



MONDAY, APRIL 30, 2012

To Whom It May Concern,

In 2011, the Sonoma Humane Society needed assistance with restructuring its debt and resolving an acrimonious relationship with our lender. The economy was in recession, charitable donations for all non-profit organizations were shrinking: we were finding that our lender kept making more and more demands on us, and too much of our organization's energy was spent on dealing with managing our administrative and financial obligations connected to our debt. We needed to realign the focus of our Management, and needed to modify our debt obligations to accomplish this task. With the benefit of Marc's strategic and tactical advice, and his assistance in taking the lead in negotiations with our lender, within six (6) months of his engagement, we favorably restructured the terms of our debt. The Management and employees of the Sonoma Humane Society were now able to concentrate on their mission of caring for the animals who need it the most.

Marc Zegar was recommended to us by a former Board Member, who had recently worked with Marc on a similar situation involving a private school. We confirmed the successes of Marc in his previous engagements with other non-profit organizations, and after meeting and talking with him found him to be very knowledgeable of the needs of non-profit organizations like ours. Marc was inquisitive as to our mission and our operations and our specific needs, and really helped us tailor a solution that worked for us. Most importantly, he was honest, truthful and realistic as to the possible outcome of our plan to restructure. He made no promises he didn't keep and Marc's advice in helping guide our decisions throughout the process was "spot on."

We would recommend Marc's services in negotiating debt restructures and workouts to any organization in need of such assistance.

Sincerely,

Kiska Icard,  
EXECUTIVE DIRECTOR