

Madison Public Market Financial and Fundraising Consultant Proposal

RFP #: 8525-0-2016-BP

May 4, 2016

Prepared For:
Economic Development Division



Prepared By:



Hope Community Capital LLC
9126 Eagle Nest Lane
Middleton, WI 53562



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Hope Community Capital LLC
9426 Eagle Nest Lane
Middleton, WI 53562

RE: RFP #: 8525-0-2016-BP
Madison Public Market Financial and Fundraising Consultant

To Whom It May Concern:

Thank you for the opportunity to submit a proposal to provide experienced financial consulting to support the City of Madison (the "City") in its efforts to secure the financial capital necessary to undertake the Madison Public Market project (the "Project"). Based on our review of the Request for Proposal ("RFP") and supporting documents, we understand that the Project is estimated to cost \$14 million. We also understand that this project relies on several, diverse sources of financial capital including New Markets Tax Credits ("NMTC" or "NMTCs") and other public and private funds, including an estimated \$2.5 million in private capital raised through foundation support and individual donors.

Our approach for this engagement is to provide the City with focused, efficient consulting to access, structure, and manage a variety of complex community development finance tools with the goal of supporting the capital raise efforts necessary to bring the Project to fruition. This will include advice and analysis of various financing options and structures for the Project, including the role that fundraising, loans (both conventional and public finance facilitated), tax credits, and impact investments, will play in the project. Given the Madison Public Market's distinctive sustainable development plans, Hope Community Capital LLC ("HOPE", "the HOPE Team") anticipates seeking "sustainability" or "green" sources of capital for this project. In addition to financial advice, HOPE will assist in the navigation of real estate finance/development issues, calling on our skills and experience in urban planning, sustainable development (LEED Accredited Professional), lending, and community and economic development finance. Two principles drive our approach: one, we will advise on this engagement through an equitable, sustainable development lens, and; two, we view this as an opportunity to work alongside City staff to build their competency and familiarity with the powerful NMTC tool, building the capacity of the City staff to take on more NMTC projects in the future. As the City's Consultant, HOPE will:

- **Determine eligibility** for the project and its location for a variety of capital sources;
- **Design a transaction structure** that is NMTC-compliant and works well with other sources of capital with the goal of generating maximum benefit to the City of Madison, the tenants and customers of the Madison Public Market, the neighborhood in which it is located, and the regional food economy that is impacted by it;
- **Analyze the anticipated community and economic impact** of the project, with particular focus on food access and food equity issues throughout the regional supply and outlet chains;
- **Analyze the ongoing financing cost of the project and** prepare City staff and elected officials for this ongoing cost;
- **Prepare a financing package** to present to potential NMTC Allocatees, financial institutions, and investors (an offering memo and a full loan application/investment package as required);
- **Obtain and analyze term sheets** from potential financing sources (investor, leverage lenders, Allocatee/CDE);
- **Work closely with the Work Component 2 team to structure** whether and how philanthropic and donated capital may be leveraged into the NMTC structure;





- **Provide education to philanthropic and private donors about how their contributions will work with the structure** and how their dollar(s) will be leveraged at about 1:1.2 times through the structure;
- **Educate and engage project stakeholders** about the transaction and act as advisor throughout the process, with particular coordination with capital campaign consultant to deliver a consistent messaging strategy that benefits the City and project constituents;
- **Assist the City in developing a compliance and reporting procedure** for the NMTC and other sources of capital, as required;
- **Act as liaison** between the City and all other parties to the transaction, especially through the closing; and
- **Provide ongoing technical assistance and advice, post-closing**, through the first compliance reporting period (12 months post-closing).

If you accept the terms of this proposal, together we will confirm plans for Hope Community Capital LLC to provide consulting services via a contractual agreement.

I look forward to working with you to help move the Madison Public Market forward. In the meantime, if you have any questions, please do not hesitate to connect with me at 816-807-9295 or by email at carrie@hopecommunitycapital.com.

Sincerely,

Carrie Vanderford Sanders, Principal
Hope Community Capital LLC



3.1 SECTION 1

General Information, Signatures, and Required Guarantees and Certifications

a. Form A – Signature Affidavit

We have included the completed Form A in **Appendix C – Completed Forms** of this proposal.

b. Form B – Receipt Forms and Submittal Checklist

We have included the completed Form B in **Appendix C – Completed Forms** of this proposal.

c. Form C – Contractor Profile Information

We have included the completed Form C in **Appendix C – Completed Forms** of this proposal.

d. Form E – References

We have included the completed Form E in **Appendix C – Completed Forms** of this proposal.



3.2 SECTION 2

Policy and Procedure Questionnaire

1. List any and all contracts your firm has done for the City of Madison

Hope Community Capital LLC and its subcontractors have not been contracted for any previous work with the City of Madison. Hope Community Capital's Principal, Carrie Vanderford Sanders, is also the Director of Economic and Community Development of Nehemiah Center for Urban Leadership, which has a contract pending with the City of Madison.

2. Disclosure of Contract Failures, Litigations

Hope Community Capital LLC has never had any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation, or investigation pending which involves Hope Community Capital LLC, its Principal, nor any of the proposed team members and their principals.



3.3 SECTION 3 Project Overview Qualifications

1. Firm/Team

Responding to this RFP is a team comprised of three firms: Hope Community Capital LLC (Lead), Sustainable Development Fund, Inc., and JMC Business Solutions (“HOPE” or the “HOPE Team”). The team, combining the unique skills and experience of three entities, brings several years of community development finance experience to bear, with deep knowledge of the New Markets Tax Credit (“NMTC”) program in a variety of high-impact projects across the nation, with specific experience in working with municipalities who use the NMTC to further their economic development goals. As a local, Madison-based team, we have been involved in reviewing the various plans for the Madison Public Market and our approach builds upon the immense body of work and community engagement that has already been accomplished for this unique, community-driven, community-serving project.

Our team includes an array of expertise and experience that makes us uniquely suited to bring the complex capital coordination and structuring to fruition in such a way that the maximum expected outcomes for the Market will be achieved – this includes both community and economic development outcomes and goals as outlined by the Madison Public Market Business Plan.

Our Team

Following is a description of each of the firms involved in this collaborative response from the HOPE Team.



Hope Community Capital LLC (“HOPE”)

HOPE was founded in January of 2016 to provide **community development finance consulting to sustainable, community-driven, real estate projects** that are examples of equitable development and contribute significantly to the economic and community outcomes of the place in which the project is located. The lead team member from HOPE is Carrie Vanderford Sanders, Founder/Principal. The firm’s goal is to help its clients marshal diverse sources of financial capital toward sustainable projects and structure and guide the financial planning and closing of the project while providing maximum benefit to the community in which it is located. Since January of 2016, HOPE has been engaged to provide community development finance services to projects in Wisconsin including advising, financial modeling, securing NMTC and other federal community development funds, and obtaining additional financing necessary to close the transaction.





Sustainable Development Fund, Inc. (“SDF”)

SDF is a national firm started in early 2016 with the express mission of **raising and deploying financial capital for sustainably developed real estate projects**. The lead staff from SDF – a nonprofit organization – is Alexander Veidt Law, Chief Impact Officer. SDF will leverage the deep expertise of Alex Law in raising and deploying public and private sources of financial capital in support of socially innovative, community-responsive, and sustainable development initiatives to the Madison Public Market opportunity.



JMC Business Solutions (“JMC”)

JMC provides small business development consulting services to minority owned small businesses – a key market niche for the anticipated tenants of the Madison Public Market. JMC provides its clients with branding, logo design, and marketing collateral development; business plan and marketing plan development; website development and SEO optimization; grant writing; and administrative and back office services. Zandra Hagberg, founding principal of JMC, will be joining the team for the Madison Public Market to leverage her skills in **developing economic and community impact studies for NMTC projects** for a variety of projects seeking the credit across the nation. These studies are particularly important for a project like the Madison Public Market, which is driven by the community and economic impact it will bring. Zandra brings a wealth of specialized knowledge related to NMTCs by analyzing and presenting information on the impact of a proposed NMTC project to Investors and Allocatees, as well as developing branding, communication strategies, and collateral materials for NMTC projects.



The office from which this engagement will be serviced is:

9426 Eagle Nest Lane
Middleton, WI 53562

Specifically, our team’s approach will include advice and analysis of various financing options and structures for the Madison Public Market, including the role that fundraising, loans (both conventional and public finance facilitated), tax credits, and impact investments, may play in the Project. Given the Madison Public Market’s distinctive sustainable development plans and diverse uses/tenants, the HOPE Team anticipates seeking “sustainability” or “green” sources of capital for this project. In addition to financial advice, the HOPE Team will assist in the navigation of real estate finance/development issues, calling on our skills and experience as urban planners, LEED Accredited Professionals, private lenders, and community and economic development professionals. Specifically, the HOPE Team will undertake the following activities:

- Determine eligibility for the project and its location for a variety of capital sources;
- Design a transaction structure that is NMTC-compliant and works well with other sources of capital with the goal of generating maximum benefit to the City of Madison and the tenants and customers of the Madison Public Market;
- Analyze the anticipated community and economic impact of the Project, with particular focus on food access and food equity issues throughout the value chain;
- Analyze the ongoing financing cost of the project and prepare City of Madison staff and elected officials for this ongoing cost;
- Prepare a financing package to present to potential NMTC Allocatees, financial institutions, and Investors (an offering memo and a full loan application/investment package as required). This package will address food access issues and economic development as core impacts;
- Structure the transaction per the requirements of the funding sources, understanding that there will be diverse sources of financing in this project;
- Obtain and analyze term sheets from potential financing sources (Investor, lender, Allocatee/CDE);



- Educate project stakeholders about the transaction and act as advisor throughout the process – this has some overlap with the work of Work Component 2;
- Assist the City in developing a compliance and reporting procedure for the NMTC and other sources of capital, as required;
- Act as liaison with all parties, especially through the closing; and
- Provide technical assistance and advice, post-closing, through the first compliance reporting period.

2. Team Members

Full resumes are available in Appendix A: Resumes.

Our Team Members



***Carrie Vanderford Sanders, Principal – Hope Community Capital LLC
Project Manager and Primary Contact***

Carrie Vanderford Sanders has been deeply involved in community development finance and more specifically the NMTC program since 2006 – first as an urban planner and development finance professional with the City of Kansas City, MO as she led the raising, deploying, and structuring of their first \$40 million NMTC allocation; then, as a Senior NMTC Consultant with a financial services firm in Madison, WI (Baker Tilly Virchow Krause LLP); and, for the last six years as the Director of Structured Community Finance for a statewide NMTC-Allocatee, also based in Madison (Forward Community Investments).

Over the last ten years, Carrie has worked closely with a national base of successful NMTC projects and community development organizations to connect to them to the powerful and flexible source of NMTC capital and many other sources of community development financing. Carrie recently led the efforts to secure two, \$20 million allocations of NMTCs for a Wisconsin-based CDFI; focusing specifically on mission-based, community-transforming projects in Wisconsin. Throughout her career, she has assisted various mission-based organizations to access tens of millions of dollars in NMTC financing through consulting work with Allocatees (those who have won the NMTC from the US Department of Treasury) and projects (Borrowers) who have benefitted from the NMTC. Over the past 24 months through December 2015, Carrie has been the team-lead in raising and deploying more than \$55 million in NMTC financings in Wisconsin (nine projects) on behalf of a statewide Allocatee.

Carrie is a graduate of the Massachusetts Institute of Technology where she earned her graduate degree in City Planning with a focus on community and economic development finance. Carrie is also on faculty at Edgewood College as an instructor in its Sustainability Leadership Graduate program, lecturing primarily on topics of community-based, sustainable development and social and economic sustainability.

For this engagement, Carrie will be the lead staff and project manager.



Alexander Veidt Law, Chief Impact Officer – Sustainable Development Fund

Assistant Project Manager, Capital Raise Lead

As a native German, Alex has seen many successful, thriving public market projects, which are a common sight in Germany. Alex envisions the Madison Public Market as a bustling hub that will stimulate the regional economy, and serve as a catalyst for social innovation throughout the United States.

Alex has eight years of project management experience in New York City, working on multi-million dollar projects for clients such as Marriott, Starwood, and Hilton. In his current role as a Senior Lender, Alex developed the current strategic sustainability plan for Summit Credit Union (2016), identifying the long-term social, economic, and environmental sustainability goals for the organization. This depth of work and research has direct application for the goals of the Madison Public Market and will give Alex particular insight into financing options available for sustainable development, such as the Madison Public Market.

In addition to his three-year banking degree from Germany, and an undergraduate degree in business, Alex will graduate with an MBA from UW-Madison and a MA in Sustainability Leadership from Edgewood College in May 2017. His experience as a private lender on two continents, and in international banking, will give the project team the needed expertise to address any concerns from private investors.

Throughout his personal and professional life, Alex has always embraced and found creative and diverse solutions to complex problems. Whether it was creating a business contingency plan from scratch for a central bank in Germany, or finding a way to stay a documented immigrant in the U.S. during a time when marrying the love of his life could have been cause for losing his temporary visa status (and therefore deportation), Alex has found solutions to the riddles of life that seemed impossible to solve.



Zandra Hagberg, Principal – JMC Business Solutions

Community Impact and Marketing Lead

Zandra Hagberg is the Principal of JMC Business Solutions, providing small business development consulting services to minority owned small businesses. Some of the services she provides to her clients include branding, logo design, and marketing collateral development; business plan and marketing plan development; website development and SEO optimization; grant writing; and administrative and back office services.

Prior to starting her own Madison-based business, she was employed as a Real Estate Transaction Consultant with Baker Tilly Virchow Krause's Transactions Team assessing and reporting on the economic and community impacts of New Markets Tax Credits projects for Community Development Entity (CDE) Advisory Boards and developers nationwide. Zandra served as the lead community impact analyst, conducting in-depth analysis of numerous projects leveraging NMTC financing to report on the project's ability to be sustainable and revitalize low-income communities. Zandra brings a wealth of specialized knowledge related to NMTCs and showcasing their impact on the communities they serve, as well as developing branding, communication strategies, and collateral materials. Zandra is fluent in econometric modeling software and GIS, which will be utilized heavily for the benefit of securing NMTC for the Madison Public Market.



3. Project Examples

Project Examples

Madison Children's Museum (\$6 Million NMTC) NMTC Refinance – Madison, WI

In 2011, Carrie Vanderford Sanders (in her role as VP – Community Lending at Forward Community Investments), provided consulting to the Madison Children's Museum to refinance their capital campaign debt through an NMTC leverage structure. This \$6 million transaction provided about \$1.5 million in net NMTC equity to the Museum. As the Museum's lead NMTC consultant, Carrie identified the Investor (US Bank), the Lender (Park Bank), and the Allocatee (Johnson Bank). Carrie also created the financial structure of the NMTC transaction and was the Museum's liaison throughout the closing process. This deal was particularly unique because it involved three different financial institutions and leveraged capital campaign pledges, requiring an innovative NMTC structure. The successful transaction provided relief to the Museum's debt obligation and provided financial sustainability for the long-term. Carrie was also central to the conversations between the Museum, its Board of Directors, its Foundation, and capital campaign donors, regularly meeting with these groups throughout the NMTC closing process. The total capital costs of the project exceeded \$15 million, though the NMTC transaction was \$6 million. (Please note: this work was undertaken by Carrie in her role at Forward Community Investments, prior to the formation of her own company in 2016. This work was accomplished on behalf of FCI.)



Sojourner Family Peace Center (\$21 Million NMTC) New Construction – Milwaukee, WI

In 2014, Carrie Vanderford Sanders (in her role as VP-Structured Community Finance at Forward Community Investments), provided 18 months of direct consulting services to Sojourner Family Peace Center ("SFPC") as the organization finalized its \$26 million capital campaign to build a new, 76K SF center to provide comprehensive social, health, and economic services to victims of domestic violence. As SFPC's lead consultant for structuring the NMTC transaction, Carrie worked with the SFPC Executive Committee and Board of Directors to leverage \$15 million in state grants and private contributions through a \$21 million NMTC structure, which generated \$4.2 million in equity to the project. Carrie worked to line up three separate Allocatees (IFF, FCI, and Consortium America) and the Investor (PNC Bank) to structure this very unique and impactful deal. A unique structure was developed in order to leverage a pre-paid rent agreement with Children's Hospital of Milwaukee and funds from the State Building Commission. In her role as consultant to SFPC, Carrie developed impact memos and financial packages to secure various parties into the structure. SFPC has received numerous awards for this project, which opened in October of 2015, including an article in the Journal of Tax Credits as an innovative and high-impact project. (Please note: this work was undertaken by Carrie in her role at Forward Community Investments, prior to the formation of her own company in 2016. This work was accomplished on behalf of FCI.)





Tribune Building (\$15 Million NMTC)

Rehabilitation – Wisconsin Rapids, WI (in progress)

Hope Community Capital LLC (HOPE) was engaged by Incourage Community Foundation in January of 2016 to provide NMTC consulting to access NMTC, design a transaction structure, and finalize operating projections for the project. In this role, HOPE has been responsible for structuring the NMTC transaction, developing offering memoranda and impact studies, reviewing and revising the operating projections, and lining up NMTC allocation and Investors. This community-driven, sustainable project will redevelop a former newspaper printing building in Wisconsin Rapids into a 56K SF Community Accelerator including a variety of uses including a café / brewpub, a maker-space, community center space, a kitchen incubator, and recreational rentals to make the most of the waterfront. Aiming for LEED Gold status, this project exemplifies sustainability and triple-bottom line outcomes while managing a diversity of tenants and uses borne out of a three-year community engagement process. This NMTC structure is particularly interesting as it will be leveraging state and federal grants as well as private contributions and impact investments from national philanthropic investors.



Garver Feed Mill (\$14 Million NMTC)

Historic Rehabilitation – Madison, WI (in progress)

Hope Community Capital LLC (HOPE) was engaged by Garver Feed Mill, LLC in January of 2016 to provide NMTC consulting services to obtain and structure NMTC and Historic Tax Credits for this \$14.3 million project. To date, HOPE has been focused on lining up the Investors for the NMTC and Historic Tax Credits, structuring the transaction, reviewing operating projections, and developing a financial package to be distributed to potential Investors and lenders for the project. The project hopes to utilize NMTC credits in the 2016 announcement round and will engage in a 12-14 month construction period. HOPE has been especially important to this project in terms of how to structure the various, diverse sources of leverage debt into this complex and high impact project, including City of Madison funds. HOPE also developed the community and economic impact projections for this project, which are included in the project's financial package.



Resilience Research Center (\$7 Million NMTC)

Historic Rehabilitation – Madison, WI

In 2014, in her role as VP-Community Lending at Forward Community Investments, Carrie Vanderford Sanders led a multi-year consulting and advising effort to help the Resilience Research Center access, structure, and close \$7 million in NMTC to support this innovative project on Madison's Southside. This 70K SF facility includes a neighborhood center, a middle school focused on urban agriculture, and acres of gardens. A 100% green-powered, LEED-Platinum building, this project exemplifies the utilization of NMTC for sustainable development. As the lead NMTC consultant for the project, Carrie helped structure the project, identify Investor (PNC), CDE (WHEDA), and structured leverage debt from a local bank and Forward Community Investments. The project boasts significant community and economic development outcomes including number of neighbors served, job creation, and increased food access in a food desert with the partnership with Growing Power. (Please note: this work was undertaken by Carrie in her role at Forward Community Investments, prior to the formation of her own company in 2016. This work was accomplished on behalf of FCI.)





3.4 SECTION 4 Project Specific Qualifications

1. Overall Approach

Our Approach

HOPE's approach starts with a sincere belief that the Madison Public Market, as it has been proposed and discussed in the Business Plan, is a viable, sustainable, and NMTC-financeable project. Core to this belief is HOPE's understanding of the community and economic impacts associated with this project that make it attractive for NMTC Investors and Allocatees alike. We also understand that this unique project requires several, diverse sources of capital (philanthropic and public / private leverage sources) to make this NMTC project into more than a great idea, but rather a thriving, award-winning, outcome-achieving example of one of the best sustainable developments in the United States. And more than that, we believe that this project is an example of equitable development – equitable because it offers opportunities to increase food access for all; equitable because it offers emerging businesses a way to be a tenant, and create a pathway of economic development as they grow their businesses; and equitable because it has been driven by an extensive community-engagement process where the wishes of the community have been made known and honored. Our approach is that we will build upon this work to engage in structuring the financing to make these ideas and plans a financeable reality.

The HOPE Team proposes to provide financial planning analysis and identify appropriate financing options for the Madison Public Market. The HOPE Team is proposing to assist the City in identifying the feasibility of qualifying the project for a variety of financing options with an NMTC structure driving the way in which other sources come into the project. HOPE will provide appropriate structuring services to assist the City in utilizing a variety of funding sources to provide the greatest benefit to the project, with the end goal of obtaining and structuring sources to provide a significant economic and community development opportunity to the City and enable the long-term financial stability and community impact of the project. HOPE will build upon existing financial models and operating projections as it is understood (and we have reviewed this work in great depth) that a good deal of work in this area has already been accomplished for this project over the past three years.

The HOPE Team collectively brings a decades of experience in the NMTC sector, with a particular focus and track record of being able to harness the powerful NMTC allocation (and all other required sources) to bring the goals of a project like the Madison Public Market, to flourishing fruition. We will replicate the best practices of our past efforts in this initiative. In particular, we have found it is important to engage with core stakeholders on a regular, at times daily, communication about how to move the project forward. NMTC Investors and Allocatees are a dynamic bunch and require NMTC projects to be nimble, responsive, and "ready to close" as soon as possible. This urgency is what drives the industry and it is the urgency with which the HOPE Team will execute this project. Another best practice that we will bring to bear in this engagement is our commitment to provide assistance to the City for 12 months *following* the closing process. It is one thing to bring all of the parties together to close a transaction; it is quite another to manage an NMTC project and all of its peculiar nuances post-closing. The HOPE Team will remain committed to this project post-closing.

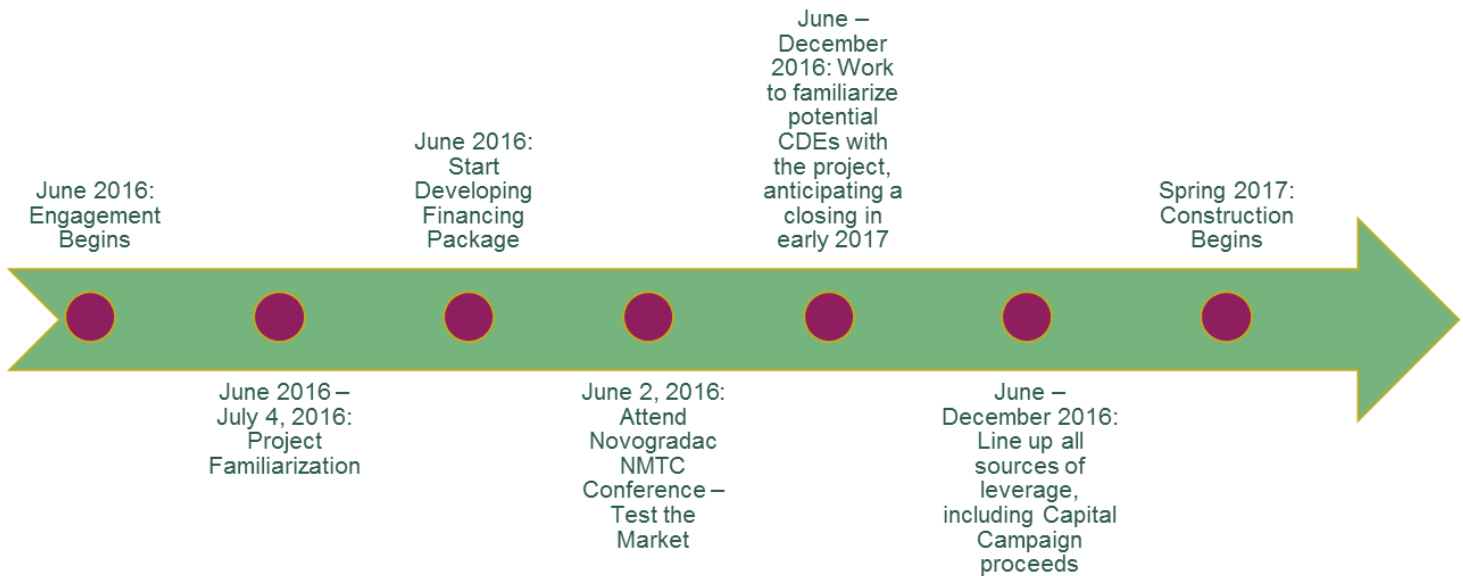


Our clients view us as their guide, their counselor, their speechwriter, their impact analyst, their negotiator, and most importantly, a valuable, integral part of their team that brings the tenacity and sheer grit necessary to get this done, creating the most benefit possible to the community. After all, it is the community who is driving this project.

The HOPE Team is 100 percent local to Madison – we intimately understand how important this project is to the community in which we all live, work, and play. In addition, through this work, we hope to build the efficacy and knowledge of City staff to undertake future NMTC projects in our City. It is important that Madison continues to utilize this resource as we believe it is the most powerful community development financing tool available today.

2. Work Plan

Project Timeline



Our Workplan

COMPONENT 1: NMTC AND FINANCIAL STRUCTURE	
Task 1.1: Project Familiarization	The HOPE Team will undertake a review of the Madison Public Market Business Plan and related documents. HOPE will rely on city staff to identify additional related documents. If financial projections contained in the Business Plan need to be updated, HOPE will identify these areas and propose a plan for updating the documents to create a succinct Financial Package. Key documents will include but are not limited to: financial projections (operating and construction budget), initial architectural drawings, any impact studies, results of public meetings, and other. HOPE will participate in initial meetings with city staff, the Mayor’s Office, the Local Food Committee, and project stakeholders with an agenda, among other things, to identify what documents and work have been undertaken for the project to advance the NMTC project. HOPE will be reviewing all materials with a goal of putting together the NMTC financing package and collateral materials to seek and attain the allocation and Investors.
<i>This will take place in the first four weeks of the engagement. (June 2016 – July 2016)</i>	



COMPONENT 1: NMTC AND FINANCIAL STRUCTURE	
Task 1.2: New Markets Tax Credits	HOPE will develop a series of documents for presentation to eligible CDEs and Investors. These documents include: Offering Memorandum, Community Impact Summary, and financial projections (operating projections and closing diagram for NMTC). HOPE will attend at least two NMTC industry conferences with City officials to solicit credits and Investors for the project.
<i>This is especially relevant through the end of 2016, when the NMTC announcements will be made.</i>	
Task 1.3: Other Public Sector Funding	HOPE will develop an NMTC structure that includes a vetting of sources and uses to support leverage debt. Leverage debt, a requirement of an A/B NMTC structure, must be appropriately structured. HOPE will personally work with potential sources of leverage and project Legal Counsel to identify a structure that will work to aggregate a variety of public / private sources for the NMTC structure. HOPE is familiar with a variety of public/private sources and how they may be leveraged into the NMTC structure.
<i>Other public sector funding will be identified starting in Summer, 2016.</i>	
Task 1.4: Structure and Close	HOPE will put together an appropriate NMTC leverage structure which includes the various sources of leverage being contemplated. HOPE will provide closing services including leading closing calls, organizing agendas for the calls, routing signatures as needed, bringing key City staff on calls as needed, and coordinating other professional services including a CPA firm and legal counsel. The City should consider identifying appropriate legal counsel for the transaction about 6 months before closing to verify the structure and assure the ability to secure the required legal opinions to close the transaction.
<i>Closing is anticipated to take 12 weeks from the start of closing calls.</i>	

COMPONENT 2: MESSAGE STRATEGY AND FUNDRAISING CAMPAIGN	
Task 2.2: Message Strategy	HOPE will work with capital campaign consultant to craft language that recognizes the powerful leveraging benefit of NMTC. For example, every \$1 of Leverage creates \$1.20 in benefit to the project. In addition, HOPE would expect that all of the impact analysis work that it provides for the project would be utilized by the capital campaign consultant in developing its message strategy.
<i>This will occur during the identification of Investors and CDEs, above.</i>	
Task 2.3: Collateral Materials	The HOPE team believes that the collateral materials developed for the Capital Campaign go hand-in-hand with the materials developed for the NMTC investment package. It is important to convey the same message to the potential donors through the Capital Campaign regarding the impact the project will have on the community as it is to the NMTC donors. Therefore, using the impact analysis and materials developed for the NMTC investment package, HOPE will work with the Capital Campaign consultant to develop the logo, color palette, brochures, web graphics, and any other marketing collateral materials for the Capital Campaign as well.
<i>This will begin after the first eight weeks of the Project.</i>	
Task 2.4: Develop Capital Campaign	HOPE will work with Capital Campaign Consultant to develop a Capital Campaign that integrates the requirements and opportunities inherent to an NMTC transaction. We will educate Capital Campaign Consultant as needed with the interaction between private donors and the NMTC structure.
<i>Closing is anticipated to take 12 weeks from the start of closing calls.</i>	



3. Deliverables

Work Component 1: New Markets Tax Credits and Financial Structure

Task 1.1: Project Familiarization – Review Public Market Business Plan and related documents, and participate in initial meetings with city staff, the Mayor’s Office, the Local Food Committee, and project stakeholders

- Develop a summary of relevant information to the task of obtaining NMTC and identification of areas of additional needed information.
- At least one meeting with Mayor’s Office and the Local Food Committee. We will meet with project stakeholders as recommended by the City. Several meetings with City Staff will be required during the review process.
- Complete an analysis of existing, financial conditions as they relate to the project including vetting of the total project cost, including property acquisition, pre-development, entitlements, construction, legal fees, project consultants, and the cost of the various sources of capital raised and to-be-raised
- Develop a timeline for the financial closing based on the variety of funding sources and the City’s timeline.

Task 1.2: New Markets Tax Credits – Work with the City to solicit interest from eligible CDEs package and market new markets tax credits to investors, and structure the New Markets Tax Credits transaction

- The HOPE Team will explore and analyze various sources of leverage to be used in the NMTC structure
- Assuming that NMTC is attainable and appropriate for the project, based on its location and qualification as an NMTC-fundable project, Consultant will work with City to develop narratives, diagrams, and financial models to help present the Madison Public Market financing strategy to potential donors, Investors, Allocatees, lenders, and other interested parties.
- The deliverable will be a highly detailed financial package and offering memorandum about the financing needs of the project, including in-depth community and economic impact information.
- Identify optimal financing structure and provide advice on sources of debt. This includes working with a variety of financing sources to provide information requested for their underwriting and assistance in structuring the transaction to meet various sources’ requirements.
- Evaluate City’s financial capacity to undertake the project and prepare an analysis for presentation to possible Investors and lenders.
- Evaluate the operating projections for the Madison Public Market and prepare an analysis for presentation.
- Prepare a side-by-side comparison of all financing options (Allocatees and structure options involving a variety of sources) to equip the city with an in-depth understanding of the benefits, fees, responsibilities, pros and cons of each proposed element, and actor in the transaction.
- Identify any real estate issues of the Madison Public Market transaction that could impact the ability to close a transaction including items such as entitlements, public approvals, ownership, debt and equity sources of financing, and timing.

Task 1.3: Other Public Sector Funding – Work with the City to pursue state and federal grants for the Public Market project.

- This includes meetings and calls with various sources on behalf of the City.
- Vetting the sources for compliance with the anticipated structure.
- Work with legal counsel to create entities to accept the public sector funding as required.
- Develop financial packages and applications for various sources of state and federal grants.
- As mentioned previously, the HOPE Team will aggressively pursue food access grants and sustainable development grants as well as impact investing capital.



Task 1.4: Structure and Close – Work with the City to structure all of the sources of funds, close the NMTC transaction, and ensure compliance with all state/federal financial requirements and regulations.

- Prepare preliminary financial models of the proposed NMTC transaction for NMTC lenders and Investors based on Allocatee and Investor preferences and requirements. This structure will also be prepared for any non-NMTC sources of funds involved in the structure.
- Assist NMTC Investors and the NMTC Allocatees to make the appropriate determination as to whether Madison Public Market is qualified in all aspects for the NMTC program and prepare a report to assist the attorneys with the legal opinion needed for closing.
- Analyze financing commitments: Consultant will assist the City in determining what type of commitments the City has obtained for the capital structure of the deal and assist in structuring the most advantageous structure for the Madison Public Market. Consultant will also look at how much of the the City's own capital is in the structure and how this capital will work with the NMTC structure, if feasible. Consultant will work closely with all sources of leverage debt committed in the structure to ensure understanding and a smooth closing.
- Facilitate closing documentation and final negotiation on behalf of the City and act as the City's advisor and representative in all discussions regarding NMTC. It is assumed that the City will retain NMTC-specific legal counsel at this point, working alongside Consultant as part of the team focused on structuring and securing financing for the project.

Work Component 2: Message Strategy and Fundraising Campaign

Task 2.2: Message Strategy – Create a message strategy with key themes, ideas, taglines, etc. that communicates the benefits of the project to potential donors.

- As mentioned above, HOPE will work with the Capital Campaign consultant to utilize NMTC requirements as a way to drive additional capital through potential donors. Deliverables will include assistance on developing the Capital Campaign messaging strategy that has the same voice as the NMTC capital raise strategy.

Task 2.3: Collateral Materials – Develop a package of marketing materials including a project logo, color palette, brochures, web graphics, etc.

- **Capital Campaign Logo:** When the analysis is complete and the City is on board with the initial concepts, design work will begin. With all other branding elements (fonts, colors, website graphics, materials, etc.) stemming from the logo, it is our primary goal to work with the City and the Capital Campaign consultant to deliver a distinctive logo to represent the City's Campaign. We will share the final graphic file of the logo so that the City can easily use it on the City's website and in all other Campaign materials.
- **Color Pallet and Campaign Branding:** Once the logo is created, we will explore several different creative approaches before centering in on our main creative ideas. Based on feedback, we will evolve these creative approaches into comprehensive design directions to convey the Campaign's branding. This will include creating a "voice" for the campaign and creating brand standards (color pallet, fonts, etc.) for the marketing materials.
- **Marketing Materials and Web Graphics:** Based on information in the NMTC investment package and the Campaign brand, our designer will create print pieces and web graphics which convey the impacts of this Project and the message developed in Task 2.2 to encourage private donations from individuals and foundations.



3.5 SECTION 5 Cost

The Cost Proposal has been completed on Form D, as required, and is included in this proposal as **Appendix B – Cost Proposal**.



APPENDIX A

Resumes



Carrie Vanderford Sanders
Project Manager and Primary Contact

9426 Eagle Nest Lane
Middleton, WI 53562
Phone: (816) 807-9295
Email: carrie@hopecommunitycapital.com

VISION

To cultivate equitable, sustainable communities through community development finance aimed at supporting people, projects and organizations that advance well-being for all.

EXPERIENCE

FOUNDING PRINCIPAL, HOPE COMMUNITY CAPITAL LLC

January 2016 - Current

Hope Community Capital provides community development finance consulting services to people, organizations, and communities to identify and secure funding for real estate development projects which cultivate equitable, sustainable communities. The firm is fluent in raising and structuring diverse sources of public and private capital to advance innovative, community-driven projects.

ADJUNCT PROFESSOR, SUSTAINABILITY LEADERSHIP PROGRAM EDGEWOOD COLLEGE, MADISON, WI

July 2014 – Current

Provide lead instruction for two core classes in the Graduate Sustainability Leadership Program including “Social and Economic Sustainability” and “Urban Community-based Sustainable Development.” Currently developing two courses including: “Transforming Capital” for the School of Business and a “Sustainability Field Course: Germany.”

DIRECTOR – COMMUNITY LENDING, FORWARD COMMUNITY INVESTMENTS, INC.

September 2010 – December 2015

Responsible for origination, underwriting, structuring and monitoring of loans to nonprofit and mission-driven organizations throughout Wisconsin. During my tenure at FCI, loan volume increased more than 100%. I also led FCI’s NMTC practice, including overseeing two allocation awards totaling \$40 million and providing advisory services to organizations seeking the NMTC.

SENIOR CONSULTANT, BAKER TILLY VIRCHOW KRAUSE, LLP

September 2008 – August 2010

Responsible for providing financial advisory services to a national base of clients engaged in community development in low income communities. Advised nonprofit organizations and Community Development Entities to access, structure, and deploy a variety of financing tools including NMTC, LIHTC, TIF and HUD grants and loans.

DEVELOPMENT FINANCE ANALYST & CITY PLANNER CITY OF KANSAS CITY, MO

August 2006 – August 2008

Conducted front-end financial analysis of economic development projects seeking public financing including bond finance, TIF, tax abatement, and NMTC. Developed the City’s NMTC program and led efforts to apply for and win its first allocation of \$40 million.

EDUCATION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, CAMBRIDGE, MA

Master of City Planning

WILLIAM JEWELL COLLEGE, LIBERTY, MO

B.A. Political Science, B.A. Music



Alex V Law
Assistant Project Manager, Capital Raise Lead

1481 Carver St. #202
Madison, WI 53713
Phone: (917) 376-0654
Email: alex@sustainabledevelopmentfund.org

VISION

Creating economic, social, and environmental sustainability through accessible financing and dynamic impetus for change.

EXPERIENCE

SENIOR UNIVERSAL BANKER, SUMMIT CREDIT UNION

2015 – Current

Responsible for collaborating and advising members on finding the right solutions for their borrowing needs; building relationships and providing financial education through the use of cooperative values and excellent member service; and identifying cross-selling opportunities through member interactions.

LOCALIZATION AND GLOBAL CONTENT MANAGER, TREK BICYCLE CORPORATION

2014 – 2015

Responsible for leading content management project teams to facilitate translation into 16 languages and localization into 30 markets; establishing deadlines, project outlines and structures, and quality guidelines; determining budgets for individual projects up to \$2 million annually; forecasting of budgetary needs and resources; and updating and managing product information in Trek's content management system (STEP).

SENIOR PROJECT MANAGER, G3TRANSLATE

2008 – 2012

Responsible for overseeing full-cycle translation and localization projects in market research; creating quotations and delivery with full responsibility of profit margins and cost budgets; managing large client accounts and communicating of any potential inter-cultural issues with consumer market surveys; updating clients on project progress, creating cost and budget reports against strict deadlines; and managing and coordinating a global team of 200+ translators, market researchers, and cultural consultants.

PROJECT MANAGER, THEBIGWORDGROUP

2007 – 2008

Responsible for ensuring that the best possible localization process is set up for the client's needs; creating quotations based on negotiated rates; effective communication with high profile clients to ensure customer satisfaction; planning, scheduling, and monitoring the progress of multiple projects; and managing and coordinating a global team of 150+ translators, software engineers and DTP specialists.

LANGUAGE PROJECT MANAGER, TRANSLATIONS.COM

2005 – 2007

Responsible for overall time management and quality assurance of numerous multilingual projects simultaneously; cross-cultural client consulting and market recommendations for specialized entry strategies; ensured quality outcome by proof reading, editing and finalizing multi-format localization files; and supervised a staff of 50 freelance translators and delegated to engineering and DTP department.



DIRECTOR OF MARKETING, HANNECKE DISPLAY SYSTEMS, INC.

2004 – 2005

Innovated annual marketing business plan for individualized print and interactive media displays; organized trade fair participation in Chicago and Frankfurt, Germany, for business development; provided market analysis, developed strategies to monitor trends and increase sales output; and planned and finalized publications and advertisement campaigns in new domestic markets.

CO-MANAGING DIRECTOR, ALL ABOARD! INTERNATIONAL COMMUNICATION, BERLIN, GERMANY

1999 – 2004

Supervised and motivated a team of 30 language instructors, communication trainers and translators; formulated company vision, market positioning, and strategies to identify and reach target customers; established and promoted a network with sponsored partners such as IKIB and BeNi-Matsuri; negotiated lucrative contracts with eBay, VivendiUniversal, and the Ministry of the Interior; created and maintained accounting and billing system; and facilitated all responses pertaining to legal issues, work contracts, business contracts, etc.

LETTER OF CREDIT AND COMPLIANCE CONSULTANT, DZ BANK, STUTTGART, GERMANY

1996 – 1999

Coordinated administration of letters of credit with over 300 local partner banks; issued and amended letters of credit, entrusted to examine documents without supervision; monitored the transfer of funds between partner banks and lenders; facilitated all training of partner bank's foreign department specialists; lead Y2K security project, established company contingency plans.

EDUCATION

UNIVERSITY OF WISCONSIN – MADISON

Master of Business Administration – To be awarded in 2017

EDWOOD COLLEGE

Master of Arts in Sustainability Leadership – To be awarded in 2017

EDGEWOOD COLLEGE

Bachelor of Business Administration

GPA: 3.977; graduated Summa cum Laude

Founder & President of Net Impact Chapter, Vice-President of the International Club

Assistant to the Dean of the Business School & Director of Program Development

THEODOR-HEUSS-SCHULE REUTLINGEN

Degree in Banking Studies (Bankkaufmann) Master of City Planning



Zandra Hagberg
Community Impact and Marketing Lead

513 Progress Drive
Cottage Grove, WI 53527
Phone: (608) 395-5666
Email: zandra@jmcbusinesssolutions.com

VISION

To provide specialized advice to people, projects, organizations, and communities to create sustainable economic and community impact.

**TECHNICAL
EXPERIENCE**

- IMPLAN Economic Impact Analysis Software
- Geographic Information Systems (GIS)
- Advanced proficiency in MS Word, MS Excel, MS PowerPoint, MS Access, etc.
- Extensive experience with Adobe Suite (Photo Shop, InDesign, Illustrator, etc.) for graphic design and creative document creation
- Data languages such as HTML (web design), T-SQL, Microsoft SQL Server technologies, Business Objects, and other data management and analysis tools (e.g., SAS, Paradox, Oracle SQL*Plus, etc.)

EXPERIENCE

FOUNDING PRINCIPAL, JMC BUSINESS SOLUTIONS

March 2015 – Current

JMC Business Solutions provides assistance to minority owned small businesses with a focus on implementing the best solutions for business intelligence and operational excellence. We offer a full range of services specifically tailored for the small business owner, to our clients grow their business and manage it efficiently. Some of our consulting services include initial set ups of small businesses and non-profits, website development and SEO optimization, branding, marketing collateral development, developing a marketing business strategy, business plan creation, marketing plan creation, grant writing and management, and administrative services.

CONSULTANT, ECONOMIC GEOGRAPHERS

January 2014 – March 2015

Responsible for leading content management project teams to facilitate translation into 16 languages and localization into 30 markets; establishing deadlines, project outlines and structures, and quality guidelines; determining budgets for individual projects up to \$2 million annually; forecasting of budgetary needs and resources; and updating and managing product information in Trek's content management system (STEP).

REAL ESTATE TRANSACTION CONSULTANT, BAKER TILLY VIRCHOW KRAUSE

November 2008 – January 2014

Baker Tilly Virchow Krause, LLP is a leading national accounting and consulting firm. As a consultant for the Real Estate Transactions Team, Zandra conducted economic and community impact analysis of projects seeking to use or utilizing New Markets Tax Credits and reported the findings. These reports provide both a qualitative and quantitative analysis to measure a low-income community's need for the project as well as the value of the NMTC investment over time by articulating, detailing, and quantifying the specific attributes, benefits, and impacts of the proposed project in order to deliver the maximum impact in the community. Additionally, she provided underwriting assistance for Advisory Board and Governing Board decision papers for CDE clients for NMTC transactions. Zandra led all marketing efforts for the Transactions Team by developing marketing and product collateral and tools not only for the Transactions Team, but also for our CDE clients.



EXPERIENCE (cont.)

DECISION SUPPORT ANALYST, UNIVERSITY OF WISCONSIN HOSPITAL AND CLINICS

February 2005 – May 2007

Acted as a consultant/facilitator to hospital leaders by providing research and analysis related to the financial position and service line profitability, and data extractions for use and analytics to support management decisions related to changes in procedures, services lines, etc. in various departments of the hospital.

Using T-SQL, Microsoft SQL Server technologies, Business Objects, and other data management and analysis tools (e.g., SAS, Paradox, Oracle SQL*Plus, etc.), performed query and programming tasks necessary to develop and maintain a suite of data and analysis products utilized for patient satisfaction and decision support analysis throughout UW Health.

EDUCATION

CONCORDIA UNIVERSITY

Management of Criminal Justice

EDGEWOOD COLLEGE

Computer Science

MADISON COLLEGE

Business Management and Accounting



APPENDIX B

Cost Proposal



Form D: Fee Proposal

RFB #: 8525-0-2016-BP Madison Public Market Financial and Fundraising Consultant

This form must be returned with your response.

Prepare the fee proposal as all inclusive, not-to-exceed, fixed fees:

- All Inclusive – Covers all direct and indirect necessary expenses including but not limited to; travel, telephone, copying and other out-of-pocket expenses.
- Not To Exceed – The actual fees shall not exceed the amount specified in fee proposal.
- Fixed Fee – All prices, rates, fees and conditions outlined in the proposal shall remain fixed and valid for the entire length of the contract and any/all renewals.

On a separate page please provide:

1. Budget Detail – Provide a total anticipated budget for the project broken down by work component and task.
2. Include billing rates for team members and anticipated expenses.
3. Total estimated hours for each task.

Hope Community Capital LLC

COMPANY NAME



Budget Detail

	Carrie	Alex	Zandra
Hourly Rate	\$ 125	\$ 80	\$ 60

Work Component 1	Carrie	Alex	Zandra	Hours	Fees
Task 1.1: Project Familiarization	15	10	10	35	\$ 3,275
Task 1.2: New Markets Tax Credits	170	80	70	320	\$ 31,850
Task 1.3: Other Public Sector Funding	110	30	40	180	\$ 18,550
Task 1.4: Structure and Close (this also includes ongoing support 12 months post-closing from Sanders)	95	45	0	140	\$ 15,475
Subtotal Work Component 1	\$ 48,750	\$ 13,200	\$ 7,200	675	\$ 69,150

Work Component 2:	Carrie	Alex	Zandra	Hours	Fees
Task 2.2: Message Strategy	55	0	35	90	\$ 8,975
Task 2.3: Collateral Materials	15	0	110	125	\$ 8,475
Subtotal Work Component 2	\$ 8,750	\$ -	\$ 8,700	215	\$ 17,450

Total Fees	\$ 86,600
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Total Expenses (expense detail below)	\$ 7,700
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Total All Inclusive, Not-To-Exceed, Fixed Fees	\$ 94,300
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Expense Detail	
Printing, Mailing, Telephone	\$ 1,000
Conference Travel, Room & Board, and Registration to Two NMTC Conferences, 1 HOPE Team Member Attending	\$ 4,000
IMPLAN Files for Economic Impact Analysis	\$ 2,700
Total Expenses	\$ 7,700



APPENDIX C

Completed Forms



Form A: Signature Affidavit

RFP #: 8525-0-2016-BP Madison Public Market Financial and Fundraising Consultant

This form must be returned with your response.

In signing Proposals, we certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise take 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 Proposals, that Proposals have been independently arrived at, without collusion with any other Proposers, competitor or potential competitor; that Proposals have not been knowingly disclosed prior to the opening of Proposals to any other Proposers or competitor; that the above statement is accurate under penalty of perjury.

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

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

Hope Community Capital LLC
COMPANY NAME

SIGNATURE

Carrie V. Sanders

DATE

May 4, 2016

Carrie Vanderford Sanders
PRINT NAME OF PERSON SIGNING



Form B: Receipt of Forms and Submittal Checklist

RFP #: 8525-0-2016-BP Madison Public Market Financial and Fundraising Consultant

This form must be returned with your response.

Proposers hereby acknowledge the receipt and/or submittal of the following forms:

Forms	Initial to Acknowledge SUBMITTAL	Initial to Acknowledge RECEIPT
Description of Services/Commodities	N/A	CVS
Form A: Signature Affidavit	CVS	CVS
Form B: Receipt of Forms and Submittal Checklist	CVS	CVS
Form C: Vendor Profile	CVS	CVS
Form D: Fee Proposal	CVS	CVS
Form E: References	CVS	CVS
Appendix A: Standard Terms & Conditions	N/A	CVS
Appendix B: Contract for Purchase of Services	N/A	CVS
Addendum # 1	N/A	CVS
Addendum #		
Addendum #		
Addendum #		

Hope Community Capital LLC

VENDOR NAME

Hope Community Capital LLC

COMPANY NAME



Form C: Vendor Profile

RFP #: 8525-0-2016-BP Madison Public Market Financial and Fundraising Consultant

This form must be returned with your response.

COMPANY INFORMATION

COMPANY NAME (Make sure to use your complete, legal company name.) Hope Community Capital LLC			
FEIN 81-1026217	(If FEIN is not applicable, SSN collected upon award)		
CONTACT NAME (Able to answer questions about proposal.) Carrie Vanderford Sanders	TITLE Principal		
TELEPHONE NUMBER (816) 807-9295	FAX NUMBER		
EMAIL carrie@hopecommunitycapital.com			
ADDRESS 9426 Eagle Nest Lane	CITY Middleton	STATE WI	ZIP 53562

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 39.02(9) within thirty (30) days of award of contract.

CONTACT NAME Carrie Vanderford Sanders	TITLE Principal		
TELEPHONE NUMBER (816) 807-9295	FAX NUMBER		
EMAIL carrie@hopecommunitycapital.com			
ADDRESS 9426 Eagle Nest Lane	CITY Middleton	STATE WI	ZIP 53562

ORDERS/BILLING CONTACT

Address where City purchase orders/contracts are to be mailed and person the department contacts concerning orders and billing.

CONTACT NAME Carrie Vanderford Sanders	TITLE Principal		
TELEPHONE NUMBER (816) 807-9295	FAX NUMBER		
EMAIL carrie@hopecommunitycapital.com			
ADDRESS 9426 Eagle Nest Lane	CITY Middleton	STATE WI	ZIP 53562

LOCAL VENDOR STATUS

The City of Madison has adopted a local preference purchasing policy granting a scoring preference to local suppliers. Only suppliers registered as of the bid's due date will receive preference. Learn more and register at the City of Madison website.

CHECK ONLY ONE:	
<input checked="" type="checkbox"/>	Yes , we are a local vendor and have registered on the City of Madison website under the following category: <u>Professional Services</u> www.cityofmadison.com/business/localPurchasing
<input type="checkbox"/>	No , we are not a local vendor or have not registered.



Form E: References

RFP #: 8525-0-2016-BP Madison Public Market Financial and Fundraising Consultant

This form must be returned with your response.

REFERENCE #1 – CLIENT INFORMATION			
COMPANY NAME Sojourner Family Peace Center	CONTACT NAME Carmen Pitre, CEO		
ADDRESS 619 W Walnut Street	CITY Milwaukee	STATE WI	ZIP 53212
TELEPHONE NUMBER (414) 933-2722	FAX NUMBER		
EMAIL carmenp@familypeacecenter.org			
CONTRACT PERIOD October 2013 - September 2015	YEAR COMPLETED 2015	TOTAL COST \$80,000	
DESCRIPTION OF THE PERFORMED WORK NMTC Financial Consulting for Sojourner Family Peace Center			

REFERENCE #2 – CLIENT INFORMATION			
COMPANY NAME Incourage Community Foundation	CONTACT NAME Kelly Ryan, CEO		
ADDRESS 478 East Grand Avenue	CITY Wisconsin Rapids	STATE WI	ZIP 54494
TELEPHONE NUMBER (715) 423-3863	FAX NUMBER		
EMAIL kryan@incouragecf.org			
CONTRACT PERIOD January 2016	YEAR COMPLETED Ongoing	TOTAL COST \$50,000	
DESCRIPTION OF THE PERFORMED WORK NMTC Financial Consulting for Tribune Building			

REFERENCE #3 – CLIENT INFORMATION			
COMPANY NAME Madison Children's Museum	CONTACT NAME Nick Curran (Former CFO)		
ADDRESS 2501 Parmenter Street, #100B	CITY Madison	STATE WI	ZIP 53562
TELEPHONE NUMBER (608) 347-1147	FAX NUMBER		
EMAIL nick@numbers4nonprofits.com			
CONTRACT PERIOD Jan 2011 - June 2012	YEAR COMPLETED 2012	TOTAL COST \$45,000	
DESCRIPTION OF THE PERFORMED WORK NMTC Consulting for Madison Children's Museum			

COMPANY NAME



Form E: References

RFP #: 8525-0-2016-BP Madison Public Market Financial and Fundraising Consultant

REFERENCE #4 – CLIENT INFORMATION			
COMPANY NAME Center for Resilient Cities	CONTACT NAME Marcia Caton Campbell, Executive Director		
ADDRESS 200 N Blount Street	CITY Madison	STATE WI	ZIP 53703
TELEPHONE NUMBER (608) 255-9877	FAX NUMBER		
EMAIL marcia@resilientcities.org			
CONTRACT PERIOD 2012 - 2014	YEAR COMPLETED 2014	TOTAL COST \$70,000	
DESCRIPTION OF THE PERFORMED WORK NMTC Financial Consulting			

COMPANY NAME