

Application for Neighborhood and Community Development Funds

Applications should be submitted electronically to cdbg@cityofmadison.com by 12:00 p.m. on the first Friday of the month and will be reviewed by the CDBG Committee on the first Thursday of the following month.

Program Title:	<u>Zion City's Capital Feasibility Study</u>	Amount Requested:	<u>\$10,000</u>
Agency :	<u>Zion City International Church Miinistries</u>	Tax ID/EIN/FEIN:	<u>27-0977008</u>
Address:	<u>1317 Applegate Road</u>	DUNS #	<u>07-886-5660</u>
Contact Person:	<u>Rachel Kincade</u>	Telephone:	<u>218.461.6532</u>
Email:	<u>rachelkincade555@yahoo.com</u>	Fax:	<u>608.203.6366</u>

1. **Program Abstract:** Provide an overview of the project. Identify the community need to be addressed.

Summarize the program's major purpose in terms of need to be addressed, the goals, procedures to be utilized, and the expected outcomes. Limit response to 150 words.

Zion City owns a 26,000 square foot building that needs to be renovated. We are applying to pay Amanda White's Consulting to perform a capital feasibility study and fundraising plan, please see attached proposal. Our goals are to complete a feasibility study and have a fundraising plan developed with positive outcomes. Once completed, it would open up doors to funding resources that we would not otherwise have access to, i.e. United Way, CUNA Foundation, and businesses. Another goal is to complete the fundraising necessary within a year. The outcome would be to have renovations completed in 2016. We are currently doing a needs assessment and working with Community Forward Investments regarding the feasibility of a daycare center. Otherwise our current plan will stand. We are finding our services to be offered are in the top three priorities of the Leopold Neighborhood. This will be completed prior to the capital feasibility study.

2. **Target Population:** Identify the projected target population for this program in terms of age, residency, race, income eligibility criteria, and other unique characteristics or sub-groups.

The target population for all the services already in place and will be developed are from youth, ages 5 and up, to adults. Zion City COC targets low-income and people of all races, but particularly focuses on reducing the gaps of racial disparities in school aged children, teens, prevention services/reentry services, counseling, etc.

Celebrate recovery serves a core group of twelve people working on issues of depression, overeating, AODA issues. Most of the people come from the community/neighborhood and are diverse in racial, gender, and age groups.

Currently, Madison Music makers have 100 students that are serving 110 students, with the latest demographics of: Hispanic: 46%; African-American: 33%; Asian: 16%; Caucasian: 5%. with 95% of our students are eligible for free or reduced lunch programs. The Black Star Drumline is also operating currently serving 22 youth, three are Caucasian, three are Latino, and 17 are Black.

The food shelf is connected with 211 and Second Harvest Food Bank, and has served 97 unduplicated families and 3 individuals. Our expansion would be to serve primarily the Leopold neighborhood and increase our hours from two days per month to at least twice weekly, more often depending on volunteers. We would expect our individuals and families served to increase considerably, to a minimum of 500 families and 50 individuals.

Afterschool programming, arts programming, teen recreation area, movie nights for the neighborhood, etc., would serve per year an additional minimum of:

400 # unduplicated individuals estimated to be served by this project.

750 # unduplicated households estimated to be served by this project.

3. Program Objectives: The 5-Year Plan lists 9 project objectives (A through N). Circle the one most applicable to your proposal and describe how this project addresses that objective.

- | | |
|---|--------------------------------|
| A. Housing – Existing Owner-Occupied | G. Neighborhood Civic Places |
| B. Housing – For Buyers | K. Community-based Facilities |
| C. Housing – Rental Housing | L. Neighborhood Revitalization |
| E. Economic Dev. – Business Creating Jobs | N. Access to Housing Resources |
| F. Economic Dev. – Micro-enterprise | |

K. Community-based facility and church with mixed use community services. Zion City is located in the Leopold area and has an excellent opportunity to serve our neighborhood as well as the South-side community. As stated earlier, Zion City is providing a 3 month canvassing project to meet people in the neighborhood and find out the priorities. Our plans to continue providing space to community organizations that serve youth to close the gap in racial disparities, culturally relevant Marriage and Family Counseling, and be the main office to the housing and case management reentry services to African American men, Madison Music Makers, and the Black Star Drum line plans will continue. Other high priority needs for the community is teen mentoring and a productive place to be, after-school programming, fine arts classes- including dance, Zumba and/or Yoga classes. In addition, Zion City will be using the Church space for community needs during the week, except Sundays. We will have a large screen television for inspirational/family movies nights for the community, for those who cannot afford a night out. The Church will be used as a stage for community performances. The overflow room would offer meeting space with an attached kitchen and accommodating 86 people comfortably. Joining Forces for Families (JFF) already uses Zion City for their meetings. In addition, As a part of the Leopold Neighborhood association, we will be hosting next months meeting. We have heard from people in the neighborhood that they do not like Leopold school being there only community space and many are excited about what we are and will be doing. Finally we will operate a coffee shop offering employment experience to youth. The size of this space gives us the ability to separate services, allows us to respond to the needs of our neighborhood, as well as the community surrounding us. In addition it will create job opportunities and be a viable option for start-up organizations.

4. Fund Objectives: Check the fund program objective which this project meets. (Check all for which you seek funding.)

- | | | | |
|-----------------------|---|----------|---|
| Acquisition/
Rehab | <input type="checkbox"/> New Construction, Acquisition,
Expansion of Existing Building | Futures | <input type="checkbox"/> Prototype |
| | <input type="checkbox"/> Accessibility | | <input checked="" type="checkbox"/> Feasibility Study |
| | <input type="checkbox"/> Maintenance/Rehab | | <input type="checkbox"/> Revitalization Opportunity |
| | <input type="checkbox"/> Other | | <input type="checkbox"/> New Method or Approach |
| Housing | <input type="checkbox"/> Rental Housing | Homeless | <input type="checkbox"/> Housing |
| | <input type="checkbox"/> Housing For Buyers | | <input type="checkbox"/> Services |

5. **Budget:** Summarize your project budget by estimated costs, revenue, and fund source.

EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CD REVENUES	AMOUNT OF NON-CD REVENUES	SOURCE OF NON-CD FUNDED PORTION
A. Personnel Costs				
1. Salaries/Wages (attach detail)				
2. Fringe Benefits				
3. Payroll Taxes				
B. Non-Personnel Costs				
1. Office Supplies/Postage				
2. Telephone				
3. Rent/Utilities				
4. Professional Fees & Contract Services				
5. Work Supplies and Tools				
6. Other:				
C. Capital Budget Expenditures (Detail in attachment C)				
1. Capital Cost of Assistance to Individuals (Loans)				
2. Other Capital Costs: Consultant for Fesibility Study	\$10,000			
D. TOTAL (A+B+C)	\$10,000			

6. **Action Plan/Timetable**

Estimated Month of Completion
(If applicable) February 2015

Describe the major actors and activities, sequence, and service location, days and hours which will be used to achieve the outcomes listed in # 1.

Use the following format:
(Who) will do (what) to (whom and how many) (when) (where) (how often). A flowchart may be helpful.

Feasibility study two - four months. Amanda White will complete the feasibility Study and fundraising plan February 2015 - See Attached Proposal.

Fundraising by Rachel Kincade with a plan in hand could be completed 10 to 12 months from that date - February 2016.

Renovations will be completed within four - six months. Completion by August 2016. Archetectual Firm is Delta Design.

7. What was the response of the alderperson of the district to the project?

Zion City has met with our Alderman John Strasser two times and is in support of the services our providing and will be providing. He also offered us other resources that we were unaware of and Zion City has benefitted from making those connections. John Strasser also stated he would support our requests for funding. Alderman John Strasser is also interested in having an open ended question for our needs assessment and is interested in what we are learning in our canvassing efforts. He has also suggested we start a nextdoor.com for the Leopold neighborhood. We will be signing in within the week.

8. Does agency seek funds for property acquisition and/or rehab? [If applicable, describe the amount of funds committed or proposed to be used to meet the 25% match requirements (HOME or ESG) with its qualifications.]

No Complete Attachment A

Yes Complete Attachment B and C and one of the following:

D Facilities

E Housing for Buyers

F Rental Housing and Proforma

9. Do you qualify as a Community Housing Development Organization (CHDO)? (See attachment G for qualifications.)

No

Yes - Complete Attachment G

10. Do you seek Scattered Site Acquisition Funds for acquisition of service-enriched housing?

No

Yes - Complete Attachment B, C, F, and H

11. Do you seek ESG funds for services to homeless persons?

No

Yes - Complete Attachment I

12. This proposal is hereby submitted with the approval of the Board of Directors/Department Head and with the knowledge of the agency executive director, and includes the following:

Future Fund (Attachment A)

Housing for Resale (Attachment E)

Property Description (Attachment B)

Rental Housing and Proforma (Attachment F)

Capital Budget (Attachment C)

CHDO (Attachment G)

Community Service Facility (Attachment D)

Scattered Site Funds Addendum (Attachment H)

ESG Funding Addendum (Attachment I)

13. Affirmative Action: If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02(9) and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at: <http://www.cityofmadison.com/dcr/aaForms.cfm>.

14. Non-Discrimination Based on Disability: Applicant shall comply with Section 39.05, Madison General Ordinances, Nondiscrimination Based on Disability in City-Assisted Programs and Activities. Under section 39.05(7) of the Madison General Ordinances, no City financial assistance shall be granted unless an Assurance of Compliance with Sec. 39.05 is provided by the applicant or recipient, prior to the granting of the City financial assistance. Applicant hereby makes the following assurances: Applicant assures and certifies that it will comply with section 39.05 of the Madison General Ordinances, entitled "Nondiscrimination Based on Disability in City Facilities and City-Assisted Programs and Activities," and agrees to ensure that any subcontractor who performs any part of this agreement complies with sec. 39.05, where applicable, including all actions prohibited under

section 39.05(4),. MGO." <http://www.cityofmadison.com/dcr/aaForms.cfm>

15. Notice regarding lobbying ordinance: If you are seeking approval of a development that has over 40,000 gross square feet of non-residential space, or a residential development of over 10 dwelling units, or if you are seeking assistance from the City with a value of over \$10,000 (this includes grants, loans, TIF or similar assistance), then you likely are subject to Madison’s lobbying ordinance, sec. 2.40, MGO. You are required to register and report your lobbying. Please consult the City Clerk for more information. Failure to comply with the lobbying ordinance may result in fines of \$1,000 to \$5,000.

Signature: _____ Date:
President-Board of Directors/Department Head

Signature: _____ Date:
Executive Director

For additional information or assistance in completing this application, please contact the Community Development Division at 266-6520.

FUTURE FUND PROPOSAL ONLY

- A. Describe the project features which make this a prototype project, feasibility study, addresses a short-lived revitalization opportunity or develops a new method or approach, which triggered the need for Future Funds.

Zion City has had two meetings with Steve Goldberg who informed us that in order to access United Way Funding and Business support, Zion City would need to do a capital feasibility study. Zion City would need these funding resources in order to complete the scope of renovations needed. It would also strengthen our requests to funding resources should the study state this project is feasible to do. The feasibility study request would also help by developing a fundraising plan. The Zion City plan was to do the renovations in phases. By doing the feasibility study with a fundraising plan would shorten the time to have funding in place in a timelier manner and allow us to save costs by renovating the whole building at once. Our Architect has informed us that it would be a four month renovation time. However, being aware there may be changes in any renovations, Zion City is extending its timeline for six months.

COMPLETE IF PROJECT INVOLVES PURCHASE, REHAB, OR CONSTRUCTION OF ANY REAL PROPERTY:

INFORMATION CONCERNING PROPOSALS INVOLVING REAL PROPERTY

ADDRESS	ACTIVITY (Circle Each Applicable Phase)	NUMBER OF UNITS		Number of Units Currently Occupied	Number of Tenants To Be Displaced?	APPRAISED VALUE:		PURCHASE PRICE (If Applicable)	ACCESSIBLE TO INDIVIDUALS WITH PHYSICAL HANDICAPS?		PRIOR USE OF CD FUNDS IN BUILDING?
		Prior to Purchase	After Project			Current	After Rehab/Construction		Currently?	Post-project?	
	Purchase Rehab Construct										
	Purchase Rehab Construct										
	Purchase Rehab Construct										

CAPITAL BUDGET

TOTAL PROJECT/CAPITAL BUDGET (include all fund sources)

Amount and Source of Funding: ***	TOTAL	Amount	Source/Terms**	Amount	Source/Terms**	Amount	Source/Terms**
Acquisition Costs:							
Acquisition							
Title Insurance and Recording							
Appraisal							
*Prelvlpmnt/feasibilty/market study	10,000						
Survey							
*Marketing/Affirmative Marketing							
Relocation							
Other: _____							
Construction:							
Construction Costs							
Soils/site preparation							
Construction management							
Landscaping, play lots, sign							
Const interest							
Permits; print plans/specs							
Other: _____							
Fees:							
Architect							
Engineering							
*Accounting							
*Legal							
*Development Fee							
*Leasing Fee							
Other: _____							
Project Contingency:							
Furnishings:							
Reserves Funded from Capital:							
Operating Reserve							
Replacement Reserve							
Maintenance Reserve							
Vacancy Reserve							
Lease Up Reserve							
Other							
(specify): _____							
Other							
(specify): _____							
TOTAL COSTS:							

* If CDBG funds are used for items with an *, the total cost of these items may not exceed 15% of the CDBG amount.

** Note: Each amount for each source must be listed separately, i.e. Acquisition: \$30,000 HOME, \$125,000 CRF.

*** Identify if grant or loan and terms.

FACILITIES

A. Recap: Funds would be applied to:

acquisition only; rehab; new construction; acquisition and rehab or construction

B. State your rationale in acquiring or improving this space. (i.e., lower costs, collaborative effort, accessibility, etc.)

C. What are the current mortgages or payments on property (including outstanding CDBG loans)?

<u>Amount</u>	<u>Name</u>
---------------	-------------

D. If rented space:

1. Who is current owner?
2. What is length of proposed or current lease?
3. What is proposed rental rate (\$/sq. ft. and terms) and how does this compare to other renters in building or in area?

E. If this is new space, what is the impact of owning or leasing this space compared to your current level of space costs?

F. Include:

1. A minimum of two estimates upon which the capital costs are based.
(Be sure to base your labor costs on enforcement of Fair Labor Standards and the payment of Federal Prevailing Wage Rate.)
2. A copy of the plans and specifications for the work, or a description of the design specifications you have in mind.
3. If you own the building: A copy of your long range building improvement plan and building maintenance plan.
(Include a narrative describing what the building needs and how you expect to maintain it over time.)

HOUSING FOR BUYERS

A. Recap briefly the key or unique features of this project:

1. Activities to bring it to housing and code standards:

2. Ways to assure the long-term affordability of the unit? (i.e. Repayment or land use/lease restriction or other special funding features to make it affordable):

B. Provide the following information for owner-occupied properties (list each house or unit):

Table B: OWNER									
Unit #	# of Bedroom	Purchase Price	Amt of CD \$	Use of CD Funds*	Projected Monthly PITI	Household Income Category**	Affordability Period # of Years	Sale Price	Appraised Value

* Refer to 24 CFR 92.206 or 570.202 for such costs as construction, acquisition, architectural engineering services, affirmative marketing, and relocation.

** Less than or equal to 30% of median income, less than or equal to 50% of median, less than or equal to 60% of median, or less than or equal to 80% of median.

C. Describe proposed improvements to increase the level of accessibility:

RESIDENTIAL RENTAL PROPERTY

A. Provide the following information for rental properties:

Table A: RENTAL						
	Site 1			Site 2		Site 3
Unit #	# of Bedrooms	Amount of CD \$	Use of CD Funds*	Monthly Unit Rent	Includes Utilities?	Household Income Category

B. Indicate how the project will demonstrate that the housing units will meet housing and code standards.

C. Describe briefly your tenant selection criteria and process.

D. Does the project include plans to provide support services to assisted residents or to link assisted residents to appropriate services? If yes, describe.

TOTAL PROJECT PROFORMA (total units in the project)															
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Revenue															
Gross Income															
Less Vacancy															
Net Income															
Expenses															
Audit															
Taxes															
Insurance															
Maintenance															
Utilities															
Property Management															
Operating Reserve Pmt															
Replacement Reserve Pmt															
Support Services															
Affirmative Marketing															
Other _____															
Total Expenses															
NET OPERATING INCOME															
Debt Service															
First Mortgage															
Other															
Other															
Total Debt Service															
Total Annual Cash Expenses															
Debt Service Reserve															
Cash Flow															
Assumptions:															
Vacancy Rate															
Annual Increase															
Carrying Charges															
Expenses															

COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO) ONLY

A. Please describe how the organization meets the following key criteria:

- Possesses not-for-profit, tax exempt 501(c) status
- Has a board with fewer than 1/3 of its members as public officials;
- Includes provision of affordable housing within its statement of purpose;
- Includes lower income or lower income representatives for a minimum of 1/3 of its board and includes a means for lower-income participation;
- Demonstrates its capacity and experience in service the community.

APPLICATION FOR SCATTERED SITE ACQUISITION FUNDS

Address: _____ Amount Requested: _____

1. Which State of Wisconsin statute are you organized under? Chapter 181
 Chapter 185

2. Proposed Acquisition Site:
 - A. Address:
 - B. Current appraised value:
 - C. Accepted purchase price (if offer has been made):
 - D. Number of bedrooms, living units, or shared living units: _
 - E. Number of square feet on the property:

3. Program Abstract: Provide an overview of the service program. Identify the community need to be addressed. Summarize the program's major purpose in terms of problems to be addressed, the goals and procedures to be utilized, and the expected outcomes. Limit response to 150 words.

4. Describe how your target population meets the CDA definition of special needs.

EMERGENCY SHELTER GRANT FUNDING

- A. Describe how you coordinate tasks and responsibilities or target groups with other agencies. (i.e., agencies from whom you commonly receive referrals or to whom you make referrals, and the sequence of contact.) Describe, if appropriate, how a partnership will be formed among local organizations and individual involved with the implementation of the program.
- B. If funds are requested for supportive services or prevention activities, describe how the service qualifies as a new service or how it will be a quantifiable increase in services.

Amanda White

CONSULTING

**Proposal for Services
Zion City Community Outreach Center
July 7, 2014**

Outlined below is a Proposal to conduct a feasibility study that will assist Zion City Community Outreach Center in understanding their capacity for raising private funding through a capital campaign. The goals, process, and elements of the study are included, however, any aspect of the study can be tailored to meet the unique needs of the Center.

After touring the Center, I was impressed with the wide array of important services that Center leadership is currently offering and dreams of delivering in the future. It would be a delight to work with you!

The specific goals of the study include:

- Gauge the community's view on the reputation and profile of Zion City Community Outreach Center.
- Gather information on the amount of money that could be raised in support of renovating the Center.
- Understand current supporters' and potential donors' views as to the renovation project.
- Identify key issues which might have an impact on a capital campaign.
- Identify the potential level of volunteerism and prospective leadership for the campaign.
- Identify possible sources for anchor and major gifts.
- Understand staffing/operational needs for the campaign.

The study process will include:

- 20 – 40 one-on-one interviews (mostly conducted via phone). Interview participants will be recommended/selected by Center leaders. Participants should include both internal and external connections to the Center. Examples of participant types include:
 - Board of Directors
 - Center volunteer leaders/staff
 - Members of the church
 - Current tenants
 - Participants supported through current Center programs
 - Current and past donors
 - Leaders in the surrounding neighborhood
 - Potential donors
- Creation of an introduction letter inviting participation in the survey
- Creation of a 15-20 question survey
- Analysis of past and current fundraising activities
- Creation of a preliminary prospect list in cooperation with the Board and supporters
- Prospect evaluation
- Analysis of operations and programs
- Search for local, state, and national foundations
- Analysis of social media, public relations and other marketing efforts of the Center

The end product will be a 15+ page feasibility study report that will act as a powerful tool in launching a successful capital campaign.

Elements of the final study report will include, but not be limited to:

- Interpretation of survey data through charts and observations
- Campaign goal recommendation
- Other recommendations
- Description of campaign target audiences
- Messaging and outreach recommendations
- Leadership recommendations
- Guidance on operations for the campaign
- Campaign Gift Chart
- Campaign Timeline
- List of potential donors
- List of local, state, and national foundation funding opportunities

Timeline:

Typically, feasibility studies take 3-4 months to complete, depending on the ease of generating an interview list and the willingness of interviewees to participate. Amanda can begin at any time that is convenient for the client.

Payment:

The fee for the feasibility study process, including the final report, is \$7,000. The fee can be broken into installments with \$3,500 paid upon signing the contract, \$2,000 paid once all the interviews are complete, and \$1,500 paid within 30 days of completion of the final report.

Additional Service:

Amanda will gather an abundance of critical information regarding the organization and campaign. Through this process, she will become very familiar with the organization. For an additional \$3,000, Amanda can write a strategic and effective Campaign Plan to guide the organization through the quiet and public phases of the campaign.

The Campaign Plan includes:

- Campaign goals/objectives
- Outreach/marketing strategies
- Direction on asking for and acquiring major gifts
- Key milestones for the quiet and public phases of the campaign
- Timeline
- Campaign budget
- Operations strategy and needs

Please don't hesitate to contact me with with questions or for further details.

Amanda White Consulting

amanda@amandawhiteconsulting.com

608-698-9104