Third Coast Workers for Cooperation

Establishing a non-profit cooperative development organization to support economic empowerment through green worker cooperatives.

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Abstract

In Austin, TX, more than 116,000 adults live in poverty, including more than 34,000 working adults, indicating the lack of quality jobs. People of color are particularly affected by economic inequality, seeing higher rates of poverty, lower median incomes, and lower rates of business-ownership. Worker cooperatives are a proven innovation for economic empowerment, leading to improved economic outcomes, while also supporting broader community development. Training, technical assistance, and ongoing support services are essential to effective worker cooperative development. Without an organization providing such services in the Austin area, the economic empowerment benefits of worker cooperatives will not be realized there.

A core group of volunteers have launched a new worker cooperative development agency, Third Coast Workers for Cooperation (TCWC). Their organizational development plan focused on coordinating knowledge, skills, and resources to build a stable institutional foundation. These include funding, staff, an organizational entity, space, a basic curriculum and program design, and strong linkages.

The group unexpectedly began cooperative development programming in response to a client-driven opportunity. Having originally planned for a September 2010 start-date, the first session of their Cooperative Business Institute (CBI) met in February 2010. The resulting rearrangement of staff time, along with infrastructure deficiencies, caused delays in fundraising efforts. Progress in other areas remained largely on schedule.

The initiation of cooperative development programming before full capacity was achieved threatens the sustainability of the CBI and its outcomes. Several outputs, necessary to the success of the cooperative development program, were scheduled for completion between February and September, and remained unfinished at the start of the CBI. While these outputs can be achieved before their absence becomes critical, it will require deliberate staff effort.

The reallocation of staff time to the CBI will hinder future progress on organizational development goals. Reduced fundraising capacity remains a critical issue, particularly for building a much-needed reserve. The resulting delays in paid positions makes staff burnout more likely, posing a serious threat to the organization. While progress in all areas remains achievable, and is in some ways assisted by the early introduction of the CBI, organizational development will be slower than planned.

I. Community Context

The city of Austin, TX has long been a dynamic and growing city, witnessing an incredible economic and population boom over the last 20 years. Austin currently ranks as the second-fastest growing urban area in the United States, with a 3.8% rate of population growth between 2007 and 2008 (Workers Defense Project, 2009). Decades of steady growth have resulted in significant shifts in population demographics. Ryan Robinson (2009), the City of Austin Demographer, released a report outlining major trends in Austin's demographics, including dramatically increasing numbers of Hispanic and Asian households, outpacing the still steady growth of Anglo households and the slowly increasing numbers of African-American households. Since 1990, the Hispanic share of total households in Austin leapt from 23% to 35%, including a 45% increase in the size of Austin's Latino population from 2000 to 2007 (Robinson, 2009; Workers Defense Project, 2009). While still a much smaller share of the total population than are Hispanic Austinites, Asian communities are growing even more rapidly. "The Asian share of total population in Austin almost doubled during the nineties, leaping from 3.3% in 1990 to almost 5% by 2000 and stands somewhere near the 6.5% mark today" (Robinson, 2009, p. 2). The number of Asian households is predicted to exceed the number of African-American households in the next decade (Robinson, 2009).

Compared to other cities, Austin has weathered the economic crisis well. Between 2007 and 2008, Austin's labor market gained 17,400 jobs, while most cities lost jobs (Workers Defense Project, 2009). While unemployment rates are slightly lower in Austin than nationally (6.2% compared to 6.6% nationwide), Austinites continue to experience higher poverty rates than does the US overall. Figure 1 shows unemployment and poverty figures nationwide and specifically for Austin. Compared to 13.3% nationwide, 17.9% of Austin residents are living below the poverty level (US Census, 2007). This suggests that a greater share of the jobs available in Austin are low-wage, temporary, and part-time jobs, offering little opportunity for upward mobility or asset development. Statistics support this conclusion, showing that while 4.6% of full-time workers nationwide live at less than 125% of the federal poverty level, the same is true of 6.4% of Austin's full-time workers. The difference is more pronounced when looking at temporary and part-time workers, 20.5% of who live below 125% of the federal poverty level nationwide, compared to 31.6% of Austin's temporary and part-time workers (US

Figure 1. Poverty and Unemployment

Figure 2. % of population living at less than 125% of federal poverty level

Figure 3. Median Family Income, Austin

Sources

Figure 1: US Census Bureau, American Communities Survey, 2005-2007

Figure 2: US Census Bureau, American Communities Survey, 2005-2007

Figure 3: City of Austin, 2000

Figure 4: US Census Bureau, American Communities Survey, 2005-2007

Figure 5: US Census Bureau, Census 2000 & Survey of Business Owners, 2002

Figure 4. % of population living below the poverty line

Figure 5. Business Ownership

Census, 2007). Figure 2 depicts poverty rates for workers nationwide compared to Austin's workers.

Austin's communities of color are particularly impacted by low job quality, as evidenced by significant income inequalities along racial lines. As shown in Figure 3, the median family income for whites in Austin was $69,989 in 2000. The median family income for African-Americans, $35,685, was nearly half that of whites, while Latinos earned only slightly more than African-Americans, with a median family income of $36,408 (City of Austin, n.d.). In Austin, poverty is disproportionately suffered by people of color. In 2007, an estimated 13.7% of white residents were living below the federal poverty line, while this was true for 28.8% of African-American residents, 20% of Asian residents, 24.5% of Latinos, and 26.8% of residents of other races (US Census, 2007). Figure 4 shows poverty rates by race in Austin.

People of color are also less likely than white people to own businesses in the Austin area[1]. Though African-Americans were 7.96% of the population in 2000, they owned only 3.69% of businesses in the Austin-Round Rock Metropolitan Statistical Area in 2002. Likewise, only 11.64% of business owners were

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[1] This phenomenon did not hold for American Indians and Asians, who owned businesses roughly in proportion to their population.

Latino, though Latinos represented 26.23% of the population (US Census, 2000; US Census 2002). Figure 5 compares share of business-ownership to share of Austin's overall population for these two groups.

Job quality issues are particularly evident in the construction industry, a sector which has seen 219% job growth between 1990 and 2007, compared to a city wide private sector job growth rate of 93% over the same period (Workers Defense Project, 2009). The incredible increase in construction jobs has not produced quality jobs for Austin's growing population. *Building Austin, Building Injustice*, a 2009 report on working conditions in Austin's construction industry released by Workers Defense Project (WDP), a worker's rights center, in conjunction with the University of Texas, found that "construction work in Austin is predominately low-wage work where jobs are characterized by long hours and dangerous working conditions" (p. ii). Of the workers surveyed for the report, 45% earned poverty level wages. Indeed, the research indicates that "Texas construction workers earn two to three dollars less per hour than their counterparts in other states who performed the same skilled work" (p. i). In addition to low wages, 50% of workers surveyed were not paid overtime, as required by law, and 20% were victims of wage theft. More than three quarters of workers surveyed lacked health insurance, sick days and vacation pay. Not only were the surveyed workers insufficiently compensated for their work, but the report also uncovered significant rates of injury and death in the industry, likely due to low levels of compliance with health and safety training and equipment standards (Workers Defense Project, 2009).

While Austin's overall private sector workforce has seen a 33% growth in wages from 1990 to 2008, wages have grown only 22% in the construction industry. During the last half of this period, the construction workforce itself has changed significantly, becoming increasingly Latino and foreign-born. From 2000 to 2006, the proportion of Latino construction workers increased 13%, from 65% of workers to 78%. At the same time, the share of foreign-born construction workers increased 21%, from 49% to 70% of workers in the industry (Workers Defense Project, 2009). The declining quality of construction industry jobs has coincided with the significant concentration of historically marginalized workers among the sector's growing ranks.

II. Problem Analysis

Clearly, significant barriers exist for Austin's communities of color in accessing quality jobs, equitable wages, and business-ownership. As Austin has grown, these barriers have resulted in significant racialized economic inequalities. Unless specific action is taken to make good jobs and business ownership accessible to low-income and historically marginalized communities, the next phase of the city's growth will only deepen these inequalities.

An important emerging economy to target for such action is Austin's growing green economy. The emerging green economy will be a major factor in Austin's economic landscape in the coming decades. On both the large and the small scale, the municipal government has consistently thrown its weight behind green initiatives. From long-standing programs to provide incentives for green building and energy efficiency in residential and commercial spaces, to very recent efforts to establish a clean-energy corridor between Austin and San Antonio, the municipal government has reflected the general population's support for a city economy based on environmental sustainability. In the context of massive federal funding to support the development of a green economy, there is no doubt that Austin will see significant economic growth in this area over the coming decades, and will likely emerge as a leader in a number of green economy industries.

Austin's emerging green economy can reflect established inequality, or the people of Austin can seize this opportunity to develop a green economy that forges pathways out of poverty, creates stable, living wage jobs, and fosters workers' control over their economic destiny. Cooperative entrepreneurship offers an important innovation for historically disadvantaged communities to create and own businesses that provide safe, quality jobs.

A key barrier to consider in the case of many low-wage workers is their lack of the social and economic power and security necessary to effectively bargain with employers or to make demands on government to address systemic abuses and exploitation. Worker cooperatives eliminate the necessity of bargaining with employers or relying on government action. Instead, they allow workers to directly benefit from the value they add to the economy through business ownership. Worker cooperatives are a proven innovation for economic empowerment, leading to improved economic outcomes for low-income people, while also developing leadership, resources, and skills to support broader community development.

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While worker cooperatives are uniquely positioned to address the economic, personal and community development needs of Austin's low-income and historically marginalized peoples, there is currently no infrastructure to support the development of worker cooperatives in these communities. Appropriate training, technical assistance, and ongoing support services are essential to effective worker cooperative development. Unless an organization with the capacity to provide such services is established in the Austin area, the economic empowerment benefits of worker cooperatives will never be realized there, and the inequitable status quo will remain in place. The community economic development project discussed herein will establish just such an organization.

Solution

To establish worker cooperative development and support capacity in Austin, a core group of three volunteers took on the project of launching a new organization, Third Coast Workers for Cooperation (TCWC). Their plan for organizational development focused on accessing and coordinating an array of knowledge, skills, and resources to provide a stable institutional foundation for future cooperative development work. Basic structures, such as a legal entity and appropriate administrative practices and policies, space in which to operate, a fundraising infrastructure and the financial resources it can develop, are essential pre-conditions to provision of services. A well-trained staff with effective communications practices, as well as a basic curriculum and program design, are essential inputs to cooperative development programming. In addition to internal resources and organizational functionality, linkages with key stakeholders are of central importance, especially as an organization is just starting. Third Coast Workers for Cooperation identified not only community feedback, connections, energy, and goodwill as central to their organizational development and positioning, but also sought the technical assistance of the worker cooperative movement, to ensure quality programming.

Making changes to an organization, or in this case establishing one, can be an essential pre-condition to sustainable interventions to transform undesirable economic conditions in a community. Though the activities undertaken during the scope of the project period discussed here are largely focused on building *organizational* knowledge, skills and resources, the long-term goals of the project are firmly rooted in the Community Economic Development (CED)

paradigm. Worker cooperatives are a community-based and community-building entrepreneurial solution to economic inequality.

With the long-term goal of facilitating a community-based economic intervention, the CED core values of participation, equity, and sustainability have been at the center of strategic thinking during the organizational development phase. TCWC recognizes linkages with community organizations and potential clients as a necessary input to building effective cooperative development in Austin. Engaging a broad range of stakeholders, facilitating active participation by these groups in the cooperative development organization, and providing opportunities for real buy-in for key constituencies are central to the organization's sustainability strategy.

Stakeholders

The scope of potential stakeholders is broad. A SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis for the project (see Appendix B) identifies the following internal and external stakeholders:

- the three-person volunteer staff collective;
- Third Coast Activist Resource Center (TCARC), the project's fiscal sponsor;
- Workers Defense Project, an initial non-profit partner;
- Ecology Action, Austin's democratically-managed non-profit recycling center;
- Gaia Host, a worker-cooperative web-hosting firm with a worker-owner who resides in Austin;
- Black Star Coop, a developing consumer cooperative beer pub which will offer a democratic workplace;
- The US Federation of Worker Cooperatives, and their board member Steven Yarak, who resides in Austin and works with Black Star Coop;
- The Federation of Southern Cooperatives;
- Cooperative development professionals and organizations nationwide;
- Potential clients, including low-income communities, communities of color, immigrants, previously incarcerated people, single parents, people with special needs, etc.;

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- Austin-area professionals, especially those with expertise in supporting cooperative organizations;

- Austin-area entrepreneurial support organizations, such as BIG Austin and PeopleFund.

- Austin-area Community Economic Development Organizations;

- Austin progressives and people generally supportive of green job development, worker cooperatives, social, economic, and environmental justice, and entrepreneurialism, including a lead donor;

- The City of Austin

- The philanthropic community;

Each of these stakeholders has a different relationship to the organization. While the volunteer staff collective and their close organizational partners have a high stake in the project and correspondingly high levels of participation, some of the more distant potential stakeholders remained unaware of the organization or its mission at the close of the project period. The process of incorporating different stakeholders over time and managing stakeholder relationships is central to the project.

The volunteer staff is the most active of the project stakeholders. While they bring significant training in cooperative development and experience in democratic management, along with a range of non-profit management and communications skills to the table, significant skill gaps also remain among the staff. Chief among these gaps are marketing, design and IT expertise, as well as inexperience in small-business start-up financing. They also bring passion and energy to the project, and are investing significant sweat equity in the organization, expecting the eventual pay-off of meaningful salaried employment.

Initial organizational partners included Third Coast Activist Resource Center and Workers Defense Project. Later in the project period, Ecology Action also emerged as a significant potential organizational partner. Each of these groups is invested in Third Coast Workers for Cooperation's mission of bringing successful worker cooperative development to low-income and marginalized communities in Austin. The Third Coast Activist Resource Center has a base among progressive Austinites and is looking toward economic empowerment strategies as a path to social, economic, and environmental justice. By providing an

organizational home for worker cooperative development, TCARC board members hope to facilitate economic empowerment and remain connected to that work.

The Workers Defense Project is particularly interested in connecting their membership, primarily Latino immigrants working in the building trades, with worker cooperative development. Their previous strategic planning identified the establishment of a green building worker cooperative as a goal. It is WDP's expectation that a worker cooperative will provide safe, quality employment for at least some of their members, while also building their organization. Initially intended as TCWC's pilot project, WDP plans to partner with TCWC to provide worker cooperative development services to at least one group of their members.

As the premier democratic workplace in Austin, Ecology Action is interested in providing leadership to an emerging economic democracy movement in Austin. Additionally, this group hopes to leverage their own skills with democratic management and green industries to support new democratic workplaces and worker-owned cooperatives. They are particularly concerned with growing an economic democracy movement that incorporates principles of ecological sustainability and social equity.

One stakeholder group that was not identified during the project design process is Mamas of Color Rising, a collective of working-class mothers of color organizing around economic justice issues. This group presented an unexpected opportunity for partnership around a cooperative development project. While the organization itself is no longer the focus of this partnership, several women from the collective are among the first client group with whom TCWC will work, constituting the group's pilot project.

Many potential organizational partners, including the Federation of Southern Cooperatives, Austin-area professionals, entrepreneurial support and Community Economic Development organizations, the municipal government, and the regional philanthropic community are not yet aware of Third Coast Workers for Cooperation. Considering their concerns and expectations and the potential for mutual benefit through partnership, TCWC will strategically build relationships with many of these groups over time.

There are a number of groups with whom TCWC had established an initial relationship at the beginning of the project period. At the close of the project period, the organization is moving toward a better understanding of the interests and possible roles that Gaia Host, the US

Federation of Worker Cooperatives, Black Star Pub, and related individuals may play in the organization's development and work, and how they might expect to relate to TCWC.

III. Literature Review

In the United States, worker cooperatives have emerged as a community response to unemployment, low job quality, and economic disempowerment numerous times over the last two centuries. Jackall and Levin (1984) trace this history back to colonial times, while Adams and Hansen (1992) date the first US worker cooperative at 1806, when "journeymen cordwainers decided during a strike to become their own bosses" (p. 15). For the next century, worker cooperatives gained popularity as a strategy to improve the lot of workers and farmers, who faced low wages, poor working conditions, and the expanding power of corporate giants in the industrializing economy. Worker cooperatives found their institutional base in labor organizations during this period. In 1878 the Knights of Labor adopted the formation of worker cooperatives as a central plank of their platform, and soon thereafter established a cooperative fund, official boards to guide cooperative development at the local level, and basic documents to facilitate the formation of new cooperatives. This effort represented the zenith of the labor movement's involvement with worker cooperatives, and quickly declined along with the Knights of Labor in the last decade of the 19th century (Adams & Hansen, 1992).

Government-led initiatives dominated the next national resurgence of interest in worker cooperatives, as a response to the poverty and instability created by skyrocketing unemployment in the 1930s (Jackall & Levin, 1984; Adams & Hansen, 1992). The Self-Help Production Cooperatives organized through state and federal programs, constituted the single largest cluster of worker cooperatives in US history (Jones & Schneider, 1984). These cooperatives organized under- and unemployed workers to provide for their basic necessities through cooperative production. The Self-Help Production Cooperatives pursued activities like gardening, baking, canning, and soap making, employing thousands in the process (Jackall & Levin, 1984).

As was the case during industrialization, unions became involved in worker-ownership as deindustrialization began to transform the US and Canadian economies. In the 1980s unions turned to worker buyouts to save jobs in plants slated for closure. While Employee Stock Ownership Plans (ESOPs) dominated the discussion as a vehicle for worker ownership -

primarily as a means to finance buyouts - worker cooperatives were also used for job rescue and especially for job creation (Bado & Logue, 1992; Adams & Hansen, 1992).

Most recently, worker cooperatives have increasingly appeared as a strategy among communities of color and immigrant communities. Cooperative Home Care Associates (CHCA) was an early leader in the area of quality job development for racially diverse low-income communities through worker ownership (Adams, et. al., 1991). Following CHCA's example, organizations such as Green Worker Coops in the South Bronx, Women's Action to Gain Economic Security (WAGES) in the Bay Area, Cleveland's Evergreen Cooperative Development Fund and Brooklyn's Center for Family Life have turned to worker cooperatives as a strategy for asset-building and economic development in communities that face barriers to quality jobs. These community-based efforts provide new energy, new direction, and new leadership to the United States' currently small worker-cooperative movement.

Of course, worker cooperatives are nothing new among communities of color. Jessica Gordon Nembhard's (2004*a*) research uncovers the history of cooperatives in African-American communities, stretching back to just after the Civil War when skilled Black workers established a cooperative shipyard in response to organized white workers' attempts to force them out of the industry. Since this initial shipyard experiment, Nembhard identifies numerous Black community-led efforts to develop a wide array of cooperatives – including worker, producer, and consumer cooperatives – to support safety, quality of life, and economic empowerment. She traces this history through to today, citing many of the worker cooperative development efforts mentioned above. As is the case in this newest wave of worker-cooperative development, in many of the cases Nembhard explores, cooperative economic development initiatives were based in training and educational efforts, sometimes supported by cooperative financial institutions.

These national bursts of interest in worker cooperatives, as well as the more continuous history of their development among communities of color and immigrant communities, map the history of "economic, social, and cultural dislocations" in the United States (Jackall & Levin, 1984, p. 3; Cornforth, et. al., 1988, p. 17). Dickstein notes that historically, worker cooperatives emerge as a "countercyclical response to economic downturns" (Dickstein, 1991, p. 16). It is therefore not surprising that broad interest is generating around the cooperative model once again, given the economic woes of 2009. While there is a consistent record of low-income and economically disempowered communities turning to worker ownership as a path to improved

economic and social outcomes, the question to ask of this history is to what extent worker cooperatives deliver positive impacts for their members and, by extension, to the communities in which they operate.

Worker Cooperative Impacts

Organized efforts to develop worker cooperatives, including provision of technical assistance and access to financing, have generally proven successful. The Knights of Labor effort saw 135 mostly small cooperatives opened in a decade, while depression-era government sponsored initiatives resulted in several hundred Self-Help Production Cooperatives (Adams & Hansen, 1992). In Britain, the emergence of locally sponsored cooperative support organizations in the late 1970s through the 1980s correlates strongly with a period of dramatic growth in the number of worker-cooperatives (Cornforth, et. al, 1988).

Investments made in worker cooperatives as a strategy for job development can more efficiently accomplish this end.   Worker coops have been shown to provide more jobs than will conventional firms at a given level of capital investment (Levin, 1984), and cooperative development focused job creation programs have been found to operate as efficiently as conventional jobs programs, when measured against number of jobs created (Dickstein, 1991).

Indeed, the potential of worker cooperatives is most evident in the Mondragon Cooperative Corporation, and in Quebec. Though the mechanisms each employ are quite different, both systems institutionalize support for technical assistance and financing for new cooperative development. The Mondragon system, the more centralized of the two, has seen incredible growth over its 50 year history, now encompassing more than 30,000 worker-owners in hundreds of cooperatives (MacLeod, 1997). This system has also proven remarkably stable in the face of severe economic pressure, maintaining a 97% survival rate over its history and weathering major recessions in the 1970s and 1980s without layoffs (Whyte & Whyte, 1991). In Quebec, where cooperatives receive significant policy support, worker coops grew by 12% annually between 1979 and 1986, resulting in more than 265 businesses and more than 10,000 worker-owners (Adams & Hansen, 1992).

Certainly, for worker-owners of viable cooperatives, economic and social outcomes are much improved. Evidence suggests that worker cooperatives not only provide higher-than-average wages, but that they place upward pressure on wages generally, thus extending income-

related impacts to the larger community (Nembhard, 2004). Participation in cooperative ownership may enable workers to increase asset-ownership through patronage refunds and increased wages. The impact of these disbursements on individual wealth has proven difficult to assess, though (Nembhard, 2002).

Case studies of some of the most recent wave of worker cooperatives indicate that they are being successfully employed as an economic empowerment strategy for low-income and historically disadvantaged communities. Cooperative Home Care Associates (CHCA) is a leading example of the positive impacts worker cooperatives can have in low-income communities. Founded in 1985 with a commitment to creating quality jobs in an economically depressed South Bronx community, CHCA worker-owners are primarily women of color, many of who are single mothers, and a majority of who were once welfare recipients. More than 780 worker-owners are now associated with CHCA, where they earn above average wages and receive a complete benefits package, experience half the industry-average turnover, and participate in strong training and professional development programs (Democracy Collaborative, 2005; Nadeau & Thompson, 1996; Adams, et. al, 1991). This model has been successfully replicated in other urban areas, such as Philadelphia, and most recently in rural Minnesota.

On the West Coast, Women's Action to Gain Economic Security has been working since 1995 to establish a network of eco-friendly housecleaning cooperatives in the San Francisco Bay Area. Latin American women who have immigrated to the US constitute the majority of worker-owners of these cooperatives. In an often low-paid and sometimes isolating, degrading or even dangerous industry, worker-owners in these housecleaning co-ops receive benefits and above average wages of $11-14/hr. In addition to improved economic outcomes, worker-owners have identified professional development and the pride of business-ownership as important social outcomes as well (Bauen, 2001).

Younger, but initially successful worker cooperatives organized in disadvantaged communities include Si Se Puede! housecleaning cooperative, We Can Fix It! home repair cooperative, BeyondCare babysitting and childcare cooperative, all in Brooklyn, and Rebuilders Source, a South Bronx building materials reuse retailer. Through these cooperatives, worker-owners have transformed traditionally low-paying, low-security service industry jobs into quality, well-paying jobs which provide economic security and dignity for worker-owners and

their families, as well as opportunities to develop professional skills and leadership opportunities (Safri, et. al, 2009; Freilla, 2008).

Non-economic outcomes are argued to be of key importance when evaluating the impacts of worker cooperatives in historically marginalized communities. Nembhard (2004) has argued that exclusive attention to economic outcomes – especially to those performance measures developed for conventional firms – is an inappropriate method by which to assess worker cooperatives. Workers cooperatives often organize around a mission that also addresses human, community, and environmental needs. She asserts that limiting evaluation to market outcomes misses many of the key transformational effects cooperatives can have on individuals and communities, not only economically, but also socially, culturally, and environmentally. She stresses the importance of examining the positive externalities and multiplier effects of worker cooperatives in their communities. Her survey of research identified positive outcomes related to leadership development, civic participation, policy and legislative advocacy, meaningful work, productivity, livable wages, and wealth creation. Other researchers cite improved working conditions, access to professional development and career ladders, and increased job satisfaction for worker-owners as important non-market outcomes. Additionally, they note positive economic development outcomes and increased local community economic control as key impacts of worker cooperatives (Krimerman & Lindenfeld, 1992; Nembhard, 2004; Jackall & Levin, 1984; Dickstein, 1991).

When worker-cooperatives are successful in business, they consistently deliver improved economic and social outcomes for workers and their communities. The greatest weakness of the model, though, is the weakness of small business development generally speaking – the tendency of such firms to fail. Ultimately, if start-up cooperatives are not at least as sustainable as comparable conventional firms, the improved outcomes coops offer will be largely counteracted by their inconsistency. A key question, therefore, is how worker cooperatives fare in the marketplace, especially as compared to conventional firms.

Adams and Hansen (1992) find a solid record of business performance among US and Canadian employee-owned companies, noting that such firms "grew faster, were more profitable, generated more jobs, experienced higher productivity growth, and were more desirable to work for" (p. 6). Other researchers of worker cooperatives in the United States offer an ambivalent assessment. Whyte and Whyte (1991) see few viable examples, while Jackall and Levin (1984)

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observe a spotty business record. Dickstein (1991) echoes Jackall and Levin's ambivalence. While noting that worker cooperatives across national contexts have demonstrated longevity and profitability, she ultimately characterizes the worker-cooperative sector's business performance as uneven.

Without a formal study of cooperative business successes and failures in the United States, it is difficult to assess the worker cooperative record. Certainly, though, numerous examples exist demonstrating the sometimes fatal economic challenges worker cooperatives face. Evidence from the British experience, however, suggests that perhaps the failure rate of cooperatives is not so alarming as one might suppose. A 1988 study conducted by Cornforth, et. al. found that worker cooperatives survive at a rate comparable to other small businesses, and that cooperatives established through conversion of closing firms are actually less likely than other cooperatives to fail. The study does support Jackall & Levin's (1984) observation that newly established worker cooperatives do tend to concentrate in slim margin industries. This fact remains a key factor in explaining the appearance of a high failure rate among cooperatives.

Cooperative Development Organizations

Cornforth, et al (1988) position cooperative support organizations at the intersection where Jackall and Levin's (1984) "internal requirements for democratic ownership and management" clash with "the external requirements of the marketplace and of other institutions on which [worker cooperatives] depend" (p.9). Cornforth, et. al. (1988) describe the work of cooperative support organizations as a "defence against some of the internal and external pressures and tensions that co-operatives face; they can mediate between a cooperative and the outside world, providing services and resources that are not adequately met by the existing business infrastructure, representing the interest of the co-operative sector and helping to build a dynamic integrated co-operative movement" (p. 173). Dickstein (1988) locates support organizations' work and activities similarly, as assisting cooperatives to "[cope] with hostile environmental conditions and [create] a stronger economic, political and ideological base of power" (p. 197).

Dickstein (1988) identifies two models for the initiation of cooperative development organizations – "bottom-up" and "top-down." The former describes associations formed by existing cooperatives to undertake common functions, including training and technical

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assistance. Top-down support organizations are established by "government or private sponsors who wish to stimulate cooperative development" (p. 198). Dickstein notes that the bottom-up model has dominated in "the advanced worker cooperative systems" all of which "have survived and grown over relatively long periods" (p. 198). In the United States, however, foundation and church-funded, top-down agencies dominate (Dickstein, 1988).

Cornforth, et. al. (1988), on the other hand, locate the distinction between top-down and bottom-up cooperative development in the source of the initiative to develop a particular cooperative. Less about the origins of the cooperative development organization, in the British context top-down and bottom-up are more about how the organization pursues its mission. Though developers they interviewed rejected a top-down strategy, the authors found evidence that a purely bottom-up strategy is also fraught with peril, and recommend a flexible approach, combining elements of each model. The most recent wave of worker cooperative development organizations operating in the US tends toward the top-down side of the spectrum. British developers, however, feared that cooperators participating in a top-down development process are not likely to possess the commitment necessary to launch a new business. It is interesting to note that only 17% to 33% of groups that engaged British cooperative development organizations followed the process through to opening day (Cornforth, et. al., 1988).

Sustainability is a key concern for cooperative development agencies established through the top-down process Dickstein describes. In the absence of an existing base of cooperatives, Dickstein asserts that external subsidies – generally in the form of grants – are necessary to support cooperative development organizations. She notes that over time, an organization can "expand its financial base and create 'internal' financing from the cooperatives themselves, by charging fees for development work or for other services" but predicts that this will be a lengthy process (Dickstein, 1988, p. 217).

Analysis of the British cooperative sector suggests that it may be more difficult for cooperative support organizations to transition from externally subsidized, top-down formations than supposed. Specifically, Cornforth, et. al. (1988) suggest that the emphasis on cooperator directed development coupled with a lack of financial resources tends to focus cooperative development in small, labor-intensive industries. This results in an economically weak and un-integrated cooperative sector, often too small to allow for effective economic collaboration. Clearly, cooperative development organizations looking to transition from external to internal

funding sources should pay careful attention to the macroeconomics of the sector it supports. No mention is made in the literature of cooperative development organizations supported in any substantial part by broad-based grassroots fundraising.

IV. Project Design

To introduce worker cooperatives as an economic empowerment strategy in Austin, the condition of institutional and community capacity to move forward must first be established. This change in condition is the long-term outcome of the organizational development project discussed herein, and is brought about once Third Coast Workers for Cooperation and a client group have accessed the skills, knowledge, and resources necessary to begin the cooperative development process. These two intermediate outcomes – (1)the formation of Third Coast Workers for Cooperation as an agency with the capacity to develop and support worker cooperatives, as well as (2) the successful recruitment of a group of client cooperators -- express the importance of both sets of actors in the cooperative development process. Both partner groups must be committed and fully prepared to take action to move forward.

To reach the first of these intermediate outcomes – formation of Third Coast Workers for Cooperation - a variety of resources, skills, and bodies of knowledge need to be developed or accessed, and coordinated coherently. These short-term outcomes include (1) funding, (2) appropriately trained staff, (3) a legal and organizational entity and the administrative systems necessary for the efficient operation and management of the organization, (4) space for offices and trainings, (5) a basic training program curriculum and technical assistance program design, (6) the support of experienced cooperative development professionals to guarantee the technical quality of the program, and (7) strong relationships with communities and organizations active among TCWC's target constituencies, providing TCWC staff access to the feedback, connections, energy, and goodwill of individuals within these constituencies. The last of these short-term outcomes is particularly important during the organizational development stage, as community participation in program development will result in programs that better serve TCWC's target constituencies. Figure 6 shows the long-term, intermediate, and short-term outcomes associated with the project.

Figure 6. Logic Model – Long-term, Intermediate and Short-term Outcomes

Long-Term Outcome
All actors are prepared to begin the cooperative development process.

Intermediate Outcome (1)
TCWC established as an agency with capacity to do cooperative development work.

Intermediate Outcome (2)
A client cooperative has been recruited and is committed to moving forward.

Short-Term Outcome (1)
Resource
Funding

Short -Term Outcome (5)
Resource
Basic curriculum & program design

Short-Term Outcome (8)
Resource
Recruitment materials & strategy

Short-Term Outcome (2)
Resource/ Knowledge/Skill
Staff

Short-Term Outcome (6)
Resource
Technical support of experienced cooperative developers

Short-Term Outcome (3)
Resource
Organizational entity

Short-Term Outcome (7)
Knowledge/ Resource
Community feedback, connections, energy, & goodwill

Short-Term Outcome (4)
Resource
Space

TCWC staff researched and developed an organizational plan, as well as a detailed fundraising plan, to determine the necessary start-up and operating funding levels, and to establish a strategy to secure said funds. Once drafted, the organizational and fundraising plans were presented to the Community Advisory Board and revised based on their feedback prior to finalization. This planning process determined the bulk of activities and outputs related to the

short-term funding outcome. During the organizational development phase, fundraising efforts focused on outreach to build a contact list and establish an initial individual donor program, while also pursuing small and medium sized grants, primarily from local and regional foundations. The complete fundraising plan can be found in Appendix M. Figure 7 shows the originally planned outputs leading to the short-term outcome of funding.

Figure 7. Logic Model – Outputs and Short-term Outcome (1)

Output Organizational plan	**Output** Fundraising plan	**Output** Additional TBD	**Short-Term Outcome (1)** *Resource* Funding

Efficient organization of a well-trained staff was identified as key to TCWC's success. The three staff members worked to develop the agency, initially as volunteers, with the intention of becoming the organization's first paid staff members. The project design called for development of personnel policies and job descriptions, and identification of the gaps in their own technical skills and certifications, with the intention of seeking out training to address said gaps. As shown in Figure 8, these key policy documents and the training activities identified by the skills assessment process constitute the outputs leading to the second short-term outcome, staff.

Figure 8. Logic Model – Outputs and Short-term Outcome (2)

Output Job descriptions	**Output** Personnel policies	**Output** Staff trained; specifics TBD	**Short-Term Outcome (2)** *Resource/ Knowledge/Skill* Staff

Establishing an initial legal and organizational entity and administrative systems, the third short-term outcome, required attention to a variety of activities. A foundational output was establishing a statement of the agency's mission, vision and values (see Appendix L). Third

Coast Activist Resource Center (TCARC), a registered 501(c)3 organization operating in Austin, TX, will act as Third Coast Workers for Cooperation's fiscal sponsor. An initial verbal agreement was established between TCWC and the Resource Center at the outset of the project period, outlining the relationship between the two organizations, as well as the expectation that TCWC will ultimately transition into an independent agency. The project plan called for formalization of this understanding through a Fiscal Sponsorship Agreement (see Appendix N). With this agreement in place, TCWC staff then planned to secure an Assumed Name Certificate on behalf of the Third Coast Activist Resource Center reserving the name "Third Coast Workers for Cooperation", enabling the agency to establish an independent credit union account and secure a website domain name and related email addresses. Agency staff also identified development of budgeting and accounting systems and policies as important outputs, ensuring the careful stewardship of TCWC's financial resources. These outputs are shown in Figure 9.

Figure 9. Logic Model – Outputs and Short-term Outcome (3)

Offices and space to hold trainings are an essential component of the functioning of the organization, as noted by the fourth short-term outcome in the agency development logic model, shown in Figure 10. During the organizational planning process, space needs were identified. The organization planned, at minimum, to lease offices for staff and small meetings, holding trainings in larger public rooms, as can be found in libraries, churches, and schools. Agency staff developed a list of appropriate public spaces for use as needed.

Significant progress was planned around curriculum and program design during the organizational development process, leading toward the fifth short-term outcome, shown in Figure 11. The project plan called for research regarding the operation of similar organizations,

Figure 10. Logic Model – Outputs and Short-term Outcome (4)

Output	Output	Short-Term Outcome (4)
Leased & furnished offices	List of available community spaces	*Resource* Space

which was compiled into a best practices report and included in the organizational plan. This research significantly informed the drafting of the cooperative development program – the Cooperative Business Institute (CBI) - logic model, which can be found in Appendix C. Comparable curriculums were gathered by TCWC staff, and used to form the basis for the training portion of the CBI, which is outlined in Appendix D. As part of the Cooperative Business Institute program design process, an evaluation plan was also scheduled for development.

Figure 11. Logic Model – Outputs and Short-term Outcome (5)

Output	Output	Output	Short-Term Outcome (5)
Best practices report	Program Logic Model	Cooperative Business Institute	*Resource* Basic curriculum & program design
Menu of services	Monitoring Plan	Evaluation plan	

The program design called for TCWC to establish a Technical Advisory Board in order to access the support of experienced cooperative development professionals, the sixth short-term outcome, shown in Figure 12. The initial intention was to recruit three to seven cooperative development professionals to serve on a formal Board, providing feedback on agency program design and on the products of TCWC's technical assistance work.

Figure 12. Logic Model – Outputs and Short-term Outcome (6)

Output 3-5 Member Technical Advisory Committee	**Short-Term Outcome (6)** *Resource* Technical support of experienced cooperative developers

Community involvement is the focus of the seventh short-term outcome. Strong community relationships were identified as the path to connect TCWC with the feedback, connections, energy, and goodwill of key individuals within the target constituencies. The staff collective planned to establish a Community Advisory Board in order to solidify relationships with individuals connected to TCWC's target constituencies through other Community-Based Organizations. Thus the Community Advisory Board was identified as the first of two outputs leading toward this short-term outcome.

Community involvement is also an important short-term outcome leading to the second intermediate outcome, a group of client cooperators ready to participate in the program. TCWC's recruitment model focused on partnering with existing Community-Based Organizations (CBOs) to identify and recruit groups of cooperators to participate in the program. At least one partnership was identified as a key output leading to the short-term outcome of community feedback, connections, energy, and goodwill. While many potential partnerships were established with the formation of the CAB, a formal cooperative development arrangement with the Workers Defense Project was in formation at the beginning of the project period. Figure 13 shows the outputs leading to this short-term outcome.

Figure 13 also shows the outputs leading to the eighth short-term outcome. In addition to developing relationships with key CBOs, TCWC recognized the need to establish a process by which they can work with these CBOs to identify, screen, recruit, and support a client group, as well as the materials necessary to do so. This bundle of recruitment strategy and materials formed the second short-term outcome necessary to recruit a group of client cooperators.

A complete graphical depiction of the logic model is available in Appendix A.

Figure 13. Logic Model - Outputs and Short-term Outcomes (7) and (8)

V. Methodology & Implementation Plan

TCWC's three-person staff collective was responsible for implementing the organizational development project, including establishing Third Coast Workers for Cooperation and recruiting the first client group. Project organizers expected the start-up phase to continue until September, 2010, when they intended to begin testing their model for worker cooperative development (see Appendix C for the cooperative development program logic model) through a partnership with Workers Defense Project around a green building cooperative.

The ten-month project period discussed here extends from the beginning of activities in April, 2009 until January, 2010. The staff planned for an initial research period, in April and May, 2009, during which they would examine best practices in cooperative development, including gathering training curriculums from similar programs. Consideration of internal and external factors was scheduled to begin during this period, and continue into the next phase. Staff

members investigated professional development opportunities; potential sources of agency funding; the green economy and related municipal, state, and federal programs; the capital access situation for target constituencies in Austin; and the legal environment for cooperatives in Texas.

The volunteer staff scheduled a retreat for May, 2009 to establish the basic framework for the agency, discuss their vision for the organization, and to draft a mission, vision, and values statement. A plan for further action would be established at this retreat, focusing on the three to four months following the meeting.

Following the May retreat, the organization shifted into a new phase, turning attention to planning, establishing linkages and developing infrastructure, along with continuing research. During the period from June, 2009 through September, 2009, planned activities centered on building on existing relationships and establishing new strategic linkages; developing administrative infrastructure to support future activities; and effective planning processes for programming and fundraising. During this period, the collective expected to develop organizational and fundraising plans, and to recruit and form the Community Advisory Board.

Though research and learning would remain an ongoing organizational activity, the bulk of initial research and planning activities were scheduled for completion by October, 2009. Starting with a public launch event on October 6, 2009, TCWC staff planned to shift into the final phase of the project, focused on fundraising and strengthening existing linkages while expanding stakeholder relationships. The initial schedule called for the continuation of this phase beyond the January, 2010 close of the project period, lasting nearly a year before the introduction of cooperative development programming. The activities and outputs for this period were not determined during the initial project design, but were instead a product of the planning processes undertaken in the second phase of the project.

The project Gantt chart (see Appendix H) shows the timeline of all activities scheduled during the ten-month project period.

Project Roles & Staffing

Initial staffing consisted of three part-time volunteer positions, which will transform into part-time paid positions as funds become available. As the organization grows, the staff expects their part-time positions to grow as well, into full-time work. The staff members are key

beneficiaries of the organizational development project, hoping to access meaningful, living wage employment as a result of their participation.

Throughout the project period and moving forward, staff members acted as an Executive Committee, sharing the administrative, fundraising and board development work essential to the efficient functioning of the start-up organization, and sharing management decision-making likewise. The Operations & Fundraising Coordinator bottom-lined administrative functions, financial management, and funds development, and coordinated planning activities through the project period. The Community Outreach Coordinator managed board development and served as the primary point of contact between the board and the staff. He was also responsible for managing organizational relationships and general outreach activities. The Cooperative Development Coordinator supported efforts in fundraising, administration, and board development through the project period. All three staff members participated in program design.

The role each staff member has played during the organizational development period closely mirrors their ongoing duties with the organization, as expressed in their job descriptions (see Appendix E). Once programming has begun, the division of management activities established during this period will be largely maintained. While the staff collective shared program development work through the project period, the division of labor in this area will solidify once the pilot project begins. The Cooperative Development Coordinator will be primarily responsible for coaching client groups through the training and cooperative development process, providing a consistent point of contact for clients throughout the program. The Cooperative Development Coordinator will work primarily with the Community Outreach Coordinator to provide training services, while the Operations and Development Coordinator will step in to assist the Cooperative Development Coordinator as the program shifts toward technical assistance and implementation.

During the research and planning phase, the staff identified a number of skill and knowledge gaps that would need to be addressed through training or the incorporation of additional staff members. The staff's assessment called for additional training in the worker cooperative model for two staff members, and identified knowledge gaps in funds development, marketing, design, and IT. Lack of experience with small-business start up financing was identified as a major concern. It was also noted that to be competitive in the organizational

consulting market, additional trainings or certifications might be necessary. Professional development activities were incorporated into the project plan in order to address these gaps.

<u>Community Participation</u>

Community involvement through the Community Advisory Board was central to the project's methodology. To ensure that the training and technical assistance programs TCWC developed would appropriately serve their target constituencies, involvement of individuals from these constituencies and representatives of organizations that serve those communities was sought from the first stages of the organization's development. TCWC's organizers sought to build a sustainable organization, accountable to the constituencies it serves. Broad stakeholder involvement throughout the organizational development process was seen as key to building an agency with a committed and diversified donor base.

The Community Advisory Board was the initial vehicle through which TCWC sought to foster community involvement. The Community Advisory Board initially included the following members:

- Two representatives from Third Coast Activist Resource Center, a non-profit public education organization with a strong base in Austin's progressive community. TCARC is also acting as the fiscal sponsor for the project.
- A member of the Workers Defense Project staff. WDP is a membership-based workers' rights center that organizes Latino immigrants working in the building trades. TCWC will partner with WDP to develop a green building cooperative with the latter's members. The staff had initially hoped to recruit a likely member of this future client group to the Community Advisory Board.
- A representative from Austin Immigrant Rights Coalition, who previously worked with ROC-NY, including involvement with Colors, the worker cooperative restaurant developed by the Manhattan workers' rights center.
- A graduate student in UT Austin's African Diaspora program, who is a strong advocate of worker cooperatives and is a member of the local council for the Alma de Mujer Center for Social Change. This Board member remained out of the country through the project period, expected to return in the spring of 2010.

- A staff representative from People Organized in Defense of Earth and her Resources (PODER), a grassroots organization addressing environmental racism and economic and social justice issues, primarily in Austin's gentrifying East Side neighborhoods.

- A loan officer working with PeopleFund, a non-profit social mission lender, serving small businesses in historically marginalized communities. PeopleFund is likely to be a primary lender to TCWC's client cooperatives.

- An experienced lawyer, knowledgeable in Texas corporate law, who currently coordinates pro-bono legal services for non-profits through Legal Aid.

- A staff representative from the Sustainable Foods Center, a community organization "empowering Central Texans to improve their long-term health and their environment through education and increased opportunities to make healthy food choices while participating in a vibrant local food system" (Sustainable Foods, n.d.).

- An experienced Development Director, who had worked for over a decade in Austin's non-profit community.

In addition to the individuals recruited to serve on the Community Advisory Board in the first year, TCWC planned to identify and recruit appropriate partners with connections in refugee communities, with organizations serving formerly incarcerated people, and with people with disabilities for future Community Advisory Board positions.

From the beginning, the staff collective recognized that the initial CAB membership was in some ways a proxy for community involvement. Particularly eager to engage worker cooperators and members of the communities they expect to serve in the future, the staff drafted an agreement requiring each client group they work with to send a representative to serve on the organization's advisory board, once the initial cooperative development period concluded. The staff collective's ultimate intent was to transition from working with a Community Advisory Board to a governing Board of Directors, formed primarily by representatives of their worker-cooperative clients.

Budget

Initial budget projections called for a budget of $6,544.40 in 2009, to be spent primarily on professional development, networking, and fundraising expenses. In 2010, expenses were expected to jump significantly to $47,085. The 2010 budget was expected to cover the majority

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of equipment and furniture investments, as TCWC expected to establish an office in September, 2010. This investment, along with four months of salaries and occupancy costs, explains the significant difference between 2009 and 2010 budgeted expenses. The original project budget is included in Appendix F.

The original fundraising goals, based on meeting these expense budgets, far out-stripped the staff time available for funds development. In order to bring fundraising goals more in line with organizational capacity, staff and CAB expectations have been dramatically revised. The addition of paid staff positions will be delayed until funds are available, and will likely be part-time and project-based, rather than full-time salaried positions. While expectations were revised, FY 2010 budgets were not formally re-written, in recognition of the difficulty of developing useful budgets without any historical data on which to base revenue projections. Financial reports for the project period, March 2009 – January 2010 are available in Appendix G.

VI. Monitoring

Monthly monitoring charts were developed, based on the project Gantt chart, to track the staff collective's progress on planned activities and the addition of new activities throughout the project period. A Gantt chart detailing the initially planned activities can be found in Appendix H, while a comparison Gantt chart showing actual implementation activities can be found in Appendix I. Activities were the primary subject of monitoring efforts, though the intention of said efforts was to ensure that outputs were produced on schedule.

Key outputs which were planned for completion during the project period included an organizational plan, a fundraising plan, job descriptions, personnel policies, a fiscal sponsorship agreement with Third Coast Activist Resource Center, an Assumed Name Certificate and credit union account, accounting policies and systems, mission/vision/values statements, a website and email addresses, a best practices report, a cooperative development program logic model along with monitoring and evaluation plans for the program, a menu of technical assistance and training services which could be provided on a fee for service basis, and a 9 – 15 member Community Advisory Board. Outputs originally scheduled for completion after the January, 2010 end of the project period included budgeting systems, a 3-5 member Technical Advisory Committee, recruitment materials, a client agreement, a complete training curriculum, and a

well-developed partnership with at least one community-based organization through whom a client cooperative could be recruited.

The Operations and Development Coordinator completed the monitoring charts, based on information provided by the entire staff collective. Completed monitoring charts, along with meeting minutes and other key documents, provide a record of activities pursued in any given month. Completed monitoring charts covering the entire project period can be found in Appendix J.

VII. Evaluation

The project was evaluated to determine the progress made by the end of January, 2010 toward the intermediate outcome of establishing an organization with the capacity to do worker cooperative development in Austin. Indicators were designed to focus on assessing progress made in the areas of funding, staff, organizational entity, space, program design, and linkages, which roughly map to the short-term outcomes leading to the intermediate outcome in question. The complete evaluation matrix, available in Appendix K , outlines the indicators described below.

Overall, evaluation of this project is largely subjective, with the goal of determining whether or not, at the end of the project period, the organization is on track to meeting the goal of having established full capacity by September, 2010. Particular attention was paid to identifying areas where the organization is falling behind schedule, or has encountered unexpected obstacles. Causes and possible solutions to these problems are discussed in Section IX.

Funding

Progress toward fundraising goals, as outlined in the organization's Fundraising plan (see Appendix M), was key to assessing capacity development related to funding. The sufficiency and effectiveness of the development infrastructure required to pursue the fundraising plan was also examined as a key indicator of progress in this area. These indicators are shown in Figure 14. Staff records provided the bulk of the information used to address these indicators, though

observation was key, particularly in assessing the development infrastructure at the end of the project period.

Figure 14. Evaluation – Funding Indicators

Outcome	Indicator	Data Gathering	Source(s)
Funding	Has the organization met fundraising goals to date?	Staff records.	Staff
	Sufficiency and effectiveness of the development infrastructure.	Observation; Staff records.	Staff

At the close of the project period, four months into the fifteen-month fundraising schedule, at which point 27% of the fundraising period had passed, the majority of indicators were far less than 27% complete. The one exception can be found in the funds collected and pledged by major donors. Success in this area largely owes to a single donor. Figure 15 shows fundraising goals and progress at the end of the project period.

Figure 15. Fundraising Goals and Progress

Goal *(15 months: October 2009 – December 2010)*	Progress at end of project period *(4 months: October 2009 – January 2010)*	% progress at end of project period *(27% of fundraising period complete)*
1000 names on contact list	151 names on contact list; 99 addresses on email list.	15%
100 total donors	11 total donors	11%
40 sustainers, of total donors	5 sustainers	13%
$21,000 in small donations and house party revenues	$678.49 collected	3%
$11,000 in major donor contributions	$3500 collected; additional $7000 pledged	32% collected; 95% pledged.
20 major donor prospects	2 prospects	10%
12 grant applications submitted	1 application submitted	8%
$30,000 awarded to grant requests submitted during this period.	$1000 awarded.	3%

The fundraising infrastructure remained somewhat deficient, though operational, at the end of the project period. Use of an online donation acceptance service had been established by the close of the project period, and was fully operational. A related e-newsletter product had also

been selected, and used once, with little success, to send an acquisition letter to the initial contact list. While the tool is available to the group, it was severely underutilized as of the close of the project period. The donor database remains the single most important gap in the fundraising infrastructure. While a minimal database, designed in-house, is in place, it will prove sufficient only in the short-term. As the individual donor program develops, the organization will need to be conscious to develop their contact management capability as well.

The fundraising committee itself is a key piece of the development infrastructure. While the Community Advisory Board had formed a committee, it, much like the board as a whole, has not found its role in the organization nor hit its stride in terms of efficacy. Conscious involvement of the fundraising committee in the work of the organization is essential to counterbalance the Operations and Development Coordinator's lack of fundraising experience. Unfortunately, by the close of the project period, the committee had lost its most experienced member, who resigned from the board for personal reasons.

Staff

As shown in Figure 16, staff capacity was evaluated in terms of the time the volunteer staff collective was able to dedicate to the project, and the efficacy of communication between them. Additionally, progress toward staff training goals was considered as an indicator of progress toward adequate staff capability. Information about these indicators was gathered through observation, staff records, and staff interviews (see Appendix O for a list of the questions asked of staff members during the evaluation interviews).

In the 44 weeks from March through December, 2009 the staff estimates that they collectively spent 1210 hours on the project. Individually, this translated into an average of 11.25 hours weekly for two staff members, with the third staff member working an average of five hours each week. While this is a significant contribution of volunteer time, all three staff members found their own availability a barrier to accomplishing organizational goals.

At the close of the project period, internal communication among the staff collective remained a challenge, though efficacy in this area had improved. Distance, caused by one collective member's residence out of state through the project period, and the reliance on email and conference calls it requires, was identified by the staff collective as a key issue. Discomfort

Figure 16. Evaluation – Staff Indicators

Outcome	Indicator	Data Gathering	Source(s)
Staff	Staff capacity (time).	Observation; staff records.	Staff
	Staff training.	Observation; staff records.	Staff
	Effectiveness of internal staff communication.	Observation; Staff interview.	Staff

with virtual communications combined with insufficient time for more frequent contact both contributed to difficulties in this area. The staff collective looks forward to improved communications when the Operations & Development Coordinator re-locates to Austin in August, 2010.

As noted previously, staff training goals were set to address gaps in skills and knowledge identified during the research and planning phases. The staff's assessment called for additional training in the worker cooperative model for two staff members, and identified knowledge gaps in funds development, marketing, design, and IT. During the project period, formal training in the worker cooperative model was obtained through Cooperation Works!. Two staff members look forward to additional cooperative development training through Cooperation Works! In May, 2010. To address the lack of robust funds development expertise on staff, the Operations & Development Coordinator enrolled in graduate coursework on the topic. Rather than developing in-house expertise in marketing, design, and IT, appropriate vendors were identified to provide these services.

During the staff assessment process, a lack of experience with small-business start up financing was identified as a concern. Though staff experience will ultimately come with time and the introduction of cooperative development programming, TCWC did access existing expertise through the Community Advisory Board. One board member, a loan officer working with PeopleFund, brings important experience in this area and can help to guide the group through the process. This connection is particularly appropriate as PeopleFund, a non-profit social mission lender serving small businesses in historically marginalized communities, is a likely lender to TCWC's client cooperatives.

Lastly, it was noted that to be competitive in the organizational consulting market, additional trainings or certifications might be necessary. By the end of the project period, the

staff planned to seek training and certification opportunities in mediation and facilitation, in order to support the organization's plans around fee for service work. However, this final area of training was not a high priority for the months immediately following the project period, and will likely not be actively pursued until 2011.

Organizational Entity

Assessment of the organizational entity at the end of the project period focused on the project's legal status, communications infrastructure, and administrative and governance policies. Observation and an examination of staff records provided information relative to these indicators, as shown in Figure 17.

Figure 17. Evaluation – Organizational Entity Indicators

Outcome	Indicator	Data Gathering	Source(s)
Organizational Entity	Formalization of relationship with fiscal sponsor.	Observation; Staff records.	Staff
	Adequacy of administrative, budgeting, and financial policies and infrastructure.	Observation; Staff records.	Staff
	Effectiveness of resources for communication with external parties.	Observation; Staff records.	Staff

By the close of the project period, TCWC's legal status was established, through a formal fiscal sponsorship agreement with the Third Coast Activist Resource Center (see Appendix N). Consensus around this agreement was developed first through a series of conversations between the two organizations, followed by a written understanding expressed in the organizational plan. With pro bono legal assistance, this agreement was formalized in November, 2009.

The administrative, budgeting, and financial infrastructure was mostly adequate at the close of the project period. Though inadequate staff time had delayed completion of formal policies in these areas, verbal agreements outlining appropriate administrative and financial management policies had been established, with the exception of budgeting procedures. The process used for FY2010 proved ineffective, as evidenced by a largely unattainable budget. Despite delays with policy, administrative practices were well implemented. Contacts were being managed, donors recognized, bookkeeping kept up-to-date, and finances overseen. The staff was still working to address difficulties integrating the credit union account with online

donation systems, however. Though a mostly adequate administrative infrastructure had been established at the close of the project period, continued development in this area remained necessary.

Though each of the key resources for communication with external parties had been developed by the close of the project period, they were mostly rated as ineffective by the staff collective. The organization's website, http://thirdcoastworkers.coop, had gone live in October, 2009. However, the design was not the professional quality they had anticipated, nor had it been created in a program that would allow the Community Outreach Coordinator to manage the site in-house, as the group had requested. Though a new web designer had been hired in October, 2009 immediately after the site went live, design issues with the logo had stalled completion of the new website, which remained unfinished at the close of the project period. Organizational brochures, which had been printed with the original logo, would require redesigning as well.

Overall, the state of the organizational entity as of January, 2010, was operational, but in need of significant development in the months following the project period. The one exception was found in TCWC's relationship with their fiscal sponsor, which was well communicated and formal.

Space

As shown in Figure 18, physical capacity was evaluated by examining the space available to the organization to carry out activities, and whether or not access to the equipment necessary to run the organization's programs has been acquired. Observation proved a sufficient means of gathering information to support this evaluation area.

TCWC had not established offices by the end of the project period, which they had anticipated. In fact, the group was far closer in January, 2010 to opening an office than they had expected to be, thanks to an opportunity that accelerated this process significantly. Third

Figure 18. Evaluation – Space Indicators

Outcome	Indicator	Data Gathering	Source(s)
Space	Adequacy of facilities in which organization carries out activities.	Observation.	

Coast Activist Resource Center, TCWC's fiscal sponsor, and Workers Defense Project purchased a building, which will house Third Coast Workers for Cooperation's office, while also providing large meeting space for trainings and other events. At the close of the project, renovations were still in progress, and a move-in date had not yet been set. In the interim, the meeting spaces available in public buildings suited TCWC's needs.

Program design

Evaluation related to curriculum and program design simply asked the question of whether or not progress on the curriculum and program design had continued on schedule. Assessment of the adequacy of the curriculum and program design was established through observation and examination of staff records, as shown in Figure 19.

Figure 19. Evaluation – Program Design Indicators

Outcome	Indicator	Data Gathering	Source(s)
Program design	Adequacy of initial program and curriculum design.	Observation; Staff records.	Staff

Best practices research was completed on schedule in June, 2009, followed by the basic design for the Cooperative Business Institute, TCWC's cooperative development program. This process included discussion around project philosophy, development of a project logic model (see Appendix C) and the outline of a program schedule and budget. The CBI's 16-week training curriculum was completed in December 2009, well ahead of the original April, 2010 deadline (see Appendix D). At the close of the project period, only the evaluation plan remained incomplete, though it had been drafted and was in the revision process.

Linkages

To assess whether or not the organization is on the right path in terms of establishing appropriate linkages with other community organizations and technical assistance providers, a variety of qualitative indicators were developed, as shown in Figure 20. Evaluation questions examined the quality of the relationships established with non-profit partners at the end of the project period, and the extent to which connections were established between TCWC and their target constituencies. The extent and quality of relationships developed in the philanthropic

community, and with cooperative development professionals and movement groups nationwide were also considered. The extent and quality of TCWC's organizational reputation was a key evaluation question, as was an examination of CAB participation in the organization. Information regarding linkages was gathered through observation as well as staff interviews.

Figure 20. Evaluation – Linkages Indicators

Outcome	Indicator	Data Gathering	Source(s)
Linkages	Quality of relationships with non-profit partners and connection to client base.	Observation; Staff interview.	Staff
	Quality of philanthropic community contacts and relationships.	Observation; Staff interview.	
	Quality of relationships with cooperative development professionals and movement groups.	Observation; Staff interview.	
	Extent and quality of organizational reputation.	Staff interview.	
	Quality of CAB participation and development.	Observation; Staff interview.	

Relationships with non-profit partners and outreach to target constituencies were largely in the developmental stage at the close of the project period. The initial model to incorporate community participation and guidance in organizational development focused on the non-profit sector as a gateway to a broad range of potential community stakeholders. At the close of the project period, the efficacy of this strategy remained unclear. Community Advisory Board activity has not resulted in broader community linkages or stakeholder participation. While the seeds have been sown, the staff will need to nurture and expand these relationships if they hope to reap stakeholder involvement and a broad base of support over the long-term.

TCWC staff had established a basic verbal agreement with Workers Defense Project, their initial non-profit partner, outlining the two organizations' mutual intention to partner around a cooperative development project. Though a basic process to recruit a client group had been discussed, further development of this relationship was not expected until after the project period. In addition to Workers Defense Project, TCWC also developed a relationship with Mamas of Color Rising, which led to an unexpectedly early cooperative development project with their members. Interestingly, after the close of the client recruitment process, the organizational relationship between the two groups ended, though they remain on good terms. In this case, the two organizations mutually agreed that the group recruited from the Mamas of

Color Rising membership would work independently with TCWC. This was a significant departure from TCWC's intended model, which calls for a closer organizational partnership through the cooperative development process.

Development of contacts in the philanthropic community has not progressed significantly during the project period. Though increased visibility and active cultivation of relationships with potential funders was anticipated as part of implementation of the fundraising plan, this had largely not occurred by the end of January, 2010. Progress in this area was expected to be slow, however. While philanthropic linkages were weak at the end of the project period, this does not represent a significant setback in progress toward project goals.

Relationships with cooperative development professionals and movement groups had improved over the project period. Word began to circulate among individuals and organizations in the economic democracy movement, including coverage about TCWC in the US Federation of Worker Cooperatives newsletter, the Grassroots Economic Organizing newsletter, and through the Solidarity Economy Network. Verbal agreements were made with two cooperative development professionals who were willing to provide technical advice for TCWC's initial projects. The advice of a prominent academic with expertise in evaluation of the impacts of worker cooperatives was also arranged. While these three relationships were initiated, no action had been taken by the end of the project period to solidify, formalize, or maintain them. As with outreach to the philanthropic community, this was in keeping with the project schedule.

At the close of the project period, the TCWC staff members working in Austin had differing assessments of the organization's reputation. While both the Community Outreach Coordinator and the Cooperative Development Coordinator measured the range of community awareness of the program as limited, one believed the organization to be held in high esteem among those stakeholders familiar with their work. In contrast, the second staff member believed TCWC's reputation to be unclear with many stakeholders, resulting from insufficient communication of the organization's vision and mission. He also expressed concern that some stakeholders resented the slow pace of the organizers' outreach process. Both believed TCWC's reputation infirm, calling for further public engagement to expand the organization's reach and deepen the public's understanding of worker cooperatives and TCWC's role in establishing them.

While there was disagreement regarding the organization's reputation, all three staff members concurred that further board development was necessary to fully integrate the Community Advisory Board into the organization. While the board had been constituted, there was little participation in fundraising or outreach efforts, two central activities around which the staff had hoped for more CAB assistance. All three staff members identified their own role in board development as key to setting the tone for CAB participation, and looked forward to working more closely with the CAB after the project period.

VIII. Sustainability

In order to preserve the progress made through the project period, and to position the organization for continued development, several sustainability factors must be considered. These include financial resources and the sources of funds, staff capacity and the potential for burnout, the potential impacts of administrative insufficiencies, and the strength of key linkages.

Funding is a crucial area in which the organization's sustainability is at risk. TCWC will need to improve fundraising efforts in order to provide the resources necessary for organizational operations. Development of an unrestricted reserve is particularly important to ensuring financial stability. Diversification of funding sources also emerged as an important sustainability issue, as TCWC was largely dependent on a single major donor at the close of the project period.

Improvement in funds development is also an important strategy for addressing a second key sustainability factor – staff capacity. As noted, the volunteer staff found their own capacity to be a limiting factor throughout the project period. This is likely to become a more critical problem as the organization grows. Strategies to address the problem are discussed in Section X.

Several administrative issues posed a threat to organizational sustainability at this stage. As the organization grows, begins programming, and enters the next fiscal year, the administrative and development infrastructure will need to keep pace. Effective budgeting processes should be established in time to ensure a more accurate FY2011 budget. An improved contact management database will quickly become a critical issue, should fundraising goals be approached. This is one potential area in which volunteer assistance could prove particularly valuable.

As noted earlier, linkages are viewed as central to TCWC's sustainability. Especially in the early stages of the organization's development, TCWC is dependent on existing relationships to build necessary contacts in the philanthropic and non-profit sectors. Early relationship building will significantly impact the new organization's reputation among target constituencies and the general public. As the foundation for future linkages, careful maintenance and development of these initial relationships will be important for expanding TCWC's stakeholder base and positioning the organization in the non-profit marketplace. Continued attention to Community Advisory Board development and improved strategies to offer meaningful buy-in to additional stakeholders will support organizational sustainability.

IX. Results

Though the short-term outcomes outlined in the project plan were not all complete at the end of the project period, Third Coast Workers for Cooperation did achieve the long-term outcome – beginning the cooperative development process with a client group – well ahead of schedule. The first session of the Cooperative Business Institute was held on February 11, 2010 with a group of five women intending to form Yo Mamas catering cooperative. Based on the original project plan, TCWC did not expect to begin their pilot project until September, 2010. This incredible leap in the timeline was the result of a new and unexpected opportunity, which emerged approximately three and half months into the project.

In July, 2009 members of Mamas of Color Rising, a collective of working-class mothers of color organizing around economic justice issues, first discussed the Cooperative Business Institute with a TCWC staff member. "I was out dancing one night, and [a friend involved with the Mamas] came up to me and said 'we want to do a coop,'" the staffer recalled. "I said, 'okay, let's talk, but not now.'"

Members of the collective, which had seen success with selling homemade empanadas as a fundraiser, were interested in developing a catering cooperative through TCWC's Cooperative Business Institute. They were very enthusiastic about working with Third Coast. In August, 2009, two TCWC staff members met with the group and made a commitment to begin working with them the following month. This commitment dramatically changed the project plan in order

to free staff time to complete preparations for beginning the Cooperative Business Institute. Specifically, resources were diverted toward accelerating the development of outputs related to the short-term outcome of a Basic Curriculum and Program Design.

Additionally, substantial staff time was dedicated to the group recruitment process beginning in September, 2009 through February, 2010. The process of recruiting a group and establishing clear agreements, followed by coordinating and scheduling the program, was largely informal. As one staff member put it, "There was no recruitment process. That group fell into our laps." Through a series of meetings between TCWC staff members and Mamas of Color Rising, the basic outline of the program and the commitments it would require were discussed. A smaller group began to emerge from the collective, composed of four women interested in moving forward. As the Cooperative Business Institute got underway in February, 2010, there were significant logistical issues, particularly around childcare and scheduling, which delayed the initial training session slightly. Additionally, there was some shifting in the group roster during the first few weeks.

Upon reflection, both staff members felt that the recruitment process would have benefited from more formalization. One staff member suggested that the recruitment process be incorporated into the CBI program design, including formal entrance interviews. He felt this would have allowed the logistical issues and group roster to shuffle and settle more completely before the training period commenced.

Because staff time was reallocated to prepare for the early introduction of the Cooperative Business Institute, less time was available to work toward other short-term outcomes. Fundraising activities were particularly affected, stunting progress in this area during the project period, as noted in Section VII. By the end of 2009 it was clear that the Fundraising Plan, as originally approved in October, 2009, was beyond the capacity of the staff to implement. In retrospect, it was clear to the group that the impacts of the newly scheduled pilot project were not sufficiently taken into consideration during the drafting process. In light of the new CBI schedule, the fundraising plan could only be implemented with additional staff time or the help of other volunteers.

Limitations on financial infrastructure and organizational history also posed a barrier for prompt implementation of the grants program outlined in the fundraising plan. The project's fiscal sponsor, Third Coast Activist Resource Center, had historically managed a very small

budget, had no grants management experience, had no experience with a paid staff, and had never produced financial statements or undergone an audit. The lack of financial statements in particular was identified as a key barrier in November, 2009. As the end of the fiscal year was quickly approaching, the Operations & Development Coordinator decided to put the grants program on hold until FY2009 financial statements could be prepared.

In January, 2010, the staff and Community Advisory Board agreed that the fundraising plan was beyond the group's capacity and would be scaled back significantly. In particular, the eight house parties that the plan called for during the 4th quarter of 2009 and through the end of 2010 would be replaced with an expectation of three to four parties. They did not set new goals in all areas, recognizing the difficulty of doing so with no historical precedent on which to base their estimates. As of the close of the project period, the staff collective and Community Advisory Board did not expect to meet any of the original 2010 fundraising goals. The addition of paid staff was delayed until funds are available, though no specific timeline had been set.

While progress toward the short-term outcome of "funding" was significantly delayed, schedule changes resulting from the new pilot project did not dramatically impact progress in other areas. Staffing-related outputs were largely completed on time, including establishing job descriptions (see Appendix E) and a number of training activities, as discussed in Section VII . Personnel policies, an additional output toward the short-term outcome of "staff" were not scheduled for completion during the project period. Though progress toward a prepared staff was not hindered, staffing plans were changed in light of the new pilot project. While the group had originally planned to begin cooperative development programming with a paid staff, the pilot project will instead be conducted on a volunteer basis.

While there were delays reaching several of the five outputs leading toward the short-term outcome of an Organizational Entity, the source of these delays was largely external. Due to some misdirection from bank officers, there was confusion regarding which paperwork to file to secure legal use of the organization's name. This was further complicated by issues related to the name itself. While the group originally planned to use the name "Third Coast Worker Cooperatives," they discovered that it is illegal in the state of Texas to use the term "cooperative" or "coop" in the name of any entity not organized under the state's Cooperative Association statute. As the organization will operate as a non-profit, a last-minute name change, to "Third Coast Workers for Cooperation" was required. The majority of outputs related to

establishing an Organizational Entity had to be re-addressed due to the change. This includes the logo design and website development (though the url, http://thirdcoastworkers.coop, had already been registered), the Assumed Name/DBA, and the process of opening a credit union account.

Attainment of outputs in this area was also stalled on several occasions by the slow response of external actors. This was particularly true when working with volunteer and low-cost designers around the logo and the website. By the end of the project period, both the logo and the website design were being readdressed by new, more professional vendors. Delays in establishing appropriate organizational infrastructure were particularly pressing, as the group prepared for an October 6, 2009 public launch event. Because the name issues were not settled until mid-September, this left very little time for the organization to make changes to their website, not to mention brochures and promotional materials. As a result, there was insufficient time to carefully consider selection of vendors for design services, and the organization relied on the financial infrastructure of their fiscal sponsor, Third Coast Activist Resource Center, until the beginning of 2010.

Despite the numerous delays in accomplishing activities in support of the "Organizational Entity" short-term outcome, the majority of outputs were achieved. One exception is the drafting of formal accounting policies, which remained incomplete at the end of the project period, as noted in Section VII. In the absence of appropriate policies at the fiscal sponsor level, drafting such documents would have typically been the work of a Board of Directors. However, given the advisory nature of the Community Advisory Board, this task remained in the hands of the staff, who were unable to find time during the project period to formalize their practices into policies.

Though progress was slower than anticipated, the organizational infrastructure began to come together at the close of the project period. The opposite is true of the short-term outcome of "Space." As noted in Section VII , progress toward this short-term outcome was well ahead of schedule in January, 2010. Though TCWC will have affordable office space far earlier than the originally scheduled September, 2010, the availability of the offices did not keep pace with the acceleration in programming activities. Initial Cooperative Business Institute training sessions were held in the Community Engagement Center, a University of Texas sponsored community meeting space, which is adequate to serve the organization's needs until renovation of their permanent office is complete.

The process of establishing linkages progressed slowly through the project period, as the staff sought to carefully establish clear relationships. Efforts initially focused on strengthening and formalizing existing personal relationships with individuals tied to potential non-profit partners by inviting them to join the Community Advisory Board. The Community Outreach Coordinator met individually with many potential members of the board. During these meetings, he focused on two major goals -- building consensus around the vision and mission statements the staff had drafted (see Appendix L), and clearly communicating the role the Community Advisory Board was intended to play in the organization. "We wanted to be clear that they didn't have decision making power," he said, "and that their role could be potentially temporary – that we could replace them with worker-owners. We wanted to be up-front."

Through the Community Advisory Board members, TCWC hoped to establish linkages with the philanthropic community, potential non-profit partners, and the communities from which the organization hopes to draw their clientele. CAB members also brought technical expertise to the table, including a lawyer as well as a loan officer working with PeopleFund, a prominent Community Economic Development organization that provides entrepreneurial support and small business lending services. The Community Advisory Board held their founding meeting on September 3rd, 2009.

Though the board was carefully recruited, the depth of their participation in the organization remained shallow at the close of the project period. As noted in Section VII, there had been little board participation in fundraising or outreach efforts through the project period. Without clear programs to coordinate activities and offer concrete ways to participate, the staff agreed that they had not done the work necessary to mobilize the board around these twin efforts. At the close of the project period, the staff was in the process of designing a strategic outreach program, which they expect will be a key tool for organizing participation by the Community Advisory Board, and perhaps other volunteers as well. Better coordination of CAB support around fundraising activities is not expected until the fall of 2010, after the Operations and Development Coordinator has relocated to Austin, and will be available to manage fundraising activities more closely.

Beyond their operational roles around fundraising and outreach, the Community Advisory Board was also formed around the central goal of incorporating their knowledge, skills, and experience into the agency, and particularly the cooperative development process. While

two staff members felt that this had been well accomplished, as evidenced by the Board's participation in the review and revision of planning documents, the Operations & Development Coordinator was concerned that the staff had not succeeded in meaningfully incorporating their input. She cited the fundraising plan as evidence of an ineffective planning process, and noted her belief that the board had not read the Organizational Plan, which was nearly 50 pages in length.

Beyond planning documents, the Community Outreach Coordinator also expressed concern about CAB participation in the organization more broadly. "That's partly our fault, in that we haven't been keeping them abreast of what's going on and meeting regularly enough at this point," he said. "Not to say that we carry all the blame…, or that things have gone horribly by any means. This is still new, and we're learning as we go."

While attention to linkages originally focused on the Community Advisory Board, the organization turned attention to connecting with the general public, particularly Austin progressives and people generally supportive of green job development, worker cooperatives, social, economic, and environmental justice, and entrepreneurialism. With their October 6, 2009 public launch event, TCWC intended to build on the growing awareness about worker cooperatives and economic democracy among the general public, and to begin building a contact list and pool of potential donors. Of the approximately 200 people in attendance, 84 signed up on the contact list and $484 was raised.

While there was consensus that the event itself was successful, particularly in terms of attendance and the quality of the speaker, there was disagreement regarding its impact. TCWC organizers did not plan for significant follow-up after the launch. An acquisition email was sent to the contact list developed at the event, with no additional contact made as of the close of the project period. The Community Outreach Coordinator does plan to begin quarterly distribution of an e-newsletter in March, 2010, and expects to make significant use of facebook to keep TCWC's contacts engaged and informed about developments in the economic democracy movement. The Operations and Development Coordinator remains skeptical that this is sufficient outreach to support the individual donor program, and calls for closer coordination of outreach and funds development efforts.

In mid-September, 2009 the staff collective initiated discussions regarding outreach to a key stakeholder group -- existing worker cooperatives and democratic workplaces in Austin.

Seeking to build on a strong relationship with Ecology Action, where one of the TCWC staff members had been working for two years, the TCWC staff collective explored ways to formalize their relationship. The discussion focused on offering an organizational membership to Ecology Action, including a seat on the Community Advisory Board. Designing an appropriate membership mechanism proved complicated, requiring a re-thinking of "members," a category initially intended for cooperatives developed through TCWC programs. There were broad implications to the discussion as well, as the membership mechanism designed with Ecology Action in mind would also be made available to other current and future democratic workplaces.

Ultimately, the process stalled in December, 2009. Next steps were taken in January, 2010, when the staff collective was able to meet in person, enabling more productive communication about long-term vision and strategic positioning. At the close of the project period, the Cooperative Development Coordinator planned to present the membership mechanism drafted by the TCWC staff to each of the existing democratic workplaces for comment and consideration.

An unfortunate impact of the delays in moving forward with outreach to existing worker cooperatives in Austin is some potential damage to the organization's relationship with Ecology Action. "The existing coops are a stakeholder group, and we didn't include them in part of our larger plan early on, so reaching out to them did not happen in a clear and organized way," the Cooperative Development Coordinator commented. "I feel like there was resentment around not reaching out to people, which in some ways we didn't have a plan for and weren't ready for. So what came across as not reaching out was, really, we weren't prepared to do that."

At the close of the project period, no outreach had yet occurred to many of the stakeholders identified in the SWOT (see Appendix B). Prioritization of outreach efforts focused first on building on existing strengths. As a result, those stakeholders who are socially and professionally more distant from the project organizers were not the focus of outreach efforts during this period. These more distant stakeholders included the City of Austin, The Federation of Southern Cooperatives, Austin-area professionals -- especially those with expertise in supporting cooperative organizations, BIG Austin -- an entrepreneurial support organization, Austin-area Community Economic Development Organizations, and the broader philanthropic community. While each of these groups are on TCWC's radar, outreach efforts to each will be

prioritized differently. Specific plans to reach out to additional stakeholder groups were in the design phase at the close of the project period.

Minimal outreach was done to establish the short-term outcome of "Technical Support of Experienced Cooperative Developers." At the August, 2009 Eastern Conference on Workplace Democracy, the Operations and Development Coordinator recruited two experienced cooperative business developers to provide advice and oversight for TCWC's relatively inexperienced staff collective. At the conference, both individuals made a formal verbal agreement to serve as business and cooperative development advisors, though the specifics of the relationship had not yet been discussed as of the end of the project period. At the same conference, a prominent academic with expertise in evaluation of the impacts of worker cooperatives agreed to advise TCWC regarding their program evaluation, once the initial design was completed. The initial evaluation design was just being completed at the end of the project period, in preparation for the first session of the CBI, and had not yet been sent to the advisor for comment.

While significant progress was made during the project period toward each of the short-term outcomes outlined in the logic model, this progress was uneven. In response to an emerging opportunity, the timeline was shifted, accelerating the introduction of programming activities, and thus the completion of the basic curriculum and program design. While the curriculum was completed ahead of the original schedule, funds development and organizational development activities fell behind. Relationship building with key stakeholders was also somewhat uneven. While linkages were established with a number of key individuals and organizations, there is still significant work to be done to formalize and strengthen these connections.

X. Conclusions & Recommendations

While the long-term outcome - beginning the cooperative development process with a client group - was unexpectedly attained at the close of the project period, the sustainability of that outcome may be affected by the short cuts taken to arrive there. In all areas except funding, TCWC was in keeping with or ahead of their schedule for coordinating the knowledge, skills, and resources necessary to position the agency to provide worker cooperative development

services. However, this schedule was not designed with program delivery beginning in February, 2010 in mind. What additional knowledge, skills, and resources did the agency expect to have in place before beginning programming, and what impacts will these gaps have on program delivery?

The original schedule called for the completion of several additional outputs prior to beginning the Cooperative Business Institute, three of which are likely to impact the quality of service delivery, and thus the sustainability of the cooperative development project. The recruitment process itself will likely influence the success of any cooperative development project. This process, which the staff had expected to design over a four-month period, from January to April, 2010, never received the intended attention. In fact, as the staff members involved in meeting with the group noted, there was no recruitment process. Each identified this as a problem, calling for more formalization and an extended and deliberate recruitment and orientation period. While the initial client group ultimately recruited themselves, the project would still have benefited from the screening, assessment, team development, and orientation aspects of the recruitment method the project plan had called for.

In addition to the recruitment process, the Technical Advisory Board would have been in place before the start of programming, under the original schedule. As a result, the Cooperative Business Institute training curriculum was developed without their assistance. Given the progress made already in recruiting experienced cooperative developers, it is likely that their expertise will be available to support the technical assistance process. Deliberate development of this body will be particularly important in the months following the project period to mobilize active participation by its members.

TCWC's initial plan had called for significant progress in fundraising prior to the initiation of programming. With the introduction of programming in February, 2010, only four of the originally planned eleven months of fundraising had passed. As noted in Section IX, the early introduction of programming negatively impacted the implementation of the fundraising plan during these four months, leaving the organization with little hope of meeting fundraising goals. The general organizational instability and reliance on volunteer labor that the lack of funds has caused is a serious concern, though not necessarily a bar to implementation of the Cooperative Business Institute program. However, the CBI program budget allocated several thousand dollars for outside consultants and professional services. Without these funds, it may

be impossible for the group to access adequate industry expertise, marketing consultation, accounting services, and other key resources. These inputs can be essential to successful and sustainable cooperative development, and funds should be established to cover these expenses. While it will take careful financial management and active fundraising in the months following the project period, it is likely that sufficient resources will be raised before they are needed.

While the quality of program delivery may be somewhat compromised by the acceleration in its introduction, the prognosis for the sustainability of this first project and its outcomes is not dire. TCWC staff must take action in the months following the project period to assess the strengths and weaknesses of the client group and attend to team building. They must attend to Technical Advisory Board development, and raise sufficient funds to finance key resources called for in the program budget. If these outputs are attained in a timely fashion, the project will be as likely to succeed in the long-term as it would have been under the original plan. However, without addressing these key gaps, the chances for project sustainability will diminish.

The likelihood of sustainable achievement of the intermediate outcome - an agency with the capacity to do cooperative development work - must also be considered. As noted previously, at the close of the project TCWC was in keeping with or ahead of their schedule for coordinating the knowledge, skills, and resources necessary to position the agency to provide worker cooperative development services, with the significant exception of progress toward funding. Beyond the project period, though, how much progress can be expected in organizational development, and what are the implications for sustainability?

As was the case during the project period, fundraising capacity will continue to be limited following the close of the project period. As the program progresses, the Cooperative Business Institute will likely demand more staff time, further reducing the time available for fundraising activities. While the help of additional volunteers or more active engagement by the Community Advisory Board could increase fundraising capacity, this is unlikely to be a successful strategy in the short-term. In the fall of 2010, after the Operations and Development Coordinator has relocated to Austin and is available to manage volunteers and fundraising activities more closely, this may prove a more feasible strategy to expand fundraising. In the interim, the continued delays in full implementation of a robust development program will stunt the organization's fiscal growth and stability. These delays pose a significant threat to the organization's

sustainability, particularly as the group takes on additional fiscal commitments resulting from the introduction of programming and the opening of offices. These commitments could consume the majority of funds raised with the organization's current capacity, preventing the growth of an unrestricted reserve. Establishing such a reserve is central to the fiscal stability and sustainability of any non-profit organization, and is a pre-condition to hiring permanent paid staff.

Continued delays in hiring paid staff are also expected. Not only is this a central problem in terms of organizational capacity, but it also poses an additional threat to organizational sustainability. Burnout is a serious concern for the volunteer staff. As the period in which the staff will work on a volunteer basis extends well beyond the original plan, the burden of such a heavy commitment and the resulting lack of work-life balance will weigh heavy. The staffing situation is not sustainable over the long-term, and the organization's dependence on these dedicated volunteers is acute.

Though incorporation of other volunteers could relieve some of the burden currently on the volunteer staff, the nature of the work limits the extent to which more narrow volunteer commitments can be designed. The benefits of incorporating additional volunteers must also be weighed against the work necessary to coordinate them. While additional volunteers could likely expand capacity and accelerate progress toward meeting fundraising goals over the long-term, thus bringing the staff closer to paid positions, volunteers will not reduce the potential for staff burnout.

While the staff remains dedicated at the close of the project period, TCWC will need to respond strategically to this threat. To preserve staff capacity and commitment, TCWC should carefully manage staff workloads, and ensure that some reward comes with their efforts. Clear communication and careful, realistic planning are key to avoiding overburdening the staff. Professional development opportunities and funding for conference attendance could serve as a form of reward and encouragement for the staff over the medium-term, without requiring the financial commitment that staff positions would entail. Likewise, the Cooperative Business Institute - the work about which the staff is truly passionate - may also prove a source of reward and renewal.

In addition to funding and staff capacity, linkages are an important ingredient in the organization's sustainability. While significant progress was made during the project period to

establish relationships with several key stakeholders, the depth of most relationships remains shallow. A function primarily of time, it is quite reasonable to expect further development of these relationships, thus strengthening the organization. TCWC must also extend their scope by continuing to reach out to additional stakeholders. In many ways, this work is already underway at the close of the project period, the results of which will contribute to organizational sustainability. Indeed, this is another aspect in which the early introduction of cooperative development programming could contribute to organizational sustainability. With an active project underway, TCWC can more easily communicate their vision and mission, and connect stakeholders with their work.

Though the early introduction of cooperative development programming required reallocation of staff time, resulting in delays to organizational development, the organization remains positioned to continue progress in this area, if at a slower pace than anticipated. In order to preserve the outcomes already attained, and to continue building the organization, TCWC will need to adjust their medium- and long-term planning to account for these changes, while strategically focusing activities on the elements most important to their success and sustainability – namely, providing quality cooperative development services while stepping up fundraising efforts and building stronger and broader linkages. With flexibility, focus, and patience, Third Coast Workers for Cooperation can marshal the skills, knowledge, and resources necessary to sustainably provide cooperative development services, empowering Austin's low-income and historically marginalized communities to improve their own economic well-being through cooperative entrepreneurship.

XI. Appendices

Appendix A – Logic Model

Long-Term Outcome
All actors are prepared to begin the cooperative development process.

Intermediate Outcome (1)
TCWC established as an agency with capacity to do cooperative development work.

Intermediate Outcome (2)
A client cooperative has been recruited and is committed to moving forward.

Short-Term Outcome (1)
Resource
Funding

Short-Term Outcome (5)
Resource
Basic curriculum & program design

Short-Term Outcome (8)
Resource
Recruitment materials & strategy

Short-Term Outcome (2)
Resource/ Knowledge/Skill
Staff

Short-Term Outcome (6)
Resource
Technical support of experienced cooperative developers

Short-Term Outcome (3)
Resource
Organizational entity

Short-Term Outcome (7)
Knowledge/ Resource
Community feedback, connections, energy, & goodwill

Short-Term Outcome (4)
Resource
Space

Short Term Outcomes & Outputs Leading to Intermediate Outcome (1):

Output Organizational plan	**Output** Fundraising plan	**Output** Additional TBD	**Short-Term Outcome (1)** *Resource* Funding
Output Job descriptions	**Output** Personnel policies	**Output** Staff trained; specifics TBD	**Short-Term Outcome (2)** *Resource/ Knowledge/Skill* Staff
Output Incubation agreement w/ TCARC	**Output** TCWC DBA & credit union account	**Output** Budgeting & accounting systems	**Short-Term Outcome (3)** *Resource* Organizational entity
Output Mission/Vision/ Values Statements	**Output** Web site & e-mail addresses		**Short-Term Outcome (4)** *Resource* Space
Output Leased & furnished offices	**Output** List of available community spaces		**Short-Term Outcome (5)** *Resource* Basic curriculum & program design
Output Best practices report	**Output** Program Logic Model	**Output** Cooperative Business Institute	**Short-Term Outcome (6)** *Resource* Technical support of experienced cooperative developers
Output Menu of services	**Output** Monitoring Plan	**Output** Evaluation plan	**Short-Term Outcome (7)** *Knowledge/ Resource* Community feedback, connections, energy, & goodwill
Output 3-5 Member Technical Advisory Committee			
Output 9-15 Member Community Advisory Board	**Output** Partnership with 1 CBO based in target constituency		

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Short Term Outcomes & Outputs Leading to Intermediate Outcome (2):

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                                                                    ┌─────────────┐
                                                                    │ Short-Term  │───┐
                               ┌──────────────────────────┐        │ Outcome (7) │   │
        ┌──────────────────────┤                          ├────────┤ Knowledge/  │   │
        │                      │                          │        │ Resource    │───┤
┌───────┴────────┐   ┌─────────┴────────┐                  │ Community   │   │
│    Output      │   │     Output       │                  │ feedback,   │   │
│ 9-15 Member    │   │ Partnership with │                  │ connections,│   │
│ Community      │   │ 1 CBO based      │                  │ energy, &   │   │
│ Advisory Board │   │ in target        │                  │ goodwill    │   │
│                │   │ constituency     │                  └─────────────┘   │
└────────────────┘   └──────────────────┘                                    │
                                                                              │
                                           ┌─────────────┐                    │
              ┌────────────────────────────┤ Short-Term  │────────────────────┤
              │              ┌──────────────┤ Outcome (8) │
┌─────┴─────┐ ┌──┴──┐ ┌──┴──┐        │ Resource    │
│  Output   │ │Output│ │Output│        │ Recruitment │
│Brochure and│ │Client│ │Additional│    │ materials & │
│other       │ │Coop. │ │TBD   │       │ strategy    │
│marketing   │ │Agreement│ │       │    └─────────────┘
│and recruitment│ │     │ │       │
│materials   │ │     │ │       │
└───────────┘ └─────┘ └─────┘
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Short-Term Outcome (7)
Knowledge/ Resource
Community feedback, connections, energy, & goodwill

Output
9-15 Member Community Advisory Board

Output
Partnership with 1 CBO based in target constituency

Short-Term Outcome (8)
Resource
Recruitment materials & strategy

Output
Brochure and other marketing and recruitment materials

Output
Client Cooperative Agreement

Output
Additional TBD

Appendix B – SWOT Analysis

	Strengths *Internal factors which enable an organization to achieve its objectives.*	Weaknesses *Internal factors which undermine an organization's ability to achieve its objectives.*
Funding	A lead donor, who has pledged an annual $5000 donation.	Lack of a well-crafted case statement. Staff has very limited funds development experience or training. No development infrastructure, including budgets, fundraising plan, and contact management database. The organization has no financial reserves. Contact list must be built from scratch. No donor profile.
Staff	A dedicated volunteer staff collective with passion for the mission and a commitment to establishing the organization. A trained cooperative development professional on staff. A staff member with two years work experience at a democratically operated green business in Austin. A staff member with communications and organizing experience.	Because the staff currently operates on a volunteer basis, their capacity is both limited and taxed. One of three core staff members will live out of state until August 2010 Staff collective has not established an effective division of labor, developed personnel policies and job descriptions, or established staff evaluation policies. No staff experience with start-up business financing. Staff is inexperienced in worker cooperative business development. No marketing or advertising expertise on staff. No IT or design expertise on staff.
Organizational Entity	TCWC has established a relationship with an existing non-profit organization, Third Coast Activist Resource Center, which is willing to serve as TCWC's fiscal sponsor.	The staff has some, but limited, non-profit management experience. TCWC's fiscal sponsor is a small organization with a limited fiscal history, no grant history, no paid staff, and very little standing infrastructure. A formal fiscal sponsorship agreement has not been established. TCWC has no standing infrastructure, including mission and vision statements, decision-making and governance policies, or accounting systems and fiscal policies.

		No website, brochures, or other outreach materials to effectively communicate about the organization.
Space	Initially, activities can be conducted out of home offices and with use of public facilities.	The organization has no offices or other space in which to conduct activities.
Curriculum & Program Design		Organization lacks a well-crafted cooperative development program design. Organization lacks a training curriculum.

Linkages		
	Opportunities *External factors which enable an organization to achieve its objectives*	**Threats** *External factors which undermine an organization's ability to achieve its objectives.*
Customers & Other Stakeholders	The City of Austin is traditionally a strong supporter of local business development, and has also established a number of programs specifically to support green business development. A strong relationship with Workers Defense Project, a worker's rights center interested in worker cooperative development for their members.	The staff has no standing relationships or contacts in philanthropic community. TCWC is a brand new organization with no history or goodwill. Client base is not clearly defined; client needs are not clearly defined. No relationship with the City of Austin or its small business support programs. There is very little grant support available for cooperative development in urban areas.
Competitors & Allies	Initial relationships with other cooperative development organizations and practitioners throughout the U.S. Staff relationships with Austin area social and environmental justice organizations. A strong relationship with Ecology Action of Texas, a worker-managed non-profit recycling center, and an initial relationship with a Gaia Host Collective worker-owner who lives in Austin. A US Federation of Worker Cooperatives Board member lives in Austin.	No relationships with support professionals, such as lawyers and accountants, with expertise related to worker cooperatives. Professionals with this expertise are rare. No relationships with other Austin-area organizations providing entrepreneurial support services, such as BIG Austin and PeopleFund. Austin is home to a wealth of non-profit organizations, many of which are better positioned to compete for philanthropic funding. No relationships with other Austin area community economic development organizations.

	TCWC is the first worker cooperative development center in Austin, TX - or the Southwest. No other organizations or independent professionals are providing development and support services for worker cooperatives in Austin.	No relationship with the Federation of Southern Cooperatives, the only other cooperative-movement organization operating in Texas.
Social, cultural, economic, political, technological forces	A growing interest, and with it a potentially growing funding base, to support green job development. Growing knowledge among the general public about worker cooperatives. The population of Austin is traditionally progressive and very active on issues of social, economic, and environmental justice. Texans generally support entrepreneurialism as an intervention in social problems.	A weak economy has created a particularly difficult fundraising climate. Austin is a fairly expensive city, particularly in terms of real estate. Worker cooperatives cannot access resources available to other entrepreneurs, such as SBA-backed loans. Banks and other capital sources, as well as government regulators, are unfamiliar with the worker cooperative model. Effective electronic communication and fundraising is essential in the current philanthropic market. Sophisticated and expensive contact management database systems have set a high standard for effective management of an individual donor program.

Appendix C – Cooperative Business Institute (CBI) Logic Model

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                      ┌────────────────────────┐
                      │   Long-Term Outcome    │
                      │  Improved economic well-│
                      │    being & stability   │
                      └────────────────────────┘
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Intermediate Outcome (1) Client group establishes a green worker cooperative	Intermediate Outcome (2) Cooperators engage in mutual support with other cooperatives	Intermediate Outcome (3) Cooperators continue to engage cooperative development services
Short-Term Outcome *Skills* Coop governance & group decision making	**Short-Term Outcome** *Knowledge/ Resource* Relationships with worker cooperatives & cooperative networks, nationally	**Short-Term Outcome** *Resource* Access to affordable cooperative development services
Short-Term Outcome *Resource* Access to Capital	**Short-Term Outcome** *Knowledge/ Resource* Functioning mutual support structure between Central Texas cooperatives	**Short-Term Outcome** *Resource* Positive working relationship with TCWC staff
Short-Term Outcome *Skills* Business Planning, Management, and Administration		
Short-Term Outcome *Skills* Specialized Trade Related Skills		

Short-Term Outcomes & Outputs Leading to Intermediate Outcome (1):

Output
Articles of Incorporation & Bylaws

Output
Subset of members receive advanced governance training

Short-Term Outcome
Skills
Coop governance & group decision making

Output
All members trained in group decision making processes

Output
All members trained in worker coop model basics

Output
Capital deals negotiated and closed

Short-Term Outcome
Resource
Access to Capital

Output
Subset of members receive advanced business training

Output
Feasibility Study & Business Plan

Output
All members oriented to business plan

Short-Term Outcome
Skills
Business Planning, Management, and Administration

Output
Subset of members or all members trained in appropriate skills of the trade

Short-Term Outcome
Skills
Specialized Trade Related Skills

Short-Term Outcomes & Outputs Leading to Intermediate Outcomes (2) and (3):

Output
Subset of members attend a US Federation of Worker Cooperatives conference

Output
Subset of members develop a workshop about their cooperative experiences and present it at a US Federation of Worker Cooperatives conference

Short-Term Outcome
Knowledge/ Resource
Relationships with worker cooperatives & cooperative networks, nationally

Output
TCWC becomes an association of Central Texas worker cooperatives

Short-Term Outcome
Knowledge/ Resource
Functioning mutual support structure between Central Texas cooperatives

Output
A well-segmented menu of services available through TCWC

Output
Multiple lines of funding developed to support coops accessing TCWC services

Short-Term Outcome
Resource
Access to affordable cooperative development services

Output
A quality review and improvement strategy for TCWC

Output
Contact at least quarterly between TCWC staff and previous/continuing clients

Short-Term Outcome
Resource
Positive working relationship with TCWC staff

Logic Model – Cooperative Business Institute

        With an appropriate agency in place and a group of client cooperators prepared to proceed with the program, the second logic model comes into play. TCWC has developed a replicable model for worker cooperative development designed to achieve long-term outcomes related to the economic well-being and stability of program clients. Economic well-being and stability are measured in terms of changes in income, net worth, employment tenure, and job satisfaction. This model identifies three intermediate outcomes, or changes in behavior on the parts of TCWC clients, necessary to establish the sustainable and successful worker cooperatives that will empower worker owners to improve their economic conditions.

        The first of these intermediate outcomes is the act of establishing green worker cooperatives, wherein clients become worker-owners, rather than employees. The activities of center staff, in conjunction with the efforts of the clients themselves, will result in four short-term outcomes, changing clients' knowledge, skills, and resources and thus facilitating their efforts to develop a cooperatively owned green business. These short-term outcomes include (1) developing cooperative governance and group decision-making skills, (2) facilitating the proposed business' access to necessary capital, (3) ensuring that required business planning, management, and administrative skills are available within the cooperative to the extent possibly and desirable by the cooperative members, and (4) assisting member-owners in acquiring the trade-related skills necessary to enter their chosen field.

        TCWC staff will provide training for all members of a client-cooperative to establish a basic understanding of the worker cooperative model and to provide them the tools necessary to make decisions about the foundation and management of their cooperative as a group. A subset of members, particularly those who will act in management roles, will participate on the social committee[2], or who have been elected to the board will receive additional training in cooperative governance. A facilitated process will help develop consensus among cooperative members around Articles of Incorporation and Bylaws they themselves design, with the assistance of TCWC staff. Through the course of these trainings and the document drafting and consensus building process, the cooperative will develop cooperative governance and decision-making skills.

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[2] The social committee handles member grievances and work to establish clear communication and equitable power relations among cooperative members.

Client-cooperatives' access to capital will be addressed by TCWC staff, who will develop and maintain relationships with capital providers, and work with cooperative members to negotiate and raise the financing required in the cooperative's business plan.

The business plan, as well as a feasibility study for the proposed venture, will be developed through TCWC's technical assistance programs. Cooperative development specialists will work closely with a subset of cooperative members to research and develop the feasibility study and business plan. Through this process, along with additional advanced business training, participating member-owners will develop the business planning, management, and administrative skills required to launch and operate a successful business[3]. As consensus is developed around these documents, all members of the client-cooperative will also receive sufficient training to understand the business plan and their part in its execution.

Lastly, TCWC staff will assess what training may be required for cooperative members to acquire the skills necessary to enter their chosen field. Once an assessment is made, a plan will be developed, composed of trainings developed in-house as well as trainings provided by partner agencies or outside consultants. Once executed, this plan will result in the appropriate trade-related skills among cooperative members.

Through this four-part process, cooperative members will develop the skills and acquire the tools necessary to launch a green worker cooperative, the first of the three intermediate outcomes identified. However, appropriate support and continued business development are also necessary to establish cooperatives that are sufficiently successful over time to produce improved long-term economic outcomes for their members.

The second intermediate outcome identified in this model is for enterprises active with Third Coast Workers for Cooperation to engage in mutual support networks locally, regionally, and nationwide. TCWC staff will organize and assist client-cooperatives in locating funding to attend national cooperative conferences, specifically US Federation of Worker Cooperatives conferences. By attending and presenting workshops at these conferences, member-owners of client-cooperatives will develop relationships with other worker-owners like themselves, as well as with other actors in cooperative networks nationwide. These relationships constitute

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[3] Clients will be encouraged to take advantage of opportunities to develop the business, management, and administrative skills they need within their own membership. However, the group may decide to outsource some of these functions, based on the preferences and capacities of the members. TCWC intends to offer management and administrative services to support clients who would prefer to outsource some portion of these functions.

important social capital, providing TCWC client-cooperatives access to national networks of mutual assistance, which increase the resiliency of participating cooperatives. As Third Coast successfully develops worker cooperatives in Austin, and potentially throughout the region, additional programming will be developed to network Central Texas cooperators to each other, and ultimately to transform Third Coast Workers for Cooperation into an association of worker cooperatives. This association will formalize a local mutual support network, and is a key component of TCWC's strategy to establish affordable continuing development services for client cooperatives.

Activities leading to the final intermediate outcome, continued engagement of professional cooperative development services over the lifetime of the enterprise, are embedded in the work leading to the first intermediate outcome – establishment of a worker cooperative enterprise. By ensuring quality work and positive relationships with client-cooperative members, TCWC staff will lay a foundation for a longer-term relationship. Through a quality review and improvement strategy, TCWC will ensure this foundation is laid, while continued quarterly contact with non-active client cooperatives will maintain the relationships. These efforts will establish client-cooperatives' knowledge of the benefits and availability of continuing development services, as well as the social capital to access them, constituting a short-term outcome. The second short-term outcome leading to the intermediate outcome of continued use of development services, relates to the affordability of these services. By working with a well-segmented menu of technical assistance and training services, TCWC can provide only those services that a particular client-cooperative requires, thus reducing the costs of the center's services to the client. As TCWC transitions into an association model, ongoing support from member cooperatives will improve the affordability of services, and member agreements will routinize TCWC services related to annual review and planning procedures, as well as provide for limited technical assistance without additional fees. Additionally, TCWC staff will work to develop multiple lines of funding to support the affordability of their services. Efficiently delivered and subsidized cooperative development services will result in the accessibility of TCWC services for client-cooperatives.

Appendix D – Cooperative Business Institute (CBI) Training Program Outline

Week 1: Orientation
- Introduction to TCWC
- CBI outline/requirements
- What is popular education?
- For the planet, for the people?
- Why worker co-ops?
- Client Project vision

Week 2: Co-op's: an introduction
- What is a cooperative?
- Cooperative History
- Cooperative Principles
- Community needs and cooperatives

Week 3: Co-op's Cont'd: types and structures
- Types of cooperatives
- What is a worker co-op?
- U.S. worker co-ops, big and small
- Traditional workplace vs. worker co-op

Week 4: Green Economy, green community
- What is the green economy?
- The green economy and your community
- What is a green job?
- Worker co-ops and ecological sustainability

Week 5: Collective Decision-Making
- Structuring a meeting
- Facilitation
- Types of decision-making

Week 6: Collective Decision-making Cont'd
- Ground rules
- Conflict resolution
- Documentation

Week 7: Rights and Responsibilities
- Rights and Responsibilities in your life
- Rights and Responsibilities as a worker-owner
- Acting like an owner: moving beyond employee mentality

Week 8: How to Run a Worker Co-op
- Buying in
- Legalities
- Internal documents

Week 9: How to Run a Worker Co-op Cont'd
- Compensation
- Training new workers
- Hiring and Firing

- Scheduling

Week 10: Financial Business Management
- Introducing Financials
- Reading Financials
- Accounting basics

Week 11: Financial Business Management Cont'd
- Understanding Cooperative Financial status
- Capital structure
- Budgeting/performance projections

Week 12: Feasibility Study
- Market research and analysis
- Experience and skills assessment
- Identifying special equipment, facilities, and licensing

Week 13: Feasibility Study Cont'd
- Calculate the costs of doing business
- Evaluate competition
- Explore funding sources
- Review checklist and outline

Week 14: Business Plan
- Identify and define your business
- Division of labor
- Marketing plan

Week 15: Business Plan Cont'd
- Product plan
- Organization plan
- Review checklist and outline

Week 16: Evaluations

Appendix E – Job Descriptions

Operations and Fundraising Coordinator

- Primary responsibility for administrative functions, including budgeting & financial management, preparation of periodic financial reports & annual IRS 990 filing, bookkeeping and reconciliation of accounts, payroll, and organizational record-keeping.

- Planning and coordination of development programs, including grant research, writing and reporting, special events planning, donor recognition, and donor relations. Primary responsibility for crafting an annual fundraising plan, working closely with the Community Advisory Board and other staff members to implement and monitor the plan.

- Works with Cooperative Development Coordinator to design and implement program evaluation plans.

- Works with other staff members and the Community Advisory Board on strategic planning and organizational leadership.

- Provide technical assistance services to client cooperatives, including market research, business plan development, operations planning and implementation, financial systems design and implementation, capital access and fundraising, and annual review and planning.

- Train clients in computer literacy, especially QuickBooks and Excel, and financial literacy, budgeting, analysis and management.

Community Outreach Coordinator

- Primary responsibilities revolve around communications, recruitment, public education and community building. This includes design and implementation of media strategy, editorial responsibility for Third Coast's newsletter, website management and regular updates.

- Outreach and recruitment for the Cooperative Business Institute, including establishing and maintaining relationships with community based organizations working with potential CBI participants.

- Collaborate with Cooperative Development Coordinator to research, develop, implement, evaluate, and revise curriculum for the Cooperative Business Institute, as well individual trainings.

- With the Cooperative Development Coordinator, facilitates the training portions of the Coop Academy and provides training services to cooperatives and other groups, especially in the areas of collective decision-making, cooperative governance and management, and effective planning.

- Provide facilitation, conflict resolution, and strategic planning services.

- Lead staff liaison with the Community Advisory Board. Guides recruitment of new board members and all board development activities.

- Works with other staff members and the Community Advisory Board on strategic planning and organizational leadership.

- Works with Operations and Fundraising Coordinator to develop and implement annual fundraising plan. Key tasks in this area include coordinating with the Community Advisory Board on fundraising and working with Operations and Fundraising Coordinator to plan and promote special events. This position also includes significant participation in grant writing.

Cooperative Development Coordinator

- Primary responsibility for Third Coast's core program, the Coop Academy. This program provides training, strategic planning, and technical assistance to groups working to establish a worker cooperative. The Cooperative Development Coordinator serves as the primary staff liaison to Coop Academy Clients, providing a consistent guide through the program.

- Collaborate with Community Outreach Coordinator to research, develop, implement, evaluate, and revise curriculum for the Cooperative Business Institute, as well individual trainings.

- With the Community Outreach Coordinator, facilitates the training portions of the Coop Academy and provides training services to cooperatives and other groups. Training responsibilities may include collective decision-making, cooperative governance and management, effective planning, computer literacy, and financial literacy, budgeting, analysis, and management.

- Provide technical assistance services to client cooperatives, including market research, business plan development, operations planning and implementation, financial systems design and implementation, capital access and fundraising, and annual review and planning.

- Provide facilitation, conflict resolution, and strategic planning services.

- Works with Operations and Fundraising Coordinator to design and implement program evaluation plans.
- Works with other staff members and the Community Advisory Board on strategic planning and organizational leadership.
- Supports fundraising efforts as necessary.

Appendix F – Organizational Expenses Budget

	FY 2009	FY 2010	FY 2011	FY 2012
Expenses				
Rent	$200.00	$2,950.00	$5,400.00	$6,000.00
Telephone	$-	$1,110.00	$2,160.00	$2,160.00
Salaries	$-	$23,750.00	$45,000.00	$45,000.00
Benefits	$-	$2,750.00	$6,600.00	$6,600.00
Payroll Taxes	$-	$1,816.88	$3,442.50	$3,442.50
Accountant	$-	$3,000.00	$3,000.00	$3,000.00
Web Design	$-	$-	$-	$-
Legal	$-	$-	$-	$-
Website	$110.00	$196.00	$196.00	$196.00
Insurance	$300.00	$1,200.00	$1,200.00	$1,200.00
Supplies	$350.00	$800.00	$600.00	$600.00
Postage	$84.00	$252.00	$252.00	$252.00
Printing	$200.00	$600.00	$600.00	$600.00
Subscriptions & Memberships	$-	$-	$250.00	$550.00
Conferences	$50.00	$-	$1,600.00	$1,600.00
Professional Development	$-	$1,000.00	$1,000.00	$1,000.00
Travel	$280.40	$300.00	$300.00	$300.00
Board Support	$200.00	$300.00	$400.00	$400.00
Miscellaneous	$600.00	$1,800.00	$1,800.00	$1,800.00
Computer & Software	$3,400.00	$4,000.00	$-	$-
Equipment	$200.00	$200.00	$-	$-
Furniture	$570.00	$1,060.00	$-	$-
Total	$6,544.40	$47,084.88	$73,800.50	$74,700.50

This minimal budget provides for three part-time staff positions beginning in September, 2010. Compensation is based on $15,000 annual salaries and $275 monthly contributions to the cost of health insurance premiums.

Estimates of the cost of insurance are pure guesses. Consultation regarding necessary coverage and estimated expense is currently being sought.

Based on these estimates of expenses, a fundraising plan and revenue budget will be developed. Once revenue estimates are established, full financial projections, including a statement of activities, balance sheets, and cash flow projections will be developed.

Appendix G - FY 2009 Financial Statements

Third Coast Workers for Cooperation
Statement of Activities
January through December 2009

	Unrestricted		Temporarily Restricted		Permanently Restricted		Total	
Revenues, Gains, and Other Support								
Contributions	$	6,108.39					$	6,108.39
Grants			$	1,000.00			$	1,000.00
In-kind Contributions	$	4,258.00					$	4,258.00
Merchandise Sales	$	96.00					$	96.00
Total Revenues, Gains, and Other Support	$	10,462.39	$	1,000.00	$	-	$	11,462.39
Expenses and Losses								
Program: Community Outreach	$	630.71						
Program: Cooperative Business Institute	$	1,735.87						
Administrative	$	4,629.13						
Fundraising	$	999.28						
Total Expenses and Losses	$	7,994.99	$	-	$	-	$	7,994.99
Change in Net Assets	$	2,467.40	$	1,000.00	$	-	$	3,467.40
Net Assets at beginning of year	$	-	$	-	$	-	$	-
Net Assets at end of year	$	2,467.40	$	1,000.00	$	-	$	3,467.40

Third Coast Workers for Cooperation
Statement of Functional Expenses
January through December 2009

	Outreach Program	Cooperative Business Institute	Admin.	Fundraising	Total
Board Support	$ -	$ -	$ 135.50	$ -	$ 135.50
Computer & Software	$ -	$ -	$ 138.94	$ -	$ 138.94
Conferences	$ 160.32	$ 586.53	$ 342.80	$ 213.74	$ 1,303.39
Filing Fees	$ -	$ -	$ 41.00	$ -	$ 41.00
Postage and Delivery	$ 2.71	$ 11.29	$ 5.79	$ 10.94	$ 30.73
Printing and Reproduction	$ 171.89	$ 353.05	$ 345.34	$ 127.66	$ 997.94
Legal Fees	$ -	$ -	$ 3,162.00	$ -	$ 3,162.00
Events	$ 100.00	$ -	$ -	$ -	$ 100.00
Resale Items	$ -	$ -	$ -	$ 149.21	$ 149.21
Supplies	$ 1.59	$ 5.83	$ 10.98	$ 111.71	$ 130.11
Transaction Fees	$ -	$ -	$ -	$ 10.52	$ 10.52
Travel	$ 110.75	$ 405.18	$ 236.81	$ 147.66	$ 900.40
Website	$ 83.45	$ 373.99	$ 209.97	$ 227.84	$ 895.25
Total Expenses	**$ 630.71**	**$ 1,735.87**	**$ 4,629.13**	**$ 999.28**	**$ 7,994.99**
% of total	**7.9%**	**21.7%**	**57.9%**	**12.5%**	

Third Coast Workers for Cooperation
Statement of Financial Position
December 31, 2009

Assets		
Current Assets		
Cash & Equivalents	$	926.12
Grants Receivable	$	1,000.00
Pledges	$	2,000.00
Prepaid Expenses	$	31.66
Total Current Assets	$	3,957.78
Total Assets	**$**	**3,957.78**

Liabilities & Net Assets		
Current Liabilities		
Accounts Payable	$	432.54
Reimbursements Payable	$	57.84
Total Current Liabilities	$	490.38
Net Assets		
Unrestricted	$	2,467.40
Temporarily Restricted	$	1,000.00
Total Net Assets	$	3,467.40
Total Liabilities & Net Assets	**$**	**3,957.78**

Third Coast Workers for Cooperation
Notes to Financial Statements
FY 2009

1 Shared costs are allocated based on volunteer staff collective hours. Formal records of staff time were not maintained in FY2009, so estimates were used. Staff time records will be maintained, starting in FY2010, for the purpose of providing a basis for cost allocation.

	Mariel	Perez de Alejo	Shively	
Avg. hrs./mo		55	55	
# of months		9	9	
total hours	0	495	495	
allocation assumption				
CBI (Program)		40%	30%	
CO-OP (Program)		30%	0%	
Administration		20%	40%	
Fundraising		10%	30%	
allocated hours				% of Total
CBI (Program)	198	198	148.5	45.0%
CO-OP (Program)	0	148.5	0	12.3%
Administration	22	99	198	26.4%
Fundraising	0	49.5	148.5	16.4%
Total	220	495	495	100.0%

2009 shared costs: CBI 45.0%, CO-OP 12.3%, Admin. 26.3%, 16.4%.

2 Donations made to Network for Good by TCWC donors to cover transactions fees are considered as donations to a different organization, and are not recorded or recognized.

3 In-kind donations which are expensed at the time of receipt will be classified as unrestricted.

4 Board support expenses are classified as administrative expenses.

5 Items purchased for resale, which may serve outreach (program) and fundraising purposes will be classified as fundraising expenses.

6 Inventory is not tracked. All items purchased for resale are expensed at the time of purchase.

Appendix H – Gantt Chart

Activities	2009									2010	Outputs
	Research Period		Planning, Linkages & Infrastructure Period				Linkages & Fundraising Period				
	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	
Research & evaluate grant prospects; research & develop individual giving program; draft & circulate fundraising plan with technical and community advisory boards; revise based on feedback.				▓	▓	▓					Fundraising Plan
Implement fundraising plan							▓	▓	▓	▓	Fundraising Plan
Conduct research and develop organizational plan; revise based on community & technical advisory board feedback.			▓	▓	▓	▓					Organizational Plan
Identify relevant gaps in staff knowledge & skills.		▓	▓	▓							Staff trained (specifics TBD)
Identify & access appropriate training/professional development opportunities.			▓	▓	▓	▓	▓	▓	▓		Staff trained (specifics TBD)
Identify basic tasks and establish a division of labor & communications structure.		▓									Job Descriptions
Write up specific job descriptions & staff bios.			▓								Job Descriptions
Draft, revise, and finalize personnel policies.											Personnel Policies

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Task	Deliverable
Identify & articulate key assumptions & agreements w/ TCWC; establish formal agreement as part of the organizational planning & revision process.	Incubation agreement w/ TCARC
Discuss & develop draft mission/vision/values statements.	Mission/Vision/Values Statements
Revise & build consensus mission/vision/values statements w/ community advisory board.	Mission/Vision/Values Statements
Determine who will hold the DBA & file the appropriate paperwork.	DBA for TCWC
Select signers & a credit union; establish an account.	Credit Union Account
Register domain name; engage a host server; arrange for email addresses.	Website & email addresses
Develop logo, website design, and website content; produce website.	Website & email addresses
Select and establish account for online donation acceptance.	Website & email addresses
Research & develop accounting systems.	Budgeting & Accounting Systems
Research & develop budgeting systems.	Budgeting & Accounting Systems
Identify office needs; research pricing & availability. (Organizational plan)	Offices
Locate & lease office space.	Offices
Furnish office space.	Offices
Research community spaces available for meetings.	List of available community spaces

Task	Deliverable
Research similar agencies to develop best practices for cooperative development in historically marginalized communities.	Best practices report (organizational plan/literature review)
Research & develop project logic model.	Program Logic Model
Research similar curriculums.	CBI curriculum
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	CBI curriculum
Develop menu of TA and training services.	Menu of technical assistance & advanced training services
Establish program monitoring plan.	Monitoring Plan
Establish program evaluation plan.	Evaluation Plan
Develop Technical Advisory Board Agreement	3 - 7 member Technical Advisory Board
Identify advisory needs and potential partners; recruit technical advisory board members.	3 - 7 member Technical Advisory Board
Maintain regular contact with the technical advisory board.	3 - 7 member Technical Advisory Board
Develop Community Advisory Board Agreement	9 - 15 member Community Advisory Board

Activity	Timeline	Output
Identify community advisory needs and potential partners; recruit advisory board members.	(shaded)	9 - 15 member Community Advisory Board
Community advisory board partnership development.	(shaded)	9 - 15 member Community Advisory Board
Identify partnership building strategy for recruitment of client coops (additional activities & outputs TBD).		Partnership w/ CBO(s) based in target constituency (details TBD)
Develop brochure & other similar materials to address audiences of potential client coops.		Brochure, etc.
Develop draft client cooperative agreement; Discuss & revise client cooperative agreement with both advisory boards & clients.		Client cooperative agreement
Develop client screening/development/orientation programming - necessary prelude to establishment of agreements.		Client cooperative agreement

Color Key

This color coding indicates the related short-term outcome for each of the activities & outputs listed.

Resource: Funding	Knowledge/Resource: TA support from experience cooperative developers
Resource/Knowledge/Skill: staff	
Resource: Organizational Entity	Knowledge/Resource: Community feedback, connections, energy, & goodwill
Resource: Space	
Resource: Basic curriculum & program design	Resource: Recruitment materials & strategy

Appendix I – Gantt Chart v. Actual Activities

| | Action taken. | | | | Completed, no need for action. | | | | | | | |

	2009										2010		
	Research Period		Linkages & Infrastructure Development Period				Fundraising & Programming Period						
Activities	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	**Status**	**Outputs**
AGENCY DEVELOPMENT LOGIC MODEL												
Research & evaluate grant prospects; research & develop individual giving program; draft & circulate fundraising plan with technical and community advisory boards; revise based on feedback.			/////	/////	/////	/////	/////	/////	/////	/////	Ongoing.	Fundraising Plan; **New:** 12 grant applications submitted by end of 2010.
Implement fundraising plan							/////	/////	/////	/////		Fundraising Plan
Conduct research and develop organizational plan; revise based on community & technical advisory board feedback.			/////	/////	/////							Organizational Plan
New: Promotions for October Launch event with Omar.					/////	/////						**New:** Launch event.

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Task		Status	Goal
New: Table at *Capitalism: A Love Story*.			**New:** 1000 contacts & 100 donors by end of 2010.
New: Determine intended use for names gathered with board/staff list-building exercise.			**New:** 1000 contacts & 100 donors by end of 2010.
New: Collect & plan for board/staff list building contacts.		Incomplete.	**New:** 1000 contacts & 100 donors by end of 2010.
New: 1-2 Group Presentations or Outreach Activities each month.		Ongoing.	**New:** 1000 contacts & 100 donors by end of 2010.
New: Acquisition letter to all non-donor contacts.			**New:** 1000 contacts & 100 donors by end of 2010.
New: Bread for the Journey grant application.			**New:** 12 grant applications submitted by end of 2010

Task	Schedule	Status	Objective
New: Austin Community Foundation grant application.		Incomplete.	**New:** 12 grant applications submitted by end of 2010
New: Comerica Foundation grant application.		Incomplete.	**New:** 12 grant applications submitted by end of 2010
New: House party schedule and kit.		Incomplete.	**New:** 8 house parties.
New: Plan November house party.		Incomplete.	**New:** 8 house parties.
New: Find more house party hosts.			**New:** 8 house parties.
New: Plan December house party.		Incomplete.	**New:** 8 house parties.
New: Plan January house party.		Incomplete.	**New:** 8 house parties.
New: Plan February house party.		Incomplete.	**New:** 8 house parties.

Task	Timeline	Status	Deliverable
New: Design donor database.		Incomplete.	**New:** Donor database.
New: Launch facebook site.		Incomplete.	**New:** Facebook site.
Identify relevant gaps in staff knowledge & skills.		Ongoing.	Staff trained (specifics TBD)
Identify & access appropriate training/professional development opportunities.		Ongoing.	Staff trained (specifics TBD)
Identify basic tasks and establish a division of labor & communications structure.			Job Descriptions
Write up specific job descriptions & staff bios.			Job Descriptions
Draft, revise, and finalize personnel policies.			Personnel Policies
Identify & articulate key assumptions & agreements w/ TCWC; establish formal agreement as part of the organizational planning & revision process.			Incubation agreement w/ TCARC
Discuss & develop draft mission/vision/values statements.			Mission/Vision/Values Statements

Task	Timeline		Deliverable
Revise & build consensus mission/vision/values statements w/ community advisory board.			Mission/Vision/Values Statements
Determine who will hold the DBA & file the appropriate paperwork.			DBA for TCWC
New: Select new agency name			DBA for TCWC
Select signers & a credit union; establish an account.			Credit Union Account
Register domain name; engage a host server; arrange for email addresses.			Website & email addresses
Develop logo, website design, and website content; produce website.		Incomplete.	Website & email addresses
Select and establish account for online donation acceptance.			**New:** website donation acceptance capacity. *(Was: Website & email addresses).*
Research & develop accounting systems.		Incomplete.	Budgeting & Accounting Systems

Task	Gantt	Output
Research & develop budgeting systems.		Budgeting & Accounting Systems
New: Establish a mailing address.		**New:** Mailing Address
Identify office needs; research pricing & availability. (Organizational plan.)		Offices
Locate & lease office space.		Offices
Furnish office space.		Offices
Research community spaces available for meetings.		List of available community spaces
Research similar agencies to develop best practices for cooperative development in historically marginalized communities.		Best practices report (organizational plan/literature review)
Research & develop project logic model.		Program Logic Model
Research similar curriculums.		CBI curriculum

Task		Status	Deliverable
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.			CBI curriculum
Develop menu of TA and training services.		Incomplete.	Menu of technical assistance & advanced training services
Establish program monitoring plan.			Monitoring Plan
Establish program evaluation plan.		Incomplete.	Evaluation Plan
New: Work w/ JG Nembhard to revise evaluation plan.		Incomplete.	Evaluation Plan
Develop Technical Advisory Board Agreement			3 - 7 member Technical Advisory Board
Identify advisory needs and potential partners; recruit technical advisory board members.			3 - 7 member Technical Advisory Board
Maintain regular contact with the technical advisory board.			3 - 7 member Technical Advisory Board

Task	Timeline	Status	Output
Develop Community Advisory Board Agreement			9 - 15 member Community Advisory Board
Identify community advisory needs and potential partners; recruit advisory board members.			9 - 15 member Community Advisory Board
Community advisory board partnership development.		Ongoing.	9 - 15 member Community Advisory Board
New: Schedule September Community Advisory Board Meeting			9 - 15 member Community Advisory Board
New: Founding Community Advisory Board meeting			9 - 15 member Community Advisory Board
New: Schedule first quarterly advisory board meeting.			9 - 15 member Community Advisory Board
Identify partnership building strategy for recruitment of client coops (additional activities & outputs TBD).		Incomplete.	Partnership w/ CBO(s) based in target constituency (details TBD)
Develop brochure & other similar materials to address audiences of potential client coops.			Brochure, etc.

Develop draft client cooperative agreement; Discuss & revise client cooperative agreement with both advisory boards & clients.																Client cooperative agreement
Develop client screening/development/orientation programming - necessary prelude to establishment of agreements.																Client cooperative agreement

COOPERATIVE BUSINESS INSTITUTE LOGIC MODEL

New: Schedule training dates & locations for pilot program. *(Replaces: Schedule and hold trainings.)*																Subset of or all members trained in appropriate skills of the trade

Color Key

This color coding indicates the related short-term outcome for each of the activities & outputs listed.

Resource: Funding	
Resource/Knowledge/Skill: staff	Knowledge/Resource: TA support from experience cooperative developers
Resource: Organizational Entity	
Resource: Space	Knowledge/Resource: Community feedback, connections, energy, & goodwill
Resource: Basic curriculum & program design	Resource: Recruitment materials & strategy

Appendix J - Monitoring Charts, April 2009 – January 2010

Monitoring Report for the Month of: April 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Develop menu of TA and training services.	**Start:** Mid-April '09 **End:** July '09	Partially complete	As planned		Menu of services
Research & develop project logic model.	**Start:** April '09 **End:** June '09	Partially complete	As planned		Program logic model
Research similar agencies to develop best practices for cooperative development in historically marginalized communities.	**Start:** April '09 **End:** Mid-June '09	Partially complete	As planned		Best practices report (organizational plan/literature review)
Research similar curriculums.	**Start:** April '09 **End:** Dec. '09	Partially complete	As planned		CBI curriculum

Monitoring Report for the Month of: May 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Research similar curriculums.	**Start:** April '09 **End:** Dec. '09	Partially complete	As planned		CBI curriculum
Develop Community Advisory Board Agreement	**Start:** Mid-May '09 **End:** June '09	No action taken	Delayed	Lack of time to get to it; will take care of it next month.	9-15 member Community Advisory Board
Identify community advisory needs and potential partners; recruit advisory board members.	**Start:** Mid-May '09 **End:** Aug. '09	Partially complete	As planned		
Research similar agencies to develop best practices for cooperative development in historically marginalized communities.	**Start:** April '09 **End:** Mid-June '09	Partially complete	As planned		Best practices report (organizational plan/literature review)
Identify & articulate key assumptions & agreements w/ TCARC; establish formal agreement as part of the organizational planning & revision process.	**Start:** Mid-May '09 **End:** Aug. '09	Partially complete	As planned		Incubation agreement w/ TCARC

Identify basic tasks and establish a division of labor & communications structure.	**Start:** Mid-May '09 **End:** May '09	Complete	As planned		Job descriptions
Develop menu of TA and training services.	**Start:** Mid-April '09 **End:** July '09	Partially complete	As planned		Menu of services
Discuss & develop draft mission/vision/values statements.	**Start:** Mid-May '09 **End:** June '09	Partially complete	As planned		Mission/Vision/Values Statements
Research & develop project logic model.	**Start:** April '09 **End:** June '09	Complete	Ahead of schedule		Program logic model
Identify & access appropriate training/professional development opportunities.	**Start:** Mid-May '09 **End:** Dec. '09	Partially complete	As planned		Staff trained; specifics TBD
Identify relevant gaps in staff knowledge & skills.	**Start:** Mid-May '09 **End:** Mid-Aug '09	Partially complete	As planned	Possible areas for additional training: mediation/conflict resolution cert.; strategic planning facilitation; worker-coop develop.; funds develop.	

Monitoring Report for the Month of: June 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	**Start:** June '09 **End:** April '10	No action taken	Delayed	Some similar curriculums have been gathered. No design has occurred. Not considered a problem.	CBI curriculum
Research similar curriculums.	**Start:** April '09 **End:** Dec. '09	Partially complete	As planned		
Identify technical advisory needs and potential partners.	**Start:** Mid-June '09 **End:** Mid-June '09	Partially complete	Delayed	Some areas identified and possible advisors. Unsure of what experienced development professionals will be willing to provide. Decided to talk with experienced professionals at ECWD in July/August to clarify idea. Revised deadline for August 2009	3-5 Member Technical Advisory Committee
Develop Community Advisory Board Agreement	**Start:** Mid-May '09 **End:** June '09	No action taken	Delayed	Lack of time to get to it; will take care of it next month.	9-15 member Community Advisory Board

Identify community advisory needs and potential partners; recruit advisory board members.	**Start:** Mid-May '09 **End:** Aug. '09	Complete	As planned		
Research similar agencies to develop best practices for cooperative development in historically marginalized communities.	**Start:** April '09 **End:** Mid-June '09	Complete	As planned	Significant body of knowledge regarding cooperative development established. Some reporting included in CED Project Proposal. Further reporting in Organizational Plan. Research will continue unofficially.	Best practices report (organizational plan/literature review)
Conduct research and develop organizational plan; revise based on community advisory board feedback.	**Start:** June '09 **End:** Sept. '09	Partially complete	As planned		Organizational plan
Identify & articulate key assumptions & agreements w/ TCARC; establish formal agreement as part of the organizational planning & revision process.	**Start:** Mid-May '09 **End:** Aug. '09	Partially complete	As planned	Verbal agreement established in May. Written agreement via Organizational Plan.	Incubation agreement w/ TCARC
Write up specific job descriptions & staff bios.	**Start:** June '09 **End:** Mid-July '09	Partially complete	As planned	Job descriptions drafted. Bios still need to be finished.	Job descriptions

Develop menu of TA and training services.	**Start:** Mid-April '09 **End:** July '09	Partially complete	As planned	Basic services outlined and broad categories determined. Need to write program descriptions and detailed services.	Menu of services
Discuss & develop draft mission/vision/values statements.	**Start:** Mid-May '09 **End:** June '09	Partially complete	Delayed	Began drafting process at May retreat. Continuation of process transformed into brochure drafting. Need to revisit mission/vision/values statements. Rescheduled completion for July 15.	Mission/Vision/Values Statements
Identify & access appropriate training/professional development opportunities.	**Start:** Mid-May '09 **End:** Dec. '09	Partially Complete	As planned	Will take CW! Worker Coop Training in July. Need to identify further training needs and opportunities.	Staff trained; specifics TBD
Identify relevant gaps in staff knowledge & skills.	**Start:** Mid-May '09 **End:** Mid-Aug '09	Partially complete; No progress since May	As planned		
Determine who will hold the DBA & file the appropriate paperwork.	**Start:** June '09 **End:** Mid-July '09	Partially complete	As planned	Looking into who needs to be on the DBA - do we need someone from TCARC?	TCWC DBA & credit union account

Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Sept. '09	Partially complete	As planned	Logo info. has been sent; logo expected back in August. Potential web designers have been identified.	Website & email addresses
Register domain name; engage a host server; arrange for email addresses.	**Start:** June '09 **End:** Mid-July '09	Partially complete	As planned		

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Monitoring Report for the Month of: July 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	**Start:** June '09 **End:** April '10	No action taken	As planned	Research has been done. Actual curriculum design will happen after the October launch.	CBI curriculum
Research similar curriculums.	**Start:** April '09 **End:** Dec. '09	Partially Complete	As planned		
Identify technical advisory needs and potential partners.	**Start:** Mid-June '09 **End:** August '09 *Revised*	Complete	As planned		3-5 Member Technical Advisory Committee
Identify community advisory needs and potential partners; recruit advisory board members.	**Start:** Mid-May '09 **End:** Aug. '09	Partially Complete	As planned	13 potential members identified. Have spoken with many, and obtained many yeses.	9-15 member Community Advisory Board
Develop Community Advisory Board Agreement	**Start:** Mid-May '09 **End:** June '09	Complete	Delayed		

Conduct research and develop organizational plan; revise based on community advisory board feedback.	**Start:** June '09 **End:** Sept. '09	Partially Complete	Delayed	Draft should be complete by end of July. Draft is partially complete. Audience was ill-defined which caused some difficulty. Also, lack of curriculum is delaying proper budget preparation. Focus will be turned to this project in August, and a draft will be available before the community advisory board meeting in September.	Organizational Plan
Establish program evaluation plan.	**Start:** July '09 **End:** Sept. '09	Partially Complete	As planned		Evaluation Plan
Research & evaluate grant prospects; research & develop individual giving program; draft & circulate fundraising plan with technical and community advisory boards; revise based on feedback.	**Start:** July '09 **End:** Sept. '09	No action taken	Delayed	Have not had a chance to get to the grant library. Will go in the first 1/2 of august.	Fundraising plan
Identify & articulate key assumptions & agreements w/ TCARC; establish formal agreement as part of the organizational planning & revision process.	**Start:** Mid-May '09 **End:** Aug. '09	Partially Complete	As planned	Agreements have been established verbally. Have an umbrella agreement for us to base our formal agreement on. Broad outline of this agreement will appear in advisory board brief.	Incubation agreement w/ TCARC

Write up specific job descriptions & staff bios.	**Start:** June '09 **End:** Mid-July '09	Partially Complete	Delayed	job descriptions are done. We still need 1-2 paragraph bios. Again, website will force this.	Job descriptions
Identify office needs; research pricing & availability. (Organizational plan.)	**Start:** July '09 **End:** July '09	Complete	Ahead of schedule	This was completed last month	Leased & furnished offices
Research community spaces available for meetings.	**Start:** Mid-July '09 **End:** Mid-Aug. '09	No action taken	Delayed	May change the deadline on this for future, or perhaps just start a list to maintain as we run across options. Not an essential function.	List of available community spaces
Develop menu of TA and training services.	**Start:** Mid-April '09 **End:** July '09	Partially Complete	Delayed	General ideas have been thrown out, detailed list has not been established.	Menu of services
Discuss & develop draft mission/vision/values statements.	**Start:** Mid-May '09 **End:** Mid-July '09 *Revised*	Complete	As planned		Mission/Vision/Values Statements
Establish program monitoring plan.	**Start:** July '09 **End:** Sept. '09	Complete	Ahead of schedule	Monitoring charts completed. Ops. Coordinator is tracking all activity.	Monitoring Plan

Identify & access appropriate training/professional development opportunities.	**Start:** Mid-May '09 **End:** Dec. '09	Partially Complete	As planned	Worker co-op training through CW! Taken by all. Other areas of training have not been clearly identified - mostly looking for opportunities to present themselves. Trying to be careful with resources.	Staff trained; specifics TBD
Identify relevant gaps in staff knowledge & skills.	**Start:** Mid-May '09 **End:** Mid-Aug '09	Partially Complete	As planned	still need to really complete this task.	
Determine who will hold the DBA & file the appropriate paperwork.	**Start:** June '09 **End:** Mid-July '09	No action taken	Delayed	Has not gotten to it yet.	TCWC DBA & credit union account
Select signers & a credit union; establish an account.	**Start:** July '09 **End:** Aug. '09	Partially Complete	As planned	Had revised this deadline. Should be done by now so we can register the website.	
Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Sept. '09	Partially Complete	As planned	Possible web designers have been identified. Began to work on website text and organization. Logo should be finished in August.	Website & email addresses

Register domain name; engage a host server; arrange for email addresses.	**Start:** June '09 **End:** Mid-July '09	Partially Complete	Delayed	waiting for credit union account to be established so we can pay for it.	

Monitoring Report for the Month of: August 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Research similar curriculums.	**Start:** April '09 **End:** Dec. '09	Complete	Ahead of schedule		CBI curriculum
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	**Start:** June '09 **End:** April '10	Partially Complete	Ahead of schedule	deadline changed to end October 2009, due to pilot project beginning in November 2009.	
Establish program evaluation plan.	**Start:** July '09 **End:** Sept. '09	Partially Complete	As planned		9 - 15 member Community Advisory Board
Identify community advisory needs and potential partners; recruit advisory board members.	**Start:** Mid-May '09 **End:** Aug. '09	Complete	On time		
Community advisory board partnership development.	**Start:** Mid-Aug. '09 **End:** Sept. '10	Partially Complete	As planned		

New: Schedule Sept. Community Advisory Board Meeting	**Start:** Aug. '09 **End:** Sept. '09 ***Revised***	Complete	As planned		
New: Promotions for October. Launch event with Omar	**Start:** Aug. '09 **End:** Sept. '09	Partially Complete	As planned		Additional TBD *(Short-term outcome: Funding)*
Research & develop accounting systems.	**Start:** Mid-Aug. '09 **End:** Sept. '09	Partially Complete	As planned		Budgeting & Accounting Systems
Conduct research and develop organizational plan; revise based on community & technical advisory board feedback.	**Start:** June '09 **End:** Sept. '09	Partially Complete	As planned	Draft of most sections written and circulated to rest of staff.	Organizational Plan
Establish program monitoring plan.	**Start:** July '09 **End:** Sept. '09	Complete	Ahead of schedule	revision may be needed to include broader staff participation, due to increased speed of program development.	Evaluation Plan

Research & evaluate grant prospects; research & develop individual giving program; draft & circulate fundraising plan with technical and community advisory boards; revise based on feedback.	**Start:** July '09 **End:** Sept. '09	Partially Complete	Delayed, slightly.	Distance to grant library and lack of assistance with research has slowed grant research, though five foundations have been identified. On track to complete on schedule, but it will require focus on fundraising planning in September.	Fundraising Plan
Identify & articulate key assumptions & agreements w/ TCWC; establish formal agreement as part of the organizational planning & revision process.	**Start:** Mid-May '09 **End:** Aug. '09	Partially Complete	Delayed	Not sure whether to treat TCARC as a fiscal sponsor or act as a program of TCARC. Will consult with CAB.	Incubation agreement w/ TCARC
Write up specific job descriptions & staff bios.	**Start:** June '09 **End:** Mid-Aug. '09 *Revised*	Complete	As planned		Job Descriptions
Research community spaces available for meetings.	**Start:** Mid-July '09 **End:** Mid-Aug. '09	Complete	As planned	No formal list developed. With introduction of building, we will have access to meeting rooms. In the interim, libraries and Monkeywrench Books will serve our purposes.	List of available community spaces

Develop menu of TA and training services.	**Start:** Mid-April '09 **End:** Aug. '09 *Revised*	Complete	As planned	TCWC will focus on CBI program, and will add additional programming in the future. A list of potential future programming has been developed and is included in the organizational plan.	Menu of services
Revise & build consensus mission/vision/values statements w/ community advisory board.	**Start:** Aug. '09 **End:** Sept. '09	Partially Complete	As planned		Mission/Vision/Values Statements
New: Establish a mailing address	**Start:** Aug. '09 **End:** Sept. '09	no action taken	As planned	waiting for DBA	**New:** Establish mailing address *(Short-term outcome, Organizational Entity)*
Identify relevant gaps in staff knowledge & skills.	**Start:** Mid-May '09 **End:** Mid-Aug '09	Complete	As planned	trainings needed: coop develop., development, mediation and facilitation, training of trainers	Staff trained (specifics TBD)
Identify & access appropriate training/professional development opportunities.	**Start:** Mid-May '09 **End:** Dec. '09	Partially Complete	As planned	CW! Training is a possibility in October - working with KDC to secure funding for all three of us. Fundraising training for Ops. & Development Coordinator. secured through board and SNHU.	

Select signers & a credit union; establish an account.	**Start:** July '09 **End:** Aug. '09	Partially Complete	Delayed		TCWC DBA & Credit Union Account
Determine who will hold the DBA & file the appropriate paperwork.	**Start:** June '09 **End:** Aug. '09 *Revised*	Partially Complete	Delayed		
New: Select new agency name.	**Start:** Mid-Aug. '09 **End:** Mid-Sept. '09	Partially Complete	As planned	Mid-August suspected & then confirmed with a lawyer that use of the term Cooperative in our name is not legal; need to select and establish legality of new name.	
Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Sept. '09	Partially Complete	As planned		Website & email addresses
Select and establish account for online donation acceptance.	**Start:** Mid-Aug. '09 **End:** Sept. '09	Partially Complete	As planned		
Register domain name; engage a host server; arrange for email addresses.	**Start:** June '09 **End:** Mid-Aug. '09 *Revised*	Complete	As planned		

Monitoring Report for the Month of: September 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	**Start:** June '09 **End:** Oct. '09 *Revised*	Partially complete	As planned		CBI curriculum
Community advisory board partnership development.	**Start:** Mid-Aug. '09 **End:** Sept. '10	In progress	As planned		9-15 Member Community Advisory Board
New: Schedule Sept. Community Advisory Board Meeting	**Start:** Aug. '09 **End:** Sept. '09 *Revised*	Complete	As re-scheduled		
New: Founding community advisory board meeting	**Start:** Sept. '09 **End:** Sept. '09	Complete	As planned		
New: Schedule first quarterly advisory board meeting	**Start:** Sept. '09 **End:** Sept. '09	Complete	As planned		

New: Promotions for October. Launch event with Omar	**Start:** Aug. '09 **End:** early Oct. '09	In progress	As planned	remaining: outreach to specific groups/orgs.	Additional TBD *(Short-term outcome: Funding)*
New: Bread for the Journey grant application	**Start:** Sept. '09 **End:** Sept. '09	Complete	As planned		
New: Austin Community Foundation Grant	**Start:** Sept. '09 **End:** Sept. '09	Partially complete.	Delayed	Have not had time to get to it. Revise deadline to end of October.	
New: House party schedule & kit	**Start:** Sept. '09 **End:** Oct. '09	No Action Taken.	Delayed	Have not had time to get to it. Still expect to complete it on time.	
New: Schedule meeting with CAB fundraising committee	**Start:** Mid-Aug. '09 **End:** Mid-Sept. '09	Complete	As planned		
Research & develop accounting systems.	**Start:** Mid-Aug. '09 **End:** Sept. '09	Partially complete	Delayed	Have started research & discussion, but have not formalized into policies. Deadline revised to end of October.	Budgeting & Accounting Systems

Conduct research and develop organizational plan; revise based on community & technical advisory board feedback.	**Start:** June '09 **End:** Sept. '09	Complete	As planned	Community advisory board feedback not collected. We're not sure they will actually read it. Will solicit feedback in October. The organizational plan is considered complete at this time, however.	Organizational Plan
Establish program evaluation plan.	**Start:** July '09 **End:** Sept. '09	Partially complete	Delayed	Awaiting further development of survey instruments and evaluation plan with group - scheduled for early October. Soliciting feedback from three sources, and will revise. Deadline revised to mid-November.	Evaluation Plan
New: Work w/ JG Nembhard to revise evaluation. Plan	**Start:** Sept. '09 **End:** Oct. '09	No Action Taken.	Delayed	Evaluation design delayed. Will solicit feedback once it is complete. Deadline revised to mid-November.	
Research & evaluate grant prospects; research & develop individual giving program; draft & circulate fundraising plan with technical and community advisory boards; revise based on feedback.	**Start:** July '09 **End:** Sept. '09	Partially complete	Delayed	Waiting on Texas Foundations book. Will also visit Hogg Foundation Library in Austin in early October. Deadline revised to end December, 2009, by which point a full grant schedule for 2010 should be complete.	Fundraising Plan

Identify & articulate key assumptions & agreements w/ TCWC; establish formal agreement as part of the organizational planning & revision process.	**Start:** Mid-May '09 **End:** Sept. '09 ***Revised***	Partially complete	Delayed	Have found an attorney to draft the documents, but they aren't quite finished. Deadline revised to end of October.	Incubation agreement w/ TCARC
New: Schedule training dates and locations for pilot program.	**Start:** Sept. '09 **End:** Oct. '09	Partially complete	As planned		*Logic Model 2:* All members trained in group decision making processes; All members trained in worker coop model basics
Revise & build consensus mission/vision/values statements w/ community advisory board.	**Start:** Aug. '09 **End:** Sept. '09	Complete	As planned	Community advisory board feedback not collected, but the mission/vision values statement were presented, were believed to be well received. The mission/vision/values statements are considered complete at this time.	Mission/Vision/Values Statements
New: Establish a mailing address	**Start:** Aug. '09 **End:** Sept. '09	Complete	As scheduled		**New:** Establish mailing address *(Short-term outcome, Organizational Entity)*

Identify & access appropriate training/professional development opportunities.	**Start:** Mid-May '09 **End:** Dec. '09	Partially complete	As scheduled	2 staff members are trying to attend CW! Coop development training in Oct. UPDATE: The training was cancelled.	Staff trained (specifics TBD)
Select signers & a credit union; establish an account.	**Start:** July '09 **End:** Sept. '09 *Revised*	Partially complete	Delayed	Still waiting on DBA document, which should arrive the first week of October. Deadline revised to mid-October.	TCWC DBA & Credit Union Account
Determine who will hold the DBA & file the appropriate paperwork.	**Start:** June '09 **End:** Sept. '09 *Revised again*	Complete	As re-scheduled		
New: Select new agency name.	**Start:** Mid-Aug. '09 **End:** Mid-Sept. '09	Complete	As scheduled		
Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Sept. '09	Partially complete	Delayed	Logo is finished and website is in process. Will be complete by the first week of October.	Website & email addresses

Select and establish account for online donation acceptance.	**Start:** Mid-Aug. '09 **End:** Sept. '09	Partially complete	Delayed	Paypal account has been established. Waiting on bank account information and incubation agreement to complete paypal verification. Account is temporarily usable. Deadline revised to end October.	

Monitoring Report for the Month of: October 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	**Start:** June '09 **End:** Oct. '09 *Revised*	Partially complete	Delayed	Curriculum is 80% complete. Staff capacity is limited, and other activities have taken priority. Curriculum is on track to be complete prior to beginning of CBI. Deadline revised to end Dec. '09.	CBI curriculum
Community advisory board partnership development.	**Start:** Mid-Aug. '09 **End:** Sept. '10	Partially complete	As planned	Had a positive CAB meeting this month, as well as a productive fundraising committee meeting.	9-15 Member Community Advisory Board
Research & develop accounting systems.	**Start:** Mid-Aug. '09 **End:** Oct. '09 *Revised*	Partially complete	Delayed	Accounting is in place. Key issues have been discussed and decisions made. Formal policies need to be established. Deadline revised to end Dec. 2009.	Budgeting & Accounting Systems
Establish program evaluation plan.	**Start:** July '09 **End:** Mid-Nov. '09 *Revised*	Partially complete	As planned	Progress has been made, though further delay can be expected. Deadline revised to end Nov. 2009.	Evaluation Plan
New: Work w/ JG Nembhard to revise evaluation Plan	**Start:** Sept. '09 **End:** Mid-Nov. '09 *Revised*	No action taken	Delayed	Until the draft evaluation plan is complete, no progress can be made. Expect to begin in early December.	

Identify & articulate key assumptions & agreements w/ TCWC; establish formal agreement as part of the organizational planning & revision process.	**Start:** Mid-May '09 **End:** Oct. '09 *Re-revised*	Partially complete	Delayed	Agreements established. Fiscal sponsorship agreement drafted. Should be approved and signed soon. Revised to end Nov.	Incubation agreement w/ TCARC
New: Schedule training dates and locations for pilot program.	**Start:** Sept. '09 **End:** Oct. '09	Partially complete	Delayed	Training tentatively scheduled to being in January, 2010. Not yet finalized. Deadline revised to Mid-Dec. '09.	*Logic Model 2:* All members trained in group decision making processes; All members trained in worker coop model basics
New: Promotions for October. Launch event with Omar	**Start:** Aug. '09 **End:** early Oct. '09	Complete	As planned		**New:** 1000 contacts. (STO: Funding). …………………… …...Progress: 104 contacts.
New: Table at Capitalism: A Love Story	3-Oct & 4-Oct	Complete	As planned		
New: Determine intended use for names gathered with board/staff list-building exercise.	**Start:** Oct. '09 **End:** Oct. '09	Complete	As planned		
New: Austin Community Foundation Grant	**Start:** Sept. '09 **End:** Oct. '09 *Revised*	Partially complete	Delayed	Partially drafted. Working to make contact with program officer to discuss the proposal prior to submission. Deadline revised to end Nov.	**New:** 12 grant applications submitted. (STO: Funding).

Research & evaluate grant prospects; research & develop individual giving program; draft & circulate fundraising plan with technical and community advisory boards; revise based on feedback.	**Start:** July '09 **End:** Dec. '09 *Revised*	Partially complete	As planned	Plan is complete and revised based on fundraising committee feedback. Further grant research needs to be conducted.	
New: Comerica Foundation grant application.	**Start:** Oct. '09 **End:** Mid-Nov. '09	No action taken	Delayed	Need to establish social screening policy before proceeding with this application. Do not expect to apply during this cycle. Deadline revised to mid-March.	
New: House party schedule & kit	**Start:** Sept. '09 **End:** Oct. '09	Partially complete	Delayed	Insufficient staff time to complete. Deadline revised to mid-Nov. 2009.	
New: Plan Nov. house party	**Start:** Oct. '09 **End:** Nov. '09	No action taken	Delayed	No house party host. Cancelled.	**New:** 8 house parties. (STO: Funding).
New: Find more house party hosts	**Start:** Oct. '09 **End:** Feb. '10	No action taken	Delayed	Implementation of fundraising plan should begin in Nov. 2009. Staff capacity is limited due to volunteer status.	
New: Design donor database.	**Start:** Oct. '09 **End:** Jan. '10	Partially complete	As planned		**New:** Donor database. (STO: Funding).

New: Launch facebook site	**Start:** Oct. '09 **End:** Oct. '09	Partially complete	Delayed	Waiting updated logo. Revised to Nov. '09.	**New:** Facebook site. (STO: Funding).
New: Launch event with Omar Freilla	6-Oct	Complete	As planned		**New:** launch event. (STO: Funding).
Identify & access appropriate training/professional development opportunities.	**Start:** Mid-May '09 **End:** Dec. '09	Complete		Cooperation Works! Training was cancelled. That was the priority training. Ops. coordinator is accessing development training through SNHU. Mediation & strategic planning trainings will be shelved for the time being, due to insufficient funds.	Staff trained (specifics TBD)
Select signers & a credit union; establish an account.	**Start:** July '09 **End:** Mid-Oct. '09 *Re-revised*	Partially complete	Delayed	Continued issues with getting the right paperwork to the bank. It should be done any day now. Deadline re-revised to Mid-Nov. '09.	TCWC DBA & Credit Union Account
Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Mid-Oct. '09 *Revised*	Partially complete	Delayed	Logo is complete, but we need a cleaner version for use in larger formats. Website was launched, but is insufficient. New website is in the works. Deadline revised: end Nov. 2009.	Website & email addresses; *New:* website donation acceptance capacity. (STO: Funding).
Select and establish account for online donation acceptance.	**Start:** Mid-Aug. '09 **End:** Oct. '09 *Revised*	Partially complete	Delayed	Paypal was established, but we have since decided to invest in Network for Good products. Deadline re-revised to Mid-November '09.	

Monitoring Report for the Month of: November 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	**Start:** June '09 **End:** Dec. '09 *Re-revised*	Partially complete	As planned		CBI curriculum
Community advisory board partnership development.	**Start:** Mid-Aug. '09 **End:** Sept. '10	Partially complete	As planned		9-15 Member Community Advisory Board
Research & develop accounting systems.	**Start:** Mid-Aug. '09 **End:** Dec. '09 *Re-revised*	Partially complete	As planned		Budgeting & Accounting Systems
Establish program evaluation plan.	**Start:** July '09 **End:** Nov. '09 *Re-revised*	Partially complete	Delayed	A complete draft is finished, but has not been discussed by the staff due to a series of cancelled conference calls. Unfortunately Comm. Outreach Coord. is out of town for all of December, so we will not be able to make further progress until January. Re-revised to mid-February 2010.	Evaluation Plan

New: Work w/ JG Nembhard to revise evaluation Plan	**Start:** Dec. '09 **End:** Mid-Jan. '10 *Re-revised*	No Action Taken	As planned	Due to delays in the evaluation plan design, working with JG Nembhard is delayed until February, 2010.	
Identify & articulate key assumptions & agreements w/ TCWC; establish formal agreement as part of the organizational planning & revision process.	**Start:** Mid-May '09 **End:** Nov. '09 *Re-revised*	Complete	As planned		Incubation agreement w/ TCARC
New: Schedule training dates and locations for pilot program.	**Start:** Sept. '09 **End:** Mid-Dec. '09 *Revised*	Partially complete	As planned		*Logic Model 2:* All members trained in group decision making processes; All members trained in worker coop model basics
New: 1 - 2 Group Presentations or Outreach activities	**Start:** Nov. '09 **End:** Nov. '09	Complete	As planned	Presentation to College Houses (student housing cooperative group) & high school Social Justice Club.	**New:** 1000 contacts; 100 donors; $33,000 (STO: Funding). ……………………… …....Progress:
New: Acquisition letter to all non-donor contacts.	**Start:** Nov. '09 **End:** Nov. '09	Complete	As planned		
New: Collect & plan for board/staff list building contacts.	**Start:** Oct. '09 **End:** Nov. '09	Partially complete	Delayed	Lists have been distributed. Two board members and one staff member have submitted them. Revise deadline to end January.	

New: Austin Community Foundation Grant	**Start:** Sept. '09 **End:** Nov. '09 *Re-revised*	Partially complete	Delayed	Due to lack of financial statements, the grants program is delayed until March 2010.	**New:** 12 grant applications submitted. (STO: Funding).
Research & evaluate grant prospects.	**Start:** July '09 **End:** Dec. '09 *Revised*	Partially complete	As planned	Additional potential funders identified through Board member suggestions.	
New: House party schedule & kit	**Start:** Sept. '09 **End:** Mid-Nov. '09	Partially complete	Delayed	House party kit is drafted. Need to spend some time learning how to use a layout program in order to make further progress. Other items are a higher priority. Deadline revised to February 2009.	**New:** 8 house parties. (STO: Funding).
New: Plan Dec. house party	**Start:** Nov. '09 **End:** Dec. '09	No Action Taken	Delayed	No house party in December. CAB member has agreed to a late January house party.	
New: Find more house party hosts	**Start:** Oct. '09 **End:** Feb. '10	No Action Taken	Delayed		
New: Design donor database.	**Start:** Oct. '09 **End:** Jan. '10	Partially complete	As planned		**New:** Donor database. (STO: Funding).

New: Launch facebook site	**Start:** Oct. '09 **End:** Nov. '09 *Revised*	No Action Taken		Waiting on revised logo. Deadline revised to end February 2010.	**New:** Facebook site. (STO: Funding).
Select signers & a credit union; establish an account.	**Start:** July '09 **End:** Mid-Nov. '09 *Re-revised*	Partially complete	Delayed	DBA has arrived. Still waiting to get to the bank. Deadline re-revised to December.	TCWC DBA & Credit Union Account
Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Nov. '09 *Revised*	Partially complete	Delayed	Still waiting on improved logo. Website mostly designed but not yet complete. Deadline re-revised to end January 2010.	Website & email addresses;
Select and establish account for online donation acceptance.	**Start:** Mid-Aug. '09 **End:** Mid-Nov. '09 *Re-revised*	Complete	As planned		*New:* website donation acceptance capacity. (STO: Funding).

Monitoring Report for the Month of: December 2009					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Develop curriculum: worker coop basics, group decision making, advanced governance training, advanced business training.	**Start:** June '09 **End:** Dec. '09 *Re-revised*	Complete	As planned		CBI curriculum
Community advisory board partnership development.	**Start:** Mid-Aug. '09 **End:** Sept. '10	Partially Complete	As planned		9-15 Member Community Advisory Board
Research & develop accounting systems.	**Start:** Mid-Aug. '09 **End:** Dec. '09 *Re-revised*	Partially Complete	Delayed	Insufficient time available to volunteer staff to complete the task. Systems are in place, but formal policies are not yet complete. Re-revise deadline to Jan. '10.	Budgeting & Accounting Systems
Establish program evaluation plan.	**Start:** July '09 **End:** Mid-Feb.'10 *Re-revised*	Partially Complete	As planned		Evaluation Plan
New: Work w/ JG Nembhard to revise evaluation Plan	**Start:** Feb. '10 **End:** April '10 *Re-revised*	No Action Taken	As planned		

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New: Schedule training dates and locations for pilot program.	**Start:** Sept. '09 **End:** Mid-Dec. '09 *Revised*	Partially Complete	Delayed	Communication with client cooperative has been ineffective over the holiday season. Scheduling of the training will likely be further delayed, while TCWC assists the client cooperative in recruiting additional members. Re-revised to March, '10.	*Logic Model 2:* All members trained in group decision making processes; All members trained in worker coop model basics
New: 1 - 2 Group Presentations or Outreach activities	**Start:** Dec. '09 **End:** Dec. '09	No Action Taken	Delayed	Community Outreach Coordinator was out of town for the month. The presentations intended for December will not be rescheduled.	**New:** 1000 contacts; 100 donors; $33,000 (STO: Funding). ………………… …...Progress:
New: Collect & plan for board/staff list building contacts.	**Start:** Oct. '09 **End:** Jan. '10 *Revised*	Partially Complete	As planned		
Research & evaluate grant prospects.	**Start:** July '09 **End:** Dec. '09 *Revised*	Partially Complete	Delayed	Further grant research will be conducted when Operations & Development Coordinator visits Austin in January. Research will remain an ongoing process.	**New:** 12 grant applications submitted. (STO: Funding).

New: House party schedule & kit	**Start:** Sept. '09 **End:** Feb. '10 *Revised*	Partially Complete	As planned		**New:** 8 house parties. (STO: Funding).
New: Plan Jan. house party	**Start:** Dec. '09 **End:** Jan. '10	Partially Complete	As planned		
New: Find more house party hosts	**Start:** Oct. '09 **End:** Feb. '10	No Action Taken	Delayed		
New: Design donor database.	**Start:** Oct. '09 **End:** Jan. '10	Partially Complete	As planned		**New:** Donor database. (STO: Funding).
New: Launch facebook site	**Start:** Oct. '09 **End:** Jan. '10 *Re-revised*	No Action Taken	As planned		**New:** Facebook site. (STO: Funding).
Select signers & a credit union; establish an account.	**Start:** July '09 **End:** Dec. '09 *Re-revised*	Partially Complete	Delayed	Schedules were difficult to coordinate over the holidays. Re-revised to Jan. '10.	TCWC DBA & Credit Union Account

Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Jan. '10 ***Re-revised***	Partially Complete	As planned		Website & email addresses;

Monitoring Report for the Month of: January 2010					
Activity	**Dates**	**Status**	**Timeliness**	**Notes (Explanation for delays; Alternative Actions; Progress)**	**Output**
Community advisory board partnership development.	**Start:** Mid-Aug. '09 **End:** Sept. '10	Partially Complete	As planned		9-15 Member Community Advisory Board
Research & develop accounting systems.	**Start:** Mid-Aug. '09 **End:** Jan. '10 *Re-revised*	Partially Complete	Delayed	Systems are in place. Explicit policies will be written by end April 2010.	Budgeting & Accounting Systems
Establish program evaluation plan.	**Start:** July '09 **End:** Mid-Feb.'10 *Re-revised*	Partially Complete	As planned		Evaluation Plan
New: Work w/ JG Nembhard to revise evaluation Plan	**Start:** Feb. '10 **End:** April '10 *Re-revised*	No Action Taken	As planned		
New: Schedule training dates and locations for pilot program.	**Start:** Sept. '09 **End:** March '10 *Re-revised*	Complete	Ahead of Schedule		*Logic Model 2:* All members trained in group decision making processes; All members trained in worker coop model basics

New: 1 - 2 Group Presentations or Outreach activities	**Start:** Jan. '10 **End:** Jan. '10	No Action Taken	Delayed	Community Outreach Coordinator has limited capacity. The fundraising and outreach plans have been readjusted to reflect this. The January presentations will not be rescheduled.	**New:** 1000 contacts; 100 donors; $33,000 (STO: Funding).
New: Collect & plan for board/staff list building contacts.	**Start:** Oct. '09 **End:** Jan. '10 *Revised*	Partially Complete	Delayed	One additional board member list has been submitted. Re-revise deadline for March 2010.	……………………… ……Progress:
Research & evaluate grant prospects.	**Start:** July '09 **End:** Ongoing *Re-revised*	Partially Complete	As planned		**New:** 12 grant applications submitted. (STO: Funding).
New: House party schedule & kit	**Start:** Sept. '09 **End:** Feb. '10 *Revised*	Partially Complete	As planned	Due to staff capacity concerns, the house party schedule has been dramatically reduced. The house party toolkit, while partially complete, will be delayed indefinitely.	**New:** 8 house parties. (STO: Funding).
New: Plan Feb. house party	**Start:** Dec. '09 **End:** Jan. '10	No Action Taken	Delayed	The February house party host was not responsive to staff contact. The party has been cancelled. The next party is scheduled for March.	

New: Find more house party hosts	**Start:** Oct. '09 **End:** Feb. '10	Complete	Ahead of Schedule	House party plans were dramatically reduced due to staff capacity. The staff will host a house party in March, a board member will host a house party in April, and another board member will host one after July.	
New: Design donor database.	**Start:** Oct. '09 **End:** Jan. '10	Partially Complete	Delayed	The database is created and basically functional, but is far from ideal or complete. Further database development will be delayed indefinitely, awaiting a skilled volunteer or for the Operations & Development Coordinator to find the time to work on it.	**New:** Donor database. (STO: Funding).
New: Launch facebook site	**Start:** Oct. '09 **End:** Jan. '10 *Re-revised*	Partially Complete	Delayed	Facebook site launch is delayed until the logo re-design is complete. Deadline re-revised to April '10.	**New:** Facebook site. (STO: Funding).
Select signers & a credit union; establish an account.	**Start:** July '09 **End:** Jan. '09 *Re-revised*	Complete	As planned		TCWC DBA & Credit Union Account

Develop logo, website design, and website content; produce website.	**Start:** June '09 **End:** Jan. '10 *Re-revised*	Partially Complete	Delayed	Through a services trade with a worker cooperative marketing & design agency, the logo is in the process of re-design. Once that is complete, the website re-design can be finished. Deadline re-revised to April '10.	Website & email addresses;

Appendix K – Evaluation Matrix

Purpose	Audience(s)	Proving/Improving	
Evaluate organizational capacity and stakeholder relationships. Make strategic recommendations for future goals. Learn from experience.	Community Advisory Board TCWC Staff Academic readers	Improving	
Outcome	**Indicator**	**Data Gathering**	**Source**
Funding	Has the organization met fundraising goals to date?	Staff records.	Staff
	Sufficiency and effectiveness of the development infrastructure.	Observation; Staff records.	Staff
Outcome	**Indicator**	**Data Gathering**	**Source**
Staff	Staff capacity (time).	Observation; staff records.	Staff
	Staff training.	Observation; staff records.	Staff
	Effectiveness of internal staff communication.	Observation; Staff interview.	Staff
Outcome	**Indicator**	**Data Gathering**	**Source**
Organizational Entity	Formalization of relationship with fiscal sponsor.	Observation; Staff records.	Staff
	Adequacy of administrative, budgeting, and financial policies and infrastructure.	Observation; Staff records.	Staff
	Effectiveness of resources for communication with external parties.	Observation; Staff records.	Staff
Outcome	**Indicator**	**Data Gathering**	**Source**
Space	Adequacy of facilities in which organization carries out activities.	Observation.	
Outcome	**Indicator**	**Data Gathering**	**Source**
Program design	Adequacy of initial program and curriculum design.	Observation; Staff records.	Staff
Outcome	**Indicator**	**Data Gathering**	**Source**
Linkages	Quality of relationships with non-profit partners and connection to client base.	Observation; Staff interview.	Staff
	Quality of philanthropic community contacts and relationships.	Observation; Staff interview.	
	Quality of relationships with cooperative development professionals and movement groups.	Observation; Staff interview.	
	Extent and quality of organizational reputation.	Observation; Staff interview.	
	Quality of CAB participation and development.	Observation; Staff interview.	

Appendix L – Mission, Vision, and Values Statements

THIRD COAST WORKERS FOR COOPERATION
for the planet, for the people

Mission
The mission of Third Coast Workers for Cooperation is to develop ecologically sustainable worker cooperatives throughout the greater Austin area through an inclusive development model that prioritizes historically marginalized communities.

Vision
We envision a thriving network of environmentally friendly worker cooperatives throughout Austin. Workplaces will offer a living wage, as well as empowering, long-term stable jobs rooted in the following values:

- **Worker self-management**: Democratic control over the workplace where worker-owners make decisions according to structures of their own design.
- **Equity**: Economic ownership of the fruits of one's labor.
- **Social justice**: Equality for all racialized, ethnic, national, gender and LGBTQ peoples.
- **Solidarity**: A spirit of mutual support and fellowship with all of humanity.
- **Sustainability**: A long-term vision of prosperity measured on the basis of economic justice and viability, individual and community development, as well as a deep concern for the environment; that is, where the ability to provide for peoples needs will not compromise the survival of future generations or their ability to achieve prosperity.

Appendix M – Fundraising Plan

Third Coast Workers for Cooperation
Development and Fundraising Plan, 2009-2010

Summary
In 2009 and 2010, Third Coast Worker's for Cooperation's development efforts will focus primarily on list building and development of individual donor programs, in conjunction with a strong grant-seeking component. House parties and internet-based solicitations for Community Investors and monthly Sustainers will serve as the primary strategies for the acquisition of funds from individual donors. Further research to identify grant prospects is essential. While TCWC will focus on establishing infrastructure along with individual donor and grants programs in 2009 and 2010, the organization expects to expand development programming in 2011, especially to enhance the major donor program, expand grant-seeking, and to incorporate special events.

List Building
Organization wide, TCWC needs to establish practices to gather contact information and reach out to new people in order to build our contact and donor lists. This effort will begin on the weekend of October 2nd and 3rd, when TCWC staff and volunteers table at the Alamo South in conjunction with screenings of Michael Moore's film *Capitalism: A Love Story*. List building will being in earnest, however, at the October 6th launch event. While an ask will be made and baskets passed, the real focus at the event should be on gathering contact information in order to later solicit attendees to become Community Investors in the organization.

Event-based list building will continue with a series of fundraising house parties through June 2010. For the house party initiative to be successful, it is extremely important that hosts from a variety of social groups be identified early in the process. As of this writing, two TCWC Community Advisory Board members are scheduled to host house parties, in January, and an undetermined month in the spring, respectively. Seven additional house party hosts are needed.

Active outreach efforts to like-minded groups will result in one to two small group presentations monthly, at which contact information will be solicited. Contacts are being sought among religious groups and congregations, labor organizations, and other non-profit and community groups working on environmental issues, operating cooperatively, interested in local living economies, or addressing poverty in Austin. An initial list of target groups is included as an appendix to this report. The presentation schedule may be supplemented by occasional small-scale TCWC events, such as movie screenings.

TCWC board and staff members will be asked to personally contribute to organizational list-building by providing the names of at least ten people they know who may be interested in supporting the organization. It is hoped that some potential major donors and house party hosts may also be identified via this exercise. The initial approach to each contact will be determined based on information provided during the list-building exercise. Board and staff member will be asked to participate in personally approaching potential major donors and potential house party hosts they have identified. For those prospective donors for whom no additional information has been provided which would suggest another approach, initial contact will be made via email or

postal service, introducing the organization, and specifically noting the board or staff member who suggested we contact the individual.

Internet based fundraising will constitute a core component of TCWC's outreach to current and potential donors, taking the place of many communications traditionally conducted via the postal service. A redesigned website will be unveiled by the end of 2009, and will include an online list sign-up form and a variety of online donation options, including Community Investor, Sustainer, and Solidarity Club options. The website will be updated monthly, providing information about TCWC's programs as well as news about environmental sustainability and the worker-cooperative movement. Once the website has been updated, attention can be turned to improving the site's standing in search engine returns. TCWC's Facebook page will serve as an important outreach tool, where website updates, events, and other news can be announced. Community Investor renewals, the May Day Appeal, and New Project Appeals will be conducted primarily by email, though non-responsive Community Investors and those for whom we do not have an email address will be sent postal mail versions of these communications. In addition to appeals, irregular email newsletters and announcements will ensure that each TCWC supporter is contacted at least bimonthly. Because so much of the organization's contact with it's supporters will be through online communications, a medium in which there is intense competition for the recipient's attention, it is important that TCWC staff develop dynamic, interactive, and potentially viral communications. By providing our current contacts with materials to forward to their own personal networks, TCWC stands to acquire many new contacts through web-based outreach.

GOAL: 1000 name list by the end of 2010.

Individual Donor Programs
Membership-based individual donor programs establish a sense of commitment between a donor and an organization, encouraging long-term relationship building. While TCWC does want to establish mutual commitment between the organization and it's donors, use of the term "member" could be problematic. Members play a very specific role in cooperative organizations, having to do with democratic ownership and governance. As a non-profit organization striving to be primarily accountable to the communities we serve, we can offer neither ownership nor formal governance control to our donors. Especially in light of the public education efforts we will undertake to introduce the general public, and especially our donors, to the cooperative business model, use of the term "member" in two decidedly different ways would lead primarily to confusion. In order to avoid such confusion while preserving the benefits of membership-based fundraising, TCWC has designed a Community Investor structure as the centerpiece of the organization's individual giving programs. The program is structured as follows:

- Community Investors – minimum $25 annual donation, $10 low-income (self-selected). All donors recognized at higher levels of support are also considered Community Investors.
- Sustainers - minimum $5 monthly donation ($60/yr), paid monthly or quarterly.
- Solidarity Club – minimum $250 annual donation.
- Angel Investors – minimum $1000 annual donation.

- Additional levels can be added later as part of initiatives to upgrade donors.

Our donors are making an investment in our vision - the development of a thriving network of environmentally-friendly worker cooperatives throughout Austin. While they cannot expect to see a financial return from the funds they donate to TCWC, we do consider ourselves responsible for providing a social return on these investments.

Individual donor programs will be supported primarily through schedule of email appeals, with postal mail versions of these appeals sent to those contacts for whom we do not have an email address.   Initial acquisition contact will be made with those potential donors who have been added to our list but who have not made a donation of $25 or more. Annul renewal mailings will also be sent primarily by email. As a general rule, acquisitions and renewals will be repeated up to three times for each (potential) donor, as necessary. Community investors will also be approached by email for additional donations in April, with a May Day themed appeal, and again when new cooperative development projects enter the technical assistance phase. Because many of our donors will be inundated with year-end appeals from other organizations, TCWC felt it best to design an annual appeal that offers unique timing and can be rhetorically tied to the organization's mission. An appeal around May Day, the traditional worker's holiday, is a perfect fit. While many organizations pursue year-end appeals to feature the tax-benefits available to their donors, TCWC does not believe that the majority of our investors are particularly motivated by tax considerations. Our larger donors are, of course, an exception, and will be sent a post-card appeal in November of each year, asking them to keep TCWC in mind as they plan their year-end giving. New project appeals can be timed to fit into gaps in the appeal schedule, as they can be made anytime within five or six months of the beginning of the project.

We do also believe it is important to recognize and appreciate our donors during the year, and to provide them with updates about our own work and about developments in worker-cooperation regionally, nationally, and internationally. To this end, we will provide all Community Investors with a copy of our annual report early each March and will hold an annual donor appreciation event, both beginning in 2011. When possible, client grand opening parties will also serve as donor appreciation events. These events will be focused on celebration of organizational accomplishment and introducing potential customers to the opening cooperative business. While a soft ask will likely be made at these events, we will not expect to raise significant funds. In years where no grand opening party can be appropriately timed, a special appreciation event will be held. Solidarity Club members and Angel Investors will be recognized with one to two smaller gatherings each year. The first of these will likely be a happy hour at the building housing the organization's offices, to be held as soon as TCWC has acquired a total of 15 donors at these two levels combined.

GOAL: 100 Community Investors by the end of 2010.
GOAL: 40 Sustainers by the end of 2010.
GOAL: $21,000 in individual contributions by the end of 2010.
     (Includes house parties and small events, but not major donors)

Major Donors
As of this writing, Third Coast Workers for Cooperation has established a relationship with one major donor, who has pledged a $5000 annual contribution. In the search for additional major donors, Third Coast Workers for Cooperation expects to rely initially on the founding Community Advisory Board and their personal networks. This approach will only be effective to the extent that Board members are able to participate in direct fundraising with their contacts. Over the course of 2010, TCWC staff will conduct research to identify additional major donor prospects. While a major donor, or Angel Investor, is defined by a minimum $1000 contribution to the organization, any donations of $250 or more will be classed as major for the purpose of meeting this year's major donor goal. In future years, TCWC's major donor programs will focus on upgrading all initial donors giving at the $250 level or above to true major donors.

GOAL: $11,000 in major donor contributions in 2010.
GOAL: 20 major donor prospects identified by the end of 2010.

Special Events
For reasons of capacity, no special event fundraisers are planned for 2010. TCWC will brainstorm throughout the year regarding possible special event fundraisers, with the expectation that a special event will be added to the 2011 development schedule. We expect to hold a major fundraising event annually in October of each year, to coincide with National Co-op Month.

Corporate Donors
In 2009-2010, Third Coast Workers for Cooperation will not focus particularly on corporate donation programs. As we proceed through the year, we will consider pursuit of corporate in-kind donations as needs present themselves, and will evaluate the possibility for developing more robust corporate donor programs in the future. In general, we expect that cooperatively organized entities, democratic workplaces, and employee owned companies (ESOPs) are our most likely sources of corporate level support. The organization does possess a list of the entities organized as cooperatives in the state of Texas, and will conduct research regarding the organizations on this list

Grants
As of this writing, an application has been submitted to the Austin chapter of Bread for the Journey, requesting $1000 for the purchase of computer equipment. The application has received a positive initial review, and TCWC staff expect to meet with the Bread for the Journey board at the end of October.

A request for $15,000 in program support will be submitted to the Austin Community Foundation in October, though our budget reflects an expectation of receiving $8000 in funds.

The Comerica Foundation, a national charitable foundation associated with Comerica Bank, has one of the strongest records of funding community development projects in the country. TCWC will submit a request for $15,000 in program support to Comerica Foundation by their November 15th application deadline. As is the case with the Austin Community Foundation, TCWC has budgeted with the expectation of receiving $8000 from the Comerica foundation.

Locally, the Rachel and Ben Vaughan Foundation has been identified as a possible funder. Though their giving history is not particularly strong in the area of community development TCWC's programs do meet their program goals of providing "support for educational, cultural, environmental, community, and religious development of central and south Texas, [and] support for the needy and disadvantaged in this area." Genevieve Vaughn, a Vice President of the foundation, has done extensive work concerning economic justice, and may find Third Coast's cooperative development approach innovative. TCWC will submit a request for $8000 to the foundation in the spring of 2010.

Research to identify prospective foundation funding is ongoing. In addition to these four applications, TCWC expects to identify at least eight other appropriate foundations to which we can submit requests in 2010. Research will focus primarily on local and regional foundations.

GOAL: 12 grant applications submitted by the end of 2010.
GOAL: $30,000 awarded to grant requests submitted 2009-2010.

Infrastructure
TCWC's development infrastructure is currently quite thin and will likely remain as such through the majority of 2010. Online donations will be received via paypal initially, though the organization expects to transition to use of Network for Good's Custom Donate Now product toward the end of 2010. Custom Donate Now will allow the organization to create a donations page which appears to be part of the organization's website, and provides TCWC with the ability to set suggested donation amounts and clarify our individual donor programs, while also collecting more detailed information about our donors. Network for Good also offers an email contact product, Email Now. Whether EmailNow or some similar product, TCWC should acquire access to an email newsletter capability as soon as possible, particularly in light of the central role that email will play in supporter contact and individual donor programs.

Research regarding professionally developed Contact Management software has revealed that such products are priced out of TCWC's reach at this time. The Operations & Development Coordinator will establish a FileMaker Pro database for contact management, and will further develop this database over time. When planning for 2011, the organization should revisit the suitability of this arrangement and the viability of other options.

Key files, including the contact database and the organization's QuickBooks accounting records, will be maintained on one password protected computer. Until August 2010, when the Operations and Development Coordinator is able to relocate to Austin, the database will be maintained on her personal computer. After moving to Austin, she will transfer the database to an organizational computer located in TCWC's office, which all three TCWC staff members can access. Key files will be backed up to a secure web space each time they are modified.

Appendix N - Fiscal Sponsorship Agreement

THIRD COAST ACTIVIST RESOURCE CENTER

FISCAL SPONSORSHIP AGREEMENT

This Agreement is made effective as of March __, 2009 (the "*Effective Date*") by and between Third Coast Activist Resource Center ("*Sponsor*") and the Executive Committee of Third Coast Workers for Cooperation, an unincorporated association (the "*Committee*") with respect to Third Coast Workers for Cooperation (the "*Project*").

RECITALS

A.   Sponsor is a Texas nonprofit corporation that is qualified as exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code ("IRC") and formed for the purpose of providing education and charitable assistance to the general public on topics of human rights and social welfare. In furtherance of that purpose, Sponsor offers fiscal sponsorship, including tax-exempt status, to projects with compatible purposes.

B.   The Board of Directors of Sponsor (the "*Board*") has determined that the Project's mission is compatible with the charitable and educational purposes of Sponsor and desires to act as the fiscal sponsor of the Project in accordance with the terms of this Agreement.

C.   The Committee desires to manage the Project under the sponsorship of Sponsor in accordance with the terms of this Agreement.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing, and the representations, warranties, and conditions set forth below, the parties hereto, intending to be legally bound, hereby agree as follows:

1.   Term of Agreement. The term of this Agreement is one year from the Effective Date. This Agreement shall automatically renew for successive one year terms unless earlier terminated in accordance with Section 9.

2.   Project Activities; Personnel. During the term of this Agreement, the Committee will operate as a committee of the Board under the control and discretion of the Board. The authority to manage the programmatic activities of the Project will be delegated to the Committee subject at all times to the control and discretion of the Board. Sponsor will be responsible for all the Project-related actions of the Committee and the volunteers and employees working on the Project. Unless otherwise agreed, and subject to their consent, all personnel to be compensated for working on the Project shall be at-will employees of Sponsor and subject to the same personnel policies and benefits that apply to all employees of Sponsor under applicable law. At all times, volunteers and employees working on the Project must act in accordance with the policies and procedures set forth in Sponsor's Policies & Procedures Manual as may be adopted and amended from time to time.

3.   Restricted Fund. Sponsor agrees to receive grants, contributions and gifts to be used for the Project and to hold and distribute such funds in furtherance of the Project's mission. Beginning on the Effective Date, Sponsor shall place all gifts, grants, contributions, and other revenues received by Sponsor

and identified with the Project into a restricted fund to be used for the sole benefit of the Project and in furtherance of the Project's mission as that mission may be defined by the Committee from time to time with the approval of the Board.

4.   Acknowledgment of Charitable Donations on Behalf of the Project. Charitable donations related to the Project shall be made in the name of Sponsor for the benefit of the Project. All grants, charitable contributions and gifts which Sponsor receives for the benefit of the Project will be reported as contributions to Sponsor as required by law. Sponsor agrees to acknowledge receipt of any such grant, charitable contribution or gift in writing and to furnish evidence of its status as an exempt organization under IRC Section 501(c)(3) to the donor upon request. Sponsor agrees to notify the Committee of any change in its tax-exempt status.

5.   Use of Project Funds; Protection of Tax-Exempt Status. All of the assets received by Sponsor under the terms of this Agreement shall be devoted to the purposes of the Project as long as they remain within the tax-exempt purposes of Sponsor. No part of the net earnings will inure to the benefit of any private shareholder or individual and no substantial part of the Project's activities will be to carry on propaganda, or otherwise attempt, to influence legislation (except to the extent permitted by IRC Section 501(h)), to participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office, to induce or encourage violations of law or public policy, or to take any other action inconsistent with IRC Section 501(c)(3).

6.   Financial Accounting and Reporting. The Committee will maintain books and financial records for the Project in accordance with generally accepted accounting principles. The Project's revenue and expenses shall be separately maintained in the books of Sponsor. The Committee will provide reports reflecting Project's revenue and expenses to the Board on a regular basis. All grants, contributions or other income received by Sponsor for the benefit of the Project shall be reported as the income of Sponsor for both tax purposes and for purposes of Sponsor's financial statements.

7.   Fundraising. The Committee may solicit gifts, contributions, and grants on behalf of Sponsor for the activities of Project. Choice of funding sources to be approached and the text of letters of inquiry, grant applications, and other fundraising materials are subject to approval by the Board. Sponsor's Operations and Development Coordinator must co-sign all original letters of inquiry, grant proposals, and grant agreements. All grant agreements, pledges, or other commitments with funding sources to support the Project shall be executed by an authorized representative of Sponsor. The cost of any reports or other compliance measures required by such funding sources shall be borne by the Project. Sponsor shall be responsible for the processing and acknowledgment of all monies received for Project.

8.   Fees. Sponsor will not be paid any fee for its role as fiscal sponsor but will be reimbursed for any and all fees and expenses incurred by Sponsor on behalf of the Project or in connection with performing its duties under this Agreement from the Project's fund.

9.   Termination. Either party may terminate this Agreement by giving 30 days' written notice to the other party. If the Project will continue to exist but one of the parties desires to terminate Sponsor's fiscal sponsorship of Project, the following terms and conditions shall apply. Another nonprofit corporation that is tax-exempt under IRC Section 501(c)(3) and is not classified as a private foundation under Section 509(a) must be willing and able to sponsor Project (the "*Successor*"). The Successor must be approved in writing by both parties by the end of the 30-day written notice period. If the parties cannot agree on a Successor to sponsor the Project, the Committee shall have an additional 30 days to find a Successor willing and able to sponsor the Project. If a Successor is found, the balance of assets held by Sponsor for the Project, together with any other assets held or liabilities incurred by Sponsor in connection with the Project, including, without limitation, any written materials and copyrighted materials

developed in connection with the Project during the term of this Agreement, the name "Third Coast Workers for Cooperation" and any associated trade names and trademarks, shall be transferred to the Successor at the end of the notice period or any extension thereof, subject to the approval of any third parties (including funding sources) that may be required. If the Committee has formed a new organization qualified to be a Successor as set forth in this Section, such organization shall be eligible to receive all such assets and liabilities so long as such organization has received a determination letter from the Internal Revenue Service which states the new organization is exempt from federal tax under section 501(c)(3) of the Internal Revenue Code no later than the end of the notice period or any extension thereof. If no Successor is found, Sponsor may allocate the Project's assets and liabilities in any manner consistent with its tax-exempt purposes.

10.   Governing Law. This Agreement shall be governed in all respects by the internal laws of the State of Texas as applied to agreements entered into among Texas residents to be performed entirely within Texas, without regard to principles of conflicts of law.

11.   Jurisdiction and Venue. Any action, suit or proceeding seeking to enforce any provision of, or based on any matter arising out of or in connection with, this Agreement or the transactions contemplated hereby shall only be brought in any federal court or state court located in the State of Texas, and each party consents to the exclusive jurisdiction and venue of such courts (and of the appropriate appellate courts therefrom) in any such action, suit or proceeding and irrevocably waives, to the fullest extent permitted by law, any objection that it may now or hereafter have to the laying of the venue of any such, action, suit or proceeding in any such court or that any such action, suit or proceeding brought in any such court has been brought in an inconvenient forum. Process in any such action, suit or proceeding may be served on any party anywhere in the world, whether within or without the jurisdiction of any such court.

12.   Entire Agreement; Amendment. This Agreement constitutes the only agreement and supersedes all prior agreements and understandings, both written and oral, among the parties with respect to the subject matter hereof. This Agreement, including any Exhibits hereto, may not be amended or modified except in writing signed by all parties to this Agreement.

13.   Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be enforceable against the parties actually executing such counterparts, and all of which together shall constitute one instrument.

(Signature Page(s) Follow)

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date set forth below in the introductory clause.

SPONSOR:

Third Coast Activist Resource Center

By: _____
     ███████████████, Director

COMMITTEE:

The Executive Committee of Third Coast Workers for Cooperation

By: _____
     ████████████

By: _____
     ████████████████

By: _____
     ████████████

Appendix O - Staff Interview Questions

Internal Communication
1. What has worked and not worked about our internal communication? How has that changed over time? Are there changes we could make to improve internal communication?

Linkages
1. What different stakeholder groups do you feel like we've been doing good outreach to? What has that entailed? What has worked or not worked, and why?

2. What about stakeholders where we haven't done such a good job? What were the issues? What would you do differently in the future?

3. What is the purpose and role of the CAB? How well are they playing that role right now? What are our goals with the CAB over the next year or two, and how could we meet them?

4. (Community Outreach Coordinator) Describe the process of recruiting the CAB. Did you meet with each potential member and give the same basic pitch, or did you alter your approach for some? What information did you stress during the recruiting process? Were there particular messages you wanted to get across or agreements you wanted to establish? Did you have existing relationships with all of the potential CAB members?

5. What, if any, reputation do you think we have as an organization? How do you think we should manage our reputation over the next few years?

6. What did we do right and what could we have improved about the launch and our follow-up after the event?

Recruitment Process
1. Describe the process of recruiting the Yo Mamas group? What worked? What would you change? What are your recommendations for future recruitment activities?

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