

Application for Neighborhood and Community Development Funds

Applications should be submitted electronically to the CDD 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:	Facility Feasibility Study	Amount Requested:	\$ 20,000
Agency:	Red Caboose Day Care Center, Inc.	Tax ID/EIN/FEIN:	39-1154686
Address:	654 Williamson Street, Madison, WI 53703	DUNS #:	08-547-7701
Contact Person:	Wendy Rakower	Telephone:	608-256-1566
Email:	admin@redcaboose daycare.org	Fax:	608-256-1615

- 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.

Need: Based on the Strategic Plan, which was adopted in 2011, the top issue facing Red Caboose is the need to create a facility plan.

Red Caboose has been in our current building since 1972. The facility needs major work, including a new roof and windows, and does not provide adequate space for both programming and operations. We want to add one to two more classrooms to better serve working parents as well as to improve the financial health of the organization by spreading operating costs over a greater number of children. All administrative staff, including the executive director, share office space. At the moment, we have a new staff person coming on board and no place for them to work. In addition, we need a meeting room to accommodate the needs of staff and parents as well as an adults' only bathroom.

Project Goal: : The development of a new facility that will provide for the sustainable and long term growth of the Red Caboose Program in order that Red Caboose can continue to provide quality, affordable day care within downtown Madison.

Outcomes: The process will have the following outcomes:

1. Management of Red Caboose Advisory Committee and Development Team;
 2. Exploration of opportunities with adjacent property owner of Gateway Mall, Louis Fortis;
 3. Exploration of other opportunities for development, if necessary;
 4. Community consensus;
 5. Development of internal infrastructure for the Capital Campaign;
 6. Obtain anchor donations to fund pre-development activities and kick off capital campaign
 7. Preliminary design and budget for new facility
 8. Exploration other funding sources
- 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.

Based on the 76 different children enrolled at the center (toddler and preschool programs) during June 2013, this is the target population:

Age – the children are ages one to five years old.

Residency – Number of children in the following zip codes –

53703 – 17	53713 – 1	53726 – 2
53704 – 29	53714 – 8	53527 – 1
53705 – 8	53715 – 2	53590 – 2
53711 – 3	53716 – 3	

Race – White 68%

Black – 16%

Asian – 12%

Hispanic – 4%

Income – Free and Reduced = 39%

Free, reduced, and under 80% of median income (HUD definition) = 51%

Other – 30% of the children live in single family or split-custody households

3% are adopted

Please note that these are the numbers for our child care program at our building on 654 Williamson Street. We also have school age programs, after school and summer camp, at Lapham and Marquette Elementary Schools. In June we served 153 school aged children. During the 2012-2013 school year we served 35 children who were in the TEP Program (homeless or in transitional housing) at our after school programs. Red Caboose's school age programs reflect a similar diversity in terms of racial, ethnic, and income levels as the child care center.

92 (from July 2012 through June 2013) # unduplicated individuals estimated to be served by this project.

77(from July 2012 through June 2013) # 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

B. Housing – For Buyers

C. Housing – Rental Housing

E. Economic Dev. – Business Creating Jobs

F. Economic Dev. – Micro-enterprise

G. Neighborhood Civic Places

Community-based Facilities

L. Neighborhood Revitalization

N. Access to Housing Resources

The mission of Red Caboose, a 501(c)3, is to provide excellent education, nutrition, and play-based learning for children in a nurturing, safe environment emphasizing social-emotional development. Red Caboose fosters a sense of community among children, their families, and staff, with a commitment to diversity and inclusion. Red Caboose's vision is to be a model organization for our community that will develop valuable members of our society.

Red Caboose programming includes the following:

- Toddler and Preschool Programs for children ages 1-5 at our main location, 654 Williamson Street.
- School Age programs (after school and summer camp) for children in kindergarten through fifth grade at Lapham (grades K-2) and Marquette (grades 3-5) elementary schools.
- Dedicated and experienced teachers
- Healthy, home-cooked breakfast, lunch and snack.
- Active parent involvement
- Parent education and support
- Committed to serving all children

Red Caboose families are a diverse group in terms of race, ethnicity, income, and family type. Almost 40% qualify for free or reduced meals through the Federal Child and Adult Care Food Program (CACFP). We have several families with adoptive or foster children, as well as other "non-traditional" families. In addition, our school age programs include children who are homeless or living in transitional housing. In order that we may provide the opportunity for all children to access to our programs, fees are set on a sliding scale based on need.

The feasibility study will including exploring an existing opportunity adjacent to our current facility. If that opportunity does not pan out, we will explore other opportunities with other developers. In either case, the new facility will be more accessible, energy efficient and expanded facility will improve access to Red Caboose's programs to more families.

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	\$20,000			
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:				
D. TOTAL (A+B+C)	\$20,000			

6. Action Plan/Timetable

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

Estimated Month of Completion
(If applicable)

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

Red Caboose Predesign Planning Process/ Urban Assets, LLC								
Task	Lead	Participants	Months					
			One	Two	Three	Four	Five	Six
One – Staffing, Management of Advisory Committee	PC & ED	Parents, former parents, community members						
Two – Staffing, Management of Development Team	PC, CCC	ED, Financial Feasibility Consultant						
Three – Coordination and Collaboration with Other Consultants	PC & ED	DT						
Four - Coordination and Management of Facility Design and Development	PC	ED, FC, architects, city, developers						
Five – Facilities Committee Support	PC	ED, FC						
Six – Presentations to Board of Directors	PC	BOD, CCC						
Seven – Consensus Building	PC & DS	BOD, FC, staff, teachers, parents, former parents, community members						

Notes:

PC – Planning Consultant

ED – Executive Director

BOD – Board of Directors

FC – Facilities Committee

CCC – Capital Campaign Consultant

FFC – Financial Feasibility Consultant

DT - Development Team (Advisory Committee, ED, PC, CCC, FFC)

Red Caboose Capital Campaign Process/ Amanda White

Task	Lead	Participants	Months					
			One	Two	Three	Four	Five	Six
One – Work with Financial Feasibility Consultant to develop campaign plan, budget and timeline	CCC	FFC						
Two – Work with Financial Feasibility Consultant and Planning Consultant to generate consistent campaign messaging	CCC	FFC, PC						
Three – Work with the Development Team to create campaign marketing collateral	CCC	DT						
Four – Work with Development Team to create a leads list	CCC	DT						
Five – Accompany staff/Advisory Committee members during donor meeting/introductions	CCC	ED, PC, Advisory Committee, staff						
Six – Ensure that the Development Team and Red Caboose Staff are meeting major milestones according to the timeline	CCC	DT, PC, ED, FCC, staff						

Notes:

CCC – Capital Campaign Consultant

FFC - Financial Feasibility Consultant

PC – Planning Consultant

ED – Executive Director

DT - Development Team (Advisory Committee, ED, PC, CCC, FFC)

Red Caboose Financial Feasibility Process/ Linda Halsey

Task	Lead	Participants	Months					
			One	Two	Three	Four	Five	Six
One – Work with Capital Campaign Consultant to develop a campaign plan, budget, and timeline	FFC	CCC						
Two – Work with Capital Campaign Consultant and Planning Consultant to generate consistent campaign messaging	FFC	CCC, PC						
Three – Work with Planning Consultant, Facilities Committee, and the Finance Committee on a preliminary building pro forma and operating budget for the new facility	FFC	PC, FC, Finance Committee						

Notes:

FFC - Financial Feasibility Consultant

CCC – Capital Campaign Consultant

PC – Planning Consultant

FC – Facilities Committee

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

Marsha Rummel is very supportive.

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)

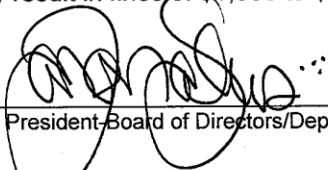
ESG Funding Addendum (Attachment I)

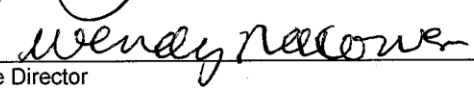
13. Affirmative Action: If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02(9) and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at: <http://www.cityofmadison.com/dcr/aaForms.cfm>.

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: 7/31/13
President Board of Directors/Department Head

Signature:  Date: 7/31/2013
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.

Red Caboose Predesign Planning Process

Before embarking on the expansion of its existing facility or the development of new facility, it is useful that Red Caboose review and understand the current situation in terms of capacity and resources, evaluate and revise its strategic direction, determine its facility needs and priorities, and reach consensus on a direction forward. At the same time, the organization must determine the financial resources available and develop a strategy for raising those funds.

Red Caboose has selected and begun working with Urban Assets, LLC (see attached firm description) on the Predesign planning process. Urban Assets will be responsible for managing the following the following concurrent seven tasks the goal of which is to develop a strategy to guide Red Caboose in determining the next steps for future facility development.

Project Management Scope of Services Goal:

To oversee and advise Red Caboose on the planning and development of a new facility.

Task One: Management of Advisory Committee

Staff and manage the Red Caboose Advisory Committee (see attached). Facilitate monthly meetings.

Task Two: Management of Development Team

Staff and manage the Red Caboose Development Team. Facilitate meetings.

Task Three: Coordination and Collaboration with Other Consultants

Assist Red Caboose in the management of the Capital Campaign Consultant and Financial Feasibility Consultant. Work with the Capital Campaign Consultant on communication strategy, capital campaign feasibility study, and identification of additional funding sources. Work with the Financial Feasibility consultant on the evaluation and feasibility of any potential options.

Task Four: Coordination and Management of Facility Design and Development

Work with adjacent property owner, representatives and architects on site design and interior design. Attend city meetings and any other activities related to the development of the Red Caboose new facility.

Task Five: Facilities Committee Support

Meet with Facilities Committee as needed and determined by Executive Director.

Task Six: Presentations to Board of Directors

Attendance and presentations to Red Caboose Board of Directors as needed and determined by Executive Director.

Task Seven: Consensus Building

Conduct a half day work session with the board, staff, and the Facilities Committee to present the results of predesign process and develop consensus around a strategy for moving forward. Present the selected strategy at a community meeting for parents and former parents to provide an opportunity for feedback and generate support.

Deliverables

Predesign Planning Report and Strategy for Next Steps

Project Management Cost: \$10,000

Capital Campaign Consultant Scope of Services

Red Caboose has been consulting with Linda Halsey (resume attached) on the strategy for developing the necessary infrastructure and tasks to undertake a capital campaign. On Linda's recommendation, Red Caboose has engaged Amanda White (resume attached) to lead the scope of services. Linda will continue to serve the process in an advisory capacity.

The Capital Campaign scope of services will including the following steps:

Task One: Work with Financial Feasibility Consultant to develop a campaign plan, budget, and timeline.

Task Two: Work with Financial Feasibility Consultant and Planning Consultant to generate consistent campaign messaging.

Task Three: Work with the Development Team to create campaign marketing collateral.

Task Four: Work with Development Team to generate a leads list.

Task Five: Accompany Staff/Advisory Committee members during donor meeting/introductions.

Task Six: Ensure the Development Team and Red Caboose Staff are meeting major milestones according to the timeline.

Capital Campaign Consultant: \$8000

Financial Feasibility Consultant Scope of Services

Task One: Work with Capital Campaign Consultant to develop a campaign plan, budget, and timeline.

Task Two: Work with Capital Campaign Consultant and Planning Consultant to generate consistent campaign messaging.

Task Three: Work with Planning Consultant, Facilities Committee, and the Finance Committee on a preliminary building pro forma and operating budget for the new facility.

Financial Feasibility Consultant: \$2000

Total Project Cost: \$20,000



Red Caboose New Facility Advisory Committee

For more than 40 years, Red Caboose has provided stellar care and education for toddler, preschool and school age children, as well as support for families and parents. Red Caboose was founded by local parents in 1972 and has thrived in its downtown, Williamson Street location since then.

Access to quality, affordable child care is key to the growth and development of our children and the health of our community. It is not only a question of equity, but also economic development. Early childhood education is one of the solutions to Madison's achievement gap.

The Red Caboose's facility no longer adequately meets the organization's current needs and requires significant and expensive maintenance. One of the goals of the Strategic Plan 2010 – 2015 relates to facilities management, specifically the need to determine the feasibility of a new facility.

Red Caboose has hired Urban Assets LLC to manage the predesign planning process for a new facility and advise Red Caboose on a strategy for moving forward. Urban Assets will help build organizational capacity, seek input from current and past parents, explore available opportunities for a new facility, coordinate a capital campaign feasibility study, and build community consensus.

Role

The purpose of the Advisory Committee is to oversee and advise on all aspects of Red Caboose's planning and development of the new facility. This process will include advising on the following tasks:

1. Outreach to Red Caboose stakeholders (current and former parents, former students, and teachers) to determine facility needs and gauge support for a capital campaign
2. Development and implementation of a capital campaign and fundraising activities
3. Research and outreach to the development community for a potential site for the new facility
4. Negotiations with prospective developer partners to secure a new site
5. Review of the new facility feasibility within Red Caboose's capacity to secure donations, grants, and support debt
6. Negotiating and securing a financing package
7. Facility planning, design, and construction

Project Goal

The development a new facility for Red Caboose that will provide for the sustainable and long term growth of the Red Caboose program in order that Red Caboose can continue to provide quality, affordable child care within the Downtown and contribute to the health of the Madison community.

Timeline

18 to 24 months

Meeting Requirements

Once a month for one to two hours. Schedule to be set at the convenience of the members. Meetings will be facilitated by Urban Assets.

Members

1. Judy Sidran
2. Eileen Mershart
3. Dorothy Conniff
4. Lindsey Lee
5. Anya Firszt
6. Matt Rosenthal
7. Jason Salus
8. Steve Silverberg
9. Steve Pipson



Development Strategies and Guidance

Urban Assets, LLC can advise you on all aspects of your project including pre-purchase due diligence, site planning and design process, managing community expectations, navigating the political landscape, crafting a strategy for moving the project forward, and coordinating the financing and construction process.

Domestic Abuse Intervention Services (DAIS) New Facility

Urban Assets is serving as the Project Director on the development of DAIS' 35,000 square foot office and residential facility. Her responsibilities entail managing all aspects of the project including:

- Coordination of the Project Management Team and Board Building Committee
- Coordination of the planning, programming and design processes
- Selection and management of consultants including the design build team, owner's representative, and other technical experts
- Facilitation of the project approvals
- Coordination of the building project with the capital campaign

"When DAIS first started talking about a new building, our board and staff felt very overwhelmed and we didn't really understand how to even begin a project of such magnitude. Hiring Melissa was one of the best investments we have made in this project. She has helped to engage various stakeholders in the project, has helped the leadership staff and board of directors understand the process, and has moved the organization through the tasks necessary to take our project from a dream to a soon-to-be reality.

Melissa's greatest strength is her ability to see the big picture and understand how various pieces need to work together in order to accomplish the goal. Melissa keeps us moving forward and has been an incredible asset to our organization."

Shannon Barry, Executive Director, DAIS



Development Services

- Strategic facility planning
- Project Director
- Property due diligence
- Predevelopment planning
- Neighborhood engagement
- Manage consultant selection
- Coordinate the design process
- Facilitate municipal approvals
- Internal coordination & communication
- Oversight of the construction process

Urban Assets' mission is to provide clients with the vision, skill, and expertise to accomplish challenging projects which contribute to the development of healthy, sustainable communities.



Meriter Health Services Planning and Development

In her capacity as Senior Associate in Planning & Government Affairs for Meriter Health Services, Melissa was responsible for developing and managing the planning process for the future of Meriter Hospital's thirteen acre urban campus. The process included the development of the *Meriter Strategic Facilities Plan*, an internal plan to guide Meriter's growth over the next twenty-five years, and the *Meriter Park Campus General Development Plan*, a City of Madison required plan to rezone the entire campus and secure approvals for projects within the next ten years.

Melissa was responsible for managing all aspects of both projects including consultants, stakeholder engagement (internal and external), plan development, communication with the Real Estate Committee (a subcommittee of the Meriter Board), coordination with city staff and commissions, and securing the necessary municipal approvals.

Melissa was also responsible for managing the planning and development of a number of Meriter facilities including two clinics, the Meriter Medical Clinic – McKee and the Meriter Medical Clinic – West Washington, as well as the 160,000 square foot Meriter Business Center. Melissa was responsible for managing programming, the design process, architect and builder coordination, internal communications, neighborhood relations, and municipal approvals.

"Melissa's expertise and management skills were instrumental in guiding plans for the future growth of Meriter's facilities on both its Downtown and West campuses. Her excellent organizational and communication skills allowed her to successfully manage consultants and to coordinate Meriter leadership and staff participation in the planning processes. Most importantly, Melissa's knowledge of planning and development as well as her capacity to facilitate community relations and build partnerships enabled Meriter to accomplish important projects in a timely and cost effective manner."

Jim Woodward, Chief Executive Officer, Meriter Health Services

Urban Assets, LLC
Melissa Huggins, AICP

16 N. Carroll Street
Suite 750
Madison, WI 53703
Phone: 608.819.6566
Email: melissa@urbanassetsconsulting.com
www.urbanassetsconsulting.com



Meriter Business Center



Meriter Park Campus 10 Year GDP

"We have worked with Melissa on several projects, and have found her fantastic to work with. She probably has more knowledge and insight into the city and neighborhood approval process in Madison than anyone else in the business. Her leadership skills, organization and project management, as well as her facilitation skills have been very valuable to clients looking to get a development started or to gain complex land use approvals. I highly recommend Melissa."

Doug Hursh, Director of Design, Potter Lawson Architects

State Certified DBE and WBE

Amanda F. White

ms.amanda.white@gmail.com • 608.698.9104 • 108 Kensington Drive • Madison, WI

Accomplishments

- Secured and managed two \$100,000+ contracts while at Community Car.
- Negotiated a free hybrid car lease sponsorship with local car dealer worth \$32,000 annually.
- Wrote an expansion business plan for Filament Games that placed in the top 12 out of 400 entries in the 2009 Governor's Business Plan Competition.
- Created Wisconsin's first statewide online bicycle challenge and recruited 6,000 participants who logged 2,000,000 bicycle miles during the program's second year.
- Generated over \$50,000 in new sponsorships and new program revenue for the Bike Fed.
- Named one of Madison's "40 Under 40" and featured in *In Business Magazine's* "Upcoming Business Leaders" column.

Experience

Amanda White LLC, *Owner*

- Assist non-profits in strategic planning, fundraising, and marketing *2013 – present*
- Acquired 3 clients in first 3 months of operation
- Assisted first client in securing \$50,000 grant

Bicycle Federation of Wisconsin, Madison, WI *Associate Director* *2009 – 2013*

- Oversee and manage all statewide programs and program staff
- Create overall organization and individual program strategic plans
- Work with the Mayor's office and other city agencies to advance bicycling
- Manage large donor relationships
- Plan and execute fundraising event which generates \$100,000 annually

Community Car, LLC, Madison, WI *Vice President* *2003 - 2008*

- Built company from start-up phase to profitability
- Projected budget parameters and led the company's financial growth
- Set membership goals and recruited 1,000 members
- Sold and managed contracts ranging from \$12,000 - \$100,000 in new business
- Hired and directed staff
- Networked to establish key partnerships

Wisconsin Association of Lakes, Madison, WI *Development Officer* *2003*

- Managed fund raising efforts
- Coordinated media campaign to raise awareness about aquatic invader species
- Created direct mail piece

Better Housing for Tompkins County, Ithaca, NY *Development Coordinator* *2001 - 2002*

- Enhanced exposure through fund raising events, a greater media presence, and networking with local business leaders
- Increased total fund raising dollars by 50% over previous years

Education

University of Northern Iowa, B.A. Communication Arts, focus in Public Relations *2000*

Activities

2003 – present: Downtown Madison, Inc., member

2005 – 2013: City of Madison Transit and Parking Commission

2010 – 2011: City of Madison Sustainability Plan Rewrite Committee

LINDA D. HALSEY

254 Division Street, Madison, WI 53704
(608) 206-6072 linda.halsey@supportuw.org

Professional Experience

- 2011-Present **Senior Director of Development, Office of Gift Planning**
University of Wisconsin Foundation, Madison, WI
- ▶ Responsible for philanthropic advising on major gifts, with a focus on estate and life income gift planning.
 - ▶ Responsible for annual marketing and communications plan
- 2000-2010 **Senior Director of Development, School of Pharmacy**
University of Wisconsin Foundation, Madison, WI
- ▶ Successfully planned, managed and implemented the School of Pharmacy's *People and Programs* campaign (1/04 – 12/09). With a goal of \$18 million, this was the largest campaign in the 126-year history of the school. The campaign concluded December 31, 2009 having raised \$22.6 million. Some highlights:
 - ✓ Developed campaign strategies, goals, priorities, messaging and materials.
 - ✓ Worked closely with the Dean, the School's Board of Visitors and the Dean's National Philanthropic Advisory Committee to set/achieve goals and identify and solicit lead prospects.
 - ✓ Raised nearly \$1 million in Great People gifts for need-based scholarships established during the campaign.
 - ✓ Raised \$5 million to establish the *Pharmacy Forward Fund*: A unique fund to recruit, retain and develop faculty.
 - ✓ Almost 60 new funds established during the campaign.
 - ✓ Campaign will triple the school's endowment.
 - ✓ Established a student philanthropy program that begins with first year pharmacy students and ends with fourth year students' Class Gift.
 - ▶ Chair of the UWF Committee on Stewardship (2008-2011).
 - ▶ Mentor (since 2005) to numerous UWF development staff members.
 - ▶ Chair of the UWF Committee on LGBT (Development) Priorities (2007-2008).
- 1996-2000 **Fundraising Consultant**
San Francisco Bay Area, CA
- ▶ Independent consultant specializing in developing strategic fundraising plans and grant writing for community-based nonprofit organizations.
 - ▶ Clients included the Mission Women's Shelter, Visitacion Valley Community Center, Heritage Village Children's Center, Sunburst Projects, East Bay Waldorf School, National Junior Tennis League, Bay Area Mental Health Association, Tenderloin Women and Children's Center, Black Pine Circle School, Town School for Boys, and Diversity Works (among many others).

Linda D. Halsey

- 1993-1996 **Director of Development**
East Bay Waldorf School, Richmond, CA
- ▶ Developed and implemented the School's first comprehensive fundraising program that included an annual fund campaign, major gifts, stewardship, grant writing (corporate and foundation), special events and marketing/communications.
 - ▶ Planned and launched the School's first capital campaign to add a high school facility.
- 1989-1993 **Executive Director**
National Junior Tennis League of San Francisco and Oakland, CA
(Tennis, tutoring and life/job skills for underserved inner-city youth)
- ▶ Responsible for all fundraising, strategic planning, administration, program development, budget planning, bookkeeping, special events, staff management, board liaison and communications/public relations.
 - ▶ In addition to delivering summer and after school tennis programs for 1,100 youth, added tutoring, summer job training (junior apprentice instructors), and a travelling tennis team. The organization was named "national chapter of the year" in recognition of these innovative programs.

Other Work Experience

- 1988-1991 **Tennis Instructor, Director of Junior Tennis Programs**
California Tennis Club, San Francisco, CA
- 1986-1987 **Freelance News Writer/Reporter**
The LaCrosse Tribune Newspaper, LaCrosse, WI
- Women's Tennis Coach**
College of St. Teresa, Winona, MN
- 1984-1986 **Assistant Manager**
Park Athletic Club, Halifax, Nova Scotia
- 1981-1982 **National Operations Manager (Avon Women's Professional Tennis Tour)**
Avon Products, NY, NY
- 1980-1987
(Summers) **Director of Tennis**
Camp Pinecliffe, Harrison, ME

Linda D. Halsey

Education

- 1984 **Concordia University, Montreal, Quebec**
BA in English and Journalism (minor)
- 1992-1994 **San Francisco State University**
School of Education,
Elementary Education, California Teaching Credential Coursework
- 1989-1991 **The Fundraising School, Indianapolis, IN**
Certificates in: *Principles and Techniques of Fundraising* and *Fundraising with Limited Budgets*, San Francisco, CA
- 2008-2009 **Leadership Greater Madison, Class 12**

Community Service

- 2002-2012 Gay Straight Alliance for Safe Schools, Madison
✓ Board of Directors (2002-2010)
✓ Chair of the Board Development and Fundraising committees (2010-11)
✓ Chair, Corporate and Foundation Relations Work Group (2011-present)
- 2011 Folklore Village, Dodgeville, WI
Created fundraising plan to address pending budget crisis
- 2007-2008 Goodman Community Center, Madison, WI
Development Committee
- 2008 Received "Backyard Hero" award from Community Shares, Madison
- 1992-1994 Volunteer with Project Open Hand and Christmas in April (low income housing repairs), San Francisco, CA
- 1989-1992 United States Tennis Association (USTA) National Committee Member (NJTL)

Personal:

I was born in Montreal, Canada and speak passable French. I'm the mother of two boys (16 and 19), an avid reader, writer, hiker and competitive tennis player—I hold a USTA Wisconsin #1 ranking in women's doubles.

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							
*Predvlpmnt/feasiblty/market study							
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, 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:

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

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.