



Center for Family Life in Sunset Park

SCO Family of Services

February 25, 2016

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Dear Prospective Applicant Organization,

We are excited to announce the continuation of the New York City Worker Cooperative Development Initiative! We invite you to submit a proposal according to the guidelines offered in the attached Request for Proposals document. This letter serves as an introduction to the initiative.

The New York City Worker Cooperative Development Initiative is made possible through the generous support of the New York City Council and New York Women's Foundation. The funding will support worker cooperative development at eight community based organizations (CBOs) in New York City. The project start date is January, 2016 and its termination date will be December, 2016. The Initiative provides 12-months of technical assistance, training, consultation, and legal services to CBOs through the Center for Family Life, a Program of SCO Family of Services, through three possible tracks: "Implementers", "Implementers Plus" and "Planners". The Initiative does not provide direct financial support to selected CBO applicants; it does provide technical program support and legal services for applicants interested in developing worker cooperatives among their members and community.

During the Initiative's term, staff members from Center for Family Life, Worker Cooperative Development Program, will provide each selected CBO with training on the role of the cooperative development incubator and model for incubation; guidance and support on the issues of market and feasibility studies as well as business plans for cooperative businesses; as well as guidance on curriculum development, recruitment and group facilitation for organizations launching cooperatives with members of their constituencies.

In addition, partner organizations will be supported to develop additional trainings for cooperatives on topics related to their particular industry, to develop marketing strategies and brands, and to work with a lawyer to select a legal structure, draft governance documents, and file legal documents to form a cooperative business entity.

CBOs that are interested in applying to receive technical assistance through this Initiative should have a history of exploring workforce development or entrepreneurship training within their organization. It is critical for selected CBOs to demonstrate a commitment to the model of worker cooperative development and its principles. If you are interested in receiving assistance as a "Planner" through this Initiative please read the attached Request for Proposals and consider applying on behalf of your organization.

Thank you for your time and interest in this exciting project!

Strengthening youth | Supporting families | Building community



Center for
Family Life
in Sunset Park

SCO Family of Services

New York City
Worker-Cooperative
Development Initiative

REQUEST FOR PROPOSALS

This is not a solicitation for proposals for funding. It is an opportunity to obtain technical assistance to support programmatic work.

I. Our Goals

The Center for Family Life, a program of SCO Family of Services, has been awarded funding from the City Council New York Women's Foundation to provide technical (not cash) support to eight (8) community-based organizations ("CBOs") in New York City to create an incubation program within their organizations for the development of cooperative business in their respective communities. The Center for Family Life will provide technical assistance and training for 12 months, for the creation of an incubation program to two (2) CBOs (for "Implementers") and for the launch of a first cooperative business to one (1) CBO (for "Implementers Plus"). Additionally, the Center for Family Life will provide training and support for 6 months to five (5) "Planners" as they learn about worker cooperative development and determine whether it is the right fit for both their organizations as well as their constituency.

Successful organizational applicants must demonstrate their capacity to have two dedicated project personnel participate in a 6-week version of our cooperative development course for "Planners" and monthly Lab Sessions at the Center for Family Life in Sunset Park, Brooklyn.

Requirements

Planners

From July 27, 2016 through September 8, 2016 five (5) new Planner CBOs selected for the New York City Worker Cooperative Development Project will be expected to attend 3-hour weekly learning sessions for 6 consecutive weeks (with one break week), in addition to

readings, individual assignments and special calls to learn about cooperative development at their sites. At the conclusion of this period, the five (5) "Planner" CBOs will have produced a community needs assessment and organizational readiness assessment on how the cooperative incubation program could fit into their organizational mission statement and structure.

Additionally, from September 15, 2016 through December 31, 2016 the five (5) "Planner" CBOs will be invited to attend 3-hour Lab Sessions once a month for 4 consecutive months where critical incident assessments will take place through a group process, joining other "Implementers". Throughout the Project duration, the Center for Family Life Worker Cooperative Program staff will be assisting the "Planners" in assessing their preparedness for implementing a Cooperative Incubator Program at their respective sites as well as planning and developing organizational capacity. A timeline for a proposed project will be due by the end of the year.

One of our goals is to provide an educationally stimulating and supportive environment for the five (5) CBOs as they venture into cooperative development. The use of the Lab Sessions that engage CBOs that have been part of the initiative over the years is intended to create mutual support, constructive feedback, and inquisitiveness among the group members about the process of cooperative development and our evolving role as consultants and advocates to worker cooperatives.

II. Requirements for a Successful Candidate

Applications are welcomed from organizations that:

- Are recognized by the IRS as 501(c)(3) organizations; or can demonstrate the organizational capacity to launch a multiyear project with a community group.
- Are located within and serve any of the five boroughs of New York City;
- Are committed to cooperative development as a way to create income generating businesses in low- income neighborhoods. The cooperative incubator would be designed specifically to address critical needs of disadvantaged and/or marginalized populations, particularly women and men of color; immigrants; lesbian, gay, bisexual or transgender individuals; women and men with disabilities; older men and women; homeless men and women; survivors of domestic violence; people involved in the justice system; or other excluded populations.
- Emphasize community organizing and/or advocacy strategies in order to create meaningful institutional change in their communities;
- Demonstrate commitment to diversity and inclusion;
- Are community-based, which may be defined by geography, shared interest, experience and/or heritage;
- Are committed to documenting impact and using data to inform program development;
- Demonstrate the ability to provide and/or to refer community participants to social, health and economic supports needed to promote stability and facilitate their ongoing participation in the business enterprise.
- Demonstrate competency in their administrative business practices and are in good standing as demonstrated in the VENDEX rating (specifically for NGOs).

III. Submission Requirements

RFP responses must be received by **Friday, May 6, 2016**. Responses will be received via email to Rachel Isreeli at risreeli@sco.org.

Applicants responding to the RFP should submit any questions regarding the RFP prior to the deadline to risreeli@sco.org.

The following are the required elements of every RFP response:

- Email subject line must include “RFP for NYC Worker Cooperative Initiative”
- Proposal and forms consolidated to one (1) single PDF document
- All text must be legible 12 point font, double-spaced, one inch margins on all sides
- Each page must include a header identifying the proposer

IV. Proposal Package

Applicant Requirements for “Planner” organizations interested in cooperative incubation

30 total points available.

A. Program Description

Please answer the following questions in no more than five (5) double-spaced pages:

1. State the mission and briefly describe your organization and its programmatic purposes.
2. Explain the reasons for your organization’s interest in becoming involved in cooperative incubation and development. Include any examples of related work your organization has done which would contribute to the knowledge and skills needed to initiate and build this program. (3 points)
3. How would the development of a cooperative incubator contribute and/or be tied to your organization’s mission statement and core activities? (3 points)
4. Discuss the population that your organization works with and why you think cooperatives might be both appealing and helpful to your constituents. (3 points)
5. Discuss your organization’s readiness to engage with community participants as equal partners in an enterprise, with shared goals and objectives and shared roles and responsibilities. Please articulate your organization’s experience in community organizing, leadership development and/or advocacy. (3 points)
6. Discuss your organization’s short term and long term commitment goals to cooperative development. How would your organization address the ongoing sustainability of the program? (3 points)
7. Can your organization commit to assigning 2 staff members to attend 3-hour mandatory training sessions for 6 weeks, do readings, work on assignments, be on special learning calls and attend the Lab Sessions for 6 consecutive months? These individuals will be primarily responsible for planning for worker cooperative development at your organization. In addition, we are looking to see whether there

is a commitment on the part of the organization to participate in ongoing lab sessions as a community of learners, beyond the grant period. Discuss how your organization plans to create capacity for this program. For example, would new staff be hired or would existing staff be used as the learning liaison between the organization and the lab sessions? Please provide background information about those members' qualification and any experience they might have had with cooperatives. (3 points)

B. Capacity Building

We recognize that this work can require significant allocation of staff time and organization resources. A commitment to planning for fundraising is critical to being selected. In our experience the funding sought should cover the following expenses:

1. Cooperative Coordinator to oversee the program. (3 points)

Please describe plans to either assign these responsibilities to an existing staffer, or recruit a staffer, (if you are planning to recruit a staffer, CFL can provide information about the qualifications of an individual appropriate for this position), where this staff member would be placed in the overall organizational structure, and the strategy for financially supporting this position. Include an organizational chart indicating where this position would be placed in the overall entity. Indicate if a commitment can be made to assign this individual to the project for at least the first two years of the cooperative enterprise's function (the typical period for initial business development). Please outline the Coordinator's additional job responsibilities outside of cooperative development.

2. Supervisor for the Cooperative Coordinator. (3 points)

Please describe plans to assign a senior level staff person at the organization who would be able to provide supervision for the Cooperative Coordinator. Please indicate the qualifications of such a staff member and describe plans to identify individual(s) to lead this project. Please indicate what funding could be made available to support this staffer's work. Please indicate where this staff member would be placed in the overall organizational structure. Include an organizational chart indicating where this position would be placed in the overall entity.

3. Workforce Development. (3 points)

What efforts has your organization taken to support workforce development and entrepreneurship? Describe the programs and projects your organization is currently involved with, the number of staff members involved in these initiatives and what

your capacity is like. Please also specify how these efforts may help support the development of a worker cooperative in the future.

4. Fundraising. (3 points)

Please identify in detail your organization's plan to staff and fundraise for this program and for future costs, such as back office support and initial business costs for each cooperative business for the initial six months to one year. Please state names of foundations, individuals, government grants/contracts, etc., which your organization plans to seek resources from to support this work.

5. Data management capacity. (3 points)

Describe the organization's ability to record and maintain ongoing tracking of the following data about the cooperative business participants. Indicate if data will be managed in an electronic format and the organization's capacity to export or share the following data (additional data points may be requested on an ad hoc basis). Can the organization commit to data sharing for the period of the project, and for 18 months after the conclusion of CFL's involvement in the project?

- a. Gender of cooperative member.
- b. Age of cooperative member.
- c. Borough where member resides.
- d. Member's last paid job, how long they held the job and their hourly/weekly wage.
- e. Number of members recruited for the cooperative.
- f. Total number of jobs obtained for all members at the end of the grant period.
- g. Average hourly wage for each member per month.
- h. Average hours worked by each member per month.
- i. Total earnings for the cooperative.
- j. Total amount of hours worked by entire cooperative.
- k. Average hourly wage for entire cooperative.
- l. Retention of members at 3, 6 and 12 months following formation of the cooperative business: Reason for departure for any member who has left the cooperative.
- m. Number of children under 18 residing with each member.
- n. Education level of member when joining the cooperative.
- o. Barriers to employment for each member.
- p. Member's work outside of the cooperative: type of job, how many hours, hourly rate, and schedule.

C. Company Profile and Additional Information

1. Two most recent Form 990s.
2. Most recent audited financial statement for organizations with a budget of \$250,000 or more.
3. 501(c)(3) designation letter.
4. A list of your Board of Directors including organizational affiliation, occupation, race, ethnicity, and gender of each board member.
5. Brief (approximately 100 word) resumes or biographical statements of key staff, including the Executive Director. Include the names, titles, and relevant qualifications for each.
6. An organizational chart.
7. Please have your proposal signed by an authorized officer for your organization.

V. Evaluation and Contract Process

- After the review, Center for Family Life, (CFL) may contact each applicant. CFL will also ask to meet in person with any number of applicants after this review to provide more details about their proposal. It is expected that CFL will make a determination of the five (5) most qualified applicants.
- A Memorandum of Understanding (MOU) will be established between CFL and the selected applicants and will be executed in mutually agreed terms.
- With the mutual agreement of both CFL and the organization, upon receipt of not less than ten (10) days written notice, the MOU may be terminated. Other termination terms may be specified in the MOU.



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PROPOSAL COVER SHEET

Organization:	
Address:	
City/State/Zip:	
Main Tel:	
URL:	
<i>Please complete the following information for the proposal's primary contact person</i>	
Name:	
Title:	
Tel:	Email:
Address (if different from above):	
Executive Director Name:	
Executive Director Signature:	
Date:	