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Section 1: About the Network

Interfaith Worker Justice began in 1996 with the mission of engaging the religious community in issues and campaigns to improve wages, benefits and working conditions for workers –especially low-wage workers. Initially, the mission primarily supported workers who were organizing unions or seeking good contracts and engaging in public policy advocacy. However, within a few years, as workers and their pastors sought to support workers who were not represented by unions, a new network of workers’ centers emerged.

The IWJ Workers’ Center Network was officially formed in 2005. It is one of the largest networks in the country, consisting of 26 workers’ center spanning the United States from Maine to Southern California. It is also the only non-sector specific network in the country. Instead, the network has chosen to focus on building a broad and diverse platform for low-wage, non-union workers across all sectors, many of whom are excluded from labor law. They come together to address the root causes of widespread economic disparity and indignity in the workplace and tackle systemic issues that all workers face on a regular basis, such as wage theft, underemployment, unemployment, and immigration. We believe that building a unified workforce begins by fostering a sense of community; and building power is a process of understanding, faith, and respect for each other across sectors, race, gender, and class.

Some of the IWJ-affiliated workers’ centers were outgrowths of local religion-labor coalitions. They retain the same commitment to engaging faith communities even as they provide spaces for low-wage workers to organize for better wages benefits, and dignity in the workplace. As the network matures, independently formed workers’ centers have joined the growing network in order to share resources, collaborate in strategy, and build power locally, regionally and nationally. We believe that the only way to build power and make long term progress in the lives of low-wage, non-union workers is by ensuring they lead the campaigns and determine the agenda for themselves. This is why affiliates in the network make decisions on campaigns and strategy collectively and meet regularly to have discussions and determine the national agenda as a network. The IWJ Workers’ Center Network is currently one of the leaders in the national fight against wage theft, advocacy for worker health and safety, immigration reform, and aid for unemployed workers. As the network matures, it grows stronger both in political and grassroots power, working on and winning policy campaigns, worksite campaigns and serving a collective total of 16,395 workers nationally from June 2010-June 2011.

Methodology:
The data found in this report comes from surveys given to affiliated workers’ centers during the Annual Workers’ Center Meeting on June 18-19, 2011 as part of the 15th Anniversary IWJ National Conference. Staff or board members completed the forms and returned them to IWJ staff. 25 of the 26 affiliated workers’ centers returned the surveys.

The survey included 21 questions, most of which were long answer questions. Much of the data extracted from the surveys was qualitative, however there was some basic quantitative data acquired from the survey. The surveys were not anonymous. Most of the data is presented quantitatively, with graphs and charts. All the categories and divisions are based on language and responses received in the surveys.

This census is meant to be a long term project. It will be updated every two years at annual workers’ center gatherings.
Section 2: Biometrics of the Network

Figure 2.1: Location of IWJ-affiliated Workers' Centers (dots indicate cities with IWJ-affiliated workers’ centers)

The IWJ Workers’ Center Network has affiliates in 18 states. While most are in major cities like New York City, Chicago and Los Angeles, they are not exclusively urban organizations. Many workers’ centers are located in rural communities. Food and Medicine, for example, is in Brewer, Maine, a town of 10,000 people. In some cases, affiliates are statewide or regional organizations or focus on a specific demographic or community within the city it is based. For example, New Labor has bases in 3 different cities of New Jersey, building power on a state level. Conversely, Young Workers United works specifically with young and immigrant workers in the service sector, predominantly restaurant workers, in San Francisco. They have also helped to start the Progressive Workers Alliance, a city-wide collaboration of all workers’ centers and worker advocacy groups in the city, to ensure advocacy for all San Francisco workers. It is common for workers’ centers in the network to collaborate together regionally, because they face similar political climates. Many also collaborate on state-wide or municipal campaigns, such as Austin Workers Defense Project and Houston Interfaith Worker Justice that are collaborating on a statewide construction worker campaign. Damayan Migrant Worker Association and ROC-NY collaborated in coalition with other groups to pass a state-wide Wage Theft ordinance.
Biometrics: Years of Operation

Figure 2.2: Age of workers’ centers
The IWJ Workers’ Center Network itself is nearly 7 years old, beginning in 2004, but as Figure 2.2 shows, nearly half the centers that make up the network actually precede the official creation of the network. Many of these developed independently of IWJ, like Austin Workers Defense Project. However others grew out of religion-labor coalitions. South Florida IWJ, Arise Chicago, and Memphis Workers Interfaith Network are all examples.

Figure 2.3: Years Workers’ Centers Started

<table>
<thead>
<tr>
<th>Year Started</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Michigan Organizing Project (Kalamazoo, MI)</td>
</tr>
<tr>
<td>2008</td>
<td>Arizona Interfaith Alliance for Worker Justice, Workers’ Center of Central New York,</td>
</tr>
<tr>
<td>2007</td>
<td>Economic Justice Coalition, Inc. (Athens, GA), Food AND Medicine (Brewer, ME), Workers Interfaith Network (Memphis, TN)</td>
</tr>
<tr>
<td>2006</td>
<td>Cincinnati Interfaith Workers’ Center, Washtenaw (MI) Workers’ Center, Southern Maine Workers’ Center, Houston Interfaith Worker Justice Center</td>
</tr>
<tr>
<td>2005</td>
<td>Centro de Trabajadores Unidos en la Lucha (Minneapolis, MN), Northwest Arkansas Worker Justice Center, MassCOSH (Dorchester, MA)</td>
</tr>
<tr>
<td>2003</td>
<td>Tompkins County (NY) Workers’ Center</td>
</tr>
<tr>
<td>2002</td>
<td>Worker Defense Project (Austin, TX) , Western North Carolina Workers’ Center, Worker Rights Center of Madison(WI), Young Workers United (San Francisco, CA), Arise Chicago (Chicago, IL)</td>
</tr>
<tr>
<td>2001</td>
<td>ROC New York, Voces de la Frontera (Milwaukee, WI)</td>
</tr>
<tr>
<td>2000</td>
<td>DAMAYAN Migrant Workers’ Association (New York, NY), New Labor (New Jersey, NY)</td>
</tr>
<tr>
<td>1998</td>
<td>South Florida IWJ</td>
</tr>
<tr>
<td>1997</td>
<td>Pilipino Workers’ Center (Los Angeles, CA)</td>
</tr>
</tbody>
</table>
Biometrics: Workers Annually Served

Workers come to workers’ centers for a variety of reasons. Most workers come because their employers have not paid them (wage theft). Through the different avenues that workers’ centers offer (see section 4 for more on organizing workers), they seek their back wages. Others come in for services such as ESL classes, notary services, help collecting unemployment, etc. Still others come to find help for issues the center may not directly address such as: help paying taxes, housing issues or food stamps (common if their employer has withheld wages and they have no money for food).

Figure 2.4 shows the median number of workers that IWJ-affiliated workers’ centers served per year through their programs. Most workers’ centers serve several hundred workers every year. Collectively, they have a very broad reach, reaching thousands of workers in their combined communities. According to the census surveys, the network served a collective total of 16,395 workers from June 2010-June 2011.

Biometrics: Members

Few workers’ centers have exactly the same membership structure, as articulated later in this report, and older workers’ centers tend to have more members than the younger ones. On average, IWJ-affiliated workers’ centers have about 550 members, and the median membership is 120 workers.

44% of the network has a membership larger than 300, however, there is no way to determine the degree to which these memberships are active or current.
Biometrics: Core Leaders

Leadership is defined through many qualities. However, when a workers’ center defines their core leaders, they are typically talking about those leaders that always participate in events and actions, invite others to join the organization and take on leadership roles within the organization, helping to carry out regular tasks. Core leaders are the biggest resource to an organization, because they are the steady force of people power that adds capacity to the organization.

The workers’ centers of the IWJ network all have placed great emphasis on leadership development of their members. As workers learn of their own power through the opportunities at the workers’ centers, they become more willing to face their employers, local authorities and policymakers. The average number of these leaders in an IWJ-affiliated workers’ center is 34 worker-leaders.
Section 3: Organizational Systems

In order to help workers fight both individual and systemic oppression on the job, workers’ centers need strong systems and structures as well as good organizing skills. Workers’ centers are not labor unions, though they do organize workers. Unlike unions, workers’ centers are not limited to organizing workers within a specific workplace, but rather, build their ranks across a spectrum of workplaces. They cannot automatically withdraw dues from the paychecks of the workers they represent, so it is rare that workers’ centers are completely self-sufficient. Most workers’ centers are 501(c)3 classified non-profit organizations with a board of directors, an executive director and a limited staff. Many also have developed structures so worker leaders can be part of the decision-making body of the organization. In fact, a key defining characteristic of workers’ centers, setting them apart from unions and traditional non-profits, is the dedication to member leadership and ownership in determining the mission and agenda of the organization. This value is often reflected in the governance structures and administrative systems as much as it is in program development structures.

In this section, we examine what kind of governance systems the workers’ centers of the IWJ network have and the different ways they are used, as well as funding, database systems and membership structures. In essence, these are the nuts and bolts of what makes the IWJ Workers’ Center Network work.
Organizational Systems: Governance Systems

Many workers’ centers use a combination of board members, staff and worker members to make programmatic decisions. It has become a trend within the network and a more consistent qualifier for the workers’ center model generally, to use alternative systems of governance and accountability for 2 main reasons:

(1) From a philosophical standpoint, workers’ centers operate with the fundamental belief that social change is made possible by when those who are directly affected by issues are the ones leading the charge to address those issues.

(2) From a strategic standpoint, workers’ centers know that their members, and consequently their organizations, and the movement as a whole, are stronger, when their members, who are constituents directly affected by the issues around which workers’ centers organize, are the ones who have a high degree of participation and leadership in the organization.

However, some workers’ centers, especially those early in development maintain a traditional board structure.

Figure 3.1: Governance Systems

Young Workers United, a workers’ center in San Francisco focused on service to restaurant workers, has a “flat” structure in which members make strategic decisions collectively. The staff operates as a collective with no hierarchy of power among them. YWU also has an advisory board consisting of community leaders who offer advice to member leaders and staff on programs as well as helping fundraise. However, the worker-members make the campaign decisions. Similarly, all members of the board of directors at DAMAYAN Migrant Workers Association in New York City are or have been domestic workers.
Generally, when making decisions pertaining to the operation of the organization, 44% of the workers’ centers elect member leaders to their boards making those decisions. Voces de la Frontera in Milwaukee, Wisconsin has elections at its annual full membership meeting where workers can nominate, be nominated and vote for the members of the statewide steering committee. Other centers have boards appointed by the executive director (28%) or an elected board with an appointed group of community leaders advising it (28%). Other centers use a combination of structures. Workers’ centers are organic, dynamic, and creative when developing their governance system.

**Organizational Systems: Fundraising**

The IWJ network does organize money from members’ dues, government grants, foundations, labor unions and other allied institutions and individuals.

The average 2011 annual budget for an IWJ-affiliated workers’ center is about $250,000, and the median budget is about $150,000. The spread of the sizes of budgets is shown in Figure 3.2.

The workers’ centers draw their funding from a variety of sources. The most common general source is foundation grants, as seen in Figure 3.3. However, workers’ centers also get substantial sums
from other institutions that share values with the center. These organizations are primarily labor unions (ex: SEIU and the AFL-CIO) religious institutions (ex: Catholic Campaign for Human Development) and government agencies (ex: OSHA). The workers’ centers also actively engage their members with payment of dues and grassroots fundraising events. Several affiliates have faith-labor breakfasts, barbecues and galas bringing all of their allies together for a single event. These are organized in large part by members. New Labor, a workers’ center in New Jersey, worked with its members to raise $10,000 in a campaign to engage local businesses and raise funds to counter anti-immigrant laws.

Figure 3.4: Fundraising Strategies and Targets

Many workers’ centers create fundraising plans to ensure their long-term sustainability, pulling funds from a variety of sources. Though many workers’ centers are still very dependent on fundraising from private foundations, most are pushing to diversify funding streams – especially regarding the establishment and collection of membership dues. Some also have plans to create partnerships with ethical businesses that benefit from the work of workers’ centers, as they hold accountable unethical employers who hurt the general business community by undercutting ethical business and lowering standards in business practices. Workers’ centers help level the playing field and, in return, ethical businesses have served as partners not only in campaigns but in supporting the organization by donating space, food or other services in fundraising events or helping to bring in individual donors. IWJ national has also played a significant role in fundraising for the workers’ centers of the network, re-granting around $400,000 to affiliates from major funders that the centers wouldn’t typically have access to otherwise.
Organizational Systems: Databases

The workers’ centers of the IWJ network are busy organizations and need ways to keep track of the workers who contact them. Due to the limited budgets of most workers’ centers, many do not have sophisticated data-tracking systems. As Figure 3.5 shows, more than half the network workers’ center either use Microsoft Excel or Access or do not use a database system at all. With this in mind, it is amazing how many workers’ cases (an average of over 16,000 annually) IWJ-affiliated workers’ centers process. Workers’ centers in the network readily share their resources with one another. The workers’ centers are constantly seeking more efficient ways to track casework and donors. Three workers’ centers currently use a web-based, open-source database called civiCRM, which volunteers customized for the centers. civiCRM both keeps costs low and makes the database more mobile.

Organizational Systems: Membership Structures

The IWJ Workers’ Center Network is about power – worker power – challenging and changing the economic, political and cultural...
landscape of the U.S.
The transformation from downtrodden, fearful workers to empowered worker leaders occurs daily in the workers’ centers of the IWJ network. Workers’ centers foster this transformation for low-wage workers by initiating membership into the organization. The membership of workers’ centers is exclusively low-wage workers, and the worker’s centers in the network define and establish membership in different, often multi-level ways.

Half of the workers’ center reported they require members to pay dues, after which members can vote on organizational decisions and sometimes even receive photo ID cards and other benefits. Because workers' centers charge little for membership ($20-$60 per year), dues are much more of an organizing tool than a fundraising one. By paying into the organization, members feel a greater loyalty to the workers’ center and have a greater stake in its collective struggles.

Many workers’ centers offer members the opportunity to increase their responsibility within the organization (labeled “tiered” in Figure 3.6) moving vertically from voting member to committee member to board member. For more on this, see the discussion on worker leadership in the next section. Centers also consider membership based on how active a worker is; many require workers to participate in at least two meetings or events in a given year (see “Activity” in Fig. 3.6). Similarly, worker-members may also be asked to promise support for other workers by participating in actions that do not directly affect them. Solidarity pledges create a stronger community of solidarity among the workers (see “Solidarity Pledge” in Fig. 3.6).

These membership structures provide a sense of cohesion and solidarity with workers. Unethical employers keep workers isolated from one another to discourage fighting back against workplace abuses, but workers’ centers bring workers together to build power. The next section describes organizing strategies of IWJ workers’ centers, and what the workers are doing to claim and use their own power.
Section 4: Organizing

The IWJ Workers’ Center Network is committed to improving wages, conditions and treatment of workers all over the United States through public education, policy and direct action. While some affiliates are industry-specific (e.g. Restaurant Opportunities Center of New York), the network is multi-sector in its focus, serving as a caucus of excluded and vulnerable workers in the most unregulated industries in the country. With such a diversity of industry nuances, the centers of the network build power across common issues that affect low-wage workers everywhere. These issues include wage theft, workplace health and safety, immigration and discrimination.

This section describes the most common issues that workers bring to the workers’ centers and what strategies and tactics the centers use to combat these worker abuses.
Organizing: Industry-specific or Multi-sector?

The IWJ Workers’ Center Network is multi-sector as a whole, but a quarter of the affiliated workers’ centers consider their work industry-specific. These include ROC New York (restaurant), Young Workers United (restaurant), Arizona Interfaith Alliance for Worker Justice (day labor), Workers Defense Project (construction), Pilipino Workers Center (domestic work) and DAMAYAN Migrant Workers Association (domestic work). While these workers’ centers often are part of campaigns focusing on only domestic workers or day laborers, they also work on issues beyond any single industry. This builds greater power for all workers all over the country.

Organizing: Common Industries

Even the workers’ centers that consider themselves multi-sector tend to organize only a few sectors depending on what industries are most common in their area or depending on the demographic of their constituency. More than half the affiliated centers cite construction as the most common industry from which workers come. Though the commercial construction industry has seen a decline in demand in recent years, the smaller, residential, and “informal” (off-the-books) construction sector still persists and remains in demand. This sector is where the majority of workers’ centers members labor.

Generally, this industry thrives from a “race to the bottom” attitude, where contractors consistently undercut each other by offering the lowest possible rates at the expense of workers’ wages. This undercutting creates a chain
like effect from subcontractor to workers. The industry is de-centralized and the workforce tends to be largely transient and difficult to track making it difficult to regulate. In 2009, Austin Workers Defense Project released a study, *Building Austin, Building Injustice*, demonstrating that not only was this industry full of wage and hour violation but also incredibly dangerous, resulting in many serious injuries and often death for workers due to unsafe conditions ([http://www.workersdefense.org/wp-content/uploads/2010/12/Building-_Austn_Report.pdf](http://www.workersdefense.org/wp-content/uploads/2010/12/Building-_Austn_Report.pdf)).

Figure 4.3: Common Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Workers’ Centers</th>
<th>Percent of Network</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>14.00</td>
<td>61%</td>
</tr>
<tr>
<td>Restaurants</td>
<td>13.00</td>
<td>57%</td>
</tr>
<tr>
<td>Cleaning</td>
<td>9.00</td>
<td>39%</td>
</tr>
<tr>
<td>Landscaping</td>
<td>7.00</td>
<td>30%</td>
</tr>
<tr>
<td>Hotel</td>
<td>4.00</td>
<td>17%</td>
</tr>
<tr>
<td>Domestic work</td>
<td>4.00</td>
<td>17%</td>
</tr>
<tr>
<td>Farmworker</td>
<td>3.00</td>
<td>13%</td>
</tr>
<tr>
<td>Poultry</td>
<td>3.00</td>
<td>9%</td>
</tr>
<tr>
<td>Temp agency</td>
<td>2.00</td>
<td>9%</td>
</tr>
<tr>
<td>Retail</td>
<td>2.00</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>8.00</td>
<td>35%</td>
</tr>
</tbody>
</table>

The restaurant industry is the second most common sector in the network. The restaurant lobby has consistently fought to maintain the tipped minimum for their workers. In most states the tipped minimum is only a small fraction of the regular minimum wage. Although employers are required by law to make up the difference, workers often do not see the wages they are owed. Tip-stealing is so prevalent; industry experts encourage customers to pay in cash to insure a server receives the tip.

This industry, like construction, is largely un-regulated and mostly non-union. Workers face high levels of wage theft and health and safety violations, as well as discrimination, and in some cases, physical and emotional violence at the hands of their employers.

Beyond construction and restaurants, workers run the gamut of industries. While mostly service sector, workers’ centers do help some factory workers as well, especially in the meatpacking industry. Other industries include health care, childcare, warehouse, auto shops, seafarer and recycling.
Organizing: Workers Issues

The IWJ-affiliated workers’ centers see a wide assortment of worker abuses, ranging from stolen tips to workers’ compensation problems. However, the majority of workers come to workers’ centers because they are victims of wage theft and need help to pay the bills. When workers’ center staff hears a story from a worker, they often uncover other violations besides the wage and hour claim: health and safety risks, discrimination, etc. Wage theft claims can uncover other opportunities for building a case against the unethical employer.

Wage theft is really an umbrella term for several ways unethical employers do not pay workers what is rightfully owed. The most common form of wage theft is violations in workers’ compensation (24%), the insurance all companies must have in case of a worker injury. In fact, avoiding workers’ compensation payments is so prevalent that some insurance companies make it their business model to automatically, and often illegally, deny claims. Misclassification of workers as “independent contractors” instead of employees for whom the company is responsible is also a prevalent wage theft claim (16%). It is common practice for large companies to subcontract work to temporary labor agencies who receive contracts after bidding so low they do not pay workers even minimum wage. El Centro
de Trabajadores Unidos en la Lucha, a workers’ center in Minneapolis, held a long campaign targeting retail stores and grocers whose cleaning workers, hired through temp agencies, were continuously exploited.

The prevalence of wage theft issues in the network is a reflection of the magnitude of what is happening throughout the country. A recent study, *Broken Law, Unprotected Workers*, written in collaboration by Center for Urban Economic Development, UIC, National Employment Law Project, and UCLA Institute for Research on Labor and Employment, focuses on the three largest cities in the U.S. – Los Angeles, CA, Chicago, IL, and New York, NY and finds that most low wage workers have already or will experience some form of wage theft (unprotectedworkers.org).

**Organizing: Organizing Strategy**

**Figure 4.6: Organizing Strategies Used by Workers’ Centers**

A key strategy of the workers’ center movement is direct action to regain back wages or improve workplace conditions. Workers’ centers always offer legal recourse, but more than half encourage direct action. “Direct action” means that workers confront employers responsible for their exploitation, unmediated by the state apparatus (government agencies, courts of law, local law enforcement, etc.). Direct actions ideally interrupt the operations of business, such as halting production, revealing abuses to the media, occupying workplace spaces, sending a delegation of community allies, or maintaining a picket, press conference, prayer vigil, or other form of presence in public space in front of the abusive place of business. The centers usually escalate the tactics they use to apply more pressure. The guiding principle is to empower workers as much as possible. Whereas government investigators handle a wage and hour claim, direct action, like a delegation to the employer, necessarily breaks down the oppressive hierarchies dominating low-wage workplaces. Workers’ centers use trainings and know-your-rights workshops for leadership development so workers can more effectively challenge injustice on the job (40%).

Other strategies include building solidarity with community allies (52%), like faith communities, labor unions, universities and media. Solidarity groups and coalitions often help worker’s
centers pass legislation to protect workers’ rights and give workers’ centers more tools to help workers. Building solidarity often requires education on key issues so allies understand why their help is important.

Ethical employers are especially powerful potential allies. For example, Young Workers United in San Francisco has created a “Dining with Justice” guide to inform diners where they can eat and be sure that workers are getting fair pay and treatment. This both builds relationships with business owners and gives the restaurant free advertising as an ethical establishment.

Organizing: Current Campaigns

Workers’ centers usually are involved in more than one campaign at once, as indicated in Figure 4.7. Wage theft ordinances—local laws levying greater penalties onto employers who do not pay their workers for the hours they work, misclassify their workers as independent contractors, withhold tips and other forms of wage theft— are the most popular campaigns at this time (48%).

Campaigns vary by region. For example, the Pilipino Workers’ Center is active in a California-wide Domestic Workers’ Bill of Rights. This Bill of Rights is similar to the one passed in August 2010 in New York. The Northwest Arkansas Worker Justice Center is beginning a campaign targeting the poultry industry, particularly Tyson Foods, whose headquarters are in Springdale, Arkansas.

Sometimes the campaigns overlap, as was the case for Arise Chicago when they worked on a health and safety campaign in fall of 2010. The campaign helped cross-train wage and hour investigators in OSHA regulations so they could recognize violations during an investigation.
For many workers’ centers, policy advocacy runs in tandem with worksite campaigns. Many centers view their organizing strategy as a three-pronged approach: policy advocacy, direct worksite organizing and public education.

**Figure 4.8: Current and Recent Policy Campaigns**

<table>
<thead>
<tr>
<th>Policy Campaigns</th>
<th>Number of workers' centers*</th>
<th>Workers' Centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total workers' centers with policy campaigns</td>
<td>18 (72%)</td>
<td>Arizona Interfaith Alliance for Worker Justice, Worker Defense Project, ROC New York, Young Workers United, South Florida IWJ, Tompkins County Workers' Center, Pilipino Workers' Center, Workers Interfaith Network (Memphis), Food AND Medicine, DAMAYAN Migrant Workers Association, Northwest Arkansas Worker Justice Center, Houston Interfaith Worker Justice Center, Arise Chicago, MOP (Kalamazoo), Southern Maine Workers’ Center, New Labor, Voces de la Frontera</td>
</tr>
<tr>
<td>Wage theft</td>
<td>11 (44%)</td>
<td>Arizona Interfaith Alliance for Worker Justice, Worker Defense Project, Young Workers United, South Florida Interfaith Worker Justice, Pilipino Workers' Center, Workers Interfaith Network (Memphis), DAMAYAN Migrant Workers Association, Northwest Arkansas Worker Justice Center, Houston Interfaith Worker Justice Center, New Labor, MOP (Kalamazoo)</td>
</tr>
<tr>
<td>Domestic workers</td>
<td>5 (20%)</td>
<td>DAMAYAN Migrant Workers Association, South Florida Interfaith Worker Justice, Washtenaw County Workers' Center, Pilipino Workers Center, Houston Interfaith Worker Justice Center</td>
</tr>
<tr>
<td>Other</td>
<td>8 (24%)</td>
<td>Worker Defense Project, ROC New York, South Florida IWJ, Pilipino Workers Center, Food AND Medicine, Arise Chicago, New Labor, Voces de la Frontera</td>
</tr>
</tbody>
</table>

*Data is not mutually exclusive

In fact, many of the centers in the network have had great success in policy advocacy building tremendous political power in their location for their organization. As Fig. 4.8 shows, some of the campaigns workers’ centers in the network have passed or are currently working on include Wage Theft enforcement ordinances in cities across the political spectrum, from traditionally progressive San Francisco, CA to Texas, where the legislator only meet every 2 years. Some other kinds of policies affiliates from the network have worked on or are working on are Paid Sick Days, Minimum Wage and others advocating for immigration rights, domestic workers, health care, local hiring and many others related to workers’ rights.
Organizing: Programs & Areas of Work

For many new centers, individual cases are the first and most strategic way to gain experience, legitimacy in the community and changes in the lives of individual workers. As centers grow, many aim to move away from casework toward widely and deeply felt campaigns stand to make long term systemic change in the lives of low wage workers. However this can be a difficult transition for many reasons, mainly because casework does serve immediate needs and can demonstrate clearer and measurable results. Half of the centers still focus on casework, using a significant amount of the centers’ time and resources to recover wages or penalties for individual workers or small groups of workers. Cases typically only have the ability to recover financial losses and do not address workplace issues for a majority of workers in a way that can create long term and systemic change in the workplace or industry. Even when cases are successful in recovering financial losses for workers, the wins are concentrated in the hands of just a few workers and there is little to keep the employer from exploiting current or future workers aside from the threat of continued actions and claims placed against her/him. Sometimes that can be enough to scare and employer into compliance, however, there is no insurance that the change will last. All this being said, cases are necessary work for workers’ centers. Rather than doing away with the service completely, many centers are interested in finding a balance between providing a very important service and still have enough resources to focus on building strategic campaigns and develop criteria and processes to identify strategic cases to work on.

To achieve long-lasting improvements, the workers’ centers in the IWJ network engage in many different programs to educate, empower and mobilize workers. Recently, some centers have taken an intentional shift in strategy, moving towards a specific industry to concentrate resources and make more significant gains. Other centers have focused work to their geographic area. Many more centers have moved toward a policy advocacy strategy to create more tangible (and theoretically, easier to enforce) gains in worker power.
Organizing: Worker Leadership

Figure 4.10: Worker Leadership Structures by Percentage of Network

Most centers in the network have moved toward more intentional member leadership structures. This structure builds strong leadership development programs and creates more opportunities for member leadership within the organization.

Subcommittees that usually focus on one issue or area of work (like immigration or worker justice) are used by 60 percent of workers’ centers to engage worker leaders. Workers Defense Project of Austin, Texas offers the opportunity for members to participate in the construction workers committee, the Grupo de Crecimiento (focusing on membership development) and serving on the board of directors. A few workers centers have prioritized hiring worker leaders to serve as staff. At the Western North Carolina Workers’ Center, 9 of the 10 staff members are immigrant workers. About one-third of the centers have worker leaders in their board.

Additionally, about one-quarter of the workers’ centers keep workers engaged in cases and campaigns as they progress, even if they are informal members, giving them informal leadership roles in their cases.

Workers’ centers often assess work based on the principle that the work in which the center engages is determined by the workers, as they are most affected by the work. This principle is the backbone of the workers’ center movement.
Section 5: Conclusion

The IWJ Workers’ Center Network, in many ways, represents the movement at large. Because of the incredible diversity in sector, constituency, location and programmatic priorities, the centers in the IWJ Network represent all varieties of workers and workers’ centers in the movement. Many workers’ centers in the network are also affiliated with other national networks. This creates an interconnection that fosters a flow of ideas and strategies throughout the general workers’ center movement. Because the IWJ Workers’ Center Network is the only non-sector specific network in the country, we provide a clear snapshot of the general movement and can spot organizing and programmatic trends almost immediately. Understanding the broader trends and changing demographics of the network can inform not only how IWJ national can mold its work to fit the needs of the network, but also, how to best serve the movement as a whole.

Figure 5.1: Strengths reported by workers’ centers

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Workers’ Centers</th>
<th>Percentage of Network</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership development</td>
<td>9.00</td>
<td>39%</td>
</tr>
<tr>
<td>Workplace campaigns</td>
<td>8.00</td>
<td>30%</td>
</tr>
<tr>
<td>Community outreach</td>
<td>7.00</td>
<td>27%</td>
</tr>
<tr>
<td>Worker outreach</td>
<td>3.00</td>
<td>13%</td>
</tr>
<tr>
<td>Other</td>
<td>3.00</td>
<td>13%</td>
</tr>
</tbody>
</table>

*Data not mutually exclusive

The top three strengths that affiliated workers’ centers reported were leadership development of workers, single workplace campaigns and community outreach. Community outreach refers to building relationships with potential allies in the area, includes work with labor unions and faith communities in campaigns. It also refers to strong relationships with academic institutions, government agencies and other progressive and political organizations. Workers’ center work reflects the intersection of many social justice efforts. In many cities these workers’ centers are the progressive beacons of their communities.

Areas for Development as reported by workers’ centers

<table>
<thead>
<tr>
<th>Room for Development</th>
<th>Workers’ Centers</th>
<th>Percentage of Network</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>11.00</td>
<td>39%</td>
</tr>
<tr>
<td>Membership</td>
<td>9.00</td>
<td>39%</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>4.00</td>
<td>17%</td>
</tr>
<tr>
<td>Strategic planning</td>
<td>3.00</td>
<td>13%</td>
</tr>
<tr>
<td>Database</td>
<td>3.00</td>
<td>13%</td>
</tr>
<tr>
<td>Other</td>
<td>5.00</td>
<td>17%</td>
</tr>
</tbody>
</table>

*Data not mutually exclusive
While some workers’ centers have built strong membership structures, others have more room for growth especially in terms of engaging and developing worker leaders. Many workers’ centers are developing new strategies to move away from casework to membership development for building genuine power in a community. Even more mature workers’ centers reported a need to build a more sustainable membership base to continue growth and organize new members.

As previously mentioned in Section 2, many of the workers’ centers do work on small budgets, and look for financial sustainability to continue their work. They seek new funders, especially among grassroots supporters. Further development in this area will both keep the centers open, and build a stronger body of stakeholders who will fight for workers’ rights.

IWJ National’s capacity building and technical assistance program can be designed to accommodate the strengths and weaknesses of the network in a way that will support and strengthen all workers’ centers in the network. Some possible ways to do this include:

- Define the core principles and standards of the workers’ center model based on examples from within the network so that affiliated centers can use as a base from which to identify areas of work and measure their development. This will also allow IWJ National staff to identify training and technical assistance needs and develop specialized development plans for individual affiliates to be able to support them more effectively.

- With the help of affiliates in the network, create easy-to-use and sustainable systems for collection of dues from members

- Provide better access to more sophisticated databases and technology updates and the appropriate training in how to use the new systems.

- Provide more specific training and technical assistance to diversify funding streams.

- Craft processes, general criteria and best practices from the network of case selection and management to help struggle centers find a balance between casework and strategic campaigns, to ensure long term, systemic changes and significant gains for worker’s centers.

- Facilitate stronger connections within the network by creating more opportunities for both formal and informal spaces to learn from one another, such as: regional trainings, strategic mentorship, online teaching opportunities, etc.

- Collect and distribute “best practices” from the network in areas such as membership development, organizing strategies and organizational structures built on the principle of worker leadership.
• Worker leadership, campaign development that creates long term systemic change and grassroots fundraising should be priority training areas for IWJ trainings.

• Develop a handbook for workers’ centers that will cover all aspects of workers’ center organizing and development that can be used as a resource guide for affiliates and workers’ centers outside of the network.

• Create a training curriculum tied to the workers’ center handbook that can be used for general workers’ center organizing trainings and specialized trainings for different roles within workers’ center structure, i.e., Director, Staff/Organizer, Member, Board Member. This will be able to cultivate the advancement of skills within the network but also help foster the development of specialized skills for more intentional and relevant training.

Although workers centers in need should continue to count on IWJ for support, the focus of IWJ’s work should be increasingly directed toward offering technical assistance and training programs that provide a political framework based on movement building and long-term, systemic change. Best practices, targeted training areas and specialized capacity building plans that include the aforementioned suggestions will allow affiliates to build a more powerful and sustainable low-wage workers movement locally and nationally.
Based on surveys filled out by board and staff at workers centers in the national IWJ network, this report is a snapshot of how the centers operate, with whom they work and how they can continue to grow.
### Arise Chicago

Chicago, IL  
Founded 2002  
Contact: Adam Kader, 773-937-1826

#### Membership
- 200 members  
- 85% Latino, 13% Polish, 2% Other  
- Manufacturing, construction, restaurants, cleaning & maintenance and domestic work

#### Capacity
- 2011 program budget: $188,000  
- 705 workers served annually

#### Programs
- Workers’ Center: membership recruitment and leadership development, workplace justice campaigns for its members, providing worker rights education by distribution of Worker Rights Manual, and bi-weekly workshops, unionization campaigns, and public policy campaigns;  
- Faith & Labor Solidarity: coordinates religious support for Worker Center campaigns, ally union campaigns, & policy advocacy.

#### Campaigns
- Increase minimum wage in Illinois (as part of the Raise Illinois Coalition)  
- Protect immigrant rights in Cook County and the state of Illinois (as part of the Illinois Coalition of Immigrant and Refugee Rights)  
- Organize home health care and carwash workers (in partnership with SEIU Healthcare and the United Steelworkers)  
- Organize Polish domestic workers (in partnership with the National Domestic Workers alliance)  
- Educate low-wage, immigrant workers (in partnership with the Catholic Archdiocese of Chicago)

#### Organizing strategy
- Primary focus on direct action  
- Use of government investigations and lawsuits as tactics  
- Engage union and religious partners  
- Support workers to organize co-workers into effective workplace committees.

#### Recent victories
- A member employed for 16 years at a grocery recovered $7,500 in owed wages.  
- A member recovered $330 in owed vacation pay from the bakery that formerly employed him. He also won an OSHA complaint, resulting in a $4,200 fine and mandate to provide health & safety training to all employees.
Arizona Interfaith Alliance for Worker Justice

Phoenix, AZ
Founded 2008
Contact: Cristina Sanidad, 602-254-5452

Membership
- 400 members
- Latino
- Landscaping, construction and cleaning

Capacity
- 2011 budget: $120,000
- 90 workers served annually

Programs
- Wage theft campaign, casework, leadership development

Campaigns
- Wage theft

Organizing strategy
- Developing member leadership and using networks to drive outreach and organizing. Developing relationships with other community-based organizations, labor groups and faith leaders and collaborating on projects.

Recent victories
- Developed nine-week leadership-development course for workers including labor history and organizing basics

Centro de Trabajadores en la Lucha

Minneapolis, MN
Founded 2005
Contact: Veronica Mendez, 612-332-0663

Membership
- 120 members
- Latino
- Cleaning, construction, temp agencies and restaurants

Capacity
- About 100 served workers annually

Programs
- Workers rights popular education program
- Leadership development via cleaning campaign

Campaigns
- Retail-cleaning campaign, targeting Cub Foods

Organizing strategy
- Organize across an industry targeting one major business to raise standards across industry. Engage workers across industry and make the campaign their fight. Use workplace organizing and corporate targeting.

Recent victories
- In the middle of a major campaigns to raise standards for retail cleaners, including a several week hunger strike
## Cincinnati Interfaith Workers Center

**Location:** Cincinnati, OH  
**Founded:** 2006  
**Contact:** Don Sherman, 513-621-5991  

**Membership**  
- 90 members  
- Latino, African-American  
- Landscaping, temp, cleaning, restaurant, construction and hotel

**Capacity**  
- 2011 budget: $110,000  
- Nearly 175 workers served annually

**Programs**  
- Wage theft and health and safety, immigrant rights, leadership development

**Campaigns**  
- Restaurant worker wage theft organizing  
- Immigrant rights

**Organizing strategy**  
- Process for winning back wages: build relationships with workers, initial communication with employer, escalate with press and public pressure. Use victory to recruit new members.

**Recent victories**  
- Pressured Cincinnati Reds to pay $18,000 of back wages to cleaners and eliminate mandatory transportation fee  
- Member spoke in Washington, D.C. as part of congressional staffer briefing on wage theft.  
- Used hidden video camera footage to win back wages from veterinarian clinic

## DAMAYAN Migrant Worker Association

**Location:** New York City, NY  
**Founded:** 2000  
**Contact:** Linda Oalican, 212-564-6057  

**Membership**  
- 750 members  
- Filipino  
- Filipino domestic workers, warehouse, restaurant and seafarers

**Capacity**  
- 2011 budget: $150,000  
- 700 workers served annually

**Programs**  
- Wage theft, health and gender rights programs  
- Developing human trafficking program

**Campaigns**  
- Several wage theft cases, five involving human trafficking, including a Violence Against Women Act (VAWA) case.  
- Caring Across Generations (CARE) with NDWA—raise national standards for domestic workers and grant millions citizenship

**Recent victories**  
- Helped two members obtain T visas (for victims of human trafficking) and brought one’s family members to U.S.  
- Helped a member obtain an immigrant visa through VAWA
<table>
<thead>
<tr>
<th>Economic Justice Coalition</th>
<th>Food AND Medicine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens, GA</td>
<td>Brewer, ME</td>
</tr>
<tr>
<td>Founded 2007</td>
<td>Founded 2002</td>
</tr>
<tr>
<td>Contact: Ray MacNair, 706-247-5132</td>
<td>Contact: Martin Chartrand, 207-989-5860</td>
</tr>
</tbody>
</table>

**Membership**
- 40 members
- Latino, White
- Poultry, public sector (University of GA) and tipped workers

**Capacity**
- 2011 annual budget: $35,000
- 150 workers served annually

**Programs**
- Unity: Co-operative Labor Partners (social enterprise/business co-op)
- Out of Poverty Family Engagement/Empowerment Project
- University of GA living wage campaign

**Campaigns**
- University of Georgia living wage campaign

**Organizing strategy**
- Rallies, door-to-door campaigns, job creation

**Recent victories**
- Active in assisting and empowering unemployed workers through “Georgia Works” program and Out of Poverty program.

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**Membership**
- 225 members
- White, Latino
- Health care, child care, direct care, human services and building maintenance

**Capacity**
- 2011 budget: $147,000
- 40 workers served annually

**Programs**
- Workplace organizing
- Local food justice
- Building political power on workers’ issues

**Campaigns**
- Worker justice and quality health care at Eastern Maine Medical Center
- Building regional political power to stop so-called “right-to-work” legislation and other rollbacks of workers’ rights
- Possible: unemployment insurance extension, anti-wage theft ordinance, organizing with family child care providers

**Recent victories**
- Helped organize large rally and other events that stopped Maine “right-to-work” bill from becoming law.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Campaigns</th>
<th>Organizing Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Houston Interfaith Worker Justice Center</td>
<td>Anti-wage theft ordinance at city level that will accompanies by a Responsible Contractor ordinance</td>
<td>Assisted with cases of workplace abuse to build relationships and awareness of common issues and systems of oppression affecting low-wage workers' jobs and lives. Workers are invited to become members and join Workers’ Committee(s) both in order to build the organization and maintain accountability to its base. Build and exercise power as an organization by working on campaigns to achieve long-term institutional change for low-wage workers in Houston.</td>
</tr>
<tr>
<td>MassCOSH</td>
<td>Angelica Textile Services, International Stone, General Electric Janitorial Crew</td>
<td>In order to take action, a group of workers are the representatives for other workers who cannot commit daily. However, all workers need to be present to make decisions on what they want to do with their campaign/cases.</td>
</tr>
</tbody>
</table>

**Houston Interfaith Worker Justice Center**

Houston, TX  
Founded: 2006  
Contact: Laura Boston, 713-862-8222  
Membership:  
- 80 members  
- Latino  
- Construction, remodeling, restaurant/food service, cleaning, autoshops, manufacturing, delivery/moving and sales  
Programs:  
- Wage Recovery and workplace justice, Health and Safety, Domestic Workers’ Committee, Membership and Workers’ Assembly, Interfaith Organizing  

**MassCOSH**

Boston, MA  
Founded: 2005  
Contact: Isabel López, 617-825-7233  
Constituency:  
- 400 Members  
- Latino  
- Landscaping, Construction, Hotel, Cleaning, and Other Industries  
Capacity:  
- 2011 Budget: $800,000  
- 1,000 workers served annually  
Programs:  
- Recycling, Green Justice, Sexual Harassment and Health and Safety
### Michigan Organizing Project (MOP)—Kalamazoo

Kalamazoo, MI  
Founded: 2002  
Contact: Adrian Vazquez, 269-344-2423  

**Constituency**  
- 40 Members  
- Landscaping, Restaurant, Greenhouse, Cleaning Industries  

**Capacity**  
- 100 workers served annually  

**Programs**  
- Working with workers’ cases and campaigns  

**Campaigns**  
- Wage Theft and Health and Safety Campaigns  

**Organizing Strategy**  
- To empower workers by organizing and taking action against unjust acts of employers.  

**Recent Victories**  
- Increased local funding base  
- Working on anti-wage theft city ordinance

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### New Labor

New Brunswick, NJ  
Founded: 2000  
Contact: Marién Casillas Pabellón, 732-246-2900  

**Membership**  
- 2,328 members  
- Temp-agencies, residential construction, domestic workers and warehouses  

**Capacity**  
- 2011 budget: $250,000  
- More than 1000 workers served annually  

**Programs**  
- Economic development  
- Job training  
- Workers’ rights  
- Immigrant rights  

**Campaigns**  
- Wage Protection Act (state-wide anti-wage theft law)  
- Temp Towns for Justice (temp agencies)  
- Immigration reform  

**Organizing strategy**  
- Issue areas include Workers Rights, Economic Justice and Immigration. Traditional and new ways of organizing empowers members. Members are engaged in the struggle for social and economic justice. In workplaces throughout the state, members confront abusive bosses and demand respectful treatment. Members make house visits and take leading roles at public forums.  

**Recent victories**  
- Won $65,000 settlement for group of construction workers
Northwest Arkansas Workers’ Justice Center

Springdale, AR
Founded: 2005
Contact: Fernando Garcia, 479-750-8015

Constituency
• 30 Members
• Construction, Restaurant and Poultry Industry

Capacity
• 2011 Budget: $115,000
• 360 workers served annually

Programs
• Assists members in respective claims (wage theft, discrimination and workers compensation)
• Finding funding for ESL classes.

Campaigns
• Wage theft city ordinance for Fayetteville, AR
• Poultry campaign

Organizing Strategy
• Creating and developing strong worker and women’s committee to work with the organization’s mission.
• Allies and religious leaders support efforts.
• Provide the tools and support to execute a public display, members commit to the actions.

Recent victories
• Wage theft bill recently introduced in state legislature

Pilipino Workers Center

Los Angeles, CA
Founded 1997
Contact: Lolita Lledo, 213-250-4353

Membership
• 330 members
• Filipino, Latino
• Private home care, day laborers, cleaning, domestic workers

Capacity
• 2011 budget: $200,000
• 2,000 workers served annually

Programs
• Food distribution, legal services, community education and leadership development

Campaigns
• Wage theft
• Immigration reform
• California Domestic Worker Bill of Rights
• Caring Across Generations—CARE campaign (national campaign for rights of domestic workers; in conjunction with National Domestic Workers Alliance)

Organizing strategy
• The PWC uses a combination of direct services, legal aid and food distribution, and organizing to provide workers with opportunities for leadership development and then mobilization for issues that affect them.

Recent victories
• California Domestic Worker Bill of Rights passed CA state assembly. PWC was an integral part of coalition pushing the policy.
• Increased membership by 50% in past year.
<table>
<thead>
<tr>
<th>Restaurant Opportunities Center (ROC) New York</th>
<th>Tompkins County Workers’ Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York City, NY</td>
<td>Ithaca, NY</td>
</tr>
<tr>
<td>Founded: 2001</td>
<td>Founded: 2003</td>
</tr>
<tr>
<td>Contact: Jeff Mansfield, 212-343-1771</td>
<td>Contact: Pete Myers, 607-269-0409</td>
</tr>
<tr>
<td>Constituency</td>
<td>Membership</td>
</tr>
<tr>
<td>• 4,500 Members</td>
<td>• 375 Members</td>
</tr>
<tr>
<td>• Restaurant Industry</td>
<td>• Landscaping, Retail and Hotel</td>
</tr>
<tr>
<td>Capacity</td>
<td>Capacity</td>
</tr>
<tr>
<td>• 2011 Budget: $1.2 Million</td>
<td>• 2011 Budget: $121,000</td>
</tr>
<tr>
<td>• 1000 workers served annually</td>
<td>• 350 workers served annually</td>
</tr>
<tr>
<td>Programs</td>
<td>Programs</td>
</tr>
<tr>
<td>• Workplace Justice, Health and Safety, Policy Work, Women’s Rights, High Road Organizing, Alliances; Food Chain Worker Alliance is excluded</td>
<td>• Workers Rights Hotlines, Know Your Rights Trainings, OSHA Trainings, Living Wage Employer Certification, Underemployed Workers Support Group, Local, Regional and National Coalitions</td>
</tr>
<tr>
<td>Campaigns</td>
<td>Campaigns</td>
</tr>
<tr>
<td>• Mario Batali’s Del Posto Restaurant</td>
<td>• Community Union Organizers (Leadership, Development, and Grassroots organizing, Tax Fairness Campaign</td>
</tr>
<tr>
<td>• NYC Paid Sick Days</td>
<td>Organizing Strategy</td>
</tr>
<tr>
<td>• New York State liquor license bill</td>
<td>• Utilizing a “community union” philosophy, Tompkins County mobilizes workers not already represented by unions from any sector to whichever end they choose—be it two workers demanding their back wages or workers forming a recognized union.</td>
</tr>
<tr>
<td>Organizing Strategy</td>
<td>Recent Victories</td>
</tr>
<tr>
<td>• Workplace Justice Campaigns</td>
<td>• Published “If You Care, Eat Here” guide to worker-friendly restaurants in New York City</td>
</tr>
<tr>
<td>• Policy Research</td>
<td></td>
</tr>
</tbody>
</table>
**Voces de la Frontera**

Milwaukee, WI  
Founded: 2001  
Contact: Juan Ruiz, 414-648-1620  
Membership  
- 1,400 members  
- Manufacturing, residential construction, restaurants, cleaning, meatpacking, ironworkers, landscaping, temp agencies  
Programs  
- Economic development, jobs training, worker rights and immigrant rights  

**Campaigns**  
- Voces wins about 95% of workplace cases at its workers’ center. Issues involve wage recovery, reinstatement for unjust termination (re-verification, standing up for rights in the workplace and against unjust treatment) and sexual harassment.  

**Organizing strategy**  
- Uses member-to-member one-on-ones, action networks based on different issues to quickly mobilize to support workers in the community.

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**Washtenaw County Workers’ Center**

Ann Arbor, MI  
Founded: 2006  
Contact: Marisa Huston, 734-474-7107  
Constituency  
- 20 Members  
- Domestic, Cleaning, Restaurant, Construction Industry  
Capacity  
- 2011 Budget: $140,000  
- 130 workers served annually  
Programs  
- Women’s Group, ESL, Advocacy and Educational Trainings  

**Campaigns**  
- Household Worker Bill of Rights in Washtenaw County, modeled off the NY Bill  

**Organizing Strategy**  
- New members join from workshops, trainings, ESL classes, women’s social groups and congregational churches.  

**Recent Victories**  
- As part of household worker organizing campaign, weekly women’s group is forming into a non-toxic cleaning co-op
<table>
<thead>
<tr>
<th><strong>Western North Carolina Workers’ Center</strong></th>
<th><strong>Workers Interfaith Network</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Morganton, NC</strong></td>
<td><strong>Memphis, TN</strong></td>
</tr>
<tr>
<td><strong>Founded: 2002</strong></td>
<td><strong>Founded 2007</strong></td>
</tr>
<tr>
<td><strong>Contact: Fransisco Risso, 828-432-5080</strong></td>
<td><strong>Contact: Alfredo Peña, 901-332-3570</strong></td>
</tr>
<tr>
<td><strong>Constituency</strong></td>
<td><strong>Membership</strong></td>
</tr>
<tr>
<td>• Latino, Hmong</td>
<td>• 50 Members</td>
</tr>
<tr>
<td>• Poultry, Landscaping, Hotel, Restaurant, Farmworkers</td>
<td>• Construction, restaurants</td>
</tr>
<tr>
<td><strong>Capacity</strong></td>
<td><strong>Capacity</strong></td>
</tr>
<tr>
<td>• 2011 Budget: $175,000</td>
<td>• 2011 annual budget: $172,000</td>
</tr>
<tr>
<td>• Serves 100 workers annually</td>
<td>• 350 workers served annually</td>
</tr>
<tr>
<td><strong>Programs</strong></td>
<td><strong>Programs</strong></td>
</tr>
<tr>
<td>• Leadership Development, Health and Safety</td>
<td>• Know your rights training</td>
</tr>
</tbody>
</table>

**Campaigns**
- Poultry Workers

**Organizing Strategy**
- Leadership Development
- Worker Educations about their working rights

**Recent Victories**
- After working with OSHA to address a workplace health & safety concern, workers reported a significant general improvement in working conditions.

**Workers Interfaith Network**

**Campaigns**
- Shelby County wage theft ordinance

**Organizing strategy**
- Currently in development

**Recent victories**
- Helped reinstate an H2B visa worker and was part of DOL investigation that resulted in landscaping company paying $18,000 in back wages
**Workers’ Center of Central New York**

Syracuse, NY  
Founded: 2008  
Contact: Rebecca Fuentes, 315-218-5708  
Membership  
- 80 Members  
- Cleaning, Restaurant and Farm workers  
Capacity  
- 100 workers served annually  
Programs  
- Wage Theft, Immigrant Rights, Migrant Workers and Fair and Carnival Workers

**Workers Defense Project/ Proyecto Defensa Laboral**

Austin, TX  
Founded 2002  
Contact: Katie Culather, 512-391-2305  
Membership  
- Latino  
- 800 Members  
- Construction  
Capacity  
- 2011 Budget: $500,500  
- 2500 workers served annually  
Programs  
- Direct Services, Leadership development and education and Policy work

**Campaigns**
- Fair and Carnival Workers Campaign

**Organizing Strategy**
- First Contact with workers through workers’ rights and health and safety workshops, and through a workers’ rights hotline, leading to membership

**Recent victories**
- Helped fair workers win back over $100,000 and barred unscrupulous vendor from returning to state fairs

**Campaigns**
- Enforcing city break and water access ordinance  
- State-wide construction industry survey  
- Developing an agenda items for 2013 legislative session

**Organizing Strategy**
- Organize workers for direct action and negotiate with developers

**Recent victories**
- Leading organization in coalition pushing the passing of state-wide wage theft law
**Young Workers United**

San Francisco, CA  
Founded: 2002  
Contact: Tiffany Crain, 415-621-4155  

**Membership**  
- 1500 Members  
- Restaurant and Retail Industries

**Capacity**  
- 2011 Budget: $150,000  
- 3,000 workers served annually

**Programs**  
- Organizing, Leadership Development, Education (Colleges and Universities), Progressive Workers Alliance, Fundraising and Dining with Justice Guide

**Campaigns**  
- Wage Theft  
- Secure Communities

**Organizing Strategy**  
- Education and engagement of workers and students to build collective power to change workplace conditions

**Recent victories**  
- Leader in coalition pushing the passing of wage theft ordinance in San Francisco