

J.C. WILLIAMS GROUP

July 31, 2013

Dan Kennelly
Economic Development Specialist
City of Madison Economic Development Division

Dear Dan,

It is with great pleasure that we submit the attached proposal that introduces the Urban Marketing Collaborative Team. It has been carefully selected to provide the City of Madison with a process that will lead to key decisions about the potential for a public market that meets the goals outlined in the RFP and the expertise to guide it. The process here carefully follows the structure summarized in the RFP but has a number of value-added elements that could only be provided by a team such as ours.

The team offers knowledge of trends in local food distribution and economic development as well as in-depth understanding of Madison. Urban Marketing Collaborative (UMC) is well known throughout North America through our work with public markets, retail revitalization and food distribution. We can bring the latest thinking in the areas of consumer demand and food distribution. As the team leader, we also bring experience in successfully managing multidisciplinary teams and stakeholder involvement processes. Progressive Urban Management (PUMA) is a leader in economic development planning across North America. Their practical approach galvanizes communities and delivers projects that provide value to the community. Plunkett Raysich Architects (PRA) is a Wisconsin based architectural firm with deep roots in the Madison community. Their intimate knowledge of the community and their experience in designing food and mixed use projects will be invaluable to the team.

This dynamic team will provide an objective, third party assessment of the Public Market potential with milestones where a go/no go decision will be made by the Madison community. If the project proceeds to conclusion, the business plan developed will lead to a successful, sustainable public market that will enhance the whole Madison region.

We look forward to answering any questions and would love to work with such a dynamic project.

Best Regards,



Maureen Atkinson

Third party verification

J.C. Williams Group Limited

17 Dundonald Street, 3rd Floor, Toronto, Ontario M4Y 1K3. Tel: (416) 921-4181 Fax: (416) 921-4184 info@jcwg.com www.jcwg.com

1230-1010 de la Gauchetière West, Montréal, Québec H3B 2N2 Tel: (514) 510-0711 Fax: (514) 510-8071

350 West Hubbard Street, Suite 240, Chicago, Illinois 60654 Tel: (312) 673-1254

Member of the EBELTOFT GROUP - International Expertise in Retail Service Business

Madison Public Market Business Plan RFP # 8297-0-2013/DK

TECHNICAL PROPOSAL



July 31, 2013

Prepared by

Urban Marketing Collaborative

A division of J.C. Williams Group

Maureen Atkinson

Senior Partner

Madison Public Market Business Plan RFP # 8297-0-2013/DK

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CHAPTER 1

REQUIRED RFP FORMS

EXECUTIVE SUMMARY

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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)

 X We intend to register as a local vendor



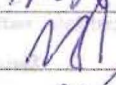
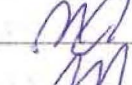
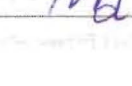

Cooperative Purchasing: (Not required for this RFP – please disregard)

Proposal Invalid Without Signature	
SIGNATURE OF PROPOSER: 	DATE: July 31, 2013
NAME AND TITLE OF PROPOSER: Maureen Atkinson, Senior Partner	COMPANY NAME: Urban Marketing Collaborative (a division of J.C. Williams Group Limited)
TELEPHONE: (312) 673-1254	ADDRESS: 350 West Hubbard Street, Suite 240 Chicago, IL 60654
FAX NO.: (312) 822-9162	
Person to Be Contacted If There Are Questions about Your Proposal (if different from above)	
NAME:	TITLE:
TELEPHONE:	FAX NO.:

RFP FORM B: RECEIPT FORMS and SUBMITTAL CHECKLIST

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

RFP FORM B: RECEIPT FORMS and SUBMITTAL CHECKLIST - Continued

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

PROPOSER: Urban Marketing Collaborative (a division of J.C. Williams Group Limited)

RFP FORM C: CONTRACTOR PROFILE

1. **Proposing Company Name:** Urban Marketing Collaborative (a division of J.C. Williams Group Limited)

2. FEIN 36-4347030 OR (If Sole Proprietorship, provide SSN upon award, if FEIN is N/A)

DUNN AND BRADSTREET NO. _____

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

4. **Location of Main Office:** _____

ADDRESS 350 West Hubbard Street, Suite 240 CITY Chicago STATE ILLINOIS ZIP+4 60654

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

ADDRESS 17 Dundonald Street, 3rd Floor CITY Toronto STATE ONTARIO ZIP+4 M4Y 1K3

6. **Principal Information and Contact:** _____

NAME Maureen Atkinson TITLE: Senior Partner

TEL (312) 673-1254 TOLL FREE TEL _____

FAX (312) 822-9162 E-MAIL matkinson@jcwg.com

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

NAME _____ TITLE: _____

TEL _____ TOLL FREE TEL _____

FAX _____ E-MAIL _____

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

NAME Leigh Anne Pearson TITLE: Controller

TEL (416) 921-4181 TOLL FREE TEL _____

FAX (416) 921-4184 E-MAIL ADDRESS lpearson@jcwg.com

ADDRESS 17 Dundonald Street, 3rd Floor CITY Toronto STATE ONTARIO ZIP+4 M4Y 1K3

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 _____ TITLE: _____

TEL _____ TOLL FREE TEL _____

FAX _____ E-MAIL _____

ADDRESS _____ CITY _____ STATE _____ ZIP+4 _____

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) X We intend to register as a local vendor

CHAPTER 2

REQUIRED RFP FORMS

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EXECUTIVE SUMMARY

The Madison Public Market initiative has been front and center for the City of Madison for a number of years. The process that the Madison Local Food Committee developed builds off of a vision focused on operational models such as Findlay Market and Detroit Eastern Market. To achieve the vision, a collaborative interdisciplinary private sector work team will develop the business plan for the market by completing the ten-step process. Each step involves gathering data and doing analysis to help the team form judgments and recommendations towards the go/no go decision points.

The proposed market will have multiple roles, and the UMC Team understand these expectations. It will:

- ▶ Provide a connection for consumers with locally available agricultural and agri-derived products to enhance the “farm-to-table” value-based initiatives;
- ▶ Showcase the best locally grown agriculture and agri-derived products through promoting and incentivizing locally produced products that support the regional food system that will connect growers, processors, distributors and retailers;
- ▶ Increase revenue and profit opportunities for local agricultural and agri-derived producers and encourage increased investment in agricultural products;
- ▶ Offer flexibility to potentially include anchors (e.g., restaurant, institution) and search out other opportunities such as crafts, wholesale, etc., for increased learning, usage and revenue;
- ▶ Create partnership opportunities especially related to health and wellness and food/health;
- ▶ Locate on a major corridor for access and visibility, be indoor, year round, multiple days/week; Accessible by multiple modes of transportation and parking arrangements;
- ▶ Include modern servicing including loading, garbage, etc.;
- ▶ Support local neighborhood in a food innovation district and be accessible to broad income levels.

The UMC Team has the combined interdisciplinary skills and experience to provide:

- ▶ A methodical assessment of what the market should be, including the ability to ask the right questions based on broad experience in working with and for farmers’ markets, public markets, craft markets, cart programs, food industry, incubators and retail real estate development;
- ▶ A process that includes the many stakeholders already involved in working towards the goals of the market as well as bringing in others who may not have been engaged yet;
- ▶ Strategic work that builds on the studies conducted to date;
- ▶ An understanding of how neighborhoods and urban areas work and create synergy;
- ▶ The many elements that go into successful markets such as tenant mix, tenant layout, parking, organizational structure, economic spin-offs, market management, marketing, financial management, design, promotions, special events, etc., based on a thorough consultation process and the other elements that enhance the food innovation program;
- ▶ Illustrations to convey ideas and principles graphically so they can be easily understood;
- ▶ Options based on realistic facts and thoroughly documented rationale.

The key goals of the study would be to move the project forward and to inject the key learnings from other successful public market projects. An important role of the consultant is to ensure that the decision on whether to move ahead at each go/no go step be made based on full knowledge of the options and the likely commitment required to make it a success that will make everyone involved proud.

CHAPTER 3

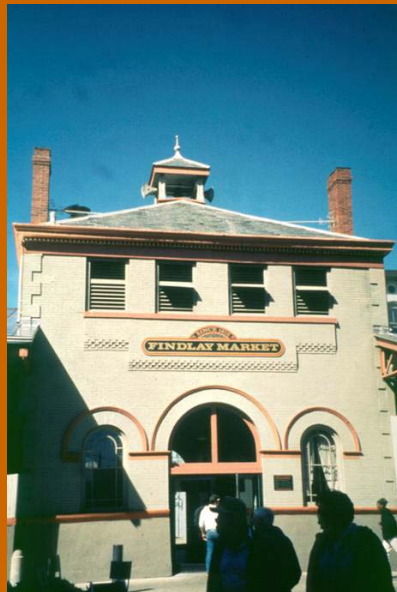
REQUIRED RFP FORMS

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Background and History

The City of Madison must be able to demonstrate at the end of this process that they can move successfully and expeditiously towards a public market development. To do so requires a great vision, grounded in a strategy, and shaped by a full awareness of the market realities and practicalities. For this reason, our assembled team can provide the steering committee with a public market business plan that they can embrace as do-able, marketable, leasable and profitable.

The UMC team is able to provide expertise in farmers' and public markets, agricultural food systems, retail economic development (including incubator) and financing, design, urban catalyst projects, site selection, consumer market research and overall facilitation experience. Project success is also about the project process. Pro-active and accountable management is fundamental to our work process as is the dedicated participation of each firm's principals throughout the project. The UMC team will be led by Urban Marketing Collaborative (UMC) and supported by Progressive Urban Management Associates (PUMA) and Plunkett Raysich Architects (PRA).

Project Team

Urban Marketing Collaborative (UMC) – Project Team Leader

UMC brings to the Madison Public Market Business Plan study a unique blend of "world-class" expertise gained from working in both small and large farmers'/public market projects in North America. The benefit of this experience is the ability to create a business plan that is realistic to the local market and can deliver results.

The firm is made up of internationally renowned farmers'/public market experts who not only have broad experience working with farmers'/public markets including Findlay Market, retailing and real estate, but also have an extensive database on the operations, budgets and organizational structures of farmers'/public markets throughout North America. We write articles and regularly speak on the subject at conferences and association meetings (e.g., International Downtown Association and the National Association of Produce Market Managers). As well, UMC has extensive experience in business district organization and revitalization strategies for commercial areas for government and non-profit organizations such as BIDs. In addition, the company actively works on mixed-use projects and retail developments including leasing. This knowledge and experience brings a balance between what can be achieved realistically and the latest in farmers'/public market trends.

UMC is a division of J.C. Williams Group. The company has been operating since 1974. J.C. Williams Group is a full-service retail and marketing consulting firm. We offer our clients practical, creative and in-depth knowledge of retailing and marketing, including up-to-date know-how and techniques to make retail operations better and more profitable. The company has offices in Toronto, Chicago, Washington and Montreal. There are 14 individuals in Toronto, Chicago, Washington and Montreal offices. The services for the Madison Public Market Business Plan will be provided from the Toronto office.

Progressive Urban Management Associates (PUMA)

Denver-based PUMA specializes in the development of public/private approaches to advance community development projects. The company is an expert in facilitation and community approaches that galvanizes a

QUALIFICATIONS, EXPERIENCE AND REFERENCES

variety of development interests, including private developers, philanthropic sponsors, lenders, the City, the steering committee and other interests that may be needed. PUMA is able to examine organizational options and provide a blueprint for best coalescing the resources needed to advance the project. In addition, they can provide input on incubator programs.

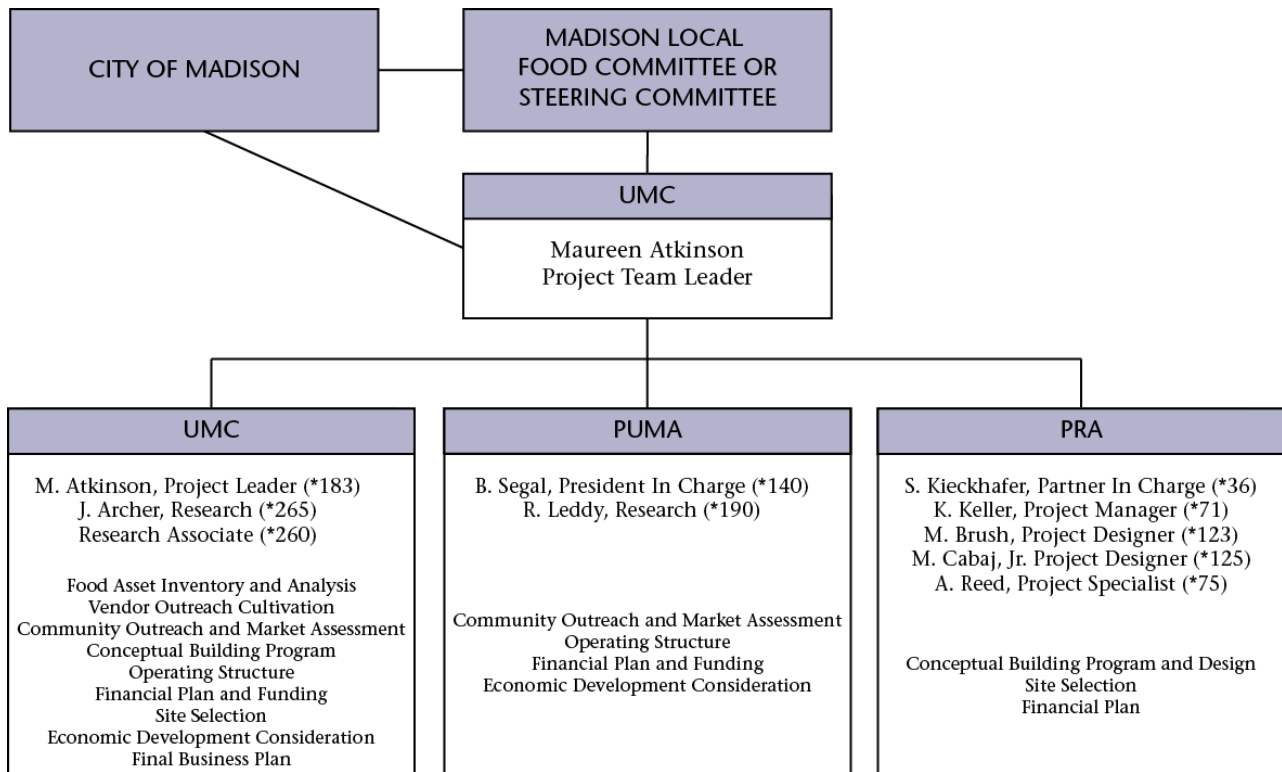
Brad Segal, President, was co-chair of the Downtown Denver Public Market Feasibility Study. Recently PUMA was named as the Colorado food access organization for a new statewide fresh food financing fund. The \$10M fund is intended to create groceries and other fresh food outlets in food deserts.

Plunkett Raysich Architects (PRA)

Plunkett Raysich Architects, LLP was established in 1935 by founder Henry Plunkett but has roots back to 1890. PRA is a multi-faceted firm specializing in project work that comprises the essence of holistic communities. The firm’s passion is great design. PRA takes pride in bringing together physical elements with pure imagination to compose a facility brand that opens minds. PRA creates spaces that invite people in and inspire all who occupy them. The company believes that practical can complement innovative. PRA does not merely design buildings, the company creates space for and inspires people.

They have designed master planned communities, mixed-use buildings, shopping centers and retail centers. Their most recent experience includes Miller & Sons in Mt. Horeb, WI as well as Pick N’ Save, Lakeview Market, and V. Richards. Added to this retail development experience is in-depth knowledge of the local issues, potential sites and the City of Madison’s approval process.

THE URBAN MARKETING COLLABORATIVE TEAM (UMC)



* Estimated time commitment in hours

Please see appendix for resumes.

Experience and References

UMC Farmers and Public Market Experience

- ▶ Findlay Market, Cincinnati, Ohio Downtown Denver Public Market Feasibility Study
- ▶ Downtown Sault Ste. Marie – Algoma Farmers Market permanent location feasibility study
- ▶ Ottawa Farmers’ Market Lansdowne Park Redevelopment Guidelines (City of Ottawa)
- ▶ Downtown Sudbury Farmers’ Market location
- ▶ St. Lawrence Market, Toronto, Ontario
- ▶ Craft Markets – La Villita and Market Square, San Antonio, Texas
- ▶ Sylvia Place Market, Niagara Falls, Ontario
- ▶ Hamilton Farmers’ Market, Hamilton, Ontario
- ▶ Downtown Fort Worth, Fort Worth, Texas
- ▶ Downtown Orlando Farmers’ Market, Orlando, Florida
- ▶ Southlake Farmers’ Market, Southlake, Texas
- ▶ Greensboro Downtown Market, Greensboro, North Carolina
- ▶ Texarkana Pubic Market Feasibility Study, Texarkana Arkansas
- ▶ Irvine Ranch Farmers’ Market, Newport Beach, California
- ▶ Jamaica, Queens, New York
- ▶ Tacoma, Washington
- ▶ Downtown Miami Street Vendor Program, Miami, Florida
- ▶ London Covent Garden Market, London, Ontario
- ▶ Nashville Farmers’ Market – Relocation, Nashville, Tennessee
- ▶ North Market, Columbus (two projects)
- ▶ Kitchener Farmers’ Market, Kitchener, Ontario
- ▶ Saint John City Market, Saint John, New Brunswick
- ▶ St. Catharines Downtown Redevelopment and Streetscape Study, St. Catharines, Ontario
- ▶ Edmonton International Market, Edmonton, Alberta
- ▶ Dubai Creek Development – Souk Development
- ▶ Mediterranean Gate, Tunis, Tunisia
- ▶ The Rouse Corporation, U.S.A.

Specific project example:

Findlay Market, Cincinnati, Ohio

UMC produced a Master Business Development Plan for the Findlay Market and the surrounding business community as part of a project initiated by the City’s Economic Development and Public Works departments.

- ▶ UMC led the consulting team that included architects, traffic consultants and a practicing market manager, and a 28-member steering committee representing the interests of various Findlay Market and neighborhood business district (NBD) stakeholders to examine various options.
- ▶ UMC gathered information using interviews with stakeholders (vendors, local area business and property owners, city officials, etc.); consumer market research; competitive review; and market operational data.

UMC produced recommendations on the following:

- ▶ Criteria for, and selection of, the best redevelopment option
- ▶ A vision for the Market redevelopment
- ▶ Proposed design concept for the Market House and surrounding neighborhood along with tenant mix
- ▶ Management organizational structure
- ▶ Operating guidelines (including rental rates, other lease provisions, marketing plan, etc.)
- ▶ Financial plans outlining an operating budget, plus cost estimates for the recommended Market and NBD capital improvements program

Agricultural and Food Experience

UMC/J.C. Williams Group has developed business plans and programs for agricultural-based businesses:

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- ▶ Loyalty programs for agricultural buy local initiatives in Southern Ontario
- ▶ Organizational review and incentive programs for food producers to buy local including education programs, certification procedures and case studies from Puget Sound
- ▶ Alberta Pork branding
- ▶ Eco Delices – business plan for artisanal cheese manufacturing in Quebec

Grocery Store and Health Food Store Experience

UMC/J.C. Williams Group has worked on marketing, branding and retail operations for a number of North American food organizations, grocery stores and health food stores including:

- ▶ Price Chopper (New England), Wal-Mart, Sobeys
- ▶ Freshstart market – specialty grocer and home meal preparation center that employs single mothers to enable them to be financially independent and provide job skills
- ▶ Shoppers Drug Mart, Rexall, Pharmasave
- ▶ LCBO, Vintners of Ontario, Wines of Ontario, Small Brewers of Ontario

Arts, Culture, Education and Health

Our roster of projects includes the Toronto International Film Festival Bell Lightbox, Royal BC Museum, Toronto Zoo, Calgary Stampede, Busch Gardens, USA National Aquarium, hospitals, colleges and universities.

Municipal and Non Profit Business Districts

- | | | |
|--------------------|--------------------|----------------|
| ▶ Boston, MA | ▶ Grinnell, IA | ▶ Miami, FL |
| ▶ Los Angeles, CA | ▶ Des Moines, IA | ▶ Toronto, ON |
| ▶ Fort Collins, CO | ▶ St. Cloud, MN | ▶ Ithaca, NY |
| ▶ Denver, CO | ▶ Grand Rapids, MI | ▶ Calgary, AB |
| ▶ Fort Worth, TX | ▶ Pittsburgh, PA | ▶ Edmonton, AB |
| ▶ Dallas, TX | ▶ Providence, RI | ▶ Hamilton, ON |
| ▶ Houston, TX | ▶ Lincoln, NE | ▶ Ottawa, ON |

References for UMC and PUMA (RFP Form D)

Company Name: Downtown Denver Partnership Inc.

Address: 511 16th Street, Suite 200 Denver CO 80202

Contact Person: Jim Kirchheimer **Phone No:** 303.571.8209

Relationship Period: 2010

Services Provided: UMC developed a public market feasibility study for the City and Downtown. The analysis developed evaluation criteria for the market, the site selection review, and the size and scope parameters. Operational and capital budget requirements for each option were tied into the evaluation criteria. Brad Segal from PUMA was co-chair for the project.

Company Name: City of San Antonio

Address: 400 N St. Mary's Suite 100

Contact Person: Colleen Swain or Bruce Martin **Phone No:** 210.207.7426

Relationship Period: Nov 2007– Feb 2009

Services Provided: UMC provided a market review of each market site including governance options, retail mix, marketing plan and financial budgets. The process engaged a broad range of stakeholders including

QUALIFICATIONS, EXPERIENCE AND REFERENCES

vendors, downtown organizations, residents and tourists to gain cross-community support. The entire complex of both facilities was assessed from an engineering and cost perspective to assess the investment required to bring the properties up to acceptable standards.

Company Name: Becker + Becker

Address: 95 Reef Road, Fairfield, CT 06824

Contact Person: Bruce Becker **Phone No:** 203.292.4900

Relationship Period: 2009– 2011

Services Provided: Becker + Becker was the developer of an urban market cooperative in downtown New Haven. PUMA's Rena Leddy was then the director of the Town Green Special Services District and became a member of the cooperative board of directors. Rena assisted in the formation of the market as the director of the downtown association, and gained a full understanding of its financing and operating structures.

Company Name: Food Access Organization for the Colorado Fresh Food Financing Fund and Colorado Housing and Finance Authority

Address: 1981 Blake Street, Denver CO 80202

Contact Person: Tim Dolan **Phone No:** 303.297.7318

Contract Period: 2011– 2013 onwards

Services Provided: The Colorado Fresh Food Financing Fund (CO4F) is a public-private partnership fund that provides financial incentives for grocery stores and other food retailers in underserved communities throughout Colorado. In 2011, PUMA was selected as the statewide Food Access Organization (FAO) to market and support the new fund. PUMA was contracted to conduct research, test the market, and develop a strategic business plan for a fresh food financing fund in Colorado. In 2013, PUMA was selected to become the FAO. As FAO, PUMA utilizes their extensive statewide networks, including grocery, food access, small business, and community and economic development organizations.

Disclosure of Conflict of Interest

Urban Marketing Collaborative/J.C. Williams Group has no potential conflict of interest due to any other clients, contracts, or property interests. No member of J.C. Williams Group's ownership, management, or staff has a vested interest in any firm, consultant, or sub consultant involved in the project, or any aspect of the project, or with the Department of Planning and Community and Economic Development of the City of Madison.

Disclosure of Contract Failures, Litigations

J.C. Williams Group (doing business as Urban Marketing Collaborative) has no alleged prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three years in which the firm or any subcontractor has been found guilty or liable, or which may affect the performance of the services to be rendered herein.

Financial Capability

J.C. Williams Group (doing business as Urban Marketing Collaborative) has the financial resources to complete this project on time and on budget.

CHAPTER 4

REQUIRED RFP FORMS

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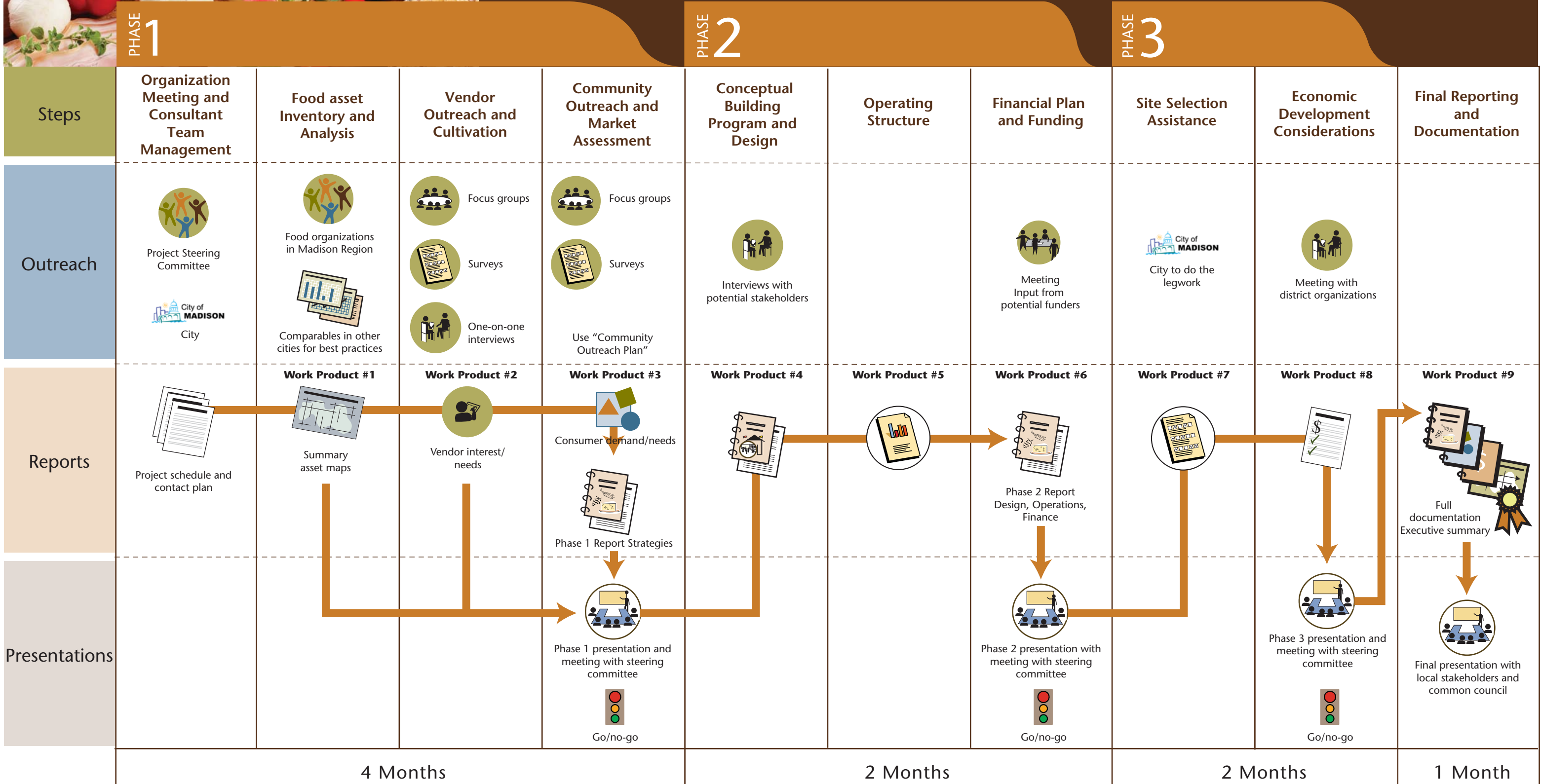
PROJECT APPROACH

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Madison Public Market Business Plan process schedule



PROJECT APPROACH

The approach that is described on the following pages closely mirrors the description of tasks and deliverables in Section 3 of the RFP document. (See the graphic depiction in the fold out at the beginning of this chapter which outlines our proposed work plan and schedule). We have added an initial step to the process and grouped the steps into three phases that allows for check points through the process where we will expect a “go/no go” decision. We have also assumed that there will be a Project Steering Committee that will provide input to the consulting team and will be kept informed of progress. This committee may be the Madison Local Food Committee or it may be a committee that is established for the express purpose of guiding this study. In addition with working closely with the Local Food Committee and the City, we recommend engaging the University of Wisconsin since they are leaders in agriculture and agri-business learning.

This section does not reiterate all of the details that are in Section 3 of the RFP. It confirms the team’s understanding of the requirements outlined in the RFP and provides additional materials that the team believes would really help the process reach the goal of providing third party validation of the feasibility of a Madison Public Market according to the vision, features and objectives described in Section 2 of the RFP.

Phase 1: Background Information Collection and Demand Assessment

Step 1: Kickoff and Project Organization

It is our experience that careful planning is required in a project like this where there are many stakeholders and several project team members. At the beginning of the project, the Project Team Leader will meet first with the City’s project manager to lay out a time table and determine the initial list of contacts. Then a meeting will be held with the Project Steering Committee to clarify their goals and to present the work plan for the project. The goal will be to set expectations and priorities for the project.

At this time the team will meet key influencers and receive a thorough orientation to the site and district options.

Deliverables

A time table that will guide the project including:

- ▶ A schedule for team visits to Madison
- ▶ Committee meeting dates
- ▶ A schedule of go/no go decision points
- ▶ A schedule of regular team meetings – in the past we have found that bi-weekly conference calls help everyone stay connected. This meeting schedule will be decided in conjunction with the City’s project manager and the Project Team Leader

An initial list of stakeholders to be contacted throughout the process.

PROJECT APPROACH

Step 2: Regional Asset Inventory and Analysis

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> • Input from key local food leaders, stakeholders and organizations • Summary of assets • Map assets 	<ul style="list-style-type: none"> • Identify comparable markets in other cities that can provide models for Madison • Research for best practices as well as options for organization, financial structures and district development. Note: that while this may have been done in previous studies, the comparables used for this project may be different and if not, data still needs to be updated • Engage with the University of Wisconsin in the outreach. • Document data to be used in Steps 5,6,and 7

Deliverables

Work Product #1 – Regional Food Asset Inventory and Analysis and Best Practices Research (Note: this is a product of Steps 1 and 2)

- ▶ Summary of regional food assets, projects and stakeholders as well as potential opportunities for the Madison Public Market to link to them
- ▶ Asset map that visually depicts the location and types of assets
- ▶ Summary of the best practices research including organizational structure, financials and regulatory framework such as vendor definitions, e.g., definition of local producer, local grower etc.

Step 3: Vendor Outreach and Market Assessment

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> • Use Madison Public Market Vendor Survey as base • Meet with vendors and vendor groups to understand their needs versus wants 	<ul style="list-style-type: none"> • Meetings with potential vendors would be used to understand <ul style="list-style-type: none"> ○ where they currently sell ○ how they currently sell, e.g., wholesale versus retail ○ rental rates paid ○ strengths and weaknesses of current options for food distribution in Madison • Meet with other potential types of vendors, e.g., specialty grocery stores and other larger scale food operators, e.g., wholesalers to understand the potential to meet some of their needs

Deliverables

Work Product # 2 – Vendor Outreach and Cultivation

Report on the following:

- ▶ Level of interest in a Madison Public Market along with type of vendor that is most interested
- ▶ How these various stakeholders define the kind of public market that they would support
- ▶ Likely lease rates that they could pay

PROJECT APPROACH

- ▶ Site considerations for vendor attraction

Step 4: Community Outreach, Asset Assessment and Strategic Options for the Market

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> • Public meetings, focus groups, surveys and demographic analysis • Identify type of market, customer, amenities that would be supported by Madison residents 	<ul style="list-style-type: none"> • Review demand estimates in previous public market studies • Collect existing general food shopping and spend patterns as well as public market related data through surveys and focus groups • Include general attitudinal information to help predict likely public market support in surveys • Work with local neighborhood organizations for outreach in neighborhoods not likely to participate in other forms of data collection • Use demographic spend patterns to help generate demand estimate • Use UMC supply/demand analysis methodology to determine supportable size based on market demand • Based on the consumer demand estimated in this step as well as data from Steps 2 and 3, develop two to three potential strategies for the Madison Public Market and project their likely success • Make a go/no go recommendation for the Project Steering Committee

Deliverables

Work Product #3 – Community Outreach and Market Assessment

- ▶ Estimated market demand for various types of potential markets
- ▶ Estimate the number of vendors likely to be supported by the demand
- ▶ Develop a check list of facilities and amenities that should be considered for the market

Phase 1 Report – Summary and Potential Strategies – Report and Project Steering Committee Meeting

The Phase 1 report and presentation to the Project Steering Committee will include a summary of the learning to date as well as two to three potential public market strategies with details on:

- ▶ Type of customers
- ▶ Level of wholesale versus retail selling
- ▶ Types of products, e.g., level of locally produced, fresh versus processed
- ▶ Site issues
- ▶ General size and site requirements

These strategies will be rated on a number of factors such as market demand, vendor demand, potential to create partnerships, etc. At this point, the UMC team would like to narrow down the options to one or two strategies so that the analysis in the next steps will be focused on the most-likely-to-succeed strategies. In

PROJECT APPROACH

In addition, the Market Steering Committee will be asked to make a decision whether to proceed to the next steps or to terminate the process. The UMC team will provide their assessment to the committee on whether any of the strategies are likely to be successful and whether the project should proceed to the next steps.

The UMC team would not proceed to Step 5 without the specific approval of the City and the Project Steering Committee.

Phase 2: Creating Implementation Options

Step 5: Conceptual Building Program and Design

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> • Conceptual design for two building types – new construction and adaptive reuse • Consider issues such as sustainable design, inclusion of other food related initiatives • Include floor plans, site plans, massing, design, materials • Identify items/elements of the Market that are required and those that could be optional 	<ul style="list-style-type: none"> • Based on the outcome of the Phase 1 meeting with the Project Steering Committee, the design will focus on one to two market strategies. • The UMC team’s experience with new and existing markets as well as other food operations will help ensure that the market design will work both for the consumer and for the vendor. Issues like access/egress, trucking, storage etc., will be thoroughly considered and incorporated into the site and facility descriptions.

Deliverables

Work Product #4 – Conceptual Building Program and Design

The deliverables here will include the following:

- ▶ Conceptual Site Plans identifying the required and optional characteristics of a potential site
- ▶ Massing studies describing the size and type of required and optional facilities
- ▶ Conceptual Floor Plans identifying the required and optional elements of the Market
- ▶ Conceptual images showing the potential design of the Market

In addition, a description of the features of the market design will be included in report format.

Step 6: Operating Structure

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> • Potential operating structure • Staffing and programming plan • Tenant leasing plan • Rental income and other revenue • Facility operating and maintenance expenses • Potential phasing 	<ul style="list-style-type: none"> • Overview of common market operating structures based on work done in Step 2 and the strategic decisions at the end of Phase 1. • Prepare model operating statement (P&L) which includes revenues and costs associated with running the market – these tend to be more related to the size of the space but are influenced by the site because of the likely rental rates. Since the site is unknown at this point, a low, medium and higher revenue estimate for each of the strategic options will be determined. • UMC has a database of operating results for different markets in North America and will use this as a basis for these estimates.

Deliverables:

Work Product #5 – Operating Structure

There will be two segments to the report:

- ▶ The operating structure will include the overall organization and staffing as well as ownership options, e.g., City owned, non profit and for profit structure
- ▶ The overall operating statement for the market including revenues and costs (staff, maintenance, marketing, vendor support, etc.) projected across low, medium and optimistic scenarios.

PROJECT APPROACH

Step 7: Financial Plan and Funding

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> Financial plan for capital and operating expenses of the market Identification of likely funders 	<ul style="list-style-type: none"> The capital requirements will be estimated net of site costs (since the site will be unknown) which can be a significant factor. Also, the requirement for start-up and ongoing funding will be developed based on the estimates in Step 6. The potential funders within Madison will be based on many of the interviews in Phase 1 as well as input from comparables research conducted in Step 2 which will point out how other markets have been funded. In addition, the UMC team will provide funding options based on their experience in other similar situations. Inventory of development tools and financing options available in Madison for the district area(s) that may be favorably impacted by the market will be included. We'll look at options presently available in Madison and Wisconsin, plus highlight creative community development financing from our "best practice" case studies.

Deliverables

Work Product #6 – Financial Plan and Funding

The deliverable will be a report that outlines:

- ▶ The likely capital requirements to build the market based on work in Step 5
- ▶ The start up and ongoing funding that may be required based on work in Step 6
- ▶ The sources that could be available to fund these costs both from tools already available in Madison as well as new funding sources that have been used successfully elsewhere.

Phase 2 Report – Implementation Options

The Phase 2 report will pull together the findings of Steps 5, 6 and 7. It will look at the building and financial scenarios for the market strategies. This analysis will help to determine the likely ongoing financial viability of the Madison Public Market as envisioned by the City and stakeholders. At this point, the UMC team will provide a professional opinion on the strategies for concept, design, organizational structure and funding that are most likely to be viable in the long term.

At this point, the UMC team will expect to make a presentation to the Project Steering Committee and to receive a **go/no go decision** on whether to move ahead with the rest of the project.

PROJECT APPROACH

Phase 3: Site and Economic Benefits Testing

Step 8: Site Selection Assistance

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> City staff will lead the site selection process and consultant team will provide guidance Provide criteria for site and building criteria Provide input based on other work done If site identified, provide cost estimates for construction, and operating costs 	<ul style="list-style-type: none"> The criteria for site and building selection will reflect the strategy determined at the Phase 2, e.g., size, access/egress, visibility, supporting uses. The UMC team can assist the city to create a decision-making framework to evaluate the pros and cons of market location focused on the potential for catalytic impacts in a variety of potential districts.

Deliverables

Work Product #7– Site Selection Assistance

Since the City staff will take on most of the work in the step, the deliverables here will be a memo outlining the criteria for site and building selection. As well, the UMC team will be available to discuss and clarify to City staff any issues, and provide opinions on sites where asked.

Step 9: Economic Development Considerations

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> Identify potential partnerships with other food initiatives Estimate impacts both positive and negative on other businesses Estimate tax and property value impacts 	<ul style="list-style-type: none"> Create a district development strategy for the area around the market, including programmatic responses, incentives, policies to maximize the community development and health benefits of the facility. Organization and financing strategy for a non-profit community development entity that could help steer and sustain economic development in the district that will house the market.

Deliverables

Work Product #8 – Economic Development Considerations

- ▶ A report that documents the likely social and financial impacts of the market.
- ▶ A “business plan” for guiding community-based economic development and health efforts in the district that will house the market. The “business plan” will lay out an organization and financing strategy for

PROJECT APPROACH

helping to create vital small businesses, housing, mixed-use development and opportunities to promote healthy and active living.

Phase 3 Report – Site and Benefits Testing

This report will summarize the extensive data collected throughout the full project. It will outline how feasible a Madison Public Market that meets the goals developed at the beginning of the process will be. The UMC team will create a document and presentation that clearly outlines the likely benefits and costs of the market as envisioned through this process. A Business Plan for how the public market will function will be included. Working with the Project Steering Committee, the UMC team will provide a clear recommendation on whether the City of Madison should move ahead with the public market project and if so how that should be done.

Step 10: Final Reporting and Documentation

RFP Description of Task and Deliverables	UMC Team Additions
<ul style="list-style-type: none"> • Guide and manage the process with data driven decision making • Prepare Madison Public Market Business Plan document • Present to stakeholder groups • Provide interim materials that can be posted on the City's website 	<ul style="list-style-type: none"> • The process outlined here involves the Project Steering Committee in the development of the business plan along with involvement in the decision to proceed or terminate the project. • The material in the Phase 1, 2 and 3 reports will provide excellent interim summaries of the process to help keep the process transparent to all stakeholders. • The UMC team members have a broad range of experience in presenting complicated concepts and information in an easily understood manner.

Deliverables

Reporting and Documentation

- ▶ 50 copies of the Madison Public Market Business Plan
- ▶ 12 presentations of draft work products
- ▶ 12 presentations of the final business plan
- ▶ Executive summary of the business plan in a graphic format so that it easily communicates the concepts and it can be posted on the City website and printed by the city as required.

PROJECT APPROACH

Estimated Work Hours

	Total Work Hours/Task
Phase 1 - Background Data Collection and Project Organization	
Step 1: Kick off and Project Organization	81
Step 2: Food Asset Inventory and Analysis	75
Step 3: Vendor Outreach and Cultivation	70
Step 4: Community Outreach and Market Assessment	160
Phase 1: Report and Presentation	82
Total Phase 1	468
Phase 2 - Creating Implementation Options	
Step 5: Conceptual Building Program and Design	428
Step 6: Operating Structure	58
Step 7: Financial Plan and Funding	65
Phase 2: Report and Presentation	90
Total Phase 2	641
Phase 3 - Implementation Options	
Step 8: Site Selection Assistance	62
Step 9: Economic Development Considerations	88
Phase 3: Report	90
Total Phase 3	240
Step 10: Final Reporting and Documentation	175
Total Estimated Work Hours	1,524

APPENDIX

REQUIRED RFP FORMS

EXECUTIVE SUMMARY

QUALIFICATIONS, EXPERIENCE AND REFERENCES

PROJECT APPROACH

RESUMES



MAUREEN ATKINSON — URBAN MARKETING COLLABORATIVE

Maureen Atkinson is a Senior Partner at Urban Marketing Collaborative. She is recognized as a leading thinker on retailing, downtown revitalization, and entertainment districts.

Ms. Atkinson holds a degree in Administrative Studies from York University, Toronto, Ontario, and is a member of the Professional Marketing Research Society (PMRS).

From 1972 to 1982, Ms. Atkinson was with T. Eaton Company, a national department store chain, in sales management, marketing research, and merchandising management. She was involved in such projects as the opening of Eaton's flagship store in the Toronto Eaton Centre; assessment of consumer research studies to determine the marketing direction for the Company's Pacific Division; and merchandise assortment planning for new stores.

Ms. Atkinson joined John C. Williams Consultants Ltd., in 1982 as a marketing and research associate; and in 1987 founded Urban Marketing Collaborative.

Ms. Atkinson has consulted with many governments, business associations, BIDs, and individual retailers in her consulting career. She has also co-authored: *Retail Revitalization and Recruitment: Action Programs for a Downtown and Marketing Main Street*, a workbook on the marketing issues of downtown revitalization for Heritage Canada. She has written articles for the following:

- National Trust for Historic Preservation,
- International Downtown Association, and
- Urban Land Institute.

She is a frequent speaker on Public Markets and retailing in downtowns, and is a Board member of the International Downtown Association, Inc.

Ms. Atkinson has led or been a team member on all of the projects listed under UMC's relevant work experience. In addition, she has worked with many of the company's developers and attractions/entertainment clients.



JOHN ARCHER — URBAN MARKETING COLLABORATIVE

John Archer, Senior Advisor Real Estate, focuses on making retail real estate developments right for the consumer and translating economic information into livable communities. Thorough target market analysis and insightful implications of not only where the consumer is today but where the consumer will be shopping in the future is a hallmark of Mr. Archer's work. His work philosophy is firmly rooted in the idea that if the retail development is right for the consumer, it will be right for the retailer, and then in turn it will be profitable for the developer.

Recent farmers and public market projects include:

- Ottawa Farmers' Market redevelopment
- Sault Ste. Marie market feasibility study
- Downtown Sudbury market relocation study
- Market programming for La Villita and Market Square in Downtown San Antonio
- Market operational review for Hamilton Farmers' Market
- Street vending program for Downtown Miami, Florida
- Feasibility study for a downtown public market in Greensboro, North Carolina
- Development of the Fort Worth Farmers Market
- Business Action Plan for Southlake Farmers' Market
- Consensus development to gauge the public reaction to moving and building a new public market in Downtown Kitchener, Ontario
- Year review of Your Kitchener Market.

Mr. Archer specializes in retail real estate, including retailer site selection, retail gap analysis, consumer market research, feasibility studies, impact assessments, downtowns and business district revitalization, master planned communities, farmers' and public markets, shopping centers, and retail infill projects. Mr. Archer sat for six years on the executive committee of the Toronto District Council's Urban Land Institute.

Mr. Archer holds a Bachelor of Commerce Degree from Queen's University. After graduating from Queen's he spent a year working and travelling throughout Australia, South-East Asia, and Korea before returning to Queen's University to earn his Master in Urban and Regional Planning. His Master's Report focused on the economic and social location factors for the businesses and services located in a downtown neighborhood of Toronto.





M. BRADLEY SEGAL

President
Progressive Urban Management Associates

Founder and president, Brad Segal has more than 30 years of downtown management and community development experience as both a practitioner and consultant. A self-proclaimed "urban therapist," Brad is one of the nation's leading authorities on downtown trends and issues, establishing and reinventing downtown management organizations and creating business improvement districts to finance them.

Expertise

Progressive Urban Management Associates, Inc., Denver, Colo. – 1993 to present

- Business Improvement District (BID) feasibility, formation and renewal
- Market-based downtown planning
- Global trends and their affect on center city development
- Strategic planning for organizations involved in downtown and community development
- Community-based economic development strategies
- Participatory community outreach techniques
- Retreat facilitation for public/private management organizations

Representative projects include:

Building consensus and forming management plans for new business improvement districts in Santa Monica, Calif.; Cleveland, Ohio; Oklahoma City, Okla.; and Boulder, Colo.

Directing the public process and developing market-based downtown plans in Grand Rapids, Mich.; Rochester, Minn.; Wailuku, Hawaii; and Greeley, Colo.

Creating strategic plans to guide center city public/private partnerships in Seattle, Wash.; Long Beach, Calif.; Columbia, Mo.; and Kingston, Jamaica.

Designing and implementing community-based economic development strategies for New Haven, Conn.; San Diego, Calif.; Portland, Ore.; and Denver, Colo.

Facilitating strategic planning retreats for public/private management organizations in Hollywood, Calif.; Denver, Colo.; Phoenix, Ariz.; and Washington D.C.

Past Experience

Downtown Denver Partnership, Inc., Denver, Colo. – 1987-1993

Senior Director Designed and managed business development and marketing programs to attract jobs and investment to downtown Denver. Highlights included directing the Lower Downtown Business Support Office, which is credited with helping to revitalize Denver's premier urban historic district, and being part of the management team that re-engineered the Downtown Denver Partnership's operations, structure and organizational culture. Program areas included:

- Managing business support offices in the Lower Downtown and Five Points neighborhoods
- Creating and administering innovative community lending programs
- Developing new approaches to office retention and recruitment
- Managing business improvement district programs and assisting with BID renewal

Progressive Urban Management Associates, Inc., Denver, Colo. – 1985-1989

President The first incarnation of P.U.M.A. provided program management, business counseling and resource development for Denver area community development organizations and Colorado American Indian tribes.

Port Morris Local Development Corporation, South Bronx, N.Y. – 1984-1985

Associate Director Formed and managed a local development corporation to pursue industrial revitalization and represent 450 businesses.

City of Martinez, Calif. – 1979-1983

Coordinator of Housing and Economic Development Directed the commercial revitalization of a 10-block Main Street area. Coordinated research, policy formation and implementation of an affordable housing program cited by the International City Management Association as one of 15 national models for housing development reform.

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



P.U.M.A.

Recognition, Affiliations, Publications

Honors:

International Downtown Association awards for projects in Grand Rapids, Mich. (Downtown Framework Plan), Denver, Colo. (Downtown Denver Area Plan); Lincoln, Neb. (Downtown Investment Strategy); and Sacramento, Calif. (Downtown Management Plan & Business Improvement District)

Recognized by the International Downtown Association for work performed as a volunteer for Historic Denver for formation of the Downtown Denver Historic District, 2001

Acknowledged as one of the Denver area's Forty Under 40 for commitment to professional excellence and contributions to community by the Denver Business Journal, 1997

Named Entrepreneur of the Year for the Rocky Mountain region in the category of Supporter of Entrepreneurship, sponsored by Inc. Magazine, Ernst & Young and Merrill Lynch, 1992

Professional Affiliations:

American Planning Association

Downtown Colorado Inc, Board Member (2000-2009) and President (2007-2008)

Downtown Denver Partnership, Inc.

International City Management Association

International Downtown Association, Board Member (1998-2004) and (2010-present)

National Main Street Center

Urban Land Institute

Featured Speaker:

Frequent workshop presenter and panelist in conferences sponsored by the International Downtown Association, National Main Street Center, American Planning Association, California Downtown Association and Downtown Colorado, Inc.

Annual meeting keynote speaker for downtown organizations in Dallas, Texas; Memphis, Tenn.; and Seattle, Wash.

International Cities, Town Centres & Communities Society, in Geelong, Australia

International Federation for Housing and Planning, in Gothenburg, Sweden

Expert Witness:

Expert Witness testimony in support of community planning and development approach to congressional redistricting, State of Colorado, October 2011

Selected Publications:

Top Ten Global Trends Affecting Downtown and How to Respond at Home, September 2007 and *REVISITED* September 2011

The ABC's of Creating BIDs, published by the International Downtown Association, September 2002

Ten Keys to Creating a Competitive Downtown, co-authored with Arnold Ray, published in Colorado Municipalities, June 2002

BIDs: Making Business Districts More Competitive, published by the American Planning Association, January 2000

A New Generation of Downtown Management Organizations, published in Urban Land, April 1998

Frequent contributor to the *Downtown Idea Exchange* and the *Denver Business Journal*

Education

MBA, Columbia University, New York

BA, Urban Analysis, University of California at Berkeley

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



P.U.M.A.



RENA MASTEN LEDDY

Vice President
Progressive Urban Management Associates

Expertise

Rena Masten Leddy has nearly 20 years of downtown management experience as both a practitioner and consultant with an emphasis on business improvement districts (BIDs). Prior to joining PUMA, she worked in 25 cities in seven states, including more than a dozen years in executive and program management positions with BIDs. Her specialties include BID feasibility, formation and renewal as well as government relations, organizational development, strategic planning, urban planning, public space management, marketing, event planning, and program development.

Past Experience

Executive Director, Town Green Special Services District, New Haven, Connecticut, 2009-2011

Managed a \$1.2 million business improvement district including public space management, clean and safe programs, wayfinding signs, visitor information, marketing, retail promotions and economic development.

Vice President BID Development and Operations, Urban Place Consulting Group, Inc., Los Angeles, California, 2004-2009

In addition to co-managing the company, worked in the following areas:

Provided interim management of BIDs; Performed feasibility, establishment and renewal of BIDs; Worked on BID start-up and implementation (including non-profit status, bylaws, implementing clean and safe programs and hiring and training program staff); Facilitated board retreats; Created strategic plans

Executive Director, Portland Downtown District, Portland, Maine, 2001-2004

Created strategic plans and guidelines for the organization's programs and worked with City Council; Wrote and gained City Council approval for a Nightlife Safety Plan and other public space management policies; Leveraged the annual marketing budget with corporate and media sponsorships, created and implemented signature annual events, wrote newsletters and annual reports and managed the reworking of the website.

Deputy Director and Director of Operations, Stamford Downtown Special Services District, Stamford, Connecticut, 1993-2001

Created organization-wide benchmarking programs to quantify project results; Conducted research and proposal writing for all new district programs; Wrote and implemented a traffic and parking master plan, clean and safe programs, landscape and a beautification program; managed a public/private capital improvement project; and managed a federal crime grant for the City's police department; Collected data for new brand and positioning strategy for downtown, developed customer satisfaction surveys, implemented street pole banner program, and wrote quarterly newsletters and annual reports

Recognition and Affiliations

Honors, Awards, Featured Workshop and Panel Speaker:

International Downtown Association

Connecticut Main Street Center

Quebec Downtown Center

California Downtown Association

U.S. Dept. of Justice Office of Community Oriented Policing Services

Honored by Los Angeles Mayor Antonio Villaragosa for establishment of the North Hollywood BID

Appointed by New Haven Mayor John DeStefano to Parking Authority Board

Appointed by Stamford Mayor Dannell Malloy to facilitate the Neighborhood Beautification Grant Program

Acknowledged as one of "Portland's Most Influential" by The Portland Phoenix, 2002 (Portland, ME)

Professional Affiliations:

International Downtown Association, Board Member (2011) and Advisory Panel

Elm City Market Food Co-op, Board Member

Connecticut Mental Health Foundation, Board Member

New Haven Chamber of Commerce, Board Member

Portland Chamber of Commerce, Board Member

Kappa Alpha Theta, Wesleyan University Facility Corporation Board, Past President

UConn Alumni — Fairfield County Chapter, Past Vice President

Education

Masters of Public Administration, New York University, New York, NY

Bachelor of Arts, University of Connecticut, Storrs, CT

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



P.U.M.A.

Education

University of Wisconsin - Milwaukee 1994
Graduate Degree Coursework
University of Wisconsin - Milwaukee 1990
B.S. Architectural Studies

References

City of Madison, Department of Public Works
Mr. James Whitney, City Architect
608 266-4563

Registration

Wisconsin – A-8378
Texas – 17847
Indiana – AR-10600178

Professional Associations

American Institute of Architects
Council of Educational Facility Planners
International

Corporate Projects

CUNA Mutual Group
CUNA and Affiliates
Johnson Bank
Hausmann Insurance-Madison*
McFarland State Bank
Northern WI Region Council of Carpenters
Madison
Kaukauna
Roundy's Pick N Save
State Street West
The Design Center-Fitchburg*
The Ideal
Tribeca Village
Tri-North Corporate Office
Unity Health-Sauk*

Civic Projects

City of Franklin*
Community Center Study
City of Madison
Tenney Park Pavilion
Water Utility Study*
Madison Fire Station No. 11
Madison Fire Station No. 12
Madison Police Department South and West
District Station*
Sun Prairie City Hall
Sun Prairie EMS Master Plan



Steven A. Kieckhafer, AIA, Middleton, brings 22 years of architectural and project management experience to PRA. Mr. Kieckhafer focuses on the project management of facilities completed in PRA's Madison office.

Similar Project Experience

- Roundy's Pick N Save
- Tribeca Village
- The Ideal



Tribeca Village

* indicates work completed while with another firm

Civic Projects (continued)

Sun Prairie Fire Station No. 1

Sun Prairie Police Department

Safety and Weight Enforcement Facility

Madison

Beloit

Village of DeForest*

DeForest Area Public Library*

Village of Waunakee*

Community Center Study

** indicates work completed while with another firm*

Education

Masters Studies, 1981
University of Wisconsin - Milwaukee
Bachelor of Science, Architecture and Urban
Planning, 1980
University of Wisconsin - Milwaukee

Registration

Wisconsin Architect - 6925
Texas Architect - 12487
Iowa Architect - 06228

References

T. Wall Enterprises
Mr. Terrence Wall, Founder/CEO
608 830-6301

Professional Associations

American Institute of Architects
NCARB
University of Wisconsin-Madison, Civil
Engineering and Environmental Dept.
Adjunct Professor, Vice Chair of the CEE
Professors of Practice

Corporate Projects

Boy Scouts of America Regional Offices*
Greenwood's State Bank*
Group Health Cooperative Administration
Building*
Miller and Son's Supermarket
T. Wall Properties*
8215 Greenway Boulevard Building*
8333 Greenway Boulevard Building*
8235 Greenway/Fidelity Building
The West End*
Tribeca Village



Kirk Keller's extensive project management experience includes master planning for multi-use developments, community facilities, corporate office facilities and healthcare facilities. He manages the design process to ensure that the delivery of design, function and quality are on time and within budget. With over 25 years experience, he helps clients identify the best use of space and finances through his complete knowledge of all phases of project development.

Similar Project Experience

- The West End
- Miller and Son's Supermarket
- 8333 Greenway Boulevard Building
- Tribeca Building



*The West End**

**Indicates projects completed while with another firm.*

Education

Bachelor of Architecture, 1984
University of Minnesota

Registration

Wisconsin Architect - A-8177

References

West Bend Mutual Insurance
Mr. Randy Stark, Facilities Manager
262 334-6560

Corporate Projects

ASQ Center-Milwaukee, WI*
Caves du Palais-Neuchatel, Switzerland*
CG Schmidt Headquarters-Milwaukee, WI*
General Mitchell International Airport
Concourse “D” Renovations
South Escalator Reorientation
Harnischfeger World Headquarters-
Milwaukee, WI*
Heart Hospital of Milwaukee
International Flavors and Fragrances -
New York, NY*
Irgens Development Partners
J.H. Findorff & Son, Inc.
JSM Properties-202 Brooks St. Apartments
JSM Properties-240 Gilman Street Apartments
Mayfair Woods Office Building
Miller Brewing Company R&D Lab
Miller & Son’s Supermarket
Offices of Kahler Slater Architects*
Offices of A.G. Edwards-Milwaukee, WI*
Offices of Zigman Joseph Stephenson-
Milwaukee, WI*
Mythen Center-Schwyz, Switzerland*
Pentair Water
Plexus Development Center
Plexus Global Headquarters
Plunkett Raysich Architects Headquarters
“The Waters at Park Place”
Swiss Bank Training Institute-New York, NY*
Swiss Bank Tower-New York, NY*
645 Madison Avenue-New York, NY*
T. Wall Properties
5555 High Crossings Blvd.
8225 Greenway Boulevard
Telecom Fribourg-Fribourg, Switzerland*
Tour Henri-Fribourg, Switzerland*
West Bend Mutual Insurance Headquarters
Xerox Corporation Norwalk World
Headquarters



Michael brings over 20 years of national and international design experience to your project. He has specialized in Master Planning as well as building and space design for corporate clients throughout his career. Michael brings a unique blend of creativity and expertise to the unique needs of the corporate world.

Similar Project Experience

- 8225 Greenway Boulevard
- Miller & Son’s Supermarket
- West Bend Mutual Insurance Headquarters
- Xerox Corporation Norwalk World Headquarters



8225 Greenway Boulevard

* indicates work completed while with another firm

Education

Master of Architecture
University of Wisconsin - Milwaukee,
2012
Bachelor of Science in Architecture,
Art History Minor
University of Wisconsin - Milwaukee,
2010

Corporate Projects

Bemis Innovation Center
Jose's Blue Sombrero

Civic Projects

Beaver Dam Police Station
Hales Corners Veterans Memorial

Residential Projects

The Gallina Co.
Meriter Mills St. Apartments
Park Street Development Ideal Body Shop

Education Projects

Belleville Intermediate School
Master Plan
DeForest High School
Entry Renovation
Athletic Fields Study
Franklin High School
Madison College
Traux Campus
Stoughton High School
Exterior Facade Study
UW-Platteville
Residence Hall and Dining
Woodside Elementary School



Molly has been with Plunkett Raysich Architects since she received the PRA Internship/Scholarship in 2010. Molly continued to work with PRA full-time during the summers and part-time during the school year until she graduated with her Master's degree in December of 2012. Molly is a Jr. Project Designer and has the opportunity to work on a variety of projects on multiple levels in architectural design and graphic work.

Similar Project Experience

- Bemis Innovation Center
- Park Street Development Ideal Body Shop
- Joe's Blue Sombrero



Joe's Blue Sombrero

Education

Associates Degree - Architectural Design
Madison Area Technical College

References

Stoughton Area School District
Dennis Barkenhagen, Facilities Director
608 877-5071
School District of LaCrosse
Joe Ledvina, Associate Supervisor of
Building and Grounds
608 789-7627

Corporate Projects

100 Harborview Plaza
CUNA Mutual Group
International Building Upgrades
Northern Wisconsin Regional Council of
Carpenters
Roundy's Pick N Save
Madison
Maple Grove
T. Wall Properties
301 S. Westfield Remodel
Midwest Tech Office Building
Tri-North Builders Corporate Office

Civic Projects

City of Franklin*
City of Madison Fire Station No. 12
City of Madison Tenney Park Pavilion
City of Madison Water Utility*
Madison Police Department - South Station*
Madison Police Department - West Station*
Village of DeForest - DeForest Public Library

Residential/Long-Term Care Projects

Bethel Homes & Services - Maplewood
Terrace
Morrow Memorial Home & Apartments
Our House RCAC & CBRF



As a project specialist, Andy will work with the project manager and team to develop a complete set of construction documents for the project.

Similar Project Experience

- Roundy's Pick N Save
- 100 Harborview Plaza
- CUNA Mutual Group



Madison Fire Station No. 12

**Indicates work completed while with another firm*