



ANNUAL REPORT 2018 & 2019

LETTER FROM THE EXECUTIVE DIRECTOR



Esteban Kelly
Executive Director

My job of summarizing the growth and development for the USFWC has outstripped the space I have for stories of our continued staffing and membership growth (25% and 40% respectively). Those go hand in hand. Our larger staff team enables us to spend more time with new members and deliver programs for the co-ops we're recruiting each month. Yet I can't celebrate our new staffers without heaping praise and appreciation on our departing Operations Manager, Laura Smoot. Our leadership team and members will sorely miss her. The work in this two-year report is evidence of what we've been able to achieve owed to the finance and bookkeeping groundwork she helped us lay. What's more, Smoot brought so much heart to the work, and shared this by training and organizing co-ops along the way, including at our Western Worker Co-op Convenings in Olympia and San Francisco in Spring/ Summer 2019.

Just this past May, in 2019, the USFWC turned 15 years old! At the 2019 ECWD in Baltimore we celebrated our Quinceañera at a conference kickoff event co-sponsored by Shared Capital Co-op. Next year we'll release a 15-year report delving into all of the things we've created over the past decade and a half. For now, we will share a few highlights from this year and last in a two-year report.

Los Angeles hosted our Worker Co-op National Conference in 2018, where "alt labor" took center stage. We invited organizers from local workers' centers, the Restaurant Opportunity Center, and other alternative labor movements to join mainstream labor groups like SEIU in speaking to our co-op audience. By the close of the event, we began to see ourselves as another alternative form of organized labor. Already this has helped us reposition how we build co-op power and use it for political purposes, which you'll read about more in the note from our board President, and collective bargaining for shared member benefits.

We also got much more specific about the internal condition of our member workplaces. We learned this from our conversations with unions and alt labor organizers. In 2018 we zoomed in on the smaller gaps in the "ecosystem" beyond the global issues many are already working on like access to capital or essential technical assistance for co-ops converting or just getting off the ground. During these years our support re-centered labor, since workers' skills and health are key for every co-op business to be strong, productive, healthy, and sustainable. We realized that support to the workers (as opposed to the businesses they are running) often isn't very "technical" at all. That technical assistance needs to be balanced with structured support for the workforce within a co-op. That is an emerging focus for the USFWC. Now, our field is beginning to see how coming together under the USFWC umbrella can achieve an economy of scale which is as powerful for collective bargaining as it is for political chance. Together we can set up systems for retirement benefits, or programs to assist members on a state-by-state basis to access health coverage. Coming together we can shape public policy and private insurance options that are not possible when we're splintered.

While continuing to expand the benefits we've created for dental and vision care, we're rolling out disability and accident insurance, business insurance, and other systems that our members can only win through collective bargaining, to make benefits affordable at scale. Similarly, we're exploring how to bundle co-ops in similar industries to open up new market opportunities — for example, all of the co-ops that create components for building construction and home improvement (from insulation to windows, countertops, solar panels, and even landscaping). There is a lot of space to broker collective market connections by organizing with that level of specificity.

As we close out the decade, we're excited about how worker co-ops are finally poised to scale over the next decade, and we know that as the national grassroots federation for our sector, we're building power to do just that.

SPECIAL THANKS

We extend a special thanks to: The Center for Cultural Innovation; Chorus Foundation; our sustainers, our conference hosts LA Trade Tech, Maryland Institute College of Art (MICA), and the University of Baltimore Law School; our conference host committees, including: Baltimore Roundtable for Economic Democracy, Red Emmas, the LA Co-op Lab and the Los Angeles Union Cooperative Initiative; those who sponsored our representation abroad: NCBA-CLUSA, The Hollings Center for International Dialogue, SmartEU; The North American Students of Cooperation (NASCO); and Women's Way.

ABOUT WORKER CO-OPS IN THE UNITED STATES

Each year, the USFWC works in conjunction with Democracy at Work Institute, our non-profit sister organization, to canvas worker cooperatives across the country so that we can better understand the growth and make up of our businesses. We also use this data to push the movement forward.

ESTIMATED 800 BUSINESSES

There are 465 verified worker co-ops in the U.S. as of the 2018 census, conducted in 2019. Beyond this, we know there are conversions and startups that are actively in development or have launched since 2018. We routinely learn of new worker co-ops that were previously unknown to us, and our estimate includes these and other co-op projects that may not be verifiable by our census.

\$19.67 AVG WAGE

The average wage paid at all reporting worker co-ops is \$19.67 — more than \$7.00 higher than the minimum wage in the 13 states with the most worker co-ops.

PATRONAGE ~ \$8,241

The average distribution of patronage to each worker-owner is \$8,241.

2-TO-1 PAY RATIO

Worker cooperatives prioritize the reduction of internal inequality over other compensation goals, in contrast to the average large U.S. corporation that has a CEO-to-worker pay ratio of 303-to-1.

58.8% PEOPLE OF COLOR

The racial demographics of worker-owners continue to show a majority of people of color, with a concentration of Latinx workers.



2018

January

Launched our pilot program for state-by-state health insurance coverage in PA and NC

April

Racial & Economic Justice Speakers' Bureau delegation to Social Co-op Summit in Istanbul, Turkey

May

Co-op Clinic TA workshop tour of the Pacific Northwest

June

International exchanges with Co-ops UK and the Freelancer Co-op SmartEU (Belgium)

July

Fearless Cities Conference with municipal solidarity economy movements (New York City)

August

The first federal worker co-op bill, the Main Street Employee Ownership Act, is passed

September

Worker Co-op National Conference in Los Angeles

Annual Member Meeting
USFWC Board Regional Reps Elections

October

Black co-op leaders join the Movement for Black Lives Policy Table platform revision retreat

November

Esteban keynotes the 50 year anniversary conference of NASCO

FROM THE BOARD

I wanted to start off by acknowledging the depth of honor and gratitude I have to be part of a movement with so many individuals and organizations committed to building a cooperative future of work: one component of a larger just transition that is fundamentally reshaping our relationships to each other and the planet.

It is such an exciting time to see our dreams sprout from the seeds of so many efforts. Interest in the worker cooperative model has exploded over the last few years, to the point that it is difficult to keep up with all the initiatives, cooperative start-ups and conversions, and interest from philanthropy, city, state, and federal governments. USFWC, along with our sister organization, the Democracy at Work Institute, works alongside all of these spaces to keep the growth and interest in the worker cooperative model accountable to you, our members, and the larger movement for a just and sustainable future.

Some of the specific value the USFWC can bring and has brought to complement what's already happening in our ecosystem is part of our revamped Theory of Change, which the board started working on this past year. One of those unique roles got going really quickly, when our field joined a coalition of Employee Ownership associations, sustainable business groups, and of course a strong cross-sector network of cooperatives, to pass the Main Street Employee Ownership Act. I'm so happy to note that the momentum of this first-ever federal law expressly naming worker co-ops only added momentum to state and local efforts to pass policies supporting worker co-ops around the country.

Local organizing took new shape over the last two years. Your regional representatives collaborated with regional chapter affiliates, also known as our "Federation Partners," to share tips on how to win local funding for worker co-ops. Our board and staff came together with regional networks and the Workers to Owners collaborative, convened by DAWI, to compare notes on policy organizing and technical and general cooperative education at convenings and conferences. Over 2018 and 2019, members in Boston and Worcester voted to form local chapters of the USFWC, and similar conversations have started in other parts of the United States. In my own backyard of the San Francisco Bay Area, our local efforts built through years of advocacy by worker-owners and co-op supporters led multiple city councils to follow in the footsteps of New York City and Madison, WI, to support worker co-ops with direct funding and resources. Most importantly, our work in Santa Clara County in the South Bay caught the attention of U.S. Representative Ro Khanna, who is now taking on the worker co-op cause under the advice of the USFWC. Rep. Khanna intends to introduce comprehensive legislation in the U.S. House of Representatives to expand worker co-ops with new funding, incentives and removal of barriers.

We've also recently learned of other federal policy, backed by presidential candidate Senator Bernie Sanders, to provide more than \$45 million in funding to establish and expand State centers for employee ownership and worker co-op development, as well as provide \$500 million in low-interest rate loans and other financial assistance to help workers purchase businesses!

We are in a moment that comes once in a generation, if that. Now is the time that we can let our efforts be fueled by our wildest aspirations and our dreams of creating integrated co-op ecosystems and cooperative commonwealths. I really believe that, together, we can show our communities and country that another way is possible; that we are our ancestors wildest dreams.

- Ricardo Nuñez, *Board President*



2019

January

Boston forms a local USFWC chapter

February

Launch of Worker Co-op Farm Peer Network

March

Massachusetts summit on Worker

Co-ops and the Solidarity Economy

April

Principle 6 Conference, Cooperative Maine Business Alliance

Belgian Freelancer Co-op Initiative
Research Fellow begins research for the US

May

Western Worker Cooperative
Convening and Workers to Owners
gathering in Olympia, WA

June

Vermont Employee Ownership
Conference and Workers to Owners
gathering, Burlington VT

July

Western Worker Cooperative
Convening in the Bay Area, CA

October

Eastern Conference for Workplace
Democracy in Baltimore
Annual Member Meeting
USFWC Board Elections

November

Esteban elected to the board of
CICOPA (the Int'l Worker Co-op
Association) representing the USA

December

The Congressional Cooperative
Business Caucus met in Washington
D.C, including a presentation on
worker co-ops from USFWC staff

BOARD

Maru Bautista

Center for Family Life, NY

Pablo Benson-Silva

NYC Network of Worker Cooperatives, NY

Anna Boyer Treasurer

C4 Tech, LA

Hillary Johnson Secretary

Equal Exchange, MN

Tori Kuper

Cooperation Buffalo, NY

Ricardo Nuñez President

Sustainable Economies Law Center, CA

Daniella Preisler Vice-President

Home Green Home SF, CA

Imrana Soofi

Worcester Roots, MA (Woo Rides)

Flequer Vera

Co-op Cincy, OH (Sustainergy)

Maria A. García

Caracol Language Cooperative (2018-2019)

STAFF

Daniel Arrañaga | Technical Assistance Program Manager

Kate Barut (2019) | Membership Coordinator

Morgan Crawford | Programs Manager

Esteban Kelly | Executive Director

Elizabeth López (2020) | Operations Manager

Mo Manklang | Communications Director

Daniel Park (2019) | Administrative Assistant and
Project Coordinator

Ana Martina Rivas | Membership Director

Maddie Taterka (2020) | Member Benefits Coordinator

Laura Smoot (until 2020) | Operations Manager

Ajoke Williams (2020) | Project Manager, Freelancer
Co-op Initiative



A group of nine people, five men and four women, are standing in front of the U.S. Capitol building. They are dressed in professional attire, including jackets, blouses, and sweaters. The Capitol building's iconic dome and classical columns are visible in the background under a clear blue sky. The group is arranged in two rows, with some people standing slightly behind others.

HEALTH

Our Health Benefits program has grown quickly since its launch in 2017. In January 2018, we added low-cost vision insurance with the help of our broker, Diversified Human Solutions. We've known since our founding that access to a full health insurance plan has been a problem for most of our members as small businesses – but in 2018, we had a mini breakthrough! In 2018 we piloted general health insurance in two states: We experimented by providing coverage for our own staff in Pennsylvania, as well as a member in North Carolina. However, what worked in NC and PA wasn't generalizable to all 50 states. It turns out that connecting to a broker or the market isn't the only problem. The monthly cost of premiums in many state health exchange markets can be prohibitive, especially in California and New York, where we have the two highest concentrations of worker co-ops in our membership. In these places, the price of a group HMO isn't any cheaper than the Obamacare market. But in states like CO, IL, MD, NC, PA, TX, and WA we found opportunities that make our health insurance brokerage worthwhile. We remain committed to bringing affordable health insurance options, better networks of care, and assistance to members in navigating the often difficult systems of insurance in the U.S.

We are proudly now serving nearly 500 workers and their family members through our dental and vision insurance plans. With every person we add to our program, the USFWC is better able to negotiate stable rates, better access to coverage, and more sophisticated systems to support our members. We have grown the program to include more research and development time, both for our existing programs as well as new programs such as retirement benefits, accident insurance, and disability insurance. As of 2020, we are looking to the future, and we hired a new staff person dedicated to administering our insurance programs, so that we can continue to support and grow a healthy worker co-op movement.

POLICY

2018 was a banner year for worker cooperative advocacy efforts, with the passage of the Main Street Employee Ownership Act (MSEOA). The USFWC was proud to work closely with Senator Kirsten Gillibrand to craft this bill, and alongside worker co-op partners and the employee stock ownership plan (ESOP) community to bring this bill into fruition. We celebrate the leadership of Sen. Gillibrand as well as House Rep. Nydia Velázquez, as well as the advocacy of our members to see this historic bill passed – the first ever federal level legislation on worker co-ops!

These federal wins have been reinforced by local and state wins as well, with each initiative feeding into the momentum of the next. From the amendment to include worker cooperatives in Berkeley's revolving loan fund for local businesses, to the continued funding for worker cooperative development work in Philadelphia, to the Limited Cooperative Association Act in Illinois, we are seeing worker-owners setting bold, progressive policy agendas to grow democratic business in their regions.

Just before the Eastern Conference for Workplace Democracy, the USFWC held its first Hike the Hill advocacy day, where we brought three groups to visit 17 offices in both the House of Representatives and the Senate, educating legislators and staff members on the benefits of worker ownership and governance. We continue to see politicians at all levels of government gain interest in the worker co-op model, from rural to urban, in states with a long history of co-ops as well as ones that are looking for new ways to support the working class.

INTERNATIONAL

In 2018 we formalized our global solidarity work with the USFWC Board's International Committee, which continued to be very active in 2019.

We have convened quarterly meetings of the CICOPA North America regional chapter where we are joined by our colleagues from the Canadian Worker Co-op Federation (CWCF) and the Confederación Nacional Cooperativa de Actividades Diversas de la República Mexicana. USFWC staff and board continue to exchange educational materials, co-op development approaches, and advocacy tactics with our friends at CWCF, including a few opportunities for in-person exchanges at their annual conference, at the Vermont Employee Ownership conference, and in Toronto where Esteban keynoted the annual conference of the Cooperators.

Late in 2019, Esteban Kelly was elected for a four-year term on the Board of Directors of CICOPA, solidifying our commitment to international worker cooperative exchange. In 2018 Esteban met with staff from CICOPA's Headquarters in Brussels, and participated in the Co-ops UK annual conference which took place in London. There Esteban learned of their research efforts on Union Co-ops initiatives and explorations of freelance and tech worker co-op models.

Pablo Benson, Maru Bautista, and Daniella Preisler of the USFWC's Board of Directors attended International Solidarity Economy convenings in Mexico and Puerto Rico. There they presented on USFWC programs while building stronger relationships with allies abroad. With support from the National Cooperative Business Association (NCBA- CLUSA), Daniella additionally represented the US at a CICOPA Americas convening in Mexico and a Solidarity Economy summit in Cuba in 2019.

While we strengthened our relationships in Latin America, we also began building new ties over the last few years. Members of our International Committee and our Racial and Economic Justice Council participated in trips to Turkey and Jordan. These conferences included young co-op leaders from Egypt, Lebanon, Turkey, Jordan, Tunisia, and a few other countries, with support from the Hollings Center for International Dialogue.

We continue to have a strong relationship with the Japanese Workers' Co-operative Union (JWCU). In June, Kenki Maeda from the Japan Cooperative Alliance visited the San Francisco Bay Area, and USFWC worked with NoBAWC to plan visits with the Cheese Board, Mandela Grocery Coop, Design Action, the Sustainable Economies Law Center, Community Printers, The Stud, and Rainbow Grocery Cooperative.

CONVENINGS

2018 was a year of growth and we feel very thankful to all our members for a successful Worker Cooperative National Conference in Los Angeles in 2018.

We were thrilled to host nearly 60 attendees at the first Western Worker Cooperative Convening in Olympia and 75 people at the July 20th convening in the Bay Area region in collaboration with the Network of Bay Area Worker Cooperatives.

Each of these convenings were curated to serve the needs of worker cooperatives and democratic workplaces with sessions focusing on nuts and bolts workshops to build leadership and to cultivate the tools needed to grow the worker co-op movement and strengthen existing businesses. These events clearly galvanized our community, and we look forward to the Worker Co-op Conference in Philadelphia in 2020.

CO-OP CLINIC

Formerly the Democracy at Work Network (DAWN), the USFWC Co-op Clinic continues the tradition of organizing a network of peer advisors and cooperative experts, all with strong social and professional ties, to provide technical assistance services to worker cooperatives.

Our Technical Assistance Program Manager, Daniel Arrañaga, focused on connecting worker co-ops with professional services to support the creation and operations of their business.

While this program is still in its early stages, the USFWC is proud to have helped members, startups, and established worker cooperatives to achieve their goals, and to continue this vitally important network of advisors to serve our community.





MEMBER COUNCILS



POLICY AND ADVOCACY COUNCIL

The Policy and Advocacy Council is the primary vehicle for members to advise federal policy, share tactics and information, and organize resources that advance worker co-op legislation, including cross-regionally and locally. This council meets monthly and hosts webinars such as “Advocacy 101” and “How to work with Small Business Development Centers (SBDCs).” In 2018 and 2019, our education on SBDCs was a direct response toward implementing the Main Street Employee Ownership Act. This council worked with staff and a wider political coalition to get this law enacted in 2018. The “Mainstreet Act” directs SBDCs to offer education about the worker co-op model and conduct outreach to local business communities across the country.

Policy Council meetings are a space for peer coaching, refinement of legislative priorities, and guidance on how public policy can ensure that cooperatives are able to succeed. The council is a platform for co-op leaders to represent our model to legislators and other elected officials at all levels of government across the United States.

MOVIMIENTO DE INMIGRANTES IN COOPERATIVAS

During the 2018 Worker Cooperative National Conference, this council celebrated our first in-person gathering, called “Tejiendo Raíces Cooperativistas: Construyendo la Visión de Inmigrantes en Cooperativas.” In this session the Movimiento de Inmigrantes en Cooperativas gathered worker-owners from all across the country with organizers interested in learning more about the worker cooperative model. The session took place entirely in spanish, and was co-facilitated by the USFWC, A Yard and a Half, Prospera, and Living Hope Wheelchair Association. For the following year’s gathering in Baltimore in October 2019, the USFWC was pleased to have the support of Prospera and A Yard and a Half.

UNION CO-OPS COUNCIL

The Union Co-ops Council celebrated its 10th anniversary in 2018 at the Union Co-ops Symposium, hosted by Co-op Cincy in Ohio. Recently the Council, which meets monthly, has focused on some internal restructuring. In 2019 we created an Executive Committee of members and staff. Our group is investing time into case studies and sharing knowledge from its long-serving members. We are currently creating a library of resources so that worker co-ops can educate labor unions which will facilitate future collaboration in supporting workers.

RACIAL AND ECONOMIC JUSTICE COUNCIL

Part of the role of this council is to provide concrete examples of how movements have incorporated co-ops into their strategy while amplifying lessons from allied movements. In the long-time the Racial and Economic Justice Council deepens conversations about how movements and worker co-ops can catalyze each other’s visions of justice.

In 2018 delegates of this council’s emerging Speakers Bureau represented the US at a youth summit on cooperatives in Istanbul, Turkey. There participants from four muslim-majority countries shared co-op strategies to address social and economic problems from youth unemployment to food insecurity, community displacement, and refugee livelihoods. A small, all-black delegation returned to Turkey in 2019 to present innovative cooperative solutions for the 21st century’s economic challenges. In 2019 the council organized two webinars. The first was “Solidarity is a Verb;” a conversation about why it is important for worker co-ops to be connected to social movements, and shared strategies for workplaces to connect with and support social movements. The second webinar, “Organizing & Self Determination for Social Movements,” touched on Environmental Justice, Food Justice, and Immigrant Justice, and was designed to introduce an external audience of social movements to the concept of worker co-ops.



PEER NETWORKS



TECH CO-OPS

The Tech Worker Co-op Peer Network met at the Worker Cooperative National Conference in LA in 2018. Sweet Livity provided an incredible facilitation that helped to ground the group in common values. The attendees of the session continued meeting in 2019, and have developed Points of Unity and a decision making process.

It has been fundamental to develop the network intentionally to strengthen relationships and collaboration among the members. In 2019 there has been a fluid collaboration among these shops, working on projects or passing along work among the members of the network. Currently we are working on the onboarding process for new members. The Tech Worker Co-op Peer Network also hosted an in-person gathering at the Eastern Conference for Workplace Democracy in 2019.

KEYSTONE CO-OPS

The Keystone Peer Network of our oldest and biggest co-ops met at the Worker Cooperative National Conference in LA in 2018, holding a peer advisory session. The group talked about how to maintain transparency and engagement as workplaces grow, identifying the strategies that have worked.

A valuable exchange among the network has been challenging as these co-ops span different industries and needs. In 2020 we will focus on facilitating sessions with support from the School for Democratic Management, run by Democracy at Work Institute, as we solidify the best ways to support these members. The staff is also exploring how to bring the leadership of these members into Industry Peer Networks and identify platforms to share larger lessons to learn from each of these workplaces.

WORKER CO-OP FARMS

The Worker Co-op Farm Peer Network meets four times a year. We spent 2019 getting to know each of the farms in our network on a deeper level and reaching out to new farms to join. In meetings, the group started to delve into what skills each farmer has to offer and what challenges each farm is confronting. This strong group of fierce growers, workers and cooperators highlighted their strengths centering the work of queer farmers, building out the pathways to ownership and bylaws for their co-ops, and marketing their businesses. The farms also highlighted the hard work it takes to ensure sustainable living wages in a tough industry while fighting and succeeding in providing fresh, healthy food to low-income communities.

The peer network will be identifying areas of interest and workshopping them together in their quarterly online meetings and talking about what a larger vision for a worker co-op farm gathering could look like.

AND MORE

In 2018 and 2019, the USFWC began gathering workers at **businesses that converted to the worker co-op model**. These conversations were both fruitful and also illustrated that there is a need for continued development of resources specific to these members, and connect them to existing resources for worker owners, as well as a forum to candidly discuss the conversion process amongst both workers and owners who are interested in selling their business to their employees. These conversations have informed our strategy, and in 2020 we will work with our members to create forums for knowledge sharing and conversion-specific spaces.

At the Eastern Conference for Workplace Democracy, a “**build and design**” convening of construction, home improvement, solar, and build-related worker co-ops came together to discuss needs within the their industries, and how partnership can happen across these businesses. This peer network continues to meet to discuss topics such as the recruitment of skilled workers, aging workforce, and points of collaboration.

ANNUAL MEMBER MEETING 2018

The 2018 Annual Member Meeting kicked off at the Worker Cooperative National Conference at LA Trade Tech, with more than 400 participants. The USFWC's staff and board of directors presented about representation and then highlights of our 2017 and 2018 finances. We were thrilled to update our members about growth in our programs and in the USFWC's capacity. The USFWC boasts extraordinarily loyal member retention rates. 89.6% of our membership dues came from those renewing members, complemented by the 10.4% of dues originating from new members. We closed 2018 with more than 200 active memberships, of which 50 were new members. Within our membership we were pleased to share that in 2017 the USFWC was covering 350 workers enrolled in our National Dental Plan!

Staff presented a brief summary of that year's State of the Sector research, highlighting the demographic majority of women workers and co-op members of color. In 2017 we verified 357 businesses that were fully operational as worker cooperatives or democratic workplaces. We are improving the quality of our information by working closely with regional networks of worker cooperatives, including more than 20 Federation Partners. These are local/ regional co-op networks that organize worker cooperatives and democratic workplaces across the country. Following reports and some Q&A, members facilitated strategy breakout sessions in LA which included: Policy & Advocacy, Retirement & Succession Planning, Improving Job Quality, and Member Engagement.

In addition to holding the 2018 USFWC Board Regional Reps Elections, we reported on a high-level framework for the USFWC's 2015-2019 Five-Year-Plan, the priorities of which covered:

- 2015: Leadership Transition
- 2016: Growing Staff Capacity
- 2017: Pilot New Programs, Build Ground Game via Networks, Launch Health Benefits
- 2018: Deepening Programs & Leadership
- 2019: Leverage Power & Scale for Legislative Impact

ANNUAL MEMBER MEETING 2019

The 2019 Annual Member Meeting took place at the Eastern Conference for Workplace Democracy. It included two portions, one for a traditional business meeting and another on movement building with breakouts. For the first part, the board presented the financial report, demonstrating the trajectory of the growth of the USFWC in numbers. Staff presented a membership report, highlighting that 30% of our members were newly recruited in 2018, on top of a steadfast retention rate. We introduced Kate Barut as our Membership Coordinator, a position that added significant capacity to that department, including for our language justice infrastructure.

Together, Kate and Ana Martina as the membership team, discussed how membership engagement has evolved through USFWC Peer Networks: In 2018 we launched the Tech Worker Co-op Peer Network and the Worker Co-op Farm Network. Mo Manklang explained how USFWC insurance benefits programs have flourished, including 432 individuals enrolled across 35 workplaces. She also introduced the 2020 launch of our Disability and Accident insurance programs.

We spotlighted the At-Large Annual Member Elections and the special Eastern regional rep election, to replace board member María A. Garcia, who stepped down just before the conference. Tim Palmer of Democracy at Work Institute presented early results of the Annual Economic Census conducted in 2019, identifying a continued increase in worker co-op development nationally, as well as an increased average entry-level wage (see page 2 for details).

The movement organizing breakouts invited discussion of a Principle 6 initiative focused on business to business value chain development, on our freelancer co-op human resources and back office support initiative, and on the prospect of endorsing local elections and social movement campaigns.



2018 FINANCIALS

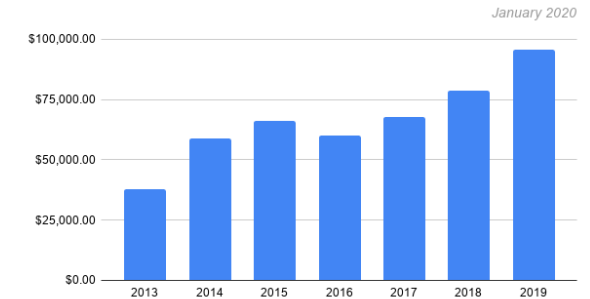
INCOME

| | |
|--|------------------|
| Membership Dues | |
| Worker Cooperative Dues | \$60,983 |
| Democratic Workplaces Dues | \$4,153 |
| Startup Workplace Dues | \$4,214 |
| Developer Dues | \$8,894 |
| Federation Partner Dues | \$1,750 |
| Associate Dues | \$9,435 |
| New Conversions Member Dues | \$627 |
| Dues discounts | -\$11,442 |
| Total Membership Dues | \$78,614 |
| Member Services & Programs Income | |
| Benefits Admin charge | \$8,916 |
| Conference | \$1,674 |
| Webinar Trainings | \$650 |
| Total Member Services&Programs Income | \$11,240 |
| Direct Public Support (&biz) | |
| Sustainer donations | \$8,776 |
| Inkind Donations | \$1,151 |
| Other Donations | \$8,063 |
| Total Direct Public Support (&biz) | \$17,990 |
| Promotion Related Income | |
| Newsletter ad revenue | \$700 |
| Total Promotion Related Income | \$700 |
| Reimbursements | |
| Web Hosting Reimbursements | \$590 |
| Travel & Meeting Reimbursements | \$8,398 |
| Total Reimbursements | \$8,988 |
| Consulting & Contract Services | |
| Consulting Travel Reimbursements | \$3,929 |
| DAWI Contract | \$84,600 |
| DAWI Comms/ Design Contract | \$23,983 |
| Consulting/Contract/Honorarium | \$74,256 |
| DAWN Revenue | \$5,936 |
| Total Consulting & Contract Services | \$192,704 |
| Miscellaneous Revenue | \$2,100 |
| Total Income | \$312,336 |

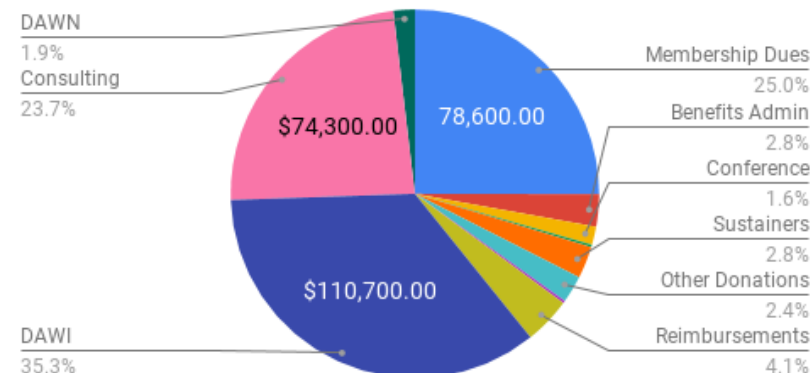
EXPENSES

| | |
|---|------------------|
| Payroll and Staffing Expenses | \$244,709 |
| Staff Benefits & Workers Comp Insurance | \$7,463 |
| Contract Services | |
| Coop Clinic Coordinator | \$3,968 |
| Coop Clinic Peer Advisors | \$4,481 |
| Website Maintenance | \$3,216 |
| Accounting Fees | \$1,700 |
| Bookkeeper / Ops Support | \$250 |
| Communication & Admin Support | \$10,178 |
| Interpretation | \$672 |
| Total Contract Services | \$24,464 |
| Facilities and Equipment | \$8,168 |
| Operations | \$13,426 |
| Professional Development | \$930 |
| Travel and Meetings | \$15,591 |
| Total Expense | \$314,753 |

MEMBERSHIP DUES



INCOME BREAKDOWN



Note: The 2019 USFWC budget was just under \$500,000. 2019 End-of-year financials are currently being finalized; email membership@usworker.coop for more information.

We closed the 2019 with a membership of more than 250 organizations, including 50 new members.

1149 Cooperative | A Bookkeeping Cooperative | A Slice of New York | A Yard & A Half Landscaping Cooperative | Access Cooperative
Agaric | Alaska Co-operative Homecare Associates | Angela DeFelice Consulting | AORTA Co-op | Anti-Oppression Resource and Training
Alliance Cooperative | APARIA, LLC | Apple Eco-Cleaning | Arizmendi 9th Avenue | Arizmendi Association of Cooperatives | Arizmendi Bakery
Lakeshore | Arizmendi Bakery San Rafael | Arizmendi Bakery Valencia | Artisan Beverage Coop | Autonomy Co-op | Baltimore Bicycle Works | Beyond
Care | Bicycle Inter-Community Art & Salvage | Bio-Classic Cleaning | Birth Brown | Blue Scorcher Bakery & Cafe | Bluestem Building and Restoration
Bonfire Media Collective, LLC | Boston Center for Community Ownership | Boston Cleaning Collective LLC | Box Dog Bikes | Bridge Change | Brightly
Carroll Gardens | Brightly Cleaning Cooperative | Brightly East Harlem | Brightly Port Richmond | Broadway Bicycle | Brooklyn Stone & Tile | Business Services
Co-op | C.L.A.R.O. | C4 Tech & Design | California Center for Cooperative Development | California Solar Electric Company | Capital Bookkeeping Cooperative
Capital Homecare Cooperative | Caracol Language Cooperative | Carolina Common Enterprise | Catamount Solar | CDS Consulting Co-op | Center for Family Life | Chroma Technology Corp
Co-op Cincy | Circle of Life Caregiver Cooperative | Circle Yoga Cooperative | Co-Risk Labs | Cohere, LLC | CoLab Cooperative | Collective Copies | Communitas Financial Planning | Community
Care Cooperative | Community Food Bank of Southern Arizona | Community Network Solutions | Community to Community Development | Cooperation Buffalo | Cooperation Humboldt
Columinate | Cooperation Jackson | Co-operate WNC | CooperationWorks! | Cooperative Development Foundation | Cooperative Development Institute | Cooperative Economics Alliance of
New York City | Cooperative Fund of New England | Cooperative Home Care Associates | Cooperatives United for Sunset Park (CUSP) | COURAGE LLC | Custom Collaborative | Democracy At
Work Institute | Design Action Collective | Echo Adventure Cooperative | Ecomundo Cleaning | Electric Embers Cooperative, Inc | Encuentro | Equal Exchange | Fellow Travelers | Fertile Ground
Compost Services | Firestorm Books & Coffee | Flying V Farm | Fresh Ink Tech Cooperative | Friends of the Third World | Fuerza Laboral | Fund for Democratic Communities | Future Focus Media
Cooperative | Gaia Host Collective | Golden Steps Elder Care Cooperative | Grace in Action Collectives | Grassroots Economic Organizing | Greater Dayton Union Cooperative Initiative | Green
Broom Brigade Cooperative | Green Mountain Spinnery | Green Worker Cooperatives | Groundswell Community and Retreat Center | Haven Herbs | Healing Living Systems | High Country
Cooperation | Highlander Research & Education Center | Home Green Home | Hopewell Care Childcare Cooperative | ICA Group | Insource Renewables | Island Employee Cooperative | Isthmus
Engineering and Manufacturing Cooperative | Jason Wiener P.C. | Just Coffee Cooperative | Key Figures | Keystone Bikes | Khao'na Kitchen, LLC | LA Co-op Lab | La Colmena Lake County
Community Development Corporation | Law Office of Alison A Carter, LLC | LIFT Economy | LINC Foods | Line Break Media | Line Index LLC | Little Grill Collective | Living Hope Wheelchair
Association | Local Enterprise Assistance Fund (LEAF) | Lompoc Cooperative Development Project | Long Island Progressive Coalition | Los Angeles Union Cooperative Initiative | Love & Learn
Childcare | Madison Cooperative Development Coalition | Madison Worker Cooperatives (MADWORC) | Maharlika Cleaning Cooperative | Masa Cooperative | Mattole Uplift Coop | May First
Movement Technology | Means of Production | Meerkat Media Collective | Metis Construction Inc | Mountain BizWorks | Moving Images / SHIFT CHANGE documentary | NannyBee | National
Center for Employee Ownership (NCEO) | National Cooperative Bank | NCBA (National Cooperative Business Association) | New Deal Home Improvement Company | New Digital Cooperative
New Frameworks Construction | New Moon Cooperative Cafe | New York Music Cooperative | Nexus Community Partners | Niles Pie Company | North American Students of Cooperation
Northern California Community Loan Fund | Northern Manhattan Improvement Corporation | Northwest Cooperative Development Center | NYC Network of Worker Cooperatives (NYC
NoWC) | Olio Culinary Collective | OnPoint Security NYC | Opportunity Threads | OSHA Solutions | Other Avenues Food Cooperative | Palante Forward Green Cleaning | Palante Technology
Cooperative | Parable of the Sower Intentional Community Cooperative | Patty Pan Cooperative | Pattycake Bakery | Paw Partners | Peachy Green Clean Cooperative | Pecan Milk Cooperative
Pedal People Cooperative | Pelham Industrial Group | People's Food Co-op | Philadelphia Area Cooperative Alliance (PACA) | Pilates in Common | Pinup Posters Courier Collective | Pioneer
Valley Workers Center | Platform Cooperativism Consortium | Polycot Associates | Position Development | Professional Eco-Cleaning LLC | Project Equity | Project Luz | Prospera | PV Squared
Radiate Consulting LLC | Radix Media | Rainbow Grocery Cooperative | Real Pickles Cooperative | Red Emma's Bookstore Coffeehouse | Red Sun Press | Reparations Law | Research Action |
Research Action Design | Restaurant Opportunities Center of Michigan (ROC-Michigan) | Revolutionary Fitness NY | Riseboro Community Partnership | Rock City Employee Cooperative | Rock
Steady Farm & Flowers | Rocky Mountain Farmers Union Foundation | Round Sky Solutions | Rye Financial | Samamkaya Yoga Back Care & Scoliosis Collective | Samara Collective | Sassafras
Tech Collective | Serenity Soular | Seward Community Co-op | SF TechCollective | Shared Capital Cooperative | Sidedoor Media | Soil Generation | Solidarity Research Center | South Mountain
Company | Southern Exposure Seed Exchange | Southside Worker Center | St. Clair Superior Teen Center | Staffing Cooperative LCA | Start.coop | Story 2 Designs | Sunset Scholars Tutoring
Cooperative | Sustainable Economies Law Center | Sweet Hollow Farm | TakeRoot Justice | Tangerine Clean | TeamWorks Cleaning | TechCollective | Technicians For Sustainability | The Cheese
Board Collective | The Cooperation Group | The Cooperative Commonwealth Coffee Project | The Democracy Collaborative | The Hub Bike Co-op | The ICA Group | The Illuminator Collective
The Industrial Commons | The Kola Nut Collaborative | The Network of Bay Area Worker Cooperatives (NoBAWC) | The New School of Montpelier | The Peoples Gardening Collective | The Tech
Support Cooperative | The Vital Compass | The Working World | Third Root Community Health Center | TightShift Laboring Cooperative | TimberHomes Vermont | Time of Day Media | Toolbox
for Education and Social Action | Tilde Language Justice Cooperative | Transform Finance | Treasure City Thrift | TRIBE Co-Create
Trusty Amigos | Union Cab of Madison | United Food and Commercial Workers Union (UFCW) Local 1459 | Uptown Village
Cooperative | Valley Alliance of Worker Cooperatives (VAWC) | Vermont Employee Ownership Center | Washington Area
Community Investment Fund | Ward Lumber | Wegner CPAS | Woke Foods | Woodbelly Pizza | Worcester Roots
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