FY19 Working Together

A REPORT ON THE FIFTH YEAR OF THE WORKER COOPERATIVE BUSINESS DEVELOPMENT INITIATIVE (WCBDI)

NYC Small Business Services Mayor's Office of Contract Services
DEAR NEW YORKERS,

Building on a rich history of peoples’ movements for justice and equity, the City of New York is investing in a future where workers across all five boroughs have access to dignified work. Innovative business models, such as worker cooperatives, expand opportunity and contribute to the economic self-sufficiency of New Yorkers.

Worker cooperatives are businesses that are owned and democratically controlled by their workers. They are a critical tool in the movement for economic democracy which aims to distribute power across a diverse set of stakeholders. When workers become owners, they are bringing the practice of democracy to the economic sphere. The result is shared prosperity and decision-making, access to entrepreneurship for low-income New Yorkers, community wealth building, and a diverse economic landscape.

Over the last five years, the Administration has contributed to a flourishing worker cooperative ecosystem in New York City through the Worker Cooperative Business Development Initiative (WCBDI). The initiative ensures that entrepreneurs have access to the tools and resources they need to start, operate, and grow cooperatives throughout the five boroughs. Through on-the-ground support and strategic thinking about new models for cooperation, WCBDI is supporting the creation of a fairer future.

In compliance with Local Law 22 of 2015, this report to the NYC Council outlines the worker cooperatives served by WCBDI in its fifth year and describes the support this administration has extended to worker cooperatives in New York City.

Sincerely,

J. PHILLIP THOMPSON
Deputy Mayor for Strategic Initiatives
In partnership with the NYC Council and the Office of the Mayor, New York City agencies are working to build a more vibrant and inclusive city. The NYC Department of Small Business Services (SBS) contributes to this vision by connecting New Yorkers to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs.

**Worker Cooperatives** — businesses that are owned and controlled by their workers — are an effective tool to achieve the mission of creating a more inclusive city. They give New Yorkers the opportunity to co-own a business, creating sustainable and dignified jobs while developing community wealth — particularly for people who lack access to traditional business ownership. Worker cooperatives are also run on democratic principles, giving New Yorkers the opportunity to practice democracy daily in their workplace.

Mayor Bill de Blasio and the NYC Council launched the Worker Cooperative Business Development Initiative (WCBDI) in Fiscal Year 2015 (FY2015) to support the positive impact worker cooperatives have on New York City. WCBDI was created to strengthen the existing ecosystem of cooperative developers in NYC, promote the creation of new cooperatives, and grow existing cooperatives.

Fiscal Year 2019 (FY2019) marks the fifth year of the initiative. In its first year, the NYC Council distributed $1.2 million across 10 partner organizations who assisted in the creation of 21 worker-owned cooperatives. Fourteen (67%) of those businesses are still in operation — surpassing the national five-year survival rate for small businesses (about 50%).

Since FY2015, the Council’s commitment has increased to $3.6 million in FY2019 and the number of partners has grown to 13. With this increased capacity, the number of new cooperatives created through WCBDI has more than doubled since its first year. In FY2019, WCBDI partners provided 240 times as many one-on-one services and 360 times as many educational services as FY2015. SBS supported WCBDI by collecting and analyzing program metrics, holding quarterly partner meetings, and integrating the work of cooperative developers with other SBS services such as M/WBE certification.

This is the fifth annual report in the “Working Together” series, which highlights the achievements of this initiative. SBS is committed to helping worker cooperatives thrive in New York City and proud to showcase the work of WCBDI throughout the last fiscal year.


2 A total of 13 partner organizations received funding through WCBDI in FY2019. The Community and Economic Development (CED) Clinic at the City University of New York (CUNY) Law School received $172,470; however, its involvement was not managed by SBS so details about its work are not included in this report.
FY19 ACCOMPLISHMENTS

Measuring Our Success

The WCBDI measures its success using four metrics on worker cooperative development:

- worker cooperatives created
- total workers hired
- one-on-one services provided to businesses and/or community-based organizations
- educational services provided

The cumulative outcomes listed below were reported by WCBDI partners and summarize the activities conducted in the initiative’s fifth year.

<table>
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<tr>
<th>TOTAL HIRES</th>
<th>116</th>
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A worker-member is a person who owns a share of the worker cooperative, is a beneficiary of a trust, or controls the cooperative with other worker-members. A non-member worker is anyone who works for a worker cooperative but is not a worker-member. WCBDI helps worker cooperatives take on new worker-members and/or non-member workers through capacity-building services. Adding new worker-owners to an existing business can be a long process but encourages personal investment in the success of the business.

This metric represents the total number of jobs created by WCBDI-supported cooperatives in FY2019 and reflects employment of worker-members and non-member workers.

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<tr>
<th>ONE-ON-ONE SERVICES PROVIDED TO</th>
<th>2087</th>
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WCBDI partner organizations provide one-on-one, specialized services focused on worker cooperative development to entrepreneurs planning to become worker cooperatives, businesses interested in converting to cooperatives, and existing worker cooperatives. These services cover a range of topics including bookkeeping, business plan development, financial planning, governance, marketing and market research, strategic planning, succession planning, and translation. One-on-one services allow cooperatives to continue growing and providing sustainable jobs for worker-owners.

At the same time, WCBDI partners help other community-based organizations in New York City that provide business development services extend those services to worker cooperatives in their communities. These partnerships allow WCBDI to extend its impact and further strengthen New York City’s worker cooperative ecosystem.

<table>
<thead>
<tr>
<th>BUSINESSES AND/OR COMMUNITY-BASED ORGANIZATIONS</th>
<th>201</th>
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</table>

Worker cooperatives are businesses owned and managed by their workers. In contrast to traditional companies, profits from worker cooperatives are distributed among “worker-members,” who make governance decisions using democratic principles on a one-member, one-vote basis.

WCBDI encourages both the creation of worker cooperatives and the conversion of traditional businesses into cooperatives through specialized trainings and one-on-one services. Since creating a cooperative takes significant time and resources, WCBDI partners often work with worker-members for more than a year to either incubate or convert their business into a cooperative.

In FY2019, WCBDI partners helped 17 new worker cooperatives formally launch by helping them acquire a federal tax ID, formation documents, appropriate licenses and permits, and register as a New York State sales tax vendor when applicable.

WCBDI also helped 32 worker cooperatives “soft launch”. These worker cooperatives did not fully launch by completing the formal launch steps listed above but are in the process of registering their business and finding an appropriate legal structure. These businesses have tentatively determined their name, industry, and number of worker-owners and non-member workers.

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<tr>
<th>EDUCATIONAL SERVICES PROVIDED</th>
<th>3396</th>
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WCBDI hosts workshops, intensive academies, and networking events for current and prospective worker cooperatives. Educational services provided by WCBDI can be standalone workshops for anyone to attend, or a curriculum-based series of trainings that require an application. Events cover a wide range of business and cooperative management topics, such as bookkeeping, legal entity choice, computer skills, democratic decision making, and conflict resolution. Others aimed to connect worker-owners and cooperative developers with their communities to teach them about the cooperative model.

This metric represents the number of individuals who were involved in a series of curriculum-based workshops, conferences, lectures, and group trainings hosted by WCBDI in FY2019.
the Urban Justice Center provides legal, participatory research, and policy support to strengthen the work of grassroots and community-based groups in New York City to dismantle racial, economic and social oppression. Since FY2019, the Community Development Project at UJC has transitioned to an independent organization, TakeRoot Justice.

COMMUNITY DEVELOPMENT PROJECT, URBAN JUSTICE CENTER (UJC)/TAKEROOT JUSTICE
The Community Development Project of the Urban Justice Center provides legal, participatory research, and policy support to strengthen the work of grassroots and community-based groups in New York City to dismantle racial, economic and social oppression. Since FY2019, the Community Development Project at UJC has transitioned to an independent organization, TakeRoot Justice.

GREEN WORKER COOPERATIVES (GWC)
Green Worker Cooperatives provides technical assistance and training to prospective and current worker cooperatives through a Co-op Academy, an intensive 5-month long training and support program that helps teams of aspiring entrepreneurs develop worker-owned green businesses.

COMMUNITY & ECONOMIC DEVELOPMENT CLINIC (CUNY SCHOOL OF LAW)
CUNY School of Law’s Community & Economic Development (CED) Clinic partners with community-led organizations to address structural inequalities in New York City through transactional representation, strategic litigation, community legal education, and policy reform.

DEMOCRACY AT WORK INSTITUTE (DAWI)
Created by the U.S. Federation of Worker Cooperatives, the Democracy at Work Institute 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.

NEW YORK CITY NETWORK OF WORKER COOPERATIVES (NYCNOWC)
The NYC Network of Worker Cooperatives, the trade association for New York City’s worker cooperatives, is dedicated to sharing and cultivating the educational, financial, and technical resources of its members and supporting the growth of worker cooperatives for social and economic justice. NYCNOWC helps existing and new worker cooperatives in all communities of New York City, as well as an initial consultation for those who want further support from other partners. NYCNOWC also advocates on behalf of New York City’s worker cooperatives and hosts the annual NYC Worker Cooperative Assembly.

THE ICA GROUP (ICA)
The ICA Group is the oldest national organization dedicated to the development of worker cooperatives in the United States. ICA provides business development, strategic analysis, and industry-focused support for businesses interested in employee ownership.

THE WORKING WORLD (TWW)
The Working World provides non-extractive loans, financial education, and technical assistance specifically designed for worker cooperatives, building wealth in low-income communities.

URBAN UPBOUND (UU)
Urban Upbound is dedicated to breaking cycles of poverty in New York City public housing and other low-income neighborhoods. They provide underserved youth and adults with the tools and resources needed to achieve economic prosperity and self-sufficiency through five comprehensive, integrated programs: Employment Services, Financial Counseling, Income Support Services, Community Revitalization, and Financial Inclusion services anchored by the Urban Upbound Federal Credit Union.

WORKER’S JUSTICE PROJECT (WJP)
Worker’s Justice Project is a community-based organization that promotes social, economic, and political conditions of low-wage workers and immigrant families in New York City. WJP runs a worker cooperative development program that provides training and technical assistance to low-wage workers that are venturing in building worker-owned cooperatives.
Worker Cooperatives Created

WCBDI creates worker cooperatives through academies, incubation, and conversion. This section of the report highlights some success stories about worker cooperatives that were created in FY2019. Worker cooperatives that were soft launched in this fiscal year are expected to formally launch in the following fiscal year (FY2020).

Some cooperatives are new businesses incubated by partner organizations. One model for incubation is the Green Worker Cooperative Co-op Academy, an intensive 5-month long training and support program that helps teams of aspiring entrepreneurs develop worker-owned green businesses. Think of it as a business boot camp for cooperative startups.

When a small business owner retires or otherwise leaves, what happens to the business? One option is to sell to investors or competitors, which can be profitable for successful businesses but opens the possibility of downsizing or a total overhaul of the business. Some business owners are turning to another option: selling to their employees and thereby converting their business to a worker cooperative. The Working World (TWW) is one WCBDI partner that helps convert businesses to worker cooperatives.

1 Pre-deal
- TWW connects with business owners
- TWW conducts a business intake assessment
- TWW and the business owner negotiate an aspirational deal and sign a memorandum of understanding (MOU)

2 Diligence
- TWW reviews business documents and financials
- TWW and the business owner may renegotiate a new deal
- TWW reviews detailed financials, managerial and legal documents with business owners and workers
- Managerial transition plan developed with business owners, workers, and TWW

3 Execution
- Deal and transition plan are presented to the staff
- Final contracts are signed, and assets are transferred to the workers
- The business transaction is completed

4 Post-deal
- TWW supports new worker-owners to:
  - execute their transition plan
  - develop ownership culture
  - achieve business goals
- Governance is transferred to the workers
- Technical assistance continues until the business is sustainable
Khao’na Kitchen

Khao’na Kitchen is a cooperative that offers wellness coaching, educational workshops, and Indian and Filipino catering with a healthy twist. Based in Brooklyn, Khao’na Kitchen is a queer, gender non-conforming, woman, and people of color-run business. Khao’na Kitchen prides itself on delicious, unique, non-factory methods of creating sustainable, healthy food without sacrificing flavor.

Khao’na Kitchen’s start-up goal was to serve 250 people per month; now they are serving about 380 people every three days. In April, they expanded their team from two worker-owners to four worker-owners.

Green Worker Cooperatives provided educational services and technical assistance to Khao’na Kitchen through the Coop Academy and graduate services. GWC helped Khao’na Kitchen look at their revenue model and streams to determine how much they were able to make to support their members. When Khao’na Kitchen was confident about their bottom line, they were able to transition coop members to full-time work. GWC also helped them test, strategize, and monitor their products and services so Khao’na Kitchen was able to run their coop sustainably and hire more members.

After participating in the GWC Coop Academy, Khao’na Kitchen turned to ICA Group for business coaching support. ICA helped the cooperative members think through their market, develop customer profiles, and improve their marketing materials.

Urban Justice Center (UJC) provided technical assistance and legal support services for the expansion of Khao’na Kitchen. UJC drafted and provided counsel for amendments to the cooperative’s membership manual, operating agreement, and other internal documents to allow for a larger number of members. UJC also drafted and provided counsel for Khao’na Kitchen’s contracts with clients and contracts to admit new members. Finally, UJC provided advice and counsel for Khao’na Kitchen on acquiring the necessary permits and licenses for its cooperative business.
Since 2006, the Center for Family Life (CFL), in partnership with other community-based organizations, has been incubating, developing, and supporting immigrant worker cooperatives throughout New York City. The model’s success is well-documented: domestic worker cooperative members have access to better jobs, higher wages, and greater control over their livelihoods. Equally important, worker-ownership has become a powerful vehicle that fosters entrepreneurship, leadership development, and serves to stabilize families and communities.

Although cooperatives are a successful business model for low-income workers, significant challenges remain. Like all small businesses, cooperatives struggle to gain market access and remain competitive in an increasingly exploitative industry. To overcome market barriers, CFL’s cooperative development team created a new strategy – building a network of cooperatives, each operating independently, but receiving benefits by joining a larger “family.”

On April 24, 2019, the worker-owners of Sunset Gardens Cleaning and Staten Island Cleaning officially joined the Brightly® franchise, as Brightly® Carroll Gardens and Brightly® Port Richmond. Brightly® is a non-profit franchise dedicated to expanding business ownership for low-income domestic workers: it is also the first worker cooperative franchise in the US. These two Brightly® pioneers were joined in August by a third franchisee, Brightly® East Harlem. A fourth cooperative, Brightly® Washington Heights is scheduled to join the Brightly® family in early 2020.

Individual Brightly® cooperatives maintain their autonomy and self-governance, but share a brand, resources, and back-office systems, and benefit from economies-of-scale and joint marketing campaigns. Representatives of each Brightly® influence the brand by serving on an industry committee to discuss common issues: cleaning and quality standards, products, and marketing strategies. A five-person board of directors, comprised of allies in the cooperative development field and worker-owners, ensures adherence to the overall vision and mission.

Unlike other cooperatives, the “Brightlys” do not have to “go it alone.” Each new Brightly® joins a growing family whose members have skills and experience in cleaning, pricing, contracting, marketing, and client satisfaction. As the Brightly® brand grows, the efforts of each individual cooperative will benefit all Brightly® businesses. Members have opportunities to gain additional skills in media training, public speaking, and advocacy. They can also earn income and experience becoming “brand trainers.”

Five months after launch, interest in Brightly® continues to grow. Community groups across the country have inquired about CFL’s expansion timeline. The plan is to continue developing Brightly® co-ops in NYC, extending into nearby cities in 2020-21. Today, the worker cooperative franchise model focuses on transforming the cleaning industry. If initial success is an indicator of the future, there is no reason to stop there.

“...

In the beginning, what was most important was getting better jobs and earning dignified wages. Now, we have bigger dreams: we see the potential. We are sharing our thoughts and experiences with other cooperatives. Soon, there will be even more coops and we will build something even greater.

SAUL DOMINGUEZ
Brightly® Port Richmond (translated from Spanish)
Total Hires

WCBDI helps newly created, converted, and/or existing worker cooperatives get new worker-members and/or non-member workers. WCBDI helped cooperatives hire 116 new workers in FY2019. This section of the report highlights a success story about a cooperative that was able to grow in FY2019.

Brooklyn Stone & Tile (BKST)

The Working World (TWW) began working with the Brooklyn Stone & Tile (BKST) team in 2017, providing non-extractive loans* and technical assistance to help launch their worker owned cooperative. The Working World has provided non-extractive financing to BKST for both equipment and working capital.

BKST celebrated its one-year anniversary with an event at their workshop in Brooklyn Navy Yard on Thursday April 4, attended by major customers, representatives from the NYC Mayor’s Office, bank staff, and supporters from the NYC Council. The company, a worker-owned cooperative that makes and installs tile and countertops, has already recaptured much of the success of the old business which its employees came from that closed after 30 years. TWW has been helping throughout BKST’s conversion to worker ownership and first year in operation, as well as financing for equipment, materials, and working capital.

Coop President Linda Diaz is leading the cooperative forward, along with Vice President Joey Lupino who has been in the business of cutting stone for more than two decades. In FY2019, BKST broke $1M in sales, doubled their profit sharing, and made seven hires. TWW has supported BKST in getting over the hurdles associated with their first year in business, including rebuilding their sales book, building their name and reputation, and organizing their work flows as a cooperative. BKST has become a powerful example for the community wealth-building power of employee ownership, having already hosted visits for community and Federal representatives.

“Without the financing and technical assistance of The Working World, we never would have been able to do this. Workers can’t finance their businesses alone. Support from the government and aligned organizations is exactly what we need. With this support, more workers can become owners, more businesses can be saved by passing them from retiring owners to their workers. We can keep jobs and create new opportunities for the people of NY to build wealth and have a better future.”

LINDA DIAZ
President of BKST

* NON-EXTRACTIVE LOANS
Putting finance in the hands of working people without making them put down collateral or take on the burden of debt that may threaten their wellbeing.
One-on-One Services Provided

WCBDI provides specialized one-on-one services to business entities and community-based organizations to strengthen the city's worker cooperative ecosystem. These one-on-one services focus on worker cooperative development. Technical assistance is critical to the success of new and established cooperatives, helping mitigate risk for cooperative worker-members and the institutions that invest in them. In FY2019, WCBDI provided 2087 one-on-one services to 201 unique entities.

This section of the report highlights some success stories for one-on-one services provided by WCBDI partners.

Ourturnatives

Ourturnatives LLC was a participant in the Green Worker Cooperatives (GWC) Co-op Academy in early 2018. The worker-owners aim to provide alternative medicines, such as herbs, tinctures, and loose teas, to communities of color as a form of natural self-care that is not tied to corporate structures that think about healthcare as a means of maximizing profits. GWC provided Ourturnatives with extensive business planning and financial consultations to make their idea a reality. However, the worker-owners were worried about potential personal liability from providing health products in their individual capacity. Moreover, they wanted to have a formal entity to reference when engaging potential customers and funders. Urban Justice Center (UJC) helped them think through their different legal options and they ultimately formed a limited liability company (LLC) that gave them the protection and formality they were looking for. UJC then helped draft an operating agreement that outlined their values for cooperative governance, and Ourturnatives was able to form as a legal entity in May 2019.

OSHA Solutions

OSHA Solutions is a worker cooperative that provides occupational safety and health courses in construction and general industry. Since their founding in 2016, OSHA Solutions has provided OSHA-10 and OSHA-30 classes in both English and Spanish, trained more than 5,000 clients, and conducted more than 3,500 hours of training. FY2019 was an exciting year for OSHA Solutions; they were able to expand the number of students they reached and increase profits by capitalizing on the recent increase in demand for OSHA-30 classes. Urban Upbound (UU) facilitated this growth with bookkeeping, marketing, and web development support. Additionally, UU also helped OSHA Solutions apply for Minority Business Enterprise (MBE) certification. Obtaining this certification makes a business more competitive, but members had concerns about the compatibility of the application process with the realities of their worker cooperative structure. UU was able to connect with representatives from the Deputy Mayor’s Office and NYC Department of Small Business Services to work through concerns. In August 2019, OSHA Solutions became the first immigrant-led worker cooperative to obtain MBE certification.
Skedaddle Pest Management is a worker-owned integrated pest management provider based in the Bronx. With the help of BronXchange, a project of Bronx Cooperative Development Initiative, Skedaddle was able to sign a large contract with Bronx Partners for Healthy Communities (BPHC), a partnership of more than 200 Bronx-based organizations working to keep Bronx residents healthy that is affiliated with St. Barnabas Hospital. BPHC plans to use Skeddadle’s comprehensive integrated pest management and deep cleaning services to reduce emergency room visits from asthma patients.

BronXchange connects institutions with large purchasing power to local, democratic businesses in order to promote sustainable and equitable business practices to improve the Bronx economy and build community wealth. BronXchange supported Skedaddle through back office support, market research, and sales expertise, allowing them to focus on what they do best — integrated pest management.

**INTEGRATED PEST MANAGEMENT**

Integrated Pest Management (IPM) is an effective and environmentally sensitive approach to pest management that relies on a combination of common-sense practices. IPM programs use current, comprehensive information on the life cycles of pests and their interaction with the environment. This information, in combination with available pest control methods, is used to manage pest damage by the most economical means, and with the least possible hazard to people, property, and the environment.

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Mirror Beauty Salon and Spa

Mirror Trans Beauty LLC (Mirror Beauty) is a transgender, immigrant, women, Latinx-owned worker cooperative that provides cosmetology services including haircuts, manicures, and pedicures to all members of the community with a focus on the transgender community. The cooperative formed as a response to the need for stable, sustainable, and inclusive work opportunities for members of the transgender community in Queens and beyond. Mirror Beauty was first connected to Urban Justice Center (UJC) when the coop members attended sessions led by NYCNOWC’s worker-led training collective. After participating in Green Worker Cooperatives’ Co-op Academy in 2018, Mirror Beauty workers reconnected with UJC staff to seek legal advice. UJC helped Mirror Beauty form as a New York State limited liability company (LLC), drafted its governance documents, and is continuing to provide post-formation support to the cooperative.

Mirror Beauty Salon and Spa

Educational Services Provided

WCBDI offers workshops and events open to the public, as well as intensive trainings specifically meant for prospective and/or current worker cooperatives. Educational services provided by WCBDI can be standalone workshops for anyone to attend, or a curriculum-based series of trainings that require an application.

Cooperatives create economic opportunity and dignified work for underserved populations and give workers greater control over their lives by promoting democratic business practices. These outcomes are in line with many social justice movements’ visions and goals for a fairer, more inclusive, and more just society. In FY2019, WCBDI partners made connections with community-based organizations across the city. Through workshops, events, and educational series, our partners explored the relationship between cooperatives and other social justice movements, finding ways for worker-owners and other community members to build bridges between movements and think creatively about points of unity and collaboration.
Co-ops 101 at The Center

The NYC Network of Worker Coops (NYCNOWC), the trade association for worker-cooperatives in our city, started a Training Collective in 2019 to teach and promote best practices to businesses, start-ups, and those who want to work according to cooperative principles. The training collective is made up of cooperative professionals with more than 50 years of collective experience in cooperative membership, training, management, and development in cooperatives and support organizations. In FY2019, NYCNOWC’s Training Collective was hired by The Center to run an eight-workshop series on how to start or improve a worker cooperative. The Center has been a home and resource hub for the LGBT community, NYC residents, and visitors since 1983. The series started with an introduction to cooperatives and then moved into topics such as business modeling, democratic decision making, and governance. This series highlights the importance of inclusion for all identities to build a fairer economy.

Can Journalism Survive and Thrive Through Media Cooperatives?

Democracy at Work Institute

Democracy at Work Institute, Writers Guild of America, East (WGA), and New Economy Project co-hosted “Can Journalism Survive and Thrive Through Media Cooperatives?” a panel discussion addressing the challenges of journalism and media in the digital age: job insecurity, a crisis in ad revenues and subscriptions, and continuing pressures on local journalism as the media industry continues to consolidate. Panelists, which included media cooperative members and labor organizers, discussed the cooperative model as not just an alternative, but a viable business model that has ensured the success of media institutions—some well-known, like the Associated Press and Magnum Agency, and others less so. Panelists discussed benefits, challenges, and how cooperative business development can help improve the lives of journalists and media workers, foster inclusion of marginalized voices, and transform the media industry for the better. There was high turnout from media workers, and the conversation has continued with ongoing requests on how the cooperative model could be used to structure new media ventures.

Cooperatives and GrowNYC

Democracy at Work Institute

Democracy at Work Institute (DAWI) partnered with GrowNYC to present a workshop on cooperatives through its FARMroots program, which provides aspiring and established NYC Greenmarket farmers with business technical assistance and training designed to ensure the long-term viability of participating farms and farmland. Farmers and rural communities in the United States have used the cooperative model for more than 200 years to access markets, build infrastructure, share the risk and reward of business, establish sources of affordable credit, and provide fair access to necessary services. In this workshop, DAWI covered the history of cooperatives in farming and food production, their guiding principles, and modern applications for food and farm businesses. They discussed cooperative conversions as a succession planning tool for retiring farmers, which directly resulted in a consulting request from a Greenmarket farmer interested in converting their farm to employee ownership. DAWI also followed up with a cooperative training for farmers and food producers in the Hudson Valley, many of whom sell through NYC Greenmarket.

Far Rockaway Cooperative Education

Program officers with The Working World (TWW)’s Worker-Owned Rockaways Cooperatives (WORCs) collaborated with two local churches (Misión Buenas Nuevas in Far Rockaway and one local school (P.S. 191 Mayflower) to conduct community outreach and education about cooperative enterprises. At these events, WORCs staff introduced community members to cooperative principles, explaining how cooperative businesses work and discussing the benefits and challenges. Through this community engagement, WORCs staff were able to recruit several community members who are interested in joining a childcare cooperative projected to be incubated by WORCs in Far Rockaway.

Solidarity in Action: Worker Coops Connecting to Social Movements

Democracy at Work Institute

During this event, the NYC Network of Worker Cooperatives (NYCNOWC) explored the relationship between the NYC Worker Cooperative Movement and other movements for justice. There were 44 attendees, including a mix of worker-owners and community members. Through presentations and breakout groups, participants explored questions like, “How can cooperatives be used in other movements to help support their goals?” and “Are there any potential joint issue priorities or joint campaigns we could join?”

Activists from food justice movements, the New York single payer healthcare campaign, the LGBTQ justice movement, and the climate justice movement attended the event. Participants explored how the worker cooperative movement can support the fight for food justice and how worker cooperatives can serve as an important tool for addressing food deserts around NYC. The NYCNOWC is continuing to think about how they can join the Campaign for New York Health, where the voices of business owners are needed. They also continued conversations about worker cooperative participation in the Start SMART NY campaign, the Green Light NY campaign, Community Land Trusts, Public Bank NYC, and the NYS Community Equity Agenda.
In FY2019, WCBDI helped 87 worker cooperatives and an additional 110 business entities and/or CBOs that applied for services.

WCBDI partners reported the information listed in this section, which summarizes the business information of the worker cooperatives served in FY2019 and the services they received.
Brooklyn Packers 361 Three Ave, Brooklyn, NY 11231
COMMUNITY DISTRICT 3 Brooklyn INDUSTRY Packaging & Labeling Services
UJC provided work on software development.

Brooklyn Stone & Tile 63 Flatbush Avenue, Brooklyn, NY 11217
COMMUNITY DISTRICT 3 Brooklyn INDUSTRY Manufacturing
6 WORKER-MEMBERS ADDED FY19
TWW provided 36 one-on-one services to Brooklyn Stone & Tile that focused on management and sales training.

Caracol Language Cooperative 128 Linden Boulevard, Brooklyn, NY 11216
COMMUNITY DISTRICT 2 Brooklyn INDUSTRY Translation & Interpretation Services
UJC provided eight one-on-one services to Caracol Cooperative that focused on business plan development, leadership training, and legal assistance.

Cooperative Home Care Associates 410 East Fordham Road, Bronx, NY 10467
COMMUNITY DISTRICT 6 Bronx INDUSTRY Home Care
1 WORKER-MEMBER ADDED FY19
UJC provided eight one-on-one services to Cooperative Home Care Associates that focused on legal assistance services that covered contract amendments and conflict resolution.

Forge Design 32-34 41st Street, Queens, NY 11101
COMMUNITY DISTRICT 2 Queens INDUSTRY Web Development
3 WORKER-MEMBERS ADDED FY19
UJC provided three one-on-one services to Forge Design that covered tax status options and tax analysis.

Generation Waves Cooperative 203 Marion Street, LA, Bronx, NY 13131
COMMUNITY DISTRICT 3 Bronx INDUSTRY Social Services
BOC provided four one-on-one services to Generation Waves Cooperative that covered financial planning and business development.

Golden Steps Elder Care Cooperative 215 35th Street, Suite 103, Brooklyn, NY 11231
COMMUNITY DISTRICT 3 Brooklyn INDUSTRY Home Care
UJC provided legal assistance referral to May First.

GreenFen Organix 1802 Mohagon Avenue, Bronx, NY 10460
COMMUNITY DISTRICT 3 Bronx INDUSTRY Health Services
GWC provided three one-on-one services to GreenFen Organix that covered strategic planning, business planning, and market research.

High Mi Madre 441 E 105th Street, New York, NY 10029
COMMUNITY DISTRICT 11 Manhattan INDUSTRY Fashion Manufacturing
GWC provided 38 one-on-one services to High Mi Madre that covered business planning, strategic planning, organizational development, and market research.

Hopi People 210 Columbia Street, Brooklyn, NY 11211
COMMUNITY DISTRICT 1 Brooklyn INDUSTRY Child Care Day Services
UJC provided legal assistance referral to May First.

Hopewell Care 231-233 8th Avenue, New York, NY 10001
COMMUNITY DISTRICT 1 Manhattan INDUSTRY Independent Health Practitioners
GWC provided 12 one-on-one services to Hopewell that covered business plan development, financial planning, and marketing research.

Mabuhay Workers Cooperative 500 W 46th Street, New York, NY 10036
COMMUNITY DISTRICT 3 Manhattan INDUSTRY Commercial & Institutional Building Services
UJC provided legal assistance referral to May First.

Mocho Village 900 East 24th Street, Bronx, NY 10469
COMMUNITY DISTRICT 2 Bronx INDUSTRY Beauty Salons
2 WORKER-MEMBERS ADDED FY19
GWC provided business model development assistance to Mocho Village.

Mofya 1320 Lafayette Avenue, Bronx, NY 10451
COMMUNITY DISTRICT 6 Bronx INDUSTRY Food Service
UJC provided seven one-on-one legal assistance services to Love & Learn Childcare that covered adding new members, contracting, and worker requirements. NHCOWC provided website development support.

New Deal Home Improvement Services 45 Wadsworth Avenue, New York, NY 10033
COMMUNITY DISTRICT 3 Brooklyn INDUSTRY Commercial & Institutional Building Services
UJC provided three one-on-one services to New Deal Home Improvement Services that focused on sales strategy and client recruitment support.

NYCNOWC provided new member agreements to Cooperative Commonwealth Project.

ICA provided 52 one-on-one services to MoFya that covered strategic planning, business planning, mediation, conflict resolution, and branding.

OnPoint Security 12-14 40th Avenue, Long Island City, NY 11101
COMMUNITY DISTRICT 1 Queens INDUSTRY Security Guards and Patrol Services
UJC provided three one-on-one services to New York’s Pet Pal that covered legal assistance services.

TWW provided four one-on-one services to NyCNOWC that covered marketing, workflow, political grounding, and governance and decision-making.

UJC provided 11 one-on-one services that covered accounting software, tax analysis, and web development.

TWW provided 29 one-on-one services to Hopewell that covered business plan development, financial planning, and marketing research.

TWW provided 17 one-on-one services to Caracol that covered business plan development, leadership training, and legal assistance.

UJC provided 43 one-on-one services to Forge Design that covered tax status options and tax analysis.

UJC provided 64 one-on-one services to Caracol that covered business plan development, legal assistance services, and leadership training.

UJC provided 75 one-on-one services to CUSP that covered bookkeeping, retention facilitation, grant research, and back office support.

UJC provided 33 one-on-one services to GreenFen Organix that covered strategic planning, business planning, and market research.

UJC provided 19 one-on-one services to The Working World that covered strategic planning, business plan development, and marketing assistance.

UJC provided web development services.

UJC provided 30 one-on-one services to New Deal Home Improvement Services that covered marketing and a referral. ICA provided four one-on-one services that covered strategic development, governance, and launch event support.

UJC provided 28 one-on-one services to Hopewell that covered business plan development, financial planning, and market research.

UJC provided an initial consultation and legal assistance referral to May First.

UJC provided an accounting referral.

UJC provided 22 one-on-one services to New Deal Home Improvement Services that covered marketing, workflow, political grounding, and governance and decision-making.

UJC provided 10 one-on-one services that covered accounting software, tax analysis, and web development.

UJC provided 17 one-on-one services to Caracol that covered business plan development, leadership training, and legal assistance.

UJC provided 52 one-on-one services to MoFya that covered strategic planning, business planning, mediation, conflict resolution, and branding.

UJC provided an accounting referral.
4 WORKER-MEMBERS ADDED FY19

5 NON-MEMBER WORKER-ADDED FY19

UU provided 12 one-on-one services to OnPoint Security that covered social media, security storage space, marketing, and general development planning. NYCNOWC provided marketing support.

OSH Solutions
P.O. Box 8126, Jackson Heights, NY 11372
COMMUNITY DISTRICT: 7 Queens
COMMUNITY INDUSTRY: Construction & Facilities
UU provided 14 one-on-one services to OSH Solutions that covered MBE certification assistance, bookkeeping, translation, government regulations, web development, and data management. NYCNOWC provided marketing support.

Outturnatives
1629 Walton Avenue, Bronx, NY 10467
COMMUNITY DISTRICT: 7 Bronx
COMMUNITY INDUSTRY: Coaching
GWC provided business planning support to Outturnatives that covered internal manuals, market research, business planning, and branding. UJC provided legal assistance.

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Over and Above
3019 Mosholu Parkway, Bronx, NY 10474
COMMUNITY DISTRICT: 7 Bronx
COMMUNITY INDUSTRY: Consulting
GWC provided business planning support to Over and Above.

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Palante Forward Green Cleaning LLC
52-10 Roosevelt Avenue, Jackson Heights, NY 11372
COMMUNITY DISTRICT: 7 Queens
COMMUNITY INDUSTRY: Janitorial
1 WORKER-MEMBER ADDED FY19
CFL provided four one-on-one services to Palante Forward Green Cleaning that covered email support and back office training. UJC provided bookkeeping software training and tax preparation assistance.

Parkways
67 East 8th Street, Building 131, Suite 55, Brooklyn, NY 11213
COMMUNITY DISTRICT: 2 Brooklyn
COMMUNITY INDUSTRY: Urban Design
1 WORKER-MEMBER ADDED FY19
ICA provided six one-on-one services to Parkways that covered strategy and project management support. NYCNOWC provided coaching. TWW provided loan application assistance.

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R

Radiate Consulting
155 5th Avenue, 6th Floor, New York, NY 10011
COMMUNITY DISTRICT: 5 Manhattan
COMMUNITY INDUSTRY: Consulting
7 WORKER-MEMBERS ADDED FY19
DAM provided four one-on-one services to Radiate Consulting that covered internal manuals, strategic planning, and business planning.

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Radix Media
532 Flushing Avenue, Brooklyn, NY 11217
COMMUNITY DISTRICT: 2 Brooklyn
COMMUNITY INDUSTRY: Publishing
GWC provided three one-on-one services to Radix Media that covered business planning. UJC provided legal assistance on taxes.

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Research | Action
451 Flatbush Avenue, Suite 2, Brooklyn, NY 11217
COMMUNITY DISTRICT: 2 Brooklyn
COMMUNITY INDUSTRY: Research
NYCNOWC provided bookkeeping assistance to Research | Action.

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Restorative Healing Network
1241 Lafayette Avenue, and Floor, Bronx, NY 14247
COMMUNITY DISTRICT: 3 Bronx
COMMUNITY INDUSTRY: Social Assistance
GWC provided one-on-one services to Restorative Healing Network that covered business plan development.

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POLIDO Skateboards
1331 Lafayette Avenue, and Floor, Bronx, NY 14247
COMMUNITY DISTRICT: 3 Bronx
COMMUNITY INDUSTRY: Sporting and Athletic Goods Manufacturing
GWC provided five one-on-one services to POLIDO Skateboards that covered business plan development and market research. BOC provided strategic planning.

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Position Development
20 Jay Street, Brooklyn, NY 11211
COMMUNITY DISTRICT: 2 Brooklyn
COMMUNITY INDUSTRY: Software Development
4 WORKER-MEMBERS ADDED FY19
GWC provided nine one-on-one services to Position Development that covered strategic planning and business plan development.

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Puppy Rags
142 Lafayette Avenue, and Floor, Bronx, NY 14247
COMMUNITY DISTRICT: 3 Bronx
COMMUNITY INDUSTRY: Pet Care
GWC provided business model development to Puppy Rags.

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R

Samamkaya Yoga
119 West 33rd Street, Suite 606, New York, NY 10012
COMMUNITY DISTRICT: 7 Manhattan
COMMUNITY INDUSTRY: Yoga and Wellness
BDC provided research on marketing strategy support to Samamkaya Yoga. NYCNOWC provided marketing support.

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Sééé Community Health and Wellness Center
1230 Lafayette Avenue, and Floor, Bronx, NY 14247
COMMUNITY DISTRICT: 3 Bronx
COMMUNITY INDUSTRY: Health Services
GWC provided 10 one-on-one services to Sééé Community Health and Wellness Center that covered financial planning, business development, and marketing. BOC provided cash flow projection assistance. UJC provided legal assistance.

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Skedaddle Pest Management
305 15th Avenue, Brooklyn, NY 11218
COMMUNITY DISTRICT: 10 Brooklyn
COMMUNITY INDUSTRY: Pest Control
GWC provided five one-on-one services to Skedaddle Pest Management that covered business plan development, marketing, and internal manuals.

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Second Round Community Health Center
1328 Marion Street, New York, NY 11232
COMMUNITY DISTRICT: 4 Brooklyn
COMMUNITY INDUSTRY: Health Services
GWC provided 47 one-on-one services to Second Round Community Health Center that covered business plan development, marketing, strategic planning, and business plan development. GWC provided 58 one-on-one services to Tribe.

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Tribe
459 East 131th Street, Bronx, NY 14247
COMMUNITY DISTRICT: 3 Bronx
COMMUNITY INDUSTRY: Co-working
3 WORKER-MEMBERS ADDED FY19
GWC provided 58 one-on-one services to Tribe that covered business model development, market research, financial planning, organizational planning, governance and coaching, and space and investment options. BOC provided financial projections and information on real estate.

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Trusty Amigos Pet Care Cooperative
205 3rd Street, Suite 105, Brooklyn, NY 11213
COMMUNITY DISTRICT: 7 Brooklyn
COMMUNITY INDUSTRY: Pet Care
2 WORKER-MEMBERS ADDED FY19
CFL provided 11 one-on-one services to Trusty Amigos Pet Care Cooperative that covered sales tax, social media, email set up, web development, financial planning, and tax preparation. NYCNOWC provided bookkeeping support.

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Umbel Landscaping
1351 Lafayette Avenue, and Floor, Bronx, NY 14247
COMMUNITY DISTRICT: 3 Bronx
COMMUNITY INDUSTRY: Landscaping
GWC provided three one-on-one services to Umbel Landscaping that covered market research coaching. NYCNOWC provided research on the Master Gardener Certificate.

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United & Trained Workers LLC
365 Broadway, Brooklyn, NY 11211
COMMUNITY DISTRICT: 2 Brooklyn
COMMUNITY INDUSTRY: Construction and L-1 Safety
BDC provided 26 one-on-one services to United & Trained Workers LLC that covered business plan design, financial planning, marketing, social media, outreach, and operational systems.

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United Handymen
443 39th Street, Brooklyn, NY 11232
COMMUNITY DISTRICT: 4 Brooklyn
COMMUNITY INDUSTRY: Construction
GWC provided 12 one-on-one services to United Handymen that covered business plan development, market research, and loss statements, accounting assistance, and bookkeeping.

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TWW provided seven one-on-one services to The Working World that covered strategic planning and event planning.

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back office support, event planning, presentation evaluations, and policy clarification. UJC provided board training support.

Uptown Village
1481 13th Avenue, New York, NY 10031
COMMUNITY DISTRICT: 10 Manhattan
COMMUNITY INDUSTRY: Media, Music & Education
3 WORKER-MEMBERS ADDED FY19
GWC provided 47 one-on-one services to Uptown Village that covered strategic planning, financial planning, and internal manuals.

BOC provided three services that covered profit and loss statements, accounting assistance, and budgeting. TWW provided business strategy coaching and financial review.

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White Pine Community Farm
295 Duall Hollow Road, Wingdale, NY 12594
COMMUNITY DISTRICT: N/A
COMMUNITY INDUSTRY: Farming
GWC provided 15 one-on-one services to White Pine Community Farm that covered organizational planning, business plan development, and strategic planning. BOC provided six one-on-one services to United Handymen that covered budgeting, revenue and disbursements, and purchasing. UJC provided legal assistance on Operating Agreement amendments and apprenticeship models.

Woke Foods
607 West 135th Street, New York, NY 10031
COMMUNITY DISTRICT: 10 Manhattan
COMMUNITY INDUSTRY: Food Production
CFL provided eight one-on-one services to Woke Foods that covered strategic planning and business expansion. GWC provided nine services that covered organizational, financial, and strategic planning. TWW provided four services that covered financial review, projections, and loan support. NYCNOWC provided customer service coaching. UJC provided a legal review of an Operating Agreement.
Looking Forward

The NYC Council awarded $3.6 million to WCBDI in FY2020 to help create and support more worker cooperatives. This funding supports 13 partner organizations and provides centralized program management through SBS.
Gregg Bishop  
COMMISSIONER  
NYC Department of Small Business Services  
1 Liberty Plaza, 11th Floor, New York, NY 10006  
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Daniel Symon  
CHIEF PROCUREMENT OFFICER & DIRECTOR  
Mayor’s Office of Contract Services  
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