



**USFWC
ANNUAL
REPORT
2014**

TABLE OF CONTENTS

Letter to our Community	3
2014 Milestones	4
Board of Directors Report	5
Staff Updates	7
Membership Report	9
Financial Report	15
Program Report	18
Advocacy & Public Policy Updates	20
International Connections	21
Democracy at Work Institute Partnership	22
About the USFWC & Contact Us	23

ACKNOWLEDGEMENTS

FINANCIAL SUPPORT

Our deepest thanks to all our members. Without your continued commitment to and engagement with the Federation, none of this work would be possible. Thank you to the Democracy at Work Institute for the inspiring partnership and creative collaboration; The Cooperative Foundation for your continued support; the Fund for Democratic Communities for supporting our grassroots member recruitment efforts; and Ralph K Morris Foundation for funding conference travel.

IN-KIND DUES TRADES

Thank you to Design Action, Inkworks, and AORTA Collective, whose in-kind trade of goods and services for member dues generously exceeds the amount due.

FORWARD-LOOKING STATEMENTS DISCLAIMER

Any statements that are not based on historical fact are forward-looking statements. Although such statements are based on staff and Board's current estimates and expectations, and available competitive, financial, and economic data, forward-looking statements are inherently uncertain. We, therefore, caution the reader that there are a variety of factors that could cause business conditions and results to differ materially from what is contained in our forward-looking statements.

MEMBER COMMENT PERIOD

Members are invited to provide comment on this annual report, per Section 7.06 of the Federation's bylaws. Please submit all written comments to membership@usworker.coop with 'Annual Report Comment' in the subject line or addressed to the USFWC office in Oakland, California by 10/15/2015. You can download this report online: www.usworker.coop/2014-annual-report.

COMMUNITY LETTER

Dear USFWC Members,

Happy Birthday! 2014 marked our 10 year anniversary as the national membership organization for worker cooperatives. As we celebrate this milestone and reflect on what has been accomplished in the last decade to build a community of worker cooperatives and a movement for workplace democracy, we are also looking forward to the next chapter of the USFWC.

The Federation has grown into a nationally-recognized organization known to be rooted in and led by our membership, capable of leading a national dialog around the importance of worker ownership and a vision for how to advance the business model. By connecting our members and harnessing our collective power, the Federation has been able to grow over the last decade into a connective, effective, and strategic organization capable of taking advantage of the growing momentum for structural economic changes. So members, hats off to you! Thank you for believing in the need for a national organization to advance workplace democracy; not as a radical idea, but as a critical element of the solution to the larger social, environmental and economic changes so many people are fighting for across the country and globe.

This past year saw tremendous growth – in terms of members and programming, as well significant opportunities to initiate long-desired projects with our increased staff and Board capacity. Having the ability to visit so many members in person, hear your stories, and integrate your ideas into the Federation’s growth plans was vital. We look forward to taking the lessons learned from the grassroots and ensuring that member’s voices always remain front and center in guiding our work.

And this letter wouldn’t be complete without a profound acknowledgment and thank you to our fearless leader for the last decade. Melissa Hoover, since being hired as the Federation’s first ED in 2005, she guided our growth with a dedication to our founding mission, grounded in the reality of our small-but-mighty membership, all the while advancing an inspiring vision for the future infused with the leadership of our members and her own brilliant thinking (and hard work!). As Melissa fully transitions into her role as the founding Executive Director of the Democracy at Work Institute, she leaves the Federation on solid ground to grow independently, while simultaneously establishing a commitment between the two sister organization to work collaboratively and grow in ways that are mutually supportive and advance our interwoven visions.

Finally, in writing this letter half-way through 2015, I have the pleasure of sharing the exciting news that the Federation has brought on a new Co-Executive Director. Esteban Kelly, who many of you may know as a worker-owner with USFWC member AORTA Consulting Cooperative and through his many years of service to our community, brings incredibly valuable experience, skills, and vision to our organization. His role will focus on strategic planning and partnerships, communications, and business planning for the Federation. Please join me in welcoming Esteban into this new role!

As we head confidently into the next decade, the future of the Federation – and the Institute – depend on you, our members’, engagement, participation, and leadership. Throughout this report you will read about many of the accomplishments in 2014 and we look forward to continuing to working with you, side-by-side, for many more birthdays to come.

In cooperation,
Amy Johnson, Co-Executive Director
July 2015

2014 MILESTONES

- JAN** Secured contract with Democracy at Work Institute for program work (*p. 22*)
- FEB** Piloted NYC Network of Worker Cooperatives & USFWC membership agreement (*p. 13*)
Participated in ASBC (American Sustainable Business Council) Lobby Day in D.C. (*p. 20*)
- MAR** Board passed updated USFWC annual member dues formula (*p. 12*)
Achieved 95% member retention rate in 2014 (*p. 9*)
- APR** Launched updated Annual Economic Data Survey, informing DAWI's 'State of the Sector Report' (*p. 11*)
- MAY** Emerging Leader scholarships awarded to five worker-owners to attend National Conference (*p. 19*)
- JUN** Convened the largest National Worker Coop Conference in Chicago (*p. 18*)
Hosted annual Member Meeting (*p. 14*) and elected Regional Representative Board members (*p. 5*)
Members lobbied NYC Council to pass \$1.2m in city budget for worker cooperative development (*p. 20*)
- JUL** Co-sponsored a trip for worker-owners and members to visit Mondragon, Spain (*p. 19*)
- AUG** On the road! Staff made more than 70 stops visiting worker cooperatives and partner organizations on the east coast leg of the 'Workplace Democracy Road Show' (*p. 18*)
- SEP** Participated in national conversation to advance the international Coop Decade initiative (*p. 21*)
- OCT** Welcomed 30 new individual Sustainers as part of our 'Coop Month' Sustainer fundraising drive (*p. 11*)
Conducted Member Benefits Survey to inform new benefit development (*p. 18*)
- NOV** Affirmed updated strategic priorities at the annual USFWC Board of Directors Retreat (*p. 6*)
Flooded USDA with hundreds of comments in support of the Business Loan Guarantee Program (*p. 20*)
- DEC** Announced USFWC staff transitions; began hiring process for new Co-Executive Director (*p. 7*)
Hosted member discussion to review the proposed language for national definition of 'Worker Cooperative' (*p. 20*)
Celebrated the close of our 10 year anniversary with 43 new workplace members (39% growth!), ending the year with 153 workplace members, 94 monthly Sustainers, and 51 individual Federation Friends (*p. 9*)

BOARD OF DIRECTORS REPORT

CURRENT BOARD MEMBERS

Director	Organization/Workplace	City/State	Term Began	Type
Anna Boyer	C4 Tech and Design	New Orleans, LA	6/09	Southern
Dana Curtis, Treasurer	Black Star Co-op	Austin, TX	8/13	At-large
David Morgan	TESA	Northampton MA	6/14	Eastern
Ellen Mickle, Secretary	Equal Exchange	Portland, OR	10/14	At-large*
Michael Girkout	Alvarado Street Bakery	Petaluma, CA	6/14	Western
Molly Hemstreet, V. President	Opportunity Threads	Morganton, NC	10/14	At-Large*
Nikki Marin Baena	Cooperation Texas	Austin, TX	8/13	At-large
Rebecca Kemble, President	Union Cab Cooperative	Madison, WI	6/09	Northern
Vanessa Bransburg	Center for Family Life	New York City	8/13	At-large

**Due to changes in their professional lives, David Smathers Moore and Ben Mauer both stepped down from the Board in 2014. Ellen Mickle and Molly Hemstreet were appointed to fill the vacant seats for the remainder of the 2013 – 2015 term.*

BOARD COMMITTEES

Bylaws & Elections— Oversees two annual processes: (1) reviewing the bylaws annually and suggests changes to the Board and members. It suggested no bylaws changes in 2014. (2) Supporting the Board of Directors election process and recruiting new Board members. 2014 was a regional representative election year. The Eastern and Western seats had contested elections and the current Northern and Southern representatives ran un-opposed.

Executive – The Executive Committee is the officers of the organization. It reviewed and approved the 2013 end of year financial report and approved the budget for 2014. It also coordinated an evaluation of the ED, and offered support with hiring and the strategic planning process.

Governance –Ad-hoc committee formed at the November 2013 Board Retreat to review and update the governance processes for the Board of Directors. It created a formal ‘Governance Calendar’ based on the Policy Governance model for Board oversight and is currently completing a review of the USFWC Board Operations & Governance Policies manual.

Hiring – Ad-hoc committee formed in November 2014 to oversee the staffing transition and guide the Co-Executive Director hiring process.

Leadership Development – Ad-hoc committee formed at the November 2014 Board Retreat to direct resources and energy towards further intentional development of channels for member engagement that supports and promotes the leadership development of worker-owners and employees at USFWC member workplaces.

Membership – The standing Membership Committee evaluates member applications and changes of status, reviews and revises the dues structure, supports better communication with and among members, and develops member benefits. In 2014 it completed the dues restructuring process and published updated member class eligibility criteria.

Regional Representatives – Comprised of the Board’s four regional reps, this committee primarily addresses issues of regional communication and coordination. It met bi-monthly in 2014 to exchange regional updates and to discuss opportunities for supporting the increasing local organizing efforts being initiated by members.

BOARD of DIRECTORS ANNUAL RETREAT:

In November 2014, the Board of Directors held its annual in-person retreat in Oakland, CA. In addition to the decision to establish a new Co-Executive Director structure and hire a second full-time staffer, the Board affirmed four strategic priorities for the coming year:

- 1. Serve Our Members**
 - a. Maximize member value through business benefits
 - b. Create peer learning opportunities for members and promote economic linkages
 - c. Provide access to cooperative governance and democratic management trainings and resources

- 2. Be a Sustainable, Member-Led Organization**
 - a. Achieve finance stability that reflects a budget adequate to accomplish our work, while remaining primarily member dues funded
 - b. Active new workplace member recruitment to support organizational growth
 - c. Systematized member input on programs and long-term movement vision
 - d. Effective Board leadership and commitment to support staff through transition

- 3. Be the National Voice for Worker Cooperatives**
 - a. Become the 'Go-To' representative organization for worker-ownership
 - b. Market the 'cooperative advantage'
 - c. Define 'Worker Cooperative' and build member consensus for national definition

- 4. Advocate for Worker Ownership**
 - a. Build and strengthen base of political support & strategic partnerships
 - b. Develop a long-term advocacy strategy to support thriving worker cooperative movement
 - c. Support member activity in local advocacy campaigns and engage members in national advocacy efforts

STAFF UPDATES

LETTER FROM MELISSA HOOVER (December 2014)

Dear USFWC members,

With a little sadness and even more excitement, I'm announcing that I am leaving my position at the US Federation of Worker Cooperatives. But I am not stepping down so much as stepping over. Like, to the small office next door. Inside the same bigger office.

I am now the full-time Executive Director of the Democracy at Work Institute, the strategic research, education and training organization connected to the USFWC. For the past twelve months, I have split my time between the two organizations, to ensure that our new nonprofit organization is tied closely to our membership organization – through mission, structure, programs, and people. Now it's time for me to make the full leap over to the Institute.

I am also thrilled to announce that the USFWC Board has hired Membership Director Amy Johnson as the Co-Executive Director of the US Federation, and will soon start a hiring process for a Co-Executive Director to work with Amy. During this 6-month transition period (Oct-Mar), I will be on board in a consulting role to help support the organizational leadership transition with strategic planning and training.

I can't imagine a better person than Amy to help guide this transition process. Since she started in January 2013, Amy has doubled our Federation's workplace membership to 160 members, increased our dues revenue by 75%, started an individual sustainer campaign to grow our base, implemented a ton of member benefits and communications, driven thousands of miles to meet you personally, and generally worked her heart out to build a Federation powered by its members.

You members will be crucial as the Federation transitions to new leadership and the Institute grows. We're asking for clear commitments from members: be actively involved with USFWC, read our emails and newsletters, support your co-workers to run for the Board, join as an individual sustainer, suggest ideas for Institute programs, become a DAWN peer advisor.

Ten years ago this October, I was sitting at my desk at Inkworks Press, using my lunch break to do the first member recruitment mailing for the brand-new Federation. We weren't sure anyone would join. But join you did. And you stayed. And you got involved. And here we are – all 2800+ people and 180+ organizations represented by the USFWC – ten years later, at a new stage, when the need for working people to lead their own movements for economic justice and equity has never been clearer.

I'm amazed but not surprised at how far we've come. Our people are the most passionate, thoughtful, kind, dedicated and hilarious people I've ever worked with. Get to know them by getting involved with the USFWC at the most exciting time in its history. Remember, it's our movement. So let's keep it moving, people! I'll be right next door, doing my part.

Melissa Hoover

p.s. Be sure to drop by my new email sometime: melissa.hoover@institute.usworker.coop

LETTER FROM THE BOARD OF DIRECTORS (December 2014)

Dear USFWC members,

All of us on the Board want to thank Melissa for the incredible dedication, energy and vision she has brought to the USFWC over the past 10 years. She single-handedly staffed the organization for the first several years, putting in many, many more hours of work and thought into the job than we were able to compensate her for. Her ability to translate the collective will of our members into concrete administrative structures, projects like the newly-launched Democracy at Work Institute and national conferences has set the USFWC on a solid foundation for growth well into the future.

As she has been shifting her time and energy to the Democracy at Work Institute, the USFWC Board has been working with her and Membership Director Amy Johnson to develop a transition plan.

Part of the transition plan includes re-envisioning the role of USFWC board members to become more engaged in the high-level work of the Federation. To accomplish this work, we welcome four new Board members in 2014: Michael Girkout with Alvarado Street Bakery and David Morgan with Toolbox for Education and Social Action, each elected as regional representatives at the Member Meeting in June in Chicago, and Molly Hemstreet with Opportunity Threads and Ellen Mickle with Equal Exchange, both appointed to fill vacant at-large seats through 2015.

We wish Melissa the best as she begins her new position as Executive Director of the Democracy at Work Institute and we look forward to continuing to collaborate with her and the Institute.

*In cooperation,
USFWC Board of Directors*

2014 USFWC STAFF

Staffer	Title	Location	Changes in 2014
Melissa Hoover	Executive Director	Oakland, CA	Interim Co-Exec Director 12/9/2014 Transitioned into Institute ED full-time
Amy Johnson	Membership Director	Oakland, CA	Hired as Co-Executive Director 12/9/2014
Joe Rinehart	Rural Coop Developer	New York, NY	Transitioned to Institute staff 6/1/2014

CO-EXECUTIVE DIRECTOR SEARCH

At the November 2014 Board Retreat, a Hiring Committee was established to steward the staff transition process. The committee advocated for a new Co-Executive Director staff structure. A public announcement was made on December 15, 2015 and the committee has a goal of welcoming a new Co-Executive Director by the end of the first quarter of 2015.

MEMBERSHIP REPORT

The Federation celebrated its 10th birthday with a record-breaking year of new member growth and ended the year with the most workplace, organizational, and individual members in its decade history. We welcomed 43 new workplace and organization members. This 2014 growth from 110 to 153 members represents a 39% increase in membership. The Federation also welcomed 27 new monthly Sustainers, and 42 new individual Federation Friends. All new members in 2014 are indicated with * below.

MEMBER CLASSES

	Voting Status & Weight	2014 New Members	2014 Total Members
Worker Cooperative	Voting / 3	6	56
Federation Partners	Voting / 3	1	9
Democratic Workplace	Voting / 2	1	13
Cooperative Developer	Voting / 1	1	12
Startup Workplace/Developer	Non-voting	25	36
Associate (ally organizations)	Non-voting	9	<u>27</u>
		43	153
Sustainers <i>(individuals; contribute monthly)</i>	Non-voting	33	94
Federation Friends <i>(individuals; contribute annually)</i>	Non-voting	42	51

ACTIVE MEMBERS AS OF DECEMBER 31, 2014

* Indicates new member in 2014

Worker Cooperatives

3B Bed & Breakfast*
 A Bookkeeping Cooperative*
 Agaric
 Alvarado Street Bakery
 Apple Eco-Cleaning
 Arizmendi Bakery Lakeshore
 Artisan Beverage Cooperative
 Baltimore Bicycle Works
 Boston Collective Delivery
 Box Dog Bikes
 C4 Tech & Design
 Casa Nueva
 Cheese Board Collective
 CoLAB*
 Collective Copies / Levellers Press
 Community Builders Cooperative
 Circle of Life Cooperative*
 City Bikes Cooperative
 Data Systems, Inc.
 Design Action Collective
 EcoMundo Cleaning
 Electric Embers Cooperative
 Equal Exchange
 Firestorm Cafe & Books
 GAIA Host Collective

Green Mountain Spinnery*
 Interpreters Cooperative of Madison
 Isthmus Engineering & Manufacturing
 Just Coffee Cooperative
 Little Grill Collective
 Local Sprouts Cooperative
 Meerkat Media*
 Opportunity Threads
 Other Avenues Food Coop
 Palante Technology Cooperative
 Pedal Express
 Pedal People Cooperative
 Pelham Industrial Group
 Pioneer Valley Photovoltaics (PV Squared)
 Quilted
 Rainbow Grocery Cooperative
 Red Emma's Bookstore Coffeehouse
 Red Rabbit Bakery Cooperative
 Red Sun Press
 SF Green Cab
 Small World Food
 South Mountain Company
 Stumptown Printers Worker Cooperative
 Teamworks – Green Cleaning Cooperative
 TechCollective
 The Hub Bike Co-op

Worker Cooperatives (cont.)

Third Root Community Health Center
TeamWorks – Green Cleaning Cooperative
Toolbox for Education & Social Action (TESA)
Union Cab Cooperative of Madison
Valley Green Feast

Democratic Workplaces

Black Star Co-op Pub & Brewery
Dollars and Sense
Cooperation Texas
Grassroots Economic Organizing (GEO)
Friends of the Third World Cooperative Trading
Inkworks Press
Mariposa Food Cooperative
People's Food Cooperative
Seward Childcare Cooperative
The ICA Group
Toxic Soil Busters Co-op
Treasure City Thrift
Sustainable Economies Law Center*

Federation Partners

Arizmendi Association of Cooperatives
Eastern Conference for Workplace Democracy
Madison Worker Cooperatives – (MadWorC)
Network of Bay Area Worker Co-ops (NoBAWC)
New York City Network of Worker Cooperatives (NYC NoWC)
Philadelphia Area Cooperative Alliance (PACA)*
Valley Alliance of Worker Cooperatives (VAWC)
Western Worker Cooperative Conference
Worker-Owned & Run Cooperative Network of Greater Boston (WORC'N)

Cooperative Developers

CA Center for Cooperative Development
Center for Family Life
Carolina Common Enterprise
Cooperation Works!
Cooperative Development Institute
Cooperative Fund of New England
Democracy at Work Institute*
Green Worker Cooperatives
Interfaith Business Builders
Northcountry Cooperative Development Fund
Ohio Employee Ownership Center
Rocky Mountain Employee Ownership Center*
WAGES

Startup Workplaces

4th Tap Brewery
AORTA Consulting Cooperative
Black Cap Landscaping*
Bring it Local*
Boston TechCollective
Bread Uprising
Build with Prospect*

Camas Partners*
Center Point Counseling Services
Circle Yoga *
Electric Slides*
Fresh Tamales*
Great Sky Solar*
High Country Cooperation
Kansas City Montessori Teacher Cooperative*
Jet Video Collective*
Jefferson People's House*
Lompoc Cooperative Development Project*
LV WORCS (Las Vegas Worker Ownership Resources & Cooperative Services)*
New Moon Cooperative Café*
New Frameworks Construction*
Pacific Electric Worker-Owned Coop*
Pa'lante Forward Green Cleaning*
Polycot Associates
PODER (People Organizing to Demand Environmental Rights)*
Restaurant Opportunities Center (ROC) of Michigan*
Sassafras Tech Collective*
Simple Diaper & Linen*
The Purple Carrot*
The Tech Support Cooperative*
The Vital Compass
Three Mouse Technology*
Tunnels & Tobio*
Whole Sun Designs*
Wishadoo
Zenful Bites*

Associates

California Council of Churches*
Chroma Technology Corp*
Center for Workplace Democracy*
CoFED*
Communitas Financial Planning
Cooperative Fund of New England
Cooperation Works!
Fund for Democratic Communities*
Katovich Law Group
Law Office of Deborah Groban Olson
LEAF (Local Enterprise Assistance Fund)*
Moving Images | SHIFT CHANGE
NASCO - North American Students of Cooperation
National Center for Employee Ownership
National Cooperative Bank*
National Cooperative Business Association
Phillips Law Office
Round Sky Solutions
Seward Community Co-op
Southern Exposure Seed Exchange
The Cooperative Foundation
The Working World
UFCW Local 1459*
Vermont Employee Ownership Center
Wegner CPAs*

Sustainers

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

Hilary Abell, Paul Ahrens*, Emily Anderson*, Nicole Marin Baena, Thomas Beckett, Alex Betzenheimer, Ian Bisson*, Joseph Blasi, Vanessa Bransburg, David Brinovec, Eve Britton, Benjamin Buckley, Evan Casper-Futterman, Esther Cervantes, Emily Lippold Cheney, George Cheney, Brian Conney, Dana Curtis, Aaron Dawson, Steve Dawson, Tom Decker, Aaron Desrochers, Thomas Dudley*, Mike Fadel, Jonah Fertig, Margaret Flowers, Peter Frank, Ion Freeman, Omar Freilla, Noemi Giszpenc,, Debra-Ellen Glickstein, Michael Girkout*, Alison Booth Gribas, David Hammond*, Michaela Holmes*, Melissa Hoover, Mary Hoyer, Rebecca Hurwitz*, Don Jamison, Minsun Ji*, Amy Johnson, Bryan Johnson, Matt & Taylor Johnson*, Hilary Johnson, Jim Johnson, Micha Josephy, Mark Kaswan*, Esteban Kelly, Rebecca Kemble, Rebecca Koganer, Kathryn Hope Kolly*, Adam Konner, Marilyn Langlois, Ross Lenihan*, Rae Levine, John Luhman*, Margaret Lund, Rebecca Lurie*, Ben Mauer, David & Mary Beth Mauer, Amy McCammon*, John McGrath*, John McNamera, Annie McShiras, Leslie Mead, Chris Michael, Ellen Mickle*, David Morgan*, Jessica Gordon Nembhard, Ole Olson, Tim Palmer*, John Parker, Carlos Perez de Alejo*, Martin Staubus*, James Razsa*, Stephen Rice, Joe Rinehart,

Gerald Rudolph, Lisa Russell, Liz Ryder, Mike Sanderson, Gina Sarti, Jennifer Schuberth*, Foresta Sleik-Hill, David Smathers Moore, Pat Sterner*, Annie Sullivan-Chin*, Daniel Tilton, Benjamin Tsai, Sarah Wagner, Rob Witherell, and Steven Yarak, Emma Yoro*, Michael Zac*.

Federation Friends

Individuals who contribute \$25 or more to the Federation annually

Asar Amen-Ra*, Alice Barrus*, Margaret Bau, Amy Benter*, Daphne Berry*, Joani Blank*, Jessica Bonanno*, Eric Brinton*, Roque Bucton*, David Carleton*, Andrea Carter*, Chris Chapman*, George Cheney, Rita Conley*, Margot Considine*, Adiron Corichi*, Roberta Eidman*, David Ellerman, Patricia Facey*, Joseph Fahey*, Laura Hanson Schlachter*, Deborah Hawkins, ML Healey*, Herbito Vendedel*, Kaleb Hoeffgen*, Sushil Jacob*, Hank Keeton*, Dennis Kelleher, Daniel Kramer*, Tori Kuper*, Joe Marraffino, Bernard Marzalek*, Michael Massengill*, Brian McInerey, Ed Mick*, Christopher Nettles*, Ricardo Nunez*, Erik Olsen, Dick Peterson, Tom Pierson, Caitlin Quigley*, Ernest Rando*, Missy Risser*, Mark Roberts*, Adam Schwartz*, Eva Seidelman, Brad Sheerwood*, Dana Skallman*, Pavlo Stavropoulos, Dave Swanson*, Jacob Wollbright*.

A special ‘Thank You’ to the Fund for Democratic Communities (F4DC) for providing a matching grant to the Federation in 2014 in support of our Sustainer Fundraising Drive. F4DC donated \$100 for each new Sustainer member recruited during our drive, resulting in a matching grant of \$3,100. Establishing a base of monthly supporters is a critical factor in achieving long-term organizational financial sustainability. Thank you to our Sustainer members and F4DC for their ongoing support as we continue to strengthen our national network.

ANNUAL MEMBER ECONOMIC DATA SURVEY RESULTS

In partnership with the Democracy at Work Institute, the Federation expanded the annual Member Economic Data survey this year to include questions about legal incorporation type, governance structure, worker-owner demographics, and more. In addition to the baseline economic data, the increased questions helped us achieve a greater understanding of our membership and improved our ability to collect more comprehensive longitudinal data.

Year	Respondents	# Workers	Gross Revenue	Wages & Benefits
2013	58	1714	\$ 222,272,293	\$ 65,683,279
2012	58	1619	\$ 214,868,444	\$ 56,579,397
2011	55	1386	\$ 180,982,888	\$ 52,665,497
2010	52	1424	\$ 179,028,952	\$ 56,811,595
2009	55	1345	\$ 178,606,397	\$ 54,811,812
2008	42	1371	\$ 181,285,596	\$ 49,817,858

In an effort to increase the research of our sector, the Democracy at Work Institute also solicited data from non-USFWC member worker cooperatives. A full report of the entire data set is available in the publication, ‘State of the Sector’, available for download at: institute.usworker.coop/resources/us-worker-cooperatives-state-sector

WITHDRAWN & TERMINATED MEMBERSHIPS

Voluntary Withdrawals: Katovich Kassan Law Group (associate), Bagel Grove (startup)

Terminated for dues non-payment: Pedal Express (worker coop), Red & Black Café (worker coop)

Dissolutions: Au Paon Restaurant & Bar, BP2 Cooperative, Bread Uprising, ecoSmart Habitat, Natural Rhythm Healing Hut, Top Coop (all were startup members); Economic Democracy Project (associate).

Several individual memberships were terminated for nonpayment of dues

MEMBER ELIGIBILITY CRITERIA UPDATED

The Board and staff reviewed the long-standing member class descriptions and undertook a process to more clearly articulate eligibility criteria for each. As an increasing number of new workplaces seek to join the Federation, it became apparent that providing easily-accessible criteria statements would benefit both new workplace members and existing startup members seeking to move into a voting membership class. All updated membership criteria is available at: www.usworker.coop/membership-application

CHANGES TO ANNUAL MEMBER DUES FORMULA APPROVED

In April, the Board announced the decision of a year-long process to evaluate the Federation's annual member dues formula and identify a more fair and simple structure for Worker Cooperatives and Democratic Workplace members. Thank you to all of the members who provided input on this process.

The former dues formula, based on a fluctuating percentage of gross revenues, was regressive in that larger cooperatives with higher revenues paid less of a percentage than smaller cooperatives with less revenues. Additionally, gross revenue does not account for the differences in profit margins and business models across the many industries represented by our membership.

The Board proposed a formula for member consideration that *bases dues on total wages paid by a workplaces, instead of gross revenue*. Total wages are a more comparable indicator of a cooperative's financial ability to support its worker-owners, and therefore a more equitable factor for the basis of membership dues. Finally, basing dues on wages paid by a workplace also enables the Federation to grow with its membership in a more predictable way than was possible with the former dues formula.

After several online webinars with members and an open comment period, the USFWC Board voted to approve the following changes to the annual dues formula:

- New dues formula based on a workplace's annual wages paid, instead of annual gross revenue:
Annual Dues = 0.1% of total wages paid by workplace in prior year (Jan 1 – Dec 31)
Example: \$500,000 in wages = \$500 annual dues
- Annual dues floor increased from \$100 to \$200 (floor remains \$100 for workplace members paying dues to a Federation Partner)
- Establish a 3-year phase-in period for the new formula to reduce undue financial impact
- Provide option for members to pay dues in installments

A majority of members did not see more than a \$100 change in dues in 2014. Of those who did, most took advantage of the 3-year phase in period for the new formula.

NYC NoWC & USFWC DEVELOP FORMAL 'MEMBER SHARING' AGREEMENT

In March of 2014, NYCNoWC (NYC Network of Worker Cooperatives) and USFWC agreed to a one-year 'membership sharing' pilot where the Federation provides membership administration for NYC NoWC, which had decided to formalize its organizational structure with dues-paying members.

The pilot agreement stated:

- NYC NoWC agrees to use USFWC membership application and USFWC will process applications and determine member classification
- NYCNoWC membership status is determined by the workplace or organization's USFWC membership status
- NYC NoWC agrees to invest staff time in member recruitment
- USFWC will process dues payments and, in line with existing policy on dues discount for workplace members that pay annual dues to a local Federation Partner, will transfer 50% of dues raised from Worker Cooperative, Democratic Workplace, Coop Developers, and Associates to NYC NoWC

NYC NoWC officially welcomed 11 dues-paying members in 2014 including: 3B Bed and Breakfast, A Bookkeeping Cooperative, Apple Eco-Cleaning, Build With Prospect, Center for Family Life, CoLAB, EcoMundo Cleaning, Meerkat Media, The Working World, Palante Technology Cooperative, and Third Root Community Health Clinic.

PACA JOINS USFWC AS FIRST CROSS-SECTOR FEDERATION PARTNER

The Philadelphia Area Cooperative Alliance (PACA) is a cross-sector cooperative support organization representing southeastern Pennsylvania. A cooperative itself, PACA members represent the range of cooperative sectors including consumer, financial, energy, housing, producer, and worker.

PACA applied to join the USFWC as a Federation Partner (eligibility criteria states, "*Associations of three or more democratic workplaces joined together for purposes of mutual aid*"). The Membership Committee approved the application with the clarification that a caucus of the worker cooperative members within PACA (of which there must be at least three to maintain membership eligibility) are encouraged to actively represent PACA within the USFWC and are solely responsible for casting votes on behalf of PACA for any USFWC member matters.

With the increasing development of cross-sector cooperative organizations locally, the Federation thanks PACA for helping craft a creative way for the Federation to be inclusive and connected to the larger cooperative movement, while maintaining our focus on being first and foremost a national organization representing worker-owners and worker cooperatives.

ANNUAL MEMBERSHIP MEETING

Our 2014 Member Meeting was held during the National Worker Coop Conference on Sunday, June 1, 2014 in Chicago IL. More than 150 people attended in-person with at least 70 member workplaces represented (50 voting and 20 non-voting). As always, non-members were invited to attend as a way to learn more about the Federation's work.

Meeting Agenda & Outcomes:

- **State of the Federation**

Reports from Board and staff including program update, presentation of 2013 annual report, and review of 2013 financial report.

- **Member Input for Democracy at Work Institute programming and resource development**

In break-out groups divided by business stage (startups, conversions, established coops 2-5 years, established coops 5+ years, and cooperative developers) facilitators led group discussions answering the following questions.

1. *What kind of support does your workplace/organization need to thrive? Tools, resources, standards, etc that can help you do your work better?*
2. *What does your cooperative do well? Best practices you have to share with other members and the Institute?*

Each group provided a report-back to the full membership, highlighting key elements for the Institute to consider as it develops tools and resources for the existing, and growing, worker cooperative community.

Members also requested that the Institute consider the needs of Federation Partners (regional or industry based support organizations) and transitioning businesses (those affected by changes in industry, region, or other factors) in their work. These two groups were inadvertently overlooked in crafting the small-group breakouts.

- **Proposal to draft a standard definition of 'Worker Cooperative' for the US**

"USFWC members support the Democracy at Work Institute staff to lead a process to draft a standard working definition of 'Worker Cooperative' to guide federal government agency recognition of the business model. The process will include engagement with USFWC members. The definition will be both principles-based and practical, and draw on and synthesize existing international definitions, various state legal forms, and current practices."

More than 20 members spoke during the meeting, providing valuable and informative input. The proposal was passed overwhelmingly by a show of hands of members present.

- **Board of Directors Elections**

In-person votes were collected at the end of the annual meeting, officially closing the 2014 elections process. A total of 60 out of 83 eligible members voted in the Board election, representing 72% of the voting membership. Two new regional representatives were elected, David Morgan of TESA for the East and Michael Girkout of Alvarado Street Bakery for the West, and two regional representatives, Anna Boyer of C4 Tech & Design for the South and Rebecca Kemble of Union Cab for the North ran un-opposed and were re-elected.

FINANCIAL REPORT

Submitted by Dana Curtis, Treasurer, USFWC Board of Directors

The Federation's fiscal year is the same as the calendar year and 2014 was a great year for our organization. This report accompanies our income statement and balance sheet. At the time of this report, the financials have been reviewed by our Board Treasurer during an internal audit, and no material changes were needed to be in conformity with generally accepted accounting principles.

While overall revenue significantly dropped from 2013 to 2014, it is important to note the significance of this change. In the past two years, a significant revenue stream was the Rural Cooperative Development Grant from the USDA, which began disbursement in October of 2012. However, by October 2014 the Democracy at Work Institute received 501c3 non-profit status and the USDA grant was awarded to the Democracy at Work Institute directly. It had always been the intention for this grant program to be a funding source for the Institute, as a public benefit organization, to expand cooperative development in rural communities; ultimately providing support for Federation members *and* the broader public.

That being said, I'm extremely proud to report on member dues. Member dues remained mostly flat in the prior two years. In 2014 we saw a dramatic increase in dues, putting the Federation on the path to being a self-sustaining organization, without heavily relying on foundation and government grants. In fact, member dues grew 63% from 2013 to 2014. We achieved this through a combination of new member recruitment and restructuring the annual dues formula.

This year we continued to raise additional funds through direct public support. Since 2013 we have run a Sustainer campaign engaging our individual supporters to make a monthly contribution of \$10 or more to the Federation. In 2014 we welcomed 33 new sustainers ending the year with 94, just shy of our goal of 100 monthly contributors.

As always, our single largest expense was staffing, at just over \$80,000 for a part-time Executive Director and full-time Membership Coordinator. During 2014, Melissa spent much of her time as Executive Director split between the Federation and Institute, slowly transitioning off the Federation payroll altogether at the end of 2014 and working full-time with the Institute.

This transition also explains the decreased expenses for operations, travel, and meetings. We moved offices from San Francisco to Oakland, decreasing overall expenses. Other operational expenses include insurance costs, dues paid to other organizations, and the costs needed to run the Federation.

At the end of 2014 we saw a slight positive net income. However, the Federation remains a very lean organization with no reserves or financial security outside our 95% member retention rate. The focus in the coming year will be to finalize an updated business plan that explores opportunities to develop new revenue streams to position the Federation for long-term strategic growth. We look forward to continuing to grow the Federation with you.

**USFWC Balance Sheet
December 31, 2014**

	Dec 31, 14
ASSETS	
Current Assets	
Checking/Savings	
Community Bank of the Bay	757.02
Paypal	997.16
Cash on Hand	155.00
Total Checking/Savings	1,909.18
Accounts Receivable	
Dues Receivable	6,529.00
Accounts Receivable	1,350.00
Total Accounts Receivable	7,879.00
Total Current Assets	9,788.18
Fixed Assets	
Furniture and Equipment	729.15
Total Fixed Assets	729.15
Other Assets	
Security Deposits Asset	2,931.50
Total Other Assets	2,931.50
TOTAL ASSETS	13,448.83
LIABILITIES & EQUITY	
Equity	
Opening Bal Equity	6,787.84
Unrestricted Net Assets	-14,558.43
Net Income	22,219.42
Total Equity	14,448.83
TOTAL LIABILITIES & EQUITY	14,448.83

**USFWC Profit / Loss Statement
2013 and 2014 Comparison**

	Jan - Dec 14	Jan - Dec 13	\$ Change	% Change
Ordinary Income/Expense				
Income				
Membership Dues	61,372.50	37,736.25	23,636.25	62.64%
Conference	3,000.00	0.00	3,000.00	100.0%
Foundation Grants	2,000.00	30,500.00	-28,500.00	-93.44%
Government Grants	56,697.98	180,939.63	-124,241.65	-68.67%
Direct Public Support	14,274.00	7,236.56	7,037.44	97.25%
Newsletter ad revenue	1,275.00	825.00	450.00	54.55%
Consulting Services	23,879.41	4,540.00	19,339.41	425.98%
Other Types of Income	-672.27	109.10	-781.37	-716.2%
Total Income	161,826.62	261,886.54	-100,059.92	-38.21%
Gross Profit	161,826.62	261,886.54	-100,059.92	-38.21%
Expense				
Suspense	0.00	150.00	-150.00	-100.0%
Payroll and Staffing Expenses	80,320.56	101,917.64	-21,597.08	-21.19%
Benefits	5,291.18	10,274.20	-4,983.02	-48.5%
Contract Services	7,609.50	67,139.62	-59,530.12	-88.67%
Facilities and Equipment	7,772.62	17,359.92	-9,587.30	-55.23%
Operations	17,913.77	38,962.82	-21,049.05	-54.02%
Travel and Meetings	20,613.57	42,211.65	-21,598.08	-51.17%
Fundraising Expense	0.00	54.03	-54.03	-100.0%
Business Expenses	76.00	850.00	-774.00	-91.06%
Total Expense	139,597.20	278,919.88	-139,322.68	-49.95%
Net Ordinary Income	22,229.42	-17,033.34	39,262.76	230.51%
Other Income/Expense	-10.00	0.00	-10.00	-100.0%
Net Income	22,219.42	-17,033.34	39,252.76	230.45%

PROGRAM REPORT

As a membership organization, our programs focus on: (1) providing business benefits, (2) strengthening our network, and (3) advancing an advocacy agenda. Below are select updates from our 2014 highlights.

WORKPLACE DEMOCRACY ROAD SHOW

Between April and September 2014, USFWC staff toured the country meeting members where they are: in their workplaces! The result of these visits includes extensive interviews with more than 75 members, dozens of potential members, and select ally organizations from coast to coast. States visited include: ME, MA, NH, VT, NY, PA, MD, WI, IL, MN, CA).

The lessons learned from these in-person visits are being used in two important ways: (1) to develop new and improved Federation member benefits and (2) to inform resource development from the Democracy at Work Institute. A shared goal of both organizations is to design resources and programs for our community that are rooted in the lived experiences of worker-owners.

A deep and heartfelt to all of the members and supporters that welcomed our staff to your workplaces (and your homes), shuttled us around town, introduced us to your networks, and shared your inspiring stories, very real challenges, practical ideas, and beautiful visions of the future. The Road Show has been a testament to our organization remaining rooted in and led by our dedicated membership.

Member visits are planned for Southern California, Oregon, Washington, Texas, and DC in 2015.

MEMBER BENEFITS SURVEY

On the heels of the Road Show, a survey was designed to test some of the feedback and lessons learned from member visits. More than 65 workplace members responded to the survey that asked about types of benefits, services, and education resources members were most interested in seeing developed. The results of this survey greatly informed the Federation program focus areas and projects for 2015. These include: updated national directory of worker cooperatives and support organizations, hard-skills trainings for worker-owners, a 'quick reference' library of practical tools for cooperative governance and management, and cost-savings on business services with values-aligned providers.

2014 NATIONAL WORKER COOPERATIVE CONFERENCE

More than 500 worker-owners, cooperative developers, funders, support organizations and allies came together in Chicago May 30 – June 1, 2014 to celebrate the USFWC's 10th birthday at the bi-annual National Worker Cooperative Conference. Co-presented by the Federation and Democracy at Work Institute, the conference included a special pre-conference session, "Succession Planning through Worker cooperative Conversation", aimed at selling business owners and development specialists; two keynotes from brilliant women in our community, Professor Jessica Gordon Nembhard, author of *Collective Courage: A History of African American Cooperative Economic Thought and Practice*, and Roberta Trovarelli who traveled from Italy to join us and share her experiences working for LEGACOOP, the oldest organization representing cooperatives in Emilia Romagna Region; two full days of conference workshops ranging from hard-skills for worker-owners and best practices for cooperative development, to discussing political advocacy strategies and hearing directly from youth-led worker cooperatives; and finally, a day-long development intensive for local worker cooperative startup businesses in Chicago. Providing

scholarships, interpretation, and childcare also enabled us to create a welcoming event where the growing worker cooperative community could come together. A huge thanks for the generosity of our conference sponsors that helped make the 2014 National Worker Cooperative Conference (and our 10th birthday!) so incredibly successful.

Stay tuned for 2016 conference details at: www.conference.coop.

EMERGING LEADER SCHOLARSHIP AWARDS

Supporting a leadership pipeline within our community has always been an important part of the Federation's work. During the 'Community Party' fundraiser held at our national conference, the funds raised in one year are used to fund scholarships for USFWC members to attend the next national conference. In 2014, the Federation provided \$1,550 in scholarship funds through our Emerging Leader Scholarship program to support five worker-owners from USFWC member workplaces to join us in Chicago. After a competitive application process, the Board and staff selected the following 2014 Emerging Leaders: Domie Brown with Equal Exchange, Jose Rodriguez with Red Rabbit Bakery, Micky Metts with Agaric, Patrick Hicky with Interpreters Cooperative of Madison, and Rebecca Wheeler with Union Cab. We look forward to seeing, and supporting, their further growth as leaders in our community.

LEARNING TRIP TO MONDRAGON, SPAIN

In July, USFWC partnered with Human Agenda, a California-based non-profit, to offer an affordable opportunity for USFWC members interested in visiting Mondragon, Spain – home of the infamous Mondragon Cooperative Corporation (MCC). Fifteen participants – including worker-owners from Isthmus Engineering, individual USFWC members and USFWC staff – embarked on a 5-day program to learn as much as possible about how MCC originally developed, and grown over the last 50 years, and plans for future innovation.

UNION COOP MEMBER COUNCIL

Submitted by Mary Hoyer, Co-Chair of the USFWC Union Coop Member Council

The Union Co-ops Council held monthly conference calls with participation from individuals representing AZ, CA, CO, CT, DC, MA, MI, MN, MO, MT, NC, Nova Scotia, NV, NY, OH, PA, TN, WA, WI. Members of the council presented at six events including California Co-op Conference, an interfaith conference focused on immigration and economic justice, Denver's Community Wealth Building Conference, and several other labor-specific events. Throughout the year, the council refined language around 'Employee Right of First Refusal' for potential inclusion in labor agreements and contracts. Support was also offered to several startup enterprises seeking to form union cooperatives in southern California, western Massachusetts, Ohio, and Nevada. An updated charter was finalized and submitted to USFWC and a new website was launched: www.unioncoops.org

NATIONAL DEFINITION OF ‘WORKER COOPERATIVE’

At the 2014 USFWC Member Meeting in Chicago, members expressed support for the staff of USFWC and Democracy at Work Institute to draft a preliminary definition of worker cooperative to present to members for input and feedback. Using existing state statutes, internationally-accepted cooperative guidelines, federal 1042 legislation, subchapter T of the IRS, and USFWC’s own functional definitions, a preliminary draft was brought to the membership in December 2014 for discussion. After incorporating initial feedback, a second meeting with members was held in February 2015. These two rounds of member input helped craft the working draft to be presented to members at the 2015 Member Meeting.

MEMBERS SECURE SUPPORT & INVESTMENT FOR WORKER COOPERTIVES IN NEW YORK CITY

An important milestone was achieved in 2014, thanks in large part to the organizing efforts of USFWC members on the ground in New York City. In June 2014, the New York City Council voted to approve the city’s annual budget, which contained a \$1.2 million initiative to fund the development of worker cooperatives. This investment – the largest to date by a city government – represents an endorsement of worker cooperatives as a means of creating quality jobs and anchoring businesses in local communities. A broad coalition – including both established and emerging cooperative developers, public officials, non-profits and community members – came together to drive the budget initiative forward. The Federation of Protestant Welfare Agencies convened the coalition which includes USFWC members: Center for Family Life, New York City Network of Worker Cooperatives, Ecomundo Cleaning, the Working World, Green Worker Cooperatives, Make the Road New York, and the Democracy at Work Institute.

ASBC LOBBY DAY

In February 2014, USFWC staff member Joe Rinehart and Union Cab worker-owner John MacNamara participated the American Sustainable Business Council (ASBC) Worker Ownership Lobby day, along with representatives from New Belgium Brewery, other ESOPS, the Evergreen Cooperatives, NCBA, and Mondragon Cooperative Corporation. This visit marked the first time USFWC used their new membership in the ASBC to lobby for worker cooperatives. Participants visited with the Assistant Secretary Phyllis Borzi from the Department of Labor and staffers from 5 senators’ offices, including Warren, Franken, and Harkin.

MEMBERS TAKE A STAND ON THE USDA BUSINESS LOAN GUARANTEE PROGRAM

The USDA issued a proposed rule change in September 2014 that would update the Business and Industry (B&I) guaranteed loan program to be available to business owners transitioning a business to worker ownership. USFWC members were notified of this open comment period and encouraged to submit comments in support of this program because it has the ability to facilitate transitions to worker ownership by addressing two key barriers: (1) creating conversion-friendly financing and (2) phased timing for conversions and buy-outs. During the two-month comment period, USFWC members and supporters registered more than 200 comments in support of this proposed change, representing over 50% of the comments received. After reviewing all comments, the USDA is expected to provide a final ruling in September 2015.

PARTNERSHIPS & COALITION BUILDING

The USFWC maintains membership with the National Cooperative Business Association (NCBA), CICOPA (the international worker-cooperative arm of International Cooperative Alliance), Data Commons Cooperative, American Sustainable Business Council and New Economy Coalition. In 2014, as the Federation and Institute identified unique focus areas, the Institute applied for Cooperation Works! membership and the Federation did not renew.

As an NCBA member, USFWC staff join representatives from the other cooperative sectors at the annual member meeting in September 2014 in Minneapolis, MN. President of the International Cooperative Alliance, Dame Pauline Green, offered a keynote presentation on the 'Blueprint for a Cooperative Decade', a global strategy of and for cooperatives. She engaged conference participants in a deep dialog about how cooperatives, across all sectors, can come together to achieve 'The 2020 Vision', which aims for the cooperative form of business to become: (1) The acknowledged leader in economic, social, and environmental sustainability; (2) The model preferred by people; and (3) The fastest growing form of enterprise. Learn more about this process at: www.ica.coop/en/blueprint-co-op-decade.

INTERNATIONAL CONNECTIONS

Submitted by Rebecca Kemble, President, USFWC Board of Directors

The USFWC continues to participate in the international worker cooperative movement through its membership in CICOPA, the worker cooperative sector of the International Cooperative Alliance. USFWC President Rebecca Kemble sits on the CICOPA Executive Committee, and serves as Vice President of CICOPA Americas and President of CICOPA North America. Starting in 2014, CICOPA has been working on developing guidance notes for the cooperative principles which are scheduled to be ratified at the ICA General Assembly in Turkey in November 2015 (more information: <http://ica.coop/en/blueprint-themes/identity/guidancenotes>).

USFWC board member Vanessa Bransburg also began participating in CICOPA meetings and conferences. In September 2015, she will be representing the USFWC at the ICA Americas conference in Panama City where she will present at both the Worker Cooperative Forum and at the Gender Equity Meeting. She will also serve as the US delegate at the CICOPA Americas Annual Regional Assembly held the same week.

USFWC Co-Director Esteban Kelly will be joining Rebecca in the Cuba Cooperative Working Group (CCWG) that has developed after Rebecca joined other US cooperative leaders on a study trip to Cuba in 2014. The CCWG is being convened by the National Cooperative Business Association (NCBA) to explore avenues of cooperation between our two countries. With the recent economic and political openings, there is a lot of potential for inter-cooperation between the US Worker Cooperative sector and the fledgling non-agricultural worker coops in Cuba. Much of this work may be done through CICOPA Americas, but the CCWG may also assist with promoting federal policies favorable to cooperative exchanges.

DEMOCRACY AT WORK INSITUTE PARTNERSHIP

Throughout this report we have made many mentions to our sister organization, the Democracy at Work Institute. Affectionately called, ‘the Institute’, this new organization – officially launched in October 2013 after several years of development – has grown from an idea inspired by Federation members and leadership into a national force for fostering, promoting, and advancing workplace democracy.

The Institute wouldn’t exist as the organization it is without the leadership and support of Federation members. The Federation would not be growing at the rate it is without the Institute as our partner. We have developed an organizational agreement to be, in spirit and in practice, collaborative and mutually-supportive partners in our programming, movement-building, and development strategies.

Much of the Federation’s work and growth in 2014 would not have been possible without the work contract of \$15,000 with the Institute (as mentioned in the Financial Report p. 15). The Institute hired the Federation to complete specific work that advances the Institutes mission of being rooted in the knowledge and lived-experience of the existing worker cooperative community; a community that the Federation fosters and supports. By providing the Institute with direct connection to the grassroots, those who are living workplace democracy daily, we are able to inform programming in an intentional and rooted way.

The 2014 contract specifically included that the Federation provide the following deliverables:

- Completion of expanded economic data gathering project from USFWC members
 - Advise on collection fields; set up collection instrument; promote to members
- Organizing project to engage USFWC members in DAWI vision and projects
 - Engage members in process of drafting a nationally-recognized definition of ‘Worker Cooperative’
 - Events
 - Plan workshops and seminars at the national worker cooperative conference to educate USFWC members about DAWI’s approach and solicit their input
 - Promote the national conference and member meeting to USFWC members
 - Workplace Democracy Roadshow
 - Visit in person at least 50% of USFWC members in target regions to present DAWI vision and projects, solicit member input, and gather needs/suggestions
 - Prepare reports on this input for DAWI Board and staff
 - Plan and present educational webinars to worker cooperatives, including USFWC members

Woven throughout this report are snapshots of how the Federation and Institute work together, collaborating intentionally and strategically to support the existing worker cooperative community and advance the worker ownership mode. Please take time to learn more about the Institute and its work at www.institute.usworker.coop.

ABOUT THE USFWC

Founded in 2004, the United States Federation of Worker Cooperatives (USFWC) is the national grassroots membership organization for worker cooperatives. Our membership also includes democratic workplaces, cooperative developers, and organizations that support worker cooperatives. We advance worker-owned, -managed, and -governed workplaces through cooperative education, advocacy, and business development.

As a membership and advocacy organization, we connect worker cooperatives to each other and to the larger cooperative and economic justice movements. We amplify our members' voices to advocate for worker ownership and the worker cooperative business model at local, state and national levels.

Federation members, ranging from 2 – 2,000 workers, can be found across the country, spanning dozens of industries, with varying management and governance structures. In 2014, we celebrate our 10th anniversary with over 150 business and organizational members and representing close to 4,000 workers across the country who are building a dynamic movement for democratic worker ownership. Our Federation is led by a 100% member-elected Board of Directors and two-person staff, based in Oakland CA and Philadelphia PA.

Join the USFWC now and help build this movement at a crucial and exciting time in its history. We welcome membership from worker cooperatives, democratic workplaces, cooperative developers, geographic and sector-based federations, ally organizations, and individuals.

Learn more at: www.usworker.coop/join

CONTACT US

info@usworker.coop
(415) 392-7277

US Federation of Worker Cooperatives
1904 Franklin Street, #400
Oakland, CA 94612