



# MEMBER

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**2016 Member Packet**

Dear USFWC Member,

**You are the US Federation of Worker Cooperatives!** Our national network of worker-owners and allies in cities and towns across the country are working together to build a strong grassroots membership organization that can represent a voice for worker-ownership and workplace democracy. Thank you for being an important part of this work!

This Member Packet includes information about the USFWC, our membership policies, member benefits and resources. This is designed to provide easy access to information that is kept current on our website, [www.usworker.coop](http://www.usworker.coop). Please check our site regularly for ongoing updates and make sure your workplace's USFWC 'Coop Steward' receives our emails.

Please contact the USFWC staff or your Regional Representative with any questions about our current work, suggestions for member benefits, requests for support – We look forward to working with you to continue building the USFWC as a critical national organization led by and for worker-owners.

In Cooperation,  
USFWC Board of Directors and Staff



*(Back: Anna Boyer, Dana Curtis, David Morgan. Middle: Max Perez, Rebecca Kemble, Amy Johnson. Front: Esteban Kelly, Maru Bautista, Julius Jones. Not Pictured: Michael Girkout, Vanessa Bransburg. Board Retreat Nov. 2015, Boston MA)*

# 2016 Member Packet

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Available online: [www.usworker.coop/member-packet](http://www.usworker.coop/member-packet)

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# ABOUT USFWC

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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.

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 represents over 160 business and organizational members representing over 4,000 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.

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.

# OUR MEMBERS

The Federation currently represents over 110 worker cooperatives and democratic workplaces in the US and more than 50 cooperative developers and mission-aligned support organizations.

As a grassroots, member-based business support and advocacy organization, our strength comes from the diversity of our members. No matter your workplace size, industry, or location, all democratic workplaces and ally organizations are invited to join the USFWC. Browse our Member Directory:

[www.usworker.coop/member-directory](http://www.usworker.coop/member-directory)



## **USFWC BYLAWS**

All members have access to an electronic copy of the USFWC bylaws, you can find them here: [www.usworker.coop/usfwc-bylaws](http://www.usworker.coop/usfwc-bylaws)

## **ANNUAL REPORT**

Each year, the Federation produces an annual report that consists of: financial statements; hiring and termination activity; list of new members, changes in membership status, and terminated memberships; details of strategic planning initiatives undertaken or implemented; and changes in the composition of the Board. There is an open comment period of at least 30 days for general membership comment. Annual reports are made available online: [www.usworker.coop/annual-reports](http://www.usworker.coop/annual-reports)

## **ANNUAL CALENDAR**

The Federation maintains both a public events calendar and a member calendar online. Below is a list of important annual dates, but you're encouraged to visit us online for the most up-to-date information.

Public Events Calendar: [www.usworker.coop/events](http://www.usworker.coop/events)

Key Dates:

Jan 1 – March 30 – Open window for member reclassification requests

Feb – Emerging Leader Scholarship application window open

Feb/Mar – Members report FY wage data to USFWC staff to calculate annual dues

Mar / Apr –Renewing members receive dues invoices (based on wage data submitted)

Apr / May – Renewing members submit dues payment (or arrange payment plan)

May – Board of Directors candidate nomination window opens

June – Annual Report made available for members

June2016 – National Worker Cooperative Conference (dates & location TBD)

*Host Annual Member Meeting and Conduct Board of Directors Elections*

July 30 – Workplace members complete annual economic data survey

October – Worker-owners apply for DAWN Peer Advisor Program

November – Annual Board of Directors Retreat

December – Members complete annual benefits survey



## **JOIN US – EVENTS CALENDAR**

From the bi-annual National Worker Cooperative Conference to local skill-based workshops for worker owners, USFWC maintains an online event calendar capturing as many worker cooperative related events as possible. Browse the online calendar at [www.usworker.coop/events](http://www.usworker.coop/events) and submit event announcements to [membership@usworker.coop](mailto:membership@usworker.coop)

## **STAY IN TOUCH – COMMUNICATION CHANNELS**

**USFWC Facebook**                      <https://facebook.com/usworker>

**USFWC Twitter**                      <https://twitter.com/usfwc>

**Member Memos**                      [www.usworker.coop/blog/category/announcements/](http://www.usworker.coop/blog/category/announcements/)

USFWC staffers send members a bi-monthly bulletin via email – a compilation of the most important updates from the office. Please bring the bulletins to a workplace meeting for review.

**USFWC Announcement List**        Periodic emails from USFWC Board and staff to members  
[members@lists.usworker.coop](mailto:members@lists.usworker.coop)  
Emails provided on member applications are automatically subscribed  
To join or unsubscribe, email: [membership@usworker.coop](mailto:membership@usworker.coop)

**National Discussion List**        All members can post, email to: [workercoop@yahoogroups.com](mailto:workercoop@yahoogroups.com)  
Emails provided on member applications are automatically subscribed  
To join or unsubscribe please go to:  
<https://groups.yahoo.com/neo/groups/workercoop/info>

**E-News**                                Emailed monthly  
All worker-owners, employees, friends and supporters are welcome to  
signup: [www.usworker.coop/subscribe/](http://www.usworker.coop/subscribe/)

**Print Newsletter**                    Mailed to your door twice a year (Spring & Fall)  
Read back issues: <http://usworker.coop/newsletters>  
Submit content or purchase an advertisement, email:  
[membership@usworker.coop](mailto:membership@usworker.coop)

## **PARTNERSHIP with the DEMOCRACY AT WORK INSTITUTE**

The Democracy at Work Institute and US Federation of Worker Cooperatives are sister organizations, partnering to build a robust worker-cooperative movement that is led by worker cooperatives and expands to reach new communities.

The US Federation of Worker Cooperatives and the Democracy at Work Institute have a history that is intricately interconnected and intentionally designed to increase the impact of both organizations. Founded in 2004, the Federation has always maintained a strong commitment to its original mission of being a membership organization led by and for worker-owners. After several years of building a solid foundation, the Federation dedicated the resources necessary to develop a sister non-profit 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 their 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 and 2015 would not have been possible without the program work contract between the Institute and the Federation. The Institute contracts with the Federation to complete specific programmatic 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 worker-owners – those who are living workplace democracy daily – the USFWC is able to inform the Institute’s programming in an intentional and rooted way.

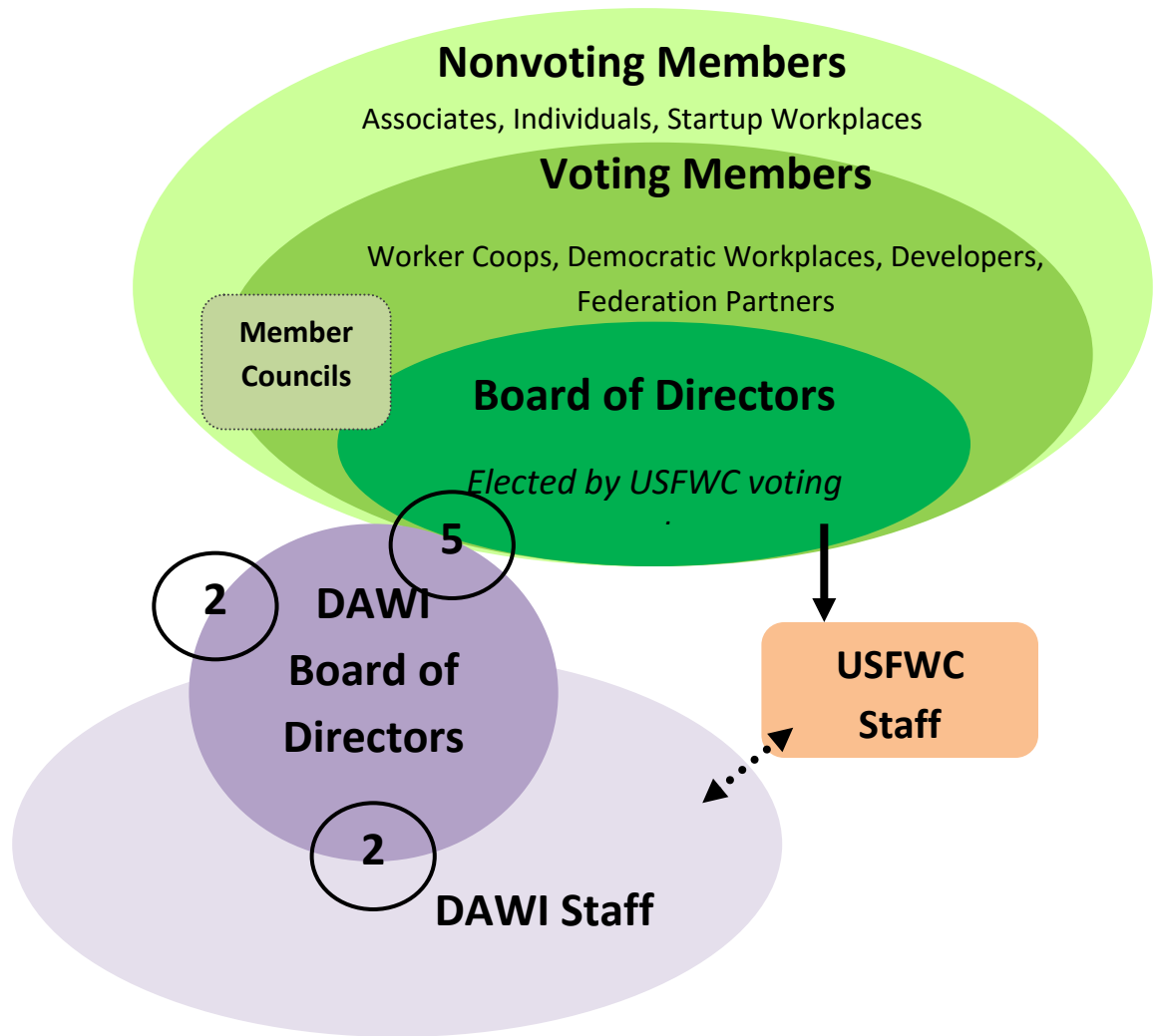
Regular updates about ongoing collaborations are often posted on our websites and included in the USFWC’s annual report.

You can learn more about the Institute at: [www.institute.coop](http://www.institute.coop)

## ORGANIZATIONAL CHART

### US Federation of Worker Cooperatives

501(c)(6) Member Benefit Corporation – Established 2004



### Democracy at Work Institute

501(c)(3) Public Benefit Corporation – Established 2013

#### Organizational Connections

- USFWC is the legal Designator for the Democracy at Work Institute. As Designator, it appoints 5 DAWI directors solely, co-appoints 2 additional directors with staff, and must approve bylaws changes.
- DAWI staff contracts the USFWC to conduct program work on an annual basis.
- USFWC staff and DAWI staff meet regularly to coordinate program work and strategic planning.

## **USFWC BOARD OF DIRECTORS**

### **ANNA BOYER**

#### **C4 Tech and Design, Southern Regional Rep, re-elected 2014 - 2016 term**

*Anna Boyer is a worker-owner of C4 Tech & Design, an employee-owned, democratically managed cooperative in New Orleans, Louisiana that provides web design, IT, and computer repair services to local residents, small to medium sized businesses, and non-profits. Anna joined C4 Tech & Design in 2008. In 2011, she joined the board of directors of the US Federation of Worker Cooperatives as the Southern regional representative, and has also served as the board Secretary and Treasurer. Prior to working at C4, Anna has worked as a movie theater concession salesperson, mail clerk, landscape maintainer, conservation biologist, insurance consultant, union steward, and telephone system programmer.*

### **DANA CURTIS**

#### **Black Star Coop, At-Large Director, re-elected - 2017 term**

*Dana is a member of Black Star Co-op Pub and Brewery where she began working in January of 2010, overseeing the membership and investment campaign which brought the Co-op from a dream to reality. Currently she is the Business Team Leader. Dana attended the University of Texas at Dallas where she studied Literature and Philosophy before attending graduate school at Texas Woman's University. She taught undergraduate Women's Studies at Texas Woman's University before leaving academia to join the labor movement as a union organizer. Dana has committed her life to social justice and strongly believes in the transformative power of the cooperative model.*

### **DAVID MORGAN**

#### **Toolbox for Education & Social Action (TESA), Eastern Regional Rep, elected 2014 - 2016 term**

*David Morgan has long been involved with social movements—from public space activism to anti-poverty work—that make use of the kind of everyday democracy that is at the core of his work at the Toolbox for Education and Social Action. His background is in cultural organizing, as co-founder of the Groundswell Collective, a group of artists/activists who produced and researched critical cultural works, and as a committee member the HONK! Festival of activist street bands for more than five years. After graduating from Hampshire College, he focused on nonprofit communications work with such groups as the Boston-based housing rights organization City Life/Vida Urbana before becoming involved with the worker cooperative movement. David also sits on the board of the Data Commons Cooperative.*

### **JULIUS JONES**

#### **Worcester Roots Project, elected 2015 – 2017 term**

*Julius is a love-centered artist, activist and Man of Goddess. He works towards safety and healing for the Black community, and prosperity for low-income communities of color through art, music, and cooperation. He currently serves as Co-director at Worcester Roots Project, a democratic workplace, bringing the cooperative model to low-income communities. Roots educates, incubates, and promotes worker co-ops. He is originally from NYC. Julius is a Food Justice advocate, and expert urban farmer, having worked as a Farm Manager and Community Gardens Coordinator. While at that position, he worked to double the amount of community gardens in Worcester to 50+, and began an organic seedling sale enterprise. Julius is a Love Warrior, and believes that Waging Love, fusing our intensity, passion, and righteous anger with an even greater compassion for each other, and our inherent humanity, is the way we will get Free. Freedom is a state that can only be shared, and Julius understands Black Freedom as the keystone to American and Global equality. He's founder of Black Lives Matter Worcester chapter.*

**MARU BAUTISTA****Center for Family Life, At-Large Director, elected 2015 – 2017 term**

*Maru Bautista is the Co-Director of Cooperative Development at the Center for Family Life (CFL). Born and raised in Puebla, Mexico, she emigrated to the United States to pursue a M.A. in International Affairs, with a concentration in Development from The New School. Prior to joining CFL, she spent time in rural Colombia working on development projects that supported local communities' economic empowerment. She has a deep commitment to increasing access and equity for low income immigrant communities and communities of color. For the past two years she has been developing worker cooperatives in Sunset Park, Brooklyn and supporting community based organizations around NYC to begin incubating worker cooperatives. In 2015, she was a DAWI Worker Cooperative Developer Fellow, and joined the Board of Directors of the Cooperative Food Empowerment Directive (CoFED).*

**MAX PEREZ****Arizmendi Association of Cooperatives, At-Large Director, elected 2015 – 2017 term**

*Max is a worker-owner at Arizmendi Bakery in San Francisco's Mission District and also works part-time with the Arizmendi Association of Cooperatives. The USFWC's vision for growing the worker co-op sector aligns with the work Max began at Arizmendi Bakery, particularly looking for ways to spread the cooperative model. Max's leadership helps to establish a common vision with community organizations and existing cooperatives to create a solid foundation for a regional and national cooperative movement. Max was part of a watermelon cooperative that he started in his community at the age of 15. He and his community cut out the contractor, worked directly with the farmers themselves, and split the profits equally. He feels that the path to equality in the workplace is through the creation of worker cooperatives, and therefore works to make the cooperative model accessible to everyone in the same way that it became accessible to his community.*

**MICHAEL GIRKOUT****Alvarado Street Bakery, Western Regional Rep, elected 2014 - 2016 term**

*For almost 30 years, Michael Girkout has been the President of Alvarado Street Bakery, a Worker Owned Cooperative. Michael is a pioneer in the organic foods movement, both nationally as well as internationally, and helped grow the Co-op to be one of the Nation's oldest and largest Certified Organic whole grain bakeries. He is responsible for all aspects of marketing including: package design, product development, advertising and global sales.*

**REBECCA KEMBLE****Union Cab Cooperative of Madison, Northern Regional Rep, re-elected 2014 - 2016 term**

*Rebecca Kemble is the President of the US Federation of Worker Cooperatives and the President of CICOPA North America, the sub-regional body of the worker cooperative sector of the International Cooperative Alliance. She is also the Vice President of CICOPA Americas and serves on the Executive Board of CICOPA worldwide. Rebecca is a worker-owner at Union Cab Cooperative where she has served as chairperson of the Education and Strategic Planning Committees. She helped develop and implement innovative peer support systems including the Steward and Mediation Councils that have become integral parts of Union Cab's democratic governance and management structures. She is a founding member and editor at the Wisconsin Citizens Media Cooperative. Rebecca earned a PhD (a.b.d.) in Anthropology from the University of Wisconsin-Madison and lives in Madison, WI.*

**VANESSA BRANSBURG****Democracy at Work Institute, At-Large Director, re-elected 2015 – 2017 term**

*Vanessa Bransburg was born in Buenos Aires, Argentina and emigrated with her parents and younger sister to San Diego, CA in 1988. She studied Sociology and Spanish literature for her B.A. at UCLA and later received her Masters in Social Work at Columbia University. She served as the Director of Cooperative Development at the Center for Family Life (CFL) in Brooklyn, NY providing coop incubation support services to worker-owned cooperative businesses run by immigrants. In the last couple of years Vanessa has been at the forefront of creating and running the NYC Cooperative Development Initiative which provides year long support to community based organizations in NYC as they learn to become practitioners in cooperative development. Vanessa is also one of the leaders/founders of the NYC Network of Worker Cooperatives ("Nick Nock") since its inception in December 2009. She made a recent move to Southern California and began a new position as a cooperative developer with the Democracy at Work Institute.*

**USFWC STAFF:****AMY JOHNSON****Co-Executive Director**

*Amy Johnson is the Co-Executive Director for the USFWC, after serving as the Membership & Advocacy Director since 2012. She comes to the worker cooperative community after almost a decade of work for non-profit social justice membership organizations and political campaigns, as well as a term as a board member for her local food cooperative during her time in Pennsylvania. She has her MPA in Sustainable Management from Presidio Graduate School in San Francisco, where her research focused on articulating the role of the public sector in supporting and advancing the worker cooperative business model as an important economic development strategy. She lives in Oakland CA with her fiancé and, when not working, you'll likely find her hiking the redwoods with her puppies.*

**ESTEBAN KELLY****Co-Executive Director**

*Esteban Kelly is the Co-Executive Director for the US Federation of Worker Cooperatives, and is an important leader and creative force in solidarity economy and co-op movements. He has served on numerous boards including the USFWC, the US Solidarity Economy Network, the National Cooperative Business Association (NCBA-CLUSA), and the Cooperative Development Foundation (CDF). He is a co-founder and current board President of the cross-sector Philadelphia Area Cooperative Alliance (PACA), and recently worked at the New Economy Coalition as Development Director and then Staff Director. Esteban is a mayoral appointee to the Philadelphia Food Policy Advisory Council, following eight years as a worker-owner at Mariposa Food Co-op institutionalizing its staff collective and expanding food access in West Philly.*

# USFWC Membership: Classes, Dues, Rights & Responsibilities

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## MEMBER CLASSES:

\* Denotes Voting Members who are eligible to run for and vote for the Board of Directors

- **Worker Cooperative\***: Workplaces that are democratically owned and governed by paid workers. *Votes weigh 3; unlimited eligibility to run for board.*
- **Democratic Workplace\***: Workplaces that are democratically managed and/or governed, but do not meet the full definition of a worker cooperative. Generally this includes workplaces such as democratically managed non-profits, multi-stakeholder cooperatives with worker member class, and democratically-run 100% ESOPS. *Votes weigh 2; board representation limited to 1/3 of all seats*
- **Federation Partner\***: Associations of three or more democratic workplaces joined together for purposes of mutual aid. Cross-sector cooperative associations with at least three worker cooperative members are invited to join under this member class. *Votes weigh 3; unlimited eligibility to run for board*
- **Cooperative Developer\***: Organizations that develop worker cooperatives as part or all of their activities. *Votes weigh 1, total cannot exceed 25% of all votes; eligible to run for maximum of 2 developer board seats*
- **Startup**: Groups that are in the process of creating a new worker cooperative or democratic workplace or transitioning an existing business into a worker cooperative; and worker cooperatives and democratic workplaces that have been operational for less than one year; and newly formed cooperative developers that have not yet developed an operating worker cooperative enterprise.
- **Associates & Individuals**: Organizations and individuals that support, in theory and practice, the worker cooperative model and the US Federation of Worker Cooperatives

**Full descriptions of member classes, complete with eligibility criteria:**

[www.usworker.coop/join/membership-application](http://www.usworker.coop/join/membership-application)

## **MEMBER RECLASSIFICATION REQUESTS:**

A member's class is determined during the application process, but can be reviewed annually. During an annual open window (Jan 1 – March 31) any workplace member can request reclassification. This is most often used by Startup members seeking reclassification to become voting USFWC members as either a Worker Cooperative or Democratic Workplace member.

## **ANNUAL MEMBER DUES:**

### **Worker Cooperatives & Democratic Workplaces:**

Dues Formula = Annual Wages x 0.1% (with \$200 minimum annual dues)

Ex: Coop ABC spent \$150,000 on wages in 2015. Their 2016 dues are = \$200 (annual min)

Coop XYZ spent \$500,000 on wages in 2015. Their 2016 USFWC member dues = \$500

Coop 123 spent \$1,000,000 on wages in 2015. Their 2016 dues = \$1,000

*(Note: payroll is the total amount the enterprise spent on all worker-owner and employee wages Jan 1 thru Dec 31 the prior year. Does not include benefits or patronage distributions)*

Your workplace will receive an email the first quarter of the year asking for your wages from the prior year in order to calculate dues. Please respond to this email promptly to avoid a lapse in membership. Staff will respond immediately with a dues invoice based on the wage information submitted.

**Federation Partners:** Dues are optional, \$0 - \$500, sliding scale determined by member

**Cooperative Developers:** \$250 - \$1,000  
Sliding scale with guiding formula: Dues = 0.1% of 2015 budget spent on coop development

**Startup:** \$250 flat fee per year, *or*  
\$100 flat fee per year *if* the workplace is receiving business technical assistance from a Cooperative Developer member. Dues can be paid by the startup workplace or the cooperative developer.

**Associates:** \$100 - \$1,000  
Sliding scale with guiding formula: Dues = 0.1% of 2015 budget spent on cooperative/community/economic development

**Individuals:** Sustainer Member: \$10+ / month auto contribution  
Friend of the Federation: \$25+ / year one-time contribution



## **WHEN ARE DUES DUE?**

As a membership organization, the USFWC is primarily dues funded. We would not be able to do our work without the strong support of members each year. Based on your original membership start date, members will receive an invoice at the beginning of a quarter and dues payment, or arrangement of quarterly installment plan, is requested within 30 days. Dues must be paid by the date of the annual membership meeting in order to be eligible to vote on any matters at the annual meeting (if paying in installments, first installment must be paid).

Contact [membership@usworker.coop](mailto:membership@usworker.coop) with any dues-related questions.

## **DUES FORBEARANCE GUIDELINES:**

Determining dues forbearance or reduction is at the discretion of the Executive Directors:

- For members who cannot pay the full dues amount at one time, a payment plan with minimum 20% down can be established. In worst case scenario, we extend forbearance for up to a year. At end of year, members need to pay up the back dues, and will be billed for dues for the current year.
- For members who cannot pay the full dues amount given financial hardship, a one-time dues reduction may be extended. Member workplaces are asked to contact staff immediately if dues create a financial hardship to maintain current membership.
- If members do not pay dues or partial dues for over a year, their membership will be terminated. The staff recommends terminations to the membership committee, which will have final vote on terminations. See 'Dues Non-Payment Policy' below.

## **DUES NON-PAYMENT POLICY**

Members who have not paid dues will lose benefits after 90 days, and a notice will be sent to them saying benefits can be re-instated if dues are paid before 6 months. If there is still no communication, membership will be terminated a month after this notice is sent. If two-way communication is established and a payment plan is made, membership stays active. However, if a payment plan is suggested and dues are still not paid by 365 days from the date of invoicing, membership will be terminated.

Payment plans, with a written contract can be made on a case-by-case basis at staff discretion.

If a membership is terminated and a member wishes to renew membership within a calendar year of the termination, the member is required to pay back dues in order to reinstate membership and receive full benefits. Otherwise, the member must re-apply for membership the following year and is illegible to receive member benefits until their membership is current.

## **LABOR TRADE POLICY:**

The USFWC may allow members to pay a portion of their dues with labor trade, with the following limits:

- Unable to offer labor trade option to new members
- Renewing members – up to 50% of dues can be paid by labor at the rate of \$25/hr for volunteer labor trade.
- Renewing members – up to 100% of dues can be paid in exchange for specific business services provided to the USFWC (design layout, printing, interpretation or translation). This is determined by the Executive Director on a case by case basis annually. Labor trades accepted in past years are not guaranteed for future years.
- Labor trade is treated as dues payment or non-payment. If labor trade is not fulfilled according to the agreement, late dues policy sets in.

## **ANNUAL ECONOMIC DATA SURVEY:**

Every year, the USFWC requests all Worker Cooperative, Democratic Workplace, and Startup Members complete our annual economic data survey. The business information collected is essential to being able to understand - and respond to - the current worker cooperative landscape and provides real-time and longitudinal data necessary to make the case for increased support and promotion of workplace democracy and cooperative ownership.

This is one of the few requirements (in addition to paying dues) for maintaining active membership. Members will receive an email prompt to complete the survey of 2015 economic data in early 2016.

## **ANNUAL MEMBER MEETING:**

The USFWC holds an in-person member meeting annually. At these meetings we conduct elections for Directors and vote on any proposals or resolutions, as well as make time for strategic discussions.

**Meeting Agenda:** An announcement will be emailed to members at least 3 months before the scheduled member meeting to request member engagement in planning the agenda. Members may submit meeting agenda items, proposals or resolutions during an open window of at least 2 months prior to member meeting. Members unable to attend in-person will have opportunity to participate virtually.

**Board Nominations & Elections:** A call for Board Member nominations will be sent to members at least 3 months again of the annual member meeting. Voting for the Board of Directors opens one month before the Member Meeting and concludes at the in-person meeting. Members may vote by online ballot or in-person paper ballot at the member meeting. Absentee voting closes 48 hours prior to the membership meeting. Votes are tallied and announced within 24 hours of the close of the Member Meeting.

**2016:** In 2016 the annual Member Meeting will occur during the National Worker Cooperative Conference (date & location TBD – check [www.conference.coop](http://www.conference.coop) for up-to-date information)

**2015:** For a recap of our last Member Meeting, visit: [www.usworker.coop/2015-member-meeting](http://www.usworker.coop/2015-member-meeting)

## **ANNUAL BOARD OF DIRECTOR ELECTIONS:**

Each year, the USFWC hosts an annual election for the Board of Directors. In 2016, we will be electing Regional Representatives. At-Large Board members were recently elected in September 2015. Details will be posted: [www.usworker.coop/board-elections-2016](http://www.usworker.coop/board-elections-2016)

### **Overview & Candidate Eligibility**

- USFWC is led by a member-elected Board of between 5 and 9 directors.
- There are 4 regional reps (elected in years ending in even numbers) and up to 5 at-large reps (elected in years ending in odd numbers)
- Any worker-owner of a VOTING member workplace may run for the Board, with workplace support. A candidate's workplace must be a USFWC member for at least one year from the date of the annual member meeting.
- At-large candidates can run from any voting member workplace and are voted on by the entire membership
- Regional Representative candidates must run for the regional seat (North, South, East, West) where their workplace operates. In the case of virtual offices, candidates have the option to run in the region where they reside.

### **Why Run for the Board?**

- Be a key part of building the worker co-op movement in this country
- Network with other co-op and economic justice organizations
- Paid travel to local, regional, national worker cooperative conferences
- Represent the US at the CICOPA (international worker co-op federation) General Assembly and as part of delegations to other countries
- Board members are not compensated for their time, but USFWC does cover expenses incurred in the course of regular board service, such as travel and telephone use

### **Commitment**

- Board terms are two years from date of election
- Regional board reps are specifically responsible for communications with members and organizations in their region
- Participate in monthly 2-hour board meeting via conference call, plus preparation time

- Join board email list serve and respond to all emails in a timely fashion
- Participate in Board committee work
- Attend annual in-person board meeting
- Attend and participate in annual membership meetings and national conferences

### **How to Run**

You may nominate yourself or someone else from a Worker Cooperative, Democratic Workplace, Cooperative Developer, or Federation Partner member (Associate/Individual members are not eligible to run or vote). If nominating someone else, please include contact information for that person. Self-nominations should include a candidate statement of between 50 and 150 words, stating:

- why you are interested in serving on the USFWC Board of Directors
- your relevant qualifications and experience
- your viewpoint and/or your ideas for the work of the USFWC
- your other time commitments and how Board work will fit in with those

All candidates are asked to participate in a town hall meeting with members, as a way to introduce themselves and answer questions. This meeting is held remotely by webinar/ conference and is scheduled as soon as the candidate nomination window closes.

### **Elections Timeline:**

Call for Board Member Nominations – 3 months ahead of Member Meeting  
 Candidates Announced – 1 month ahead of Member Meeting)  
 Candidate Town Hall (hosted virtually) – 1 month ahead of Member Meeting  
 Online Voting Opens – 1 month ahead of Member Meeting  
 Online Voting Closes – 48 hours before Member Meeting  
 In-Person Voting – Occurs during the Member Meeting

Updated information will be posted: [www.usworker.coop/board-elections-2016](http://www.usworker.coop/board-elections-2016)

## USFWC Member Rights & Responsibilities

Reviewed and approved by USFWC Membership Committee

March 14, 2016

<b>MEMBER RIGHTS</b>	<b>MEMBER RESPONSIBILITIES</b> To remain a member in good standing:
<ul style="list-style-type: none"> <li>✓ Access to all member benefits</li> <li>✓ Listing in USFWC member directory</li> <li>✓ Receive regular communications on USFWC program work and member engagement opportunities</li> <li>✓ Participate in Member Councils and Peer Networks</li> <li>✓ Suggest USFWC program ideas, member benefits, campaigns, coalitions, etc</li> <li>✓ Submit agenda items and/or discussion topics for annual Member Meeting</li> <li>✓ Board of Directors:               <ul style="list-style-type: none"> <li>- Eligible to run for Board*</li> <li>- Nominate Board candidates</li> <li>- Request Board meeting notes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Pay annual dues or set up payment plan within 60 days of receiving dues invoice</li> <li>✓ Appoint a worker-owner/member to be a workplace USFWC liaison and notify USFWC staff when liaison changes</li> <li>✓ Complete annual 'Member Profile' within 90 days of staff request</li> <li>✓ Complete USFWC's annual Economic Data Survey</li> <li>✓ Participate in the annual Member Meeting – in person, virtually, or send a proxy</li> <li>✓ Vote in the Board of Directors annual election *</li> <li>✓ Agree to use the member grievance policy to address disagreements with USFWC Board and staff</li> </ul>

\* Rights & Responsibilities of voting members only

## **USFWC Member Grievance Policy**

Member engagement in the USFWC is critical in our success and it is anticipated that there may be times when differing opinions arise between workplace members and USFWC as an organization.

Public debate is healthy and encouraged; it can spur critical discussions and inform the direction of our movement. In the spirit of cooperation and collaboration, USFWC has developed a grievance policy to formally hear, discuss, and address any disagreements between a member workplace(s) and USFWC Board and staff.

It is requested that members use this process before making public statements of disagreement. If a member makes public statements of disagreement, or manifests other forms of hostility towards USFWC staff and Board, without initiating the grievance process, it creates grounds for immediate member termination or member non-renewal.

The grievance process can be initiated by a member workplace or group of member workplaces. Any grievance must be formally submitted by a workplace. Grievances submitted by an individual worker-owner at a member workplace without the workplace support cannot be accepted.

If a member disagrees with the work of USFWC staff or Board (may include: organizational decision, public statement, program work, public partnership), it is a member's responsibilities to begin the following member grievance policy:

1. Submit a grievance/complaint in writing to both Co-Directors ([amy@usworker.coop](mailto:amy@usworker.coop)) and ([esteban@usworker.coop](mailto:esteban@usworker.coop)). Please include the subject matter, your position and/or understanding of the situation, any relevant background, and if possible, a proposed resolution or action that could lead towards resolve.
2. Staff will respond within 48 business hours to schedule a time for a conversation to try and achieve resolution. Staff will include the appropriate Regional Representative Board member on email correspondence.
3. If staff and member are unable to achieve resolution, staff informs Regional Representative who becomes primary point person for member through the rest of grievance process.
4. Regional Representative and member have conversation to try to achieve resolution
5. If no resolution, Regional Rep brings grievance to the USFWC Board of Directors' Executive Committee for discussion. The Executive Committee may contact the member for additional information gathering and discussion, but reserves the right to also notify the member in writing of the Board's decision on how to address the incident and close the grievance process.

## **Additional Information on Member Rights & Responsibilities from USFWC Bylaws**

(Bylaws available online [www.usworker.coop/usfwc-bylaws](http://www.usworker.coop/usfwc-bylaws) )

**Section 4.03. Membership Responsibilities.** *Each member must designate one voting representative to cast the member's vote(s) in corporation elections as set forth in Section 4.02. Members are responsible for making every reasonable effort to participate in the governance of this corporation. Members are responsible for effectively communicating within their organization about how they voted and what happened at meetings of this corporation.*

**Section 4.04. Rights of Membership.** *Members shall have the right to vote, as set forth in these bylaws, on the amendment of the articles of incorporation, on the amendment of these bylaws as set forth in Section 13.01, the election of directors, on the election of member-elected committee members[a1], on any resolution or proposed expenditure which would significantly or extensively alter the nature of the corporation, on the annual budget, on the removal of any director as set forth in Section 7.10, on the disposition of all or substantially all of the assets of the corporation, on any merger and its principal terms and any amendment of those terms, and on any election to dissolve the corporation. Further, members shall have the right to petition the board and to call for a referendum when 20% or more of the voting members support such a petition. Members shall also have the right to view minutes of the board of directors, minutes of Board-appointed committees, and financial statements of the corporation at any time. In addition, those members shall have all rights afforded members under the California Nonprofit Mutual Benefit Corporation Law. If the corporation is dissolved, those members shall receive a prorata distribution of assets, exclusive of those held in charitable trust, remaining after payment or provision for payment of the obligations and debts of the corporation and provision for any other payment required under applicable law.*

**Section 5.02. Special Meetings.** *The board or the chairperson of the board, if any, or the executive director, or twenty percent or more of the members, may call a special meeting of the members for any lawful purpose at any time.*

**Section 13.01. Amendment.** *These bylaws may be amended by a majority vote of the board of directors at any board meeting, except for the following types of bylaw changes, which require membership approval:*

- (a) A bylaw amendment specifying or changing the number of directors.*
- (b) A bylaw amendment increasing the length of directors' terms.*
- (c) A bylaw amendment providing for selection of directors by designation.*
- (d) A bylaw amendment that would change the number necessary for a quorum at membership meetings, create or change proxy rights, or change or repeal cumulative voting rights.*

*A proposal to amend the bylaws must be distributed to directors no later than seven days prior to the meeting, in order for a decision to be made on the item.*

# Member Benefits & Resources

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Please review the many benefits of membership available and contact Amy Johnson, Co-Executive Director, at [membership@usworker.coop](mailto:membership@usworker.coop) or (415) 392-7277 x2 with any questions.

## **BUSINESS SUPPORT + TECHNICAL ASSISTANCE**

Providing cooperative-specific business support to members is a major focus of USFWC's work. Consider the Federation your go-to partner for assistance in establishing and growing your democratic workplace.

- ❖ **Custom Consults** – Member workplaces receive a 1-hour customized business consultation designed around understanding a members specific business needs and providing informed recommendations for securing both time-sensitive and ongoing business technical assistance. During the consultation, members are provided with information about the range of resources available from the USFWC community including specific resource recommendations and expert referrals. To schedule your workplace's Custom Consult, email [membership@usworker.coop](mailto:membership@usworker.coop) or visit [www.usworker.coop/custom-consults](http://www.usworker.coop/custom-consults)
- ❖ **Expert referrals** and **reduced service rates** with select in-network cooperative/business developers
- ❖ **Growth Planning** and **Loan Readiness** support through partnerships with coop-friendly lending institutions
- ❖ **Discounts** with Preferred Vendors for **credit card processing, payroll, investment services, travel discounts**
- ❖ *\*In Development\** USFWC-sponsored **retirement** plan, Reduced rates on business **insurance**, and state-by-state **healthcare** plans

## **EDUCATION + TRAININGS**

Designed to help develop individual worker-owner skills and support cooperative business development, USFWC offers single workshops, training series, and special early access to training and fellowship programs hosted in partnership with the Democracy at Work Institute.

- ❖ **Conference Discounts** – Member-only discounted registration rate for the National Worker Cooperative Conference, Eastern Conference for Workplace Democracy, Western Worker Cooperative Conference, National Cooperative Business Association annual conference, and other local worker co-op conferences.
- ❖ **Local Workshops and Online Webinar Series** – Hosted in-person or online, we provide ongoing educational opportunities for worker-owners. Learn more: <https://usworker.coop/events>
- ❖ **“Worker Cooperative Development Fundamentals” Training** – Year-long training for worker-owners, community organizers, and economic developers to become certified cooperative development advisors. [www.institute.coop/fundamentals](http://www.institute.coop/fundamentals)
- ❖ **Cooperative Fellowship** – Six-month training program offering peer networking, tools development, and action learning for worker cooperative developers interested in exploring the question of scaling the democratic workplace model. <http://institute.coop/2016-fellows>



## **RESOURCES + RESEARCH**

Don't reinvent the wheel! From sample operating agreements and bylaws templates, to new member on-boarding resources and peer accountability tools, we provide an easy-to-access collection of the best available resources. We also provide a referral listing of high-quality cooperative developers, business advisors, and coop-friendly service professionals, as well as maintain a current listing of all known worker cooperatives and democratic workplaces in the United States.

- ❖ **Resource Library** – [www.usworker.coop/worker-coops](http://www.usworker.coop/worker-coops)
- ❖ **Service Provider Directory** – [www.usworker.coop/service-provider-directory](http://www.usworker.coop/service-provider-directory)
- ❖ **National Directory of Worker Cooperatives** – [www.usworker.coop/find-a-worker-coop](http://www.usworker.coop/find-a-worker-coop)
- ❖ **Annual Economic Survey** – In partnership with the Democracy at Work Institute, we maintain the only national economic data survey of democratic workplaces and support the Democracy at Work Institute's production of an annual 'State of the Sector' report. [www.usworker.coop/economic-data-survey](http://www.usworker.coop/economic-data-survey)

## **PREFERRED PARTNER PROGRAM – Business Discounts with National Providers**

USFWC has partnered up with national values-aligned businesses to offer members cost-saving discounts on regular day-to-day business expenses. By patronizing USFWC preferred partners, members save money while also strengthening the type of economy we wish to see. For complete details & information how to take advantage of all USFWC member benefits, please visit:

[www.usworker.coop/benefits](http://www.usworker.coop/benefits)



Dharma Merchant Services\* offers competitive credit card processing rates from a company that is environmentally and socially responsible. Access the same features as the major corporations while cutting processing costs. *And* Dharma shares its profits with its partners, like USFWC –So, by using Dharma a portion of your credit card fees go to the USFWC in support of the cooperative movement instead of Wall Street. [www.dharmamerchantservices.com](http://www.dharmamerchantservices.com)



NCDF provides USFWC members a complimentary financial planning consultation to assess capital needs. Loan application fee waived for USFWC members (\$250 savings) and 0.5% interest rate reduction for approved loans to USFWC members (pending committee approval). [www.ncdf.coop](http://www.ncdf.coop)



California Payroll\* offers more than payroll and serves more than California – It's a national human resources business that includes payroll, timekeeping solutions, HR support services, background check services, and access to workers compensation insurance through partner brokers. USFWC members receive reduced payroll processing rates and exceptional customer service.



Communitas is committed to helping clients achieve their progressive, sustainable, and socially responsible goals through financial planning and investment advice. Experienced fiduciaries and fee-only financial planners, Communitas equips individuals with the tools, knowledge, and strategies to achieve their personal financial goals while making a positive impact on the world. USFWC members receive: 60-minute personal financial planning consultation for \$120 (normally \$240), 50% reduction for socially responsible managed investment accounts for co-op accounts, and design, setup, oversight, fiduciary support for 401(k) plans, SIMPLE IRAs, SEP IRAs. [www.communitasfinancial.com](http://www.communitasfinancial.com)



Better World Club is\* your alternative to AAA – this eco-friendly auto club is extending a special discount rate of 25% off annual cost of roadside assistance (covering: business autos and fleets, bicycles, personal autos). BWC membership also includes discounted hotels, airfare, and car rentals, all with an eco-friendly spin . [www.betterworldclub.com](http://www.betterworldclub.com)



CREDO Mobile\* is the nation's progressive cell phone company, donating more than \$78 million to progressive non-profits and taken over 90 million political actions through their PAC. USFWC members receive 20% off all new cell phone data plans. With rates and coverage comparable to major telecom companies, this special offer can reduce your monthly cell phone bill an average \$10 to \$30 dollars per month.

[www.credomobile.com/plans](http://www.credomobile.com/plans)

*\*Preferred partners that extend profit-sharing to the USFWC. Not only do USFWC members receive tangible cost-saving discounts and exceptional customer service from these partners, but these partners also share a portion of their profits with the USFWC. Supporting USFWC's preferred partners is just another concrete way members support their Federation and help build the worker cooperative movement!*

**Visit for complete information on member benefits and services:**

[www.usworker.coop/benefits](http://www.usworker.coop/benefits)

# Member Networks & Initiatives

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## **REGIONAL REPRESENTATIVES:**

USFWC Board of Directors includes four regional representatives, elected every other year to provide grassroots leadership, ensuring our organization is always rooted with our member workplaces. Regional Representatives do their best to participate in regional worker cooperative events and members are invited to contact their Regional Representative to request information and/or provide member input.

**EAST – David Morgan, Toolbox for Education & Social Action, [david@toolboxford.org](mailto:david@toolboxford.org)**

Delaware, Maine, Maryland, Massachusetts, New Hampshire, New York, Pennsylvania, Rhode Island, Vermont, Washington DC, West Virginia

**NORTH – Rebecca Kemble, Union Cab of Madison, [rebecca\\_kemble@unioncab.com](mailto:rebecca_kemble@unioncab.com)**

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin

**SOUTH – Anna Boyer, C4 Tech & Design, [anna@c4tech.com](mailto:anna@c4tech.com)**

Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, Puerto Rico, South Carolina, Texas, Tennessee, US Virgin Islands, Virginia

**WEST – Michael Girkout, Alvarado Street Bakery, [michael@alvaradostreetbakery.com](mailto:michael@alvaradostreetbakery.com)**

Alaska, AM. Samoa, Arizona, California, Colorado, Guam, Hawaii, Idaho, Montana, Nevada, New Mexico, Northern Mariana Islands, Oregon, Utah, Washington, Wyoming

## **FEDERATION PARTNERS & LOCAL ORGANIZING:**

### **LOCAL**

<b>CA</b> – NoBAWC (Network of Bay Area Worker Coops)*	<a href="http://www.nobawc.org">www.nobawc.org</a>
<b>DC</b> – Coop DC +	<a href="http://www.coopdc.org">www.coopdc.org</a>
<b>ME</b> – Cooperative Maine+	<a href="http://www.cooperativemaine.org">www.cooperativemaine.org</a>
<b>MA</b> – Valley Alliance of Worker Cooperatives*	<a href="http://www.valleyworker.org">www.valleyworker.org</a>
<b>MA</b> – WORC’N (Worker-Owned & Run Coop Network of Boston)*	<a href="http://www.worc.n.org">www.worc.n.org</a>
<b>NY</b> – NYC Network of Worker Cooperatives*	<a href="http://www.nycworker.coop">www.nycworker.coop</a>
<b>OR</b> – Portland Project for Cooperative Innovation+	<a href="http://www.facebook.com/pdxpci">www.facebook.com/pdxpci</a>
<b>PA</b> – Philadelphia Area Cooperative Alliance * +	<a href="http://www.philadelphia.coop">www.philadelphia.coop</a>
<b>TX</b> – Austin Cooperative Business Alliance +	<a href="http://www.acba.coop">www.acba.coop</a>
<b>VT</b> (Burlington area) – Green Mountain Worker Co-op Alliance	<a href="http://www.facebook.com/GMWCA">www.facebook.com/GMWCA</a>
<b>VT</b> (Southern) – Valley Alliance of Worker Cooperatives*	<a href="http://www.valleyworker.org">www.valleyworker.org</a>
<b>VT</b> – Cooperative Vermont +	<a href="http://www.coopvt.wordpress.com">www.coopvt.wordpress.com</a>
<b>WA</b> (Seattle) – SLICE +	<a href="http://www.facebook.com/slice.coop">www.facebook.com/slice.coop</a>
<b>WI</b> – Madison Worker Cooperatives *	<a href="http://www.madworc.org">www.madworc.org</a>
<b>WI</b> – Dane County Cooperative Alliance +	<a href="http://www.facebook.com/DaneCooperativeAlliance">www.facebook.com/DaneCooperativeAlliance</a>

### **REGIONAL:**

<b>ECWD</b> – Eastern Conference for Workplace Democracy * Next Conference	<a href="http://www.east.usworker.coop">www.east.usworker.coop</a>
<b>WWCC</b> – Western Workers Cooperative Conference *	<a href="http://www.wwcc.coop">www.wwcc.coop</a>
<b>Southern Grassroots Economies Project</b>	<a href="http://www.sgeproject.org">www.sgeproject.org</a>

*\* USFWC Federation Partner & Voting USFWC member*

*+ Cross-Sector Cooperative Network*

## **PEER NETWORKS + LOCAL ORGANIZING**

Member-only spaces provide opportunities for members to connect with each other based on business stage/type or other specific interests. Through a combination of conference calls and in-person gatherings, each peer network or council meets frequently throughout the year – learn more: [www.usworker.coop/peer-networks](http://www.usworker.coop/peer-networks)

- ❖ **20 / 20 Workplaces** – Led by worker-owners/members at larger and older worker cooperatives (20+ workers, 20+ years old) to discuss the challenges facing expanding and aging businesses
- ❖ **Conversion Leaders** – For leaders working with businesses that converted from traditional ownership to democratic ownership to share best practices, lessons learned, and identify ongoing support needs
- ❖ **Democratic Workplaces** – Peer support for workers to discuss the unique challenges facing other democratic workplaces, such as: multi-stakeholder cooperatives, democratically-run non-profits, consumer cooperatives with democratic staff management, and democratically-managed ESOPs
- ❖ **Union Coop Member Council** – For workers at unionized workplaces, union representatives, and coop developers supporting the creation of union coops. Monthly phone meetings to share national updates and develop tools to support union coop business development
- ❖ **Advocacy & Public Policy Council** – Comprised of worker-owners interested in political action, this council meets monthly to work on campaigns and develop resources to help catalyze, mobilize, and secure legislative support for worker cooperative business development and to foster a worker cooperative friendly business environment at both the national and local level.
- ❖ **Consejo Hispanohablante** – La red de pares entre los socios-trabajadores quien hablan español. Reunimos para discutir las oportunidades y desafíos de la propiedad del negocio democrática. Esta red también es compatible con USFWC para sus esfuerzos de convertirse a una organización bilingüe. *(Peer network for Spanish-speaking worker-members to discuss opportunities and challenges of democratic business ownership with one another. This network also supports USFWC in its efforts to become bilingual organization.)*
- ❖ **Local Partners & Regional Organizing** – Active partnerships with local organizations enable USFWC to support member-led grassroots organizing. Learn more about our work with local partners in cities including: New York City, Philadelphia, San Francisco Bay, Boston, Austin, Madison, Western Massachusetts, Vermont, and more. [www.usworker.coop/local-partners](http://www.usworker.coop/local-partners)

## **ADVOCACY + PUBLIC POLICY**

USFWC is your national advocate, representing the interests of worker cooperatives and worker ownership with federal agencies and elected officials, as well as lending support to member-led local policy and advocacy initiatives. Learn more about this work at: [www.usworker.coop/advocacy](http://www.usworker.coop/advocacy)

- ❖ **USFWC represents worker cooperatives** and workplace democracy through active memberships with:
  - National Cooperative Business Association [www.ncba.coop](http://www.ncba.coop)
  - CICOPA (international worker cooperative association) [www.cicopa.coop](http://www.cicopa.coop)
  - American Sustainable Business Council [www.asbc.org](http://www.asbc.org)
- ❖ **Advocacy Campaigns** – In 2016, USFWC is campaigning in support of the new Cooperative Congressional Caucus, actively participating in the national inter-agency working group, attending the annual Washington DC Lobby Day, and supporting members to engage in state-level lobby days.
- ❖ **Legislation & Lobbying** – USFWC lends support to state-wide campaigns like California’s AB816 and municipal efforts such as New York City’s \$2million initiative to support worker co-op development

## **NATIONAL & INTERNATIONAL ORGANIZING**

USFWC is part of a national and international network of cooperative support organizations. Primary partners include:

**National Cooperative Business Association** – [www.ncba.coop](http://www.ncba.coop)

NCBA CLUSA International is the trade association for all cooperative businesses in the United States and operates as an international development organization. USFWC is an active member of NCBA.

**CICOPA** (The International Organization of Industrial, Artisanal and Service Producers' Cooperatives) – [www.cicopa.coop](http://www.cicopa.coop)

Headquartered in Brussels, CICOPA promotes and represents workers' and producers' cooperatives at the international level. USFWC is a member of CICOPA, as the representative organization for worker cooperatives in the US.

**Canadian Worker Cooperative Federation** – [www.canadianworker.coop](http://www.canadianworker.coop)

CWCF is a national, bilingual grassroots membership organization of and for worker cooperatives, related types of cooperatives, and organizations that support the growth and development of worker cooperatives in Canada.

**Frente Autentico del Trabajo | Authentic Workers Front** – [www.fatmexico.org.mx](http://www.fatmexico.org.mx)

The Authentic Workers' Front is an independent federation of labor unions, worker owner cooperatives, and farmworkers and community organizations in Mexico.

## **Contact Us**

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**US Federation of Worker Cooperatives**

1904 Franklin Street, #400

Oakland, CA 94612

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[info@usworker.coop](mailto:info@usworker.coop)

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