



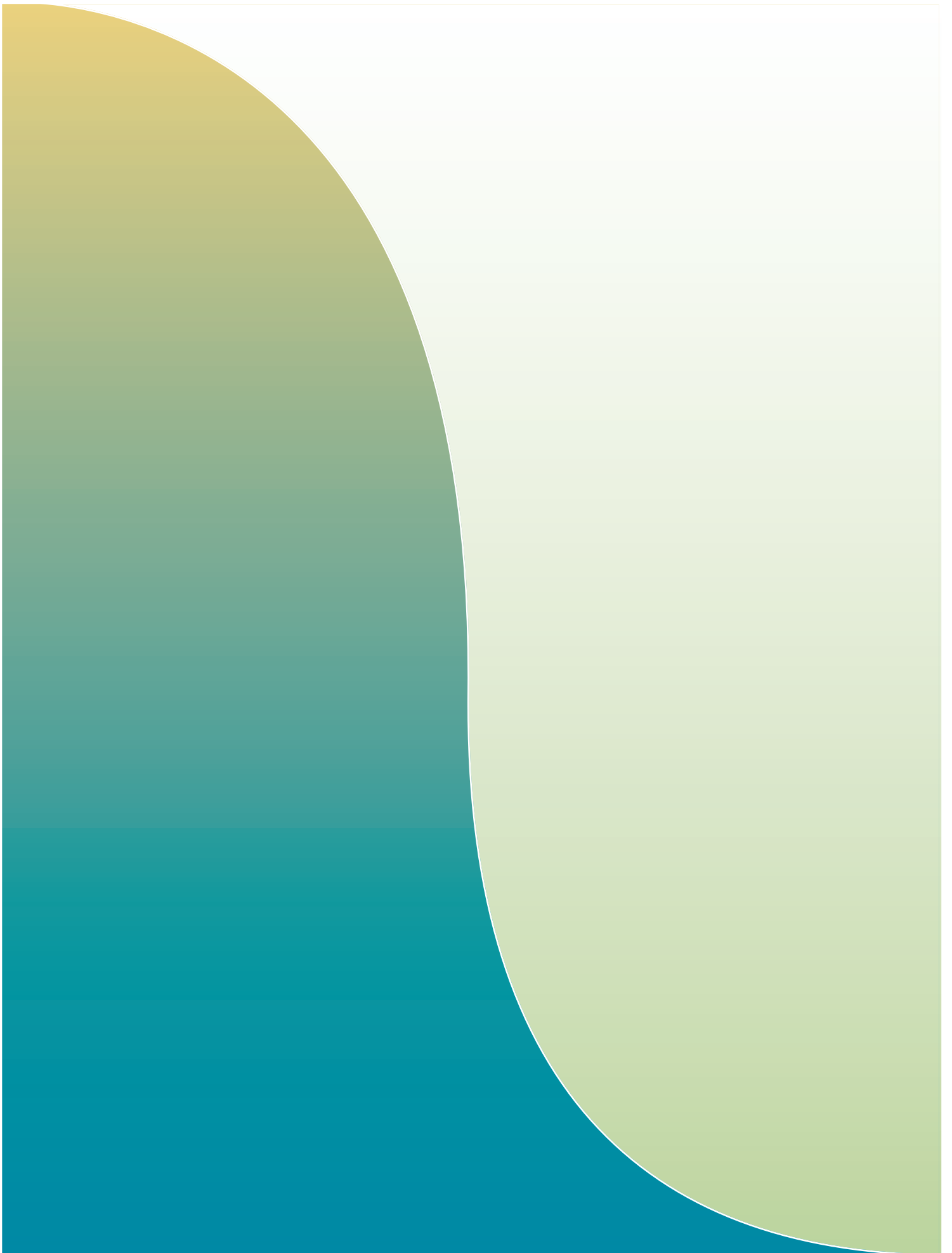
A Proposal For

**City of Madison / Public Market Business Plan**  
Work Product #1: Regional Food Asset Inventory and Analysis

August 2, 2013



MADISON: 120 E. Lakeside St. • Madison, WI 53715 • 608-255-3988  
MILWAUKEE: 342 N. Water St., Suite 400 • Milwaukee, WI 53202 • 414-421-2001





## VANDEWALLE & ASSOCIATES, INC.

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August 2, 2013

Dan Kennelly, Economic Development Specialist  
Economic Development Division  
Madison Municipal Building, Suite 312  
215 Martin Luther King Jr. Blvd  
P.O. Box 2983  
Madison, WI 53701-2983

Dear Dan:

On behalf of our team at Vandewalle & Associates, we are pleased to submit a response to the first element of the scope requested in the Madison Public Market RFP, Work Product #1: Regional Food Asset Inventory and Analysis. We are confident we can provide the Madison Local Food Committee and lead consultant team with a regional food and public market asset analysis that will add considerable value to the project. We believe this task item can help ensure a positive, long-term economic and social impact and enable the Public Market to provide a meaningful and necessary role in the local food economy and city development.

Vandewalle & Associates has been recognized across the Midwest for our innovative economic positioning practice and expertise in assets and opportunities analyses. We've worked in cities and regions, both small and large, and have broad knowledge of regional assets, economic trends, and a deep understanding of data in regional industries, occupations, and economies of the Madison metro area and Midwest as a whole. We have previously analyzed food system economy assets at the state level, Thrive Region, and Dane County scales. We will leverage this expertise to develop a dynamic regional food asset inventory and opportunity analysis.

In addition, our team has both passion and experience in food economy projects, including the Sheboygan Market District Plan and Food Hub Business Plan, the Freeport Food Enterprise Center, the Davenport Public Market, Waterloo Public Market, and the Sturgeon Bay Granary Market. Through our work on these projects and others, we have developed relationships with several regional, state, and local food experts and advocates that help to provide us access to additional skills and savvy to add to the regional food asset and opportunity analysis for Madison's Public Market.

Please contact us to discuss this project further. We are looking forward to talking about the Madison Public Market project opportunity with you.

Sincerely,

Marta Nelson, AICP  
Associate Planner

Rob Gottschalk, RLA, AICP  
Principal Planner





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### Contact Information

**Marta Nelson, AICP**

Vandewalle & Associates, Inc.  
120 East Lakeside Street  
Madison, WI 53715  
(608) 255-3988  
mnelson@vandewalle.com

[www.vandewalle.com](http://www.vandewalle.com)

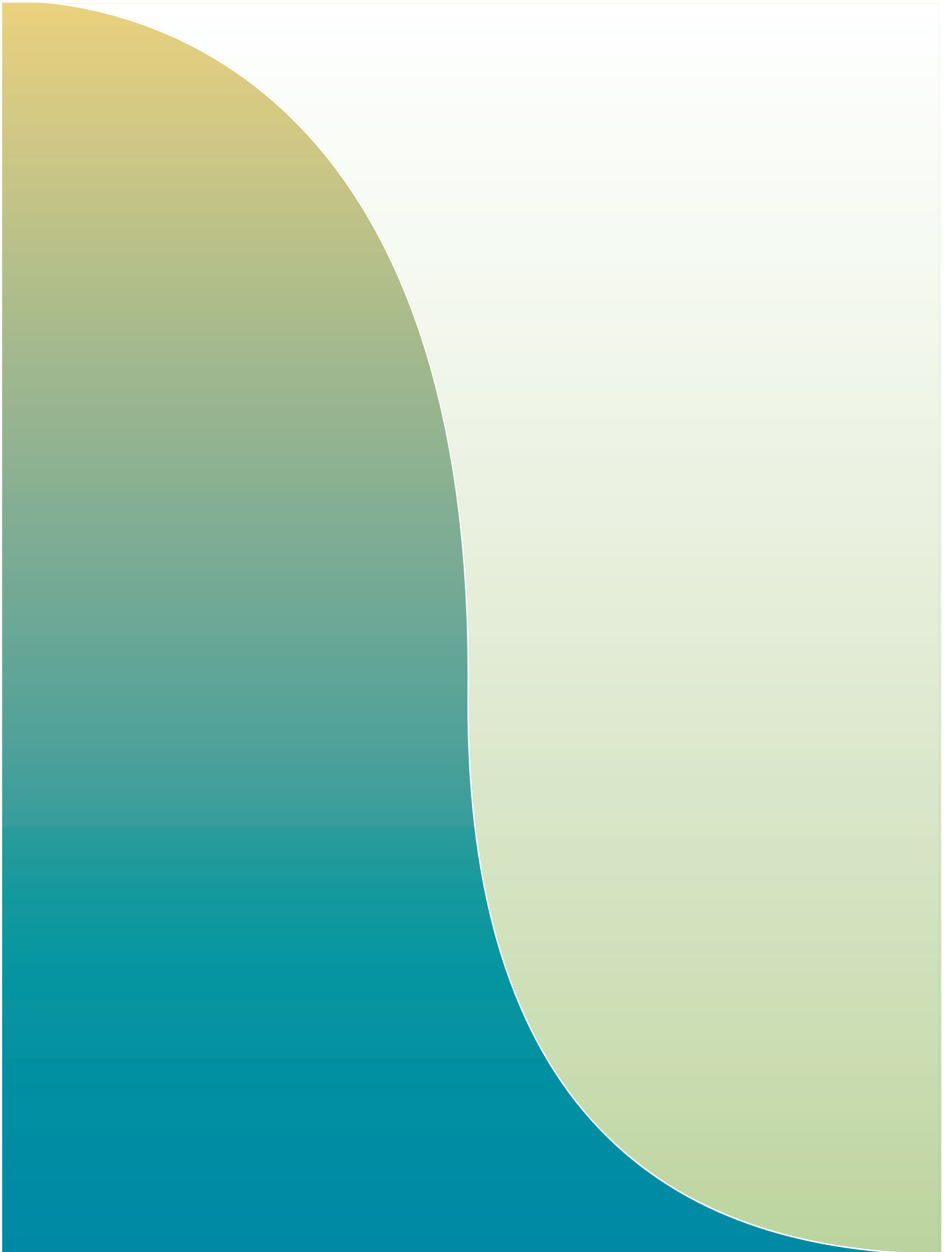


Firm Tax Identification Number: 20-8264210





## Chapter 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)

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 2, 2013
NAME AND TITLE OF PROPOSER: Brian Vandewalle, CEO/Owner	COMPANY NAME: Vandewalle & Associates, Inc.
TELEPHONE: (608) 255-3988	ADDRESS: 120 East Lakeside Street Madison, WI 53715
FAX NO.: (608) 255-0814	
Person to Be Contacted If There Are Questions about Your Proposal (if different from above)	
NAME: Marta Nelson, AICP	TITLE: Associate Planner
TELEPHONE: (608) 255-3988	FAX NO.: (608) 255-0814



## RFP FORM B: RECEIPT FORMS and SUBMITTAL CHECKLIST

<b>RECEIPT OF FORMS.</b>		
The undersigned hereby acknowledges the receipt of the following forms:		
Request for Proposal (Initial all <u>applicable</u> forms)	Initial to acknowledge re- ceipt of RFP Docu- ments	<u>Required Submittals Checklist</u> Initial all submitted documents
<b>RFP SECTIONS:</b>	MN	
Section 1: General RFP Administrative Information	MN	
Section 2: Project Vision, Purpose, and Goals	MN	
Section 3: Scope of Services	MN	
Section 4: Proposal Submission Requirements	MN	
Section 5: Required Forms	MN	
<b>ATTACHMENTS</b>	MN	
Attachment A: Sample Contract for Purchase of Services	MN	
Attachment B: Standard Terms and Conditions	MN	
<b>ADDENDA</b>		
Addendum No. ____ Dated:		
Addendum No. ____ Dated:		
Addendum No. ____ Dated:		

<b>SUBMITTALS CHECKLIST.</b>	
The undersigned hereby acknowledges the submittal of the following forms: (Initial all applicable forms.)	
Chapter 1: REQUIRED RFP FORMS RFP FORM A: Signature Affidavit	MN
RFP FORM B: Receipt Forms and Submittal Checklist	MN
RFP FORM C: Contractor Profile	MN
RFP FORM D: Proposer References	MN
Chapter 2: EXECUTIVE SUMMARY	MN
Chapter 3: QUALIFICATIONS, EXPERIENCE, REFERENCES	MN
Chapter 4: PROJECT APPROACH	MN
Chapter 5: COST PROPOSAL	MN
ELECTRONIC COPY	MN

**PROPOSER:** Marta Nelson, AICP



## RFP FORM C: CONTRACTOR PROFILE

1. **Proposing Company Name:** Vandewalle & Associates, Inc.

2. **FEIN** 20-8264210 **OR** (If Sole Proprietorship, provide SSN upon award, if FEIN is N/A)  
**DUNN AND BRADSTREET NO.** 10-6724370

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

4. **Location of Main Office:**  
**ADDRESS** 120 East Lakeside Street **CITY** Madison **STATE** WI **ZIP+4** 53715-2028

5. **Location of Office servicing City of Madison account:**  
**ADDRESS** 120 East Lakeside Street **CITY** Madison **STATE** WI **ZIP+4** 53715-2028

6. **Principal Information and Contact:**  
**NAME** Rob Gottschalk **TITLE:** Principal Planner  
**TEL** (608) 255-3988 **TOLL FREE TEL** \_\_\_\_\_  
**FAX** (608) 255-0814 **E-MAIL** rgottschalk@vandewalle.com

7. **Contact Person about your proposal if different from above:**  
**NAME** Marta Nelson **TITLE:** Associate Planner  
**TEL** (608) 255-3988 **TOLL FREE TEL** \_\_\_\_\_  
**FAX** (608) 255-0814 **E-MAIL** mnelson@vandewalle.com

8. **Orders and Billing Contacts and Mailing Address:**  
**NAME** Nonna Anderson **TITLE:** Business Manager  
**TEL** (608) 255-3988 **TOLL FREE TEL** \_\_\_\_\_  
**FAX** (608) 255-0814 **E-MAIL** nanderson@vandewalle.com  
**ADDRESS** PO Box 259036 **CITY** Madison **STATE** WI **ZIP+4** 53715-2028

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** Nonna Anderson **TITLE:** Business Manager  
**TEL** (608) 255-3988 **TOLL FREE TEL** \_\_\_\_\_  
**FAX** (608) 255-0814 **E-MAIL** nanderson@vandewalle.com  
**ADDRESS** PO Box 259036 **CITY** Madison **STATE** WI **ZIP+4** 53715-2028

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>  
 We are a registered local vendor (Mark ONLY if currently registered on the City website) \_\_\_\_\_ We intend to register as a local vendor



## RFP FORM D: PROPOSER REFERENCES

FOR VENDOR: Vandewalle & Associates, 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** University of Wisconsin System  
Address (include ZIP) 1220 Linden Drive, Madison, WI 53706-1525  
Contact Person Andy Richards Phone No. (608) 265-5953  
Contract Period 2009 – 2010  
Services Provided Statewide International Asset and Opportunity Scan

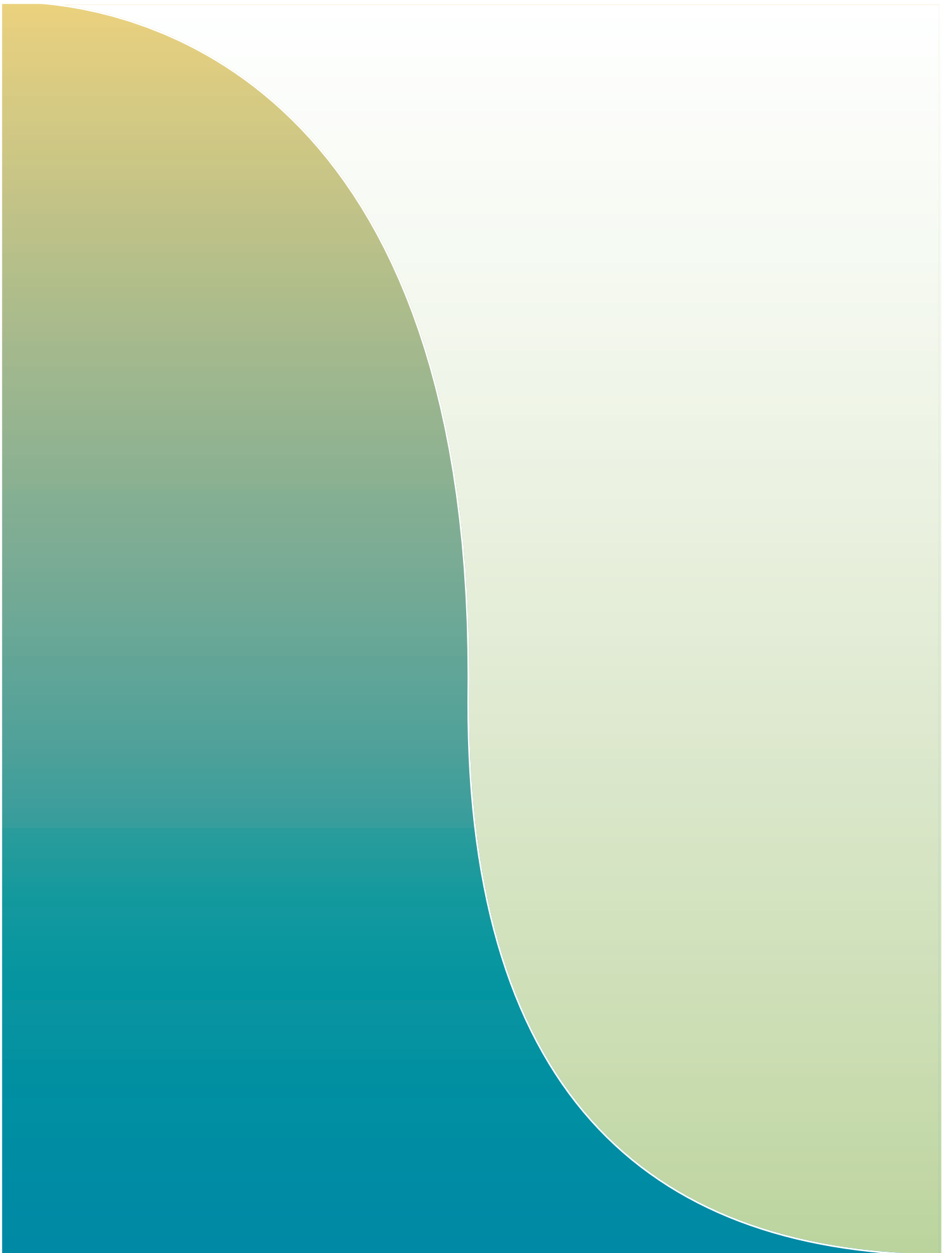
**Company Name** Quad Cities Chamber  
Address (include ZIP) 130 West 2nd Street, Davenport, IA 82801  
Contact Person Bill Ratzburg Phone No. (563) 823-2665  
Contract Period 2008 - 2012  
Services Provided Comprehensive Regional Asset and Opportunity Analysis

**Company Name** Madison Community Foundation  
Address (include ZIP) 2 Science Court, Madison, WI 53705-0010  
Contact Person Bob Sorge Phone No. (608) 232-1763  
Contract Period 2007 – 2009  
Services Provided Comprehensive Asset and Opportunity Analysis for 8 County Thrive Region  
(MCF was a 50% funder)

**Company Name** Madison Gas & Electric  
Address (include ZIP) 133 S. Blair Street, Madison, WI 53701-1231  
Contact Person Lynn Hobbie Phone No. (608) 252-4760  
Contract Period 2003 - present  
Services Provided Collaboration Council – Dane county Asset and Opportunity Analysis



## Chapter 2: Executive Summary





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## Executive Summary

Incredible momentum throughout multiple layers of the food economy has grown organically throughout Madison with projects such as the Southern Wisconsin Food Hub, FEED Kitchens, and localized Meet and Eat food cart events, among others. As part of this momentum, the Madison Public Market project has embraced a new and exciting vision since previous analyses were conducted in the past few years. While much of this work is relevant to provide context for the City of Madison's vision for the market, a fresh look at goal setting and project fine-tuning is required to help define the opportunity for a neighborhood-based local food market or broader food innovation district, one that could have an impact of deeper revitalization for City neighborhoods.

Vandewalle & Associates' response to the RFP is targeted to help support the project where we can have the biggest impact and provide the most useful insights to the City, by leading the Regional Food Asset Inventory and Opportunity Analysis element. We have been recognized across the Midwest for our innovative economic positioning practice, through which we identify assets and opportunities that most resonate with a specific place or region and can shape its future economy. Our portfolio includes identifying and communicating opportunities to scale-up the Midwest regional food system through the Good to Grow initiative, defining food and other economic opportunities for Thrive (now the Madison Region Economic Partnership), and undertaking comprehensive economic positioning analysis for both the 8-County Illinois/Iowa Quad Cities region as well as the surrounding 50+ County region of Northeast Iowa and Western Illinois.

We would approach this project by synthesizing the numerous existing data on regional and local food assets, working with a resource team of key food economy leaders, and developing "big picture" ideas that are inspired by regional, Madison metro, and neighborhood assets. These opportunities will capture unrealized potential and help to position the Madison Public Market to achieve utmost success as the mission, goals, and business plan are developed throughout the project.

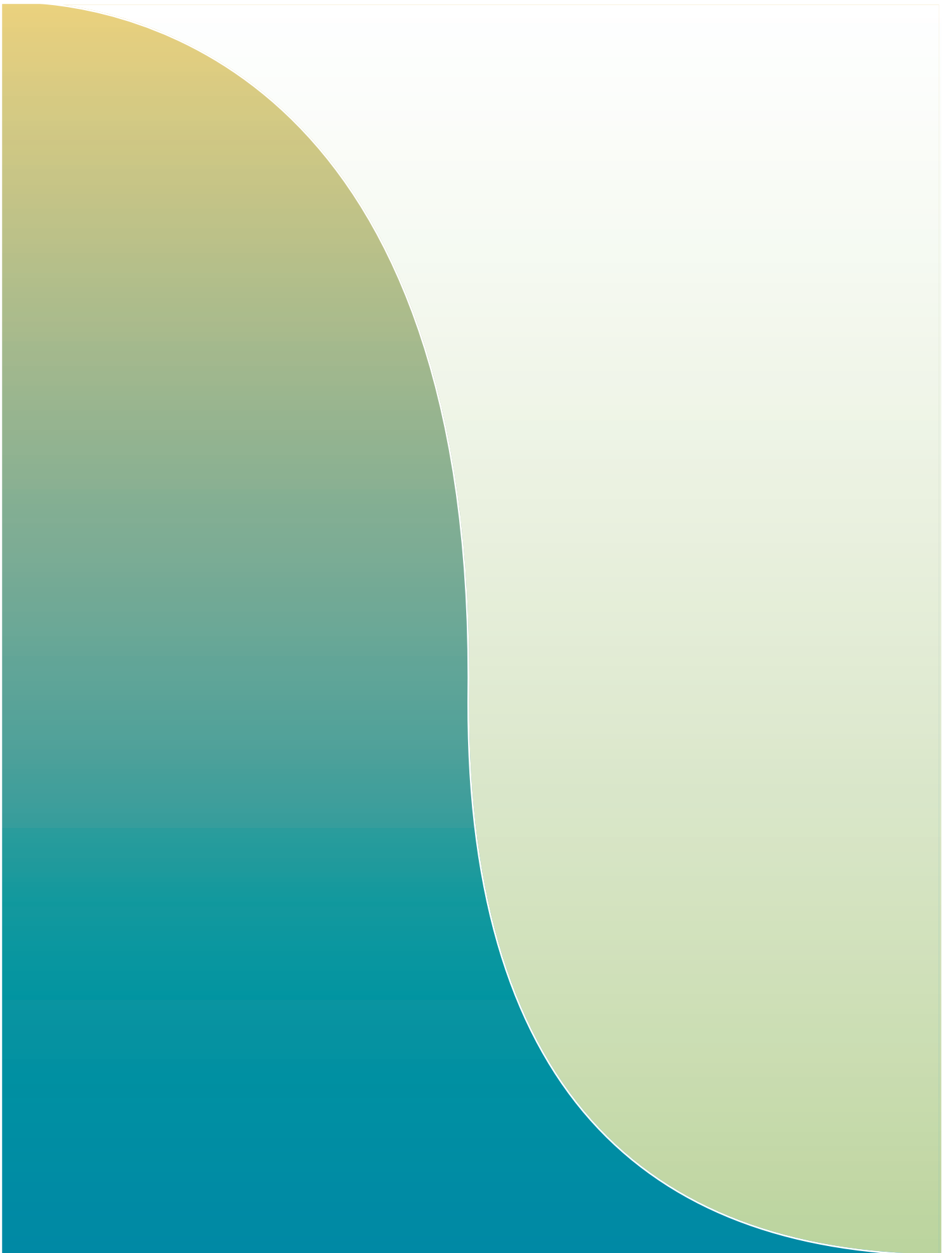
Our growing portfolio of food economy projects includes large-system regional thinking as well as many market-based projects, such as the Sheboygan Market District Plan and Food Hub Business Plan, the Freeport Food Enterprise Center, the Daventry Public Market, Waterloo Public Market, and the Sturgeon Bay Granary Market. We have developed relationships with several state and local food experts and advocates to explore local food issues and the growing body of cutting-edge research. Our multiple layers of expertise and extensive project experience will help inform our work to analyze the assets and identify opportunities that are unique to our region and to the Madison Public Market project.







## Chapter 3: Qualifications, Experience, and References





## Background and History



### Powerful thinking that turns assets to economic opportunities, catalytic projects, and solutions.

**Vandewalle & Associates** is a unique collection of highly talented individuals with expertise in economic strategy, planning, design, energy systems, food and water systems, redevelopment, architecture, marketing, and real estate. Founded in 1978 by Brian Vandewalle, who remains the sole proprietor and president, the firm has established itself as the Midwest leader in innovative economic positioning by working with clients to identify core assets and translate them into new economic opportunities.

We are attuned to changing global economic trends and know how to reposition declining industries and obsolete facilities to embrace new industries and opportunities. We know every corner of the region, every important industry, hundreds of regional economic development leaders, and most of the major employers. We have worked for the Midwest's largest metropolitan regions and global corporations, as well as its smallest towns and villages.

**What we do best.** With this exceptional pool of expertise and an agile team structure, we've developed innovative ways to tackle and shape the rapid change and major issues of today better than anyone else.

- **Building and Retooling Local, Metro, and Regional Economies.** Communities and regions across the country are struggling to find their

role in the global economy. As creative economic strategists, we look at things differently. We examine emerging economic opportunities, leverage place-based assets, align around a compelling economic vision, set a clear course of action, and define catalytic projects for change.

- **Catalyzing and Implementing Projects.** Not every project comes to us fully defined. We are adept at helping our clients discover the partners, project champions, and funding to answer multifaceted needs and make big ideas happen. We can coalesce, develop and manage the vision, and explain complex ideas along the way.

**Proven Results.** Vandewalle & Associates has an outstanding record of client service and on time and on budget performance. By building solid relationships with our clients, we've shaped sites, communities, cities, and regions into vibrant and magnetic economic centers. Take a look at Moline, Illinois; Waterloo, Iowa; Middleton, Wisconsin; and Racine, Wisconsin as just a few of our long-term, living success stories; places we've helped to leverage their assets for change. We encourage you to contact all of the listed references in RFP Form D: Proposer References as well as the dozens more that appear on our website, [www.vandewalle.com](http://www.vandewalle.com).



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## Project Team

Vandewalle & Associates is comprised of over 20 talented community and regional planners, economic development specialists, urban designers, landscape architects, and GIS mapping specialists. This multi-disciplinary team of professionals provides a comprehensive range of creative solutions and services required to create economically, socially, and environmentally sustainable communities.

The team members listed below all have a passion for local/regional food economies derived from growing up on a family farm, holding the conviction to volunteer with food system organizations, or the desire to empower our client communities to “go local” and incorporate food systems-thinking into their economies. The following staff members will provide key services for the Madison Public Market Project; additionally, other staff may be brought in to assist based on the skill sets required. For more information on staff roles, please see the table included in Chapter 4 that includes work hours by task.

**Marta L. Nelson, AICP** - An Associate Planner with over 5 years of experience, Marta will be the day-to-day contact and project manager, supporting Rob in developing content, research, and preparation of the final deliverables. Marta has worked extensively on the Waterloo Public Market in Iowa, as well as other economic development and redevelopment projects in Waterloo, Iowa and in Illinois.

**Colleen Johnson, AICP** - An Associate Planner with 8 years of experience, Colleen has led food-related economic development efforts including the Freeport Food Enterprise Center and the Sheboygan Food Hub Business Plan. Colleen will provide input in work sessions during the development of the opportunity analysis.

**Rob Gottschalk, RLA, AICP** - Rob will be the Principal-in-Charge of the Regional Food Asset Inventory and Opportunity Analysis for the Madison Public Market. As a leading expert in economic positioning, including asset opportunity analysis, Rob will direct research, drive the synthesis of the asset

analysis, and shape the vision for future opportunities. Rob will contribute expertise on regional economic drivers and opportunities, as well as contribute expertise in real estate market analysis and redevelopment as it relates to the Public Market.

**Brian Vandewalle, CEO/Owner**- Brian is a leading redevelopment and economic development expert with his finger on the pulse of real estate and economic development opportunities. He is known for not only developing but actively implementing visionary plans over the span of his 30+ year career. He will provide strategic review and input on the project.

**Elona Bartnick** - An Associate Designer with 8 years of experience, Elona will be responsible for preparing the assets and opportunities graphics. She has had similar roles in Moline and East Dundee, Illinois and Middleton, Milton, and other Madison, Wisconsin projects.

**Ashley Robertson** - Ashley is a new Assistant Planner that will support in-depth project research, support team meetings, and synthesize local and regional food assets as part of the project.

**Dan Eckberg** - A Geographic Information System Technician with 4 years of experience, Dan will provide GIS expertise on the project as necessary. Dan has extensive GIS data collection experience and has worked with other professionals around the state to collect mapping data. Dan will be responsible for preparing the GIS-based maps for the regional and local food asset analysis. Dan led GIS mapping efforts in Freeport and East Dundee, Illinois and Janesville, Wisconsin.

**Susan Hansen** - Communications support and graphic design oversight will be provided by Susan Hansen, V&A's Creative Director with over 20 years' experience. Susan has expertise in multiple mediums such as copywriting, complex graphic design, and web design. Susan will help the team to translate cool concepts into exciting graphics that will support the asset and opportunity analysis documents.



## Marta Nelson, AICP

Associate Planner  
Vandewalle & Associates



Marta Nelson is an Associate Planner on the Redevelopment Team. Marta has a unique range of experience working in economic development, food systems, grant procurement, corporate client projects, and renewable energy initiatives. To such venues, Marta brings her energies and skills in project management, responsive client service, problem solving, public engagement through charette facilitation, and process-oriented implementation. She also enjoys cross-pollinating ideas with design and communications teams to devise creative solutions and new business opportunities for our clients. Marta has worked extensively on downtown redevelopment projects in Waterloo, IA and Moline, IL, managing catalytic projects, such as Cedar Valley TechWorks, Moline Amtrak, and the John Deere Waterloo Tractor and Engine Museum.

Prior to joining Vandewalle & Associates, Marta was involved in river sustainability in the Chicago area for over five years, conducting community site plan reviews for river-edge development projects, such as the Chicago Spire, publishing environmental action plans for river sustainability, and leading educated stakeholders and citizens on urban canoe trips.

She also worked in the community development finance field, co-authoring a resource document for portfolio companies of positive impact venture capital funds.

### Education

- M.C.R.P. City and Regional Planning  
University of North Carolina  
Chapel Hill, North Carolina
- B.A. Geography  
University of Wisconsin  
Madison, Wisconsin
- Certificate Environmental Studies  
Nelson Institute for Environmental Studies  
University of Wisconsin  
Madison, Wisconsin

### Professional Licenses, Registrations, and Memberships

- Member American Planning Association, National and Wisconsin Chapters
- Member Friends of the Chicago River



## Colleen Johnson, AICP

Project Manager  
Vandewalle & Associates



Colleen Johnson specializes in redevelopment and economic development planning and implementation. She has advanced projects in over thirty communities for public, private, and not-for-profit clients. As project manager, Colleen brings together V&A's interdisciplinary team to identify catalytic economic opportunities, create visionary plans, and implement complex projects. Critical to her success are her abilities to establish and manage public-private partnerships, secure funding, meaningfully engage stakeholders, and advocate for bold visions needed to create change.

### **Redevelopment & Brownfields Project Management:**

Colleen has been highly involved in managing and supporting a number of Vandewalle & Associates "legacy" redevelopment projects—places where V&A has supported redevelopment and economic development since the 1990s. Her role has involved collaborative project management with principals-in-charge in places including Moline, Freeport, and Canton Illinois and Waterloo, Iowa. Brownfield redevelopment and funding procurement has been a strong focus of Colleen's work as contaminated sites are a frequently encountered obstacle in target redevelopment areas.

**Funding Recruitment:** Colleen's work has helped position her clients to secure tens of millions in project funding. She has been a lead author on over \$8 million in successful funding proposals for a wide variety of sources including U.S. EDA, EPA, USDA, HUD, FAA, DOT; Wisconsin DNR and Commerce; Illinois EPA, IDOT, DCEO, IEMA; Iowa's Office of Energy Independence; and corporate and community foundations. The grants she has procured and administered have in turn leveraged hundreds of millions in private investment.

**Organizational Planning and Strategy:** Colleen has developed business plans and advised on ongoing

business/organizational development strategy for a number of innovative projects including the Midwest Intellectual Property Management Institute in Moline, Illinois, the TechWorks Campus in Waterloo, Iowa (both collaborating with Deere & Company), and the Food Enterprise Center in Freeport, Illinois. These projects all leverage each region's unique assets—including top talent, labor force, technology, natural resources, economic clusters, and location—to stimulate regional economic change.

Colleen's success stems from her unique approach and diverse experiences both at V&A and in prior positions including internships in municipal planning, architecture, and sustainable design education; volunteering through Americorps VISTA to shrink the minority student achievement gap; and teaching undergraduate speech composition at UW-Madison. With this holistic foundation, Colleen is enthusiastic about meeting the challenges of reshaping economies, rebuilding cities, and preserving the rich landscape and heritage of the Midwest.

### **Education**

- M.S. Urban and Regional Planning  
University of Wisconsin  
Madison, Wisconsin
- B.S. Architectural Studies  
University of Illinois  
Urbana-Champaign, Illinois  
Versailles, France Architecture Study Abroad

### **Professional Licenses, Registrations, Memberships, and Presentations**

- Member, American Institute of Certified Planners
- Member, American Planning Association
- Member, Wisconsin Local Food Network
- Presenter, USEPA RLF Grantees Conference
- Member, Madison FEED Kitchen Advisory Committee
- Alumni, Alpha Rho Chi Architecture Fraternity



## Rob Gottschalk, RLA, AICP



Principal  
Economic Positioning and Regional Sustainability  
Vandewalle & Associates

With over 20 years of experience, Rob Gottschalk is a leading expert in regional economic positioning, asset analysis and opportunity identification, and implementation. Rob focuses his skills on crafting economic development strategies and sustainable development opportunities for regions, cities, and urban centers. His unique asset-based and whole-system approach uncovers opportunities that are truly rooted in a region's place-based assets.

Rob is currently working with the Water Council in Milwaukee, WI to prepare a Leadership Vision Strategy to advance Milwaukee as an international Freshwater R&D epicenter, working with the City of Madison to reposition and redevelop the Capital East Corridor District – Madison's largest redevelopment project in City history, and assisting the Madison Gas & Electric economic development team on several catalytic projects throughout the Madison region.

Regional innovation projects include asset and opportunity analyses for the seven-county Milwaukee 7 Region and the eight-county Madison Region in Wisconsin; an economic asset analysis for a Midwest 80+ County Region in Iowa, Illinois, and Wisconsin; leading an economic positioning and Global Growth Initiative for the Quad Cities Region of Iowa and Illinois; and the development of an economic vision and positioning framework for Jefferson County, Wisconsin. These projects involve distilling a comprehensive analysis of the region's economic and place-based assets, developing an economic and region building strategic framework, as well as crafting a compelling vision to align individual efforts.

Aligning corporate, academic, public sector, and nongovernmental executive leadership around a

core vision and leading the early stages of implementation is critical in these large-scale, multi-faceted projects.

Rob is passionate about making big visions happen on the ground and specializes in helping communities retool by developing the innovation capacity as well as centerpoints for emerging economies. He helped conceptualize and continues to help implement BioAg Gateway in Madison, Wisconsin. BioAg Gateway is a research and commercialization center focusing on growing new businesses and positioning, educating, and engaging the region and world in the future of Wisconsin's agriculture. Rob is also a seasoned project strategist, a skilled graphic communicator of complex ideas, and an inventive urban planner. He has been heavily involved in hundreds of development and redevelopment projects throughout the Midwest.

### Education

B.S. Landscape Architecture  
University of Wisconsin  
Madison, Wisconsin

### Professional Licenses, Registrations, and Memberships

Board of Directors, Natural Heritage Land Trust  
Member, Working Lands Steering Committee, State of Wisconsin

Member, 1000 Friends of Wisconsin

Founding Board Member, Blue Planet Partners  
Governor Appointed Member, Wisconsin Land Council, 2003-2005

Member, American Institute of Certified Planners (AICP)

Member, American Society of Landscape Architects





## Brian Vandewalle

President/CEO  
Vandewalle & Associates



Brian Vandewalle has been a leading strategic urban planner, economic development advisor, and development consultant to the Upper Midwest's communities and developers for over thirty years. His particular areas of expertise lie in urban planning, urban redevelopment, and urban design.

Mr. Vandewalle established Vandewalle & Associates, now a well-respected urban planning, economic redevelopment, and design consulting firm known for producing some of the most visionary land use plans in the country. While carefully building a unique, multi-disciplinary team, he has led the firm's development of a distinctive, comprehensive approach to economic repositioning which integrates planning, design, and market analysis. The developments that result are feasible and sustainable examples of "market-driven design."

With his finger on the pulse of the region's emerging technologies and economic sectors, Mr. Vandewalle applies a broad experience helping urban centers craft new, "place-based economies" that position them for a new economy. Highly instrumental in implementation, Mr. Vandewalle is an expert in generating consensus, forging partnerships, making key government and business linkages, determining financing sources, and recruiting end-users for urban development and redevelopment. Mr. Vandewalle is also a licensed real estate broker in the State of Wisconsin, and professionally practices commercial and industrial brokerage. This hands-on experience with project tenants and buyers helps him combine a sense of planning vision with a very realistic perspective on project feasibility.

In recent years, Mr. Vandewalle has served as the economic development advisor, planner, and real estate development advisor on many successful projects in the Great Lakes Region and Colorado. These projects include economic development and downtown revitalization in Middleton, Sheboygan, and La Crosse, Wisconsin; Moline and South Suburban Chicago, Illinois; Lansing, Michigan; Dayton, Ohio; and Waterloo and Davenport, Iowa. He worked with Lorain, Ohio on their waterfront redevelopment. He was also instrumental in master planning and economic development for the Milwaukee County Grounds Research Park and Medical Center. Mr. Vandewalle was awarded the "Best of Madison Business" in 2005 for his visionary work on the Madison, Wisconsin Mayor's "Healthy City" economic development initiative.

### Education

B.S. Urban and Regional Planning Architecture  
Ball State University  
Muncie, Indiana

### Professional Licenses, Registrations, and Memberships

Member, American Planning Association, National and Wisconsin Chapters

Licensed Real Estate Broker, State of Wisconsin

Member, 1000 Friends of Wisconsin

Member, Mid-American Economic Development Council

Member, Urban Land Institute





## Elona Bartnick

Associate Urban Designer  
Vandewalle & Associates



Elona Bartnick is an Associate Urban Designer involved in a broad range of projects at Vandewalle & Associates. She is skilled in the areas of site analysis, site planning and design, neighborhood design, landscape architecture, and graphic communication. These skills are utilized and communicated through computer graphics, CAD design, SketchUp modeling, GIS analysis, and hand illustration.

In her time at Vandewalle & Associates, Elona has contributed to a diverse range of projects, including assisting in land and development plans for mixed-use and traditional neighborhood projects. She has worked on a number of redevelopment and downtown master plans identifying areas that would benefit from reinvestment and revitalization and developing guidelines and site design for future redevelopment. Her involvement in comprehensive plan development includes creating regional and local asset and opportunity analysis, future growth or redevelopment scenarios and site designs, and additional graphics specific to each plan. Elona's landscape architecture experience focuses on design and construction documents for hardscape and planting plans for parks, streetscapes, naturalized areas, roadway planting schemes, riverfronts, and urban design elements.

Projects that Elona has been and continues to be involved in include: Grandview Commons Neighborhood in Madison, Wisconsin; Fitchburg Technology Campus in Fitchburg, Wisconsin; Brookfield, Wisconsin and Lake Geneva, Wisconsin Comprehensive Plans; Marshfield Zoning Ordinance; Harwood Heights, Illinois Streetscape; Ripon, Wisconsin Downtown Master Plan; Thrive-Madison Region and Quad Cities Region Assets and Opportunities Analysis; and Middleton, Racine, and Sturgeon Bay, Wisconsin; and Waterloo, Iowa Redevelopment and Implementation.

### Education

B.S. Landscape Architecture  
University of Wisconsin  
Madison, Wisconsin

### Professional Licenses, Registrations, and Memberships

Associate, American Society of Landscape Architects National and State Chapters



## Ashley Robertson

Assistant Planner  
Vandewalle & Associates



Ashley joined Vandewalle & Associates in June 2013 to assist in the firm's work in redevelopment and economic positioning projects, including projects in Freeport and Streator, Illinois and in Port Edwards and Madison, Wisconsin. She is particularly invested in reenergizing cities across the Midwest, and has studied economic repositioning of cities large and small.

Ashley's work in economic development has included the study of nanotechnology's influence on the Triangle region in North Carolina, focusing on how firms and universities work together to spur growth in a region. Ashley is also well versed in historic preservation and adaptive reuse, and brings the firm experience in community development and transportation planning from her work with the unique Atlanta BeltLine project. She is a skilled researcher, having worked with the Library of Congress on Capitol Hill producing research on various issues pertaining to foreign affairs, defense, and trade.

### Education

- M.C.R.P. City and Regional Planning  
Focus on Real Estate & Placemaking  
University of North Carolina – Chapel Hill  
Chapel Hill, North Carolina
- B.A. International Studies  
Spelman College  
Atlanta, Georgia

### Activities and Affiliations

- FLAS Fellow in the Carolina Center for the Study of the Middle East and Muslim Civilization; May 2012 – May 2013
- UNC-CH DCRP Planner's Forum (co-President);  
Dec 2011- Dec 2012
- UNC-CH DCRP Diversity Comm. and Admissions  
Comm. Aug 2011- Present



## Daniel Eckberg

GIS Technician  
Vandewalle & Associates



Dan Eckberg is a GIS Technician with Vandewalle & Associates and has the primary responsibilities of map creation; data acquisition, organization, and manipulation; and spatial data analysis.

Dan has experience with Environmental Systems Research Institute's (ESRI) ArcDesktop GIS software packages and utilizes this knowledge to effectively apply cartographic techniques to a range of planning projects. During his time with Vandewalle & Associates, Dan has worked on a variety of projects. These include identifying developable land for the Jefferson and Columbia County Farmland Preservation Plans, evaluating bike trail routes for the Village of Oregon, mapping student study abroad data for the UW-Internationalization Project, analyzing demographics of food deserts in Freeport, Illinois, geo-coding survey results for several Madison development projects, designing and creating a database of potential Brownfield sites for the City of Janesville, creating and editing comprehensive plan maps, and completely updating the Official Zoning Maps for Portage, Whitewater, Fontana, East Troy, Prairie du Sac, and Marshfield, Wisconsin.

Dan has also worked on several large-scale highway corridor impact analysis studies with Vandewalle & Associates. These include the US 14 project in Rock County, the Wis 23 project in Fond du Lac County, the US 51 project in Dane County, and the US 41 Interstate conversion between Green Bay and Milwaukee. Dan's work on these projects has focused

on preparing mosaics of local and regional maps from a broad variety of sources into corridor-wide maps which compile data depicting soils, natural resources, existing land use and adopted land use plans from towns, villages, cities, counties, and regional and federal agencies. These maps are the focus of the Expert Panel analysis of highway alternatives for the Indirect and Cumulative Effects portion of the DEIS and EIS phases of WisDOT's analysis under NEPA and WEPA.

Prior to joining Vandewalle & Associates, Dan worked as a GIS research assistant at the Minnesota Population Center. His responsibilities included helping to update the National Historic Geographic Information System (NHGIS) by realigning digital United States census tract boundaries. Before that, Dan held an internship with U-PLAN, a community planning group for the Frogtown/Rondo neighborhood of St. Paul, Minnesota. In this position, Dan helped design a traffic impact analysis for the neighborhood using the CommunityViz extension of ArcGIS.

### Education

B.A. Geography – City Systems  
Minor Geographic Information Systems  
Magna cum laude  
University of Minnesota  
Minneapolis, Minnesota



## Susan Hansen

Communications Creative Director  
Vandewalle & Associates



Susan Hansen is an experienced marketing communications specialist, focused on development of communication materials and concepts. Responsibilities at Vandewalle & Associates include finding marketing solutions for Vandewalle & Associates and our clients, as well as directing, designing and producing creative documents and marketing materials.

Susan has over fifteen years of advertising agency experience as copywriter, designer, and creative director, as well as related background in landscape architecture. She has worked to create selling concepts, marketing platforms, design, and copy, and brand voice for a wide range of clients. Susan has developed print materials, as well as radio, television, and video.

Brand creation is an area of particular interest in all of Susan's work, whether it's marketing, or communicating a "sense of place." In the past, she was responsible for helping create unique brand images for European-based Philips Healthcare, HOPPE, and BBC Technologies; as well as Mercury Marine, Kohler, CUNA Mutual Group, GE Healthcare, Oscar Meyer, Rayovac, and Kraft in the United States.

Susan has been involved with the Milwaukee 7 Economic Positioning project, the Madison Healthy City Initiative, and Rifle Colorado Economic Positioning projects. Current projects include: Midwestern Governors Association Web Sites, Waterloo Anew Campaign, and Capitol Gateway Corridor Market Positioning.

### Education

B.A.	Journalism University of Wisconsin Madison, Wisconsin
Minor studies	Graphic design University of Wisconsin-Madison University of Wisconsin - Milwaukee
In progress	Professional Landscape Architecture University of Wisconsin Madison, Wisconsin

### Professional Licenses, Registrations, and Memberships

Phi Beta Kappa  
Student Chapter Member, American Society of  
Landscape Architects



## Relevant Experience

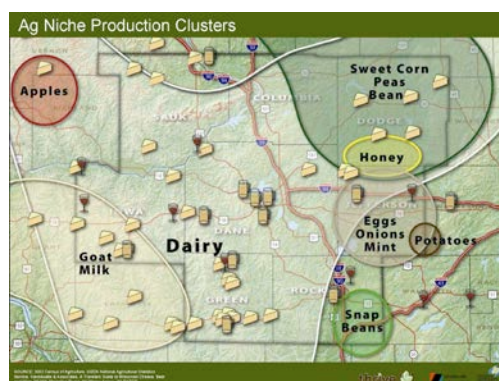
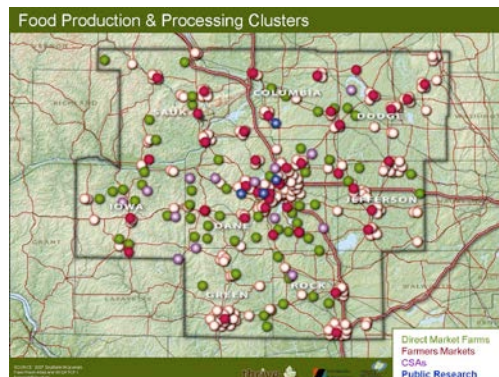
### Asset & Opportunity Analysis with Food Focus

**Thrive Regional Assets and Opportunities Analysis: Eight-County Madison Region:** In 2008, Vandewalle & Associates conducted a 10-month Regional Asset and Opportunities analysis for the 8-County Madison Region. This included a systematic and comprehensive inventory and analysis of the various socio-economic, cultural and geographic forces shaping the region.

Working with a variety of regional leaders, Vandewalle & Associates identified key opportunities based on regional strengths and global trends. Key place-based opportunities for Thrive and the 8-county region included: Growing the regional food production and processing industry; Building the bio- and green economies; Integrating biomedical, healthcare and wellness; Packaging place-based tourism; Building a 21st century transportation system; Becoming the North American Bike Capital; Advancing the wellspring innovation system; and becoming a sustainable solutions regional laboratory.

The Assets and Opportunities Initiative resulted in:

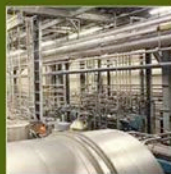
- ❑ An aggregation of key place-based economic data at the 8-County regional level to be used internally and externally;
- ❑ Identification, communication, and alignment of assets of the region toward emerging opportunities; and
- ❑ Identification and creation of place-based opportunities that inform long-term strategic directions in the 8-County region



### Grow Regional Food Production & Processing Industry

#### ASSETS

- Dairy, animal and food science expertise
- Soils and water
- Infrastructure and logistics
- Processing equipment skills
- Food packaging
- Marketing firms
- Pioneering and prototyping center for regional foods



OPPORTUNITY 1





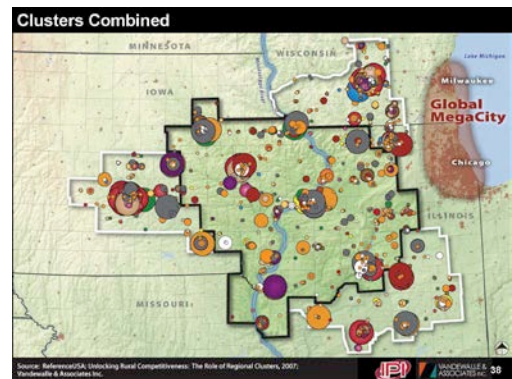
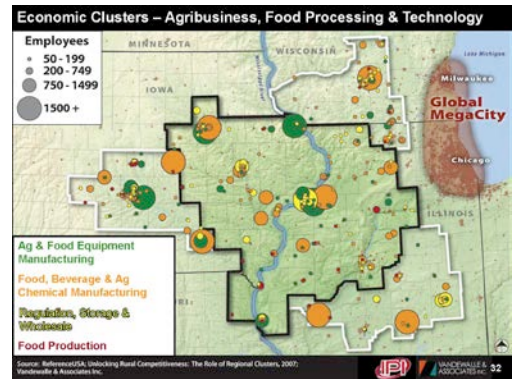
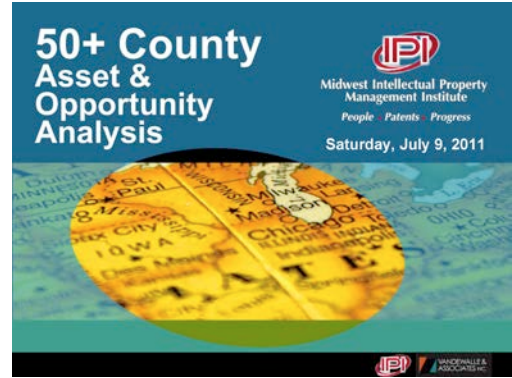
## 50+ County Asset & Opportunity Analysis: Eastern Iowa and Western Wisconsin:

In 2008, Building on the work generated for the 8-county Quad Cities Region Global Growth Initiative, the Midwest Intellectual Property Institute retained Vandewalle & Associates to conduct a 50-county asset and opportunity analysis of eastern Iowa and western Illinois to help assess macro economic opportunities and common competitive strengths of the broader regional economy, and to help discover how the IPI might engage the tools needed to scale-up commercialization, prototyping, and production of technologies within its 50-county service area.

With this information the IPI could help communities in its 50-county region work collectively, and expand their pools of necessary elements of innovation: talent, skill sets, intellectual property, business/entrepreneur resources, and equity capital.

In addition to an asset and opportunity analysis of the 50-county region, Vandewalle & Associates also looked beyond the 50 counties and conducted the region's first "50+ County Regional Asset and Opportunity Analysis" that identifies the collective set of regional assets for growth across three states, including one of the country's most important high production ag regions, and strongholds of applied technology, and research and development wellsprings. The 50+ report includes:

- ❑ A detailed analysis, facilitating a deeper understanding of the 50+ Region's collective economic and innovation assets, both as a means for the Region to better understand commonalities and shared interests, as well as to suggest areas of specialization and competitive advantage;
- ❑ Several opportunities to inspire collaboration as a Regional Innovation System, and focus development and deployment of innovation clusters;
- ❑ A strategic framework to target economic clusters in the 50+ Region related to patents, intellectual property, and human capital.

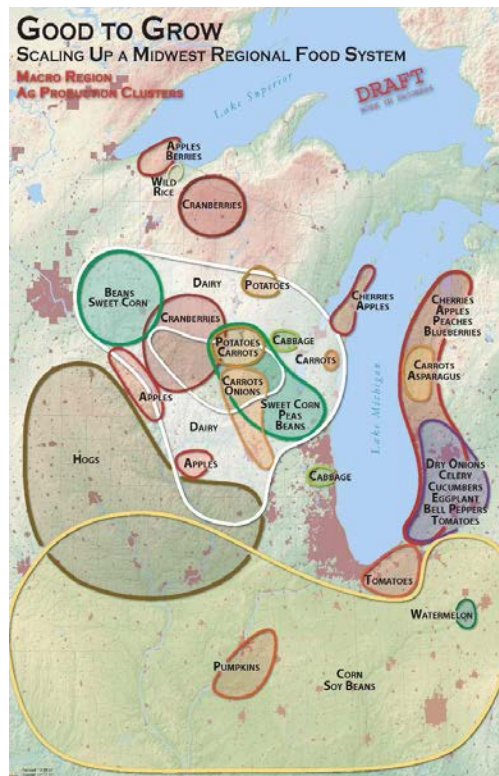




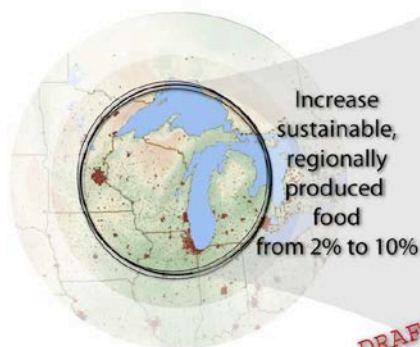
## Good to Grow – Regional Food Strategy: Madison/ Milwaukee/Chicago Region:

Vandewalle & Associates was contracted through funding from the Kelley Foundation to help lead the "Good to Grow" Regional Food Strategy Initiative. The overarching goal of this project was to play a catalytic and strategic role in helping the Upper Midwest increase consumption of sustainable, regionally produced and processed food from 2% to 10% within 7 to 10 years. The first phase of the project developed a cohesive strategic framework for scaling up a regional food system to serve the 11 million population of the Madison / Milwaukee / Chicago region, and to build partners. Vandewalle & Associates' primary role was to help define strategic direction, conduct a regional food system asset analysis, and provide communications expertise.

Initial partners in the project include Blue Planet Partners; CALS, CIAS, the Extension, and the Ag Innovation Center at the University of Wisconsin; DATCP; WK Kellogg, the Michael Fields Agricultural Institute, and a number of emerging partners from Illinois, Iowa, Michigan, and Minnesota. The "Good to Grow" strategies continue to help communicate an overarching strategy and build momentum for the region's local food system.

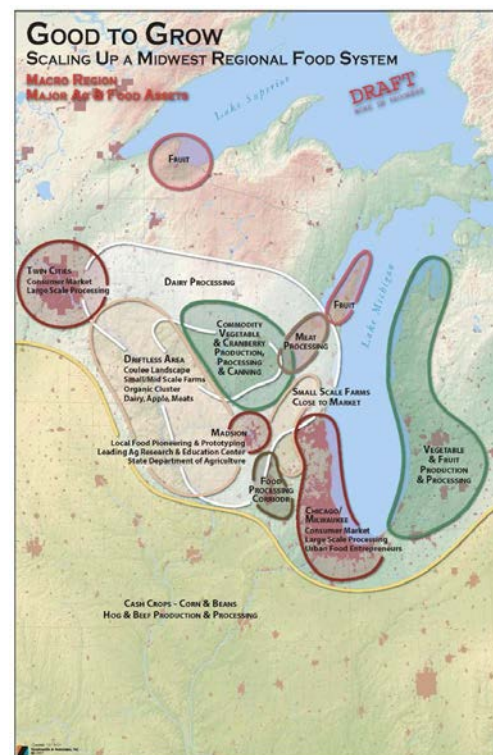


### GOOD TO GROW SCALING UP A MIDWEST REGIONAL FOOD SYSTEM STRATEGIC FRAMEWORK



#### Strategic Directions

- 1 Aggregation
- 2 Values-based supply chain development
- 3 Market & infrastructure development
- 4 Business / enterprise development
- 5 Labor and capital for new business models
- 6 Political and organizational alignment and mainstreaming
- 7 Consumer values shift and increasing consumer demand
- 8 Logistics and distribution
- 9 Producer growth and engagement
- 10 Food system and applied technology research and development



A list of our project references can be found in Chapter 1: Required RFP Forms, RFP Form D: Proposer References.



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### **Disclosure of Conflict of Interest**

Vandewalle & Associates works with the City of Madison and with local and regional partners on other planning, economic development, and redevelopment projects. However, no member of Vandewalle & Associates' ownership, management, or staff has vested interest in any firm, consultant, or subconsultant involved in the Madison Public Market project, any aspect of the project, or with the Department of Planning and Community and Economic Development or the City of Madison.

### **Disclosure of Contract Failures, Litigations**

Vandewalle & Associates does not have any alleged significant prior or ongoing contract failures, contract breaches, or any civil or criminal litigation pending within the last three years.

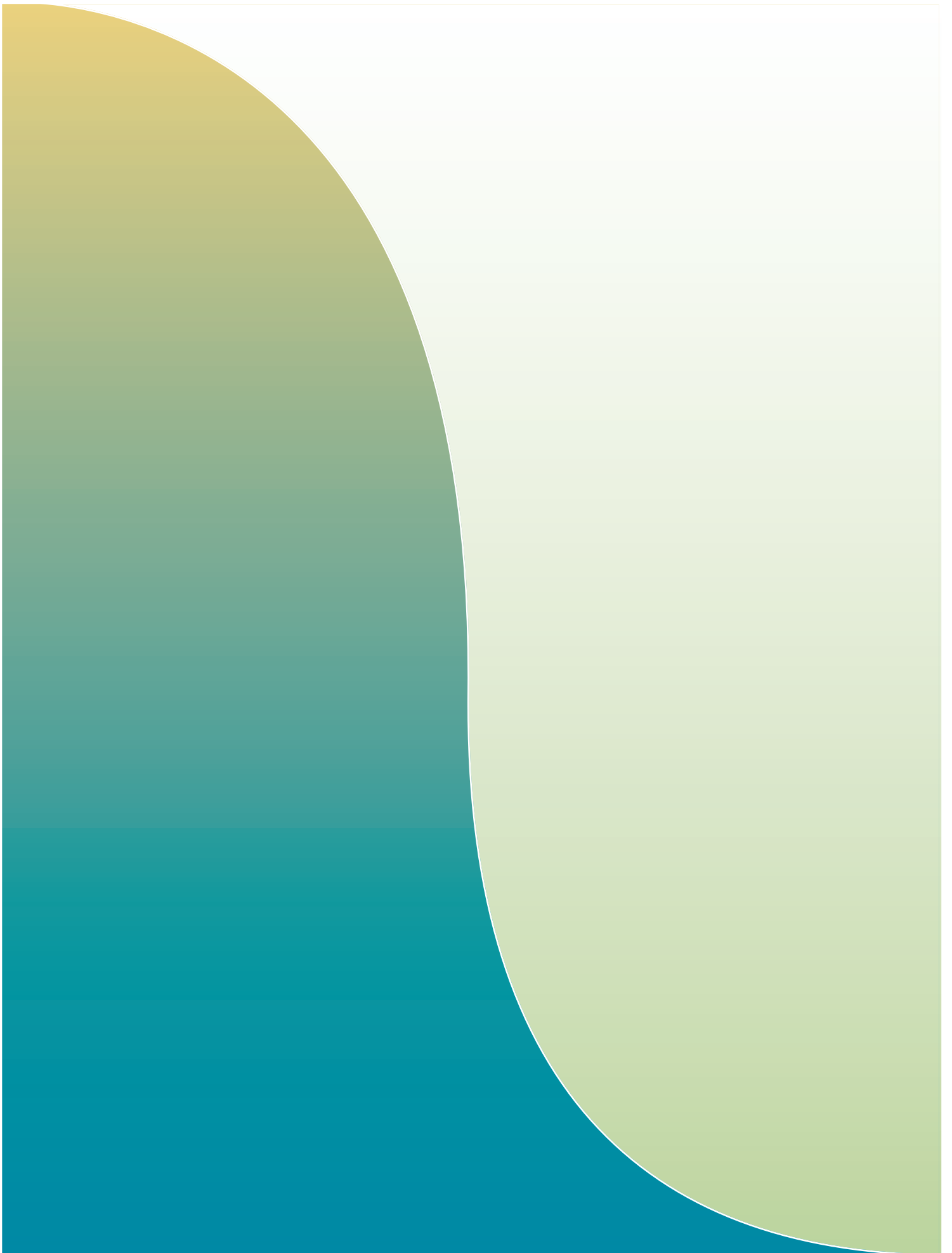
### **Financial Capability**

Vandewalle & Associates is financially stable and has the capability to perform the work outlined in the scope of services.





## Chapter 4: Project Approach





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## Project Approach

Vandewalle & Associates' response to the RFP is targeted to help support the project where we can have the biggest impact and provide the most useful insights to the City, by leading the Regional Food Asset Inventory and Opportunity Analysis element. We have been recognized across the Midwest for our innovative economic positioning practice, through which we identify assets and opportunities that most resonate with a specific place or region and can shape its future economy. We would approach this project by synthesizing the numerous existing data on regional and local food assets, working with a resource team of key food economy leaders, and developing "big picture" ideas that are inspired by regional, Madison metro, and neighborhood assets. The opportunities defined in this work element will capture unrealized potential and help to position the Madison Public Market to achieve utmost success as the mission, goals, and business plan are developed throughout the project.

### Proposed Technical Approach

#### ***Task 1: Synthesis of Existing Assets, Mapping, and Identification of Opportunities***

This task is the core of the proposed work, and includes several subtasks.

##### **Task 1.1: Conduct Local and Regional Food Assets Research and Synthesis**

Vandewalle & Associates will synthesize regional food assets from an approximately 200-mile region around the Madison Metro area. Regional data will be analyzed by synthesizing existing data as much as possible and filling in the gaps with additional research that is deemed critical to understanding the opportunities in the regional food system relative to a Madison Public Market / food innovation district.

- a. Regional assets that will be synthesized for the approximate 200-mile area around Madison will include the following:
  - i. Producer regions

- ii. Direct market relationships between surrounding areas and the City of Madison, including growth in suburban development projects in the region
  - iii. Direct Market and Community Supported Agriculture Farms
  - iv. Farmers Markets and other food retailers that currently feature local foods
  - v. Food processing businesses within dairy, meat, beverages, grain, canneries, food products, and confections industries
  - vi. Existing applicable data from regional food system partners, such as UW-CIAS, UW-Extension, UW-URPL, DATCP, REAP, and others
- b. Local Assets that will be synthesized for the City of Madison and Madison Metro Area include the following:
    - i. Assets identified through review of existing City of Madison reports related to the Public Market
    - ii. Underserved neighborhoods / food deserts – drawing from an existing 2010 UW-Madison GIS analysis of Madison food deserts and considering any other updated data including income demographics and accessibility of retail outlets
    - iii. Existing businesses, infrastructure, and land use patterns necessary to support a food outlet, aggregation/distribution point, or food innovation district
    - iv. Mobility analysis, including accessibility by car, bus, and bicycle to different subareas of the City
    - v. Demographic analysis such as LMI populations, income, and spending power
    - vi. Institutional food purchasers and distribution systems in Madison, including food pantries, the UW food system, corporate institutions, health care, and the school district (drawing from existing analysis conducted by the Institutional Food Market Coalition as well as any additional needed data)



- vii. Emerging consumer outlets in both served and underserved areas
- viii. Farmers Markets throughout the City
- ix. Urban agriculture sites and community gardens
- x. Food-related marketing and education opportunities
- xi. Agriculture-related education/training programs
- xii. Existing food initiatives and food-related infrastructure
- xiii. Other city economic development and place-making initiatives that could be leveraged to add to the outcome of the Public Market's success

### **Task 1.2: Develop Opportunity Analysis and Mapping of Regional and Local Food Assets**

The opportunity analysis will provide the “big picture” ideas that are inspired by regional, Madison metro, and neighborhood assets and are grounded in the unrealized potential that can shape the mission and business plan of the Madison Public Market. A series of maps will be developed that build a compelling case to show the assets and opportunities as they relate the Public Market.

### **Task 2: Input from Public Market Resource Team and the Madison Local Food Committee**

The City of Madison recognizes the importance of getting meaningful input on the Madison Public Market project throughout the process. For the Regional Food Asset Inventory and Opportunity Analysis, Vandewalle & Associates would work with two types of groups.

### **Task 2.1 and 2.4: Meetings with Madison Local Food Committee**

Two (2) meetings with the Madison Local Food Committee will be essential to understand the Committee's vision, guidelines, and goals for the Public Market project. We recommend that these two meetings have the following focus:

- a. An initial meeting to discuss the approach and scope of the project will help to identify

resources, define parameters for the asset and opportunity analysis, and articulate the Committee's vision for the project.

- b. A second meeting will include a presentation to the Committee on the synthesis of regional and metro assets and a draft memorandum/ presentation of the opportunities for the Public Market project.

### **Task 2.2 and 2.3: Meetings with the Public Market Resource Team**

Vandewalle & Associates will work with the City of Madison to determine a Resource Team of key food project leaders and thinkers, including but not limited to the, UW-Extension Dane County, Dane County Food Council, UW-Madison, Madison Region Economic Partnership, Fairshare CSA Coalition, FEED Kitchens, WI Food Hub Cooperative, REAP Food Group, WI Local Food Network, and other key members of the Dane County Food Coalition, among others identified by the Madison Local Food Committee.

Meetings of the Public Market Resource Team will offer a productive and collaborative forum for food experts in the region to share professional knowledge and perspectives, identify sources of information, provide analysis or issues of core interest, help steer the analysis, and identify ongoing initiatives in local and regional food assets. Two (2) meetings of this group will be held during this phase of the project, but the Resource Team could be designed to be a resource for other phases of the project as well.

- a. An initial meeting of the Public Market Resource Team will build on preliminary data findings of the asset synthesis, contribute the primary leader and expert resource input and synthesis of the regional, Madison metro, and neighborhood food system and related assets, and discuss project schedule and goals.
- b. A second meeting of the Public Market Resource team will include input and discussion on the initial Opportunity Analysis prior to the final summary report.



### Task 3: Development of Deliverables and Presentation of Findings

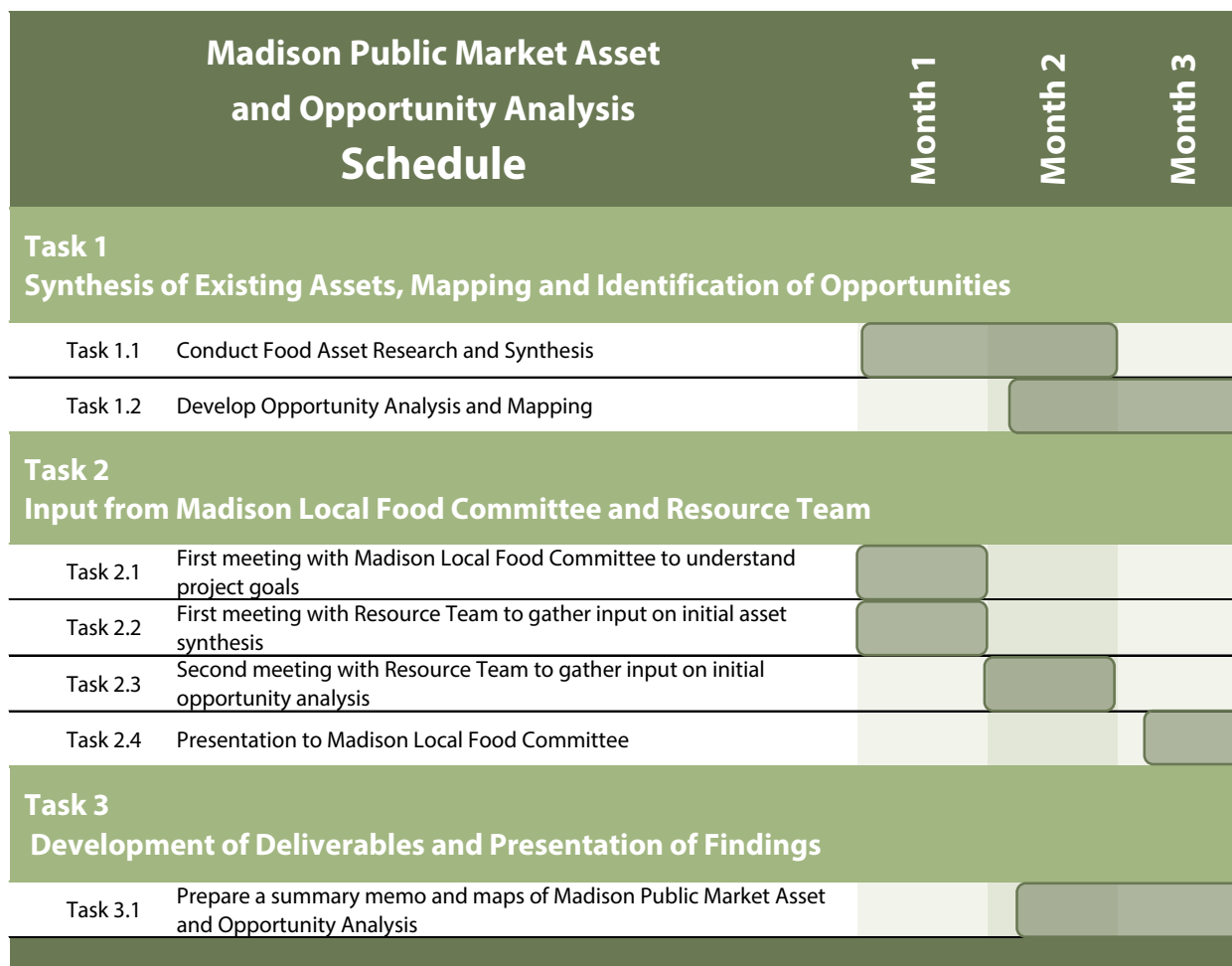
Vandewalle & Associates will create a “user-friendly” Regional Food Asset Inventory and Opportunity Analysis that can be incorporated into the later stages of the project. There will be a draft of the asset and opportunity analysis provided to the Resource Team for input prior to the final draft.

The final deliverables will include:

- a. Summary memorandum (15-20 pages) including a synthesis of existing assets, an opportunity analysis with maps embedded in the document, and ideas to shape the direction of the Public Market.
- b. Series of 5-7 maps to display asset mapping findings and build the case for opportunities for the Madison Public Market.
- c. Companion PowerPoint presentation.

### Work Plan and Schedule, including milestones

We anticipate a 3 month time period for the Regional Food Asset Inventory and Analysis. The work plan and schedule are outlined below.





## Estimation of Total Work Hours by task

<b>Madison Public Market Asset and Opportunity Analysis Proposed Compensation</b>	Team Members and Hours								
	Rob Gottschalk <i>Principal Planner</i>	Brian Vandewalle <i>CEO/Owner</i>	Marta Nelson <i>Associate Planner</i>	Ashley Robertson <i>Assistant Planner</i>	Colleen Johnson <i>Associate Planner</i>	Elona Bartnick <i>Associate Designer</i>	Dan Eckberg <i>GIS Technician</i>	Susan Hansen <i>Communication Director</i>	Total Work Hours
<b>Task 1</b>									
<b>Synthesis of Existing Assets, Mapping and Identification of Opportunities</b>									<b>214</b>
Task 1.1 Conduct Food Asset Research and Synthesis	10	2	35	10	10	35	5		107
Task 1.2 Develop Opportunity Analysis and Mapping	10	2	35	10	4	35	5	6	107
<b>Task 1 Hours by Position</b>	<b>20</b>	<b>4</b>	<b>70</b>	<b>20</b>	<b>14</b>	<b>70</b>	<b>10</b>	<b>6</b>	
<b>Task 2</b>									
<b>Input from Madison Local Food Committee and Resource Team</b>									<b>72</b>
Task 2.1 First meeting with Madison Local Food Committee to understand project goals	4		5	4		5			18
Task 2.2 First meeting with Resource Team to gather input on initial asset synthesis	4		5	4		5			18
Task 2.3 Second meeting with Resource Team to gather input on initial opportunity analysis	4		5	4		5			18
Task 2.4 Presentation to Madison Local Food Committee	4		5	4		5			18
<b>Task 2 Hours by Position</b>	<b>16</b>	<b>0</b>	<b>20</b>	<b>16</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	
<b>Task 3</b>									
<b>Development of Deliverables and Presentation of Findings</b>									<b>45</b>
Task 3.1 Prepare a summary memo and maps of Madison Public Market Asset and Opportunity Analysis	5	2	14	8	8	8			45
<b>Total Hours by Position</b>	<b>41</b>	<b>6</b>	<b>104</b>	<b>44</b>	<b>22</b>	<b>98</b>	<b>10</b>	<b>6</b>	<b>331</b>



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### **Critical Success Factors, Key Challenges, and Potential Roadblocks**

Vandewalle & Associates recommends that an asset and opportunity analysis be conducted before undertaking a business plan and site selection for a high profile project, such as the Public Market. The outcomes of the asset analysis can help circumvent problems derived from a confusing direction or from work undertaken without an informed vision based on regional and city strengths.

### **Responsibilities of City Staff**

Our work plan and scope anticipates utilizing data provided by City Staff and experience from members of the Neighborhood Resource Teams on neighborhoods and subareas of the City during the synthesis of food system assets and development of food opportunities that can shape the public market. We will depend on City Staff to help us identify key leadership and knowledgeable partners for input and participation on the Resource Team, and ask for support for coordination and staffing the meetings within this scope.

### **Other Information about Team's Approach**

Vandewalle & Associates has conducted asset and opportunity analysis in several cities and regions throughout the Midwest and has proven expertise in defining the assets and opportunities of a place to assist in shaping future direction for local and regional economies. Furthermore, the team at Vandewalle & Associates is immersed in food projects around the Upper Midwest, including public markets, food hubs, and entrepreneurial food-related incubators for our clients in Wisconsin, Illinois, and Iowa.



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MILWAUKEE: 342 N. Water St., Suite 400 • Milwaukee, WI 53202 • 414-421-2001