



# 2015-2016 TWO YEAR REPORT





# FROM THE EXECUTIVE DIRECTOR



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**Careening into our second decade**, the USFWC is springing forth from fertile ground toward our next phase of advancing democratic management models and worker co-ops. In 2015 Amy and I laid the groundwork for the added capacity we knew we would need to deliver the impact promised by the USFWC's mission. My strategy as E.D. was first to grow our team, and then to strengthen and proliferate partnerships both inside of and beyond worker co-op spaces. **And so we have.** When Amy left our staff at the close of 2016, we had a full time E.D. (myself), a membership director, a program & benefits assistant role, and a half time operations manager. Two months later, we hired a communications director, and we are still collaborating with our non-profit sister organization, the Democracy At Work Institute, to leverage even more work capacity.

**Our growth remains grounded and strategic.** We know this comes in part from our pivot from a "fringe" business model to a mainstream culture of transparency, inclusion, and workers' voice. We listened to the needs of members. Now, because of the capacity and partnerships established in 2015 & 2016, we are promoting the worker co-op model at a wider scale and tapping into a growing consciousness of the need for systemic economic change. Leaders in the U.S. worker co-op sector— including but not limited to the Federation board, staff, and membership — are weaving into a broad network of visionaries building cooperative infrastructure for economic justice in grassroots movements and especially communities of color and communities that have otherwise been divested from and exploited by the dominant economy.

**Leaders in the U.S. worker co-op sector are weaving into a broad network of visionaries building cooperative infrastructure for economic justice in grassroots movements**

**In 2016 we strengthened our partnerships** with DAWI and co-op developers as well as national policy allies from the National Cooperative Business Association, the American Sustainable Business Council and various Employee Ownership Centers. We've been learning from fellow worker-owners overseas, through CICOPA (our international worker co-op federation). To bring about the future for worker co-ops here that we envision, we need to build solidarity and mutual learning across borders. Our board worked hard to strengthen our relationships with the worker co-op sector in Canada, Italy, and Latin America, especially Argentina. I have also nurtured those relationships and sought to build more with the worker co-ops in the UK, the Basque Country, Cuba, and Mexico.

With support from the Robert Wood Johnson Foundation we convened a conversation about Health Equity, and just three months later established our first national health benefit, the USFWC Dental Plan. We laid the groundwork for a network of local worker co-op chapters and began working on agreements for the Eastern Conference for Workplace Democracy and the peer technical assistance program known as the Democracy At Work Network (DAWN) to find a home within the USFWC.

**Alas, for all of our accomplishments in 2016, we were menaced by a national phenomenon that swept a hateful regime into power.** The U.S. Presidential Election cast a cloud over our grassroots momentum and our communities on the ground; while it caused us to pause and reassess, we found our footing and reemerged more committed and clear minded than ever. The clouds have not passed, but we are still here, and we know that because of the integrity of co-op workers and the regenerative contributions of our businesses, we will survive to see this through and make our communities principled and whole.

Esteban Kelly  
USFWC Executive Director

# BOARD OF DIRECTORS

## CURRENT DIRECTORS

### **Dana Curtis | TX**

*President*  
Black Star Coop  
Key Figures

### **David Morgan | MA**

*Vice President*  
Toolbox for Education &  
Social Action (TESA)  
Eastern Regional Rep

### **Anna Boyer | LA**

*Secretary*  
C4 Tech and Design  
Southern Regional Rep

### **Ricardo Nuñez | CA**

*Treasurer*  
Sustainable Economies  
Law Center  
Western Regional Rep

### **Julius Jones | MA**

Worcester Roots Project

### **Maru Bautista | NY**

Center for Family Life

### **Max Perez | CA**

Arizmendi Valencia

### **Vanessa Bransburg | CA**

Democracy at Work Institute

### **Damon Terrell | WI**

Union Cab Co-op  
Northern Regional Rep

## PAST DIRECTORS

### **Rebecca Kemble | WI**

Union Cab of Madison

### **Michael Girkout | CA**

Alvarado Street Bakery

### **Nikki Marín Baena | TX**

Cooperation Texas

### **Molly Hemstreet | NC**

Opportunity Threads

### **Ellen Mickle | OR**

Equal Exchange

Dear USFWC Members,

It has been my honor to step into the role as USFWC President, following the transition of Rebecca Kemble (Union Cab, MadWorc, and President of CICOPA North Americas) who was president for many years, and Julius Jones (Worcester Roots Project, Future Focus Media, founder Worcester Black Lives Matter) who briefly served as interim President.

The past two years on the USFWC board were pivotal and exciting. In 2015 we bid farewell to Melissa Hoover after a decade on staff as our founding Executive Director. We were so pleased to emerge with our Co-Director restructuring, and to maintain the continuity that Amy Johnson brought to that role, after several years meeting with members and assessing the policy landscape. We were equally elated to hire Esteban Kelly as Co-Director to focus on our planning and fundraising, communications, and network development. That eventually made for an unforeseen, but smooth transition, when Amy resigned 18 months later, and we hired Esteban to be our E.D., reverting to our old staff structure.

In 2015 our board traveled to Boston for our annual board retreat. In addition to meeting up with local members from the greater Boston area, a big highlight from that retreat was our conversation about local worker co-op networks. In that retreat our board aligned on a vision for a future US worker co-op sector where we are bigger and stronger because of coordinated clusters of worker co-op networks and local chapters of the USFWC.



A year later we retreated in Philadelphia and deliberated about our value proposition— How does the USFWC deliver value and benefits to members and potential members? How is our organization a valuable partner for other co-op support institutions and economic justice campaigns?

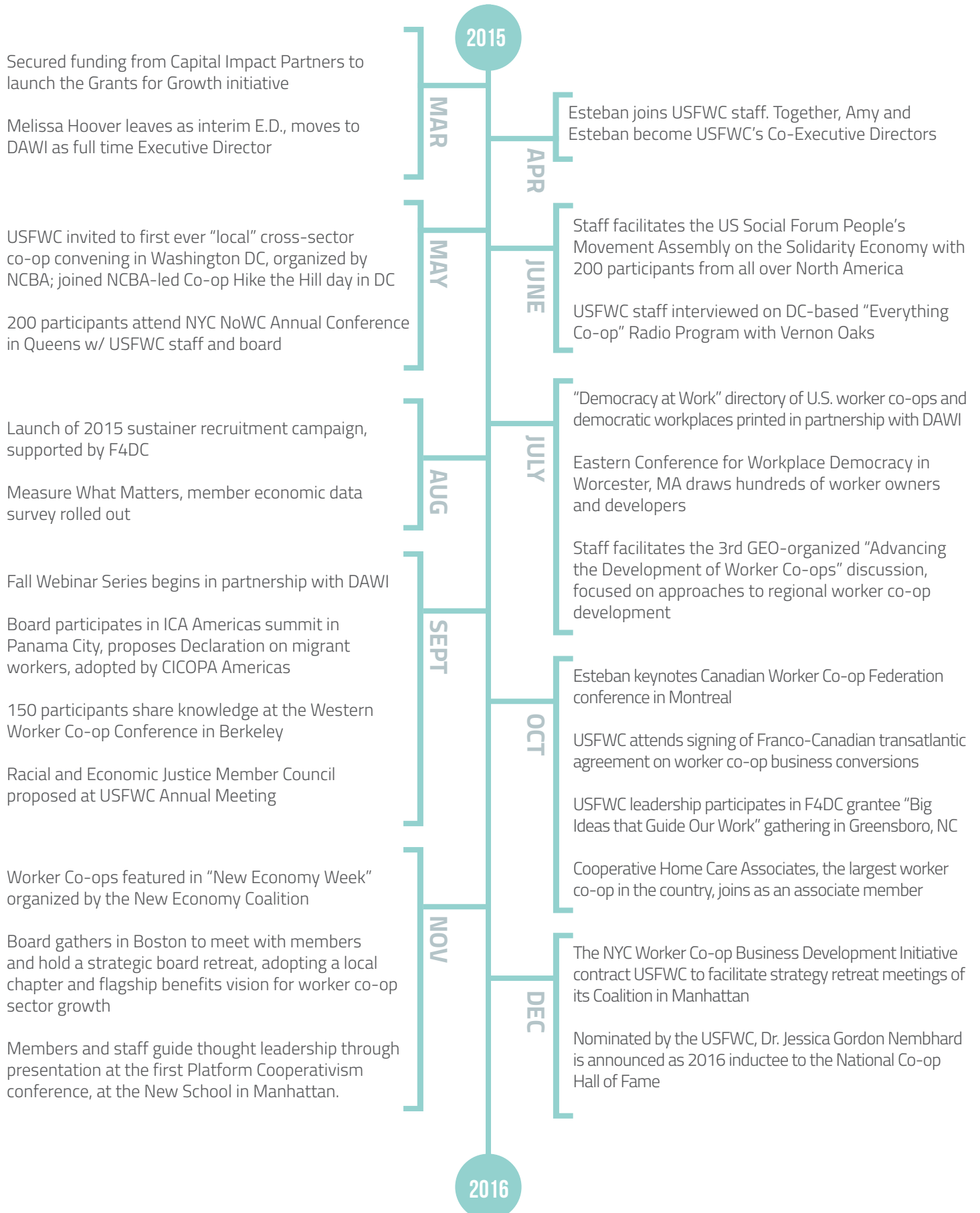
We concluded that building up our member benefits and recruiting more worker co-ops and democratic workplaces into our members must be a priority in the coming years in order to have the impact we envision.

We are so grateful for your support on this journey, because we know there is so much more we can accomplish when we come together.

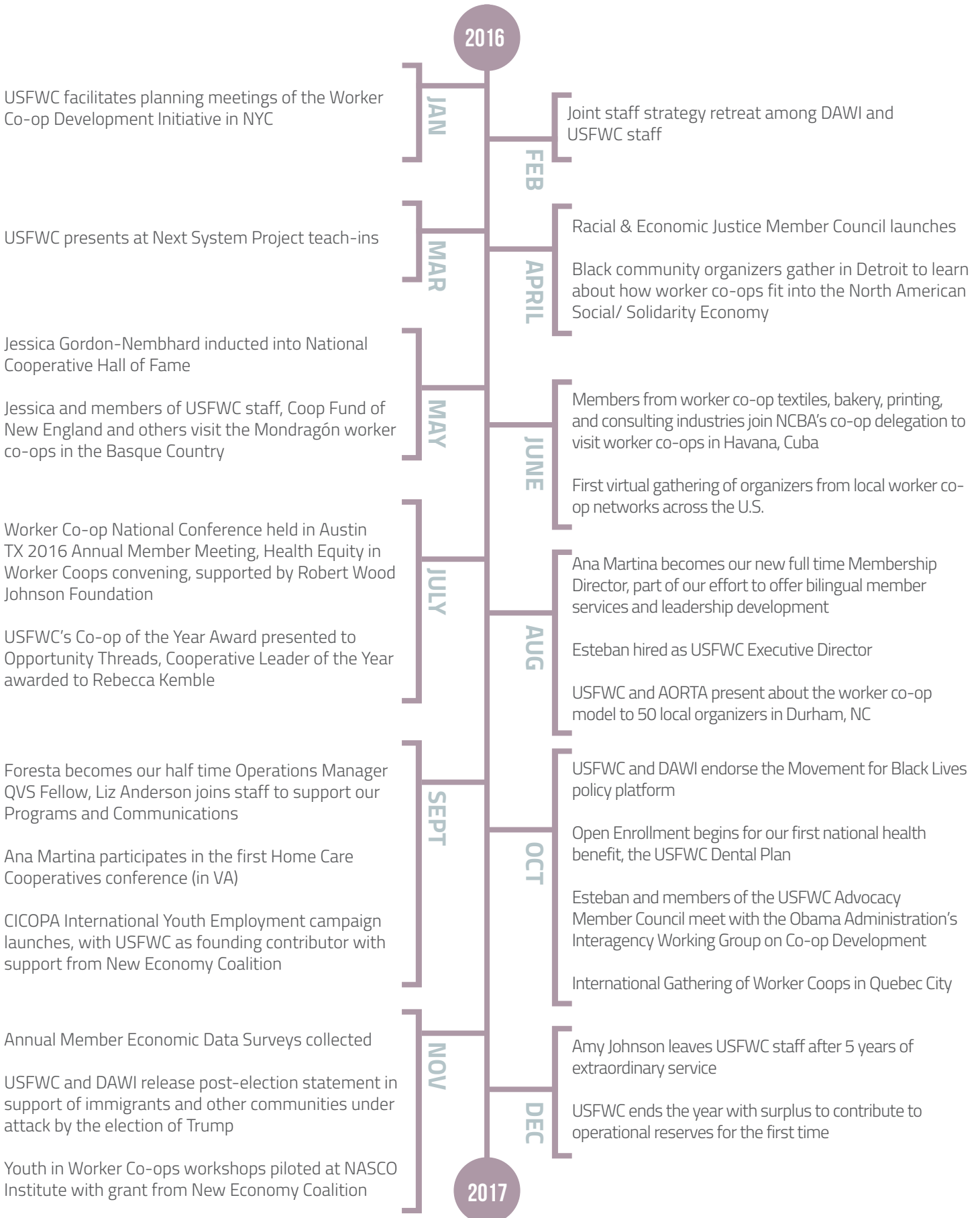
Sincerely,  
Dana Curtis,  
USFWC President



# 2015 MILESTONES



# 2016 MILESTONES







**CO-EXECUTIVE DIRECTOR  
AMY JOHNSON STEPPED DOWN**

On August 1st, 2016 Amy Johnson stepped back from her role as Co-Executive Director for the US Federation of Worker Cooperatives. Amy served the USFWC for more than 4 years and played an integral, and essential role in the life and growth of the Federation. We thank Amy for bringing her fierce determination, authenticity, and contagious zeal to the work. Amy served a vital role in the evolution of the USFWC as an agent of change, and helping to making our shared visions come true.

Esteban Kelly moved into an expanded role as the sole Executive Director, with an eye toward growth and expansion upon the strong foundation created by Amy and founding Executive Director Melissa Hoover.

The staff have been very intentional and thoughtful throughout the process of envisioning a new staffing structure. We believe that it will launch the Federation into the next phase of our work, in a balanced way. The Board has helped provide guidance and reflection in the process. The Board has offered their full support and confidence to the USFWC staff, and we are excited about the future of the Federation.



**ESTEBAN KELLY  
BECOMES EXECUTIVE DIRECTOR**

### **ANA MARTINA RIVAS JOINS TEAM AS MEMBERSHIP DIRECTOR**

In July 2016, Ana Martina Rivas joined the team as Membership Director. She has served as Technical Director of the Prometheus Radio Project; helped to organize the Spanish Speaker Network Gathering at the Allied Media Conference in Detroit; worked with the Rhizomatica project, a mobile phone networks owned by autonomous indigenous communities in Oaxaca, Mexico, and is currently creating a bilingual media tech coop.



# ANNUAL MEMBERSHIP MEETINGS



## BERKELEY, 2015

At our 2015 annual meeting in Berkeley, California, members shared stories of many organizations and initiatives for racial and economic justice with which our workplaces are connected. Some co-ops explained how they support social movements by offering free meeting space, financial consulting, lending out staff time for facilitation and mediation and donating in-kind supplies to reinforce efforts for racial equity in our local communities.

Taking action at the 2015 member meeting, the group agreed to convene a special member council of the USFWC to focus on how worker co-ops support racial and economic justice.

During the Berkeley meeting members voiced feedback on the campaign to establish a worker co-op definition for the United States. After financial reports, we heard about the Measure What Matters data gathering for sustainable businesses. The meeting concluded with at-large elections, where 5 new board members were elected. 4 out of 5 of those elected were people of color and/ recent immigrants to the US.

## AUSTIN, 2016

When we gathered in Austin, Texas for our 2016 annual meeting, members were curious about the imminent impact of our leadership transition. After 7 years on our board, outgoing president Rebecca Kemble chose not to seek another term. We honored her as Co-op Leader of the Year for her service nationally and internationally, and for demonstrating the power of organizing locally- shepherding a Madison initiative to fund worker co-op development and winning a seat on her city council. Just before the member meeting, Amy Johnson had announced her resignation from the Co-Director position, after 5 years on staff.

The group was reassured by the promotion of Esteban Kelly to the Executive Director role, and by a new wave of leadership, including the recently launched Racial and Economic Justice Member Council, which facilitated a "strategy session," as part one of a two-part annual meeting.

That council put forward three additional co-op principles for USFWC members to consider adding in the future as common ground and guidance to our sector. One member observed that the new principles which are adopted from other movements and organizations,

such as the Solidarity Economy movement, The Working World, and the Mondragon Cooperatives, "would elevate worker cooperatives from just another form of business model to a tool to be used for the direct purpose of 'dismantling systems of economic and racial oppression.'"

Together, members discussed these proposed additions which were: **Equity in All Dimensions**, including wealth, class, gender, race, ethnicity, etc.; **Subordinate Nature of Capital**, the idea that the use of money is to improve the lives of people and their ability to work, and **Social Transformation**, that co-ops can reinvest to create new cooperatives, support community development, and network with other partners to nurture cultural practices and communities.

Another member concluded that "It is important, as more people are coming in [to the worker co-op movement] and thinking about coming in that our principals reflect what we are trying to build."

Beyond the regular business of the meeting, our members were invited to visit informational kiosks to discuss and learn about health benefits, the USFWC partnership with DAWI, international updates, and the existing Policy Council and Union Co-op Council.





3B Bed & Breakfast\*  
 4th Tap Brewery\*  
 A Bookkeeping Cooperative\*  
 ACORN  
 Agaric\*  
 Alvarado Street Bakery\*  
 Amethyst Luna Cooperative  
 AORTA Consulting  
 Cooperative\*  
 Arizmendi Association of  
 Cooperatives\*  
 Arizmendi Bakery Lakeshore\*  
 Arizmendi Valencia\*  
 Artisan Beverage Cooperative\*  
 Baltimore Bicycle Works\*  
 Bed-Stuy Fresh and Local\*  
 Black Star Co-op Pub &  
 Brewery\*  
 Boston TechCollective\*  
 Box Dog Bikes\*  
 Build with Prospect  
 C4 Tech & Design\*  
 CA Center for Cooperative  
 Development\*  
 Carolina Common Enterprise\*  
 Catamount  
 Center for Family Life\*  
 CHCA  
 Cheese Board Collective\*  
 Chroma Technology Corp\*  
 Circle of Life Cooperative\*  
 Circle Yoga \*  
 CoLAB\*  
 Collective Agency  
 Communitas Financial  
 Planning\*  
 Community Builders  
 Cooperative\*  
 Cooperation Texas  
 Cooperation Works!\*  
 Cooperative Development  
 Institute  
 Cooperative Fund of New  
 England\*  
 Cooperative Services\*  
 Democracy at Work Institute\*

Dollars  
 and Sense\*  
 Eastern Conference for  
 Workplace Democracy  
 EcoMundo Cleaning\*  
 Electric Embers Cooperative\*  
 Equal Exchange\*  
 Fertile Ground Compost  
 Services  
 Firestorm Cafe & Books\*  
 Friends of the Third World  
 Cooperative Trading\*  
 Fund for Democratic  
 Communities\*  
 Future Focus Media  
 GAIA Host Collective\*  
 Grassroots Economic  
 Organizing (GEO)\*  
 Great Sky Solar  
 Green Mountain Spinnery\*  
 Green Worker Cooperatives  
 High Country Cooperation\*  
 ICA Group\*  
 Interpreters Cooperative of  
 Madison\*  
 Isthmus Engineering &  
 Manufacturing\*  
 Just Coffee Cooperative  
 LEAF (Local Enterprise  
 Assistance Fund)\*  
 LINC Foods\*  
 Little Grill Collective\*  
 Lompoc Cooperative  
 Development Project\*  
 Madison  
 Maharlika Cleaning  
 Cooperative  
 Mariposa Food Cooperative  
 Meerkat Media\*  
 Moving Images | SHIFT  
 CHANGE\*  
 NASCO - North American  
 Students of Cooperation\*  
 National Cooperative Bank\*  
 National Cooperative Business  
 Association\*

New Frameworks  
 Construction\*  
 New Moon Cooperative Café\*  
 New York City Network of  
 Worker Cooperatives (NYC  
 NoWC)  
 Northern California  
 Community Loan Fund\*  
 Ohio Employee Ownership  
 Center  
 Onpoint Security  
 Opportunity Threads\*  
 Other Avenues Food Coop\*  
 Pacific Electric Worker-Owned  
 Coop\*  
 Palante Technology  
 Cooperative\*  
 PattyPan Cooperative\*  
 Peachy Green Clean Co-Op\*  
 Pedal People Cooperative\*  
 Pelham Industrial Group\*  
 People's Food Cooperative  
 Philadelphia Area Cooperative  
 Alliance (PACA)\*  
 Phillips Law Office\*  
 Pioneer Valley Photovoltaics  
 (PV Squared)\*  
 PODER (People Organizing  
 to Demand Environmental  
 Rights)\*  
 Polycot Associates\*  
 Positive Energy  
 Prospera\*  
 Radix Media  
 Rainbow Grocery Cooperative\*  
 Red Emma's Bookstore  
 Coffeehouse\*  
 Red Sun Press\*  
 Reparations Law  
 Restaurant Opportunities  
 Center (ROC) of Michigan\*  
 Rocky Mountain Employee  
 Ownership Center\*  
 Rocky Mountain Farmers  
 Union\*  
 Samamkaya

Sassafras Tech Collective\*  
 Seward Childcare Cooperative\*  
 Seward Community Co-op\*  
 SF Green Cab  
 Shared Capital Cooperative  
 Simple Diaper & Linen  
 Small World Food\*  
 South Mountain Company\*  
 Steve Dubb  
 Stumptown Printers Worker  
 Cooperative\*  
 Sunset Scholars LLC  
 Sustainable Economies Law  
 Center\*  
 Teamworks – Green Cleaning  
 Cooperative\*  
 TechCollective\*  
 The California Fruit Wine  
 Company  
 The Cooperative Foundation  
 The Cooperative Group  
 The ICA Group\*  
 The Illuminator Collective, INC  
 The Tech Support Cooperative\*  
 The Vital Compass  
 The Working World\*  
 Third Root Community Health  
 Center\*  
 Time of Day Media  
 Toolbox for Education & Social  
 Action (TESA)\*  
 Treasure City Thrift\*  
 Union Cab Cooperative of  
 Madison\*  
 Urban Justice Center  
 Valley Alliance of Worker  
 Cooperatives (VAWC)  
 Valley Green Feast\*  
 Vermont Employee Ownership  
 Center  
 Wegner CPAs\*  
 Woodbelly Pizza  
 Worcester Roots Project  
 Xensha

\* indicates membership for both years



## SUSTAINERS

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

Aaron Dawson\*, Adam Konner, Alison Booth\*, Amy Johnson, Anne McShirasm Benjamin Mauer\*, Benjamin Melancon, Brenda Pfahnl\*, Brian Cooney\*, Brian Haghghi, Bryan Johnson\*, Bryan Mercer, Carlos Perez de Alejo, Chris Michael, Christopher Landwehr, Christopher McAllister, Christopher McAllister\*, Corrigan Nadon-Nichols\*, Cristine Nelson\*, Dale Luce, Dana Curtis\*, Daniel Tilton\*, David Brinovec\*, David Ellerman\*, David Morgan\*, Debra-Ellen Glickstein\*, Derek Tennant, Ellen Mickle, Emily Anderson, Emily Lippold Cheney\*, Emma Yorra, Erik Olsen\*, Esteban Kelly, Esther Cervantes\*, Evan Casper-Futterman\*, Eve Brinton, Friends of Cooperative Education, Gerald Rudolph\*, Gina Sarti\*, Guido Reichstadter, Hilary Abell\*, Hilary Johnson, Ian Bisson, Ian McLeod, Ion Freeman\*, J David Mauer, James Razsa, Jeanie and Dennis Holt\*, Jennifer Schuberth\*, Jessica Nembhard\*, Jim Johnson\*, Joani Blank\*, John Luhman\*, John McGrath\*, John McNamara, John Rinehart, Jonah Fertig, Joseph Blasi\*, Joseph Elliott, Julian Hill, Kathryn Hope Kolly\*, Kathy Gregg, Linda Ruchala, Lisa Russell\*, Lisabeth Ryder\*, Lucas McGranahan, Lydia Edwards\*, Margo Dunlap, Marilyn Langlois, Mark Fick\*, Mark Kaswan\*, Martha Kemble\*, Martin Staubus\*, Maru Bautista\*, Mary Hoyer\*, Matthew Junker, Melissa Hoover, Micha Josephy\*, Michael Girkout, Michael Sanderson\*, Michael Sandmel, Michaela Holmes\*, Mike Fadel\*, Minsun Ji\*, Mo Manklang, Morgan Crawford, Netwearing Trading Agent, Omar Freilla\*, Paul Ahrens, Paul Sliker, Peter Frank\*, Rachel Webb, Rae Levine, Rand Wilson\*, Rebecca Kemble\*, Rebecca Koganer, Rebecca Lurie\*, Retrospect Media, Robert Witherell\*, Ross Lenihan, Round Sky Solutions, LLC\*, Sarah Wagner\*, Saul Beniquez, Sean Scott, Sky Blue\*, Stephen Holt\*, Steve Rice\*, Steven Dawson\*, Steven Kelly, Suzette Snow-Cobb, Teresa Lopez, Thomas Beckett\*, Thomas Bowen, Thomas Dudley\*, Thomas Lambert, Timothy Palmer, Tom Decker, Vanessa Bransburg\*, Windmill Corner\*, Yahya Alazrak, Zen Trenholm

## FEDERATION FRIENDS

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

Adam Konner\*, Adolpho Noguera, Adria Powell\*, Alexander Benevides, Alexander Linsker, Alexis Gotera, Alison Kobban, Angelica Niblock, Anne Reynolds\*, Anne Young\*, Arlene Honig, Autumn Rooney, Avery Edenfield\*, Bo Delp, Bret Kenney, Brian Haghghi, Brian Ray, Bruce Mayer, Carolina Enterprise\*, Catherine Mulder, Charles Strader, Charlotta Beavers, David Reed, Davis Taylor, Deborah Hawkins\*, Deborah Wolk, Donald Jamison, Ed Mick Emily Eisele, Emma Serafin, Erick Boustead, Ervin Lopez, Ethan Winn, GEO/EDINA, George Christovich\*, Gilda Haas, Green Wayland-Llewellyn, Harvey Epstein Urban Justice Center, J Jerome Hughes, Jacob Deyo, James Morgan\*, Jason Wiener, Jeremy Shannon, Joe Marraffino, Joel Brock\*, Joel Williamson\*, John Duda\*, Johnathon DeSoto, Jonathan Goldberg\*, Joseph Lacey, Josh Keogh, Joshua Keogh, Julie Smith, Karen Haskins, Kathleen Darger\*, Kaye Harris, Keith Holding, Kevin M McCarron, Laura Smoot, Linda Phillips, Lisa Stolarski, Liz Bailey, Lorin Klugman, Maria Robalino, Mark Read, Matt Pond, Matthew Keesan, Matthew Marron, Meghana Reddy, Michael Zak, ML Healey Naomi Morduch Toubman, Naomi Toubman, Nathan Ballentine, Patricia Gonzalez-Ramirez, Paul Fairchild, Paul J C Williams, Phillip Bianco, Ralph Cutler, Rebecca Bratburd, Rebecca Tell, Rebekah Szlosek, Rek Kwawer, Ricardo Nunez, Rochelle Hammer, Roxanne Villaluz, Ryan Price, Scott Golas, Shawn Berry, SND, LLC, Stacey Cordeiro, Stefon Warner, SunBody, Taylor Johnson, TIF Services LLC, Tom Pierson

## SPECIAL THANKS

A special 'Thank You' to:

Robert Wood Johnson Foundation for their support of our Health Equity Initiatives, in particular granting the funds possible to host the Health For \*All Health Equity convening in July 2016 in Austin

The National Rural Electric Cooperative Association (NRECA) for their support of our member and board trip to visit Cuba.

Capital Impact Partners, for funding us in 2015 to do our Grants for Growth TA initiative.

Fund for Democratic Communities for funding our sustainer recruitment campaign in 2015

D'Anne Johnson for the in kind donation of guest housing at our 2016 conference

College Houses, also for in kind donation of guest housing at our 2016 conference

The Democracy At Work Institute for their support through contract services

NCBA for supporting our travel to international co-op summits in both 2015 and 2016

Electric Embers Co-op for their in kind support

**THANK YOU FOR YOUR CONTINUOUS SUPPORT OF THE WORKER CO-OP MOVEMENT!**



## PROFIT AND LOSS STATEMENTS

	2015	2016		2015	2016
Membership Dues			Expense		
Worker Cooperative Dues			Payroll and Staffing Expenses		
New Member	200.00	732.00	Wages Expense	78,157.79	90,023.96
Renewals	650.00	58,712.85	Payroll Service Fees	570.55	766.10
Other	54,186.68		Payroll Tax Expense	7,126.00	11,595.34
Total	55,036.68	59,444.85	Total	85,854.34	102,385.40
Democratic Workplaces Dues			Benefits		
New Member		50.00	Health Benefits	-84.51	2,789.15
Renewals		2,921.00	Workers Comp Insurance	3,752.54	683.94
Total	5,550.00	2,971.00	Total Benefits	3,668.03	3,473.09
Startup Workplace Dues			Contract Services		
New Member	200.00	1,150.00	Outside Contract Services	3075.62	5,462.00
Renewal	75.00	4,937.50	Website Maintenance		1,898.72
Other	5,800.00	750.00	Bookkeeper / Ops Support		2,375.45
Total	6,075.00	6,837.50	Communication & Admin Support		10,775.00
Developer Dues			Member Benefit TA Payments		600.00
Renewal	150.00	1,000.00	Intern Stipend		1,500.00
Other	3,450.00	4,600.00	Legal & Accounting Fees	1,100.00	0.00
Total	3,600.00	5,600.00	Total	4,175.62	21,111.00
Federation Partner Dues			Facilities and Equipment		
New Member		200.00	Rent, Parking, Utilities	4,046.40	6,846.50
Renewal		550.00	Telephone, Telecommunications	1,452.76	2,430.36
Total	300.00	750.00	Equip Rental and Maintenance	85.94	59.11
Associate Dues			Total Facilities and Equipment	5,585.10	9,335.97
New Member	500.00	100.00	Operations		
Other	5,395.00	7,510.00	Fiscal Agent Fee	210.00	1,875.00
Total Associate Dues	5,895.00	7,610.00	Taxes, Licenses and Fees	225.64	59.26
Member Donation	342.00	465.68	Dues and Fees	579.00	641.00
Individual Dues			Insurance - Liability, D and O	3,724.28	2,517.19
New Member		127.00	Bank fees	1,285.42	
Renewal		503.00	Dental Collection Fee		4.00
Other		245.00	Other		1,168.38
Total	240.00	875.00	Total		1,172.38
Sustainer Donations	10,562.00	8,229.41	Promotion	2,085.36	1,744.03
Local Partner Discount - not NY	-8,496.00	-10,106.50	Postage, Mailing Service	442.33	251.84
Dues writeoffs	-100.00	-5,190.00	Printing and Copying	3,834.70	3,932.79
Labor Trade	-593.00		Bad Debt Expense	3,527.00	5,042.00
Discretionary Due Discount		-564.50	Supplies	416.98	
Dues discounts			Premiums (swag)		2,545.00
3 Year Phase-In	-3,406.68	-265.00	Other		415.53
Total Dues discounts	-3,406.68	-265.00	Total		2,960.53
Total Membership Dues	75,005.00	76,657.44	Total Operations	16,330.71	20,196.02
Conference			Professional Development		293.00
Lodging		-2,055.00	Travel and Meetings		
Registrations		-250.00	Travel		
Conference - Other		-265.00	Staff Travel	3,875.52	4,713.56
Total		-2,570.00	Board Travel	3,442.99	2,957.40
Foundation Grants	21,310.00	26,757.50	Other	-787.60	1,968.92
Direct Public Support (&biz)	325.00	4,120.00	Total Travel	6,530.91	9,639.88
Newsletter ad revenue	900.00	1,800.00	Registrations		1,395.31
T-Shirt Sales		1,815.00	Meeting Expenses	1,299.90	1,741.12
Webinar Trainings		2,710.00	Meals / Entertainment	151.79	829.42
Inkind Donations		4,258.50	Lodging Rental	847.75	1,437.09
Dental Admin charge		80.00	Other		93.78
Miscellaneous Revenue	569.00	120.00	Total Travel and Meetings	8,830.35	15,136.60
Consulting & Contract Services		62,468.96	Fundraising Expense		-631.72
DAWN Revenue	925.00		Total Expense	124,444.15	172,799.53
Training Program Revenue	300.00		Net Ordinary Income	18,381.35	8,416.87
Other	42,900.00				
Total	44,125.00				
Total Income	142,234.00	178,217.40			



In the past two years, the USFWC has worked to support our membership by organizing members in member councils and peer networks. Below are the currently operating councils, as well as plans for future growth

## POLICY AND ADVOCACY COUNCIL

For members interested in organizing local, state, and national policy and advocacy campaigns to advance workplace democracy

The US Federation of Worker Cooperatives is your national advocate; representing the interests of worker cooperatives and promoting workplace democracy with federal agencies and elected officials. In addition to acting as a voice for worker-ownership nationally, our staff and Board also support local advocacy campaigns initiated by USFWC members.

Regional efforts to affect policy have been moving across the country, including Boston, Philadelphia, Austin and Milwaukee.

Listen to our webinar on current policy efforts for a full report at [usworker.coop/blog/may-2017-policy-webinar](http://usworker.coop/blog/may-2017-policy-webinar)

## UNION CO-OPS COUNCIL

For those interested in and actively working to connect workplace democracy and organized labor, with a focus on sharing of information. Presenting at events such as the AFL-CIO Organizers Conference and the Union Edge Radio show, as well as writing articles relevant to union co-ops, this council has been quite active

**Keep up with this council at [usworker.coop/unioncoops](http://usworker.coop/unioncoops)**

## RACIAL AND ECONOMIC COUNCIL

A new council established in 2016, responsible for connecting worker ownership and USFWC members to larger movements for racial and economic justice

The USFWC Racial & Economic Justice Membership Council sees the worker coop model as an important tool for dismantling systems of economic and racial oppression. This council stands in solidarity with all struggles that uphold collective liberation and cooperation. Our work is dedicated to aligning the worker cooperative community with struggles and movements that build power with and in marginalized communities.

The full Statement of Purpose for this council is now available at <http://bit.ly/usfwcREJstatement>

## ...AND MORE: GROWTH OF COUNCILS AND PEER NETWORKS

### Immigrant Worker Co-ops / Concilio de Miembros

**Asesores de Cooperativas Inmigrantes** - Led by Spanish-speaking members, focused on language justice and access, full member participation and leadership, and strategic national partnerships, the Concilio de Miembros Asesores de Cooperativas Inmigrantes meets monthly to push forward projects such as the SanctuaryWorkplaces.info website and campaign.

Additional councils and peer networks, such as a collective of our oldest and biggest worker co-ops are in progress.



## HEALTH EQUITY WORK

Equitable healthcare is complex. Creating or altering HR policies and organizational policies is a complicated task, particularly within a typical top-down business structure. Worker cooperatives, because they are managed by and for the workers, are an agile, fertile ground for exploration and experimentation in healthcare.

USFWC is currently exploring ways in which we can leverage the flexibility of cooperative business to effect systematic change for small businesses across the country.



We developed the USFWC dental plan because it's too hard for small cooperatives to get a good dental plan that doesn't have hidden terms and surprise costs. Our plan, provided through United Concordia, is transparent, affordable, and easy to use. Any workers in dues-paying workplaces are eligible. Covers single, spouses, and children. All dental work is "in network". No need of S.S.N. you can use your ITIN (Individual Taxpayer Identification Number).

The idea for this Dental plan originated with the Health for \*All Health Equity Convening in July 2016 in Austin, Texas. We were able to open up enrollment in October 2016, and have been able to provide coverage across the country, with some of our members receiving dental coverage for the very first time.

**UNITED CONCORDIA®**  
**DENTAL**

## AB816 - WORKER COOPERATIVE LAW POLICY WORK IN CALIFORNIA

On April 27, worker cooperative groups in California successfully advocated for the Banking and Finance Committee of the California State Assembly to pass AB816, the "Worker Cooperative Corporation Law." The committee's approval marks the first major step toward passing a bill which will advance the creation of new businesses, create jobs, and empower California communities.

The bill was drafted by the California Worker Cooperative Policy Coalition, a group of worker cooperative businesses, developers, and technical assistance providers who collectively represent a few hundred worker-owners and at least 25 California businesses. This was a major initiative for the USFWC, with partners including The Arizmendi Association of Cooperatives, the Network of Bay Area Worker Cooperatives, the Democracy at Work Institute, the Sustainable Economies Law Center and the East Bay Community Law Center's Green Collar Community Clinic.



This work continues to energized the USFWC and its membership for expanding work in advocacy and policy.



## INTERNATIONAL DECLARATION ON IMMIGRANT WORKERS

Declaration amended and adopted by the CICOPA Americas General Assembly on Sept 17, 2015, Panama City, Panama

The USFWC supports the movement of people in search of better economic alternatives and security for themselves and their families, and formally committed standing in solidarity with immigrant communities and are committed to providing the tools and support needed for business conducted by worker-owners themselves in immigrant communities as well as migrants across the continent.



## INTERNATIONAL WORK

The Federation has been active across global moments, taking our values and analysis to our international partners:

- Cross-border worker solidarity declaration adopted in Panama last September
- Gathering lessons and bringing home inspiration from the Trans-Atlantic partnership between the Canadian and French worker co-op movements which Esteban witnessed up in Québec
- Member Emily Lippold Cheney's attendance at the International Co-op Alliance (ICA) Meetings in Turkey, as well as USFWC President, Rebecca Kemble who represented the US worker co-op sector on the international board for the worker co-op movement through CICOPA
- Our international worker co-op federation, the International Organization of Industrial, Artisanal and Service Cooperatives (CICOPA) based in Brussels, has a busy staff of 5 ½ headed up by Bruno Roelants
- Building relations and communication with the Japan Workers' Co-operative Union (JWCU)
- Executive Director Esteban Kelly and board member Jessica Gordon Nembhard visited Mondragon, Spain
- Thanks to support from NRECA, worker co-ops in the textile, bakery, grocery, and education/ consulting sectors have been able to join the most recent US-Cuba co-op exchange in June 2016, including representation from NYC NOWC, Arizmendi Co-op, AORTA, and the USFWC



Building on the State of the Sector report from 2014, this study uses the most recent survey results collected by the US Federation of Worker Cooperatives and the Democracy at Work Institute to help further our understanding of the US worker cooperative field.

#### **Worker cooperatives have grown at a modest pace since 2013**

We estimate that there has been an 8.5% increase in the net number of worker cooperatives between 2013 and 2015.

#### **Worker cooperatives remain concentrated on the West Coast, Upper Midwest and the Northeast**

These findings are similar to the conclusions in our 2013 State of the Sector report, though growth does appear to be occurring in some new markets.

#### **Most worker cooperatives are new**

2/3 of worker cooperatives in 2015 were less than 15 years old and 39% were less than five years old.

#### **They are typically small businesses**

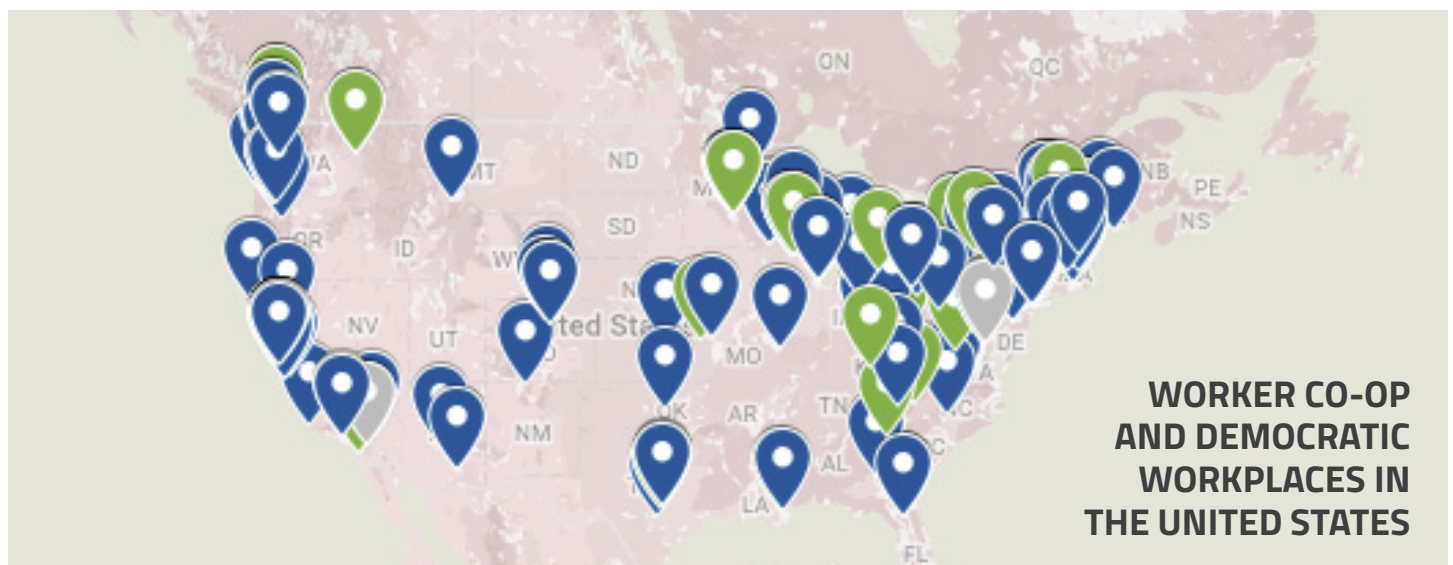
With a median workforce of 9 and \$360,000 in annual revenue, many worker cooperatives are small.

#### **Worker cooperatives compensation practices benefit their workers**

Many worker cooperatives appear to be paying living wages and creating close to full-time work. However, as small businesses it appears that many worker cooperatives have difficulty offering benefits to workers

**Worker ownership has created both economic value and low inequality within firms.** While data on patronage payments was sparser than other areas, the median respondent distributed an additional \$32,000 to their workers in 2015.

*The full State of the Sector report will be available at [institute.coop](http://institute.coop)*





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 175 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, to galvanize and support rising interest in the worker co-op business model. We organized an inaugural conference in Minneapolis to launch the Federation, deliberating over a long weekend to articulate a shared vision, identity, and organizational structure for this new democratically-run national organization.

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), 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. Inaugural conference in Minneapolis to launch the Federation, deliberating over a long weekend to articulate a shared vision, identity, and organizational structure for this new democratically-run national organization.

## What we do



### EDUCATION AND TRAINING



### ACCESS / SERVICES



### AMPLIFICATION & ORGANIZING



### CONNECTION

## In Partnership with:

Many of the USFWC services and work is done in partnership with:



Democracy at Work Institute  
*National organization dedicated to worker cooperative development*



Democracy at Work Network  
*A network of certified peer advisors, all with strong social and professional ties*

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## MEMBER COMMENTS

Members are invited to provide comment on this annual report, to [membership@usworker.coop](mailto:membership@usworker.coop) with 'Annual Report Comment' in the subject line or addressed to the USFWC office in Oakland, California by 10/15/2017. You can download this report online: <https://usworker.coop/annual-reports/>





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## Social Media

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