

FISCAL YEAR 2016

WORKING TOGETHER

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



NYC

Small Business
Services

Mayor's Office of
Contract Services



Front cover photo: Kaluk Marketing. **Photos above, from left to right:** Bio-Classic Cleaning, Cooperative Home Care Associates, A.C.T.O. for Safety LLC, Bed-Stuy Fresh and Local, Beyond Care Child Care Cooperative, Caracol Interpreters, Maharlika Cleaning Cooperative, Ecomundo Cleaning LLC, Emigre Gourmet Catering Collective, GLOCAL, Golden Steps Elder Care Cooperative, Meerkat Media, OnPoint Security, Pa'lante Forward Green Cleaning, Radix Media, Kaluk Marketing, Sunset Scholars, Third Root Community Health Center, Trusty Amigos Pet Care Cooperative, United Handymen. All photos by Meerkat Media.

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INTRODUCTORY LETTER

—



Gregg Bishop



Michael Owh

Dear New Yorkers:

The City of New York is working hard to open doors for all New Yorkers—focusing on creating stronger businesses, connecting New Yorkers to good jobs, and fostering thriving neighborhoods. To achieve this goal, we are committed to supporting the more than 220,000 small businesses across the five boroughs. Small businesses rooted in local neighborhoods ensure New York City continues to have a vibrant and diverse economy.

Worker cooperatives—businesses that are owned and operated by the workers—provide an innovative business model that supports the administration’s efforts to address income inequality. Worker cooperatives have the potential to provide entrepreneurs with access to meaningful and stable employment and improve the economic landscape across New York City.

We are submitting this report to the New York City Council in compliance with Local Law 22 of 2015, outlining the worker cooperatives served by the 13 partner organizations that participated in the second year of the Worker Cooperative Business Development Initiative (WCBDI). In this report, we will detail the extensive support provided to worker cooperatives in New York City.

Sincerely,

A handwritten signature in black ink, appearing to read "Gregg Bishop".

Gregg Bishop
Commissioner
NYC Department of Small Business Services

A handwritten signature in black ink, appearing to read "Michael Owh".

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

THE WORKER COOPERATIVE BUSINESS DEVELOPMENT INITIATIVE (WCBDI)

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

New York City is a place where innovative ideas are put into practice every day by New Yorkers. At SBS, we provide an array of business services to meet the needs of the city's diverse and vibrant population. With support from the City and the New York City Council, SBS assists the Worker Cooperative Business Development Initiative (WCBDI), which offers innovative ways for New Yorkers to overcome economic and social inequality. Worker cooperatives are businesses that are run and operated by the people who work in them, who are called worker-owners. Worker cooperatives allow New Yorkers to build businesses together, therefore allowing all the workers to gain access to upward mobility and better working conditions.

When the WCBDI was first launched in Fiscal Year 2015 (FY2015), the Council distributed \$1.2 million to 11 partner organizations and SBS committed to providing educational resources on worker cooperatives to entrepreneurs, support all business entities with one-on-one assistance, create new jobs, and help launch worker cooperatives. FY2016 marked the second year of the WCBDI, where the Council distributed \$2.1 million to 14* partner organizations and SBS to continue providing the same services as it did in the previous year.

In FY2016, SBS continued to support the WCBDI by delivering business education services to partner organizations and the worker cooperatives they serve. Partners were invited throughout

the year to share their successes as a group, and learn more about SBS's services directly, including through a tailored course for New Yorkers interested in gaining access to city contracts, titled "Selling to Government." After participating in numerous orientations about our services, our partners are actively directing worker cooperatives to SBS's business education resources.



Fiscal Year 2015 | *Working Together: A Report on the First Year of the Worker Cooperative Business Development Initiative (WCBDI)*.
Published January 1, 2016.

In Fiscal Year 2015, the WCBDI created 21 new worker cooperatives, assisted 24 existing worker cooperatives, reached 938 entrepreneurs, and created 141 worker owner jobs.

Additionally, worker cooperatives attended the 10th Annual Procurement Fair, which was hosted by the Mayor and SBS in order to help provide prospective and certified Minority and Women-owned Business Enterprises (M/WBEs) in New York City with access to public and private contracting opportunities. We also showcased our services at an assortment of various panels, workshops, and/or educational events hosted by WCBDI partner organizations, including a specialized overview of city contracts and certification.

The first report in this series outlines the accomplishments of the WCBDI during its first year in FY2015. This follow-up report illustrates the successes of the WCBDI in its second year, while paying close attention to services provided specifically to worker cooperatives. An appendix of the worker cooperatives assisted by the WCBDI appears in this report. At SBS, we look forward to continuing to assist the WCBDI in helping worker cooperatives become entities that can help New Yorkers gain access to better jobs, stronger businesses, and build a thriving economy.

* A total of 14 partner organizations received funding through the WCBDI in FY2016. The Community and Economic Development Clinic at 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.

WCBDI PARTNERS

SUPPORT PROVIDED	ORGANIZATIONS FUNDED THROUGH THE WCBDI IN FISCAL YEAR 2016*
Initiative Support and Oversight	<p>NEW YORK CITY DEPARTMENT OF SMALL BUSINESS SERVICES (SBS)</p> <p>The 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.</p>
Start a Worker Cooperative	<p>CENTER FOR FAMILY LIFE (CFL)</p> <p>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.</p> <p>GREEN WORKER COOPERATIVES (GWC)</p> <p>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.</p> <p>MAKE THE ROAD NEW YORK (MRNY)</p> <p>Make the Road New York is a multifaceted community-based organization that serves Latino and working class communities through legal services, adult education, workforce development, youth services, and other vital social services.</p> <p>URBAN UPBOUND (UU)</p> <p>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.</p> <p>WORKER'S JUSTICE PROJECT (WJP)</p> <p>The Worker's Justice Project is a worker center that addresses racial and economic injustices that day laborers and domestic workers face by building collective power and creating solutions to problems faced by low-wage immigrants.</p>
Worker Cooperative Financing Assistance	<p>THE WORKING WORLD (TWW)</p> <p>The Working World provides loans, financial education and technical assistance specifically for worker cooperatives, which require specialized services due to their organizational structure.</p> <p>Other Services: Start a Worker Cooperative; Worker Cooperative Business Assistance; Convert a Business Into a Worker Cooperative</p>

Worker Cooperative Business Assistance

Convert a Business Into a Worker Cooperative

Worker Cooperative Legal Assistance

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.

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.

FPWA (FORMERLY FEDERATION OF PROTESTANT WELFARE AGENCIES)

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.

NEW YORK CITY NETWORK OF WORKER COOPERATIVES (NYC NOWC)

The New York Network of Worker Cooperatives provides a hub for all of New York City's worker cooperatives, offering educational, outreach, marketing, and legal services. NYC NOWC also advocates on behalf of New York City's worker cooperatives and hosts the annual NYC Worker Cooperative Conference.

Other Services: Trade Association for Worker Cooperatives

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.

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.

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.

* 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.

MEASURING OUR SUCCESS

All partner organizations of the WCBDI developed four metrics on worker cooperative business development: worker cooperatives created, services provided to worker cooperatives and/or businesses, entrepreneurs reached, and jobs created. The cumulative outcomes listed below were reported by the partner organizations of the WCBDI and are intended to summarize the activities conducted in the second year of the Initiative.

WCBDI FY2016 ACCOMPLISHMENTS

WORKER COOPERATIVES CREATED

27

**WORKER
COOPERATIVES
CREATED**
(Hard Launch and/
or Soft Launch)

A worker cooperative is a business that operates on a cooperative basis and whose members are made up primarily of workers, distributes available profits to worker-owners, and makes governance decisions democratically on a one-worker, one-vote basis. WCBDI partner organizations incubate worker cooperatives through a series of specialized trainings and technical assistance services. Partner organizations also assist traditional businesses in converting into worker cooperatives. The steps taken to get to this point are resource and time intensive, requiring a partner organization to work closely with a worker cooperative and/or a business over a series of months wherein individualized workshops and training sessions are held.

WCBDI partner organizations help prospective entrepreneurs either hard launch or soft launch their newly created worker cooperatives. Therefore, of the 27 worker cooperatives created, WCBDI partner organizations assisted 17 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 partner organizations assisted in the incubation of worker cooperatives that required more than one fiscal year to launch. Therefore, WCBDI partner organizations helped the remaining 10 worker cooperatives soft launch. These worker cooperatives were provided with the necessary supports to launch; however, by the end of the fiscal year they did not acquire the documentation as listed above for hard launches.

709

SERVICES PROVIDED TO

114

BUSINESS ENTITIES
AND/OR WORKER
COOPERATIVES

SERVICES PROVIDED TO BUSINESS ENTITIES AND/OR
WORKER COOPERATIVES

The partner organizations of the WCBDI provide support to all types of business entities by providing them with specialized technical assistance and ongoing business support. WCBDI partner organizations provide the following services: business launch, business planning, financing, and legal assistance. In particular, business planning assistance consists of business plan development, marketing and market research, governance and internal manuals assistance, strategic planning, translation services, bookkeeping, financial planning, and succession planning.

2164

ENTREPRENEURS
REACHED

ENTREPRENEURS REACHED

The WCBDI has taken on the role of spreading awareness of the worker cooperative model across New York City. This metric represents the number of individuals who engaged with the worker cooperative business model through in-person activities such as conferences, lectures, group trainings, and one-on-one assistance.

164

TOTAL HIRES

TOTAL HIRES

Worker cooperatives are comprised of worker-owners and non-member workers who work for the business. A worker owner 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-owners. A non-member worker is anyone who is not a worker-owner and who works for a worker cooperative. This metric represents the total number of worker-owners and non-member workers created in the incubation of worker cooperatives in addition to individuals hired as a result of capacity building services provided to existing worker cooperatives.

HELP FOR WORKER COOPERATIVES

SBS and the partner organizations of the WCBDI provided an array of tailored business services to New York City's prospective and current worker cooperatives. These services included business incubation, educational outreach, financing assistance, legal assistance, and business development.

BUSINESS INCUBATION

WCBDI partner organizations help prospective entrepreneurs start their own worker cooperatives, as well as businesses seeking to convert to a worker cooperative business model. Business incubation services are hands-on and customized to meet the needs of each unique set of entrepreneurs. WCBDI partner organizations equip prospective worker cooperatives not only with knowledge of running a worker cooperative, but they also provide them with the basic skills needed to launch and grow their businesses. In FY2016, the WCBDI helped incubate 27 worker cooperatives.



Bed-Stuy Fresh and Local storefront. Bedford-Stuyvesant, Brooklyn. 2016.

BED-STUY FRESH AND LOCAL

The mission of Bed-Stuy Fresh and Local is to offer affordable and healthy food to residents of Bedford-Stuyvesant, Brooklyn. Originally a traditional business with a boss and employees, The Working World (TWW) helped Bed-Stuy Fresh and Local convert into a worker cooperative. TWW provided a \$60,000 loan to act as a down payment for the workers to buy the business. TWW also provided this worker cooperative with assistance in creating a succession plan that would ensure that their financial and organizational structure would thrive under this new business model. TWW helped Bed-Stuy Fresh and Local create an internal manual to help the business navigate operating on a cooperative basis, where each worker gets a vote when making decisions about the business.



The Working World Project Officer, Smiley Rojas-Nuñez, assisting the Brooklyn Packers. Bedford-Stuyvesant, Brooklyn. 2016.

BROOKLYN PACKERS

Brooklyn Packers is a food packaging worker cooperative that prepares packaged food products including fresh produce, meats, homemade snacks, and other items. TWW helped Brooklyn Packers convert into a worker cooperative structure by assisting them with the creation of their business bylaws and financial planning for equipment purchasing. The Democracy at Work Institute also assisted this worker cooperative with organizational planning on how to structure their business.

EDUCATIONAL OUTREACH

Educational outreach is conducted by WCBDI partner organizations through in-person activities such as group trainings, intensive workshops, conferences, networking events, and so on. The primary purpose of these activities is to provide educational resources on the worker cooperative business model to a wide audience of entrepreneurs interested in worker cooperatives. In FY2016, the WCBDI reached 2,164 individuals through educational outreach.



Worker owner of Ometeotl selling jewelry and craft items at a fair. Bronx. 2016.

OMETEOTL: DOMESTIC VIOLENCE SURVIVORS COOPERATIVE

Ometeotl is a worker cooperative run by domestic violence survivors. This worker cooperative makes jewelry and craft items out of upcycled materials. Ometeotl was created through the Green Worker Cooperatives' (GWC) Co-op Academy, which is an intensive five-month incubation program that helps a cohort of individuals come together to create cooperatively-run businesses from scratch. GWC and the Academy participants met once a week for three hours in the evening in a collaborative and intensive learning environment to learn the basics of starting and operating a business, and the values of cooperation and democratic means of ownership.



Golden Steps Elder Care Cooperative exhibiting their services at the Third Annual Worker Cooperative Conference hosted by the New York City Network of Worker Cooperatives. CUNY Law School. 2016.

GOLDEN STEPS ELDER CARE COOPERATIVE

Golden Steps Elder Care Cooperative provides home care services to elder New Yorkers. Golden Steps was incubated by the Center for Family Life (CFL) in 2011 through their 12-week cooperative incubation program, which provided worker-owners of this cooperative with essential hard and soft skills training. Since its founding, CFL had an ongoing relationship with Golden Steps wherein they helped the worker cooperative with capacity support and back office services. Additionally, CFL facilitated an English as a second language training in partnership with Sunset Scholars Tutoring Cooperative, which helped increased the ability of the members of Golden Steps to communicate with their clients. CFL developed a set of intensive trainings for this cooperative as well as helped them write their business bylaws. In partnership with SBS and Best for NYC, CFL assisted Golden Steps with completing the Best for NYC Challenge, which recognizes businesses that have a positive impact on conditions that affect workers, communities, and the environment.

FINANCING ASSISTANCE

Financing assistance helps entrepreneurs access the capital they need to meet their business goals. WCBDI partner organizations assist worker cooperatives with acquiring loans, initiating crowdfunding campaigns, and accessing business grants. In FY2016, the WCBDI provided nine financing assistance services to eight business entities.



Third Root Community Health Center. Flatbush, Brooklyn. 2016.

THIRD ROOT COMMUNITY HEALTH CENTER

Third Root Community Health Center is a worker cooperative that provides holistic healing services for marginalized communities. TWW provided Third Root Community Health Center with a loan from their revolving loan fund to renovate Third Root's physical storefront. A finance organization dedicated to cooperative development, TWW provides low-interest loans for cooperatively-run businesses that are structured to ensure the success of the business. TWW pairs capital with customized technical assistance and does not impose the usual barriers associated with traditional financing, such as personal guarantees and/or additional fees.

LEGAL ASSISTANCE

New York City's worker cooperatives received specialized legal services from the WCBDI partner organizations. The Community Development Project of the Urban Justice Center provided year-round, one-on-one legal consultation on a wide range of topics including but not limited to entity formation, governance, employment and tax laws, and licensing. The New York City Network of Worker Cooperatives provided legal consultation to worker cooperatives as well. Due to nondisclosure agreements signed by the worker cooperatives for these services in particular, no success stories will be highlighted in this section. In FY2016, the WCBDI provided 44 legal assistance services to 33 business entities.

BUSINESS DEVELOPMENT

Business development services are specialized, one-on-one assistance offered through all partner organizations of the WCBDI. Business development services are categorized into the following service areas: business plan development, marketing and market research, governance and internal manuals assistance, strategic planning, translation services, bookkeeping, financial planning, and succession planning. These services are meant to support and expand newly created, existing, and prospective worker cooperatives. In FY2016, the WCBDI provided 656 business development services to 94 business entities.



Sunset Scholars Tutoring Cooperative
Sunset Park, Brooklyn. 2016.

SUNSET SCHOLARS TUTORING COOPERATIVE

Sunset Scholars Tutoring Cooperative’s mission is to offer affordable and dependable tutoring services by and for the predominantly Chinese- and Spanish-speaking students of Sunset Park, Brooklyn. Incubated by CFL, Sunset Scholars received backend support and capacity assistance by CFL. CFL helped this worker cooperative develop back office systems to track and evaluate their clients, create their branding identity, refine their internal governance structures, set up an online accounting system, and advised the worker-owners about how to train prospective tutors. Additionally, CFL helped Sunset Scholars launch a tutoring scholarship program for 14 low-income students. CFL also provided Sunset Scholars with assistance in developing their internal manuals, conducting market research, organizational planning, strategic planning, and translation services.



Worker-owners of Kaluk Marketing.
Red Hook, Brooklyn. 2016.

KALUK MARKETING

Kaluk Marketing is a youth-run marketing cooperative that provides outreach and marketing assistance to small businesses, nonprofits, and other worker cooperatives. In partnership with Good Shepherd Services, a social services agency, CFL incubated Kaluk in FY2015. This fiscal year, the New York City Network of Worker Cooperatives supported the design of Kaluk’s marketing materials and also helped support them with bookkeeping services. Additionally, the ICA Group provided Kaluk with strategic planning on creating an internal accounting system.

WORKER COOPERATIVES ASSISTED BY THE WCBDI

The 13 partner organizations of the WCBDI provide an array of support for prospective, newly created, and existing worker cooperatives in New York City. In FY2016, the WCBDI assisted a total of 114 business entities, of which 49* were worker cooperatives. Of the 114 businesses that applied for services, all of them were assisted by the WCBDI. The information listed below was reported by the WCBDI partner organizations and is intended to summarize the business information of and services provided to the worker cooperatives served in the second year of the Initiative.

* The WCBDI partner organizations assisted a total of 49 worker cooperatives. There are a total of 48 worker cooperatives listed below, where one worker cooperative chose not to disclose their business information publicly.

3B Bed & Breakfast | 136 Lawrence Street, Brooklyn, New York 11201

Community District: 2 BROOKLYN

Industry: Bed-and-Breakfast Inns

Number of Worker-Owners: 5

Summary of Services provided by the WCBDI: TWW provided 3B Bed & Breakfast with financial planning assistance.

A Bookkeeping Cooperative | 495 Flatbush Avenue, Suite 2, Brooklyn, New York 11225

Community District: 9 BROOKLYN

Industry: Other Accounting Services

Number of Worker-Owners: Not available (N/A)

Summary of Services provided by the WCBDI: DAWI provided A Bookkeeping Cooperative with two technical assistance services, which covered the topics of governance consultation and strategic planning.

A.C.T.O. for Safety LLC | PO Box 8206, Jackson Heights, New York 11372

Community District: 3 QUEENS

Industry: Educational Support Services

Number of Worker-Owners: 9

Summary of Services provided by the WCBDI: MRNY provided A.C.T.O. for Safety LLC with 20 technical assistance services, which covered the topics of business plan development, financial planning, governance consultation, internal manuals assistance, market research, and organizational planning.

All Hands and the Cook | 1590 Park Avenue, New York, New York 10029

Community District: 11 MANHATTAN

Industry: Temporary Help Services

Number of Worker-Owners: 10

Summary of Services provided by the WCBDI: CFL provided All Hands and the Cook with 21 technical assistance services, which covered the topics of business plan development, financial planning, governance consultation, market research, organizational planning, strategic planning, and business incubation assistance.

Apple Eco-Cleaning | 42-72 80th Street, New York, New York 11373

Community District: 4 QUEENS

Industry: Janitorial Services

Number of Worker-Owners: N/A

Summary of Services provided by the WCBDI: WJP provided Apple Eco-Cleaning with seven technical assistance services, which covered the topics of internal manual assistance, market research, strategic planning, and bookkeeping assistance. DAWI provided this cooperative with market research assistance, and NYC NOWC provided additional assistance with bookkeeping.

BBlossom Catering Company | 50 East 168th Street, Bronx, New York 10452

Community District: 4 BRONX

Industry: Caterers

Number of Worker-Owners: 4

Summary of Services provided by the WCBDI: BCDI provided BBlossom Catering Company with market research assistance, and BOC helped this cooperative with strategic planning.

Bed-Stuy Fresh and Local | 210 Patchen Avenue, Brooklyn, New York 11233

Community District: 3 BROOKLYN

Industry: Supermarkets and Other Grocery (except Convenience) Stores

Number of Worker-Owners: 4

Number of Non-Member Workers: 2

Summary of Services provided by the WCBDI: TWW provided Bed-Stuy Fresh and Local with 15 technical assistance services, which covered the topics of financial planning, governance consultation, internal manual assistance, organizational planning, strategic planning, business incubation assistance, and access to capital. NYC NOWC also assisted this worker cooperative with market research assistance.

Beyond Care Child Care Cooperative | 443 39th Street, Brooklyn, New York 11232

Community District: 7 BROOKLYN

Industry: Child Day Care Services

Number of Worker-Owners: 41

Summary of Services provided by the WCBDI: CFL provided Beyond Care Child Care Cooperative with 20 technical assistance services, which covered the topics of governance consultation, market research assistance, organizational planning, and strategic planning. Additionally, NYC NOWC provided this cooperative with financing for bookkeeping assistance. BOC and ICA helped with strategic planning.

Bio-Classic Cleaning | 1231 Lafayette Avenue, Bronx, New York 10474

Community District: 2 BRONX

Industry: Janitorial Services

Number of Worker-Owners: 4

Summary of Services provided by the WCBDI: BCDI provided Bio-Classic Cleaning with four technical assistance services, which covered the topics of market research, organizational planning, and strategic planning. Additionally, BOC provided this cooperative with three technical assistance services, which covered the topic of strategic planning. TWW provided this cooperative with two technical assistance services, which covered the topics of financial planning, and GWC assisted with business launch.

Bits and Bites, LLC | 231 Lafayette Avenue, Bronx, New York 10473

Community District: 9 BRONX

Industry: Other Computer Related Services

Number of Worker-Owners: 2

Number of Non-Member Workers: 1

Summary of Services provided by the WCBDI: BOC provided Bits and Bites, LLC with five technical assistance services, which covered the topics of strategic planning.

Brooklyn Packers | 360 Throop Avenue, Brooklyn, New York 11221

Community District: 3 BROOKLYN

Industry: Packaging and Labeling Services

Number of Worker-Owners: 4

Number of Non-Member Workers: 6

Summary of Services provided by the WCBDI: TWW provided Brooklyn Packers with four technical assistance services, which covered the topics of governance consultation, financial planning, organizational planning, and business incubation assistance. DAWI also assisted this worker cooperative with organizational planning assistance.

Build with Prospect | 540 President Street, 3rd Floor, Brooklyn, New York 11215

Community District: 6 BROOKLYN

Industry: Commercial and Institutional Building Construction

Number of Worker-Owners: 15

Summary of Services provided by the WCBDI: TWW provided Build with Prospect with three technical assistance services, which covered the topic of financial planning. Additionally, NYC NOWC provided this cooperative with bookkeeping and legal assistance.

Caracol Interpreters | 128 Linden Boulevard, Brooklyn, New York 11226

Community District: 17 BROOKLYN

Industry: Translation and Interpretation Services

Number of Worker-Owners: 8

Summary of Services provided by the WCBDI: BOC provided Caracol Interpreters with seven technical assistance services, which covered the topic of strategic planning. BCDI and NYC NOWC provided this cooperative with market research assistance. GWC assisted with organizational planning, and TWW assisted with financial planning.

Collectively Owned and Operated Platform, Inc. | 3100 47th Avenue, Queens, New York 11101

Community District: 2 QUEENS

Industry: All Other Support Activities for Transportation

Number of Worker-Owners: N/A

Summary of Services provided by the WCBDI: ICA provided Collectively Owned and Operated Platform, Inc. with business incubation assistance.

Cooperative Home Care Associates | 400 East Fordham Road, Bronx, New York 10458

Community District: 6 BRONX

Industry: Home Health Care Services

Number of Worker-Owners: N/A

Summary of Services provided by the WCBDI: ICA assisted Cooperative Home Care Associates with governance consultation and business plan development assistance.

Diaspora Destination | 1231 Lafayette Avenue, Bronx, New York 10474

Community District: 2 BRONX

Industry: All Other Travel Arrangement and Reservation Services

Number of Worker-Owners: 2

Summary of Services provided by the WCBDI: BOC provided Diaspora Destination with financial planning and strategic planning assistance.

Dos Pinos Landscaping, LLC | 111-16 Rockaway Beach Boulevard, #3, Queens, New York 11694

Community District: 14 QUEENS

Industry: Landscaping Services

Number of Worker-Owners: 4

Summary of Services provided by the WCBDI: TWW provided Dos Pinos Landscaping LLC with three technical assistance services, which covered the topics of financial planning, succession planning, and business incubation assistance.

Ecomundo Cleaning, LLC | 612 West 182nd Street, Manhattan, New York 10033

Community District: 12 MANHATTAN

Industry: Janitorial Services

Number of Worker-Owners: 18

Summary of Services provided by the WCBDI: DAWI provided Ecomundo Cleaning LLC with three technical assistance services, which covered the topics of financial planning and governance consultation assistance. Additionally, NYC NOWC provided this cooperative with legal assistance.

Ginger Moon | 1231 Lafayette Avenue, Bronx, New York 10474

Community District: 2 BRONX

Industry: Caterers

Number of Worker-Owners: 3

Summary of Services provided by the WCBDI: BOC provided Ginger Moon with organizational planning assistance.

GLOCAL | Business address not made available

Community District: N/A

Industry: Software Publishers

Number of Worker-Owners: N/A

Summary of Services provided by the WCBDI: NYC NOWC provided GLOCAL with bookkeeping assistance.

Golden Steps Elder Care Cooperative | 443 39th Street, Brooklyn, New York 11232

Community District: 7 BROOKLYN

Industry: Home Health Care Services

Number of Worker-Owners: 8

Number of Non-Member Workers: 14

Summary of Services provided by the WCBDI: CFL provided Golden Steps Elder Care Cooperative with 31 technical assistance services, which covered the topics of bookkeeping, governance consultation, internal manuals, organizational planning, and strategic planning. Additionally, BOC provided this cooperative with strategic planning assistance.

Kaluk Marketing | 443 39th Street, Brooklyn, New York 11232

Community District: 7 BROOKLYN

Industry: Marketing Consulting Services

Number of Worker-Owners: 4

Number of Non-Member Workers: 4

Summary of Services provided by the WCBDI: NYC NOWC provided Kaluk Marketing with bookkeeping and market research assistance. Additionally, ICA provided this cooperative with strategic planning assistance.

La Mies Bakery | 2211 Brookhaven Avenue, Queens, New York 11691-2684

Community District: 14 QUEENS

Industry: Other Grocery and Related Products Merchant Wholesalers

Number of Worker-Owners: 2

Summary of Services provided by the WCBDI: TWW provided La Mies Bakery with six technical assistance services, which covered the topics of bookkeeping, organizational planning, and strategic planning.

Love & Learn Childcare Cooperative | 774 Port Richmond Avenue, Staten Island, New York 10302

Community District: 1 STATEN ISLAND

Industry: Child Day Care Services

Number of Worker-Owners: 23

Summary of Services provided by the WCBDI: CFL provided Staten Island Childcare Cooperative with 14 technical assistance services, which covered the topics of business plan development, financial planning, market research, organizational planning, strategic planning, and business incubation assistance. CFL also provided significant educational services for the development of the worker cooperative.

Luv Custom Prints | 5012 3rd Avenue, Brooklyn, New York 11220

Community District: 7 BROOKLYN

Industry: Commercial Screen Printing

Number of Worker-Owners: 5

Summary of Services provided by the WCBDI: TWW provided Luv Custom Prints with 11 technical assistance services, which covered the topics of financial planning, access to capital, organizational planning, and business incubation assistance. NYC NOWC also provided this worker cooperative with bookkeeping assistance.

Maharlika Cleaning Cooperative

(formerly known as **Damayan Cleaning Cooperative**) | 406 W 40th Street, New York, New York 10018

Community District: 4 MANHATTAN

Industry: Janitorial Services

Number of Worker-Owners: 9

Summary of Services provided by the WCBDI: CFL provided Maharlika Cleaning Cooperative with 36 technical assistance services, which covered the topics of bookkeeping assistance, financial planning, governance consultation, internal manual assistance, market research, organizational planning, and strategic planning. DAWI assisted this cooperative with market research and organizational planning. BOC assisted with strategic planning, and NYC NOWC provided financing for bookkeeping assistance.

Movement Netlab | 5012 3rd Avenue, Brooklyn, New York 11220

Community District: 4 MANHATTAN

Industry: Human Resources Consulting Services

Number of Worker-Owners: 6

Number of Non-Member Workers: 2

Summary of Services provided by the WCBDI: NYC NOWC provided Movement Netlab with business incubation assistance.

New Deal Home Improvement Company | 164 West 79th Street, #1D, New York, New York 10024

Community District: 7 MANHATTAN

Industry: Commercial and Institutional Building Construction

Number of Worker-Owners: N/A

Summary of Services provided by the WCBDI: ICA provided New Deal Home Improvement Company with three technical assistance services, which covered the topics of succession planning, strategic planning, and business incubation assistance.

Ometeotl | 116 East Mosholu Parkway South, Bronx, New York 10458

Community District: 7 BRONX

Industry: Other Miscellaneous Nondurable Goods Merchant Wholesalers

Number of Worker-Owners: 3

Summary of Services provided by the WCBDI: GWC provided Ometeotl with four technical assistance services, which covered the topics of strategic planning, business plan development, and business incubation assistance.

OnPoint Security NYC, LLC | 4-25 Astoria Boulevard, Astoria, New York 11102

Community District: 1 QUEENS

Industry: Security Guards and Patrol Services

Number of Worker-Owners: 7

Number of Non-Member Workers: 11

Summary of Services provided by the WCBDI: UU provided OnPoint Security with 28 technical assistance services, which covered the topics of business plan development, financial planning, governance consultation, internal manuals, market research, organizational planning, and strategic planning. Additionally, DAWI provided this cooperative with organizational planning assistance. ICA assisted with governance consultation, and NYC NOWC assisted with market research.

Pa'lante Forward Green Cleaning, LLC | 92-10 Roosevelt Avenue, Queens, New York 11372

Community District: 4 QUEENS

Industry: Janitorial Services

Number of Worker-Owners: 15

Summary of Services provided by the WCBDI: MRNY provided Pa'lante Forward Green Cleaning LLC with 19 technical assistance services, which covered the topics of bookkeeping, business plan development, financial assistance, financial planning, governance consultation, internal manuals, market research, and organizational planning. Additionally, DAWI assisted this cooperative with market research, and NYC NOWC assisted with bookkeeping.

POLIDO Skateboards | 1231 Lafayette Avenue, Bronx, New York 10474

Community District: 2 BRONX

Industry: Sporting and Athletic Goods Manufacturing

Number of Worker-Owners: N/A

Summary of Services provided by the WCBDI: BOC provided POLIDO Skateboards with eight technical assistance services, which covered the topics of financial planning, market research, and strategic planning.

Position Development, LLC | 20 Jay Street, Brooklyn, New York 11201

Community District: 2 BROOKLYN

Industry: Software Publishers

Number of Worker-Owners: 4

Number of Non-Member Workers: 1

Summary of Services provided by the WCBDI: TWW provided Position Development, LLC with three technical assistance services, which covered the topics of governance consultation, succession planning, and business incubation assistance.

Radix Media | 522 Bergen Street, Brooklyn, New York 11217

Community District: 8 BROOKLYN

Industry: Commercial Printing (except Screen and Books)

Number of Worker-Owners: 3

Summary of Services provided by the WCBDI: TWW provided Radix Media with six technical assistance services, which covered the topics of financial planning, market research, and strategic planning. Additionally, NYC NOWC provided this cooperative with business planning and legal assistance.

Return Recycling | 244 Fifth Avenue, New York, New York 10001

Community District: 5 MANHATAN

Industry: Other Major Household Appliance Manufacturing

Number of Worker-Owners: 4

Summary of Services provided by the WCBDI: NYC NOWC provided Return Recycling with business incubation assistance.

Roca Mia Construction, Inc. | Business address not made available

Community District: N/A

Industry: Commercial and Institutional Building Construction

Number of Worker-Owners: 5

Summary of Services provided by the WCBDI: TWW provided Roca Mia Construction Inc. with seven technical assistance services, which covered the topics of financial planning, market research, and strategic planning. Additionally, NYC NOWC assisted this cooperative with market research.

SAMAMKAYA | 119 West 23rd Street, Suite # 406, New York, New York 10011

Community District: 4 MANHATTAN

Industry: All Other Miscellaneous Schools and Instruction

Number of Worker-Owners: N/A

Summary of Services provided by the WCBDI: NYC NOWC provided SAMAMKAYA with legal assistance.

Skedaddle Pest Control

(formerly known as **Thoroughbred Pest Control**) | 7014 13th Avenue, Brooklyn, New York 11228

Community District: 10 BROOKLYN

Industry: Exterminating and Pest Control Services

Number of Worker-Owners: 4

Summary of Services provided by the WCBDI: TWW provided Thoroughbred Pest Control with six technical assistance services, which covered the topics of financial planning and strategic planning. Additionally, NYC NOWC assisted this cooperative with market research.

Strength in Numbers Co-op, LLC | 8602 Ridge Boulevard, Brooklyn, New York 11209

Community District: 10 BROOKLYN

Industry: Other Accounting Services

Number of Worker-Owners: 2

Summary of Services provided by the WCBDI: GWC provided Strength in Numbers with business incubation assistance.

Sunset Scholars | 443 39th Street, Brooklyn, New York 11232

Community District: 7 BROOKLYN

Industry: Exam Preparation and Tutoring

Number of Worker-Owners: 10

Number of Non-Member Workers: 7

Summary of Services provided by the WCBDI: CFL provided Sunset Scholars with 35 technical assistance services, which covered the topics of bookkeeping, financing assistance, financial planning, governance consultation, internal manuals, market research, organizational planning, strategic planning, and translation services. Additionally, ICA provided this cooperative with governance consultation assistance.

Syllable Cooperative | 1980 Lafayette Avenue, Bronx, New York 10473

Community District: 9 BRONX

Industry: Commercial Screen Printing

Number of Worker-Owners: 12

Summary of Services provided by the WCBDI: BCDI provided Syllable Cooperative with 18 technical assistance services, which covered the topics of bookkeeping, market research, organizational planning, and strategic planning. Additionally, BOC provided this cooperative with strategic planning assistance, and NYC NOWC assisted with bookkeeping.

The House of Spooof Collective | 838 Manida Street, Bronx, New York 10474

Community District: 2 BRONX

Industry: Graphic Design Services

Number of Worker-Owners: 4

Summary of Services provided by the WCBDI: GWC provided The House of Spooof Collective with 26 technical assistance services, which covered the topics of business plan development, financial planning, business incubation assistance, governance consultation, market research, and organizational planning. BCDI also provided this worker cooperative with market research assistance.

The Illuminator Collective | 94 Monroe Street, Brooklyn, New York 11216

Community District: 3 BROOKLYN

Industry: Marketing Consulting Services

Number of Worker-Owners: 12

Summary of Services provided by the WCBDI: NYC NOWC provided The Illuminator Collective with business incubation assistance.

Third Root Community Health Center | 380 Marlborough Road, Brooklyn, New York 11226

Community District: 14 BROOKLYN

Industry: Other Personal Care Services

Number of Worker-Owners: 5

Number of Non-Member Workers: 7

Summary of Services provided by the WCBDI: TWW assisted Third Root Community Health Center with financing assistance and strategic planning. Additionally, NYC NOWC assisted this cooperative with market research.

Trusty Amigos Pet Care Cooperative | 443 39th Street, Brooklyn, New York 11232

Community District: 7 BROOKLYN

Industry: Pet Care (except Veterinary) Services

Number of Worker-Owners: 6

Number of Non-Member Workers: 3

Summary of Services provided by the WCBDI: CFL provided Trusty Amigos Pet Care Cooperative with 18 technical assistance services, which covered the topics of financial planning, governance consultation, internal manuals, market research, organizational planning, strategic planning, and translation services. Additionally, TWW assisted this cooperative with financial planning, NYC NOWC assisted with market research, and BOC assisted with strategic planning.

United Handymen | 443 39th Street, Brooklyn, New York 11232

Community District: 7 BROOKLYN

Industry: Commercial and Institutional Building Construction

Number of Worker-Owners: 7

Summary of Services provided by the WCBDI: CFL provided United Handymen with 44 technical assistance services, which covered the topics of bookkeeping, business incubation assistance, business plan development, financial planning, governance consultation, internal manuals, market research, organizational planning, and strategic planning. Additionally, NYC NOWC provided this cooperative with market research assistance.

Uptown Village | 2460 7th Avenue, New York, New York 10030

Community District: 10 MANHATTAN

Industry: Family Planning Centers

Number of Worker-Owners: 4

Summary of Services provided by the WCBDI: GWC provided Uptown Village with three technical assistance services, which covered the topics of business plan development, strategic planning, and business incubation assistance.

Workers Transport | 195 Montague Street, Brooklyn, New York 11201

Community District: 2 BROOKLYN

Industry: All Other Support Activities for Transportation

Number of Worker-Owners: 2

Summary of Services provided by the WCBDI: ICA provided Workers Transport with two technical assistance services, which covered the topics of governance consultation and business incubation assistance.

* The WCBDI partner organizations assisted a total of 49 worker cooperatives. There are a total of 48 worker cooperatives listed above, where one worker cooperative chose not to disclose their business information publicly.

LOOKING FORWARD

By the end of FY2016, the WCBDI helped 27 worker cooperatives soft and/or hard launch their businesses, provided 709 services to 114 business entities, reached 2,164 entrepreneurs, and created 164 new jobs. The City, in partnership with the City Council, will continue to help worker cooperatives and small businesses across the city to grow.



Continuing the success of FY2016, the New York City Council funded the WCBDI in FY2017 to help create and support more worker cooperatives in this city. This funding supports 13 partner organizations and provides centralized program management through SBS. The WCBDI Program Manager provides dedicated technical assistance and program support to all partner organizations of the Initiative.

Images from left to right: A.C.T.O. for Safety LLC, Bio-Classic Cleaning, Caracol Interpreters, Maharlika Cleaning Cooperative, Ecomundo Cleaning LLC, Emigre Gourmet Catering Collective, GLOCAL, OnPoint Security, Pa'lante Forward Green Cleaning, Third Root Community Health Center, Trusty Amigos Pet Care Cooperative, United Handymen. **Photos by Meerkat Media.**

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**BRONX COOPERATIVE
DEVELOPMENT INITIATIVE**

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**CENTER FOR FAMILY LIFE,
SCO FAMILY OF SERVICES**

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URBAN UPBOUND

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WORKER'S JUSTICE PROJECT

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CREDITS

This report was designed by Radix Media, New York City's only worker-owned, union print shop. Additionally, Meerkat Media, a film and media worker cooperative, took photographs that appear in this report of worker cooperatives assisted by the WCBDI.

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