



Neighborhood House Strategic Positioning

Summary Report

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Introduction

In August, 2010 the City of Madison Community Services Board awarded Neighborhood House one year's operating funds on the condition that they return in August of 2011 having completed a process to determine the future of the organization. In February, 2011, the Board of Directors applied for and received a City of Madison Community Development Block Grant to hire a consultant. In April of 2011, the Board contracted with Urban Assets, a planning firm with expertise in community development, urban redevelopment, and project implementation to complete a strategic positioning initiative. The purpose of the initiative was to determine the opportunities for Neighborhood House's future based on community needs, potential partnerships, the organization's core values, and the potential value of its one asset, 29 South Mills Street.

Urban Assets undertook a planning process that included the following (see the Project Summary in Appendix A):

1. Review of mission statements, plans, and historic documents
2. Neighborhood resident survey
3. Community services provider survey
4. Review of community needs reports and neighborhood indicators
5. Interviews with potential partner organizations
6. Analysis of 29 South Mills development potential

In addition, Urban Assets convened a Steering Committee to provide input and guide the planning process.

Members of the committee included:

- Nate Warnke, Board President and resident of the Greenbush Neighborhood
- Jeff Ford, Board member and resident of the Vilas Neighborhood
- Kate MacCrimmon, Interim Executive Director and resident of the Greenbush Neighborhood
- Amy Rountree, Board Vice President and resident of the Greenbush Neighborhood
- Melissa Scholz, Scholz Nonprofit Law and resident of the Vilas Neighborhood
- JJ Kilmer, Owner of Indie Coffee on Regent Street
- Cynthia Sampson, ARBCO and resident of the Greenbush Neighborhood
- Anne Forbes, resident of the Greenbush Neighborhood
- Frank Alfano, Italian Working Man's Club
- Andy Heidt, former board member and former neighbor

This summary report provides an update on the current status of Neighborhood House and its programming, an analysis of the information gathered through the planning process, and recommendations to the Board on opportunities for the organization's future direction. The Board will use this information to formulate its request for continued funding from the City of Madison.

State of Neighborhood House

Board of Directors

The Neighborhood House Board has been actively involved in the day-to-day running of the organization since the former director stepped down on December 30th, 2010. In addition to meeting weekly in order to manage operations, board members have volunteered their time to meet obligations to the organization's tenants, regular users, and programs including opening and closing the center on a daily basis, running the Food Pantry, writing grants, establishing a summer camp, and generally doing whatever needed to be done to keep Neighborhood House open for the community. In addition, the board has worked towards expanding its membership and improving its governance. Current board members include:

Name	Representing	Employer
Craig Engstrom, Secretary	Greater Community	Summit Credit Union
Jeff Ford	Vilas Neighborhood	Madison Gas & Electric
Stephanie Johnson	St Mary's Hospital	St Mary's Hospital
Kathleen Kay	Regent Street Neighborhood	Kaleidoscope Arts
Adetunji Lesi, Treasurer	UNIMA	Alliant Energy
Clarissa Pearson	Greater Community	Mental Health Center of Dane County
Amy Rountree, Vice President	Greenbush Neighborhood	MMSD & Edgewood Teacher
Nate Warnke, President	Greenbush Neighborhood	American Family Insurance

Staff

Kate MacCrimmon, a board member, gamely stepped in as interim Executive Director in on January 3rd, 2011 leaving no gap in service at Neighborhood House between the former director and the hiring of the new Executive Director, Dan Foley, in June. Dan was previously the Chief Operating Officer for the YMCA (see resume in the Appendix B). Amanda Ryan, a certified teacher and former assistant director at the MSCR Camps, has been hired as the Camp Director (see resume in the Appendix B). In addition to Amanda, two counselors have been hired both of whom are college graduates with coursework in child development and experience with youth programming. One counselor is also a teacher at West High School. Camp fees and numerous grants are covering the cost of employing the camp director and the counselors for the summer. Finally, Neighborhood House has part-time maintenance and cleaning staff.

Volunteers

The numbers of volunteers, including UW students and neighborhood residents, and the hours they have donated have steadily grown, reaching more than 500 hours for the spring semester. This number does not include the many hours of effort of long-standing volunteers, Bev Sather (27 years), Jeanne Parrus (30 years), and the former Executive Director Linda Weyenberg (20 years), or the volunteer Food Coordinator, Chris Hunter, not to mention the many hours put in by the board. Board members, in addition to meeting weekly for many months, have developed programs, written grants, provided extensive financial guidance, participated in the strategic planning process, organized fundraisers, helped repaint parts of the building, and cleaned up the playground area.

Summer camp staffing is also being augmented by regular volunteers from UW's Information Technology Academy as well as the Morgridge Center's Badger Volunteers. The academy provides ten high school interns over the course of the week, with at least three present every day

Fundraising

Thanks to board member Amy Rountree, Neighborhood House was awarded numerous grants for the summer camp totaling more than \$10,000. The successful grant applications included the following:

- By Youth for Youth
- Rotary Foundation
- Willy Street Coop
- Blackhawk Church
- St Mary's Hospital
- The Kid's Fund

In addition, a fundraising appeal for the camp raised an additional \$3,900 from private individuals.

Programs

Food Pantry

Neighborhood House's food pantry program has been completely reworked and is back on 211, passed inspection and certified by both Second Harvest and the Community Action Coalition. The food pantry now is open from 5 to 7 pm on Mondays and 11 am to 2 pm on Thursdays. Chris Hunter, the Volunteer Pantry Coordinator, has doubled the access to food sources, quadrupled the volunteer force, and revised pantry procedures to allow multiple families to shop at once, providing greater efficiency as well as satisfaction.

Like many food pantries throughout Dane County, the demand for food and number of clients have increased. Since January, the pantry has served 847 households, or a total of 2,130 people. Of those served, 1,466 were adults and 664 were children. The need for the pantry recently increased significantly. The average number of visits between January and May was 128; in June, that figure increased to 225 visits. In addition, new registrations between January and May averaged 40; in June there were 58 new families registered.

Facility Use

Neighborhood House continues to be home to a wide variety of groups, some of whom refer to the facility as "our Neighborhood House." There are over twenty-five organizations or activities that regularly use the facility. They include Greenbush Neighborhood Association, dance companies, political parties, community service organizations, ethnic/cultural groups, and religious affiliations. A partial list of users includes:

- Judo Jujitsu
- Youth and Government
- Greenbush Neighborhood Association
- Bujinkan Martial Arts
- Durendal Fencing Club
- Adult Hiphop
- Fuzion Crew
- Capoeira Angola
- Oak Apple Morris Dancers
- Meditation and Recovery
- Dharma Circle, Buddhist group
- Dane County Youth Board
- Operation Welcome Home
- HSS Yoga group
- Mexican Dance, Inc.
- Bolivian Dance
- UNIMA - General group
- UNIMA - Women's group

- Hindu Circle
- Brisas del Peru
- Responsible Adults for Tomorrow
- Sadat's Muslim Women's Group
- African Association
- Ghana Association
- Narcotics Anonymous
- Socialist Party of South Central Wisconsin
- Caribbean Association

In addition, Neighborhood House hosts many parties, weddings, baptisms, graduation parties, and other celebrations. The majority of rentals have been by Latino and African groups. There has recently been an increase in inquiries regarding renting Neighborhood House for events.

In order to augment Neighborhood House's operating revenue and bring the facility more in line with other community centers, the Board voted to institute standardized user fees as of June. When reviewing this important change, the Board took the following into consideration:

- Long standing tradition of Neighborhood House being an open, inviting facility
- Flexibility of users
- Pride users have taken in keeping the center clean
- Financial situation of the center
- Comparison with other centers in Madison
- Heavy demand for time and space in the facility

Neighborhood House Standard Usage Rates			
	Gymnasium (\$150 deposit)	Community Room (\$100 deposit)	Meeting Room (\$100 deposit)
Nonprofits, community groups, low income groups, tenants, partners, recurring users	\$10 per hour	\$8 per hour	\$5 per hour
For profits, one-time users	\$20 per hour	\$12 per hour	\$7 per hour

This has been a somewhat difficult change in policy for some of the facility users. Staff is working with those groups to institute the change over the next two months. At least one long time user, the Judo Jujitsu instructor, is opting to cover his usage rates through volunteer hours.

Summer Camp

This spring, Amy Rountree, a Board member, single-handedly planned, organized, and secured funding for Neighborhood House's summer camp. Neighborhood House has traditionally had a summer camp since its founding. The goals of this year's camp include:

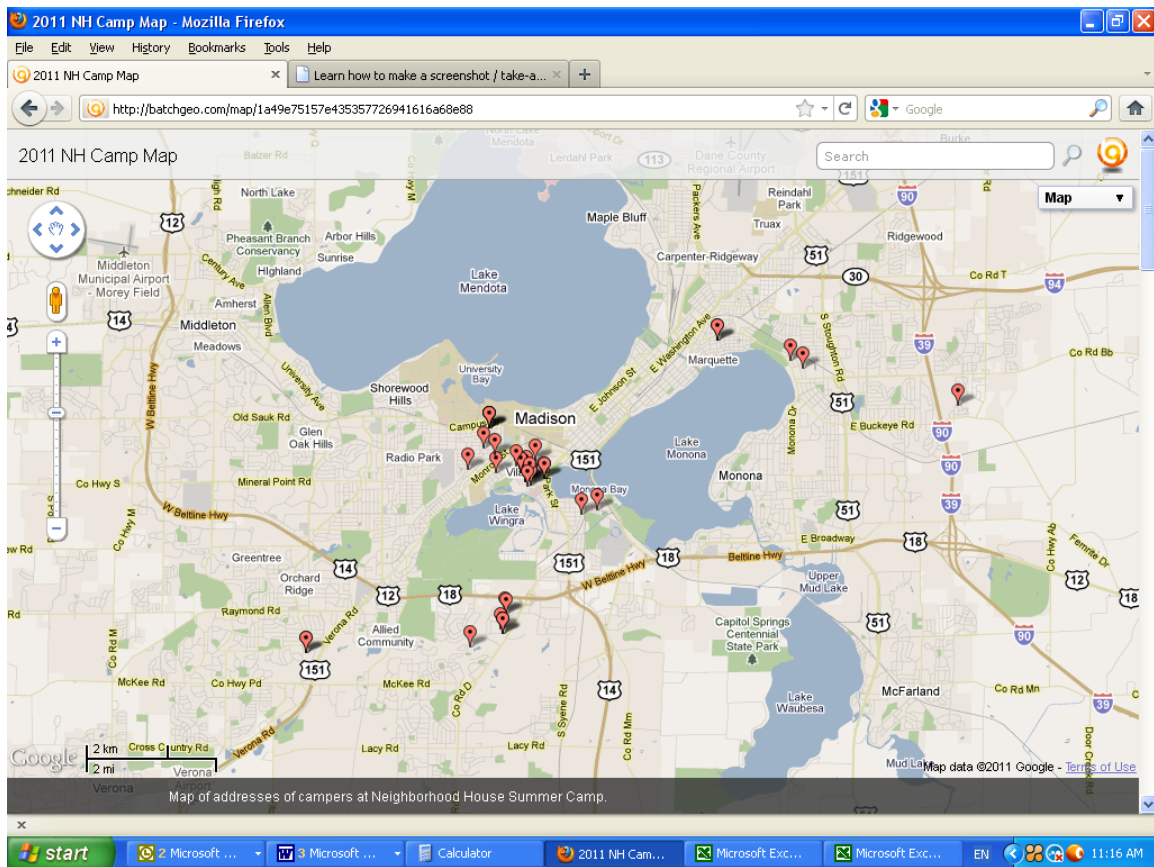
1. Prevent academic learning loss and develop campers' self-perceptions of themselves as learners.
2. Physical activity, including staying fit, having fun, and eating healthy snacks.
3. Building community through the development of responsibility, empathy, and interpersonal skills.

The nine week camp is organized around weekly themes and each theme is incorporated into the various activities including Morning Meeting, academic centers, outside play and fitness, Open Studio, field trips, and reading. The weekly themes include:

1. Friendly Monsters – Make a monster friend
2. Busy Bodies – Rube Goldberg machines
3. The Fibonacci Sequence – Italian language
4. Greek Week – Greek language and mythology
5. Roman Week – Latin language and Roman culture
6. Flower Power – French language and art in the garden
7. Silly-lympics – Silly sports and a tour of Camp Randall
8. Bug Art – UW insect ambassadors
9. Hit the Books – Make books and library adventures

The field trips are designed to take advantage of Neighborhood House's proximity to the UW Campus and other resources such as the Arboretum.

As of June 30th, the camp has attracted a total of 39 campers, 18 of which are new to Neighborhood House and live within the Franklin-Randall attendance area. The map below indicates the geographic diversity of the campers:



Now that the camp is up and running, Neighborhood House has received numerous inquiries from new parents looking for spots for their children. Clearly, the camp has been well received and is gaining a good reputation.

Camp fees for students who do not qualify for free or reduced lunch are \$150 per week for full time and \$85 per week for half-time. Many students, however, qualify for scholarships. The cost of their attendance is being defrayed by the more than \$13,500 that has been raised through grants and donations. The following table indicates the total

number of students per week as of June 30th and how many qualify for scholarships. For the majority of the weeks, more than fifty percent of the campers are on scholarship.

Week	Total Campers	Scholarship	Percent Scholarship
One	23	8	35%
Two	17	6	35%
Three	13	7	54%
Four	15	8	53%
Five	13	8	62%
Six	12	7	58%
Seven	18	10	56%
Eight	14	8	57%
Nine	20	9	45%

While the finances are tight, the budget is on track to balance by the end the nine week camp session. A more detailed description and analysis of the camp is included in the Appendix B.

Community Events

In 2009, the Board made the decision to focus on events that would bring neighbors from the surrounding neighborhood to Neighborhood House. These events include the Speaker Series and Movie and Meal Night. To date, Neighborhood House has held six Speaker Series, a few of which were wildly successful.

Date	Speaker	Attendance
November, 2009	Dave Maraniss on Obama	125
April, 2010	Richie Davidson on meditation	125
November, 2010	Stu Levitan on Madison history	46
April, 2011	Ronnie Hess on French cuisine	10
May, 2011	Dan Ferber on health & the environment	35
June, 2011	Jane Reynolds & Fabu on jazz & poetry	25

With a suggested donation of \$10, the Speaker Series does raise some revenue for Neighborhood House.

Movie and Meal Night, which started in 2010, has proven to be even more popular with families with kids in 2011. In fact, the Neighborhood Survey indicates strong support for the program. The event is quite successful in bringing neighborhood residents to Neighborhood House, many for the first time. There were four Movie and Meal Night's in 2010. 2011's movies have included:

Date	Movie	Meal	Attendance
February	Nannie McPhee Returns	Hong Kong Café	35
March	Tangled	Sloppy Joes	76
May	How to Train Your Dragon	Taco Bar	65

The suggested donation to attend is \$12 for a family of four, \$10 for a family of three, or \$4 for adults and \$3 for kids. The events do break even and raise some funds for Neighborhood House. At the March event, attendees were

asked to fill out a survey to determine income ranges. Of those that filled out the survey, 56% were under 200% of the Federal Poverty Level.

Findings

Mission Review

Neighborhood House was founded in 1916, making it the oldest community center in Madison. In all that time, it does not appear that a strategic plan or business plan was ever completed. A number of commemorative documents were produced over the years, however, that paint a picture of the organization's purpose, focus, and programs. These documents include the following:

1. *Neighborhood House: 1916 – 1941/Open Door: Twenty-five Years of Services*
2. *1945 – 1946 at Neighborhood House*
3. *Neighborhood House: An Answer to a City in Need, 1947*
4. *Madison Neighborhood Centers: Fifth Anniversary Report 1949 – 1954: Neighborhood House*
5. *Neighborhood House – Past, Present, Future: A report to the annual meeting of Neighborhood House Association, November 26, 1960*

A summary of the key points and themes from these documents is included in the Appendix C. The 50th Anniversary Celebration Brochure, which provides a chronology of the major events in the organization's history, is also in the Appendix C.

Neighborhood House began as a settlement house modeled after Hull House in Chicago. The goal of the settlement house movement was to create a closer and more interdependent community between the rich and the poor. The settlement house would provide much needed services to those less well-off and the wealthy would provide the resources and the volunteers. Neighborhood House's slogan between 1916 and 1941 was "*an interest for every member of the family*" and the focus of its programs was on helping new immigrants to adjust to life in the United States and prepare them for citizenship. The programs included language clinics, citizenship classes, children's programming, cultural tours, and social events.

This focus continued into the 1940s with the theme "*United Nations – One Neighborhood.*" Neighborhood House also provided support for servicemen returning from World War Two and their families and also started to address the changing demographics in the neighborhood as foreign born residents moved out and African American moved in. According to Emil Frautschi, President of the Board of Directors, Neighborhood House provided a "*common haven where they could receive encouragement and enlightenment to the better way of life.*" During this period, Neighborhood House programs also included vocational education as well as a visiting nurse service.

In 1949 the Madison Neighbor Centers (MNC) was founded. The MNC was an umbrella organization that included Neighborhood House, Atwood Community Center, and South Madison Neighborhood Center. The focus of the organizations shifted to helping people exercise their rights and responsibilities as citizens as well as providing solutions to problems facing the neighborhood. The centers increased neighborhood representation on the boards and programs became more oriented towards social services. Programs included children's, youth, and adult groups as well as support for the mentally ill in partnership with the Dane County Child Guidance Clinic. In addition, the neighborhood centers were instrumental in establishing neighborhood councils in response to development pressures, the most significant being the urban renewal of the "Triangle," the original site of the Greenbush Neighborhood, in the 1950s and 60s. Neighborhood House was home to the Brittingham Neighborhood Council.

By 1960, “Americanization” was no longer part of Neighborhood House’s mission or purpose. Neighborhood House firmly shifted its priorities to neighborhood centered services and citizen participation. The objectives in the organization were now:

1. To help the individual to use its program and develop for himself a socially acceptable personality.
2. To strengthen family relationships.
3. To improve and protect the physical environment in which these families live.
4. To deepen the understanding of people who are different from each other in color, creed, and cultural background.
5. To cooperate with, and help other organizations and agencies in its area to serve the neighborhood better.

Programs included a preschool, Family Life Education, and youth and children’s groups. In fact, Neighborhood House had a Family Worker to assist with the relocation of families from the Triangle.

The objectives from 1960 still hold true today and are reflected in Neighborhood House’s current mission and vision:

Mission: Our mission is to provide high quality programming and social services that facilitate the growth of a diverse, responsible and welcoming community.

Vision: Neighborhood House will create opportunities for area residents to strengthen the quality of their community by making connections, building relationships and embracing diversity through social, educational and recreational activities.

Surveys

Between May 26 and June 20, 2011 two surveys were conducted via Survey Monkey, a neighborhood resident survey and a survey of Madison community service providers. The neighborhood resident survey was disseminated using neighborhood association listservs, Neighborhood House email lists of supporters and facility users, as well as Steering Committee and Board member personal contacts. People were encouraged to forward the survey to their neighbors. The community service provider survey was sent directly to 42 organizations. Both surveys were also posted on Neighborhood House’s website. A database of the survey listservs and recipients is included in Appendix C.

Response to the neighborhood survey was quite robust at 226 total responses. Response to the community service provider survey, however, was quite tepid with only 14 responses despite multiple reminders from Neighborhood House as well City of Madison Community Services' staff. A summary analysis of each of the survey results is included in the appendix. Key points from the surveys are as follows:

Resident Survey

Neighborhood House is known, overwhelmingly, for being friendly, welcoming, and a place associated with community. The majority of respondents have heard about Neighborhood House from a friend, neighbor, or family member and the top four programs that they know of include the summer camp, food pantry, meeting space, and Movie and Meal night. 54% of respondents have participated in programs at Neighborhood House, with the meeting spaces, Movie & Meal Night, and the Speaker Series being the most frequently cited. Of those who have participated in programs, the majority have been somewhat or very satisfied. The gym and the meeting rooms are used or rented the most often and most people are somewhat or very satisfied with the space.

83% of respondents believe Neighborhood House should meet the needs of area residents but at the same time 68% believe it should meet the needs of the low-income, regardless of where they live. The vast majority of respondents agree that fees for programs, services, and facility rental should be on a sliding scale based on need. There is support for serving the following neighborhoods:

- Greenbush
- Vilas
- Dudgeon-Monroe
- Regent Street
- Monona Bay
- Bay Creek
- Triangle
- South Madison

There were, however, a few that strongly opposed Neighborhood House serving the Triangle and South Madison. Most believed that Neighborhood House should remain in the general neighborhood and that it was important the purpose and programs build community identity and connectedness.

The top five programs or amenities that respondents would like to see at Neighborhood House include

1. Community events/food pantry (tie)
2. Afterschool
3. Educational programs
4. Meeting rooms
5. Summer camp

The top four types of uses that respondents would like to see as part of Neighborhood House's facilities include:

1. Meeting rooms
2. Gym
3. Playground
4. Commercial kitchen
5. Classroom/garden (tie)

With respect to Neighborhood House's current facility, when asked if Neighborhood House needs a new facility, 63% were unsure. When asked if they would use the facility more if it were new, however, 41% said yes. In addition, 40% would support a new facility capital campaign and 48% might. With regards to an annual campaign, 30% stated they would support a campaign and 55% would consider it. 8% of the respondents already support Neighborhood House on an annual basis.

93% of the respondents to the survey have children with 53% of those children being between the ages of 7 to 10 years old, 35% between ages 11 and 14, and 30% 15 years or older. Interestingly, the survey indicates that the top three populations Neighborhood House should serve are youth (6 to 12 years), teens (13 to 19), and families. The respondents are well educated with 63% having a master's degree or at least some graduate school. 43% of the respondents have lived in the neighborhood for more than ten years.

Community Services Survey

While the low response rate calls into question the validity of the survey, it did provide some insight into the perceptions of Neighborhood House by its colleague organizations. Only 29% knew Neighborhood House well or very well and 42% rated Neighborhood House's performance as neutral. While 43% had partnered with

Neighborhood House in the past, 62% rated the success of the partnership as neutral. The majority of those partnerships had been on the summer camp and afterschool program.

The top five programs that community service providers believe Neighborhood House should provide include:

1. Meeting space
2. Community events
3. After school
4. Summer camp
5. Educational programs

Despite the rather less than positive response to Neighborhood House's past performance, 54% of community service providers would still consider partnering with Neighborhood House in the future.

Community Needs

The most comprehensive analysis of community needs in Dane County is the United Way Community Health Report. Unfortunately, the most recent edition was published in 2004, making its data somewhat out of date particularly in light of the recent recession. Other documents and resources that were reviewed include:

1. Dane County Health at a Glance
2. Dane County Population Trends, Dane County DHS
3. City of Madison Neighborhood Indicators

The following identified areas of need are relevant to Neighborhood House and could present some opportunities for future programming:

- Kindergarten readiness
- Youth – job readiness, job placement, fitness, teen pregnancy
- FACE-Kids mental health counseling
- After school programming for low income
- Parent education
- Schools of Hope
- Domestic violence prevention
- Seniors – access to basic services, programs to improve quality of life, in-home food delivery, services that help seniors remain in their home
- Lead poisoning in kids and testing of houses built before 1950
- Fitness and physical education
- Access to dental care
- Cultural and language competency programs for increasingly diverse population of kids
- Mental health issues for kids

The City of Madison Neighborhood Indicators Project provides a snapshot of the service area and populations towards whom Neighborhood House could be targeting its programming.

Neighborhood House Service Area -- 2009 Neighborhood Indicators										
	Dudgeon Monroe	Regent Street	Vilas	Greenbush	Monona Bay	Bay Creek	Brams Addition	Burr Oaks	Capitol View Heights	Madison
Total Population	3,096	6,573	1,875	2,808	1,194	2,495	1,237	2,358	443	227,226
Preschool Age	5.9%	3.3%	3.3%	1.4%	4.2%	3.4%	9.1%	11.5%	6.5%	5.2%
Youth	20.5%	11.7%	11.7%	4.5%	13.6%	12.9%	31.6%	32.5%	19.7%	17.8%
Over 65	9.1%	7.3%	7.6%	3.7%	16.6%	19.3%	5.8%	5.2%	3.7%	9.8%
Family Households	722	1,067	301	247	142	441	221	452	64	46,108
Families with Children	28.8%	15.7%	20.3%	7.5%	9.3%	13.8%	32.4%	35.4%	16.9%	21.7%
White	91.5%	81.6%	91.3%	89.4%	54.1%	82.4%	19.2%	19.3%	35.8%	77.2%
African American	0.8%	1.3%	0.3%	1.5%	8.9%	4.5%	30.5%	14.7%	13.6%	5.9%
Asian	3.1%	10.9%	4.3%	2.4%	21.8%	4.5%	21.1%	28.5%	12.3%	7.5%
Other	1.9%	2.5%	2.2%	2.3%	3.4%	4.0%	4.8%	2.2%	4.3%	3.0%
Latino	2.8%	3.7%	2.0%	4.4%	11.9%	4.6%	24.3%	35.4%	34.0%	6.5%
Average House Value	\$311,413	\$380,989	\$436,567	\$253,483	\$251,244	\$231,025	\$134,271	\$163,404	\$149,963	\$247,411
Owner Occupied	73.6%	40.2%	49.0%	21.9%	9.2%	45.5%	27.2%	24.9%	24.3%	46.9%
Median Household Income	\$74,117	\$47,376	\$57,040	\$41,513	\$13,853	\$33,662	\$36,216	\$30,016	\$31,178	\$52,794
Unemployed	3.4%	5.0%	3.7%	2.9%	22.7%	3.0%	7.8%	11.3%	6.2%	4.7%
Total Neighborhood Population		22,079								

Assuming that the above listed neighborhoods are the ones Neighborhood House should be serving, there is a high concentration of youth (17 years old and under) in Dudgeon-Monroe, Brams Addition, Burr Oaks, and Capitol View Heights as compared to the City of Madison. There is also a high concentration of families with children in Dudgeon-Monroe, Vilas, Brams Addition, and Burr Oaks. Monona Bay, which includes the Triangle, and Bay Creek also have more seniors than the City as a whole.

With respect to diversity and cultural programming, Brams Addition, Burr Oaks, and Capitol View Heights have a significant African American population. Monona Bay, Brams Addition, and Burr Oaks have a high concentration of Asians, some of which are certainly Hmong. Brams Addition, Burr Oaks, and Capitol View Heights are home to Madison's growing Latino population.

These neighborhoods provide a range of income levels and economic profiles. Average housing values range from \$436,567 in Vilas down to \$149,963 in Capitol View Heights. Incomes range from \$74,117 in Dudgeon-Monroe down to \$13,853 in Monona Bay. It is important to note that both Monona Bay and Burr Oaks have significantly higher rates of unemployment than the other neighborhoods as well as the rest of Madison, 22.7% and 11.3% respectively.

Potential Partnerships

A number of select organizations, determined primarily by past relationships and geography, were interviewed to explore the possibilities of future partnerships with Neighborhood House. Those organizations included:

1. Bayview Foundation
2. St. James School
3. Morgridge Center for Public Service

The Boys and Girls Club, which had initially expressed interest in partnering with Neighborhood House on its summer camp, was contacted a few times, but an interview was unable to be arranged.

The Bayview Foundation has a long history of partnering with Neighborhood House, from shared suppers to grants, though in the last few years that partnership has been weak to non-existent. David Haas, the Executive Director, is very interested in exploring ways in which Neighborhood House and the Bayview Foundation can partner in the future and leverage each other's resources. Bayview is in the process of revising some of its programming and the staff, who are extremely capable and may have some capacity. In addition, there may be some ways the two facilities can coordinate different programs for different age groups or constituencies. Finally, Bayview will shortly be embarking on a long-range planning effort, so it is an optimal time for the two organizations to begin working together.

In the past, St James School has had a tangential relationship with Neighborhood House. Some of their students have attended Neighborhood House's afterschool program and the student council is a regular donor to the food pantry. Sister Kathleen, the principal, is certainly open to exploring future opportunities to partner. Their building is currently at capacity and it is often difficult to find space for all the activities and programs they would like to offer. In addition, as joint users of Klief Park, there may be some afterschool sports programming the two organizations could do together.

The Morgridge Center for Public Service has long been a source of volunteers for Neighborhood House, including this year's summer camp. The Morgridge Center has a number of different levels of volunteer services from informal to more formal sustainable programs. Individual volunteers for community organizations are generally solicited through departments, such as the School of Education, as well as through the Volunteer Fairs that are held in the fall and spring. The Badger Teams are a more organized source of volunteers. Each team has a student leader and team members are selected and receive training in cultural competency and other skills necessary to successfully serve the needs of community organizations. Finally, the Community University Exchange (CUE) is the most organized and selective of the programs. Funding is obtained to hire a graduate student who is then supervised by a faculty member. The course of work is designed around the community needs and the graduate student also receives academic credit.

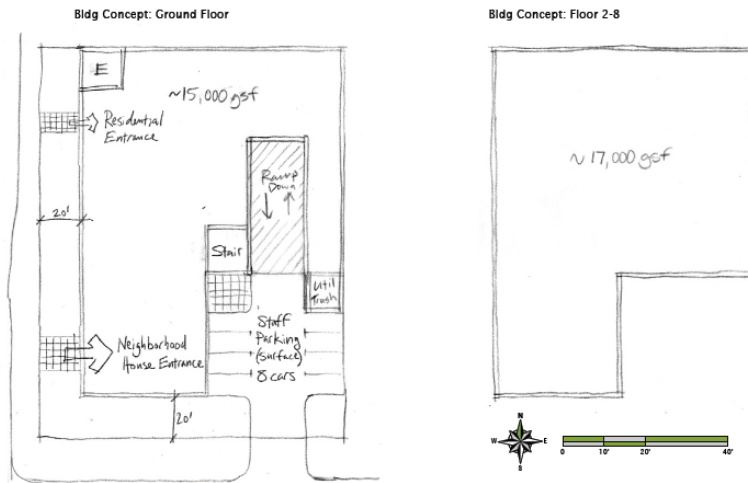
Nancy Mathews, Director, and Beth Tryon, Assistant Director, would welcome growing a partnership with Neighborhood House. Its proximity to campus, mission and programming, and history with UW volunteers make Neighborhood House an ideal candidate for future partnerships. Both expressed interest in exploring the future opportunities to develop stable and sustainable volunteer program as Neighborhood House charts its new direction.

Finally, the Interim Executive Director as well as Steering Committee members have had conversations with other programs, such as Girls on the Run as well as multicultural arts programs, which are very interested in joining forces with Neighborhood House.

29 South Mills Street Development Potential

Neighborhood House's property, at 28,431 square feet, is a little more than half an acre. The property is currently zoned C2. The *Regent Street South Campus Plan* (RSSC), the most recently adopted Neighborhood plan that includes Neighborhood House, indicates that the land use for the property would be a special district, Community Facility with a maximum building height of eight stories or 116 feet. The mapping of the new zoning code will likely reference this plan in determining the future zoning for the property. The RSSC indicates that the remainder of the block is Employment. Should Neighborhood House relocate and wish to sell the property, it is unclear what other

uses would be appropriate. Either way, it is likely the site would be redeveloped under the existing Planned Unit Development or the new Planned Design Development process included in the new zoning code.



**Neighborhood House
Community Center**
29 S Mills St - Madison, WI
Site Massing Study - June 7, 2011

UrbanAssets
www.urbanassetsconsulting.com

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Assuming the redevelopment of the site for mixed-use, the development could include 15,000 square feet on the first floor for Neighborhood House or another commercial use and 119,000 square feet of residential on the seven stories above, for a total of 76 units. The development would yield a .7 parking ratio, acceptable for downtown and student

housing, with 89 parking spaces spread between a surface lot and two levels of underground parking. See Appendix C for site plan and floor plates.

Assuming a land cost of \$20,000 to \$25,000 per unit, the value of the land would be \$1.5 million to \$1.8 million. This is somewhat more than the \$1.1 million appraisal provided by D.L. Evans & Company in August 2010 on behalf of Meriter Hospital.

C.G. Schmidt estimates the total development cost for the project to be approximately \$21.6 million with the development of Neighborhood House's first floor space costing approximately \$2.6 million. These figures do not include soft costs (architectural and engineering fees, permitting costs, cost of borrowing), land costs, or a developer's fee (see Project Cost Summary in Appendix C)

A few developers did express interest in the site and given the close proximity to campus it is very likely a Request for Proposals would yield a positive response. If Neighborhood House wishes be part of the redevelopment, however, that would complicate the project. Some developers may not be willing to partner with Neighborhood House and would prefer a simpler development project.

Recommendations

Purpose

Recommendation One

Neighborhood House must determine and embrace its service area. The service area should include the following ten surrounding neighborhoods:

1. Greenbush
2. Vilas
3. Dudgeon-Monroe
4. Regent Street
5. Monona Bay
6. Bay Creek
7. Triangle
8. Brams Addition
9. Burr Oaks
10. Capitol View Heights

According to the City of Madison Neighborhood Indicators for 2009, the total population in this area is 22,079. In addition, the diversity of the demographics in this service area would lend itself to a neighborhood center much like the Goodman Center, which serves both low and middle income families. In fact, if you compare the neighborhood indicators for the neighborhoods surrounding the Goodman Center with those of Neighborhood House (see tables below), Neighborhood House has a greater diversity in terms of economics and demographics indicating a greater opportunity for developing a diverse community as well as cross subsidization of programming. Based on the neighborhood resident survey, there is support for this concept.

Neighborhood House Service Area -- 2009 Neighborhood Indicators										
	Dudgeon Monroe	Regent Street	Vilas	Greenbush	Monona Bay	Bay Creek	Brams Addition	Burr Oaks	Capitol View Heights	Madison
Total Population	3,096	6,573	1,875	2,808	1,194	2,495	1,237	2,358	443	227,226
Preschool Age	5.9%	3.3%	3.3%	1.4%	4.2%	3.4%	9.1%	11.5%	6.5%	5.2%
Youth	20.5%	11.7%	11.7%	4.5%	13.6%	12.9%	31.6%	32.5%	19.7%	17.8%
Over 65	9.1%	7.3%	7.6%	3.7%	16.6%	19.3%	5.8%	5.2%	3.7%	9.8%
Family Households	722	1,067	301	247	142	441	221	452	64	46,108
Families with Children	28.8%	15.7%	20.3%	7.5%	9.3%	13.8%	32.4%	35.4%	16.9%	21.7%
White	91.5%	81.6%	91.3%	89.4%	54.1%	82.4%	19.2%	19.3%	35.8%	77.2%
African American	0.8%	1.3%	0.3%	1.5%	8.9%	4.5%	30.5%	14.7%	13.6%	5.9%
Asian	3.1%	10.9%	4.3%	2.4%	21.8%	4.5%	21.1%	28.5%	12.3%	7.5%
Other	1.9%	2.5%	2.2%	2.3%	3.4%	4.0%	4.8%	2.2%	4.3%	3.0%
Latino	2.8%	3.7%	2.0%	4.4%	11.9%	4.6%	24.3%	35.4%	34.0%	6.5%
Average House Value	\$311,413	\$380,989	\$436,567	\$253,483	\$251,244	\$231,025	\$134,271	\$163,404	\$149,963	\$247,411
Owner Occupied	73.6%	40.2%	49.0%	21.9%	9.2%	45.5%	27.2%	24.9%	24.3%	46.9%
Median Household Income	\$74,117	\$47,376	\$57,040	\$41,513	\$13,853	\$33,662	\$36,216	\$30,016	\$31,178	\$52,794
Unemployed	3.4%	5.0%	3.7%	2.9%	22.7%	3.0%	7.8%	11.3%	6.2%	4.7%
Total Neighborhood Population		22,079								

Goodman Center Service Area -- 2009 Neighborhood Indicators										
	Marquette	Tenney-Lapham	Schenk Atwood	Emerson East	Eken	Worthington Park	Eastmorland	Lake Edge	Glendale	Madison
Total Population	6,371	4,573	3,961	2,108	2,568	685	3,374	2,262	2,234	227,226
Preschool Age	3.6%	3.1%	4.6%	5.1%	5.0%	7.1%	9.1%	4.7%	5.2%	5.2%
Youth	17.0%	10.4%	13.6%	18.2%	17.1%	26.0%	18.3%	19.5%	19.9%	17.8%
Over 65	5.5%	3.8%	7.6%	7.3%	9.2%	6.9%	18.0%	16.9%	17.0%	9.8%
Family Households	1,115	565	842	418	494	144	899	616	581	46,108
Families with Children	15.9%	10.9%	19.9%	18.2%	17.2%	27.1%	22.5%	23.1%	6.5%	21.7%
White	88.6%	85.8%	86.6%	82.9%	75.3%	50.9%	90.4%	90.5%	85.0%	77.2%
African American	2.9%	3.5%	4.1%	6.2%	7.5%	19.0%	2.1%	3.1%	5.6%	5.9%
Asian	1.8%	3.4%	1.5%	1.6%	2.0%	12.7%	0.6%	1.6%	1.4%	7.5%
Other	2.8%	3.4%	3.7%	4.1%	5.0%	4.0%	2.1%	2.8%	3.0%	3.0%
Latino	4.0%	3.8%	4.1%	5.3%	10.2%	13.4%	4.7%	2.0%	4.9%	6.5%
Average House Value	\$294,039	\$300,052	\$208,117	\$180,160	\$150,044	\$146,466	\$161,962	\$172,304	\$186,327	\$247,411
Owner Occupied	39.5%	27.1%	58.6%	59.5%	48.9%	44.5%	83.1%	84.7%	61.8%	46.9%
Median Household Income	\$50,606	\$40,529	\$49,691	\$47,742	\$39,308	\$44,403	\$55,110	\$61,699	\$57,734	\$52,794
Unemployed	1.8%	5.4%	3.2%	2.8%	7.5%	2.4%	3.9%	1.6%	4.2%	4.7%
Total Neighborhood Population		28,136								

Recommendation Two

Four themes emerged from the review of Neighborhood House historic documents:

1. Focus on families
2. Social and political issues
3. Health and wellness
4. Building community

These four themes should provide a starting point for a formal strategic planning process to determine Neighborhood House's future mission, vision, values, goals, and strategies. The definition of each of these terms is as follows:

- Mission – What we do
- Vision – Where we want to be
- Values – What we believe in
- Goals – What we want to accomplish
- Strategies – How we will achieve our goals

Recommendation Three

The strategic planning process should be wrapped into a business plan. The purpose of the business plan is to determine the underlying dynamics of Neighborhood House's operations, both programmatic and financial, to determine how and when Neighborhood House can reach long-term sustainability. Neighborhood House has an unusual opportunity in its capital asset. The organization should consider revenue earning opportunities including the development of the property.

Recommendation Four

Neighborhood House should increase the size of its Board of Directors and should recruit additional members for the board and subcommittees from the greater Madison community with the expertise and contacts to assist with Neighborhood House's future growth. In addition, the board should take advantage of board training opportunities offered by organizations such as Forward Community Investments.

Recommendation Five

Neighborhood House staff should evaluate its mission, programming, operating procedures, and board governance using the *City of Madison Guidelines for Community/Neighborhood/Branch Centers* to determine areas of improvement or change.

Programming

Recommendation One

Neighborhood House should build on the success of the summer camp and retain the current camp director, Amanda Ryan, as a Program Director to develop educational enrichment programming for the 2011/2012 school year. These enrichment programs should be done in collaboration with existing programs and organizations such as Afterschool Inc., Bayview Foundation, and St James Afterschool Program. The Program Director should also build connections with existing programs, such as Girls on the Run, arts programs, as well as science programs that are willing to come on site.

Recommendation Two

The Executive Director, Dan Foley, should meet with David Haas, Executive Director of the Bayview Foundation, to begin conversations on how the two organizations can partner in both the short and long term. In particular, given Neighborhood House's small staff, the robust and experienced staff at Bayview would be a major resource for Neighborhood House's programming.

Recommendation Three

Neighborhood House should pursue a partnership with the Morgridge Center to secure a stable and sustainable source of volunteers. In the immediate term, the Program Director and Executive Director should participate in the UW Fall Volunteer Fair to attract individual student volunteers. In addition, the Program Director should reach out to the School of Education and other departments to obtain volunteers for the afternoon enrichment program. In order to secure a Badger Team of volunteers for the spring, Neighborhood House should submit an application to the Morgridge Center this fall. Finally, the Executive Director and Program Director should work with Beth Tryon, Assistant Director of the Morgridge Center, to determine if Neighborhood House would be eligible for a Community University Exchange.

Recommendation Four

The proximity of Meriter Hospital and St Mary's Hospital provide a great opportunity for health and wellness programs that could be held and coordinated at Neighborhood House. The Executive Director, Dan Foley, should meet individually with Jim Woodward, CEO of Meriter, and Frank Byrne, President of St Mary's, to establish a strong working relationship. The Program Director, should work with the Community Services Managers of both hospitals, Tobi Cawthra and Stephanie Johnson, to identify appropriate programs, seminars, and services that could be provided at Neighborhood House.

Recommendation Five

The Program Director should develop a full-fledged afterschool program and secure the necessary State licensing for the fall of 2012.

Recommendation Six

The popularity of the Speaker Series and Movie and Meal Night, as well as their success in building community for neighborhood residents, should be capitalized upon. Both programs should be more fully developed and formalized including the publication of an annual schedule of speakers, movies, and events as well as better outreach and advertising.

Resources

Recommendation One

Legal Action of Wisconsin currently leases 5,890 square feet from Neighborhood House for a total monthly rent of \$2,828. Their lease also includes 12 parking spaces. At \$5.67 per square foot, this rental rate is significantly below market rates for Class C office, which range from \$9 to \$12 per square foot. In addition, the cost of parking is usually separate from the rent, particularly in and close to Downtown. Parking spaces generally rent for \$75 per month. The current situation with regards to utilities also is overly favorable to Legal Action of Wisconsin; based on their usage rates, their utility bill is subsidized by Neighborhood House. Neighborhood House should secure assistance from an attorney to renegotiate the lease rate with Legal Action of Wisconsin to one that is at least within range of market rates.

Recommendation Two

The neighborhood resident survey indicates that the neighborhood is willing to support an annual campaign for Neighborhood House. Neighborhood House should solicit volunteers with experience in fundraising to form a Development Subcommittee. This subcommittee should develop and implement a simple annual fund drive, including the development of a donor data base. Ultimately, however, Neighborhood House will need to hire development staff to manage and grow the annual campaign as well as any future capital campaign.

Recommendation Three

Using the summer camp as a model, new programs at Neighborhood House should be designed to be self-sustaining whenever possible. Programs with continuing gaps in funding should be closely evaluated.

Recommendation Four

As part of developing a stronger relationship and shared programming with Meriter Hospital and St Mary's Hospital (see Programming – Recommendation Four), Neighborhood House should seek annual support for its operating budget.

Recommendation Five

Dan Foley, the Executive Director, should reach out to other funding sources, including the United Way and the Madison Community Foundation, to identify the programs and activities that are attractive to funders. Dan should also rebuild Neighborhood House's relationship with the United Way.

Facility

Recommendation One

The Neighborhood House facility needs a face lift. There are trade and professional organizations that are interested in community service projects that will have an immediate impact. One such organization, International Facilities Management Association (IFMA) recently renovated Domestic Abuse Intervention Services, Inc. facility. Neighborhood House should approach IFMA to see if they would be interested in adopting the face lift/repairs of the facility as a project. In addition, the University and the hospitals should be approached for excess furniture and equipment that would upgrade Neighborhood House's appearance and functionality.

Recommendation Two

The board should convene a Facilities Subcommittee, including experts in facility management and real estate development from outside the board, to determine if and when Neighborhood House should consider the development of a new facility, at its current location or an alternative site. In addition, the subcommittee should work with staff and facility users to develop a strategic facility plan to determine the facility size and uses.

Recommendation Three

Neighborhood House should work with the City of Madison to determine if the current location is optimal or if there are other alternative sites where Neighborhood House could better serve the community.

Appendix A

Neighborhood House Strategic Positioning Project Summary

The purpose of the strategic positioning project is to determine the opportunities for Neighborhood House's future based on community needs, the organization's core values, and the potential value of its one asset, 29 South Mills Street. The role of the Steering Committee will be to provide input, guidance, and feedback in the strategic positioning process over the course of the project. The Steering Committee will meet four times between May and July.

Steering Committee

Member	Representing
Nate Warnke	Board, Greenbush Neighborhood
Jeff Ford	Board, Vilas Neighborhood
Kate MacCrimmon	Board, Greenbush Neighborhood
Amy Rountree	Board, Greenbush Neighborhood
Melissa Scholz	Vilas Neighborhood
JJ Kilmer	Regent Street Business Community
Frank Alfano	Neighborhood House Old Guard
Andy Heidt	Neighborhood House Old Guard
Cynthia Sampson	Arbco, Greenbush Neighborhood
Anne Forbes	Greenbush Neighborhood

Project Scope

Task One: Neighborhood Community Needs: The goal is to determine what role, mission, and programs the Greenbush and Vilas neighborhoods would like in a future Neighborhood House. Where should Neighborhood House be located? How often would neighborhood residents use Neighborhood House? To what extent are residents willing to support a neighborhood community center in terms of funding and volunteer time? A survey will be developed and implemented using both Survey Monkey and paper surveys for those without access to the internet.

Task Two: Community Needs and Potential Partnerships: Collect and review existing community service needs reports for the City of Madison and survey community center leadership as well as leadership from similar community service providers in order to determine any gaps that Neighborhood House might meet.

Interview City of Madison Department of Community Services in order to determine existing needs and to verify any identified gaps. Meet with the District Alder and the Mayor's Office to determine ideas and generate support for a future Neighborhood House. Meet with potential neighborhood partners to explore partnership opportunities.

Task Three: Mission, Vision, And And Values – Summary Review: The goal is to provide a context for determining and evaluating Neighborhood House's future purpose and mission that is grounded in the organizations history and past transformations. Analyze current and past mission statements to identify core beliefs. Review recent and past strategic planning efforts.

Task Four: Property -- Future Value Potential: The goal is to understand the potential value of Neighborhood House's property in order to determine if and how it might be leveraged to sustain the organization's future. The new development could include space for Neighborhood House programs and staff. Determine property site constraints and the capacity for future redevelopment including use, density, estimated square footage and cost. Test development concept with local development community.

Task Five: Determine Next Steps: Synthesize and analyze information and data gathered. Determine next steps to be presented to the full board.

Timeline

April – July, 2011

Appendix B

C. Daniel Foley

Address:
3673 T- Bird Way
Cottage Grove, WI 53527

Contact Info:
Dan.Foley17@gmail.com
Home: (608) 839-0400
Cell: (608) 576-9817

Summary of Qualifications

- 32 year YMCA Professional
- 13 year Vice President and Chief Operations Officer
- Triple degree with Bachelor of Science in Business Administration, Physical Education, and English
- Multi-facility/location experience
- Experience in developing and managing +\$13,500,000 budget (documented verification of attaining/surpassing budget 13 consecutive years)
- Experience with large staff of 650 employees
- Senior Director Certification
- Demonstrated and documented performance of growth and achievement of goals
- Experience and documented success in all areas of operations (budget, HR, supervision, marketing, programs/department management, facilities/buildings/grounds, equipment, financial development campaigns,
- grant development and compliance, etc.)
- Significant Program development and menu expansion within the Association (including development of after school childcare program with a budget in excess of \$3,000,000)
- Developed and implemented Operational Risk Management Program (documented reduction of liability and health insurance premiums)
- Developed Buildings and Grounds Master Plan for all Branch Facilities (East YMCA, West YMCA, Northeast YMCA, and all outreach facilities)
- Developed and implemented Employee Wellness Program
- Developed and implemented a Staff Development Program
- Operational Consultant for National Not for Profit Organization
- Secured two largest donors/stake holders to support operations

Professional Experience

YMCA of Dane County Inc.
Vice President and Chief Operations Officer

1996 to 2010

- Provide executive leadership to +\$13,500,000 operational budget in multi-branch Association. Surpassed budget for each of the past 13 years. Current budget is +\$150,000 ahead YTD
- Responsible for designing, developing, implementing, and monitoring the annual Operational Budget
- Supervise 3 full facilities, 5 Youth Centers, 32 Childcare Sites, 13 Day Camps, contracted school facilities, and approximately 100 program sites within our community. Operational facilities and locations have more than doubled during my tenure.
- Lead staff in design and build of new Northeast YMCA. Worked directly with architects, general contractor, and staff. The new building received a State Builder's Award and recognition for outstanding design and usage.
- Directly supervise 3 Branch Executives/Managers, Association Marketing Director, Association Staff Development Director, Childcare Executive Director, and Human Resources Director
- Responsible for all aspects of facilities management and operations
- Participated in development and implementation of the Strategic Plan
- Lead our operations and advocate our Vision, Mission, and Value within our communities
- Hired, trained, and developed a strong staff team and "positive culture" among our employees. Staff retention among professional staff is +90%

YMCA of Dane County Inc.
Branch Executive Director

1989 to 1996

Springfield YMCA
Associate Executive Director

1985 to 1989

C. Daniel Foley

Address:

3673 T- Bird Way
Cottage Grove, WI 53527

Contact Info:

Dan.Foley17@gmail.com
Home: (608) 839-0400
Cell: (608) 576-9817

Eau Claire YMCA
Program Director

1977 to 1985

Certifications and Appointments

- Senior Director Certification Y-USA
- National YMCA faculty/instructor (basic and advanced career training modules)
- United Way Speakers Bureau
- Association of Professional Directors Presenter (New Staff Orientation, History and Mission of the YMCA, and other Professional Development Conferences)
- Member of Management Resource Center Cabinet
- YMCA Consultant (MRC) for Operations and Management to local YMCA's
- Special committees as established by National YMCA (Tax Challenge, Away Program, Virginia Graham Baker Compliance, Public Policy Initiatives, ADA Compliance, new YMCA locations/charters, and other initiatives)
- Fitness Testing Specialist and Employee Wellness Administration

Education

- Bachelor of Science Degree in Business Administration UW-Platteville
- Bachelor of Science Degree in Physical Education UW-Eau Claire
- Bachelor of Science Degree in English UW Platteville
- Law School Glendale University of California

References Provided Upon Request

Amanda Ryan
3409 Dorchester Way
Madison, Wisconsin 53719
(608) 287-8736
AmandaRyan1540@gmail.com

Teaching Statement

When I interact with students, I create a learning environment which encourages curiosity and passion about science. I am excited to see that 'light bulb' go on in my students' eyes, It is then that I know I have made a difference. My goal as a teacher is to ignite my students' passion not only for science but for learning in all areas of their lives.

Education and Credentials

Concordia University, Madison, WI. Teacher's Certification, Wisconsin Department of Public Instruction

License in Broad Field Science (601) and Biology/Life Science (605)

2005

Beloit College, Beloit, WI. Bachelors of Science in Biology, Departmental Honors in Ecology, Evolution and Behavioral Biology

2001

Glasgow University Study Abroad Program, Glasgow, Scotland, UK, Physics and Neuroscience

2000

Honors and Awards

- Ericsson Chemistry Scholarship,
1999-2001
- Ferwerda Science Division Scholarship
2000
- Beloit College Scholarship
1999 and 2001
- Sanger Summer Scholarship
2000 and 2001
- Beloit College Honors Research Semester: Thesis: "The Integration of Bio-complexity in Education"
2002

Teaching Experience

Middleton School District, Middleton Wisconsin

Long Term Substitute Teacher: 7th grade Science

March-June, 2006

- Technology Integration
- Differentiated classroom materials/activities
- Cooperative Learning
- Wisconsin Academic Goals and Standards
- Emphasis on Parent/Teacher relationships
- Individualized Educational Plans

Substitute Teacher, 6-12th grades

2002-2006

- All subject areas, emphasis on Science

McFarland School District, McFarland, Wisconsin

2005

Substitute Teacher

- Special Education
- English Language Learners (ELL)

Madison School and Community Recreation, Madison, Wisconsin

2004-2005

Assistant Director - Multicultural Summer Program.

- Curriculum development for cross-cultural students, grades K - 5
- Behavioral intervention for At-Risk students

St. Maria Goretti Parish School, Madison, Wisconsin

2002-2004

- Substitute teacher for grades K-8 in all subjects

Atwood Community Center (Goodman Community Center), Madison, Wisconsin

Summer Teacher

2003

- Safe Haven group
- Developed positive learning environments for Latino, African-American, and Hmong 5th grade girls

Volunteer

2004

- At-Risk children at the Atwood Community Center

BioQUEST Curriculum Consortium at Beloit Collage, Beloit, Wisconsin

2000-2002

Researcher/Facilitator

- Developed open-ended curriculum for learning and teaching science in the classroom, laboratory, field, or computer workspaces.
- Developed and taught workshops to train high school and collegiate instructors how to design science curricula in a collaborative learning environment.
- Developed *BioQUEST Microbes Count!* – an instructional text for science education.
- Taught *Global Positioning Systems* and *Global Information Systems* for Bio-complexity laboratory sections.
- Lab assistant for *Microbiology*, *Predator-Prey Relationships*, and *Fractal Biology* laboratory training sections.

Atwood Outdoor Environmental Education Center, Rockford, Illinois

1999-2002

Teacher

- Internship
- Biology Teacher for 5th and 6th grade
- Worked with inner-city students
- Taught River Biology, Animal Ecology and Astronomy

Beloit College, Biology Department, Beloit, Wisconsin

2000

Teaching Assistant

- Supported Behavioral Biology laboratory section
- Classroom lab development and instruction

- Enforced lab safety requirements

Beloit College, Volunteer Student Teaching

2001-2002

- Latino Student Tutoring/Mentoring

Biotechnology and Laboratory Experience

Monsanto, Middleton Wisconsin

2006 -2009

Research Associate, Molecular Transformation Improvement Team

- Designed and implemented genetic experiments to optimize a cutting-edge, high-throughput plant transformation pipeline
- Contributed to a team environment

Aerotek Scientific Staffing Agency

2005-2006

- **Covance**, Lab Technician in Vitamin Chemistry Department
- **TRAC Microbiology**, Lab Technician. Microbiology testing with various substrates.

Beloit College

2000-2002

Lab Technician

- Supported cell biology research labs

Other Job Experience

Blockbuster Video, Store Manager, Libertyville, IL

1992-1999

Interests and Activities

Biology and Geology Club

2000-2002

Non-Traditional Student President, Beloit College, WI

1999-2001

Publications

- Sanders, Amanda J. (2001). "Vocal Anti-Predator Nest Defense Behavior in Male Red-winged Blackbirds". *The Beloit Biologist*.
- Sanders, Amanda J. (2002). "Could Anti-Predator Nest Defense Behavior be Directed at Females?" Presented at Beloit College Undergraduate Symposium 2002.

Presentations

- Presented at Sanger Symposium 2000 and Sanger Symposium 2001.
- Presented at Beloit College Undergraduate Symposium 2001.
- Presented at University of Wisconsin Graduate School of Animal Behavior 2001.
- Presented at PEW Research Symposium at Washington University, St. Louis 2001.
- Presented at NCUR, National Undergraduate Research Symposium. 2002

Neighborhood House Summer Camp 2011

Camp Outreach

Our goal with camp this year was to bring in new campers from our own neighborhood. In order to accomplish this, during spring of 2011 we advertised our camp through backpack mail at the following schools: Franklin and Randall, Van Hise, Lapham, Marquette, Emerson, Lincoln, Lowell, and Midvale, Wingra, Blessed Sacrament, and through flyers on bulletin boards throughout town. We sent two rounds of backpack mail in the Franklin-Randall attendance area, since that is where we are located. In addition to backpack mail, we advertised on Facebook, the Franklin-Randall PTO, Greenbush, Vilas and Bay Creek e-mail lists, and promoted it through friends and board members of Neighborhood House. We also hosted a spring break open house and last day of school ice cream social which were well attended and gave prospective families a chance to check us out.

Camp Budget

We have raised over \$10,355 in funds so far for camp this year through grants and through our annual “camp letter” which goes out to donors for support of camp. We are still expecting another \$2,000 from donors to come in, based on offers of support we’ve received. Our tuition for students who do not qualify for free or reduced lunch is \$150/week full time and \$85/week half time. We have taken in \$3,275 in tuition from our campers as of June 30, 2011, and are expecting at least another \$5,000 in tuition funds as the summer progresses. We are on a tight budget this year, but our cash flow projections remain positive through the end of the summer.

Staff

Neighborhood House has hired three temporary workers for our summer camp program. We’ve been outrageously fortunate in the caliber of our applicants; over 60 people applied to our counselor positions alone. Amanda Ryan, a licensed teacher and former assistant director of MSCR camps, is our camp director. Our two counselors, Tanya Novotnak and Jeremy Walsh, are college graduates with coursework in child development and excellent experience in youth programming. Jeremy is also a licensed teacher working at West High. The director’s hourly pay is \$13, and our counselors each make \$11 an hour, on par or better than many other camp employers in town. The payroll represents by far the largest part of our budget: \$14,910.

We’re also fortunate to have many volunteers eager to help with our camp. The UW’s Information Technology Academy program supplies 10 high school interns so that we almost always have 3 present at camp. These have proven to be an essential part of our success. We also have individual volunteers coming in to work on special projects or teach topics for a week at a time. The Morgridge Center has also supplied Badger Volunteers who come each Friday to help in the morning. All of these people have helped us keep an extremely high ratio of adults to children and give individual attention and tutoring at times.

Camper Profile:

We are pleased with our efforts to attract children from the Franklin-Randall attendance area. Out of 39 total campers, 18 of them are new to Neighborhood House and live within the Franklin-Randall attendance area. One lives in the Thoreau attendance area off of Monroe Street, and two live in the Lowell attendance area on the near east side. We feel that this response shows that there is a need among all sectors of population in this part of town for our youth programming and that we have set our price at a good level, only slightly more than MSCR full-day camps.

Next year, we will consider a reduced tuition for families who do not qualify currently but are still making 80% of Dane County's median income or less, as there are many families in our immediate neighborhood and in Bay Creek who fall into this category and we have heard from these families about the difficulty of finding and being able to afford quality child care in the summer. We'd also like to investigate the possibility of offering reduced tuition in return for parent volunteering, either through Dane County Timebank or through our own program.

In our success with attracting new campers this year, we have not neglected to offer our summer camp to kids whose families can't afford to pay. We have 14 total campers who attend on scholarship; between 9-11 kids each week. Out of campers attending on a scholarship, 3 campers live within the Franklin-Randall attendance area; others live primarily in the 53713 zip code with outliers coming from the Allied Neighborhood and from the far east side. Campers with scholarships are entirely supported through funds solicited for this purpose only.

Camp Food

Healthy Snacks

We have received a grant to buy vegetables from the South Madison Farmer's Market for snacks each afternoon. So far we've purchased snap peas, kohlrabi, strawberries, broccoli, carrots, spinach, and cherry tomatoes. Afternoon snacks consists of a vegetable or fruit serving and also cheese, meat, milk, hummus, or other representation from the protein food group. We are trying to stay away from crackers and breads as these tend to be overrepresented in kids' diets. We do have campers with peanut allergies and have been stringent about serving snacks safe for this population. We also have provided dairy product substitutes as we have campers who have dairy allergies.

Lunch

In years past, Neighborhood House has been a site for distribution of free lunches for the Summer Lunch Program. This year, because of the lower proportion we have of campers who qualify for free lunch, we felt we would not qualify for that program and chose to have campers pack a lunch. We keep on site bread and sunflower butter as well as extra snack materials in case students do not have a lunch. Next year we would like to attempt an on-site lunch program as well as snacks, but funding and staffing this presents some challenges.

Camp Curriculum Overview

Overall Goals of Camp

1. **Prevent academic learning loss** and develop campers' self-perceptions of themselves as learners.
2. **Physical Activity.** Staying fit and having fun. Healthy Snacks.
3. **Building Community.** Developing responsibility, empathy, and interpersonal skills.

Camp Strands

Centers – a time to maintain academic skills and develop interests in different topics. Each day there are World Language, writing, science, topical reading, and math activities, and potentially other projects as well. We maintain a high ratio of adults to campers here. Students have some choice about activities to participate in. This strand and our field trips were

underwritten by a grant from Dane County By Youth For Youth grant, written by Matthew Bange, who also has assisted us in putting together our science centers.

Outside play and fitness – a time to connect with the outdoors, be physically fit, and develop executive function. Twice a week campers participate in swimming lessons at West High School.

Morning Meeting – A chance to build community, introduce the week’s theme, get to know other campers, counselors and interns, and have fun together.

Open Studio – a chance to work on executive function and problem solving by having blocks of time to develop and make projects of their own choice. This can take place outside or inside the art room. Counselors’ roles here are as facilitators rather than directors of children’s activity. This programming was underwritten by the Capitol Times Kids Fund.

Field Trips – UW field trips make campers feel a part of the UW community and anticipate going to college themselves one day. Other field trips to natural areas will give kids a dose of natural play to combat the “Last Child in the Woods” phenomenon.

Reading – Each day at camp includes time built in for reading. Each week we check out approximately 50 library books, in Spanish and English, to supplement our themes; we also have an on-site library of children’s books. Each week also includes a trip to either the Monroe Street Branch Library or the Central Library so that campers can participate in the summer reading program. Also built into the day is a quiet time in which counselors read books aloud to campers. During this quiet reading time we will also be enjoying 4 visits from a human-canine team from Project READ, during which selected children may read aloud to a dog.

Weekly Themes – The weekly themes are designed to keep things fresh at camp. Each week there is a fresh load of library books related to the weekly theme for the centers area.

Week 1: Friendly Monsters: Learn to say Hello in other languages, Sewing Monster stuffed animals, and a trip to the UW Geology Museum.

Week 2: Busy Bodies: Take-apart station (old appliances), building station (making inventions with parts); water cascade making with recycled materials, Korean Language instruction, and a trip to the Ingersoll Physics Museum.

Week 3: Fabulous Fibonacci: Number sequences in nature and art, Italian language and culture, and a trip to the Wisconsin Institutes for Discovery.

Week 4: Classical Greece: Greek Mythology, Greek Alphabet, and a trip to the Chazen Art Museum.

Week 5: Rome: Roman legends, Latin Language, and a trip to the Space Place.

Week 6: Flower Power: French Language, Flower science, makes flower fairies and houses, and a trip to Allen Centennial Gardens.

Week 7: Bugs: A visit from the Insect Ambassadors, make bugs from recycled materials, bug science, a trip to UW arboretum to find bugs.

Week 8: Silly-lympics: make up a silly sport to have a silly-lympics at the end of the week. Trips to the Kohl Center and Camp Randall.

Week 9: Hit the Books: bookmaking, Chinese language and characters, and a trip to UW libraries and Silver Buckle Press.

2011 NH Camp Map - Mozilla Firefox

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2011 NH Camp Map x Learn how to make a screenshot / take-a... x +

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2011 NH Camp Map

Map of addresses of campers at Neighborhood House Summer Camp.

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50th Anniversary

celebration

NEIGHBORHOOD HOUSE
29 South Mills Street

OPEN HOUSE — 1:30 to 8:00 P.M.

January 14, 1968

**Member, Madison Neighborhood Center
A Community Chest Agency**

Red Feather Services

**Highlights of Neighborhood House History
1916 – 1949**

1916 An old house was rented on Mound Street called – Community House. Mr. T.E. Brittingham paid the rent. Associated Charities, Visiting Housekeeper and Attic Angels, Visiting Nurses were responsible for finding the need.

1917 Agency moved to Park Street in a structure built by Madison Civics Club. Name was changed to NEIGHBORHOOD HOUSE. Leadership to Groups done by Volunteers.

1921 Neighborhood House moved to 768 West Washington Avenue where it remained until the building was razed for Triangle Urban Renewal Project.

Miss Gay Braxton was hired by the Vocational Board as part of it's Americanization Program. She occupied an upper apartment and served as Head Resident. Neighborhood House became a Social Settlement.

1922 Miss Braxton was joined by Mary Lee Griggs also employed by Vocational Board. Program at Neighborhood House planned to meet the Needs of all members of the family, living in the area.

First Club – Doll Club for Girls
Second Group organized – Story Hour

These Groups were followed by other Clubs for all Ages. Classes and Mass Activities, Movies, Plays, Citizenship, English Classes for men and women, Sunday Programs, Music, Dancing, Woodwork, Games, Photography, Sewing, Festivals, Picnics, Block Parties, Teen Age Clubs, Basket Ball, Woodwork etc.

1926 An addition was added to the main building. Lot purchased by Lions Club. The Club also assisted financially in the building.

1931 Pre-School for 3 & 4 year olds started.

- 1937 Neighborhood House Auxiliary Board organized.
- 1938 Neighborhood House active in Better Homes and Garden Projects.
- 1940 Through efforts of Mrs. Isaac Sinaiko and the Juvenile Protective Association, a cottage was purchased, and given to Neighborhood House. It was used for a variety of activities.
- 1941 Neighborhood House celebrates 25 years. A week of program at N.H. climaxed with a dinner at Bethel Lutheran Church.
- 1942-43 Neighborhood House cooperates with the city in its Defense Program. Red Cross Classes, Knitting, Sewing and Canning. Citizenship Classes enlarged. Service Projects in Youth Groups, Waste paper collections, extended Camping and Swimming. 250 Boys in Service.
- 1944 Adjustments made in weekly program at Neighborhood House. Definite changes taking place in neighborhood.
- 1945 Old Families moving away, new ones coming into area. Neighborhood slowly becoming a low income area. Problems arising. Neighborhood House members take an active part in the American Youth for European Youth movement and the United Nations Projects.
- 1946 Neighborhood House attempts to get a bus on Washington Avenue.
- 1947 Family Night very popular. Attended by entire family groups. Matinees and Sunday Programs discontinued. Inter-Racial Conference held at Neighborhood House. Intense efforts made by Lions Club for a Family Camp.
- 1948 Boys enter Soap Box Derby. 2nd Field Day and Picnic at Vilas Park. All neighbors participating.
- 1949 Miss Braxton retires. Neighborhood House becomes a part of Madison Neighborhood Centers. Mr. Chester Zmudzinski director.

1949 – 1967

- 1951 Brittingham Civic Council is born as a result of a campaign against junk yards and zoning changes.
- Pre-School enrollment is doubled. Other changes made in Program.
- 1954 Urban Renewal comes to the neighborhood. Starts with pilot project – the Brittingham Project.
- 1963 Old Neighborhood House on West Washington Avenue razed, headquarters move to South Lake Street. N.H. uses Longfellow School and St. James School for it's program.
- 1965 Neighborhood House dedicates and moves into its new building at 29 South Mills Street.
- 1966 New experimental programs started. Day care for emotionally disturbed children. Parent groups and family case work begins in cooperation with Family Service.
- 1967 Neighborhood House celebrates its 50th Anniversary, with an OPEN HOUSE.

NEIGHBORHOOD HOUSE - 768 WEST WASHINGTON



1921 to 1963



1965

29 South Mills Street

Appendix C

Document	Mission/Narrative	Programs	Notes
Neighborhood House: 1916 – 1941 Open Door: Twenty-five Years of Services	Slogan: An interest for every member of the family "At Madison's Neighborhood House the residents have endeavored to share the joys and sorrows of the neighborhood. They have endeavored to give assistance to neighbors in their problems of adjustment to American ways of living and to help them in the preparation for citizenship."	Music lessons; table games for boys ; Colt Club for boys 8 - 10; girls crafts; Robins girls 8 & 9; Kindergarten; tap dancing; handicraft for boys & girls; Game room; woodworking; photography club; manual training & archery; girls sewing; city tours; Ni Pi Chi Club for boys & girls; boys crafts; Gamma Delta for girls 15+; Tansy Camp Fire girls 11 – 15; Black Eagles boys 11 – 13; play school; open night Women's sewing; ballroom dancing; stories; movie matinees; hikes; Red Cross; Mothers Club; Kiwanan Camp Fire; Drum & bugle; Christmas parties; plays; Easter hunt; Garden club; personal visits in neighborhood Night school; citizenship classes; clinic; Amerigo Vespucci Society; Italian Youth Foundation	A settlement house modeled after Hull House, founded fifty years earlier in Chicago by Jane Addams and Ellen Starr. "The settlement movement was a reformist social movement, beginning in the 1880s and peaking around the 1920s in England and the US, with a goal of getting the rich and poor in society to live more closely together in an interdependent community. Its main object was the establishment of "settlement houses" in poor urban areas, in which volunteer middle-class "settlement workers" would live, hoping to share knowledge and culture with, and alleviate the poverty of their low-income neighbors. In the US, by 1913 there were 413 settlements in 32 states." Wikipedia
1945 – 1946 at Neighborhood House	Our Theme: United Nations – One Neighborhood "The settlement has been successively called The American Home in the Foreign Community, The Investment in Americanization, The Melting Pot, The Trouble Clerk (where complaints & misunderstandings in American Life were registered) and today – The Neighborhood Center."	Resident worker <u>Children</u> Baby clinic; play school for pre-schoolers; summer kindergarten; <u>Teens</u> Hosteling; clubs; game room; sports; outings; parties; dancing <u>Crafts</u> Stitchery; rug weaving; sewing; woodworking; handicraft & art appreciation Couples club for returning serviceman and their wives	Servicemen returning from WWII. Neighborhood House focusing on providing support and strengthening the family unit.

Document	Mission/Narrative	Programs	Notes
Neighborhood House: An Answer to a City in Need, 1947	"Here people of all nationalities and creeds have found a common haven where they could receive encouragement and enlightenment as to the better way of life. Day and night entire families, old and young, are privileged to gather and enjoy educational opportunities and good common sense instruction that has brought about a fine spirit of understanding and a united community spirit." Emil J. Frautschi, Board of Directors	Vocational & adult education; nursery school; visiting nurse service; teen programs; family camp	Changing neighborhood demographics – foreign born families moving out, more white & African American moving in. "So our problem today is to bring order and understanding to our heterogeneous neighborhood." Gay Braxton, Head of Neighborhood House
Madison Neighborhood Centers: Fifth Anniversary Report 1949 – 1954 Neighborhood House	Helping people to exercise their rights and responsibilities as citizens toward the solution of problems facing the neighborhood. Increased neighborhood representation on the Board of Directors; greater coordination budget and programming with staff	Children's groups; youth groups; adult groups; support for mentally ill children in partnership with Dane County Child Guidance Clinic; Brittingham Neighborhood Council;	Madison Neighborhood Centers created in 1949. Member centers include Neighborhood House, Atwood Community House, South Madison Neighborhood Center (now Boys & Girls Club).

Service Provider Survey

Organization	Contact	Email	Contact	Email
Bay view Community Foundation	David Haas	dhaas@chartermi.net		
Goodman Community Center	Becky Steinhoff	becky@goodmancenter.org	meme Kinther	meme@goodmancenter.org
Lussier Community Center	Paul Terranova	paul@LCEmadison.org	Stan Woodard	stan@LCEmadison.org
Wil-Mar Community Center	Gary Kallas	Garyk@wil-mar.org	Ken	kenk@wil-mar.org
Meadowood Community Center	Cristine Reid	meadowood@madison.k12.wi.us		
Vera Court Community Center	Tom Soly st	veracourt@yahoo.com		
Boys & Girls Club	Michael Johnson	mjohnson@bgcdc.org	Stephanie Berto	sberto@bgcdc.org
	Corey Foster	cfoster@bgcdc.org	Alice Howard	ahoward@bgcdc.org; isugqs@bycdc.org
Joining Forces for Families	Laurie Meulemans	meulemans@countyofdane.com	Ruth Ruiz	ruiz.ruth@countyofdane.com
	Rita Adair	adair@countyofdane.com	Mike Bruce	bruce@countyofdane.com
	Ryan Estrella	estrella@countyofdane.com		
South Madison Coalition of the Elderly	Marcia	coalition@smcelder.com		
South Madison Library	Chris Wagner	cwagber@scis.lib.wi.us		
Monroe Street Library	Guy Henkel	libraryadministrator@cityofmadison.com		
South Metropolitan Planning Council	John Quinlan	QuinlanJohnL@aol.com		
Triangle Community Ministry	Kate Pender	penderkate@sbcglobal.net		
Urban League	Kaleem Caire	kcaire@ulqm.org		
Madison Community Foundation	Tom Linfield	linfield@madisoncommunityfoundation.org		
United Way	Nan Cnare	nanc@uwdc.org	Elisabeth Marx	emarx@uwdc.org
Centro Hispano	Kenneth Craig	kent@chdc.us	Mario Garcia Sierra	mario@chdc.us
City of Madison CDBG	Pam Rood	prood@cityofmadison.com		
City of Madison Community Services	Lori Wendorf	lwendorf@cityofmadison.com		
City of Madison Neighborhood Planning	Jule Stroick	istroick@cityofmadison.com		
Madison Literacy Network	Jeff Burkart	jeff@litnet.org		
Kid's Fund	Dave Z w eifel	dzweifel@madison.com		
Rotary Club of South Madison	Joe Balles	JBalles@cityofmadison.com		
St Mary's Hospital	Stephanie Johnson	Stephanie_Johnson@ssmhc.com		
Meriter Hospital	Tobi Cawtra	tcawtra@meriter.com		
Wisconsin Youth Company	Kay Stevens	kstevens@wisconsinyouthcompany.org	Jason Anderson	janderson@wisconsinyouthcompany.org
Center for Resilient Cities	Tom Dunbar	Thomas.Dunbar@resilientcities.org	Kate Stalker	kate.stalker@resilientcities.org
Evjue Foundation	Dave Z w eifel	dzweifel@madison.com		
St. James	Sister Kathleen	kloughrin@straphael.org		Stjames@tds.net
Trinity UMC	Amanda Stein	pastor@tumcmadison.org		
Beth Israel Center	Joshua Ben-Gideon	Waiting for email address from Judy	Bob Skloot	rskloot@wisc.edu
	Judy Pierotti	jw.pierotti@ameritech.net	Judy Karofsky	jfk@chorus.net
St. Mark's Lutheran Church	Mary Farmer	stmarks@merr.com		
UW-Madison	Mary Rouse	mkrouse@wisc.edu	Lori Kay	lkay@bascom.wisc.edu
	Dawn Crim	dbcrim@chancellor.wisc.edu		
Morgridge Center for Public Service	Elizabeth Tryon	etryon@wisc.edu	Megan Miller	vista@morgridge.wisc.edu
Franklin-Randall School Social Worker	Margaret Murray	mamurray@madison.k12.wi.us		

Neighborhood Resident Survey

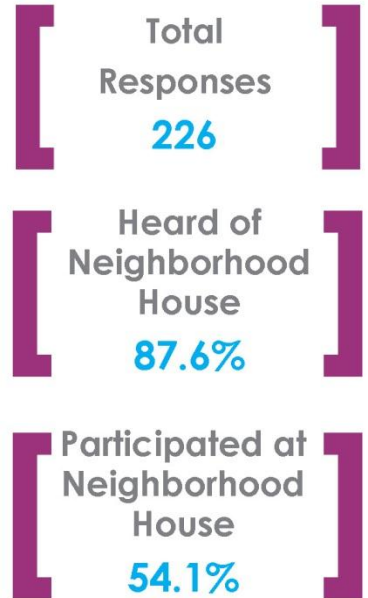
Organization	Contact	Email	Listserv	Notes
Neighborhood House Users	Kate MacCrimmon	kateandbodd@gmail.com	NA	Add emails to gmail group
Neighborhood House Supporters	Kate MacCrimmon	kateandbodd@gmail.com	NA	Add emails to gmail group
Franklin Randall PTO	Amy Rountree	Amytree@tds.net		
Greenbush Neighborhood Association	Amy Rountree	Amytree@tds.net	Yes	Add listserv to gmail group
Vilas Neighborhood Association	Jon Standridge	jstandri@facstaff.wisc.edu	Yes	Add listserv to gmail group
Dudgeon Monroe Neighborhood Association	Lynn Pitman	President@dmna.org	?	Has email newsletter. Need permission
Regent Street Neighborhood Association	Darsi Foss	Darsi@tds.net	Yes	Need to join listserv & add to gmail group
Monona Bay Neighborhood Association	Aaron Crandall	Aaron.crandall@yahoo.com	?	How to distribute via email?
Bay Creek Neighborhood Association	Bob Stoffs	bstoffs@tds.net	Yes	Need to join listserv & add to gmail group
Common Council	Sue Ellingson	District13@cityofmadison.com	NA	Add email to gmail group
	Shiv a Bidar-Sielaff	District5@cityofmadison.com	NA	Add email to gmail group
	Brian Solomon	District10@cityofmadison.com	NA	Add emails to gmail group

Neighborhood House Resident Survey Summary

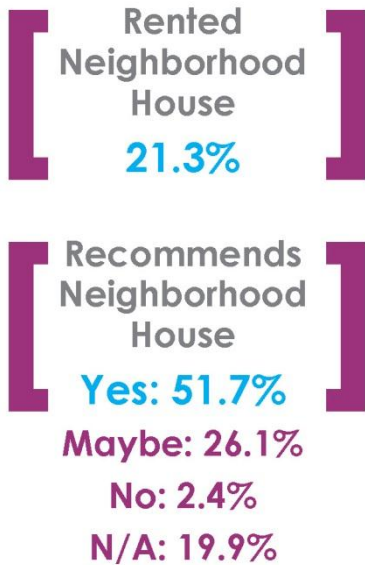
Conducted May 26, 2011 to June 20, 2011

In May 2011, Neighborhood House conducted two surveys to gain critical feedback regarding Neighborhood House's services and programs. These two surveys – taken online over approximately one month – provided an opportunity for input from two different population samples: neighborhood residents, and Madison area community service providers. Survey responses were collected as part of an overall Strategic Positioning Initiative for Neighborhood House, generously supported by the City of Madison's Community Development Block Grant (CDBG) program.

The goals of the Neighborhood Resident Survey were to gather information regarding the knowledge and perceptions of Neighborhood House, determine the need and support for a community center, and identify the type of facilities and programming Neighborhood House might deliver in the future. Survey results are intended to provide the Board of Directors with the necessary information to determine the future direction of Neighborhood House.



Bracketed figures illustrated on this page offer specific snapshots from the Neighborhood Resident Survey. Included are percentages demonstrating the total respondents, familiarity with the organization, participation through programs and use of the facility, and whether respondents would recommend Neighborhood House to others. The majority of respondents who had heard of Neighborhood House had learned of the organization through a neighbor, friend, or family member. The corresponding survey results for all bracketed figures can be found in the raw survey data, which is available through the Neighborhood House website at: www.neighborhoodhousemadison.org.



Several additional highlights provide constructive input as to the knowledge of and need for the services and programs offered by Neighborhood House. Of the existing programs and activities provided by the organization, respondents were widely familiar with the Summer Camp program (70.8% of respondents), along with the food pantry (69.7%) and meeting space (63.1%). Neighborhood House's recently added activities - the movie and meal nights, and the speaker series - are also well-known, at 61.5% and 53.3% respectively (see **Figures One and Two**). Twenty-one respondents mentioned familiarity with programs and activities not listed, including volunteer opportunities (2) and the organization's auctions (2).

Figure One.

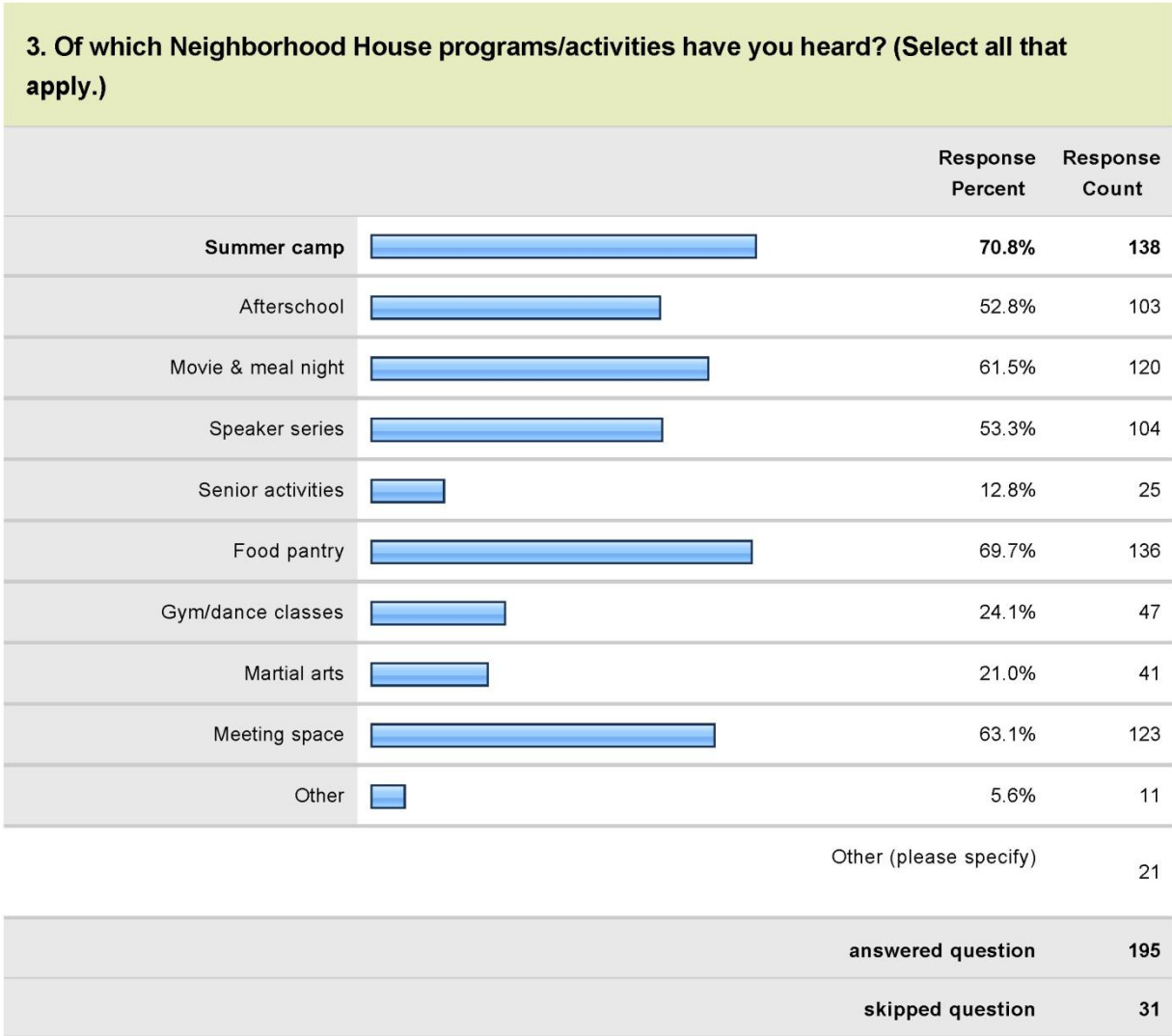
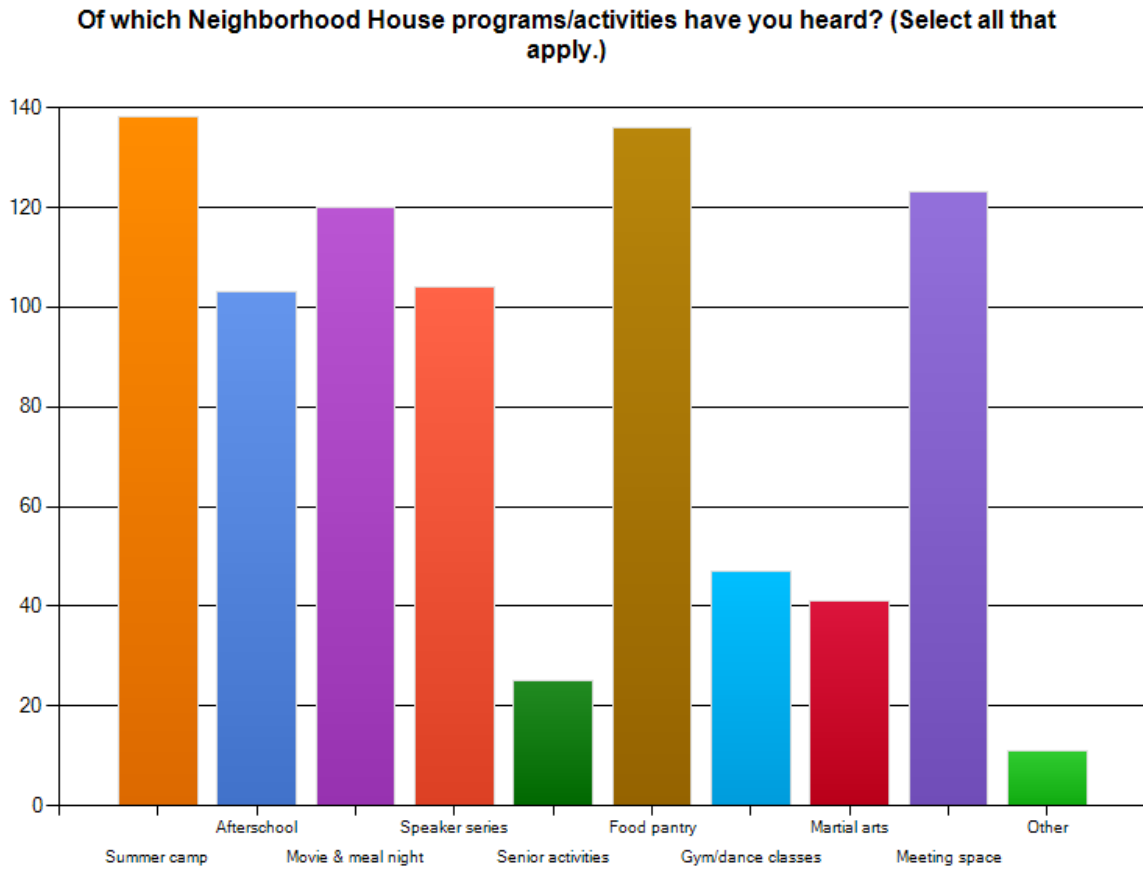
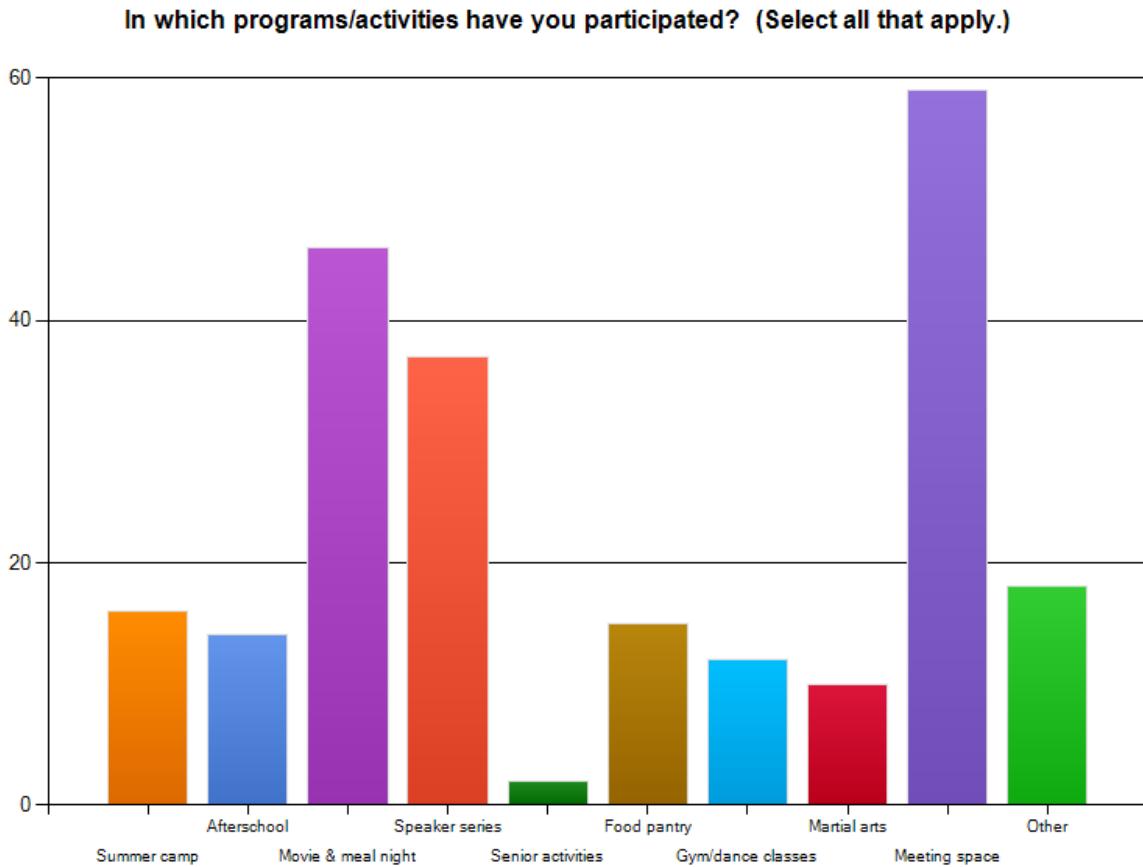


Figure Two.



Of respondents who have previously participated in Neighborhood House programs or activities, the leading participation factor stemmed from the organization's meeting space (49.2%), with the speaker series shortly following (30.8%). Only 8.3% of respondents had utilized martial arts programs, while 1.7% had participated in senior programs (see **Figure Three**). Low participation in senior programs may be attributed to past efforts at providing those services off-site.

Figure Three.



Respondents were asked to answer how he/she had heard of Neighborhood House (**Figure Four**). The majority of respondents (142) had heard of the organization through a neighbor, friend, or family member. Twenty-four respondents selected that he/she heard of Neighborhood House through an avenue not outlined in the question. Using a unique program called Wordle, these responses have been summarized into a graphic depiction of the most commonly used words (**Figure Five**). Larger words signify those most frequently used; smaller words were less frequently cited by respondents. Without omitting adjectives submitted in the responses, the four most commonly used words were: neighborhood, worked, attended, and long.

Figure Four.

2. How did you hear about Neighborhood House? (Select all that apply.)			
		Response Percent	Response Count
Neighbor Friend Family		72.8%	142
School Backpack Note		10.3%	20
Listserv		15.9%	31
News Article		11.3%	22
Passed By		27.2%	53
Other		12.3%	24
	Other (please specify)		39
	answered question		195
	skipped question		31

Figure Five.



Current Perspectives | Trends

Bracketed figures illustrated on this page offer two additional snapshots from the Neighborhood Resident Survey. Included are percentages demonstrating the frequency of Neighborhood House usage by respondents, and whether respondents utilized other Madison area community centers.

Neighborhood House Usage
Once: 8.5%
Occasionally:

36.2%

Weekly: 38.3%

Monthly: 17.0%

Use Other Community Centers
39.7%

Among those who have participated in Neighborhood House programs and activities (**Figure Six**), most visit on an occasional basis (51.7%), while others visit monthly (25.8%). Approximately 11.7% of respondents visit Neighborhood House on a monthly basis, while the remaining set of respondents had visited at least once (10.8%). Those who have utilized Neighborhood House have predominantly been “very satisfied” (53.3%) or “satisfied” (24.2%; see **Figure Seven**). As seen in **Figure Eight**, 35 respondents had previously reserved Neighborhood House meeting rooms for use, and 26 respondents had reserved the gym. No respondents had reserved the playground at Neighborhood House. Users of the facility were either “very satisfied” (40.4%) or “satisfied” (38.3%) with the space provided (**Figure Nine**).

Figure Six.

Q.6: How often have you participated in Neighborhood House programs/activities?

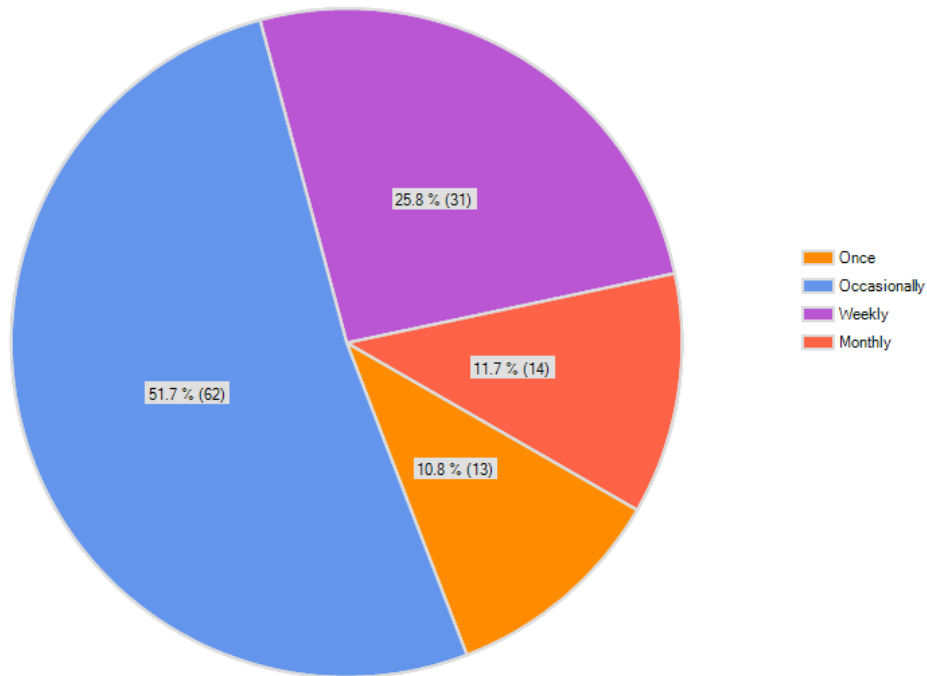


Figure Seven.

7. How satisfied were you with the programs?						
	Very Unsatisfied	Somewhat Unsatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Response Count
Level of Satisfaction	7.5% (9)	5.0% (6)	10.0% (12)	24.2% (29)	53.3% (64)	120
	Why or why not?					47
	answered question					120
	skipped question					106

Figure Eight.






9. Which spaces have you rented or reserved? (Select all that apply.)			
		Response Percent	Response Count
Gym		55.3%	26
Meeting rooms		74.5%	35
Classrooms		19.1%	9
Kitchen		23.4%	11
Playground		0.0%	0
Computer lab		17.0%	8
Other		0.0%	0
	Other (please specify)		1
	answered question		47
	skipped question		179

Figure Nine.

11. How satisfied were you with the Neighborhood House facility?						
	Very Unsatisfied	Somewhat Unsatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Response Count
Level of Satisfaction	10.6% (5)	8.5% (4)	2.1% (1)	38.3% (18)	40.4% (19)	47
	Why or why not?					20
	answered question					47
	skipped question					179

Respondents were asked to provide three words that come to mind when thinking of Neighborhood House (**Figure Ten**). Using Wordle, these responses have been summarized into a graphic depiction of the most commonly used words. The four most commonly used words were community, friendly, welcoming, and convenient.

Figure Ten.



Cross tabulations provide side-by-side comparisons of two survey questions to determine how they interrelate. Four cross tabulations are included to highlight specific insights on the overlap between educational attainment, households with children, current usage of Neighborhood House, and usage of other Madison area community centers. These cross tabulations can be utilized in considering future opportunities for Neighborhood House.

The cross tabulation providing analysis on educational attainment vis-a-vis participation at Neighborhood House offers insight as to the educational level of those visiting the Center (**Figure Eleven**). In general, the majority of respondents to the question had completed some graduate school or attained a master's degree. Greater than 50% of those respondents with a) some graduate school and b) a master's degree have participated in Neighborhood House programs. Based on this sampling, the majority of Neighborhood House participants have attained advanced degrees.

The cross tabulation illustrating educational attainment vis-a-vis households with children demonstrates a fairly even distribution (**Figure Twelve**). Households represented in this sampling, regardless of respondent educational level, are divided almost evenly: about half of households include children.

Figure Eleven.

Have you or your family participated in Neighborhood House programs/activities?						
	What is your highest level of education?					
	High School	Some College	Bachelor's Degree	Some Graduate School	Master's Degree	Response Totals
Yes	75.0% (3)	46.7% (7)	52.4% (22)	72.7% (16)	60.6% (60)	59.3% (108)
No	25.0% (1)	53.3% (8)	47.6% (20)	27.3% (6)	39.4% (39)	40.7% (74)
answered question	4	15	42	22	99	182
skipped question						0

Figure Twelve.

Are there children in your household?						
	What is your highest level of education?					
	High School	Some College	Bachelor's Degree	Some Graduate School	Master's Degree	Response Totals
Yes	75.0% (3)	20.0% (3)	54.8% (23)	72.7% (16)	57.6% (57)	56.0% (102)
No	25.0% (1)	80.0% (12)	45.2% (19)	27.3% (6)	42.4% (42)	44.0% (80)
answered question	4	15	42	22	99	182
skipped question						0

The cross tabulation showing usage of different Neighborhood House programs vis-a-vis usage of other Madison area community centers also represented a nearly even divide (**Figure Thirteen**). Regardless of whether respondents utilized the summer camp, speaker series, or other Neighborhood House programs, approximately half of users in each category have used other Madison area community centers. This trend may lend support to the notion that respondents are not heavily relying on other Madison community centers to fill any kind of void in existing Neighborhood House programs.

The cross tabulation illustrating the level of satisfaction of Neighborhood House programs vis-a-vis existing program areas illustrates that in almost every program area, the majority of respondents felt satisfied or very satisfied with the programs (**Figure Fourteen**). Only the martial arts program received a quantity of “unsatisfied” responses that was comparable to those that indicated “satisfied.” The senior activities category did not receive a significant number of responses to fairly determine the level of satisfaction.

Bracketed figures illustrated on this page offer three snapshots from the Neighborhood Resident Survey that relate to future direction. Included are percentages demonstrating whether respondents felt a new facility would be needed, whether respondents would be willing to support Neighborhood House through an annual campaign, and whether respondents were interested in volunteering with Neighborhood House.

New Facility for Neighborhood House
Yes: 34.0%
Unsure: 61.9%
No: 4.1%

Would Support Via Annual Campaign
Yes: 29.9%
Maybe: 55.2%
No: 6.7%
Already do: 8.2%

Interested in Volunteering
Yes: 17.0%
Maybe: 49.0%
No: 34.0%

Figure Thirteen.

In which programs/activities have you participated? (Select all that apply.)			
	Do you use other Madison community centers?		
	Yes	No	Response Totals
Summer camp	17.0% (9)	11.7% (7)	14.2% (16)
Afterschool	11.3% (6)	8.3% (5)	9.7% (11)
Movie & meal night	49.1% (26)	31.7% (19)	39.8% (45)
Speaker series	32.1% (17)	26.7% (16)	29.2% (33)
Senior activities	1.9% (1)	1.7% (1)	1.8% (2)
Food pantry	17.0% (9)	10.0% (6)	13.3% (15)
Gym/dance classes	11.3% (6)	8.3% (5)	9.7% (11)
Martial arts	5.7% (3)	10.0% (6)	8.0% (9)
Meeting space	60.4% (32)	36.7% (22)	47.8% (54)
Other	18.9% (10)	13.3% (8)	15.9% (18)
Other (please specify)	16 replies	17 replies	33
answered question	53	60	113
		skipped question	81

Figure Fourteen.

In which programs/activities have you participated? (Select all that apply.)						
	How satisfied were you with the programs? Level of Satisfaction					Response Totals
	Very Unsatisfied	Somewhat Unsatisfied	Neutral	Somewhat Satisfied	Very Satisfied	
Summer camp	11.1% (1)	16.7% (1)	8.3% (1)	13.8% (4)	14.1% (9)	13.3% (16)
Afterschool	11.1% (1)	16.7% (1)	8.3% (1)	17.2% (5)	9.4% (6)	11.7% (14)
Movie & meal night	11.1% (1)	33.3% (2)	33.3% (4)	51.7% (15)	37.5% (24)	38.3% (46)
Speaker series	11.1% (1)	33.3% (2)	25.0% (3)	44.8% (13)	28.1% (18)	30.8% (37)
Senior activities	0.0% (0)	16.7% (1)	0.0% (0)	0.0% (0)	1.6% (1)	1.7% (2)
Food pantry	11.1% (1)	33.3% (2)	8.3% (1)	10.3% (3)	12.5% (8)	12.5% (15)
Gym/dance classes	11.1% (1)	33.3% (2)	0.0% (0)	10.3% (3)	9.4% (6)	10.0% (12)
Martial arts	33.3% (3)	16.7% (1)	0.0% (0)	3.4% (1)	7.8% (5)	8.3% (10)
Meeting space	55.6% (5)	66.7% (4)	58.3% (7)	44.8% (13)	46.9% (30)	49.2% (59)
Other	11.1% (1)	0.0% (0)	8.3% (1)	24.1% (7)	14.1% (9)	15.0% (18)
Other (please specify)	3 replies	0 replies	2 replies	9 replies	21 replies	35
answered question	9	6	12	29	64	120
skipped question						0

Respondents were asked to rate the level of importance in having Neighborhood House provide programs for specific age groups. The “Youth (6 to 12)” and “Families” categories received the broadest support (**Figure Fifteen**). When respondents were asked to comment on the level of support he/she would provide Neighborhood House in serving specific neighborhoods, the Greenbush and Triangle neighborhoods received the largest quantity of “strongly support” and “support” (**Figure Sixteen**). The Bassett and South Madison neighborhoods received the fewest responses from those categories. As seen in **Figure Seventeen**, 83.6% of respondents felt that it was important for Neighborhood House to meet the needs of area residents.

Figure Fifteen.

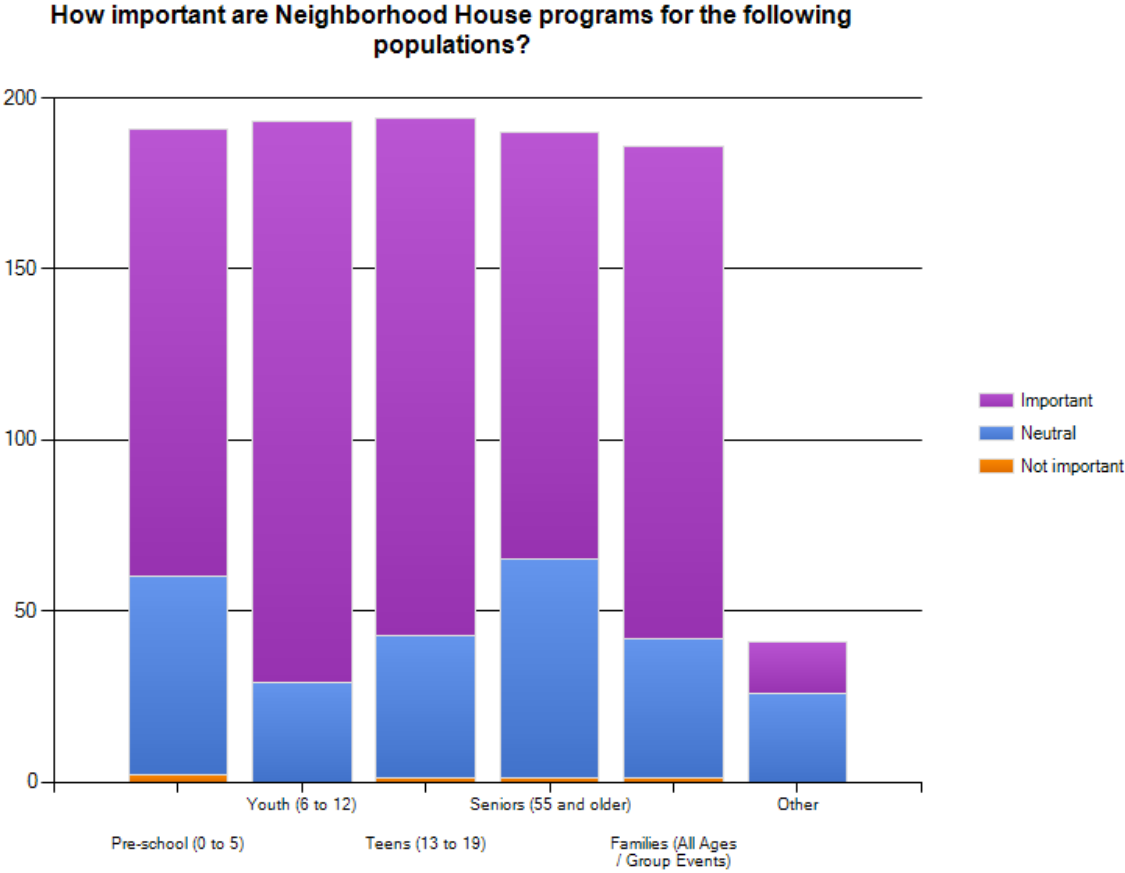


Figure Sixteen.

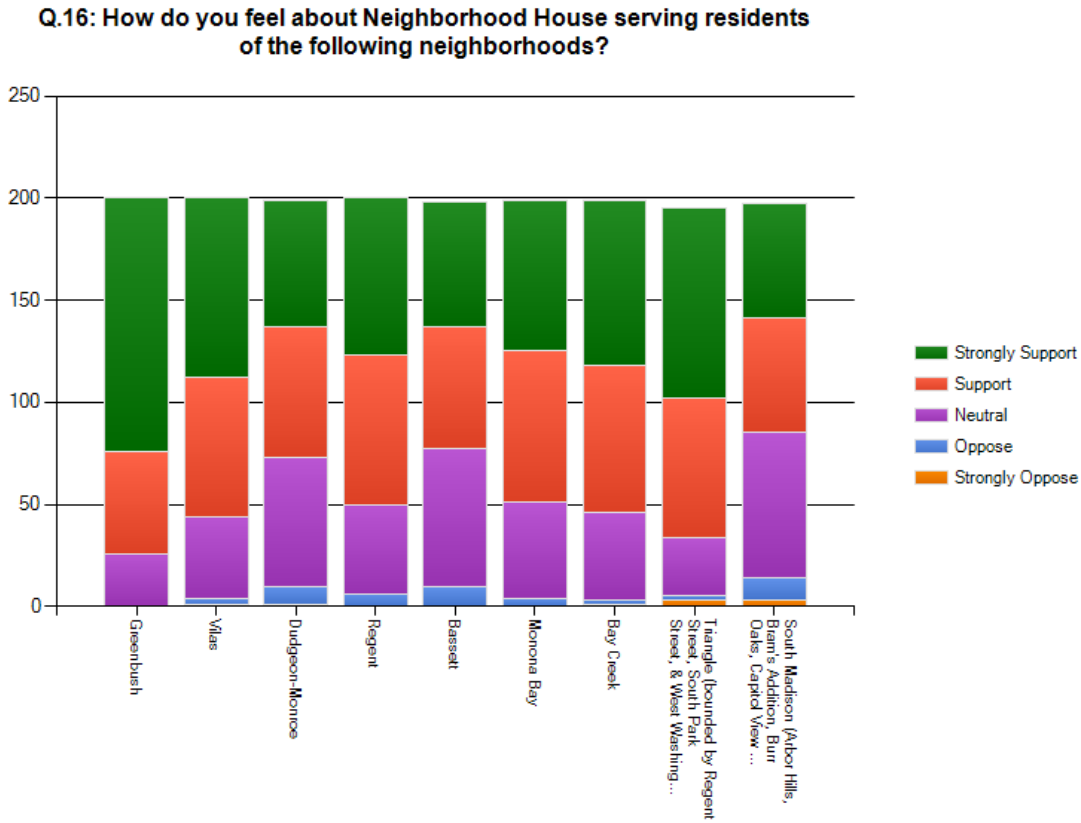


Figure Seventeen.

17. How important is it that Neighborhood House meets the needs of area residents?				
	Not important	Neutral	Important	Response Count
Level of Importance	0.5% (1)	15.9% (32)	83.6% (168)	201
			answered question	201
			skipped question	25

When asked about the level of importance in Neighborhood House meeting the needs of low-income residents, the majority responded with "important" (68.2%). Twenty-six percent of respondents were neutral on the subject, while 5.5% felt it was not important for Neighborhood House to meet these needs (**Figure Eighteen**). Additionally, respondents highly supported using a sliding scale for various programs and services (76.3%; see **Figure Nineteen**). Only 2.6% of respondents did not support using a sliding scale, while 21.1% were neutral on the subject. Respondents also rated after-school programs,

community events, and the food pantry as important amenities when ranking the existing programs provided by Neighborhood House.

Figure Eighteen.

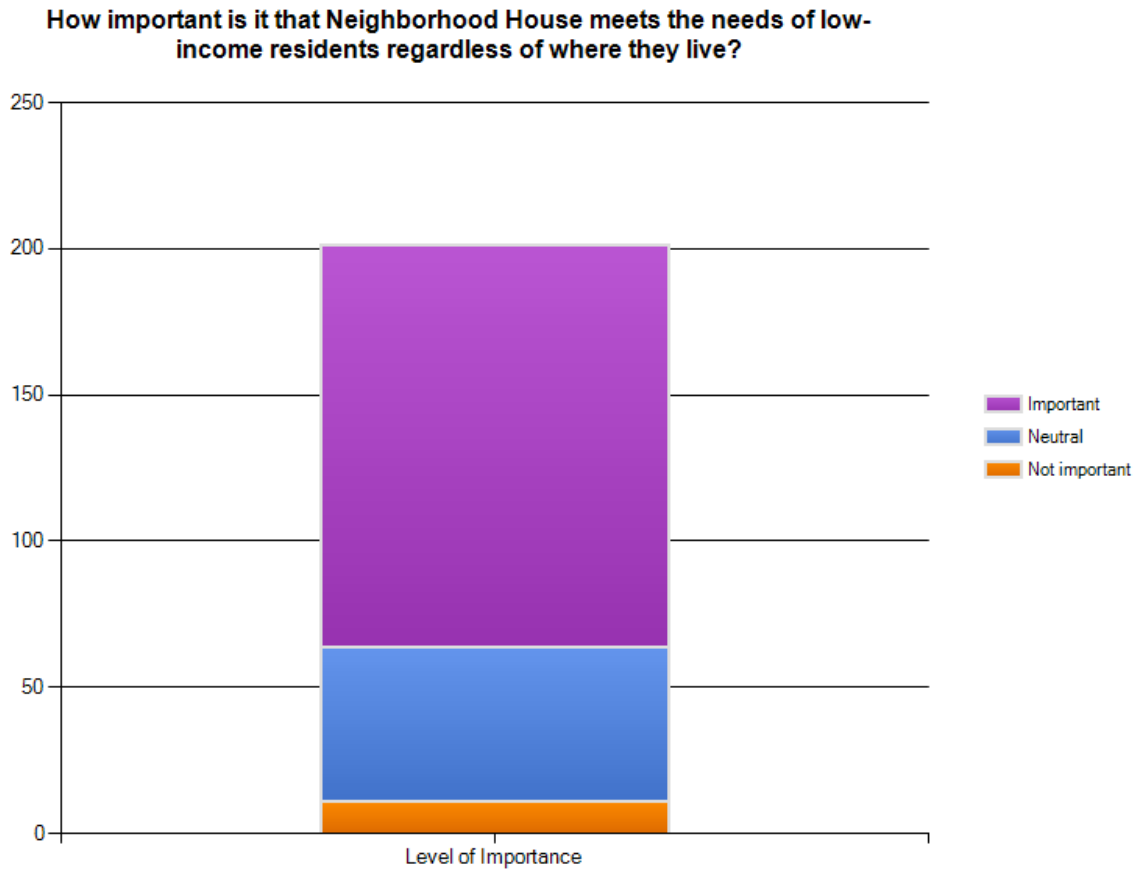


Figure Nineteen.

Should fees for programs, services, and facility rental be on a sliding scale based on need? (Sliding scale refers to varying costs for services based on one's ability to pay.)

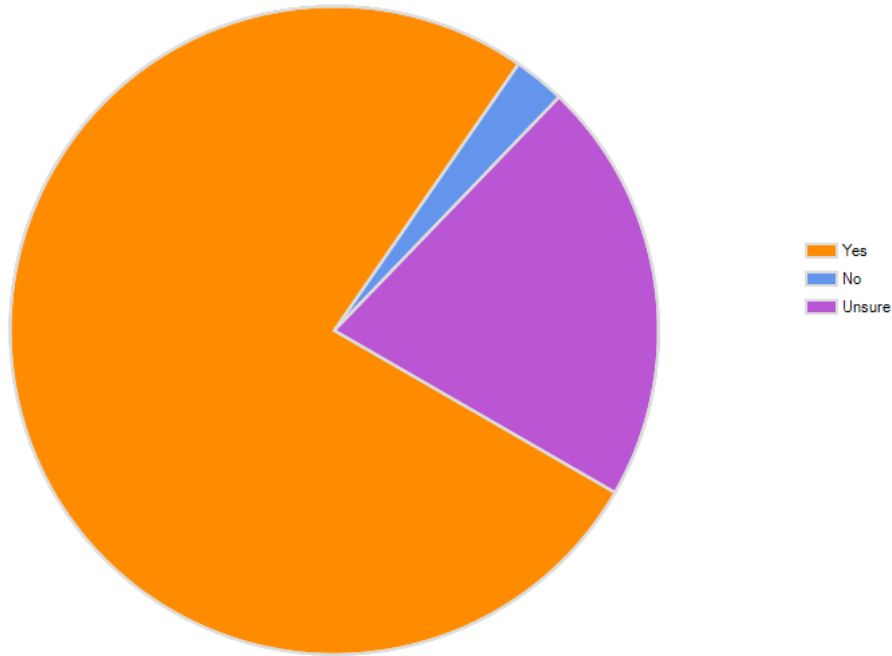


Figure Twenty offers insights as to how important respondents felt it was for Neighborhood House to continue specific programs and amenities. Of note are five of the higher-ranked "important" programs and amenities: summer camp, after school programs, educational programs, community events, food pantry, and meeting space.

Wordle usage is also incorporated in **Figure Twenty-One** to depict other programs respondents would like to see Neighborhood House provide. Among the most commonly used words were: community, neighborhood, yoga, space | facility | building, sustainability, activities, and gym. **Figure Twenty-Two** outlines what kinds of uses respondents felt should be incorporated into a new Neighborhood House facility. Among those most often ranked by respondents with "strongly agree" was a commercial kitchen, gym, meeting rooms, and a playground.

Figure Twenty.

Q.21: How important is it that Neighborhood House provides the following programs or amenities?

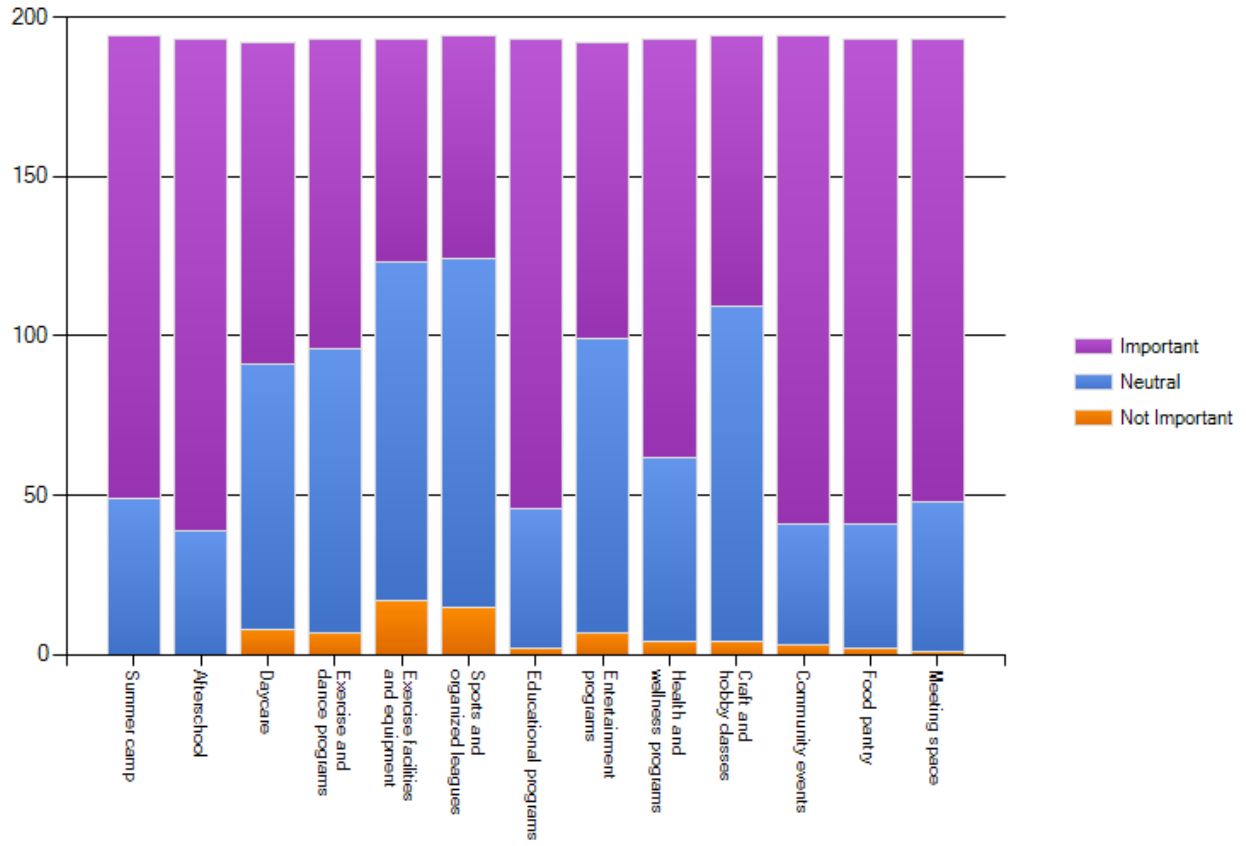
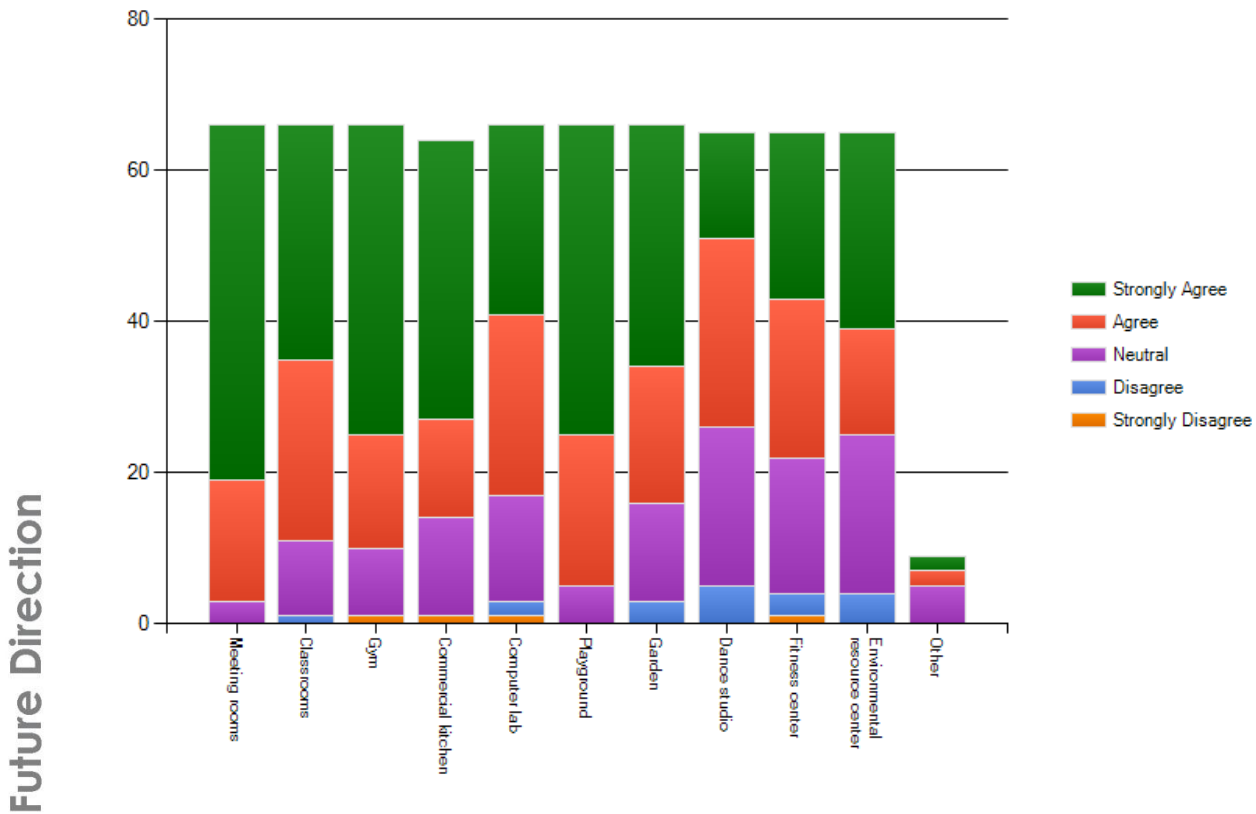


Figure Twenty-One.



Figure Twenty-Two.

Q.25: What type of uses should be included at a new Neighborhood House facility?



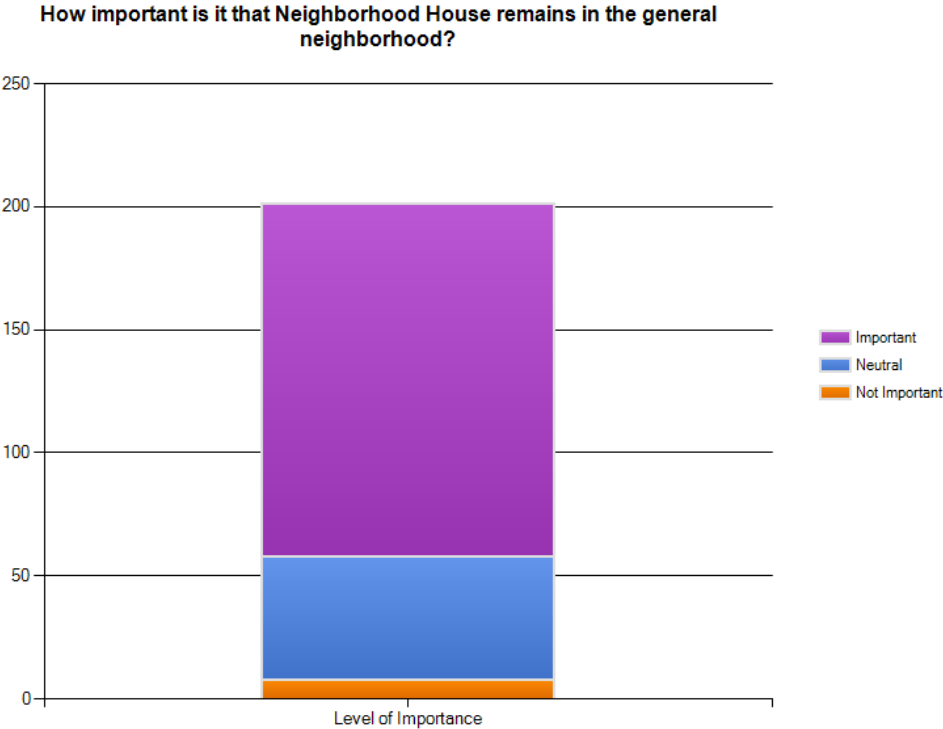
Importance of Building Community Identity and Connectedness

Important: 84.6%

The bracketed figure illustrated on this page offers a snapshot demonstrating respondents' perception of the importance for Neighborhood House to build community identity and connectedness.

Of 203 respondents to a question regarding the level of importance in keeping Neighborhood House in the general area, 71.1% responded with "important." Others selected either "neutral" (24.9%) or "not important" (4.0%; **Figure Twenty-Three**). While Neighborhood House serves populations both in and outside the area, seeing a high level of community support for the organization's presence in the general neighborhood speaks favorably to broader decisions about facility planning within the immediate locale.

Figure Twenty-Three.



Respondents were somewhat hesitant in responding definitively to inquiries about supporting annual fundraising campaigns, capital campaigns for a new facility, or committing to using a new facility more often. This hesitancy may dissipate as respondents and other community members receive more detailed information about what these processes would entail, and what specific programs would be incorporated as a result.

Would Use New Facility More Often
Yes: 40.7%
Unsure: 49.5%
No: 9.8%

Bracketed figures illustrated on this page offer two additional snapshots from the Neighborhood Resident Survey that relate to future direction. Included are percentages demonstrating whether respondents would use a new Neighborhood House facility, and whether respondents would be willing to support a new facility via a capital campaign.

Demographics

The majority of respondents to the Neighborhood Resident Survey have lived in the general area for over ten years (43.5%; see **Figure Twenty-Four**). Households with children comprised 58.5%, many of which consisted of two children (49.6%; **Figure Twenty-Five**). The majority of households with children included youth between the ages of 7 and 10 (53.1%; **Figure Twenty-Six**).

Respondents generally represented a group of individuals that had predominantly obtained advanced degrees. Those with masters' degrees consisted of 51.3%; conversely, only 2.1% of respondents had only received a high school degree (**Figure Twenty-Seven**). The brackets on the following page provide percentages relating to homeownership and gender. Homeowners comprised 82.9% of respondents; the remainder of respondents rented. Approximately 30% of respondents were men, and 70% were women.

**Would Support
New Facility
via Capital
Campaign**

Yes: 40.2%
Maybe: 47.9%
No: 11.9%

Figure Twenty-Four.

36. If you live in the area, how long have you lived there (whether in the same or different unit)?			
		Response Percent	Response Count
Less than one year		4.7%	9
1 to 4 years		16.6%	32
5 to 10 years		26.4%	51
Over ten years		43.5%	84
Not Applicable - I do not live in the area.		8.8%	17
answered question			193
skipped question			33

Figure Twenty-Five.

Q.38: How many children are in your household?

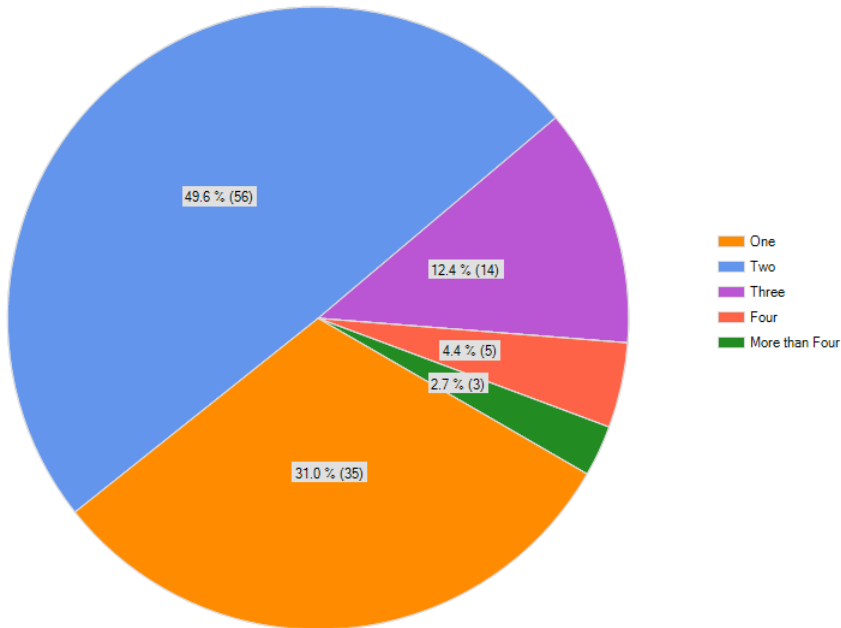


Figure Twenty-Six.

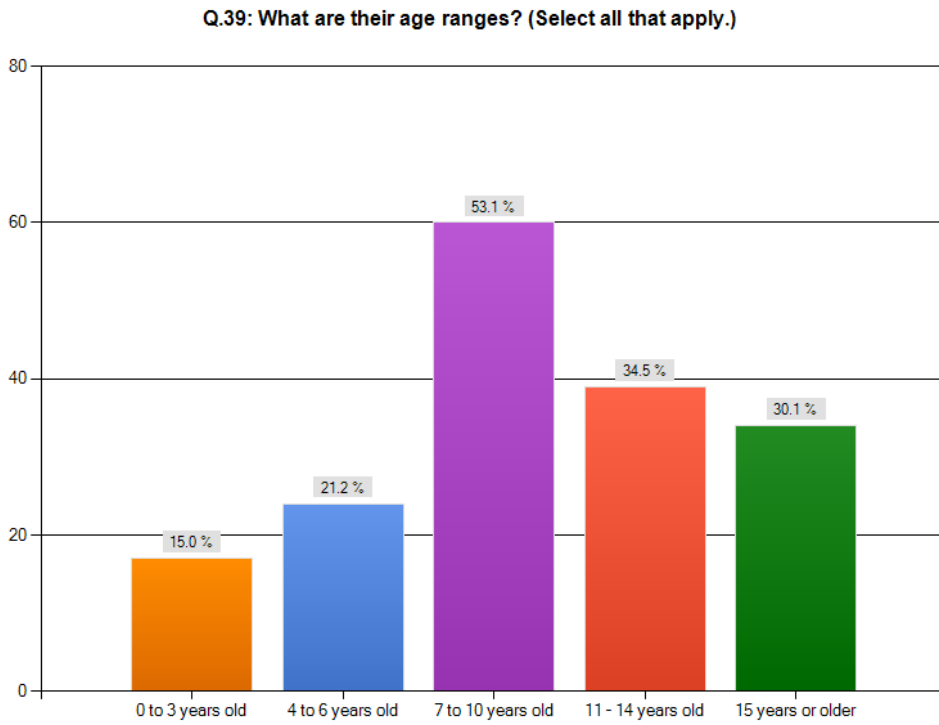
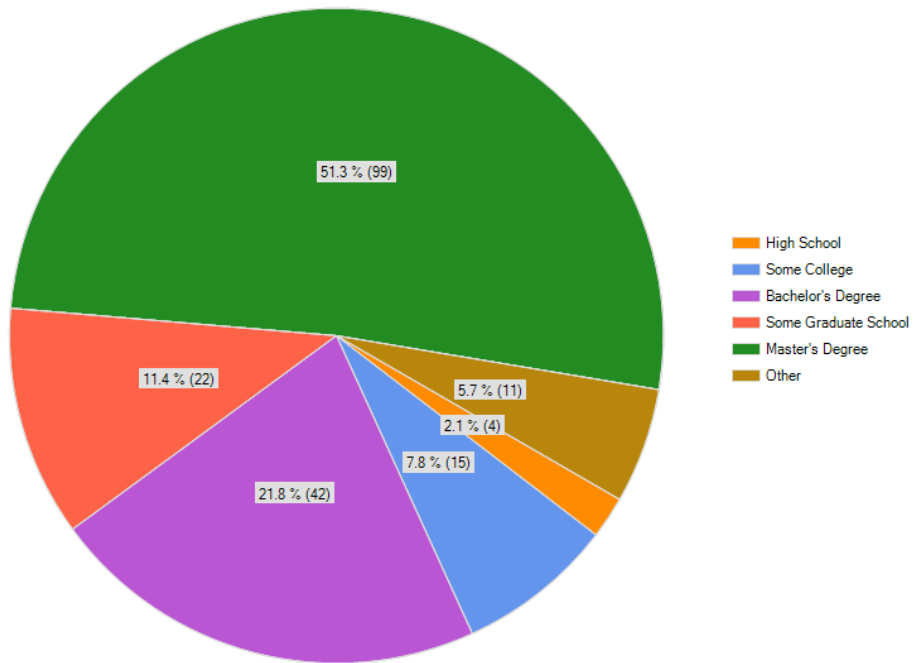


Figure Twenty-Seven.

Q.34: What is your highest level of education?



Future Direction

Community Service Provider Survey Summary

Conducted May 26, 2011 to June 20, 2011

In May 2011, Neighborhood House conducted two surveys to gain critical feedback regarding Neighborhood House's services and programs. These two surveys – taken online over approximately one month – provided an opportunity for input from two different population samples: neighborhood residents, and Madison area community service providers. Survey responses were collected as part of an overall Strategic Positioning Initiative for Neighborhood House, generously supported by the City of Madison's Community Development Block Grant (CDBG) program.

Total Responses
14

Partnered with Neighborhood House
42.9%

The goals of the Community Service Provider Survey were to gather information regarding the knowledge and perceptions of Neighborhood House, determine the need and support for a community center, and identify the type of facilities and programming Neighborhood House might deliver in the future. Survey results are intended to provide the Board of Directors with the necessary information to determine the future direction of Neighborhood House.

Rented Neighborhood House
14.3%

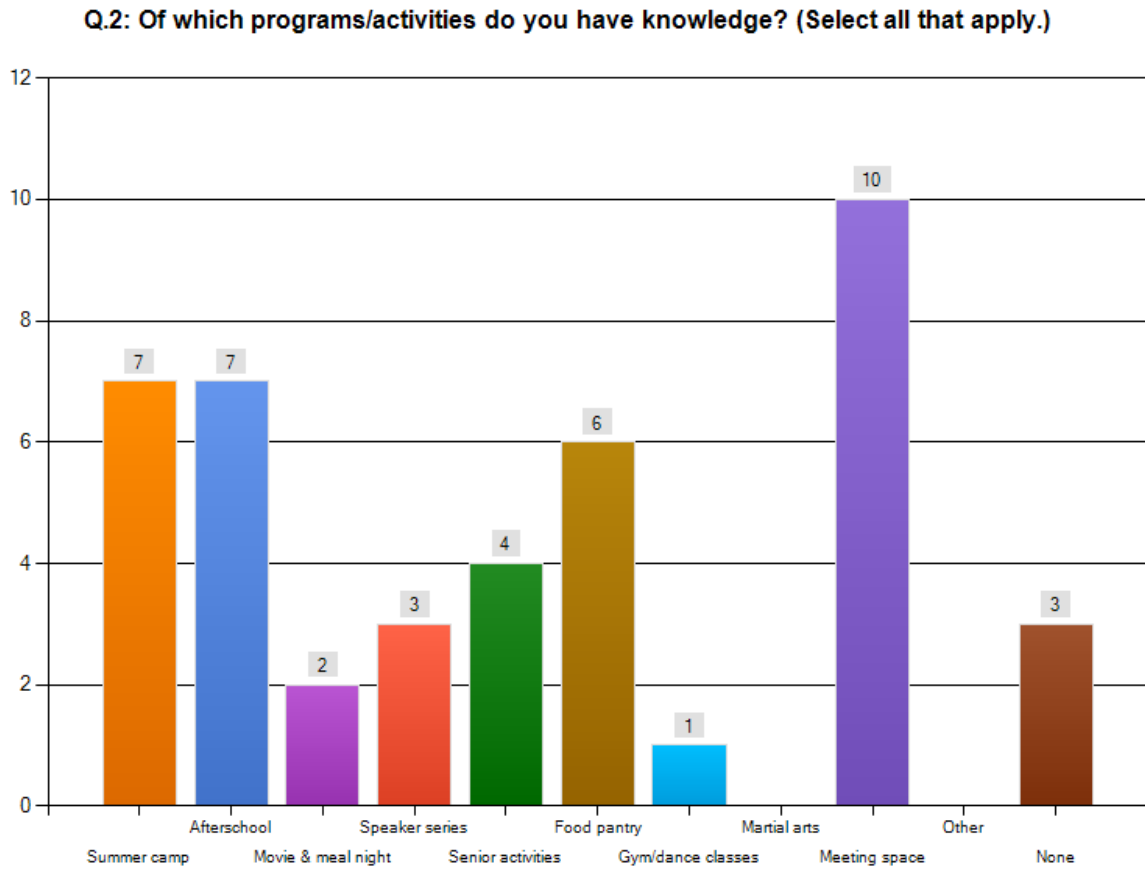
Neighborhood House requested input from forty-two area organizations, yet only fourteen respondents offered feedback. The fourteen responses communicated a generally unenthusiastic undertone about the quality of Neighborhood House facilities and programs. The poor response rate and notably disparate tone in comparison with the Neighborhood Resident Survey responses should be taken into consideration when reviewing survey results.

Bracketed figures illustrated on this page offer specific snapshots from the Community Service Provider Survey. Included are figures demonstrating the total respondents, respondents who have partnered with Neighborhood House, respondents who have rented the facility, and respondents who have referred Neighborhood House to others. The corresponding survey results for all bracketed figures can be found in the raw survey data, which is available through the Neighborhood House website at www.neighborhoodhousemadison.org.

Referred Someone to Neighborhood House
Yes: 50.0%

Respondents were predominantly familiar with the meeting space (10), summer camp (7), and after school programs (7) offered by Neighborhood House (**Figure One**). No respondents had familiarity with the martial arts program at Neighborhood House, and only one respondent was familiar with the organization's gym/dance classes.

Figure One.



For those respondents that had partnered with Neighborhood House in the past, their partnerships stemmed from summer camp (23.1%), the food pantry (23.1%), and after school programs (23.1%; see **Figure Two**). Respondents largely rated these partnerships as “neutral” (61.5%), while others rated partnerships as “successful” (30.8%; see **Figure Three**). Only 7.7% of respondents (1 respondent) rated the partnership as “very unsuccessful.”

The bracketed figure illustrated on this page offers an additional snapshot from the Community Service Provider Survey that relates to future direction. Included are percentages demonstrating respondents’ knowledge of Neighborhood House.

Knowledge of Neighborhood House

Not at all: 14.3%

Somewhat: 57.1%

Well: 21.4%

Very Well: 7.1%

Figure Two.

10. For which programs did you partner?		Response Percent	Response Count
Summer camp		23.1%	3
Afterschool		23.1%	3
Movie & meal night		7.7%	1
Speaker series		7.7%	1
Senior activities		7.7%	1
Food pantry		23.1%	3
Gym/dance classes		7.7%	1
Other		38.5%	5
Other (please specify)			10
answered question			13
skipped question			1

Figure Three.

11. How successful was the partnership?						
	Very unsuccessful	Unsuccessful	Neutral	Successful	Very successful	Response Count
Level of Success	7.7% (1)	0.0% (0)	61.5% (8)	30.8% (4)	0.0% (0)	13
Why or why not?						6
answered question						13
skipped question						1

When asked about which neighborhoods Neighborhood House should serve, respondents gave the strongest support to the Greenbush and Vilas neighborhoods (**Figure Four**). A few respondents opposed to Neighborhood House serving the

Bassett and Triangle neighborhoods. Similarly, when assessing which populations Neighborhood House should support, a few respondents opposed to having the organization provide services for seniors (**Figure Five**).

Figure Four.

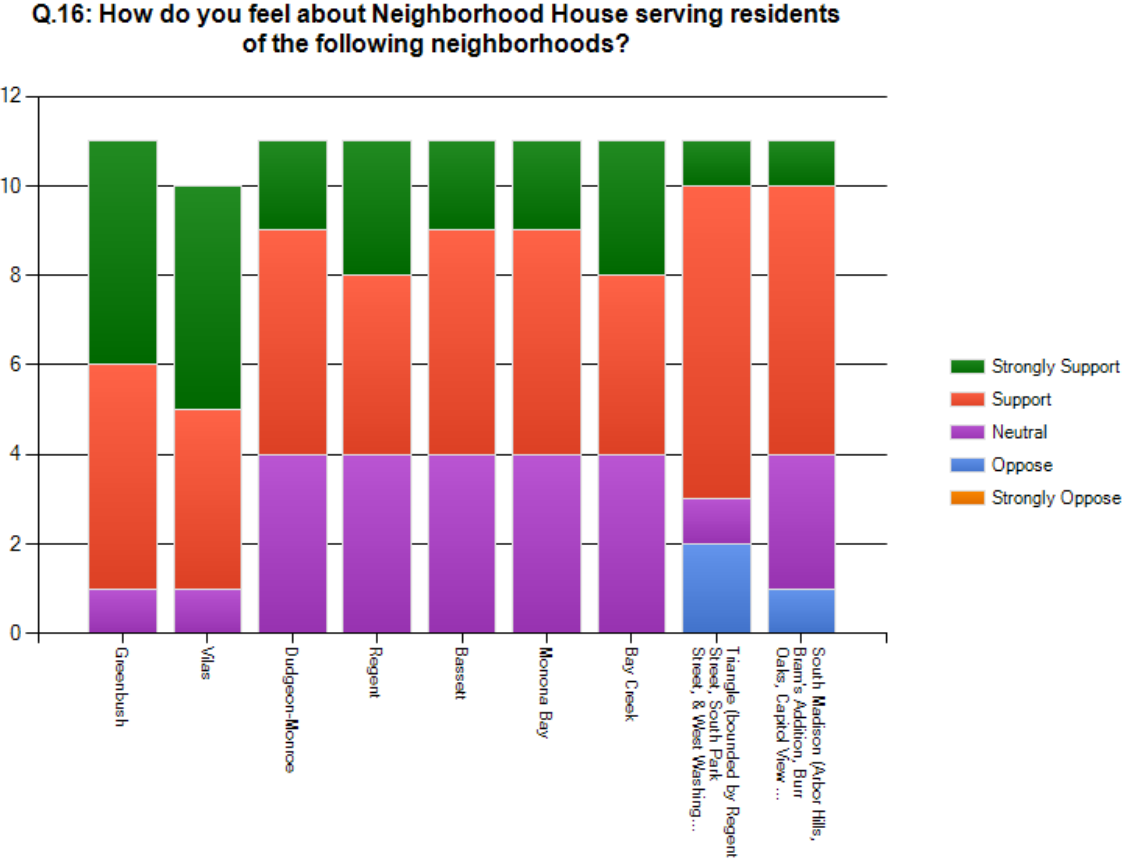
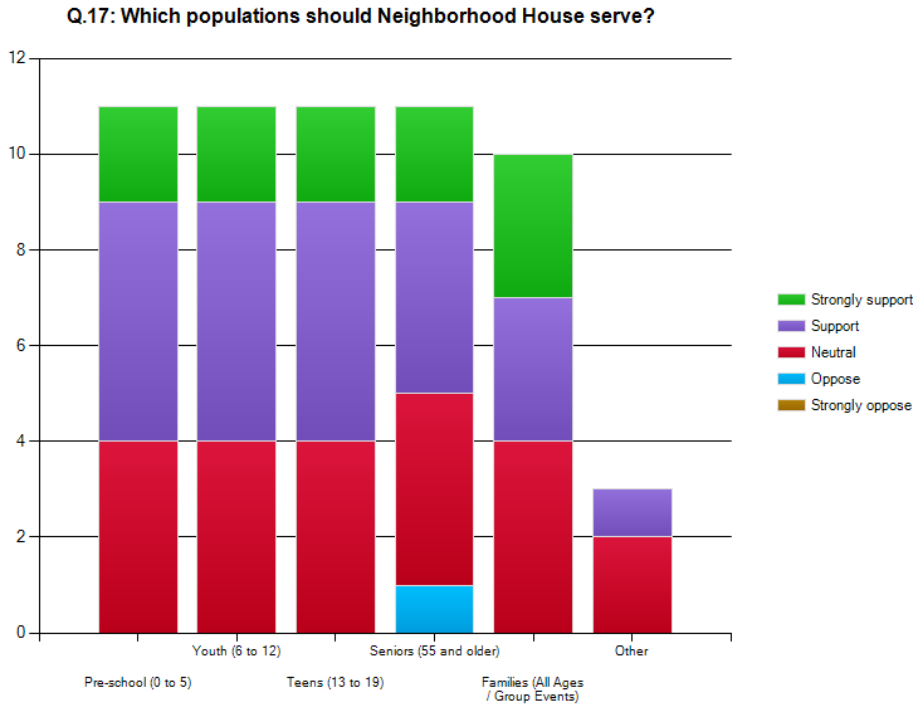


Figure Five.



Respondents were asked to rate the level of performance and provision of services provided by Neighborhood House over the last five years (Figure Six). Respondents were predominantly neutral (42.9%), with 35.7% rating performance as “poor” and 21.4% rating performance as “good.” Only two respondents marked which portions of the facility he/she had rented or reserved, and both rated the level of satisfaction with those spaces - the gym and classrooms - as “neutral.” Based on this collective information, it seems the perception of Neighborhood House by colleagues in the field could be improved in the coming years. The bracketed figure illustrated on this page offers a percentages demonstrating whether respondents would consider partnering with Neighborhood House in the future.

Would Consider Partnering in the Future
Yes: 53.8%
Unsure: 46.2%
No: 0.0%

Figure Six.

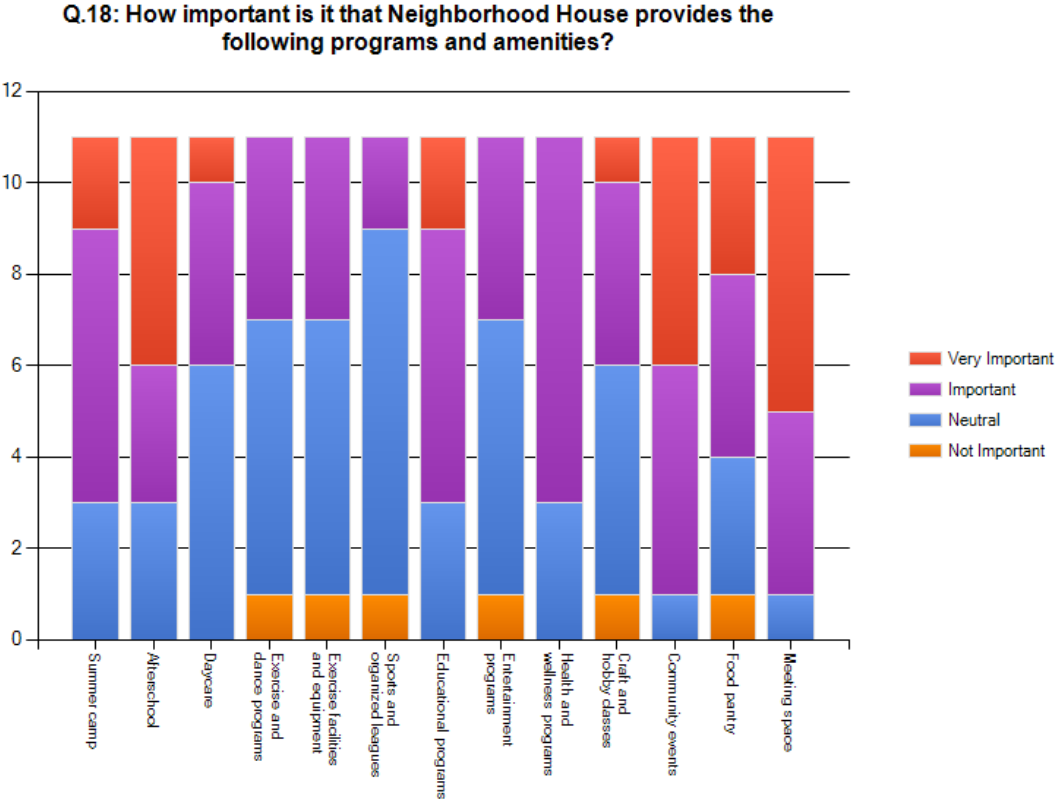
4. How would you rate Neighborhood House’s performance and provision of services over the last five years?						
	Very Poor	Poor	Neutral	Good	Excellent	Response Count
Level of Performance and Services	0.0% (0)	35.7% (5)	42.9% (6)	21.4% (3)	0.0% (0)	14
	answered question					14
	skipped question					0

Respondents largely felt that having Neighborhood House remain in the general neighborhood was "important" (54.5%; see **Figure Seven**). Among the existing programs that respondents labeled as "very important" or "important" for Neighborhood House to provide were the after school programs, community events, meeting spaces, and summer camp (**Figure Eight**). These reflections may serve as initial insights for Neighborhood House staff when considering future opportunities relating to location and programming.

Figure Seven.

15. How important is it that Neighborhood House remains in the general neighborhood?				
	Not Important	Neutral	Important	Response Count
Level of Importance	9.1% (1)	36.4% (4)	54.5% (6)	11
			answered question	11
			skipped question	3

Figure Eight.



Future Direction