



**Community Based Organization (CBO)
Grant Application Scoring Sheet**

Please rank each scoring area on a scale from 1 to 10 based (1 = lowest; 10 = highest). Some scoring areas are weighted more than others.

Applicant: Northside Planning Council Scoring Committee Member Name: _____

Amount Requested by Applicant: _____

Amount Reviewer Recommends: _____

Scoring Areas

Quality and Completeness of Applications

Is the application complete? If no, provide additional comments in the box below.

Yes or No

Alignment (Weighted 2X)

How well is the proposed project aligned with MCDC's goals (creating co-ops, engaging low-income communities of color, sustainability)?

1 2 3 4 5 6 7 8 9 10

Experience and Expertise (Weighted 1X)

Does the applicant have experience, expertise, and/or credibility in the type of programming they are proposing to deliver?

1 2 3 4 5 6 7 8 9 10

Impact (Weighted 2X)

How will people and communities be impacted by the support of this programming? (E.g. number of jobs, filling community needs, etc.)

1 2 3 4 5 6 7 8 9 10

Viability (Weighted 2X)

How viable is the program?

1 2 3 4 5 6 7 8 9 10

Soundness of Budget and Timeline (Weighted 1X)

Does the budget demonstrate logical and thoughtful use of funds with an accurate, achievable timeline?

1 2 3 4 5 6 7 8 9 10



Scoring Areas	Score	Weighting	Weighted Score
Alignment		x 2	
Experience & Expertise		x 1	
Impact		x 2	
Viability		x 2	
Soundness of Budget and Timeline		x 1	
FINAL SCORE out of 80			

Additional Notes

MADISON COOPERATIVE DEVELOPMENT COALITION
Community Based Organization (CBO) Grant Application

From the Northside Planning Council
for the development of a
24-hour nonprofit, worker-owned cooperative childcare center

Organizational information: name, address, contact person

Northside Planning Council
1219 N. Sherman Ave.
Madison, WI 53704

Contact Person:

Abha Thakkar
Executive Director
director@northsideplanningcouncil.org
(608) 230-1221

Describe the mission and vision of the organization.

The Northside Planning Council is a nonprofit community development organization established in 1993 and located on the Northside of Madison, WI. NPC's mission is to foster equity and improve the quality of life on the Northside through community organizing and economic development.

With the goal of advancing racial and economic equity, our areas of focus include small business incubation, food security, regional food system coordination, vocational training, commercial district revitalization, community journalism, grassroots leadership development, and community organizing.

The strategic vision for NPC's future includes the exploration and utilization of solidarity economy tools, specifically around developing cooperatives and community-owned real estate.

Describe experience and expertise that is relevant to this program

Northside Planning Council:

As a community development organization, the Northside Planning Council (NPC) is well positioned to help support the development of this childcare cooperative. With 26 years of engaging Northside residents in transforming their community, NPC's capacity-building approach lends itself to building cooperatives. We believe strongly not just in job creation - which we do everyday at FEED Kitchens - and in job training - which we do through the FEED Bakery Training Program - but even more so in building wealth in our community, particularly for low-income residents and residents who have been left out of the mainstream economy. We are invested in building an inclusive economy by helping diverse residents become owners of businesses, both to support them in building their power and influence and to break the cycle of intergenerational poverty.

NPC has developed, owns and operates several nonprofit social enterprises. We understand what it means to strike a balance between mission and solvency, and we have experience finding and maintaining that balance every day. We understand business plans, operating budgets, project planning and implementation, and financing arrangements. We are aware of commercial real estate opportunities on the Northside. We have relationships with lenders and funders that we can leverage for this nonprofit 24-hour childcare cooperative. We also know what it takes to train and develop diverse leaders (through our Neighborhood Navigator program) and business owners (through the MarketReady program), and with our deep commitment to racial equity, we have experience doing that work in a culturally sensitive and relevant way.

We know this is not a typical business, and that we will have to learn and be creative in bringing together these various parts, but we are curious and excited to learn and develop a model that can be replicated. Childcare is in such great demand, not just on the Northside but all over the City. We are excited to take on this challenge and develop an innovative solution to a critical problem facing our community.

NPC staff who will be involved with this project include Abha Thakkar, NPC's Executive Director; Ian Aley, NPC's MarketReady Coordinator; and Oona Mackesey-Green, NPC's Operations Manager and Northside News Managing Editor. All three staff members were involved with designing and refining the MarketReady Program, which Ian has led to great success. Abha & Oona have been deeply involved with establishing and optimizing NPC's other social enterprises, including FEED Kitchens, the FEED Bakery Training Program and the Northside News. Abha has extensive experience in project planning and implementation, grassroots leadership development, budgeting and financial management, contract and loan management, nonprofit capacity-building, advocacy, community organizing, and general nonprofit administration.

Georgia Allen:

Georgia Allen, as the Childcare Cooperative Coordinator for NPC, brings the vision for this project, as well as her growing understanding of both the cooperative and childcare sectors and her relationships with potential worker owners.

Through personal, cultural and family experience, Georgia understands the harmful effects of discrimination, inequality and/or dismissal of lived experience due to lack of formal education or approved society position. The combination of her professional and personal experience allows her to recognize and respect the range of factors that inform an individual's values and experiences. Her work is a commitment to create targeted strategies for the working poor and communities of low-wealth to support them in overcoming barriers to success.

The unacknowledged assets (and burdens) of unpaid caregivers of seniors, individuals with disabilities and children are causing domino effects of mental, physical and generational trauma. As the Co-founder of Soaring Independent Cooperative, Georgia recognized an opportunity to build a cooperative organization that provides a marginalized workforce equality, equity and a support network that understands the value of caregiving.

During the experience of incorporating and operating Soaring Independent Cooperative, a worker-owned home care agency, Georgia received cooperative training, education, business planning experience and built relationships in professional spaces that would benefit the caregiver industry. She has also learned how to navigate professional spaces that don't

understand the mental models of the communities that need help. She works to help organizations use the mental models of the people they serve to create policies, procedures, resource flow and realistic opportunities to build flourishing communities.

Her goal is to provide caregivers - usually working, poor, women of color (single households) - the ability to professionalize the informal work they are already doing for their communities so they can create a better future for themselves and their families.

Childcare Provider Consultants:

We have identified consultants within the sector who bring experience in developing childcare centers, as well as an understanding of the regulatory and training requirements involved in operating a center. They will work with us on developing our initial financing model, our staffing model, as well as the policies and procedures for the childcare cooperative.

Explicitly describe how this grant will increase the capacity of the organization to develop cooperatives.

Three NPC staff members (the executive director, a project coordinator and our operations manager) will be deeply involved with the development of a 24-hour nonprofit, worker-owned childcare cooperative and will then be able to apply that experience to supporting other coop startups.

The specific areas of capacity that NPC seeks to build through this project include:

- A better understanding of cooperative governance models, especially nonprofit cooperatives. While this project is specifically designed to develop a worker-owned coop, we are also curious about (for-profit and nonprofit) service and purchasing coops and how these governance structures may differ.
- A better understanding of the legal framework and documents relevant to nonprofit cooperatives.
- We are curious to see what kind of education is needed to develop efficacy in potential cooperative owners and how to make that education culturally relevant.
- We are seeking to learn more about cooperative financing, specifically the balance between capital and labor, and what kinds of financing opportunities - both grants and loans - exist for cooperatives.
- While not specific to coops, we are interested to learn more about the regulatory requirements for childcare provision, as this is a prominent need on the Northside. We may be able to apply this experience to support the development of other types of childcare arrangements, as well.

Our long-term goal is to develop a leadership position within the organization that is focused on solidarity economy projects, including cooperatives and community-owned real estate.

Describe how these grant funds will be used, and where they will be used. Include a simple budget that includes how the grant dollars will be used and what resources the organization will be providing. Resources from the applicant can include monetary support, office supplies and support as well as volunteer hours dedicated to the project. Please project what the total worth of these resources may be.

The total project budget is \$37,612. We are requesting \$30,000 from MCDC. NPC will contribute \$7,612 in cash and in-kind services to the project.

Of the \$30,000 requested from MCDC, \$11,960 will go towards a Childcare Cooperative Coordinator (CCC) as an employee of NPC. \$5,000 will go towards hiring a childcare center consultant and another \$5,000 will be set aside for legal fees. The NPC staff team personnel costs for the year will be \$7300. We've set aside an additional \$740 for childcare and food costs for meetings with worker owners.

NPC will be contributing \$7,612 in cash and in-kind resources. This will include some staff time, as well as meeting space, office supplies, photocopying, Northside News advertising and various technology tools (such as Basecamp, MailChimp, Survey Monkey, QuickBooks, Adobe Creative Cloud) for which we pay subscription fees.

Please see included budget for details.

Estimate the impact of the grant, with at least 3 expected outcomes that relate to building organizational capacity to help create and support cooperatives.

- Completed Cooperative Business Plan & Feasibility Study for 24-hour Nonprofit Childcare Cooperative
 - The Business Plan / Feasibility Study will include business model description, a description of the services offered, financing structure, operations budget, 5-year projections, details of the planned operations and management structure, marketing research and information about legal requirements.
- Other Expected Cooperative Development Outcomes:
 - Identify viable commercial properties to site childcare center
 - Development of governance model and bylaws
 - Identify financing sources
 - Identify potential worker owners
 - Begin developing marketing and branding strategy
 - Begin developing policies and procedures
- Organizational Capacity-Building Outcomes:
 - NPC staff are trained and equipped to develop other cooperatives in the future, possibly connected to FEED Kitchens food businesses or MarketReady vendors at the Madison Public Market.
 - NPC develops additional relationships with legal and financial resources that can be leveraged for future cooperative development.
 - NPC collaborates with MCDC on worker owner education

Timeline for completing the work.

November - December 2019	Onboard NPC Childcare Cooperative Coordinator (CCC) and meet with NPC staff team to refine work plan and goals for project
November - January 2019	Build and convene an advisory committee with representation from the various sectors that overlap in this project: childcare, regulators, cooperative development, nonprofit, worker owners, service providers and the community who will be served
December 2019 - May 2019	Ongoing development of business plan / feasibility study through continual research, working with paid consultants and partners in the various overlapping sectors
January 2020	Begin scouting out commercial properties on the Northside to site the center
January - October 2020	With consultation from existing childcare center owners, regulators and coop worker owners, develop policies and procedures for coop.
March 2020	Through the Northside News, direct contact and social media, begin conducting outreach for potential worker owners
May 2020	Begin convening regular meetings of worker owners to react to and refine business plan / feasibility study and to further refine vision/mission of coop.
May - October 2020	Engage worker owners in the development of a governance structure, decision-making process and bylaws/governing docs for the cooperative.
April - August 2020	Work to identify financing structure and lenders/grantors/donors for childcare cooperative.
July - October 2020	With participation from worker owners, begin to develop marketing and branding strategy for coop.
September - October 2020	Begin either offering or planning for training of worker owners as teacher's aides.

July - October 2020	If possible (based on commercial real estate availability), identify a contractor and begin developing timeline for build-out and opening of center.
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Project start and end date. Please indicate if you would like to use this money to seed an ongoing project and what resources you may need after the requested funds are depleted. These funds can be used over multiple years.

The dates for this project are November 1, 2019 - October 31, 2020.

At the end of this project, we hope to be in a position to begin pursuing financing for the childcare cooperative. However, additional funds may be sought for training worker owners and continued development (as we learn what's needed to move launch this venture, we may come across other substantive areas that will require in-depth research and development).

Agree to reporting and evaluation requirements

The Northside Planning Council will document, evaluate and report on all stages of this project, with the hope that our work can be used as a foundation for other childcare cooperatives in the area.

2 letters of support

Please see attached:

- Bridget Rogers, Northside Joining Forces for Families Social Worker
- Jenny Grether, Early Childhood Zone Coordinator, DCDHS

	MCDC Funds	& in-kind)	Subtotal
REVENUE	\$30,000		\$7,612
			\$37,612
EXPENSES			
Personnel			
hrs/week total x \$28/hour)	\$6,552		\$728
hrs/week x \$33/hour)	\$748		\$2,684
(Georgia) (10 hrs/week x \$23/hour)	\$11,960		\$11,960
Contractors			
Childcare Center Consultant	\$5,000		\$5,000
Legal Fees	\$5,000		\$5,000
Program Expenses / Office Supplies			
Office & Meeting Space			\$1,200
Office Supplies			\$600
Photocopying			\$600
Northside News Advertising			\$1,300
Technology Tools			\$500
worker owners	\$240		\$240
worker owners	\$500		\$500
TOTAL EXPENSES	\$30,000		\$7,612
			\$37,612
NET	\$0		\$0



Dane County Department of Human Services Division of Children, Youth & Families

JOE PARISI
DANE COUNTY EXECUTIVE

Director – Shawn Tessmann
Division Administrator – Martha Stacker, Ph.D.

September 12, 2019

Madison Cooperative Development Coalition
Charity Smith, Grants Coordinator
Re: Northside Planning Council Letter of Support

Dear Ms. Charity Smith,

This letter is in support of Northside Planning Council's grant application to Madison Cooperative Development Coalition in order to develop a Northside childcare cooperative.

There is a significant lack of qualified, accessible and affordable childcare facilities within our community. There is an even larger scarcity of childcare providers of color and there are no facility based services that offer 24-hour childcare services. The development of a childcare cooperative would be instrumental in addressing these three community gaps. The Northside is in particular need of these efforts due to the demographics and composition of the community. North Madison (53704 zip code) has the largest number of open food share cases, open CPS cases, and delinquency cases. There is high density of poverty and a density of needs. Access to quality jobs and educational opportunities are critical components to family stability and success; both are underpinned by access to quality childcare that is in reasonable proximity with hours that match with work opportunities. The Northside is also uniquely positioned for such an undertaking due to its diversity, strong community and institutional partners, and leadership from NPC.

As the Community Social Worker with Joining Forces for Families initiative, I have the privilege of working throughout the Northside primarily with low-income and families of color to address basic needs and access to services. One of the most common needs expressed by families is childcare, in particular facilities that are easily accessible and that can serve families during non-traditional hours. On countless occasions I have seen caregivers lose opportunities for gainful employment due to the hours that a worksite needs them not being compatible with childcare options. A childcare coop would not only work to address this barrier to many living wage jobs, but in turn help promote entrepreneurial and work opportunities for Northside residents. The Northside is also over representative of single parent households, making the demand for childcare not just a desire but a necessity.

NPC is uniquely situated to support the development of a childcare coop, due to its strong connection to the Northside community and in particular communities of color, as well as its organizational capacity. Northside Planning Council is a proven leader, with a distinguished track record bringing together many agencies, partners, and community leaders in pursuit of common goals.

I offer my utmost support for NPC and am confident in NPC's ability to undertake this needed and exciting new challenge. I look forward to being an active partner in their efforts in my role as the Community Social Worker. In 2018, I fielded over 2000 service requests from residents on the Northside related to issues of services and family stability. I can use my platform with JFF to be a significant referral source as well as provide assistance and support to the initiative as needed.

Thank you for your thoughtful consideration of NPC's application for funds and hopeful their application is met with the highest consideration.

Respectfully,

A handwritten signature in black ink, appearing to read 'Bridget Rogers', with a stylized flourish at the end.

Bridget Rogers, APSW, MSSW
Joining Forces for Families – Northside
9 Straubel Ct. #404
Madison, WI 53704
(608) 240-2045
Fax: (608) 240-2044



Northside Early Childhood Zone
2830 Dryden Drive
Madison, WI 53704
Fax number: 608-467-7606
Phone number: 608-575-5560

To Charity Schmidt,

I'm writing in support of NPC's application for funds through the Madison Cooperative Development Coalition to lay the groundwork for a Northside childcare cooperative.

The Northside Early Childhood Zone is a collaborative work group created to support families with young children in many ways with the long term goals of school readiness and family stability. Over the last two years the Northside Planning Council has been one of the partners of this initiative. Through hiring and supporting Neighborhood Navigators, NPC has shown themselves to be an agency that truly values community input, life experiences of those in the community they serve and have shown their ability to bring those with diverse backgrounds together and into the work place. This diversity and inclusivity are at the core of the work. This has allowed for families to have a louder voice in program development and allowed for families that may not have typically been referred to our program to be found, connected with and engaged.

Through our focus on family stability it has become evident that the lack of safe, flexible and affordable childcare is a huge barrier to parents being able to find employment and or other educational opportunities. Parents are quick to say that this is problematic and that at times they feel they have no other option than to leave children in sub-par care. We also know that a well run childcare cooperative allows children to be safe, feel safe and grow a healthy attachment to other caretakers, all which are pillars to happy, healthy lives.

It is exciting to think about the opportunities made available to parents who choose to be part of this cooperative. The capacity building that could come from leadership roles, shared responsibilities and decision-making are other ways that we as a community can support the continued growth and goals of the families here on the Northside.

Please feel free to contact me if there are other questions. I look forward to hearing more about the effort.

Sincerely,

Jennifer Grether, MSSW

Early Childhood Zone Coordinator, DCDHS

Confidential

Confidential