

I. Board, Committee, and GMM Meeting Process

Section updated July 9, 2014.

A. Pre-meeting Preparation

1. All Proposals to the board or a committee must be written in the standard proposal format.
2. Board and committee agendas should be announced the Friday prior to the board or committee meeting. Meeting packets, including the meeting agenda, will be distributed by officers the Saturday preceding the meeting, or in the case of GMMs, at least one week before the meeting.

Amended 8/12/15:

3. Packets will be distributed to Board representatives only via e-mail, at the e-mail address they have provided the Board, unless they have opted-in to receiving a paper copy. A single paper copy of each packet will be distributed to the house, outside of any packets delivered to opt-in Board reps.

B. MCC Standard Proposal Format (Amended 11/9/16)

1. The following format is to be used for all proposals to the MCC board or committees.

TITLE:☐

DATE:

SUBMITTED BY:

TYPE:

PROPOSED:☐

Summary of Proposal

Actual Text of Proposal

BACKGROUND:

2. All agenda items shall have an individual sponsor, noted on the agenda, and shall be denoted as Informational (no discussion required), Discussion (no vote), or Decision (vote at this meeting).
3. It is the responsibility of board and committee members to be prepared for the meeting. It is assumed that everyone has read the proposal in the meeting packet. If an interested MCC member or staff person has not received an agenda packet, it is their responsibility to obtain a packet.

C. Agenda Review and Approval

1. Matters not included in the agenda packet may be discussed, but only if a majority approves, and then only after all motions included the packet have been debated and voted on.
2. Items shall not be discussed unless that sponsor (or a designated proxy) is present to introduce the item. A written proposal for all agenda items requiring a vote must be included in the Board packet in standard proposal format unless items come up which require emergency action.
3. The Board must vote to approve inclusion of emergency items before they are discussed.

II. Meeting Process

A. Stack

1. “The Stack” is the order of participants who are speaking. If a participant raises their hand to say something, the facilitator puts them on Stack, i.e. the facilitator puts their name at the bottom of a list. When the person at the top of Stack has finished speaking, the facilitator crosses their names off and announces who the next two participants on stack are. Facilitators may change the order of Stack at their discretion to equalize disparities in participation.

B. Clarifying Questions

1. Asked by members of the group to clarify what is being proposed. Clarifying questions refer to content and not to opinion. The author of the proposal is generally the person who will respond to clarifying questions.

C. Subsidiary Motions

1. Subsidiary motions can be made only when there is a main motion on the floor. They must be seconded, can be discussed, cannot be amended, and require a formal majority vote to pass. When general consensus is apparent, if no one opposes the action, the facilitator may simply declare that a subsidiary motion passes by an informal majority. There are three types of subsidiary motions:
2. A Motion to Amend the Main Motion seeks to alter and improve the main motion. See section 2.4 on Amendments.☐
3. A Motion to Introduce a Substitute Motion seeks to replace the main motion with something else. A vote determines whether the substitute motion is successfully put on the floor alongside the main motion. If the substitute motion is added to the floor, another vote determines which motion remains on the floor as the main motion and which motion is taken off the floor. Both motions can be discussed before taking this vote. Note that a Motion to Introduce a Substitute Motion is out of order if there is a Motion to Amend the Main Motion on the floor.
4. A Motion to Table the Main Motion seeks to delay all further action on the main motion until the next meeting or a designated time.

D. Privileged Motions

1. Privileged motions can be made without the facilitator’s recognition, are considered immediately, and cannot be amended, and requires a two- thirds supermajority vote to pass.☐

2. A Motion to Vote seeks to call the question on the main motion on the floor, does not need to be seconded, cannot be discussed but all who oppose calling the question get a chance to speak. Note that this is the only motion that the facilitator can make.
3. A Motion to Extend the Meeting seeks to lengthen the total time of the meeting by a set amount of time.☐
4. A Motion to "object to consideration of a question" seeks to close discussion of a question and is used when a motion or amendment does not have substantial support and would waste the body's time and energy. Such a motion may be made upon introduction or early in the course of debate on a motion or amendment.

E. Privileged Requests

1. Privileged requests ask the facilitator to do something. The facilitator can accept or reject a privileged request, but this acceptance or rejection can itself be appealed through a privileged motion. Privileged requests can be made without the facilitator's recognition, are considered immediately, cannot be amended, and are not directly voted on. There are seven types of privileged requests:
2. A Request to Take a Sense Vote seeks to hold a non-binding sense vote relevant to the business under consideration.☐
3. A Request to Solicit Round-Robin Feedback seeks to solicit the input of all people present on the issue at hand.
4. A Request to Hear from the Silent seeks to solicit the input of those who have not yet spoken.☐
5. A Request to Hear from the Dissenters seeks to solicit the input of those who were in the minority on a vote.
6. A Request to Change the Agenda can be made at appropriate times, usually at the beginning of the meeting.☐
7. A Request to Take a Recess seeks a pause in the meeting, after which business continues where it left off.
8. A Request to Limit Discussion seeks to shorten the amount of time allotted to discuss something.

F. Amendments

1. Any voting member may propose an amendment to a proposal.
2. If the person or group that authored the proposal agree to accept the amendment, it is considered to be a "friendly amendment" and no vote is taken. The amendment is added to the proposal, and all further discussion is on the amended proposal.
3. If the person or group that authored the proposal does not wish to accept the amendment, it is treated as a separate motion. There is discussion on the amendment, and then a vote on the amendment. If the amendment passes by majority vote, all further discussion is on the amended proposal. If the amendment does not pass, discussion reverts to the initial, unmodified proposal.

G. Discussion

1. Discussion is focused on the merits of the proposal, and whether it will be good for MCC. Discussion may lead to amendments to the proposal in order to address concerns of members.

H. Voting System

1. The voting options for MCC governance meetings are "for, opposed, object and abstain." Voters who object to a proposal must state a reason for their objection, to be indicated in the meeting notes. In the spirit of consensus process, objections should be based on points previously raised in the meeting.

I. Objections

1. An objection is considered valid only if the objector(s) agree to hold a reconciliation meeting with the proposers and any other interested members to be held within two weeks of the objection. This meeting could be the first of several, but must first occur within two weeks of the initial objection.☐
2. The Membership Officer shall be responsible for facilitating this reconciliation meeting. The Membership Officer is free to appoint an alternate facilitator. In the event that either the proposer(s) or the objector(s) are dissatisfied with facilitation on the part of the Membership Officer, or the alternate facilitator, they are responsible for obtaining a replacement facilitator, to which all parties must consent. The facilitator is responsible for informing the Coordinating Committee whether or not a reconciliation meeting has been held.☐
3. The reconciliation process shall continue until all parties consent to a revised proposal, the proposer(s) agree to withdraw the proposal, or the objector(s) agree to withdraw their objection, or it is decided that the Board should vote on a motion to override the objection.☐
4. All proposals that are in reconciliation do not take effect until the reconciliation process is finished. If proposals undergo significant changes, they will be brought back before the Board of Directors.

J. Escape Hatch

1. There is an escape hatch voting mechanism for times when one or two objections cannot be worked out with the problem-solving techniques specified in the proposal, or when an emergency decision might require an override of the objection. An objector must explain their reasons for objection. If all avenues of discussion fail, the Board may opt to override the objection.
2. In "emergency" situations, a 3/4 vote of the Board shall be required for an override vote to pass, but only after it is clear that the decision requires a vote at that meeting (3/4 must agree that this is the case).
3. In non-emergency cases, an override vote shall also require 3/4 to pass, but shall not be taken until the issue has been discussed during at least two Board meetings, alternatives to the main proposal have been asked of both the objectors and non-objectors, and the Reconciliation Committee meeting has been attempted.
4. The following clarifying sentence was added on 9/27/06 by a decision of the Board of Directors: Objections are not allowed during escape hatch votes, and a 3/4 majority of present voting members is required.

III. Additional board and committee meeting policies

A. Board Meeting Time Limit Policy

1. MCC Board meetings will be scheduled to start at 6:00, and will end at 9:00 p.m. If there is no quorum at 6:15, it will be left to the discretion of the facilitator to wait a reasonable amount of time or to cancel/reschedule the meeting.
2. There will be a break of 10 minutes.
3. Any items on the agenda not reached by 8:45 will be dealt with as per the coordinating officer's discretion. At this time, the facilitator will be prepared to recommend deferring the items, referring them back to the appropriate committee/s, or extending the meeting.
4. The Board can vote to extend the meeting either for a set period of time, or for however long it takes to finish particular items. The vote to extend takes a 2/3 majority.
5. Each agenda issue shall be assigned a time limit for debate by the Coordinating Committee (for board) or committee chair (for committees). Sub-limits may be assigned by the chair. The facilitators shall keep track of the time elapsed and notify when the limit is exceeded.

B. Committee Meeting Minutes (passed 2/3/2009)

1. Written minutes shall be kept of every meeting of all standing committees and all ad- hoc committees created by the Board of Directors. The minutes shall include but not be limited to a list of meeting attendance and records of all roll call votes taken on substantial issues or resolutions placed before the meeting.
2. Copies of the minutes shall be submitted in writing at the following committee meeting and approved by a majority vote. This requirement may be waived if the committee in question is an ad-hoc meeting and/or a meeting of a temporary nature that may not have subsequent meetings.
3. Copies of the approved minutes shall also be submitted in writing at the following Board of Directors meeting but will not require a vote of approval.
4. One permanently bound copy and one electronic copy of the minutes shall be kept at the corporate office of MCC and be made available for inspection by members during normal working hours.
5. The appropriate officer or chairperson in charge of the committee will be responsible for ensuring that this policy is enacted. The Officer Nomination and Evaluation Committee (ONEC) will monitor this portion of officers' duties and will have the authority to withhold stipends from officers in the event that they are not compliant with this policy.

C. Executive Sessions during Board Meetings

(passed 12/11/2013)

1. An executive session is defined as a discussion or decision item that only certain members, such as elected board reps from each MCC house, MCC officers, MCC staff, and/or special invitees, may be present for. A particular board member may be asked to leave if they will be a subject of the discussion. The length of the session will include both discussion and final vote and no notes will be kept of the

discussion, although the tallies of any votes taken will be included in the meeting minutes.

2. Instances in which an executive session can be called are limited to:
3. Discussions of staff or officer performance or hiring/dismissal
4. Issues involving conflict or mediation
5. Accommodations made for personal or health issues
6. Specific member issues such as eviction or appeals to the board
7. Issues of MCC or house liability or legal repercussions
8. Executive sessions, including who is included in the session, must be announced in advance on the front of the board packet. The text of the proposal also must contain a notification and a reason that an executive session is being proposed. In unexpected circumstances, an executive session for an item may be requested at the board meeting during agenda review and must be approved by at least a 2/3 majority of voting members.

IV. Board and Officer Operations

A. Board Operations: Misc

1. Standing Real Estate Committee established. (10/29/74) No longer stands.
2. Board may initiate small claims actions. (3/29/75)
3. Education Committee established. (6/2/77)
4. Staff Review Committee established. (10/5/77)
5. Board meetings shall be monthly, and regularly scheduled committee meetings, (Education, Finance, and Maintenance) should initiate and refine matters of policy for the Board's consideration, and organize tasks and projects. Effective Oct. 19, 1977. (9/21/77)
6. Board recommends to houses that each house be represented by one male and one female resident member. (10/19/77)
7. Member houses are strongly urged to elect Board representatives for terms of at least 4 months. (3/15/78)
8. Written minutes shall be kept of all MCC Board meetings.
9. Copies of the minutes shall be submitted to the BOD at the next BOD meeting for approval. Written minutes shall be kept at each of the MCC general membership meetings and these shall be submitted to the next BOD meeting for approval.
10. Copies of such minutes shall be signed by the secretary and submitted to the BOD at the next BOD meeting for approval.
11. The minutes shall include a list of those BOD members present at the meeting and record all roll call votes taken on substantial issues on resolutions placed before the BOD unless such a vote is unanimous.
12. Two permanently bound copies of the minutes shall be kept in the corporate office of MCC and be available for inspection by members during normal working hours. (4/25/79)
13. Education committee is responsible for the operation of at least quarterly educational member workshops , and bi-weekly production of the Blurb newsletter. (4/25/79)

14. Officer/Officer-elect system reaffirmed, and established that both officers are jointly responsible for all tasks, duties and responsibilities of each office. (4/25/79)
15. Bi-monthly BOD meetings- the intent of the two-week interim is for house reps to be able to go back to their houses and discuss an issue that was brought up as an informational item. In two weeks, at the next BOD meeting, the issue would be acted upon with loads of input from house to members. (3/11//81)

B. MCC BOARD GUIDE PROPOSAL

Passed by the Board 10/5/94

1. That the MCC Board of Directors officially adopt the attached "MCC Board Guide" as an official document to be distributed to all new BoD representatives prior to (or at) their first Board meeting.
2. This document shall be updated annually every summer, AND it shall be updated whenever new policy or bylaw changes make the information obsolete. The Board shall be required to approve any changes that result from updating, other than grammatical, stylistic, or typographical changes.
3. In addition, any member may propose amendments to this document at any time. Any amendments must be approved by the Board.

C. HOUSE REPORTS

1. Reps from three of the six owned houses will address the eight points under Phase I of the Management Concerns Policy at each meeting. On the agenda, House Reports will be separated from Introductions and Agenda Changes. Intent: to have more in-depth reports on houses. (5/6/81)
2. House Reports should include:
3. High turnover, major losses of experienced members.
4. 25% vacancy rate.
5. Maintenance projects not proceeding.
6. Monthly financial reports not done.
7. Missed house payments.
8. No board reps at two consecutive meetings.
9. No membership process or policy in effect.
10. No annual budget.

D. PLANNING AND REVIEW COMMITTEE PURPOSES:

1. Suggest goals and purposes for MCC.
2. Review structured, by-laws, policy and changes.
3. Plan for the future-detailed plans for the next years guidelines, for the next 5 years Coordinating Committee to appoint members of the Committees as follows: 2 present officers (or elect), 1 former officer, 2 reps from affiliated houses, 2 reps who don't live in MCC houses (preferably Class C or D members). (ed. Note: Class C or D members are now known as Class B members, and have been for some time. 12/17/97)
4. The Committee would be seasonal and meet once or twice a year. (6/3/81)

E. CHILD CARE

1. Amended by the Board 2/16/94, Feb. or Mar. 1997, and 7/6/05.

2. If an officer, board representative, or committee representative is elected who has a child, MCC will pay the current living wage (\$10.23 as of May 2006) for child care during Board and other required meetings. The parent shall be responsible for arranging child care, and must notify the President at least 24 hours before the meeting. The President will be responsible for paying the parent.

F. SPECIAL PROJECTS GUIDELINES

1. Proposals for special projects will begin with review on the BOD level. After BOD accepts proposal for Special Project, Coordinating Committee further clarifies, reviews project as it progresses and takes care of final reimbursement when the time comes. Reports on projects in progress would be made in regular Coordinating Committee reports to the BOD.
2. The project proposals will be judged for their own value as well as whether they fit into the guidelines or not. Criteria include the value of the project to MCC, its timetable (if one is appropriate), what the estimated costs are, and the ability of the individual to fulfill the project. The individual need not be a member of MCC.
3. Recommended Guidelines for Money Allocation
4. Attending workshops and conferences on MCC's behalf.
5. Coordinating workshops or conferences being co-sponsored by MCC.
6. Clearly designed projects subject to a timetable.
7. Reimbursing the cost of tuition for courses which bring needed information to MCC and benefits MCC by the members direct work of MCC's operations.
8. Reimbursing an individual's personal financial bill which resulted from the individual taking initiative and stepping in during an MCC crisis situation.
9. For alleviating unexpected expenses in an independent project where the project's completion benefits MCC.
10. All projects (except 5 and 6) need to be approved before the project is started for money to be allocated. The BOD will be able to go outside the guidelines for Special projects to provide after-the-fact reimbursements by referring the question(s) to committee. The BOD will then decide the issue at a later meeting.

G. MCC Retreat Policy

Passed September 29, 2004; Amended October 10, 2007

1. The annual MCC Retreat consists of two sessions, one formal and the other informal.
2. The Formal Session covers the following topics:
3. Educational Item: MCC Organizational Structure and Governance Process - Attendees will refresh their knowledge of MCC's organizational structure and governance process.
4. Educational Item: Board of Directors Operations - Attendees will refresh their knowledge of how the Board of Directors is designed to operate.
5. Educational Item: Overview of Bylaws and Policies - Attendees will refresh their knowledge of our organizational bylaws and policies.
6. Large Group Activity: Identify Organizational Strengths and Weaknesses - Attendees brainstorm a list of current organizational strengths and weaknesses before deciding on the top 3 areas that need improvement.

7. Small group Activity: Draft Proposals for Improvement - Attendees divide into three groups, each focusing on one of the three areas that need improvement.
8. Large group Activity: Refine Proposals for Improvement - As a single group, attendees discuss and refine each of the proposals. Following the retreat, the proposals will be brought before the Board of Directors or general Membership as decision items.
9. The Informal Session provides an opportunity for MCC members to have fun and relax together.
10. Participation in both sessions is open to all members. Board representatives and Officers are required to attend the formal session. Participation by staff members is determined by their employment contract or by the Coordinating Committee. General members who are parents will be reimbursed for childcare expenses.
11. A retreat coordinator, appointed by the Coordinating Committee at least eight weeks beforehand, is responsible for the planning and implementation of the MCC retreat.

H. Accessibility for ALL to attend Meetings and Social Functions

passed at the 10/20/99 BoD Meeting

1. MCC will reimburse members who have accessibility issues, meaning physical disability, mental disability, or severe illness, for the cost of transportation to and from MCC meetings and social functions. Members must submit dated receipts to an Officer or Staff in order for reimbursement. Members are encouraged to use public transportation, Union Cabs, or other progressive transportation options. For MCC's 1999-2000 budget year, costs associated with this proposal will be considered a Miscellaneous Expense line item. However, in future budget years, MCCC will create its very own budget line item.

I. Member Debt and Contract Appeals Result Letters

(Adopted 4/22/09, amended 12/2/15)

1. The MCC Board shall direct the MCC President to compose and send letters to each party in a member debt or contract appeal Case detailing what the Coordinating Committee decided. These letters shall be e-mailed no later than one week after the Coordinating Committee meets. If no e-mail address is available, then these letters will be postal mailed or hand delivered no later than 1 week after the Coordinating Committee meets.

J. Records Request

1. The Board of Directors will hear all requests for MCC records from members. The Board shall decide whether or not a properly submitted request reasonably describes such records, has a proper purpose that is directly related to the business or affairs of MCC, and is in the best interest of MCC. Improperly submitted requests shall not be considered.
2. Properly submitted records requests are those that meet the following conditions:
 - a) Submitted to the President in writing at least one week in advance of the Board meeting to the Coordinating Committee meeting, for that Board meeting.

- b) States the purpose for which the requested record will be used.
 - c) Made at a reasonable time.
 - 3. Requests for medical records or personal confidential information and other information protected under local, state and federal law shall not be considered.
 - 4. The MCC Policy Manual and officially published MCC documents and packets shall be open to all members.
 - 5. Objections shall not be allowed at the Board decisions
- K. Coordinating Committee Announce and Educate**

Passed by the GMM: April 27, 2003

- 1. Coordinating Committee will produce a poster describing MCC officer positions, their importance, pay and the powers and responsibilities of each position. The Education Officer will regularly distribute these posters to all houses. It will be emphasized that any member can become an officer. Contact information for MCC staff will be provided and members will be encouraged to get more information from the staff or current officers. The Education Officer, or the Member Services Coordinator, will ensure that these posters and an announcement

L. Officer Incentives

Passed: April 27, 2003

- 1. ANNOUNCE AND EDUCATE: The Coordinating Committee will produce a poster describing MCC officer positions, their importance, pay and the powers and responsibilities of each position. The Membership Officer will regularly distribute these posters to all houses. It will be emphasized that any member can become an officer. Contact information for MCC staff will be provided and members will be encouraged to get more information from the staff or current officers. The Membership Officer, or the Member Services Coordinator, will ensure that these posters and an announcement of the officer nomination deadline are posted at every house by the end of each February.
- 2. CROSS OVER OFFICER SHADOWING: Instead of nominations at the April/May GMM followed by election by ballot: 3.03 (d) Officer nominations will be taken at the February/March GMM (occurring between February 1 and March 15) and at both of any two Board meetings between mid-February and March 15. The President and Member Services Coordinator will ensure that the taking of officer nominations is an agenda item for each meeting, and ensure that officer descriptions are distributed with each agenda. No petition will be required to start the annual ballot vote on new officers. The Member Services Coordinator, with the Officer Nominations and Evaluations Committee, will seek candidate statements during and after nominations and ensure that ballots go out within fourteen days after the third meeting. Within 5 days after ballots are distributed, the Member Services Coordinator will collect the ballots and announce the results. Therefore, officers will be elected by ballot no earlier than April 1 and no later than April 15. Each ballot will contain a space for abstentions and the following question: "Do you think this ballot reflects different views on the issue with reasonable fairness": The votes shall be

considered valid unless one third of the voters answer this question in the negative. Along with staff, all incumbent officers are required to meet with newly elected officers and train them to the position. Newly elected officers are required to shadow the incumbent officer to at least one committee meeting between April 15 and May 15.

V. Membership

A. MCC Fair Housing Policy

(Passed 1/23/13, Amended 12/14/2016)

1. Membership in MCC is available on a voluntary basis to all people who can make use of its services and are willing to accept the responsibilities of membership.

B. Fair Housing Affirmation

MCC upholds all federal, state, county, and city requirements regarding fair housing, and does not illegally discriminate based on any classes that are protected under those laws.

1. Federal protected classes include:
 - a) Age (18 and over)
 - b) Color
 - c) Family Status (including pregnancy)
 - d) Gender
 - e) Mental or Physical Disability
 - f) National Origin
 - g) Race
 - h) Religion
 - i) Sex
2. Wisconsin protected classes include the above, plus:
 - a) Ancestry
 - b) Lawful Source of Income
 - c) Marital Status
 - d) Sexual Orientation
 - e) Victims of Domestic Abuse or Other Crimes
3. Dane County protected classes include the above, plus:
 - a) Domestic Partnership Status
 - b) Gender Identity (includes transgender)
 - c) Physical Appearance
 - d) Physical Condition, Mental Illness, and Handicap
 - e) Political Beliefs
 - f) Receipt of Rental Assistance (such as Section 8)
 - g) Student Status
 - h) Type of Military Discharge
4. Madison protected classes include the above, plus:
 - a) Atheism
 - b) Citizenship Statu

- c) Genetic Identity
- d) Homelessness
- e) The fact that a person declines to disclose their social security number
- f) Unemployment

C. Background Checks

1. Houses will seek to uphold MCC's mission to be inclusive of underrepresented and marginalized groups by giving consideration to any and all responses from prospective tenants regarding their conviction status before making a membership decision.
2. If MCC or its houses check conviction records they will use a written, uniform inquiry process and retain all applications for at least two (2) years along with a record of reasons for rejection, recorded in a uniform manner. The house must also inform the prospective member in writing at the time of application that a criminal background check may be part of the screening process and, if the member is refused based on the conviction record, the house must state that in writing. The house may refuse to rent to a prospective member based on the conviction record of the prospective member only if the circumstances of the offense bear a substantial relationship to membership in MCC or an MCC cooperative house.

D. Social Security Numbers

1. MCC will not request social security numbers from prospective members. Social Security Numbers may be required from members who gain employment with MCC or for other legal purposes.

E. Community Service Trust Fund

(Adopted 11/14/99; Amended 7/18/07)

1. Purpose of the fund: The fund was created by the MCC membership to support progressive community services providing service or benefit to the community consistent with MCC's principles, including but not limited to: non-profit agencies, community centers, advocacy groups, other co-ops and collectives, and similar groups. The fund includes a service fund and a larger trust fund. The Trust Fund will provide interest revenue and/or fund important, larger initiatives.
2. The Membership Committee shall annually research community organizations and decide on the allocation of money collected in the MCC Community Services Trust Fund. At the end of each fiscal year, the Membership Committee will make a decision and inform the Board of Directors insofar as the descriptions of the chosen organizations, the quantity each organization will receive, and how the organization intends to use the money.

F. MCC Calendar

(Adopted by the Board on 10/10/07; Amended 7/2/08; Amended 12/3/08; Amended 7/1/09; Amended 10/2/13; Amended 5/21/14, 12/16/15)

1. Board and Standing Committee Meeting Schedule

- a) The MCC Board and Coordinating Committee meetings are held on alternating Wednesdays. A major purpose of the Coordinating Committee is to set the

agenda for the following Board of Directors meeting. When a holiday prevents the Board of Directors or the Coordinating Committee from meeting, the associated Board of Directors or Coordinating Committee will not be scheduled.

- b) MCC standing committees meet on Tuesdays, with the following schedule:
 - (1) First Tuesday of the month: Maintenance Committee
 - (2) Second Tuesday of the month: Membership Committee
 - (3) Third Tuesday of the month: Education Committee
 - (4) Fourth Tuesday of the month: Finance Committee
 - (5) If a holiday or blackout date falls on a Tuesday, the meeting will be scheduled for that Thursday by default.
 - (6) Committees may schedule additional meetings by vote of the committee. These meetings must be announced to the membership of MCC by the committee chair at least three weeks before the date of the additional meeting.
- c) All MCC Board meetings begin at 6:00pm. All MCC committee meetings begin at 7:30pm. Board of Directors meetings are held at houses with large living rooms on an alphabetical rotating basis. Coordinating Committee meetings are held at the MCC Office. Meetings of the remaining standing committees of the Board are held at all houses on an alphabetical rotating basis.
- d) The Board of Directors will meet at least once each calendar month.
- e) On the Board of Directors meeting date closest to the first day of each calendar month the Officer Nomination and Evaluation Committee (ONEC) will meet immediately following the Board of Directors meeting at the same location as the Board of Directors.
- f) MCC Member Orientations are held on final Sunday in August, the final Saturday in January, and the second Saturday in June, at 1pm.
- g) General Membership Meetings are held three times per year. These meetings are on Sundays beginning at 1pm, and are scheduled per the MCC By-laws.

2. Holidays and Blackout Dates

- a) During specific government, academic and cultural holidays, MCC refrains from holding regular meetings.
- b) The recognized academic holidays are:**
 - (1)** UW Spring Exam Week in May
 - (2)** UW Fall Exam Week in December
- c) The recognized government holidays are:**
 - (1)** New Year's Day on January 1st,
 - (2)** Martin Luther King Jr. Day in January,
 - (3)** Memorial Day Weekend in May,
 - (4)** Independence Day on July 4th,
 - (5)** Labor Day Weekend in September,
 - (6)** Indigenous Peoples' Day in October,
 - (7)** Halloween in October,
 - (8)** Thanksgiving Weekend (Wednesday through Sunday) in November, and
 - (9)** New Year's Eve on December 31st.

d) The recognized cultural holidays are:

- (1) Eid ul-Fitr in Any Month
- (2) Eid ul-Adha in Any Month
- (3) The Vernal Equinox in March
- (4) Naw-Ruz in March
- (5) The First Day of Ridvan in April
- (6) Good Friday in March or April
- (7) The first two days of Passover in March or April
- (8) Easter in March or April
- (9) May Day on May 1st
- (10)The Declaration of the Bab in May
- (11)The Summer Solstice in June
- (12)The Autumnal Equinox in September
- (13)Both days of Rosh Hashanah in September or October
- (14)Yom Kippur in September or October
- (15)The Birth of Baha_u_lah in November
- (16)The Winter Solstice in December
- (17)December 24th to January 1st (Christmas to New Year's)
- (18)Kwanzaa in December

e) Additionally, August 13th through August 20th are blackout dates, during which MCC refrains from holding regular meetings.

3. Calendar Creation and Distribution

- a) The Member Services Coordinator (MSC) is responsible for using the criteria in this policy to create and distribute MCC's official calendar on by the preceding December.

G. MCC Membership Policies (Passed 10/25/06)

1. Member Orientation Meetings

- a) Three times per contract year the Membership Committee, under the direction of the Membership Officer, will plan, market, and hold Member Orientation Meetings. The dates of these meetings will be the final Sunday in August, the final Saturday in January, and the second Saturday in June. Member Orientation Meetings will last approximately two (2) hours. Member Orientation Meetings may cover, but are not limited to, the following topics: Board of Directors decision-making processes, conflict resolution policies, sexual harassment policies, organizational structure, Madison co-op history, fire safety, house maintenance, and cooperative principles.
- b) Every member upon joining MCC must attend a Member Orientation Meeting; house membership coordinators are responsible for informing members of this obligation. A member who attends a Member Orientation Meeting is allowed to count the time as Maintenance Hours, up to a maximum of two (2) hours per contract year.

H. NASCO Cooperative Internship Program

(amended 2/28/18)

1. MCC shall participate each year as a host organization in the North American Students of Cooperation (NASCO) Cooperative Internship Program.
2. Internship Positions - MCC will budget for three internships each year, and will create one to three internships at the discretion of the Coordinating Committee. Each intern will be supervised by an officer. That officer will, in consultation with the Board of Directors, designate a project related to their area of responsibility, and create a job description prior to submitting the opening to NASCO. Day to day management may be delegated as needed.
3. Internship Period - The internship period will be from June 1 to August 14th each year, although interns and their supervisors have some flexibility to adjust exact start and end dates.
4. Intern Selection - Interns for each position will be reviewed by the Personnel Committee and selected by that position's supervisor. If any of the three internship positions are not filled via the NASCO network, MCC will re-open those positions to MCC member applicants, to be chosen by the same method. If any of the positions are not filled via either the NASCO network or MCC members, the supervisor may, at their discretion, leave the position unfilled or open applications to members of other housing cooperatives interested in living in MCC for the summer.
5. Intern Compensation - Weekly hours for each intern will be between 25 and 35, the amount to be determined at the discretion of the intern and their supervisor. Each intern will receive a room and board stipend equal to the average MCC rate for rent plus food. In addition, for every hour of work in excess of 10 hours per week, the intern will be paid an hourly wage equal to the Madison Living Wage standard. (e.g. In 2017 an intern who works 35 hours per week would be paid \$525/month plus \$12.85/hour for 25 hours of work.) Stipends will be paid on May 25, June 25, and July 25 (prorated), and hourly pay will be paid with MCC's regular payroll.
6. Intern Housing - Interns must be Type A members of MCC throughout their internship, and are responsible for membership into an MCC house prior to starting work. In recognition of NASCO interns screening process and prior cooperative experience, houses are encouraged to expedite the membership process to accommodate the time constraints of interns. (Typically membership time of about six weeks, for housing from June 1-August 14.)

I. Education Policy

(passed 7/27/2011)

1. A portion of the money in the Education line item is available to all membership and staff to use towards creating educational experiences, such as: workshops, field trips, lectures, etc. through the Workshop Application Process:
2. Fill out an application online or in paper with the participants listed.
3. If paper, hand a copy to the Member Services Coordinator, Membership Officer or drop it into the application box in the office.
4. The MSC or Membership Officer will contact you and tell you which Membership Committee Meeting to attend. If you are unable to attend keep in contact with the MSC and Membership Officer.

5. The Membership Committee will approve, dismiss or ask for more information, by voting according to MCC's voting rules. If a member of Membership Committee is applying for the funds that person will abstain from voting on their application.
6. The Membership Committee will assist the applicant to advertise for the workshop.
7. The MSC will reimburse you for the supplies when you submit a receipt. * (If you cannot afford to front the money inform the MSC and we'll work something out) If you are being compensated for your time you will be paid no later than 2 weeks after the workshop.
8. Go through with your workshop and report back to the membership committee.
9. Stipulations:
 - a) No more than half of the allocated portion of the Education fund may be spent in a single month, unless approved by the board.
 - b) There will be rolling deadlines for the Application Process

J. MCC Community Response Team

(Adopted 12/1/82; Amended 7/30/08; Amended 12/3/08, Amended 4/22/2015; Replaced MCC Grievance Policy 4/26/17)

1. The Community Response Team (CRT) shall be a standing committee consisting of three members appointed by the Board for one-year terms starting in September. No MCC officer may be appointed, and any member of the team who becomes an officer shall give up their position on the team. No more than one member from a single house may be appointed, but members moving to the same house after being appointed may complete their terms.
2. Purpose statement: The MCC Community Response Team is a resource intended to help members through the intra and interpersonal challenges that come with cooperative living. Members are empowered to choose their own level of engagement with the CRT and can do anything from request resources or materials to schedule a mediation. The CRT will engage only by request and will not intervene in situations that are not presented to them by members. Moreover, this team is meant to be a supplementary resources to normal house conflict processes (remembership meetings, heart circles, etc) and not a replacement.
3. The team has no requirement for monthly meetings and will only meet when the members feel that it is appropriate, in order to keep the committee responsive rather than self-engaging. Members of the team are empowered to choose their own methods of operation and decision-making. The team will be accessible via an MCC email address and will use a listserv to best coordinate tasks. There will also be a link to contact the team on the MCC website, as well as a description of the team and its services. The CRT will be included in the MCC contact sheets distributed to all houses.
4. Each member of the team will have discrete responsibilities. Once formed, the team will elect a chair who will receive a stipend of \$50/month to compensate for keeping up with administrative tasks, such as keeping up with emails and scheduling trainings.
5. The CRT will receive \$500 for a training budget and \$500 for an expense budget (mediation costs, travel reimbursement, etc). The team will undergo at least one training per semester- one or more in the months following appointments for team members, and one or more during the spring/summer semesters. The chair of the

- team will coordinate with the MCC Education Officer to attend and plan these trainings, which will be advertised and open to all interested MCC members.
6. On a quarterly basis, a representative from the team will present a short (~15 min) information item to the Board reiterating the CRT's purpose and highlighting resources.
 7. The Board of Directors is empowered to remove a member of the team by a two-thirds majority vote, and members may resign from the team as they choose. When terms expire in September, or when a member resigns or is removed, the Coordinating Officer will bring a proposal to the Board of Directors to make new appointments to the team. When vacancies are filled, the new appointee's term will also expire in September.
 8. To empower the Community Response Team, the following resources are pre-approved for use by CRT members. This list is not comprehensive, and CRT members are encouraged to request other resources as needed. Resources include:
 9. Request a private meeting with one or more involved parties, or a house meeting, to discuss a conflict or complaint.
 10. Request the presence or assistance of other CRT members, MCC officers, MCC staff, TUPOCC Chair, or other members of the community. (e.g. The Membership Officer or Membership Coordinator may be helpful in addressing issues involving membership policy or housing regulations.)
 11. Arrange temporary accommodations at a different MCC house if members need to be separated during a conflict. The Chair may authorize reimbursement of a house for up to \$10/day to pay for temporary relocation of members. (Houses with guest rooms include Ambrosia, Friends, Hypatia, and Lothlorien, and other houses may have empty rooms or crash space available.)
 12. Hire an outside mediator. (The Tenant Resource Center (TRC) offers mediation services at a discount to MCC.)
 13. Connect members with outside services such as AODA treatment, social services, hotlines/helplines, etc.
 14. Help members access and navigate MCC policy, house policy, contracts, the MCC Schedule of Relations, and other materials.
 15. A page on the MCC Website will be reserved for links, information, and other resources relevant to the CRT.

K. Mediation by TUPOCC in a Grievance involving a POC

(passed 8/1/18)

1. In the case of a grievance brought against or by any POC against or by any member or staff of MCC or any branch of MCC, TUPOCC may nominate one of its members to mediate the meeting at the request of any PoC involved in the grievance. The POC in question (against or by whom the grievance is brought) can also choose any POC in MCC. This is a step to ensure racial justice within MCC and guarantee to the People of Color in MCC that they will be heard and that MCC will not tolerate any instance of racism. This will also ensure that no racial biases exist during a grievance procedure of any sort. The TUPOCC mediator would be an addition to the CRT and not instead of any CRT member. This policy can be applied to inter-house or intra-house grievances as well.
2. SUGGESTED MEANS OF MEDIATION- TUPOCC would nominate any POC in MCC who is willing to volunteer time for mediation. The POC (against whom the

grievance is brought or by whom the grievance is brought) may also chose another POC within MCC for this purpose. This mediator will have a right to be included in the said grievance process. If any MCC member or staff requests the presence of a TUPOCC mediator, such a request will be deemed to be a right of the member who requests the presence of a TUPOCC mediator and no grievance process shall progress until this request is honored. This is to ensure that the POC involved in any grievance is not unfairly treated because of their race and full rights on par with any other member of MCC is granted to them. In case the POC in question is not satisfied with the mediator, they will have a right to request that TUPOCC intervene in the matter.

3. POWERS OF TUPOCC MEDIATOR

- a) The TUPOCC mediator is empowered to influence the MCC grievance process in the following ways:
 - (1) Ask any person involved in the grievance process to leave the room or temporarily disengage from the conversation. If the person does not leave the room/conversation, the TUPOCC Mediator is empowered to suspend the grievance process immediately and indefinitely.
 - (a) The intent of this policy is to protect PoC who feel unsafe, uncomfortable, or unable to engage in the conversation due to the unequal power dynamics faced by PoC.
 - (b) The PoC on behalf of whom the TUPOCC Mediator was called may at any time override this suspension.
 - (2) Interrupt any process at any time to call out racist comments/acts/behaviors.
 - (a) Any retaliation (during or after the meeting) against the TUPOCC mediator or POC in question will be deemed as a safe space violation.
 - (b) The TUPOCC Mediator will not be bound by standard meeting procedure or facilitation, in order to make sure that these interruptions may occur.
 - (3) Suggest TUPOCC to terminate the contract of a perpetrator of racial violence in accordance with all applicable tenant law if the TUPOCC Mediator concludes that racial violence has occurred.
 - (a) The TUPOCC Mediator after consultation with TUPOCC is empowered to direct the staff of MCC to engage in all necessary contract termination proceedings.
 - (b) In cases where TUPOCC and staff supervisor directions are in conflict, TUPOCC's direction shall prevail.
 - (4) Direct any party involved in the grievance to take an anti-racism training.
 - (a) Anti-Racism training must be provided by or approved by TUPOCC within 30 days.
 - (b) Failure to attend the anti-racism training will incur a 5 day curable notice.
 - (5) Suggest TUPOCC to place any house on Management Concerns in cases where the TUPOCC mediator determines that systemic racism within the house is contributing to the grievance.
 - (a) Management Concerns Phase Modification: Coordinating Committee shall not be empowered to determine that the management concern is "not concerning" unless TUPOCC concludes so.

L. Intervention of MCC in Guest Policy

1. In the event that a house does not support the objection of a member- a failure of cooperative living- the house's Membership Coordinator shall contact a member of the Coordinating Committee. The Coordinating Committee will place a decision item on the matter at the next Board of Representatives meeting. The Board of Representatives will consider the case and either enforce the objection or override it.
2. If the situation is urgent, an emergency Board of Representatives meeting shall be called within 96 hours of hearing the objection. If the Board of Representatives cannot make quorum, the Coordinating Committee shall replace the Board of Representative as the decision making body.

M. Safety Concerns With Pets

(passed 7/27/2011)

1. If an incident occurs where any un-caged pet member of MCC jeopardizes the safety of any other member, un-caged pet member or guest, the following steps are to be followed:
 - a) The incident is to be reported to:
 - (1) All members of the house where the un-caged animal resides.
 - (2) Members of other houses that may be affected by the incident.
 - (3) MCC Member Services Coordinator
 - (a) The MSC will work with the member to come up with a place the pet can stay as a back-up plan in case the pet must be removed from the house.
 2. The house will be given two weeks to resolve this issue to the satisfaction of the complaint issuer, pet owner, the house, and MCC.
 - a) During this time the un-caged pet in question shall be leashed, caged, or under supervision at all times while in common areas of the house.
 - b) If there is a second safety incident before or after the two weeks, the issue will immediately go to II
 3. If this issue is not resolved to the satisfaction of all affected parties within two weeks, this issue will be brought before the II Committee
 - a) The pet owner has the option to consult a professional. The burden of the cost will be, the pet owner, the house, or MCC to be determined on a case by case basis by II Committee.
 4. The ii committee has the authority to demembership an un-caged pet member if the safety of any member, un-caged pet member or guest of MCC is deemed in jeopardy.
 5. If an un-caged pet member of MCC is demembershiped by the house or ii committee,
 - a) The un-caged pet member is to be removed from MCC property within 48 hrs. of the decision.
 - b) The pet owner will be given the opportunity to break contract without monetary or legal ramifications.
 - c) The pet will be given the opportunity to membership at a different house.
 6. If the injury requires medical attention the pet will be removed from the house immediately until the incident has been investigated and resolved.

VI. Member Debt

A. Contract Guarantors

(Updated 10/6/11)

1. A member must have a contract guarantor if:
 - a) the member in question is under eighteen (18) years of age or
 - b) the member in question has received three (3) or more notices for non-payment of rent within the previous twelve (12) months.
 - c) the member in question has a current guaranteed payment plan with MCC (even if the payment plan expires before the new contract year begins)
2. A member who is required to have a contract guarantor must have a contract guarantor in place before the house or MCC can approve and sign their contract. Such guarantors must sign appropriate legal documentation whereby they guarantee to MCC the full performance and observance of all the agreements and conditions contained in the contract, including the punctual payment of all room charges, food co-op payments, long-distance telephone charges, damages, and workjob compensation payments.
3. Before determining whether an individual may serve as a contract guarantor, the Member Services Coordinator will determine and verify:
 - a) the individual's employment and income,
 - b) the individual's cash assets if savings are pledged,
 - c) how much, if any, the individual owes to creditors, and
 - d) whether the individual has any outstanding court judgments for unpaid debts.
4. Additionally, a current or former MCC member whose debt exceeds one hundred dollars (\$100) may not be a contract guarantor for another member.
5. If a member with a contract guarantor fails to make a scheduled payment, then the contract guarantor must honor their guarantee of the member's entire debt upon demand.

B. Allowable Debt for Contract Approval

1. A house may not approve a new contract for a member whose debt exceeds fifty dollars (\$50) unless the member is on a payment plan that eliminates the debt within one (1) month of contract approval. Every July the Member Services Coordinator is to remind all house membership coordinators, house treasurers, and debtors of this policy.

C. Communicating Member Debt Policies

1. A summary and flowchart of member debt policies will be attached to all member contracts and posted in all houses. Three (3) times per year the Member Services Coordinator will send all house accounts receivable treasurers a summary of how members and house accounts receivable treasurers can follow member debt policies.

D. Allowable Debt for Members

1. A member who is not on a payment plan is allowed to maintain a debt of up to fifty dollars (\$50) without risking contract termination and eviction.

E. Debt Reduction Grace Period

1. A member who is not on a payment plan has until the fifth (5th) day of a given billing month to reduce their debt to the allowable amount or set up a payment plan

without risking contract termination and eviction. Within legal limits, however, houses may levy fines on members who pay after the first (1st) day of a billing month.

F. Member Debt Reports

1. House accounts receivable treasurers must provide the Member Services Coordinator with a member debt report by the seventh (7th) day of each billing month. A member debt report must include:
 - a) billing sheets that detail charges and payments through the fifth (5th) day of the billing month for all current and delinquent past members,
 - b) all new or modified payment plans approved by the house and signed by the member in question and the house accounts receivable treasurer, and
 - c) a list of all members who have missed payments on current payment plans.
2. If a house accounts receivable treasurer is delinquent in providing member debt reports, the house is subject to the penalties and actions delineated in the House Treasury Report Policy (MCC Treasurer's Report Policy). Member debt reports are considered to be a type of treasurer's report. Note that the Member Services Coordinator, not the Finance Coordinator, is the staff member responsible for overseeing the application of the House Treasury Report Policy (MCC Treasurer's Report Policy) for late member debt reports.

G. Standard Payment Plans (Updated 7/29/09)

1. To be considered valid, standard payment plans must:
 - a) Reduce the debt to below \$800 within five (5) days of the next billing date,
 - b) Reduce the debt to \$0 by two weeks; \$200 by six weeks; and by \$400 by 10 weeks prior to the expiration of the member's latest-expiring, approved contract,
 - c) Be written on a standard MCC payment plan form,
 - d) Be signed by the member in question,
 - e) Be approved by the house and signed by the house accounts receivable treasurer, and
 - f) Be deemed by the Member Services Coordinator to be valid according to all relevant policies and signed by the Member Services Coordinator.

H. Exceptional Payment Plans (Amended 12/2/15)

1. To be considered valid, exceptional payment plans must:
 - a) Be approved by the house and signed by the house accounts receivable treasurer,
 - b) Be approved by the Coordinating Committee,
 - c) Never have a debt above \$1,600
 - d) Reduce the debt to \$0 by two weeks; \$200 by six weeks; and \$400 by ten weeks prior to the expiration of the member's latest-expiring, approved contract,
 - e) Be deemed by the Member Services Coordinator to be valid according to all relevant policies and signed by the Member Services Coordinator.
2. Additional Note: The Coordinating Committee, in deliberating on proposed exceptional payment plans, should consider the savings of the member's house, the member's documented ability to pay, presence of co-signers, and the committee member's own judgment. An MCC house may have cash flow problems if it does not

maintain 1.5 month's worth of expenses in their bank accounts or discretionary fund.

I. Modifying Payment Plans

1. Standard payment plans may not be modified without appealing to the Coordinating Committee, unless:
 - a) The revision takes place before missing a scheduled payment,
 - b) The member has not been served two (2) or more notices for non-payment of rent in the past year, The revision does not increase the amount of debt at any given billing, and
 - c) The modified payment plan still meets validity criteria two (2) through eight (8) for standard payment plans.
2. Exceptional payment plans may only be modified with the approval of the Coordinating Committee.

J. Debt Guarantors

(Amended 12/2/15)

1. A member must have at least one debt guarantor:
2. Before either the house or the Coordinating Committee approves an exceptional payment plan for the member in question.
3. If either the house or the Coordinating Committee deem it necessary before approving a standard payment plan for the member in question.
4. A member who is required to have at least one debt guarantor must have a debt guarantor in place before the house or MCC can approve and sign their payment plan. Such guarantors must sign appropriate legal documentation whereby they guarantee to MCC the full payment of the member in question's debt.
5. Before determining whether an individual may serve as a debt guarantor, the member Service Coordinator will determine and verify:
 - a) The individual's employment and income
 - b) The individual's cash assets if saving are pledged
 - c) How much, if any, the individual owes to creditors
 - d) Whether the individual has any outstanding court judgments for unpaid debts
 - e) Additionally, a current or former MCC member whose debt exceeds one hundred dollars (\$100) may not be a debt guarantor for another member.
6. If a member with a debt guarantor fails to make a scheduled payment, then the debt guarantor must honor their guarantee of the member's entire debt upon demand.

K. Contract Termination and Eviction for Unresolved Debt

1. Based on the member debt reports provided by house treasurers, the Member Services Coordinator will pursue contract termination and eviction for all members with debts exceeding the allowable amount who are not on payment plans. To this end, the Member Services Coordinator will serve each member a Five Day Pay or Quit Notice that can be cured by:
 - a) Reducing their debt to the allowable amount,
 - b) Getting on a standard payment plan, or
 - c) Getting on an exceptional payment plan. Note that the member must request an appeal meeting to the Member Services Coordinator before the five (5) day period expires.

2. If the notice is not cured, the Member Services Coordinator will wait until three (3) days after the five (5) day period expires, then will file for eviction in small claims court and arrange for the member in question to be served an eviction summons and complaint. A member facing eviction for unresolved debt is automatically scheduled for an appeal at the next Coordinating Committee meeting.
3. In small claims court MCC will seek to have the member in question evicted unless all of the following actions have taken place by the court date:
 - a) The member in question has reduced their debt to the allowable amount and the house accounts receivable treasurer has provided the Member Services Coordinator with an updated billing sheet that reflects this,
 - b) The member in question has been approved to continue living at their house and the house accounts receivable treasurer has communicated this in writing to the Member Services Coordinator, and
 - c) The Coordinating Committee has decided that the member in question is not to be evicted.

L. Contract Termination and Eviction for Defaulting on a Payment Plan

1. It is the duty of all house accounts receivable treasurers to immediately inform the Member Services Coordinator in writing when a house member defaults on a payment plan by failing to make a scheduled payment.
2. The first time a member defaults on a given payment plan by failing to make a scheduled payment, the Member Services Coordinator will pursue contract termination and eviction actions against them. To this end, the Member Services Coordinator will serve the member in question a Five Day Pay or Quit Notice that can only be cured by getting up to date on their payment plan or by successfully appealing to the Coordinating Committee. Note that the member must request an appeal meeting to the Member Services Coordinator before the five (5) day period expires.
3. If the notice is not cured, the Member Services Coordinator will file for eviction in small claims court and arrange for the member in question to be served an eviction summons and complaint. A member facing eviction for defaulting on a payment plan is automatically scheduled for an appeal at the next Coordinating Committee meeting.
4. In small claims court MCC will seek to have the member in question evicted unless all of the following actions have taken place by the court date:
 - a) The member in question has reduced their debt to the allowable amount or is on a modified exceptional payment plan approved by the Coordinating Committee and the house accounts receivable treasurer has provided the Member Services Coordinator with an updated billing sheet that reflects this,
 - b) The member in question has been approved to continue living at their house and the house accounts receivable treasurer has communicated this in writing to the Member Services Coordinator, and
 - c) The Coordinating Committee has decided that the member in question is not to be evicted.
5. The second time a member defaults on a given payment plan by failing to make a scheduled payment, the repercussions will be the same as they are for the first time

except that the member in question will not receive a Five Day Pay or Quit Notice that can only be cured by getting up to date on their payment plan or by successfully appealing to the Coordinating Committee, but rather they will receive a Fourteen Day Termination Notice that can only be cured by successfully appealing to the Coordinating Committee.

M. Contract Termination and Eviction for Excessive Debt Notices

1. If a member receives a fifth (5th) or subsequent debt notice within a one (1) year period, the Member Services Coordinator will pursue contract termination and eviction actions against them. To this end, the Member Services Coordinator will serve the member in question a Fourteen Day Termination Notice that can only be cured by successfully appealing to the Coordinating Committee. An appeal to the Coordinating Committee will be automatically scheduled for the member.
2. If the notice is not cured, the Member Services Coordinator will wait until three (3) days after the fourteen (14) day period expires, then will file for eviction in small claims court and arrange for the member in question to be served an eviction summons and complaint.
3. In small claims court MCC will seek to have the member in question evicted unless both of the following have happened by the court date:
 - a) The member in question has been approved to continue living at their house and the house accounts receivable treasurer has communicated this in writing to the Member Services Coordinator, and
 - b) The Coordinating Committee has decided that the member in question is not to be evicted.
4. A member whose contract is terminated for excessive debt notices is not allowed to contract for housing with MCC for a period of one (1) year from the date of the termination

N. Burden of Court Costs

1. When representatives of MCC pursue legal action against a member, all court filing fees, process serving costs, and other court expenses will be paid by MCC and billed to the appropriate house. A billed house can charge the member in question for court costs to the extent allowed by law.

O. Serving of Eviction Summonses and Complaints

1. Representatives of MCC will hire private process servers, not sheriff's departments, when eviction summonses and complaints are to be served to members.

P. Member Debt Collection

(passed 7/27/2011)

1. The MCC Board of Directors Approves the finance coordinator to collect a debt collection fee, to be billed directly to a house that has a member who leave with outstanding debt (outstanding debt is defined as the total amount due on the first line of Section F of the MCC Security Deposit Accounting Form)
2. There is a seven-day grace period after the member vacates the premises in which to pay for the outstanding debt before billing the house and collection begins. The vacating member also has the option to present a house approved payment plan to the Member Services Coordinator within the seven-day grace period to avoid

immediate debt collection. If any payment is late or missed, the debt collection fee will be billed to the house and the debt collection will begin.

3. If a member leaves with less than the debt collection fee amount in outstanding debt, the fee will not be billed to the house and no debt collection will be initiated by MCC.

VII. Diversity, Child Subsidy, & Harassment

A. CHILD SUBSIDY

(passed at the GMM on 20 April 1997; amended at the GMM on 20 October 2002; amended at the July 6, 2005 Board Meeting; amended at the April 26, 2006 Board Meeting. Amended at February 8, 2012 Board Meeting)

1. MCC will offer a child subsidy of 180 dollars per month to any family provided that:
 - a) The house where the parent/guardian(s) will be residing approves the subsidy;
 - b) Proof of full or partial custody (not just paternity/maternity) for a child less than 18 years of age is provided by the parent/guardian(s) by providing legal documentation (tax returns, court records, other government/official records or an affidavit signed by the house) to the MCC Finance Coordinator upon initial request for said subsidy;
 - c) A child lives with the parent/guardian(s) more than 50% of the year;
 - (1) If a child lives with the parent/guardian(s) 25-50% of the year, they may receive a 90 dollar subsidy provided (1) and (2) are satisfied. If a child lives with the parent/guardian(s) less than 25% of the year, they are not eligible for a subsidy;
 - (2) In the event that the subsidy for one child adds up to more than one subsidy according to the above rules, only one subsidy will be given. That subsidy will be divided according to the time the child spends in each house.
 - d) Proof of custody and confirmation of house approval must be submitted to the Finance Coordinator prior to the parent/guardian receiving the subsidy.
 - e) Families who are living in one house and occupying more than one room may request up to two child subsidies to cover the costs of an additional room.
2. The cost for a given subsidy will be normalized so that the per-capita cost for each house will be the same: four dollars per month. It will be calculated as follows:
 - a) The cost per month of a full subsidy for MCC is $180 - (4 * \text{number of rooms})$. The cost for the house will be $4 * (\text{number of rooms})$;
 - b) The cost per month of a half subsidy for MCC is $90 - (2 * \text{number of rooms})$. The cost for the house will be $2 * (\text{number of rooms})$;
 - c) No member will pay more than \$10 per month. In the event that a house has more than two and a half subsidies, MCC will bear the full cost of additional subsidies.
3. Once a parent/guardian has received a subsidy, they will possess it until they leave MCC unless:
 - a) The house chooses to discontinue the subsidy, in which case the family will receive the MCC portion of the subsidy until the end of the contract year;
 - b) A member chooses to switch houses, in which case they would retain the subsidy. If the house they move into declines to pay the house share of the

subsidy, the family will continue to receive the MCC portion of the subsidy until the end of the contract year. In that case, the family would then lose their subsidy unless the house votes to approve it before the next contract year.

4. MCC will budget for 10 subsidies each year. Subsidies will be offered on a first-come first-served basis. In order to maintain an equitable distribution of subsidies, the Finance and Membership Coordinators will oversee their allocation. Any dispute regarding who receives subsidies may be taken to Coordinating Committee for resolution.

B. MCC Safer Space Policy

Passed by MCC Board of Directors 6/3/15; Amended by Board of Directors 4/5/17 & 2/28/18; Replaces text of the Harassment and Abusive Conduct Policy (passed 11/14/12)

1. Safer Space Policy

- a) Madison Community Cooperative (MCC) is committed to maintaining a positive environment for its members, officers, staff, affiliates, guests, family, and friends. And to protecting the rights of its members to freely express their ideas, regardless of their popularity or merit. All individuals have the right to enjoy an environment where they can express themselves fully, free from all forms of conduct that are harassing, discriminatory, abusive, or oppressive. MCC strives to create spaces in our houses, meetings, and gatherings of all kinds which are safer than those in our society at large.
- b) Our goal is to hold people accountable for harassing, discriminatory, or abusive language or actions, help them to recognize how their behavior affects those around them, and for them to change their actions accordingly. Harassment based on, but not limited to: racism, sexism, ageism, sizeism, classism, ableism, transphobia, and heterosexism are among the things unwelcome in MCC. As a last resort, MCC reserves the right to pursue the removal of individuals from the committee or space in question, or pursue their removal from MCC as a whole, in accordance with our bylaws.
- c) We are committed to providing egalitarian processes, procedures, and meeting spaces, and to empowering all people within MCC. We are explicitly committed to fighting systems of social supremacy and privilege at all levels within MCC: institutional, interpersonal, and internalized.

2. Definition of Safer Space

- a) "A safer space is a supportive, non-threatening environment that encourages open-mindedness, respect, a willingness to learn from others, as well as physical and mental safety. It is a space that is critical of the power structures that affect our everyday lives, and where power dynamics, backgrounds, and the effects of our behavior on others are prioritized." – Coalition for Safer Spaces

3. Definition of Harassment

- a) Harassment: Unwelcome verbal or physical conduct or discrimination based on race, color, creed, ancestry, national origin, age, disability, sex, arrest or conviction record, marital status, sexual orientation, membership in the military

reserve or use or nonuse of lawful products away from work, or any other protected class.

4. Definitions of Sexual Harassment and Sexual Violence

- a) **Sexual harassment** includes unwelcome sexual advances, unwelcome requests for sexual acts in exchange for something, and unwelcome physical behavior or words that are sexual. Behavior that substantially interferes with your living or work environment or creates an intimidating, hostile, or offensive living or work environment is called hostile environment sexual harassment. When submitting to or rejecting this behavior influences membership or employment decisions, it is called quid pro quo (or “this for that”) sexual harassment.
- b) **Sexual assault** is any sexual contact without consent. Consent means words or clear actions that show a person who is competent to give informed consent freely agrees to the sexual contact. Sexual assault is a violation of federal laws and Wisconsin state laws, and MCC policies that govern member and employee behavior.
- c) **Dating or domestic violence/Intimate partner violence:** An “intimate partner” is a current or past significant other. Dating or domestic violence is an ongoing pattern of power and control by one intimate partner over another. A single act of violence may also be dating or domestic violence. Dating or domestic violence can include emotional abuse, physical violence, threats, intimidation, isolation, and sexual assault.
- d) **Stalking** is a pattern of behavior directed at a specific person that would cause a reasonable person under the same circumstances to suffer serious emotional distress or to fear bodily injury or death. Stalking may include monitoring and pursuing contact and may occur through phone calls, text messages, social media, email and in person.

5. Definition of Discrimination

- a) The act of denying rights, benefits, justice, equitable treatment, or access to facilities available to all others, to an individual or group of people because of their race, color, creed, national origin, age, gender, sex, marital status, sexual orientation, military service, use of lawful products away from work, disability, past or present membership in a previous or existing house, or any other defining characteristic.

6. Definition of Social Supremacy

- a) Social supremacies are ideologies that claim certain members of society are superior to other members of society. White supremacy is the belief that white people are superior to people of color; male supremacy is the belief that males are superior to non-males; many other forms of supremacy exist. Supremacy manifests itself when people willfully use privilege, whether or not they vocalize or admit the ideology, which they use to put themselves above others.

7. Definition: Abusive Conduct

- a) “Conduct with malice, that a reasonable person would find hostile, offensive and unrelated to the organization’s legitimate interests. Abusive conduct may include repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, and epithets, verbal or physical conduct that a reasonable

person would find threatening, intimidating, or humiliating, or the gratuitous sabotage or undermining of a person's work or housing." --California State Statute

C. Process for Addressing Violations:

1. The following actions may be taken by a person who feels violated by an action or statement they witness, whether or not they were the target of the abusive behavior:
 - a) Address the violation one-on-one, if possible.
 - b) Talk to someone else about it, and ask them if they're willing to address it directly with the other person.
 - c) Set up a time to talk about it in a group. Finding someone to facilitate the conversation is often helpful.
 - d) Bring it up at an MCC meeting, whether it's Board, Membership Committee, etc.
 - e) Bring the issue to the Community Response Team:
crt@madisoncommunity.coop.
 - f) Request that MCC follow the process for non-rent contract terminations.
2. Anyone who has been subjected to sexual harassment or sexual violence has options for reporting the violation, including the option not to report. For those who choose to report, the following MCC committees are available to receive reports alleging violations of this policy:
 - a) If you have been subjected to an incident of sexual harassment and/or sexual violence from a member, please contact the Community Response Team at crt@madisoncommunity.coop.
 - b) If you have been subjected to an incident of sexual harassment and/or sexual violence from an employee, please contact the MCC Personnel committee at perco@madisoncommunity.coop.
 - c) Both of these committees have members appointed by the MCC Board of Directors and will confidentially investigate the incidents and take appropriate action.
3. We also highly recommend accessing community organizations outside of MCC that keep your personal information confidential:
 - a) DAIS: Provides free services for survivors of dating/domestic violence and stalking, including emergency shelter, legal advocacy, community education and more. (24-hour help line at 608-251-4445)
 - b) Forensic Nurse: Provides confidential medical and forensic examinations for victims of sexual assault and dating violence. FNs can examine injuries, collect evidence and offer medications to prevent STIs and/or pregnancy. (Call 608-417-5916)
 - c) Rape Crisis Center: Free services for survivors of all forms of sexual violence, including medical and legal advocacy, counseling, support groups and community education. (24-hour help line at 608-251-7273)
 - d) UNIDOS: Provides services to Latina and non-Latina survivors of sexual assault and domestic violence. (24-hour help line at 1-800-510-9195)

- e) Room To Be Safe: A non-emergency resource line providing information about safety planning and intimate partner violence in LGBTQ relationships (Call or text 414-856-LGBT (5428))
- 4. Any member, officer, employee staff person, or guest of MCC who experiences harassment or other violation of this policy is encouraged to follow this process for addressing violations. They may do so if the violation occurred in an MCC space, at an MCC event, or outside of MCC by a member of MCC. Whenever possible we encourage the use of earlier steps, like speaking to the offender one-on-one, before moving to more public or harsher actions. This respects the general good intent of members of our organization, and addresses small problems on an interpersonal level where lasting change is more likely to occur. We do recognize, however, that some violations are so egregious that serious action must be taken immediately, and the actions listed are not “steps” which must be completed in order, but are all immediately available if needed.
- 5. When addressing harassing, abusive, or discriminatory conduct, everyone is encouraged to take an approach centered around the target of the behavior. This includes consulting the affected individual before becoming involved in the conflict, asking them how they would prefer the issue to be handled, and allowing them to define their experience of unacceptable conduct.

D. Retaliation and Abuse of Authority

- 1. Madison Community Cooperative will not tolerate any form of retaliation directed against a member, officer, or staff person who complains in good faith about harassment and/or verbal abuse or participates in any MCC sanctioned investigation involving harassment or verbal abuse. MCC will also not tolerate any abuse of authority, which is the improper use of power or influence to endanger an individual’s job or living situation, undermine performance, threaten economic livelihoods, or in any way interfere with a career or living situation.

E. Abuse of Safer Space Policy

- 1. Using this, or any other MCC policy in an abusive manner or to falsely accuse someone is itself considered a violation of the safer space policy.

F. Display of Safe Space Policies

- 1. A copy of the MCC Safer Space Policy shall be present at all board meetings and general membership meetings, and have a direct link on the MCC homepage. The MCC Safer Space Policy or another safe space policy will be displayed at all MCC houses. The Membership Officer, Membership Committee, and House Membership Coordinators will work together to help houses craft and display these safe space policies.

VIII. CITY HOUSING AND ENERGY RESOLUTION

A. MADISON COMMUNITY COOP

- 1. Whereas, it is deemed appropriate and necessary that the members of Madison Community Co-op become involved in matters directly affecting us, the organizations we belong to and society in general, and to that end agree to and support certain relevant principles and policies.
- 2. Now, therefore, be it resolved, that we the assembled membership of MCC do hereby adopt the following resolutions:

a) HOUSING

- (1) Resolution #1: The City must play a much increased role in building and rehabilitating new housing units in the central city. Given the continued pressure for student housing, and the predicted demand for some 5000 units by nonstudents over the next ten years, there will be no relief from property speculators, who are already taking advantage of the very low vacancy rates. More displacement due to rising housing costs and either further neighborhood deterioration and growth of condominiums is extremely undesirable.
- (2) Resolution #2: The City or some City agency, Community Development Authority (CDA) or Madison Development Corporation (MDC), should build and rehabilitate significant numbers of new housing units in the central city for low and moderate income persons. The goal should be at least 5000 units in the next 10 years.
- (3) Resolution #3: the City and University both should advocate and encourage the initiation of new housing cooperatives. Co-ops can play an important role in keeping housing costs down because of their not-for-profit, nonspeculative orientation.
- (4) Resolution #4: City or State law should provide tenants the right of first refusal on purchase of absentee owned property which is for sale. The City or State should provide low-interest loans for down payments to help the tenants start new cooperatives.
- (5) Resolution #5: The State should adopt a taxation policy which strongly discourages housing speculation and the rapid turnover of income property.
- (6) Resolution #6: The City should require housing impact statement for any rezoning, conditional use or demolition permits which may, individually or cumulatively, significantly affect the supply and cost of housing in the central city. The existing demolition ordinances should be revised so as to preclude the intentional destruction of houses by neglect.
- (7) Resolution #7: The City should examine in detail the concept of density zoning. While the philosophy of discouraging the influx of speculators into stable residential neighborhoods has some merit, the use of R4A zoning to accomplish this goal is morally unacceptable because of its discrimination against nontraditional lifestyles.

b) ENERGY

- (1) Resolution #8: We call for the development of decentralized, renewable and nonpolluting energy sources. A national energy policy must be formulated which serves the needs of people, not corporate profits. Energy production and distribution must be less capital intensive, and create more jobs. Tax incentives should be provided so as to encourage the use of renewable energy resources.
- (2) Resolution #9: We call for a moratorium on all new nuclear reactors, and rapid phaseout of all existing nuclear power facilities.

- (3) Resolution #10: We demand a strong City program of solar and wind demonstration projects. This program should be aimed at encouraging self-help projects and the creation and expansion of local small businesses.
- (4) Resolution #11: We demand the establishment of strong City standards for residential and commercial energy conservation.

IX. Expansion, Development, Social Justice Center

A. EXPANSION POLICY

Accepted by GMM 10/5/1983

Amended by GMM 4/20/1997

Amended by BoD 6/17/16

1. Selection of Houses

- a) When selecting new houses for cooperatives, MCC will strive to fulfill its mission and purposes, and will also take into consideration the desires of current and future members of MCC and the Madison community. Desirable characteristics that have been expressed by members include:
 - (1) Accessibility to wheelchair users and others with physical limitations
 - (2) Energy efficiency, and other environmental impacts
 - (3) Historic preservation of structures and neighborhoods
 - (4) Low difficulty and expense of maintenance
 - (5) Providing affordable housing where such housing is least available and most in demand
 - (6) Proximity to public transportation
 - (7) Zoning and potential for future development

2. Initiative

- a) MCC shall actively pursue expansion in the following way:
 - (1) The Finance Committee will investigate availability of properties, leasing, and financing options.
 - (2) Through the committee, MCC shall seek out and encourage groups of people interested in forming new co-op housing, whether they are current MCC members, past members, or a combination of the two. These groups can benefit by joining with MCC and sharing our financial, administrative and technical/experiential resources. The committee will also seek out interested people who are not members of MCC.
 - (3) In both of these situations, those interested in living in a new house should join with the standing committee, since their concerns are at stake and their energy is vital at every step of the process if the new house is to be a success. Standing committee members should be prepared to undergo training in real estate and financing so as to better serve the needs of the committee. This training will be provided by or through MCC.

3. Leasing

- a) MCC may enter into a leasing/management agreement with Madison area landowners, for the purpose of providing controlled, cooperative housing to its members. The lease agreement shall include provisions for maintenance responsibilities, utilities, tax and insurance payments, maximum allowable rent

increases, lease renewal and termination, right of first refusal and/or an offer to purchase at a specified time, including a purchase price.

- b) MCC will manage the major affairs of the building to include rent payments, and any taxes, insurance, major maintenance and any reserves included in the lease agreement. The co-op house is to be responsible for minor maintenance, utilities, and any other internal accounts as in the owned MCC co-ops. The co-op members shall enjoy all other rights granted in the MCC bylaws.
- c) After the first year of leasing, the MCC Board shall determine if it is desirable to work towards purchase of the building and will start looking at the necessary financial and legal arrangements.

B. Development Funds

1. When creating an annual budget, MCC shall set owned house income such that the amount of 3 months of operating expenses are held in MCC's reserves (defined as any unallocated money), as long as doing so would not raise rent more than 5% for the next fiscal year. At the end of a fiscal year, any money in MCC's reserves in addition to 3 months of operating expenses will be put into the development fund.
2. In addition to exploring other funds, \$5 per member per month will go towards the Development Fund. For new members with contract starting dates of May 1, 2003 or later, the MCC lifetime membership fee for Type A members becomes \$45.
3. The Development Fund may be used for minor rehab of a purchased property, but the funds for major rehab should be included in any financing arrangements for the purchase.

4. Deciding to Acquire

- a) The Board of Directors will make a recommendation for referendum by the membership, which will include occupancy and equalization in accordance with the MCC bylaws.

5. Set Standard Start Up Funds for New Co-ops

Passed at SMM 5/31/2001

- a) Borrowing for new house purchases shall include funds for supplies, vacancies, and other house start up costs (such as paying bills). An estimate of this cost will be presented to the General Membership, included with the financial information provided when the vote to purchase occurs.
- b) MCC will make this payment to the house when the house has a treasurer and a budget; new MCC houses will be given a grant of one month's house budget (total income excluding food). This money will not be used to reduce member charges.
- c) The board may increase the grant if needed for a period of initial vacancies or "rent abatement" for the MCC Payment during periods when the premises are not yet habitable.

C. Social Justice Center Partnership

(Passed at the 1/26/00 BoD meeting; Amended at the 9/25/05 General Membership Meeting; Amended at the 12/7/05 Board meeting)

1. MCC decides to be partners with Wisconsin Community fund, Tenant Resource Center, and Wisconsin Citizen Action. The purpose of the partnership is to network,

share resources and share in ownership of the Social Justice Center at 1202 Williamson Street.

2. The MCC President shall receive a monthly stipend of \$25 for serving as one of MCC's SJC Reps. If MCC's SJC Rep.s are not fulfilling their duties, other staff at the SJC should report the situation to MCC staff or an MCC officer. The staff or officer should bring the problem to MCC Coordinating Committee.
3. SJC Reps. would have the following job descriptions:
 - a) Note: SJC Reps. would not be on the Coordinating Committee and would not be on the MCC board as a voting member (unless on the board for another reason). MCC staff, as long as they are Class A or B members of MCC are also eligible to run for SJC Rep. If the SJC Rep. Positions go unfilled, MCC staff and officers must make sure MCC's responsibilities are covered.
 - b) TOTAL COMMITMENT=4.5 hours/week average, plus: an average of 6 additional hours/month+ SPECIFIC DUTIES EVERY 2 WEEKS:
 - (1) Perform MCC's SJC Workjob weekly. VERY IMPORTANT! Workjobs rotate quarterly (but the SJC is flexible-if MCC wants to volunteer to do bathrooms for a whole year, it would likely be fine). Workjobs include bathrooms, upstairs common areas, downstairs, and outdoors. Most of these workjobs take 1/2 to an hour per week (Total: hour every 2 weeks per rep.)
 - c) MONTHLY
 - (1) Represent MCC at all SJC Board Meetings
 - (2) Get feedback on major issues from the MCC Board before the SJC makes a decision (table the SJC Board item when necessary). Major issues include any major change to the SJC-such as a proposal that changes its mission or function, involves a major financial commitment or risk, or significantly affects MCC's office space.
 - (3) Obtain feedback on minor issues of interest to MCC through sense votes at MCC Board meetings and through talking to staff, officers, and other MCC members. Minor issues of interest might include whether or not to get a Coke Machine for the building, letting a certain Incubator group, etc.
 - (4) With all issues, the Reps. are expected to get as much feedback as possible and act with MCC's and the SJC's interest equally in mind. (This is similar to how you handle issues at the MCC Board you have your house's interest in mind, but also MCC's) Board meetings are usually 1-2 hours once a month. (2 hours/month per rep.)
 - (5) At least 1 Rep. should serve as an SJC Officer or chair a SJC committee. Officer positions are Secretary, Treasurer, President, Vice President. In addition, the Operations, Incubator and Fundraising committees have separate chairs. (3+hours/month for 1 rep)
 - (6) Serve on one SJC Committee per rep: Operations, Finance, Incubator, Fundraising. Participation especially in Operations, entails volunteering to do a portion of the work that must be done to run the committee. Operations should always be attended by 1 Rep. Most committees meet for one hour 1x/month. Other MCC members/staff are welcome to voluntarily serve on SJC committees (2 hours/month per rep)

- (7) Report at each MCC Board meeting and GMM (1 hour/month per rep.)
 - (8) Help keep the MCC office clean and organized. Help vacuum, take out trash, clean and organize. Help keep MCC library organized. Help make sure brochures on MCC are always available and visible in the office and that the office is welcoming to visitors and assist with MCC office tasks including phone relief, filing, calling back potential members, or helping with any other task staff could use assistance with. (hours/month per rep.)
 - (9) Make sure MCC members know that other groups can use the SJC Conference Room for meetings & MCC can sponsor them. MCC has 4 slots a month free, and beyond that, outside groups pay \$1/attendee. Make sure MCC members or other organizations know that the SJC Reps are the people to call. When they call, check the calendar posted outside the conference room for availability and schedule them if the room is available. (Note; you can call the MCC office and have someone check for you.) Then, be sure the group fills out a Conference Room Agreement Form and pays the fee if applicable. When the meeting is held, make sure the building is open for them, locked behind them after they leave & that conference room is left clean. (2 hours/month per rep)
 - (10) Support the other organizations in building. Attend some of their events-for example, TRC's annual fundraiser, Madison Hour's potluck, chili dinners, etc. Regularly post any SJC/organization events, volunteer opportunities and job opportunities in MCC houses &/or announce to MCC members (1 hour/month per rep)
- d) Once or twice a year:
- (1) Write proposals to improve the SJC. Help improve process & develop policies. (3 hours/year per rep)
 - (2) At least 2x/yr present SJC financial info. to the MCC Finance Committee. Present the info to the MCC Board at least 1x/yr. (3 hours/year per rep.)
 - (3) Orient the MCC Board to the SJC (encourage an annual board meeting there with a tour and orientation). Orient new MC staff and officers to the SJC and introduce them to other people in the building, as well as the resources there that they may use (conference room, kitchenette, training opportunities) Orient members to the SJC at least twice a year through such things as informational booklets, going to house dinners, having an open house, walking tour, etc. You could also organize an MC art show once a year-where MC members can display their art and have an art show opening party at the SJC (12 hours/year per rep)
 - (4) Participate in all SJC fundraising efforts (phone-a-thons, Anniversary event) and make a substantial effort to recruit other MCC volunteers. Participate in all SJC Work Days (painting, etc) and make a substantial effort to recruit other MCC volunteers. Help coordinate tabling at the Willy St. Fair, Orton park fest. WORT Block Party, etc. on behalf of SJC. Be sure that MCC has a visible presence at the table(s). Actively recruit other MCC and SJC members to help out (you can coordinate fun events like coloring, button making, co-op trivia games, etc.) (5 days/year per rep)

- (5) Help organize events to help build community at the SJC-treats, happy hour (6 hours/year per rep)
- (6) Once a year, organize something to thank MCC staff (special dinner at a house, etc.) (4 hrs./year per rep)
- (7) Attend MCC's Annual Retreat (1 weekend/year usually in the fall)
- e) This position is ideal for a former MCC officer or Board member because they would have experience on a Board and have a good feel for MCC. In addition, knowing the members level of responsibility and meeting attendance would be good before electing them to this position (Good SJC reps can accomplish a ton, but bad SJC reps make MCC look irresponsible and forfeit the chance to accomplish great things through these positions).
- f) MCC shall be represented on the SJC Board by our President and our Maintenance Coordinator. The Maintenance Coordinator shall spend no more than 8 hours per month working on SJC-specific matters.

4. Social Justice Center Policies

passed at the 2/13/00 GMM

- a) Allocations from the MCC Office Center fund. Instead of a list of donors for the capital campaign and in support of the endeavors of the Social Justice Center, MCC allocates \$5,000 from the Office Center Fund as follows: \$2,000 as a donation, and \$3,000 as a three year loan at %5 simple interest.
- b) Dedicate one-third of the current MCC development fund for housing in Willy St. area. MCC decides to secure future possibility of cooperative housing in the Williamson/Jenifer Street area. MCC dedicates one-third of the current Development fund (one-third of the fund equaling approximately \$28,000) as the Williamson/Jenifer Street Housing Fund. Interest will accumulate in this fund. this fund may only be used to develop housing in the Williamson/Jenifer Street area. In any case, the development must be for housing that MCC owns and has equity in. The Development Committee will research all options in this area in accordance with it's policies, and the Board may allocate up to one-third of this amount to secure a possibility where there is no time for a referendum. Otherwise, any decision to actually spend this fund shall be decided later by the membership.

5. Renewed Mandate for SJC Board Members

passed at the 4/25/00 BoD meeting

- a) MCC requests that its Social Justice Center Board representatives sign the Social Justice Center Bylaws and a ten year lease in the Social Justice Center (1202 Williamson Street) subject to the following conditions:
 - (1) MCC authorizes the SJC to borrow \$125,000 from the Dane Fund and \$395,000 from M&I Bank for the purchase and renovation of the old Willy Street Co-op Building.
 - (2) The SJC reps have already gained agreement from the other SJC partners that the SJC Bylaws will be changed to a modified consensus process. The SJC reps will seek to implement this agreement at the next SJC Board meeting.
 - (3) The SJC will provide maintenance storage space to MCC for free.

- (4) The SJC will allow member groups to locate other non-profits to take over a ten-year lease and to thus sublet leased office space, if they are willing to become an SJC partner and are approved to the SJC Board.
 - (5) The SJC will obtain (at least) three estimates from construction companies for the renovation work within one month.
 - (6) The amount that MCC will target to fundraise for the SJC is \$5,000 over three years.
 - (7) The other partners of the Social Justice Center are Wisconsin Community Fund, the Tenant Resource Center, and Wisconsin Citizen Action.
 - (8) MCC has the future option of renting or using the basement space for MCC Maintenance.
 - (9) MCC's Social Justice Center Board representatives will confirm the final language of the Bylaws and the Leases (still to be written) with our attorneys.
 - (10) MCC's SJC Board reps will confirm the final language of any changes to the Bylaws to the BoD.
- b) The Social Justice Center Board representatives will continue to report to the Board and GMMs, make decisions on behalf of MCC consonant with the above conditions, and obtain Board or GMM approval for any non-minor changes or new actions.

6. SET STANDARD START UP FUNDS FOR NEW CO-OPS

(passed at special GMM May 31, 2001)

- a) Borrowing for new house purchases shall include funds for supplies, vacancies, and other house start up costs (such as paying bills). An estimate of this cost will be presented to the General Membership included with the financial information provided when the vote to purchase occurs. The Finance Coordinator will make this payment to the house when the house has a treasurer and a budget); new MCC houses (including Goo Hut) will be given a grant of 60 % of one month's house budget (total income excluding food). The other 40% of what the house budget will be given in the form of a loan. Houses may refuse any part of the grant or loan. This money will not be used to reduce member charges.
- b) The Finance Coordinator can adjust these amounts by the inflation rate. The board may increase the grant if needed for a period of initial vacancies or "rent abatement" for the MCC Payment during periods when the premises are not yet habitable.

D. Development Committee Funds

(Submitted 5/15/10)

- 1. The MCC Board of Directors approves transferring \$5,000 from savings in the development fund at the start of the 2010-2011 fiscal year. The MCC Board of Directors invests the MCC Development Committee to spend up to \$1,000 of development fund money at anytime provided five conditions are met:
 - a) There is enough money in the development fund to cover the expense
 - b) A formal agenda announcing the Development Committee meeting where the decision to spend the money will take place is distributed to all MCC houses at least one week prior to the meeting.

- c) The expenditure would further MCC's development goals.
- d) An MCC staff or officer is in attendance at the meeting and in favor of spending the money, and the staff or officer fills out a form to give to the Finance Coordinator to show that the money was approved.
- e) A report of the expenses is submitted to the Board of Directors

X. MCC Funds, Finance, and Property Tax

A. MCC House Loan Policy

Adopted by the MCC Board September 3, 1997

1. Individual MCC houses may also borrow money from MCC. These loans will have a specific decision-making/loan approval process. These loans will be classified as "miscellaneous loans" to be specifically used to enhance the operation or long-term livability of an MCC house through specific house projects or home improvements.
2. All individual house loans are to be decided by the Finance Committee after the house has approved the loan and project/improvement at their own house meeting.
3. The Finance Committee shall be provided a copy of the current year-to-date financial statements (Balance Sheet and Income and Expense Statements); a copy of the current year's operational budget; actual monthly cash flow projections; and the last few bank statements. The purpose of this information is to evaluate if a house can afford the additional cash outlay of making loan payments. If the Finance Committee doesn't approve a loan, then they should provide the house with specific information on what is required to approve a loan request in the future.
4. The Finance Committee may send house project or home improvement ideas to the Maintenance Committee for their approval before deciding on a house loan.
5. House loans are to be limited to one MCC house payment (larger houses should be able to afford larger loan amounts). Specific Loan amounts and their repayment schedules shall be determined at the Finance Committee meeting.
6. Loan payments will be billed directly through the MCC monthly house billing sheets. Loan payments will be due at the same date the house's monthly billing payment is due. Loans shall be repaid within one to two years.
7. The house borrowing the money agrees to reimburse MCC the principal, any interest charges and any staff time needed to prepare and make the loan. The Finance Coordinator will decide if the loan will be made from current cash reserves or if moneys should be borrowed from our line of credit. The interest rate to be charged the houses is defined as the interest rate MCC would have earned if the moneys remained in cash reserves.
8. MCC will not lend more than \$18,000 per year under this category of loans. This amount should be shared as much as possible amongst all houses. Loans shall be decided in the order they arrive to the Finance Committee

B. Required minimum information to present the MCC budget to the general membership.

Passed 4/1/92

1. The Finance Committee, the Board of Directors and the General Membership shall receive the following information along with a proposed MCC budget.

2. Current vacancies and averaged vacancies beginning on August 15 of the previous year to current, compared with a 5% vacancy expense and what the house budgeted for vacancies.
3. Current past member debt and expected bad debt to the house in dollar amount and as a percentage of average room charges.
4. Last three months average of total accounts receivable/current from current members as compared to the houses MCC payment.
5. An assessment of any other problems in house operations that constitute a clear qualifier on MCC's apparent financial health at the cusp of the fiscal year, including budget overruns.
6. This information shall be compiled in a timely way by the Treasurer and Finance Coordinator for the Finance Committee, and approved by the Finance Committee as it forms its projections for the upcoming fiscal year.

C. MCC Loan Policy

Adopted by the MCC Board

Amended Sept. 20, 1995 by the MCC Board

Amended Feb. 7, 1996

1. Our first response to groups wishing to borrow money will be to suggest they consider working with existing groups that specialize in making loans to co-ops, like the National Cooperative Bank and the North Country Development Fund. MCC will ask groups for documentation of rejection for loans from traditional lenders.
2. MCC will provide a basic information sheet that tells interested groups what information we want in order to process this loan, what the decision-making/loan approval process is like, what costs are likely to be, including the requested rate of interest.
3. MCC has two categories of loans--Real Estate and Miscellaneous--which will be treated differently in terms of collateral, interest, etc. Furthermore, MCC will never have more than 15% of its equity loaned out at any time and will loan only to other cooperatives:
 - a) Real Estate Loans:
 - (1) A loan for the purchase or partial purchase of a co-op house.
 - (2) Must be secured by a first lien on a property of at least equivalent value to the one being purchased.
 - (3) Loan is not to exceed 70% of the appraised value of the collateral.
 - (4) The co-op must be inclusive. To receive a loan of \$5,000 or more, unless in special circumstances when the Board waives this requirement, the co-op must sign an agreement that, through the life of the loan, there will be included in their bylaws (or superior governing rules) the following assurances:
 - (a) "(co-op name) will enact a plan to be affordable compared to the rents and inclusive compared to the diversity of city ("region" if in a rural area), act persistently on the plan, and take actions to ensure that people of color and low income persons are included as co-op members."
 - (b) MCC will charge the borrower one point above the weighted average of MCC's aggregate debt (i.e. one percentage point above the average

interest rate we pay to our banks). If the housing is in Wisconsin or in a neighborhood made up of high numbers of people in a group that is underrepresented in co-ops, MCC may choose to charge the borrower equal to the weighted average of MCC's aggregate debt.

- (c) The borrower agrees that, if MCC should ever be informed that the assurance of inclusiveness or another loan condition has been violated by the borrower then, at MCC's discretion, the borrower's rate increases to two or three points above the weighted average of MCC's aggregate debt for the life of the loan.

b) Miscellaneous Loans:

- (1) A loan for the purchase of miscellaneous items to enhance the operation of a cooperative.
- (2) MCC will not lend more than \$10,000 per year under this category.
- (3) Must be secured by collateral valued at least two thirds of the amount of the loan.
- (4) MCC will charge the borrower three points above the weighted average of MCC's aggregate debt.
- (5) The group borrowing the money agrees at the time of the formal loan request that they will reimburse MCC for all title/financing statement searches and filing fees, and all legal costs associated with preparing and making the loan, even if the loan is not made.
- (6) The group borrowing the money agrees to reimburse us for the staff time needed to prepare and make the loan, at current staff salaries (on an hourly basis), even if the loan is not made.
- (7) That MCC not make any loan without properly secured collateral (collateral has no prior liens against it, or if so, there exists a clear 'interest', or portion of the collateral that we can use to secure our loan.)
- (8) The borrower will pay for all work needed to establish and insure that they have a clear and unencumbered interest in the property that they offer as collateral: title searches and/or title insurance, other research necessary to establish that no prior claims (e.g. financing statements) have been made against their property.
- (9) That MCC will always file a Financing Statement, or register the mortgage, which specifies the collateral securing the loan, with the County and State, as is appropriate, within 5 days of closing the loan.

4. Outline of Loan Making Process (time estimates given are minimums)

- a) Work To Be Done: Who Does It, Time Needed, Preliminary Evaluation of Loan Application, Finance Coordinator and Treasurer, 1-2 weeks, Consideration by MCC Finance Committee, Finance Committee, 2 meetings, Final Approval by Board, MCC Board 1 meeting
- b) Information We'd Like to Have From "Established" Groups (those which have been around for 3 years or more)
 - (1) First, we'd like to ask you a few questions about who you are: your quest (mission or purpose as an organization), how you are organized, and why you would like to borrow money from us:

- (2) Name of your group, what you do, how you are organized (partnership, cooperative corporation, etc.). In particular, we'd like to know how your group makes decisions in general, who makes financial decisions in your group, and what person or legal entity will be liable for the loan?
 - (3) Primary contact person for your group in the loan process.
 - (4) Your loan request (how much do you want to borrow, when would you begin making payments, what rate of interest would you like to pay).
 - (5) Why do you need the loan? If this is for a cash flow problem, what do you think caused the problem (is it seasonal, do you expect it to recur? What plans do you have to prevent this problem from happening again?) If you will use the money to finance a major equipment purchase or other long-term capital improvement, how long will it take for this expenditure to pay for itself in savings (payback period)?
 - (6) What alternatives do you have for borrowing this money (what other groups have you already contacted? What interest have they shown in making a loan? Would you mind if we contact them? What other groups do you plan to talk to?
 - (7) What would the consequences for you be if MCC decided not to loan?
 - (8) How soon do you need to have this money? Are there any dire consequences if you don't get it by then?
 - (9) After reading over our expectations of you in the loan process, including costs you'd have to cover, the information we need to make a decision, and the time it will take for various groups to consider your request, do you have any questions or concerns you'd like to share? Does the timeframe we've outlined for MCC's process seem reasonable to you? And now, we'd like to get some cold, hard numbers from you:
 - (a) Previous 3 years year-end Financial Statements (Balance Sheets and Income and Expense Statements)
 - (b) Most recent quarter's Financial Statements - if different from most recent year-end statement.
 - (c) Current year's Operating Budget (with supporting schedules, if any, e.g. Sales/Income Projections, Accounts Receivable Projections)
 - (d) Cash flow projections (on monthly/quarterly basis) for the coming year, including loan payments you propose to make the MCC and any other new financial obligations upcoming.
 - (e) What collateral you propose to give for the loan, including whether it currently secures any other loans and your estimate of the market value of the collateral (include how you arrived at your valuation).
 - (f) Do you currently have any other loans you are paying off? If you don't mind my asking, who are those loans from? How are those loans secured? Do you mind if we speak to the folks who made those loans to you?
- c) Information We'd Like to Have From New Groups (Less than 3 Years Old)

- (1) First, we'd like to ask you a few questions about who you are: your quest (mission or purpose as an organization), how you are organized, and why you would like to borrow money from us:
- (2) Name of your group, what you do, how you are organized (partnership, cooperative corporation, etc.). In particular, we'd like to know how your group makes decisions in general, who makes financial decisions in your group, and what person or legal entity will be liable for the loan?
- (3) Primary contact person for your group in the loan process.
- (4) Your loan request (how much do you want to borrow, when would you begin making payments, what rate of interest would you like to pay).
- (5) Why do you need the loan? If this is for a cash flow problem, what do you think caused the problem (is it seasonal, do you expect it to recur? What plans do you have to prevent this problem from happening again?)
- (6) If you will use the money to finance a major equipment purchase or other long-term capital improvement, how long will it take for this expenditure to pay for itself in savings (payback period)?
- (7) What alternatives do you have for borrowing this money (what other groups have you already contacted? What interest have they shown in making a loan? Would you mind if we contact them? What other groups do you plan to talk to?)
- (8) What would the consequences for you be if MCC decided not to loan?
- (9) How soon do you need to have this money? Are there any dire consequences if you don't get it by then?
- (10) After reading over our expectations of you in the loan process, including costs you'd have to cover, the information we need to make a decision, and the time it will take for various groups to consider your request, do you have any questions or concerns you'd like to share? Does the timeframe we've outlined for MCC's process seem reasonable to you?
- (11) Since you are a new, or relatively new business, we'd like to see:
 - (a) A copy of your Business Plan, including:
 - (i) Financing plan (all sources of funds, how much from each). How much money will folks involved in the business be putting up personally? If any, what kind of financial return will they be getting from the business? Resumes of folks in your group, outlining previous experience in running this kind of an operation.
 - (ii) Management Plan, how will you structure and run the work of the business? Who will be the boss(es) and supervisor(s)? How will day-to-day decisions of running the business be made? Who will oversee the financial health of the business? If this person is not the same, who will keep the books? Who will our continuing contact within the organization be? Break-even analysis (at what point in time you think you'll start to make a profit/surplus).
 - (iii) Marketing plan (who will your customers be? What important sub-groups, or market segments make up your potential clientele? Include the results of a market survey, if one was done.) What

- products/services will you provide? How much will each product/service contribute to your overall margin? If the sub-groups that make up your target market differ significantly, how is your plan tailored to effectively serve them all simultaneously?
- (iv) Advertising plan (how will you reach your intended members/customers to tell them about yourselves). If the sub-groups that make up your target market differ significantly, how is your plan tailored to effectively reach each one of them?
 - (v) If you have already opened for business, would you briefly tell us how things are going. Are they proceeding according to plan? Will you have to make substantial modifications in the plans?
- (b) Financial Information We'd Like to See:
- (i) Previous 2 years year-end Financial Statements - or fewer, if you haven't been around that long. Include Balance Sheets and Income and Expense Statements.
 - (ii) Most recent quarter's Financial Statements - if different from most recent year-end statement.
 - (iii) Current year's Operating Budget and Capital Budget; include a projection for the year to follow if you have been in business for less than 2 years. Include supporting schedules, if any, e.g. Sales/Income Projections, Accounts Receivable Projections, employee compensation plans with projected pay and raises, etc.)
 - (iv) Cash flow projections for the current year on a monthly basis; give same on a quarterly basis for the year following if you have been open for business for less than 2 years. Include loan payments you propose to make to MCC and any other new financial obligations upcoming such as Bond Repayments, etc.
 - (v) What collateral you propose to give for the loan, including whether it currently secures any other loans and your estimate of the market value of the collateral (include how you arrived at your valuation).
 - (vi) Do you currently have any other loans you are paying off? If you don't mind my asking, who are those loans from? How are those loans secured? Is it possible to speak to the folks who make those loans to you?

XI. MCC FINANCIAL POLICIES

(MCC level only, not house treasury)

- A. 10-18-95 Composition of Finance Committee: All houses are required to send a representative to the Finance Committee.
- B. 4-9-86 Motion passed to divest MCC funds from Merrill Lynch.
- C. 6-15-88 Security Deposits: Increase the MCC deposit to \$150 effective now for new members and as old members renew.
- D. 8/2395 Increase the MCC deposit to \$200 for new members. Renewing members stay at \$150. Begins summer of 1996.

- E. 4-26-78 The MCC Finance Committee is responsible for establishing house financial standards, for regularly reviewing house books, and for reporting to the MCC Board.
- F. Finance Committee will hold a semi-annual review and workshop on houses finances, and a written report will be made to each house and the BOD on the adequacy of the financial records and in particular pointing up any budgetary or cash flow problems, or poor performance on any part of the treasurers and staff people. A summary should be published in the newsletter (or Board packet). (amended on August 24, 1988 to current version)

G. MCC Cash Reserve Investment Policy

Adopted by the MCC Board July 15, 1987

Amended by the Board September 7, 1988

1. The Board of Directors of MCC hereby enacts the following policy for the investment of its cash reserves:
 - a) The Finance Coordinator shall research investments and fund transfers within the guidelines of this policy and propose them to the Finance Committee and Board for approval.
 - b) These actions shall require prior written authorization by one of the current MCC officers entrusted as a custodian of the MCC cash accounts (Secretary, President or Treasurer).
 - c) Investments which are not secured in one of the following ways will require discussion and approval by the Finance Committee and the MCC Board: Insured or guaranteed by the Federal Government or agency or instrumentality of the Federal Government, or collateralized by one of these groups; guaranteed by a municipality (said municipal issues must have a rating of 'A' or better); or insured by an insurance company (said investments must have an A.M. Best rating of 'A' or better).
 - d) The Finance Coordinator will make reports to the MCC Board of Directors twice a year, in October and March, on the shifts in investments over the preceding six months.
 - e) Each investment opportunity will be evaluated by the MCC Finance Coordinator according to the following criteria, and in the listed order of priority.
 - f) MCC's reserves will be invested in such a way as to minimize the risk of loss.
 - g) MCC's reserves will be invested in such a way that they are sufficiently liquid to meet planned and emergency needs that arise.
 - h) MCC's reserves will be invested in such a way that they will, as closely as possible, meet income budget requirements for the current budget year; and that will get the best possible rate of return, and thus keep to a minimum charges to members.
 - i) When choosing among those investment opportunities meeting the above criteria, MCC will give preference first to socially responsible investments, i.e. those which support individuals or groups working actively to promote positive social change; second to those which follow progressive practices within the mainstream economy; and third, when no better alternative is present, to the investment opportunities which pose the fewest moral and political qualms.

- j) In particular, MCC will look to invest in groups that meet as many of the following criteria as possible (most of this has been liberally borrowed from the prospectus for the Calvert Social Investment Fund):
 - (1) They deliver safe products and services in ways that sustain our natural environment.
 - (2) They are managed with participation throughout the organization in defining and achieving objectives.
 - (3) They negotiate fairly with their workers, provide an environment supportive of their wellness, and provide opportunities for women, disadvantages minorities and others for whom equal opportunities have often been denied.
 - (4) They foster awareness of a commitment to human goals, such as creativity, productivity, self-respect, and responsibility, within the organization and the world, and continually recreate a context within which these goals can be realized.
 - (5) They foster local economic control and support community-oriented businesses.
 - (6) They do not support the military/industrial complex or the production of weapons.
 - (7) They do not support the production of electricity by means of nuclear power.
 - (8) They do not actively support repressive regimes, such as the present government of South Africa.

H. CCDC LOAN FIRST DRAW APPROVAL

Approved by the Board DATE: April 29, 1992

- 1. The MCC Board
 - a) Approves a loan of up to \$75,000 to Campus Coop Development Corp. (CCDC) out of the total of \$200,000 previously agreed upon, to be borrowed against MCC's equity in Mulberry Coop/102 East Gorham St., according to the Outline of Terms which follows;
 - b) Authorizes the MCC Finance Committee to finally approve the wording of all documents needed for the transaction, and
 - c) Authorizes MCC Officers Mike Hickey (Treasurer) and Michelle Wichman (Membership Chair/Secretary) to sign all official loan documents (both for the loan to be taken out against Mulberry Coop and the loan to CCDC) on behalf of MCC.
- 2. LOANS WE'VE MADE
 - a) CCDC LOAN TEXT
 - (1) Outline of Terms for loan to Campus Coop Development Corp. (CCDC):
 - (a) MCC will lend up to \$70,000 to CCDC for the purposes of student coop development according to the following basic terms:
 - (i) The full amount of outstanding principal due MCC on the loan will be repaid within 5 years of the loan origination date.
 - (ii) CCDC will make monthly payments to MCC covering the full monthly payment MCC makes to its lender on the \$75,000 of debt, which will

- be incurred by MCC by borrowing these funds against its ownership equity in Mulberry Coop.
- (iii) CCDC will provide security for MCC's loan by giving MCC a 2nd mortgage against the property known as House of Commons in Austin Texas.
 - (iv) CCDC or its associated organization NASCO Properties Inc. (NPI) will keep MCC informed on at least a quarterly basis of the operations of House of Commons as a means of our being informed of the status of our collateral. Any significant problems with the physical condition or operations of the property will be noted, and either addressed by University of Texas Intra Cooperative Council (the Austin coop, and managers of the property), or NPI, or in the worst case, MCC will have the right to designate a third party to take over the back-up functions of NPI and ensure that the property is properly cared for.
 - (v) CCDC, through NPI, will ensure payment of property taxes and that sufficient property and liability insurance is bound for the House of Commons. CCDC's payments to MCC will be adjusted on an annual basis to cover adjustments to MCC's interest rate by its lender.
 - (vi) Any costs incurred by MCC as a result of early payment by CCDC will be reimbursed by CCDC.
 - (vii) All the costs of setting up this loan will be paid for by CCDC.
 - (viii) All costs of MCC's recent refinancing of Mulberry Coop, which enabled MCC to borrow against the property for this project, will be reimbursed by CCDC.

I. Block Report/Bookkeeping Practices Policy

Passed by the MCC Board August 2, 1989, Amended by the MCC Board July 15, 2009

1. Checks should only be counter-signed after they are completely filled out.
2. The MCC Finance Coordinator will provide the MCC Treasurer with a copy of the monthly bank statement reconciliation and a print-out of the Cash Disbursements journal each month.
3. Each Coordinator will provide their committee with copies of their work log summaries, detailing hours worked, overtime, paid Holidays and vacation, and sick days, on a quarterly basis. Staff shall include written explanations with their work log summaries any time time-and-a-half is given for overtime worked.
4. The Finance Coordinator will provide the Finance Committee with copies of the Payroll Journals on a quarterly basis.
5. All Investment Accounts holding MCC reserves shall be set up so that funds may be transferred out of the account only to another investment with the same firm or to the MCC checking account.
6. The MCC Board will review annual Financial Statements provided by the Finance Coordinator, as time permits. If the Board does not review these statements, the Finance Committee shall do so, and report their findings to the Board.

J. House Trade policy

Passed by the MCC Board 9/18/90

1. Someone comes to us asking to buy or trade for one of our houses, or people in a house ask that we look for a different house for them. The MCC Finance Coordinator will let the house know that an outside group has expressed interest, suggest that the house discuss the matter at a house meeting (with or without the interested parties), and provide support for the house's discussion as requested. The Finance Coordinator will provide the house with a copy of this policy so that the house is aware of the further steps in any potential trade discussion. If outsiders only want to buy our house, they will be asked to find us a suitable replacement.
2. Get a brief overview of the house, including snapshots, size and structural info, and past years operating budget (they should have all this on hand anyway).
3. All the preliminary info will be taken to the house, presented in a neutral fashion with the question, "Do you think it's worth looking into further?" A copy of this policy will accompany the question so the house understands what subsequent steps might be.
4. If a majority of the house expresses interest, get a detailed overview of any house offered, including interior and exterior photographs, recent maintenance appraisal by a paid professional, realtor's appraisal of current value (one from their realtor, one from ours), and other such objective impressions. Description of neighbors and neighborhood should be included (esp. on Langdon).
5. When this info is received, MCC Coordinating Committee discusses briefly whether there is any feasibility to the project.
6. If it does look feasible, the Coordinating Committee takes all the detailed info to the MCC house in question, preferably at a house meeting. In keeping the atmosphere objective, no Coordinating Committee member should make arguments in favor or against the trade. After presenting all available info, Coordinating Committee people leave to allow the house members to discuss it.
7. At the next or subsequent board meeting, reps from the house inform the board as to whether the house wants to continue the process. If so, dates for scheduled tours can be arranged for both the MCC house and the other house. Tour times should be well posted and pre-arranged. MCC house input is a must at this point.
8. After the tours, the MCC house may decide at a house meeting whether to cast a "good faith" vote to allow MCC officers, staff or expansion committee members to negotiate with the other parties. The house is encouraged to make a list of demands, needs and wishes for the negotiations.
9. Once a detailed proposal has been received, it will be written up by the appropriate person/committee to be scrutinized by the Board and the House. At that or a subsequent meeting, there should also be written detail about the financial aspect of the trade in the context of the "big picture" of MCC finances. Care should be taken to present the results of a trade vs. no trade, and great care should be taken to see that the house doesn't feel it is being labeled a "bad co-op" that needs to be gotten rid of.

10. After the details of the proposal are nailed down and adequate discussion, the house will take a formal vote, and the house board rep will present the result as a recommendation to the Board.
11. The MCC Board will, with the advice of the house, vote on whether or not to send the question of a trade to the MCC Membership. The MCC Membership must, in addition to the House, approve all trades, per the MCC By-laws.
12. Because the house may experience turnover, the process should be completed, if possible, during one semester. Therefore, it would be best to start such a project, regardless of when the offer is first received, in September or January. Also, care should be taken to make the move-in date August 15th, so those people who want to finish out their contract at the old house don't have to move to the new place if they don't want to.

K. Occupancy / House Billings

1. (Adopted 8/22/90): That the house billings from 90/91 forward be based on a total number of people in the house (as it is now), but that persons in singles count as 1.0, doubles count as 0.8, persons in triples count as 0.7, and persons in quads count as 0.6 in the total. If a house adds or subtracts people, their billing for 90/91 and subsequent years shall be readjusted according to the above formula. The portion of the house billing based on the old "occupancy formula" (pre-90/91) shall also be adjusted up or down based on the difference created due to the formula [for example, Mulberry's occupancy formula billing is based on 14.18 people. If they turn a double into a triple, the difference is $(3 \times 0.7) - (2 \times 0.8) = 0.5$. Thus, the adjusted pre-90/91 number would be 14.68.], but shall not be reduced below the original number [so if Mulberry decided to make all their rooms singles the billing wouldn't automatically become 12, causing all the other houses' billings to go up].
2. (Adopted 4/29/87; Amended 5/3/87): The Occupancy Formula is established. Any changes in the numbers can only be passed at a GMM, or by general referendum. The Finance Committee shall conduct an annual review of the whole thing, paying special attention to heating and turnover figures. This will be the basis of rent.
3. (Referenced 7/22/81)
4. (Adopted 5/16/93; Amended 7/1/96; Amended 7/11/01): See 5/16/93 GMM Packet for Full Text! Summary: House MCC payments will be determined by a combination of the square footage of each bedroom, the common space and the subjective factors for each house_details in spreadsheet. The occupancy formula determines the percentage that each house should be billed.) The Occupancy Formula is embodied in the Spage Grid 96-97 copy spreadsheet. The distance subjective factor is eliminated.

L. MCC Bail Fund for Nonviolent Civil Disobedience

Passed by the Board 4/3/91

1. MCC shall create a reserve of \$1000 to be used to post bail for MCC members who are arrested while engaging in acts of nonviolent and non-property damaging civil disobedience. The member may sign for a short term, no interest loan for bail. The term of the loan will end upon completion of the member's court proceedings, or immediately if they do not appear at their appointed trial date. If the member

cannot repay the loan at the end of its term they must present a payment plan at the next Coordinating Committee Meeting.

2. If a member desires to be bailed out, they must call one of the MCC officers, who will try to assess whether the action fit the goal of the fund, i.e. nonviolent and non-property damaging, and will take appropriate steps to post the bail. One of the officers will attend the court date and go with the person to the bailiff to retrieve the bail money. Any individual member may borrow money from the bail fund only once every 6 months.

M. Reduced Monthly MCC Billings

Passed by the Board 10/8/1997

Amended by the Board 12/6/2006

1. Individual MCC houses may voluntarily choose which months their MCC monthly payments are reduced. To correspond with MCC's fiscal year (June-May), the house shall notify the Finance Coordinator by April 30th of any changes. Otherwise, it is assumed that the schedule of MCC payments will remain the same as the previous year. The "low payment" month(s) may not be lower than 75% of the "high payment" months. Houses may elect to have summer-only reductions.

N. The Vacancy Superfund

Passed by the MCC Board March 18, 1992

1. SUMMARY OF PROPOSAL:
 - a) To define a process for the establishment and maintenance of a reserve fund for use by an individual MCC house in times of financial stress (i.e.--when the house has exhausted all other means of remaining financially viable).
2. ACTUAL TEXT OF PROPOSAL:
 - a) WHERE THE MONEY COMES FROM:
 - (1) Over the next three years, a reserve will be established to collect and maintain a \$12,000.00 balance, accruing 1/3 of this total each year. When moneys from this reserve are withdrawn, the reserve shall be replenished from the following sources in this order:
 - (a) Either a surcharge or retroactive rent increase within the troubled house (see below)
 - (b) A commitment (established in the house budget) to pay back a "reasonable" portion of the "loan," based on a recommendation by the Finance Committee and a decision by the Board of Directors as to what constitutes "reasonable"
 - (c) 50% of whatever MCC budget surplus remains from the MCC fiscal year, up to \$4000.00
 - (d) A reinstatement of the reserve as a budget line item, to a maximum of \$4000.00/MCC fiscal year.
 - b) PRECONDITIONS FOR FUNDS BEING GRANTED:
 - (1) The budget for the current house fiscal year is first approved by the Board of Directors.

- (2) All budget reports are current and accurate to facilitate an appropriate estimate for the "loan."
- (3) The house first exhausts its savings and House Operating Reserves, but maintains enough cash flow to make MCC payments, buy necessary supplies, food, and pay other bills in a timely way, etc.
- c) HOW THE PROCESS WORKS:
 - (1) The developing concerns regarding approval and maintenance of the "loan" become standing agenda items for the Board of Directors and all committees. A check-in and discussion of progress is mandatory at each committee meeting for as long as the difficulties remain, in order to assure that any related concerns potentially contributing to the difficulties of the house are being addressed.
 - (2) The Coordinating Committee will be primarily responsible for gathering input from their various standing committees, with the MCC Treasurer acting as the primary liaison between the Board of Directors and the standing committees.
 - (3) If it is felt by any of the parties involved that concerns are being insufficiently addressed, or if "loan" approval is contingent upon the work of more than one committee, then an ad hoc management concerns committee may be formed. The description regarding the make-up and process of this ad hoc committee are described in the Management Concerns Policy.
- d) WHAT IS TO BE CONSIDERED IN GRANTING THE LOAN:
 - (1) The parties involved will decide on an individual basis what concerns need to be addressed and how. Certain financial concerns should be addressed according to the following guidelines:
 - (a) House Operating Reserve: a full payback of the House Operating Reserve shall be budgeted in the next house fiscal year.
 - (b) Past member debt: all member debt accrued within the past 3 house fiscal years shall be submitted to collection by the house members.
 - (c) Current debt: a "reasonable" portion of all debt to date shall be accounted for through the current budget, a surcharge, or rent increase to the house. The term "reasonable" shall be defined by the Board of Directors.
 - (d) POTENTIAL DEBT: POTENTIAL DEBT (BASED ON THE AVERAGE OF THE BEST AND WORST CASE FISCAL SCENARIOS FOR THE ENTIRE CURRENT HOUSE FISCAL YEAR) SHALL BE ESTIMATED THROUGH THE NEXT FALL. A "REASONABLE" PORTION OF ALL ONGOING ESTIMATED DEBT TO THE END OF THE HOUSE FISCAL YEAR SHALL BE ACCOUNTED FOR THROUGH THE CURRENT BUDGET, A SURCHARGE, OR RENT INCREASE TO THE HOUSE. THE TERM "REASONABLE" SHALL BE DEFINED BY THE BOARD OF DIRECTORS.
- e) WHAT HAPPENS IF THE STIPULATIONS ARE NOT MET:
 - (1) If the stipulations adapted from SECTION IV and agreed upon by the Board of Directors are not met within one month after approval of VACANCY SUPERFUND resources, the Board of Directors may, at their discretion:

- (a) Establish and pass an annual budget, which will meet their requirements.
- (b) Employ a worker or worker group at the house's expense in order to insure the board of director's requirements are carried out (especially in regards to the completion of an approved, current house budget and up to date house budget reports).
- f) CAN A HOUSE REQUEST FURTHER FUNDS:
 - (1) If a house must request further funds before the previous commitment to replenishing their share of the VACANCY SUPERFUND is ended, an ad hoc Management Concerns Committee will be formed immediately to outline a satisfactory course of action before the loan process begins again.

O. Financial Review Policy (7/11/98)

1. To have an official financial review for MCC performed every three years instead of every two years.
2. Property Tax-Exempt Status for MCC (Passed at GMM, March 9, 1997)
3. That MCC contract with our attorney, David Sparer, on a contingency fee basis to pursue our property tax exemption case in circuit court. "Contingency fee basis" means that we will pay Mr. Sparer if and only if our case is successful.
4. That MCC declares our willingness to agree to a pre-judgment settlement in which we pay the city a portion of our current tax liability in lieu of property taxes. We will consider this outcome "successful" in terms of paying Mr. Sparer. Any potential settlement offer will be subject to approval by the MCC membership through a GMM or referendum.
5. That the budgetary savings MCC realizes from a successful resolution of our case will not be used to reduce house payments across the board by more than 3% in any fiscal year.
6. That the line-item in the MCC Budget that allocates money to property taxes be changed from a fixed line to a variable one, to keep open the possibility of MCC maintaining some level of funding to city services.
7. Make the MCC Development Fund into a real savings account (5/20/98)
8. Make our Park Bank Savings account be the official MCC Development Fund. Transfer \$1300 from our checking account into the Park Bank savings account, bringing it up to the current level of the MCC Development Fund reserve. Interest accrued in this account will remain with the Development Fund.
9. Annual Allocation Process for the Budget Line Item Formerly Known as Property Tax (passed at the 11/21/99 GMM)
10. Whenever we decide what we will do with the yearly Tax Savings, let us freeze that amount for year 1 and 2. In other words, if we come to a decision today [11/21/99] for how to allocate yearly funds, let us allocate funds exactly according to that plan for 1999-2000 and 2000-2001. The intent is that funds will remain for some time. Budget planning for 2000-2001 is around the corner, and it would be nice to not discuss property tax savings for a little while.
11. When the membership has conclusively determined the allocations of amounts from the property tax savings, those allocations will be written as line items in our budget, grouped together under the heading of "property taxes". Eight weeks before the finance committee begins reviewing the budget for the next fiscal year, the

committee will send out a call for proposals to the membership, which will include copies of the budget for the current fiscal year. The membership is empowered to propose changes to any line item on the budget in the form of a proposal to the finance committee. Proposals that advocate the increase of any line item should also include suggestions regarding what other line item(s) the amount would come from, or an assessment of the per member/per month impact of the increase. Proposals that advocate a decrease of any line item are welcome to include suggestions for line items to which the amount might be added, or an assessment of the per member / per month impact of the decrease. Reallocations of amounts under the heading of "property taxes" must be made within that section of the budget. Completely new line items may be proposed, accompanied by suggested reallocations from other lines. The finance committee will review proposals for completeness before passing them on to the board of directors. The board will consider and vote upon each proposal in accordance with the bylaws of MCC.

XII. Management Concerns

A. VACANCY/RESTART GUIDELINES

Passed May 26, 1993

1. That the MCC Board charter a committee to review vacancy/restart guidelines for LeChateau and Mulberry Co-ops. This committee will be authorized to carry out the following:
 - a) plan a revision of the Management Concerns policy as outlined in the ICH Operating Agreement Article 11;
 - b) set up criteria for release of funds for restart within guidelines established by the MCC restart budget;
 - c) hold the same standing as other MCC committees;
 - d) propose a management concerns policy for restart and,
 - e) discuss the possible relocation of Ofek Shalom Co-op to 102 E. Gorham, no second recorded.
2. Management Concerns for Committee Involvement
(Proposal December 13, 2000; amended 1/10/01)
 - a) If houses do not send the expected reps or proxies to two consecutive committee meetings they could be put on MCC management concerns.
3. Management Concerns Policy

(date of passage unknown)

B. MANAGEMENT CONCERNS POLICY

1. To write a comprehensive policy that takes preventive steps to catch problems of house/co-op deterioration early (by monitoring house status), and establish guidelines for gradual phased-in levels of MCC assistance where prevention fails.
2. Process: Three phases:
 - a) Prevention of trouble by providing a process for the flow of information and indicators of trouble.

- b) Phase in of MCC assistance to house.
- c) Worst case: MCC takes the reins of collapsed house.
- 3. Phase I Prevention of trouble by information and indicators of trouble.
 - a) The following indicators shall be reported by Board representatives during house reports, at Board meetings:
 - (1) High Turnover; major loss of experienced members (e.g. treasurers, food buyers, maintenance people).
 - (2) 25% vacancy
 - (3) Maintenance projects not proceeding
 - (4) Monthly financial reports not done
 - (5) Missed house payments
 - (6) No Board rep at two consecutive meetings
 - b) The two following indicators shall be noted by the Finance Coordinator:
 - (1) 7. No membership process or policy
 - (2) 8. No annual budget
- 4. Phase II Phase in of MCC assistance to house
 - a) After indications of trouble (Phase I "Idiot Lights") for a house are reported to the BOD, the following officers shall look into the appropriate areas of the problem:
 - (1) Membership/Secretary for indicators 1, 2 and 7
 - (2) Maintenance Officer for indicator 3
 - (3) Treasurer for indicators 4, 5 and 8
 - (4) President for indicator 6
 - b) The officers shall report thereon at the next Coordinating Committee meeting. If in the Coordinating Committee's unanimous opinion the problems are insignificant * and do not require MCC action, the matter shall be dropped.
 - c) If one indicator of trouble is deemed significant by any member of the Coordinating Committee, the matter shall be referred to the appropriate committee:
 - (1) Membership for indicators 1, 2 and 7
 - (2) Treasurers' for indicators 4, 5, and 8
 - (3) Maintenance for indicator 3
 - (4) President or president's delegate shall address indicator 6
 - d) If more than one significant problem exists, the Coordinating Committee shall create an ad hoc committee consisting of the appropriate officers, at least one other member from the appropriate committee, and other members of the affected house particularly to sit on the ad hoc committee.
 - e) The committee concerned (standing or ad hoc) shall be responsible for solving the problems by assisting and educating the members of the affected house. This committee shall not assume responsibility for the affairs of the affected house, but aid in re-establishing capable house functions.
 - f) The committee concerned shall send representatives to house meetings of the affected house to discuss the problems, offer suggestions, and solicit opinions and feedback, and report regularly to the Coordinating Committee and the BOD,

until the committee and the BOD agree that the problems are solved. The ad hoc committee shall thereupon dissolve.

- g) Examples of insignificant problems include: temporary or seasonal vacancies budgeted for by the house and BOD reps absent from meetings for unforeseeable personal reasons.
5. Phase III Worst case - MCC takes the reins of collapsed house.
- a) In the event that the ad hoc or standing committee is unable to solve or satisfactorily improve the identified problems of the house through Phase II, at their discretion, the ad hoc or standing committee shall recommend to the Board that Phase III commence.
 - b) During Phase III, the ad hoc or a standing committee shall take action to solve the problems within the house to prevent their reoccurrence.
 - c) Since a house is made up of its members, its problems ultimately come from their actions, or lack thereof. Most of the following recommendations, therefore address themselves to membership issues and functions.
 - d) Actions to solve a particular houses' problem in Phase III will include but are not exclusive to the following:
 - (1) 1. The Board may appoint people from MCC (including members of the house of concern whenever possible) to fulfill the neglected house functions, and may form an interim membership committee to insure that some new members will fulfill those responsibilities thus returning control back to the house.
 - (2) 2. In the event that the house and MCC are estranged, they must try to come to an agreement or settlement through binding arbitration by a select group mutually acceptable to both parties.
 - (3) 3. In extreme situations, where the security of the house and/or MCC are in question, eviction may be commenced by the Board to the degree deemed necessary to return the house to responsible control.
 - (a) MCC will consult an attorney in the event of arbitration or eviction.
- C. "A Management Concerns Toolbox"
- 1. A Preliminary Draft of Ideas to Help Troubled Houses (revised 5/91)
 - a) This thought paper contains a number of ideas borrowed from NASCO workshops, other co-op managers and members, as well as my own contributions. Please feel free to add your own experience and observations. Please send your feedback to: Madison Community Co-operative (MCC)/306 N. Brooks St./Madison, WI 53715.
 - 2. Statement of Philosophy
 - a) The continued healthy functioning of a self-managed co-op house depends on establishing and maintaining a positive cooperative culture - one that successfully perpetuates itself by passing "good cooping habits" down from one generation of members to the next. Realistically, the goal of programmed co-op education, whether in-house or by MCC, should be to improve the quality and content of that natural flow; rather than being the font of co-op wisdom from which the eager member drinks, formal coop training is only an adjunct to the real education process: members learning from past members.

- b) When this co-op culture breaks down, through high member turnover or a process of decay (which at times seems to be a phenomenon with a regular 3 or 4-year cycle), there needs to be sensitive and appropriate input and action from the central organization. It's unrealistic to think that you can correct house problems by stepping in to do things for a house or a member, and I think it's antithetical to the both the idea and the successful practice of self-help that's intrinsic to a co-operative.
- c) Member empowerment needs to be the focus of efforts up to the last. All efforts must be made to help house members see problems, find the appropriate solution on their own, and carry it out themselves. Only once it is clear that the house cannot/will not help itself, and that a given problem has gotten to the point of endangering the safety of house members, the financial well-being of the house and/or central organization, or the social fabric of the house, would MCC intervene to take over some or all functions or operation of the house. Only where it's absolutely necessary should MCC act to carry out a solution that the house would not accept and support.
- d) It may be difficult to avoid feelings of resentment on the part of at least some remaining members, resulting from loss of autonomy and intrusion by the central organization. To minimize these, and to maximize the chances and speed within which house can take over important functions for itself, it's important to maintain good communication and develop a rapport between MCC and the house: active listening and work toward consensus on decisions made about how the house is run. There should be one contact person for each group serving as the formal liaison, to prevent confusion, rumors, and miscommunication from getting in the way.
- e) MCC must carefully define ahead of time, as part of its policy of Management Concerns/House Aid the point at which MCC will begin to be actively involved, either working with the house or taking over house functions. This should be part of the Management Concerns policy. Just as important is that we are sure to define clearly those things which the house must do to regain control when MCC has stepped in and started to do things for the house. This argues for carefully thinking things out ahead of time, as well as humanly possible.
- f) This work might be defined in four stages:
 - (1) I) Ongoing: MCC/House trains and educates members to maintain and improve happy cooperativeness. Staff and Officers keep a loving eye on house functioning, to minimize the amount of outside intervention needed when things go wrong.
 - (2) II) MCC assists house with advice and possibly helps perform vital functions.
 - (3) III) MCC takes over some or all of the vital functions for house.
 - (4) IV) MCC manages a complete recolonization of the house
- g) **I. Education, Training and Oversight**
 - (1) We need to develop the pieces of a strong education program. Training is happening, but needs constant upgrading to see that it's truly effective. Oversight tends to fall apart when we don't have Board reps, or Board reps are not on top of the things we need to hear through house reports, and

often when house reports are given but incomplete. The President/facilitator of Board meetings needs to monitor house reports closely to see that we are hearing the things we need to know about, and prompt Board reps as necessary. I think we also need to add to our Board training a periodic session on the Job of the Board Rep (specific, concrete tasks they do) - in addition to the stuff we have now which outlines the functions of the Board reps. This job description should be succinct, boiled down to a few main tasks which we can focus on, and constantly come back to until the basics of the Board rep's job become ingrained and accepted naturally as part of the Board culture. Part of our work may be working with houses on the selection of Board reps, and on getting them to appreciate them, and to raise their expectations of what they get/hear from Board reps as well.

h) II. MCC Helps House

- (1) The steps listed here are roughly in order of suggested implementation:
 - (a) Staff and Officers work directly with house member(s) responsible for things which are not happening. Training, support, problem diagnosis, etc.
 - (b) Set up buddy system: get responsible house member involved with someone else who has done job before (current or past house member, member of another house). I.E. food buyers, treasurers, etc.
 - (c) Letter to house about problem situation. Establish MCC role, help available, expectations. Offer of help/to attend house meeting, etc.
 - (d) Attend house meetings to discuss with house, etc. Important time for establishing good communication with house, especially listening to concerns and making clear the expectations, role and intent of MCC at that point. Clearly stating limits of action and conditions for moving beyond those limits, but of course focusing on positive outcome and downplaying further intervention. May need to go to several house meetings. Important for getting house approval and support for all plans for MCC involvement, agreement on working relationship between MCC and house.
 - (e) When there's a lot of shit going down, this is a chance to get house involved in problem-solving process: do round-robins, listing participants comments on butcher paper. Get folks sense on which problems they feel are highest priorities, to give them control over what is worked on.
 - (f) Set up support committee. With multiple problems, problems of difficult/persistent nature, need a core group to do more in-depth work. Important to have this group small enough to work well together (4 to 5 is ideal). Continuity of membership on committee is important - especially if this goes for the long haul. May need to pay some members for their time to accomplish this. Should consist of key house member(s), at least one staff and one officer. Hopefully can use staff and officers only as advisors - depends on strength of group - this takes careful discretion; I'd suggest that staff sit in on these until it's clear they are not needed. Group needs effective chair. Hopefully draw most energy from non-

officer members of Board, house 'buddies', to prevent drain on officer energy, impairment of regular MCC functions.

- (g) Use a structured problem-solving sequence on the committee level, going back to the house/MCC Board as necessary for approval and feedback.

This would include steps like:

- (i) Defining problems and prioritizing them (good to repeat this step even if house has already done it).
 - (ii) Take each problem and work to understand the underlying causes and contributing factors; brainstorm alternative solutions, choose best solution/combination of solutions. Make plans to carry them out, develop timelines, secure needed resources. Make sure to plan for periodic progress reports back to group/house/Board, to evaluate and make adjustments as necessary.
- (h) This process is important to give focus and careful planning and thought to work carried out. Emotions can run high; writing things down and using even a minimal structure will help people take a step back from the situation and sort out their thoughts and feelings.
 - (i) Have workshops/skill building sessions. As well as empowering, these will help build morale and group identity and cohesiveness through the process of dealing with problems. This is one way in which you'll see you can at times turn a problem situation into an opportunity for team/community building! Put emphasis on attendance at these - it's important to use these to draw new people and energy into group carrying out work.
 - (j) Try to set up a system and integrate practices into the house culture that will help prevent that problem from recurring in the future. For instance, develop a house constitution/by-laws that specify house meeting process, membership process. Write up workjob descriptions and other parts of culture that are detailed and difficult to hand down by oral culture.
 - (k) Bring in outside resources/expertise as needed. This may include mediation help, professional counseling (members with substance abuse problems, mental illness, etc.). Call the folks at NASCO for their expertise, and more importantly, to hook up with staff and officers of other student co-ops who have gone through this "house turnaround" process, to learn what has worked and what hasn't. I'd suggest calling Jim Jones at ICC/Ann Arbor and George Proper at USCA.
 - (l) Bring in members of other houses. I'd suggest that while core group people (the support committee) will spend a lot of time focused on planning and communication, where continuity is important, that the burden of carrying out projects should be shared by as many people as possible, so the 'doers' don't burn out. Approaching people individually is an important recruitment tool (Don't just rely on posters and newsletter articles!). Consider hiring these people to do work if you aren't getting volunteers.

- (m) Get house input into how outside volunteer/hired help is used. Try to give house as much control over the situation as you can, to get them in the frame of mind of 'self-help'. Use this sparingly: hiring people can work against your ultimate goal: getting the house to take things over themselves again as soon as possible.
 - (n) Especially with deep-seated or long-lived problems, A big focus should be put on the process of membership. Getting the right people in to fill openings is a major key to developing needed momentum for your work. Consider different alternatives: train membership committee members/sit in with them/help with selection process design, getting house approval. Membership should, as it is appropriate, be honest about the situation the new members are moving into, without being negative (a good trick, I know).
 - (o) Along with this, training of new members is crucial. This sets up attitudes and expectations, particularly important since you are trying to change some aspects of the prevailing culture and prevent them from being transmitted to the new group. Be honest with them about the things you are trying to change and why, but don't dwell on it.
- i) III. MCC Takes Over Some Functions For the House**
- (1) Hopefully, it is only a breakdown due to a poor transition between house members performing vital jobs in the house, or difficulties in house as a whole because of high member turnover. It's a situation that requires careful attention, however. When things have gotten to this point it can indicate either a negative house culture has developed ("uncooperative" attitudes, hopelessness, cynicism, self-destructive behavior, scapegoating, etc.), or that there are real weaknesses in the overall composition of house membership (i.e. that there are not enough older/skilled members to do self-management), or both.
 - (2) I see this as a short-term temporary holding pattern that should be designed to move back to stage II ASAP, but with a careful eye to the situation judging when it may be necessary to move to stage IV - Recolonization.
 - (3) This is a place where good communication is a must; all house members must understand what's going on and how they can act to again take over the reins. MCC folks must also understand the limits on the other side - at what point of deterioration MCC will take total control. It's good to communicate as much as possible of all of this to the house: setting expectations, defining limits, but without creating a sense of hopelessness or impending doom. This stuff requires great sensitivity and interpersonal skills.
 - (4) Taking over functions should involve a close working relationship with a house member/members, an apprenticeship with definite steps toward the goal of turning it back over. Much of this work will involve tools mentioned in Steps I and II.
- j) IV. Paradigms for Starting a New Co-op House**
- (1) A core group of experienced co-ops and/or "Older folks" (e.g. Grad students or upperclasspeople) to move in and colonize the house is a key

- element. A careful membership process, with enough time to be choosy and get good people.
- (2) Get folks together to plan out at least a tentative house structure before moving in (meeting process, workjob system, basic house policies about smoking, pets, etc.). This will also help develop ye old group consciousness and ritual bonding.
 - (3) Someone who has facilitated house meetings might sit in on first few meetings, to help group get comfortable with meeting process, perhaps to facilitate and provide a model for others, if folks need/want that, then to step aside and help others to learn facilitation skills.
 - (4) Need a careful planning process (is renovation needed? or simply redecoration - painting and carpeting? thorough cleaning?) If there's a lot of work involved, much of it requires a good amount of lead time to be pulled off successfully: get an early start. May mean having part or all of house empty for part of summer, to clean and renovate space.
 - (5) A substantial commitment of funds for start-up. How much of a grant should we give to a new co-op for basic cash reserves, supplies, etc.? One anecdotal estimate of the cost needed for a successful house start-up was \$10,000, including house fix- up/rehab, advertising for members, wages for any needed hired help, lost rental income while vacant rooms are being fixed up, etc.
 - (6) Outside help to make the house basically clean, comfortable and aesthetically pleasing before new members move helps avoid resentment and burn-out of new members, and to give them energy to focus on getting their workjob system together, etc. Make sure the house is stocked with an appropriate amount of food and basic cleaning supplies, brooms, trash bags, etc. when folks move in. Someone should be there and help people check in and get settled when they first move in: hired to be there if necessary to make sure someone's there all the time for the first couple days. They should help people find basic things, show them how to operate kitchen equipment, etc.
 - (7) Need MCC-people-energy-boost from our community to last as long as it is needed. Plan MCC-wide home-warming workday(s), and help organize folks to get there, make food for them to eat, etc. Good to have a core of helper-coordinators, to give consistency to support for the new group.
 - (8) Training materials and programs for new members. An orientation manual for new co-ops, like Mulberry's, would be great. Training by CCR?
 - (9) Consider recruiting volunteers to help do food buying/cooking for the first few days. Having meals happen can make all the difference in how it feels to put in all that work of getting started. Can be an opportunity to train in food buyers and cooks so they are ready to take over when you stop. See if we can find a couple of books of recipes scaled for large groups.
 - (10) Set up a couple social and training happenings for the first and/or second weekends, to promote group-ness and get things off on a good left foot.
- k) Things You Might Add When Re-Colonizing a House

- (1) Because it is essential that some of the ongoing help in the re-start effort come from within, you might want to consider giving room and board scholarships to encourage experienced members to move in.
- (2) A re-colonization may take a substantial commitment of funds. One anecdotal estimate of the cost needed for a successful house turnaround was \$10,000, including advertising, house fix-up, wages, lost rental income, etc.
- (3) Outside help to make the house clean, comfortable and aesthetically pleasing before new members move in is crucial to avoid resentment and burn-out of new members.
- (4) Care needs to be taken not to bring in elements of the old, "diseased" house culture. For instance, strongly consider changing the house name - reputation of old house can make membership good people difficult. You probably want to exclude all members of the former house, unless you have exceptional people you want to be sure you include. The condition of the physical house and the vibes from outgoing members can have a profound effect on the success of your membership process and the type of people you attract. This argues for shutting the house down for the summer, and doing the membership while the house is vacant, if you can afford it.

XIII. House Treasury

A. House Budget Policy

Passed by the Board August 2, 1989

Amended by the Board May 8, 1991

Amended by the Board May 27, 1992

Amended by the Board February 16, 1994

Amended by the Board May 15, 1996

Amended by the Board December 6, 2006

Amended by the Board 12/2/15

1. It is expected that houses whose fiscal years begin after June 30 must have their annual budgets submitted to the Board no later than June 30. Budgets will be submitted in the standard spreadsheet format. When creating the budget, house treasurers will review the budget at least once with the Finance Coordinator or MCC Treasurer before it is submitted to the Finance Committee for review. Houses which do not submit a budget at this time, will be charged a \$15/month late fee.
2. 2) If a house budget is late, an informational letter will be sent by the Finance Coordinator to the tardy house informing the house members of the fine, and background on the importance of having the budget done. This letter is to be posted in the house and read aloud at the next house meeting by the house treasurer. This letter shall inform members specifically of the following:

- a) a. There will be a 5% increase in room charges effective until an approved budget is in place.
 - b) b. At the direction of the Board, under Management Concerns action, house billings may be prepared (including the increase in 2a) and monthly member payments may be collected by the MCC Finance Coordinator, beginning with the 2nd month in the house's budget year. This set-up could remain in place until the month following final approval of the budget by the Board.
 - c) c. That the issue will be brought to the attention of the Board and that a management concerns action will be discussed at the next Board meeting.
 - d) d. If the house budget is more than six (6) weeks late, the Board may appoint a person or group of people to draft a budget for the house. In the interim, the Board may adopt an interim budget with an increase of more than five percent (5%) but less than eight percent (8%).
3. 3) All house budgets will be reviewed by the Finance Committee. The house treasurer will be invited to sit in on the meeting. If the Finance Committee and the house treasurer agree, the Finance Committee will recommend approval of the budget to the MCC Board. If there are differences of opinion on the necessity of changes, this group will meet over the next month to try and work out an agreement. Even when this process is in progress, the actions stated in number two (2) above may be taken.
 4. 4) If the Finance Committee and the house treasurer are unable to agree on a budget, the Board of Directors will be asked to mediate the issue, using the MCC Grievance procedure, or delegate to an appropriate committee to mediate the issue.
 5. 5) MCC Involvement in House Finances (Board passed: 4/7/96)
 - a) a) That the Board give the Finance Committee the power to approve house budgets. Only budgets from new houses or from houses that have been under phase two or three of management concerns in the most recent fiscal year need go before the BOD.
 - b) b) That the Finance Committee be made available to review house books, in particular pointing out any budgetary or cash flow problems, or poor performance on any part of the treasurers and staff people, if the service is requested by any house member or by the Ad-Hoc Committee for a house under phase two of management concerns.
 - c) c) The house may appeal any of the sanctions outlined in this policy to the MCC Board.

B. Late House Payment Policy

Passed by the MCC Board January 9, 1991

Amended by the MCC Board March 18, 1993

Amended by the MCC Board November 9, 2005

Amended by the MCC Board December 6, 2006

1. House payments to MCC are due on the 1st business day of the month or via mail with a postmark of the 1st business day of the month. Late payments will be fined

according to the following schedule when part or all of the monthly payment is paid after the above deadline, prorated by the amount of the payment outstanding:

a) Late Payment Fines:

- b) [Houses with 1-10 Members (AV, SO, & SY): \$2.50 Fine Per Day; \$25.00 Maximum Fine]
 - c) [Houses with 11-20 Members (AU, FR, HY, & OF): \$5.00 Fine Per Day; \$50.00 Maximum Fine]
 - d) [Houses with 21+ Members (AM, IN, LO, & PH): \$7.50 Fine Per Day; \$75.00 Maximum Fine]
2. The MCC Board can waive late payment fines upon appeal by the house within the 10-day period following when the payment was due. To schedule an appeal, the house treasurer or other house member must call the MCC President or MCC Finance Coordinator. If an appeal is requested, the Finance Coordinator will delay billing of the fine until the matter has been resolved. No fines will be levied if a house is under Management Concerns for being in debt to MCC.
 3. Fines will generally not be waived due to late member payments, unless the house currently has no treasurer and the MCC Board has been made aware of that fact ahead of time. If a house payment check bounces, the house will be billed for all associated fees and service charges.

C. House Operating Reserve Policy

1. (Adopted by the Board July 27, 1988; Amended by the Board May 15, 1989; Amended by the Membership by Budget Adoption May 2, 1991; Amended by the Board May 8, 1991; Amended by the Board April 14, 1993; Amended by the Board December 7, 1994; Amended by the Board January 18, 1995; Amended by the Board November 8, 2006)
2. Over the years MCC members and staff have detected a cycle of financial instability in the houses. To this end MCC has invoked the following policy of matching funds. MCC and MCC houses will set aside the equivalent of two house monthly payments for each house (one half from each house, one half from MCC), putting the money into separate liability accounts, one for each house. Houses will be able to withdraw up to twice as much money out of the account as they have put into the account, up to the amount in the account. This can be done for financial problems including, but not limited to, bad debt, vacancies, and under-budgeting. All withdrawals need to be approved by a vote at a house meeting and by the MCC Board of Directors. MCC will build up its half of these accounts on a scheduled monthly basis which will be accounted for in the MCC budget. Houses will also make monthly payments into their own MCC liability accounts. This expense shall be included in house budgets. If houses wish to build up their reserves in excess of two months worth of house payments, they have the option to do so; however, MCC will not match the additional funds. Houses will be responsible for replenishing the money they have taken out of the account, unless the Board of Directors approves an MCC match for the withdrawn funds. The continuation of matching funds shall be decided at the same time as the decision to approve the house's use of the House Operating Reserve. House Operating Reserve payment amounts will be determined at a rate of one percent of a house's owned house income total. Payment amounts will be

adjusted and budgeted for at the beginning of each MCC fiscal year to reflect any change in a house's owned house income amount. Each of the House Operating Reserves shall accrue interest quarterly, based on the percentage of the total MCC reserves package multiplied by the total interest accrued by MCC cash investments during the quarter.

D. House Discretionary Fund (HDF) Policy

(Adopted by the Board May 21, 2008)

1. A) Opt-out
 - a) When a house is presenting their budget to the Finance Committee for the following fiscal year, the house has the opportunity to opt out (totally or partially) of the HDF this decision must be made by the house (as opposed to the house's Finance Committee Representative) and should be indicated on the house budget. Otherwise, the following applies:
2. B) Calculating the amount of money to be transferred
 - a) At the beginning of each fiscal year, the total amount of money that a given house has in all of its bank accounts that is in excess of either \$3000 or the house's average MCC payment - whichever is greater will be calculated by the Finance Coordinator.
3. C) Transferring that money to the HDF
 - a) The Finance Coordinator will charge the amount that was calculated in part A to the house on the second MCC invoice of the house's fiscal year. That invoice is paid after the house has had at least a month's worth of income (this month's worth of income is not part of the calculations in part A). Thus the house will have at least one month's worth of income plus an average MCC payment (or \$3000 for small houses) in their accounts. The Finance Coordinator will place that money in a funded account, which will be called the House Discretionary Fund.
4. D) Money is reserved exclusively for the house
 - a) The amount of money that each house has transferred to the HDF will be kept track of as the transferred money is reserved exclusively for the given house's use. Other houses may not withdraw money from the HDF that they have not previously paid to the HDF. Any interest accrued by the house's discretionary fund will be added to the house's discretionary fund.
5. E) Money may be withdrawn at the house's discretion
 - a) At any time, the house may request in writing or e-mail - money from this fund by telling the MCC Finance Coordinator how much money they require, when they require it by, for what purpose they require it. The Finance Coordinator is required to write and mail a check to the house of the amount and by the time requested (as long as a reasonable amount of time has been given for the Finance Coordinator to respond) unless the purpose stated violates some MCC policy or bylaw, in which case the Finance Coordinator will bring it to the next Finance Committee meeting. The Board grants the Finance Committee the power to decide to give the money to the house anyway, or to deny the money on the grounds that the stated purpose does, indeed, violate MCC policy or

bylaw. In any case, the Finance Coordinator will report all HDF activity to the Finance Committee and the Board of Directors.

6. F) HDF report to House Treasurers
 - a) The Finance Coordinator will send an HDF report indicating interest earned and total account balances to the house treasurer on a quarterly basis (similar to HOR reports).

E. House Treasury Reports (MCC Treasurer's Report Policy)

(Adopted 4/20/88; Amended 10/11/89; Amended 2/7/91; Amended 11/6/91; Amended 3/18/93; Amended 5/29/96; Amended 12/8/04; Amended 8/15/07; Amended 5/10/10)

1. A. Treasurer Selection: New house treasurers are selected by the house, and trained by the previous house treasurer and the Finance Coordinator. Training consists of completing two (2) house reports. The Finance Coordinator will notify the house if training is not being completed.
2. B. Treasurer Report Requirements: House treasurer's reports are due within two (2) weeks of the end of the bookkeeping month, except for the first report done by a new treasurer, which is due four (4) weeks after the end of the bookkeeping month. Treasurer's reports must contain a complete budget report, list of all current and past members debts to the house at the end of the bookkeeping month, list of all house deposits payable to members, copy of the monthly bank statements for all accounts along with the bank reconciliation(s), and balance sheet, as well as a completed Monthly Treasurer's Report form. House bookkeeping is completed using MCC's accounting software.
3. C. Fines: The house shall be fined for each day a treasurer's report is past due. The fine will be two dollars (\$2) per day for Avalon, Sofia, and Syntropy, three dollars (\$3) per day for Audre Lorde, Friends, Hypatia, and Ofek Shalom, and four dollars and fifty cents (\$4.50) per day for Ambrosia, International, Lothlorien, and The Phoenix. Fines may accrue to a maximum of one percent (1%) of one (1) month's MCC payment for the house in question. Later treasurer's reports will be reported at the next Board meeting by the Finance Coordinator. A treasurer may ask the Finance Coordinator for an extension of up to one (1) week if requested at least four (4) days prior to the deadline.
4. D. Late Treasurer's Reports:
 - a) 1) If there is a trained treasurer and the treasurer's report is late by five (5) or more weeks, or if there is no trained treasurer and the treasurer's report is not completed by the due date, the MCC Finance Coordinator will post notice at the house that she or he plans to step in and do bookkeeping for the house until their treasurer's reports are again up-to-date. The Finance Coordinator will begin the bookkeeping seven (7) days after notice is posted. Within this period, the house may appeal this decision as outlined in Paragraph H, Appeals and Exceptions.
 - b) 2) If the Finance Coordinator must step in and do the bookkeeping for the house, the complete current financial records of the house will be moved to the MCC office, including the checkbook, deposit book, member billings, and bank

statements. All vendors and banks where the house has accounts will be notified and asked to send bills or statements to the MCC office. These procedures will be followed until a new house treasurer has been elected, trained, and has completed at least two (2) consecutive monthly treasurer's reports on time. The records of the house will be open to inspection by any member of the house during regular MCC office hours or by appointment. The goal of work by MCC staff shall at all times be to re-establish house control of bookkeeping as soon as possible while maintaining the integrity of the books.

5. E. The Finance Coordinator shall be maintained as a signer on house checking/savings accounts: The Finance Coordinator shall be maintained as a signer on all main house checking accounts. This will facilitate the work necessary in a transition such as outlined in the above section, by, for example, enabling the Finance Coordinator to pay bills for the house as necessary until a new treasurer is elected and trained. The Finance Coordinator shall not transfer any funds without notifying first both the house and the Board; or in an emergency the President and the Treasurer, or other MCC officer if the Treasurer is not available.
6. F. Management Concerns: When a house falls five (5) weeks behind on treasurer's reports, the Finance Coordinator will notify the house of the further provisions of the Treasurer's Report policy. At this point, the house automatically goes into Management Concerns Phase II. The MCC Treasurer will gather information on the house's bookkeeping situation and report on progress to the Coordinating Committee and the Board. The MCC Finance Committee will continue to actively work with the house, and solicit other treasurers to act as helpers/advisers/support for the treasurer in the house concerned. The house may request an exception to any step in this process by appealing to the Board of Directors.
7. G. Bookkeeping Help and Who Pays for It:
 - a) 1) The bookkeeping for a house that is not completing its reports or does not have a treasurer may be done by the Finance Coordinator. The Finance Coordinator is encouraged to attend house meetings at least once a month to give a report on the progress of the bookkeeping and difficulties with the work, as well as to answer questions on issues affecting the financial health of the house. The Finance Coordinator will complete standard MCC Monthly Treasurer's reports by the fifteenth (15th) of the following month at the latest, and will give a copy to the house.
 - b) 2) If the house has a treasurer who is in training, or a trained treasurer who asks for help, then the house shall pay fifty percent (50%) of all costs for bookkeeping done by MCC on the house's behalf. A house is considered asking for help if the house or house treasurer notifies the Finance Coordinator that they would like for someone to help with the bookkeeping by at least seven (7) days before the appropriate deadlines described in Paragraph D, Late Treasurer's Reports.
 - c) 3) If the house does not meet these requirements, the house shall pay one hundred percent (100%) of all costs for bookkeeping done by MCC on the house's behalf after such point as those guidelines are not being met.
 - d) 4) When the Finance Coordinator begins the house's bookkeeping, late report fines will stop being accrued, unless a house fails to provide the records

necessary for house reports by the fifth (5th) day following the end of the bookkeeping month. The house must provide updated checkbooks and stubs, bank statements, invoices, receipts, deposit books, and billing sheets.'

- e) 5) The house treasurer is expected to cooperate fully with the Finance Coordinator and keep up-to-date on their progress, and is encouraged to do as much work as they can to help get caught up.
 - f) 6) If a house has no current budget when the Finance Coordinator steps in, the Finance Committee will, working closely with the house, draft a budget for the house that includes the expected costs for bookkeeping help. The budget may be modified by the house, and must be approved by the house, MCC Finance Committee, and Board, in the usual manner.
8. H. Appeals and Exceptions: At any time a house treasurer may appeal a decision by the Finance Coordinator to the MCC Treasurer or MCC Coordinating Committee. The house may request an exception to any step in this process by appealing to the Board of Directors. If this written request is presented to the MCC President by the seventh (7th) day following the notification of the house, as outlined in Paragraph D, Late Treasurer's Reports, Finance Coordinator involvement will be put on hold until the appeal can be heard and decided on. If the request is received more than seven (7) days after the house received notice, the actual bookkeeping may proceed until an appeal is heard and approved by the Board. Any exception granted must specify the conditions under which the Finance Coordinator's involvement is postponed, and the date by which those conditions must be met.

F. Member Email List

1. Maintenance

- a) The Membership Coordinator will maintain a list containing the email addresses of all current members of MCC. The addresses of Type A members will be copied from member contracts. When a Type B member joins MCC, they will provide an email address for the list. Members may have a second address added to the list upon request. When a member leaves MCC, their email address(es) will be removed from the list.

2. Privacy

- a) The addresses on the mailing list will be kept private, accessible only to MCC staff, officers, and those who would otherwise have access to that information via member contracts. Messages sent to the list will not display the addresses of members, and will not permit replies to the group. Because of its size, the list will not allow replies or posts from list members.

3. Frequency of messages

- a) Messages to this list will be no fewer than one per month, and not more than one message per week except in an emergency. (e.g. True emergencies such as a disaster at an MCC house, or minor emergencies such as a followup message correcting an error.) Combining information over the period of a week or month into a single message will keep frequency to a reasonable level.

4. Content

- a) This list will be used by the Membership Coordinator, or a designee approved by the Membership Officer, to send information and updates about MCC. The

Member Services team is encouraged to solicit content from officers, committees, and members of MCC, and to use the list to promote participation in MCC.

- b) Each month, a message will contain the schedule of MCC meetings and events for the following month, including Board of Directors, Coordinating Committee, standing committees, General Membership Meetings, elections, and new member orientations.
- c) Appropriate content for messages includes, but is not limited to: meeting packets and agendas, contract dates and deadlines, notice of events held at MCC properties, surveys, notice of events of particular interest to MCC members (e.g. a meeting or conference about cooperatives), the Sparklegram or other media created by MCC members, notice of openings at MCC houses, officer candidate statements, and notice of job openings and volunteer opportunities within MCC.
- d) The following content is prohibited: advertising for goods or services not connected to MCC or its mission or purposes, political campaigning, and any material which violates other MCC policies.

XIV. Maintenance and Worker Group Policy

A. 1. General

1. 1.1 Intent of the policy

- a) This Maintenance Policy intends to codify a simple, transparent, participatory maintenance plan, one which ensures compliance with all relevant laws and regulations, and which provides a clean, decent, secure, and delightful dwelling place for MCC members.
- b) Upon its adoption, this Policy shall replace all previous maintenance policies.

2. 1.2 Abbreviations

- a) AOI Madison Community Cooperative Articles of Incorporation
- b) BL Madison Community Cooperative By-laws
- c) BO MCC Board of Directors
- d) CoCo Coordinating Committee
- e) GMM General Membership Meeting
- f) HMC House Maintenance Coordinator
- g) MaintCo MCC Maintenance Committee
- h) MC Maintenance Coordinator
- i) MCC Madison Community Cooperative
- j) MGO City of Madison General Ordinance
- k) MO Maintenance Officer (MCC elected position)
- l) MP Maintenance Crew
- m) SPS State of Wisconsin Department of Safety and Professional Services
- n) WG Worker Group

3. 1.3 Definitions

- a) House Any of the several cooperative homes owned by MCC.
- b) Members Any of the several duly-contracted members then residing in a property owned by MCC.

- c) Pending members Any individuals residing in an MCC-owned House, but who lack a complete or approved membership contract.
- 4. 1.4 Construction**
- a) This policy shall assume gender-neutrality in its pronoun construction, and ‘they,’ ‘them,’ and ‘theirs’ shall be construed in the singular whenever so dictated by context.
- 5. 1.5 Origin of powers and responsibilities**
- a) By means of their Articles of Incorporation and By-laws, MCC’s membership organize themselves into a participatory management structure, wherein certain powers, authorities, and responsibilities are vested respectively within the membership as a whole, and preserved by the collective will and consent of the membership; within a board of directors elected by the membership, whom they invest with direct oversight for the management of the Cooperative; and within a staff whom they hire to execute certain tasks on behalf of management and membership.
- 6. 1.6 Affirmation of commitments**
- a) By consenting to contract with MCC, every member enjoys the benefits of affordable housing within self-governed properties owned by a charitable non-profit, and also assumes the burden of exercising lawful property occupancy and management. Within their capacity as building managers and landlord, the members may neither avoid nor ignore the duties and obligations that attend lawful and ethical occupancy and property management. Accordingly, the MCC membership hereby commit to take all due and deliberate action to ensure compliance with all binding tenant and landlord laws and ordinances, including, but not limited to state and municipal fair housing regulations (Wis. Stats 106.50, MGO 39.03), municipal fire codes (MGO Chapter 34), municipal hygiene codes (MGO Chapter 27), and local and state building codes (SPS 320-325). Copies of these codes are attached to this policy as Addendum B and Addendum C, and are incorporated herein by reference.
- 7. 1.7 Supremacy of outcomes over policy**
- a) Any house may adopt a maintenance routine different from the one described in this policy, particularly as described in Sections 2.1-2.3, provided the alternative routine satisfies the following conditions:
 - (1) 1. That the commitments described within Addenda A be completed every month;
 - (2) 2. That every actual or pending member then residing in the house contribute fairly to the completion of the work described herein, unless exempted by Section 4.5 of this policy;
 - (3) 3. That every house member somehow record or account for their participation toward the satisfaction of the house maintenance routine, monthly;
 - (4) 4. That each member be held accountable, monthly, for their participation in the house maintenance routine, by means described in this policy or otherwise enacted by the house;
 - (5) 5. That the house enforces all other provisions of this policy.

8. 1.8 De facto implementation of this policy

- a) Any house shall enact the maintenance routine described herein, particularly in Sections 2.1-2.3, whenever:
- b) 1. That house has been referred to management concerns for maintenance-specific reasons;
- c) 2. An HMC or their assigns requests a house maintenance routine from MCC;
- d) 3. A house is first started, or whenever a house is restarted.

B. 2. Roles & Responsibilities

1. 2.1 Members

- a) The MCC Bylaws (BL 3.01-3.07) establish a membership, called together to exercise collective self-governance over the properties corporately and cooperatively held by Madison Community Cooperative. In addition to the responsibilities defined within their by-laws, the MCC Membership commit to the following, by means of this policy:
- b) 1. To serve as custodians to the community resource of housing owned by MCC;
- c) 2. To ensure the timely completion of a standard monthly maintenance routine, as defined by, but not limited to, the items found in the task list attached to this policy as Addendum A;
- d) 3. To inform the House Maintenance Coordinator immediately or as soon as practicable thereafter, of the successful completion of their individual and monthly maintenance work;
- e) 4. To participate in one of several maintenance crews, as defined below;
- f) 5. To participate in the work job system then in force within their home, and to respect and fulfill the maintenance commitments assumed through house decision-making;
- g) 6. To participate in certain annual mandatory work days;
- h) 7. To learn fire safety and other emergency procedures, and to report immediately any potential breach of household safety and security;
- i) To restore their room to substantially similar or better condition than in which they found it upon departure or termination of their contract.

2. 2.2 House Maintenance Coordinator

- a) This policy establishes and empowers a House Maintenance Coordinator to manage the maintenance duties and routines within any given house, as defined below:
 - (1) 1. To communicate routinely with the Maintenance Coordinator or their assigns, to review ongoing project proposals and other maintenance and improvement needs;
 - (2) 2. To distribute notice to their respective house members, regarding maintenance or improvement projects scheduled for their home;
 - (3) 3. To attend and represent their house at monthly maintenance committee meetings;
 - (4) 4. To coordinate house work days;
 - (5) 5. To ensure monthly completion of the MCC Membership Maintenance Routine, as defined in Addendum A to this policy;

- (6) 6. To oversee member check-in and check-out, at the beginning and fulfillment of membership contracts;
- (7) 7. To receive and review any fire, building, and insurance inspection reports, and to correct or cure any violations reported therein;
- (8) 8. To maintain a monthly maintenance log and produce it for inspection upon the request of the MO, the MC, or their assigns;
- (9) 9. To curate a house maintenance binder;
- (10) 10. To assemble the house maintenance budget;
- (11) 11. To secure bids for projects, at their discretion, though for any project using MCC funds, bids can only be signed and authorized by MCC's Maintenance Coordinator or their assigns.
- (12) 12. To allocate appropriate funds from the House's maintenance budget to replacement tools for those in the house tool library significantly damaged or missing. Also, to join the MC(s) during their annual walk-through of each House and complete a re-inventory of the house tool library.

3. 2.3 Maintenance Committee

- a) The MCC Bylaws (BL 6.06D) establish and empower a Maintenance Committee, who, in addition to the powers enumerated therein, are invested by means of this policy with the following powers and responsibilities:
 - (1) 1. To review and revise periodically the standards for repair and improvement of MCC-owned buildings;
 - (2) 2. To assess and represent the maintenance needs of the respective houses;
 - (3) 3. To ensure timely and actual completion of maintenance projects;
 - (4) 4. To review and endorse annual and project-specific or proposal-specific maintenance budgets;
 - (5) 5. To share information and experiences pertinent to MCC's maintenance program;
 - (6) 6. To review, discuss, revise, and recommend policy proposals;
 - (7) 7. To approve the hiring and firing of Worker Group Lead employees, as proposed from time to time by the Maintenance Coordinator;
 - (8) 8. To make emergency spending decisions whensoever the Maintenance Coordinator, the Maintenance Officer, or the respective House Maintenance Coordinator cannot.

4. 2.4 MCC Maintenance Officer

- a) The MCC Bylaws (Sec. 5.04D) and establish and empower a Maintenance Officer, who, in addition to the powers and responsibilities enumerated therein, are invested by means of this policy, with the following powers and responsibilities:
 - (1) 1. To attend Coordinating Committee meetings and Board meetings;
 - (2) 2. To chair the Maintenance Committee;
 - (3) 3. To supervise the Maintenance Coordinator;
 - (4) 4. To review periodically the MCC maintenance spending reports and records and MCC's maintenance books and records;
 - (5) 5. To ensure that house maintenance needs are assessed yearly, and that a MCC maintenance program is in place to address those needs;
 - (6) 6. To submit a written, summary report to the Board at each GMM;

- (7) 7. To intervene in emergencies, whensoever a representative of the MCC Board of Directors may be required to act on behalf of the Board, the MCC membership, the respective HMCs, or the MC;
- (8) 8. To review and endorse the maintenance spending priorities reflected within any given annual maintenance budget;
- (9) 9. To present policy issues and proposals to the Maintenance Committee;
- (10) 10. To notify the Board immediately, whenever the officer has sufficient reason to believe that any of the several houses have persistently failed to meet their monthly maintenance duties as defined by this policy, or whenever the officer has sufficient
- (11) reason to believe that any HMC, house treasurer, or member have colluded to avoid or abdicate their maintenance responsibilities as described by this policy.

5. 2.5 MCC Board of Directors

- a) The MCC Bylaws (Sec. 4.01) establish a Board of Directors who, in addition to their duties described therein, shall, by means of this policy, manage the following scope of duties:
 - (1) 1. To approve changes to maintenance policy;
 - (2) 2. To decide on expenditures drawn from replacement reserve money;
 - (3) 3. To approve maintenance loan or grant applications;
 - (4) 4. To receive and review maintenance reports as described below;
 - (5) 5. To approve annual maintenance budget requests;
 - (6) 6. To ensure compliance with all codes, statutes, ordinance, and other regulations then in effect;
 - (7) 7. To ratify or otherwise approve Maintenance Coordinator employment agreements.

6. 2.6 MCC Maintenance Coordinator:

- a) By the powers vested in them by their By-laws and Articles of Incorporation, the membership will from time to time enter into a contract with a Maintenance Coordinator, in whom the membership and their representatives typically invest broad discretion to plan and coordinate maintenance activities. The MC is empowered and obligated to perform a certain scope of work on behalf of the membership, as defined by the contract then in force and as modified from time to time. A copy of that contract is attached to this policy as Addendum D, and while in effect, shall be incorporated into this policy by reference.
- b) The MCC Maintenance Coordinator will be responsible for providing and updating a list of all MCC-provided tools to each house, going through each House's tool library annually with the House's HMC to determine whether the House has a complete set of tools. Prior to this walkthrough, notice must be given to the House and HMC that the tool inventory will take place.

C. 3. Maintenance Budget and Spending (Amended 4/17/15 GMM)

1. 3.2 Ad hoc expenses

- a) Ad hoc expenses shall represent any costs above and beyond scheduled expenses, and will typically pay for improvements, special tooling, or other special projects as requested by the house and approved by the Maintenance

Coordinator. A reserve for ad hoc expenses shall be proposed by the MC or their assigns for each new fiscal year, and shall be approved by the General Membership per whatever budget-approval process is then in force.

2. 3.3 Administrative expenses

- a) Administrative expenses shall represent the costs of supporting the activities of the maintenance department, and shall include, but not be limited to Worker Group salaries and benefits; vehicle expenses; storage and rental expenses; and tooling and general supply expenses.

3. 3.4 De facto payment for maintenance work

- a) In general, maintenance work or improvements will be paid out for the MCC maintenance budget unless the repair was caused by negligence or abuse on the part of the house.

4. 3.5 Matching funds

Updated 8/3/16

- a) The annual MCC maintenance budget shall include an MCC Matching Grant fund. The Maintenance Committee will determine what percentage of capital improvements funds will be allocated to the matching grants during the annual budgeting process. This money is used as a source of matching funds for non-essential improvements that houses may wish to undertake or upgrades to a planned MCC project.
- b) After the budget is approved the Maintenance Officer and Maintenance Coordinators will inform House Maintenance Coordinators of the amount available and encourage proposals. The deadline for submitting proposals will be the July Maintenance Committee Meeting.
- c) Houses can either request up to 50% of the total project cost, provide the labor for the project and use the MCC grant for materials, or purchase the materials and have the grant cover staff or worker group labor.
- d) The house must submit a proposal to the Maintenance Committee which describes in detail the project, the material costs, beginning and ending date for the project and the exact dollar amount requested. The Maintenance Committee decides whether the project is eligible for matching funds and what percentage up to 50% would be allocated.
- e) -Money in the Matching Grant fund will be allocated on a first come, first serve basis.
- f) -No more than 25% of the total fund will be allocated to any single house in a given budget year.
- g) -In order to be eligible for this grant the house must have an active HMC.
- h) -Unless Worker Group is hired to complete the project, the house is responsible for making sure the project gets done.

5. 3.6 Surplus funds

- a) Surplus project funds shall accrue to the general MCC maintenance budget.
- b) (3.6) House and MCC Obligations
- c) Each house shall budget \$7/room per month for minor maintenance expenses. If house minor maintenance expenses surpass budgeted amount, the house may

be eligible for assistance from MCC Maintenance funds for further expenses, if the HMC can provide documentation of expenses to the Maintenance Coordinator for review and approved by Maintenance Officer.

- d) *House Maintenance Expenses* include: appliance maintenance, paint, basic pest control, garden & hand tools, hardware for repairs, supplies for minor projects, supplies for winterizing, smoke and carbon monoxide detectors, minor window & door repairs, light bulbs, parts for minor plumbing repairs, and replacements for broken or missing tools in their house tool library.
- e) Many of these may be purchased in bulk by MCC and available for house use. Inquire with Maintenance Coordinator to see what is available before purchasing.
- f) *MCC Maintenance Expenses* include: major projects(1), appliance replacement or major repair, routine maintenance(2), professional pest control.
- g) Major Projects: Major maintenance or capital improvement projects that involve outside resources, labor, or contracts.
- h) Routine Maintenance: Regularly needed maintenance for houses MCC provides for lower combined price and ensuring it gets done. Includes chimney sweeping, gutter cleaning, duct cleaning, fire safety, appliance and safety inspections. MCC commits to rekeying each house entrance doors every 3 years. All associated costs will be assumed by MCC. Any additional rekeys beyond the 3 year rotation will be billed to the house. Key deposits may be required by the houses, but are not required by MCC.
- i) If a HMC disputes and expense, it will be billed to MCC Office then brought to the following Maintco to work out what the house is liable for and what MCC is liable for.

D. 4. Maintenance Work Requirement

1. 4.1 Process

- a) Each MCC house is responsible for managing basic maintenance of respective house. This can be handled through house work-job policies, third party contractors or by MCC maintenance staff.
- b) Basic Maintenance is limited to: Snow and ice removal, weed & lawn trimming, yard trash collection, exterior and interior building tidiness/cleanliness, routine appliance maintenance, interior painting, basic pest control, maintaining house toolbox and tools, stocking hardware for repairs, winterizing windows and doors, monthly test of smoke and carbon monoxide detectors, making minor window and door repairs, keeping room and house key inventory, replacing light bulbs, and making minor plumbing repairs.

2. 4.2 Enforcement

- a) Maintenance Coordinators will record basic maintenance needs during annual walkthrough or during other scheduled walkthroughs. A list of needed repairs will be given to HMC. HMC can either make repairs themselves, with housemates, hire third party contractor, or have repairs made by MCC maintenance staff at a rate of \$25 per hour plus cost of materials (if applicable). The HMC will have two weeks to complete task(s) and notify Maintenance Coordinator. The Maintenance Officer will be notified of *Management Concerns* for failure to do so after the two week period.

3. 4.3 Training exemption

- a) Houses shall be exempt from being billed for staff time on basic maintenance if the HMC or a member makes a request for training on the task at hand. If the maintenance coordinator deems the member made a cooperative effort to learn the task so they can teach others or complete it themselves in the future, the house will not be billed.

E. 5. Damages

1. 5.1 Catastrophic damage

- a) MCC's insurance shall cover catastrophic damages, such as flooding and fire, even when such damage is caused through member negligence. Nothing in this policy, however, shall exempt or indemnify a member against legal action pressed by MCC on its own behalf, or that of its insurance company or other assigns.

2. 5.2 Damage by members

- a) Members shall incur the costs of any repairs necessitated by their own negligence or intention, or that of their guests. MCC reserves the right to withdraw money from a member's security deposit for all bona fide and lawful claims against the member.

3. 5.3 Liability for injury

- a) MCC shall not be responsible, except through direct and gross acts of negligence or omission, for injury, loss or damage to a member's person or property, and each member expressly waives any such claim against MCC or its several houses.

4. 5.4 Liability for unmet responsibilities

- a) The MC or their assigns shall reserve the option to bill a house for parts and labor used to remedy damages caused by member negligence. Any fines imposed by the City of Madison Building Inspector, Fire Inspector, or Health and Hygiene Inspector, or any other duly-constituted authority, shall accrue directly to the house so fined. Except at the direction of the Board of Directors or its assigns, the Maintenance Coordinator shall not dispute, represent, or defend any house in a court of law, for any fines so incurred. Whenever a house shall receive more than two fines for the same violation during any one calendar year, that house shall subject itself immediately to the MCC Management Concern policies and procedures then in force.

F. 6. Documents

1. 6.1 Monthly reports

- a) The Maintenance Coordinator and the Finance Coordinator will prepare monthly maintenance reports for the Maintenance Committee. The Maintenance Officer is responsible for ensuring that the report format enables the Maintenance Committee to make informed decisions. The reports will include, but not be limited to the following:
 - (1) 1. Current actual vs. budgeted maintenance spending, itemized according to the current fiscal year budget;
 - (2) 2. An account of annual spending, to date, on each of the several houses;
 - (3) 3. A status report that includes recently completed projects, current projects, and proposed projects.

- b) Additionally, the Maintenance Coordinator and the Finance Coordinator will prepare a quarterly maintenance spending report for the Board and Finance Committee. It shall include budgeted vs. actual spending, and it shall explain significant cost overruns and/or savings. These reports shall be submitted at the following times:
 - (1) 1. June (after the final report for the past budget year is complete);
 - (2) 2. September (after the summer maintenance season);
 - (3) 3. December
 - (4) 3. February (when the Finance Committee is preparing next year's overall budget).
- 2. 6.2 Appliance replacement schedule**
- a) The MC or their assigns will develop and implement a replacement schedule for major appliances and systems within each house.
- 3. 6.4 Room Check-in/ Check-Out Forms**
- a) A room check-in list shall be completed whenever a member moves into a room. The member will record the general condition of the room and any specific problems on the check-in list. When a member moves out of a room, they will complete a room check-out list. Upon fulfillment or termination of the member contract, the House Maintenance Coordinator will assess any damages made to the room by the member based on the room check-in form, and they shall provide the member with a copy of the check-out form before the member moves out. Per Madison ordinance, "the forms must be comparable to the check-in forms and must include space for the tenant's new address (MGO 32.07(6))."
 - b) The House Maintenance Coordinator will maintain a file containing room check-in/check-out lists, and will retain those lists for a period of one year subsequent to the departure of any one member. Per Madison ordinance, "Tenants must be allowed at least seven days after moving in to complete check-in forms (MGO 32.07(b))." Individual members are responsible for completing their check-in lists within one week of their move-in date. The Maintenance Coordinator will provide assistance to the House Maintenance Coordinators with room check-in/check-out procedures and damage estimates as needed, upon request.
- 4. 6.5 House Maintenance Handbooks**
- a) The MC or their assigns shall distribute HMC handbooks. These handbooks shall serve as training manuals and reference guides for the house members generally, and the HMC specifically. A copy of current MCC maintenance policies shall be kept in the handbook, as well as copies of other pertinent MCC maintenance policies.
- 5. 6.6 Vehicle Log**
- a) The maintenance Coordinator or their assigns shall keep a log of vehicle maintenance and any other work performed. This log shall be produced to the Maintenance Officer upon their request.

6. 6.7 Member Maintenance Log

- a) The HMC shall keep a monthly log, a copy of which shall be included within the House Maintenance Binder (as described in Section 6.11), and which shall contain the following information:
 - (1) 1. House member roster;
 - (2) 2. Crew roster;
 - (3) 3. Calendar of completed duties;
 - (4) 4. Confirmation that each member has completed their monthly maintenance duties, and the date on which notification was received;
 - (5) 5. Calendar of special work days.

7. 6.8 Building Permits

- a) Building permits shall in all cases be obtained in compliance with all municipal ordinances or state or federal laws. In general, it shall be the responsibility of the Maintenance Coordinator to maintain State of Wisconsin Dwelling Contractor Qualifier certification on behalf of MCC, for the purpose of securing building permits on behalf of the membership and the several houses.

8. 6.9 Master Maintenance Calendar

- a) The MC or their assigns shall keep a maintenance calendar, preferably in digital format, which shall include notice of all scheduled maintenance work, as defined by section 3.1 of this policy. Whenever possible, this calendar shall be accessible to the HMCs and the members at large, whether through its posting on the agency website, or via direct sharing between the MC, the HMCs, and the membership-at-large.

9. 6.10 Worker Group Employment Agreements

- a) All Worker Group employees hired by the MC or their assigns must sign an employment agreement that stipulates the expectations and rules for the WG employee, as well as compensation and conditions for work performed. This agreement shall be filed in the MCC office, and shall be available for inspection upon request.
- b) All Worker Group pay structures and benefits are described in the Madison Community Cooperative Employee Handbook, and are available for review to any member, upon request.

10. 6.11 House Maintenance Binder

- a) Every house shall maintain a maintenance binder that includes but is not limited to: a roster of the current and pending members and their respective crew assignments; a record of each member's monthly completion of the tasks assigned to them by the HMC; and a copy of this maintenance policy.

11. 6.12 Key Log

- a) Each HMC is responsible for maintaining an up-to-date key log that tracks each key made, when each key was issued, by whom, and to whom it was issued, and whether or not the key was lost. All keys must be stamped "Do Not Copy" and must be stamped with a unique identifier number. Additional keys may be made, but must be added to the log.
- b) MCC will provide an online version of a key log and make it available to all HMC's.

G. 7. Resources

1. 7.1 Power tool library

- a) The MC or their assigns shall curate and maintain a tool library from which houses can borrow power tools and other items. MCC will work towards developing this tool library each year through the "tools" line item in the MCC maintenance budget. Any tools damaged through member negligence or intent shall be replaced by an equivalent tool in new or like-new condition, and the cost of the replacement shall be charged against the house in which it was damaged.

2. 7.2 Maintenance vehicle

- a) The MC or their assigns shall maintain a utility vehicle for work projects, which shall be kept at the MCC office. The vehicle is to be used by licensed drivers that are MCC members or staff, and who are using the vehicle specifically for MCC maintenance projects.
- b) Members of a house may use the vehicle, solely for work related to house maintenance, and only with the prior approval of the MC or their assigns. The member must provide proof of a valid State of Wisconsin driver's license, and they must consent to a background check performed by the MC or their assigns, who will in turn notify MCC's auto insurance provider, of the member's intent to use the vehicle.
- c) There is to be absolutely no drug or alcohol use while operating the vehicle.
- d) Routine maintenance and upkeep shall be performed on any MCC vehicle owned and operated by MCC as delineated in the manufacturer's owner's manual. Maintenance shall be performed by a qualified, professional mechanic, at the discretion of the MC or their assigns.

3. 7.3 House Tool Library

- a) The HMC of each House shall maintain a house tool library from which House members can borrow tools. MCC shall provide a possible tool checkout chart, but each HMC may devise an alternative checkout system or forego implementation of a checkout system.
- b) MCC shall provide each House a list of tools that have been provided to the House. Annually the MC(s), with the help of each HMC, will check each House's tool inventory against that list.
- c) Any tools lost or damaged through member negligence or intent shall be replaced by an equivalent tool in new or like-new condition. If the HMC did not restock the library throughout the year, the MC(s) shall replace the tools. The cost of the replacement upon annual re-inventory shall be billed to the House.
- d) If the House's tool library is fully stocked with functional tools upon annual re-inventory (excluding safety equipment), the House shall receive a maintenance-related reward from MCC valued at no less than \$50.

4. 7.4 MCC Computers

- a) To improve access to MCC resources and information, MCC commits to providing at least one desktop computer to each House. These computers shall be managed via the following House Computers Policy:
 - (1) MCC will provide a maximum of 1 computer for every 20 members, depending on how many the House requests.
 - (2) MCC Maintenance will provide basic technical support for computers in the following ways:

- (a) Maintaining and upgrading computers
 - (b) Ensuring that anti-virus software is installed and functional
 - (c) Ensuring computers are equipped with the latest version of Windows OS, and providing the option to install Linux or any additional OS alongside
 - (d) Wiping the harddrive of a House's computer(s) if malware appears
 - (e) Providing Houses a replacement computer if their computer crashes
 - (f) The House will pay for replacement in case of negligence or extreme damage due to abuse.
 - (g) MCC will pay for replacement if the House enacted no specific damage to the computer.
 - (h) File 13 E-Waste Solutions will provide a free replacement if it crashes within the 7-day warranty.
- (3) Computer repair may be outsourced by each House.
 - (4) MCC desktop computers will come with wireless networking standard. MCC will provide high-speed internet infrastructure for each house. However, billing for network services will be the responsibility of the House.
 - (5) MCC will not purchase or support house laptops. However, Houses may choose to purchase laptops for the House.

XV. Member Contracts

A. Processing of Security Deposits

(Adopted 5/31/78; Amended 4/25/07 Amended 4/12/16; Amended 4/27/16)

1. Each new member, upon joining MCC, must submit a valid check or money order payable to MCC for the entire value of their security deposit. The check or money order must arrive at the same time or prior to the new member's membership contract and submitted to the Member Services Coordinator (MSC), either directly or via the appropriate house membership coordinator. With the assistance of the Finance Coordinator (FC), or equivalent staff member, the MC ensures that all security deposits are properly deposited, tracked, and returned.
2. Each vacating member, upon leaving MCC, is entitled to have their security deposit, minus any legal deductions, and an accounting of all deductions sent to them within twenty-one (21) days after the contract ends, or another person assumes responsibility for payment of the room, whichever is sooner. Legal deductions include, but are not limited to, charges for incomplete MCC maintenance hours. To this end, each of MCC's cooperative houses may designate a person or position responsible for assisting MCC staff on all security deposit returns; in the absence of another house designate, the main house membership coordinator who handles membership contracts is the understood house designate. The house designate is responsible for completing a Security Deposit Accounting form for each vacating member and making sure that it reaches the MCC Office within fourteen (14) days after the member's contract ends, or another person assumes responsibility for payment of the room, whichever is sooner. Based on the information provided on this form, MCC staff are responsible for mailing the security deposit, minus any legal deductions, and an accounting of all deductions to the vacating member's

forwarding address or emergency address provided on the vacating member's contract within twenty-one (21) days after they surrender the premises. Additionally, MCC staff are responsible for mailing a check for the value of any legal deductions and an accounting of all deductions to the house of the vacating member. This is an optimal time to mail an outgoing member survey form.

3. It is good practice for MCC staff to also email the house membership coordinator when this has been accomplished.
4. If an audit or other information reveals to the MC that a member's contract has ended or a new member is paying for the vacating member's room for more than fourteen (14) days and no relevant completed Security Deposit Accounting form has reached the MCC Office, then MCC staff will send the house treasurer and membership coordinator a reminder that it is due. If neither can provide the MCC staff a forwarding address, or an explanation as to why the security deposit accounting form need not be sent (e.g. the member asked in writing that we hold it as they are intending to return within the year), then the MCC staff will send out the form and deposit amount to the emergency address provided on the membership's contract.

B. Staff Return of Security Deposits

(Adopted 5/31/78; Amended 4/27/16)

1. Authorization is given to staff to return security deposits on the twentieth (20th) of each month after being provided with authorization from the house treasurer (to include all house debts, including food co-op, maintenance charges, etc.) and the Finance Committee (indicating that the house financial situation is under control).
2. Houses will be fined a five dollar (\$5) late fee for each Security Deposit Accounting form that reaches the MCC Office more than fourteen (14) days after the member's contract ends, or another person assumes responsibility for payment of the room, whichever is sooner.

C. Membership Contract Year (Adopted 2/28/07)

1. MCC's membership contract year starts August 15th and ends August 14th. This is in recognition of the prevailing lease year in the central Madison housing market and the importance of transferability between MCC and non-MCC housing arrangements for current and future MCC members.

D. Reasonable Accommodation Policy

Revised November 2011

1. All prospective or current MCC members may apply for a reasonable accommodation or modification on the basis of a physical or mental disability at anytime during their membership application process or residency at an MCC cooperative house. MCC members are tenants in MCC's cooperative houses, and prospective members are those who are applying for membership (tenancy).
2. **During the Membership Process:**
 - a) Individual cooperative houses can choose whether or not to proactively ask all prospective members whether the prospective member requires a reasonable accommodation or modification.

- b) However, if houses do ask prospective members whether they require a reasonable accommodation or modification, they must inform the prospective member that their response to the question will only be used to inform them of MCC's reasonable accommodation or modification process, and will not be used as a basis of acceptance or denial for housing.
- c) Furthermore, a house must either systematically ask all prospective members this question, or none of them. If a house does decide to ask all prospective members this question, it must be a house policy to do so, and must be put in writing in the house's policy manual.

3. Reasonable Accommodations Request Process:

- a) A prospective or current member who requests a reasonable accommodation or modification from an MCC cooperative house must be directed to that house's membership coordinator or MCC Member Services Coordinator (MSC).
- b) The house membership coordinator or the MSC will provide the member or prospective member who is requesting a reasonable accommodation or modification with written application forms, which the person should use to request their specific accommodation or modification. These forms will ask only for information that is permitted to be used in determining a reasonable accommodation or modification, as defined by federal, state, and local laws. MCC, through either the house membership coordinator or the MSC, will provide assistance in filling out the form, if that is requested as an accommodation.
- c) This form must be mailed or hand delivered to the MCC office to the attention of the Member Services Coordinator.
- d) MCC will respond to the prospective or current member's written request for a reasonable accommodation or modification within ten business days of receipt.
- e) The MSC will begin processing the request by researching the reasonable accommodation or modification that is requested. The MSC should consult, when appropriate, with relevant industry publications, tenant advocacy groups and MCC legal counsel.
- f) After the research is completed, the MC will present their findings to the Membership Committee. The *Membership Committee* will make the final decision on the reasonable accommodation or modification on behalf of MCC.
- g) A written letter explaining MCC's decision regarding the prospective or current member's request for a reasonable accommodation or modification will be sent to the address written on the reasonable accommodation or modification application form.

4. Ongoing Compliance:

- a) The MSC will maintain and update MCC's reasonable accommodation or modification forms and resource materials to remain compliant with federal, state, and local laws.
- b) In addition to ongoing support, the MSC will provide education about this policy to house membership coordinators and the Board of Directors twice a year.

E. Processing of Membership Contracts

(Adopted 4/25/79; Amended 2/19/92; Amended 8/18/93; Amended 6/28/98; Amended 3/14/07; Amended 3/12/08; Amended 5/21/08; Amended 1/26/11)

1. The Member Services Coordinator (MSC) is the person responsible for receiving, approving, signing, and returning via the routing boxes at the MCC office all membership contracts on behalf of MCC. If the MSC is unavailable for an extended period of time the MSC or the Coordinating Committee may designate a willing officer to process membership contracts on behalf of MCC. If there is no currently employed MSC the Coordinating Committee shall designate or hire a person responsible for processing membership contracts on behalf of MCC.
2. The MSC or the properly selected substitute will approve each received membership contracts unless it:
 - a) Is for a member who has not fully paid, to MCC, their security deposit, MCC membership fee, and NASCO membership fee,
 - b) Is not completely filled out on the proper form,
 - c) May not be approved according to any MCC policy,
 - d) May not be approved according to any known applicable cooperative house policy, or
 - e) Has only been signed on the cooperative house's behalf by the member listed on the contract.
3. The MSC or the properly selected substitute will sign each approved contract unless the Coordinating Committee, through a majority vote, requests that the contract not be signed. To be valid this request must include one or more reasons and they must not violate applicable housing laws. In this event the MSC or the properly selected substitute will inform the member whose contract is under consideration that a request to not sign the contract has been made and that the matter will be decided at the next Board of Directors meeting. The prospective member will be informed in writing of the reasons or reasons for the request, and the date of the Board of Directors meeting at which the matter will be decided. A letter containing this information must be hand-delivered or post-marked within five (5) days of the MSC or properly selected substitute receiving the request.
4. If the request to not sign the contract is made within two (2) months of the end of the current contract of the member in question, the member may request an emergency Board of Directors meeting. The MCC Coordinating Officer will make every effort to schedule and hold this emergency meeting within one (1) week of the request by the member in question.
5. Any member of the Coordinating Committee who originally brought up the issue for the Coordinating Committee to vote on must abstain on the vote at the Board of Directors meeting, though their presence will count toward quorum. Each upheld request to not sign a contract applies to all contracts the person in question submits for the remainder of the current membership contract year and the entire subsequent membership contract year only. A decision to sign or not sign a contract can be appealed to the General Membership by means of a vote at a General

Membership Meeting (GMM) or Special Membership Meeting (SMM) or a referendum.

6. [Non-Policy Note: As of 1/10/10 the only two (2) policies that the MSC is aware of that part B3 of this policy refers to are the Contract Guarantors policy and the Failure to Establish a Valid Membership Contract policy.]

F. Membership Contract Procedures

(Adopted 2/1/89; Amended 4/26/89; Amended 12/13/89; Amended 2/7/90; Amended 7/25/90; Amended 5/8/91; Amended 2/19/92; Amended 4/29/92; Amended 7/28/99; Amended 3/14/07)

1. Each house of MCC will decide on its own procedure for getting its contracts signed and in to the office and getting the necessary fees and deposits paid by the deadline stated in this policy.
2. A procedure shall also be formed by individual houses wherein its members shall become familiar with MCC and the houses relationship to it. These procedures need not be approved by MCC.
3. The procedure for signing contracts is as follows: The contract will be signed by all parties and kept on file in the MCC office. The house membership coordinator or other authorized member of the house shall have already signed the contract (or will be contacted by the Member Services Coordinator soon thereafter to sign the contract) on the space reserved for the house in its capacity as an agent for MCC.
4. Payment plans for new members shall meet the following requirements:
 - a) Members will pay their security deposits in full first, then they may be allowed to establish a payment plan for their rents, following the guidelines of the Member Debt policies.
 - b) All payments on the plan over three hundred dollars (\$300) must be paid to the MCC office by cashier's check, money order, or traveler's check no personal checks.
 - c) Any person wishing for an exception to this policy must request a meeting with the Coordinating Committee to discuss the exception.
5. Members living in an MCC house without a completed and signed contract and either MCC deposit and fees fully paid may be served a no-contract notice according to the guidelines of that MCC policy.
6. House treasurers, membership coordinators, Board representatives and the MCC President shall be allowed to deliver the contracts of renewing members to the Member Services Coordinator. This will be sufficient for their final approval by the Member Services Coordinator, in addition to current means of delivering contracts.
7. One way to facilitate the houses becoming familiar with MCC will be a joint effort by MCC and each house wherein a bulletin board labeled MCC in big bright letters will be placed in a heavily used common area of each house. On it will be posted MCC information such as the MCC newsletter, letters to the house from MCC relating to the house's financial health, Board minutes, and announcements of MCC retreats, other Membership Committee activities and co-op parties, etc.

G. Failure to Establish a Valid Membership Contract

(Adopted 12/12/89; Amended 2/7/90; Amended 7/25/90; Amended 2/19/92; Amended 4/1/92; Amended 6/15/16)

1. According to policy, members establishing residency in an MCC house have signed a contract and given their security deposit(s) and fees before being given a key. However, life happens and it does occur that a member moves in before one or both of these obligations has been met. In these rare cases, MCC will send a reminder email to house accounts receivable/treasurer, house membership coordinator, and persons who have been living in an MCC house for one (1) week without having turned in a signed contract or paying their deposits. This reminder shall give a seven (7) day deadline for compliance and include this policy. If the person does not deliver a signed contract to the MCC office by the seventh (7th) day, either through electronic means such as Docusign or by delivery of a hard copy, along with a deposit, then that person will be served a 7 Day Notice for Failure to Establish a Valid Membership Contract. If this notice is not cured, an Eviction Summons and Complaint will be served on the eight (8th) day, or the next business day by the MCC Staff. The costs of the summons and service of papers will be billed to the person through the house. They will be scheduled for a hearing at the next meeting of the Coordinating Committee, which is empowered by the MCC Board to make a final decision on the matter. If a completed contract and deposit have not been delivered to the MCC office by the court date, or a successful appeal made, then the eviction process will be carried out. Those who do not fit the requirements for signing a renewal contract, such as those who have a debt over fifty dollars (\$50) but don't have a payment plan, and others, may appeal their case to the Coordinating Committee.

H. No Contract, No Key

(Adopted 3/5/03; Amended 3/21/07)

1. No person is to be issued or lent a house or room key to any MCC co-op house unless they have a valid, current membership contract, signed by the Member Services Coordinator. Any member responsible for issuing and tracking house keys would need to see the member's copy of their signed, valid, current MCC membership contract before issuing keys. Exceptions:
 - a) MCC staff with operational reasons for having keys, including but not limited to: the MCC Maintenance Coordinator, Member Services Coordinator, Worker Group, and temporary and long-term contractors hired by MCC. A public list will be made available upon member's request with the names of who has keys to their house at a given time. Any MCC agent issuing keys shall notify the house membership coordinator of changes to the list of key holders.
 - b) Food co-ops must be approved by the house to receive a key.
 - c) Children may be issued keys if their parents or legal guardians have proper signed contracts.
 - d) Guests who are non-members staying at a house are the responsibility of their host, who must be an adult member of the house with a signed, valid, current

contract who has publicly accepted responsibility for the actions of their guests, including any key deposits or charges incurred due to the guest. Note: A crasher, a person not known to the house who is staying at the house without a lease, may not be issued house or room keys. If a member wants to take full responsibility for a crasher's behavior, then they are a guest.

2. Houses may demand high key deposits be paid in advance to the house by food co-ops or hosts of guests to make sure that keys are returned to the house. Houses are responsible for making sure that they do not rent out a room that does not meet housing code requirements. The Member Services Coordinator will not sign a contract for an illegal room.
3. MCC and its houses do not operate as hotels, motels, or hostels. Crashing is inherently incidental to the overall purposes of MCC.
4. Serious conflicts have arisen when non-members live at co-ops too long because they get the benefits without taking the responsibility of membership seriously, as they are not legal members and are not accountable for work, rent, and other duties of membership.

I. Standard-Term, Academic-Term, and Short-Term Membership Contracts

(Adopted Circa 1992; Amended 3/7/99; Amended 2/28/07; Amended 5/21/08)

1. There are three (3) kinds of membership contracts, as defined by their end dates: standard-term, academic-term, and short-term.
 - a) Standard-term contracts shall end August 14th.
 - b) Academic-term contracts shall end May 31st.
 - c) Short-term contracts may end any date.
2. All standard-term and academic-term membership contracts established before the next contract year shall start August 15th of that membership contract year.
3. All short-term membership contracts established before the next contract year may start any date of that membership contract year.
4. The start dates of membership contracts established during the current contract year will necessarily vary.
5. Each membership contract shall fall within a single membership contract year. No membership contract may be more than one (1) year in duration.
6. No membership contract may be established before January 1st of the membership contract year prior to the membership contract year in question.
7. Within the parameters of this policy, MCC's cooperative houses are allowed to establish house-level policies that determine the numbers of standard-term, academic-term, and short-term membership contracts that may be approved for each membership contract year. In the absence of any relevant house-level policies addressing the matter it is understood, by default, that all of a given cooperative house's membership contracts will be standard-term contracts. If provided for in house-level policy, there is no maximum number of academic-term membership contracts a cooperative house may allow. The maximum number of current short-term contracts a given cooperative house may allow, if provided for in house-level policy, is equal to the whole number reached by rounding up ten

percent (10%) of the cooperative house's Occupancy Value, as defined by the Occupancy Formula, with the minimum result being two (2).

8. [Policy Manual Editorial Note: As of 1/10/10 our Occupancy Values, by house, are: AM=29.2 / AU=16.4 / AV=9.8 / FR=13.4 / HY=15.3 / IN=28.4 / LO=32.0 / OF=9.9 / PH=27.5 / SO=8.6 / SY=8.9. According to this policy, therefore, at any given time: Audre Lorde, Avalon, Friends', Hypatia, Ofek Shalom, Sofia, and Syntropy and are each be allowed to have house policies allowing up to 2 short-term membership contracts; Ambrosia, International, and The Phoenix could each have up to 3; and Lothlorien could have up to 4.]

J. Pet Contract

(passed 7/27/11)

1. All MCC membership contracts are to include an additional pet contract page effective immediately. Any MCC member who assumes ownership of un-caged pet(s) currently living in MCC properties will be required to file the previously mentioned pet contract page within one month's time of the policy being enacted.
2. Pet Contract includes all un-caged pets (dogs, cats, etc)
3. Information required:
 - a) Pet's Name
 - b) Medical records
 - c) Known behavioral issues (documented or undocumented)
 - d) Other? Call Vet.

K. Contract Termination Policy

Adopted by the MCC Board September 3, 2014

1. A contract termination is an agreement between the three parties on the original contract (the member, the house, and MCC) to end all obligations on the original contract. All contract terminations must be approved by the house and by MCC. The Member Services Coordinator signs contract terminations on behalf of MCC, and will not sign any contract terminations until the house has first agreed, or until Coordinating Committee has waived house approval. In certain circumstances, the Member Services Coordinator is automatically authorized to sign a contract termination on behalf of MCC. These circumstances are limited to:
 - a) The death of a member.
 - b) A situation where a new member has signed a contract through the end of the contract year for that room.
 - c) Military deployment of a member (per law)
2. Coordinating Committee is authorized to make the decision to terminate current member contracts on behalf of MCC, and to direct the Member Services Coordinator to sign a contract termination form. Contract terminations will be effective at the end of the month in which the member moves out. Contract termination is appropriate in the following circumstances:
 - a) The death of a close relative requiring the member to leave Madison to care for family matters
 - b) Serious illness of the member, or of a close relative requiring the member to leave Madison to care for said relative

- c) A business or governmental obligation to leave Madison, that is outside of the member's control
 - d) When any party can be documented as not fulfilling its obligations under the contract
 - e) Unresolvable conflict between the house and the member (once the house and member have gone through a grievance process to attempt to resolve these issues)
3. If the house approves a contract termination agreement between the house and a member, and none of the above circumstances apply, Coordinating Committee will look at the circumstances between the member and the house (any conflicts or accusations of a lack of contract fulfillment) and at the financial situation of the house. Coordinating Committee has the authority to waive house approval of voluntary contract termination only after an attempt by the member during a house meeting to gain approval. This attempt must be documented and involve either a lack of house action or a house vote against the release.
 4. In situations where there is a conflict between a member and the house regarding a contract termination, Coordinating Committee will serve as a mediator to help the parties reach some agreement either about fulfilling the terms of the contract or about ending the contract.

L. Housemate Non-Rent Contract Termination Policy

(Passed 6/21/89; Amended pre-5/16/93; Amended 12/2/15; Amended 4/6/2016)

1. If a member or members of an MCC house want the contract of a housemate to be terminated for non-rent violations, that person(s) must provide evidence that such a breach of contract has occurred to the MCC Membership Coordinator or Membership Officer. Evidence may take the form of emails or other written communication, a written complaint specifying the non-rent violations and dates of occurrence, a house workjob log, or other forms as deemed appropriate by the Membership Coordinator. Before investigating the non-rent violations, the Membership Coordinator will explain the MCC Grievance procedure to the reporting housemates, provide them with the contract information of the current MCC Grievance Committee, and suggest filing a grievance as an alternative to serving a termination notice.
2. The Membership Coordinator or Membership Officer must inform Coordinating Committee, and MCC's lawyer, that a contract termination has been requested before beginning an investigation, and may request the assistance of CoCo in conducting the investigation.
3. The Membership Coordinator or Membership Officer, or appropriate substitute as chosen by Coordinating Committee, shall investigate the complaints and review the evidence presented by the reporting housemates. They will ask other involved housemates about the alleged violations as appropriate, determine whether there is a reasonable chance that the complaint is valid, and secure any necessary documentation. They will inform the housemate being reported of the complaint and request for termination, and allow them five days to respond to the complaints.

The length of this allowed response period may be altered by the Membership Officer to a total of no less than 48 hours or no more than 14 days.

4. The Membership Coordinator will present their findings to Coordinating Committee and make a recommendation as to whether a 5-day (or 14 day if appropriate) termination notice should be served. They may make their presentation at the next regularly scheduled CoCo meeting, request an emergency CoCo meeting be scheduled, or in the event of an emergency may present their findings over the CoCo email listserv. They will also share their findings with MCC's lawyer, to ask if there is sufficient evidence to prove violation of the contract has occurred. Coordinating Committee may decide, by majority vote, to direct the Membership Coordinator to issue a termination notice.
5. In the event that a housemate reports an incident of domestic abuse or intimate partner violence between MCC members, the Membership Coordinator may, with majority approval of CoCo, issue a 5-day notice. They shall also inform the victim of her or his rights under the State Safe Housing Act Sec. 704.16 WI Statutes, which is included in the Membership Contract. If the housemate obtains a restraining order from a court, then MCC is authorized to evict the perpetrator without a right to cure.
6. If the Membership Coordinator or Officer declines to serve notice, or if Coordinating Committee does not approve the issuance of a notice, the members requesting that notice be served may appeal the issue to the MCC Board.
7. When notice is approved by both Coordinating Committee and MCC's lawyer, the Membership Coordinator shall proceed to serve a 5-day termination notice with right to cure, which specifies the particular behaviors which the member is being asked to cure. If the member cures the behaviors within 5 days, and reports to the MCC Membership Coordinator or Membership Officer in writing that they have done so, then the notice shall be cured and the member may continue to live in the house. If the member repeats those behaviors within those 5 days, then their contract is automatically terminated, and the Membership Coordinator will ask them to move out of the house.
8. If the member satisfies the original notice but within the following year repeats any non-rent breach, members of the house may again request that said member's contract be terminated, and the process begins again at step 1) for this new offense. Members with two serious non-rent breaches within one year forfeit their assumption for contract renewal. At the time of their lease expiring, they may or may not be issued a new lease at the discretion of MCC Coordinating Committee as advised by Membership Coordinator and/or Membership Officer.
9. MCC may require a house member to participate in a mediation meeting as a requirement for curing a notice, or as a step to avoid the issuance of a notice. This meeting may be overseen by the MCC Grievance Committee, the Membership Coordinator, the Membership Officer, or outside mediators as deemed appropriate by the Coordinating Committee. It is a breach of the Occupancy Agreement, for which a member may be evicted, for a member to refuse to participate in good faith in a mediation meeting requested by MCC.
10. When a member fails to satisfy the terms of a termination notice, they will be notified within 48 hours that their contract has been terminated, and informed that

they have a right to appeal the termination to the Board of Directors. Appeals must be filed with the MCC Coordinating Officer within 3 days of the member's notification that their contract has been terminated in order to stay the filing of an eviction action.

11. If no appeal is filed, and the member refuses to move out of the house, the Membership Coordinator or Coordinating Committee shall request that MCC's lawyer file an eviction action of the contract. (An eviction action requires the member to physically remove themselves from the premises.)

M. Tracking System to Monitor House Progress in Membership

(Adopted 4/1/92; Amended 4/19/00; Amended 7/26/00; Amended 2/28/07)

1. During relevant months the Member Services Coordinator (MSC) will track the percentage of its rooms that each cooperative house has filled for the next membership contract year. A room is considered filled when there is a fully complete membership contract associated with the room. The MSC will report this information to the Board and the Coordinating Committee. It is expected that at least twenty-five percent (25%) of each cooperative house's rooms will be filled for the next membership contract year by May 1st; fifty percent (50%) by June 1st; seventy-five percent (75%) by July 1st; and one hundred percent (100%) by August 1st. A cooperative house that isn't meeting these expectations will begin Management Concerns work according to the guidelines of the Management Concerns policy. Through cooperative action, membership assistance, and timely intervention the cooperative house should be able to quickly get back on track.

N. Membership Contract Renewal

1. Each of MCC's cooperative houses is allowed to establish a membership contract renewal deadline that falls between February 1st and May 1st of the current membership contract year by which date members who wish to guarantee their space at the house for the next membership contract year need to submit a signed membership contract to the appropriate house membership coordinator. In the absence of a relevant house-established deadline it is understood, by default, that the deadline is May 1st. Once a house's membership contract renewal deadline has passed, all rooms that are not contracted out for the next membership contract year are considered available to renewing and incoming members.

O. Let Membership Chip-in for Community Services

passed by the BOD 4/5/00

1. Each new and renewing member, shall be presented with an addendum to sign that is attached to each MCC member contract. The addendum shall be titled "OPTION TO CHIP-IN FOR COMMUNITY SERVICES." The membership coordinator at each house will explain the addendum to each contract signor and make it clear that the addendum is optional.
2. The addendum shall describe that "the MCC community services trust fund was created by the MCC membership to support progressive community services providing service consistent with MCC's principles. Each year, the MCC finance

committee and board allocates grants to groups providing services to people or communities which are disadvantaged, groups providing services to the communities which are underrepresented in MCC, as well as at least one co-op or collective, at least one housing related service, and at least one umbrella community fund."

3. The addendum will inform members that they have the option to chip-in with an increased rent payment, and also that they stop being billed for any month after the member provides their house's accounts receivable treasurer with a written request that cancels the addendum.
4. Members will be able to choose the following options:
5. YES ___ Please bill me \$2,00 per month for a total of \$24.00 per year for the community services trust fund. YES ___ Please bill me \$5.00 per month for a total of \$60.00 per year for the community services trust fund. YES ___ Please bill me \$_____ per month for a total of _____ per year for the community services trust fund. No ___ I do not choose to contribute at this time.
6. The minority outreach and membership committee may make reasonable changes to this form that do not contradict the purpose of this policy of the MCC community services trust fund, provided the committee reports changes to the next board meeting.
7. House treasurers will bill members accordingly until they receive such notice or until the member's contract terminates. Members must check "YES" on their addendum for each renewed member contract. House treasurers will provide to MCC separate quarterly payment in the amount billed in this manner. The MCC finance coordinator will deposit half of these funds each in the community services fund and community services trust fund. This process is not intended to prevent any member from contributing to the community services trust fund in another manner.

XVI. General Personnel

A. Staff Health Care Policy

(Adopted 2/13/08)

1. The MCC Board of Directors agrees to adjust all current and future coordinating staff contracts such that rather than providing a monthly cash contribution to a health care fund for each staff member. MCC agrees to pay the actual costs of and individual or family health and dental care policy through Group Health Cooperative (GHC) for each staff member.

B. Staff Training Funds

(Adopted July 29, 2009)

1. Food: MCC shall give a per diem equal to NASCO's per diem.
2. * The NASCO liaison shall be responsible for periodically asking NASCO what their current per diem is. The number of days that this per diem is granted shall equal the number of days of the conference.
3. Transportation: Staff are encouraged to take reasonably-priced transportation. Receipts must be submitted for all travel reimbursements.

4. Lodging: Staff are encouraged to stay at co-ops when feasible and reasonably-priced motels/hotels otherwise. Receipts must be submitted for all lodging bills. MCC will pay for lodging for a number of nights equal to the length of the event plus one night.
5. *Editorial Note: As of April 2010 the NASCO per diem is \$20.

C. Work Log Summaries

1. Each coordinator will provide their committee with copies of their work log summaries, detailing hours worked, overtime, paid Holidays and vacation, and sick days, on a quarterly basis. Staff shall include written explanations with their work log summaries any time time-and-a-half is given for overtime worked. (7/15/09)

D. Staff Contracts/ Hiring

1. Staff shall provide the Board with written job descriptions. (see job descriptions) (5/4/77)
2. Board agrees to "be open to recognizing a union of MCC employees as sole bargaining agents." (4/26/78)
3. MCC's Finance Coordinator is to work with the Finance Committee in coordinating the refinancing of MCC's land contract holdings. (11/28/79)
4. The Personnel Committee shall post job openings for all MCC positions. All positions will be posted internally for at least 2 weeks before being posted externally, so that internal candidates may be considered first.
5. The Personnel Committee shall accept and screen applications, check references, conduct preliminary interviews, and recommend candidates for hiring to the appropriate committee or Board for selection.
6. Staff contracts shall include: a full description of job duties, including the person(s) staff is responsible to for performance of those duties; an understanding of the relative priority assigned to those job duties; compensation, including scheduled bonuses and raises; benefits, including compensatory time, vacation, sick pay, health coverage, and overtime; and the procedure for performance review, determination of salary adjustments, and termination of employment, including severance pay.
7. Contract Length - Newly hired staff shall be signed to probationary six-month contracts. Subsequent contracts shall have a duration of no more than two years.

E. Staff Reviews

(Adopted 8/9/95; Amended 11/5/08, 2/8/15)

1. Each MCC employee shall have their performance reviewed annually by the Personnel Committee. Reviews of employees with contracts of one year or more must be completed at least four months before the end date of the contract. Reviews of employees with contracts of less than one year must be completed at least one month before the end date of the contract.
2. The staff review shall include discussion of: fulfillment of duties stipulated in contract, contract renewal, modifications to the contract, past performance, worklogs, overtime use, vacation use, annual earnings, and constructive criticism.
3. Prior to the expiration of any staff contract, the Personnel Committee shall submit a proposal to the Board of Directors or the appropriate committee to renew the employment contract. This proposal will contain the current employment contract, the proposed employment contract, the results of staff reviews, and other materials as determined by the Personnel Committee.

F. Staff Compensation Policies

(Adopted by the Board of Directors 9/28/05; Amended by the Board of Directors 2/13/08 and 2/25/15.)

1. Each year, staff employed by MCC shall receive a raise at least equal to the rate of inflation during the period since their last raise, as calculated by the United States Consumer Price Index. The Personnel Committee will create a comprehensive staff compensation policy before hiring a permanent contracted staff person. This policy will be brought to the board for approval.
2. **Coordinating Staff Compensation**
 - a) Compensation for MCC's three coordinating staff shall conform to the following:
3. **Paid Vacation**
 - a) 15 Days per Year Plus 1/2 Day per Year of MCC Service. (modified by BOD 9/21/11)
4. **Holidays**
 - a) 10 Annual Holidays per the Staff Members Choosing, Specified in their Contract
5. **Sick Leave**
 - a) 12 Days per Year, Earned on a Monthly Prorated Basis Plus 3 Additional Days per Year for Parents Raising One or More Children
6. **Health Coverage**
 - a) MCC agrees to pay the actual costs of an individual or family health and dental care policy through ChamberCare's Mendota Plan from Group Health Cooperative (GHC) for each staff member.

G. Staff Grievance Policy

(approved by GMM 2/8/15)

1. Praise or criticism of employees may be submitted to the Personnel Committee by any member, employee, or associate of MCC. The Personnel Committee will notify the employee and the employee's supervisor, and enter a copy of all such praise or criticism into the employee's personnel file, with appropriate context or commentary if needed. In the case of a serious complaint or conflict, the Personnel Committee will, at their discretion, refer the matter as a grievance, to be handled via the grievance process, and the resolution will be entered into the employee's personnel file.
2. Grievances brought by employees against MCC members or associates will be handled via the grievance process.

H. Retirement Plan Policy

(approved February 8, 2012)

1. All contracted staff members working at least 20 hours/week, upon completing six months of continuous employment, qualify for retirement contributions from MCC, including retroactive contributions from their first six months of employment.
2. For each qualified staff member, MCC will contribute up to 4% of the staff member's annual wages to their retirement plan of choice, matching the amount the employee chooses to contribute up to this amount.
3. MCC will make the first contribution to the staff member's plan during the first quarter they qualify. MCC will make regular contributions on a quarterly basis (January, April, July and October).

I. Staff Job Descriptions

1. Finance Coordinator Job Description

a) General

(1) This agreement is entered into between Madison Community Cooperative (hereafter referred to as MCC) and _____. This agreement shall define the terms of MCC's employment of _____ as Finance Coordinator (hereafter referred to as FC), and shall supersede any prior agreements entered into between MCC and _____. The MCC Board of Directors (hereafter referred to as the Board), on behalf of the MCC membership, approves the agreement and authorizes the MCC President to act as its agent in this matter and upon whose signature the Board's formal assent to this agreement is official. _____ agrees to accept the terms of this agreement and to provide the services described herein as terms of employment as FC.

b) Finance Coordinator

(1) Be It Formally Agreed: The FC's role is to function as the manager of MCC's finances in the areas of accounting and bookkeeping, committee support, reporting, house support, office duties and community outreach. The management style should be one of listening, providing analysis, teaching, building enthusiasm, and presenting issues, options, and alternatives. If officers and committee members are actively working and planning ahead, the coordinating staff takes more of a background guiding and facilitating role. When committee members are not active or not taking much initiative the coordinating staff members take an active role in figuring out and reporting to the Coordinating Committee what needs to be done. When so directed by the Coordinating Committee or the Board, the FC will take responsibility for getting people to do what needs to be done or take individual responsibility for doing it.

c) Responsibilities & Priorities

(1) Order of Priorities

(2) ORDER OF PRIORITIES

(a) _____ and MCC agree and understand that the FC shall complete the following tasks under the general supervision of the Coordinating Committee. _____ and MCC recognize that items labeled secondary priorities will be done as time allows and that if MCC requests more work from _____ on certain tasks that other duties outlined below will be given less priority by _____.

(3) Accounting and Bookkeeping

(4) ACCOUNTING AND BOOKKEEPING

(a) Primary Priorities:

(i) Accounts & Bills

(a) Maintain the MCC checking and savings accounts, the calculation and distribution of monthly house billings, the payment of bills due, bank and savings accounts reconciliation and fund shifting among bank accounts.

(ii) Bookkeeping & Reporting

- (a) Responsible for the regular maintenance of and entries into the accounting software. Prepare quarterly financial statements and budget reports, to be included in the FC staff report and provided to the Board of Directors and the Finance Committee.
- (iii) Payroll & Forms
 - (a) Complete bi-weekly payroll, pay all necessary payroll taxes and complete all payroll tax reports. Complete all other necessary federal, state and local government reporting forms in a timely fashion.
- (iv) Personnel Files & Benefits Administration
 - (a) Maintain confidential personnel files for each MCC employee and administer all staff benefits including health and dental insurance, quarterly retirement account contributions, worker's compensation and vacation time balances.
- (v) Maintenance Spending
 - (a) Record the spending from the MCC Maintenance Fund in a precise and detailed manner and track spending and worker group hours on all individual maintenance projects in a manner agreeable to the MCC Maintenance Coordinator. Provide the MCC Maintenance Coordinator and Maintenance Officer with monthly maintenance spending and budget reports by the fifteenth of the following month. Provide quarterly maintenance spending and budget reports to the Finance Committee.
- (vi) Security Deposit Forms
 - (a) Process member security deposit forms, insuring that forms are filed and security deposit returns are made in a timely manner.
- (vii) Financial Issues
 - (a) Work with the Finance Committee toward accomplishing its objectives, including coordinating the refinancing of MCC's mortgages and land contract holdings, evaluating the financial ramifications of new cooperative development possibilities and preparing MCC's annual budget. Annually compile information on any changes that affect factors used in the determination of the MCC house billings.
- (b) Secondary Priorities:
 - (i) Training Manuals
 - (a) Review and update the Finance Coordinator's and any other relevant training manuals on an annual basis to preserve an information base. Update and maintain the Treasurer's Handbook.
 - (ii) Annual Report
 - (a) Complete the annual assessment report on MCC's financial position and procedures and present it to the Coordinating and Finance committees.
 - (iii) Loans

- (a) Review loan applications received by MCC
- (iv) Investments
 - (a) Evaluate investments as needed and report findings to the Finance Committee.
- (5) Board of Directors and Executive Committee
- (6) BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE
 - (a) Primary Priorities:
 - (i) Staff Reports
 - (a) Prepare written reports for each Board meeting and oral reports to the Coordinating Committee. Included in these reports should be an accounting of the major accomplishments and activities performed in the appropriate time period, problems encountered, crises foreseen, and action taken or contemplated to respond.
 - (ii) Timesheet and Time Log
 - (a) Maintain a timesheet with hours worked and duties performed for quarterly inspection by the Finance Officer/ Coordinating Committee in order to obtain feedback about priorities and effectiveness.
 - (b) Submit a time log with total hours worked each week along with vacation, holiday and sick time usage and balances for inclusion in the Finance packet on a quarterly basis.
 - (c) Provide a copy of said time log to the Finance Coordinator on a quarterly basis for the express purpose of determining staff vacation payable balances.
 - (b) Secondary Priorities:
 - (i) Board Meetings
 - (a) Attend at least the first portion of one Board meeting each month and be present at any meeting with an agenda item relating to finances where the FC's expertise may be needed.
- (7) Committees and Officers
- (8) COMMITTEES AND OFFICERS
 - (a) Secondary Priorities:
 - (i) Officer Assistance
 - (a) Provide advice and support to MCC officers as needed in the performance of their duties. This involves being aware of the important functions and roles that need to be performed by officers, keeping in close contact with them to see in what areas they might need assistance, and offering that assistance when it is evident to staff that it would be beneficial (i.e. not waiting for things to fall apart first).
 - (ii) Committee Support
 - (a) Inform committee members about the Finance area budget items; provide them with knowledge about the techniques and requirements of various projects undertaken; do research to gain such information when needed; give advice and inform them of

- consequences of decisions or non-decisions; and assist officers and members in the conduct of smooth and efficient meetings.
- (iii) Acting Finance Officer
 - (a) Convene and chair the Finance Committee meetings when there is no active MCC Finance Officer, making sure that all Finance Committee issues are adequately addressed. Report to the Board of Directors and the Coordinating Committee on the progress of the Finance Committee.
 - (iv) Goal Setting
 - (a) Assist the Finance Committee in the creation and implementation of goals and objectives in order to develop and improve MCC's financial health, stability and fiscal responsibility.
 - (v) Policy Resource
 - (a) Inform the Finance Committee and other committees of MCC policy and initiate new policy proposals when appropriate.
 - (vi) Committee Meetings
 - (a) Attend the Finance Committee Meetings and Staff Performance Review Committee meetings and other ad hoc committees as directed by the Coordinating Committee, and work with them in their operations. At the request of the Finance Officer, attend Coordinating Committee meetings. The staff member is to receive agendas for these committees and remain in frequent communication with officers.
 - (vii) Committee Chairs
 - (a) Work closely with the Finance Officer to enable him/her to effectively chair their respective committees and perform their functions as liaisons between Finance Committee and the Board. Work with other committee chairs as necessary or as directed by the MCC Board.
 - (viii) Management Concerns Committees
 - (a) Assist Management Concerns Committees on an as needed basis or when requested by the committee to provide input and advice to committee members relevant to areas of financial and reporting concern for individual houses.
 - (ix) Social Justice Center Board of Directors
 - (a) Sit on the Board of Directors of the Social Justice Center as MCC's representative.
- (9) Support to Individual Houses
- (10) SUPPORT TO INDIVIDUAL HOUSES
- (a) Primary Priorities:
 - (i) House Treasuries
 - (a) Assist house treasurers when they have financial questions. Train house treasurers in bookkeeping and the use of the Monthly Treasurer's Report Form. Review proposed annual house budgets in conjunction with house treasurers and the MCC Finance

Committee. To this end, the FC should seek and obtain training to increase teaching skill and effectiveness as needed.

(ii) Management Concerns Indicators

- (a) Work with the MCC Finance Officer to monitor house finances for compliance with management concerns indicators. The FC will report problems to the Coordinating Committee and the Board and assist in their solution as directed by the Coordinating Committee or the Board.

(b) Secondary Priorities:

(i) House Bookkeeping

- (a) Perform the required bookkeeping work for individual houses that have fallen behind on their books, according to the MCC Late Treasurer's Report Policy.

(ii) House Accountability

- (a) Take appropriate steps to deal with past due house accounts receivable as required by policy. The FC will inform houses of lack of treasurer training as per MCC policy and will notify houses of late treasurer reports. The FC shall include in the Finance Coordinator staff reports given to the Board and the Finance Committee, a list of MCC fines that have been recently levied.

(iii) House Operating Reserve

- (a) Review House Operating Reserve accounts, adjust house contributions as necessary and calculate interest due.

(iv) House Discretionary Fund

- (a) Manage House Discretionary Fund accounts, including disbursements and interest payments.

(v) Debt Collection

- (a) Initiate debt collection letters to past members and create debt collection logs. Coordinate past member debt payments received with individual houses.

(11) Office Duties

(12) OFFICE DUTIES

(a) Secondary Priorities:

(i) Office

- (a) Together with the Member Services Coordinator, keep the MCC office in satisfactory operating condition, including answering phone calls, distributing mail, organizing and filing information and keeping the office clean and organized.

(ii) Information Requests

- (a) Respond to requests for cooperative housing information (phone and walk-in visitors).

(13) Community Outreach

(14) COMMUNITY OUTREACH

(a) Secondary Priorities:

(i) Development/Property Expansion

- (a) Help MCC set prudent organizational development goals and expectations. Work with the Member Services Coordinator and other interested staff, officers, and members to purchase and set up new cooperatives for MCC as directed by the development committee, coordinating committee, board and/or general membership. This work will mainly include calculating the financial impact of purchasing new properties, researching financing options for potential properties, and sharing financial information with MCC's grant writers
 - (ii) Cooperation Among Cooperatives
 - (a) Assist existing non-MCC cooperatives by providing financial information, expertise and technical assistance when requested and within reason.
- (15) Member Education
- (16) MEMBER EDUCATION
 - (a) Secondary Priorities:
 - (i) Newsletter Articles
 - (a) Write short newsletter articles on a regular basis, which provide members with relevant information about MCC and its function, usually pertaining to the areas of work performed by the FC.
 - (ii) Member Orientations
 - (a) _____ will attend all MCC membership orientations with the joint purposes of familiarizing MCC members of her role within MCC and to familiarize herself with MCC's membership.
 - (iii) Office Orientations
 - (a) In conjunction with the Member Services Coordinator and the Maintenance Coordinator, perform new officer orientations for all newly elected or appointed officers.

J. Maintenance Coordinator Job Description

1. General
2. GENERAL
 - a) This agreement is entered into between Madison Community Cooperative (hereafter referred to as MCC) and _____ (hereafter referred to as _____). This agreement shall define the terms of MCC's employment of _____ as Maintenance Coordinator (hereafter referred to as MC), and shall supersede any prior agreements entered into between MCC and _____. The MCC Board of Directors (hereafter referred to as the Board), on behalf of the MCC membership, approves the agreement and authorizes the MCC President to act as its agent in this matter and upon whose signature the Board's formal assent to this agreement is official. _____ agrees to accept the terms of this agreement and to provide the services described herein as terms of employment as MC.

3. Maintenance Coordinator

4. MAINTENANCE COORDINATOR

- a) Be It Formally Agreed: The MC's role is to function as the manager of the physical properties of MCC and MCC's maintenance administration. The MC is responsible for overseeing the completion of all approved projects, handling maintenance emergencies, developing the annual maintenance budget, and communicating maintenance needs to the members. The MC works in conjunction with the Maintenance Officer(s) (MO) and Lead Worker Group Person (LWGP) in the hiring of worker group members and hires contractors or outside workers to keep MCC houses up to code, safe, dry, warm and attractive. The MC sees to it that all necessary preventative maintenance of buildings is completed as needed by house members (hired when necessary), contractors or other workers. He or she provides information to the BOD and Coordinating Committee about the condition of all MCC properties. The MC works closely with House Maintenance Coordinators (HMC) and house members, informing and empowering them to maintain and improve their buildings. The MO supervises the MC.

5. Responsibilities & Priorities

a) Order of Priorities

b) ORDER OF PRIORITIES

- (1) _____ and MCC agree and understand that the MC shall complete the following tasks under the general supervision of the Coordinating Committee. _____ and MCC recognize that items labeled secondary priorities will be done as time allows and that if MCC requests more work from _____ on certain tasks that other duties outlined below will be given less priority by _____.

(2) General Management, Coordination with Maintenance Officer and Administration

(3) GENERAL MANAGEMENT, COORDINATION WITH MAINTENANCE OFFICER AND ADMINISTRATION

(a) Primary Priorities:

(i) Annual Budget Tours

- (a) Complete annual house inspection with the MO and HMC and make recommendations for major and minor projects, in preparation for the annual MCC Maintenance Budget.

(ii) Maintenance Concerns

- (a) Communicate regularly with MO and HMC regarding house's upcoming and current maintenance problems and projects and consult them when an emergency arises. They will assist the MC in the evaluation and decision of how to solve the problem at hand in a timely manner, taking into consideration the impact of any solutions on the MCC budget and cash flow.

(iii) Maintenance Spending

- (a) Maintain maintenance spending in a way that is consistent with the maintenance budget. MC has ability to sign contracts of less

than \$15,000 with the signature(s) of the MO(s), if project was previously budgeted for, and approved by, the BOD. For contracts greater than \$15,000 the MC must always first secure approval from the BOD.

- (iv) Maintenance Budget
 - (a) Draft the Annual Maintenance Budget with the Maintenance Committee and the MO for presentation to the Finance Committee, the BOD, and the Membership at large in time for budget decisions to be made.
- (b) Secondary Priorities:
 - (i) Maintenance Officer
 - (a) Work closely with the MCC elected MO with the goal of enabling them to effectively chair the MCC Maintenance Committee and perform their function as liaison between the Maintenance Committee and the BOD
 - (ii) Worker Group
 - (a) The MC will have final authority to hire and fire WG, according to budgetary constraints and other necessities. The MC will supervise, coordinate, teach, and assist WG and will be directly responsible for the work performed by WG. Preference in hiring WG members will be given to people with experience with cooperative situations.
 - (iii) Maintenance Policy
 - (a) Orient MO to the policies and practices of MCC maintenance procedures. Update policy with MO assistance as necessary.
 - (iv) Project Calendar
 - (a) Keep and update an annual and monthly calendar of scheduled project beginning and estimated completion dates. Calendar should be updated as changes are made to the schedule and the calendar should remain on file and available on request to the BOD and Maintenance Committee.
 - (v) MCC Vehicle Maintenance
 - (a) MC will maintain the MCC Maintenance vehicle and make it available to members who meet the criteria upon request.
 - (vi) Other
 - (a) Should the MO be inactive, non-performing, or absent, the MC will consult with the Coordinating Committee about the above items.

(4) Support to Houses and House Maintenance Coordinators (HMC)

(5) SUPPORT TO HOUSES AND HOUSE MAINTENANCE COORDINATORS (HMC)

(a) Primary Priorities:

- (i) Maintain Houses
 - (a) In conjunction with the LWGP and HMC's, recommend, plan, and oversee all major maintenance projects, contact contractors for bids and hire, secure proper permits from the City of Madison

Building Inspection Department, purchase and deliver supplies, and do whatever is necessary to complete jobs in a timely and competent manner while staying within the parameters of the MCC maintenance budget.

- (ii) Communication
 - (a) Be available by phone during reasonable hours to offer assistance and advice as the situation demands to any MCC member in case of maintenance emergencies in their house.
- (iii) Perform Maintenance
 - (a) Actually perform maintenance whenever necessary.
- (iv) Maintenance Education
 - (a) Assist and teach house members and HMC's how to complete minor maintenance projects when they lack the necessary skills and those skills are not easily taught.
- (v) Support to HMC's
 - (a) Communicate with or meet individually with HMC's at least twice a month. Be available to inform the HMC's of the skills necessary to perform routine and preventative house maintenance as defined by the House Maintenance Checklists.

(b) Secondary Priorities:

- (i) Tool Storage
 - (a) Along with WG administer and maintain the tool room and inventory by purchasing and keeping track of needed tools which are impractical for individual houses to own and which are necessary for the WG and MC's own work.
- (ii) Maintenance Library
 - (a) Along with LWGP administer the MCC maintenance library by purchasing, and providing access to, educational materials (i.e. books and videos) and make them available to all members of MCC, upon request.

(6) Board of Directors and Committees

(7) BOARD OF DIRECTORS AND COMMITTEES

(a) Primary Priorities:

- (i) Board Attendance
 - (a) Attend at least the first-half of one BOD meeting each month and any other meetings as directed by either the President or the MO
- (ii) Committee Attendance
 - (a) Shall attend all Maintenance Committee meetings, Social Justice Center BOD meetings, and any Coordinating Committee, BOD, Finance Committee, Staff Review, General Membership, and other ad hoc meeting as directed by the MO and/or MCC President(s) with 24 hours advance notice prior to meeting.

(b) Secondary Priorities:

- (i) Staff Report

- (a) Provide written reports to the BOD before all meeting dates on specified maintenance areas outlined in this agreement, including an accounting of the major accomplishments and activities performed in the appropriate time period.
 - (ii) Maintenance Committee Assistance
 - (a) Provide Committee with updated budget and project schedules, provide technical assistance when requested, inform members of consequences of decisions (or non-decisions), provide information on maintenance policy, initiating new policy when appropriate, and assist MO in conducting smooth, efficient meetings.
- (8) Office Duties
- (9) OFFICE DUTIES
 - (a) Primary Priorities:
 - (i) Maintenance Bills
 - (a) Provide assistance to Finance Coordinator in the coding and paying of maintenance bills, as necessary.
 - (ii) Record Keeping
 - (a) Maintain records of the following:
 - (i) Contractor lists, estimates, and agreements
 - (ii) Annual Budget Tour results
 - (iii) House Maintenance Checklists
 - (iv) Completed logs of members' maintenance hours
 - (v) Major maintenance schedules and records
 - (vi) WG applications and contract agreements
 - (vii) Building and fire code violations
 - (viii) Warranty information for major house purchases
 - (ix) Building permits for repairs until no longer needed
 - (x) Any other documents necessary for keeping track of crucial house maintenance history
 - (b) Secondary Priorities:
 - (i) Timesheet and Time Log
 - (a) Maintain a timesheet with hours worked and duties performed for quarterly inspection by the (Finance/Membership/Maintenance) Officer in order to obtain feedback about priorities and effectiveness.
 - (b) Submit a time log with total hours worked each week along with vacation, holiday and sick time usage and balances for inclusion in the (Finance/Membership/Maintenance) packet on a quarterly basis.
 - (c) Provide a copy of said time log to the Finance Coordinator on a quarterly basis for the express purpose of determining staff vacation payable balances.
 - (ii) Maintenance Checklists
 - (a) Update House Maintenance Checklists, send them to each HMC quarterly, and enforce the completion and return of the Checklist.

- (iii) General Office Work
 - (a) Perform the office and administrative work necessary to keep the MCC office in satisfactory operating condition, including answering phone calls and the MCC mail, organizing and filing information, and keeping the office clean and organized.
- (10) Property Development/ Expansion
- (11) PROPERTY DEVELOPMENT/EXPANSION
 - (a) Help MCC set prudent organizational development goals and expectations. Work with the Member Services Coordinator and other interested staff, officers, and members to purchase and set up new cooperatives for MCC as directed by the development committee, coordinating committee, board and/or general membership. This work will mainly include researching potential new properties and estimating construction or renovation costs, but may also include reaching out to coalition partners and directly negotiating with potential sellers.
- (12) Community Outreach
- (13) COMMUNITY OUTREACH
 - (a) Secondary Priorities:
 - (i) Resource Sharing
 - (a) As directed by the Coordinating Committee, the MC will further the principle of cooperation among cooperatives by sharing information and resources with existing housing cooperatives, developing working relationships with community resource people, and working for the improvement of communications and/or services between MCC and other cooperatives.
 - (ii) Liaison
 - (a) As directed by the Coordinating Committee, the MC will act as a liaison between MCC and appropriate city and neighborhood agencies, non-profit, for-profit, and cooperative agencies.

K. Membership Coordinator Job Description

1. General
2. GENERAL
 - a) This agreement is entered into between Madison Community Cooperative (hereafter referred to as MCC) and _____ (hereafter referred to as _____). This agreement shall define the terms of MCC's employment of _____ as Member Services Coordinator (hereafter referred to as MSC), and shall supersede any prior agreements entered into between MCC and _____. The MCC Board of Directors (hereafter referred to as the Board), on behalf of the MCC membership, approves the agreement and authorizes the MCC President to act as its agent in this matter and upon whose signature the Board's formal assent to this agreement is official. _____ agrees to accept the terms of this agreement and to provide the services described herein as terms of employment as MSC.
3. Member Services Coordinator
4. MEMBER SERVICES COORDINATOR

- a) Be It Formally Agreed: The MSC's role is to function as the manager of MCC member services administration and program support in areas of membership, education, conflict resolution, and record keeping. The management style should be one of listening, providing analysis, teaching, building enthusiasm, and presenting issues, options, and alternatives. If officers and committee members are actively working and planning ahead, the coordinating staff takes more of a background guiding and facilitating role. When committee members are not active or not taking much initiative the coordinating staff members take an active role in figuring out and reporting to the Coordinating Committee what needs to be done. When so directed by the Coordinating Committee or the Board, the MSC will take responsibility for getting people to do what needs to be done or take individual responsibility for doing it. In order to facilitate this responsibility, _____ shall improve accountability by designing, implementing, and reporting results of monitoring performance measures defined in Policies and contracts for Directors, Board Officers, Staff and House Officers.
5. Responsibilities and Priorities
- a) Order of Priorities
 - b) ORDER OF PRIORITIES
 - (1) _____ and MCC agree and understand that the MSC shall complete the following tasks under the general supervision of the Coordinating Committee. _____ and MCC recognize that items labeled secondary priorities will be done as time allows and that if MCC requests more work from _____ on certain tasks that other duties outlined below will be given less priority by _____.
 - c) Member Services, General Management and Administration
 - d) MEMBER SERVICES, GENERAL MANAGEMENT AND ADMINISTRATION
 - e) Primary Priorities:
 - (1) Member Contracts
 - (a) Track member contracts and security deposits, including updating and maintaining the digital contract database and security deposit audit database. Send reminders to members and House Treasurers of missing and incomplete contracts and deposits as necessary, according to relevant MCC Policies or as directed by the Board.
 - (2) Member Debt
 - (a) Send legal notices to members who are in debt to their house, have not paid deposits and/or fees, and approve payment plans, according to relevant MCC Policies, as directed by the Board, and as directed by the Coordinating Committee or Membership Committee, as appropriate. Maintain records of legal notices using the digital legal notice database.
 - (3) Court Evictions
 - (a) File for eviction against members for rent or non-rent violations as necessary, in close communication with the MCC President and the Coordinating Committee or Membership Committee, as appropriate. Hire process servers to serve summonses and complaints as appropriate.

- (4) Legal Consultation
 - (a) Seek out and contract for competent legal advice on MCC matters when necessary or when directed by the Board.
- (5) Project Staff
 - (a) Hire, fire, train and act as resource person for MCC Minutes Takers, Summer Interns, Webmasters, and Office Assistants.
- (6) Policy Manual Update
 - (a) Keep MCC's archival and online policy manual up to date by entering Policy changes within two weeks after the Board meeting where they are passed. Update the policy manual by investigating and correcting any previous policies passed by the Board of Directors that have not yet been incorporated into the manual.
- (7) Office Forms
 - (a) Maintain, update, and have office forms such as payment plan forms, MCC letterhead, MCC brochures, and MCC Membership Contracts printed. This may require supervising, recruiting, and acting as a resource person for office employees, volunteers, or interns. Design new forms, as necessary, to ensure accountability with policies and contracts.
- (8) Computer Management
 - (a) Troubleshoot, maintain, and oversee the MCC office computers and network. Purchase hardware and upgrade software as needed or as directed by the Board. Contract for relevant services that assist in maintaining the usefulness of computers in the MCC office. Maintain a system of protecting the information that MCC keeps on the office computers.
- (9) General Communications
 - (a) Respond to mail, email, and telephone communications in a timely manner.
- f) Secondary Priorities:
 - (1) Website Management
 - (a) Oversee the timely updating as well as the long-term development of the MCC website. Train house membership coordinators to update their house's section of the website
 - (2) Debt Collection
 - (a) Coordinate past member debt collection and work to prevent debt accrual by vacating members, according to MCC policy and as directed by the Board. Hire, fire, train and act as resource person to any in-house debt collection personnel according to MCC policy and as necessary or as directed by the Board.
 - (3) Supplies Ordering
 - (a) Order office supplies monthly or as needed.
 - (4) Housing References
 - (a) Respond to housing reference requests from landlords seeking rental history information about current and past MCC members.
 - (5) Development/Property Expansion

- (a) Help MCC set prudent organizational development goals and expectations. Work with other interested staff, officers and members to purchase and set up new cooperatives for MCC as directed by the Development Committee, Coordinating Committee, Board of Directors and/or the general membership. This work will mainly include researching potential new properties, helping shepherd potential properties through MCC's development process, reaching out to coalition partners and directly negotiating with potential sellers.
- (6) Organizational Liaison
 - (a) Act as a liaison between MCC and appropriate city agencies and neighborhood, non-profit, for-profit, and cooperative organizations as useful or as directed by the Board or the Membership Committee. Further the principle of cooperation among cooperatives by sharing information and resources with existing housing cooperatives and developing working relationships with community resource people. Work for the improvement of communications and services between Madison Community Cooperative and other cooperatives.
- (7) Office Management
 - (a) Be the staff primarily responsible for managing the physical space of the MCC office. Perform work necessary to keep the MCC office in satisfactory operating condition. Maintain office equipment and keep the office clean and organized. Create and maintain an accessible, frugal, and user-friendly filing system and purge any outdated or duplicate information within these files.
- 6. Board of Directors and Coordinating Committee
- 7. BOARD OF DIRECTORS AND COORDINATING COMMITTEE
 - a) Primary Priorities:
 - (1) Staff Reports
 - (a) Prepare written reports for each Board meeting and oral reports to the Coordinating Committee on member services program effectiveness. Included in these reports should be an accounting of the major accomplishments and activities performed in the appropriate time period, problems encountered, crises foreseen, and action taken or contemplated to respond. Improve accountability by designing, implementing, and reporting results of monitoring performance measures defined in Policies and contracts for Directors, Board Officers, Staff and House Officers.
 - (2) Time Log
 - (a) Maintain a timesheet with hours worked and duties performed for quarterly inspection by the Membership Officer/Coordinating Committee in order to obtain feedback about priorities and effectiveness.
 - (b) Submit a time log with total hours worked each week along with vacation, holiday and sick time usage and balances for inclusion in the Membership packet on a quarterly basis.

- (c) Provide a copy of said time log to the Finance Coordinator on a quarterly basis for the express purpose of determining staff vacation payable balances.
 - b) Secondary Priorities
 - (1) Board Meetings
 - (a) Attend Board meetings as a resource to Directors and to answer questions about member services area items.
 - c) Board Trainings
 - (1) Provide two Board trainings per year related to Board responsibilities and operations in cooperation with the Membership Officer, unless the Board cannot reasonably schedule these training sessions. (Training areas include, but aren't limited to, by-laws, director responsibilities, meeting process, and staff job descriptions.)
- 8. Committees and Officers
- 9. COMMITTEES AND OFFICERS
 - a) Secondary Priorities:
 - (1) Officer Assistance
 - (a) Provide advice and support to MCC officers as needed in the performance of their duties. This involves being aware of the important functions and roles that need to be performed by all officers, keeping in close contact with them to see in what areas they might need assistance, and offering that assistance when it is evident to staff that it would be beneficial (i.e. not waiting for things to fall apart first).
 - (2) Committee Support
 - (a) Inform committee members about the Member Services area budget items; provide them with knowledge about the techniques and requirements of various projects undertaken; do research to gain such information when needed; give advice and inform them of consequences of decisions or non-decisions; and assist officers and members in the conduct of smooth and efficient meetings.
 - (3) Goal Setting
 - (a) Assist the Membership and Education Committees in the creation and implementation of goals and objectives in order to develop and improve MCC's educational programs while reducing vacancies, conflicts, and member debts.
 - (4) Policy Resource
 - (a) Inform all appropriate standing and ad hoc committees of MCC policy and initiate new policy proposals when appropriate.
 - (5) Committee Meetings
 - (a) Attend ad hoc committee meetings as directed by the Coordinating Committee, and work with them in their operations. Attend Coordinating and Membership Committee meetings. The staff member is to receive agendas for these committees and remain in frequent communication with officers.
 - (6) Committee Chairs

- (a) Work closely with the Coordinating and Membership Officers to enable them to effectively chair their respective committees and perform their functions as liaisons between these member services area committees and the Board. Work with other committee chairs as necessary or as directed by the MCC Board.
- (7) Management Concerns
 - (a) Assist Management Concerns Committees on an as needed basis or when requested by the committee to provide input and advice to committee members relevant to member services such as filling vacancies, reducing debts, educating members, and resolving conflicts. The other coordinating staff will provide input in their general and specific areas of responsibility.
- (8) Newsletter Resource
 - (a) Act as staff support and resource person to the MCC Newsletter Editor and/or other MCC Newsletter staff as needed or as directed by the Membership Committee and MCC President.
- (9) Survey Services
 - (a) Provide technical services in design, administration, and analysis of membership surveys on organization priorities, programs, and satisfaction. Examples include exit surveys of former members, evaluation of educational programs, house operations, and MCC member services.
- 10. House and Members
- 11. HOUSE AND MEMBERS
 - a) Secondary Priorities:
 - (1) Member Services
 - (a) Respond to relevant individual member needs whenever possible, as necessary.
 - (2) House Visits
 - (a) Visit each house at least twice per year for the purposes of answering questions, seeking member input, and observing first hand the condition and operations of each house. Visits should be announced ahead of time to enhance member participation.
 - (3) Treasurer Training
 - (a) Provide training for house accounts receivable treasurers. Topics to address include billing sheets, payment plan processing, relevant MCC policies, and related items.
 - (4) Networking Lists
 - (a) Hire personnel as necessary to create, distribute, and update MCC contact lists and networking lists. Networking lists will include contact information for members holding specific elected positions at MCC houses.

XVII. MCC Obligations and Related Decisions

A. Real Estate

1. *MCC shall develop a federation of housing cooperatives. The radius of primary development consideration shall be 3.0 miles about the MCC office at 1202 Williamson St. (Amended: 5/15/02)
2. * Urban expansion: MCC is open to expansion into smaller houses in Madison.
 - a) MCC would like groups of people who are interested in starting a new housing co-op of 8-20 people to bring their proposals to the MCC Urban Expansion Committee for suggestions and advice. The proposal would be presented to the MCC Board and/or membership by the Urban Expansion Committee for approval or rejection. Approval would signify a commitment by MCC to provide bonds, direct investment and/or technical assistance as agreed upon as soon as a suitable house is found.
 - b) The maximum cost of any new house per member per month shall be similar to present MCC costs.
 - c) (5/14/80):
 - (1) In response to any inquiries to buy MCC property we (the Board) direct the staff to state that we are not interested in selling any of our property at this time. Upon such inquiry, the people in the house concerned and the Coordinating Committee will be informed of the inquiry.
 - (2) Regarding offers to sell property to MCC, the pertinent information will be referred directly to the Coordinating Committee.

XVIII. Update Log

A. Education Officer and Committee (Adopted 11/15/2015)

1. **TITLE:** Education Officer and Committee
2. **DATE:** 11/15/2015
3. **SUBMITTED BY:** Steve Vig
4. **TYPE:** Decision
5. **PROPOSED:**
 - a) Summary of Proposal**
 - (1) MCC will create an Education Officer position, and add the Education Committee to its bylaws.
 - b) Actual Text of Proposal**
 - (1) The Officer Nomination and Evaluation Committee (ONEC) will hold an election no sooner than January 2016, and no later than the regular election for 2016-2017 officers, to choose the Education Officer. Until the successful completion of this election, the position of Education Officer will remain vacant.
 - (2) The Education Officer will, with the help of the other members of the Coordinating Committee, draft proposals for the MCC Board of Directors which align MCC policy

with these changes of bylaw. The Education Officer will also work with the Finance Officer to review the MCC Education Budget, and integrate appropriate changes into the 2016-2017 MCC budget.

- (3) Make the included changes to MCC bylaws, which will create the position of Education Officer, and establish the Education Committee. Words in **bold** will be added, words ~~struck through~~ will be deleted. Lettering and numbering will be updated to be consistent with the surrounding sections:
- (4) 4.02 Composition of the Board of Directors
 - (a) The Board shall be comprised of: 1) one (1) representative director for every 25, or any fraction thereof, Type A members living together in an MCC owned or leased house, selected by and from those members, 2) ~~four~~ **five** officer directors, elected from the membership, to be the Coordinating Officer (President), Membership Officer (Vice-President), Finance Officer (Treasurer), **Education Officer (Secretary)**, and Maintenance Officer (~~Secretary~~), to be ex-officio voting members of the Board. No officer shall be a representative director of his or her house, except for any house with an occupancy value of ten (10) or less, which may designate a co-officer as its representative director to the MCC Board when that co-officer is not voting as an officer, and 3) up to two (2) Type B member directors, appointed by the Board for a term of 6 months.
- (5) **5.04 Officer Descriptions**
 - (a) The Coordinating Officer (President):
 - (i) Is the official representative of MCC in its relations to all other organizations,
 - (ii) ~~with the assistance of the Membership Officer~~ presides over all membership meetings,
 - (iii) Chairs the Coordinating Committee,
 - (iv) With the Finance Officer and Membership Officer has custody of MCCs money,
 - (v) Performs such duties as the Board may from time to time direct,
 - ~~(vi) Is primarily responsible for regular communication with the members,~~
 - (vii) Submits written reports on the accomplishments of MCC at each General Membership Meeting,
 - ~~(viii) Is primarily responsible for increasing the visibility of MCC through local media outlets,~~
 - (ix) ~~Maintains regular contact with independent cooperative houses and cooperative businesses as an~~ **Is the official liaison of MCC to independent cooperative houses and cooperative businesses,**
 - (x) **With the assistance of the Education Officer, organizes training for the Board of Directors on board responsibilities and processes,**
 - (xi) Chairs the ~~Individual Issues~~ **Personnel** Committee and shall be primarily responsible for the tasks and duties delineated for the committee, and
 - (xii) is a member of the Social Justice Center (SJC) Board of Directors and, along with MCC's non-officer representative on the SJC Board of Directors, represents MCC at SJC Board of Directors meetings and keeps the MCC Board informed of SJC issues. The Coordinating Officer receives stipends for both the Coordinating Officer and the SJC Representative positions.
 - (b) The Membership Officer (Vice-President):

- (i) Chairs the Membership Committee and shall be primarily responsible for the tasks and duties delineated in Section 6.05B for the committee,
- ~~(ii) Signs all MCC papers and documents as directed by the Board or the Coordinating Committee;~~
- ~~(iii) Is responsible for the minutes and records of MCC, and for making such records available to the members;~~
- (iv) Performs such duties as the Board may from time to time direct,
- (v) Monitors and enforces MCCs diversity and outreach policies,
- (vi) has primary responsibility for the overseeing of **membership staff and contractors** ~~the Member Services Coordinator,~~
- (vii) With the Coordinating Officer and Finance Officer has custody of MCCs money,
- (viii) Submits written reports on the accomplishments of the Membership Committee at each General Membership Meeting.
- ~~(ix) Oversees the education materials of MCC, including the MCC library;~~
- ~~(x) Assists the Coordinating Officer in presiding over all membership meetings;~~
- (xi) Performs the duties of the Coordinating Officer in the event of the latter's inability to do so,
- (xii) **With the assistance of the Education Officer, organizes orientation for new members of MCC, and educates members on fair housing law as it pertains to membership processes,**
- (xiii) Is ~~primary~~ **primarily** responsible for overseeing conflict resolution **between members** committees,
- ~~(xiv) Researches and coordinates the general expansion of MCC housing and implements relevant policies;~~
- ~~(xv) Finds housing for people seeking membership with MCC houses for whom there is not enough space;~~
- ~~(xvi) Assigns MCC staff with such tasks and duties as to assist with expansion;~~
- ~~(xvii) Coordinates efforts to purchase MCC houses in areas predominantly occupied by members of the community underrepresented in MCC and meet MCC's goals for diversity;~~
- ~~(xviii) Coordinates efforts to develop co-housing that is more desirable for members with children, and~~
- ~~(xix) Facilitates matters of internal development as needed or as directed by the Board.~~
- (c) The Finance Officer (Treasurer):
 - (i) chairs the Finance Committee and shall be primarily responsible for the tasks and duties delineated in Section 6.05C for the committee,
 - (ii) is primarily responsible for overseeing **the finance staff and contractors staff on financial matters,**
 - (iii) with the Coordinating Officer and Membership Officer has custody of MCCs money,
 - (iv) performs such duties as the Board may from time to time direct,
 - (v) submits written reports on the accomplishments of the Finance Committee at each General Membership Meeting,
 - (vi) **With the assistance of the Education Officer, organizes education for members on MCC finances,**

- (vii) reviews the staff payroll records ~~once a month~~, reporting unexplainable errors to the Finance Committee,
 - ~~(viii) views the images of cleared checks written by MCC, reporting unexplainable cases in which the signature on the back of the check does not match the name of the payee, and~~
 - ~~(ix) keeps a record at the MCC office that lists each date that 6 or 7 was performed and contains the Finance Officer's signature after each date.~~
 - (x) reviews MCC financial transactions, including payment of bills and invoices, and signs checks or conducts online payments as needed**
 - (xi) has primary responsibility for the overseeing of the finance staff and contractors Finance Coordinator,**
- (d) The Maintenance Officer ~~(Secretary)~~:
- (i) chairs the Maintenance Committee and shall be primarily responsible for the tasks and duties delineated in Section 6.05D for the committee,
 - (ii) oversees the books and records of MCC's maintenance program,
 - (iii) sees that house maintenance needs are assessed yearly, and that the Maintenance Committee plans, coordinates and implements MCC's maintenance program,
 - (iv) With the assistance of the Education Officer, organizes education for members on maintenance skills and projects,**
 - (v) submits written reports on the accomplishments of the Maintenance Committee at each General Membership Meeting,
 - (vi) performs such duties as the Board may from time to time direct, and
 - (vii) has primary responsibility for the overseeing **maintenance staff and contractors** ~~The Maintenance Coordinator~~.
- (e) The Education Officer (Secretary):**
- (i) has primary responsibility for ensuring the fulfillment of MCC's purpose of educating its members about cooperative principles and the management of cooperative housing,**
 - (ii) chairs the Education Committee, and shall be primarily responsible for the tasks and duties of that committee,**
 - (iii) has primary responsibility for oversight and distribution of the education budget**
 - (iv) is responsible for the minutes and records of MCC, and for making such records available to the members, in addition to the education materials of MCC, including the MCC library and archives,**
 - (v) has primary responsibility for the overseeing of education staff and contractors,**
 - (vi) Assists the other officers in fulfilling their education responsibilities,**
 - (vii) submits written reports on the accomplishments of the Education Committee at each General Membership Meeting.**
 - (viii) performs such duties as the Board may from time to time direct,**
- (6) 6.04 Representation at Committee Meetings**
- (a) Houses having ten (10) or fewer members specifically houses having an Occupancy Value of 10.0 Houses having ten (10) or fewer members specifically houses having an Occupancy Value of 10.0 or less are not expected to send representatives to Membership, Finance, **Education**, and Maintenance Committee meetings but are expected to send written statements of their views

on the business at hand for each meeting. Houses having more than ten (10) members specifically houses having an Occupancy Value of more than 10.0 are expected to send representatives to all Membership, Finance, **Education** and Maintenance Committee meetings.

(7) 6.06 Standing Committees

- (a) The Membership Committee shall consist of one (1) house membership coordinator from each house, the Membership Officer, ~~the Member Services Coordinator,~~ and any additional members approved by the Board. Quorum for the Membership Committee is five (5) members of the committee. The Committee shall be responsible for fulfilling MCC's membership, diversity, and outreach goals; providing training and networking for house membership coordinators; overseeing the timely placement of advertising by MCC and houses; ~~coordinating the continuous education of members, officers, and Board on the workings of MCC;~~ orienting new members to MCC; organizing activities to build a cohesive community among MCC houses based on input from members; ~~reaching out and educating members on the principles and practices of cooperatives; overseeing MCC's general expansion; facilitating matters of internal development, such as organizational restructuring, grant seeking, and~~ coordinating assistance to MCC houses during difficult or transitional periods; ~~researching matters relevant to the purchasing of buildings; educating the membership about development; negotiating expansion deals; coordinating targeted expansion into areas occupied by underrepresented or disadvantaged groups;~~ coordinating the provision of co-housing options; making recommendations for the use of any MCC funds dedicated to development; and making relevant proposals or referenda to the membership.
- (b) **The Education Committee shall consist of one (1) representative from each house, the Education Officer, and any additional members approved by the Board. Quorum for the Education Committee is five (5) members of the committee. The Committee shall be responsible for fulfilling MCC's goals of educating its members on cooperative principles and management of cooperative housing; assisting other committees in MCC in educational goals and programs, educating the membership about development; maintaining educational materials and the MCC library; and organizing other educational events as directed by the board or membership.**

c) BACKGROUND

- (1) Education is one of the primary purposes of MCC. At one point in MCC's history, there was an Education Officer and Education Committee. Although recent efforts to re-establish an Education Committee have failed, I believe they will be successful with an officer to help organize the committee.
- (a) At one point, the Education Officer & Committee were combined with the Membership Officer & Committee. You will see in this proposal that they are separated, yet the New Member Orientation remains in the membership arena rather than being moved to education.

d) PROS:

- (1) Helps fulfil MCC's mission and purposes.
- (2) Creates a route for diverse education programs to be enacted, as the membership desires.

- e) CONS:
 - (1) Increases the size of the Board of Directors by one.
 - (2) Costs an average of \$1.50 per member for a monthly stipend.
- f) ALTERNATIVES:
 - (1) Create an Education Committee, but no officer position.
 - (2) Create an Education Officer, but no committee.

B. Eliminate Capital Replacement Set-Aside Bylaw (Adopted 11/15/2015)

1. **TITLE:** Eliminate Capital Replacement Set-Aside Bylaw
 2. **DATE:** 10/11/159
 3. **SUBMITTED BY:** Steve Vig
 4. **TYPE:** Decision
 5. **PROPOSED:**
 6. **Summary of Proposal**
 - a) Eliminate the Capital Replacement Set-Aside bylaw, because it is redundant with current MCC operations and policy.
 7. Actual Text of Proposal
 - a) Alter MCC bylaws by deleting the section below:
 - (1) 8.09 Capital Replacement Set-Aside
 - (2) Each year, the MCC Budget shall include the !Capital Replacement Set-Aside,! which shall be a specific line that is allocated a specific dollar amount determined by the membership at the annual budget meeting. At each stage of the yearly budget process, the Finance and Maintenance Coordinators will inform the members of MCC the accumulated amount of the fund. The Capital Replacement Fund is reserved for buying or replacing the long-term capital items of MCC houses such as roofs, major appliances, and boilers. These funds may not be used for luxury items like Jacuzzis or saunas. A two-thirds (2/3) vote by the membership shall be required to alter this bylaw or to use money from the Capital Replacement Fund for a purpose other than capital improvements.
 8. **BACKGROUND**
 - a) The Major Maintenance budget, current Maintenance Policy (which was written long after this bylaw), and MCC budget process already address capital replacement and maintenance. In practice, these newer policies have already replaced the Capital Replacement Set-Aside.
 9. **PROS:**
 - a) Eliminates a section of MCC bylaws that is no longer used.
 10. **CONS:**
 - a) Leaves capital maintenance money to the discretion of a simple majority of members rather than a supermajority.
 11. **ALTERNATIVES:**
 - a) Replace this section with a more general statement of intent rather than a mechanism. For example, "MCC will make every effort to maintain the value of its owned properties."
- C. Eliminate Development Fund Bylaw (Adopted 11/15/2015)
1. **TITLE:** Eliminate Development Fund Bylaw
 2. **DATE:** 10/11/15

3. **SUBMITTED BY:** Steve Vig
4. **TYPE:** Decision
5. **PROPOSED:**
 - a) **Summary of Proposal**
 - b) Eliminate the Development Fund bylaw, because it does not accurately reflect the practice of expansion, and unnecessarily puts a cost burden on new members.
6. **Actual Text of Proposal**
 - a) Alter MCC bylaws by deleting the section below:
 - b) 8.08 Development Fund
 - (1) All membership fees shall be placed in the Development Fund, the primary purpose of which is to provide start-up capital, either grants or loans, for new housing cooperatives. Under no circumstances shall the Development Fund be used for MCC operating expenses or losses unless approved by a vote of the membership.
7. **BACKGROUND**
 - a) When MCC expands by creating a new house, the cost will be at least \$300,000. The development fund of approximately \$6,000/year is an insignificant amount on that scale. Also, since MCC would both borrow to purchase a new house, and receive rent from the members of the new house, expansion can be done in a revenue neutral manner, without any cost to members.
 - b) Also, since about 2004, the development fund has mostly been used for MCC operating expenses.
8. **PROS:**
 - a) Eliminates a \$45 move-in expense for new members.
9. **CONS:**
 - a) By not putting a “development fund” item into new members’ contracts, we may eliminate some awareness of expansion among MCC members.
10. **ALTERNATIVES:**
 - a) Replace this section with a different statement about funding expansion. For example, “MCC provide startup money as either grants or loans as part of setting up any new cooperative house.”

D. Eliminate Targeted Expansion Bylaw (Adopted 11/15/2015)

1. **TITLE:** Eliminate Targeted Expansion Bylaw
2. **DATE:** 10/11/15
3. **SUBMITTED BY:** Steve Vig
4. **TYPE:** Decision
5. **PROPOSED:**
 - a) **Summary of Proposal**
 - b) Eliminate the Targeted Expansion bylaw, because it is redundant with current MCC operations and policy.
6. **Actual Text of Proposal**
 - a) Alter MCC bylaws by deleting the section below:
 - b) **8.10 Targeted Expansion**

- (1) MCC will purchase cooperatives in areas populated predominantly by racial minorities and by December 31, 2002, MCC will attempt to make at least one (1) of these purchases. This responsibility will be taken on by, in order of responsibility, the Membership Officer and the Membership Committee.

c) BACKGROUND

- (1) This bylaw was put in place by a previous generation of MCC members who had a particular type of project they wanted to do. That project was done in the early 2000s, and was called Kianga Cooperative.
- (2) MCC now has a more flexible expansion policy, which recognizes many different priorities in acquiring a new house, including location, accessibility to people with wheelchairs and other mobility devices, and creating spaces that will serve diverse populations.
- (3) From a recent update to MCC policy:
 - (a) SELECTION OF HOUSES**
 - (b) When selecting new houses for cooperatives, MCC will strive to fulfill its mission and purposes, and also take into consideration the desires of current and future members of MCC and the Madison community. Desirable characteristics that have been expressed by members include:
 - (i) Accessibility to wheelchair users and others with physical limitations.
 - (ii) Energy efficiency, and other environmental impacts.
 - (iii) Historic preservation of structures and neighborhoods.
 - (iv) Low difficulty and expense of maintenance.
 - (v) Providing affordable housing where such housing is least available and most in demand.
 - (vi) Proximity to public transportation.
 - (vii) Proximity to public buildings such as schools, libraries, and stores.
 - (viii) Zoning and potential for future development

d) PROS:

- (1) Eliminates a section of MCC bylaws that is out of date.

e) CONS:

- (1) De-emphasizes expansion by removing it from bylaws.

f) ALTERNATIVES:

- (1) Use the current expansion policy to create a bylaw related to expansion.

E. Eliminate Individual Issues Committee (Adopted 11/15/2015)

1. **TITLE:** Eliminate Individual Issues Committee
2. **DATE:** 10/11/15
3. **SUBMITTED BY:** Steve Vig
4. **TYPE:** Decision
5. **PROPOSED:**
 - a) Summary of Proposal**
 - b) Eliminate the Individual Issues Committee, and delegate its responsibilities to other groups which already exist within MCC.
6. **Actual Text of Proposal**
 - a) Alter MCC bylaws by deleting the struck-through words below, and adding the underlined words:

b) 5.04 Officer Descriptions

- (1) The Coordinating Officer (President):
- (2) 10) Chairs the ~~Individual Issues~~ Personnel Committee and shall be primarily responsible for the tasks and duties delineated for the committee, and

c) 6.06 Standing Committees

- (1) A. The Coordinating Committee shall consist of all officers and coordinating staff. Quorum for the Coordinating Committee is the Coordinating Officer plus three (3) other members of the committee. It shall be responsible for executing documents and taking actions on various matters as required by the Board or by law; facilitating the Board's decision-making process; reviewing projects, programs, and resolutions; making recommendations to the Board; providing oversight of staff activities; ~~and~~ maintaining MCC's policy manual; hearing debt and contract appeals and is empowered to make decisions on such matters in the Board's stead. Records shall be kept of decisions made by the committee and furnished to debtor members upon request.
- ~~(2) E. The Individual Issues Committee shall consist of the Coordinating Officer, the Member Services Coordinator, and one (1) to three (3) Board members who shall serve on the committee on a rotating basis. Quorum for the Individual Issues Committee is the Coordinating Officer and the Member Services Coordinator plus one (1) house Board representative. The committee shall be responsible for hearing debt and contract appeals and handling other matters as directed by the Board, and is empowered to make decisions on such matters in the Board's stead. The committee may make reasonable exceptions to member debt and contract policies. Records shall be kept of decisions made by the committee and furnished to debtor members upon request. The committee makes decisions by pure consensus.~~
- (3) The Board of Directors is directed to update MCC policy to align with this change in Bylaws. The officers of MCC will write proposals to the board to facilitate these updates.

7. BACKGROUND

- a) Individual Issues Committee has a rotating membership, which means that the average member of II serves once every 6-12 months. After accounting for turnover on the Board of Directors, cancelled meetings, and meetings with no business to address, the average board member serves one or two times - ever. Because the primary tasks of II involve financial analysis, interpreting MCC policy, and interaction with local housing ordinance and MCC policies about debt and eviction, a constant stream of "new" committee members doesn't provide an appropriate level of familiarity or expertise for those decisions.
- b) Individual Issues Committee has business to address at fewer than half of its monthly meetings, and calling a group of members together to meet with a greater than 50% chance of having anything to do is not an efficient use of members' time and energy. Also, exceptional payment plans and other debt/eviction decisions are frequently needed more quickly than II can act, given its makeup and once per month meeting schedule.
- c) The Coordinating Committee, which will replace II for its most common task, meets twice as often, has a consistent membership made up of officers who are generally familiar with their areas of expertise and MCC policy, including the Membership Officer who oversees the execution of payment plans after they are approved. In general, the

Coordinating Committee is better equipped to do the main task previously given to II, and can do so without any additional meetings.

- d) Some other duties are granted to the Individual Issues Committee in MCC policy, yet those functions are rarely performed by II, as they duplicate the responsibilities of other bodies, including the Board of Directors (hearing appeals of members disputing certain decisions of Coordinating Committee on Non-Rent Contract Termination cases), Grievance Committee (hearing certain grievances), and Finance Committee (resolving certain house budget disputes).

8. PROS:

- a) One less committee to fill.
- b) Eliminates duplication of duties between multiple committees.
- c) Exceptional Payment Plans will be addressed by a committee which meets more frequently, and can better address issues in a timely manner.

9. CONS:

- a) Gives Coordinating Committee one additional responsibility.

10. ALTERNATIVES:

- a) Give the task of approving exceptional payment plans to Finance Committee rather than Coordinating Committee.