

FISCAL YEAR 2015

WORKING TOGETHER

A Report on the First Year of the Worker Cooperative
Business Development Initiative (WCBDI)



NYC

Small Business
Services

Mayor's Office of
Contract Services

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Gregg Bishop



Lisette Camilo

Dear New Yorkers:

Under the leadership of Mayor Bill de Blasio, this administration is focused on fighting inequality in all its forms to build economic security for all New Yorkers. To achieve this goal, we are committed to supporting the more than 220,000 small businesses operating across the five boroughs. Small businesses form the backbone of our local economy and offer a path to economic self-sufficiency for thousands of New York families.

Worker cooperatives—businesses that are owned and operated by the workers—provide an innovative business model that supports the administration’s efforts to address income inequality. Worker cooperatives have the potential to provide entrepreneurs with access to meaningful and stable employment and improve the economic landscape across the five boroughs.

We are submitting this report in compliance with Local Law 22 of 2015, outlining the Fiscal Year 2015 accomplishments of the ten partner organizations managed by the New York City Department of Small Business Services that participated in the first year of the Worker Cooperative Business Development Initiative (WCBDI). In this report, we detail the extensive work of the WCBDI to support the development of worker cooperatives in New York City.

Sincerely,

Gregg Bishop

Commissioner

NYC Department of Small Business Services

Lisette Camilo

City Chief Procurement Officer

Mayor’s Office of Contract Services

THE WORKER COOPERATIVE BUSINESS DEVELOPMENT INITIATIVE (WCBDI)

Mayor Bill de Blasio has tasked all agencies with fighting economic and social inequality in New York City. The New York City Department of Small Business Services (SBS) is delivering on this charge by connecting New Yorkers to good jobs, creating stronger businesses, and building a fairer economy.

At SBS, we believe that when we connect New Yorkers to jobs and support businesses that hire locally, we create a more inclusive and dynamic New York City economy. The worker cooperative business model not only delivers on this goal but also creates business entities that are owned and run by workers, or worker owners, themselves. The worker cooperative business model provides New Yorkers with meaningful opportunities to achieve upward mobility by earning higher wages and maintaining stable employment. To support the creation and development of worker cooperatives, in Fiscal Year 2015 (FY2015) Mayor Bill de Blasio and the New York City Council launched the Worker Cooperative Business Development Initiative (WCBDI). The WCBDI seeks to foster the environment for worker-owned businesses to grow and thrive in New York City.

The Council distributed \$1.2 million across ten* partner organizations and SBS to share information with prospective entrepreneurs, support existing worker cooperatives, spur the creation of new worker cooperatives, and help small businesses transition their business into the worker cooperative model. In FY2015 we supported the success of the ten partner organizations funded through this Initiative by delivering worker cooperative business education and resources through SBS' network of NYC Business Solutions Centers. In particular, we created and offered a "Ten Steps to Starting a Worker Cooperative" course and held sessions at the NYC Business Solutions Centers in Lower Manhattan, Harlem, and the Bronx. Additionally, we developed a worker cooperative informational guide that has been made available at all seven NYC Business Solutions Centers and on the SBS website.

This report outlines the activities and accomplishments of the ten partner organizations that participated in the first year of the WCBDI. We look forward to continuing to assist the development of worker cooperatives in New York City through the WCBDI.

*A total of 11 partner organizations originally received funding through the WCBDI. The Community and Economic Development Clinic at CUNY Law School received \$35,000. However, this organization was not managed by SBS, and therefore details of their work will not be included in this report.

MEASURING OUR SUCCESS

All partner organizations of the WCBDI, in consultation with the Democracy at Work Institute (DAWI) and SBS, developed four metrics on worker cooperative business development: worker cooperatives created, worker cooperatives assisted, entrepreneurs reached, and worker owners created. The cumulative outcomes listed below were reported by the partner organizations of the WCBDI and are intended to summarize the activities conducted in the first year of the Initiative.

WCBDI FY2015 ACCOMPLISHMENTS

21
WORKER
COOPERATIVES
CREATED

WORKER COOPERATIVES CREATED

A worker cooperative is a business where the workers have a majority of voting stock, are represented on the board of directors, and elect members of a trust when applicable. WCBDI partner organizations incubate worker cooperatives through a series of specialized trainings and technical assistance services. Partner organizations also assist traditional businesses in converting into worker cooperatives. The steps taken to get to this point are resource and time intensive, requiring a partner organization to work closely with a worker cooperative and/or a business over a series of months wherein individualized workshops and training sessions are held.

84
SERVICES PROVIDED
TO
24
EXISTING WORKER
COOPERATIVES

SERVICES PROVIDED TO EXISTING WORKER COOPERATIVES

The partner organizations of the WCBDI support existing worker cooperatives by providing them with specialized technical assistance and ongoing business support. A worker cooperative can be assisted multiple times by WCBDI partner organizations. Initiative partners provided a total of 84 ongoing services to 24 existing worker cooperatives.

938

**ENTREPRENEURS
REACHED**

ENTREPRENEURS REACHED

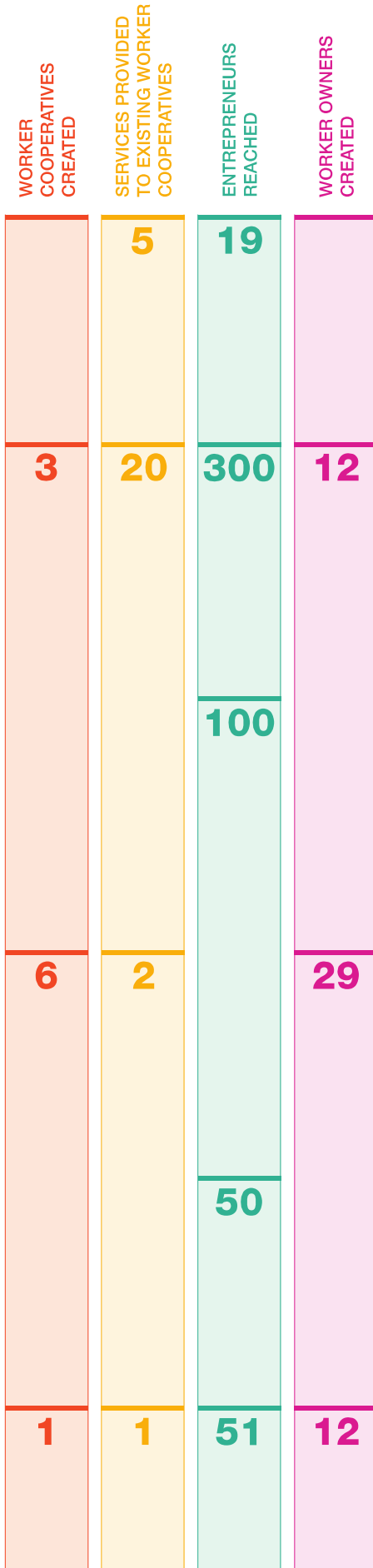
The WCBDI has taken on the role of spreading awareness of the worker cooperative model across New York City. This metric represents the estimated number of individuals who engaged with the worker cooperative business model through in-person activities such as conferences, lectures, group trainings, and one-on-one assistance.

141

**WORKER OWNERS
CREATED**

WORKER OWNERS CREATED

Worker cooperatives are comprised of worker owners who work for the business and hold voting stock. This metric represents the total number of worker owners created in the incubation of a worker cooperative in addition to worker owners hired as a result of capacity building services provided to existing worker cooperatives.



FUNDING DISTRIBUTION FOR FISCAL YEAR 2015: \$1,200,000*

BRONX COOPERATIVE DEVELOPMENT INITIATIVE (BCDI)

\$60,800

The Bronx Cooperative Development Initiative (BCDI) is a network of community and labor organizations, anchor institutions, and small businesses working together to end generational poverty in the Bronx through shared wealth and democratic ownership.

DEMOCRACY AT WORK INSTITUTE (DAWI)

\$104,500

Created by the U.S. Federation of Worker Cooperatives, the Democracy at Work Institute (DAWI) is a national organization that provides technical, financial, business development, and educational assistance to nonprofits that assist in the development of worker cooperatives as well as the worker cooperatives themselves.

FEDERATION OF PROTESTANT WELFARE AGENCIES (FPWA)

\$100,700

The Federation of Protestant Welfare Agencies (FPWA) is comprised of 200 nonprofit and faith-based member organizations and promotes social good for all through various programming and outreach initiatives. FPWA focuses on educating public and community institutions on the wealth building benefits of cooperatively owned small businesses.

GREEN WORKER COOPERATIVES (GWC)

\$156,750

Green Worker Cooperatives (GWC) provides technical assistance and training to prospective and current worker cooperatives through a Co-op Academy, comprised of a 16-week series of workshops on worker cooperative business development.

ICA GROUP (ICA)

\$189,250

ICA Group (ICA) provides business development, research and strategy, and specialized industry sector services to prospective and existing worker cooperatives, and particularly businesses looking to convert to the cooperative structure.

MAKE THE ROAD NEW YORK (MRNY)

\$66,500

Make the Road New York (MRNY) is a multifaceted community-based organization that serves Latino and working class communities through legal services, adult education, workforce development, youth services, and other vital social services.

	WORKER COOPERATIVES CREATED	SERVICES PROVIDED TO EXISTING WORKER COOPERATIVES	ENTREPRENEURS REACHED	WORKER OWNERS CREATED
	4	30	200	23
	4	4	160	48
	2	10	58	7
	1	12		10
TOTAL	21	84	938	141

NEW YORK CITY NETWORK OF WORKER COOPERATIVES (NYC NOWC)

\$15,000

The New York Network of Worker Cooperatives (NYC NOWC) provides a hub for all of New York City’s worker cooperatives, offering educational, outreach, marketing, and legal services. NYC NOWC also advocates on behalf of New York City’s worker cooperatives and hosts the annual NYC Worker Cooperative Conference.

SCO FAMILY OF SERVICES’ CENTER FOR FAMILY LIFE (CFL)

\$139,650

Center for Family Life (CFL), a program of SCO Family of Services, seeks to promote positive outcomes for children, adults and families in the low-income immigrant neighborhood of Sunset Park through the provision of a comprehensive range of neighborhood-based family and social services including family counseling, foster care, school-based programs, youth employment, adult employment, and other community services.

THE WORKING WORLD (TWW)

\$218,500

The Working World (TWW) distributes loans and provides financial education and assistance specifically for worker cooperatives, which require specialized services due to their organizational structure.

URBAN JUSTICE CENTER (UJC)

\$55,100

The Community Development Project at the Urban Justice Center (UJC) strengthens the impact of grassroots organizations and worker cooperatives in New York City’s low-income and other excluded communities by providing legal, research, and technical assistance.

NEW YORK CITY DEPARTMENT OF SMALL BUSINESS SERVICES (SBS)

\$58,250

The New York City Department of Small Business Services (SBS) is a Mayoral agency dedicated to providing services to businesses, jobseekers and neighborhoods. SBS’ programs unlock economic potential and create economic security by connecting New Yorkers to good jobs, creating stronger businesses, and building a fairer economy in neighborhoods across the five boroughs.

*As mentioned previously, the Community and Economic Development Clinic at CUNY Law School received \$35,000 as part of the WCBDI. This organization was not managed by SBS.

WCBDI PARTNER PROFILES

5

SERVICES
PROVIDED TO
EXISTING WORKER
COOPERATIVES

19

ENTREPRENEURS
REACHED

BRONX COOPERATIVE DEVELOPMENT INITIATIVE (BCDI)

AMOUNT AWARDED | \$60,800

The Bronx Cooperative Development Initiative (BCDI) is a network of community and labor organizations, anchor institutions, and small businesses working together to end generational poverty in the Bronx through shared wealth and democratic ownership.

Services Provided to Existing Worker Cooperatives: 5

BCDI assisted five worker cooperatives through the development of an online platform to facilitate procurement opportunities. The goal of the platform is to capture wealth currently “leaking out” of the Bronx by connecting high road local businesses—including worker cooperatives—with large institutions in order to build community wealth. BCDI worked with a business strategy consultant and conducted outreach to diverse stakeholders in order to understand the challenges and opportunities for increasing local spending with Bronx-based businesses. Toward that end, BCDI held sector-specific focus groups with nonprofits and interviewed businesses, technical assistance providers, and anchor institutions in the Bronx. BCDI then designed a service to address those challenges which includes both online and offline components. BCDI also convened community-based organizations and worked with B Lab, a nonprofit organization that spearheads B Corporation certification for businesses, to develop a business assessment tool for evaluating and promoting shared ownership, environmental sustainability, and just workplace practices among worker cooperatives. Finally, BCDI partnered with a Community Development studio in Rutgers Edward J. Bloustein School of Planning and Public Policy to produce a 100-page report that provided an overview of procurement in New York City and identified pragmatic and progressive avenues for leveraging procurement opportunities to support worker cooperatives and Bronx-based businesses. By building a platform to connect the purchasing power of large institutions with local businesses, and providing shared services, education, and technical assistance, BCDI will help expand demand for worker cooperatives so they can generate social impact at scale.

Entrepreneurs Reached: 19

BCDI engaged with Bronx-based entrepreneurs throughout the research and development process and provided ongoing training to 19 entrepreneurs on BCDI’s online procurement platform. BCDI conducted one-on-one sessions covering each business’ products and services, transaction mechanics, market, and sustainable and equitable business practices in order to prepare them to enroll on the procurement platform and effectively compete for contracts. BCDI created a working prototype of the online platform.

3

**WORKER
COOPERATIVES
CREATED**

20

**SERVICES
PROVIDED TO
EXISTING WORKER
COOPERATIVES**

300

**ENTREPRENEURS
REACHED**

12

**WORKER OWNERS
CREATED**

DEMOCRACY AT WORK INSTITUTE (DAWI)

AMOUNT AWARDED | \$104,500

Created by the U.S. Federation of Worker Cooperatives, the Democracy at Work Institute (DAWI) is a national organization that provides technical, financial, business development, and educational assistance to nonprofits that assist in the development of worker cooperatives as well as the worker cooperatives themselves.

DAWI co-created the organizational structures and project management deliverables for the WCBDI in partnership with the Federation of Protestant Welfare Agencies (FPWA). DAWI collaborated with all WCBDI partner organizations and SBS to determine the four WCBDI metrics described earlier in this report. All WCBDI partner organizations were prompted by DAWI to report—through data surveys and monthly and weekly check-ins—on the impact that their services had on New York City’s worker cooperatives. DAWI also created the format for a yearlong work-plan which all partner organizations of the WCBDI would use to track their progress. DAWI regularly solicited, compiled, and analyzed data on these metrics and worked with FPWA to publish quarterly reports on the progress of the WCBDI. These quarterly reports were submitted to the City Council.

Worker Cooperatives Created: 3

DAWI launched three new worker cooperatives through converting existing businesses into worker cooperatives and partnering with WCBDI partner organizations to incubate others. DAWI partnered with Urban Upbound—a nonprofit organization that provides social, financial and education services to residents of public housing neighborhoods—to launch a security company worker cooperative, OnPoint Security, whose owners were all residents of New York City Housing Authority properties in Astoria, Queens. DAWI helped the worker cooperative with entity formation, by-law writing and assistance with worker cooperative governance structures. Additionally, DAWI helped convert a sewing business into a worker cooperative by providing one-on-one technical assistance through workshops on worker cooperative governance structures and business planning training.

Fred Freundlich discussing cooperatives at an event titled, “Organizing, Mobilizing, and Building a Worker Cooperative Ecosystem from the Ground Up,” co-organized by DAWI. Murphy Institute. March 2015.

DAWI co-organized an event with the Murphy Institute and the NYC Worker Cooperative Coalition titled “Organizing, Mobilizing, and Building a Worker Cooperative Ecosystem from the Ground Up” in March 2015. The event featured Fred Freundlich, a professor at Mondragon University, a private cooperative university affiliated with the Mondragon Corporation, which is a federation of worker cooperatives in the Basque region of Spain. Freundlich discussed opportunities for New York City’s worker cooperatives to strengthen their capacity by engaging with partner institutions such as those that comprise the WCBDI.



Services Provided to Existing Worker Cooperatives: 20

DAWI provided training and assistance to 20 existing worker cooperatives in the form of one-on-one and collaborative workshops. These workshops provided information on worker cooperative governance, board of director training, organizational management, business planning, and financing assistance. DAWI hosted a special training weekend, wherein worker cooperatives were provided with day-long and intensive guidance around worker cooperative business development. Throughout the year, DAWI hosted ten bilingual workshops in order to be accessible to the immigrant populations that make up New York City’s worker cooperatives.

Entrepreneurs Reached: 300

DAWI reached an estimated total of 300 entrepreneurs through the worker cooperative trainings sessions that they held regularly throughout the year. The training sessions covered the fundamentals of worker cooperatives and were held at various locations including the Murphy Institute and Brooklyn Law School. Attendees of these trainings included newly created worker owners, entrepreneurs, academics, business and technical assistance providers, and the general public.

Worker Owners Created: 12

A total of 12 new worker owners were created. The incubation of OnPoint Security comprised of five worker owners. DAWI assisted in the conversion of two additional worker cooperatives, which saw a combined total of seven new worker owners added to both businesses.

100
ENTREPRENEURS
REACHED

FEDERATION OF PROTESTANT WELFARE AGENCIES (FPWA)

AMOUNT AWARDED | \$100,700

The Federation of Protestant Welfare Agencies (FPWA) is comprised of 200 nonprofit and faith-based member organizations and promotes social good for all through various programming and outreach initiatives. FPWA focuses on educating public and community institutions on the wealth building benefits of cooperatively owned small businesses.

FPWA co-created the organizational structure of the WCBDI along with DAWI. FPWA co-facilitated monthly meetings with the WCBDI to monitor Initiative progress. This provided a space for groups to share and collaborate while also identifying gaps in the services they delivered. FPWA provided overarching marketing analyses for worker cooperatives through collecting data from the U.S. Census and in the form of surveys on the economic impacts of worker cooperatives in the communities they serve. FPWA and DAWI presented quarterly WCBDI reports to City Council. Additionally, FPWA worked with the WCBDI partner organizations on City procurement and helped five groups access funding through the WCBDI.

“Women of Faith” convening around worker cooperatives, hosted by FPWA. Gramercy Park, Manhattan. March 2015.

FPWA led a discussion on cooperative economics and the benefits of worker cooperatives with 20 New York City-based faith leaders at a “Women of Faith” convening. The guest speaker was Janvieve Comrie, a worker owner at Ginger Moon, a mother-run food catering worker cooperative.



Council Member Rosenthal and Council Member Cornegy at the Worker Cooperative Fair. New York City Council. March 2015.

In March 2015, FPWA partnered with City Council Speaker Melissa Mark Viverito, Council Member Robert Cornegy, Chair of Small Business, Council Member Maria del Carmen Arroyo, Chair of Community Development and Council Member Helen Rosenthal to produce the first ever NYC Worker Cooperative Business Fair. With over 50 potential clients and participants, the worker cooperative fair featured ten New York City-based worker cooperative businesses, displaying a range of services, such as childcare, food, construction, and apparel. Each worker owner was given the opportunity to engage with their City Council representatives, as well as staff and potential customers. The fair facilitated great discussions around worker ownership with multiple participants, all interested in learning more about the WCBDI and ways to get involved. Through the fair, worker owners were able to identify opportunities to further engage and contract with New York City through procurement.



Entrepreneurs Reached: 100

FPWA hosted multiple information sessions on worker cooperative business development and reached an estimated 100 entrepreneurs. In November 2014, FPWA hosted an introductory session to worker cooperative business development for community-based organizations interested in adopting this model in their programming. As a result, FPWA integrated the nonprofit community-based organization Jacob A. Riis Neighborhood Settlement into adapting worker cooperative incubation to the services they provide. FPWA also hosted a Faith and Justice Fellowship Breakfast where New York City-based faith leaders were introduced to the WCBDI and ways to be involved. FPWA's worker cooperative informational sessions were attended by a total of 60 faith- and community-based organizations with the goal of connecting them to the WCBDI. Additionally, FPWA engaged entrepreneurs through partnership with multiple New York City Agencies such as the Mayor's Office of Immigrant Affairs and New York City Economic Development Corporation, as well as working with 35 City Council Members to identify constituents for business opportunities.



WORKER COOPS
FOR NYC!

WORKER COOPS
FOR NYC!

6

**WORKER
COOPERATIVES
CREATED**

2

**SERVICES
PROVIDED TO
EXISTING WORKER
COOPERATIVES**

29

**WORKER OWNERS
CREATED**

GREEN WORKER COOPERATIVES (GWC)

AMOUNT AWARDED | \$156,750

Green Worker Cooperatives (GWC) provides technical assistance and training to prospective and current worker cooperatives through a Co-op Academy, comprised of a 16-week series of workshops on worker cooperative business development.

Worker Cooperatives Created: 6

Through GWC's Co-op Academy and programming at a local high school, six new worker cooperatives were created. The Co-op Academy is a 16-week intensive workshop series wherein cooperative principles, worker cooperative business development services, and group facilitation services are provided. For each new worker cooperative incubated, GWC held individualized courses during several days throughout the week. Additionally, GWC taught a special elective at the Bronx Compass High School. Students in the course launched Syllable Cooperative, a silk screening worker cooperative. Other worker cooperatives created include a travel planning service, two cleaning services, and an arts education service. After these worker cooperatives launched, GWC continued to facilitate weekly meetings and provide technical assistance workshops according to the specific needs of each worker cooperative.

Services Provided to Existing Worker Cooperatives: 2

GWC provided support for previous worker cooperatives incubated in their Co-op Academy, including Polido, a skateboard designing and youth-led worker cooperative. GWC conducted weekly workshops and meetings around worker cooperative business development, by-law creation, conflict management, and market research. GWC worked with CUNY Law School to assist Polido in incorporating as a worker cooperative. Previous worker cooperatives incubated through the Co-op Academy, particularly the food catering company, Ginger Moon, and translation services company, Caracol Interpreters Cooperatives, continued to receive one-on-one weekly assistance from GWC.

Worker Owners Created: 29

GWC conducted participatory and creative outreach events in the Bronx and throughout New York City. In July 2015, GWC hosted the "Co-op Olympics," comprised of several team-building games geared towards introducing the worker cooperative model to prospective entrepreneurs. GWC held other worker cooperative events, including "The Big Bronx Sancochazo!" which engaged local Bronx community-based organizations, businesses, and existing worker cooperatives. GWC also adapted an SBS "Ten Steps to Creating a Worker Cooperative" curriculum and facilitated workshops at SBS' NYC Business Solutions Centers in Lower Manhattan, Upper Manhattan, and the Bronx. Through the worker cooperatives created and assisted, and entrepreneurs reached, a total of 29 new worker owner positions were created.

Omar Freilla, founder of Green Worker Cooperatives, with his daughter and mother at Worker Co-op Advocacy Day. New York City Hall. May 2014.



50
**ENTREPRENEURS
REACHED**

ICA GROUP (ICA)

AMOUNT AWARDED | \$189,250

ICA Group (ICA) provides business development, research and strategy, and specialized industry sector services to prospective and existing worker cooperatives, and particularly businesses looking to convert to the cooperative structure.

Entrepreneurs Reached: 50

ICA conducted outreach in the form of in-person meetings and informational sessions to 12 business support organizations within the industrial sector and an estimated 50 entrepreneurs on the opportunities and benefits that worker cooperative conversion holds for retiring business owners. Each outreach session was individualized according to the needs of the business support organizations and entrepreneurs. Outreach sessions were conducted in the form of informational sessions catered specifically to labor union representatives. Topics covered during these informational sessions included how to write a business plan for worker cooperative conversion, conducting market analyses, and navigating procurement. In particular, ICA focused on beginning the process of converting firms in the construction and bus industries into worker cooperatives, and developed a comprehensive business plan for a labor affiliated group to develop a worker-owned moving company.

Bits & Bites Tech Café,
Bio-Classic Cleaning, Cultural
Workers Cooperative at Green
Worker Cooperatives' Co-op
Academy. Fordham University.
November 2014.

1

WORKER
COOPERATIVE
CREATED

MAKE THE ROAD NEW YORK (MRNY)

AMOUNT AWARDED | \$66,500

Make the Road New York (MRNY) is a multifaceted community-based organization that serves Latino and working class communities through legal services, adult education, workforce development, youth services, and other vital social services.

1

SERVICE
PROVIDED TO
EXISTING WORKER
COOPERATIVES

Worker Cooperatives Created: 1

MRNY initiated the creation of one new worker cooperative of occupational health and safety trainers. MRNY developed a feasibility study and conducted outreach in the community to recruit cooperative members. The organization developed and facilitated a 12-week cooperative training course, created by-laws and assisted with the incorporation and launch of the worker cooperative. MRNY partnered with a staff at the CUNY Community Economic Development Law Clinic for legal support, which provided two trainings on legal entity options, wherein the new cooperative selected the LLC model for incorporation.

51

ENTREPRENEURS
REACHED

Services Provided to Existing Worker Cooperatives: 1

MRNY provided back-office support and technical assistance for Pa'lante Green Cleaning, LLC, a 16-member worker cooperative that provides cleaning services to residential, industrial, and construction sites across New York City. MRNY coordinated 22 business development meetings that resulted in the creation of internal policies, marketing strategies, skills training, and leadership. MRNY referred cooperatives to legal and accounting services. Through MRNY's assistance, the worker cooperative gained seven cleaning contracts and 120 new clients.

12

WORKER OWNERS
CREATED

Members of Pa'lante Green
Cleaning worker cooperative.
Jackson Heights, Queens. 2014.



Entrepreneurs Reached: 51

MRNY surveyed 51 members of MRNY's LGBTQ justice project, PRYDE; these surveys assessed interest and qualifications to develop a worker cooperative. This work led to the creation of two worker cooperative information sessions, which led to further interviews with interested entrepreneurs. Approximately 90% of members surveyed expressed interest in developing a cosmetology worker cooperative. A second round of surveys was conducted with 20 individuals to assess their skills in cosmetology. MRNY partnered with LGBTQ organizations to conduct further outreach to begin the process of incubating a cosmetology worker cooperative. MRNY created a feasibility study of training opportunities for this prospective worker cooperative. Through this process, a MRNY affiliated immigrant-run small business who owns a beauty school in Woodside, Queens, became interested in collaborating with MRNY on this incubation project.

Worker Owners Created: 12

With the assistance provided to the newly created and existing worker cooperative, MRNY created a total of 12 new worker owners in FY2015.

4

**WORKER
COOPERATIVES
CREATED**

30

**SERVICES
PROVIDED TO
EXISTING WORKER
COOPERATIVES**

200

**ENTREPRENEURS
REACHED**

23

**WORKER OWNERS
CREATED**

NEW YORK CITY NETWORK OF WORKER COOPERATIVES (NYC NOWC)

AMOUNT AWARDED | \$15,000

The New York Network of Worker Cooperatives (NYC NOWC) provides a hub for all of New York City's worker cooperatives, offering educational, outreach, marketing, and legal services. NYC NOWC also advocates on behalf of New York City's worker cooperatives and hosts the annual NYC Worker Cooperative Conference.

Worker Cooperatives Created: 4

NYC NOWC assisted in the creation of succession plans and provided legal services to help seven existing businesses—with a total of 15 entrepreneurs—convert to worker cooperatives. Two of these businesses were successfully converted. NYC NOWC provided incubation consultation for worker cooperatives that were launched by other WCBDI partner organizations. Consultation services included technical assistance, business development services, legal services, and navigation of City and State regulations. Additionally, NYC NOWC worked with one of the WCBDI partner organizations to launch a worker cooperative moving company. Overall, a total of four worker cooperatives were in the process of being launched by the end of FY2015.

Services Provided to Existing Worker Cooperatives: 30

NYC NOWC provided business, legal, marketing, and financial services to 30 worker cooperative businesses and startups. One-on-one consultations and individualized meetings were conducted that assessed the various industries the worker cooperatives belonged to. NYC NOWC provided highly specialized services to worker cooperatives, including video marketing, bookkeeping, communications design, web design, and legal services. Additionally, a series of specialized workshops were conducted during the "NYC Worker Cooperative Conference," hosted by NYC NOWC, on behalf of worker cooperatives, which dealt with the topics of business networking, financial assistance, and electing a board of directors.

Samamkaya Yoga.
Chelsea, Manhattan.

NYC NOWC converted Samamkaya Yoga to a worker cooperative. NYC NOWC provided legal services, financial counseling, organizational management, marketing and promotional services to assist with Samamkaya's incorporation and commercial lease. Samamkaya is now open on West 23rd Street and is a national specialist in yoga for scoliosis and back injuries.



Entrepreneurs Reached: 200

NYC NOWC hosted the second annual “NYC Worker Cooperative Conference,” with an estimated 200 entrepreneurs in attendance. The conference presented information on worker cooperatives and the future of worker cooperative development in New York City. The conference highlighted the achievements of 12 worker cooperatives and featured 25 worker owners as panelists. The conference also featured two in-depth presentations on worker cooperative business development by national experts, and included a two-hour networking session for worker owners to exchange experiences and build partnerships.

Worker Owners Created: 23

NYC NOWC assisted in creating 23 new worker owners through the worker cooperatives they helped create.

4

**WORKER
COOPERATIVES
CREATED**

4

**SERVICES
PROVIDED TO
EXISTING WORKER
COOPERATIVES**

160

**ENTREPRENEURS
REACHED**

48

**WORKER OWNERS
CREATED**

SCO FAMILY OF SERVICES' CENTER FOR FAMILY LIFE (CFL)

AMOUNT AWARDED | \$139,650

Center for Family Life (CFL), a program of SCO Family of Services seeks, to promote positive outcomes for children, adults and families in the low-income immigrant neighborhood of Sunset Park through the provision of a comprehensive range of neighborhood-based family and social services including family counseling, foster care, school-based programs, youth employment, adult employment, and other community services.

Worker Cooperatives Created: 4

CFL created and conducted a series of four individualized 12-week trainings, out of which four new worker cooperatives were incubated—a commercial cleaning, tutoring, guerilla marketing, and handiwork worker cooperative that specializes in general home and office maintenance. CFL researched the market and industrial outlook on behalf of the worker cooperatives. While each training session was individualized according to the industry of the business, all worker cooperatives received one-on-one training on the principles and values of worker cooperatives, communication and group work skills, and business planning assistance. When necessary, CFL integrated specialized hard skills training into particular worker cooperative training sessions. In order to ensure that worker cooperatives were ready to officially launch, CFL assisted with branding identity, incorporation and customer outreach. CFL continues to provide ongoing technical assistance post-incubation, including facilitating cooperative meetings, providing support with business development, and the management of cooperative organizational structure.

Services Provided to Existing Worker Cooperatives: 4

CFL provided ongoing back office and individualized technical assistance to four existing worker cooperatives—Beyond Care, Trusty Amigos, Si Se Puede!, and Golden Steps. For each industry these worker cooperatives belong to, listed respectively as nanny care, pet sitting, home cleaning services, and elder care, CFL provided assistance in the form of specialized trainings, co-facilitation of cooperative meetings, providing support with or making consultant referrals for business development, and the management of cooperative organizational structure. Each cooperative was assisted with the goal of growing the company and increasing worker owner membership. For instance, CFL partnered with the presidents and vice presidents of the worker cooperatives they assisted in a “Train the Trainers” event in April, where worker owners learned how to train prospective worker owners on how to conduct effective meetings within the worker cooperative.

United Handywork Cooperative members at their Grand Opening. Sunset Park, Brooklyn. October 2015.

CFL began working with a group of 15 community residents in March 2015 to start incubating a worker cooperative in the handiwork industry. After an initial 12-week cooperative training, the group graduated under their new name, United Handymen. The group of nine founding members spent countless hours in developing their cooperative business and opened their doors to the public on October 2015.



Entrepreneurs Reached: 160

Part of CFL's goals as an organization is to educate New York City about worker cooperatives. CFL conducted outreach in the local community through open houses and information sessions, followed by interviews with potential cooperative candidates. In one instance, CFL partnered with three immigrant-serving community-based organizations and delivered a workshop about worker cooperatives in Jackson Heights. CFL also conducted a "Ten Steps for Starting a Worker Cooperative" training at an SBS NYC Business Solutions Center. Additional workshops were conducted around the city on worker cooperative ownership as a model for economic development and as an alternative to exploitative working conditions. An estimated total of 160 entrepreneurs were reached through these activities.

Worker Owners Created: 48

CFL assists the worker cooperatives they are incubating and the existing worker cooperatives they are assisting with new hire selections. CFL trains prospective and existing worker owners in specialized workshops on how to hire and train new worker owners. There were a total of 48 new worker owner positions created as a result of the incubation of four new worker cooperatives.

2

**WORKER
COOPERATIVES
CREATED**

10

**SERVICES
PROVIDED TO
EXISTING WORKER
COOPERATIVES**

58

**ENTREPRENEURS
REACHED**

7

**WORKER OWNERS
CREATED**

THE WORKING WORLD (TWW)

AMOUNT AWARDED | \$218,500

The Working World (TWW) distributes loans and provides financial education and assistance specifically for worker cooperatives, which require specialized services due to their organizational structure.

Worker Cooperatives Created: 2

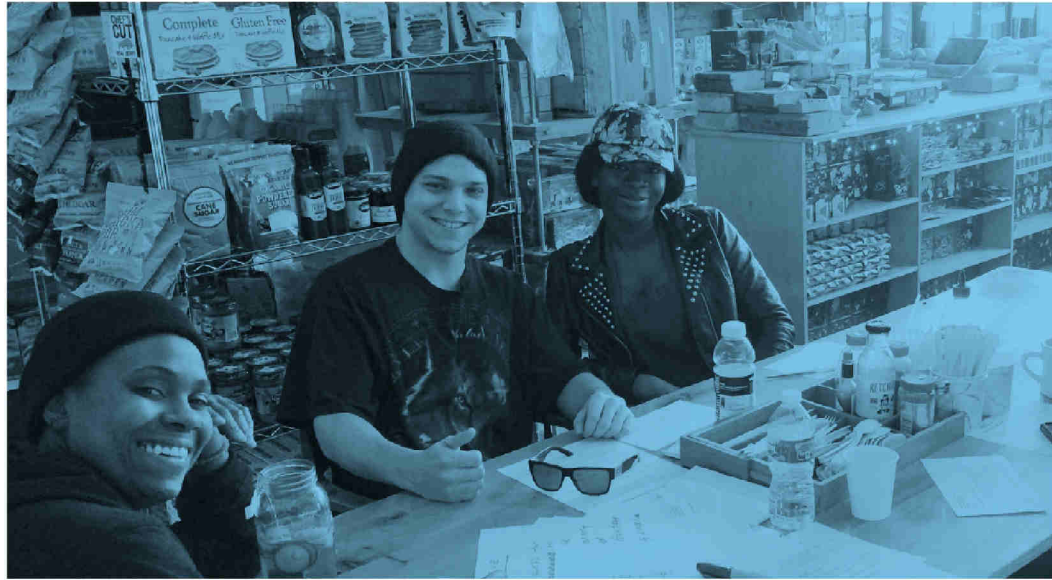
TWW helped launch two new worker cooperatives. La Mies Bakery was created through a ten-week worker cooperative incubation academy—the “Worker-Owned Rockaway Cooperative” program (WORCs)—in Far Rockaway, Queens in partnership with Occupy Sandy, a grassroots disaster relief network. WORCs covered governance, business model planning, and financial planning. Modeled closely after WORCs, TWW started another ten-week worker cooperative incubation academy in Bedford-Stuyvesant, Brooklyn with the Northeast Brooklyn Housing Development Corporation (NEBHDCo). The workshop targeted local residents. As a result of this incubation academy, Thoroughbred Pest Control, a pest control cooperative, was incubated. Three additional food retail and agricultural distribution worker cooperatives were in pre-startup phase by the end of the incubation session.

Services Provided to Existing Worker Cooperatives: 10

TWW provided technical assistance, business consulting, and financial education to ten existing worker cooperatives. Seven worker cooperatives received financing for expansion. TWW works closely with worker cooperatives incubated through other WCBDI partner organizations to provide them with business training and financial assistance. For instance, in June 2015 TWW partnered with the Center for Family Life to conduct training on business planning and financial assistance for a worker cooperative in Sunset Park. Participants of the workshop were trained on how to draft preliminary financial projections for their business. TWW also worked closely with an existing worker cooperative to build an investment plan and provided financing for new business equipment.

Training workshops for Bed-Stuy Fresh and Local. Bedford-Stuyvesant, Brooklyn. June 2015.

TWW assisted a Brooklyn-based grocery store, Bed-Stuy Fresh and Local. This assistance included the disbursement of capital loans and one-on-one, individualized training sessions on worker cooperative business development.



Entrepreneurs Reached: 58

TWW started two worker cooperative incubation academies, one in Brooklyn and the other in Far Rockaway, where a total of 58 entrepreneurs were engaged with worker cooperative business development education. The incubation academies comprised of collaborative workshops held throughout the span of ten weeks. Participants of the incubation academy were trained on worker cooperative business development and collectively brainstormed business ideas, including pest control, dog walking, healthy food retail, construction and food processing. Graduates of the incubation academies who did not start a worker cooperative continued to receive ongoing assistance from TWW.

Worker Owners Created: 7

TWW assisted in creating seven new worker owner positions through the incubation of two new worker cooperatives and financing and technical assistance provided to an existing worker cooperative.



1

**WORKER
COOPERATIVE
CREATED**

12

**SERVICES
PROVIDED TO
EXISTING WORKER
COOPERATIVES**

10

**WORKER OWNERS
CREATED**

URBAN JUSTICE CENTER (UJC)

AMOUNT AWARDED | \$55,100

The Community Development Project at the Urban Justice Center (UJC) strengthens the impact of grassroots organizations and worker cooperatives in New York City's low-income and other excluded communities by providing legal, research, and technical assistance in support of their work towards social justice.

Worker Cooperatives Created: 1

In partnership with the nonprofit organization Voces Latinas, UJC provided legal counseling to the startup thrift store worker cooperative, Manos Unidas y Creativas, located in Jackson Heights, Queens. UJC offered one-on-one legal counseling sessions on business establishment. As a result, Manos Unidas y Creativas was legally formed. While the business has not yet launched, the vision of Manos Unidas y Creativas, employed entirely by women, is to provide everyday clothing and household items at affordable prices.

Services Provided to Existing Worker Cooperatives: 12

UJC provided free legal advice and assistance for prospective, new, and existing worker cooperatives. UJC assisted 12 worker cooperatives in one-on-one counseling sessions. Session topics included entity-type counseling and legal formation, the development and revision of governance documents, contract review, assisting with permits and licensing, and employment and human resources assistance. UJC also conducted one-on-one trainings for several worker cooperatives on specific legal issues. UJC is one of the primary legal consultants for most worker cooperatives assisted by the WCBDI, and the organization provides ongoing legal assistance throughout all stages of worker cooperative business development.

Worker Owners Created: 10

A total of ten women were part of the startup Manos Unidas y Creativas. Based in Jackson Heights, Voces Latinas created a program called The Economic Empowerment Project and interviewed women from the surrounding neighborhood to participate in the incubation of Manos Unidas y Creativas.

LOOKING FORWARD



Training workshop facilitated by The Working World for Bed-Stuy Fresh and Local. Bedford-Stuyvesant, Brooklyn. June 2015.

The City, in partnership with the City Council, remains committed to strengthening the efforts of the WCBDI in order to see more New Yorkers learn about and adopt the worker cooperative business model. By the end of FY2015, the WCBDI created 21 new worker cooperatives, assisted 24 existing worker cooperatives, reached 938 entrepreneurs, and created 141 worker owner jobs.

Building on the success of FY2015, the New York City Council increased funding for the WCBDI to \$2.1 million in FY2016. This funding supports 14 partner organizations and provides centralized program management through SBS. The WCBDI Program Manager provides dedicated technical assistance and program support to all partner organizations of the Initiative. We look forward to working with City Council in seeing the WCBDI strengthen its services towards providing all New Yorkers with access to meaningful employment and innovative models for business ownership.

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