surfaces, removes trash from receptacles, vacuums and spot cleans messes on the carpets. GCC still requires you to place all trash in the receptacles, remove all your personal belongings and decorations, and return rented linens to the front desk. The event clean up service ensures you will not receive any deductions from your security/damage deposit due to carpet stains or food residue or incomplete general cleaning, although you still may incur charges for cleaning needed if beyond reasonable expectations.

- Specifically at an event with any alcoholic beverages, it is important for there to be a person in charge to ensure all clean up is done and that your guests stay in the rooms that have been scheduled. GCC recommends that you hire a licensed bartender for your event (ask Facility Use Manager for list, or find your own).
- Your event *will* end on time. All amplified music and alcoholic beverage serving **MUST** end by 10:45 pm (you should really plan for 10:45 pm to be the ending time of your event) allowing your guests to mingle until 11 pm when all guests must leave the building. Front desk staff will check in toward the end of the evening. If your guests do not wish the party to end, power will be turned off and the police may be called to escort you from the building. Your clean up must be complete and the building vacated no later than 12:00 am. Plan for adequate clean up and loading time! If clean up extends beyond 12:00 am, you will be charged \$100 for each 15-minute increment past 12:00 am.
- Event guests must be respectful of our residential neighbors. Police may be called if guests are disrupting the neighbors. Please keep this in mind as you create your guest list.
- Custodians are not on premises for the duration of your event, unless scheduled and contracted.
- Front desk staff is available to answers questions and direct guests. You must check in and out with the front desk staff. Front desk staff do not assist with clean up.
- GCC does not provide decorations or centerpieces. A ladder is available with prior notice.
- Party supply deliveries: You must let Facility Use Manager know of any expected deliveries. Overnight storage of items may or may not be available after your event (AtoZ Rent-All will pick up items Sunday morning if scheduled. No alcohol). Items may be delivered the day before *if* space is scheduled and event package is purchased.
- GCC is able to order table linens through a contracted linen service. Linen orders must be placed no later than 16 days prior to the event. Once the order is placed, it may not be changed. Unless you are using GCC's Working Class Catering, you must bring all used linens to the front desk.
- A limited quantity of dishware/tableware is available at \$3 per place setting, and is only available if kitchen use is reserved. Washing of dishware is required.
- Commercial kitchen is only available to licensed and approved caterers, and a 10% pass-through fee is required.
- Reserve the Service Kitchen if you need access to water, warming ovens or food prep area. Use of Service Kitchen does not include utensils, cookware, dishware, flatware, coffee carafes or water pitchers.

## General Rules and Regulations

Individuals, groups or organizations using the Goodman Community Center rooms and facilities must comply with these guidelines and all other applicable rules and policies. Failure to comply will result in the loss of your security deposit and future facility use privileges.

### General Rules and Regulations

- ▶ \_\_\_\_\_ 1. Smoking is not permitted on the Goodman Community Center premises at any time—inside the buildings or in outside areas. Designated smoking area is located near the circle by the bike path. See facility map for outside designated smoking areas near the property. Please respect No Smoking signs.
- ▶ \_\_\_\_\_ 2. Facility users bringing in food or having food dropped off:
  - a. \_\_\_\_\_ All tables and chairs must be wiped off and cleaned. Supplies are located in each room and from front desk staff.
  - b. \_\_\_\_\_ All cardboard boxes must be broken down and all recyclables placed in identified containers.
- ▶ \_\_\_\_\_ 3. The Goodman Community Center doors lock at 8 pm Sunday through Thursday. Events and meeting must end by 9 pm, unless otherwise scheduled (surcharge applies for staffing beyond 9 pm). No events shall extend past 10:00 Sunday through Thursday. Friday and Saturday evening events must end at 10:45 pm as serving of alcoholic beverages and amplified music for Friday or Saturday events must end by 10:45 pm. All groups must vacate the facility by 12:00 am Friday and Saturday. No use is to be extended beyond the contracted times. Use times include time for setup and

cleanup.

- ▶ \_\_\_\_ 4. The facility user who signed the contract must be on premises for the duration of their event and will be held responsible for the conduct of their guests.
- ▶ \_\_\_\_ 5. The use of nails, screws, tape, tacks or other fasteners is strictly prohibited on any wall, door, ceiling or other surface. Painters tape (blue or green low-adhesive) is allowed to affix decorations. Magnetic hooks or binder-type clips are also acceptable for hanging crepe paper and twinkle lights from steel beams.
- ▶ \_\_\_\_ 6. The use of smoke/fog machines, confetti, glitter, rice or tinsel is prohibited.
- ▶ \_\_\_\_ 7. Storage of any equipment or other belongings is not permitted, unless space is reserved. Goodman Center is not responsible for any equipment or belongings left at the Center.
- ▶ \_\_\_\_ 8. Facility Users are responsible for the cleanup and removal of all decorations. Clean up must be done at the end of the event or custodial charges will apply. Any excessive cleaning or damages will be deducted from the security deposit or billed as necessary. Penalty for checks returned NSF. Unscheduled or excessive cleaning beyond what is typical for a particular type of event will be charged at \$50 per hour.
- ▶ \_\_\_\_ 9. Tealight/votive candles are allowed only if enclosed in a glass container which extends above the top of candle flame (the flame must extinguish if tipped over).
- ▶ \_\_\_\_ 10. Do not open windows! If your space is uncomfortable, please see front desk staff.
- ▶ \_\_\_\_ 11. Do not plug in more than three (3) food warming devices. Tripped circuits requiring management attention will result in a deduction from security/damage deposit.
- ▶ \_\_\_\_ 12. ALL guests should be respectful of surrounding neighbors and keep outside noise to a minimum and amplified music to a reasonable level (exterior noise readings not to exceed 58 decibels). All amplified music must end by 10:45 pm Friday and Saturday in consideration of our neighbors (9:00 pm Sundays). GCC staff will monitor noise levels and will inform you if sound levels are too loud.
- ▶ \_\_\_\_ 13. Any *contracted ongoing* facility user may be relocated to a different room to accommodate other events/activities.
- ▶ \_\_\_\_ 14. Any *contracted ongoing* facility user may be asked to reschedule, with prior notice by GCC, to accommodate special GCC programming no more than twice in one year.
- ▶ \_\_\_\_ 15. **The Center reserves the right to end any event or facility use if these rules and guidelines are not followed.**

## Alcoholic Beverages

The City of Madison governs alcohol sales (call the Licensing Clerk at 266-4601 for more information).

The consumption of beer/wine/liquor is permitted during scheduled *private, by invitation only*, events at GCC such as wedding receptions (however no alcoholic beverages are allowed at any event in the Lussier Teen Center). Sale of alcoholic beverages is not allowed and is subject to penalty; charging any fees for guests to attend, including entry fees, prior ticket sales, selling cups or asking for beverage donations where alcoholic beverages are served constitutes sale and is not allowed (per City of Madison law).

Liquor may be served at a private event, but GCC encourages you to have a licensed bartender. Caterers may not sell alcoholic beverages at GCC, even if they have a Class A liquor license at their establishment. See rules for sales above.

*Allowable alcohol sales: Nonprofit agencies may sell beer/wine if they have applied for a Temporary Class B Retailer's License from the City of Madison. A photocopy or PDF of license must be provided to GCC at least one day prior to event. Agency is responsible for following all conditions and rules of the license. Agency must display license at the event.*

*Open to the public events providing complimentary beer or wine must also apply for Temporary Class B Retailer's License from the City of Madison. Hard alcohol may not be provided at open to the public events.*

*Guests are not allowed to carry in their own alcoholic beverages at open to the public events.*

An alcoholic beverage agreement with GCC must be on file with the Facility Use Manager. Serving of alcoholic beverages must end by 9:00 pm Sunday through Thursday and 10:45 pm Friday and Saturday. GCC recommends that a bartender be hired for large events for convenience. No overnight storage of alcohol at GCC.

## Alcoholic Beverage Agreement

Nonprofits: Temporary Class B Retailers License applied for

Event: \_\_\_\_\_ Event Date: \_\_\_\_\_

Name of person in charge: \_\_\_\_\_

Address: \_\_\_\_\_

Phone #: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Expected attendance: \_\_\_\_\_

Alcoholic beverages to be served: \_\_\_\_\_

Serving of alcoholic beverages must end by 9:00 pm Monday through Thursday, and 10:45 pm Friday and Saturday. Serving of alcoholic beverages to minors is prohibited and subject to penalty.

Signature of person in charge: \_\_\_\_\_ Date: \_\_\_\_\_

*For your convenience, a partial list of licensed bartenders for hire is available by emailing [margo@goodmancenter.org](mailto:margo@goodmancenter.org).*

*A licensed bartender is required for Class B license sales, and strongly encouraged at other events. Bartenders listed are not employees of the Goodman Community Center. Facility users contract directly with said providers.*

## Room Rates

Download our GCC Room Use Rates for complete room rates schedule. Rates are subject to change.

Rates for nonprofit events are negotiable, depending on the event, and as long as purpose of use supports and enhances the mission of the center. Fundraising events (events to raise funds above and beyond the costs directly associated with the event) are charged at private room use rates unless the event falls within specific parameters. See Facility Use Manager to discuss details.

Agencies wishing to partner with the Goodman Community Center for programming should contact the Facility Use Manager.



## Reservations and Deposits

All reservations are made through the Facility Use Manager. No reservations or contracts will be accepted from persons under the age of 18. Reservations will be accepted no more than 18 months prior to event date. Security/damage deposits are due and payable at the time the reservation is made, and a signed reservation form must be completed to hold any room (security/damage deposits will be processed at the time of reservation confirmation). Security/damage deposit and basic room use fees are due no later than 14 days after you have received your contract. If your fees are not paid within 14 days of receiving the contract, your reservation may be canceled. If a reservation is made and contract is signed within 14 days of event date, fees are due when completing the contract.

Security/damage deposits will be refunded in the form of a check no later than 21 days after the event, along with an explanation of any deductions. There is no down payment process; *Security/damage deposits may not be credited toward room use fees.*

The Goodman Community Center reserves the right to apply all or a portion of the security deposit to the cost of repairing damages to the facility/equipment, cleaning the facility or for staying beyond building closing times. Event contact person is responsible for any and all damages from the event. GCC will provide documentation of damages and will pursue restitution to the fullest extent allowed by law. Checks returned as NSF will be charged a \$30 processing fee by GCC in addition to any bank fees.

A \$100 deposit is due for all events with more than 50 guests; \$250 deposit is required for any event providing beer or wine (\$500 for first time facility users); minimum of \$25 deposit from any group providing any food or beverages outside of GCC core hours.

## Cancellations

If you cancel less than 7 days prior to the event date, you will forfeit all fees and Security/Damage Deposits paid. If you cancel within 14 days of your event date, you will forfeit your room fees, but Security/Damage Deposit will be returned. If your event is canceled more than 15 days before the event, you will be refunded 50% of room fees and Security/Damage Deposit paid. If cancellation occurs more than 30 days prior to the event date, all fees and Security/Damage Deposit paid be will be fully refunded.

## General Information

### **Our correct name and location:**

Goodman Community Center  
149 Waubesa Street  
Madison, WI 53704

*You may also choose to list which room your event will take place in, such as:  
Evjue Room D, Merrill Lynch Room C, Bolz Room A, Bolz Room B, Lussier Teen Center, etc.*

### **Mail contracts and payments to:**

Goodman Community Center  
Attn: Facility Use Manager  
149 Waubesa Street  
Madison, WI 53704

Security/damage deposits and room fees may be mailed or paid by Cash, Check, MasterCard or Visa in person during administrative hours: 8:00 am to 5:00 pm, Monday through Friday. Please make checks payable to Goodman Community Center.

GCC Administrative Offices are open 8:00 am – 5:00 pm Monday - Friday  
Phone (608) 241- 1574  
Fax (608) 241-1518

**Holiday Closings:**

GCC is closed New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas Day. GCC may also be closed days before or after the above holidays.

**Severe Weather:**

Regular programming at the Goodman Community Center will be canceled when Madison Public Schools are closed due to inclement weather (efforts will be made to accommodate private events if an event is scheduled and a snow day is called).

**Equal Opportunity Policy**

No otherwise qualified applicant for services or service recipient shall be excluded from participation, be denied benefits, or otherwise be subject to discrimination in any manner on the basis of a protected status. This policy covers eligibility for and access to service delivery in all of our programs contracted and services provided directly.

The Goodman Community Center insures that no otherwise qualified person, based on protected status, shall be excluded for participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program, service or activity which we provide. This includes, but is not limited to, program eligibility, treatment by staff, communication of program information, access to facilities and/or program activities, assignment of program participants to staff within a program, outreach, intake and admissions, assignment to facilities or referrals to other services, assessment/evaluations, disciplinary actions and terminations from programs.

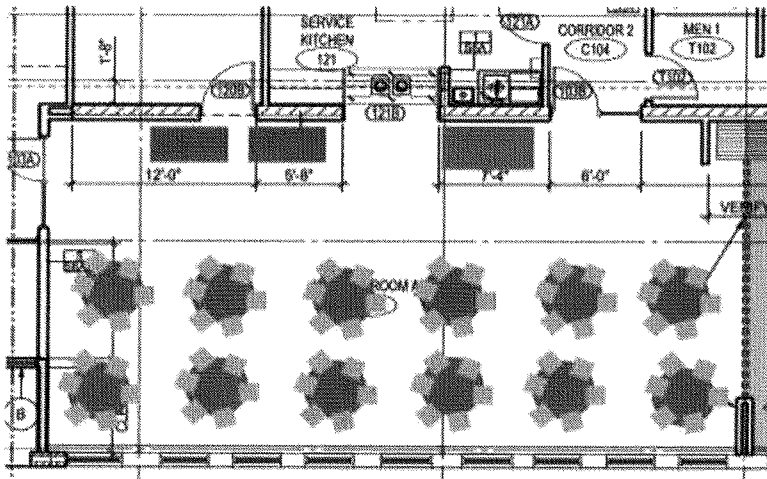
To assist us in complying with all applicable equal opportunity rules, regulations and guidelines, we have appointed Lisa Jacob, Assistant Center Director, Equal Opportunity Coordinator. You are encouraged to discuss any perceived discrimination problems in employment or service delivery with this employee. Lisa Jacob may be reached Monday through Friday from 9:00 am to 4:00 pm at 241-1574, extension 226. Information about our discrimination complaint process is available to you on request.

If you need accommodation relating to a disability in order to access any program or service offered by our agency, please contact Lisa Jacob at 241-1574, extension 226 with at least three business days notice.

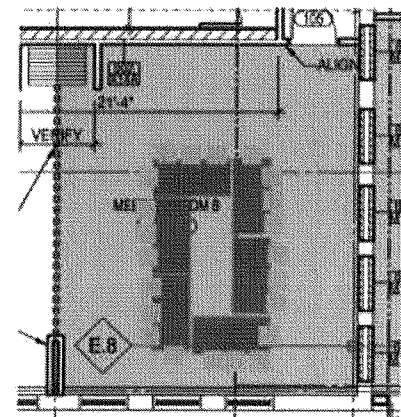
**Standard Room Set Ups**

The Goodman Community Center will set up tables and chairs for your event, (included in facility use-fee). Any additional custodial services, such as room re-arrangements during your event, will be billed at a rate of \$25 per hour.

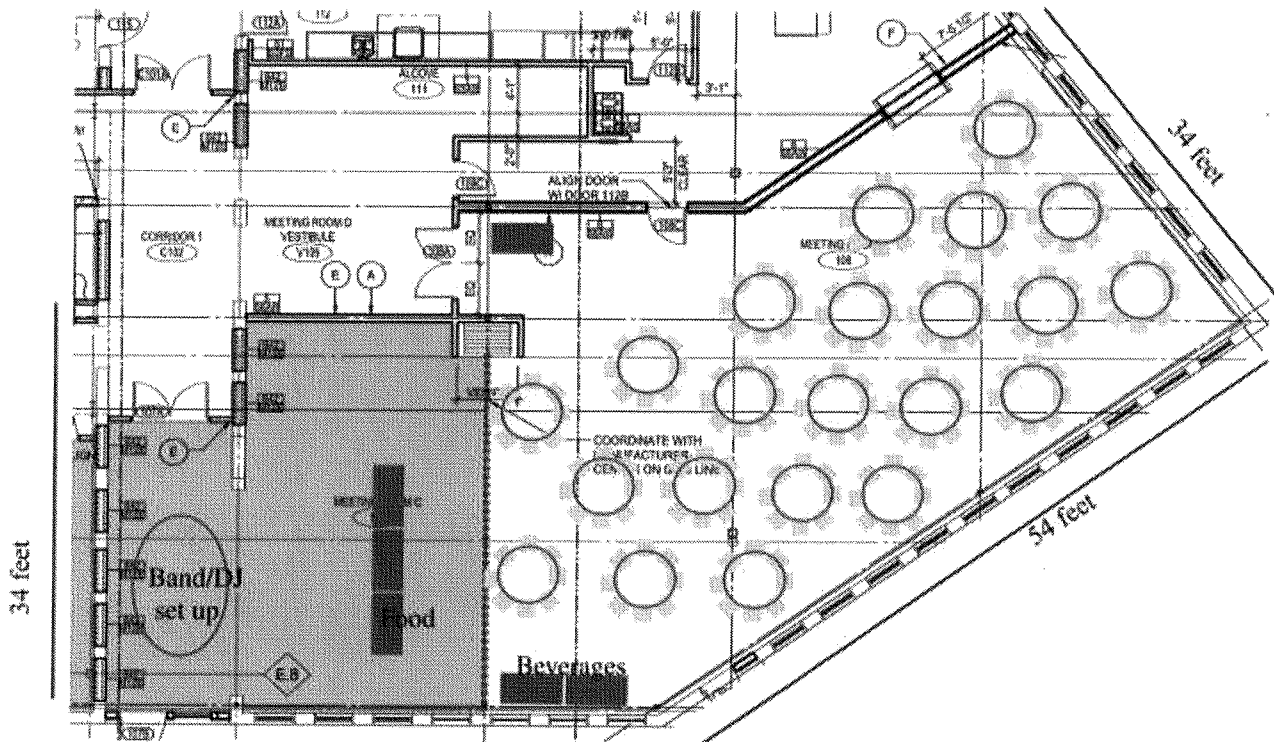
- 60" round tables (32 max)
- 48" round tables (12 max)
- 36" square card tables (15 max)
- 30 x 72 banquet tables (15 max)
- chairs (275 max)



Bolz A standard set up for event with 72 guests (room size 24 x 46)



Bolz B meeting for 22 (room size 20 x 24)



Evjue C and D standard set up for event with 175 guests (C is 30 x 26 plus. D is 33 x 54 plus)

**Irwin A. and Robert D. Goodman Community Center, Inc.**  
**Business Plan for Ironworks Café and Working Class Catering**  
**June 2011**

## **Executive Summary**

The café and catering operations at Goodman Center were established as part of the Teen job-readiness program in 2009. It was seen as a way to provide real-life culinary arts training for at-risk teens in the community. Funding for the program was expected to come partly from user fees, that is, receipts from café and catering sales, and partly from various grants and donations. A combination of issues makes it necessary to review the program and determine whether the Center can continue to support it:

- First, several grants will be ending during 2011, namely AmeriCorps, WIA In School Youth, and Office of Justice Assistance. Without these funds, we have no way of compensating teen employees except through user fees and donations. The VIP program, through Madison Metropolitan School District, provides some students to work in the program during the school day, in exchange for school credit, but all other employees must receive minimum wage, payroll tax matching and workers' compensation insurance.
- Second, the café has consistently shown a disproportionate amount of food costs as compared to sales receipts, and the catering operation has shown this on a regular basis, along with frequent billing errors that have resulted in lost revenue. This has resulted in steady operating losses before adding the costs of teen employees.

This business plan is intended to provide the Center's Board and Management with an opportunity to review the program's vision, to present financial history and projections, and to offer various strategies that may be implemented over the next twelve months to determine whether these programs can continue.

### **1. Mission**

The café and catering operations will provide our community's teens with an opportunity for a full-breadth experience in the restaurant business, including food preparation and customer service, and covering short-order and full-menu, as well as counter-service, self-service, and full-service business categories. Upon completion of training in all aspects of the operation, the teens will graduate to paid positions for up to one year, to develop their skills in managing money and living independently, and to give them a chance at becoming productive and successful members of the community.

As a secondary mission, the café will provide a place for our community members to meet and mingle in a pleasant, neighborhood atmosphere. The catering operation will augment our meeting and banquet facility services.

## 2. Objectives

- a. Establish pricing and costing methodologies to provide consistent margins on sales. Provide margins which will cover all food and direct non-food supply costs, as well as essential paid employees (chefs, bakers, and front-end customer servers), catering staff, teen wages, occupancy and overhead costs.
- b. Establish menus with variety, and quality and service with consistency, in order to draw repeat customers and promote word-of-mouth advertising.
- c. Develop training and staffing models that result in a positive experience for teens in the program and successfully transition them into the broader community workplace. The community restaurant industry will recognize Goodman graduates as reliable, polished and savvy candidates for open employment positions.

## 3. Goals

- a. Sales approaching and surpassing \$220,000 café and \$135,000 catering by the end of the first year.
- b. Targeting and maintaining break-even before occupancy and overhead by the end of the first year.
- c. Cultivating monthly sales to reach \$15,000 for café and \$11,250 for catering by October 31, 2011 and \$23,000 for café while maintaining \$11,250 for catering monthly, by June 30, 2012.

## 4. Keys to Success

- a. **Product quality:** Food, coffee-based beverages, and ambience are our products. They must be of the highest quality and value.
- b. **Service:** Our patrons are paying to have a pleasant time. Their experience will suffer if service is not of the highest caliber. Each member of the staff will be courteous, efficient, and attentive.
- c. **Marketing:** We will need to target our audience early and often. Because of past mistakes, many people will have to be re-introduced to the café. Menus and services will need to adapt as we identify our successes and shortfalls.
- d. **Management:** We will need to have a firm grasp on food, beverage, and labor costs. Proper inventory, employee management, and quality control are essential.

## Strategies

### 1. Reaching higher volumes without higher costs

- a. Self-service products, such as soups, salads and pre-made sandwiches may be presented in a deli case during certain times and on certain days. This will allow us to serve more people in less time, and will provide productive work for staff during slower times of the day.
- b. Buffet style and short-order style during certain meals may result in reduced preparation time and better service time, allowing us to serve more customers in less time.
- c. Bulk lunch-order delivery to selected office buildings during the week may prove a successful endeavor. Busy season catering to larger CPA firms may also be considered.

Goodman Center  
Café/Catering Business Plan

- d. Careful analysis of what is selling and when it is selling will help determine where staff time is best spent, and will determine staffing needs at various times and days.

**2. Attaining higher margins**

- a. Improving the beverage menu, and adding wine and beer during certain days and times of day will let us take advantage of higher mark-ups.
- b. Pasta and egg dishes should also result in better margins.
- c. Careful analysis of prep time for each menu item, and a corresponding adjustment to pricing will result in a better product mix.
- d. Offering dinner service on Thursdays, Fridays and Saturdays should improve margins.
- e. Just-in-time inventory will control waste, increase efficiency and manage food costs.

**3. Overall marketing and sales strategy**

- a. The goal of our marketing strategy will be to raise awareness levels regarding the existence of the Ironworks Café in the historic Goodman Center, its offerings and value, its support of local farmers and vendors, and, most important, its mission in helping high-risk teens become productive members of the community.
  - i. Advertising may include stories of some of the “Goodman Kids” we have served through our TeenWorks program.
  - ii. The development of a new slogan may bring our mission into focus: “Visit Goodman Center’s Ironworks Café... Give a Kid a Chance”.
  - iii. Print media, flyers, entertainment book coupons and groupons are possible advertising avenues.
- b. The goal of our sales strategy will be to convert potential and first-time customers into long-term customers.
  - i. “Coffee Club” car coffee cups with our logo may be sold with the promise of 30% discounts on daily fill-ups.
  - ii. Punch cards offering an 11<sup>th</sup> daily special lunch free after 10 daily special lunch purchases.

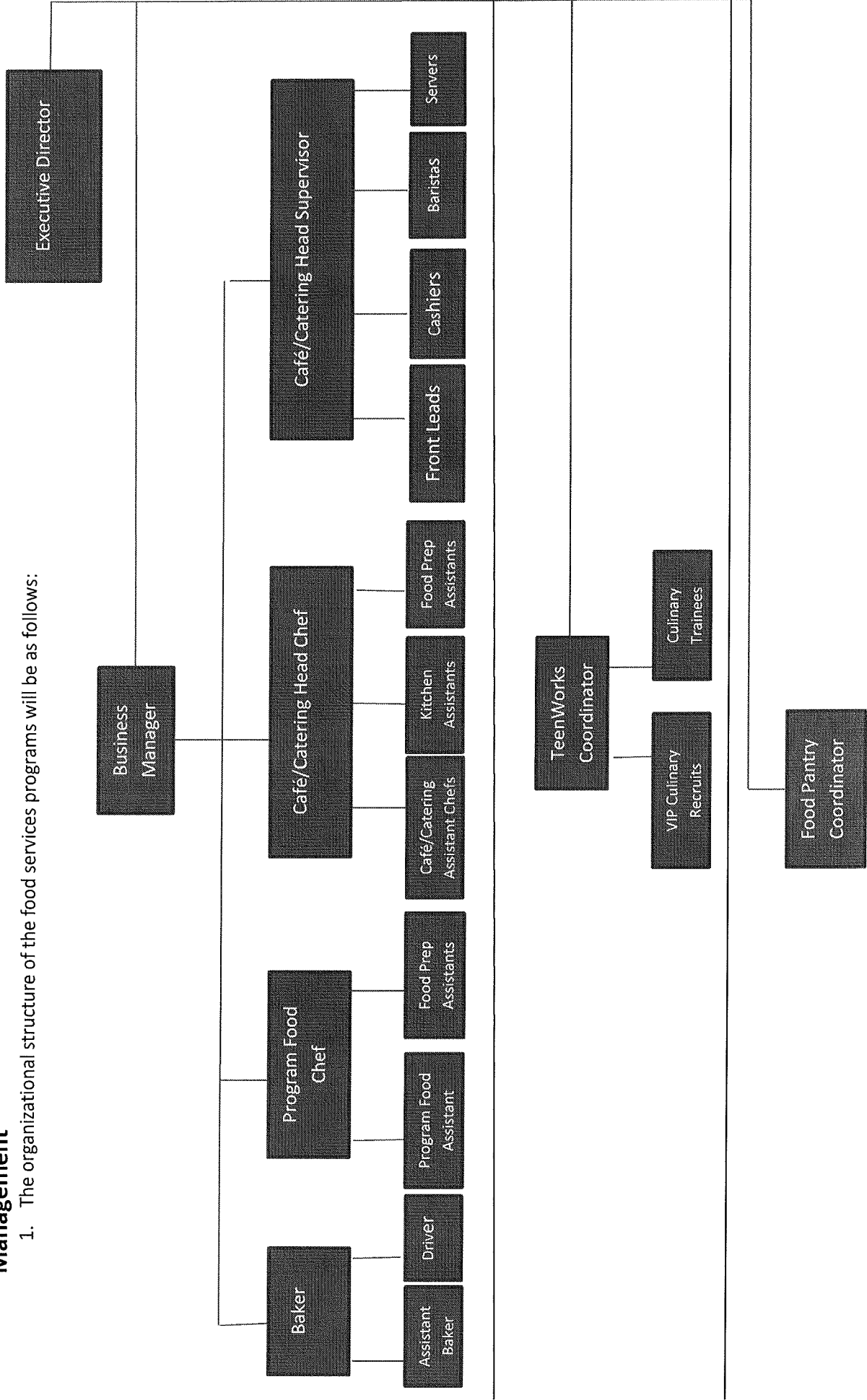
A new focus on speedy, courteous service will be a vital element in our TeenWorks training, and in the design of our menus and services.

**4. Integration of staffing and training**

- a. VIP students will receive school credit for introductory culinary education, including hands-on experience. They will not receive wages during the school hours for which they receive credit. A specific training path, covering up to 6 months, will include safety, dishwashing and cleaning, introductory food preparation, culinary classes, short-order cooking, advanced chef assistance, cashier, barista, and server training.
- b. Upon the recommendation of the chefs and café/catering supervisor, VIP students will graduate to be eligible for 90-day paid training programs followed by up to one year of paid employment in the program food, café and catering operations.
- c. Additional teens may be accepted into the program from non-VIP programs and grants. Outside funding, combined with proceeds from café/catering sales, will determine how many teens can be accommodated in the culinary TeenWorks program.
- d. At the end of the paid employment period, students who wish to pursue a culinary career will be directed into the MATC program. Those more interested in customer service/wait staff positions will be referred to various businesses in the area with which we have established a reputation for our well-trained graduates.

**Management**

1. The organizational structure of the food services programs will be as follows:



2. Key Employees and Responsibilities

a. Business Manager

i. Profit and Loss

1. Analyze sales volumes and sales mix and determine necessary changes in menus, operating hours and staffing.
2. Monitor purchasing and shrinkage.
3. Calculate pricing and margins for café and catering menus.

ii. Compliance

1. Develop and enforce internal controls, policies and procedures to ensure compliance with labor laws, grants and awards requirements, safety and sanitary standards, and licensing and certification regulations.

iii. Coordination

1. Coordinate and approve purchases among café, catering and program food operations to eliminate waste and increase margins.
2. Coordinate staffing needs and career path training and development with TeenWorks coordinator to ensure that trainees are successfully transitioning into productive employees.
3. Coordinate kitchen usage, cleaning and dishwashing assignments, physical inventory counts and general shared kitchen policies and procedures.

iv. Supervisory Management

1. Direct Café/Catering Head Chef, Program Food Chef, Baker and Café/Catering Head Supervisor. Chair weekly meetings. Conduct periodic performance reviews.

b. Café/Catering Head Chef

i. Product Development

1. Create menus for café and catering.
2. Develop daily specials which use seasonal foods to increase margins and provide popular and varied choices for customers. Specials should also incorporate varying degrees of culinary skills and techniques to foster a broad curriculum for trainees.
3. Implement Business Manager's business models for additional product and service offerings.

ii. Compliance and Supervision

1. Manage café/catering kitchen staff and trainees to ensure compliance with laws, regulations, policies and procedures as directed by business manager.
2. Determine staffing needs for café, catering and special events.
3. Conduct periodic performance reviews.
4. Mentor and monitor individual trainee progress and report same to Business Manager and TeenWorks Coordinator.
5. Design and conduct training sessions in various culinary skills and coordinate these with TeenWorks coordinator.

iii. Inventory and Cost Controls



Goodman Center  
Café/Catering Business Plan

1. Prepare weekly food and non-food orders to cover all café regular menus, daily specials and catering events. Submit to Business Manager for purchasing.
2. Monitor food portions and use of inventory. Prepare waste sheets.
- iv. Conduct periodic physical inventory counts as directed by Business Manager.
- c. Program Food Chef
  - i. Product Development
    1. Create menus for senior, childcare and youth/teen programs.
      - a. Plan youth menus at least one week in advance, and post for parents and participants according to licensing regulations.
      - b. Plan senior menus at least one month in advance, in collaboration with Senior Program Coordinator.
  - ii. Compliance and Supervision
    1. Manage program food kitchen staff and trainees to ensure compliance with laws, regulations, policies and procedures as directed by business manager.
    2. Determine staffing needs.
    3. Conduct periodic performance reviews.
    4. Mentor and monitor individual trainee progress and report same to Business Manager and TeenWorks Coordinator.
    5. Design and conduct training sessions in various culinary skills and coordinate these with TeenWorks coordinator.
    6. Maintain all menus, recipes, production schedules and other required paperwork for CACFP, SFP and AR programs through the Department of Public instruction.
      - a. Remain current on all policy and programmatic changes.
      - b. Complete four hours of food training annually.
      - c. Review training manuals annually.
  - iii. Inventory and Cost Controls
    1. Prepare weekly food and non-food orders to cover all program food needs.
      - a. Purchase all food stuffs from those available at Second Harvest Food Pantry and Community Action Coalition.
      - b. Identify essential items not available through SFP and CAC and submit to Business Manager for purchasing.
    2. Monitor food portions and use of inventory. Prepare waste sheets.
    3. Conduct periodic physical inventory counts as directed by Business Manager.
- d. Baker
  - i. Product Development
    1. Create baked goods menus for café/catering and program food.
    2. Develop daily specials which use seasonal foods to increase margins and provide popular and varied choices for customers. Specials should also incorporate varying degrees of culinary skills and techniques to foster a broad curriculum for trainees.
    3. Implement Business Manager's business models for additional product and service offerings.
  - ii. Compliance and Supervision

Goodman Center  
Café/Catering Business Plan

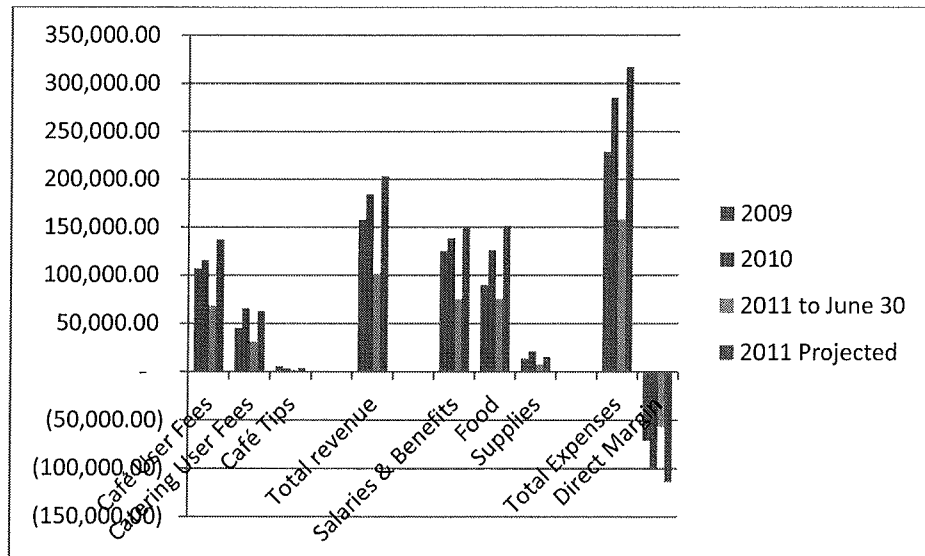
1. Manage bakery staff and trainees to ensure compliance with laws, regulations, policies and procedures as directed by business manager.
  2. Determine bakery staffing needs for café, catering, program food and special events.
  3. Mentor and monitor individual trainee progress and report same to Business Manager and TeenWorks Coordinator.
  4. Design and conduct training sessions in various culinary skills and coordinate these with TeenWorks coordinator.
- iii. Inventory and Cost Controls
1. Prepare weekly food and non-food orders to cover all café regular menus, daily specials, catering events and program food bakery needs. Submit to Business Manager for purchasing.
  2. Monitor food portions and use of inventory. Prepare waste sheets.
- iv. Conduct periodic physical inventory counts as directed by Business Manager.
- e. Café/Catering Head Supervisor
- i. Catering Business Development
1. Coordinate special catering events with clients, Café/Catering Head Chef, and Facilities Director.
  2. Determine catering staffing needs on a weekly basis and report to Business Manager.
  3. Direct staff and oversee functions to ensure the highest quality service and delivery according to each client's contract.
- ii. Café Business Development
1. Project special staffing and food/menu needs based on upcoming events.
  2. Determine staffing needs on a weekly basis and report to Business Manager.
  3. Direct staff and oversee functions to ensure the highest quality service and delivery, in accordance with the model established by the Business Manager.
- iii. Compliance and Supervision
1. Manage service staff and trainees to ensure compliance with laws, regulations, policies and procedures as directed by business manager.
  2. Mentor and monitor individual trainee progress and report same to Business Manager and TeenWorks Coordinator.
  3. Design and conduct training sessions in food service and coordinate these with TeenWorks coordinator.
- iv. Inventory and Cost Controls
1. Prepare weekly beverage and non-food orders to cover all café and catering needs
  2. Monitor beverage portions and use of inventory. Prepare waste sheets.
  3. Conduct periodic physical inventory counts as directed by Business Manager.

Goodman Center  
Café/Catering Business Plan

3. Financials

a. Historical

|                       | 2009               | 2010                | 2011 to June 30    | 2011<br>Projected   |
|-----------------------|--------------------|---------------------|--------------------|---------------------|
| Café User Fees        | 107,029.64         | 115,457.17          | 68,375.89          | 136,751.78          |
| Catering User Fees    | 44,820.24          | 65,595.82           | 31,305.46          | 62,610.92           |
| Café Tips             | 5,824.95           | 3,331.40            | 1,836.79           | 3,673.58            |
| <b>Total revenue</b>  | <b>157,674.83</b>  | <b>184,384.39</b>   | <b>101,518.14</b>  | <b>203,036.28</b>   |
| Salaries & Benefits   | 125,024.89         | 138,162.20          | 75,122.07          | 150,244.14          |
| Food                  | 89,997.17          | 125,714.59          | 75,639.43          | 151,278.86          |
| Supplies              | 13,744.01          | 21,335.14           | 7,649.26           | 15,298.52           |
| <b>Total Expenses</b> | <b>228,766.07</b>  | <b>285,211.93</b>   | <b>158,410.76</b>  | <b>316,821.52</b>   |
| <b>Direct Margin</b>  | <b>(71,091.24)</b> | <b>(100,827.54)</b> | <b>(56,892.62)</b> | <b>(113,785.24)</b> |



Goodman Center  
Café/Catering Business Plan

4. Issues and Concerns

- a. Projected revenues show an increase over 2009 of 28%. Projected food costs show an increase of 68%. Direct margins after food costs and before personnel costs have deteriorated by 17% as compared to the first year of operations.
- b. Personnel costs have increased by 20% over the first year of operation. These do not include costs of TeenWorks wages and benefits.
- c. We have changed key management personnel in the Café three times in less than three years.
- d. If we continue along the projected path, we will have lost almost \$286,000 in the first three years of operation. This does not include costs of TeenWorks wages and benefits.
- e. We have some documented success stories of TeenWorks members continuing on to the MATC culinary arts program, or attaining and sustaining employment at a local restaurant or retail operation. The level of our success, however, does not meet expectations, especially when considering the investment that has been made in this program. Without proper control, we cannot provide our TeenWorks participants with the best possible experience.

5. Break Even Analysis

|                            | Café               | Catering                    | Total               |
|----------------------------|--------------------|-----------------------------|---------------------|
| Annual Sales at Full Price | 274,777.00         | 135,000.00                  | 409,777.00          |
| Employee Discount          | <u>24,729.93</u>   | <u>                    </u> | <u>24,729.93</u>    |
| Net Sales                  | 250,047.07         | 135,000.00                  | 385,047.07          |
| Salaries and Benefits      | 217,520.51         | 46,039.00                   | 263,559.51          |
| Food Costs                 | <u>76,937.56</u>   | <u>44,550.00</u>            | <u>121,487.56</u>   |
| Total Direct Expenses      | <u>294,458.07</u>  | <u>90,589.00</u>            | # <u>385,047.07</u> |
| Margin before overhead     | <u>(44,411.00)</u> | <u>44,411.00</u>            | <u>-</u>            |

This analysis includes wages and benefits for TeenWorks trainees who have graduated to fully paid positions, and who can be scheduled as active employees, essential to the Café/Catering operations.

Food costs are based on industry standards, using a minimum markup of 66% over cost, and a higher markup for beverages, and eggs and pasta entrees. An actual history of sales between September 2010 and May 2011 was used to determine the overall markup levels on items sold.

Revenues, and related personnel costs, were calculated based on additional hours of operation, and additional staff numbers necessary to accommodate the higher revenue volumes.

6. Conclusion

Based on the historical analysis presented here, the café/catering program requires a serious business model in order to be sustained. The restructuring of the program's management includes control over direct operations by a business manager. The model does not include personnel costs for the addition of the Business Manager position in the first year, as this cost will be covered by a USDA award.

Although the Program Food operation appears to be functioning well, we propose that the Program Food Chef position report to the Business Manager in order to create and maintain efficient kitchen operations and to control food and staffing costs through better coordination of all food services.

The TeenWorks coordinator and Food Pantry coordinator will report to other members of the Center's management team. A close collaboration will be required between these positions and that of the Business Manager in order to attain the revenue volumes and provide proper staffing levels presented in this model.

The business plan presented here is designed to create and sustain a "going concern" business operation that will provide funding, along with "real life" experience for at-risk teens interested in pursuing a career in culinary arts and restaurant industry.