



# 2017 ANNUAL REPORT



## FROM THE EXECUTIVE DIRECTOR

2017 sits at the crux of the USFWC's 5 Year Plan, driving our work to strengthen the national infrastructure for a cohesive worker co-op sector. Our plans shifted with the advent of Trump-ism, and the rise of vile xenophobic attacks against the communities to which we belong. This slowed certain initiatives such as chapter network plans, but brought renewed focus to our immigrant and black liberation work through the Sanctuary Workplaces campaign and accompanying website launch.

The political moment also fueled new partnerships to push for economic justice, fast-forwarding our efforts to reach out and build with restaurant and domestic workers, the Movement for Black Lives, gig economy workers, and politicians intrigued by the transformative power of worker-ownership. In the midst of all of that activity, elected-officials started reaching out to the USFWC, seemingly out of the blue, seeking our guidance in crafting state, local, and even national legislation. While our work grew, our capacity grew with our first Communications Director, Mo Manklang, who coordinated advocacy campaigns and support for grassroots organizing across the country. We also welcomed a new Technical Assistance coordinator, Daniel Arrañaga, and a Programs Manager, Morgan Crawford, who each defined new and evolving work areas.

Our annual budget grew dramatically to a quarter million dollars, and by the end of 2017, Ana Martina and I were working alongside five new co-workers. With this expansion, our programs, travel, and member engagement flourished. This Annual Report spotlights a few key takeaways from our 2017 programming, framed around how it all ties into a master strategy.

What I'll share here of that strategy is that while our membership recruitment increased, our dues-income did not grow much. In 2017 we continued researching new possibilities to expand and diversify USFWC revenue streams. One initiative was to host international co-op to co-op education trips, and we set up plans to visit Cuba; however Trump-ism once again got in the way, with the State Department recalling diplomats just as registration opened. We decided to shelve solidarity tours until a future year. We started offering trainings and consultations on various skills and topics essential for creating just, healthy, democratic workplaces. Our sliding scale fees ranged from market rate consulting to subsidized trainings for members or newly joining co-ops. We also offered our training expertise as a subcontractor within the Worker Co-op Business Development Initiative in New York. That arrangement, along with our comprehensive program collaboration with our sister organization DAWI, was really the driving force in giving the USFWC the assistance we needed to irrefutably deepen the value of our work to members and partners alike.

Both Foresta Sieck-Hill and Laura Smoot, who are, respectively, our outgoing and incoming Operations Managers, each had new babies in Q2 2017. We want to congratulate both of them on their expanding families, and share our earnest appreciation for Foresta's service to our field. I likewise applaud the dedication and leadership from that year's outgoing board members Vanessa Bransburg, Julius Jones, Max Perez, and Damon Terrell. And finally, where would we be without our outstanding board members? I want to thank them for volunteering their time to testify about worker co-ops for the government, chair our member councils, guide our vision, represent us abroad, and ensure the USFWC reflects the needs and perspectives of our ever expanding base of the members who elected them to serve.

## STAFF UPDATES

Our staff grew by leaps and bounds in 2017 - here are our new faces:



Mo Manklang  
Communications  
Director



Morgan Crawford  
Programs  
Manager



Laura Smoot  
Operations  
Manager



Daniel Arrañaga  
Technical  
Assistance  
Program Manager

Esteban Kelly  
Philadelphia 2018





## FROM THE BOARD OF DIRECTORS

At the USFWC, our situation has shifted as the development of the organization, our staff, and our programs enters a new phase. The USFWC used to rely on our board members to be proxy staff, handling a lot of administrative processes like reviewing membership applications and filing meeting notes in our archives. We have re-oriented our internal governance to better match our new context- delegating operations to our staff and refocusing board time on questions of vision, representation, and member engagement.

Last fall, we got together with the board of the Democracy At Work Institute in Philadelphia for our first ever joint board visioning retreat. Not only did we think about future possibilities and strategize on what steps to take in order to scale up the worker co-op sector, but we also built trust between the organizations, in a genuinely bilingual (English/ Spanish, and often Spanglish) planning environment. Just like our grassroots, our leadership is changing.

Ricardo Nuñez, Sustainable Economies Law Center  
*Board President, USFWC*

In overhauling our governance, the USFWC Board increased our roles in representation to other co-op sectors: farming, housing, and food co-ops, but also worker co-op networks from Wisconsin to Puerto Rico and co-op associations in other countries, especially in Canada, the UK, and South America. We refined our systems for tapping co-op members as liaisons to groups like the US Solidarity Economy Network, CDFIs like Shared Capital Cooperative, and of course our partnership with the Democracy at Work Institute. I'm proud of the role our Regional Reps play in reporting out on worker co-op activity in the North, South, East, and West. The accessibility of our board, distributed all around the country, has helped to develop a strong pipeline of leaders and worker co-op activists. It's been great to see our board members get more involved in local coalitions, and to represent the USFWC and our home workplaces when we speak at social justice summits and city council hearings about our personal experience with co-ops and the possibilities they bring for justice in our communities.

## ANNUAL MEMBERSHIP MEETING

New York City, June 2017

Held in New York City at the Eastern Conference for Workplace Democracy (ECWD), our two-part 2017 annual member meeting had wide representation beyond the "Eastern" member region. In a year of growth that coincided with national turmoil, the meeting touched on the ways that the USFWC is connecting the worker co-op movement to more communities. Our staff reported on new programs that deepen our work with people of color (including immigrants and black and Muslim workers), align with movements for economic justice, and leverage the increasing favorability of employee ownership in state and federal policy.

After an overview of the latest State of the Sector data from the year prior, our staff provided highlights of our program areas, followed by small group discussions to focus on: chapter and affiliates partnerships, new dental and vision benefits, peer networks, international work, our affiliation with the Democracy at Work Institute, and general questions.

### Meeting Report Highlights

- The health-related benefits program pilot year was a success with a planned expansion of the program to offer vision in 2018. Retirement insurance is on hold until we convince larger workplaces to sign on; we would need high numbers to provide accessible rate. Additionally, we need to talk through ideological differences in traditional investment accounts.
- USFWC perks are now available, including discounts on movie tickets, travel, pet insurance online shopping, theme parks, gym memberships and more.
- The Líderes Cooperativistas en Acción (Development Fundamentals in Spanish) 8-month training program was hosted for Spanish speaking worker owners seeking to become peer advisers and take on leadership roles within the immigrant cooperative movement.
- Two new peer networks are being organized: Keystone Co-ops, a forum for the oldest and biggest co-ops, and Conversions, a gathering of workers at recently converted workplaces.

Email [info@usworker.coop](mailto:info@usworker.coop) for the full meeting minutes

# SERVING WORKERS

With the launch of the USFWC Dental Plan, 2017 became our first year offering and administering a national health program of any kind. We covered just over 300 workers, including many immigrant worker-owners who experienced professional health services for the first time for themselves and their families. That same year we piloted a test run of the Vivana discount portal for online shopping, experimenting with the \$9 movie tickets, cheap gym membership, pet insurance, and car rentals for wider rollout of online shopping discounts in 2018.

We partnered with our affiliated nonprofit, the Democracy At Work Institute to run a 6-month leadership training, the "Chapter Network Fellowship" program. This investment in 14 local leaders from 3 of our 4 member regions, refined the ground game of co-op organizers, all developing robust state or metro-area worker co-op networks plugged into the USFWC and our governance and programs. We also partnered with DAWI for training a cohort of Spanish-speaking trainers and facilitators called "LCA" or Líderes Cooperativistas en Acción. These LCA graduates will be integrated into the USFWC peer-technical assistance program.

► Our staff has grown:

Mo Manklang joined as the first Communications Director, also driving policy initiatives from the Philly office

Laura Smoot took over for Foresta Sieck-Hill as Operations Manager at our Oakland office

Morgan Crawford joined as Programs Manager at our New York office

Daniel Arrañaga became our DAWN / Technical Assistance Program Manager, based in Washington State

Our Quaker Voluntary Service fellow Liz Anderson moved on to NASCO

## COLLECTIVE SUCCESS

Marshall Ganz defined Organizing as "leadership that enables people to turn the resources they have into the power they need to make the change they want." Co-ops have been doing just that for a very long time. What's new is that USFWC is organizing the community of cooperative worker ownership to come together and advance change at a national scale. And with our success new allies are taking notice because our collective power delivers so much value not only to funders and politicians, but to supporters, partners fighting for economic justice, and the disparate cooperatives themselves who were once loath to throw their support, their voice, and their resources into a movement until there was some momentum.

► Staff designed and planned two new peer networks: Conversions & Keystone Cooperatives

► We hiked the hill with both the National Cooperative Business Association and the American Sustainable Business Council visiting U.S. Senate and House representatives

Top photo: Mai Nguyen (USFWC Board), Mo Manklang and Morgan Crawford (USFWC Staff), R.L. Condra (National Cooperative Bank), Leigh Brown (DAWI) and Saduf Syal (NYC NOWC) on the Hill in October, in coordinated advocacy with the American Sustainable Business Council and NCBA's Co-op IMPACT Conference. Bottom photo: Mandela Grocery Cooperative.



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# BUILDING A COHESIVE MOVEMENT

The USFWC envisions a robust, thriving worker co-op sector in the United States, which we'll achieve by growing and developing co-ops, and encouraging unity. Our board and staff realized that worker co-ops in this country are too few and far-between to not be collaborating much more closely under a shared umbrella, and so they established the USFWC in 2004.

The USFWC made great strides to this effect, pooling together regional conferences like the Eastern Conference for Workplace Democracy (ECWD) and the Western Worker Cooperative Conference (WWCC) into one integrated, educational program. The USFWC now stewards both in collaboration with DAWI, thanks to the visionary leadership of the Eastern Coordinating Council and the support of the California Center for Cooperative Development. These themes of cohesion apply to the technical assistance program DAWN as well, which has merged back into the membership organization.

Our Chapter Network Fellowship Program, brought together 14 local leaders pushing forward development of co-op ecosystems— for 6 months the USFWC and DAWI co-convened retreats and trainings to launch or strengthen local chapter affiliate groups including the Baltimore Roundtable for Economic Development, the Cooperative Maine Business Alliance, the Greater Boston Chamber of Cooperatives, the Network of Bay Area Cooperatives, the New York City Network of Worker Cooperatives, and the Philadelphia Area Cooperative Alliance. Additionally, we welcomed the Working World to the program, with an eye toward linking chapter affiliates to the Working World's peer loan funds in the emerging financial cooperative.

The groundswell of worker co-op ecosystems bubbling up and fusing into local chapter affiliates and Federation Partners continued even after our Chapter Fellowship Program. By year's end, our local networks were connected to one another through our regional network calls, and with formalized dues-paying memberships from groups participating in our fellowship, as well as in Cincinnati, OH, Jackson, MS, Western and Central Massachusetts, and Los Angeles.



► The USFWC led planning retreats in New York City ecosystem for the Worker Cooperative Business Development Initiative, through our partnership with the DAWI

► The staff expanded our earned revenue and trainings as a fundraising strategy, deploying our staff to support cooperatives and non-profits.

# STRENGTHENING BUSINESSES

After several years stewarded by DAWI, the DAWN program (known as the Democracy At Work Network, our sector's peer TA program), came back under the umbrella of the USFWC as the first phase of a longer arc of transition. Through this program alone, we served 60 cooperative businesses in 2017. Our staff worked with an additional 44 organizations, cooperative networks, colleges and community groups, and worker co-ops to offer training, consulting, planning, or other technical assistance. The latter helped to float our expanded budget and we used our increased staffing to deepen the organizing of our 4 four core councils and to lay groundwork for new peer networks, including our Keystone network for this country's oldest and largest worker co-ops, and another network for newly converted cooperative businesses.

As always, we trained hundreds of cooperators through an engaging weekend at the Eastern Conference for Workplace Democracy, which that year took place at Fordham University in New York through a partnership with the New York City Network of Worker Cooperatives. We also supported businesses through our Principle 6 initiative, linking co-ops together for sourcing and vertical integration within appropriate industries.

*Top photo: The Chapter Network Fellowship cohort, including delegates from Maine, Boston, New York, the Bay Area, Baltimore, and the Working World. Bottom photo: Worker at New Era Windows in Chicago.*



## RACIAL AND ECONOMIC JUSTICE

Established at the Worker Cooperative National Conference in Austin, the Racial and Economic Justice Council focused on leadership development in 2017. The council was granted support for a speakers council to develop a leadership pipeline that would equip workers to speak in public forums and represent worker cooperatives on the national and international stage, as a direct voice to represent themselves in leadership forums.

## POLICY AND ADVOCACY

2017 was a big organizing year for the Policy and Advocacy Council. Co-chaired by USFWC Board member David Morgan and Communications Director Mo Manklang, the council provided vital insights for the staff in order to tackle the onslaught of interest about worker cooperative policy-making, and what legislators should be prioritizing in their platforms.

Additionally, there was a clear uptick in advocacy activity at both the state and local levels across the membership, and this council provided an essential forum for sharing the successes and challenges of moving forward cooperative legislation.

Finally, the council continues to move forward with educational opportunities and advocacy training opportunities, like the "Advocacy in Action: Organizing our Policy Efforts" session at ECWD, led by David Morgan, Mo Manklang, and Rob Brown.



## UNION CO-OPS

A hallmark year for the Union Co-ops Council, the group celebrated its 10th anniversary building bridges between worker cooperatives and organized labor. The council met monthly to learn about and organize around labor and cooperative initiatives, like WorX, the union (USW) co-op for printing on union and US-made blank goods like mugs and t-shirts. In December, the Cincinnati Union Co-ops Initiative hosted "Stand Up & Build: Creating Worker-Owned Co-ops to Reduce Inequality" symposium, bringing together more than 200 workers, union and community organizers, and business and religious leaders.

## MOVIMIENTO DE INMIGRANTES EN COOPERATIVAS

Renamed from the Immigrant Council to Movimiento de Inmigrantes en Cooperativas (MIC for short), this was an organizing year for the council, developing an understanding of the needs that the council addresses and putting together trainings like "Gestión Participativa: Concilio de Asesores de Cooperativas de Inmigrantes" in December, training up leaders on participatory management.

*Top: Woodbelly Pizza in Vermont.*

*Bottom: Union Co-op Council co-chairs Mary Hoyer and Lis Ryder*



# HEALTH-RELATED BENEFITS

After our Health for \*All health equity summit at the July 2016 Worker Cooperative National Conference, we immediately got to work on the most tangible of next steps from our conversation: organizing our health care structure by offering dental insurance. Through the tireless efforts of our QVS fellow Liz Anderson and our broker at Diversified Human Solution, Matthew Tae, we got the benefits off the ground and began offering dental insurance through United Concordia in January of 2017. It was an educational pilot year for us, honing our processes in and understanding the capacity needed to run the program.

**All in all, we served more than 300 workers and their dependants in 2017, some of who had never been able to go to the dentist before.**

By the time we began planning for 2018, we decided that our systems were strong enough to add vision insurance as well. These benefits have proved to be one of the best member benefits that we are able to offer our members, and we look forward to continually expanding our offerings. The more people who join, the better, more stable rates we are able to achieve. Learn more at [usworker.coop/health](http://usworker.coop/health)



# INTERNATIONAL SOLIDARITY HIGHLIGHTS

- In March of 2017 the European Commission sent a researcher to North America to speak with influential actors in the solidarity economy in the US, Mexico, and Canada who interviewed us to explore the possibilities of building the solidarity economic trading relationship with overseas partners.
- As always, we sent our friends at The Japanese Worker Cooperative Association updates on our programs in service of their annual summit
- Our E.D. keyed the 2nd Transform Montreal conference, which examined municipalist strategies for economy democracy, community control, and worker co-op development, and was attended by over 200 activists from throughout Canada.
- We sent a new rep, Mo, to attend the Canadian Worker Cooperative Federation's annual conference. The 2017 event was held in Ottawa, and we put more energy into building the CICOPA North Americas alliance
- At a meeting in Kuala Lumpur, CICOPA, the International Worker Co-op Association headquartered in Brussels, established a flat, annual, per country dues fee. The USFWC proposed that proportional dues relative to the size and resources of each member country's worker co-op sector, a provision CICOPA will debate in 2018's summit;
- in the meantime, they approved the USFWC's petition to pay reduced dues. Worker co-ops managed to continue our representation on the ICA board by supporting the reappointment of CICOPA's President, Manuel Mariscal of Spain. The meeting also addressed a global commitment to advancing the United Nations' global Sustainable Development Goals (SDG's) which also tackle climate change, which the USFWC greatly supports.
- Ariel Guarco was elected as President of the International Cooperative Alliance (the ICA). The USFWC, CICOPA and our allies overseas endorsed Mr. Guarco for the position each time he ran, and we were elated to see him elected at last. Around the same time, Bruno Roelants, who long-served CICOPA as our Secretary-General, was hired as the new Secretary-General of the ICA.
- USFWC and DAWI staff attended the 3rd annual International School on Social Co-ops in Oct to continue learning about the newest cooperative form, essentially a multi-stakeholder, social enterprise that is part or all worker-owned and operated.

*Top photo: Rainbow Grocery. Bottom Photo: the 2017 Canadian Worker Co-op Conference*



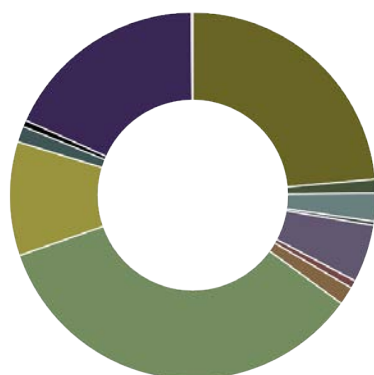
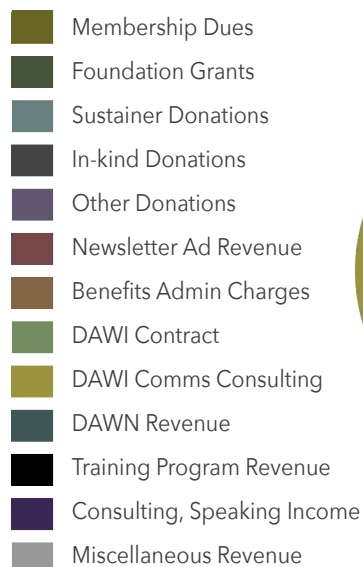
# FINANCIALS

## Income

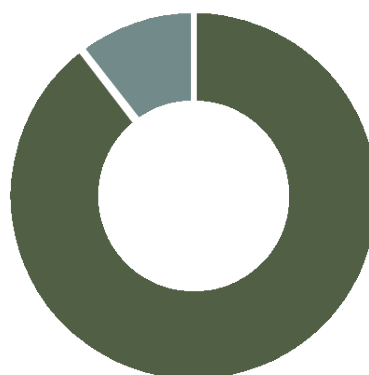
Membership Dues	
Worker Cooperative Dues	53,706.08
Democratic Workplaces Dues	4,668.00
Startup Workplace Dues	4,225.00
Developer Dues	6,825.00
Federation Partner Dues	1,636.00
Associate Dues	7,537.00
Individual Dues	400.00
Local Partner Discount - not NY	-7,904.00
Dues writeoffs	-1,219.00
Labor Trade	-760.00
Discretionary Due Discount	-800.00
Dues discounts	-150.00
Total Membership Dues	68,164.08
Foundation Grants	3,515.00
Direct Public Support (&biz)	
Sustainer donations	7,100.00
Other	13,924.25
Total Direct Public Support (&biz)	21,024.25
Newsletter ad revenue	1,975.00
T-Shirt Donations	765.00
Inkind Donations	987.00
Benefits Admin charge	4,610.20
Miscellaneous Revenue	350.00
Consulting & Contract Services	
DAWI Contract	100,000.00
DAWI Communications/ Design Con	28,912.50
Speaking Event	3,500.00
Consulting/Contract/Honorarium	34,397.75
DAWN Revenue	4,085.17
Training Program Revenue	1,650.00
Other	14,607.18
Total Consulting & Contract Services	187,152.60
Total Income	288,543.13

## Expense

Payroll and Staffing Expenses	
Wages Expense	153,366.54
Payroll Service Fees	820.75
Payroll Tax Expense	20,649.85
Total Payroll and Staffing Expenses	174,837.14
Benefits	
Dental Benefits	1,313.80
Health Benefits	3,572.88
Workers Comp Insurance	1,219.84
Total Benefits	6,106.52
Contract Services	
DAWN Peer Advisor	12,988.90
Outside Contract Services	3,057.50
Website Maintenance	4,347.60
Accounting Fees	1,500.00
Bookkeeper / Ops Support	5,700.16
Communication & Admin Support	24,345.64
Intern Stipend	1,500.00
Total Contract Services	53,439.80
Facilities and Equipment	
Rent, Parking, Utilities	4,480.00
Phone, Telecommunications	2,740.50
Total Facilities and Equipment	7,220.50
Operations	
Fiscal Agent Fee	18.38
Taxes, Licenses and Fees	30.00
Dues and Fees	1,235.35
Insurance - Liability, D and O	1,396.07
Bank fees	1,633.49
Postage, Mailing Service	451.34
Printing and Copying	2,906.85
Bad Debt Expense	4,443.00
Supplies	
Promo materials	684.00
Supplies - Other	989.87
Total Supplies	1,673.87
Total Operations	13,788.35
Travel and Meetings	
Staff Travel	3,112.39
Board Travel	1,050.98
Total Travel	4,163.37
Representation	334.21
Registrations	436.17
Parking	18.00
Meals and Entertainment	2,078.68
Lodging Rental	245.95
Total Travel and Meetings	7,276.38
Total Expense	262,668.69
Net Income	25,884.66



**INCOME**  
By Category



**DUES**  
New Members vs Renewing Members

**New Members**  
**10.4%**

**Renewing Members**  
**89.6%**



# ABOUT THE USFWC

The United States Federation of Worker Cooperatives (USFWC) is the national grassroots membership organization for worker cooperatives. Our mission is to build a thriving cooperative movement of stable, empowering jobs through worker-ownership. We advance worker-owned, -managed, and -governed workplaces through cooperative education, advocacy and development.

Our Federation represents over 200 business and organizational members representing over 6,000 workers across the country. We organize through local cooperative networks while building power with national and international partners to advance an agenda for economic justice rooted in community-based, shared ownership.

The USFWC was founded in 2004 when a core of worker co-op members came together with co-op developers, scholars, community organizers, and supporters from the broader co-op sector to strengthen worker co-ops through a national, sector-specific organization. Building on growing momentum, this founding event brought together worker co-op practitioners from the existing Western Worker Co-op Conference and the Eastern Conference for Workplace Democracy, as well as key players in Midwest and Southern states, launched at an inaugural conference in Minneapolis to galvanize and support rising interest in the worker co-op business model.

From its very inception, the USFWC has centered the leadership of workers from democratic workplaces and of historically marginalized communities; especially leadership of color and leaders from low-income and immigrant communities. To this day, our membership is comprised of worker co-ops, democratic workplaces (consumer cooperatives, non-profits, and ESOPs with democratic staff management), conversions, cooperative developers, and various organizations and individuals that support worker cooperatives. These Federation members range from 2 to 2,000 workers and span dozens of industries with varying management and governance structures.

As a membership and advocacy organization, we connect worker cooperative members to benefits, to each other and to the larger cooperative and economic justice movements. We amplify our members' voices to advocate for worker cooperatives at the local, state and national level. We provide consulting and technical assistance to cooperatives old and new. And through the education, training and organizing work of our partner organization, the Democracy at Work Institute, we are committed to ensuring cooperative business ownership reaches those who need it the most.

Our Federation is led by a 100% member-elected Board of Directors, member councils, and a small but mighty staff with offices in Oakland, CA and Philadelphia, PA. Annual membership dues are our primary funding source, supplemented by small grants, consulting and program contracts, and individual contributions.

Photo: At ECWD



## CONTACT US

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## SOCIAL MEDIA



U.S. Federation of Worker Co-ops  
on Facebook

@USFWC on Twitter and Instagram

# 2017 MEMBERS

A Bookkeeping Cooperative  
 A Yard & A Half Landscaping Cooperative  
 Access Cooperative Inc  
 Agaric  
 AORTA  
 Arizmendi Association of Cooperatives  
 Arizmendi Bakery San Rafael  
 Arizmendi Lakeshore  
 Arizmendi Valencia  
 Artisan Beverage Coop  
 Baltimore Bicycle Works  
 Bio-Classic Cleaning  
 Black Star Co-op  
 Blue Scorchers Bakery & Café  
 Boston Tech Collective  
 Box Dog Bikes  
 Brightly Staten Island Cooperativa  
 Broadway Bicycle  
 C.L.A.R.O.  
 C4 Tech & Design  
 California Center for Cooperative Development  
 Caracol Language Cooperative  
 Catamount Solar  
 CDS Consulting Co-op  
 Center for Family Life  
 CERO (Cooperative Energy, Recycling & Organics)  
 The Cheese Board Collective  
 Childspace Mt. Airy  
 Chroma Technology Corp  
 Cincinnati Union Cooperative Initiative  
 Circle of Life Caregiver Cooperative  
 Circle Yoga Cooperative  
 CoLab Cooperative  
 Collective Agency  
 Collective Copies  
 Communitas Financial Planning  
 Community Builders Cooperative  
 The Cooperative Foundation  
 Cooperation Jackson  
 Cooperation Works!  
 Cooperative Development Institute  
 Cooperative Economics Alliance of NYC  
 Cooperative Fund of New England  
 Cooperative Home Care Associates  
 Custom Collaborative  
 Democracy At Work Institute  
 Design Action Collective  
 Ecomundo Cleaning  
 Electric Embers Cooperative  
 Equal Exchange  
 Fertile Ground Compost Services  
 Firestorm Books & Coffee  
 Friends of the Third World /Cooperative  
 Trading/Delta Communications Printing Co-op  
 Fund for Democratic Communities  
 Future Focus Media  
 Gaia Host Collective

Glocal  
 Golden Steps Elder Care Cooperative  
 Grassroots Economic Organizing  
 Greater Dayton Union Cooperative Initiative  
 Green Broom Brigade Cooperative  
 Green Mountain Spinnery  
 High Country Cooperation  
 Home Green Home  
 The Hub Bike Co-op  
 ICA Group  
 The Illuminator Collective  
 Isthmus Engineering and  
 Manufacturing Cooperative  
 Jason Wiener  
 Just Coffee Cooperative  
 Key Figures  
 LA Co-op Lab  
 LIFT Economy  
 LINC Foods  
 Line Break Media  
 Little Grill Collective  
 Little Weaver Web Collective  
 Living Hope Wheel Chair Association  
 Local Enterprise Assistance FundLompoc  
 Cooperative Development Project  
 Los Angeles Union Cooperative Initiative  
 Maharlika Cleaning Cooperative  
 Meerkat Media Collective  
 Moving Images / SHIFT CHANGE  
 NannyBee  
 National Center for Employee Ownership  
 National Cooperative Bank  
 National Cooperative Business Association  
 The Network of Bay Area Worker Cooperatives  
 New Deal Home Improvement Company  
 New Frameworks Construction  
 New Moon Cooperative Cafe  
 The New School of Montpelier  
 North American Students of Cooperation  
 Northern California Community Loan Fund  
 Northern Manhattan Improvement Corp.  
 NYC Network of Worker Cooperatives  
 OnPoint Security NYC  
 Opportunity Threads  
 OSHA Solutions  
 Palante Forward Green Cleaning  
 Palante Technology Cooperative  
 Patty Pan Cooperative  
 Pattycake Bakery  
 Peachy Green Clean Cooperative  
 Pecan Milk Cooperative  
 Pedal People Cooperative  
 Pelham Industrial Group  
 People's Food Cooperative  
 The Peoples Gardening Collective LLC  
 Philadelphia Area Cooperative Alliance  
 Phillips Law Offices LLC

PV Squared  
 Plausible Labs Cooperative  
 Polycot Associates  
 Prospera  
 Radicante Media  
 Radix Media  
 Rainbow Grocery Cooperative, Inc.  
 Red Emma's Bookstore Coffeehouse  
 Red Sun Press  
 Restaurant Opportunities Center of Michigan  
 Rocky Mountain Farmers Union Foundation  
 Rye Financial  
 Samamkaya Yoga Back Care &  
 Scoliosis Collective  
 Sassafras Tech Collective  
 Seward Community Co-op  
 Shared Capital Cooperative  
 Small World Food  
 South Mountain Co.  
 Southern Exposure  
 Seed Exchange  
 Sunset Scholars  
 Tutoring Cooperative  
 Sustainable Economies Law Center  
 TeamWorks - Cleaning  
 TechCollective Cooperative  
 The Tech Support Cooperative  
 The Toolbox For Education And Social Action  
 Third Root Community Health Center  
 Treasure City Thrift  
 Trusty Amigos Dog Walking and Pet Care Coop  
 Union Cab of Madison Cooperative  
 United Food and Commercial Workers Union  
 Local 1459  
 Valley Alliance of Worker Cooperatives  
 Vermont Employee Ownership Center  
 The Vital Compass  
 Wegner CPAS  
 Win Win Coffee Bar  
 Woodbelly Pizza  
 The Working World  
 Worcester Roots Project  
 Xensha

Find our most current list of members at  
[usworker.coop/directory](http://usworker.coop/directory)

*Photo: Design Action Collective*







# THANK YOU TO OUR SUSTAINERS & SUPPORTERS

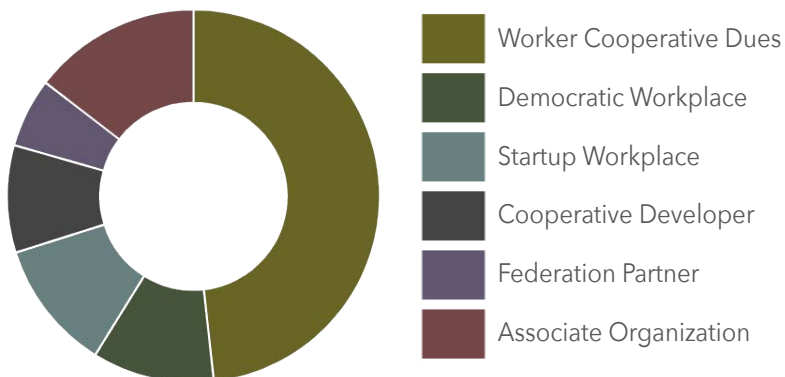
Individuals who contribute \$10 or more to the Federation.

Aaron Dawson, Adolpho Noguera, Adria Powell, Anh-Thu Nguyen, Avery Edenfield, Benjamin Mauer, Benjamin Melancon, Boris Popovic, Brian Cooney, Brian McInerney, Brian Wickert, Bruni Torras, Camille Kerr, Chris Michael, Dan McDonald, Dana Curtis, Daniel Little, Daniel Tilton, Daphne Berry, David Brinovec, David Morgan, Debra- Ellen Glickstein, Deborah Hawkins, Don Jamison, Ellen Mickle, Emma Yorra, Ervin Lopez, Esteban Kelly, Esther Cervantes, Evan Casper-Futtermann, Foresta Sieck-Hill, Gina Sarti, Hilary Abell, Hilary Johnson, Ion Freeman, Jeffry Hawkins, Jessica Gordon-Nembhard, Jim Johnson, John Luhman, John McGrath, Joseph Blasi, Julian Hill, Kaloma Cardwell, Kathy Gregg, Lisa Russell, Lisabeth Ryder, Lorin Klugman, Lucas McGranahan, Margo Dunlap, Marilyn Langlois, Mark Kaswan, Mark Fick, Martha Kemble, Maru Bautista, Mary Hoyer, Matt Feinstein, Melissa Hoover, Micha Josephy, Michael Sanderson, Michaela Holmes, Mike Fadel, Mike Sandmel, Mo Manklang, Molly Hemstreet, Ngozi Okaro, Peter Frank, Rachel Webb, Rae Webb, Rand Wilson, Rebecca Lurie, Richard Hobbs, Rita Warren, Robert Witherell, Rosemarie Rieger, Saul Beniquez, Sean Scott, Stephen Holt, Steve Dubb, Steven Dawson, Thomas Beckett, Thomas Dudley, Thomas Lambert, Vanessa Bransburg, Werner Kontara, William Snow

## ABOUT OUR MEMBERSHIP

This breakdown of our membership shows the 2017 breakdown of our membership.

Learn more about our membership classes at [usworker.coop/join](http://usworker.coop/join)



## SPECIAL THANKS

The board and staff would like to give special thanks to Quaker Voluntary Service for connecting us with Liz Anderson and Mia Rybeck as fellows, the New Economy Coalition, the Cooperative Foundation, Electric Embers, Women's Way, the North West Cooperative Development Center, United Auto Workers' (UAW) office, Murphy Institute, the Catholic Campaign for Human Development, the University of Wisconsin, Center for Cooperatives, the National Cooperative Business Association, and the American Sustainable Business Council.

Photo: Karen Ochoa (LA Co-op Lab), Ro McIntyre (BRED) and Marnie Thompson (F4DC)

# QUICK FACTS ABOUT WORKER CO-OPS IN THE U.S.

THERE ARE ABOUT

# 357

WORKER COOPERATIVES  
AND DEMOCRATIC  
WORKPLACES

WITH AN ESTIMATED  
WORKFORCE OF

# 6,833

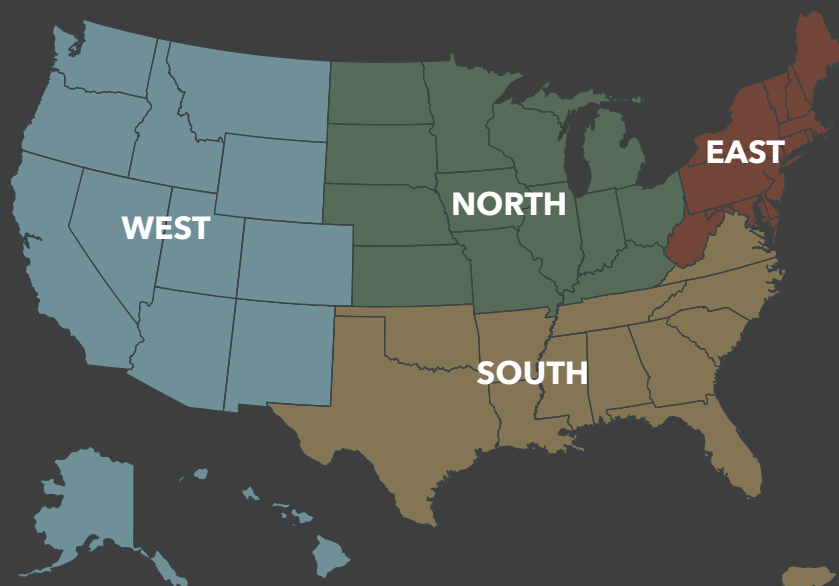
AND AN ESTIMATED\*  
TOTAL GROSS REVENUE

# \$428,188,895

GET THE 2016 STATE OF  
THE SECTOR AT  
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