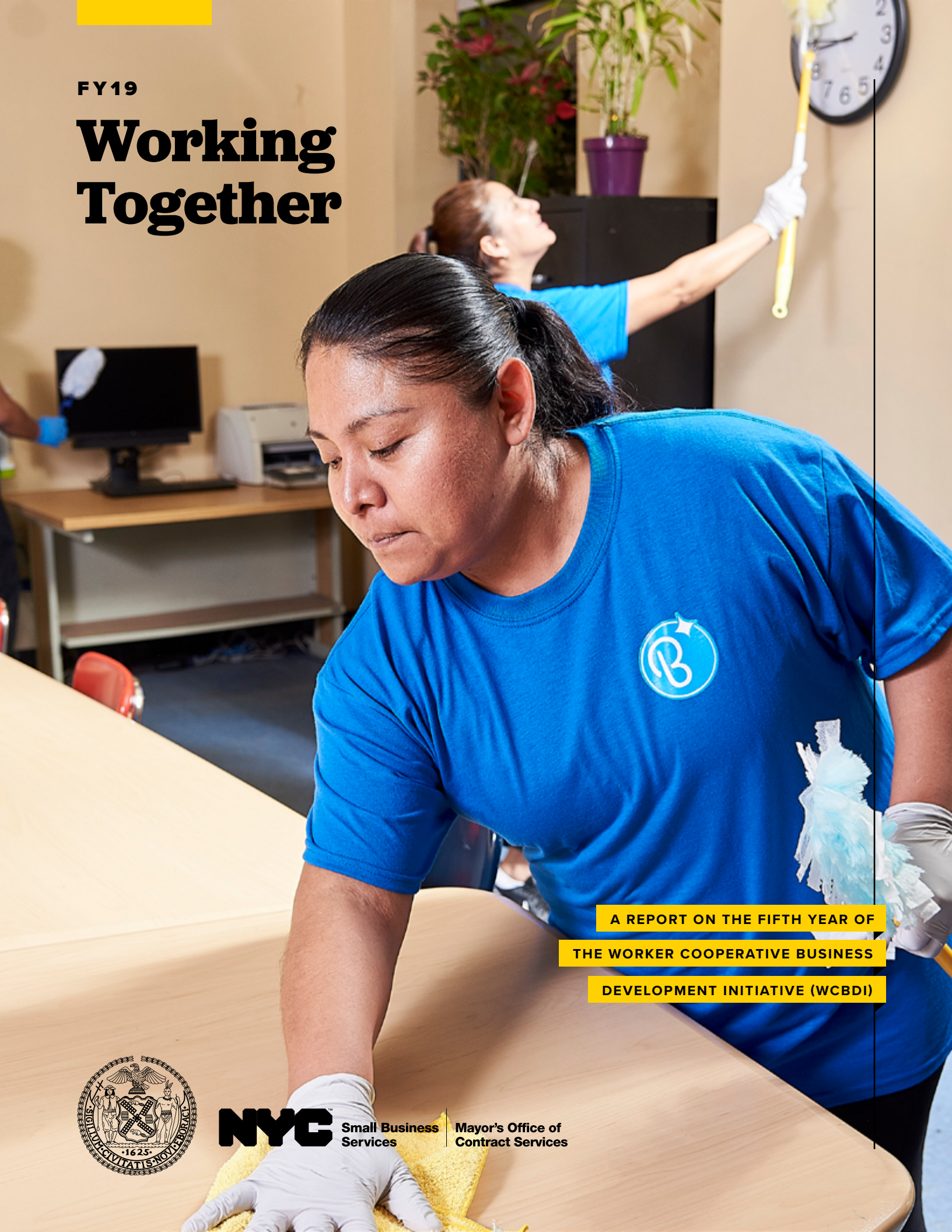


FY19

# Working Together



A REPORT ON THE FIFTH YEAR OF  
THE WORKER COOPERATIVE BUSINESS  
DEVELOPMENT INITIATIVE (WCBDI)



**NYC**

Small Business  
Services

Mayor's Office of  
Contract Services

## CONTENTS

3

INTRODUCTORY  
LETTER

21

EDUCATIONAL  
SERVICES  
PROVIDED

4

THE WORKER  
COOPERATIVE  
BUSINESS  
DEVELOPMENT  
INITIATIVE (WCBDI)

24

WORKER  
COOPERATIVES  
ASSISTED BY  
THE WCBDI

10

WORKER  
COOPERATIVES  
CREATED

30

LOOKING  
FORWARD

16

TOTAL HIRES

31

CONTACT  
INFORMATION

18

ONE-ON-ONE  
SERVICES  
PROVIDED

# Introductory Letter



DEAR NEW YORKERS,

Building on a rich history of peoples' movements for justice and equity, the City of New York is investing in a future where workers across all five boroughs have access to dignified work. Innovative business models, such as worker cooperatives, expand opportunity and contribute to the economic self-sufficiency of New Yorkers.

Worker cooperatives are businesses that are owned and democratically controlled by their workers. They are a critical tool in the movement for economic democracy which aims to distribute power across a diverse set of stakeholders. When workers become owners, they are bringing the practice of democracy to the economic sphere. The result is shared prosperity and decision-making, access to entrepreneurship for low-income New Yorkers, community wealth building, and a diverse economic landscape.

Over the last five years, the Administration has contributed to a flourishing worker cooperative ecosystem in New York City through the Worker Cooperative Business Development Initiative (WCBDI). The initiative ensures that entrepreneurs have access to the tools and resources they need to start, operate, and grow cooperatives throughout the five boroughs. Through on-the-ground support and strategic thinking about new models for cooperation, WCBDI is supporting the creation of a fairer future.

In compliance with Local Law 22 of 2015, this report to the NYC Council outlines the worker cooperatives served by WCBDI in its fifth year and describes the support this administration has extended to worker cooperatives in New York City.

Sincerely,

A handwritten signature in black ink that reads "J. Phillip Thompson".

**J. PHILLIP THOMPSON**

Deputy Mayor for Strategic Initiatives



# 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.

**WORKER COOPERATIVES** — businesses that are owned and controlled by their workers — are an effective tool to achieve the mission of creating a more inclusive city. They give New Yorkers the opportunity to co-own a business, creating sustainable and dignified jobs while developing community wealth — particularly for people who lack access to traditional business ownership. Worker cooperatives are also run on democratic principles, giving New Yorkers the opportunity to practice democracy daily in their workplace.

Mayor Bill de Blasio and the NYC Council launched the Worker Cooperative Business Development Initiative (WCBDI) in Fiscal Year 2015 (FY2015) to support the positive impact worker cooperatives have on New York City. WCBDI was created to strengthen the existing ecosystem of cooperative developers in NYC, promote the creation of new cooperatives, and grow existing cooperatives.

Fiscal Year 2019 (FY2019) marks the fifth year of the initiative. In its first year, the NYC Council distributed \$1.2 million across 10 partner organizations who assisted in the creation of 21 worker-owned cooperatives. Fourteen (67%) of those businesses are still in operation — surpassing the national five-year survival rate for small businesses (about 50%).<sup>1</sup>

Since FY2015, the Council's commitment has increased to \$3.6 million in FY2019 and the

number of partners has grown to 13.<sup>2</sup> With this increased capacity, the number of new cooperatives created through WCBDI has more than doubled since its first year. In FY2019, WCBDI partners provided 240 times as many one-on-one services and 360 times as many educational services as FY2015. SBS supported WCBDI by collecting and analyzing program metrics, holding quarterly partner meetings, and integrating the work of cooperative developers with other SBS services such as M/WBE certification.

This is the fifth annual report in the “Working Together” series, which highlights the achievements of this initiative. SBS is committed to helping worker cooperatives thrive in New York City and proud to showcase the work of WCBDI throughout the last fiscal year.

<sup>1</sup> About half of all establishments survive five years or longer. In the past decade, this ranged from a low of 45.4% for establishments started in 2006, and a high of 51.0% for those started in 2011. “Frequently Asked Questions about Small Businesses,” U.S. Small Business Administration, 2018. <https://www.sba.gov/sites/default/files/advocacy/Frequently-Asked-Questions-Small-Business-2018.pdf>

<sup>2</sup> A total of 13 partner organizations received funding through WCBDI in FY2019. The Community and Economic Development (CED) Clinic at the City University of New York (CUNY) Law School received \$172,470; however, its involvement was not managed by SBS so details about its work are not included in this report.

**FY19 ACCOMPLISHMENTS**

# Measuring Our Success

The WCBDI measures its success using four metrics on worker cooperative development:



• worker cooperatives created



• total workers hired



• one-on-one services provided to businesses and/or community-based organizations



• educational services provided

The cumulative outcomes listed below were reported by WCBDI partners and summarize the activities conducted in the initiative's fifth year.



## 49

### WORKER COOPERATIVES CREATED

A worker cooperative is a business owned and managed by its workers. In contrast to traditional companies, profits from worker cooperatives are distributed among "worker-members," who make governance decisions using democratic principles on a one-member, one-vote basis.

WCBDI encourages both the creation of worker cooperatives and the conversion of traditional businesses into cooperatives through specialized trainings and one-on-one services. Since creating a cooperative takes significant time and resources, WCBDI partners often work with worker-members for more than a year to either incubate or convert their business into a cooperative.

In FY2019, WCBDI partners helped 17 new worker cooperatives formally 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.

WCBDI also helped 32 worker cooperatives "soft launch". These worker cooperatives did not fully launch by completing the formal launch steps listed above but are in the process of registering their business and finding an appropriate legal structure. These businesses have tentatively determined their name, industry, and number of worker-owners and non-member workers.



## 116

### TOTAL HIRES

A worker-member is a person who owns a share of the worker cooperative, is a beneficiary of a trust, or controls the cooperative with other worker-members. A non-member worker is anyone who works for a worker cooperative but is not a worker-member. WCBDI helps worker cooperatives take on new worker-members and/or non-member workers through capacity-building services. Adding new worker-owners to an existing business can be a long process but encourages personal investment in the success of the business.

This metric represents the total number of jobs created by WCBDI-supported cooperatives in FY2019 and reflects employment of worker-members and non-member workers.



## 2087

### ONE-ON-ONE SERVICES PROVIDED TO

## 201

### BUSINESSES AND/OR COMMUNITY-BASED ORGANIZATIONS

WCBDI partner organizations provide one-on-one, specialized services focused on worker cooperative development to entrepreneurs planning to become worker cooperatives, businesses interested in converting to cooperatives, and existing worker cooperatives. These services cover a range of topics including bookkeeping, business plan development, financial planning, governance, marketing and market research, strategic planning, succession planning, and translation. One-on-one services allow cooperatives to continue growing and providing sustainable jobs for worker-owners.

At the same time, WCBDI partners help other community-based organizations in New York City that provide business development services extend those services to worker cooperatives in their communities. These partnerships allow WCBDI to extend its impact and further strengthen New York City's worker cooperative ecosystem.



## 3396

### EDUCATIONAL SERVICES PROVIDED

WCBDI hosts workshops, intensive academies, and networking events for current and prospective cooperative members. Educational services provided by WCBDI can be standalone workshops for anyone to attend, or a curriculum-based series of trainings that require an application. Events cover a wide range of business and cooperative management topics, such as bookkeeping, legal entity choice, computer skills, democratic decision making, and conflict resolution. Others aimed to connect worker-owners and cooperative developers with their communities to teach them about the cooperative model.

This metric represents the number of individuals who were involved in a series of curriculum-based workshops, conferences, lectures, and group trainings hosted by WCBDI in FY2019.



**WCBDI**

# Partner Organizations

**NYC DEPARTMENT OF SMALL BUSINESS SERVICES (SBS)**

The NYC Department of Small Business Services 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)**

Bronx Cooperative Development Initiative is a community-led economic development organization that is building a network of community and labor organizations, anchor institutions, and small businesses working together to end generational poverty in the Bronx through shared wealth strategies and democratic ownership. BCDI projects include the BronXchange, the Economic Democracy Learning Center, the Policy and Planning Lab, and the Bronx Innovation Factory.

**BUSINESS OUTREACH CENTER NETWORK (BOC NETWORK)**

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.

**CAMBA SMALL BUSINESS SERVICES (CSBS)**

CAMBA Small Business Services (CSBS) promotes economic vitality by providing services specially tailored to the needs of aspiring and existing entrepreneurs in New York City. CSBS offers one-on-one consultations, small business workshops, and small business loans up to \$15,000, as well as linkages with other business development partners, which ensures the success of each entrepreneur they serve.

**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.

**COMMUNITY DEVELOPMENT PROJECT, URBAN JUSTICE CENTER (UJC)/TAKEROOT JUSTICE**

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. Since FY2019, the Community Development Project at UJC has transitioned to an independent organization, TakeRoot Justice.

**COMMUNITY & ECONOMIC DEVELOPMENT CLINIC (CUNY SCHOOL OF LAW)**

CUNY School of Law's Community & Economic Development (CED) Clinic partners with community-led organizations to address structural inequalities in New York City through transactional representation, strategic litigation, community legal education, and policy reform.

**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.

**GREEN WORKER COOPERATIVES (GWC)**

Green Worker Cooperatives provides technical assistance and training to prospective and current worker cooperatives through a Co-op Academy, an intensive 5-month long training and support program that helps teams of aspiring entrepreneurs develop worker-owned green businesses.

**THE ICA GROUP (ICA)**

The ICA Group is the oldest national organization dedicated to the development of worker cooperatives in the United States. ICA provides business development, strategic analysis, and industry-focused support for businesses interested in employee ownership.

**NEW YORK CITY NETWORK OF WORKER COOPERATIVES (NYCNOWC)**

The NYC Network of Worker Cooperatives, the trade association for New York City's worker cooperatives, is dedicated to sharing and cultivating the educational, financial, and technical resources of its members and supporting the growth of worker cooperatives for social and economic justice. NYCNOWC helps existing and new worker cooperatives in all communities within the New York City metropolitan area, with a focus on the development of cooperatives within marginalized communities. They offer programming, a basic training series, technical assistance, and limited financial support, as well as an initial consultation for those who want further support from other partners. NYCNOWC also advocates on behalf of New York City's worker cooperatives and hosts the annual NYC Worker Cooperative Assembly.

**THE WORKING WORLD (TWW)**

The Working World provides non-extractive loans, financial education, and technical assistance specifically designed for worker cooperatives, building wealth in low-income communities.

**URBAN UPBOUND (UU)**

Urban Upbound is dedicated to breaking cycles of poverty in New York City public housing and other low-income neighborhoods. They provide underserved youth and adults with the tools and resources needed to achieve economic prosperity and self-sufficiency through five comprehensive, integrated programs: Employment Services, Financial Counseling, Income Support Services, Community Revitalization, and Financial Inclusion services anchored by the Urban Upbound Federal Credit Union.

**WORKER'S JUSTICE PROJECT (WJP)**

Worker's Justice Project is a community-based organization that promotes social, economic, and political conditions of low-wage workers and immigrant families in New York City. WJP runs a worker cooperative development program that provides training and technical assistance to low-wage workers that are venturing in building worker-owned cooperatives.



PATHWAYS TO COOPERATION

# Worker Cooperatives Created

WCBDI creates worker cooperatives through academies, incubation, and conversion. This section of the report highlights some success stories about worker cooperatives that were created in FY2019. Worker cooperatives that were soft launched in this fiscal year are expected to formally launch in the following fiscal year (FY2020).

## ACADEMIES AND INCUBATION

A person has an idea for a co-op!

Some cooperatives are new businesses incubated by partner organizations. One model for incubation is the Green Worker Cooperative Co-op Academy, an intensive 5-month long training and support program that helps teams of aspiring entrepreneurs develop worker-owned green businesses. Think of it as a business boot camp for cooperative startups.



Recruit at least one other person to join

The team applies to the Green Worker Cooperative Co-op Academy

Work with pro bono attorneys on legal formation and development of bylaws

Receive business coaching and workshops through GWC graduate services

Participate in Co-op Academy for five months and develop:

- Governance
- Marketing
- Business model
- Decision-making model
- Workplan

Develop membership manual for worker-owners

WCBDI partners assist with long term growth and development

## CONVERSION

When a small business owner retires or otherwise leaves, what happens to the business? One option is to sell to investors or competitors, which can be profitable for successful businesses but opens the possibility of downsizing or a total overhaul of the business. Some business owners are turning to another option: selling to their employees and thereby converting their business to a worker cooperative. The Working World (TWW) is one WCBDI partner that helps convert businesses to worker cooperatives.

### 1

#### Pre-deal

- TWW connects with business owners
- TWW conducts a business intake assessment
- TWW and the business owner negotiate an aspirational deal and sign a memorandum of understanding (MOU)

### 2

#### Diligence

- TWW reviews business documents and financials
- TWW and the business owner may renegotiate a new deal
- TWW reviews detailed financials, managerial and legal documents with business owners and workers
- Managerial transition plan developed with business owners, workers, and TWW



### 3

#### Execution

- Deal and transition plan are presented to the staff
- Final contracts are signed, and assets are transferred to the workers
- The business transaction is completed

### 4

#### Post-deal

- TWW supports new worker-owners to:
  - execute their transition plan
  - develop ownership culture
  - achieve business goals
- Governance is transferred to the workers
- Technical assistance continues until the business is sustainable





### ▶ Bright Learning Stars

#### LAUNCH METHOD

Conversion

When Bright Learning Stars (BLS), a longstanding daycare in Windsor Terrace, Brooklyn, closed unexpectedly after the owner passed away, workers and parents were left stranded. The Working World (TWW) collaborated with parents and workers to restart the business as a worker cooperative. This project saved the workers' jobs, allowed parents to stay with the same childcare providers, and empowered workers to become owners with a voice in their workplace and a share in their profits.

While the worker-owners had years of experience caring for children, they had never run their own business. TWW has worked with them continuously over the last year to develop new tools to monitor the financial performance of their business and systems to improve internal operations. TWW also provided the necessary financing to cover essential costs as the business prepared to break-even.

#### ASSISTING WCBDI PARTNER(S)

The Working World

When a new location became available, the coop members were eager to expand their business but lacked the financial resources to do so. TWW financed the expansion of the business, allowing it to double in size, adding additional coop members and expanding services to new children in the community. Notable successes for the worker-owners at BLS include achieving profitability, creating three new worker-owner positions, and being recognized as being one of the highest quality care providers in the neighborhood.

Responding to increasing demand, the workers at BLS decided to apply for a second lease at the apartment below their current place of business to expand their capacity. TWW has supported them with financing and legal work to facilitate this expansion, as well as financial modeling and business planning.

### ▶ Khao'na Kitchen

Khao'na Kitchen is a cooperative that offers wellness coaching, educational workshops, and Indian and Filipino catering with a healthy twist. Based in Brooklyn, Khao'na Kitchen is a queer, gender non-conforming, woman, and people of color-run business. Khao'na Kitchen prides itself on delicious, unique, non-factory methods of creating sustainable, healthy food without sacrificing flavor.

Khao'na Kitchen's start up goal was to serve 250 people per month; now they are serving about 380 people every three days. In April, they expanded their team from two worker-owners to four worker-owners.

Green Worker Cooperatives provided educational services and technical assistance to Khao'na Kitchen through the Coop Academy and graduate services. GWC helped Khao'na Kitchen look at their revenue model and streams to determine how much they were able to make to support their members. When Khao'na Kitchen was confident about their bottom line, they were able to transition coop members to full-time work. GWC also helped them test, strategize, and monitor their products and services so Khao'na Kitchen was able to run their coop sustainably and hire more members.

After participating in the GWC Coop Academy, Khao'na Kitchen turned to ICA Group for business coaching support. ICA helped the cooperative members think through their market, develop customer profiles, and improve their marketing materials.

Urban Justice Center (UJC) provided technical assistance and legal support services for the expansion of Khao'na Kitchen. UJC drafted and provided counsel for amendments to the cooperative's membership manual, operating agreement, and other internal documents to allow for a larger number of members. UJC also drafted and provided counsel for Khao'na Kitchen's contracts with clients and contracts to admit new members. Finally, UJC provided advice and counsel for Khao'na Kitchen on acquiring the necessary permits and licenses for its cooperative business.

#### LAUNCH METHOD

Academy

#### ASSISTING WCBDI PARTNER(S)

Green Worker Cooperatives, Urban Justice Center (TakeRoot Justice), ICA Group

“

*Green Worker Cooperatives (GWC) gave us the skills and knowledge as worker-owners to run an efficient and successful co-op.*

”





## ▶ Brightly Franchise

### LAUNCH METHOD

Incubation

### ASSISTING WCBDI PARTNER(S)

Center for Family Life

Since 2006, the Center for Family Life (CFL), in partnership with other community-based organizations, has been incubating, developing, and supporting immigrant worker cooperatives throughout New York City. The model's success is well-documented: domestic worker cooperative members have access to better jobs, higher wages, and greater control over their livelihoods. Equally important, worker-ownership has become a powerful vehicle that fosters entrepreneurship, leadership development, and serves to stabilize families and communities.

Although cooperatives are a successful business model for low-income workers, significant challenges remain. Like all small businesses, cooperatives struggle to gain market access and remain competitive in an increasingly exploitative industry. To overcome market barriers, CFL's cooperative development team created a new strategy – building a network of cooperatives, each operating independently, but receiving benefits by joining a larger “family.”

On April 24, 2019, the worker-owners of Sunset Gardens Cleaning and Staten Island Cleaning officially joined the Brightly® franchise, as Brightly® Carroll Gardens and Brightly® Port Richmond. Brightly® is a non-profit franchise dedicated to expanding business ownership for low-income domestic workers: it is also the first worker cooperative franchise in the U.S. These two Brightly® pioneers were joined in August by a third franchisee, Brightly® East Harlem. A fourth cooperative, Brightly® Washington Heights is scheduled to join the Brightly® family in early 2020.

Individual Brightly® cooperatives maintain their autonomy and self-governance, but share a brand, resources, and back-office systems, and benefit from economies-of-scale and joint marketing campaigns. Representatives of each

“

*In the beginning, what was most important was getting better jobs and earning dignified wages. Now, we have bigger dreams: we see the potential. We are sharing our thoughts and experiences with other cooperatives. Soon, there will be even more coops and we will build something even greater.*

”

**SAUL DOMINGUEZ**

Brightly® Port Richmond (translated from Spanish)

Brightly® influence the brand by serving on an industry committee to discuss common issues: cleaning and quality standards, products, and marketing strategies. A five-person board of directors, comprised of allies in the cooperative development field and worker-owners, ensures adherence to the overall vision and mission.

Unlike other cooperatives, the “Brightlys” do not have to “go it alone.” Each new Brightly® joins a growing family whose members have skills and experience in cleaning, pricing, contracting, marketing, and client satisfaction. As the Brightly® brand grows, the efforts of each individual cooperative will benefit all Brightly® businesses. Members have opportunities to gain additional skills in media training, public speaking, and advocacy. They can also earn income and experience becoming “brand trainers.”

Five months after launch, interest in Brightly® continues to grow. Community groups across the country have inquired about CFL's expansion timeline. The plan is to continue developing Brightly® co-ops in NYC, extending into nearby cities in 2020-21. Today, the worker cooperative franchise model focuses on transforming the cleaning industry. If initial success is an indicator of the future, there is no reason to stop there.







## ▶ Brooklyn Stone & Tile (BKST)

### ASSISTING WCBDI PARTNER(S)

The Working World

The Working World (TWW) began working with the Brooklyn Stone & Tile (BKST) team in 2017, providing **non-extractive loans\*** and technical assistance to help launch their worker owned cooperative. The Working World has provided non-extractive financing to BKST for both equipment and working capital.

BKST celebrated its one-year anniversary with an event at their workshop in Brooklyn Navy Yard on Thursday April 4, attended by major customers, representatives from the NYC Mayor's Office, bank staff, and supporters from the NYC Council. The company, a worker-owned cooperative that makes and installs tile and countertops, has already recaptured much of the success of the old business which its employees came from that closed after 30 years. TWW has been helping throughout BKST's conversion to worker ownership and first year in operation, as well as financing for equipment, materials, and working capital.

Coop President Linda Diaz is leading the cooperative forward, along with Vice President Joey Luppino who has been in the business of cutting stone for more than two decades. In FY2019, BKST broke \$1M in sales, doubled their profit sharing, and made seven hires. TWW has supported BKST in getting over the hurdles associated with their first year in business, including rebuilding their sales book, building their name and reputation, and organizing their work flows as a cooperative. BKST has become a powerful example for the community wealth-building power of employee ownership, having already hosted visits for community and Federal representatives.

### \* NON-EXTRACTIVE LOANS

Putting finance in the hands of working people without making them put down collateral or take on the burden of debt that may threaten their wellbeing.

“

*Without the financing and technical assistance of The Working World, we never would have been able to do this. Workers can't finance their businesses alone. Support from the government and aligned organizations is exactly what we need. With this support, more workers can become owners, more businesses can be saved by passing them from retiring owners to their workers. We can keep jobs and create new opportunities for the people of NY to build wealth and have a better future.*

”

**LINDA DIAZ**  
President of BKST



## Total Hires

WCBDI helps newly created, converted, and/or existing worker cooperatives get new worker-members and/or non-member workers. WCBDI helped cooperatives hire 116 new workers in FY2019. This section of the report highlights a success story about a cooperative that was able to grow in FY2019.



# One-on-One Services Provided

WCBDI provides specialized one-on-one services to business entities and community-based organizations to strengthen the city’s worker cooperative ecosystem. These one-on-one services focus on worker cooperative development. Technical assistance is critical to the success of new and established cooperatives, helping mitigate risk for cooperative worker-members and the institutions that invest in them. In FY2019, WCBDI provided 2087 one-on-one services to 201 unique entities.

This section of the report highlights some success stories for one-on-one services provided by WCBDI partners.

## ▶ Ourturnatives

**SERVICES PROVIDED**  
Business Plan Development, Coaching, Financial Planning, Organizational Planning, Legal Assistance

Ourturnatives LLC was a participant in the Green Worker Cooperatives (GWC) Co-op Academy in early 2018. The worker-owners aim to provide alternative medicines, such as herbs, tinctures, and loose teas, to communities of color as a form of natural self-care that is not tied to corporate structures that think about healthcare as a means of maximizing profits. GWC provided Ourturnatives with extensive business planning and financial consultations to make their idea a reality. However, the worker-owners were worried about potential personal liability from providing health

**ASSISTING WCBDI PARTNER(S)**  
Green Worker Cooperatives, Urban Justice Center (TakeRoot Justice)

products in their individual capacity. Moreover, they wanted to have a formal entity to reference when engaging potential customers and funders. Urban Justice Center (UJC) helped them think through their different legal options and they ultimately formed a limited liability company (LLC) that gave them the protection and formality they were looking for. UJC then helped draft an operating agreement that outlined their values for cooperative governance, and Ourturnatives was able to form as a legal entity in May 2019.



## ▶ OSHA Solutions

**SERVICES PROVIDED**  
Bookkeeping, Business Plan Development, Strategic Planning, Organizational Planning, Support and Troubleshooting, Market Research, Web Development and Support, Translation Services

**ASSISTING WCBDI PARTNER(S)**  
Urban Upbound, NYCNOWC

OSHA Solutions is a worker cooperative that provides occupational safety and health courses in construction and general industry. Since their founding in 2016, OSHA Solutions has provided OSHA-10 and OSHA-30 classes in both English and Spanish, trained more than 5,000 clients, and conducted more than 3,500 hours of training. FY2019 was an exciting year for OSHA Solutions: they were able to expand the number of students they reached and increase profits by capitalizing on the recent increase in demand for OSHA-30 classes.

Urban Upbound (UU) facilitated this growth with bookkeeping, marketing, and web development support. Additionally, UU also helped OSHA Solutions apply for Minority Business Enterprise (MBE) certification. Obtaining this certification makes a business more competitive, but members had concerns about the compatibility of the application process with the realities of their worker cooperative structure. UU was able to connect with representatives from the Deputy Mayor’s Office and NYC Department of Small Business Services to work through concerns. In August 2019, OSHA Solutions became the first immigrant-led worker cooperative to obtain MBE certification.

▲ OSHA SOLUTIONS

◀ OURTURNATIVES



## ▶ Skeddadle Pest Management

### SERVICES PROVIDED

Business Plan Development, Market Research, Internal Manuals

### ASSISTING WCBDI PARTNER(S)

Bronx Cooperative Development Initiative (BronXchange)

Skeddadle Pest Management is a worker-owned **integrated pest management\*** provider based in the Bronx. With the help of BronXchange, a project of Bronx Cooperative Development Initiative, Skeddadle was able to sign a large contract with Bronx Partners for Healthy Communities (BPHC), a partnership of more than 200 Bronx-based organizations working to keep Bronx residents healthy that is affiliated with St. Barnabas Hospital. BPHC plans to use Skeddadle’s comprehensive integrated pest management and deep cleaning services to reduce emergency room visits from asthma patients.

BronXchange connects institutions with large purchasing power to local, democratic businesses in order to promote sustainable and equitable business practices to improve the Bronx economy and build community wealth. BronXchange supported Skeddadle through back office support, market research, and sales expertise, allowing them to focus on what they do best — integrated pest management.

### \* INTEGRATED PEST MANAGEMENT

Integrated Pest Management (IPM) is an effective and environmentally sensitive approach to pest management that relies on a combination of common-sense practices. IPM programs use current, comprehensive information on the life cycles of pests and their interaction with the environment. This information, in combination with available pest control methods, is used to manage pest damage by the most economical means, and with the least possible hazard to people, property, and the environment.

## ▶ Mirror Beauty Salon and Spa

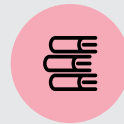
### SERVICES PROVIDED

Legal Assistance

### ASSISTING WCBDI PARTNER(S)

Green Worker Cooperatives, Urban Justice Center (TakeRoot Justice)

Mirror Trans Beauty LLC (Mirror Beauty) is a transgender, immigrant, women, Latinx-owned worker cooperative that provides cosmetology services including haircuts, manicures, and pedicures to all members of the community with a focus on the transgender community. The cooperative formed as a response to the need for stable, sustainable, and inclusive work opportunities for members of the transgender community in Queens and beyond. Mirror Beauty was first connected to Urban Justice Center (UJC) when the coop members attended sessions led by NYCNOWC’s worker-led training collective. After participating in Green Worker Cooperatives’ Co-op Academy in 2018, Mirror Beauty workers reconnected with UJC staff to seek legal advice. UJC helped Mirror Beauty form as a New York State limited liability company (LLC), drafted its governance documents, and is continuing to provide post-formation support to the cooperative.



# Educational 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. Educational services provided by WCBDI can be standalone workshops for anyone to attend, or a curriculum-based series of trainings that require an application.

Cooperatives create economic opportunity and dignified work for underserved populations and give workers greater control over their lives by promoting democratic business practices. These outcomes are in line with many social justice movements’ visions and goals for a fairer, more inclusive, and more just society. In FY2019, WCBDI partners made connections with community-based organizations across the city. Through workshops, events, and educational series, our partners explored the relationship between cooperatives and other social justice movements, finding ways for worker-owners and other community members to build bridges between movements and think creatively about points of unity and collaboration.



## ▶ Co-ops 101 at The Center

### ASSISTING WCBDI PARTNER(S)

NYCNOWC

The NYC Network of Worker Coops (NYCNOWC), the trade association for worker-cooperatives in our city, started a Training Collective in 2019 to teach and promote best practices to businesses, start-ups, and those who want to work according to cooperative principles. The training collective is made up of cooperative professionals with more than 50 years of collective experience in cooperative membership, training, management, and development in cooperatives and support organizations.

In FY2019, NYCNOWC's Training Collective was hired by The Center to run an eight-workshop series on how to start or improve a worker cooperative. The Center has been a home and resource hub for the LGBT community, NYC residents, and visitors since 1983. The series started with an introduction to cooperatives and then moved into topics such as business modeling, democratic decision making, and governance. This series highlights the importance of inclusion for all identities to build a fairer economy.

## ▶ Can Journalism Survive and Thrive Through Media Cooperatives?

### ASSISTING WCBDI PARTNER(S)

Democracy at Work Institute

Democracy at Work Institute, Writers Guild of America, East (WGAE), and New Economy Project co-hosted "Can Journalism Survive and Thrive Through Media Cooperatives?" a panel discussion addressing the challenges of journalism and media in the digital age: job insecurity, a crisis in ad revenues and subscriptions, and continuing pressures on local journalism as the media industry

continues to consolidate. Panelists, which included media cooperative members and labor organizers, discussed the cooperative model as not just an alternative, but a viable business model that has ensured the success of media institutions –some well-known, like the Associated Press and Magnum Agency, and others less so. Panelists discussed benefits, challenges, and how cooperative business development can help improve the lives of journalists and media workers, foster inclusion of marginalized voices, and transform the media industry for the better. There was high turnout from media workers, and the conversation has continued with ongoing requests on how the cooperative model could be used to structure new media ventures.

## ▶ Far Rockaway Cooperative Education

### ASSISTING WCBDI PARTNER(S)

The Working World

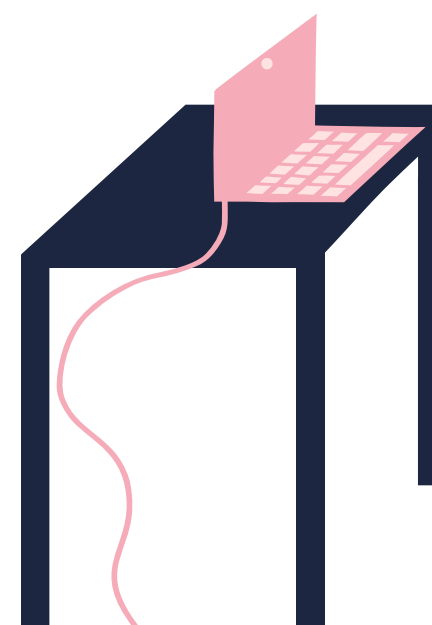
Program officers with The Working World (TWW)'s Worker-Owned Rockaways Cooperatives (WORCs) collaborated with two local churches (Misión Buenas Nuevas in Hicksville and Prince of Peace Pentecostal in Far Rockaway) and one local school (P.S. 191 Mayflower) to conduct community outreach and education about cooperative enterprises. At these events, WORCs staff introduced community members to cooperative principles, explaining how cooperative businesses work and discussing the benefits and challenges. Through this community engagement, WORCs staff were able to recruit several community members who are interested in joining a childcare cooperative projected to be incubated by WORCs in Far Rockaway.

## ▶ Cooperatives and GrowNYC

### ASSISTING WCBDI PARTNER(S)

Democracy at Work Institute

Democracy at Work Institute (DAWI) partnered with GrowNYC to present a workshop on cooperatives through its FARMroots program, which provides aspiring and established NYC Greenmarket farmers with business technical assistance and training designed to ensure the long-term viability of participating farms and farmland. Farmers and rural communities in the United States have used the cooperative model for more than 200 years to access markets, build infrastructure, share the risk and reward of business, establish sources of affordable credit, and provide fair access to necessary services. In this workshop, DAWI covered the history of cooperatives in farming and food production, their guiding principles, and modern applications for food and farm businesses. They discussed cooperative conversions as a succession planning tool for retiring farmers, which directly resulted in a consulting request from a Greenmarket farmer interested in converting their farm to employee ownership. DAWI also followed up with a cooperative training for farmers and food producers in the Hudson Valley, many of whom sell through NYC Greenmarket.



## ▶ Solidarity in Action: Worker Coops Connecting to Social Movements

### ASSISTING WCBDI PARTNER(S)

NYCNOWC

During this event, the NYC Network of Worker Cooperatives (NYCNOWC) explored the relationship between the NYC Worker Cooperative Movement and other movements for justice. There were 44 attendees, including a mix of worker-owners and community members. Through presentations and breakout groups, participants explored questions like, 'How can cooperatives be used in other movements to help support their goals?' and 'Are there any potential joint issue priorities or joint campaigns we could join?'

Activists from food justice movements, the New York single payer healthcare campaign, the LGBTQ justice movement, and the climate justice movement attended the event. Participants explored how the worker cooperative movement can support the fight for food justice and how worker cooperatives can serve as an important tool for addressing food deserts around NYC. The NYCNOWC is continuing to think about how they can join the Campaign for New York Health, where the voices of business owners are needed. They also continued conversations about worker cooperative participation in the Start SMART NY campaign, the Green Light NY campaign, Community Land Trusts, Public Bank NYC, and the NYS Community Equity Agenda.



MIRROR BEAUTY SALON AND SPA

## FY 19 Worker Cooperatives Assisted by WCBDI

In FY2019, WCBDI helped 87 worker cooperatives and an additional 110 business entities and/or CBOs that applied for services.

WCBDI partners reported the information listed in this section, which summarizes the business information of the worker cooperatives served in FY2019 and the services they received.

### #

**3rd Eye Studio**  
1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Photography Services

BOC provided seven one-on-one business planning services to 3rd Eye Studio, including strategic planning and loan request assistance.

### A

**ActionOSH**  
83-17 34th Avenue, Unit A3, Jackson Heights, NY 11372  
**COMMUNITY DISTRICT** 3 Queens  
**INDUSTRY** Educational Support Services

Urban Upbound provided four one-on-one services to ActionOSH including back office support, assistance applying for SST cards, and research of DOB approved course providers. UJC provided legal assistance.

**AdornMix**  
1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 Bronx

**INDUSTRY** Jewelry Making  
GWC provided 30 one-on-one business planning services to AdornMix such market research, tax preparation education, and financial planning.

**Algarabia Language Teaching Cooperative**  
1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Language Education

GWC provided six one-on-one services to Algarabia that covered financial and organizational planning. BOC provided Algarabia with financial projections and a referral to legal and marketing services.

**Ampled**  
231 Bowery, 2nd Floor, New York, NY 10002

**COMMUNITY DISTRICT** 3 Manhattan  
**INDUSTRY** Music Publishing  
NYCNOWC provided one-on-one coaching about converting into a cooperative to Ampled.

**Anuket Ile**  
409 Morris Park Avenue, Bronx, NY 10460

**COMMUNITY DISTRICT** 6 Bronx  
**INDUSTRY** Body Care  
GWC provided four one-on-one services to Anuket Ile that covered organizational and business planning.

**Apple Eco-Cleaning**  
42-72 80th Street, Queens, NY 11373

**COMMUNITY DISTRICT** 4 Queens  
**INDUSTRY** Janitorial Services  
UJC provided Apple Eco-Cleaning with legal assistance for their website. NYCNOWC provided the cooperative bookkeeping support.

**Artisan Sewing LLC**  
3703 62nd Street, Queens, NY 11377

**COMMUNITY DISTRICT** 2 Queens  
**INDUSTRY** Sewing  
ICA group provided seven one-on-one business planning services to Artisan Sewing that covered growth and financial planning.

### B

**Batty Works**  
1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474  
**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Social Assistance

GWC provided five one-on-one services to Batty Works including organizational and business

planning. BOC provided three one-on-one services that included a business review, grant opportunities, and financial planning. UJC provided legal assistance on their accounting practices.

**Beyond Care Child Care Cooperative**  
204 25th Street, Suite 105, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Nanny Services  
**1 WORKER-MEMBER ADDED FY19**  
CFL provided four one-on-one services to Beyond Care that included publicity assistance, business planning, creation of a governance calendar, and a tax consultation. UJC provided legal assistance.

**Bio-Classic Cleaning**  
2431 Morris Avenue, Bronx, NY 10468

**COMMUNITY DISTRICT** 5 Bronx  
**INDUSTRY** Janitorial Services  
GWC provided four one-on-one services to Bio-Classic Cleaning that covered tax preparation and branding. BCDI provided 13 one-on-one business planning services including bookkeeping, troubleshooting, and service flowcharts. UJC provided legal assistance on liability insurance.

**Bits and Bites, LLC**  
1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Computer Related Services  
GWC provided six one-on-one services to Bits and Bites that included business plan development and organizational planning. BOC provided this cooperative with six one-on-one strategic planning services.

**BKLN Clean**  
445 56th Street, Brooklyn, NY 11220

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Janitorial Services  
TWW provided 30 one-on-one services to BKLN Clean that covered a variety of business planning topics, including customer service, product development, website content development, sales and outreach, tax filing, branding, and governance.

**Black Conference Touring Company**  
125 W 138th Street, New York, NY 10030

**COMMUNITY DISTRICT** 9 Manhattan  
**INDUSTRY** Theater  
GWC provided eight one-on-one services to Black Conference Touring Company that covered market research, business planning, financial planning, and organization development.

**Black Women Artists**  
104 Montgomery Street, Brooklyn, NY 11225

**COMMUNITY DISTRICT** 9 Brooklyn  
**INDUSTRY** Arts and Entertainment  
ICA group provided advice on tax filing to Black Women Artists.

**Bright Learning Stars**  
129 Vanderbilt Street, Brooklyn, NY 11218

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Education Services  
**3 WORKER-MEMBERS ADDED FY19**  
TWW provided 33 one-on-one services to Bright Little Stars that covered conflict management, financial planning and cash flow, accounting and taxes, governance, and lease agreements. UJC provided this cooperative with legal assistance on a loan agreement.

**Brightly (Carroll Gardens)**  
443 39th Street, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Janitorial Services  
**11 WORKER-MEMBERS ADDED FY19**  
CFL provided 54 one-on-one services to Brightly (Carroll Gardens) that covered financial planning, internal manual creation, publicity, and bookkeeping. NYCNOWC provided this cooperative with marketing assistance.

**Brightly (East Harlem)**  
P.O. Box 1161, New York, NY 10035

**COMMUNITY DISTRICT** 11 Manhattan  
**INDUSTRY** Janitorial Services  
CFL incubated this cooperative and facilitated their launch. NYCNOWC provided this cooperative with marketing assistance.

**Brightly (Port Richmond)**  
443 39th Street, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Janitorial Services  
CFL provided 37 one-on-one services to Brightly (Port Richmond) that covered sales outreach, policy writing, back office support, elections, and budgeting. UJC provided franchise agreement assistance.

**Bronx Messenger**  
1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Bicycle Shops  
GWC provided four one-on-one business planning and troubleshooting services to Bronx Messenger.

## Brooklyn Packers

360 Throop Avenue, Brooklyn, NY 11221

**COMMUNITY DISTRICT** 3 Brooklyn  
**INDUSTRY** Packaging & Labeling Services

TWW provided six one-on-one services to Brooklyn Packers including financial planning and model research.

## Brooklyn Stone & Tile

63 Flushing Avenue, Brooklyn, NY 11205

**COMMUNITY DISTRICT** 2 Brooklyn  
**INDUSTRY** Manufacturing  
**6 WORKER-MEMBERS ADDED FY19**

TWW provided 36 one-on-on services to Brooklyn Stone & Tile that cash flow management, sales projections, and a line of credit assessment.



## Caracol Language Cooperative

128 Linden Boulevard, Brooklyn, NY 11226

**COMMUNITY DISTRICT** 17 Brooklyn  
**INDUSTRY** Translation & Interpretation Services

GWC provided 7 one-on-one services to Caracol that covered business planning. UJC provided 4 legal assistance services that covered contract writing and new member agreements. BOC provided two services for financial projections. CAMBA provided 9 strategic planning services.

## Cards By De

694 Courtlandt Avenue, Bronx, NY 10451

**COMMUNITY DISTRICT** 17 Bronx  
**INDUSTRY** Commercial Printing  
**2 WORKER-MEMBERS ADDED FY19**

GWC provided 10 one-on-one services to Cards by De that covered financial planning, business development, and marketing.

## CEEDS Staffing

20 W. 46th Street, New York, NY 10036

**COMMUNITY DISTRICT** 4 Manhattan  
**INDUSTRY** Employment Placement Agencies

Urban Upbound provided payroll company research to CEEDS Staffing.

## Community Chefs

495 Flatbush Avenue, Suite 2, Brooklyn, NY 11225

**COMMUNITY DISTRICT** 9 Brooklyn  
**INDUSTRY** Caterers

NYCNOWC provided five one-on-one services to Community Chefs that covered conflict mediation, internal systems, and customer relations. UJC provided legal assistance on MWBE certification.

BOC provided financial planning services.

## Cooperative Commonwealth Project

2454 Hughes Avenue, Bronx, NY 10458

**COMMUNITY DISTRICT** 15 Bronx  
**INDUSTRY** Commercial Catering

NYCNOWC provided customer service coaching to Cooperative Commonwealth Project.

## Cooperative Home Care Associates

400 East Fordham Road, Bronx, NY 10458

**COMMUNITY DISTRICT** 15 Bronx  
**INDUSTRY** Home Care  
**1 WORKER-MEMBER ADDED FY19**

ICA provided 28 one-on-one services to Cooperative Home Care Associates that covered business plan development, event support, and leadership training. UJC provided legal assistance.

## CUSP (Cooperatives United for Sunset Park)

204 25th Street, Suite 105, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Secondary Cooperative  
**1 WORKER COOP ADDED FY19**

CFL provided 75 one-on-one services to CUSP that covered bookkeeping, retreat facilitation, grant research, and back office support.



## Damayan Workers LLC

410 W 40th Street, New York, NY 10018

**COMMUNITY DISTRICT** 3 Manhattan  
**INDUSTRY** Janitorial Services

UJC provided eight one-on-one legal assistance services to Damayan including contract writing and governance reviews. NYCNOWC provided market research and website development.

## Earth's Original Medicinals

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Health Services

GWC provided business model development assistance to Earth's Original Medicinals.

## Forge Design

41-22 24th Street, Queens, NY 11101

**COMMUNITY DISTRICT** 1 Queens  
**INDUSTRY** Web Development  
**3 WORKER-MEMBERS ADDED FY19**

ICA provided three one-on-one services to

Forge Design that covered tax status options and tax analysis.

## FOSCO Farms

1138 229th Drive South, Bronx, NY 10466

**COMMUNITY DISTRICT** 12 Bronx  
**INDUSTRY** Farming

GWC provided five one-on-one service to FOSCO Farms that covered business planning and marketing.



## Generational Waves Cooperative

203 Marion Street, 1A, Brooklyn, NY 11233

**COMMUNITY DISTRICT** 3 Brooklyn  
**INDUSTRY** Social Services

BOC provided four one-on-one services to Generational Waves Cooperative that covered financial planning and business development. GWC provided market research assistance. UJC provided legal assistance for governance documents.

## Golden Steps Elder Care Cooperative

204 25th Street, Suite 105, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Home Health Care Services

CFL provided 12 one-on-one services to Golden Steps Elder Care Cooperative that covered business planning, financial planning, social media development, and governance. UJC provided 3 legal assistance services for contract amendments and conflict resolution. NYCNOWC provided organizational planning and mentorship.

## GreenFeen Organix

1827 Mohegan Avenue, Bronx, NY 10460

**COMMUNITY DISTRICT** 6 Bronx  
**INDUSTRY** Fertilizer Manufacturing

GWC provided 33 one-on-one services to GreenFeen Organix that covered business planning, strategic planning, organizational development, and market research.

## High Mi Madre

434 E 105th Street, New York, NY 10029

**COMMUNITY DISTRICT** 11 Manhattan  
**INDUSTRY** Plastics Material and Resin Manufacturing

GWC provided 38 one-on-one services to High Mi Madre that covered business planning, strategic planning, organizational development, and market research. NYCNOWC provided start-up business consulting.

## Hopewell Care

201 Columbia Street, Brooklyn, NY 11231

**COMMUNITY DISTRICT** 6 Brooklyn  
**INDUSTRY** Child Day Care Services

ICA provided 28 one-on-one services to Hopewell that covered financial planning, payroll, governance, open book management, taxes, and web development. NYCNOWC provided web development and marketing support. DAWI provided sales outreach assistance.

## Innatus Birth

4648 Broadway, New York, NY 10040

**COMMUNITY DISTRICT** 12 Manhattan  
**INDUSTRY** Independent Health Practitioners

GWC provided 12 on-on-one services to Innatus Birth that covered business model development, financial planning, and market research. UJC provided legal assistance.

## Ityopia

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Caterers

GWC provided six one-on-one services to Ityopia that covered tax preparation, customer services, and organizational planning.



## JKS Printing

188 Beach 116th Street, Queens, NY 11694

**COMMUNITY DISTRICT** 14 Queens  
**INDUSTRY** Commercial Printing

TWW provided 11 one-on-one services to JKS Printing that covered marketing, workflow, political grounding, and governance and decision-making.

## Khao'na Kitchen

159 20th Street, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Caterers  
**2 WORKER-MEMBERS ADDED FY19**

GWC provided 13 one-on-one services to Khao'na Kitchen that covered strategic planning, business planning, and internal manuals.

## Love & Learn Childcare

774 Port Richmond Avenue, Staten Island, NY 10302

**COMMUNITY DISTRICT** 1 Staten Island  
**INDUSTRY** Child Day Care Services

UJC provided seven one-on-one legal assistance services to Love & Learn Childcare that covered adding new members, contracting, and worker

requirements. NYCNOWC provided website development support.

## Luv Custom Prints

5012 3rd Avenue, Brooklyn, NY 11220

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Commercial Screen Printing

DAWI provided support on orders and returns and tax prep assistance to Luv Custom Prints. TWW provided sales strategy and client recruitment support.



## Maharlika Cleaning Cooperative

P.O. Box 1254, New York NY 10159

**COMMUNITY DISTRICT** 4 Manhattan  
**INDUSTRY** Janitorial Services  
**4 WORKER-MEMBERS ADDED FY19**

CFL provided five one-on-one services to Maharlika Cleaning Cooperative that covered governance and sales tax assistance. NYCNOWC provided web development services.

## May First

P.O. Box 1814, New York, NY 10159

**COMMUNITY DISTRICT** N/A  
**INDUSTRY** Technology - Graphic Design & Web Development

NYCNOWC provided an initial consultation and legal assistance referral to May First.

## Mirror Beauty Salon and Spa

4 Bedford Avenue, Brooklyn, NY 11222

**COMMUNITY DISTRICT** 1 Brooklyn  
**INDUSTRY** Beauty Salon  
**2 WORKER-MEMBERS ADDED FY19**

UJC provided Mirror Beauty governance development assistance.

## Mocho Village

920 East 216 Street, Bronx, NY 10469

**COMMUNITY DISTRICT** 12 Bronx  
**INDUSTRY** Voluntary Health Organizations

GWC provided business model development assistance to Mocho Village.

## MoFya

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Mobile Food Services

GWC provided 32 one-on-one services to MoFya that covered strategic planning, business planning, mediation, conflict resolution, and branding. UJC provided an accounting referral.



## NannyBee Upper Manhattan

45 Wadsworth Avenue, New York, NY 10033

**COMMUNITY DISTRICT** 12 Manhattan  
**INDUSTRY** Nanny Services  
**9 WORKER-MEMBERS ADDED FY19**

UJC provided three one-on-one services to NannyBee Upper Manhattan that covered policies for candidate members. CFL provided three one-on-one services that covered general support.

## New Deal Home Improvement Company

164 West 79th Street, New York, NY 10024

**COMMUNITY DISTRICT** 7 Manhattan  
**INDUSTRY** Commercial & Institutional Building

The Working World provided 19 one-on-one services to New Deal Home Improvement Company that included a financial assessment and loan assistance. ICA provided 10 one-on-one services that covered accounting software, financial planning, bylaw operationalization, and market strategy. BOC provided nine services that covered operations and contract negotiation. NYCNOWC provided three services that covered bookkeeping. CAMBA provided three services that covered business planning.

## New York's Pet Pal

410 Grand Street, #12C, New York, NY 10002

**COMMUNITY DISTRICT** 3 Manhattan  
**INDUSTRY** Pet Care

UJC provided New York's Pet Pal legal assistance. BOC provided business plan development and strategic planning.

## NY Music Coop

495 Flatbush Avenue, Suite 2, Brooklyn, NY 11225

**COMMUNITY DISTRICT** 9 Brooklyn  
**INDUSTRY** Music Lessons  
**4 WORKER-MEMBERS ADDED FY19**

NYCNOWC provided NY Music Coop three one-on-one services that covered marketing and a referral. ICA provided four one-on-one services that covered strategic development, governance, and launch event support.



## OnPoint Security

12-11 40 Avenue, Long Island City, NY 11101

**COMMUNITY DISTRICT** 1 Queens  
**INDUSTRY** Security Guards and Patrol Services

**4 WORKER-MEMBERS ADDED FY19**  
**5 NON-MEMBER WORKERS ADDED FY19**

UU provided 12 one-on-one services to OnPoint Security that covered social media, securing storage space, marketing, and general business planning. NYCNOWC provided marketing support.

**OSHA Solutions**

P.O. Box 8206, Jackson Heights, NY 11372

**COMMUNITY DISTRICT** 3 Queens  
**INDUSTRY** Construction Site Safety

UU provided 14 one-on-one services to OSHA Solutions that covered MBE certification assistance, bookkeeping, translation, government regulations, web development, and class material development. NYCNOWC provided marketing support.

**Oourturnatives**

1629 Walton Avenue, Bronx, NY 10452

**COMMUNITY DISTRICT** 4 Bronx  
**INDUSTRY** Herbal Medicine  
**2 WORKER-MEMBERS ADDED FY19**

GWC provided 28 one-on-one services to Oourturnatives that covered internal manuals, market research, business planning, and branding and design. UJC provided legal assistance.

**Over and Above**

309 Mosholu Parkway, Bronx, NY 10467

**COMMUNITY DISTRICT** 7 Bronx  
**INDUSTRY** Consulting

GWC provided business planning support to Over and Above.

**P**

**Pa'lante Forward Green Cleaning LLC**

92-10 Roosevelt Avenue, Jackson Heights, NY 11372

**COMMUNITY DISTRICT** 4 Queens  
**INDUSTRY** Janitorial  
**1 WORKER-MEMBER ADDED FY19**

CFL provided four one-on-one services to Pa'lante Forward Green Cleaning that covered email support and back office training. UU provided bookkeeping assistance. NYCNOWC provided bookkeeping software training and tax preparation assistance.

**Parkoop**

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Parking  
**3 WORKER-MEMBERS ADDED FY19**

GWC provided nine one-on-one services to Parkoop that covered strategic planning and

business plan development.

**Parkways**

63 Flushing Avenue, Building 131, Suite 3S, Brooklyn, NY 11205

**COMMUNITY DISTRICT** 2 Brooklyn  
**INDUSTRY** Urban Design  
**3 WORKER-MEMBERS ADDED FY19**

ICA provided six one-on-one services to Parkways that covered sales strategy and project management support. NYCNOWC provided coaching. TWW provided loan application assistance.

**Paw Partners**

4-25 Astoria Boulevard, Astoria, NY 11102

**COMMUNITY DISTRICT** 1 Queens  
**INDUSTRY** Pet Care  
**1 WORKER-MEMBER ADDED FY19**

UU provided 37 one-on-one services to Paw Partners that covered insurance, marketing, payment systems, client engagement, web development, and photography. NYCNOWC provided marketing support.

**Pawsabilities**

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Pet Care  
**1 WORKER-MEMBER ADDED FY19**

GWC provided business plan development to Pawsabilities.

**Phrenes Theater Company**

808 MacDonough Street, 2R, Brooklyn, NY 11233

**COMMUNITY DISTRICT** 16 Brooklyn  
**INDUSTRY** Theater  
**8 WORKER-MEMBERS ADDED FY19**

ICA provided bylaws support to Phrenes Theater Company.

**POLIDO Skateboards**

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Sporting and Athletic Goods Manufacturing

GWC provided five one-on-one services to POLIDO Skateboards that covered business plan development and market research. BOC provided strategic planning.

**Position Development**

20 Jay Street, Brooklyn, NY 11201

**COMMUNITY DISTRICT** 2 Brooklyn  
**INDUSTRY** Software Development  
**4 WORKER-MEMBERS ADDED FY19**

TWW provided three one-on-one services to Position Development to assist a conversion process.

**Puppy Rags**

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Pet Care

GWC provided business model development to Puppy Rags.

**R**

**Radiate Consulting**

115 5th Avenue, 6th Floor, New York, NY 10011

**COMMUNITY DISTRICT** 5 Manhattan  
**INDUSTRY** Consulting  
**7 WORKER-MEMBERS ADDED FY19**

DAWI provided four one-on-one services to Radiate Consulting that covered internal manuals, strategic planning, and business planning.

**Radix Media**

522 Bergen Street, Brooklyn, NY 11217

**COMMUNITY DISTRICT** 8 Brooklyn  
**INDUSTRY** Publishing

CAMBA provided three one-on-one services to Radix Media that covered business planning. UJC provided legal assistance on taxes.

**Research | Action**

495 Flatbush Avenue, Suite 2, Brooklyn, NY 11225

**COMMUNITY DISTRICT** 9 Brooklyn  
**INDUSTRY** Research

NYCNOWC provided bookkeeping assistance to Research | Action.

**Restorative Healing Network**

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Social Assistance  
**3 WORKER-MEMBERS ADDED FY19**

GWC provided 7 one-on-one services to Restorative Healing Network that covered business plan development and strategic planning.

**Revolutionary Seeds**

127 West 127th Street, New York, NY 10027

**COMMUNITY DISTRICT** 9 Manhattan  
**INDUSTRY** Social Assistance

GWC provided 3 one-on-one services to Revolutionary Seeds that covered organizational planning.

**Roca Mia Construction**

2304 Cornaga Avenue, Far Rockaway, NY 11691

**COMMUNITY DISTRICT** 14 Queens  
**INDUSTRY** Commercial & Institutional Building  
**3 WORKER-MEMBERS ADDED FY19**

The Working World provided seven one-on-one services to Roca Mia Construction that covered contract and loan review, exit plan, outreach and event planning, and sales status.

**S T**

**Samamkaya Yoga**

119 West 23rd Street, Suite 406, New York, NY 10011

**COMMUNITY DISTRICT** 3 Manhattan  
**INDUSTRY** Yoga and Wellness

BOC provided research on marketing strategy support to Samamkaya Yoga. NYCNOWC provided marketing support.

**Sésé Community Health and Wellness Center**

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Health Services

GWC provided 10 one-on-one services to Sésé Community Health and Wellness Center that covered financial planning, business development, and marketing. BOC provided cash flow projection assistance. UJC provided legal assistance.

**Skedaddle Pest Management**

7014 13th Avenue, Brooklyn, NY 11228

**COMMUNITY DISTRICT** 10 Brooklyn  
**INDUSTRY** Exterminating and Pest Control Services

BCDI provided 50 one-on-one services to Skedaddle Pest Management that covered business plan development, internal manuals, scheduling, and market research.

**Third Root Community Health Center**

380 Marlborough Road, Brooklyn, NY 11226

**COMMUNITY DISTRICT** 14 Brooklyn  
**INDUSTRY** Healthcare/Social Assistance  
**3 WORKER-MEMBERS ADDED FY19**

TWW provided three one-on-one services to Third Root Community Health Center to assist a loan request. UJC provided four legal assistance services that covered decision-making and profit sharing, operating agreements, and employment policy. CAMBA provided business planning assistance.

**Tribe**

349 East 138th Street, Bronx, NY 10454

**COMMUNITY DISTRICT** 1 Bronx  
**INDUSTRY** Co-working  
**3 WORKER-MEMBERS ADDED FY19**

GWC provided 58 one-on-one services to Tribe that covered business model development, market research, financial planning, organizational planning, governance coaching, and space and investment options. BOC provided financial projections and information on real estate.

**Trusty Amigos Pet Care Cooperative**

204 25th Street, Suite 105, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Pet Care  
**2 WORKER-MEMBERS ADDED FY19**

CFL provided 11 one-on-one services to Trusty Amigos Pet Care Cooperative that covered sales tax, social media, email set up, web development, financial planning, and tax preparation. NYCNOWC provided bookkeeping support.

**U**

**Umbel Landscaping**

1231 Lafayette Avenue, 2nd Floor, Bronx, NY 10474

**COMMUNITY DISTRICT** 2 Bronx  
**INDUSTRY** Landscaping

GWC provided three one-on-one services to Umbel Landscaping that covered market research coaching. NYCNOWC provided research on the Master Rain Gardener Certificate.

**United & Trained Workers LLC**

365 Broadway, Brooklyn, NY 11211

**COMMUNITY DISTRICT** 1 Brooklyn  
**INDUSTRY** Construction Site Safety  
**1 WORKER-MEMBER ADDED FY19**

WJP provided 26 one-on-one services to United & Trained Workers LLC that covered business plan design, financial planning, marketing, social media, outreach, and operational systems.

**United Handymen**

443 39th Street, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Commercial & Institutional Building

CFL provided 14 one-on-one services to United Handymen that covered legal documents, licenses, sales tax support, tax filing, governance, and back office support.

**Up & Go**

443 39th Street, Brooklyn, NY 11232

**COMMUNITY DISTRICT** 7 Brooklyn  
**INDUSTRY** Cleaning, Platform Cooperatives

CFL provided 25 one-on-one services to Up & Go that covered joiner agreements, tax filing support,

back office support, event planning, pricing evaluations, and policy clarification. UJC provided board training support.

**Uptown Village**

2460 7th Avenue, New York, NY 10030

**COMMUNITY DISTRICT** 10 Manhattan  
**INDUSTRY** Maternity Services & Education  
**3 WORKER-MEMBERS ADDED FY19**

GWC provided 47 one-on-one services to Uptown Village that covered organizational planning, strategy, financial planning, and internal manuals. BOC provided three services that covered profit and loss statements, accounting assistance, and budgeting. TWW provided business strategy coaching and financial review.

**V W**

**Victory Bus Project**

4872 NY-9G, Germantown, NY 12526

**COMMUNITY DISTRICT** N/A  
**INDUSTRY** Bus Charter Service

GWC provided three one-on-one services to Victory Bus Project that covered business plan development and strategic planning.

**White Pine Community Farm**

295 Duell Hollow Road, Wingdale, NY 12594

**COMMUNITY DISTRICT** N/A  
**INDUSTRY** Farming

GWC provided 15 one-on-one services to White Pine Community Farm that covered organizational planning, business plan development, and strategic planning. BOC provided 11 services that covered budgeting, revenue and disbursements, and purchasing. UJC provided legal assistance on Operating Agreement amendments and apprenticeship models.

**Woke Foods**

630 West 135th Street, New York, NY 10031

**COMMUNITY DISTRICT** 9 Manhattan  
**INDUSTRY** Catering & Cooking Classes  
**2 WORKER-MEMBERS ADDED FY19**

BOC provided eight one-on-one services to Woke Foods that covered strategic planning and business expansion. GWC provided 11 services that covered organizational, financial, and strategic planning. TWW provided four services that covered financial review, projections, and loan support. NYCNOWC provided customer service coaching. UJC provided a legal review of an Operating Agreement.

# Looking Forward

The NYC Council awarded \$3.6 million to WCBDI in FY2020 to help create and support more worker cooperatives. This funding supports 13 partner organizations and provides centralized program management through SBS.



## CONTACT INFORMATION

**Bronx Cooperative Development Initiative**  
2431 Morris Avenue, Bronx, NY 10468  
[bcdi.nyc](http://bcdi.nyc)

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

**CAMBA**  
1720 Church Avenue, Brooklyn, NY 11226  
[camba.org](http://camba.org)

**Center for Family Life  
(SCO Family of Services)**  
443 39th Street, Brooklyn, NY 11232  
[sco.org/featured-programs/center-for-family-life](http://sco.org/featured-programs/center-for-family-life)

**Democracy at Work Institute**  
115 5th Avenue, 6th Floor, New York, NY 10003  
[institute.coop](http://institute.coop)

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

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

**Community & Economic Development  
Clinic (CUNY School of Law)  
(formerly Main Street Legal Services)**  
2 Court Square, Long Island City, NY 11101  
[law.cuny.edu/academics/clinics/ced](http://law.cuny.edu/academics/clinics/ced)

**NYC Network of Worker Cooperatives**  
495 Flatbush Avenue, Suite 2, Brooklyn, NY 11225  
[nycworker.coop](http://nycworker.coop)

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

**Urban Upbound (East River Development  
Alliance)**  
4-25 Astoria Boulevard, Astoria, NY 11102  
[urbanupbound.org](http://urbanupbound.org)

**Worker's Justice Project  
(Third Sector New England)**  
365 Broadway, Brooklyn, NY 11211  
[workersjustice.org](http://workersjustice.org)

**The Working World**  
116 Nassau Street, Suite 513, New York, NY 10038  
[theworkingworld.org](http://theworkingworld.org)



**Gregg Bishop**

**COMMISSIONER**

NYC Department of Small Business Services  
1 Liberty Plaza, 11th Floor, New York, NY 10006  
[nyc.gov/sbs](http://nyc.gov/sbs)

**Daniel Symon**

**CHIEF PROCUREMENT OFFICER & DIRECTOR**

Mayor's Office of Contract Services  
253 Broadway, 9th Floor, New York, NY 10007  
[nyc.gov/mocs](http://nyc.gov/mocs)

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