

FISCAL  
YEAR  
2017

# Working Together



A Report on  
the Third Year  
of the Worker  
Cooperative  
Business  
Development  
Initiative (WCBDI)



**NYC**

Small Business  
Services

Mayor's Office of  
Contract Services

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# Introductory Letter



Gregg Bishop



Michael Owh

Dear New Yorkers:

The City of New York is working hard to ensure that the doors of economic opportunity are open to all. With this goal in mind, we help New Yorkers start, operate, and grow their businesses.

The vibrancy of New York City's economy depends on the small businesses that make up our neighborhoods. When a New Yorker achieves their dream of opening a small business, the positive impact extends to the employees, the local neighborhood, and the City at large.

Worker cooperatives — businesses that are owned and operated by the workers — are an innovative business model that supports this administration's commitment to overcoming income inequality. Worker cooperatives promote entrepreneurship among low-income New Yorkers, create meaningful and stable jobs, and improve New York City's economic landscape.

In compliance with Local Law 22 of 2015, this report to the New York City Council outlines the worker cooperatives served by the Worker Cooperative Business Development Initiative (WCBDI) in its third year. In this report, we will detail the extensive support this administration has provided to worker cooperatives in New York City.

Sincerely,

Handwritten signature of Gregg Bishop in black ink.

Gregg Bishop  
Commissioner  
NYC Department of Small Business Services

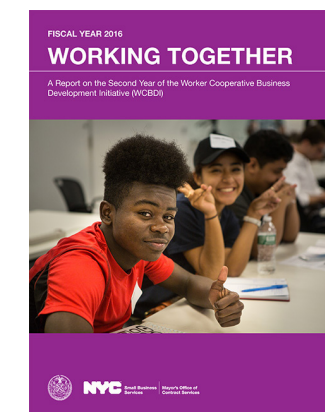
Handwritten signature of Michael Owh in black ink.

Michael Owh  
City Chief Procurement Officer  
Mayor's Office of Contract Services



# The Worker Cooperative Business Development Initiative (WCBDI)

In partnership with the NYC Council and the Office of the Mayor, New York City agencies are working to build a more vibrant and inclusive city. The NYC Department of Small Business Services (SBS) contributes to this vision by connecting New Yorkers to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs.



Fiscal Year 2016 | *Working Together: A Report on the Second Year of the Worker Cooperative Business Development Initiative (WCBDI)*.

Worker cooperatives - businesses owned and operated by the workers - provide meaningful employment and help improve the City's economy. They allow New Yorkers to build businesses together, therefore allowing all the workers to gain access to upward mobility and better working conditions.

Through WCBDI, SBS helps New Yorkers start a worker cooperative or convert an existing business into one. This is the third annual report in the "Working Together" series, highlighting the achievements of WCBDI. Over the program's three-year history, the City Council's support has grown from \$1.2 million to \$2.2 million, and the number of partner organizations has grown from 11 to 13\*.

In FY2017, SBS continued to support WCBDI by delivering business education services to the partners and the worker cooperatives they

serve. Partners convened throughout the year to share their successes as a group and to learn more about services provided by SBS, including Women Entrepreneurs NYC (WE NYC), courses and one-on-one assistance provided at the NYC Business Solutions Centers, and a tailored course for New Yorkers interested in growing by selling to government. Additionally, SBS highlighted our services at an assortment of panels, workshops, and/or educational events hosted by WCBDI partners and other worker cooperative support organizations.

A detailed list of the worker cooperatives assisted by WCBDI in FY2017 appears in the Appendix. At SBS, we look forward to continuing to help worker cooperatives become thriving businesses in New York City.

\* A total of 13 partner organizations received funding through WCBDI in FY2017. The Community and Economic Development Clinic at the City University of New York (CUNY) Law School received \$35,000. However, this organization was not managed by SBS, and therefore details of their work will not be included in this report.

# Measuring Our Success

The WCBDI developed four metrics on worker cooperative development against which to measure success in FY2017: worker cooperatives created, services provided to businesses and/or community-based organizations, education services provided, and total hires. The cumulative outcomes listed below were reported by WCBDI partners and are intended to summarize the activities conducted in the third year of the Initiative.

## WCBDI FY2017 Accomplishments



# 36

**WORKER COOPERATIVES CREATED (HARD LAUNCH AND/OR SOFT LAUNCH)**

A worker cooperative is a business that is run and operated by the people who work in them, called worker-members. Available profits are distributed to worker-members, who make governance decisions democratically on a one-member, one-vote basis. WCBDI incubates worker cooperatives through specialized trainings and one-on-one services. WCBDI also helps traditional businesses convert to worker cooperatives. Creating a cooperative is a resource and time intensive process, requiring WCBDI partners to work closely with potential worker-members over a period that may span months or continue more than a full year.

WCBDI partners helped 18 new worker cooperatives hard launch by helping them acquire a federal tax ID, formation documents, appropriate licenses and permits, and register as a New York State sales tax vendor when applicable.

Additionally, WCBDI helped the remaining 18 worker cooperatives soft launch. These worker cooperatives were on the path to launch and had a pre-determined industry and a set of committed worker-owners, but they did not acquire the documentation as listed above for hard launches.



# 1769

**ONE-ON-ONE SERVICES PROVIDED TO**

# 180

**BUSINESS AND/OR COMMUNITY-BASED ORGANIZATIONS**

WCBDI provides one-on-one, specialized services focused on worker cooperative development that cover the following topics: bookkeeping, business launch, business plan development, financial planning, governance and internal manuals, legal issues, marketing and market research, strategic planning, succession planning, and translation. These services are provided to worker cooperatives and businesses interested in converting into worker cooperatives.

Additionally, WCBDI partners help community-based organizations in New York City that provide separate worker cooperative development to the communities they serve. As a result, WCBDI helps strengthen New York City's worker cooperative ecosystem.



# 2272

**EDUCATION SERVICES PROVIDED**

WCBDI hosts workshops, intensive academies, and networking events for cooperative members and prospective cooperative members.

This metric represents the number of individuals who engaged in a series of curriculum-based workshops, conferences, lectures, and group trainings hosted by WCBDI in FY2017.



# 185

**TOTAL HIRES**

A worker-member is a person who owns a share of the worker cooperative, is a beneficiary of a trust, or is a person who controls the cooperative with other worker-members. A non-member worker is anyone who is not a worker-member and who works for a worker cooperative. WCBDI provides capacity-building services to worker cooperatives, helping them increase their ability to take on new worker-members and/or non-member workers.

This metric represents the total number of jobs created in FY2017 and reflects employment of worker-members and non-member workers.

# WCBDI Partner\* Organizations

 **Worker Cooperatives Created**

 **One-on-One Services Provided**

 **Education Services Provided**

 **Total Hires**

\*As mentioned previously, the Community and Economic Development Clinic at CUNY Law School received \$35,000 as part of the WCBDI. This organization was not managed by SBS.

## NYC Department of Small Business Services (SBS)

The NYC Department of Small Business Services is a Mayoral agency that helps unlock economic potential and create economic security for all New Yorkers by connecting New Yorkers to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs.

## Bronx Cooperative Development Initiative (BCDI)

CommonWise Education Inc. operates the Bronx Cooperative Development Initiative, a network of community and labor organizations, anchor institutions, and small businesses working together to end generational poverty in the Bronx through shared wealth and democratic ownership.

**42** **68**

## Business Outreach Center Network (BOC)

The Business Outreach Center Network is a micro-enterprise and small business development organization that delivers customized business, financial, and legal assistance services to under-served entrepreneurs.

**119** **102**

## Center for Family Life (CFL)/SCO Family of Services

Center for Family Life, a program of SCO Family of Services, seeks to promote positive outcomes for children, adults, and families in the low-income immigrant neighborhood of Sunset Park through the provision of neighborhood-based family and social services including family counseling, foster care, school-based programs, youth employment, adult employment, and other community services.

**4** **320** **535** **36**

## Democracy at Work Institute (DAWI)

Created by the U.S. Federation of Worker Cooperatives, the Democracy at Work Institute is a national organization that provides technical, financial, business development, and educational assistance to nonprofits that assist in the development of worker cooperatives as well as the worker cooperatives themselves.

**19** **252**

## FPWA

FPWA is an anti-poverty, policy, and advocacy nonprofit with a membership network of close to 200 human services and faith-based organizations. FPWA strives to build a city of equal opportunity for children, youth, individuals, families, and neighborhoods through reducing poverty, advancing upward mobility, and creating shared prosperity.

**24** **199**

## Green Worker Cooperatives (GWC)

Green Worker Cooperatives provides technical assistance and training to prospective and current worker cooperatives through a Co-op Academy, comprised of a 16-week series of workshops on worker cooperative business development.

**13** **596** **488** **25**

## ICA Group (ICA)

ICA Group provides business development, research and strategy, and specialized industry sector services to prospective and existing worker cooperatives, and particularly businesses looking to convert to the cooperative structure.

**11** **185** **72** **76**

## New York City Network of Worker Cooperatives (NYCNOWC)

The New York City Network of Worker Cooperatives is the trade association for New York City's worker cooperatives and offers educational, outreach, marketing, and legal services. NYCNOWC also advocates on behalf of New York City's worker cooperatives and hosts the annual NYC Worker Cooperative Conference.

**37** **250** **6**

## Worker's Justice Project (WJP)

The Working World provides loans, financial education and technical assistance specifically for worker cooperatives, which require specialized services due to their organizational structure.

Other Services: Start a Worker Cooperative; Worker Cooperative Business Assistance; Convert a Business Into a Worker Cooperative

**131** **115** **6**

## The Working World (TWW)

The Working World provides loans, financial education and technical assistance specifically for worker cooperatives, which require specialized services due to their organizational structure.

**6** **198** **46** **24**

## Urban Upbound (UU)

Urban Upbound offers employment services, financial counseling, youth development/college access, access to the Urban Upbound Federal Credit Union, and community revitalization services to residents of public housing neighborhoods.

**2** **68** **99** **12**

## Urban Justice Center (UJC)

The Community Development Project of the Urban Justice Center provides legal, participatory research, and policy support to strengthen the work of grassroots and community-based groups in New York City to dismantle racial, economic and social oppression.

**30** **46**



36  
Total

18  
Hard  
launched

18  
Soft  
launched

# Worker Cooperatives Created

Worker cooperatives that were soft launched in this fiscal year will require additional time in the following fiscal year to hard launch. WCBDI creates worker cooperatives through academies, incubation, and conversion. This section of the report highlights some success stories for the Worker Cooperatives that were created.

## Staten Island Cleaning LLC

**TYPE**  
Worker Cooperative

**LAUNCH METHOD**  
Incubation

**ASSISTING WCBDI PARTNER(S)**  
CFL, NYCNOWC, UJC

“Being part of this process, I slowly started to realize — wow, this is what I’m getting! Every training, every time we receive a service I end up wanting more. It opened up my hunger for more knowledge. I am learning things that I could have never imagined before.”

**Cirenia Dominguez**  
Worker-Member  
Staten Island Cleaning LLC

Staten Island Cleaning LLC (Staten Island Cleaning) offers residential and commercial eco-friendly cleaning services. Staten Island Cleaning was incubated by the Center for Family Life (CFL) in partnership with La Colmena, a community job center in Staten Island. The members of Staten Island Cleaning were the first to participate in CFL’s new incubation model, and chose the most intensive program pathway in order to launch their business within six months. The incubation model offered the members of Staten Island Cleaning an opportunity to create a national cooperative cleaning brand by being the first business within the brand family. Staten Island Cleaning members participated in an advisory council for the development of the national brand strategy.

With limited business experience, resources, and support networks, the members of Staten Island Cleaning, like many individuals organizing worker cooperative businesses, faced challenges and needed support to build these capacities. After the incubation process, the worker-members of Staten Island Cleaning demonstrated success in areas including business development — having launched their business through a six-month intensive program, marketing — having secured ongoing residential and commercial cleaning jobs within their first

month of business, and cooperation and innovation — having taken on advisory and leadership roles.

Staten Island Cleaning also joined Up & Go, a new web application for marketing and booking home cleaning services from worker-owned businesses. Up & Go was created by CFL with support from the Robin Hood Foundation. Staten Island Cleaning was able to accept cleaning jobs through Up & Go a month before their official business launch, and as a result, earned approximately \$2,000 in revenue and secured repeat customers. Staten Island Cleaning members took an active role in financial analysis and strategic planning of the Up & Go app.



## Black Women Artists LLC

**TYPE**  
Worker Cooperative

**LAUNCH METHOD**  
Conversion

**ASSISTING WCBDI PARTNER(S)**  
ICA

Black Women Artists LLC (BWA) is a worker cooperative comprised of artists who create and present artwork that speak out against racial and gender-based discrimination. Prior to becoming a worker cooperative, BWA was already a business but was interested in converting into a worker cooperative. With the help of the ICA Group, BWA converted into a worker cooperative by formalizing their internal organizational structure.



## Woke Foods

**TYPE**  
Worker Cooperative

**LAUNCH METHOD**  
Conversion

**ASSISTING WCBDI PARTNER(S)**  
ICA

Woke Foods is a worker cooperative that that taps into the healing traditions of plant-based Dominican food to create recipes, host cooking classes, offer meal planning, and cater events. Woke Foods was launched through the Green Worker Cooperatives’ (GWC) “Co-op Academy,” which is an intensive, five-month long program that trains, coaches, and provides one-on-one services to prospective entrepreneurs looking to launch worker cooperatives.

GWC connected Woke Foods to community partners to help them get a vehicle for their business, apply for a business loan, gain access to a commercial kitchen, and receive a grant to do free cooking demonstrations for community members in the South Bronx.

- ▲ Worker-members of Woke Foods
- ◀ Worker-members of Staten Island Cleaning LLC

Before converting into a worker cooperative, BWA was already working for various recognized museums and studios. However, as demand for their business grew, converting into a worker cooperative helped create an organizational structure that would allow the members of BWA to better handle their operational needs.

### QUICK FACTS

#### CO-DEVELOPERS: IT TAKES TWO — OR MORE

WCBDI partners collaborate to co-develop worker cooperatives. A majority of the worker cooperatives created were helped by one or more WCBDI partner organizations.

#### 475 ONE-ON-ONE SERVICES PROVIDED TO WORKER COOPERATIVES CREATED

WCBDI works intensively with the worker cooperatives they help to create. In FY2017, WCBDI provided 475 one-on-one services to help create worker cooperatives. Services provided range in topic from legal assistance to business plan development.

#### ONE-ON-ONE SERVICES PROVIDED



# One-on-One Services Provided



WCBDI provides specialized one-on-one services to business entities and community-based organizations (CBOs), increasing the impact of the city's worker cooperative ecosystem.

These one-on-one services all focus on worker cooperative development. In FY2017, WCBDI provided 1769 one-on-one services to 180 unique entities. This section of the report highlights some success stories for one-on-one services provided.

## Beyond Care Childcare Cooperative

**TYPE**  
Worker Cooperative

**SERVICES PROVIDED**  
Bookkeeping, Business Plan Development, Financing Assistance, Financial Planning, Legal Assistance, Market Research, Licenses and Permits Support, Organizational Planning, Strategic Planning, Succession Planning, Government Regulations Guidance

**ASSISTING WCBDI PARTNER(S)**  
BOC, CFL, UJC

Beyond Care Childcare Cooperative (Beyond Care) was incubated by Center for Family Life (CFL) in 2008. After being in business for almost 10 years, Beyond Care was looking to open a new line of business in order to have another source of revenue. As a result, Beyond Care and CFL approached the Business Outreach Center Network (BOC) with a request for an industry analysis comparing the feasibility of starting a commercial day care versus starting a play space. The analysis contained information about regulations for both industries, extensive market research on the local area, and detailed financial projections for each line of business.



### QUICK FACTS

#### 1769 ONE-ON-ONE SERVICES PROVIDED

The one-on-one services provided by WCBDI cover a range of topics related to worker cooperative development. "Business Plan Development" was the most provided one-on-one service in FY2017, followed by "Strategic Planning," "Coaching," and "Internal Manuals."

A majority of the businesses and CBOs served receive one or more one-on-one services from WCBDI.

#### ONE-ON-ONE SERVICES PROVIDED



## BKLN Clean

**TYPE**  
Worker Cooperative

**SERVICES PROVIDED**  
Coaching, Financial Planning, Governance Consultation, Internal Manuals

**ASSISTING WCBDI PARTNER(S)**  
TWW

"Working with The Working World has been a marvelous experience, especially because of our limited experience making connections with outside partners. For example, when it came time to contract a chemist to develop our product, The Working World was able to help us avoid being taken advantage of, and find a partner that best fit our needs."

**Worker-Member**  
BKLN Clean

The worker-members of BKLN Clean, a woman-run cleaning products manufacturing and distribution worker cooperative, met through being involved with another longstanding worker cooperative in Brooklyn called Si Se Puede Cleaning Cooperative. After a years-long process of community organizing, and with the help of The Working World (TWW), the nine worker-members of BKLN Clean signed a cooperative operating agreement and incorporated their business with the State of New York.

TWW provided numerous one-on-one services to this new cooperative business, supporting the women to hone their cooperative governance and decision-making skills. TWW helped facilitate a break-even analysis and a market study in which all of the worker-members were involved in mapping and understanding their client base and competitive landscape. Finally, TWW facilitated a visioning process to see how this business could scale after a successful pilot year.



▲ Rodrigo Bacus, lawyer at UJC, helping a cooperative in Staten Island with governance questions.

## Urban Justice Center's Legal Services

**TYPE**  
WCBDI Partner

**SERVICES PROVIDED**  
Legal Assistance

The Community Development Project at the Urban Justice Center (UJC) is a WCBDI partner organization that provides legal consultation for worker cooperatives. UJC provides legal, participatory research, and policy support to strengthen the work of grassroots and community-based groups in New York City to dismantle racial, economic, and social oppression. UJC lawyers take a client-centered, community lawyering approach to their work, where the lawyers prioritize informed decision-making among

their clients. In FY2017, UJC lawyers partnered with worker cooperative developers to ensure that worker cooperative members understood legal concepts that are important to the development of worker cooperatives. UJC helped worker cooperative members assess the pros and cons of each decision point so that members could fully participate in building and running their business.

140

Unique Educational Services



2272

Individuals Engaged

# Education Services Provided

WCBDI offers workshops and events open to the public as well as intensive trainings specifically meant for prospective and/or current worker cooperatives. Education services provided by WCBDI can be standalone workshops for anyone to attend, or a curriculum-based series of trainings that require an application.

## The Working World's Worker Owned Rockaway Cooperatives Program

**TYPE**  
WCBDI Partner

**EDUCATION SERVICE METHOD**  
Application- & Curriculum-Based Courses

The Working World (TWW) is a WCBDI partner organization that offers financing, technical assistance, and educational services to worker cooperatives. In particular, TWW offers a five-week cooperative business training program in Far Rockaway, Queens, as part of their Worker Owned Rockaways Cooperatives (WORCs) program. In total, WORCs has helped more than 60 Rockaway residents learn about the worker cooperative business model, and three worker cooperatives have launched. TWW also added local capacity to the program by hiring two community members and graduates of the WORCs program to coordinate the program and provide on-the-ground assistance to its cooperatives.

Worker cooperatives that were launched from WORCs have the added advantage of returning to TWW for financing assistance. Luv Custom Prints, a screen-printing and apparel worker cooperative, launched through WORCS, and received help from TWW to secure large contracts with Park Slope Food Co-op and the New York City Network of Worker Cooperatives. TWW approved a \$6,000 loan that allowed the company to purchase raw materials in bulk and respond to these orders. These large contracts created new visibility for the company, where local demand for their services grew substantially.

A WORC's meeting in Far Rockaway, Queens



### QUICK FACTS

### SAMPLING OF EDUCATION SERVICES TOPICS

**Accountability Workshop**  
**HOST(S):** UU  
Two sessions, the first one covered what accountability means and the second one was spent designing a business accountability system

**Getting Investment for Growth**  
**HOST(S):** DAWI  
Workshop on sources of funding and financing, and how to create a "sources and uses" plan for a co-op

**BronXchange Launch Event**  
**HOST(S):** BCDI  
Meet-and-greet and informational session that introduced businesses and purchasers to one another and highlighted ways to overcome barriers to working together

**Getting Started with Local Procurement**  
**HOST(S):** BCDI  
Series of one-on-one sessions with local organizations and procurement officers to help them understand their purchasing power and the advantages of working with local businesses

**The Big Bronx Sancochazo**  
**HOST(S):** GWC  
Event where co-ops and Bronx community came together to learn how to get involved in the co-op movement in NYC

**Guide to Job Estimating**  
**HOST(S):** BOC in collaboration with CFL  
Multi-session training for United Handymen on financing, identifying factors that affect the overall cost of a project, and communicating a value proposition to staff and clients

**Cash Flow Basics**  
**HOST(S):** GWC  
Specialized training for Ideal Childcare Worker Cooperative on personal budgeting, assets, liabilities and an introduction to business financial models and banking

**Legacy Business Preservation: Succession Planning Convening**  
**HOST(S):** DAWI, ICA, TWW at the Brooklyn Chamber of Commerce  
Convening of business owners and economic development leaders from around the region to learn about success planning

**Computer Skills: G Suite**  
**HOST(S):** UU  
Seven-hour course in Spanish, split among four sessions to cover Gmail, Google Docs, Google Sheets, and Google Drive

**Solidarity Economy Workshop**  
**HOST(S):** CFL  
This workshop showed how worker co-ops fit within the solidarity economy through analysis of practices; part of a five-session series that explored existing economic structures and co-op education

**Cooperative Startup Weekend**  
**HOST(S):** CFL and La Colmena  
Two-day intensive workshop with members of Staten Island Cleaning LLC which culminated in a community celebration

**StartUp Fest**  
**HOST(S):** GWC  
Workshop where entrepreneurs learned new business tools and shared their ideas with others who were interested in starting a business together

**Entity Choice and Tax Liability for Worker Cooperatives**  
**HOST(S):** NYCNOWC and UJC  
UJC presented on entity options for worker co-ops and the differing tax implications and consequences of each type of entity

**Worker-Owned Rockaways Cooperatives (WORCs) Business Training Course**  
**HOST(S):** TWW  
Five-week cooperative business education program in the Rockaways

**Fundraising & Impact: New Opportunities for Worker Co-op Developers**  
**HOST(S):** DAWI  
Workshop that introduced co-op developers to the field of workforce development and the types of impact metrics that can be used to tell compelling stories



## Center for Family Life's Community-Based Organization Training

**TYPE**  
WCBDI Partner

**EDUCATION SERVICE METHOD**  
Application- & Curriculum-Based Courses

The Center for Family Life (CFL), a WCBDI partner organization, has helped worker cooperatives since 2006. In total, CFL has incubated 15 worker cooperatives that were still operating in FY2017. After building up a significant amount of experience in incubating worker cooperatives, CFL decided to launch an educational training program for staff members from other community-based organizations (CBOs), teaching them how to incubate

worker cooperatives within their own organizations.

In FY2017, CFL hosted a total of 11 sessions for 27 CBOs. Session topics covered cooperative development, the solidarity economy, how to assess the need for cooperatives, cooperative principles and values, steps to starting a worker cooperative, and incubation models inspired by CFL's social group work methodology.

*"The training equipped me with the framework and skills necessary to engage with this type of work long-term, and inspired me to pursue co-ops and other solidarity economy groups in my projects outside of CFL."*

**Evan Zavidow**  
Training Program Participant

## Bronx Cooperative Development Initiative's BronxXchange

**TYPE**  
WCBDI Partner

**EDUCATION SERVICE METHOD**  
Standalone Workshops

*"Through the BronxXchange, Fordham University Campus Ministries was able to locally source a number of its back-to-school giveaway items for the first time."*

**Maggie Tishman**  
Managing Director  
BronXchange

The Bronx Cooperative Development Initiative (BCDI), a WCBDI partner organization, launched BronXchange, an online platform that connects Bronx institutions and nonprofits to high-road local vendors so they can do business. Local purchasing increases investment in surrounding neighborhoods and allows Bronx-based businesses to buy and hire locally. In order to launch BronXchange, BCDI conducted a series of workshops and events with local institutions informing them of opportunities to purchase from local businesses, paying close attention to Bronx-based worker cooperatives. Additionally, BCDI conducted educational sessions for worker cooperatives informing them of local contracting opportunities. On the BronXchange online platform, buyers and sellers can access a sortable database of local businesses and a suite of e-commerce services and financing tools to ease the purchasing process.

Fordham University receives t-shirts from the youth-run, screen-printing co-op, Syllable Cooperative. ▶

## New York City Network of Worker Cooperatives' Worker-Member Leadership Council

**TYPE**  
WCBDI Partner

**EDUCATION SERVICE METHOD**  
Application- & Curriculum-Based Courses

The New York City Network of Worker Cooperatives (NYCNOWC) is a WCBDI partner organization and is the trade association for worker cooperatives in the New York City metropolitan region. NYCNOWC provides one-on-one services for worker cooperatives and helps them find clients and vendors within the cooperative ecosystem. Additionally, NYCNOWC hosts an annual worker cooperative conference, which includes panels, group sessions, and networking events. In FY2017, NYCNOWC introduced a new educational service for worker-members, called the Worker-member Leadership Council.

The Worker-member Leadership Council gives worker-members access to decision-making and advocacy opportunities within the city's worker

cooperative network. NYCNOWC asked interested worker-members to submit an application, and selected five individuals. The first Leadership Council cohort worker-members were from Trusty Amigos Dog Walking and Pet Care Cooperative, ACTION Health and Safety, Bikes & Humans, Skedaddle Pest Management, and Ecomundo Cleaning.

*"Participating in the Leadership Council has made me aware that there is an energetic co-op community in our city and around the country. They are experienced, dedicated to providing a viable alternative to the traditional work model, and they are rooting for us to join them."*

**Naceo Giles**  
Worker-Member  
Skedaddle Pest Control



# Total Hires



WCBDI helps newly created, converted, and/or existing worker cooperatives attain new worker-members and/or non-member workers.

WCBDI helped create 185 new hires. This section of the report highlights some success stories for the total hires.

## Love and Learn Child Care Cooperative

**TYPE**  
Existing Worker Cooperative

**ASSISTING WCBDI PARTNER(S)**  
CFL, UJC

**TOTAL HIRES IN FY2017**  
10 hires to an existing worker cooperative

CFL incubated Love and Learn Child Care Cooperative in partnership with a community job center called La Colmena in FY2016. The first worker cooperative in Staten Island, Love and Learn provides child care services to families not only in Staten Island, but also in Manhattan and Brooklyn. CFL conducted extensive educational training programs in Staten Island on the definition of worker cooperatives and the benefits and challenges involved in starting one. The cooperative members of Love and Learn worked together with CFL to start this business from scratch. CFL also collaborated with Cornell University to provide nanny training to the cooperative members. UJC, a WCBDI partner organization, provided legal assistance to Love and Learn.

Since its founding, Love and Learn has become a member of NYCNOWC, the trade association for worker cooperatives. The members of Love and Learn have acquired jobs with various community-based organizations across the city, and engaged city officials, foundations, and the press on the trajectory of their business. The capacity-building services provided by CFL, allowed Love and Learn to add 10 cooperative members to their business in FY2017.

Members of New Deal Home Improvement Company  
Love and Learn Child Care Cooperative

- **NEWLY CREATED WORKER COOPERATIVES**  
WCBDI provides business skills training to prospective cooperative members
- **CONVERTED WORKER COOPERATIVES**  
WCBDI helps existing employees and/or owners become cooperative members
- **EXISTING WORKER COOPERATIVES**  
WCBDI provides capacity support so the worker cooperative can attain additional worker-members and non-member workers

## New Deal Home Improvement Company

**TYPE**  
Converted Worker Cooperative

**ASSISTING WCBDI PARTNER(S)**  
GWC, ICA, NYCNOWC

**TOTAL HIRES IN FY2017**  
11 hires to a converted worker cooperative



New Deal Home Improvement Company (New Deal) is a converted worker cooperative focusing on construction. Prior to being converted, New Deal sought assistance from GWC and ICA, and attended ICA's "Entity Choice and Tax Liability for Co-ops" workshop. They received valuable information on the tax liabilities faced by worker cooperatives, which allowed them to successfully navigate an often confusing area for small businesses, and particularly difficult for worker cooperatives.

Experienced construction professionals formed New Deal Home Improvement to build a business, try to push the home improvement industry to more "high road" employment practices, and serve as a means of training and integrating younger workers into this industry. ICA helped the cooperative design its administrative, client service, finance, and budgeting operations so that their operations would be transparent to all members and ensure that the business continued to be profitable.

New Deal then attended and completed GWC's five-month Co-op Academy, where members developed a new business model for the cooperative, interviewed almost 100 potential customers, learned communication and conflict management skills, and created accountability structures for the co-op. With the help of ICA and GWC, New Deal converted 11 employees into cooperative members.

"From the very first consultations through to the end of a gut renovation of our kitchen, New Deal listened carefully to each of our instructions and concerns and kept us abreast of every detail. This, coupled with honesty, integrity and knowledge, they foster trust. They are skilled craftsmen and women, each with a strong work ethic. They worked safely, quickly, and cleanly. They took pride in a gorgeous final product. We enthusiastically recommend New Deal Home Improvement Co-op."

Customer of New Deal Home Improvement Company

### QUICK FACTS

#### TOTAL HIRE DISTRIBUTION: WORKER-MEMBERS AND/OR NON-MEMBER WORKERS IN NEWLY CREATED, CONVERTED, AND/OR EXISTING WORKER CO-OPS

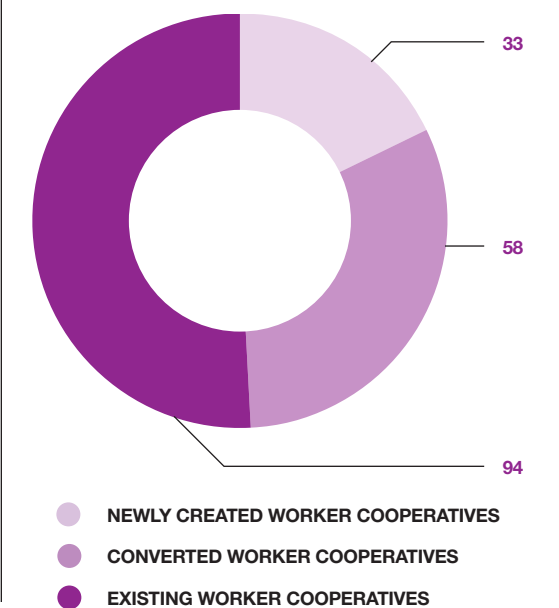
WCBDI helps entrepreneurs obtain business ownership and/or employment in newly created, converted, and/or existing worker cooperatives.

In **newly created worker cooperatives**, the hires were all new to the cooperative. In FY2017, 33 individuals became cooperative members of newly created worker cooperatives.

In **converted worker cooperatives**, the hires were either previously employees or owners of the businesses, but now are all cooperative members. In FY2017, 58 individuals became cooperative members of converted worker cooperatives.

In **existing worker cooperatives**, the hires joined a group of preexisting cooperative members. In FY2017, 94 individuals became cooperatives of existing worker cooperatives.

#### NUMBER OF TOTAL HIRES



# FY2017

# Worker Cooperatives Assisted by WCBDI



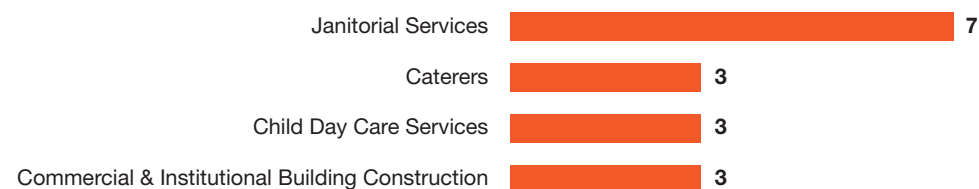
In FY2017, WCBDI assisted 64 worker cooperatives and an additional 116 business entities and/or CBOs. WCBDI helped all 180 entities that applied for services WCBDI.

WCBDI partners reported the information listed in this section, which WCBDI summarizes the business information of the worker cooperatives served in FY2017 and the services they received.

### QUICK FACTS

The top four industries of the worker cooperatives assisted by WCBDI are Janitorial Services, Caterers, Child Day Care Services, and Commercial and Institutional Building Construction.

#### INDUSTRY BREAKDOWN: TOP FOUR INDUSTRIES OF WORKER COOPERATIVES ASSISTED



### A

#### A Bookkeeping Cooperative

495 Flatbush Avenue, Suite 2, Brooklyn, NY 11225  
**COMMUNITY DISTRICT** 9 BROOKLYN  
**INDUSTRY** Other Accounting Services  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 FPWA provided A Bookkeeping Cooperative with a one-on-one service, which covered the topic of market research. NYCNOWC provided this cooperative with a one-on-one service, which covered the topic of market research.

#### ActionOSH

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Educational Support Services  
**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 1  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided ActionOSH with 20 one-on-one services, which covered the topics of bookkeeping, coaching, governance consultation, internal manuals, launch consultation, market research, organizational planning, strategic planning, support and troubleshooting, and web development and support.

#### All Hands and the Cook

495 Flatbush Avenue, Suite 2, Brooklyn, NY 11225  
**COMMUNITY DISTRICT** 11 MANHATTAN  
**INDUSTRY** Temporary Help Services  
**NUMBER OF WORKER-MEMBERS** 10  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided All Hands and the Cook with six one-on-one services, which covered the topics of financial planning, governance consultation, internal manuals, and organizational planning. UJC provided this cooperative with three one-on-one services, which covered the topic of legal assistance.

#### Anuket Ile

409 Morris Park Avenue, Bronx, NY 10460  
**COMMUNITY DISTRICT** 6 BRONX  
**INDUSTRY** N/A  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided Anuket Ile with 36 one-on-one services, which covered the topics of business plan development, financial planning, governance consultation, internal manuals, launch consultation, market research, strategic planning, and web development and support.

#### Apple Eco-Cleaning

42-72 80th Street, New York, NY 11373  
**COMMUNITY DISTRICT** 4 QUEENS  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** 6  
**NUMBER OF NON-MEMBER WORKERS** 1  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**

WJP provided Apple Eco-Cleaning with 131 one-on-one services, which covered the topics of bookkeeping, business plan development, coaching, finance and operations, internal manuals, market research, organizational planning, and support and troubleshooting. UJC provided this cooperative with two one-on-one services, which covered the topics of legal assistance and market research.

#### Artisan Sewing LLC

3703 62nd Street, 2nd Floor, Queens, NY 11377  
**COMMUNITY DISTRICT** 2 QUEENS  
**INDUSTRY** N/A  
**NUMBER OF WORKER-MEMBERS** 24  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Artisan Sewing LLC with six one-on-one services, which covered the topics of initial consultation, governance consultation, launch consultation, and strategic planning.

### B

#### Bed-Stuy Fresh and Local

210 Patchen Avenue, Brooklyn, NY 11233  
**COMMUNITY DISTRICT** 3 BROOKLYN  
**INDUSTRY** Supermarkets and Other Grocery (except Convenience) Stores  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 2  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Bed-Stuy Fresh and Local with 23 one-on-one services, which covered the topics of business plan development, coaching, and succession planning.

#### Beyond Care Child Care Cooperative

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Child Day Care Services  
**NUMBER OF WORKER-MEMBERS** 39  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 BOC provided Beyond Child Care Cooperative with 19 one-on-one services, which covered the topics of financial planning, government regulations guidance, license and permit support, market research, and strategic planning. CFL provided this cooperative with 16 one-on-one services, which covered the topics of bookkeeping, business plan development, financial planning, market research, organizational planning, strategic planning, and succession planning. UJC provided this cooperative with two one-on-one services, which covered the topic of legal assistance.

#### Bikes and Humans

Business address not made available  
**COMMUNITY DISTRICT** N/A  
**INDUSTRY** N/A  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 FPWA provided Bikes and Humans with a TA service, which covered the topic of coaching.

#### Bio-Classic Cleaning

1231 Lafayette Avenue, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 BRONX  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided Bio-Classic Cleaning with 55 one-on-one services, which covered the topics of bookkeeping, business plan development, financial planning, initial consultation, internal manuals, and organizational planning. BOC provided this cooperative with 12 one-on-one services, which covered the topic of strategic planning. BCDI provided this cooperative with two one-on-one services, which covered the topics of finance and operations, and market research. NYCNOWC provided this cooperative with a TA service, which covered the topic of bookkeeping.

#### BioKakao

1138 229th Drive South, Bronx, NY 10466  
**COMMUNITY DISTRICT** 12 BRONX  
**INDUSTRY** Other Farm Product Raw Material Merchant Wholesalers  
**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided BioKakao with nine one-on-one services, which covered the topics of business plan development and market research.

#### Bits and Bites LLC

1231 Lafayette Avenue, Bronx, NY 10473  
**COMMUNITY DISTRICT** 9 BRONX  
**INDUSTRY** Other Computer Related Services  
**NUMBER OF WORKER-MEMBERS** 2  
**NUMBER OF NON-MEMBER WORKERS** 1  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 BOC provided Bits and Bites LLC with 18 one-on-one services, which covered the topics of financial planning, organizational planning, and strategic planning. GWC provided this cooperative with 20 one-on-one services, which covered the topics of financial planning, initial planning, organizational planning, and strategic planning.

#### BKLN Clean

445 56th Street, Brooklyn, NY 11220  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** All Other Basic Organic Chemical Manufacturing  
**NUMBER OF WORKER-MEMBERS** 9  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided BKLN Clean provided with 17 one-on-one services, which covered the topics of coaching, financial planning, governance consultation, internal manuals, and launch consultation.

#### Black Women Artists LLC

104 Montgomery Street, Brooklyn, NY 11225  
**COMMUNITY DISTRICT** 9 BROOKLYN  
**INDUSTRY** Independent Artists, Writers, and Performers

**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Black Women Artists with three one-on-one services, which covered the topics of launch consultation and organizational planning.

#### Bright Little Stars

50 East 102nd Street, New York, NY 10029  
**COMMUNITY DISTRICT** 11 MANHATTAN  
**INDUSTRY** Child Day Care Services  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Bright Little Stars with 13 one-on-one services, which covered the topics of coaching, governance consultation, launch consultation, and strategic planning.

#### Brooklyn Packers

360 Throop Avenue, Brooklyn, NY 11221  
**COMMUNITY DISTRICT** 3 BROOKLYN  
**INDUSTRY** Packaging and Labeling Services  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 2  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Brooklyn Packers with 20 one-on-one services, which covered the topics of business plan development, coaching, financing assistance, and financial planning.

#### C

#### Caracol Interpreters

128 Linden Boulevard, Brooklyn, NY 11226  
**COMMUNITY DISTRICT** 17 BROOKLYN  
**INDUSTRY** Translation and Interpretation Services  
**NUMBER OF WORKER-MEMBERS:**  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided Caracol Interpreters with eight one-on-one services, which covered the topic of internal manuals. NYCNOWC provided this cooperative with three one-on-one services, which covered the topic of bookkeeping, internal manuals, and strategic planning. FPWA provided this cooperative with a TA service, which covered the topic of market research. DAWI provided this cooperative with a TA service, which covered the topic of governance consultation. BCDI provided this cooperative with a TA service, which covered the topic of strategic planning.

#### CBC Deliveries

565 Chauncey Street, Brooklyn, NY 11233  
**COMMUNITY DISTRICT** 16 BROOKLYN  
**INDUSTRY** Local Messengers and Local Delivery  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 10  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided CBC Deliveries with three one-on-one services, which covered the topics of business plan development, organizational planning, and launch consultation.

#### Collectively Owned and Operated Platform, Inc.

3100 47th Avenue, Queens, NY 11101  
**COMMUNITY DISTRICT** 2 QUEENS  
**INDUSTRY** All Other Support Activities for Transportation  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Collectively Owned and Operated Platform, Inc. with 14 one-on-one services, which covered the topics of business plan development, financial planning, organizational planning, strategic planning, and support and troubleshooting.

#### Cooperative Cleaning

Business address not made available  
**COMMUNITY DISTRICT** N/A  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Cooperative Cleaning with 43 one-on-one services, which covered the topics of business plan development, governance consultation, market research, organizational planning, strategic planning, and web development and support. FPWA provided this cooperative with a TA service, which covered the topic of market research.

#### Cooperative Home Care Associates

400 East Fordham Road, Bronx, NY 10458  
**COMMUNITY DISTRICT** 6 BRONX  
**INDUSTRY** Home Health Care Services  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Cooperative Home Care Associates with a TA service, which covered the topic of financial planning.

#### Cooperatives United for Sunset Park (CUSP)

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** N/A  
**NUMBER OF WORKER-MEMBERS** 6  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided Cooperatives United for Sunset Park with 11 one-on-one services, which covered the topics of coaching, financial planning, governance consultation, launch consultation, organizational planning, and strategic planning.

#### D

#### Diaspora Destination

1231 Lafayette Avenue, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 BRONX  
**INDUSTRY** All Other Travel Arrangement and Reservation Services  
**NUMBER OF WORKER-MEMBERS** 2  
**NUMBER OF NON-MEMBER WORKERS** 0

**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 BOC provided Diaspora Destination with six one-on-one services, which covered the topic of strategic planning.

#### Dos Pinos Landscaping LLC

111-16 Rockaway Beach Boulevard, Queens, NY 11694  
**COMMUNITY DISTRICT** 14 QUEENS  
**INDUSTRY** Landscaping Services  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Dos Pinos Landscaping, LLC with four one-on-one services, which covered the topics of coaching and market research.

#### E

#### Ecomundo Cleaning LLC

612 West 182nd Street, New York, NY 10033  
**COMMUNITY DISTRICT** 12 MANHATTAN  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** 18  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 FPWA provided Ecomundo Cleaning, LLC with two one-on-one services, which covered the topics of coaching and market research. NYCNOWC provided this cooperative with a TA service, which covered the topic of market research.

#### Émigré Gourmet Catering Collective

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Caterers  
**NUMBER OF WORKER-MEMBERS** 5  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 FPWA provided Émigré Gourmet Catering Collective with a TA service, which covered the topic of market research.

#### F

#### Friends of Light

499 Madison Street, Brooklyn, NY 11221  
**COMMUNITY DISTRICT** 3 BROOKLYN  
**INDUSTRY** Apparel Accessories and Other Apparel Manufacturing  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided Friends of Light with 21 one-on-one services, which covered the topics of business plan development and launch consultation.

#### G

#### GLOCAL

Business address not made available  
**COMMUNITY DISTRICT** N/A  
**INDUSTRY** Software Publishers  
**NUMBER OF WORKER-MEMBERS** 3

**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 FPWA provided Ginger Moon with a TA service, which covered the topic of market research. NYCNOWC provided this cooperative with a TA service, which covered the topic of bookkeeping.

#### Golden Steps Elder Care Cooperative

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Home Health Care Services  
**NUMBER OF WORKER-MEMBERS** 14  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided Golden Steps Elder Care Cooperative with 33 one-on-one services, which covered the topics of bookkeeping, business plan development, coaching, financing assistance, financial planning, internal manuals, organizational planning, and strategic planning. NYCNOWC provided this cooperative with a TA service, which covered the topic of market research.

#### K

#### Kaluk Marketing

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Marketing Consulting Services  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 4  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 UJC provided Kaluk Marketing with a TA service, which covered the topic of legal assistance.

#### L

#### L&S Printing LLC

188 Beach 116th Street, Queens, NY 11694  
**COMMUNITY DISTRICT** 14 QUEENS  
**INDUSTRY** Commercial Printing (except Screen and Books)  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided L&S Printing LLC with 22 one-on-one services, which covered the topics of coaching, financial planning, initial consultation, internal manuals, launch consultation, strategic planning, and success planning.

#### La Mies Bakery

2211 Brookhaven Avenue, Queens, NY 11691  
**COMMUNITY DISTRICT** 14 QUEENS  
**INDUSTRY** Other Grocery and Related Products Merchant Wholesalers  
**NUMBER OF WORKER-MEMBERS** 2  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided La Mies Bakery with two one-on-one services, which covered the topic of coaching.

#### Limited Equity Properties

204 West 118th Street, New York, NY 10026

**COMMUNITY DISTRICT** 10 MANHATTAN  
**INDUSTRY** Residential Property Managers  
**NUMBER OF WORKER-MEMBERS** 1  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Limited Equity Properties with four one-on-one services, which covered the topics of initial consultation, launch consultation, and organizational planning.

#### Love & Learn Childcare Cooperative

774 Port Richmond Avenue, Staten Island, NY 10302  
**COMMUNITY DISTRICT** 1 STATEN ISLAND  
**INDUSTRY** Child Day Care Services  
**NUMBER OF WORKER-MEMBERS** 14  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided Love & Learn Childcare Cooperative with 21 one-on-one services, which covered the topics of business plan development, coaching, financial planning, internal manuals, market research, organizational planning, and strategic planning. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

#### Luv Custom Prints

5012 3rd Avenue, Brooklyn, NY 11220  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Commercial Screen Printing  
**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 DAWI provided Luv Custom Prints with two one-on-one services, which covered the topic of support and troubleshooting. TWW provided this cooperative with two one-on-one services, which covered the topics of financing assistance and strategic planning.

#### M

#### Maharlika Cleaning Cooperative

406 West 40th Street, New York, NY 10018  
**COMMUNITY DISTRICT** 4 MANHATTAN  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** 7  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided Maharlika Cleaning Cooperative with 68 one-on-one services, which covered the topics of bookkeeping, coaching, financial planning, governance consultation, internal manuals, market research, organizational planning, strategic planning, support and troubleshooting, and web development and support. BOC provided this cooperative with two one-on-one services, which covered the topic of strategic planning. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

#### N

#### New Deal Home Improvement Company

164 West 79th Street, New York, NY 10024  
**COMMUNITY DISTRICT** 7 MANHATTAN

**INDUSTRY** Commercial and Institutional Building Construction  
**NUMBER OF WORKER-MEMBERS** 1  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided New Heal Home Improvement Company with 41 one-on-one services, which covered the topics of business plan development, internal manuals, and support and troubleshooting. ICA provided this cooperative with nine one-on-one services, which covered the topics of governance consultation, organizational planning, strategic planning, and web development and support. NYCNOWC provided this cooperative with a TA service, which covered the topic of market research.

#### New York Technology Guild

8 Manhattan Avenue, New York, NY 10025  
**COMMUNITY DISTRICT** 7 MANHATTAN  
**INDUSTRY** Custom Computer Programming Services  
**NUMBER OF WORKER-MEMBERS** 2  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided New York Technology Guild with four one-on-one services, which covered the topics of governance consultation, launch consultation, and strategic planning.

#### O

#### Ometeotl

116 East Mosholu Parkway South, Bronx, NY 10458  
**COMMUNITY DISTRICT** 7 BRONX  
**INDUSTRY** Other Miscellaneous Nondurable Goods Merchant Wholesalers  
**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided Ometeotl with 42 one-on-one services, which covered the topics of business plan development, financial planning, internal manuals, market research, organizational planning, and strategic planning. BOC provided this cooperative with nine one-on-one services, which covered the topic of strategic planning. TWW provided this cooperative with four one-on-one services, which covered the topics of coaching, financial planning, and initial consultation.

#### OnPoint Security NYC, LLC

4-25 Astoria Boulevard, Queens, NY 11102  
**COMMUNITY DISTRICT** 1 QUEENS  
**INDUSTRY** Security Guards and Patrol Services  
**NUMBER OF WORKER-MEMBERS** 7  
**NUMBER OF NON-MEMBER WORKERS** 11  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 UU provided OnPoint Security NYC, LLC with 13 one-on-one services, which covered the topics of coaching, market research, organizational planning, strategic planning, and support and troubleshooting. ICA provided this cooperative with eight one-on-one services, which covered the topics of business plan development, governance consultation, initial consultation, organizational planning, and strategic planning. NYCNOWC

provided this cooperative with a TA service, which covered the topic of bookkeeping.

### OSHA Solutions

PO Box 8206, Jackson Heights, NY 11372  
**COMMUNITY DISTRICT** 3 QUEENS  
**INDUSTRY** Educational Support Services  
**NUMBER OF WORKER-MEMBERS** 5  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 UU provided OSHA Solutions with 32 one-on-one services, which covered the topics of business plan development, coaching, initial consultation, launch consultation, market research, support and troubleshooting, translation services, and web development and support. ICA provided this cooperative with four one-on-one services, which covered the topic of financial planning. NYCNOWC provided this cooperative with a TA service, which covered the topic of web development and support.

### P

### Pa'lante Forward Green Cleaning LLC

92-10 Roosevelt Avenue, Queens, NY 11372  
**COMMUNITY DISTRICT** 4 QUEENS  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** 10  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided Pa'lante Forward Green Cleaning, LLC with 28 one-on-one services, which covered the topics of bookkeeping, financial planning, governance consultation, internal manuals, market research, strategic planning, support and troubleshooting, and web development and support. NYCNOWC provided this cooperative with a TA service, which covered the topic of market research.

### Palante Technology Cooperative, Inc.

Business address not made available  
**COMMUNITY DISTRICT** N/A  
**INDUSTRY** N/A  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 NYCNOWC provided Palante Technology Cooperative, Inc. with a TA service, which covered the topic of market research. FPWA provided this cooperative with a TA service, which covered the topic of market research.

### POLIDO Skateboards

1231 Lafayette Avenue, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 BRONX  
**INDUSTRY** Sporting and Athletic Goods Manufacturing  
**NUMBER OF WORKER-MEMBERS** 2  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 BOC provided POLIDO Skateboards with 13 one-on-one services, which covered the topics of financial planning and strategic planning. GWC provided this cooperative with 12 one-on-one

services, which covered the topics of business plan development, initial consultation, and web development and support. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

### Position Development LLC

20 Jay Street, Brooklyn, NY 11201  
**COMMUNITY DISTRICT** 2 BROOKLYN  
**INDUSTRY** Software Publishers  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 1  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Position Development, LLC with eight one-on-one services, which covered the topics of coaching and financial planning.

### R

### Radix Media

522 Bergen Street, Brooklyn, NY 11217  
**COMMUNITY DISTRICT** 8 BROOKLYN  
**INDUSTRY** Commercial Printing (except Screen and Books)  
**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Radix Media with six one-on-one services, which covered the topic of coaching. ICA provided this cooperative with four one-on-one services, which covered the topic of initial consultation, organizational planning, and strategic planning. FPWA provided this cooperative with a TA service, which covered the topic of market research.

### Roca Mia Construction, Inc.

2304 Cornaga Avenue, Far Rockaway, NY 11691  
**COMMUNITY DISTRICT** 14 QUEENS  
**INDUSTRY** Commercial and Institutional Building Construction  
**NUMBER OF WORKER-MEMBERS** 5  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Roca Mia Construction, Inc. with six one-on-one services, which covered the topics of coaching, financial planning, governance consultation, internal manuals, and strategic planning.

### S

### SAMAMKAYA

119 W. 23rd Street, Suite #406, New York, NY 10011  
**COMMUNITY DISTRICT** 4 MANHATTAN  
**INDUSTRY** All Other Miscellaneous Schools and Instruction  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 FPWA provided SAMAMKAYA with a TA service, which covered the topic of market research. ICA provided this cooperative with a TA service, which covered the topic of organizational planning. NYCNOWC provided this cooperative with a TA service, which covered the topic of market research.

### Si Se Puede Women's Cleaning Cooperative

4202 3rd Avenue, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** 82  
**NUMBER OF NON-MEMBER WORKERS** 14  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 UJC provided Si Se Puede Women's Cleaning Cooperative with three one-on-one services, which covered the topic of legal assistance.

### Skedaddle Pest Management

7014 13th Avenue, Brooklyn, NY 11228  
**COMMUNITY DISTRICT** 10 BROOKLYN  
**INDUSTRY** Exterminating and Pest Control Services  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 BCDI provided Skedaddle Pest Management with seven one-on-one services, which covered the topics of coaching, initial consultation, market research, organizational planning, and strategic planning. TWW provided this cooperative with four one-on-one services, which covered the topic of coaching. FPWA provided this cooperative with a TA service, which covered the topic of market research.

### Solidarity Inc.

97-07 Horace Harding Expressway, Queens, NY 11368  
**COMMUNITY DISTRICT** 4 QUEENS  
**INDUSTRY** Professional and Management Development Training  
**NUMBER OF WORKER-MEMBERS** 1  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Solidarity Inc. with six one-on-one services, which covered the topics of governance consultation, initial consultation, launch consultation, and organizational planning. BOC provided this cooperative with three one-on-one services, which covered the topics of bookkeeping, financial planning, and organizational planning. NYCNOWC provided this cooperative with a TA service, which covered the topic of initial consultation.

### Solidarity Research Coop

Business address not made available  
**COMMUNITY DISTRICT** N/A  
**INDUSTRY** N/A  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 NYCNOWC provided Solidarity Research Coop with a TA service, which covered the topic of initial consultation.

### Staten Island Cleaning LLC (Doing Business As Brightly)

774 Port Richmond Ave, Staten Island, NY 10302  
**COMMUNITY DISTRICT** 1 STATEN ISLAND  
**INDUSTRY** Janitorial Services  
**NUMBER OF WORKER-MEMBERS** 6  
**NUMBER OF NON-MEMBER WORKERS** 0

### SUMMARY OF SERVICES PROVIDED BY WCBDI

CFL provided Staten Island Cleaning, LLC with 13 one-on-one services, which covered the topics of bookkeeping, business plan development, coaching, financial planning, internal manuals, launch consultation, and web development and support. UJC provided this cooperative two one-on-one services, which covered the topic of legal assistance. NYCNOWC provided this cooperative with a TA service, which covered the topic of web development and support.

### Sunset Scholars

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Exam Preparation and Tutoring  
**NUMBER OF WORKER-MEMBERS** 12  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided Sunset Scholars with 27 one-on-one services, which covered the topics of bookkeeping, business plan development, coaching, governance consultation, organizational planning, strategic planning, and support and troubleshooting. NYCNOWC provided this cooperative with a TA service, which covered the topic of market research.

### Syllable Cooperative

1980 Lafayette Avenue, Bronx, NY 10473  
**COMMUNITY DISTRICT** 9 BRONX  
**INDUSTRY** Commercial Screen Printing  
**NUMBER OF WORKER-MEMBERS** 12  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 DAWI provided Syllable Cooperative with four one-on-one services, which covered the topics of strategic planning and web development and support. BCDI provided this cooperative with two one-on-one services, which covered the topics of market research and strategic planning. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

### T

### The House of Spooof Collective

838 Manida Street, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 BRONX  
**INDUSTRY** Graphic Design Services  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided The House of Spooof Collective with 16 one-on-one services, which covered the topics of business plan development, financial planning, governance consultation, internal manuals, and market research. BOC provided this cooperative with six one-on-one services, which covered the topic of strategic planning. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

### Third Root Community Health Center

380 Marlborough Road, Brooklyn, NY 11226  
**COMMUNITY DISTRICT** 14 BROOKLYN

### INDUSTRY Other Personal Care Services

**NUMBER OF WORKER-MEMBERS** 5  
**NUMBER OF NON-MEMBER WORKERS** 10  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 TWW provided Third Root Community Health Center with two one-on-one services, which covered the topics of coaching and financial planning. FPWA provided this cooperative with a TA service, which covered the topic of market research.

### Tru Blend Catering Inc.

362 East 96th Street, Brooklyn, NY 11212  
**COMMUNITY DISTRICT** 17 BROOKLYN  
**INDUSTRY** Caterers  
**NUMBER OF WORKER-MEMBERS** N/A  
**NUMBER OF NON-MEMBER WORKERS** N/A  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Tru Blend Catering Inc. with four one-on-one services, which covered the topics of business plan development, coaching, governance consultation, and launch consultation.

### Trusty Amigos Pet Care Cooperative

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Pet Care (except Veterinary) Services  
**NUMBER OF WORKER-MEMBERS** 7  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided Trusty Amigos Pet Care Cooperative with 33 one-on-one services, which covered the topics of bookkeeping, coaching, financial planning, governance consultation, internal manuals, organizational planning, and strategic planning. FPWA provided this cooperative with two one-on-one services, which covered the topics of coaching and market research. NYCNOWC provided this cooperative with a TA service, which covered the topic of bookkeeping.

### U

### United Handymen

443 39th Street, Brooklyn, NY 11232  
**COMMUNITY DISTRICT** 7 BROOKLYN  
**INDUSTRY** Commercial and Institutional Building Construction  
**NUMBER OF WORKER-MEMBERS** 8  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 CFL provided United Handymen with 30 one-on-one services, which covered the topics of bookkeeping, coaching, governance consultation, internal manuals, market research, organizational planning, strategic planning, support and troubleshooting, and web development and support. FPWA provided this cooperative with a TA service, which covered the topic of market research. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

### Uptown Village

2460 7th Avenue, New York, NY 10030  
**COMMUNITY DISTRICT** 10 MANHATTAN  
**INDUSTRY** Family Planning Centers

**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided Uptown Village with 96 one-on-one services, which covered the topics of business plan development, financial planning, initial consultation, internal manuals, organizational planning, strategic planning, and web development and support. BOC provided this cooperative with 10 one-on-one services, which covered the topics of financial planning and strategic planning. TWW provided this cooperative with two one-on-one services, which covered the topics of coaching and initial consultation. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

### W

### White Pine Community Farm

295 Duell Hollow Road, Wingdale, NY 12594  
**COMMUNITY DISTRICT** N/A  
**INDUSTRY** All Other Miscellaneous Crop Farming  
**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided White Pine Community Farm with 23 one-on-one services, which covered the topics of financial planning, initial consultation, internal manuals, launch consultation, and support and troubleshooting. BOC provided this cooperative with three One-On-One Services, which covered the topics of financial planning and strategic planning. ICA provided this cooperative with two one-on-one services, which covered the topics of initial consultation and strategic planning.

### Woke Foods

630 West 135th Street, New York, NY 10031  
**COMMUNITY DISTRICT** 9 MANHATTAN  
**INDUSTRY** Caterers  
**NUMBER OF WORKER-MEMBERS** 3  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 GWC provided Woke Foods with 25 one-on-one services, which covered the topics of business plan development, financial planning, initial consultation, launch consultation, market research, and organizational planning. UJC provided this cooperative with a TA service, which covered the topic of legal assistance.

### Workers Transport

195 Montague Street, Brooklyn, NY 11201  
**COMMUNITY DISTRICT** 2 BROOKLYN  
**INDUSTRY** All Other Support Activities for Transportation  
**NUMBER OF WORKER-MEMBERS** 4  
**NUMBER OF NON-MEMBER WORKERS** 0  
**SUMMARY OF SERVICES PROVIDED BY WCBDI**  
 ICA provided Workers Transport with 28 one-on-one services, which covered the topics of business plan development, financial planning, governance consultation, organizational planning, and strategic planning.

# Looking Forward

The NYC Council funded WCBDI in FY2018 to help create and support more worker cooperatives. This funding supports 13 partner organizations and provides centralized program management through SBS.



## Contact Information

**Business Outreach Center Network**  
85 South Oxford Street, Brooklyn, New York 11217  
[bocnet.org](http://bocnet.org)

**Bronx Cooperative Development Initiative**  
2431 Morris Avenue, Bronx, New York 10468  
[commonwise.nyc](http://commonwise.nyc)

**Center for Family Life, SCO Family of Services**  
443 39th Street, Brooklyn, New York 11232  
[cflsp.org](http://cflsp.org)

**Community Economic Development Clinic - City University of New York Law**  
2 Court Square, Long Island City, NY 11101  
[law.cuny.edu](http://law.cuny.edu)

**Democracy at Work Institute**  
495 Flatbush Avenue, Suite 2, Brooklyn, NY 10001  
[institute.coop](http://institute.coop)

**FPWA**  
40 Broad Street, 5th Floor, New York, NY 10004  
[fpwa.org](http://fpwa.org)

**Green Worker Cooperative**  
1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474  
[greenworker.coop](http://greenworker.coop)

**ICA Group**  
244 Fifth Avenue, Suite C230, New York, NY 10001  
[ica-group.org](http://ica-group.org)

**New York City Network of Worker Cooperatives**  
495 Flatbush Avenue, Suite 2, Brooklyn, NY 10001  
[nycworker.coop](http://nycworker.coop)

**The Working World**  
116 Nassau Street, 7th Floor, New York, NY 10038  
[theworkingworld.org](http://theworkingworld.org)

**Urban Justice Center, Community Development Project**  
123 William Street, 16th Floor, New York, NY 10038  
[cdp.urbanjustice.org](http://cdp.urbanjustice.org)

**Urban Upbound**  
12-11 40th Avenue  
Long Island City, NY 11101  
[urbanupbound.org](http://urbanupbound.org)

**Worker's Justice Project**  
P.O. Box 720009  
Jackson Heights, NY 11372  
[workersjustice.org](http://workersjustice.org)

**GREGG BISHOP | COMMISSIONER**  
**NYC Department of Small Business Services**

110 William Street, 7th Floor  
New York, NY 10038

**[nyc.gov/sbs](https://nyc.gov/sbs)**

**MICHAEL OWH | CITY CHIEF PROCUREMENT OFFICER**  
**Mayor's Office of Contract Services**

253 Broadway, 9th Floor  
New York, NY 10007

**[nyc.gov/mocs](https://nyc.gov/mocs)**

**Cover photo:** Love and Learn Child Care Cooperative