

GRANVILLE-HAVENWOODS ADVISORY COUNCIL Date

INDIVIDUAL QUESTIONNAIRE

All individuals involved in the business must complete this form, including:

- sole proprietor • all officers, directors, and agent of a corporation or nonprofit organization
- all partners of a partnership • members and agent of a limited liability company

Your application or renewal is not complete until all required Individual Questionnaires are submitted.

Part A: Business Information	
1. Legal Business Name (Individual name if sole proprietor) Cassandra Holley Enterprise Inc.	
2. Business Trade Name or DBA Dreamland Child Care	
3. Entity Type (check one)	
<input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Partnership <input type="checkbox"/> Limited Liability Company <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit Organization	

Part B: Individual Information				
1. Last Name holley		2. First Name Cassandra		3. M.I. d
4. Relationship to Business (Title) president		5. Email Cassandraholley12@yahoo.com		6. Phone 414-708-7172
7. Home Address 5348 W. Bayberry Pkwy				
8. City Mequon		9. State Wisconsin		10. Zip Code 53092
				11. Date of Birth 08/30/1961
12. Driver License/State ID Number			13. Driver License/State ID State of Issuance	

Part C: Address History			
1. Do you currently reside in Wisconsin? <input type="checkbox"/>			
Yes x <input type="checkbox"/> No			
If yes to 1 above, how long have you continuously lived in Wisconsin prior to the date of application?			Years 60
			Months
2. List in chronological order all of your addresses within the last 5 years. Attach additional sheets if necessary.			
Previous Address 1	City	State	Zip Code
Previous Address 2	City	State	Zip Code
Previous Address 3	City	State	Zip Code
Previous Address 4	City	State	Zip Code
Previous Address 5	City	State	Zip Code

State wisconsin	County ozaukee	State	County	State	County	State	County
State	County	State	County	State	County	State	County

Continued

GRANVILLE-HAVENWOODS ADVISORY COUNCIL
INDIVIDUAL QUESTIONNAIRE

GRANVILLE DEVELOPMENT DISTRICT
CITY OF MILWAUKEE

Part D: Criminal History		
1. Have you ever been convicted of any offenses (excluding traffic offenses) for violation of any federal, Wisconsin, or another state's laws or of any county or municipal ordinances? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
If yes to question 1, please list details of each conviction below. Attach additional sheets as needed.		
Law/Ordinance Violated	Location	Conviction Date
Penalty Imposed	Was sentence completed? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Law/Ordinance Violated	Location	Conviction Date
Penalty Imposed	Was sentence completed? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Law/Ordinance Violated	Location	Conviction Date
Penalty Imposed	Was sentence completed? <input type="checkbox"/> Yes <input type="checkbox"/> No	
2. Are charges for any offenses currently pending against you (excluding traffic offenses) for violation of any federal, Wisconsin, or another state's laws or of any county or municipal ordinances? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
If yes to question 2, describe nature and status of pending charges using the space below. Attach additional sheets as needed.		

Part E: Attestation

<p>7. What are the business hours of operation? 5:30a.m.</p>
<p>8. Who is your target audience? Parents of children 4weeks – 14 years of age in the area</p>
<p>9a. Why do you want your business to be located within the 9th district? To serve the area and provide quality care in an area that needs quality care</p>
<p>9b. How will your business improve in the 9th district? With professional and quality care for children and families</p>
<p>10. Who will maintain the exterior premises of your establishment? Property is maintained by the landlord, Windmill Hills Inc.</p>
<p>11. Are you leasing or buying the building where your business will be located? leasing</p>
<p>12. Describe your security design. I have a camera system with 16 cameras, and it is maintained by Camnet Inc</p>
<p>13. Does your proposal involve any City approvals? If so, what are those approval processes? Yes, I have to have a special use permit that is granted by the Board of Zoning. All fees are paid, and the application was done in February of 2026. I am waiting for this meeting with your committee before I can be scheduled for the next hearing</p>
<p>14. What is the project timeline or schedule for your development or business, including any City approvals that are required? Immediately upon approval from the board of zoning</p>
<p>15a. Do you have a written business plan? yes</p>
<p>15b. Does your plan include a marketing plan? yes</p>
<p>15c. Are you doing financing? If yes, with whom? Not the center has been open since 2015</p>

I have answered each of the above questions completely and truthfully.

Signature

Cassandra Healy

Date

4-20-24

GRANVILLE-HAVENWOODS ADVISORY COUNCIL BUSINESS QUESTIONNAIRE

The Granville-Havenwoods Advisory Council reviews plans and proposals for redevelopment projects in the Granville-Havenwoods Development Area for consistency with the goals, needs, and desires of the Granville-Havenwoods community and its residents, businesses, property owners and other stakeholders. The Granville-Havenwoods Development Area is bounded by W. County Line Road, Good Hope Road, N. 43rd Street, and N. 107th Street. Additionally, the council would like to be informed of new businesses or developments coming into the Granville-Havenwoods Development Area or altering operations within the area. The council would like to review those businesses/developments and possibly offer recommendations or provide input on them. Any recommendations made by this council are advisory only to other required processes.

Please be prepared to present on your business or proposed business for roughly 5 minutes. If you are not confident in your command of English, please bring a translator with you. Applicants must meet with the local Council member prior to appearing at this meeting and may be moved to the next meeting date, if the meeting runs long

Individual Name: <small>INCLUDE ALIASES AND PRIOR NAMES</small> Cassandra Holley
Email: Cassandra Holley
1. What is the legal name and D/B/A name of your business? Cassandra Holley Enterprise Inc., dba Dreamland child care
2. What is the address of your business or proposed business? 9171 N 76 th Street, Milwaukee, 53223
3a. Are you a new or existing business? existing
3b. How many years have you been in business? Since October 1987
4. Describe the product(s) or service(s) you offer. Include specific activities to be held at the proposed location. Include all licensing needed/applied for. Child day care licensed by the state of Wisconsin Department of Children and Families
5. What problem does your business solve? Provide a safe and quality program for families to care for their children while parents and or guardians attend school or work
6a. How will you involve the community? na
6b. How will you give back to the community? By caring for the children in care

..... you plan to bring and how many employees have a job with employ.....

GRANVILLE-HAVENWOODS ADVISORY COUNCIL
BUSINESS QUESTIONNAIRE

Continued ✓
GRANVILLE DEVELOPMENT DISTRICT
CITY OF MILWAUKEE

15e. Are you going to hire within the community and how do you plan to recruit/train these individuals? All referrals for employment are done through radio and employment agencies
15f. What insurance coverage do you have? Liability, Workers Comp and Transporton will bring Complete Policy to meeting
16. If needed, have you contacted the Department of Public Works? na
17. Do you have a contractor for plumbing, HVAC, and architect? If yes, who are they? no
18. Have you obtained your seller's permit? na
19. Have you registered with the Department of Financial Institutions? yes
20. Do you have an accountant and a lawyer? If yes, who are they? Yes, ewh accounting in Waukesha
21. Do you currently have any unpaid financial judgments against you personally or any businesses you are involved with and/or in? If the questionnaire is not answered in full you will not be recommended to proceed in the process. none

Please provide interest in the land. The following documents are acceptable forms of proof of interest in the land:

- Land Contract, Quit Claim Deed or Warranty Deed, if you own the property
- Offer to Purchase, if you are expecting to purchase the property
- Lease, if you rent the property
- Option, if you have an option on the property

All documents must be signed by all parties. Tax bills, title policies, mortgage papers or rent receipts are not acceptable forms of interest

■ BUSINESS PLAN

1. Executive Summary

Company Name: Cassandra Holley Enterprise Inc.dba Dreamland
child care

Industry: Early Childhood Education / Childcare

Years in Operation: 39 Years

Locations: 3 Centers

Licensing: State Licensed & Compliant

Mission

To provide safe, high-quality, developmentally appropriate childcare that supports working families and prepares children for lifelong learning.

Vision

To become the leading multi-location childcare provider in the region through operational excellence, curriculum innovation, and community trust.

Current Position

- 3 operating centers
- Established enrollment base
- 38-year reputation
- Licensed & regulated
- Stable recurring revenue model

Growth Objective (Next 3-5 Years)

- Increase enrollment to 90-95% capacity across all centers
- Improve operating margins by 8-15%
- Add extended programs (before/after school, summer camps)
- Evaluate 4th location or acquisition

2. Company Overview

Legal Structure

S-Corp

Services Offered

- Infant care
- Toddler programs
- Preschool curriculum
- Pre-K preparation
- Before/After school care
- Summer camp
- Optional enrichment (STEM, music, language)

Competitive Advantage

- 38-year track record
- Strong community relationships
- Experienced staff
- Multi-location scalability
- Established brand recognition

3. Market Analysis

Industry Overview

The childcare industry is recession-resistant because:

- Dual-income households require care
- Demand exceeds supply in many regions
- Government childcare subsidies support enrollment

Target Market

- Working parents (ages 25-45)
- Dual-income households
- Single working parents
- Families receiving childcare assistance

Local Market Analysis

For each center:

- Population growth trends
- Median household income
- Number of competing centers within 5 miles
- Waitlist demand

4. Services & Curriculum Model

Program Structure

Age-based classrooms with low child-to-staff ratios per state guidelines.

Curriculum

- Developmentally appropriate learning
- Structured daily schedule
- Social-emotional development focus
- Kindergarten readiness metrics

Differentiation Opportunities

- Bilingual program
- STEM enrichment
- Parent engagement apps
- Security enhancements (camera access, check-in tech)

5. Operations Plan

Staffing Model

- Director per location
- Assistant director
- Lead teachers
- Assistant teachers

- Floaters
- Kitchen / admin support

Key Operational Metrics

- Enrollment % per classroom
- Staff-to-child ratio efficiency
- Payroll as % of revenue (target 45-60%)
- Cost per child per day
- Parent retention rate
- Incident reporting trends

Technology Systems

-
- Digital attendance
 - Tuition automation
 - Parent communication platform
 - Payroll integration
 - Licensing compliance tracking
-

6. Revenue Model

Primary Revenue

- Weekly/monthly tuition
- Registration fees
- Late pick-up fees
- Activity fees

Secondary Revenue Opportunities

- Summer camp premium pricing
- Enrichment add-ons
- Corporate childcare partnerships
- Grant funding
- State childcare assistance reimbursement

Example Revenue Snapshot (Per Center)

If:

- Capacity = 120 children
- Average tuition = \$275/week
- 90% enrollment

$120 \times 0.90 = 108$ children

$108 \times \$275 = \$29,700/\text{week}$

Annual: ~\$1.54M per center

3 centers = ~\$4.6M annual gross potential

7. Financial Plan

- 3 years historical revenue
- 3 years expense breakdown
- Net profit margins
- Cash flow statement
- Break-even analysis
- 3-year projections

Major Expense Categories

- Payroll (largest)
- Rent or mortgage
- Utilities
- Food program
- Insurance
- Licensing & compliance
- Supplies
- Maintenance

Profit Margin Target

Healthy childcare centers operate at:
10-20% net margin if optimized properly.

8. Risk Management

Key Risks:

- Licensing violations
- Staff turnover
- Enrollment dips
- Regulatory changes
- Liability claims

Mitigation:

- Strong HR retention plan
 - Ongoing training
 - Insurance coverage
 - Financial reserve account (3-6 months operating cost)
-

9. Growth Strategy

Growth Options:

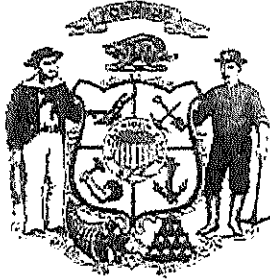
1. Increase enrollment efficiency
2. Raise tuition strategically
3. Acquire smaller struggling centers
4. Open a 4th location
5. Franchise model
6. Add private kindergarten

10. Leadership & Management

Highlight:

- Owner experience
 - Director tenure
 - Years of staff experience
 - Community involvement
-

State of Wisconsin



Child Care Center License

Cassandra Holley Enterprises Inc

is licensed to operate a Group Child Care Center known as

DREAMLAND CHILD CARE 1
9171 N 76th St Milwaukee, WI 53223-1905

Hours of Operation:

Months	Capacity		Monday	Tuesday	Wednesday	Thursday	Friday
	Day	Night					
Jan - Dec	50	0	05:30 A - 08:30 P	05:30 A - 08:30 P	05:30 A - 08:30 P	05:30 A - 08:30 P	05:30 A - 08:30 P

Ages Served:

4 Week(s) - 14 Year(s)

ORIGINAL LICENSE DATE: 09/09/2015
PRINTED DATE: 03/25/2025

(Jeff Pertl)

Secretary

This license is effective unless revoked, suspended or voluntarily surrendered. The Letter of Transmittal is incorporated herein. Any and all exceptions and stipulations or conditions to this license shall be posted near the license certificate.

DEPARTMENT OF CHILDREN AND FAMILIES

To determine the current status of this license or to file a complaint regarding this facility, please contact: 2624467800

This license is granted under the pertinent provisions of section 48.65 through 48.77 of Wisconsin statutes.

Provider Number: 0000563650 / 007

Facility Number: 2002477

Commercial Property Coverage Part Declarations

MESA UNDERWRITERS SPECIALTY
INSURANCE COMPANY A Stock Company
40 Wantage Avenue, Branchville, NJ 07890

Policy Number: MP004800100389106
 Named Insured: DREAMLAND CHILDCARE CENTER & DREAMLAND TRANSPORTATION ET AL
 DBA: _____
 Effective Date: 08/15/2025

Loc.# 001

Bldg.# Street Address Street Address City State Zip
 001 3109-3121 W BURNHAM ST MILWAUKEE WI 53215

Class Code: 1052 Day Care Centers Other than Not For Profit

Year Built: 1916 # of Stories: 2 Square Footage: 4,320 Construction: Joisted Masonry

Occupancy: DAY CARE CENTER Prot.Class: 1

Coverage	Limit of Insurance	Covered Cause of Loss	Valuation	Monthly Indem./Co-Ins.	Rates	Premium
BPP	\$45,900 Basic		RCV	90	0.34	\$156
Tenant Improvement	\$40,000 Basic		RCV	90	0.34	\$136
Business Income w/EE	\$175,000 Basic		ACV	80	0.42	\$735

Loc.# 002



Bldg.# Street Address Street Address City State Zip
 001 9171 N 76TH ST MILWAUKEE WI 53223-1905

Class Code: 1052 Day Care Centers Other than Not For Profit

Year Built: 1986 # of Stories: 1 Square Footage: 6,400 Construction: Masonry Non-Combustible

Occupancy: DAY CARE CENTER Prot.Class: 2

Coverage	Limit of Insurance	Covered Cause of Loss	Valuation	Monthly Indem./Co-Ins.	Rates	Premium
BPP	\$102,000 Basic		RCV	90	0.34	\$347
Business Income w/EE	\$225,000 Basic		ACV	80	0.40	\$900

Loc.# 003

Bldg.# Street Address Street Address City State Zip
 001 2801 N VEL R PHILLIPS AVE MILWAUKEE WI 53212-2317

Class Code: 1052 Adult Day Care - Other than Not-For-Profit

Year Built: 1915 # of Stories: 1 Square Footage: 3,432 Construction: Masonry Non-Combustible

Occupancy: ADULT DAY CARE Prot.Class: 2

Coverage	Limit of Insurance	Covered Cause of Loss	Valuation	Monthly Indem./Co-Ins.	Rates	Premium
BPP	\$40,000 Basic		RCV	90	0.34	\$136
Business Income w/EE	\$162,500 Basic		ACV	80	0.42	\$683

- Property Extension Endorsement
 - Identify Theft Recovery Coverage Endorsement
 - Equipment Breakdown \$260
 - Other:
- Business Income w/EE (w/EE = with Extra Expense) **TOTAL: \$3,353**
- OPTIONAL COVERAGES: applicable only when one of the following abbreviations are shown next to premises insured
 ACV= Actual Cash Value, AGREED = Agreed Amount, FRC = Functional Replacement Cost Special, RC = Replacement Cost Value
- DEDUCTIBLE: \$1,000 Other: \$

MORTGAGE HOLDERS:



Richard Fang
Asset Manager

Windmill Hill LC

Office: 2720 West Locust Street-Unit 11B, Davenport, IA 52804
Mailing Address: PO Box 17, Davenport, IA 52805

Phone 224-515-0440

Via Email: cassandraholley12@yahoo.com

April 23, 2021

Cassandra Holley
Cassandra Holley Enterprises, Inc. dba Dreamland Child Care
4175 West Center Street
Milwaukee, WI 53210

RE: Tenant: Cassandra Holley Enterprises, Inc. dba Dreamland Child Care
Property: North Point Plaza Shopping Center, 9171 North 76th Street, Milwaukee, WI

Dear Ms. Holley,

Attached please find a copy of the lease extension #2 review. If all meets your approval please print off two (2) copies, sign them and return to:

Windmill Hill, LC
PO Box 17
Davenport, IA 52805

Landlord will fully execute the agreement and send one (1) fully executed lease extension back to you.

Thank you for choosing to renew your lease and we look forward to a continuing a long and prosperous relationship.

Sincerely,

Richard Fang
Asset Manager
Windmill Hill LC
224-515-0440

LEASE EXTENSION AGREEMENT #2

WINDMILL HILL L.C., an Iowa limited liability company ("Landlord") and Cassandra Holley Enterprises, Inc. dba Dreamland Child Care ("Tenant"), hereby mutually agree as follows:

1. Tenant shall extend the Lease Agreement executed on July 7, 2015 and Lease Extension Agreement #1 dated August 27, 2018 for five (5) years beginning on August 1, 2021 and ending July 31, 2026.

Tenant agrees to pay Landlord rent pursuant to Article III 1 (a) (i) in the amount of:

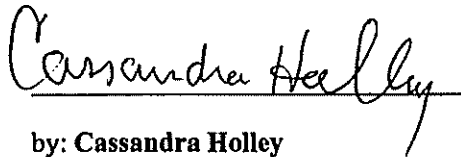
From	To	Yearly amount	Monthly Amount
8-1-2021	7-31-2026	\$49,200.00	\$4,100.00

2. All other terms and conditions of the Lease Agreement executed July 7, 2015 shall remain in full force and effect.

Agreed this 25 day of May, 2021.

TENANT:

CASSANDRA HOLLEY ENTERPRISES. INC.



by: **Cassandra Holley**

President

LANDLORD:

WINDMILL HILL, L.C.



by **Laurie Rudbeck,**

Operating Manager



Richard Fang
Asset Manager

Windmill Hill LC

Office: 2720 West Locust Street-Unit 11B, Davenport, IA 52804
Mailing Address: PO Box 17, Davenport, IA 52805

Phone 224-515-0440

Via Email: cassandraholley12@yahoo.com

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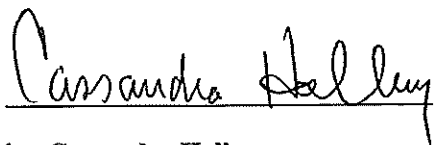
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TENANT:

CASSANDRA HOLLEY ENTERPRISES. INC.

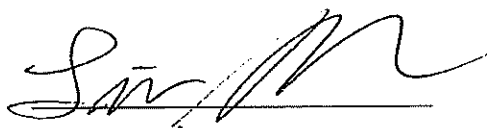


by: **Cassandra Holley**

President

LANDLORD:

WINDMILL HILL, L.C.



by **Laurie Rudbeck,**

Operating Manager