

REQUEST FOR PROPOSALS, RFP# 8297-0-2013/DK



MADISON PUBLIC MARKET BUSINESS PLAN

TECHNICAL PROPOSAL

AUGUST 5, 2013

GOOD FOOD PARTNERS

NEW VENTURE ADVISORS LLC

CARMODY CONSULTING

THE KUBALA WASHATKO ARCHITECTS, INC.

URBAN ASSETS, LLC

FORWARD COMMUNITY INVESTMENTS

BAKER TILLY VIRCHOW KRAUSE, LLP

Good Food Partners: Technical Proposal

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1. Required RFP Forms

RFP Form A: Signature Affidavit

Note: This form must be returned with your proposal response.

In signing this proposal, we certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

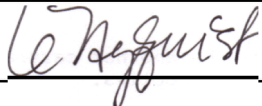
The undersigned, submitting this proposal, hereby agrees with all the terms, conditions, and specifications required by the City in this Request for Bid, and declares that the attached proposal and pricing are in conformity therewith, and attests to the truthfulness of all submissions in response to this solicitation.

Proposer shall provide the complete information requested below. Include the legal name of the Proposer and signature of the person(s) legally authorized to bind the Proposer to a contract.

Local Preference: (Refer to Section 1.19.8)

* see note below We are a registered local vendor (Mark ONLY if currently registered on the City website) _____ We intend to register as a local vendor

Cooperative Purchasing: (Not required for this RFP – please disregard)

Proposal Invalid Without Signature	
SIGNATURE OF PROPOSER: 	DATE: August 5, 2013
NAME AND TITLE OF PROPOSER: Kathy Nyquist, Principal	COMPANY NAME: New Venture Advisors LLC
TELEPHONE: (773) 245-3570	ADDRESS: 2506 N. Clark # 436 Chicago, IL 60614
FAX NO.: (773) 857-5636	
Person to Be Contacted If There Are Questions about Your Proposal (if different from above)	
NAME: Secondary Contact: Wayne Reckard	TITLE: Director, Kubala Washatko Architects
TELEPHONE: (262) 377-6039	FAX NO.: (262) 377-2954

- * 3 Team members are local vendors:
- Urban Assets, LLC
 - Baker Tilly Virchow Krause, LLP
 - Forward Community Investments

RFP Form C: Proposer Profile Information

1. **Proposing Company Name:** New Venture Advisors LLC

2. FEIN 27-1433311 OR (If Sole Proprietorship, provide SSN upon award, if FEIN is N/A))

DUNN AND BRADSTREET NO. 025060449

3. **Form of Organization:** Corporation Limited Liability Company General Partnership
 Sole Proprietor Unincorporated Association Other: _____

4. **Location of Main Office:**

ADDRESS 630 W. Wrightwood #5W CITY Chicago STATE IL ZIP+4 60614-6267

5. **Location of Office servicing City of Madison account:**

ADDRESS same CITY _____ STATE _____ ZIP+4 _____

6. **Principal Information and Contact:**

NAME Kathy Nyquist TITLE: Principal
TEL (773) 245-3570 TOLL FREE TEL _____
FAX (773) 857-5636 E-MAIL knyquist@newventureadvisors.net

7. **Contact Person about your proposal if different from above:**

NAME Alternate: Wayne Reckard TITLE: Director, Kubala Washatko
TEL (262) 377-6039 TOLL FREE TEL Architects
FAX (262) 377-2954 E-MAIL wreckard@tkwa.com

8. **Orders and Billing Contacts and Mailing Address:**

NAME Kathy Nyquist TITLE: Principal
TEL (773) 245-3570 TOLL FREE TEL _____
FAX (773) 857-5636 E-MAIL ADDRESS knyquist@newventureadvisors.net
ADDRESS 630 W. Wrightwood #5W CITY Chicago STATE IL ZIP+4 60614-6267

9. **Affirmative Action Contact:**
The successful Contractor, who employs more than 15 employees and whose aggregate annual business with the City for the calendar year in which the contract takes effect is more than twenty-five thousand dollars (\$25,000), will be required to comply with the City of Madison Affirmative Action Ordinance, Section 3.58(8) within thirty (30) days of award of contract.

NAME Kathy Nyquist TITLE: Principal
TEL (773) 245-3570 TOLL FREE TEL _____
FAX (773) 857-5636 E-MAIL knyquist@newventureadvisors.net
ADDRESS 630 W. Wrightwood #5W CITY Chicago STATE IL ZIP+4 60614-6267

10. **Local Preference Status:**
The City of Madison has adopted a local preference purchasing policy granting a one percent request for bid or a 5 percent request for proposal scoring preference to Dane County based suppliers. Only suppliers registered prior to the bid's due date will receive the preference. Proposers seeking to obtain local preference are required to register on the City of Madison online registration website:
<http://www.cityofmadison.com/business/localPurchasing/index.cfm>

see below We are a registered local vendor (Mark ONLY if currently registered on the City website) _____ We intend to register as a local vendor

3 team members are registered local vendors:
- Urban Assets, LLC
- Baker Tilly Virchow Krause, LLP
- Forward Community Investments

2. Executive Summary

Good Food Partners is thrilled to submit a proposal on behalf of a diverse, highly skilled team with a record of success driving some of the country's most innovative local food ventures, including Detroit's Eastern Market, the Milwaukee Public Market, Wisconsin Food Hub Cooperative, Blue Ridge Produce Food Hub, and Growing Power.

We have intentionally brought in individuals and companies with specific qualifications needed to design a successful public market, including sustainable community centric design, strategic business analysis, cross-sector collaboration, community engagement, commercial development and financing, public market development, and previous successful food systems development efforts in the Madison area.

We have developed a unique approach to this project which builds on the City's previous research and ensures the proposed market meets the needs of vendors and community members, catalyzes growth in the local food economy, and aligns with stakeholders' financial goals. Key points of differentiation in our approach include:

- **A strategic, data-driven orientation in designing the optimal operating model.** We do not come to this project with preconceived notions of the ideal operating model, optimal location, or the appropriate financial projections for this market. We will begin our research efforts with an expansive vision of what the market could be, and will narrow to the proposed model at each step, based on feedback from vendors, customers, community members, local food leaders, and other stakeholders.
- **Emphasis on engaging both retail and wholesale vendors and customers** across Wisconsin and the entire Upper Midwest to uncover opportunities throughout the food system, both local and regional. Given current examples of markets which stimulate significant economic growth within food clusters, we believe it is critical to include wholesale vendors throughout the research efforts.
- **Diligence in developing a revenue model and financial plan which is realistic** and aligned with the chosen operating model, while maximizing the potential profitability / self sustainability of the venture.
- **Constant assessment of public market efforts across the country** to evaluate the comparative strengths and weaknesses of proposed ideas for Madison's public market.
- **A recommendation to complete a comprehensive business plan once an operator is identified**, so the final plan reflects the vision, strategy and financial capability of the entity assuming the business risk.
- **A community engagement partnership with the City** to create a plan with a heart and mind to serve all the people of Madison, improve health outcomes and create job opportunities, particularly for low income and underemployed individuals.

The City of Madison needs more than a business plan. It needs a well-researched, strategic and *credible business case* for the selection of a site and operating model for Madison's public market.

Good news! That's what we do.

3. Qualifications, Experience and References

A. Background and History

Good Food Partners is a consortium of six firms which are leaders in the fields of expertise required to complete the scope of work: food systems planning, public market strategy and operations, community engagement, and public project siting, design and financing. Three of the firms are based in Madison, four in Wisconsin, and all in the Great Lakes region.

New Venture Advisors LLC

2506 N. Clark #436

Chicago, IL 60614

knyquist@newventureadvisors.net

<http://newventureadvisors.net>

New Venture Advisors is a leading consulting firm in the sustainable food and agriculture industry. Since 2009, we have worked with clients in the public, private and social sectors to assess, design, launch and build up businesses in the local food and sustainable agriculture arena. Through the development and coordination of businesses within food sheds – from small family farms to food companies, retail outlets, restaurants and the intermediaries known as *food hubs* which connect them – we are building and strengthening local and regional food systems. In this short time, five new food ventures have been launched and many more are preparing to open their doors. *Eight of our projects were funded through and developed*

in partnership with governmental entities including Dane County Planning & Development Department, Illinois Department of Commerce & Economic Opportunity, Illinois Department of Agriculture and Virginia Department of Agriculture & Consumer Services.

We are a network of passionate social business architects. The business environment is ripe for the invention of profitable food enterprises which serve a social mission, whether increasing farm incomes, promoting health and wellness or building food security. Our team and collaborators hail from the private and social sectors, combining top tier industry experience and social motivations to create sustainable businesses with impact. *Our office and three team members are based in Chicago, two others in Denver and Oakland.*

We dig deeply to confirm the viability of new business opportunities. Our studies, plans and recommendations are rooted in vigorous market, operational and financial due diligence. We study markets to find gaps and assess the competitive landscape. We learn key success criteria and risk factors from experienced operators. We build theoretical models to test the financial impact of business model hypotheses, gathering inputs from robust primary and secondary research. And we partner with local stakeholders to establish the critical social capital that will support the venture once launched. *This work is led from our Chicago office.*

Carmody Consulting

1514 Chateaufort Place

Detroit, MI 48207

carmody55@gmail.com

With more than 30 years experience in business development, downtown, neighborhood revitalization, and regional food systems, Dan Carmody has a rich and broad array of experience around North America. From ten years in the trenches as a tavern keeper thru twenty years of community-based economic development in the second tier industrial cities of the Midwest (Rock Island, IL and Fort Wayne, IN), Dan currently serves as the President of the non-profit that operates the nation's largest public market in Detroit, Michigan. **Dan is recognized as a national thought leader in the worlds of downtown and regional food system development.** As a long time participant and former board member of the International Downtown

Development, Dan has developed outstanding competencies in downtown strategic planning, organizational capacity building, community-based development, downtown special event programming, and downtown housing development.

Within the emerging regional food sector, Dan and his work at Detroit’s Eastern Market have been recognized as one of the nation’s most comprehensive regional food hubs. In addition to running one of largest public markets, Dan has helped leverage Eastern Market legacy to improve food access in Detroit neighborhoods without adequate access to fresh fruits and vegetables and to build a stronger regional food system by building a multi-faceted program to move food businesses from pre-development thru incubation and onto acceleration. **Each year, Dan participates in a few outside consulting engagements to apply lessons learned on the front lines to other situations.**

The Kubala Washatko Architects, Inc.

W61 N617 Mequon Ave
Cedarburg, WI 53012
wreckard@tkwa.com
<http://www.tkwa.com/>

The Kubala Washatko Architects, Inc. (TKWA) is a full service architectural, planning, and interior design firm providing award winning expertise for a wide range of project types, including: urban farm and food hub facilities, nature and interpretive centers, museums and cultural centers, mixed-use commercial and retail, office buildings, religious institutions, multi and single family residential, and cultural creative communities. TKWA design services include Community and Master Planning, Architecture, Interior Design, Historic Preservation, Adaptive Reuse, Interpretive Planning, and LEED® Certification. Our firm has particular expertise in working

with public institutions and non-profit organizations where consensus building and fund-raising play an important role in project development.

The firm was founded in 1980 by principals Tom Kubala and Allen Washatko. The firm is registered as a corporation in the state of Wisconsin and currently employs 22 professional and support staff members. In 2006, TKWA received the AIA Firm Award, which is the highest honor given by the state’s professional service organization.

TKWA embraces a design philosophy of Wholeness, where the built environment supports and enhances both human activity and natural living systems. The idea of sustainability is a natural extension of wholeness-based thinking and is integrated into every studio project. TKWA designed the Leopold Legacy Center in Baraboo, a net-zero energy environmental headquarters that is the first building recognized as carbon neutral in operation. TKWA has received two national AIA COTE Top Ten Green Project Awards, including the First Unitarian Society Meeting House Addition in Madison.

Urban Assets, LLC

16 North Carroll Street, Suite 750
Madison, WI 53703
melissa@urbanassetsconsulting.com
www.urbanassetsconsulting.com

Urban Assets, LLC, founded in 2004, is a planning firm with expertise in urban revitalization, public participation, and community development. Urban Assets uses its knowledge of planning, development, the urban context, and political dynamics to leverage the successful realization of plans and projects. Urban Assets is founded on the principle that planning and development are inherently collaborative. Projects and plans are more successful when they are positioned within the context of the surrounding neighborhood, the city’s adopted plans, and the overall goals of the community.

Urban Assets is located in Madison, Wisconsin, with offices on the Capitol Square. Urban Assets currently has three employees including Melissa Huggins AICP, Founding Principal, Quinn Heneghan, Project Coordinator, and Emma Schumann, Planning Assistant. Urban Assets range of services including the following:

- Project Concept Development
- Urban Redevelopment and Community Development Strategies and Plans
- Public Participation Plans
- Facility Planning and Development
- Project Management
- Organizational Capacity Building
- Neighborhood and Municipal Approvals
- Meeting Facilitation
-

Urban Assets is a Wisconsin State Certified DBE and WBE.

Forward Community Investments

2045 Atwood Avenue, Suite 101A
Madison, WI 53704

sallim@forwardci.org

<http://www.forwardci.org/>

FCI is an established Community Development Financial Institution (CDFI) with a strong track record achieved by means of capable leadership, staff know-how, and proficient systems. FCI's loans exceeding \$36.6MM (since 1994) have facilitated the development of more than 1,400 units of affordable housing, provided affordable childcare for 4,000 children, supported services for more than 440,000 low to moderate income individuals, and created or retained 3,100 jobs. FCI has delivered these impacts exclusively to its target market, which has received 100% of its loans since inception. In addition, FCI has a track record of successfully navigating the inevitable challenges of community development. To do this, FCI enjoys a rich array of partners that range across all sectors: nonprofit, for-profit and government.

FCI is a 'convener,' an organization that brings disparate entities to the table to get difficult projects done. Since its financing role in a project may sometimes be small, FCI productively extends its role by convening and educating potential community partners. FCI's goal is to complement conventional lending; almost every loan extended by FCI has leveraged additional investment from conventional lenders or public funding programs. FCI is a trusted lending partner; it understands how to deliver long-term, sustainable community impacts.

One dimension of FCI's development services relates particularly to leverage. FCI has assisted four nonprofits in accessing \$11.5MM in New Market Tax Credits using allocations from U.S. Bancorp CDC and the Wisconsin Housing and Economic Development Authority. This investment of creatively structured NMTCs for the nonprofits has generated equity of more than \$4MM to the participating nonprofits. Without FCI's connections and expertise used to shepherd the nonprofits through the New Market Tax Credit process, these organizations would have been unable to access the tax credit market. A partner in Foley & Lardner, a law firm for a NMTC investor, observed: "Truth be told, these deals closed primarily because of the determination of Forward Community Investments. These nonprofits are more financially secure because of FCI's hard work in attracting New Market Tax Credits to their projects."

FCI's track record demonstrates its ability to deploy capital and deliver substantial impacts, attributable to the depth of its staff, a competent board of directors, capable systems and infrastructure, and an attuned community strategy.

Baker Tilly Virchow Krause, LLP
Ten Terrace Ct.
Madison, WI 53718
jeff.horein@bakertilly.com
bakertilly.com

Baker Tilly Virchow Krause, LLP was founded in 1931 with one core objective: to use our expertise to help our clients improve their businesses. Since the early 1990's, Baker Tilly has completed more than 20 successful mergers with high quality, reputable firms. These mergers have facilitated a broadening of service offerings, experience and expertise, as well as expansion of our geographic reach. Today, Baker Tilly is part of a global network with access to competitive resources critical to meeting client needs. As an independent member of Baker Tilly International, the world's 8th largest network of accounting firms, we bring you access to market-specific knowledge in 120 countries.

For more than 80 years, Baker Tilly has understood that our business demands absolute integrity. We value our client relationships and believe in the power of collaboration—working with each client to address individual needs and goals. We will continue to deepen and enhance our partnership with the City as we work together to help you realize your vision.

Office size and location. Nearly 300 staff from our Madison office provide a full range of accounting and audit, tax preparation, and consulting services. In addition, we provide business advisory services and consulting to city, state and local governments. The Madison office is also home to Baker Tilly's Chairman and CEO, Tim Christen, and COO, Brandon Andries. Industries served and services provided out of our Madison office are:

- Construction/Real Estate
- Energy and Utilities
- Financial Services (Asset Management, Banking, Insurance)
- Investment Advisors
- Manufacturing/Distribution
- Public sector/Not-for-Profit
- Real Estate Transaction Services
- Renewable Energy
- Retail and Commercial
- Search & Staffing
- State and Local Government

We are one of the few CPA firms with a State and Local Government Group dedicated entirely to serving governmental clients.

B. Project Team

Organizational Structure

The project will be led by Kathy Nyquist of New Venture Advisors. Kathy will oversee the project from Chicago and be present in Madison for all meetings with City staff and key local outreach meetings. She will be the main point of contact for Dan Kennelly and Good Food Partners principals.



Time Commitment for Team Members

NVA		CC		TKWA		UA		FCI		BTVK	
Kathy Nyquist	234	Dan Carmody	250	Wayne Reckard	95	Melissa Huggins	222	Salli Martyniak	30	Jeff Horein	9
Saloni Doshi	312	Staff	136	Allen Washatko	50	Quinn Heneghan	135	Carrie Vanderford	40	Kate Crowley	17
Patti Wu-Manchester	225			Nick Carnahan	178	Emma Schumann	210	Will Hughes	25	Lisa Van Lieshout	10
Staff	60			Erin Lawrence	70					Staff	15

Resumes

Resumes for the team can be found on the following pages.

KATHY NYQUIST

Principal, New Venture Advisors LLC
2506 N. Clark #436, Chicago, IL 60614
(773) 245-3570 knyquist@newventureadvisors.net



SUMMARY

New Venture Advisors LLC is a business advisory firm specializing in startup and small enterprise development. NVA's clients are building businesses in the Food & Beverage, Agriculture and Consumer Products industries.

Kathy founded NVA in 2009 to bring advanced business strategy, thought leadership and entrepreneurial momentum to the emerging sustainable food industry. She advises entrepreneurs and community developers in the feasibility of enterprise concepts, develops business plans, identifies growth strategies and creates brand and marketing plans. Her work has led to the launch of numerous businesses including Blue Ridge Produce, a keenly-watched model for the rebuilding of local food systems, where she serves on the advisory board.

Kathy has over 20 years of marketing and strategic leadership experience with Fortune 100 companies. She served on the integrated marketing leadership team for a \$5 billion product portfolio at Kraft Foods. Kathy previously managed accounts at Leo Burnett and Young & Rubicam, then the nation's largest advertising agencies, developing national campaigns for Coca-Cola, Keebler, Frito-Lay and Miller Brewing.

RELEVANT PROJECT EXPERIENCE

Business Plans

Blue Ridge Produce
SustainFloyd Dairy and Value-Added Processing Center
Wholesome Wave Food Hub Trade Network
Quiver Creek Farm Food Hub
Wellspring Growers Vertical Farm
Prairie Crossing Farm Business Development Center

Feasibility Studies

Southern Wisconsin Food Hub
Greater Kansas City Food Hub
HOPE Collaborative Food Hub
FarmedHere Salad Dressing Line
Neumann Family Services Processing Kitchen
Tazewell Country Resource Center Processing Kitchen

Food System Assessments

West Virginia University Meat Processing Enterprise Planning
Food Systems Assessment for Northern Virginia
Ready to Grow: A Plan for Increasing Fruit & Vegetable Production in Illinois

WORK EXPERIENCE

Founder and Principal, *New Venture Advisors LLC, Chicago, IL*

Advise entrepreneurs and community planners with seed and early-stage ventures in assessing business feasibility, developing business plans, identifying growth strategies and creating marketing plans.

Director of Promotion Marketing, *Kraft Foods Inc., Glenview, IL*

Led integrated marketing planning for \$5B product portfolio with internal leaders and agencies spanning the full spectrum of marketing disciplines. In previous roles oversaw corporate, customer and multicultural marketing planning.

Account Supervisor, *Leo Burnett Worldwide, Chicago, IL*

Management Supervisor, *Young & Rubicam Brands, Chicago, IL*

Developed national campaigns for Coca-Cola, Keebler, Frito-Lay and Miller Brewing.

EDUCATION

Master of Business Administration with Honors

University of Chicago Booth School of Business, Chicago, IL

Concentrations: Strategic Management, Finance, Entrepreneurship

Bachelor of Science, Economics

Bradley University, Peoria, IL

PROFESSIONAL COURSES

Training the Street® Financial Modeling & Corporate Valuation

PROFESSIONAL SKILLS

Early stage business advisory

Food systems assessment and planning

Economic feasibility studies and modeling

Business plans, financial projections, valuations

Brand and marketing strategy

PUBLICATIONS

Building Successful Food Hubs: A Business Planning Guide for Aggregating and Processing Local Food in Illinois,
FamilyFarmed.org, 2012

Southern Wisconsin Food Hub Feasibility Study, Dane County Department of Planning and Development, 2011

Ready to Grow: A Plan for Increasing Fruit and Vegetable Production in Illinois – Action Plan and Feasibility Study,
FamilyFarmed.org, 2010

Local Food System Assessment for Northern Virginia, FamilyFarmed.org, 2010

AWARDS & HONORS

Deans' Award for Strategy for highest academic record in Strategic Management, *University of Chicago*

Beta Gamma Sigma international honor society

PATENT APPLICATIONS

U.S. Provisional Patent Application No. 61/695,605, *System, Device and Method for Estimating Unmet Market Demand for Locally-Produced Food*, assigned to New Venture Advisors LLC

MEMBERSHIPS & ASSOCIATIONS

Board of Governors, *Opportunity International*, Oak Brook, IL

President's Circle, *Chicago Council on Global Affairs*, Chicago, IL

Community Partner, *Chicago Ideas Week*, Chicago, IL

Saloni Doshi

New Venture Advisors LLC



PROJECT ROLE

Associate

EXPERIENCE AND QUALIFICATIONS

Saloni Doshi has a proven record of accomplishment in new business development, strategic planning, financial oversight and operational management, with extensive experience in food and agriculture sector. She excels in team leadership, bringing innovation and lean startup principles to new and mature enterprises, balancing multiple bottom lines, and managing cross-sector collaboration.

As an Associate for New Venture Advisors, Saloni Doshi has led the development of several feasibility studies and business plans for initiatives in the agriculture and food industry. She coordinates with clients and stakeholders across multiple sectors, conducts extensive primary and secondary research, and brings deep business acumen to the development of optimal strategies for new food and agricultural ventures. In 2011, she co-founded Fresh Takes Kitchen, a health and wellness social venture focused on addressing the nation's \$190B obesity crisis with an innovative, affordable healthy prepared meal delivery service. She led the company's financial operations, product development, distribution logistics and strategic decision-making. In just seven months, the company sold over 6500 healthy, affordable meals to 350 households, and achieved 70% average monthly growth in revenue.

Prior to New Venture Advisors and Fresh Takes Kitchen, she spent 8 years in strategic planning functions, first in management consulting and then in internal corporate strategy within the education sector.

RECENT PROJECT EXPERIENCE

- Co-Founder, Fresh Takes Kitchen
- SustainFloyd Dairy Business Plan
- Kansas City Food Hub Feasibility Study
- Equilibrium Capital Group (with focus on agriculture sector)
- Tazewell County Resource Centers Commercial Kitchen Feasibility Study
- Neumann Family Services Commercial Kitchen Feasibility Study
- Quiver Creek Food Hub Business Plan
- Guide to Building Successful Food Hubs
- Southern Wisconsin Food Hub Feasibility Study

EDUCATION

Masters in Business Administration, Kellogg School of Management at Northwestern University
Bachelor of Science in Operations Research and Financial Engineering, Princeton University

Peihsin Patricia Wu-Manchester (Patti)

New Venture Advisors, LLC



PROJECT ROLE

Financial Consultant

EXPERIENCE AND QUALIFICATIONS

As the financial consultant for New Venture Advisors, LLC Patti Wu-Manchester assists in working with clients in the public, private and social sectors to assess, design, launch and build up businesses in the local food and sustainable agriculture arena. She specializes in analyzing market and research data, developing financial models for new businesses, financial forecasting, and valuation. Patti's financial expertise stems from 10 years in corporate finance, including cost accounting, financial planning and analysis, reporting and controls, treasury and cash management, and licensing and acquisitions. Patti holds a MBA from Northwestern's Kellogg School of Management where among six completed majors, she studied Finance and Entrepreneurship. Her passion for good food and entrepreneurship goes beyond the work place and into her personal life through owning and operating her own cake and dessert catering business, Carbivore, LLC.

RECENT PROJECT EXPERIENCE

- HOPE Collaborative Food Hub Feasibility Study
- Southern Wisconsin Food Hub Feasibility Study
- Tazewell County Resource Center Processing Kitchen Feasibility Study
- Neumann Family Services Processing Kitchen Feasibility Study

ADDITIONAL QUALIFICATIONS

- Microsoft Office Suite
- SAP and Hyperion Essbase
- Survey Monkey and Qualtrics
- Adobe Photoshop and Illustrator
- Website design (CSS) and Maintenance

EDUCATION

Master of Business Administration, Finance, Strategy, Entrepreneurship, Marketing, and International Business

Kellogg School of Management, Northwestern University

Bachelor of Science and Business Administration, Finance and Accounting

Kelley School of Business, Indiana University Bloomington

Dan Carmody

1514 Chateaufort Place
Detroit, MI 48207
carmody55@gmail.com



SUMMARY

Thirty-five years of government, small business, and not-for-profit management, and consultant experience centered on place making in the downtowns, neighborhoods, and market districts of cities of all sizes. Hard work, enthusiasm, creativity, and good fortune have enabled me to succeed at leaving places better than I found them.

EXPERIENCE

President, Eastern Market Corporation (EMC), Detroit, MI

November 2007 - Present

Chief executive of non-profit governed by a 21-member board of directors representing the City of Detroit, District merchants, Market vendors, and others interested in community and food system development. EMC is charged with:

- Developing the organizational capacity to manage and rebuild one of the nation's largest and oldest public markets, revitalizing adjacent areas to create a vibrant business district to help re-boot Detroit.
- Creating Eastern Market 360° a capital improvement plan to enhance the Eastern Market campus and position it to better serve as a hub for the local food system, as the heart of a compelling business district, and as the keystone for adjacent neighborhood development.
- Leveraging Detroit and Southeastern Michigan's agricultural and food system assets to redevelop a more robust local food system to better serve underserved communities and strengthen sustainable agriculture in the region.

President, Downtown Improvement District (DID), Fort Wayne, IN

November 2005 - Present

Chief executive of non-profit established to build a community development program for a city of 230,000 people and a market area of 500,000 people. Led the Downtown Improvement District during its transition into a more comprehensive downtown leadership organization:

President, Renaissance Rock Island, Rock Island, IL

March 1988 – November 2005

Development Association of Rock Island (DARI)

Rock Island Economic Growth Corporation (GROWTH)

Directed two organizations with the shared goal of economic renewal in a city which lost more than one third of its assessed value, its two largest employers, and 5,000 jobs. Pioneered the start up of a membership organization,

Dan Carmody

1514 Chateaufort Place
Detroit, MI 48207
carmody55@gmail.com

(DARI), expanded membership from 13 to 75, and guided missions in downtown, industrial, and commercial development.

Partner, Plaza Associates, Rock Island, IL

January 1979 - 1992

Conceived, developed, and operated a bar-restaurant chain with locations in in six cities.

Owner, Carmody Consulting, Detroit, MI

January 1997 – Present

LEADS strategic planning and work plan development sessions in communities throughout North America.

PROVIDED public market and farmer’s market consulting services to Madison, WI, Grand Rapids, MI, Salisbury, MD, Cleveland, OH, Davenport, IA, and Rock Island, IL.

GUIDED community, strategic-planning sessions in Grinnell, IA, Elgin, IL, Springfield, IL, Danville, IL, Wheaton, IL, Jacksonville, IL, Bridgeport, CT, Saskatoon, SK, Middletown, CT, and New London, CT.

SERVED as coordinator of the Illinois Main Street - Larger Cities Program from 1997 to 1999.

PARTICIPATED in resource team studies in cities of all sizes, including West Des Moines, IA; Ocoola, IA; Atlantic City, NJ; Chattanooga, TN; North Little Rock, AR; Niles Michigan; Yakima, WA; Searcy, AR; Paragould, AR; South Side, Pittsburgh, PA; Texarkana, AR-TX; Rock Hill, SC; Marshalltown, IA; Mason City, IA; Calumet, MI; Osceola, AR; Shaw Main Streets, Washington, DC; and Council Bluffs, IA;

PRESENTED keynote speeches to groups throughout the world.

EDUCATION

MBA Course Work
University of Iowa
Quad Cities Campus
1977-1979

Bachelor of Urban Planning
University of Illinois
Urbana, Illinois
May 1977

Visiting Student
Department of Town & Country Planning
Manchester, England
1975-1976

PROFESSIONAL AFFILIATIONS

International Downtown Association (Board Member 2001 to 2007)
International Economic Development Council
National Main Street Center

RECENT PUBLICATIONS AND PRESENTATIONS

Healthy Metropolitan Food Systems, New Partners for Smart Growth Conference, San Diego CA, February 2012

Food, Place, Story, & Kids, School Food Focus, Chicago, IL May 2012

Healthy Metropolitan Food Systems, International Downtown Association, Minneapolis, MN, September 2012

Groceries, Greenways, and Greenbacks, American Society of Landscape Architects Annual Meeting, Phoenix, AZ, October 2012

Strengthening Regional Food Systems, Iowa State University Graduate Program in Sustainable Agriculture Symposium, April 2013

Wayne Reckard DIRECTOR OF SPECIAL PROJECTS



As Director of Special Projects at TKWA Wayne has played a central role in a diverse number of studio master planning and design projects, with a particular focus on sustainable design, interpretive centers, and historic preservation/adaptive re-use. Wayne is a member of the International Living Future Institute and serves as Advisory Board member for Bjorklunden, a residential environmental and cultural retreat center located along the shore of Lake Michigan in Door County, Wisconsin.

An accomplished photographer, Wayne's images have appeared in National Geographic Online, New York Times Online, Wisconsin Trails, and other publications. Wayne has four photographs featured in the 2011 hardcover book titled Capture Wisconsin: Through the Eyes of Wisconsin Photographers. Wayne is a supporting member of the southwest Minnesota-based Brandenburg Prairie Foundation, an organization dedicated to preserving and restoring native tall grass prairie habitat and founded by National Geographic photographer, Jim Brandenburg.

EDUCATION

Bachelor of Science, Economics & History, South Dakota State University
National Student Exchange, Economics, North Carolina State University

PROJECT EXPERIENCE

- Growing Power Urban Farm, Milwaukee, WI
- Norwegian Heritage Center, Stoughton, WI
- Prairie Ecology Bus Center Master Plan, Lakefield, MN
- Forest Exploration Center Charter School Master Plan, Wauwatosa, WI
- YMCA Camp Minikani Feasibility Study, Hubertus, WI
- Norskedalen Heritage Center Master Plan, Coon Valley, WI
- Great River Cultural & Tourism Center, La Crosse, WI
- Cana Island Light Station Interpretive Plan, Door County, WI

RECENT TALKS AND LECTURES:

- "Ten Rules for Net Zero Energy Design", 2012 Green Energy Summit, Milwaukee, WI
- "Integrated Strategic, Interpretive, and Facility Master Planning at the Prairie Ecology Center", 2010 NAI Workshop, Las Vegas, NV (with Anne Ketz, The 106 Group)
- "Nature Center Master Planning", 2009 ANCA Summit, Squam Lakes, NH (with John Royster, Big Muddy Workshop)
- "Planning for Expansion and Interpretation at Chippewa Nature Center", 2008 NAI Workshop, Portland, OR
- "Sustainability Planning for Nature Centers", 2008 ANCA Summit, Jackson, WY
- "Sustainable Strategies of the Leopold Legacy Center", 2008 Greening the Heartland Conference, St. Louis, MO

Allen Washatko, AIA PROJECT PRINCIPAL



As Co-founder and Principal of The Kubala Washatko Architects, Inc., Allen brings a wealth and breadth of experience to all phases of a project, from early client contact and contract negotiations through design implementation and project follow-up. Mr. Washatko works closely with clients utilizing a participatory process to develop solutions that are not only sympathetic to the site, client needs and surrounding community, but also responsible to the budget, schedule and vision.

From its inception the TKWA studio's design reputation has been based on the idea of Wholeness, where the built environment supports and enhances both human activity and natural living systems. The idea of sustainability is a natural extension of wholeness-based thinking and is integrated into every studio project. Throughout the firm's nearly 30-year history TKWA has received over 80 state and national awards for design, including the AIA Wisconsin Firm Award, which is the highest recognition given by the state's professional service organization.

EDUCATION

Master of Architecture, University of Illinois, January 1980 - Department Honors
 Ecole des Beaux Arts Unite Pedagogique d'Architecture 3, Versailles, France, 1971-1972
 Bachelor of Architecture, University of Illinois, January 1974

REGISTRATION

Registered Architect in Arizona, Colorado, Connecticut, Florida, Georgia, Indiana, Kansas, Michigan, Missouri, New Jersey, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Texas, Virginia, and Wisconsin. NCARB Certified.

PROJECT EXPERIENCE

As Principal, Allen is involved in a majority of studio projects. Significant recent and current projects include the LEED® Platinum Aldo Leopold Legacy Center, the Chippewa Nature Center, an addition to the Monroe Arts Center, sustainable master planning and architectural design for several "cultural creative" developments in Costa Rica, a LEED® Gold-certified addition to the Frank Lloyd Wright-designed First Unitarian Meeting House, numerous projects for the Harley-Davidson Corporation, the LEED® Gold-certified Schlitz Audubon Nature Center, and the Milwaukee Public Market.

TEACHING AND LECTURES

- Lecturer, University of Wisconsin-Milwaukee, 1997-Present
- Adjunct Assistant Professor, University of Wisconsin-Milwaukee, 1980-1983
- Visiting Assistant Professor, University of Illinois School of Architecture, 1978-1980
- Visiting Critic, Graduate Urban Design Studio, Ohio State University, 1978
- National Association for Interpretation (NAI) International Conference, 2007, Vancouver, British Columbia. "Interpretation and Architecture: A Pattern Writing Approach".
- National Association for Interpretation (NAI) International Conference, 2006 San Juan, Puerto Rico. "The Aldo Leopold Legacy Center".

Nick Carnahan PROJECT ARCHITECT



With extensive experience in both the construction and architectural fields, Nick is an adept project architect who can integrate the science and technology of modern buildings with the poetics and timelessness present in all great works of architecture. Throughout all stages of a project, Nick is critically involved in both the creation and realization of form, taking into account the parameters of site, climate, culture, and clients' needs. This concern for superior design and construction makes Nick a fundamental part of any team collaboration.

EDUCATION

Master of Architecture., University of Wisconsin-Milwaukee, 2006
 Bachelor of Science in Architectural Studies, Magnum Cum Laude,
 University of Wisconsin-Milwaukee, 2002

REGISTRATION

LEED® Accredited Professional
 Registered Architect in the State of Wisconsin

HONORS

- 2006 SARUP Student Design Awards, 3rd Place, Level Three
- 2004 Gaylord Nelson Award In Environmental Issues
- 2002 SARUP Student Design Awards, 1st Place, Level Two
- 2002 Chicago Architecture Awards, Honorable Mention
- 2002 SARUP Student Design Awards, 2nd Place, Level Two

PROJECT EXPERIENCE

- Komarov Residence, Moscow, Russia
- Hotel Narty, Narty, Poland
- Metz Residence, Whidbey Island, WA
- Woelbing Residence, Oconomowoc, WI
- Herro + Franke Auto Garage, Chenequa, WI
- GSA Historic Corridor Restoration, Milwaukee Federal Building, Milwaukee, WI
- The Iron Horse Hotel, Milwaukee, WI
- Brico Fund, Milwaukee, WI
- The Brindisi Tower, Kenosha, WI
- National Mississippi River Museum & Aquarium, Dubuque, IA
- Dubuque Middle School, Dubuque, IA
- Dane County Justice Center, Madison, WI

Erin Lawrence GRAPHIC DESIGNER



As Graphic Designer at The Kubala Washatko Architects, Erin has been involved in creating visual material - from initial proposals and presentations to photography, marketing campaigns, illustrations, architectural graphics, 3-D modeling, animations, and websites - for nearly all the firm's projects.

She is an experienced print designer and has been working with Adobe Photoshop, InDesign, and Illustrator for over 10 years, and she has a solid knowledge of web design, including X/HTML, CSS, PHP, and Javascript. Additionally, she has worked extensively in 3-D modeling, rendering, and animation softwares, including SketchUp, Rhino, Microstation, Artlantis, and Cinema 4D.

Trained as a fine artist with a focus on sculpture, installation work, and photography, Erin has always been fascinated by architecture and the built environment, and has thoroughly enjoyed the challenge of finding intersections among these various fields.

EDUCATION

Bachelor of Fine Arts, Milwaukee Institute of Art and Design

Graduate Study, University of Wisconsin-Milwaukee School of Architecture and Urban Planning

PROJECT EXPERIENCE

- ZhongGuanCun School, Beijing, China - Logo, interior renovation design, and presentation materials
- Gouldings Resort and Conference Center - Fundraising booklet
- Institute of Beauty and Wellness - Interior design and graphics
- Wisconsin Forestry Education Center - Fundraising brochure and master plan graphics
- Prairie Ecology Center - brochures and fundraising booklet
- Growing Power Vertical Farm - Renderings, boards, brochures and marketing booklet
- Monroe Arts Center - Renderings, 3D animation, and fundraising booklet
- Net-Zero Environmental Education Center - Proposal material and master plan graphics
- Cincinnati Nature Center - Fundraising Materials
- First Unitarian Society Meeting House Addition - Sustainable features book design and illustrations
- Rincon Master Plan, Rincon, Costa Rica - Master plan, website, brochures, and fundraising materials

Melissa R. Huggins, AICP
Urban Assets LLC
Principal Planner



Melissa Huggins, the founding principal of Urban Assets LLC, has over fifteen years of experience in urban revitalization, public participation, implementation strategies, government relations, municipal approvals, and project management. She has been involved in many neighborhood, downtown, and corridor plans and has managed the preparation and city approval of major development projects. She has also supervised strategic facility planning and the development and operationalization of new facilities.

Melissa's approach to planning is by definition collaborative. She believes a robust and innovative public participation process provides the opportunity to identify new ideas and assets, build civic capacity, educate, and lay the foundation for successful project implementation as well as the development of future projects.

Melissa has successfully built support for projects and implemented comprehensive neighborhood engagement strategies resulting in greater project understanding and buy-in. She is a skilled meeting facilitator and has the ability to serve as a translator between diverse constituencies. A creative and strategic thinker, Melissa enjoys the ever changing challenges that urban redevelopment presents.

RELEVANT EXPERIENCE

Melissa has designed and managed the community engagement processes for the following projects:

- South Capitol District Transit Oriented District Plan (in process)
- Deconstruction of Dane County Nurses' Dorm and Design Options for a New Park Shelter (in process)
- South Madison Food Enterprise Project
- Madison Transit Corridor: Investigating Bus Rapid Transit for the Madison Area
- Judge Doyle Square
- Madison Sustainability and Commerce Center Pre-Design Charrette
- Meriter Park Campus General Development Plan

Melissa developed and taught *Public Participation in Planning and Policy Making* at the University of Wisconsin School of Urban and Regional Planning. In addition, she has designed and managed creative community engagement processes for difficult to reach constituencies for the following projects:

- South Madison Food Enterprise Project
- Allied – Dunns Marsh Belmar Neighborhood's Physical Improvement Plan
- City of Beloit Comprehensive Plan, Beloit, Wisconsin
- Rath Area Neighborhood Plan, Waterloo, Iowa
- Highway 63 Corridor Plan, Waterloo, Iowa
- Park Street Revitalization – Possibilities to Reality

Melissa also has relevant experience in the facility development process from pre-planning all the way through construction. She has served as project director or coordinator on the following projects:

Facility Planning and Development

- Red Caboose Nursery School (in process)
- Domestic Abuse Intervention Services New Facility Development (under construction)
- Lake View Hill Park Nurses' Dorm Feasibility Analysis
- Meriter Thirty-Year Strategic Facilities Plan
- Meriter Five-Year Real Estate Plan
- Meriter Business Center
- Meriter Medical Clinic – McKee
- Meriter Medical Clinic – Downtown

PROFESSIONAL CREDENTIALS

- American Institute of Certified Planners
- Master of Planning, UCLA Graduate School of Architecture and Urban Planning, Los Angeles, CA, 1992
- Bachelor of Arts, magna cum laude, Amherst College, Amherst, Massachusetts, 1986

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Wisconsin American Planning Association
- Congress on New Urbanism
- Downtown Madison Inc.
- TEMPO

WORK HISTORY

Urban Assets, LLC – 2009 to present
Principal

Meriter Health Services – 2007 to 2009
Senior Associate, Planning & Government Affairs

Urban Assets, LLC – 2004 to 2007
Founding Principal; UW Madison Adjunct Staff, School of Urban and Regional Planning

Vandewalle & Associates – 1998 to 2004
Principal, Redevelopment Team
Associate Planner, Redevelopment Team

COMMUNITY INVOLVEMENT

- City of Madison Urban Design Commission (current)
- Downtown Madison Inc. Board (current)
- Economic Development Committee, Downtown Madison Inc. (current)
- Madison Regent Street South Campus Plan Steering Committee (chair)
- Wingra Market Study & Conceptual Redevelopment Plan Advisory Team
- Villager Mall Master Plan Oversight Ad Hoc Committee
- Park Street Corridor Urban Design Guidelines
- Vilas Neighborhood Association
- Bayview Community Foundation Board
- Wingra School Board (President)

Quinn Heneghan

Urban Assets, LLC



PROJECT ROLE

Project Coordinator

EXPERIENCE AND QUALIFICATIONS

As project coordinator for Urban Assets, LLC, Quinn Heneghan assists with a multitude of tasks related to urban development projects including project facilitation, research, documentation and meeting support. As office administrator for Urban Assets, LLC, her duties include office systems and account management, client communications and strategic planning. As a longtime Madison community volunteer, Quinn brings over eighteen years of familiarity with Madison area neighborhoods, non-profit organizations and schools to the table.

RECENT PROJECT EXPERIENCE

- Red Caboose Nursery School New Facility Development
- Domestic Abuse Intervention Services New Facility Development
- South Madison Food Enterprise
- Spring Harbor Neighborhood Safe Harbor Project
- Madison Transit Corridor: Investigating Bus Rapid Transit for the Madison Area
- Dane County Nurses Dormitory
- Hovde Focus Groups

ADDITIONAL QUALIFICATIONS

- Microsoft Excel
- Office Word
- QuickBooks
- Survey Monkey
- Website Maintenance

EDUCATION

Bachelor of Arts, Studio Art/Ceramics
Northeastern Illinois University

Emma Schumann
Urban Assets, LLC



PROJECT ROLE

Planning Assistant

EDUCATION

Bachelor of Science, Urban Studies
University of Minnesota—Twin Cities

EXPERIENCE AND QUALIFICATIONS

Emma Schumann recently completed her Bachelor of Science degree in Urban Studies with minors in Architecture and Sustainability Studies. She began working with Urban Assets as an intern and has since worked as a Planning Assistant. Emma has experience working in the public, private, and nonprofit sectors. Emma's work with Urban Assets is focused on research, document production, and meeting support.

RECENT PROJECT EXPERIENCE

- South Madison Food Enterprise Project
- South Capitol Transit-Oriented Development District
- Madison Transit Corridor: Investigating Bus Rapid Transit for the Madison Area

ADDITIONAL QUALIFICATIONS

- Microsoft Excel
- Microsoft Word
- Survey Monkey
- SketchUp

Salli F. Martyniak

608.204.8830

President

sallim@forwardci.org

Education

University of Wisconsin-Madison

Madison, WI
1985

- Bachelor of Science

Professional Experience

Forward Community Investments – *President*

Madison, WI
2003-present

- Visions for the future of FCI
- Develops annual budget, ensures proper fiscal accounting and controls in accordance with the guidelines of funding sources and with sound accounting practices. Maintains fiscal solvency of agency.
- Develops an annual strategy that assures adequate revenue to sustain agency operations. Supervises development and submission of all grant proposals. Researches new funding sources and supervises donor campaigns and fundraising events. In collaboration with board members and development staff, meets with funders and prospective donors.
- Serves as agency spokesperson and acts as liaison with investors/donors, government officials and businesses. Responsible for public relations and media communications.
- Leads long-range planning and visioning, including assessment of programs, in partnership with the Board of Directors and staff members.

ZABA, Inc. – *President and Owner*

Madison, WI
1999-2003

- As liaison to individual donors, cultivated ongoing relationships and encouraged donor involvement in fundraising activities
- Secured more than \$5 million in local, state and national grants
- Developed The Salvation Army's Holly House, a transitional eight-unit residence for single homeless women
- Produced fundraising events to generate funds and donor support
- Persuaded decision makers and donors through correspondence, proposals and reports
- Handled public relations and marketing to provide an accurate and concise portrayal of client's organizations

Associated Bank – *Community Bank Manager, Vice President*

Madison, WI
1998-1999

- Managed the retail and small business loan products, depository services, customer service teams and community marketing strategies for five Associated community banks (located in Madison, Middleton, Windsor and Lake Mills)
- Responsible for initiating a sales culture oriented towards successful product and service cross-selling to new and existing customers

The QTI Group – *Corporate Development, Marketing and Sales*

Madison, WI

The QTI Group – *Corporate Development, Marketing and Sales*

Madison, WI
1997-1998

- Coordinated the sales and marketing activities for five human resource companies (QualiTemps, QTI Consulting, QTI Human Resources, QTI Professional Staffing and Qualified Personnel) and 13 branch offices in southern Wisconsin
- Managed the development of a new corporate brand, strategy, name and logo for The QTI Group

US Bank (f/k/a Firststar Bank) – *Community/Business Development Vice President*

Madison, WI
1993-1997

- Developed a successful community-wide market presence for small business lending
- Represented the bank on various community boards
- Originated and managed a \$5 million SBA small business loan portfolio
- Shared responsibility for bank's achievement of an Outstanding CRA rating in 1995
- Spearheaded, managed and marketed Firststar's Women and Investing series

Wisconsin Housing and Economic Development Authority (WHEDA) –
Manager, Economic Development

Madison, WI
1985-1993

- Managed WHEDA's guaranteed lending programs for small businesses
- Designed and implemented statewide economic development programs and initiatives for Wisconsin businesses
- Effectively communicated business concerns to Wisconsin State Legislators and their aides

Community Involvement

- Community Reinvestment Fund, Minneapolis, MN, Board of Directors, 2010 – Present
- Goodman Community Center, Development Committee, 2007 – Present
- Dane County Community Development Block Grant Program, Commissioner
- Girl Scouts of Black Hawk Council, Board Member
- North/Eastside Senior Coalition, Board member
- The Salvation Army of Dane County, Advisory Board Member
- Summit Credit Union, Board Member, 2000 – 2003; Advisory Member
- Wisconsin Bankers Association, Vice Chair, Community Development Committee
- Wisconsin Women's Business Initiative Corporation, Advisory Board Member

New Market Tax Credit Advisory Boards

- Wisconsin Housing and Economic Development Authority (WHEDA)
- BMO Harris Bank
- Rural Development Partners (Alexander Company and Park Bank)
- Great Lakes Capital

Carrie Vanderford

608.257.3863

Vice-President
Lending Services

carriev@forwardci.org

Education

Massachusetts Institute of Technology

Cambridge, MA
June 2006

- Master's Degree in City Planning
- Specialization in Housing, Community and Economic Development

William Jewell College

Liberty, MO
May 2003

- Bachelor of Arts
- Majors: Political Science and Music
- Summa Cum Laude

Professional Experience

Forward Community Investments – *Vice-President Lending Services*

Madison, WI
2010-present

- Responsible for originating, underwriting, structuring, and monitoring loans to nonprofit borrowers for real estate and community development projects.
- Provide advisory and project management services for nonprofits utilizing a variety of public and private financing sources.
- Doubled the organization's loan volume, year over year.
- Developed FCI's short-term line of credit product, which has not been offered to nonprofits by any other CDFI-lender in Wisconsin.
- Facilitated the closing of a \$6 million New Markets Tax Credit transaction for the Madison Children's Museum which included structuring the transaction, finding an investor and lender, and helping the Museum set up the appropriate compliance processes.
- Developed and delivered curriculum presented to nonprofits throughout Wisconsin on topics focused on building the financial health of nonprofit organizations.

The Economic Geographers – *Principal*

Madison, WI
2011-present

- Work closely with clients to understand their communities' development opportunities and provide assistance in identifying and utilizing a variety of capital sources to bring an initiative or project from idea to completion.
- Responsible for developing relationships and projects with clients, provide quality assurance for all deliverables produced at the firm, and lead the firm's research initiatives in community impact measurement.

Baker Tilly – *Senior Consultant*

Madison, WI
2008-2012

- Assisted Community Development Financial Institutions, nonprofit organizations, and community development entities with raising and deploying of a variety of economic development and affordable housing financing tools including low income housing tax credits, new markets tax credits, tax incremental financing, and CDFI grants and loans.

Development Finance Division – *Project Analyst*

Kansas City, MO
2007-2008

- Responsible for conducting financial analysis of publicly financed economic development projects including fiscal impact to the City and revenue projections related to tax increment and generation of sales tax.
- Performed real estate market analysis and socio-economic impact analysis to support economic development projects and negotiated with developers as redevelopment finance structuring parameters were established.
- Prepared reports regarding publicly financed redevelopment and economic development projects and made public presentations to the City Council, various public finance commissions, and citizen groups.
- Led the winning application for the City's first NMTC allocation award and directed the City's programming of and participation in NMTC transactions.

Department of Planning and Development – *Project Planner*

Kansas City, MO
2006-2007

- Managed the daily project delivery process including primary client contact, scheduling meetings, conference calls, and presentations to ensure on-time project deadlines and on-budget deliverables.
- Responsible for coordinating planning and finance project elements including economic development analysis, permitting, housing, infrastructure, and interdepartmental coordination for redevelopment projects in targeted neighborhoods throughout the city.
- Provided technical assistance to and analyze requests from for-profit and nonprofit affordable housing and mixed-use developers.

Volunteer Activities

- Girls on the Run, Coach, 2011-present
- Wisconsin Chamber Choir, Treasurer, 2010-present
- Dane County Rape Crisis Center, Finance Committee Member, 2012-present
- Big Brothers Big Sisters of Dane County, Big Sister, 2012-present

William D. Hughes

608.204.8832

Vice President –
Sustainable Agriculture

willh@forwardci.org

Education

University of Wisconsin-Madison

- Masters of Science: Agricultural Economics

Madison, WI
September 1982

Cornell University

- Bachelor of Science
- Major: Agricultural Economics, Farm Management and Finance

Ithaca, NY
May 1977

Alfred State University

- Associates in Engineering Science

Alfred, NY
May 1975

Professional Experience

Forward Community Investments – *Vice President of Sustainable Agriculture*

- Responsible for sustainable agriculture lending and business advisory services, rolling out \$6 million in new capital in risky, but viable projects and developing new funding streams.
- Also part of a team to help take Forward Community Investments into rural areas statewide.

Madison, WI
2012-present

Department of Agriculture, Trade and Consumer Protection – *Administrator of Agricultural Development Division*

- Previously, Assistant Administrator and Director of a new bureau designed to assist farmers to find ways to add value to their farm production and address major changes facing agricultural producers in a globalizing agricultural economy.
- The program includes a diversification and development grants programs that provides monies for feasibility and development of new markets, new products and new technologies, and a technical business development staff to assist direct marketers and food entrepreneurs develop their businesses and marketing approaches.

Madison, WI
2000-2010

Center for Cooperatives – *Outreach Manager/Research Specialist*

- Developed programs, provided outreach consulting and conducted research primarily on cooperative development, cooperative business and organizational strategy, governance and finance.

UW-Madison
Madison, WI
1997-2000

Wisconsin Federation of Cooperatives – *Director of Dairy Policy and Business Development, Business Development Specialist*

Madison, WI
1994-1997

- Developed and led the Midwest Dairy Coalition in the 1995 farm bill and assisted dairy and dairy-related cooperatives on dairy revitalization strategies.
- Lead consultant on projects in biomass energy production, joint ventures between cooperatives building new feed facilities, potential for aquaculture cooperatives in Wisconsin, wrote prospectus for a preferred stock equity drive for a newly organized dairy cooperative, and market research for a farmer-owned soybean processing facility.

Wisconsin Department of Agriculture, Trade and Consumer Protection – *Director, Office of Policy and Program Analysis*

Madison, WI
1990-1994

- Managed policy development for the agency Secretary and Board, and evaluations of internal programs in consultation with all agency divisions and the Secretary.
- Examples include directing the development of organic food standards, regulation of labeling for rBst, and trade practice investigations of vegetable processing contracts and the National Cheese Exchange.

Publications

- Cox, Tom, Bob Cropp and Will Hughes. “Interregional Analysis of Interstate Dairy Compacts”. Marketing and Policy Briefing Paper, No. 69, July 1999.
- DATCP Publication: “Inside Wisconsin Aquaculture: 1998 Report to the Wisconsin Legislature”. October 1998.
- Hughes, Will and Edward V. Jesse. “Producer Milk Pricing Practices in Wisconsin, 1985.” Marketing and Policy Briefing Papers, No. 14, April 1987. 17 pp.
- DATCP Publication: “Regulation of Supplemental Bovine Somatotropin in Wisconsin: An Evaluation of Dairy Product Labeling,” March 1991. Co-author.
- DATCP Publication: “Wisconsin Aquaculture: A State Plan,” June 1988. Co-author.
- DATCP Publication: “Specialty Crops and the Diversification of Wisconsin Agriculture: The Results of Public Hearings and Related Actions,” April, 1987. Co-author.
- Hughes, Will and Hugh L. Cook. “Selected Issues in Classified Pricing: Chicago Regional Milkshed.” College of Agricultural and Life Sciences Research Report, University of Wisconsin-Madison, Research Report No. 3317, 1985.
- Several publications pending including Cooperative Board Training Practices, Cooperative Equity Management Case Studies, and Trade Area Analysis Applications for Cooperatives.



Resume



Kate Crowley

Manager

608 240 6718

kate.crowley@bakertilly.com

Kate Crowley, Manager with Baker Tilly Virchow Krause, LLP has been with the firm since 2009. Kate draws on her previous experience in public sector economic development and private sector real estate development to provide consulting services to bridge these entities throughout the planning and development processes. These services include strategic economic planning and impact analysis, tax increment financing consulting and reporting, development incentive review and implementation, and creative financing and funding solutions.

Specific experience

- > Leads strategic economic planning initiatives and program review for public sector clients.
- > Performs financial analysis of economic development strategies and development proposals.
- > Develops TIF strategies and projections, creates TIF districts, and consults on redevelopment and TIF Agreements.
- > Implements financial strategies to fund developer incentives and related public improvements.
- > Provides application and feasibility reviews for federal and state tax credit, financing, and funding programs.
- > Formerly served as an economic development consultant to public sector and not-for-profit agencies.

Industry involvement

- > American Institute of Certified Planners
- > American Planning Association
- > International Economic Development Council

Education

University of Wisconsin – Madison
Bachelor of Science in Economics and Geography

University of Illinois – Urbana-Champaign
Master of Urban Planning



Resume



Jeffrey N. Horein, CPA

Partner

608 240 2430

jeff.horein@bakertilly.com

Jeffrey Horein, Services Managing Partner with Baker Tilly Virchow Krause, LLP and President of Baker Tilly Capital, LLC, the wholly-owned private investment banking subsidiary of Baker Tilly, has been with the firm since 1997. Jeff provides manufacturing, distribution, and retail industry clients that are involved in mergers and acquisitions with financing alternatives including private placements and limited partnerships.

Specific experience

- > Assisted company with development of business strategy to maximize sale price. Educated owners and developed offering memorandum and sold the business.
- > Assisted acquisition group through analysis, development of offer to purchase, obtaining capital and funding, and closing of purchase transactions.
- > Directed start-up and joint ventures including development of strategic cost and projection to attract investors and debtors.
- > Directed and managed assimilation issues of an acquired company into an existing operation. The assistance included computer systems assimilation, interim financial and human resource functions, and operations implementation.
- > Facilitated owners and managers of a \$150M recycling company through strategic management process and development of strategies and directives for the company's future.
- > Assisted a client in Wisconsin with the buyout of a product line division from a publicly held company located in California. Facilitated the negotiation strategy, valuation of purchase price, and performed due diligence. This included a successful close well below the seller's valuation and negotiation of a supply agreement.
- > Assisted management of a large animal nutrition company with the financial support and negotiation of performance pay contracts. This ultimately evolved into a management led buyout of the company supported by a significant outside equity partner.
- > Extensive experience with closely held organizations dealing with growth and capitalization.



Resume, continued

Specific experience cont.

- > Led a client through the education of process and provided analysis and support to facilitate a sale of 100% of the stock of his company to an outside investment fund.
- > Led acquisition and sale teams throughout the Midwest through dozens of transactions ranging from \$2 million to \$120 million.
- > Assisted several Midwestern acquisition groups through analyzing targets throughout the U.S., developing offer to purchase, obtaining capital and funding, performing due diligence, and closing of purchase transactions.

Industry involvement

- > American Institute of Certified Public Accountants
- > Financial Industry Regulatory Authority (FINRA) - Series 7, 24, and 63 securities licenses

Education

Butler University - Indianapolis, Indiana
Bachelor of Science in Accounting



Resume



Lisa M. Van Lieshout, CPA

Manager

608 240 2671

lisa.vanlieshout@bakertilly.com

Lisa Van Lieshout, Manager with Baker Tilly Virchow Krause, LLP has been with the firm since 2008. She specializes in serving Mergers and Acquisition clients in both sell and buy side transactions.

Specific experience

- > Assists clients with the formulation and execution of acquisition strategies.
- > Provides due diligence and project analysis for mergers and acquisition clients.
- > Works with sellers to position their company for sale in a way to maximize sales price.
- > Assists in the development of confidential information memorandums, used to divest companies or raise funds.
- > Analyzes and develops detailed financial models.
- > Prior to joining Baker Tilly, twelve years experience in various finance and accounting roles in public accounting and private industry.

Industry involvement

- > State of Wisconsin CPA
- > Wisconsin Institute of Certified Public Accountants

Education

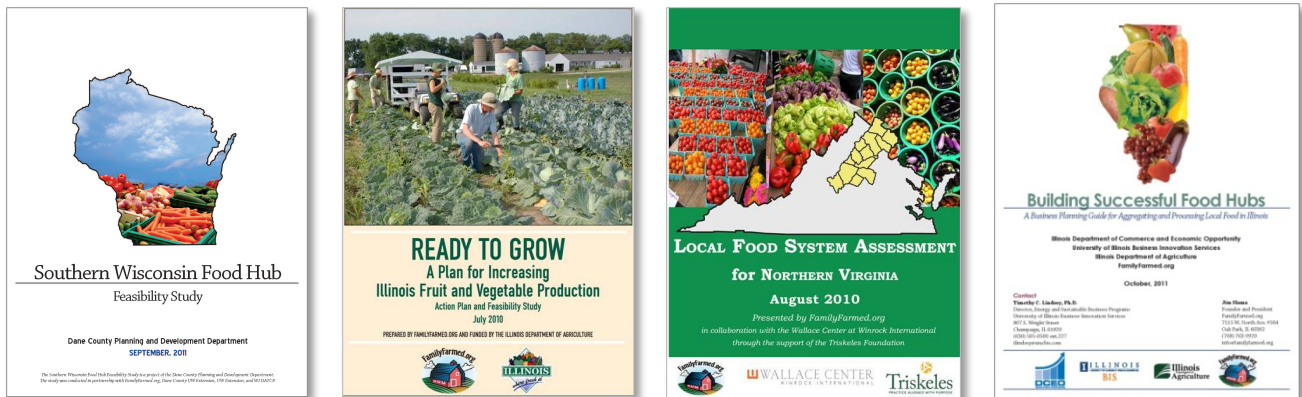
University of Wisconsin – Madison
Bachelor of Business Administration in Accounting and Risk Management

Edgewood College – Madison
Master of Business Administration in Accounting

C. Experience and References

New Venture Advisors LLC

NVA has led or is leading three food system assessments, nine feasibility studies and six business plans for food enterprises across the value chain from farms to produce, meat and dairy aggregation and processing centers, artisanal food manufacturers and a foodservice company. Five of these enterprises have opened their doors since 2011 including the Wisconsin Food Hub Cooperative in Madison and Blue Ridge Produce in Virginia, a wholesale food hub where producers, aggregators and ultimately processors are co-located to serve the Washington, DC market. The USDA AMS and Wallace Center promote our published works including *Building Successful Food Hubs* as a key business planning guide, and *Southern Wisconsin Food Hub Feasibility Study* as an exemplar of feasibility analysis. NVA is project leader, principal investigator and author of this work.



Carmody Consulting

During his nearly six years at Eastern Market Corporation, Dan Carmody has helped reposition Detroit’s venerable Eastern Market as the most inclusive, comprehensive, and robust regional food hub in the United States. The non-profit Eastern Market Corporation operates the market on a daily basis, oversees an \$80 million capital campaign, serves as the economic development organization for the 43-acre Eastern Market District, operates a variety of programs to increase the supply of and demand for fresh food in Detroit “food dessert” neighborhoods, and works with a variety of partners to strengthen the regional food system of southeastern Michigan.

As a consultant, Carmody helped Salisbury, MD evaluate options for the development of a new farmers market and local food aggregation center, Manistee, MI in an evaluation of how to enhance its farmers’ market, and Traverse City, MI in evaluating different organizational models for its emerging food hub.



The Kubala Washatko Architects, Inc.

The Kubala Washatko Architects, Inc. (TKWA) has been engaged in planning and design for a wide variety of food and food industry projects. As architect for the prominent Milwaukee Public Market, TKWA provided overall building design and interior floor plan layout for vendors, storage, circulation, demonstration kitchen, and administrative offices. For the past eight years TKWA has been working on a master plan for Milwaukee-based Growing Power, including the concept design for their recently proposed five-story urban vertical farm and retail/conference center.

TKWA is currently in master planning stage for two large food hub projects. The Sugarbeet District, located in Fort Collins, CO, is a proposed 140-acre, sustainably-designed 'food entrepreneur district' including 160,000sf grocery/food production/aquaponic facility, culinary school, restaurants, malting operation to serve local breweries, coffee roaster, and solar farm that will supply energy to the entire development. The Praxis Food Hub, planned for Kansas City, MO, includes a 200,000sf local food production/grocery facility that will be strategically located within an urban "food desert" in the city.

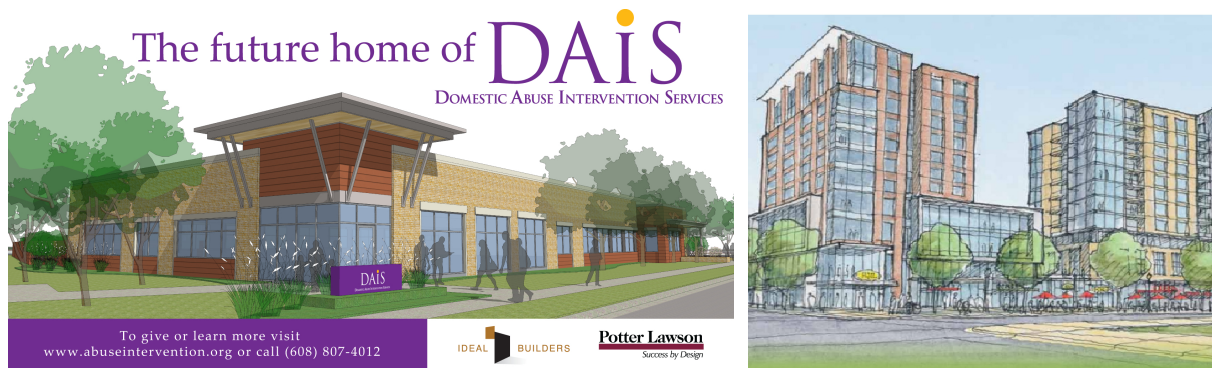
Over the past 25 years TKWA has completed nearly 50 projects within the greater Madison area, including the Madison Children's Museum, First Unitarian Society Meeting House Addition, Alterra (Collectivo) Coffee Roasters, Luther Memorial Church, Dane County Humane Society, Johnson Health Tech, Villager Mall Redevelopment Master Plan, Grace Episcopal Church (Capitol Square), and the Kennedy Place Mixed-use development. We are familiar with Madison approval processes, have worked with City of Madison staff, and have participated in numerous public outreach meetings within the community.



Urban Assets, LLC

Community engagement and a collaborative planning process are at the core of Urban Assets' mission. Over the last four years Urban Assets has been engaged on a number of projects including redevelopment plans, transportation plans, and community development projects. Each project requires a unique strategy to engage the community throughout to the process to ensure that their input is adequately represented and reflected in the project outcome. This is particularly true with controversial projects and difficult to reach stakeholders such as residents of low income neighborhoods.

Urban Assets' facility development experience is unique in that it includes not just an understanding of the various stages of the development process, but also the necessary internal infrastructure to undertake a project. Urban Assets has worked with non-profits from the strategic facility planning process all the way through ground breaking and construction. In addition to providing the expertise to guide the planning and development process, Urban Assets' organizational and communication skills are key to engaging the organization's stakeholders and, in particular, facilitating and supporting the decision making process.



Forward Community Investments

With the addition of Will Hughes, VP Lending Services, Sustainable Agricultural Loan Fund, FCI has the capital, will and talent to engage in food-related project. In Will's 21-year tenure at the WI Dept of Agriculture, he developed pioneering programs that funded hundreds of early-stage research and demonstration projects. In the recent 10 months since Will joined FCI, we have funded the Resilience Research Center (Madison/Center for Resilient Cities); FEED Kitchen (Madison/Northside Planning Council); WI Food Hub Cooperative (Madison); and Willy Street Cooperative Vendor Loan Fund (Madison/Dane County). In addition to providing loans, Will has also provided consultative support for multiple food-related efforts, including WI Food Hub Cooperative (Madison); Growing Power (Milwaukee); and several start-up cooperatives.

Baker Tilly Virchow Krause, LLP

Baker Tilly provides expertise as financial consultants to a wide variety of governmental projects.

- **City of Madison MadiSun Program** – Baker Tilly conducted a solar feasibility study for the city which involved pro forma financial modeling, reviews of the current interface, and identified market interest in the project.
- **City of Madison Community Development Authority** – Baker Tilly worked with the City of Madison to conduct a housing analysis for the Community Development Authority's defined Primary Market Areas.
- **City of Beloit** – Baker Tilly worked with the City to conduct a city-wide real estate analysis.
- **City of Madison Sustainability Commerce Center** – Baker Tilly provided a feasibility study to the Sustainability Commerce Center.

List of Relevant Projects

Team Member/Project Name	Location	Date	Description
New Venture Advisors			
Greater Kansas City Food Hub	Kansas City, KS	Active	Feasibility study for a multi-stakeholder food hub network serving mixed income shoppers
West Virginia University Meat Processing Enterprise Planning	Morgantown, WV	Active	State-wide food system assessment to develop regional meat processing capacity
SustainFloyd Dairy and Value-Added Processing Center	Floyd, VA	Active	Business plan for an artisanal dairy and value-added food processing center
Wholesome Wave Food Hub Trade Network	New England	Active	Business plan for coordinated sales, back office and support services for 6 food hubs
Fresh Takes Kitchen	Denver, CO	2013	Incubated a healthy meal delivery service accessible to lower-income consumers
HOPE Collaborative Food Hub	Oakland, CA	2013	Feasibility study for a produce aggregation center serving lower income shoppers
Building Successful Food Hubs in Illinois	Springfield, IL	2012	Business planning guide for local food aggregation and processing centers
FarmedHere Salad Dressing	Chicago, IL	2012	Business case for an indoor vertical farm to expand its salad dressing line
Southern Wisconsin Food Hub	Dane County, WI	2011	Feasibility study which led to the launch of Wisconsin Food Hub Cooperative
Neumann Family Services Processing Kitchen	Chicago, IL	2011	Feasibility study for food processing center serving adults with disabilities
Tazewell Country Resource Center Processing Kitchen	Tremont, IL	2011	Feasibility study for small-batch processing center serving adults with disabilities
Quiver Creek Farm Food Hub	Topeka, IL	2011	Business plan for a farm-based fresh produce aggregation facility
Prairie Crossing Farm Business Development Center Planning	Grayslake, IL	2011	Capacity modeling for on-farm aggregation and processing center
Blue Ridge Produce	Elkwood, VA	2011	Business plan supporting a successful multi-million dollar fundraiser for food hub launch
Food Systems Assessment for Northern Virginia	Washington, DC	2010	Regional food system analysis which led to the launch of Blue Ridge Produce
Ready to Grow: A Plan for Increasing Fruit & Vegetable Production in Illinois	Springfield, IL	2010	Barrier assessment and action plan which led to the launch of two farm-based food hubs
Wellspring Growers Vertical Farm	Chicago, IL	2009	Business plan for indoor hydroponic farm
Carmody Consulting			
Public Market Concept Discussion	Madison, WI	2013	Helped city leaders review sites and concepts for a new public market
Organizational Development Strategy	New London, CT	2013	Helped a downtown organization develop a reincarnation strategy.
Enhanced Farmers Market	Manistee, MI	2012	Developed a larger site for an emerging farmers market

Team Member/Project Name	Location	Date	Description
Dixon Springs Agriculture Center Design Charrette	Dixon Springs, IL	2011	Facilitate a design charrette between the local community and the University of Illinois to reposition the Dixon Springs Agriculture Center in southern Illinois
Farmers Market and Aggregation Center	Salisbury, MD	2011	Reviewed multiple sites and prepared a scalable permanent market and aggregation center for an Eastern Shore city
The Kubala Washatko Architects			
Praxis Food Hub	Kansas City, MO	Active	Design for 200,000sf food production and grocery store located in urban 'food desert '
Sugarbeet District Food Hub	Fort Collins, CO	Active	Sustainable master plan for 140-acre 'food entrepreneur district' including grocery, food production, aquaponics, culinary school, restaurant, malting operation, coffee roaster and solar farm
Growing Power Urban Farm	Milwaukee, WI	Active	Design for five-story vertical urban farm including greenhouses, conference/training and retail
Alterra (Collectivo)	Madison, WI	2013	Design for new food/coffee retail space on Madison's Capitol Square
Alterro (Collectivo)	Milwaukee, WI	2007-13	Design for multiple food retail and production facilities including corporate headquarters, roasting facility and bakery
800 East Washington	Madison, WI	2012	Concept plan for proposed mixed-use development including Metcalf's grocery with green roof
Madison Childrens Museum	Madison, WI	2011	Adaptive re-use of historic building on Capitol Square for sustainable childrens museum
First Unitarian Society	Madison, WI	2011	Highly sustainable addition to Frank Lloyd Wright-designed National Historic Landmark
Sweetwater Organics	Milwaukee, WI	2009	Concept plan for adaptive re-use of industrial building for urban aquaponic farm
Leopold Legacy Center	Baraboo, WI	2008	New construction of net zero, carbon neutral foundation headquarters
Milwaukee Public Market	Milwaukee, WI	2005	Design for new urban public market featuring sustainable design strategies
Urban Assets			
South Capitol District Transit Oriented District Plan	Madison, WI	Active	Community engagement strategy for stakeholders who utilize the District. Consultant management team local representative.
Deconstruction of Dane County Nurses' Dorm and Design Options for a New Park Shelter	Madison, WI	Active	Engaging the community re: dormitory demolition and replacement reflecting area's historic significance
Red Caboose Nursery School	Madison, WI	Active	Responsible for all aspects of the facility development process
Domestic Abuse Intervention Services New Facility Development	Madison, WI	Active	Responsible for all aspects of the facility development process

Team Member/Project Name	Location	Date	Description
South Madison Food Enterprise Project	Madison, WI	2013	Lead project consultant including community engagement strategy to identify a food entity in a South Madison food desert
Madison Transit Corridor: Investigating Bus Rapid Transit for Madison Area	Madison, WI	2013	Developed and implemented community engagement strategy for BRT study
Judge Doyle Square	Madison, WI	2012	Designed and implemented community engagement strategy for urban redevelopment project. Consultant management team local representative.
Forward Community Investments			<i>Provided loan capital for:</i>
Food Enterprise & Economic Development (FEED) Kitchen	Madison, WI	2013	Commercial kitchen supporting local food entrepreneurs
Wisconsin Food Hub Cooperative	Madison, WI	2013	Farmer- and grower-led cooperative marketing and selling their produce to large buyers
Resilience Research Center	Madison, WI	2012	Community-inspired collaboration housing the Madison operations of Growing Power
Goodman Community Center	Madison, WI	2008	Former ironworks factory and neighborhood eyesore, now a state-of-the-art community hub
Domestic Abuse Intervention Services	Madison, WI	2012	New 56-bed facility located in an abandoned Sears warehouse on the city's Northside
The Villager/The Atrium	Madison, WI	2008	A multi-tenant facility on Madison's Southside
Baker Tilly Virchow Krause			
Sustainability Commerce Center	Madison, WI	2013	Conducted feasibility study for City of Madison
MadiSun Program	Madison, WI	2012	Solar feasibility study for City of Madison
Community Development Authority	Madison, WI	2012-2008	Conducted housing analysis for City of Madison
City of Beloit	Beloit, WI	2010	Conducted housing analysis

RFP Form D: Proposer References

Proposer reference forms can be found on the following pages.

RFP FORM D: PROPOSER REFERENCESFOR VENDOR: New Venture Advisors LLC

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name Blue Ridge Produce LLCAddress (include ZIP) 13200 Willow Run Drive, Elkwood, VA 22718Contact Person Jim Epstein, Chairman Phone No. (202) 409-5994Contract Period January 2010 - currentServices Provided Led feasibility study, developed business plan and provide ongoing advisory for multi-unit food hub including farm and greenhouse production, aggregation, processing (future) and distribution.**Company Name** Dane County Department of Planning & DevelopmentAddress (include ZIP) 210 Martin Luther King, Jr. Blvd, Madison, WI 53703Contact Person Olivia Parry, Econ. Dev. Specialist Phone No. (608) 266-4270Contract Period October 2010 - October 2011Services Provided Led feasibility study which led to the launch of WI Food Hub Cooperative**Company Name** SustainFloydAddress (include ZIP) 203 S. Locust Street, Suite H, Floyd, VA 24091Contact Person Mike Burton, Director Phone No. (540) 250-0111Contract Period October 2012 - currentServices Provided Developing business plan for combined dairy and value-added agricultural products processing center**Company Name** Liberty Prairie Foundation at Prairie Crossing FarmAddress (include ZIP) 32400 N. Harris Road, Grayslake, IL 60030Contact Person Mike Sands, Sr. Associate Phone No. (847) 812-1618Contract Period March-June 2011Services Provided Developed capacity model to evaluate capital investments in the Farm Business Development Center to expand production on its 90-acre organic farm

RFP FORM D: PROPOSER REFERENCESFOR VENDOR: Baker Tilly Virchow Krause, LLP

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name City of Madison-MadiSun ProgramAddress (include ZIP) 210 Martin Luther King Jr. Blvd. Madison, WI 53703Contact Person Jeanne Hoffman Phone No. 608-266-4091Contract Period March 2012 – April 2012Services Provided Solar Feasibility Study: review of Load Profile & Utility Interface, Development of pro forma financial model, identify market interest to develop and findings report**Company Name** City of Madison – Community Development AuthorityAddress (include ZIP) 215 Martin Luther King Jr. Blvd. Madison, WI 53701Contact Person Natalie Erdman Phone No. 608-266-4675Contract Period January 2008, April 2009 and January 2012Services Provided Conducted housing analysis for Madison CDA – City of Madison within the Defined Primary Market Areas (PMA). Reports finalized on time and budget**Company Name** City of BeloitAddress (include ZIP) 100 State Street Beloit, WI 53511Contact Person Andrew L. Janke, CPM Phone No. 608-364-6748Contract Period October 2009 – March 2010Services Provided Real estate analysis**Company Name** City of Madison-Sustainability Commerce CenterAddress (include ZIP) 215 Martin Luther King Jr. Blvd, Madison, WI 53703Contact Person Matt Mikolajewski Phone No. 608-267-8737Contract Period September 2012-February 2013Services Provided Feasibility study

RFP FORM D: PROPOSER REFERENCES

FOR VENDOR: URBAN ASSETS, LLC

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name MADISON DEPARTMENT OF PLANNING AND DEVELOPMENTAddress (include ZIP) 215 MARTIN LUTHER KING JR. BOULEVARD, RM LL100 MADISON 53703Contact Person DAVID TROWBRIDGE Phone No. (608) 267-1140Contract Period 2011 - PRESENTServices Provided PUBLIC PARTICIPATION FOR JUDGE DOYLE SQUARE, AND SOUTH
CAPITOL TRANSIT ORIENTED DEVELOPMENT DISTRICT PLANNING STUDY**Company Name** CAPITAL AREA REGIONAL PLANNING COMMISSIONAddress (include ZIP) 210 MARTIN LUTHER KING JR. BOULEVARD, MADISON 53703Contact Person STEVE STEINHOFF Phone No. (608) 266-4593Contract Period 2013Services Provided LEAD CONSULTANT ON SOUTH MADISON FOOD ENTERPRISE PROJECT,
PROJECT STRATEGY DEVELOPMENT AND MANAGEMENT**Company Name** MADISON DEPARTMENT OF PLANNING AND DEVELOPMENTAddress (include ZIP) 215 MARTIN LUTHER KING JR. BOULEVARD, RM LL100 MADISON 53703Contact Person WILLIAM SCHAEFER Phone No. (608) 266-9115Contract Period 2012 - 2013Services Provided PUBLIC PARTICIPATION FOR BUS RAPID TRANSIT**Company Name** DOMESTIC ABUSE INTERVENTION SERVICES (DAIS)Address (include ZIP) P.O. BOX 1761, MADISON 53701-1761Contact Person SHANNON BARRY Phone No. (608) 251-1237Contract Period 2010 - PRESENTServices Provided PROJECT MANAGEMENT OF ALL ASPECTS OF THE DESIGN,
DEVELOPMENT, AND CONSTRUCTION OF DAIS NEW FACILITY

RFP FORM D: PROPOSER REFERENCES

FOR VENDOR: Carmody Consulting

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name Connecticut Main Street Center

Address (include ZIP) PO Box 1344, Avon, CT 06001

Contact Person John Simone Phone No. 860-280-2023

Contract Period Five different contracts from 2002 to 2013

Services Provided Strategic planning for Connecticut Main Street communities

Company Name Community Land Use and Economics Group

Address (include ZIP) PO Box 2345, Arlington, VA 22202

Contact Person Josh Bloom Phone No. 202-427-4722

Contract Period October 2010 - March 2011

Services Provided Farmers Market modeling for Salisbury, MD

Company Name In(alliance)

Address (include ZIP) Route 2, Box 335A, Golconda, IL 62938

Contact Person Charlotte Anderson Phone No. 618-638-2286

Contract Period June 2010 - March 2011

Services Provided Conducted community charrette and developed strategic plan for University of Illinois's Dixon Springs Agriculture Center.

Company Name Becket & Raeder, Inc.

Address (include ZIP) 535 W. Williams Street, Suite 101, Ann Arbor, MI 48103

Contact Person Christy Summers Phone No. 734-663-2622

Contract Period June - October 2012

Services Provided Strategic planning for enhancing the Manistee Michigan Farmers Market

RFP FORM D: PROPOSER REFERENCESFOR VENDOR: Forward Community Investments (FCI)

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name City of Madison Community Development Authority
 Address (include ZIP) Madison Municipal Bldg, Ste. 312, 215 MLK, Jr.Blvd., Madison, WI 53703
 Contact Person Natalie Erdman, ED Phone No. nerdman@cityofmadison.com
 Contract Period 2007-09
 Services Provided Assisted with redevelopment of The Villager Mall: preparation of budget and proforma; worked with CDA, Mayor's office, City Council and Siegel Gallagher; community outreach.

Company Name Domestic Abuse Intervention Services (DAIS)
 Address (include ZIP) PO Box 1761, Madison, WI 53701-1761
 Contact Person Shannon Barry, ED Phone No. 608-251-1237, x307
 Contract Period 2010-Present
 Services Provided Assisted with site selection for new facility; developed business plan and proforma; designed financial structure for \$7+ million new facility.

Company Name Madison Children's Museum
 Address (include ZIP) 100 N. Hamilton Street, Madison, WI 53703
 Contact Person Nick Curran, CFO Phone No. 608-347-1147
 Contract Period 2011-12
 Services Provided Designed financial structure for \$7+ million new facility that is supported by fundraising, construction debt to mini perm loan and New Market Tax Credits.

Company Name Goodman Community Center
 Address (include ZIP) 149 Waubesa Street, Madison, WI 53704
 Contact Person Becky Steinhoff, ED Phone No. 608-241-1574, x225
 Contract Period 2005-07 (work continues to present, though scope has changed)
 Services Provided Designed financial structure for \$7+ million new facility that is supported by fundraising, construction debt to mini perm loan and New Market Tax Credits.

RFP FORM D: PROPOSER REFERENCESFOR VENDOR: The Kubala Washatko Architects, Inc.

Provide organization name, address, contact person, telephone number, and brief project description for four (4) projects similar to the one described in this RFP. .

Company Name Milwaukee Public MarketAddress (include ZIP) 3832 N. Murray Ave., Shorewood, WI 53211Contact Person Brian O'Malley Phone No. 414-248-3709Contract Period 2001-05Services Provided Architecture for new urban public market.(Former General Manager)**Company Name** Paradigm Realty & Development Co.Address (include ZIP) 2969 Spring Harvest Lane, Ft.Collins, CO 80528Contact Person Mickey Willis Phone No. 920-690-9661Contract Period 2013Services Provided Master Plan for proposed 140-acre "Food Entrepreneur District"**Company Name** Praxis MarketplaceAddress (include ZIP) 80 South 8th Street, Suite 4710 IDS Center, Minneapolis, MN 55402Contact Person Glenn Ford, CEO Phone No. 612-812-4717Contract Period 2013Services Provided Master Plan and Design for 200,000 SF food production/grocery facility.**Company Name** First Unitarian SocietyAddress (include ZIP) 900 University Bay Drive, Madison, WI 53705Contact Person Susan Koenig Phone No. 608-233-9774Contract Period 2005-09Services Provided Architecture and Sustainable Design for addition to Frank Lloyd Wright National Historic Landmark.

D. Disclosure of Conflict of Interest

The following firms certify that no member of the firm's ownership, management, or staff has vested interest in any firm, consultant or subconsultant involved in the project, or any aspect of the project, or with the Department of Planning and Community and Economic Development or the City of Madison.

New Venture Advisors LLC

Carmody Consulting

The Kubala Washatko Architects, Inc.

Urban Assets, LLC

Forward Community Investments

Baker Tilly Virchow Krause, LLP currently performs auditing services for the City of Madison. Their internal risk management staff verified that our involvement in the Business Plan would not be a violation of the new Auditing Yellow Book rules.

E. Disclosure of Contract Failures, Litigations

The following firms certify that within the last three (3) years, the firm and its subcontractors have had no alleged significant prior or ongoing contract failures, contract breaches, civil or criminal litigation or investigation pending which involves the firm.

New Venture Advisors LLC

Carmody Consulting

The Kubala Washatko Architects, Inc.

Urban Assets, LLC

Forward Community Investments

Baker Tilly Virchow Krause, LLP – In the normal course of business as a large accounting firm, Baker Tilly may be made a party to litigation alleging various common law and statutory violations. While Baker Tilly expects to resolve all pending matters without any material detrimental impact to the firm, like most accounting firms of any size, the firm does not disclose or discuss its litigation. Litigation is generally disposed of in the normal course of business and under any applicable professional indemnity insurance policy. We enjoy the benefits of a positive reputation.

F. Financial Capability

The following firms certify they have the financial stability and capability to perform the work outlined within the Scope of Services.

New Venture Advisors LLC

Carmody Consulting

The Kubala Washatko Architects, Inc.

Urban Assets, LLC

Forward Community Investments

Baker Tilly Virchow Krause, LLP

4. Project Approach

A. Technical Approach

Based on the deliverables and objectives of each of the work products outlined in the RFP, we have developed a customized approach and work flow which will

- (1) successfully yield the insights and outcomes needed at each step,
- (2) enable the team and city stakeholders to make well-informed and data-driven go/no-go decisions at appropriate milestones, and
- (3) ensure that the final proposed public market truly catalyzes the local food economy and has already energized vendors, customers and community members even before its launch.

As outlined in Figure 1 below, our proposed approach is driven by a series of milestones through which team develops a set of potential market models, narrows to the optimal model, and then develops the operating structure and business case for that chosen model. The work plan is focused on gathering the insights and recommendations that enable the MLFC and other city stakeholders to make **two critical go/no-go decisions**:

Market model is the overall strategy for the public market including vendor mix, operating plan, location, building program, etc.

- (1) *Choosing one market model and general site location*: With the ongoing feedback of MLFC, we will develop and refine 2-3 market models through the regional food asset inventory, vendor outreach, initial community engagement, input from the development community, and analysis from the design and financing experts on our consultant team. Once these 2-3 market models are fleshed out with site details, potential locations and preliminary designs, the community will have an opportunity to comment and share feedback. All of this input will be synthesized into key findings and recommendations, at which point MLFC will have an opportunity to make this important go/no-go decision.
- (2) *Moving forward with final proposed market plan*: After a single market model is developed, the consultant team will conduct additional primary and secondary research to further develop its operating structure, business model, operating budget, specific site location and design, development cost and financing strategy. The community will have another opportunity to share feedback on the refined market plan, after which MLFC will make a final decision as to whether to move forward with the proposed market.

Our proposed approach includes Steps 1 through 9 in Figure 1, taking the project through the second critical go/no-go decision. An additional step is proposed which takes the project from a *Strategic Business Plan* to a *Comprehensive Business Plan*. In Step 10, we would assist the City in identifying an operator with which to develop the final business plan reflective of the vision, strategy and financial capability of the entity assuming the business risk. This plan refines the strategic, operating and financial analysis and includes complete financial projections and schedules suitable for investor and lender due diligence.

Figure 1: Good Food Partners Approach



Figure 2: Alignment with RFP Work Products

The work required to accomplish these milestones corresponds to the RFP Work Products accordingly:

	3.1 Food Asset Inventory	3.2 Vendor Outreach	3.3a Community Outreach	3.3b Market Assessment	3.4 Conceptual Design	3.5 Operating Structure	3.6 Financials and Funding	3.7 Site Selection	3.8 Economic Development	3.9 Team Management
1 Identify Potential Market Models	■		■							■
2 Develop 2-3 Market Models				■		■	■	■	■	■
3 Refine 2-3 Market Models		■	■	■						■
4 Identify Sites for 2-3 Market Models			■					■		■
5 Choose 1 Market Model and Site		■	■		■					■
6 Develop Detailed Operating Model					■	■	■			■
7 Develop Financing Plan						■	■			■
8 Identify Potential Funders			■				■			■
9 Strategic Business Plan Completed		■	■				■		■	■
10 Final Business Plan Completed	FUTURE									

For simplicity in reviewing and comparing proposals, the following Technical Approach, Work Plan, Timeline and Cost Estimate are detailed according to the sequence of Work Products in the RFP.

3.1 Regional Food Asset Inventory, Analysis

As outlined in Figure 2 above, the Regional Food Asset Inventory and Analysis aligns with Step 1 of our work plan, and will be critical to identifying potential market models that meet the needs of local stakeholders and enhance Madison’s existing, rich regional food landscape.

Key activities for this work product include:

- **Identify stakeholders:** Develop a comprehensive list of all food systems players in the greater Madison area. This list will be created with the input of previous city research, local leaders and network-based referrals, and will cover the entire food value chain, including:
 - Agricultural producers: Farmers market vendors and other regional producers
 - Intermediaries: FEED Kitchen, Food Hub Collaborative, distributors, processors, manufacturers

- Buyers: Institutions, wholesalers, consumer demand
- Facilitating organizations: Farmers Union, Sustain Dane, etc.
- **Gather insights through interviews and surveys:** Conduct interviews with high priority, representative organizations across the food value chain. These insights will serve as the foundation for the development of subsequent surveys for all players in the regional food system. Together, the interviews and surveys will be used to assess the goals, assets and barriers of all players, and identify which barriers and opportunities are most critical and can be best addressed by a public market.
- **Distill analysis and identify range of potential market models:** Analyze findings to develop initial hypotheses for potential market models which best serve the needs of Madison area food system players, enhance the existing food landscape, and align with the City's goals.
- **Develop regional food asset map:** Develop a comprehensive asset map illustrating the geography, opportunities, barriers, transit connections, and relationships between all food system players. This asset map will be a clear illustration of the data to support the market models proposed in subsequent steps.

3.2 Vendor Outreach and Cultivation

As outlined in Figure 2, Vendor Outreach and Cultivation will occur throughout the work flow, as part of Steps 3, 5 and 9. The primary goal of Vendor Outreach is to solicit both general input and specific feedback on the 2-3 preliminary market models the consultant team and MLFC have agreed upon before beginning this work product, and to continue this engagement as part of community outreach.

Key activities for this work product include:

- **Develop comprehensive vendor list:** Many identified vendors will overlap with the list developed as part of the regional food asset inventory and the City's 2013 Public Market Vendor Survey. However, we will review and expand upon it, with the input of the City, local trade associations, and food systems leaders. Our comprehensive vendor list will span the food system:
 - Retailers of fresh and packaged food
 - Wholesalers of fresh and value-added produce, meat and dairy
 - Food processors and manufacturers
 - Foodservice companies
 - Businesses supporting and supplying to food companies
 - Organizations promoting community health and food access
- **Conduct unaided needs assessment and aided interest assessment through focus groups:** We will select high priority, representative vendors for input. The focus groups will include *unaided needs assessments* to identify vendors' general objectives and vision for a public market, and *aided interest assessments* to gather specific feedback on the 2-3 preliminarily identified market models.
- **Aided interest assessment through comprehensive survey:** All potential vendors will receive a survey to gather detailed feedback and suggestions on the specific features of the 2-3 preliminarily identified market models, and to gauge overall interest. Surveys will be based on input gathered from the focus groups outlined above, and will be customized by vendor type.
- **Analyze findings and refine market models:** This comprehensive vendor engagement strategy will be used to refine each of the preliminary market models, including: key characteristics of the market space, optimal lease structures and rates, desired business support, expected benefits and setbacks to vendors' current business.
- **Assess interest level by market model:** Most importantly, focus group and survey input will uncover the level of interest among individual vendors in participating in various market models, and assess overall participation interest for each *type of vendor* (retail, wholesale, suppliers, etc).

The dual approach of conducting unaided and aided assessments in parallel is an important element of our approach. Unaided interest assessments through our focus groups will help ensure that we identify blue sky,

innovative ideas that vendors may have for the market. Structuring the majority of research, however, as an aided interest assessment, enables us to gather actionable and comparable feedback, and minimize the risk of vendors feeling disenfranchised by sharing suggestions that are not feasible to implement. Vendor relationships will continue to be cultivated through community outreach efforts.

3.3a Community Outreach

As outlined in Figure 2 above, Community Outreach is a critical stream of work that will occur throughout the entire work flow, as part of Steps 1, 3, 4, 5, 8 and 9. Input from community members and stakeholders will help develop and refine potential market models, narrow down to a single optimal market model, identify potential funding sources, and contribute to the final decision to move forward with the business plan.

Key activities for this work product build on the comprehensive *Madison Public Market Outreach Plan*, which does an excellent job of laying out the framework for a thorough community engagement process. These proposed activities may be adjusted throughout the work flow, during ongoing discussions with the MLFC. The MLFC will be responsible for finalizing community outreach-related decisions and helping to execute many of these strategies.

- **Compile and distill previous work and research:** Analysis and outcomes of staff and committee work prior to the engagement of this consultant team will be reviewed in depth, including any stakeholder interviews, information gathered at the Dane County Farmers' Market "Stop-n-Talk" Table, and engagement of underserved communities. We will also closely review past outreach plans to identify issues or opportunities, potential market demand, and any other factors that might guide the community engagement strategy.
- **Focus groups and interviews with key stakeholders:** Key stakeholders will be determined with the input of MLFC, and may include neighborhood and community groups, managers from existing farmer's markets such as Dane County Farmer's Market, regional school districts, local restaurateurs, social service agencies, Buy Local, Urban League and REAP. We aim to conduct eight to ten interviews or focus groups with the chosen group of stakeholders to gain baseline feedback on preferred market objectives and features, site location, and community concerns as part of the development and refinement of preliminary market models.
- **Community survey:** We will finalize the community survey using the existing draft, and will include questions to gauge participant demographics so that we can develop an initial profile of potential customers. The consultant team will assist staff with the dissemination of the survey and survey analysis.
- **Community and neighborhood meetings:** We propose conducting a series of 3-4 community meetings (kick off, presentation of draft plan, presentation of final plan) and four separate neighborhood meetings (throughout the city's four quadrants). The consultant team will work with MLFC to plan and coordinate these meetings, including agendas, presentations, and exercises to engage participants. We will provide facilitation and coordination throughout the meetings. We will circulate out comprehensive notes from these meetings, synthesize input and trends, and ensure meeting feedback is incorporated in key decisions throughout the work plan.
- **Actively engage underserved neighborhoods:** Incorporating input from leaders and members of underserved communities is critical to building a market that supports food access, health and wellness, and community development initiatives. We will work with MLFC to determine the optimal way to reach out to low income and underserved neighborhoods, and propose hiring local Community Outreach Coordinators to conduct surveys in these communities in paper form. We will collaborate with local social service providers, including Joining Forces for Families and Dane County Community Nurses to facilitate neighborhood participation in the surveys and other events.
- **Develop and deploy website and social media campaign:** An interactive website and social media campaign will help enable us to gather and quantify community input on the 2-3 preliminary market models and site locations, and ensure that the chosen model will align with community needs. We will develop a vibrant,

interactive website (please see the South Capitol Transit Oriented District website for an example <http://www.cityofmadison.com/dpced/planning/southcapitol/>) and develop an accompanying marketing and social media campaign to maximize community participation with this tool.

Throughout the work flow, the objectives of the above Community Outreach activities will be to (1) understand what types of market and market amenities would be attractive to the community, (2) the type of customers it would attract, (3) what other services, events, or features would make the market more attractive to the community, (4) how the market might become a year round focal point for the community, (5) how the market might support initiatives in improving food access, health and economic development for local neighborhoods, and (6) identify any potential partnerships that might be part of the implementation of the business plan.

3.3b Market Assessment

As outlined in Figure 2 above, the Market Assessment aligns with Steps 2 and 3, and will be a critical component of identifying and evaluating potential sites for each of the market models. The primary goal of this work product is to develop a rigorous prediction of market usage by market model and potential location.

Our consultant team will develop a series of **gravity models** to predict the usage of each public market model and potential location (frequency and volume) by community members and other customers from various neighborhoods. Gravity models rely on the accurate development of a series of variables, such as quality and uniqueness of market experience, ease of transit between communities and the market and comparisons between the public market and closer options to each neighborhood.

Key activities for this work product include:

- **Secondary market research:** Assess Madison neighborhoods, demographics, transit patterns and existing shopping outlets through previous city research, white papers and existing articles. We will identify specific trends for key cohorts of interest, such as millennials, seniors, families and low income community members. We will focus on building an understanding of Park Street Corridor and the Capitol East District given their potential to serve as site locations for the market.
- **Define and develop gravity model variables:** Accurate, thoroughly developed inputs are critical to creating gravity models that are truly predictive of customer usage and traffic. We will utilize all of the insights and research gathered from above steps to develop variables such as relative quality of market goods and experience, relative ease of transit to market by neighborhood, community satisfaction with closer food retail venues, and market cost perception.
- **Run gravity models:** Once variables are finalized and model structure is developed, they will be run and tweaked as needed in order to evaluate the likely success of each market type and general location.

3.4 Conceptual Building Program and Design

As outlined in Figure 2 above, Conceptual Building Design will play critically in Steps 5 and 6 when presenting potential models to the community and developing the detailed operating model and budget.

There is significant overlap between the RFP architectural scope/tasks identified in Item 3.4 Conceptual Building Design and Item 3.7 Site Selection Assistance. In summary, our Good Food Partners project team proposes the following: We will help identify three potential sites and develop initial conceptual plans that help the City and public generally understand how a new Market facility may become integrated into each site. After a City/public review period a single preferred site will be chosen by the City. Our team will then prepare a single Preliminary Schematic site and building plan for the proposed Market facility. This Preliminary Schematic design will allow stakeholders to understand how the preferred overall site will be organized, what the proposed new facility will

look like, and how interior spaces will function. A preliminary estimate of construction cost will be developed to help inform the Market business planning efforts.

Once a single preferred site has been selected by the City (see also Item 3.7, below) from among three conceptual site options, the Good Food Partners team will develop a Preliminary Schematic Site and Building Plan. This Schematic Plan will include the following:

- Site plan illustrating all circulation, parking, service access, stormwater management strategies, outdoor public spaces.
- Preliminary floor plans detailing vendor and other retail spaces, storage and warehouse spaces, administrative space, and other uses as determined by the defined by Program and Market operational model.
- Building sections showing interior vertical circulation and space organization, plus exterior building elevations showing all four sides of the proposed Market facility.
- 3-D computer model images showing a variety of Schematic interior and exterior building views, plus model views of building and site from multiple directions.
- List of potential sustainable design strategies and technologies to be incorporated into the site and building design.
- One overall rendered image of the Schematic Building Design suitable for public outreach and fundraising.
- Preliminary estimate of probable construction cost. (Note: TKWA will work with a local construction management firm - C.G. Schmidt - in developing construction cost estimates.)

3.5 Operating Structure

As outlined in Figure 2 above, developing the market Operating Structure will take place in three steps. In Step 2 we will analyze 2-3 market models identified in preliminary research, in Step 6 we will refine the model that emerges as the best fit to leverage Madison's assets and aspirations, and in Step 7 we will refine the operating structure and create a development plan.

Key activities for this step will include:

- **Assess various operating structures:** Identify markets, food hubs, and aggregation centers from across the country and initiatives in Wisconsin seeking to serve as the centers for stronger regional food systems. Meet with market owners to gauge pros and cons of model specifics, including tenant leasing plans, business services offered, ownership structure and staffing model. Additionally, we will review and evaluate operating structures of important city assets that the City of Madison has provided leadership, funding, and ownership. Understanding how the management of important city assets, such as Monona Terrace, the Overture Center, and the former Madison Civic Center has been structured will provide important insight into choosing the appropriate management structure for the Madison Public Market.
- **Synthesize research and quantify impact of possible components:** Distill relevant elements of all research conducted as part of previous work products, including the food asset inventory, vendor engagement, community outreach and ongoing input from the Madison Local Food Council. Identify potential components,, assess impacts of various components on the overall performance of the model, and likely cost of implementing key components.
- **Gather legal feedback:** We will work with the City and legal advisors to develop a clear understanding of the implications of the market's corporate entity and specific operating model on everything from zoning to fundraising to owner/ operator decisions.
- **Finalize detailed operating structure:** Once a preferred market model and general site is established, we will apply the research and assessment outlined above, as well as input from the MLFC, towards the development of a final, comprehensive operating structure. Details will include legal entity and ownership

structure, board composition, facility requirements, tenant leasing plan, key programming opportunities, potential streams, staffing strategy, and a preliminary branding profile.

- **Finalize operating budget:** Using local and national comparables, usage data from vendor and community outreach, and secondary research, we will estimate annual revenue and costs, and draft a high level, ten year operating budget for the market.
- **Develop rollout plan:** Depending on the level of risk and uncertainty involved in the operating structure, or any anticipated fundraising issues, the team may propose a phased approach in which smaller investments are made to test aspects of the market before the full funds are needed to build and develop the facility.

3.6 Financial Plan and Funding

As outlined in Figure 2 above, developing out the market’s Financial Plan and Funding Strategy will happen during Steps 2, 6, 7 and 8 at two distinct points throughout the work flow, (1) developing and analyzing the preliminary 2-3 market models identified and (2) establishing the financing approach and finalizing the Strategic Business Plan.

Key activities for this step will include:

- **Develop financial models:** Using local and national comparables, usage estimates based on vendor and community outreach, and secondary research to fill in other critical assumptions, we will develop income statements outlining the market’s financial performance over a 10-year period. These financials will show how the project incurs its revenues and expenses, and whether there was a net profit or loss at the end of each year. This will also be used to create an operating budget that will provide critical input into establishing fundraising needs for this project.
- **Establish fundraising needs:** Through the work conducted in site design and site selection, we will have developed a preliminary range for the amount of capital required to purchase, renovate and launch the public market. This, coupled with the operating budget developed in the above step, will be used to estimate this market’s total fundraising needs. In addition to identifying the total funding required, we will identify opportunities to phase funding over time and develop a clear public market funding program..
- **Craft an initial financing plan:** The most appropriate mix of funding options will depend on the operating structure and legal entity selected for the market. Diverse funding options are available from various sources including: government grants, philanthropic grants, low-interest community-centric loans, revolving loans, mission-related investments, social impact bonds, asset-backed financing, and traditional equity. Our consultant team will identify potential funding options and map these alternative sources to relevant uses of funds. With the City’s engagement, we will meet with funders and fund administrators, and assess the likelihood of securing funds, potential funding amount, funding requirements, and timeliness for each source.

The impact of site selection on financing will be built into our site selection criteria. Significant federal funding opportunities are often hinged to supporting development in low-income census tracts. New markets tax credits, the Community Economic Development grant program of U.S. Department of Health & Human Services, and other Healthy Food Finance Initiatives are often tied to sites that meet food desert criteria.

The team’s extensive experience in working in challenging municipal settings gives us the experience to look deeply into all funding sources to obtain the necessary funds to build and manage the facility.

3.7 Site Selection Assistance

As depicted in Figure 2 above, Site Selection plays prominently in Steps 2 and 4, both in the development of preliminary market models and in narrowing the field to one site.

The Good Food Partners team will assist the City in defining key architectural, and related, site selection criteria. A list of potential criteria includes, but is not limited to, the following:

- **Site Visibility and Access:** Site location relative to major transportation corridors including auto, bus, bicycle and pedestrian.
- **Site Footprint:** Conduct "test fit" of potential sites to establish whether sufficient site space exists in the proper configuration to meet Market program requirements for both indoor and outdoor activities.
- **Existing Building Suitability:** (If applicable) Visually evaluate condition, footprint, orientation, interior ceiling height and column spacing, aesthetics, etc. of existing buildings. Review impact of existing building position on site circulation and potential for public outdoor spaces.
- **Solar Orientation:** Potential for site/existing building to take advantage of natural daylight, solar hot water heating, photovoltaics, etc.
- **Future Expansion:** Review sites for potential future Market/Food Hub expansion.
- **Neighborhood Suitability:** Preliminary assessment of suitability of site(s) for Market-related activity.

The consultant team strongly recommends that the site selection process be accelerated so that the conceptual building program and design and the business plan can take into account the site benefits and constraints, surrounding neighborhood, surrounding assets, multi-modal transportation connections, and design considerations. There are two transportation corridors within Madison that would be a likely location for a Public Market, the Park Street Corridor and the Capitol East District. Within each of these transportation corridors, there are a number of sites that could support the more expansive programming that the RFP has outlined.

The consultant team proposes that work to in collaboration with city real estate staff on the following tasks:

- (1) Develop site criteria as well as adaptive reuse criteria for the Public Market location. Develop a matrix for evaluating sites, both new build and adaptive reuse.
- (2) Interview key property owner's within the Park Street Corridor and the Capitol East District to gauge interest and availability of appropriate sites.
- (3) Identify three sites and develop preliminary site layout and building concept design and outline the benefits and limitations of each site. Three site concepts will each include a site plan showing circulation, parking and service access. Rough block diagram massing of building forms based on the preliminary Market program will illustrate location, orientation, and visual impact of new building(s). Interior building layout at this phase of development will reflect rough block diagram floor plans based on the preliminary Program. Initial cost estimating for the three site concepts will be based on rough cost per square foot metrics.
- (4) Draft an analysis of the pro and cons of each site with the goal of identifying the optimal site that will meet the stated goals for the public market. Using the optimal site selected, prepare an estimate for the construction cost of the facility and annual operating and maintenance costs.

3.8 Economic Development Considerations

As outlined in Figure 2 above, assessment of the economic development impact of the market will occur during Steps 2 and 9 - at two distinct points throughout the work flow, (1) developing and analyzing the preliminary 2-3 market models identified and (2) finalizing the Strategic Business Plan.

The consultant team's economic impact analysis will provide the city with an independent review of the direct, indirect and induced fiscal and economic impacts of the project within the local community, the region, and the state. We will rely on national, state, and local data sources and information to ensure that our conclusions reflect the specific economic markets which are being examined.

Key activities for this work product will include:

- **Assess economic impact of related initiatives:** The consultant team will identify similar food-related initiatives across Madison, Wisconsin and the country and meet with their owners, jurisdictions and community leaders. Through these interviews, we can gauge the impact of these initiatives on key economic development indicators – job creation, revenue creation, general community development, etc and extract potential parallels to Madison’s public market.
- **Estimate impact on job creation:** Through Madison and Wisconsin’s existing models, and the development of key assumptions based on research conducted in previous work products, we will estimate direct, indirect, and induced construction and permanent job creation and associated wages and educational requirements. We will also complete an analysis of the impact of job creation on Low Income Persons and the Low Income Community as required for New Markets Tax Credit program.
- **Estimate revenue generation:** Through Madison and Wisconsin’s existing models, and the development of key assumptions based on research conducted in previous work products, we will conduct a tax impact analysis to assess the revenue impact to local, state and federal taxing jurisdictions.
- **Identify additional project benefits on surrounding communities:** Finally, we will analyze the public market’s ability to further additional local community development objectives and estimate its catalytic impacts to the surrounding development district.

3.9 Consultant Team Management

As outlined in Figure 2 above, consultant team management will occur throughout the entire work flow. New Venture Advisors will manage all stakeholders, deadlines and communication. In addition to general day to day project management, key activities for this work product include:

- **Establish workgroups:** In collaboration with MLFC, we will develop a set of workgroups to ensure the right stakeholders are engaged throughout the process. Workgroups may include a steering committee, core team (select leads from consultant team and MLFC to serve as decision makers at key points in project plan) and a project team (one lead from each consultant team and MLFC).
- **[Optional] Assemble Community Advisory Committee:** We recommend convening this advisory of members to participate in approval and go/no-go meetings. This group would meet for the first time as part of this work product, and would continue to contribute to decision making throughout the business plan development process. As previous efforts to launch this market have shown, this is a complex process with multiple viewpoints and objectives across the local food system. This committee can help ensure that the right voices are heard, and that key players are invested in final decisions. The final decision and recommendation to the Common Council will rest with the MLFC.
- **Convene meetings and manage against timeline:** New Venture Advisor will schedule and lead regular working meetings, as well as decision point meetings at key milestones. By developing strong workgroups, we will ensure that the right voices are contributing at each meeting. Members of the consultant team will take notes during all meetings to keep record of contributions, ideas and decision making.
- **Develop interim and final deliverables:** The consultant team will develop interim presentations to share learning and decision making options at each milestone, and the final business plan. This business plan will include all work product deliverables outlined in the RFP, and other key business components such as sales and marketing strategies.

Future Steps

As noted in Figure 2, Good Food Partners recommends an additional scope of work, Step 10, to follow the completion of the Strategic Business Plan and a decision by the City to move forward with the proposed market. In Step 10, we would assist the City in identifying an operator with which to develop a Comprehensive Business Plan reflective of the vision, strategy and financial capability of the entity assuming the business risk. This plan refines the strategic, operating and financial analysis and includes complete financial projections and schedules suitable for investor and lender due diligence.

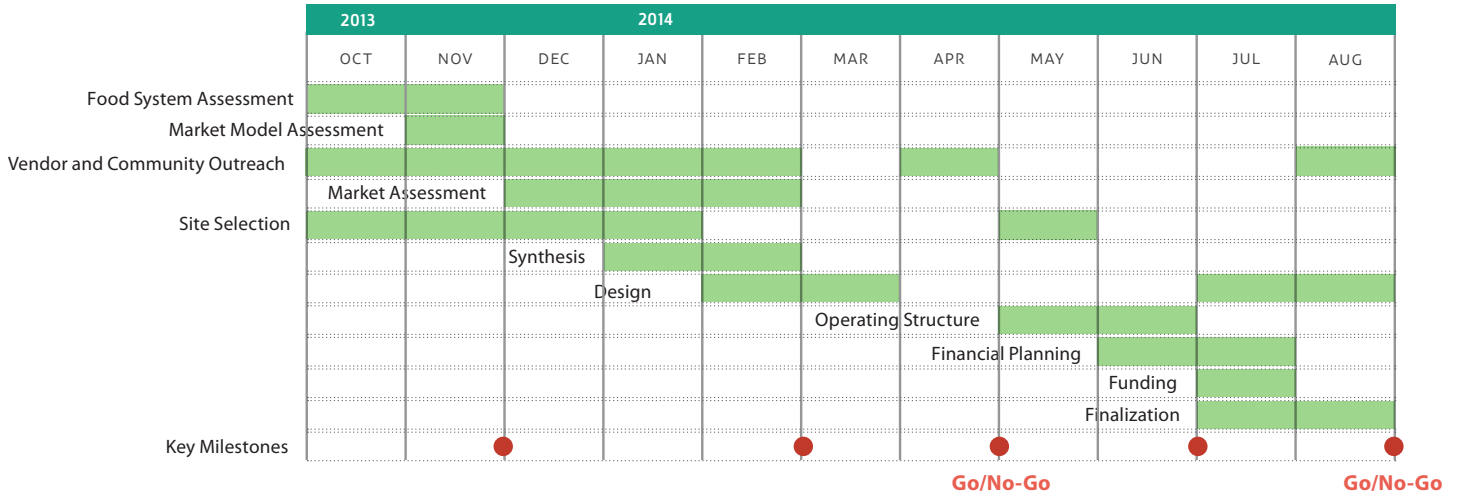
- **Identify owner / operator:** Once the go / no-go decision has been made and fundamentals of the operating structure have been established, we recommend that the City begin their search for an owner / operator of the public market. This owner / operator may surface through a formal RFP process or be identified as a result of the planning process. Based on our experience, bringing on an owner / operator who is deeply involved in the subsequent steps – finalizing the specific operating structure, developing a rollout plan, establishing financials and fundraising strategy, etc – can greatly improve the ultimate success of an initiative.
- **Finalize start-up costs:** Establish detailed costs of site lease/ownership, renovation and maintenance, based on detailed proposals from high potential for-profit and nonprofit developers and contractors. These will be used to refine the estimated fundraising needs and use of funds.
- **Development of capital stack structure:** Establish preferred capital stack structure, based on input gathered from the development of the initial financing plan, and any benefits to the market’s ownership and cash position. Bring all potential funders together to refine this capital stack structure, determine which funders are interested in engaging and at what stage, and develop initial investment terms for each funder type.
- **Detailed financial modeling:** Refine income statement and pro-forma, and develop the market’s balance sheet, statement of cash flows and amortization and depreciation schedules.
- **Consolidation into investor / lender package:** Executive summary, detailed plan and financial projections.

B. Work Plan

Work Product and Tasks	Milestones Advanced	Lead
3.1 Regional Food Asset Inventory and Analysis <ul style="list-style-type: none"> • Identify stakeholders • Gather insights through interviews (10-15) and surveys • Conduct secondary research • Develop regional food asset map • Evaluate and recommend potential models, locations 	1. Identify Potential Market Models	NVA TKWA
3.2 Vendor Outreach and Cultivation <ul style="list-style-type: none"> • Develop comprehensive vendor list • Conduct focus groups • Aided interest assessment through comprehensive survey • Analyze findings, identify trends, and assess interest level 	3. Refine 2-3 Market Models 5. Choose 1 Market Model and Site 9. Strategic Business Plan Completed	NVA UA CC
3.3a Community Outreach <ul style="list-style-type: none"> • Review of past plans to guide strategy • Review and analyze outcomes of prior work • Work with City staff to develop website • Demographic analysis and research of cohort trends • Revise and amend community engagement strategy • 8-10 interviews/focus groups with key stakeholders • Survey review, implementation, and analysis • Plan and coordinate 3 community meetings • Plan and coordinate 4 neighborhood meetings • Reach out to low income and underserved neighborhoods 	1. Identify Potential Market Models 3. Refine 2-3 Market Models 4. Identify Sites for 2-3 Market Models 5. Choose 1 Market Model and Site 8. Identify Potential Funders 9. Strategic Business Plan Completed	UA NVA

Work Product and Tasks	Milestones Advanced	Lead
3.3b Market Assessment <ul style="list-style-type: none"> Secondary market research Develop model variables Develop gravity models 	2. Develop 2-3 Market Models 3. Refine 2-3 Market Models	CC NVA
3.4 Conceptual Building Program and Design <ul style="list-style-type: none"> Conceptual program development Conceptual site plans and building massing for 2-3 sites Develop schematic design, i.e. site plan, floor plans, elevations and model images for one selected site Identify building sustainable design features and strategies Construction estimate for 1 site and building concept 	5. Choose 1 Market Model and Site 6. Develop Detailed Operating Model	TKWA CC
3.5 Operating Structure <ul style="list-style-type: none"> Assess operating structures in Madison and across country Analyze findings from food system assessment Finalize operating structure - tenant leasing plan, revenue model, staffing etc. Finalize operating costs and budget Develop rollout plan 	2. Develop 2-3 Market Models 6. Develop Detailed Operating Model 7. Develop Financing Plan	CC NVA
3.6 Financial Plan and Funding <ul style="list-style-type: none"> Provide preliminary financing assessment of market models and sites Develop financial models Develop capital structure Identify funding partners and conduct 3 outreach meetings 	2. Develop 2-3 Market Models 6. Develop Detailed Operating Model 7. Develop Financing Plan 8. Identify Potential Funders	FCI NVA CC BTVK
3.7 Site Selection Assistance <ul style="list-style-type: none"> Develop site selection criteria Building criteria for adaptive re-use of existing building Provide summary pro/con for up to three sites 	2. Develop 2-3 Market Models 4. Identify Sites for 2-3 Market Models	TKWA UA CC
3.8 Economic Development Considerations <ul style="list-style-type: none"> Qualitative assessment of economic impact for preliminary market models/sites Complete impact analysis for final model/site 	2. Develop 2-3 Market Models 9. Strategic Business Plan Completed	BT
3.9 Consultant Team Management <ul style="list-style-type: none"> Consultant Team meetings – 1-2/milestone (9) Bi-monthly Project Team meetings w Dan Kennelly Monthly meetings in Madison w MLFC Strategic plan development General administrative 	All	NVA All
FUTURE <ul style="list-style-type: none"> Identify Owner/Operator to lead roll out Develop Detailed Pro-Forma and Financials Refine Business Plan and Proposed Capital Stack Structure 	10. Comprehensive Business Plan Completed	NVA CC BTVK

Timeline



C. Hours Estimate

3.1 Regional Food Asset Inventory and Analysis	165
Identify stakeholders	28
Gather insights through interviews (10-15) and surveys	55
Conduct secondary research	20
Develop regional food asset map	40
Evaluate and recommend potential market models and locations	22
3.2 Vendor Outreach and Cultivation	114
Develop comprehensive vendor list	3
Conduct focus groups	46
Aided interest assessment through comprehensive survey	27
Analyze findings, identify trends, and assess interest level	38
3.3a Community Outreach	489
Review of past plans to guide community engagement strategy	10
Review and analyze outcomes of staff and committee prior work	8
Work with City staff to develop a vibrant and interactive website	22
Demographic analysis and research of cohort trends	16
Revise and amend community engagement strategy	14
Conduct 8-10 interviews or focus groups, as appropriate, with key stakeholders	56
Survey review, implementation, and analysis	22
Plan and coordinate 3 community meetings (kickoff, preliminary plan, final plan)	148
Plan and coordinate 4 neighborhood meetings	130
Reach out to low income and underserved neighborhoods	63

3.3b Market Assessment	85
Secondary market research	23
Develop model variables	31
Develop gravity models	31
3.4 Conceptual Building Program and Design	255
Conceptual program development, including both required and optional features	18
Prepare initial conceptual site plans and rough building massing for up to three sites	55
Develop preliminary Schematic Design, i.e. site plan, floor plans, elevations and model images for one selected site	170
Identify potential building sustainable design features and strategies	4
Preliminary estimate of construction cost for one selected site and building concept	8
3.5 Operating Structure	254
Assess operating structures in Madison and across country	15
Preliminary recommendations based on findings from food system assessment	24
Finalize operating structure - tenant leasing plan, revenue model, staffing etc.	48
Develop operating assumptions	84
Finalize operating costs and budget	71
Develop rollout plan	12
3.6 Financial Plan and Funding	208
Provide preliminary financing assessment of market models and sites	10
Develop financial models	132
Develop capital structure	41
Identify funding partners and conduct 3 outreach meetings	25
3.7 Site Selection Assistance	78
Develop site selection criteria	22
List of building criteria needed for adaptive re-use of existing building	4
Provide summary pro/con for up to three sites	26
3.8 Economic Development Considerations	34
Qualitative assessment of economic impact for preliminary market models/sites	11
Complete impact analysis for final model/site - tax, jobs, real estate, econ dev	23
3.9 Consultant Team Management	626
Consultant Team meetings - 1/milestone (9) + 1 extra for key milestones (4)	102
Bi-monthly Project Team meetings w Dan Kennelly	80
Monthly meetings in Madison w MLFC including kick-off, 4 key milestones	144
Strategic plan development	107
General administrative	208
TOTAL HOURS	2323

D. Roadblocks

Given the long planning history for a public market in Madison, it is likely that hurdles faced by the City in previous efforts to bring the project to fruition will surface again. It is apparent from the RFP's community engagement emphasis that the City is already poised to address the roadblocks which have occurred in the past. This and a number of other factors will be critical in arriving at a supported and implementable plan.

- **Collaboration – bringing the right people to the table – and openness.** Our option to create a Community Advisory Committee to be present at key milestone and go/no-go discussions, whether or not given a voting role, will offer stakeholder groups a forum to hear and be heard.
- **Leadership and clear decision-making authority from the MLFC** such that consensus built at the Committee level for the adoption and implementation of the plan translates to consensus among City leadership and technical staff (Departments of Planning, Real Estate and Economic Development). The City must be prepared to make a decision so we can complete our work.
- **Realistic expectations regarding the structure of the organization.** There may not be a simple straightforward answer involving a single owner and developer; it is likely to be a private/public partnership as is seen in other cities.
- **Staging the planning work in phases so that an owner/operator can be identified** before the comprehensive plan is developed. A business plan written without the input and vision of the entity assuming business risk is an expensive academic exercise.

E. Information from City

The City will provide contact information for potential vendors and participate in the identification of the Community Advisory Committee members, should that approach be taken. The City will provide access to all available data, plans, and analyses from past efforts as well as any maps or data sets that are relevant to the project planning process.

F. Other Information

The Consultant Team provides the opportunity to marry outside expertise with local, inside knowledge of the community. In collaboration with the MLFC, this team will craft a strategy for developing a public market that will not only meet the needs of the community, from a health AND economic development standpoint, but will be a national model for other communities.