

Appendix

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Appendix A

Cooperative Network Management and Board of Directors

Cooperative Network's income is principally from membership dues. While the association does receive income from a United States Department of Agriculture Rural Development grant as a subcontractor and revenue from two private foundation grants, less than ten percent of the organization's revenues are from grant sources. Cooperative Network does not receive any of its revenue from the City of Madison.

Cooperative Network Senior Management Team

- Tom Liebe, President & CEO
- Steve Freese, VP and WECA Division Manager
- Tim Clay, VP of Operations
- Matt Hughes, Minnesota Managing Director

Cooperative Network's board of directors consists of 26 cooperative representatives from its membership base of more than 400 cooperatives that are consumer, worker, service, health care, housing, electric, credit union, farm credit, dairy, supply, marketing, processing, telecommunications, and mutual insurance cooperative businesses.

Cooperative Network Board of Directors:

Curt Eischens, Chairman	Mary Bliss	Dave Johnsrud
Terri Dallas, Vice Chair	Matt Brandrup	James Kinzie
Bob Toepel, Secretary	Bill Buending	Brian Koenig
Staci Martin, Treasurer	Kelly Christianson	Harlan Lanz
Bill Zuhlke, Exe. Committee	Elaine Eckendorf	Greg Sacia
Larry Amble	Bill Fischer	Michele Steien
Scott Behn	Cheri Gibeaut	Dan Stoltz
Mark Berning	James Hathaway	Al Wearing
	Brent Imker	Gregg Westigard

Cooperative Network's members and board of directors represent a very diverse cooperative community, including worker cooperatives such as Union Cab. In Wisconsin, worker cooperatives are a smaller segment of the cooperative community. However, Dane County has a considerable number of worker cooperatives and the same principles that guide worker cooperatives are consistent among all cooperative types. Cooperative Network staff have extensive experience working with all types of cooperatives on governance issues, board director education, and providing technical services.

Appendix B

Letters of Commitment

**Black Chamber of Commerce
Centro Hispano
Democracy at Work Network
Freedom Inc.
Heartland Credit Union
Interpreters' Cooperative of Madison
Latino Chamber of Commerce
Latino Professionals Association
Madison Development Corporation
MadWorC
Northside Planning Council
Operation Welcome Home
ReSCI Consulting
SMART Local 18
South Central Federation of Labor
University of Wisconsin Center for Cooperatives
Workers' Rights Center
WRTP/Big Step
Young Gifted and Black**



03/12/2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

Madison Black Chamber of Commerce (MBCC) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based organization, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm Madison Black Chamber's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

The Madison Black Chamber of Commerce is dedicated to empowering and engaging Madison's Black community in the region's economic development by supporting the establishment and growth of Black businesses and Black leadership, the employment of Black people, and promoting the power and impact of Black commerce.

Madison Black Chamber of a Commerce will contribute to the project through our involvement in the coalition. We will leverage our strong network and partnership with communities of color and low income to engage potential cooperative members. We look forward to providing education and technical assistance to these groups and connecting them to our coalition resources.

In addition, MBCC agrees to provide staff support for this program over the next two years at an average wage of \$19.5 per hour. This in-kind contribution is valued at \$30,000 for approximately 1,538 hours over two years. MBCC support is specifically to match the grant from the City of Madison.

Sincerely,


Eric Upchurch II, Executive Director Date 3/12/2016



March 11, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

Centro Hispano of Dane County is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program. The funds will be used to development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As the largest non-profit serving Latinos in Madison and Dane County, we witness day in and day out the economic value the Latino community bring to Madison, not only as a labor force, but also its buying capacity. However, we also recognized and profoundly understand the deep gaps Latinos face when entering market places, sustaining their business, finding seed capital, among others. Hence, we are excited to support and partner a collaborative effort that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

Centro Hispano is located in the mist of South side Madison and it has been providing services to the community for 31 years. Inside its doors, Centro offers a computer laboratory for community members, rents offices to vital organizations, such as the Latino Chamber of Commerce, the umbrella organization for the newly formed Latino Professionals Association; Joining Forces for Families, Schools of Hope, Dane County Restorative Courts, RE-Generation Groups, and YWCA Restorative Justice Program. In addition, Centro offers a wide array of programs for the community: from Career Pathways with our Certified Nursing Assistant Program, Bank Teller Training Program, General Employment, Immigration Services, General Support, Jail Diversion Program, and Youth Programs. The make-up of our funding includes: UnitedWay of Dane Country, Dane Country, the City of Madison, Madison School District, and private funders. For Centro, economic and education opportunities are key to improve the life of our clients and are continually working to increase our organizational capacity to provide more services and connections to the community.

It is needless to say that Centro Hispano will contribute by leveraging our position in the community and assist in engagement and educational activities in the Latino community. Currently, our Director of Adult Programs is a 2016 Fellow at the Democracy at Work Institute, which will add to Centro's expertise and connections to a national network of cooperative leaders.

In addition, Centro Hispano agrees to provide staff support for this program over the next two years at an average wage of \$31.00 per hour. This in-kind contribution is valued at \$3,720 over two years. This support is specifically to match the grant from the City of Madison.

Sincerely,

Executive Director



The Democracy at Work Network

March 9, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison WI 53703

Dear Ms. Rohlich:

The Democracy at Work Network (DAWN) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the Development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a network that supports worker cooperative development, we value economic empowerment and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm DAWN's planned participation in and contribution to MCDC that will be administered by Cooperative Network on behalf of MCDC.

The Democracy at Work Network (DAWN) is a network of certified peer advisors, all with strong social and professional ties, who cooperate in training themselves and providing technical assistance services to worker cooperatives. Our goals are to meet the demand for technical assistance and development advice with high-quality services, and to increase worker cooperative technical assistance capacity from inside the movement. Worker cooperatives, like all small businesses, require professional services to support the creation and functioning of their business. Due to the specialized nature of worker ownership, they also require specialized assistance in setting up financial, governance, operations, and decision-making structures, as well as training in democratic management. DAWN is organized to meet these needs.

We believe that technical assistance and worker cooperative development support are most effective when provided at a local level by people familiar with local markets, laws, practices, and cultural norms. We will therefore give priority to local providers and will make every effort to coordinate the network through local and regional organizations. DAWN will contribute to the project by offering our educational and technical assistance services through MCDC's preferred provider network. We will leverage our strong network of peer advisors to provide our services and connect potential worker cooperative groups to our network of resources as requested.

Sincerely,

Board of Governors
Democracy at Work Network
dawn.coop

March 9, 2016

March 10, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

Freedom Inc. is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based business, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm Freedom Inc.'s planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

In 2015 Freedom, Inc. worked with about 500 people of color, across the lifespan, in Dane County who generally don't access other programs. They come from low- (or no-) income underserved families, many on public aid. Many do not finish high school and have limited literacy. Many are survivors of gender-based violence. Some are differently-abled, many are first or second generation refugees, and many are directly impacted by the incarceration system. We train them in leadership building, social justice and community organizing.

Freedom Inc. will contribute to the project through our involvement in the coalition. We have a direct link to the communities this grant seeks to impact. Because of knowledge and relationships with our communities, we can educate them about co-ops and their benefits, in a culturally specific way. Additionally, we have a strong sense of what opportunities and projects exist within the community and how to support leaders in creating and strengthening them into sustainable projects. We will remain part of the ecosystem by continuing to do the work and strengthening the infrastructure of the ecosystem within our communities. We also want to create a co-op development position to focus on this specific work.

Sincerely,

Jessica Williams
Freedom Inc.



March 9, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

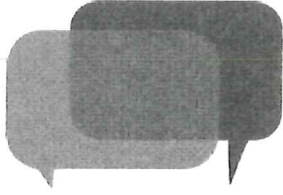
Dear Ms. Rohlich:

Heartland Credit Union has had an association and business relationship with Cooperative Network for more than 25 years. Their advocacy for cooperatives of all kinds is unparalleled.

Heartland Credit Union considers Cooperative Network an important and key partner for the Cooperative Enterprise Development Program.

Sincerely,

President/CEO



interpreters.coop

March 9, 2016
Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

The Interpreters' Cooperative of Madison is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low-wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based worker cooperative, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm the Interpreters' Cooperative of Madison's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

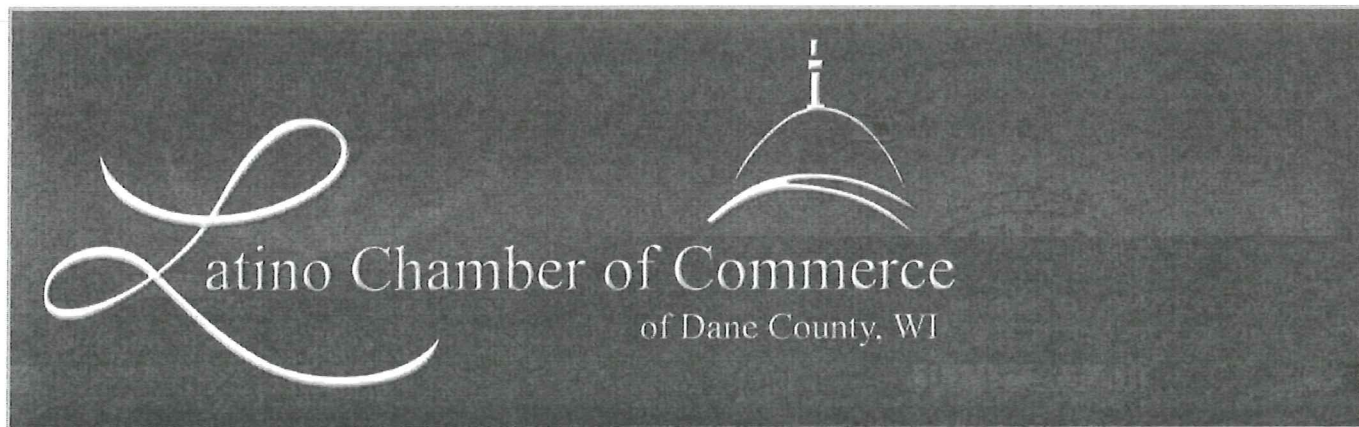
The Interpreters' Cooperative of Madison partners with several dozen organizations regularly, and serves hundreds of people each year through translation primarily in Spanish, Hmong, and other languages as well. The unique value of the Interpreters' Co-op is that we level the playing field for people who don't speak English. We are actively interested in facilitating non-English speakers' participation in co-op development, both in the process of supporting co-op creation and also in marketing/outreach for their new businesses.

The Interpreters' Cooperative of Madison will contribute to the project through our involvement in the coalition. We will leverage our strong network and partnership with communities of color and low income to engage potential cooperative members. We look forward to providing translation services to these groups and connecting them to our coalition resources.

In addition, The Interpreters' Cooperative of Madison agrees to provide substantial staff support for this program over the next two years on a volunteer basis. This support is specifically to match the grant from the City of Madison.

Sincerely,

Steve Herrick
President
Interpreters' Cooperative of Madison



March 9, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

The Latino Chamber of Commerce of Dane County (LCC) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. We value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm The Latino Chamber of Commerce of Dane County's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

Founded in 2003, The Latino Chamber of Commerce of Dane County represents the greater Madison and surrounding cities' Latino business community. We assist and promote the interests of Latino businesses and community through advocacy and programs that make an overall impact to Dane County's economic growth. The diverse membership of 200 active members and partners is an ideal mixture of small business owners, corporate representatives, and government leaders.

We will provide assistance to our Latino entrepreneurs in starting and growing their business through technical assistance and skill development workshops. Our chamber members recognize that when we focus on our Latino members, our entire community benefits as a whole.

For the reasons mentioned the LCC supports the MCDC mission of worker cooperative development.

Sincerely,

Mayra Medrano
President
Latino Chamber of Commerce of Dane County



March 9, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

Latino Professional Association is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based professional association, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm Latino Professionals Association's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

The Latino Professionals Association (LPA) is a member based organization which vision is to cultivate a community that empowers Latinos to pursue success. We seek to implement this vision by recognizing and enhancing the lives of Latino professionals through professional development and community engagement.

LPA will contribute to the project through our involvement in the coalition. We look forward to providing education and technical assistance to our members and creating new opportunities for our membership.

Sincerely,

Tania Ibarra, CPA
President
Latino Professionals Association of Greater Madison



March 9, 2016

Mr. Tom Liebe
President and CEO
Cooperative Network
1 S. Pinckney St., Suite 810
Madison, WI 53703

Dear Mr. Liebe:

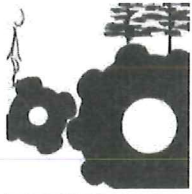
I offer this letter of support to you and the Cooperative Network in collaboration with your partners of the Madison Cooperative Development Coalition and for your response to the RFP for the Technical Assistance portion of the City of Madison's Worker Cooperative Fund Program.

It has been a pleasure, as well as informative to work together with you and the Coalition over the past few months to fashion a responsive joint proposal. I firmly believe that we have a complementary joint proposal that draws on the strengths of the Cooperative Network and your many community partners of the Coalition. The broad, grass roots connections offered by the Coalition will be essential for the success of the Program, as well as any loan funds we hope to administer in collaboration with you.

We urge the City to select the Cooperative Network as the lead Technical Assistance provider for the Program.

Thank you,

Frank Staniszewski, President
Madison Development Corporation



MadWorC Madison Worker Cooperatives

March 9, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison WI 53703

Dear Ms. Rohlich:

Madison Worker Cooperatives (MadWorC) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the Development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a network that supports worker cooperative development, we value economic empowerment and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm MadWorC's planned participation in and contribution to MCDC that will be administered by Cooperative Network on behalf of MCDC.

MadWorC is a voluntary peer network of 13 worker cooperatives currently operating in Madison that promotes worker ownership and democratic workplaces in Madison. MadWorC members come together to support the creation, development and growth of democratic workplaces organized as worker cooperatives. MadWorC's peer-to-peer network provides educational and technical assistance to worker cooperatives in all stages of development.

MadWorC will contribute to the project through our involvement in the coalition. We will leverage our peer network and partnerships with communities of color and low income to engage potential cooperative members. We look forward to providing educational and technical assistance services to these groups through MCDC's preferred provider network.

In addition, MadWorC agrees to provide mentoring support through our network, and staff support creating educational and technical programs over the next two years at \$20 per hour. This in-kind contribution is valued at \$5,000 over two years. This support is specifically to match the grant from the City of Madison.

Sincerely,

Board of Directors
MadWorC
madworc.org

March 9, 2016



Northside Planning Council
2702 International Lane, Suite 203
Madison, WI 53704

Telephone: (608) 230-1221
www.northsidemadison.org

Tuesday, March 8, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

The Northside Planning Council (NPC) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based nonprofit organization, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm NPC's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

NPC's mission is to enhance the quality of life and foster equity through community organizing and increasing economic opportunity. As such, we own and operate the FEED Kitchens, the FEED Bakery Job Training program, Healthy Food For All, and, starting in the spring of 2016, FEED Catering. We are already deeply invested in small business development, job creation and vocational training. As we evolve into a nonprofit community development corporation, we're drawn to the cooperative model as an intersection between community organizing and economic development. We are currently exploring facilitating the creation of several worker-owned cooperatives, including a café owned cooperatively by food businesses operating out of FEED; and a trades cooperative in Brentwood Village neighborhood that would provide maintenance and repair services to the area's rental properties while creating employment opportunities for the residents.

We are very excited to participate in and receive training through this coalition so that we can, in turn, provide technical assistance and support to potential cooperatives that would support living-wage employment on the Northside, particularly in communities of color. NPC will contribute to the project through our involvement in the coalition and leverage our relationships with neighborhoods and emerging food businesses.

Sincerely,

Abha Thakkar, Interim Executive Director

Making the Northside a great place to live, work and play.



Operation Welcome Home

601 Bayview

Madison, WI 53715

608-616-9486

operationwelcomehome.wordpress.com

Date

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

Operation Welcome Home is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based business, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm Operation Welcome Home's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

Operation Welcome Home works with around 200 homeless, formerly homeless, and formerly incarcerated people during the year through our freedom schools, 1 on 1 support, mobilizing for action, and collaboration. We work with around 300 other allies and supporters regularly. We have relationships with thousands of people with whom we have worked in the past 9 years. We partner with many organizations including, Freedom Inc, Young Gifted and Black Coalition, Tenant Resource Center, Briarpatch, Madison Community Cooperative, Mosaic, Groundwork, Transitional Education Program, Shine608, The Homeless Issues Consortium, Stepping Stones, Stone Soup, Feeding the State Street Family, Bethel Support Services, MUM, and others! OWH is connected to a base of people who this grant is designed to serve: low-income, people of color, women, queer people, and disenfranchised workers.

Operation Welcome Home will contribute to the project through our involvement in the coalition. We will leverage our strong network and partnership with communities of color and low income to engage potential cooperative members. We look forward to providing education and technical assistance to these groups and connecting them to our coalition resources.

In addition, Operation Welcome Home agrees to provide staff support and volunteer support for this program over the next two years at an average wage of \$20 per hour. This in-kind contribution is valued at \$9,600 over two years for 5 hours a week. This support is specifically to match the grant from the City of Madison.

Sincerely,

Z! Haukeness, Organizer, Operation Welcome Home

March 8th, 2016



Ruth Rohlich
Business Development Specialist
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

March 8, 2016

Dear Ms. Rohlich,

ReSCI Consulting, LLC is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development. This effort to focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce represents an exciting opportunity for Madison to capitalize on its strong human resource potential. As a Madison-based business, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives. This letter is to confirm ReSCI Consulting, LLC's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

ReSCI Consulting, LLC is a Madison, black-owned startup founded in 2015. It uses conceptual models and applied research methods to assess an organization's current state and discover ways to solve problems, meet challenges, or enhance performance. In many instances, we look at the organization as a sociotechnical system that consists of a social subsystem and a technical subsystem. Our services play a critical role in organizational development projects and change initiatives in terms of both choosing appropriate interventions and contributing to readiness-to-change within an organization.

ReSCI Consulting, LLC will contribute to the project through our involvement in the coalition. We will leverage our strong network and partnership with communities of color and low income to engage potential cooperative members. We look forward to providing education and technical assistance to these groups and connecting them to our coalition resources. In addition, ReSCI Consulting, LLC agrees to provide staff support for this program over the next two years at an average wage of \$51 per hour. This in-kind contribution is valued at \$73,440 over two years. This support is specifically to match the grant from the City of Madison. As Chief Sociologist of ReSCI Consulting, LLC, I would like to thank you for the opportunity to part of such an historic endeavor for Madison.

Sincerely Yours,

A handwritten signature in black ink, appearing to be "Hanif Nu'Man", written over a horizontal line.



International Association of Sheet Metal, Air, Rail and Transportation Workers

Local #18 – Wisconsin AFL-CIO

2201 Springdale Road • Waukesha, WI 53186

Telephone: (262) 798-1818 • Toll Free (In United States): 800-242-5822 • Fax (262) 798-1837

March 10, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

International Association of Sheet Metal, Air, Rail and Transportation Workers (SMART Local 18) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. We value economic empowerment within our communities, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm SMART Local 18's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

SMART is one of North America's most dynamic and diverse unions with approximately 216,000 members, Local 18 represents about 4,300 members throughout the state of Wisconsin, with 471 of those members located here in the Madison area. SMART's members produce and provide the vital services that move products to market, passengers to their destinations and ensure the quality of the air we breathe.

SMART Local 18 will contribute to the project through our involvement in the coalition. We will leverage our strong network and industry partnerships to engage potential cooperative members from communities of color and low income. We look forward to providing education and technical assistance to these members and connecting them to our network resources.

In addition, SMART Local 18 is prepared to provide 50 hours per month of staff support for this program over the next two years at an average wage of \$ 75.00 per hour. This in-kind contribution is valued at \$90,000 over two years. This support is specifically to match the grant from the City of Madison.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick C. Landgraf".

Patrick C. Landgraf
President / Business Manager
SMART Local Union #18

SOUTH CENTRAL



Organizing for Justice in our Community

March 10, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

The South Central Federation of Labor (SCFL) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based organization, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm SCFL's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

SCFL will contribute to the project through our involvement in the coalition. We will leverage our strong network and partnership with communities of color and low income, local unions, and labor programs to engage potential cooperative members. SCFL also has official connections to Labor at the state, national, and international level, which will serve as additional points of data collection, funding opportunities, and other forms of institutional support. We look forward to providing education and technical assistance to these groups and connecting them to our coalition resources.

In addition, SCFL agrees to provide staff support for this program over the next two years. Our Organizer, who will serve as Program Delivery Coordinator for 15 hours/week, will match that time with an additional 7.5 hours a week. That time will be complemented by work donated by the SCFL President, as well as our Executive Assistant and the Managing Editor of our local newspaper, the Union Labor News, for an additional combined total of 7.5 hours/week. This in-kind contribution is valued at \$22,000 for the Organizer and an additional \$40,000+ for the President, Executive Assistant, and Managing Editor, over two years. This support is specifically to match the grant from the City of Madison.

Sincerely,

Kevin Gundlach, President March 10, 2016



University of Wisconsin
CENTER FOR
COOPERATIVES

427 Lorch Street
Madison, WI 53706-1503

Phone: 608-262-3981
info@uwcc.wisc.edu

March 7, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

The University of Wisconsin Center for Cooperatives (UWCC) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program. This letter is to confirm UWCC's planned participation in and contribution to the MCDC, which will be administered by Cooperative Network on behalf of the MCDC.

As part of UW Extension and the University of Wisconsin System and as a member of the Madison community, we are excited to be part of a program that supports worker cooperative development with a focus on communities of color, low wealth communities, and communities that are often excluded from or exploited within the traditional workforce. We believe this program has the potential to retain local businesses, increase the number of family supporting living wage jobs, and build a strong network of support for worker cooperatives.

UWCC pursues a robust portfolio of research, education, and outreach initiatives on the cooperative business model and has engaged in cooperative development activities since its founding in 1962. UWCC staff members provide technical assistance and counsel to existing and start-up cooperatives and to business owners interested in exploring conversion to cooperative ownership. Staff members also deliver educational content on cooperatives to students, co-op members, cooperative development professionals, and the general public.

UWCC will contribute to the project in several ways through our involvement in the MCDC. We will work with community based organizations to build internal co-op development capacity and to promote the Co-op Development Initiative; support the development of educational modules and tools for Madison-based worker co-op developers; and deliver technical assistance to groups interested in starting new cooperatives or converting existing businesses to cooperative ownership.

UWCC agrees to provide staff support for this program over the next two years, as outlined in our subcontract with Cooperative Network.

Sincerely,

A handwritten signature in cursive script that reads "Anne Reynolds".

Anne Reynolds
Executive Director



OFFICE OF RESEARCH AND SPONSORED PROGRAMS

UW Reference #: MSN196097

Sponsor: Cooperative Network Prime: City of Madison

PI: Brent Hueth (Co-PI: Anne Reynolds)

Title: City of Madison Worker Cooperative Development Fund, subcontract with Cooperative Network

Total Budget: \$19,451

The proposal referenced above has been administratively approved on behalf of the Board of Regents of the University of Wisconsin System and is submitted for your consideration. Please keep our office advised as developments occur with regard to this application.

All costs cited conform to established institutional policies and procedures. Our DHHS Negotiated Rate Agreement can be found at <http://www.rsp.wisc.edu/rates/rates.pdf>. Website: <http://www.rsp.wisc.edu/>

A final agreement is contingent upon the successful negotiation of terms and conditions acceptable to the University of Wisconsin-Madison.

We ask that you use the University's above-referenced number in any future correspondence. Questions regarding administrative matters should be directed to Kyle McMillen, Research Administrator at (608) 265-8443 or kamcmillen@wisc.edu. Questions regarding the technical nature of this application should be directed to the project's Principal Investigator.

Approved:

3-10-16

Kate Pemberton, Research Administrator

Date

University of Wisconsin Center for Cooperatives
City of Madison Worker Cooperative Fund Program
Scope of Work
March 2, 2016

Scope of Work

UWCC staff Anne Reynolds and Courtney Berner will work with Cooperative Network, the South Central Federation of Labor, and other members of a broad coalition of organizations to build co-op development capacity in the City of Madison, coordinate the delivery of technical assistance to groups interested in developing new cooperatives, and develop curriculum for educational sessions for co-ops and prospective co-op developers.

Proposed activities include

- Work directly with community organizations to build internal co-op development capacity, coordinate technical assistance services and build the capacity of the coalition.
- Conduct place-based analysis of business development opportunities in Madison neighborhoods E.g. Southside or Northside
- Develop curriculum on start-up worker cooperatives and conversions that can be used by UWCC and integrated into existing programs being delivered by community organizations.
- Provide technical services as needed to groups interested in starting new cooperatives or converting existing businesses to cooperative ownership.

Timeline for Implementation

May 1, 2016 – December 31, 2017

Variables	sal Infl	3.0%	FB Infl	1.0%		
Project Budget						
Requested					Year One (8 mos)	Year Two (12 mos) Total
Personnel	salary	% effort				
Anne Reynolds			\$ -	\$ -	\$ -	\$ -
Fringe benefits	\$ -		\$ -	\$ -	\$ -	\$ -
Courtney Berner	\$ 60,594	see below	\$ 6,059	\$ 6,241	\$ 12,300	
Fringe benefits	37.0%		\$ 2,242	\$ 2,372	\$ 4,614	
Total Personnel			\$ 8,301	\$ 8,613	\$ 16,914	
Equipment			\$ -	\$ -	\$ -	
Travel/conferences			\$ -	\$ -	\$ -	
Materials and Supplies (HECC)			\$ -	\$ -	\$ -	
Publications			\$ -	\$ -	\$ -	
Tuition Remission			\$ -	\$ -	\$ -	
Subcontract			\$ -	\$ -	\$ -	
Running total, subcontract only			\$ -	\$ -	\$ -	
Total Budget requested			\$ 8,301	\$ 8,613	\$ 16,914	
MTDC			\$ -	\$ -	\$ -	
Indirect Costs	15.0%	TDC	1,245	1,292	2,537	
Total Project Budget			\$ 9,546	\$ 9,905	\$ 19,451	

Variables	sal Infl	3.0%	FB Infl	1.0%		
Cost Share Budget						
Requested					YEAR One (8 mo)	YEAR Two (12 mo) Total
Personnel	salary	% effort				
Fringe benefits			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -
Total Personnel			\$ -	\$ -	\$ -	\$ -
Total Budget requested			\$ -	\$ -	\$ -	\$ -
Salary and Wages Only (SW)			\$ -	\$ -	\$ -	\$ -
Indirect Costs			0	0	0	
Total Project Budget			\$ -	\$ -	\$ -	\$ -

Total Project Costs
\$ 19,451

City Share
100.00%

year 1 % effort **year 2 % effort**
Berner 15% 10%

**BUDGET JUSTIFICATION – University of Wisconsin-Madison: City of Madison Worker Cooperative
Development Fund, subcontract with Cooperative Network**

Senior/Key Personnel

Anne Reynolds, Co-Investigator, will provide guidance on curriculum development and help coordinate the delivery of co-op developer training. No salary support is requested.

Total Senior/Key Personnel - \$0

Other Personnel

We are requesting salary support for the Cooperative Development Specialist, Courtney Berner, will help coordinate the delivery of technical assistance by community-based organizations and unions. She will also provide some direct technical assistance to groups interested in starting cooperatives and assist with place-based analysis of business opportunities. Courtney will dedicate 15% of her time to this project in year one and 10% of her time in year two. The project will start in May 2016, so salary and fringe in year one are for 8 months. Salary rates are inflated three percent each year. Fringe rates are the base rate of 37 percent in year one and inflated one percent each year thereafter.

Courtney Berner- Year 1 - \$60,594 at 15% effort for 8 months = \$6,059 plus 37% fringe
Year 2 - \$60,594*1.03 = 62,412 at 10% effort = \$6,241 plus 38% fringe

Total Other Personnel - \$16,914

Total Salary, Wages, & Fringe Benefits - \$16,914

Equipment – N/A

Travel – N/A

Participant Support – N/A

Other Direct Costs – N/A

Total Other Direct Costs - \$0

Total Direct Costs - \$16,914

Indirect Costs

Indirect charges are calculated using the indirect cost rate of 15% for Governmental agencies in WI.

Total Indirect Costs - \$2,537

Total Direct & Indirect Costs - \$19,451



2300 South Park Street
Suite #115
Madison, WI 53713

Telephone: (608) 255-0376
Worker1@sbcglobal.net

March 7, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

The Workers Rights Center is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based business, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

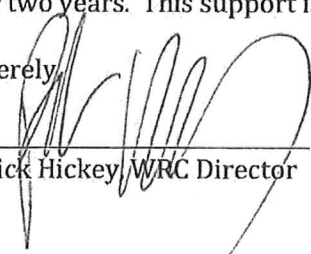
This letter is to confirm Workers Rights Center's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

Workers Rights Center was founded in 2002. WRC offers basic legal information about worker's rights, community trainings, and general advocacy on behalf of workers and works primarily with low income immigrants (60% Latino) but is open to all workers. The WRC has intakes with about 500 workers each year and holds trainings with a comparable number. Over the years, the WRC has assisted thousands of workers, helped recover \$1.25 million in unpaid wages and engaged workers in policy campaigns to improve and defend work standards. The Center founded Madison Interpreters Coop and participated in the process of forming the workers' cooperative and still provides administrative support. Increasing living wage job opportunities is part of WRC's core mission.

The Workers Rights Center will contribute to the project through our involvement in the coalition. We will leverage our strong network and partnership with communities of color and low income to engage potential cooperative members. We look forward to providing education and technical assistance to these groups and connecting them to our coalition resources.

In addition, Workers Rights Center agrees to provide staff support for this program over the next two years at an average wage of \$22.00 per hour. This in-kind contribution is valued at \$26,000 over two years. This support is specifically to match the grant from the City of Madison.

Sincerely,


Patrick Hickey, WRC Director

March 7, 2016
Date



March 9, 2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

WRTP/Big Step is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based business, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

This letter is to confirm WRTP/Big Step's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

WRTP/Big Step is industry led and works with labor leaders and employers in manufacturing and construction to help preserve family supporting jobs, connect workers to those jobs, help build skills and advance careers. We work as a hub for outreach/education, recruitment, assessment, career guidance, tutoring, preparation, training and placement of job ready candidates. WRTP/BIG STEP is industry-led, worker-centered and community focused. We served approximately 250 participants in 2015- 60% of folks we serve are from communities of color. We also worked with approximately 11 building trades and multiple employers. We have also networked with over 50 community organizations. This means outreach to communities and neighborhoods that need economic opportunities through the unionized trades.

WRTP/Big Step will contribute to the project through our involvement in the coalition. We will leverage our strong network and partnership with communities of color and low income to engage potential cooperative members. We look forward to providing education and technical assistance to these groups and connecting them to our coalition resources.

In addition, WRTP/Big Step agrees to provide staff support for this program over the next two years at an average wage of \$25 per hour. This in-kind contribution is valued at \$9,000 over two years. This support is specifically to match the grant from the City of Madison.

Sincerely,

William Clingan, South Central Coordinator

03/12/2016

Ruth Rohlich
City of Madison, Economic Development
215 Martin Luther King Blvd #225
Madison, WI 53703

Dear Ms. Rohlich:

Young Gifted & Black Coalition (YGB) is pleased to support the Madison Cooperative Development Coalition's (MCDC) application to the City of Madison's Worker Cooperative Fund Program for funding the development of a sustainable collaborative mechanism to support worker cooperative development with a focus on communities of color, low wealth communities and communities excluded or exploited within the traditional workforce. As a Madison-based organization, we value economic empowerment within our community, and are excited to support a program that will increase the number of family supporting living wage jobs, provide access to capital, and build a strong network of support for worker cooperatives.

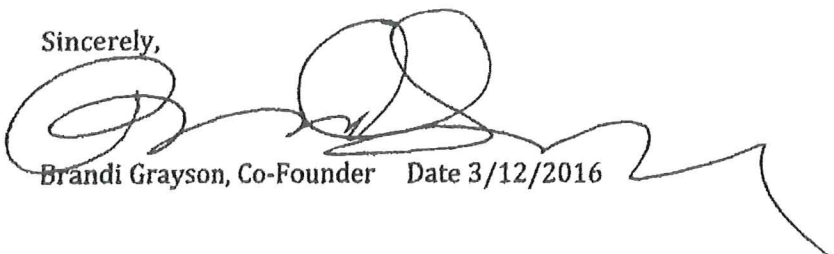
This letter is to confirm YGB's planned participation in and contribution to the MCDC that will be administered by Cooperative Network on behalf of the MCDC.

YGB is a grassroots organization founded by grassroots organizations: Freedom Inc, Operation Welcome Home, Madtown Community Response Team, and Justice and Equity in Dane. We use community organizing to build the knowledge base of those most impacted and our allies. Our commitment is to building and empowering the people to take effective and collective action toward change thus we host teach-ins, discussions, forums, debates, and lectures to help educate and organize communities.

YGB will contribute to the project through our involvement in the MCDC. We will connect our own communities of color and low income to engage potential cooperative members. We look forward to providing education and technical assistance to these groups and connecting them to our coalition resources.

In addition, YGB agrees to provide personnel support for this program over the next two years at an average wage of \$23.6 per hour. This in-kind contribution, a combination of volunteer and paid time is valued at \$29,000 for approximately 1,227 hours over two years. YGB support is specifically to match the grant from the City of Madison.

Sincerely,

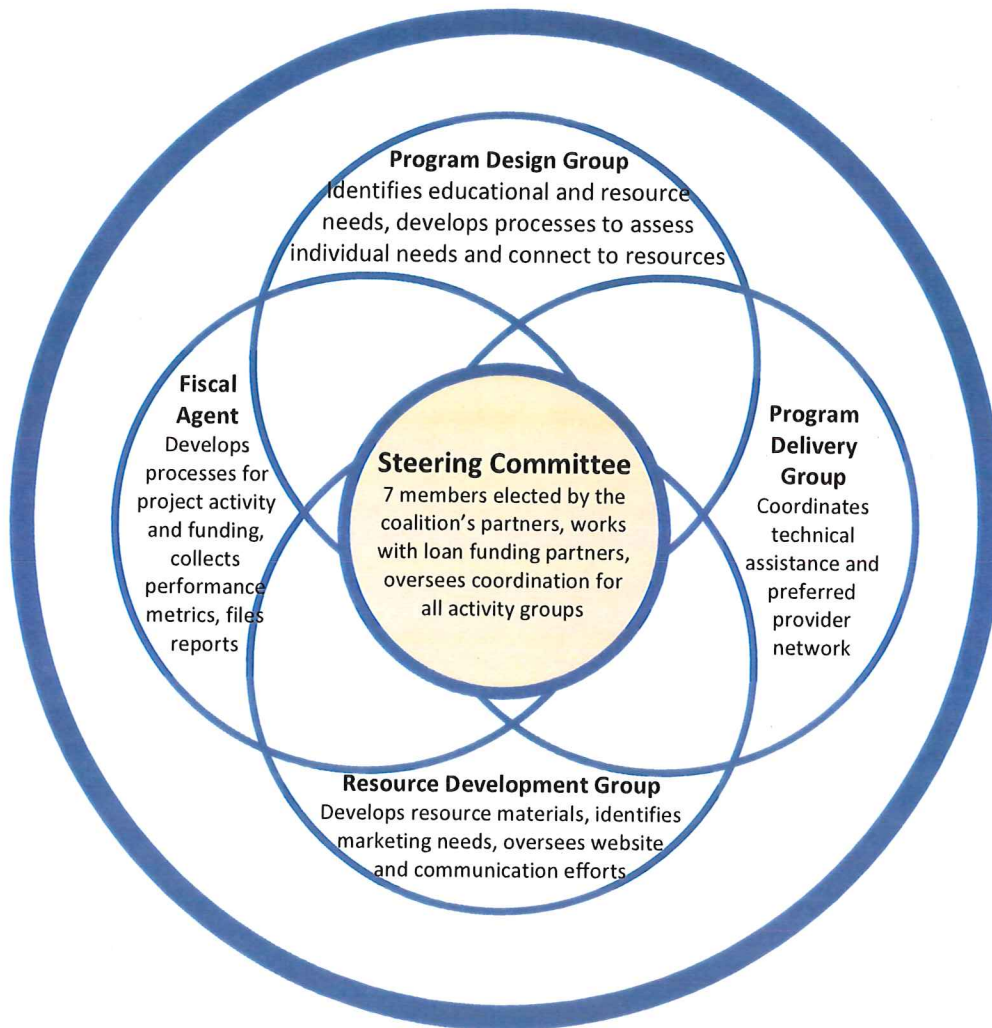


Brandi Grayson, Co-Founder Date 3/12/2016

Appendix C

Organization Diagram

Madison Cooperative Development Coalition MCDC Organization Diagram



Appendix D

Madison Cooperative Development Coalition Members

Black Chamber of Commerce
Centro Hispano
Democracy at Work Network
Freedom Inc.
Heartland Credit Union
Interpreters' Cooperative of Madison
IUPAT 802
Latino Chamber of Commerce
Latino Professionals Association
Madison Development Corporation
MadWorC
Northside Planning Council
Operation Welcome Home
ReSCI Consulting
SMART Local 18
SMART Local 565
South Central Federation of Labor
UFCW 1473
University of Wisconsin Center for Cooperatives
Workers' Rights Center
WRTP/Big Step
Young Gifted and Black