

1. Official Name of the Program: Madison-Freiburg Sister City Committee Incorporated
2. Key Facts about the Sister City
 - (a) City Name: Freiburg im Breisgau
 - (b) Province or State: Baden-Württemberg
 - (c) Country: Federal Republic of Germany
 - (d) Population: 215966 according to the GeoNames geographical database
 - (e) Nature of Local Government: Democratically elected Council and Mayor with a coalition of parties participating including CDU (29%), SPD (33%), Green (22%), and several others less than 15% total.
 - (f) Nature of the Local Economy: Freiburg has a robust economy based on capitalism.
 - (g) Socio-economic data: Majority of the citizens are Germans of Badisch or Schwabisch ethnicity, with a few percent of ethnic Turks as the largest minority component. The per-capita GDP is approximately \$35,000 (US) and the state of Baden-Wurttemberg has been the most prosperous state in Germany, with a good manufacturing base and traditionally low unemployment.
3. A Map showing the Sister City in its Country:



4. History

(a) Key Organizational Dates

- i. What year was your organization founded? 1985 by Madison City Council Resolution.
- ii. In what year did you become an official Madison Sister City? October 02, 1987 by adoption of the Bylaws at the first Annual Meeting.

(b) What were the primary motivating factors behind selecting you city? If there were more than one motivating factor, you may check more than one box.

- i. Humanitarian (Minor)
- ii. cultural and educational
- iii. business and economic Growing – especially in the area of sustainability and Renewable Energy.
- iv. other? (please explain)
- v. combination of the above (please explain) Cultural and educational factors were primary due to a long-standing relationship with the University of Wisconsin and the Albert Ludwigs University. Also, many German citizens emigrated to Wisconsin, forming strong ties to the Freiburg region.

(c) Did your sister city program have specific initial goals it sought to realize? If so, what were they? They were covered in the initial Madison Council Resolution (Resolution 41,096, File Number 5070-8, Adopted November 19, 1985). The resolution is included as an Appendix.

(d) Who were the initial leaders? Primarily the Mayor of Madison at the time.

(e) What were the key organizational events and when did they occur?

Council resolutions established an exploratory committee and then a resolution formed the Sister City Committee.

(f) Thinking about your sister city partners.

- i. Who were the initial contacts? Freiburg and Madison Politicians
- ii. Why were they selected? It was a Mayor-to-Mayor meeting.
- iii. How did you make initial contact with you future sister city leaders in the locality?
- iv. What factors explain why your prospective city agreed to participate in the sister city program? UW Educational connection was a strong factor.

(g) Do you have a copy of the council resolution creating your sister city program? If so, please include a copy when you make your presentation to the committee. Yes – Included in the Appendix

(h) What historical records do you have? Check each that apply:

- i. board minutes
- ii. scrapbooks of newspaper clippings
- iii. concept papers
- iv. fundraising prospectuses
- v. brochures
- vi. photographs
- vii. other (describe)

(i) For each outbound trips provide the following data:

- i. Trip dates (month and year) Approximately every two years since inception.
- ii. Approximate number of participants About 20 on average.
- iii. What were the most important/memorable events of this trip? Starting/ending in Freiburg with home-stays and committee to committee events. In 2008, Mayor Dave visited to renew the relationship on the 20th anniversary.
- iv. Salient qualities of participants

- A. Demographics Mostly middle class, often retirees capable of paying for their own travel costs.
 - B. Factors that motivated participation Connection to the Madison-Freiburg Sister City Committee.
 - v. Did you experience any problems that you think may be common to all of Madison's Sister City programs? If so, what... Getting Cheese into Germany is impossible. We have to sneak it in. Getting cultural/arts groups to travel to Germany is tough since they have to pay their own travel costs.
 - (j) What are the approximate number of persons who have gone on all outbound trips to date? 400.
 - (k) For each of the inbound trips held provide the following data:
 - i. Trip Dates (month and year) Practically yearly, with major city officials visiting about every two years.
 - ii. Approximate number of participants 10 to 60
 - iii. Important/memorable events 2005 – Freiburg sent a delegation of 65 people, including a city band and a classical duo.
 - iv. Salient qualities of participants
 - A. Demographics Usually retired, middle class.
 - B. Factors that motivated participation Travel to Madison (tourism) and usually Chicago, New York, other cities such as Washington DC.
 - v. Did you experience any problems that you think may be common to all of Madison's Sister City programs? If so, what... Getting exchanges with students – more want to come her than go to Freiburg.
 - (l) What are the approximate number of persons who have gone on all in bound trips to date. About 400 to 500.
5. 2009 goals and objectives
- (a) What are your most important goals and objectives for 2009? Build a regular schedule of events and grow the organization.
 - (b) Generally speaking, what programs and strategies are you using to achieve these goals and objectives? Web-Pages and frequent email newsletters. A table on the Square is an important way to collect new members. 501(c)(3) donations are the primary means of raising money.
6. 2010-2012 goals and objectives
- (a) What plans do you have for outbound trips? Christmas Market trip Fall/Winter 2010 or 2011.
 - (b) What plans do you have for inbound trips? None yet. Usually a small group will come in the summer.
 - (c) Do you have any other programming initiatives planned for 2010 thru 2012? Examples could include pen pal programs, business exchanges, fundraising fairs, etc. We have had three experts in sustainable living or energy visit. The goal is to establish a working center for renewable energy and sustainable living like Freiburg's Solar Information Center.
7. Governance
- (a) Regarding your board
 - i. How many people serve on your board? Currently 8 by bylaws. We have modified the bylaws and the board will be expanding to more than 12.
 - ii. What are the socio-economic qualities that best describe your board? Mostly middle class, interested in or with connections to Freiburg. All have traveled to Freiburg.
 - iii. Do you have any special “slots” or categories of board members? If so, please describe. Elected officers (President, Vice-President, Secretary, Treasurer, Historian) -- all others

are at large.

- iv. Do you have written by laws ? Yes.
 - (b) How do you define a member? Anyone present at the Annual Dinner is a member for the purposes of voting. Anyone present at a special meeting announced in advance is a member for voting reasons. We maintain a list of email addresses on Google Groups and all of those members are sent regular meeting announcements vial email.
 - (c) How many members do you currently have? In excess of 250 members on the mailing list.
 - (d) What governance problems have you experienced and how have you solved them? We had a written membership list and send post office mail with a newsletter quarterly. The postage and printing was one of our biggest expenses. We have reduced the dues to \$0.00 and replaced the income with suggested donations to the 501(c)(3) organization. Email has reduced our expenses.
 - (e) How would you describe your current level of activity? Active with increasing membership.
 - (f) Are you planning governance changes that would increase your organization's capacity and sustainability? If so, please explain. We have changed the bylaws to add more board members. We will add 4 to 6 board members soon, selected from a list of active members who have expressed leadership interest.
 - (g) Do you have the leadership, resources, program vitality, and other factors needed to sustain you program for the next five years? Please explain. Yes (as detailed above).
8. Program Budgets
- (a) When you prepare your program's annual budget, what categories or line items do you use.
Examples:
 - i. General Program Maintenance
 - ii. Outbound Trips
 - iii. Inbound events
 - iv. Gifts
 - v. Postage
 - vi. Printing
 - vii. Equipment Rental
 - viii. Other (explain) None – except for the budget for special event, we do not have an annual budget.
 - (b) Please provide summary budgets for the last three years. By summary we mean the line items (categories) and the total for each year. We do not have them.
 - (c) What categories of out of pocket costs do participants typically pay on outbound trips? Only expenses related to supporting the main reason for the event, such as postage or shipping costs. Expenses related to the business of the group (regional wine purchases, for example, that go to a paid wine tasting event to raise money.
 - (d) What are the approximate total out-of-pocket expense per person for outbound trips? \$2000 paid by the participant.
 - (e) Have you ever subsidized expenses of participants on outbound trips? If so, please explain the amount and how you covered those costs. Yes – under the conditions where a grant to the 501(c)(3) was made to cover the special trip. The subsidy has to be in line with the goals of the organization and completely covered by grant money.
 - (f) Experience shows that Madison's sister city governments are able to earmark larger amounts of hosting and gifting when Madisonians travel there, and that Madisonians are not able to match those appropriations when they travel here. Please describe methods you have used to handle this problem. We solicit donations for local companies (usually food donations for picnics or dinners), grants for special events, and private donations. We have

earmarked funds for student exchanges, but have few takers. Visa issues are one of the fees we have paid in the past.

- (g) Are there other points you'd like to share with the SCCC about your budgetary practices that were not addressed in the above questions? If so, please explain. Using the 501(c)(3) status for donations is important for many funding sources.

9. Fundraising

- (a) City of Madison: For the last several years, the City of Madison has earmarked about \$10,000 annually for Sister City programs. The money was distributed in two categories: a base grant of \$500 and a discretionary grant of up to \$1000.
- Have you ever received a base grant? How many, in what amounts and in what years?
Yes, most years and all years recently.
 - Have you ever received a discretionary grant? How many, in what amounts and for what purpose? Most recently for the 2006 visit by Freiburg Officials. It paid for insurance to cover a Freiburg Fair and incidental expenses for the Fair.
- (b) What type of fundraising activities have you done outside of the city grant program? Please identify all of the categories or techniques you have used, when you used them, how much money they raised, etc. Which of these techniques have you found most successful and why? Donations from the membership and solicited grants for specific purposes, such as hosting experts from Freiburg. Groups that have traveled to Freiburg provide their own fundraising.
- (c) How are you raising money for your organization today? Email solicitation of donations.
- (d) What fundraising plans do you have for 2010 and beyond? More email solicitation.
- (e) If a significant amount of additional sister city money could somehow be raised through such techniques as private sector grants, and if that money were made available to your program, how would you propose to use that money? For cultural and business exchanges, such as the program to encourage our citizens and experts to travel to Freiburg, or here, to exchange information about sustainable practices. For funding student reciprocal exchange activities. For helping cultural (arts, music, etc) exchanges.
- (f) Other?

10. Marketing

- (a) How do you make Madisonians aware of your existence?
- Brochure? Yes
 - Information Booths? Yes, at the Farmer's Market in the summer
 - Other? Please explain. Web Presence, co-listing events with the German Department.
- (b) How do you recruit program participants? How effective have these efforts been? Mostly through web and Farmer's Market information tables. The organization has almost tripled in size, based on the Newsletter email list.
- (c) Do you try to secure media coverage for your program? If so, please describe how you do this? We have placed information on public access channels. We have encouraged journalists to travel to Freiburg (Niel Heinnen, Rick Berg to Freiburg).
- (d) How do you describe the relative effectiveness of your media program? Too light. I do not know of any members that were attracted because of the publicity.
- (e) What recommendations do you have to improve your media effectiveness? ??
- (f) Madison's sister city programs generate relatively little attention from the business community, and yet businesses are potentially one of the greatest beneficiaries and largest program underwriters. Have you tried to make Madison's business community a significant partner in your program? If so, please describe the methods you have used. Most of the activity centers around Sustainable Living practices. Transportation (Freiburg has an excellent light rail system) and Renewable Energy (Solar Region Freiburg) and Energy

Efficient Buildings (Like Vauban in Freiburg) are of interest to businesses. We now have an active program of informing both government and business (builders, architects) of our program. We also make use of public speaking forums when a guest comes to visit from Freiburg. We are planning trips to Germany by business groups.

- (g) The SCCC is considering several concepts that it believes have potential to involve more businesses in your sister city program. Which of the following concepts do you think have the greatest potential to get the business community involved in your program? Please place a number in the box that reflects the concept's relative promise: #1 means great promise, #2 some promise, #3 little promise.
- i. Sister City Partners. A partner is a business that would receive exclusive or near-exclusive opportunity to secure business in exchange for a discounted rate. This would be attractive to hotels, restaurants and other hospitality businesses. #3
 - ii. Product Fairs. For example, five of Madison's sister cities produce cheese; therefore an event would be created at an appropriate location to showcase such products. #3 (getting material into Germany, such as cheese, is nearly impossible).
 - iii. Business to business opportunities. This would include specialized exchange programs for businesses or organizations that share a common product or service. #1, especially in the sustainable practices area.
 - iv. Other? Please explain. State, Federal, and local Funding for sustainable practices. Currently Focus on Energy is funding some work to bring a Solar Information Center to Madison.
- (h) The SCCC is considering several marketing concepts for individual and overall programs. Which of the following techniques would have the most positive, enduring impact on your program? Please place a number in the box that reflects the concepts relative promise: #1 means great promise, #2 some promise, #3 little promise.
- i. Create a "Friends" organization (e.g. Friends of Madison Sister City Programs) so that it could do fundraising, marketing, publicity, etc. independently of the city. #2 – this is what we do already. Why would you need a "Friends of"?
 - ii. Create a Web Site that could be used as an informational and recruiting tool. #1 We have one and it is a recruiting tool.
 - iii. Establish and run a joint sister city fund raising program. #3
- (i) Are there other points you'd like to share with the SCCC about your marketing practices that were not addressed in the above questions? If so make points here. German tourists spend a lot of money. We should involve the tourism groups in Madison in a plan to better hype our connections. They should kick in some money for the events. Tax hotels?

11. Measuring Success

- (a) One of the questions that the SCCC is studying is: How would an astute observer of Madison's sister city program know when the program is successful? With that question in mind, does your sister city program use metrics (either qualitative or quantitative) to measure your success? If so, please explain. Use frequency of events, attendance at events, and frequency of exchanges. Membership list counts as well.
- (b) If you do not currently use metrics of some kind to measure your success, but think they would be desirable, what suggestions do you have for good indicators? Please explain. Membership lists and donations are ones we use currently.

12. Madison: strengths and weaknesses for the sister city program

- (a) What factors make Madison ideal for sister-city programs? List all factors that you think are applicable. Madison is a beautiful city to visit from Germany, not too far from Chicago. Sustainable practices are a draw for Madison Citizen's travel to Freiburg. Governments are solving similar problems.

- (b) What factors limit Madison's ability to launch and sustain sister city programs? List all factors that you think are applicable. Uninformed citizens who think it is a waste of taxpayer money. They need to be better informed of the benefits of a strong sister city relationship.

13. Final Lessons

- (a) As you reflect on the experience of your sister city program, what factors have the greatest potential to make it better? Please explain. Green technology and sustainable practices in Germany are of growing interest here.
- (b) As you look back on the management of your sister city program, what are the important lessons you have learned? Use the internet and have an active social, government, and academic program to keep people interested and recruit new members.
- (c) Are there any final points about your program that you would like to share with the SCCC? If so, please outline those points here. We have passed 20 years as an active Sister City organization. Key to growth is an active board and membership.

Appendix: (Included Documents)

- (A) City of Madison Initial Resolution: MF-City_Res-11-19-1985.pdf
- (B) City of Madison Establishment of Sister Cities Resolution: MF-City_Res-3-1-1988.pdf
- (C) Madison Freiburg initial Articles of Incorporation: wi-Art-Inc-ca-9-xx-1988.pdf
- (D) IRS EIN Number Letter: IRS-EIN-12-16-89.pdf
- (E) IRS 501(c)(3) Ruling: IRS-501-(c)-(3)-ruling.pdf
- (F) Wisconsin Sales Tax Exempt Certificate: WI-Sales-Tax-Exempt.pdf
- (G) Current Bylaws: Documented_Changes.pdf

(A)

AGENDA ITEM # _____

Copy Mailed to Aldermen _____

City of Madison, Wisconsin

A RESOLUTION _____

establishing a Sister City relationship with the City of Freiburg, Germany and establishing a committee of Madison citizens to work with Freiburg citizens in furthering cultural and other exchanges between the two cities.

Presented November 19, 1985
Referred Common Council Organiz:
Committee

Rereferred _____

Reported Back DEC. 3 1985

Adopted ✓ POF
Rules Susp. _____ Tabled _____
Public Hearing _____

Drafted by: Nancy Leazer, Asst. to Mayor

Date: November 14, 1985

Fiscal Note: No fiscal impact.

APPROVAL OF FISCAL NOTE IS NEEDED BY THE COMPTROLLER'S OFFICE
Approved by _____
Comptroller's Office

SPONSORS: Ald. Gerald Born; Cosponsors: Mayor F. Joseph Sensenbrenner, Jr., Ald. David Wallner

RESOLUTION NO. 41,906
FILE NUMBER 5070-8

WHEREAS, the University of Freiburg in the Federal Republic of Germany and the University of Wisconsin have for twenty-five years been working together to provide a junior year abroad for their students; and

WHEREAS, as a result of this program, the City of Madison has been the host for many citizens and students from Freiburg; and, in turn, Freiburg has been the host for many citizens and students from Madison and Wisconsin; and

WHEREAS, the City of Madison and the City of Freiburg have many features in common including a beautiful natural setting, similar size, a strong university and many cultural attractions; and

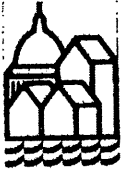
WHEREAS, the City of Freiburg has expressed a desire to become a Sister City of Madison;

THEREFORE, BE IT RESOLVED that the City Council of Madison establish a Sister City relationship with the City of Freiburg; and

BE IT FURTHER RESOLVED, that the Mayor of Madison arrange for the establishment of a committee of citizens of Madison to work with citizens of Freiburg in furthering cultural and other exchanges between the two cities.

Office of the Mayor

City of
Madison



F. Joseph Sensenbrenner, Jr., Mayor

TO: Members of the Madison-Freiburg Sister City Committee

FROM: Stephanie Vaudreuil for
Nancy Leazer, Assistant to the Mayor *SV*

DATE: March 20, 1986

The first meeting of the Madison-Freiburg Sister City Committee has been scheduled for Wednesday, April 2nd, at 4:30 p.m. in the Mayor's Conference Room, Room 403 of the City-County Building, 210 Monona Avenue. If you are not able to attend this meeting, please notify me by calling 266-4611.

Nancy is looking forward to getting together with you on the 2nd.

attachment
/sv

City-County Building
210 Monona Avenue
Madison, Wisconsin 53710
608 266 4611

(B)

AGENDA ITEM # _____

Copy Mailed _____
to Aldermen _____

City of Madison, Wisconsin

SECOND AMENDED
A RESOLUTION _____

Presented 3-1-88
Referred CCOC

Establishing a Sister City Selection Policy

Rereferred CCOC (3-15); CCOC & CC
6-7-88; CCOC (6-7) (7-19)

Reported Back 3-15; 5-3; 6-7; 7-19;
9-6-88

Drafted by: Laura Pollick, Aids. J. Olson
and Szwaja
Date: 8-19-88

Adopted ✓ POF _____
Rules Susp. _____ Tabled _____
Public Hearing _____

Fiscal Note:

APPROVAL OF FISCAL NOTE IS NEEDED
BY THE COMPTROLLER'S OFFICE
Approved by _____
Comptroller's Office

SPONSORS: Mayor F. Joseph Sensenbrenner, Jr.
Aids. J. Olson, Galanter, Szwaja

Second Amended
RESOLUTION NO. 44,907
FILE NUMBER 2567
ID _____

WHEREAS, Madison has established and supports Sister City relationships in the belief that person-to-person ties are the strongest; and

WHEREAS, in seeking to work for peace and better understanding of all cultures, these Sister City relationships are created to develop lasting friendships on the human level and to provide a forum to exchange our ideas and views; and

WHEREAS, Madison seeks the support of its citizens for developing and further establishing Sister City relationships;

NOW, THEREFORE, BE IT RESOLVED that the policy of the Madison Sister City Program states that in the selection of future sister cities the following criteria should be followed as guidelines:

1. There should exist areas of mutual interest and involvement with the prospective city in the areas of culture, business, technology, education, agriculture, sports or humanitarian goals.
2. There should be evidence of strong, diverse, local community support for the prospective Sister City relationship in order to assure an adequate financial base and ongoing interest in exchanges. There should be an active local organization to support and commit to the creation of a committee and its work. The committee must meet the following conditions prior to consideration of the proposed sister city:
 - a. The committee shall have a formal structure with officers and appropriate subcommittees.
 - b. The committee shall submit to the Mayor's office a work plan, accompanying the proposed resolution requesting an official Sister City relationship, showing how the activities of the committee will further the objectives of the Sister City Program for the next 12 months, as well as a report on all the activities the committee has been involved in during the previous 12 months.

- c. The committee must present to the Mayor's office a budget for the first year's activities following the request for a formal affiliation, showing the funds available to meet the budget requirements and indicating how the committee plans to fund its activities in the future.
 - d. In addition to a. and b. above, the committee shall provide an annual report to the Mayor's office at the end of each calendar year detailing the past year's activities and budget.
 - e. There shall be a counterpart organization in the prospective sister city, with which the Madison committee has corresponded and obtained a written agreement concerning affiliation; or the Madison committee must have obtained a positive written indication from the government of the foreign city that a sister city relationship would be welcome.
 - f. The committee shall apply for 501(c)(3) status from the Internal Revenue Service or become fiscally sponsored by an established non-profit organization within two years from the passing of the resolution.
3. The Mayor's office will continually evaluate the fiscal impact of Sister City affiliations and may request that the Common Council limit the total number of affiliations.
 4. Consideration shall be given to the number of existing relationships held by the prospective city.
 5. No preconditions shall be set concerning the form of government in the prospective sister city. However, concerns about human rights or other government policies may be expressed by citizens or public officials from either city when considering the prospective sister city relationship or at any other time.

#####

(c)

**NONSTOCK
ARTICLES OF INCORPORATION**

Executed by the undersigned for the purpose of forming a Wisconsin corporation under Chapter 181 of the Wisconsin Statutes, WITHOUT STOCK AND NOT FOR PROFIT.

Article 1. Name

The name of the corporation is Madison-Freiburg Sister City Committee Incorporated.

Article 2. Period of Existence

The period of existence shall be perpetual.

Article 3. Purposes

a. The corporation is organized pursuant to Chapter 181 of the Statutes of the State of Wisconsin as a non-stock corporation.

b. The corporation is formed for, and its activities shall be limited to, exclusively charitable, scientific, literary and educational purposes, within the meaning of Section 501(c)(3) of the United States Internal Revenue Code of 1954, as it may be amended from time to time.

c. The activities of the corporation shall be directed to the benefit of the Madison community. The corporation shall retain enough control over any public funds at its disposal to ensure that the money is used so as to satisfy public purpose requirements.

d. No part of the net earnings or of the property or assets of the corporation shall be used other than for the purposes set forth in 3.b except that reasonable compensation may be made for services rendered and expenses incurred on behalf of the corporation.

e. The corporation shall not carry on propaganda or otherwise attempt to influence legislation except with the limits of Section 501(c)(3) of the United States Internal Revenue Code of 1954, as it may be amended from time to time; nor shall the corporation participate in any political campaign on behalf of any candidate for public office.

f. In the event of a liquidation, dissolution, or termination of the corporation (whether voluntary, involuntary, or by operation of law), all of the assets remaining after disposing of the liabilities of the corporation shall be made available to the organizations which qualify as exempt under Section 501(c)(3) of

the United States Internal Revenue Code of 1954, as it may be amended from time to time.

Article 4. Principal Office

The location of the principal office to the corporation shall be The Office of the Mayor; Room 403; 210 Martin Luther King Jr Blvd; Madison Wisconsin 53709.

Article 5. Name of Registered Agent

The initial registered agent is Peter R. Wadsack.

Article 6. Address of Registered Agent

The address of the initial registered agent is 111 S Hamilton St; Madison Wisconsin 53703.

Article 7. Amendments

These articles may be amended in the manner authorized by law at the time of amendment.

Article 8. Directors

- a. The number of directors and the manner in which they shall be elected or appointed shall be provided in the By-laws, but the number shall not be less than three.
- b. The directors may be divided into classes in a manner prescribed in the By-laws.
- c. There shall be nine (9) initial directors, consisting of five elected officers, namely the President, the Vice-President, the Secretary, the Treasurer and the Historian, and of four appointees of the Mayor of the City of Madison.

Article 9. Directors identity

The names, addresses and terms of the initial directors, and the group to which each belongs, are as follows:

<u>Elected:</u>	<u>Term Ends:</u>
President Judy Bush 15 Hemlock Trail Madison WI 53717	1989
Vice President x x x	1989
Secretary Martha Schmidt 3709 Zwerg Drive Madison WI 53705	1988
Treasurer Peter Wadsack 117 N Prospect Ave Madison WI 53705	1988
Historian Karen Oghalal 66 Merlham Drive Madison WI 53705	1988
<u>Appointed</u>	
Bob Brennan Chamber of Commerce 615 E Washington Ave Madison WI 53703	1989
Otto Festge Suite 505 119 Martin Luther King Jr Blvd Madison WI 53703	1989
Edda Gentry 4783 Delmara Rd Middleton WI 53562	1988
Francis G. Gentry 4783 Delmara Rd Middleton WI 53562	1988

Article 10. Membership

The corporation shall have members. Membership provisions will be set forth in the By-laws.

Article 11. Other Provisions

None

Article 12. Incorporator

The name and address of the incorporator is: Peter R. Wadsack;
111 S Hamilton St; Madison WI 53703.

Executed in duplicate on the ____ day of September 1988

Incorporator

STATE OF WISCONSIN]
]ss.
COUNTY OF DANE]

Personally came before me this ____ day of September 1988 the
aforenamed incorporator Peter Wadsack to me known to be the person
who executed the foregoing instrument, and acknowledged the same.

Notary Public

My Commission _____

This document was drafted by: Peter Wadsack.



Department of the Treasury
Internal Revenue Service
KANSAS CITY, MO 64999

(D)

DATE OF THIS NOTICE: 12-26-89
EMPLOYER IDENTIFICATION NUMBER: 39-1656368
TAX PERIOD ENDING: N/A
09064651 0

CP 578

MADISON FREIBURG SISTER CITY
COMMITTEE INC
111 S HAMILTON ST
MADISON WI 53703

For assistance you may
call us at:

271-3780 LOCAL MILWAUKEE
800-424-1040 OTHER WI

Or you may write to us at the address
shown at the left. If you write, be
sure to attach the bottom part of this
form.

TAX FORMS YOU MUST FILE:

Notice of New Employer Identification Number (EIN) Assigned

Thank you for your Form SS-4, Application for Employer Identification Number. The number assigned to you is shown above. This number will be used to identify your business account and related tax returns and documents, even if you do not have employees.

1. Keep a copy of this number in your permanent records.
2. Use this number and your name exactly as shown above, on all Federal tax forms.
3. Use this number on all tax payments and tax related correspondence or documents.

Entity information includes your EIN, business name, trade name, street address, city, state and ZIP code. When filing tax documents or making FTD payments, it is important to use the IRS prepared label and/or coupon. However, if this is not possible, your EIN and complete information as shown below must be used to properly identify your account and avoid processing delays (for IRS mailing purposes your account will appear as shown above). If for any reason this information is not correct, please return the bottom portion of this notice indicating the changes.

MADISON FREIBURG SISTER CITY
COMMITTEE INC
% PETER WADSACK
111 S HAMILTON ST
MADISON WI 53703

If you are a trust, your tax year generally must be a calendar year, unless you are exempt from taxation under section 501(a) of the Internal Revenue Code or a charitable trust described in section 4947(a)(1) of the Code. A partnership must conform its tax year to either its majority partners, its principal partners, or a calendar year, in that order, unless it can establish a business purpose for using a different year. Personal service corporation must have a required year for its tax year unless it can establish a business purpose for using a different year. See Publication 538, Accounting Periods and Methods, for a fuller discussion on the required year, including exceptions to the requirements. This publication is available at most IRS offices for more information.

If you are required to make Federal tax deposits for employment taxes (Forms 941, 943, 940 or CT-1), excise taxes (Form 720), and/or income taxes (Forms 1120, 990-C, 990-T, or 990-PF), we have requested an initial supply of Federal tax deposit coupon books for you. Please allow 5 to 6 weeks for delivery. If you are not required to make Federal tax deposits, please disregard the enclosed Form 8109-B, Federal Tax Deposit Coupon.

Please note that the assignment of this number does not grant tax-exempt status to nonprofit organizations. Any organization (other than a private foundation) having annual gross receipts normally of \$25,000 or less is exempt by statute if it meets the requirements of Section 501(c)(3) of the Internal Revenue Code. These organizations are not required to file Form 1023 (Application for Recognition of Exemption) or file Form 990 (Return of Organization Exempt from Income Tax). However, if the organization wants to establish its exemption with the Internal Revenue Service and receive a ruling or determination letter recognizing its exempt status, it should file Form 1023 with the key district director. For details on how to apply for this exemption, see IRS Publication 557, Tax-Exempt Status for your Organization, available at most IRS offices.

Thank you for your cooperation.

Keep this part for your records.

Form 8503 (Rev. 5-88)

DISTRICT DIRECTOR
P O BOX A-3290 DPN 22-2
CHICAGO, IL 60690

(5)

Date: FEB 17 1993

Employer Identification Number:
89-1456368
Contact Person:
MRS. R. COOLEY
Contact Telephone Number:
(312) 886-1278

MADISON FREIBURG SISTER CITY
COMMITTEE INC
C-O DAVID SHONKILER
804 PINWOOD CT NO 15
MADISON, WI 53714-1977

Our Letter Dated:
May 29, 1990
Addendum Applies:
no

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

Letter 1050 (00/06)

(F)

**WISCONSIN SALES AND USE TAX
CERTIFICATE OF EXEMPT STATUS (CES)**
(Governmental, Religious, Charitable, Scientific or Educational Organization)

Wisconsin Department of Revenue
PO Box 8902
Madison WI 53708-8902
PHONE (608) 266-2776
TDD (608) 267-1049

Sales to the below named organization are exempt from Wisconsin sales and use tax under sec. 77.54(9a) and 77.55(1), Wis. Stats.

This certificate is valid until revoked by the Wisconsin Department of Revenue.

MADISON FREIBURG SISTER CITY COMMITTEE

210 MARTIN LUTHER KING DR RM 403

MADISON WI 53703

S-204(R.8-99)

CES NUMBER
048434
DATE ISSUED
8/11/2005

IMPORTANT:

Sales to your organization are taxable unless you furnish your supplier with the CES number shown above.

Sales by your organization may be subject to tax. If your organization makes taxable sales, it must obtain a seller's permit and remit sales tax to the Department of Revenue.

Questions: Contact the Department of Revenue by telephone at our above number, FAX (608) 267-1030, E-mail sales10@dor.state.wi.us, or at our Web site www.dor.state.wi.us

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(6)

Madison-Freiburg Sister City Committee
Bylaws

Adopted unanimously at the first annual membership meeting on 02 October 1987.

I. NAME. The name of this organization shall be the Madison-Freiburg Sister City Committee Incorporated, and it may be referred to below as the Committee.

II. ADDRESS. The legal address and principal office of the Committee shall be in the Office of the Mayor of the City of Madison, presently in the City-County Building; 210 Monona Avenue; Madison Wisconsin 53709.

III. PURPOSE. The purpose of the Committee is to encourage and advance cultural exchanges and contacts between the people and institutions of Madison Wisconsin and Freiburg Germany. Notwithstanding any other provisions of these articles, the Committee will not carry on any activities not permitted a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1954 or corresponding provision of any future United States Internal Revenue law.

IV. MEMBERSHIP.
1. The members of the Committee shall be all persons who have been appointed by the Mayor of the City of Madison or who shall choose to join of their own accord.
2. Membership is continuous for as long as the member shows interest in belonging and pays annual dues.
3. The membership dues per year shall be such as the Committee shall from time to time decide at its annual meeting.

V. BOARD.
1. The Board of Directors of the Committee, hereafter the Board, shall be composed of nine members, consisting of five elected officers of the Committee, namely the President, the Vice-President, the Secretary, the Treasurer and the Historian, and of four appointees of the Mayor of the City of Madison.
2. The five elected officer members shall serve on the Board for the term of their office. The four appointed members shall serve for a term of two years each, with terms ending at the time of the annual meeting of the Committee. Initially, two appointed members serve for a term of one year each, so that two members shall be appointed each year thereafter.

3. A vacancy among the five elected officer members shall be filled by appointment of a replacement officer of the Committee by the Board. A vacancy among the four appointed members shall be filled by a replacement appointment by the Mayor. Replacement members shall serve for the duration of the original term.

4. The Board shall have complete control over the management of the property, affairs and business of the Committee with the power to hire help, to keep an office, to borrow money, and to do anything within its purposes.

5. The Board may create committees to advise and help the Board, as it wishes.

6. The Board may create additional offices of the Committee and appoint officers thereto, and otherwise provide for assistants, as it wishes.

VI. OFFICERS & EXECUTIVE COMMITTEE.

1. The five general officers of the Committee shall be the President, the Vice President, the Secretary, the Treasurer and the Historian.

2. These officers all shall be elected from the membership by a majority of those members present at an annual meeting. The President and the Vice President shall be elected in an odd numbered year. The Secretary, the Treasurer and the Historian shall be elected (except for the initial election in 1987) in an even numbered year. They shall hold office for a term of two years (except for the Secretary, the Treasurer and the Historian elected in 1987 for a term of one year) from the time of the annual meeting and until their successors are elected and qualified. Any member who has been elected to such office shall be deemed qualified upon stating to the membership a willingness to serve.

3. The principal duties of the President shall be to preside at all meetings of the Committee, of the Board and of the Executive Committee and, as chief executive officer, to generally supervise the affairs of the Committee.

4. The principal duties of the Vice President shall be to discharge the duties of the President in the event of the absence or disability of the President.

5. The principal duties of the Secretary shall be to keep the records of the proceedings of the Committee, of the Board and of the Executive Committee and to safely and systematically keep all books, papers, records and documents belonging to the Committee, to the Board and to the Executive Committee or in any way pertaining to the business of the Committee, of the Board and of the Executive Committee.

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6. The principal duties of the Treasurer shall be to keep and account for all money, credits and property of the Committee which may come into the office and to keep an accurate record of all monies received and disbursed, and proper vouchers for money disbursed, and to render such accounts, statements, and inventories of money received and disbursed, and of money and property on hand, and generally of all matters pertaining to this office as may be required.

7. The principal duties of the Historian shall be to keep a historical record of the activities of the Committee. In contrast to the Secretary's records of the business of the Committee, the Historian's records should involve, for example, subjective comment concerning the role of the Committee, a narrative about persons involved with the Committee, backgrounds of Mayors involved, and information about German-American activities in Madison.

8. An Executive Committee composed of the five above-named officers shall carry out the general policies prescribed by the membership, and may act for the Board between meetings of the Board and perform such other duties as are from time to time directed by the Board.

9. The officers shall perform such other duties as may be imposed by the Board, the By-Laws or the membership.

VII. MEETINGS.

1. The Annual Membership meeting shall be held once a year in October at such time as the Board may decide. Each member shall be sent a written notice at least one month before the meeting, which notice shall state the time and place of the meeting, and any business of the Committee to be considered and disposed of.

2. A Special Membership meeting may be called by the President, by any two members of the Board of Directors or by at least ten percent of the members of the Committee, at any time. Each member shall be sent a written notice at least two weeks before the meeting, which notice shall state the time and place of the meeting, and any business of the Committee to be considered and disposed of.

3. A Board meeting may be called by the President or by any two members of the Board, by giving one week's written notice to all members of the Board.

4. An Executive Committee meeting may be called by the President at any time, by giving three days written notice to all members of the Executive Committee.

5. Open Meetings. The Committee and its Board, Executive Committee and subcommittees will abide by the laws of the State of Wisconsin and ordinances of the City of Madison providing for open meetings and open records.

VIII. RULES.

1. The rules contained in Roberts Rules of Order, Revised, shall govern the Committee in all its meetings.

2. At any duly called meeting of the members, regular or special, those present shall be a quorum.

3. At any duly called meeting of the Board, a majority of the total number of directors shall be a quorum.

4. At any duly called meeting of the Executive Committee, a majority of the total number of Executive Committee members shall be a quorum.

5. At any duly called meeting of the members, the Board, or the Executive Committee, a majority vote of those present shall be sufficient to transact any business that may properly come before the meeting.

6. Every member of the Committee shall be entitled to one vote at all regular and special meetings of the Committee, but there shall be no proxy voting.

IX. AMENDMENTS.

IX. BUSINESS YEAR.

XI. DISSOLUTION.

IX. AMENDMENTS.

X. BUSINESS YEAR.

XI. DISSOLUTION.

These By-Laws may be altered, amended, or repealed by the members at any annual meeting or at any special meeting duly called for this purpose.

The Business Year of the Committee shall be the calendar year.

In the event of the dissolution of the Committee, all assets it may then have remaining over, money or property, shall be paid and given to an organization exempt from taxation under Section 501(c)(3) of the Internal Revenue Code and under State Law.

[This document was drafted version 1.3 and was drafted by Peter Wedgast.]

Amendments to the Bylaws passed in a Public Meeting on Saturday, June 13, 2-4 Stammtisch at Capital Brewery Beer Garden
7734 Terrace Ave, Middleton, WI 53562

V. BOARD

1. ... , shall be composed of <at least> nine members, consisting of five elected officers, namely the “,” and of four appointees of the Mayor of the city of Madison”. <Additional members of the board may be added in pairs at the discretion of the board with one appointed by the Mayor of the City of Madison and one appointed by the elected officers.>

VII. MEETINGS

1. “The Annual Membership meeting shall be held once a year in October at such time as the Board may decide. Each member” <remove
“in October”>