



Madison Public Market Foundation

February 26, 2018

Dan Kennelly
City of Madison Office of Business Resources
Economic Development Division
P.O. Box 2983
Madison, WI 53704-2983

Dear Mr. Kennelly,

Thank you for the opportunity to share with you and the City of Madison our vision and strategy for playing a significant role in developing and managing a successful Madison Public Market.

Our goal for this RFQ process is to demonstrate our ability to expertly build the Foundation's capacity to lead and manage a strong Market. In less than one year, we have already contributed important marketing, fundraising, and organizational leadership to the overall Market project. We want City of Madison leaders to feel confident in growing a strong partnership with us and to understand, as our Board already does, that together we can create a public market that quickly becomes one of our community's most treasured and visited public spaces, while driving the growth of our 21st century local food system.

On behalf of the Board of Directors for the Madison Public Market Foundation, I look forward to the opportunity to partner with the City of Madison in creating our dynamic and vibrant Madison Public Market.

Kind Regards,

Mayra Medrano
President
Madison Public Market Foundation
PO Box 2600026
Madison, WI 53726
MadisonPublicMarket.org
Facebook.com/FriendsoftheMadisonPublicMarket

1) Overview of your Organization – Submittals will include an overview of the organization. This will include the history and mission of the organization, financial status, and organizational structure.

History and Mission

The Madison Public Market Foundation (the Foundation) was founded in May 2017, following the recommendation of the Madison Public Market Business Plan, as adopted by the City of Madison Common Council in October 2015. The Foundation was created with the sole purpose of supporting the development of the Madison Public Market project and becoming the Market operator. The adopted goals of the Foundation include:

- Create and implement a \$3.5M capital campaign to support the development of the Madison Public Market and provide seed funding for the Foundation's operating reserves and initial programming.
- Develop an operation plan and infrastructure to efficiently and effectively operate the Market, with an ultimate goal of maintaining a financially sustainable facility.
- Build community support and engagement for the Madison Public Market project. Make the Market “our community's public market” and not simply a city development project.
- Support and enhance the diversity and inclusiveness goals of the Public Market to ensure that everyone feels welcome in the planning process and at the facility. Meet internal Foundation goals to achieve diversity within Board leadership and future staff.
- Build partnerships with the Darbo-Worthington Neighborhood Association, East High School, east and north side neighborhoods, and other organizations to create affordable and accessible nutrition programming, access to quality food, and local entrepreneurship within at-risk communities.
- Explore opportunities for partnership with organizations and businesses, including the Madison Arts Commission, to create unique, iconic experiences within the Market that will make it a strong destination for local residents and tourists alike (e.g., artwork, exhibits, community areas, etc.).

In less than one year, the Foundation has made significant progress in building the vital groundwork for a successful Public Market. The Board has taken strategic steps towards the goal of building a robust organization to provide efficient and effective management of the Market. These steps include:

- Built a knowledgeable Board of Directors (see #3 below): The Board began with three founding members, has added two additional members and will strategically add four

more members to achieve nine members by June 30, 2018. The Board is strategically seeking members with the following experience and background:

- small business development
 - farmer's market or other food-based business vending and management
 - accounting and financial management
 - leadership within the local food industry
 - capacity to provide financial support
- Established a Wisconsin non-profit corporation, adopted governing Articles and Bylaws, opened a credit union account, and has a contract with a non-profit fiscal sponsor.
 - Hired Melissa Scholz, a non-profit law attorney, who is currently assisting in the process of filing for IRS 501(c)(3) status.
 - Hired a fundraising and marketing consultant, Amanda White Consulting, in September 2017 to continue her work on building community engagement and a capital campaign for the Public Market project.
 - Established a strong Advisory Council of community leaders (see #3 below) to help guide the Foundation. This group meets quarterly.
 - Established a capital campaign committee and officially launched the capital campaign in October 2017. An initial \$500,000 lead gift has been secured and several ongoing conversations are being held with foundations, businesses and individuals with a capacity to give six- and seven-figure gifts.
 - Oversaw and monitored finances through reporting provided by Amanda White and the fiscal sponsor.
 - Met consistently two times per month since the Foundation's start in May 2017.
 - Coordinated and aligned activities with the City of Madison staff and the Public Market Development Committee (PMDC).

Financial Status

Currently the Foundation has assets of \$30,000 in cash on hand. The Board's goal is to raise \$3.5M. Additional funds raised through the campaign will provide building amenities, operating reserves and a starting program budget for the Foundation in preparation for opening in 2020.

Recently, the Foundation has received verbal confirmation of the first \$500,000 lead gift from a long-standing organization in Madison. The contract will be signed by the end of March, with an announcement following shortly thereafter. The Foundation is currently in conversations with

several foundations, businesses, and individuals for six- and seven-figure gifts. The Foundation plans to announce the first 2-3 large giving partners in late spring/early summer.

Organizational Structure

The Foundation is currently led by an unpaid volunteer board of directors. It is a Wisconsin non-profit corporation, and is in the process of applying for 501(c)(3) status. The Madison Public Market Foundation meets two times per month on the 1st Monday and 3rd Thursday. Board members are involved in every aspect of the Public Market development, including fundraising, community engagement, strategic planning and development of operations.

In September 2017, the Foundation formed a robust Ambassador Advisory Committee (a sub-committee of the Foundation) to provide expertise and feedback from leaders representing a variety of communities and expertise. This committee meets once every quarter.

In 2018, the Foundation will continue to rely on a group of Special Advisors to advise and assist with the accomplishment of essential organizational and market development tasks. These advisors are largely drawn from the Ambassador Advisory Committee. Their roles are detailed below, but they include Al Fish (project and facility management), Jonny Hunter (retail, food innovation center, food industry) and Peter Gray (HR policies and executive search).

The Foundation also established a Capital Campaign Committee, a working group consisting of members of the Foundation Board and the Ambassador Advisory Committee. This Committee meets twice per month and is directly involved in raising funds and campaign strategy.

The Foundation contracts with Amanda White Consulting to provide fundraising, marketing and some administrative support services. In addition to implementing the capital campaign, Amanda manages media relations, the monthly e-News, website updates, event management, and social media. Amanda White is on a monthly retainer with a renewable contract.

The Foundation's fiscal sponsor, Center For Community Stewardship, manages all client bookkeeping and accounting needs.

The Foundation has received valuable input and support from Annette Miller, Equity by Design. Annette has donated her knowledge and experience to the project.

2) Experience and Background – Submittals should include information demonstrating the organization’s ability to build the capability necessary to operate the Madison Public Market by late 2019. This includes past or ongoing relevant experience with similar projects, or any experience related to the responsibilities listed above.

Members of the Foundation have valuable experience, knowledge, and skills as demonstrated through work already completed on this project. This work includes:

- Community engagement (this work is critical to the capital campaign and will be a strong base for marketing and driving people to the Market):
 - Amanda White and members of the Board have met with over 100 community leaders to build relationships and explore fundraising potential.
 - Worked with the media to proactively pitch news, resulting in several media stories including a front page, Sunday edition Wisconsin State Journal article.
 - Created a Taste of the Madison Public Market event series with the first two events in Fall of 2017 attracting a combined attendance of over 1,200 people.
- \$3.5 million capital campaign planning and implementation:
 - Secured the first campaign lead gift of \$500,000. Currently negotiating/relationship building with several other potential lead funders.
 - Created a campaign leads list of over 200 potential donors.
 - Established an active capital campaign committee of community volunteers who are raising funds for the public market within their own networks.
- Established initial marketing systems and implementation: The Foundation has set-up initial marketing processes and strategies to support the capital campaign in the short-term and lay the foundation for ongoing Marketing once the Market is operational. Transitioning communication and connections from the capital campaign phase to ongoing operations is a critical process for building overall marketing support.
 - Market Research: The Foundation is utilizing the Taste events as a way to conduct market research to support the planning and development of the Market. After each Taste event, an online survey is sent to attendees and participating vendors to understand various aspects of the event and overall Market. Survey response data is used to help understand what the vendors need to be successful in the Market as well as what aspects of the Market are most appealing to different target audiences.
 - Significantly grown the Public Market's social media capacity by growing Facebook page likes from 400 to over 1,200 and creating a strategy for posts/management.
 - Created and managed the madisonpublicmarket.org website
 - Established a contacts database of nearly 4,000 supporters, with email updates sent once per month.

- Vendor selection, retail and food industry experience:
 - Through the Taste of the Madison Market events, media opportunities, and other activities, the Foundation has built relationships with MarketReady participants.
 - The Foundation is familiar with the vendor interest form submission and intends to create guidelines for a vendor selection process in 2018. Foundation members with retail and food industry experience will lead this process.
- Monitoring the ongoing timeline of the Public Market development project and oversight of all key aspects of project development.
- Ongoing visits to other Public Markets by Foundation directors.
- Public art planning:
 - Meet regularly with the Madison Arts Commission to prepare a process for securing public art for the space.

3) Team Composition, Experience, and Qualifications of Key Personnel – Submittal should include the resumes and/or bios of key leadership including executive committee members, board members, and/or staff. Submittals should include information about how the experience and qualifications of these key personnel aligns with each of the eight “Preferred Qualifications” described above. If an organization’s leadership and staff does not currently meet all of the Preferred Qualifications, the submittal should include a plan for how the organization intends to build the necessary capacity to do so.

The Madison Public Market Foundation Board:

- Mayra Medrano (President), Business Community Service Manager, MGE; Chair of the Board, Latino Chamber of Commerce
- Anne Reynolds (Vice President), retired Executive Director, UW Center for Cooperatives; Chair of the City of Madison Public Market Development Committee
- Jamaal Stricklin, Sales Director, SuperCharge! Foods
- Jeff Vercauteren (Secretary/Treasurer), Real Estate, Development & Construction Attorney, Husch Blackwell LLP
- Victoria Davis, Branch Manager, Associated Bank

Supporting Consultants/Professional Services:

- Amanda White, Amanda White Consulting
- Melissa Scholz, Scholz Nonprofit Law
- Annette Miller, EquityByDesign (volunteer)

Madison Public Market Ambassador Advisory Committee:

As the new Foundation develops its structure, the Foundation brought together an experienced, dynamic committee of nearly 20 community leaders to help guide the founding Foundation members and build wider community engagement within the overall Madison Public Market project. The Foundation Board anticipates that some of the Advisory Committee members will become Board members in the future. The Ambassador Advisory Committee includes:

- Betty Banks, African American community historian and organizer
- Craig Bartlett, Associate Publisher-Owner, Isthmus Publishing
- Al Cooper, Coordinator, Dane Dances
- Alan Fish, Partner, WhiteFish Partners
- Suzanne Fanning, Vice President National Product Communications, Wisconsin Milk Marketing Board
- Greg Frank, VP Community Relations, Food Fight Restaurant Group
- Steve Goldberg, retired CUNA Mutual Foundation
- Peter Gray, Executive Search Consultant, QTI
- Jonny Hunter, Co-Founder, Underground Food Collective
- Sue Jiang, Owner, Tri-State Realty (Asian-focused realtor)
- Mayra Medrano, President, Latino Chamber
- Ken Monteleone, Owner, Fromagination

- Ben Roberts, CEO, Pasqual's Cantina
- Helen Sarakinos, Executive Director, REAP Food Group
- Trey Sprinkman, Owner, Sprinkman Real Estate
- James Shulkin, Senior Communication Manager, Quartz Health Solutions, Inc.
- Missy Tracy, Municipal Relations Coordinator, Ho Chunk

Project Development and Organizational Leadership Experience:

The Board of Directors and supporting consultants have a collective history rich in project development and successfully leading organizations.

Anne Reynolds has served as Chair of the City of Madison Public Market Development Committee since its inception in 2011 as the Local Food Committee. In that role, she has led the public input and oversight of all aspects of the Public Market development process. This includes creation of the initial vision and mission of the market, oversight and input on the business planning process, development of a fundraising and financial plan, conceptualization and implementation of the Market Ready program, site selection and development, and an extensive public engagement process. Anne served on the Madison Food Policy Council from its inception through December 2017, where she helped create the Healthy Retail Access Program. As the Executive Director of the University of WI Center for Cooperatives, Anne led the development and implementation of strategy, hiring and managing a staff of six professionals, financial management, and securing revenue and grants to fund staff. She worked directly with numerous cooperative business start-ups to develop feasibility studies, business plans, governance structures and operational plans. As a member of the board of Home Grown Wisconsin Wisconsin Cooperative, which sourced, marketed and distributed Wisconsin produce to restaurants in Madison, Milwaukee and Chicago, Anne provided oversight, financial monitoring and strategic advice. She also assisted with the start-up of the Wisconsin Food Hub Cooperative. She continues to serve as an advisor to cooperative businesses in areas of business planning and governance.

Amanda White is leading the \$3.5M capital campaign and community engagement for the Madison Public Market project. Established in 2013, Amanda White Consulting has led fundraising consulting projects for 20 Madison non-profit organizations to raise over \$20 million collectively. Most recently, Amanda led a successful \$2.2M capital campaign for Madison-based Housing Initiatives. Previously, the organization had raised no more than \$20,000 in annual giving. Amanda's expertise is in planning, coaching and implementation of capital campaigns and annual giving programs. (AmandaWhiteConsulting.com)

Jeff Vercauteren has been a real estate, development and construction attorney in Madison for the past 10 years and has served on a number of community and non-profit boards during that time. He currently serves on the Board of Directors for Downtown Madison, Inc. (and is a member of the Government Relations, Economic Development, and Inclusiveness Committees), is a member of the Community Advisory Team for The Beacon, and is Past President of Capitol Neighborhoods, Inc. Jeff represents clients in all aspects of project development, including contract drafting and negotiation, due diligence review, title and survey issues, permitting, land

use approvals, financing, development incentives and tax credits, and leasing. He has had a role in the development of dozens of projects in Madison, including the development of four major projects in the Capitol East District.

Mayra Medrano manages Commercial, Industrial, and Small Business Accounts for MGE, advising on strategy for optimizing energy efficiencies by identifying changes to client operations resulting in collaborations that allow positive impact on clients' operating budgets and overall facilities. Her work at MGE has connected Mayra with a variety of business leaders across the region and has provided her with extensive experience in managing operating budgets and seeking financial efficiencies. As a community advocate for over 15 years, Mayra has led a variety of organizations and community initiatives through a variety of roles including: Chair of United Way of Dane County's Rosenberry Society, Co-Chair of A Greater Madison Region Steering Committee, Board Member of Downtown Madison, Inc., among many other volunteer experiences. Mayra's current community work includes holding the position of Board Chair for the Latino Chamber of Commerce of Dane County (LCC).

Financial and Personnel Management:

Victoria Davis brings nine years of financial experience to the Foundation including assisting new entrepreneurs in properly establishing their businesses, registering with the state and managing their finances.

Anne Reynolds managed a staff of six professionals and was responsible for hiring, professional development and assessment. As Executive Director, she had primary responsibility for the Center's fiscal sustainability, managing multi-million dollar grants, and significant revenues to fund salaries and operations. Anne has also served on numerous non-profit boards which have raised funds from diverse sources, hired Executive Directors, created compensation plans and evaluated staff. These boards include the Wil-Mar Neighborhood Center, The Cooperative Foundation, Working Capital for Community Needs and the Shared Capital Cooperative.

Facility Management:

Victoria Davis has experience in managing commercial spaces including assisting in build-outs, providing references for contractors, troubleshooting building issues on a daily basis and completing monthly and yearly inspections to ensure that tenants were up to code.

Anne Reynolds has consulted with consumer-owned grocery cooperatives for 20 years. She has reviewed numerous feasibility studies and operating plans for retail grocery businesses.

Alan Fish is an important member of the Foundation's Ambassador Advisory Council. As head of Facilities, Planning and Management for the University of Madison, Alan was directly involved in the management of all facilities, large and small, across campus.

As the Board seeks additional Board members, strong facility management experience is one of the primary resources the Board is looking for.

Leasing:

Jeff Vercauteren frequently advises clients in drafting and negotiating commercial leases for office, restaurant, retail and other types of establishments. His experience includes leasing space in new and existing development, and with ground leases for vacant land.

Victoria Davis has worked in drafting and negotiating commercial leases for retail and restaurant tenants.

Business Development and Vendor Issue Awareness:

As Sales Director for SuperCharge! Foods, Jamaal Stricklin brings extensive vendor and food industry experience to the Foundation. SuperCharge! is an indoor Urban Farm and Juice Bar that provides juice, microgreens and other goods to nearly 50 of Madison's Co-ops, grocers and premier restaurants from Metcalfe's to UW Health to Graze restaurant. After being in business for six years, SuperCharge! opened a facility that includes a small retail space, a juice bar, a community room, and a production/growing area where SuperCharge! grows a variety of microgreens. After several years of working directly with retail food businesses, both large and small, through microgreens and juice sales at SuperCharge!, Jamaal has gained a strong understanding of the issues that SuperCharge! and its clients face in trying to sell their products and run a viable food-based business. Additionally, Jamaal has organized several bazaars and community events at SuperCharge! and he played a lead role in organizing 20+ vendors for the Fall 2017 Taste of the Madison Public Market events. Jamaal's vendor and food-based small business experience will be a valuable asset for vendor selection and management planning.

Through his time at Champs Sports up to his time at RadioShack, board member Jamaal also has years of experience in the Retail Management field. That experience has taught him to be an expert in day to day store operations, hiring and development of talent, shipping, receiving, merchandising, product ordering, learning to grow a business through accurate reading of a P+L report, and most of all customer service.

Mayra Medrano serves as a member of Madison Gas and Electric Company's (MGE) Diversity Initiative. She is responsible for building relationships within the business community, focusing specifically on underserved populations. She develops collaborative and partnerships relationship with non-profits, government, and private entities in economic development initiatives and serves as MGE's representative at meetings with numerous community business organizations, including local chambers of commerce, professional organizations.

As a member of the MarketReady Advisory Committee, Mayra actively participated in vendor selection for Madison's Public Market *Market Ready* program resulting in a diverse selection including 83% people of color, 19% female, and 33% first generation immigrants. Through this work, Mayra gained in-depth knowledge of emerging entrepreneurs from diverse communities and what they need to succeed with the business world.

Food Industry Knowledge:

Jamaal Stricklin works as a Sales Director for Madison's SuperCharge!, which includes an indoor Urban Farm, Juice Bar and Wellness Center. The main aspect of the business is the indoor vertical farming of microgreens. Jamaal personally has strong relationships with over 45 food-based businesses that purchase SuperCharge's microgreens. By working with a variety of businesses from UW Health to Hy-Vee Food Stores to the Old Fashioned, Jamaal has gained a strong understanding of the trends, challenges, and opportunities for our local food economy.

Mayra Medrano manages Food & Beverage accounts for Madison Gas and Electric. She assists restaurants in finding energy-saving opportunities in facilities and operations. In addition, Mayra has built strong relationships with kitchen equipment dealers, manufacturers, and suppliers.

Anne Reynolds has a 20-year career working with cooperatives in all levels of the food supply chain, including organizations like Land O'Lakes, Organic Valley, Willy Street Co-op, Foremost Farms, and the Wisconsin Food Hub Cooperative. She served on the board of Home Grown Wisconsin Cooperative, which marketed organic produce to regional customers, has led board strategic planning for many of food-based cooperatives. Anne has organized numerous workshops and conferences on food system issues and worked with the business accelerator community on plans to strengthen food businesses.

Greg Frank, Vice President of Community Relations for Food Fight, is a member of the Ambassador Advisory Council. The Foundation Board will gain insight and feedback from Greg's extensive experience in food-related businesses.

Jonny Hunter, one of Madison's favorite chefs and leader of Underground Food Collective, is a member of the Foundation's Ambassador Advisory Council. Jonny has worked closely with both the Foundation and City of Madison to provide expert advice on planning for the Food Innovation Center. Jonny is one of the most influential and expert leaders of our local food industry. He is committed to playing an active advisory role to the Foundation.

Helen Sarakinos, Executive Director of REAP Food Group, is also an Ambassador Advisory Council member. Helen has assisted both the Foundation and the City in understanding the needs for food processing and looking at partnership opportunities with the Market to move availability of local food to the next stage of growth. Helen and REAP will continue to play an active role in creating the operating plans for the Food Innovation Center and the Market retail.

Strong Community Neighborhood Connections:

The Madison Public Market Foundation is deeply connected to a vast local network through the Board of Directors and Ambassador Advisory Committee. Board member Jeff Vercauteren is the immediate past President of Capitol Neighborhoods, Inc. Consultant Amanda White is a Board Member of the Marquette Neighborhood Association and lives in the neighborhood. Anne Reynolds is a former Chair of the Wil-Mar Neighborhood Center and serves as an advisor to the Allied Community Cooperative in the Allied Dunns Marsh neighborhood.

The Ambassador Advisory Council was strategically designed to reach deeper into communities across Madison and create communication channels within a variety of neighborhoods and organizations. When looking at the diversity of communities represented on the Advisory Committee, the Foundation has strong ties to create partnerships and gain feedback from across the Madison region.

Cultural Competency and Leadership related to Equity:

One of the core goals of the Madison Public Market Foundation is to help develop and grow the Public Market's commitment to being inclusive and diverse. The Board of Directors is 60% women and 60% people of color. The consultants are 100% women and 33% people of color.

As Chair of the Latino Chamber of Commerce of Dane County (LCC), Mayra Medrano develops strategies to help build the Latino middle class and works to promote and strengthen the Chamber by building prosperity through economic development initiatives. Mayra along with the LCC's CEO work on creating strategic partnerships with members, Latino business owners, corporate representatives, and government leaders.

As a MarketReady vendor, Jamaal is directly involved in the most important inclusiveness and diversity work currently in progress within the Market project. Additionally, SuperCharge! Is committed to being an inclusive space and focuses on promoting diversity within the organization and the greater community. Jamaal brings his own experience working within the food industry as a person of color, but is also learning from the other 29 other diverse MarketReady participants who've had their own experiences. Jamaal brings this vital connection with MarketReady and diversity to the Foundation Board. He will play an important role in sharing the diverse MarketReady vendor needs with the Board to ensure the Market is welcoming from the design to the programming.

Victoria is a part of the founding board for the Cultural Awareness Network - Madison Chapter for Associated Bank. The mission of the Cultural Awareness Network is to create an open and inclusive work environment.

Anne Reynolds is involved in efforts to build equity in economic development opportunities, including promoting the MarketReady program, advising the Allied Community Cooperative and assisting with the Madison Cooperative Development Initiative.

Project Awareness and Background:

The Madison Public Market Foundation has far greater knowledge of the project than any other organization. Two of the Foundation's Board members are also members of the City's PMDC, with Anne Reynolds serving as the Chair. Therefore, Foundation Board members were directly involved in and/or oversaw key project development including:

- Worked with the City of Madison on development of current site and structure
- Engagement with the Project for Public Spaces team in an 18-month process of public engagement and research to choose a site for the Market and write the Madison Public Market Business Plan

- Engagement with Graham Baba and Vandewalle & Associates to develop a detailed site plan and preliminary architectural concepts
- Oversight of the City of Madison's New Market Tax Credits fundraising effort
- Oversight of a study to assess the feasibility of a capital campaign for the Public Market
- Instrumental in development of the MarketReady program and selection of its participants by holding a seat on the MarketReady Advisory Committee

Jamaal Stricklin is a MarketReady participant and deeply engaged with the vendor, retail and diversity aspect of the project. Amanda White developed every aspect of the campaign branding, communication, planning and relationship-building.

4) Management Approach – Submittals will include a description of how the organization will undertake the management of the Madison Public Market. This description should include information about how the organization will address each of the “PMO Responsibilities” described previously. Again, if an organization does not have the capacity to meet all of the responsibilities listed, the submittal should include information about how the organization intends to work towards that capacity.

Strong leadership of any non-profit organization begins with the Board of Directors. It is critical that the Madison Public Market Foundation Board provide experienced leadership through the important development phase of the project and transition smoothly into an efficient and effective operating Board. The Foundation is continuing its strategic Board development. Board members will adopt staggered terms in 2018, leading to three year terms. This will provide continuity while giving the Board the opportunity and flexibility to recruit new members, as the focus of Foundation moves to operations. It's important to note that the Board anticipates that some directors may be appointed by the City of Madison. The Foundation will working closely with the City of Madison to facilitate linkages and alignment of project goals and outcomes.

The current Foundation Board is working according to the following timeline for management and growth of the Foundation and overall Market project:

2018

1st Quarter

- Confirm first lead gift of the capital campaign
- Create a “vendor selection process ad hoc committee” and confirm participants
- Complete 501(c)(3) status IRS application

2nd Quarter

- Complete Board recruitment and achieve a Board of nine members
- Hire bookkeeper/accountant (currently being completed by fiscal sponsor)
- Create the guidelines for a vendor selection process
- Create protocols and compensation plans for hiring staff.
- Begin national search for an Executive Director
- Host fundraising and outreach events
- Hire an operations planning consultant
- Begin discussions with City of Madison on operating contract

3rd Quarter

- Complete preliminary discussions on operating contract
- Hire Executive Director
- Host fundraising and outreach events

4th Quarter

- Secure lead and major donations, achieving 50-75% of the capital campaign goal
- Begin advertising vendor application

- Approve Art Procurement Plan and process
- Host fundraising and outreach events

2019

1st Quarter

- Final vendor selection, led by Executive Director
- Get letters of intent or pre-leases from vendors
- Host fundraising and outreach events
- End quiet phase of the capital campaign and launch public phase
- Complete Operations Plan and Budget

2nd Quarter

- Begin hiring process for Operations Manager, Marketing Coordinator, and Food Innovation Center Manager
- Host fundraising and outreach events
- Complete the long-term Capital Budget

3rd Quarter

- Transition capital campaign website/social media/eUpdate to official Public Market operation market materials
- Host fundraising and outreach events
- Create Personnel Committee

4th Quarter

- Have all staff hired
- Host fundraising and outreach events
- Complete capital campaign and achieve \$3.5M goal

The Foundation Board will approach the outlined Responsibilities in the following ways:

Project Development:

The founding members of the Foundation were Anne Reynolds, Mayra Medrano, and Larry Palm. They have all been deeply involved in overseeing the project development activities. All have strong working relationships with the City. Larry Palm will continue his involvement in the project as a member of the PMDC.

Fundraising:

The Foundation is making strong progress in achieving a \$3.5M capital campaign goal. The community leaders of the Advisory Council and Capital Campaign Committee are instrumental in connecting the Foundation to resources. Current conversations are building up to 2-3 six- or seven-figure gifts over the next few months. Once the capital campaign is complete, fundraising efforts will shift the focus to transitioning the campaign donors to annual donors of the Market. All of the current relationship-building currently underway for the campaign will be highly effective for creating long-term donor relationships once the Market is open.

Property Management:

Foundation Board members Victoria Davis and Jeff Vercauteren have concrete experience in drafting and negotiating leases, real estate law, and/or commercial rental spaces. The Foundation will seek an Executive Director and an Operations Manager that both have property management experience. The Board will provide strong oversight and leadership by creating a property management committee of the Board.

Vendor Selection and Leasing:

As mentioned above, Foundation Board members have experience in leasing and real estate law. In addition, the Foundation will create an ad-hoc committee made up of Board members and community members with food industry and vendor experience. The committee's purpose will be to assist the Foundation in creating a vendor selection process and play a role in vendor selection. Advisory Council members Jonny Hunter (Underground Food Collective), Helen Sarakinos (REAP Food Group), and Greg Frank (Food Fight) will be important to providing leadership from a food industry perspective.

Once the Market is open, the Foundation Board will create a Tenant Advisory Committee to foster strong communication and collaboration among the Foundation Board, Market staff, and Market tenants.

Marketing/Promotion:

The Foundation has already created a strong foundation for marketing and communication activities as outlined in Section 2. This groundwork includes creation of a Market brand, promotional materials, a website, market research, development of a contacts database, and increased focus on social media. The Foundation strongly encouraged city staff to include a Marketing/Events Coordinator in the plan for Market personnel. The goal is to raise enough capital funding pre-opening to start this position full-time from the beginning (the current business plan includes only a part-time marketing position).

The Foundation will create a Marketing/Outreach/Events Committee comprised of Foundation Board members and community members.

Events:

Every event and activity of the Market will be focused around a primary goal - to drive traffic to the Public Market. Weddings, celebrations, festivals, live performances, etc. will be revenue-generators through rent, but they also bring more people to the Market. The goal will be to offer anyone who visits the Market a highly positive experience so they will return again soon. Market-sponsored events will only be planned if the main goal is to drive attendance.

The Foundation will work with the City to ensure the final architecture design includes adequate community rental rooms and larger event rental space.

Website, Social Media, and Technology Integration:

The Foundation has a strong start in building a Public Market marketing program. The current website is a Wordpress site and was created for the purpose of easy transition from a capital campaign/development focused site to an operational market site. The function of offering vendor profiles is already built in. Wordpress also has vast functionality for adding on a calendar function, product availability, online merchant store, and google analytics for tracking usage, visits, etc. The Foundation's current community engagement consultant, Amanda White, created and manages the site. In the future, the Market will likely continue to hire out the redevelopment of the site, making it user-friendly so the the marketing staff person will easily update it.

Social media channels will be highly utilized for Market promotion and community engagement. The three social media channels that will be prioritized are Facebook, Instagram, and YouTube. The Foundation already manages the Facebook page and recently created a YouTube channel. Instagram will soon be launched in 2018.

An important part of the operations plan will be a strong strategy for specifically for social media. Amanda White Consulting has worked with a variety of non-profits in developing or growing their social media presence.

The Foundation Board understands that staying current on food industry trends and use of digital technology is important to the future success of the Market. The City of Madison has begun initial investigation of how technology can support the Market. An important part of this work has been exploring use of an app. The Foundation is ready to assist the City in the effort as having a user-friendly, easily accessed mobile app will be critical to driving visitors to the Market and staying relevant in our modern technical age.

Besides having a good app, keeping abreast of changing consumer behavior around food purchasing is critical. For a brick-and-mortar destination like the Public Market to succeed in a retail environment that is quickly becoming dominated by online buying, we must focus on not only providing great products, but also offering great experiences to make the Market an exciting destination. Additionally, working with vendors to put their products in an online store and utilize a Blue Apron type delivery service, will help vendors expand their market reach and include younger age demographics.

Financial Management:

Creating an effective multi-year operating plan and budget for the Market is a critical milestone for the Foundation. A strong operating plan will be an important determining factor of the Market's overall success. The following indicators and actions will ensure the Foundation's success in creating the most effective operation strategy.

- Foundation members have deep knowledge of the project, partners, and local food system gained over 10 years of dedication to the Public Market planning. This experience can't be easily acquired and will be vital in preparing the Market operations.

- Members of the Foundation and Advisory Council, such as Al Fish, possess valuable experience in facilities management and financial planning. Their input and direction will be vital during this process.
- The Foundation will hire a consultant, such as Melissa Huggins with Urban Assets, to assist the Foundation and Advisory Council in developing the operating plan and budget, in addition to the long-term capital budget.
- The operations planning timeline recommended by the Foundation is based upon hiring the Executive Director with enough lead time to involve him/her in the operations planning process. The Foundation plans to seek a search firm or consultant expertise to conduct a national search.

Hiring a professional to lead the plan development, in combination with the experience and talent of the Foundation Board, Advisory Council and new Executive Director, will ensure the most successful operating plan and budget.

The Foundation plans to hire a bookkeeper after we receive 501(c)(3) status in early summer 2018 (currently bookkeeping is provided through Center for Community Stewardship - our fiscal sponsor). Once staff are hired, the Foundation will retain the services of a payroll services firm. Additionally, the Board seeks to fill one of the remaining Board vacancies with an accountant or other professional with financial management/accounting experience.

Reporting:

The Foundation is fully supportive of providing any reports, presentations, or feedback that the City and key stakeholders require to be fully updated on and involved in the Market management.

Community Affairs:

The Foundation is fully supportive of including a high level of community involvement in a variety of Market planning and operations. This IS the community's Public Market, so having the public heavily engaged is critical to the Market's long-term success. By creating the Advisory Council, significantly increasing communication to the public, and offering the Taste of the Madison Public Market events, the Foundation has already taken important steps towards increasing overall public engagement in the project. Moving forward, the Foundation will create the vendor selection ad hoc committee, a marketing/outreach committee, and several other systems to encourage public participation that reinforces the overall idea that the Public Market is the community's market.

Personnel Management:

Several Foundation members and engaged consultants have had experience in hiring and managing personnel. For example, Mayra Medrano recently played a central role in hiring the Latino Chamber of Commerce's first Executive Director. Anne Reynolds has managed a non-

profit staff the size of the Public Market's personnel for over 10 years and served on numerous boards that have hired Executive Directors. The Foundation's first action in Market personnel management will be to create a HR plan and hire an Executive Director. Peter Gray, a member of the Advisory Council and Capital Campaign Committee, will assist in this process. As an Executive Recruiter for QTI, Peter will assist in creating the job description, compensation plan, benefits package, and personnel policies. The Foundation will engage a professional organization to conduct a nationwide search to find the most qualified Executive Director candidate.

By the third quarter of 2019, the Foundation will have established a Personnel Committee comprised of Board members only to provide leadership in personnel management.

Business Incubation and Acceleration:

The Market will be a important incubator and accelerator for local food businesses, providing important growth for our overall local food economy. Approximately 35 new businesses will be created through the Market. The Foundation Board will create an incubator and accelerator model for the Market that is based on the goal of supporting business development and expansion for a wide-range of business sizes and types.

To create a strong incubator/accelerator program, the Foundation has already begun research and conversations with several important community leaders:

- Greater Madison Chamber of Commerce: Foundation members have had conversations with Zach Brandon, Executive Director of the Chamber. Recently Foundation members also met with Gary Molz, Chamber Board Chair and owner of EZ Office Products.
- The Foundation is involved in the initial steps to create a food business accelerator collaborative that would partner with the Madison Public Market to provide a hub of entrepreneurship across a wide spectrum of business development. Current collaborators include gener8tor's gBeta program, the UW Law & Entrepreneurship Clinic, the UW Center for Dairy Research, Terra Johnson, Madison College, FaB Wisconsin and MadRep.
- Public Market vendors and other would have expanded opportunities to grow their retail and/or food production businesses.

Additionally, Foundation member Mayra Medrano has had recent experience with small businesses and incubators. She collaborated with Murphy Desmond S.C. to provide free bilingual legal counsel to enrolled businesses in the incubator program. Mayra also secured \$135K funding for the Latino Chamber of Commerce's Emerging Business Development Center, an incubator program mentoring startups and small businesses.

Finally, the Foundation Board will seek an Executive Director with incubator or small business development experience.

Long Range Planning:

Although the Foundation will initially focus on its 2018-20 timeline and action steps, long range planning is essential to the success of the Market. The Foundation is committed to a strategic planning process that identifies short and long-term goals and objectives, in response to changing markets, competition and opportunities for program growth. A key part of the planning process will be information and data gathering from the City of Madison and key community stakeholders. As they are hired, the Executive Director and staff will be an important contributors to the long range planning and execution process.

Equity and Inclusiveness:

The Foundation Board is fully dedicated to upholding and expanding the Ten Equity Recommendations set for the Market and approved by the Common Council. The first step in truly fostering diversity, is ensuring that the leadership of the organization is inclusive and diverse. Currently, the Board of Directors is 60% women and 60% people of color. The consultants are 100% women and 33% people of color. As the Foundation Board grows, members are dedicated to continuing these high levels of diversity. The Ambassador Advisory Council includes representatives from a wide variety of communities including Latino, Hmong, Native American, African American, and women.

Equity and Inclusiveness will be cultivated within the organization and the Foundation currently does not plan to develop a dedicated committee for equity and inclusiveness. Instead, the Foundation will incorporate cultural relevancy and awareness throughout the various committees, departments, and vendor engagements. The Foundation has been and will continue to be very intentional in ensuring diversity and inclusiveness are part of the Key Performance Indicators in the overall success of the Public Market. The Foundation views diversity and inclusion to be very active and evolving engagement process. Therefore, the Foundation will continue to review policies and procedures on an annual basis to determine the effectiveness of our equity and inclusiveness goals.

Diversity will be an important part of the selection process as the Foundation hires staff. The Foundation will be seeking an Executive Director who has deep knowledge of equity and diversity policies and ideally would be a person of color themselves.

Additionally, the Board will produce a set of equity criteria to ensure that decision-making and planning are conducted through an equity lens.

5) Local Connections – The Public Market is a locally-focused project with a mission to help support local businesses, strengthen the local food system, and create a great public gathering space for residents. It will be essential for the Public Market Operator to have connections to other related initiatives and relationships in the Madison community that relate to the Public Market mission. Submittals should include a statement about the organization's links to the Madison community, the local business community, and other food business and infrastructure projects.

The Foundation Board and Ambassador Advisory Council have connections to a wide variety of leaders and organizations within the food industry, business community, and non-profit sector. The Foundation has worked to build relationships outside of its current reach, including:

Agribusiness Industry:

Foundation leaders initiated meetings in 2017 with the Wisconsin Milk Marketing Board (WMMB) to discuss their involvement with the Market. Currently, the Foundation is in negotiations with the WMMB to create a Wisconsin Cheese Experience that would be a destination within the Market that celebrates Wisconsin's history of cheese and dairy. The WMMB is very seriously considering funding and operating this 1,500 square foot space. The Foundation has also met with leaders of the Midwest Food Products Association, Wisconsin Agribusiness Association, and the Wisconsin Potato and Vegetable Growers Association to create connections and funding opportunities with the agricultural community.

Local Food Industry:

Foundation board members have been involved in wide-ranging discussions with local food industry/system organizations and entities. The board and staff of the Dane County Farmers Market have been kept informed of Public Market progress, along with food entrepreneurs like Peter Robinson of RPs Pasta. As detailed above, the Foundation has collaborated with local food industry education and acceleration players to formulate a partnership with the Market that would advance business development for new vendors (such as the Market Ready participants) and more experienced local food processors.

Local Business Community:

The Foundation has made important progress in connecting local business leaders to the project. Consultant Amanda White, accompanied by various members of the Foundation, has conducted nearly 100 one-one-one meetings with business leaders, community leaders, and potential funders. The Foundation is coordinating a mini-Taste of the Madison Public Market event for the April 11, 2018 meeting of Rotary Club of Madison (Downtown). This is a group of highly influential business/community leaders.

The Foundation has met with Downtown Madison Inc.'s incoming Board Chair, Doug Poland, and new Executive Director, Jason Ilstrup. The Market is now a standing topic on DMI's Inclusiveness Committee. DMI is also working to feature the Market in a DMI event. The Foundation has strong support from MadRep and has had discussions with Zach Brandon, President of Greater Madison Chamber of Commerce and Gary Molz, Chamber Board Chair.

6) Equity Recommendations Implementation – As noted, one of the preferred qualifications of the PMO is cultural competence and leadership related to racial equity. Submittals should specifically include information on the organization’s experience and ability in this area. Further, organizations should review the City’s Public Market Operator RFQ 8710-0-2018-DK Due: February 26, 2018 Page 14 of 16 equity analysis for the Public Market and discuss the organization’s approach to the ten equity recommendations.

Equity and Inclusiveness is a primary focus of the Foundation Board, as evident by the diversity achieved within the Advisory Council and the Board members. The Foundation Board will uphold, support, and grow the following diversity goals:

1. ***Focus on making the Public Market successful as a place for diverse startup businesses through programming focused on vendor support:*** The MarketReady program is a strong start to ensuring vendor diversity. The Foundation is seeking a variety of ways to support this important program. The fall 2017 Taste of the Public Market events organized by the Foundation, comprised primarily of MarketReady vendors and gave these participants an opportunity to connect with the public, showcase their goods, and receive important customer feedback. In 2018 and beyond, the Foundation will continue to seek opportunities to support MarketReady and will also include strong diversity goals in the vendor selection process.
2. ***Be culturally aware, get diverse input, and look globally for inspiration. The physical design (layout, building materials, colors, etc.) and the "texture" of the place should be culturally aware, welcoming, and familiar to diverse cultures:*** Board members of the Foundation assisted the City with creating a focus group of diverse community leaders to speak directly with the project site plan architects, with a focus on recommendations on making the design welcoming and inclusive. The Board will continue to work with the City and stakeholders to ensure that inclusiveness is a key part of the architectural design and aesthetic.
3. ***Incorporate Civic Story Telling and Madison History through Interpretive displays about Madison's communities of color, tribal communities, immigrant communities, etc.:*** The Foundation has begun formulating a plan for multicultural story telling within the Market. Betty Banks, an Advisory Board member, is working directly with the Foundation to compile an exhibit of the African American history and stories she’s collected over several years. The Foundation met with Aaron Bird Bear in July to begin gathering a group of Native Americans interested in compiling Ho Chunk history for a Market exhibit. Foundation member Mayra Medrano is working with the Latino community is begin considering how to share that community’s local history within the Market.
4. ***Conduct thorough and highly-personal (one-on-one) vendor outreach during the pre-opening stage. Make sure a diverse pool of vendors know the Public Market is for them:*** The Market has already begun this work through the Taste events and support of MarketReady. The creation of an ad-hoc vendor selection committee, involving a diverse group of community leaders, will further this focus.

5. ***Incorporate programming and outreach after opening to support vendors. Build in "wrap-around" services focused on vendor development and success:*** The Foundation will bring in business associations to assist vendors with their marketing plans, access to capital, and business development. The Public Market will serve vendors with expertise to develop best practices and we will continue to facilitate conversations between startups and anchor tenants at the public market. The Foundation will provide continual technical assistance to vendors who are looking to stay at the public market and those vendors who are looking for the next scalable opportunity.
6. ***Hire outreach program coordinator early in the process:*** The marketing & outreach coordinator will develop rapport with area business associations, chambers of commerce, and economic development committees. This position will provide an avenue for the person to also sit on boards and committees. Build partnerships with other key organizations with related missions (Madison College, FEED Kitchens, UW Extension, REAP, FairShare Coalition, the UW Business Development Center, WWBIC, Madison/Dane County Public Health, the Latino Chamber, the Black Chamber, etc.).
7. ***Connect with other assets around the City and maintain a focus on a Market District and a city-wide food systems strategy:*** Foundation members are involved in numerous discussions a city-wide food systems strategy, including exploring the potential for the former Oscar Mayer property and building partnerships with the organizations listed in number 6 above.
8. ***Expand focus to other parts of the City's for related food system projects including potentially additional locations for future public markets:*** Foundation members are committed to exploring all opportunities to expand the Public Market model beyond its current location. Current discussions and long-range planning will include linkages with local food systems projects and additional market locations. Detroit's Eastern Market provides an important model for a market with significant impact beyond its location.
9. ***Codify these recommendations into the project charter, incorporation papers, operating agreements, and/or other more formal documents that will ultimately guide the organization that implements the project and operates the public market.*** The Foundation is committed to following these guidelines.

7) References – Provide up to 5 references from partners the organization or its key leaders have worked with on community-based projects in Madison

Attached letters of reference:

Matt Brink, Executive Director, Smart Growth Greater Madison
Jessica Cavazos, President/CEO, Latino Chamber of Commerce
Indira Ceylan & Chris Heaton, Co-Chairs, Emerson East Neighborhood Association
Michael Gay, Senior Vice President, MadREP
Tiffany Kenney, Executive Director, Central Madison Business Improvement District

Other attachments:

Madison Public Market Foundation Board of Directors Guide
Madison Public Market Foundation Organizational Chart
Madison Public Market Foundation Brochure

February 16, 2018

Dan Kennelly
City of Madison Office of Business Resources
Economic Development Division
P.O. Box 2983
Madison, WI 53701-2983

Dear Mr. Kennelly:

I am writing this letter in support of the application by the Madison Public Market Foundation to be the operator of the proposed Madison Public Market. Smart Growth Greater Madison (SGGM) is an advocacy organization representing a wide range of commercial and residential developers, general contractors, architects, engineers, law firms and insurance companies. SGGM has strongly supported the redevelopment of the Capitol East District and is proud of the revitalization in the district through collaboration between the City of Madison and developers.

The proposed Madison Public Market will be a significant addition to the Capitol East District and will provide a valuable anchor for further redevelopment of the east end of the district in particular. The Madison Public Market Foundation is uniquely qualified to operate the market. The market will be a dynamic project requiring an understanding of the Madison community and our local food system. The Foundation was formed specifically to create a stable and successful market, and includes members with a variety of skills and experience necessary to make the project successful.

Foundation members have direct experience developing projects in the Capitol East District and have demonstrated an ability to work collaboratively with the City to bring successful projects to the district. The Foundation also brings a vendor perspective to the project, with a commitment to fostering local vendor development while furthering the City's equity and economic development goals. Therefore, SGGM strongly supports the Foundation's application to operate the market and looks forward to working collaboratively with the City and the Foundation on a successful public market project.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Brink", written in a cursive style.

Matt Brink
Executive Director
Smart Growth Greater Madison



February 23, 2018

Dan Kennelly
City of Madison
Office of Business Resource
PO Box 2983
Madison, WI 53701-2973

Dear Mr. Kennelly,

On behalf of the Latino Chamber of Commerce of Dane County (LCC) we support the Madison Public Market Foundation's response to a City of Madison RFQ seeking an operator of the Madison Public Market.

The LCC is ready and willing to support the Madison Public Foundation's effort in understanding Madison's diverse community and food ecosystem. Mayra Medrano, Chair of the LCC Board of Directors, and the rest of the Board of Directors are excited to send this letter of support to help in building the momentum for the Market. Ms. Medrano and myself will provide any technical assistance and support of the Madison Public Market in every phase possible.

The Latino Chamber of Commerce continues to grow, and we hope to play an important and integral part of the Madison Public Market when it opens in 2020. We offer our expertise, our commitment and the knowledge base of our members (vendors) in supporting in the development and creation of the Madison Public Market.

We, without reservation, support the Madison Public Market Foundation's response to the City of Madison's RFQ seeking an operator of the Madison Public Market.

Thank you,

Jessica Cavazos
President/CEO
Latino Chamber of Commerce of Dane County (LCC)

February 25, 2018

Dear Larry Palm,

Thank you for attending the monthly Emerson East Neighborhood Association (EENA) meeting on February 21, 2017 and for providing information regarding the City's RFQ for Public Market Operator.

Based on feedback and vote by EENA members, our neighborhood association wants to express our strong support of the Madison Public Market Foundation's qualifications to become the Public Market operator.

Emerson East encompasses the location of the Public Market, 1st Street and East Washington Avenue. Our association and neighbors have closely followed all developments regarding the Madison Public Market. Hence, we have a very strong interest in successful implementation of the Public Market project and to have the Market achieve the highest level of benefits to the immediate surroundings as well as to the city and area overall.

Considering the requirements of a public market operator, we believe that the Madison Public Market Foundation is a very well-qualified applicant. As operator, the Foundation brings the required knowledge of Madison's diverse community and food scene. Only a local organization that is made up of individuals intensely familiar with the project and the community can ensure its success.

All the best for your goal to become the Public Market Operator,

Indira Ceylan & Chris Heaton
EENA Co-Chairs



February 22, 2018

Dan Kennelly
City of Madison Office of Business Resources
Economic Development Division
P.O. Box 2983
Madison, WI 53704-2983

RE: Letter of Support the Madison Public Market Foundation

Dear Dan:

I am pleased to see the Madison Public Market (MPM) project continue to make progress on the critical next steps regarding design, engineering, real estate negotiations, funding, and operational goals. This is an important project for the City, the Madison Region, and the innovation and entrepreneurship ecosystem serving the Agriculture, Food and Beverage industry sector.

Having been very involved with both past and present business models and sites for the MPM, I have thought quite a bit over the years about the operation and maintenance of this important new asset. The entity that the City chooses to run this facility needs to be talented, committed to the sector, and able to balance real estate operations and maintenance with leasing and business expertise, have industry connections and knowledge of complementary partners and resources (Market Ready, local food network, diversity ecosystem, tourism, culinary and training networks), and be able to make strategic and sound decisions.

At this time, Madison Region Economic Partnership is pleased to write a letter of reference to support the Madison Public Market Foundation's response to a City of Madison RFQ seeking to be the operator of the Madison Public Market as I feel that the Foundation has been a major player in building momentum and support for the Market. Furthermore, I believe they can carry that momentum and support forward before and after the opening of the market in 2020.

While I wish the planned facility was larger to create a bigger critical mass and simpler economies of scale, I believe that if the city and the MPM Foundation work closely during the current development phase, they will collaboratively set and understand the metrics that must be managed and met. This will require a high degree of trust and experience working on community-based projects and the Foundation can provide that. Though I have not seen their management plan or proposal, I believe their reputation and network will lend itself to finding great qualified talent as they ramp up staffing.

In the end, the City's public market will only be successful if their vendors find success in this space. I think the Foundation will bring a vendor perspective to the project, along with a strong commitment to the Market's equity and economic development goals.

Sincerely,

Micahel P. Gay, CEcD
Senior Vice President
MadREP

Tiffany Thom Kenney
40 Waunona Woods Ct
Madison, WI 53713

February 15, 2018

Dan Kennelly, Manager
Office of Business Resources
P.O. Box 2983, Madison, WI 53701-2983

Dear Mr. Kennelly,

I am pleased to write this letter in support of the Madison Public Market Foundation's desire to serve as the operator of the Madison Public Market and its goal of hiring a Market Manager. The MPMF has already shown great leadership while understanding Madison's diverse communities and unique food ecosystem.

The Madison Public Market is a highly anticipated and important addition to the City of Madison. While many in the local food community are excited about this project, it is important to recognize the many others are still learning the benefits of this City asset. The City of Madison and the future operator must work very closely together. With the Market set to open in 2020 now is the time to build momentum and support of the Market. The MPMF has already begun to drive interest and excitement in the project.

While in the start-up phase, the Market needs a team of people who have a variety of skills and experience, but are uniquely dedicated to creating a stable and successful Market. The board of MPMF has the skill and dedication needed -- a dedication to equity and economic development.

Public Markets are only successful if their vendors are successful. The MPMF board also brings a vendor perspective through active board member Jamaal Stricklin. Mr. Stricklin is the Sales Director at SuperCharge! Foods - a local food producer. As a board member in the food producer space, Jamaal understands the challenges related to sales, production, inventory and delivery.

I have known Jamaal for more than two decades. We first met when we worked together in college at the local grocery store, learning more than we had ever imagined about running an urban grocery market and customer service for a diverse community. We have remained friends over this time. He is upbeat, positive and a strong motivator. We recently reconnected professionally when I had the opportunity to help with the outreach and communications for the opening of SuperCharge! Foods. Jamaal's leadership ability, project coordination skills, management ability and customer service skills will all be incredible assets to operating the Market.

With a diverse set of skills and the strongest dedication, the Madison Public Market Foundation will make a great Operator for the Madison Public Market. I have no doubts you will be exceptionally pleased with this choice. If you have any questions, please feel free to contact me at the above address.

Sincerely,

Tiffany Thom Kenney

Madison Public Market (MPM) Foundation

Board of Directors Guide to Responsibilities and Activities

Board meetings

- The full board meets monthly on the 3rd Thursday, 4:30 – 6:00 PM.
- The Executive Committee (officers) has an additional monthly meeting on the 1st Monday, 4:30 – 5:30.

Board responsibilities

- Attend at least 75% of board meetings (video chat or phone conferencing is available)
- Serve on committees as needed to address issues and projects
- Provide leadership to the capital campaign
- Provide up to 5-10 hours of volunteer time per month (attend Board-sponsored events, review reports, etc)
- Develop and follow all board policies, including those for confidentiality and declaration of conflict of interest
- Assist with recruitment of new board members. Board members will serve 3 year terms, with staggered terms beginning in 2018.

Current activities

- Oversee fundraising
 - Work closely with contracted fund-raiser, Amanda White Consulting
 - Focus on individual and corporate donations. Connect the capital campaign committee to 5+ connection
 - Collaborate with other organizations on grant-writing
 - Board has a policy of 100% giving by the board. Gifts should be at a level that is meaningful to each board member.
- Build momentum for the MPM through community outreach, high profile events, communication efforts and social media. Annette Miller, Equity by Design is an important resource in this area. Attend community events.
- Implement the plan and timeline established the Foundation board to manage the growth and development of the Madison Public Market.
- Collaborate with the City of Madison staff, elected officials, and Public Market Development Committee.
- Oversee the activities of the MPM Ambassador Advisory Council.

Madison Public Market Foundation

Organizational Chart (By the end of 2019)

