

A news update from **CooperationWorks!**—the center of excellence for cooperative business development

What's News



Restructuring CW Yields Promising Results

With almost a year under its belt as a member service cooperative, CooperationWorks! is moving forward expanding membership to welcome individuals as well as organizations engaged in developing cooperatively based enterprises.

CW's organizational membership grew from 17 to 20 this year, with three outstanding additions. These include the new California Cooperative Development Center, the Indiana Cooperative Development Center, and the national rural infrastructure developer CoBank. (See page 3.)

In addition, the co-op has chosen to replace its conventional executive staff/board of directors structure with more direct self-government. CW programs and projects are designed and implemented by Circles that function similarly to committees. All members are on the Board of Trustees and take

part in one or more of the Circles.

As Bill Patrie points out, "The new structure brings more people to the table to share the discussion and the work of forwarding human cooperation."

CW members engaged the discussions during several recent meetings. The CW annual meeting held in Asheville, NC last July coincided with the Eastern Conference on Workplace Democracy that many CW members stayed on to attend.

And in his opening remarks, outgoing CW Chairman Larry Snell of the Kentucky Center for Agricultural and Rural Development noted the strong position CW is in to move forward, because of its more democratic structure.

of Cooperatives/ Cooperative Development Center's Melbah Smith leading a round-robin discussion of current member activity and a presentation by Dan Bell of the Ohio Center for Employee Ownership on retaining rural businesses through succession planning and worker ownership.

New officers were elected to the Leadership Circle at the annual meeting. They are: Madeline Schultz, Iowa



Madeline Schultz was elected the new Chairperson of CooperationWorks! during the July annual meeting.

New and familiar faces in leadership

Other highlights of the CW annual meeting were Mississippi Association

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CooperationWorks!

is a member service cooperative of cooperative business development professionals working together to revitalize communities through effective cooperative enterprise development.



To learn more, contact:

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CW's Annual Training a Success!

No fewer than six community developers from New Orleans were among those attending CW's popular 'Art and Science of Cooperative Business Development' training course last September. Other participants came from as far away as Hawaii to spend five days at the University of Wisconsin in Madison.

The program drew 26 participants, many of them—like the New Orleans contingent—experienced development specialists unfamiliar with the cooperative business model.

"This program has been designed to deliver the best of what has been



Above: CW training participants tour Willy St. Food Co-op; Right: Training participants work through financial statements with trainer Cathy Smith



CW TRAINING
cont. on pg.15

Inside: CenterNews CooperationWorks! members facilitate a broad range of critical cooperative business development activities that enhance income and economic opportunity in communities across the county. Some of the Centers' current projects are detailed inside.

STAFF UPDATES

Rick McMonagle joined **Cooperative Development Services (CDS)** in May 2007. He is responsible for the organization's internal and external communications and marketing efforts. A long-time supporter of co-ops, McMonagle has a strong background in developing projects, managing budgets, grant writing, media relations and fund raising. He has a bachelor's degree from Penn State University and a master's degree in geography from California State University, Chico.

Jill McLaughlin is new with **Food Alliance Midwest**, a joint project of the **Land Stewardship Project** and **Cooperative Development Services**. She is responsible for assisting Midwest staff in the development of grant proposals, maintaining and building Food Alliance Midwest memberships and managing Midwest program such as Minnesota Cooks at the Minnesota State Fair. McLaughlin has a bachelor of architecture degree from the University of Kansas.

Northcountry Cooperative Development Fund (NCDF) has hired three new staff members. **Susan Davis** joined NCDF in April 2007 as a cooperative development and communication specialist. Davis, who works out of NCDF's Mandan, N.D., office, has more than 14 years of experience working for cooperatives. Davis holds a bachelor's degree in university studies with an emphasis in business and a master's degree in management. Her work includes project development, report and grant writing and

STAFF UPDATES
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Staff members from **COOPERATIVE DEVELOPMENT SERVICES, NORTHCOUNTRY COOPERATIVE DEVELOPMENT FUND, THE NORTH DAKOTA RURAL ELECTRIC & TELECOMMUNICATIONS (RE&T) DEVELOPMENT CENTER** and the **SOUTH DAKOTA VALUE-ADDED AGRICULTURE DEVELOPMENT CENTER** gathered in Fargo, N.D., Oct. 24 to discuss work plans and the potential for collaboration. The discussions included the potential to jointly diversify the funding base of these four Upper Midwest centers and augment the work they are already conducting. The result of the meeting was the agreement to explore three areas of common interest: 1) Training and education, especially board training; 2) business succession planning/worker owned cooperatives; and 3) small scale value-added projects.

COOPERATIVE DEVELOPMENT INSTITUTE (CDI) celebrated Co-op Month by inviting the public to an open press conference Oct. 30 to celebrate its recent \$200,000 USDA Rural Cooperative Development Grant award. The event included "A Taste for Cooperatives," a sampling of more than 14 cooperative-made foods, and was held at Green Fields Natural Foods Cooperative Market in Greenfield, Mass.

"By holding an open press conference, we helped educate people on what cooperative businesses are and how they help build sustainable local economies," says Jennifer Gutshall, CDI's executive director. "People are always surprised with the number of regional and national brands and services that are cooperative businesses."

CDI recently added six new directors to its board of directors. They are Suzette Snow Cobb, Franklin Community Cooperative; Tom Cosgrove, First Pioneer Farm Credit; Erbin Crowell, Cooperative Fund of New England and CDI; Terry Daniels, Long Island Home Enterprise; Len Krimerman, Cornell University and University of Connecticut; and Rosemary Mahoney, Main Street Cooperative Group. These six new directors join Christina Clamp, Southern New Hampshire University/School of Community Economic Development; Roger Willcox, Community Cooperative Development Foundation and the National Association of Housing Cooperatives; and Randy Zucco, Collective Copies.



Suzette Snow-Cobb, co-manager of Green Fields, foreground, prepares for the "Taste for Cooperatives" with CDI's Laurie Broussard and Erbin Crowell.



Participants of the Midwest cooperative developer's meeting. Seated, from left, are Lori Capouch, ND RE&T Development Center; Cheri Rath, SD Value-Added Ag. Development Center and Kevin Edberg, Cooperative Development Services. Standing, from left, are Pat Downs, ND RE&T; Warren Kramer, Northcountry Co-op Development Fund; Drew Pandolfo, ND RE&T; and Susan Davis and Bill Patrie, Northcountry Co-op Development Fund.

THE GEORGIA COOPERATIVE DEVELOPMENT CENTER has helped set up a horse stable-owners cooperative in metro-Atlanta. The Georgia Equine Resource Management is mainly a purchasing co-op. However, it will also cooperatively compost and market manure as fertilizer.

THE KEYSTONE DEVELOPMENT CENTER (KDC) is conducting an on-line survey of cooperatives in the Mid-Atlantic States to find out more about their technical assistance needs. Although the focus of the survey is on the Mid-Atlantic States, all cooperatives are welcome to participate.

"This survey will help us understand how to better meet the cooperative community's needs," says Cathy Smith, KDC's executive director. "It will help us understand cooperatives of the region."

During recent research, Smith says KDC was surprised to learn that the list of cooperatives in New Jersey, Pennsylvania, Delaware and Maryland grew to more than 1,550. These cooperatives add to the hundreds of thousands of jobs and billions in income that cooperative businesses generate nationally for their local communities.

The survey takes about 10 minutes to complete and all responses will be kept confidential and reported only in aggregate with other responses. The survey is available on the KDC Web site at www.kdc.coop.

NORTHCOUNTRY COOPERATIVE DEVELOPMENT FUND (NCDF) sent staff to Alabama and Arkansas this fall to collect six manufactured homes the Federal Emergency Management Agency (FEMA) had stored there. Nancy St. Germaine, the Center's housing project organizer, traveled to Arkansas the beginning of October and in mid-September to secure the mobile homes. They will be used in several of NCDF's manufactured home park cooperatives in Minnesota. The mobile homes were bought by FEMA to house those hit by natural disasters, including Hurricane Katrina, but never made it to displaced residents. FEMA cannot sell unused mobile homes directly to the public because of legislation passed by Congress in October at the industry's urging. Instead, it must donate them to federal, state and local agencies and service groups.



Member Highlight

40: The Magic Number

The Federation of Southern Cooperatives/Land Assistance Fund (FSC) celebrated its 40th anniversary at its annual meeting in August. Attendants engaged in a full discussion of the 2007 Farm Bill and its impact on Black farmers.

its members, board and staff—for their dedication and willingness to work together for 40 years to build an organization that works for Black farmers and other low-income rural people.

Sen. Sanders noted that the num-

"[ESTELLE WITHERSPOON] DID WHAT SHE NEEDED TO DO TO HELP THE PEOPLE IN HER COMMUNITY."

—CHUCK SNYDER

Festivities included the Sixth Annual Estelle Witherspoon Lifetime Achievement Award banquet attended by more than 600 members and supporters. Alabama Sen. Hank Sanders and radio/TV host, analyst and author Tavis Smiley received the award, which is named for the former manager of the Freedom Quilting Bee and founding member of FSC from Wilcox County, Alabama.

Smiley praised the Federation—

ber 40 is symbolic. "In the Bible," he said, "in Noah's story it rained for 40 days and 40 nights. Moses spent 40 years in Pharaoh's house, and 40 years in the desert before being chosen to lead the Jewish people out of bondage in Egypt. And they spent 40 more years in the wilderness before reaching the Promised Land. Elijah fasted for 40 days."

He also pointed out that in the United States, "40 acres and a

40: THE MAGIC NUMBER cont. on pg.14

Jerry Pennick, left, and Melbah Smith present Ben Burkett with the 2007 Staff of the Year Award during the Federation's annual meeting banquet.



40th Anniversary Celebration & 6th Estelle Witherspoon Lifetime Achievement Award Dinner



The Federation of Southern Cooperatives awarded its Estelle Witherspoon Lifetime Achievement Awards to media personality Tavis Smiley, left, and Alabama Sen. Hank Sanders, second from right, for their outstanding contributions to humanity. They are joined by Federation employees Ralph Paige, second from left, and Jerry Pennick, right.

New Member Highlight

CoBank, California and Indiana Co-op Development Centers Join CW

CooperationWorks! membership has taken a strong step forward with the addition of three new members: CoBank, the California Center for Cooperative Development, and the Indiana Cooperative Development Center.

"We're so pleased to welcome these new members to our national network of cooperative development professionals," says CW's Audrey Malan. "One of the primary goals of reorganizing as a co-op was to bring key co-op development partners to the table. All three of our new members bring considerable expertise to our regional and national co-op development strategies."

CA center sprouts up

The California center, in its second year of operations, is guided by veteran cooperative development specialist E. Kim Coontz

who gained national recognition during her 14 years as the academic coordinator with the Center for Cooperatives at the University of California-Davis. When the Center closed in 2004, Coontz applied her experience to the Yolo Mutual Housing Association, a non-profit specializing in cooperative housing for low-income families, retirees and singles.

"We will use the experience we have with Yolo to address and educate people about cooperative housing," Coontz says. "We know about effective ways to address the problem of predatory lending practice."

Coontz is the author of *Bringing Families Together: A Guide to Parent Cooperatives* (pub. 2003 by the Regents of the University of California) and co-author of two



E. Kim Coontz, executive director of the Yolo Mutual Housing Association and the California Center for Cooperative Development, accepts the Center's Rural Cooperative Development Grant award from Benjamin Higgins (center), former director of USDA Rural Development-California. Center board member Lucas Frerichs (to the right of Higgins), as well as staff, parents and students of Knights Landing Children's Center, participate in the presentation. Knights Landing is a rural child care cooperative.

NEW MEMBERS cont. on pg.14



Co-op Development Underway

ARKANSAS RURAL ENTERPRISE CENTER

For information, contact Donna Uptagrafft at 501-280-3078 or duptagrafft@winrock.org

Expanding Arkansas Goat Meat Markets

"The Center is working with Hispanic communities in Arkansas to increase farm income through raising and marketing additional meat goats.

The Center presented their initial market research to the North Arkansas Meat Goat Association in early

November and will work with Hispanic producers and businesses to develop a comprehensive marketing plan

With the cooperation of Hispanic-owned businesses, the Center will conduct surveys through a Latino Web site. Staff also broadcast radio announcements in Spanish, referring

listeners to the Web site so they could preorder goat meat in time for Christmas.

A festive goat meat cook-off is also planned in association with a local Mercado that will distribute the preordered goat meat. Encouraging demand and bridging the gap between producers, sellers and consumers in a relatively informal market will enhance farmer income and the Arkansas goat meat industry.

CALIFORNIA COOPERATIVE DEVELOPMENT CENTER

For information, contact Kim Coontz at 530-297-1032 or ekcoontz@cccd.coop

Burning Ban Results in Grower Cooperative

The Center joined forces with a team of growers and professionals to explore cooperative strategies to address California environmental laws that will ban the burning of all crop residues by June 2010. The project included a study to determine the feasibility of developing a federated agricultural cooperative that will use farm-sourced renewable wood material as sources of energy.

The result is the California Energy Feedstock Supply Cooperative, which will help farmers in 13 rural counties dispose their byproducts using environmentally sustainable methods. And, because these disposal methods will generate income for farmers, they will mediate costs associated with new environmental mandates.

The report will be applicable to other areas besides California as it includes cooperative development materials

such as sample articles, bylaws, membership application and membership agreement. It also includes business and financial issues; diverse uses for crop residue (including wood pellets and processing prunings for biofuel); and presents domestic and export markets for such products.

Like other cooperative projects, this one brings positive outcomes to many. The California legislation and this innovative response are both designed to reduce air pollution and promote clean air. This brings positive impacts to the environment and the economy. Benefits include: 1) Using orchard prunings avoids the costly practice of developing new landfills to handle them; and 2) the jobs created by the new cooperative will strengthen rural economies. Farmers use local suppliers for production needs, so innovative approaches that benefit the producers also affect related local businesses and the jobs they provide.

COOPERATIVE DEVELOPMENT INSTITUTE

For information, contact Jen Gutshall at 413-665-1271 or jgutshall@cdi.coop

The Data Commons: A Tool for Research

When Noemi Gizpenc was enrolled in Southern New Hampshire University's Community Economic Development post-graduate program, as part of her studies she created a database called REGINA (Regional Index of Northeast Cooperatives). The bulk of the data came from the Center, which has access to more than 2,000 co-ops and other relevant contacts, mostly in the Northeast.

The Data Commons Project



Building a Collaborative Directory
of the Cooperative Economy
in North America

Several years—and many hours of volunteer effort by a handful of skilled cooperators—later, the initial vision is taking shape under the name of The Data Commons. It will be a tool for research, networking, and buying and selling to and from cooperatives and other democratic enterprises.

"We've helped develop the data, the organization and the operational designs, plans and agreements to keep The Data Commons democratic from the start," says Jen Gutshall, executive director of CDI. She says the founding group is launching a "stone soup" campaign that offers a menu of options for using and/or joining The Data Commons.



The Arkansas Rural Enterprise Center is helping Hispanic farmers increase the number of goats in their herds and market the meat.



COOPERATIVE DEVELOPMENT SERVICES

For information, contact Kevin Edberg at 651-287-0184 or kedberg@aol.com

Food Co-op 500 Takes Off

Food Co-op 500, a program funded by NCB (formerly National Cooperative Bank) and the National Cooperative Growers Association and hosted by Cooperative Development Services (CDS), is responding to the burgeoning interest for food co-ops from around the country. In the last year, the program has responded to requests from 69 communities, 16 co-ops have received grant or loan funds, and two stores that received grants have opened.

Along with CDS in the Midwest, the program is working with the Indiana Cooperative Development Center and the Northwest Cooperative Development Center to provide services, training and support for fledgling food co-ops.



The Lost River Market & Deli in Paoli, Ind., opened Oct. 22, 2007. The co-op store features organic and natural products with local items when available.

“As we work with new food co-ops across the country we are seeing the issues and concerns that nearly every start-up faces,” says Stuart Reid, a food co-op development specialist with the Food Co-op 500 program. “Our challenge is to provide the resources and support to help them through their organizational development as quickly and efficiently as possible and to ensure that they end up with a successful retail co-op that rewards the owners’ efforts and strengthens their communities.”

The program is developing useful tools and resources to help new co-ops maneuver through complex financial, leadership and operational challenges. Through the expertise of its food co-op consultants, CDS is providing a complete suite of services to these new cooperative businesses to help them survive for the long term.

“We are especially pleased to witness the outpouring of financial and volunteer help many of these co-ops have received from their communities,” says Kevin Edberg, executive director of CDS.

For more information on the Food Co-op 500 program, visit its Web site at www.foodcoop500.coop or contact Reid at 507-664-2034 or stuartreid@cdfsfood.coop.

FEDERATION OF SOUTHERN COOPERATIVES/ LAND ASSISTANCE FUND

For more information, contact John Zippert at 205-652-9676 or jzippert@aol.com

Low-Income Folks Receive Free Food

Members of the Federation of Southern Cooperatives distributed free food the end of July in partnership with Greater Birmingham Ministries. The food, which included watermelons, peas, okra, tomatoes and other vegetables grown by Alabama farmers, went to low-income people in the Birmingham area. All farmers providing produce are members of the Green-Sumter Farmers Market Cooperative. This food distribution to low-income people was part of the Federation’s 40th anniversary celebration.

“We were pleased to distribute farm-fresh produce to deserving people in Birmingham in honor of this milestone in the Federation’s history,” said Ralph Paige, the Federation’s executive director. “This is part of our mission of helping Black farmers and changing the quality of life in the rural ‘Black Belt’ areas.”

The food drive was held to show the connection between the plight of rural family farmers and inner city residents. “Both groups are suffering the impacts of poverty and discrimination and neglect by government agencies,” Paige says.



Members of the Green-Sumter Farmers Market Cooperative provide free food for the low-income residents of the Birmingham area.

GEORGIA COOPERATIVE DEVELOPMENT CENTER

For information, contact Tommie Shepherd at 706-542-9811 or tlshep@uga.edu

Corn Hydro-Cooler Offers Alternatives

As commodity prices continue to lag and production costs increase, many producers are looking for alternative crops or value-added enterprises to help sustain their economic viability. A recent study conducted by the Center for Agribusiness and Economic Development at the



Co-op Development Underway

“THE GREATEST VALUE OF THE SUMMIT WAS THE SENSE OF COMMUNITY AMONG COOPERATIVES.”

—INDIANA COOPERATIVE SUMMIT PARTICIPANT

University of Georgia analyzed the feasibility and overall profitability of constructing and operating a cooling and packing facility for fresh market sweet corn for a group of traditional row crop producers in southwest Georgia.

The group proposes to form a cooperative and—through a coordinated effort—plant, harvest, chill and market 1,000 acres of sweet corn. The economic feasibility of cooperative-owned equipment necessary for harvest and post-harvest handling of spring-crop, fresh-market sweet corn was studied. The venture appears to be economically feasible, but yields would need to be maintained for the venture to remain profitable.

The fresh produce market can be volatile, as can the production of high-quality fresh produce. The member-producers will need a keen understanding of this fundamental difference between fresh market produce and traditional “commodity” agriculture. Based on the assumptions studied, operation of a cooperative owned sweet corn hydro-cooler and packing facility appears to be economically feasible for the growers in southwest Georgia.

INDIANA COOPERATIVE DEVELOPMENT CENTER

For information, contact Debbie Trocha at 317-275-2247 or dtrocha@icdc.coop

Bringing Co-ops Together: Inaugural Cooperative Summit a Success

In recognition of the cooperatives of Indiana and National Co-op Month, the Center held the first Cooperative Summit on Oct. 30. More than 90 participants came

from across the state representing the broad co-op sectors including rural utilities, food, credit unions, ag supply and housing cooperatives—as well as the financial institutions that serve them. The Center, along with partners representing Indiana’s diverse cooperative community, collaborated to make the event a success.

“First and foremost, the Summit successfully demonstrated how cooperatives empower people to improve the quality of their lives,” says Debbie Trocha, executive director of the Center. “It served as an exciting forum for Hoosier cooperatives to create new business-to-business opportunities among themselves.”

The event featured local and national speakers who shared their success stories, as well as a panel of local champions who discussed the industries that make up the cooperative business realm. Keynote speaker, Jim Blaine, CEO of the North

Carolina State Employees Credit Union, one of the largest credit unions in the country, inspired the group with his presentation.

Other speakers for the event included Joel Dahlgren of Stoel Rives, who spoke on Indiana’s cooperative statutes; Adam Schwartz of the National Cooperative Business Association; and a panel of cooperative CEOs and marketing

representatives, who spoke on marketing the cooperative advantage. This panel was made up of Jon Lantz, CountryMark; Jack Scheetz, Elkhart County Farm Bureau Credit Union; Bruce Graham, Indiana Statewide Association of Rural Electric Cooperatives; and Roberta MacDonald, Cabot Creamery. The program was accompanied by a trade show with Indiana cooperative businesses and resource providers.

The Summit gave participants the opportunity to meet representatives from other co-ops and co-op sectors; learn more about co-ops and resources to start new co-ops; share marketing and branding strategies; and the sense of community and cooperation among cooperatives. The presentations from the Summit are available online at www.icdc.coop/summit.

IOWA ALLIANCE FOR COOPERATIVE BUSINESS DEVELOPMENT, IOWA STATE UNIVERSITY

For information, contact Darren Jarboe at 515-294-2342 or jarboe@iastate.edu

Training Program Targets Farm Producers

The Center led a multi-institutional team that developed a training program on farmer machinery and labor sharing arrangements. This innovative program targeting small- and medium-sized producers trained its first group of farmers in 2007 at three workshops in Iowa and Missouri. The “Machinery and Labor Sharing Arrangements” workshops drew a total of 81 participants.



Farmers learn how to reduce costs and improve their operations during one of the three “Machinery and Labor Sharing Arrangements” workshops by the Iowa Alliance for Cooperative Business Development.

The Iowa State/University of Missouri workshops provided information to help farmers form groups to access technology, reduce costs, access skilled labor and improve their operations without the necessity of acquiring more land. Universities in Arkansas, Illinois, Indiana and Nebraska have shown interest in bringing the workshops to their states. Due to the widespread interest, the Center plans to conduct at least six more workshops in 2008. The Iowa State Beginning Farmer Center will participate in the 2008 workshops to help new farmers get started.

Additionally, the Center sponsored the “Planning Your Road to Success—Grow Your Small Market Business” workshop at the 2007 Overall Women Conference. The



Jim Blaine, president of the North Carolina State Employees Credit Union, presents the keynote address at the first Indiana Cooperative Summit.

workshop covered the importance of business planning, outlined available resources and identified steps to building a profitable business. The conference offered more than 150 rural women the opportunity to network and learn from each other. The Overall Women Conference was designed to empower farm women to be better business partners through networks and by managing and organizing critical information.

KENTUCKY CENTER FOR AGRICULTURE AND RURAL DEVELOPMENT

For information, contact Larry Snell at 270-763-8258 or lsnell@kcard.info

Branding Kentucky Beef Proves Successful

Green River Cattle Company (GRCC) has become synonymous with all-natural locally-raised beef in restaurant circles across Kentucky. In fact, this cooperative garnered international recognition at the 2007 Kentucky Derby as a source of premier all-natural locally-raised beef as part of the Kentucky Proud menu served to the queen of England during her visit to this year's Kentucky Derby.



Members of the Green River Cattle Company join Churchill Downs Chef Gil Logan to celebrate GRCC burgers served at the 2007 Kentucky Derby.

Part of the success of this Kentucky farmer-owned enterprise has been the result of technical assistance provided by the Center, led by Larry Snell, executive director.

GRCC began in 2001 when a small group of beef and tobacco producers in Green County looked at alternatives to tobacco production. These farmers decided to diversify with a focus on what they knew—beef. They received Agricultural Development Funds to research the feasibility of finishing beef cattle in Kentucky and also to look at markets for locally-grown and finished beef.

What emerged from the group's planning and studies was a strong focus for a GRCC brand—a brand built on Kentucky Proud farmers raising and marketing a source-verified, all-natural beef product.

The working relationship with KCARD began in early 2006, when the Kentucky Center conducted a management audit of GRCC's operations. "We went in

and worked with GRCC for two weeks and gave them a thorough evaluation of their business," says Brent Lackey, a KCARD business development specialist. As a result of the analysis, GRCC began to look at long-term planning.

KCARD continues to work with GRCC on a regular basis to bring an unbiased evaluation to the business and suggest new avenues for growth. "Working with KCARD has been a wonderful experience," says David Givens, a GRCC member. "When Green River is still going strong in two years we will point back to 2006 as the turning point."

KEYSTONE DEVELOPMENT CENTER

For information, contact Cathy Smith at 814-687-4937 or smith@kdc.coop

Amish, Mennonite Farmers Explore Niche Marketing

Two recent Center projects involve a milk marketing cooperative in central Pennsylvania and a cooperatively-owned auction in New Jersey.

The Central Pennsylvania Milk Marketing Cooperative was formed in 1961 to purchase its present plant.

Cow and goat milk is shipped to the plant in cans and hand milking is the norm among the Amish and Mennonite farmer-owners. Some of the cooperative members milk only four to six cows, with a total of 30 farmers currently sending milk to the plant. The co-op members currently market about 175,000 pounds of milk each month.

Keystone is assisting the group in developing a strategic plan that incorporates niche marketing of goat milk and an analysis of a possible retail outlet for their milk products.

The Tri-County Cooperative Auction Market was formed in 1933 with a primary purpose of marketing and selling the agricultural products of its members. Member-owners are from Middlesex, Mercer and Monmouth counties in New Jersey. The cooperative currently owns a parcel of land on a well-traveled highway where their auction house is located. The Center is providing the cooperative technical assistance related to re-negotiation of the general manger's contract and strategic decisions related to future operations.



Amish farmers spread manure in rural Pennsylvania. They are among 30 farmers who send milk to the Central Pennsylvania Milk Marketing Cooperative.

Where We Are

1. Arkansas Rural Enterprise Center

Little Rock, AR
Serves Arkansas, Missouri, Oklahoma and Louisiana
Donna Uptagrafft, 501-280-3078
www.winrock.org

2. California Center for Cooperative Development

Davis, CA
Serves California
Kim Coontz, 530-297-1032
www.cccd.coop

3. CoBank

Washington, DC
Candace Roper, 202-879-0827
www.cobank.com

4. Cooperative Development Institute

South Deerfield, MA
Serves Vermont, New Hampshire, Maine, Rhode Island, Connecticut, Massachusetts and New York
Jen Gutshall, 413-665-1271
www.cdi.coop

5. Cooperative Development Services

St. Paul, MN, and Madison, WI
Serves Wisconsin, Minnesota and Iowa
Kevin Edberg, 651-287-0184
www.cdsus.coop

6. Federation of Southern Cooperatives/Land Assistance Fund

Epes, AL
Serves Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, Missouri, South Carolina and Texas
John Zippert, 205-652-9676
www.federationsoutherncoop.com

7. Georgia Cooperative Development Center

Athens, GA
Serves Georgia
Tommie Shepherd, 706-542-9081
<http://hosting.caes.uga.edu/gacoop>

8. Indiana Cooperative Development Center

Indianapolis, IN
Serves Indiana
Debbie Trocha, 317-275-2247
www.icdc.coop

9. Iowa Alliance for Cooperative Business Development, Iowa State University

Ames, IA
Serves Iowa
Madeline Shultz/Roger Ginder, 515-294-6260
www.isucoops.org

10. Kentucky Center for Agriculture and Rural

Elizabethtown, KY
Serves Kentucky
Larry Snell, 270-763-8258
www.kcard.info

11. Keystone Development Center

York, PA
Serves Pennsylvania, New Jersey, Delaware and Maryland
Cathy Smith, 814-687-4937
www.kdc.coop

12. Mississippi Center for Cooperative Development

Jackson, MS
Serves Mississippi
Melbah Smith, 601-354-2750
www.mississippiassociation.coop/id5.html

13. Missouri Farmers Union Family Farm Opportunity Center

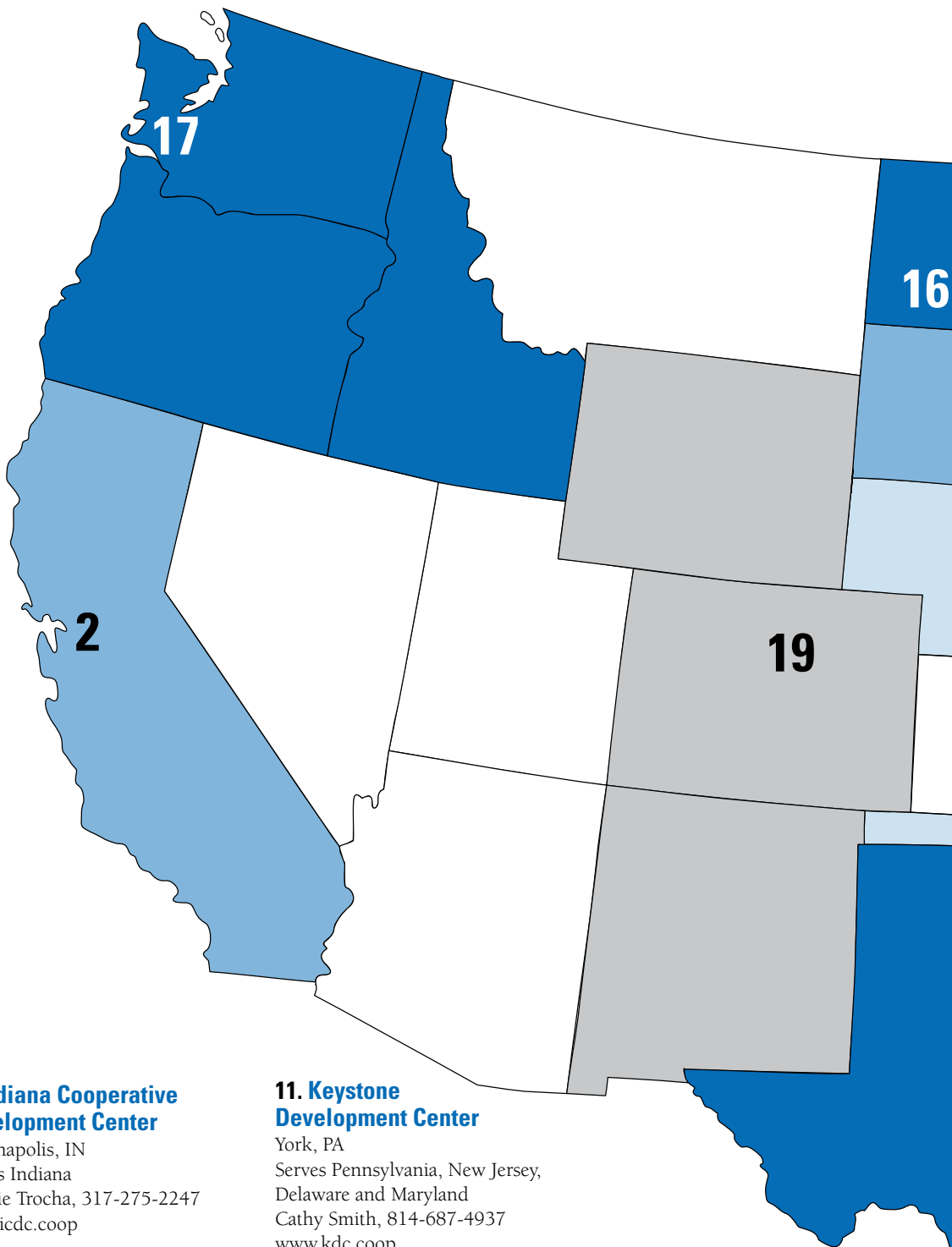
Jefferson City, MO
Serves Missouri
Amy Meyer, 573-659-4787
www.missourifarmersunion.org

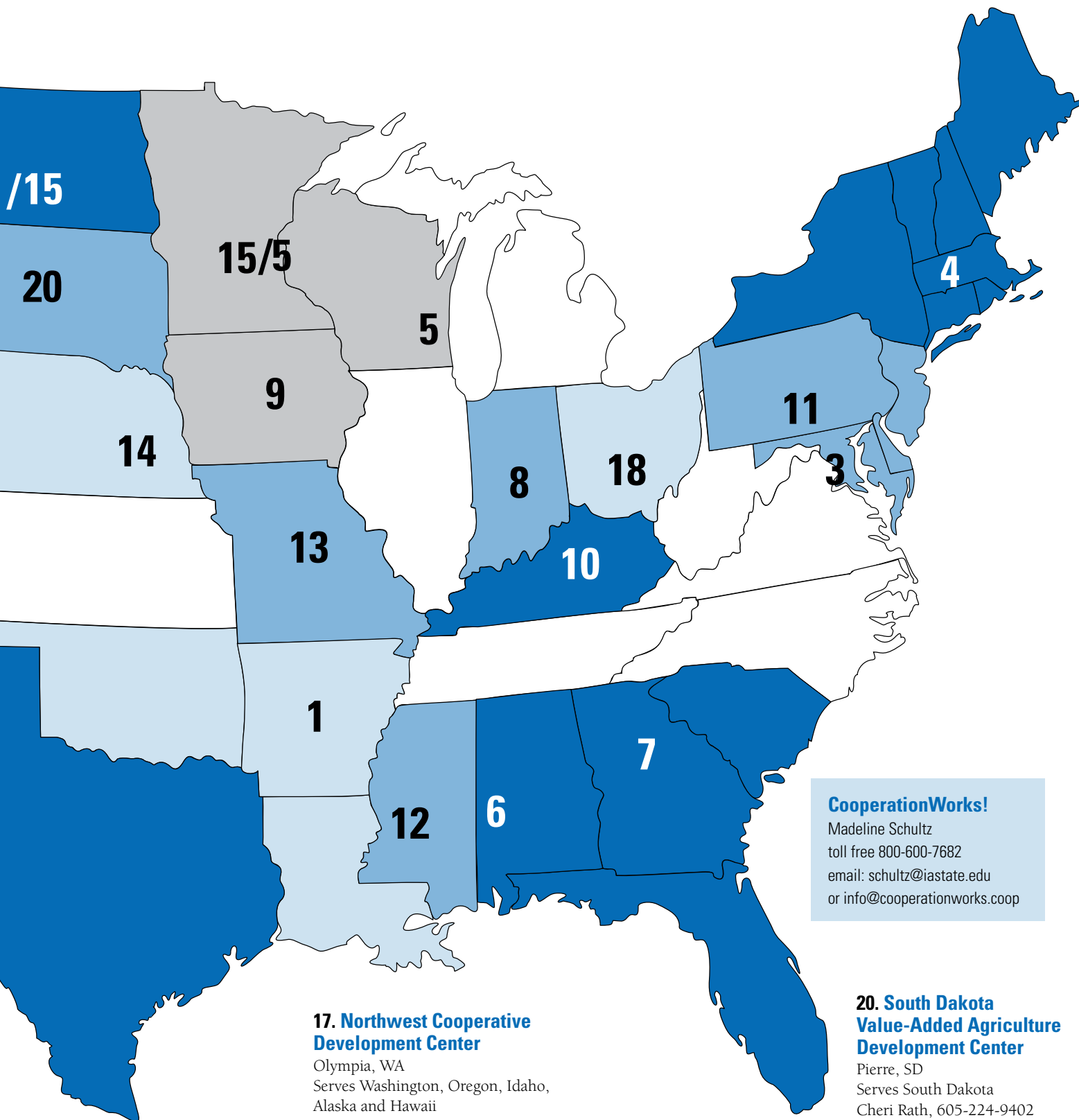
14. Nebraska Cooperative Development Center

Lincoln, NE
Serves Nebraska
Jim Crandall, 308-995-3889
<http://ncdc.unl.edu>

15. Northcountry Cooperative Development Fund

Minneapolis, MN, and Mandan, ND
Serves Minnesota, North Dakota, Wisconsin, Iowa and Michigan
Margaret Lund/Bill Patrie, 612-331-9103 or 701-663-3886
www.ncdf.coop





CooperationWorks!
 Madeline Schultz
 toll free 800-600-7682
 email: schultz@iastate.edu
 or info@cooperationworks.coop

16. North Dakota Rural Electric & Telecommunications Development Center
 Mandan, ND
 Serves North Dakota
 Lori Capouch, 701-663-6501
www.ndarec.com/RE&TCenter.htm

17. Northwest Cooperative Development Center
 Olympia, WA
 Serves Washington, Oregon, Idaho, Alaska and Hawaii
 Diane Gasaway, 360-943-4241
www.nwcdc.coop

18. Ohio Cooperative Development Center
 Piketon, OH
 Serves Ohio
 Tom Snyder, 740-289-2071
<http://ocdc.osu.edu>

19. Rocky Mountain Farmers Union Cooperative Development Center
 Greenwood Village, CO
 Serves Colorado, New Mexico and Wyoming
 Ben Rainbolt, 303-752-5800
<http://www.co-ops.org>

20. South Dakota Value-Added Agriculture Development Center
 Pierre, SD
 Serves South Dakota
 Cheri Rath, 605-224-9402
www.sdvalueadded.com



Co-op Development Underway

MISSISSIPPI CENTER FOR COOPERATIVE DEVELOPMENT

For information, contact Melbah Smith at 601-354-2750 or mscenter@mindspring.com

Utilizing Co-ops to Rebuild

In March 2007 the Mississippi Association of Cooperatives celebrated 35 years of cooperative development and community organizing. That mission remains the same today—maybe even more so. That mission is “to enhance the quality of life and economic opportunities for rural Mississippi residents through the development of cooperative businesses and other economic strategies.”



Mississippi Center Cooperative Development staff members have been assisting the worker-owners of the Lagniappe Lifestyle Service Cooperative.

In Louisiana, cooperative development has increased in the aftermath of Katrina and Rita, two hurricanes that ripped away a lifestyle of many. The Center is assisting with the development of an innovative worker-owned cooperative with St. Margaret's Daughters' Nursing Home and its employees. St. Margaret's, a New Orleans faith-based, non-profit organization, is dedicated to providing quality health care to the poor

and elderly who have lived in the Lower Ninth Ward and St. Bernard Parish. Employees who have organized a worker-owned cooperative will provide cleaning, laundry and food service to St. Margaret's. They will also sell those services, along with beauty and barber shop services, to those who have returned to the Ninth Ward—particularly those living near the newly-reopened St. Margaret's in the former Bywater hospital

The worker-owned cooperative will be organized as the Lagniappe Lifestyle Service Cooperative (LLSC). The cooperative's mission is to provide excellent service with a little something extra. The Mississippi Center has provided technical assistance through cooperative education and incorporation, feasibility and marketing analysis and bylaws development. LLSC will be located in the Bywater community, which is within blocks of the Lower Ninth Ward. LLSC is expected to begin operations in early 2008. It will be the first worker-owned cooperative in Louisiana.

MISSOURI FARMERS UNION FAMILY FARM OPPORTUNITY CENTER

For more information, contact Amy Meyer at 573-659-4787 or ameyer@missourifarmersunion.org

Family Farmers May Buy Urban Grocery

Developing successful value-added agricultural coop-



Rural farmers link to urban markets through a farmer-owned grocery.

eratives can often be a challenge due to long distances from the high-demand large urban centers. In St. Louis, the Center is attempting to address this challenge by facilitating the purchase of a neighborhood grocery store by a group of family farmers and rural entrepreneurs.

The store, Sappington International Farmers Market, has a 75-year history and a dedicated customer base in the region. Nearly half of annual sales come from the produce department, Sappington's anchor and niche in the local marketplace. This unique store, with its strong produce department, provides an important opportunity for Missouri and Illinois fruit, vegetable and meat producers.

“We are looking at it as our outlet in the city,” says project facilitator Nancy Smith. “How often do you see the farmers who raise the food running the meat and produce department of your local grocery store?”

The farmers and rural investors in this project are looking at the Sappington Farmers Market as a new way to unite the needs of rural communities and family farmers with their urban neighbors. With a high sales volume and more than 2,000 customers visiting the store per day, this cooperative approach to sustainable food marketing should result in tangible benefits to farmers and consumers.

NEBRASKA COOPERATIVE DEVELOPMENT CENTER

For information, contact Jim Crandall at 308-995-3889 or crandall3@unl.edu

Farm to College: Good, Fresh, Local

Imagine a nearly endless line of college students outside waiting to load their plates with Nebraska's best local foods. What was once just an idea is now a reality for the University of Nebraska-Lincoln (UNL) and Nebraska's farmers and ranchers. “Good, Fresh, Local (GFL): University of Nebraska-Lincoln Sustainable Food Project” joined the growing farm-to-college programs in the country two years ago. According to the Community Food Security Coalition, about 200 universities incorporate local foods in their purchasing budgets.

GFL is focused on sourcing products that come mostly

“THE IDEA IS TO EMPOWER NATIVE AMERICANS, THROUGH COOPERATIVE ENTERPRISES, TO CREATE SELF-EMPLOYMENT OPPORTUNITIES AND ECONOMIC GROWTH.”

BILL PATRIE

DIRECTOR OF COOPERATIVE BUSINESS STRATEGIES, NCDF



Food service workers at the University of Nebraska-Lincoln carve Nebraska-raised turkeys to serve to students.

from small- to mid-size Nebraska farms and ranches, are produced using sustainable agricultural practices, include certified organic products and are seasonal. When Nebraska products are not available due to seasonal availability, the program strives to purchase products from small producers outside Nebraska. Key partners, UNL Dining Services, Nebraska Cooperative Development Center and the UNL Food Processing Center, have been developing and expanding the program with input from area farmers and students.

During the first year six meals were served during the fall semester of 2005, averaging one meal per month. Student attendance at the meals has topped records and continues to do so. Popular meals, such as the December meal, host more than 900 students, their families, UNL faculty and staff, and local farmers and ranchers in a dining hall that typically hosts 600. This fall marked the beginning of year three and the program has expanded into serving locals meals at two dining halls. It is also incorporating some local favorites, free-range eggs, local jams, hot oatmeal and granola into all the other dining halls. The program has sourced food from more than 70 farmers and has become a member of the Nebraska Food Cooperative. Future plans include an on-campus garden, where students will learn how to grow and possibly market food. Plans also involve exploring a food processing cooperative, which may lessen the amount of labor require in preparing food at UNL.

NORTHCOUNTRY COOPERATIVE DEVELOPMENT FUND

For information, contact Margaret Lund at 612-331-9103 or margaret@ncdf.org

Reservation Looks at Raising Hogs, Organic Vegetables

Staff at the Center's North Dakota office led tours of hog hoop barn operations and community-supported agriculture (CSA) ventures in August. The two tours were part of the work Bill Patrie and Susan Davis have been conducting for the Native American People Cooperative. The cooperative was formed in 2006 to help improve the economic conditions of small, minority producers on the

Spirit Lake Reservation in northeastern North Dakota. The Center also conducted feasibility studies on behalf of the Native American People Cooperative on 1) heirloom and indigenous seed as an alternative crop; 2) growing and selling organic vegetables; and 3) raising hogs in hoop barns.

“The idea is to empower Native Americans, through cooperative enterprises, to create self-employment opportunities and economic growth,” says Patrie, director of cooperative business strategies for NCDF.

Native American People Cooperative board members and potential co-op members began the organic tour at Amazing Grains Natural Food Market at Grand Forks, N.D. From there, the group traveled to Minnesota to visit the Red Goose CSA at Shelly, the Northern Lights CSA at Solway and the Secret Garden CSA at Park Rapids.

As a result of the tour and study on organic vegetable production, the Center is writing and publishing a CSA manual on behalf of the Native American People Cooperative that will be available this winter.



Thor Selland shows the tour group his apple crop at the Red Goose Gardens near Shelly, Minn.

NORTH DAKOTA RURAL ELECTRIC & TELECOMMUNICATIONS DEVELOPMENT CENTER

For information, contact Lori Capouch at 701-667-6444 or lcapouch@ndarec.com

Co-op Strategies Address Rural Housing Shortages

In many areas of rural North Dakota, there has been little to no new housing construction for nearly 20 years. This has left many rural communities without adequate housing for new residents. The Center has been exploring ways to assist people in rural North Dakota to increase available housing through education and promotion of the wide variety of cooperative housing models.

Although cooperative housing is a relatively new idea for North Dakota, it has been successful throughout Minnesota, especially senior cooperative housing. Terry McKinley, president of Cooperative Housing Resources, LLC, was a guest speaker at the Center's summer meeting in August.

“Rural communities are increasingly concerned about affordable housing options for local employees and their families, and several have built cooperatives for older residents in order to free up their single-family homes,” says McKinley. “This has the additional benefits of providing maintenance-free homes for seniors, in a cooperatively-owned community more compatible with their needs, and retaining these important pillars of the community.”

The Center staff has concentrated its housing efforts in the North Dakota Energy Corridor, an area rich in coal and

Co-op Development Underway

STAFF UPDATES cont. from page 2

media relations. **Stephanie Miller** joined NCDF as an associate in the Cooperative Housing Development Department led by Warren Kramer. Miller served as a VISTA volunteer with NCDF for a year before being hired as a full-time employee in the Minneapolis office. She has a bachelor's degree in housing from the University of Minnesota. **Erin Stalnaker** joined NCDF as the credit union manager in October 2007. She comes to NCDF from a graduate program in Waterloo, Ontario, Canada, where her thesis topic was "Credit Unions as a Tool in Building Community-Based Economies." Stalnaker has volunteered in credit unions and cooperatives in Arizona, Wisconsin and Ontario.

Drew Pandolfo has joined the staff of the **North Dakota Rural Electric & Telecommunications Development Center (formerly the Dakotas Enterprise Center)** as a cooperative development assistant. Pandolfo interned with the North Dakota Association of Rural Electric Cooperatives for a year. He is a recent graduate of the University of Mary, Bismarck, N.D., where he earned a bachelor's degree in business administration.

Ben Rainbolt is the new director of the **Rocky Mountain Farmers Union Cooperative Development Center**. He comes to the Center after more than 25 years in education. Rainbolt served as a high school agriculture teacher, post-secondary agriculture teacher and principal in eastern Colorado. Rainbolt earned his bachelor's and master's degrees from Colorado State University in leadership and administration.

STAFF UPDATES cont. on pg. 12

oil resources. Hundreds of new employees are being hired throughout this area and they need homes as they relocate. The Center has also been working with Beulah, Edgeley, Parshall and Bottineau to promote and develop co-op housing, especially senior housing. The leaders in these communities realize that if the homes older residents currently live in become available, it will help alleviate housing shortages, as well as keep seniors in the community.

NORTHWEST COOPERATIVE DEVELOPMENT CENTER

For information, contact Diane Gasaway at 360-943-4241 or diane@nwcde.coop

Food Co-op Workshop Moves Inland

The Center is planning a new round of "Grow Your Own Food Co-op" workshops for Boise and Moscow, Idaho, and Baker City, Ore. The workshops involve working with multiple co-op planning groups for six months.

"We will help groups to launch their organizing drive and prepare them for the road ahead," says Andrew McLeod, a Center co-op development specialist. "Our goal is to create clusters of co-op organizing groups that are able to support to each other."

NWCDC organized and conducted its first series of "Grow Your Own Food Co-op" workshops in 2006. These events brought together co-op planning groups from eight communities in four states. One participating group opened a store and four are making steady progress toward opening stores. The workshops are part of the national food co-op development work under way.

The "inland" version of the program is envisioned as a way to help build co-op density east of the Cascades. In February, the workshop will address the process of starting a co-op, as well as general organizational info. Then, in May, the focus will be on organizational development and leadership. The August wrap-up will be on feasibility and financing.

OHIO COOPERATIVE DEVELOPMENT CENTER

For information, contact Tom Snyder at 740-289-2071, ext. 220, or snyder.11@osu.edu

Manufacturers Form Human Resources Co-op

The Center recently assisted the formation of the South-Central Manufacturing Network, a cooperative of independently owned businesses that will work to cut business costs by pooling resources in hiring, training and purchasing inputs. The co-op is made up of seven companies in three counties representing approximately 4,000 employees. The co-op's early projects include addressing health care insurance and wellness services and also advancing essential training for maintenance skilled trade workers.

"The maintenance positions at manufacturing companies are very critical to the companies operation and bottom line," says Tom Snyder, program manager of the Ohio Center. "It's expensive to train skilled trades workers



Center Co-op Development Specialist Andrew McLeod, left, shows the first "Grow Your Own Food Co-op" group around the Olympia Food Co-op.

so these companies want to work together to accomplish this more cost-effectively."

Manufacturing companies represent the largest sector of the economy, producing more than 20 percent of Ohio's gross state product. Manufacturing also represents 800,000 employees in Ohio—or 15 percent of the employment sector—making this an important area to increase and retain workers, according to Snyder.

Technical assistance by the Ohio Center on this co-op project has included guiding the members through the organizational and formation phase. The cooperative has also applied for funding to conduct some early skill training.

In addition, the Center will continue to work with the new co-op to address the health insurance and wellness training needs. The Ohio Center also organized and hosted a one-day training event in late September. The event, which drew 75 business, community stakeholders and manufacturing participants, was held at Chillicothe, Ohio. The focus was on insurance, wellness and skill training cooperatives.

ROCKY MOUNTAIN FARMERS UNION COOPERATIVE AND ECONOMIC DEVELOPMENT CENTER

For information, contact Ben Rainbolt at 303-752-5800 or center.director@co-ops.org

Co-op Begins Recycling Wood Waste

The Center recently announced the formation of an innovative rural cooperative in Hartsel at the center of Colorado's forests. Colorado Renewable Resources Cooperative Inc. (CRRC) will use the principles of co-op development to recycle wood waste. By combining their resources into a cooperative, the 11 members—all foresters—will develop facilities to process wood waste for reuse. They will also be able reduce overhead, bid competitively for forest maintenance contracts and improve their buying power for equipment. Cooperative partnering will allow them to store and process wood waste rather than simply treating it as trash.

Wood waste can be recycled as landscaping chips, mulch

or fire logs, among other uses. It also has future potential as a source of cellulosic ethanol and fuel for heating and electric plants. "This is the kind of innovative resource harvesting that the Co-op Development Center is looking to promote in the rural community," says Tony Frank, director of renewable energy development at the Center.

The Center participated in organizational meetings with the 11 members of the co-op, as well as assisting with the design and incorporation of the business. "Establishing a new and innovative co-op is a great way to celebrate national Co-op Month," Center Director Ben Rainbolt says. "RMFU will continue to provide management, legal and energy assistance for this group."

"We hope to connect the theory about woody biomass with what forestry management guys are seeing and doing in the field," says CRRC President Mike Smith. "Cooperative storage and management are the keys to effective reuse."

SOUTH DAKOTA VALUE-ADDED AGRICULTURE DEVELOPMENT CENTER

For information, contact Cheri Rath at 605-224-9402 or cherirath@yahoo.com

Soybean Crush Plant Taking Shape

Natural Gold, LLC, a new high-efficient plant being built near Aberdeen, S.D., will have the capacity to crush 5,000,000 bushels of soybeans annually. The result will be oil that can be utilized in numerous markets. Natural Gold will initially refine the environmentally-friendly soy-based oil mainly for making Dakota Ag Additive, an all-natural soybean-ethanol agri-biodiesel product



Cheri Rath, far right, participates in the Sept. 19 groundbreaking for the Natural Gold plant near Aberdeen, S.D. Rath is the executive director of the South Dakota Value-Added Agriculture Development Center.

blended with a natural additive that adds energy, produces more horsepower and increases mileage up to 20 percent for over-the-road vehicles with diesel engines.

"Dakota Additive has specific advantages as an agri-based biodiesel product," says Arlis Hanson, director and part owner of Natural Gold. "It is the only agri-based biodiesel that reduces harmful emissions and it has unmatched cold-weather performance."

The Center has worked with the project over the past three years. Technical assistance has included helping with project management, feasibility and business planning, permitting and financing.

"Natural Gold will enhance the local economy by utilizing soybeans and ethanol from South Dakota producers and processors," says Cheri Rath, executive director of the Center. "The diverse uses of the refined oil will augment that impact."

CENTER NEWS cont. from page 2

"We were really excited to get these six mobile homes," St.Germaine says. "They will mean affordable housing for some of the lowest income people in our manufactured home park cooperatives."

THE NORTH DAKOTA RURAL ELECTRIC AND TELECOMMUNICATIONS DEVELOPMENT CENTER (RE&T) held its first summer meeting for rural electric and telecommunications cooperative developers in August. These North Dakota developers gathered Aug. 22 to listen to speakers and presentations in Bismarck, N.D. The Center hopes to make this an annual summer event. The meeting highlighted: 1) North Dakota's generation and transmission cooperatives' efforts in renewable energy development; 2) senior cooperative housing and how it could benefit rural North Dakota; and 3) livestock development, zoning efforts and new incentives provided by the North Dakota Legislature.

The North Dakota Center also continues to offer quarterly round-table discussions for economic developers throughout the state. The round tables consist of a panel discussion, focusing on a development issue facing rural North Dakota, followed by an informal discussion with all of the attendees. The meetings continue to grow in popularity, with around 40 developers and resource providers attending each quarter.

These gatherings provide an opportunity for learning, networking and collaboration on problems and projects.

Each round table ends with a tour of a successful business or co-op in the area. At the last round table, the group toured Entzminger Dairy near Jamestown, N.D. The 800-head dairy is a multi-family operation.

NORTHWEST COOPERATIVE DEVELOPMENT CENTER (NWDC) has just completed a research report examining the role of cooperative businesses in the bioenergy sector. "Harvesting Northwest Bioenergy Cooperatives: Mapping the Route to a Cooperatively-Owned Future for Emerging Bioenergy Industries" examines the biodiesel, ethanol, biomass and digestion sectors through the opportunities for cooperative ownership and why ownership matters. The report is available on the NWDC Web site at <http://nwcdc.coop/Resources/HarvestingNWBioCoops.pdf>



RE&T Round Table participants tour Entzminger Dairy near Jamestown, N.D., following their discussions.

STAFF UPDATES

cont. from page 12

Audrey Malan left the position of executive director of CooperationWorks, December 31, 2007, as per her contract agreement. Malan agreed to remain as ED through 2007 to facilitate the transition of the organization to a service cooperative. Under the new structure, CW will not have an executive director position.

Malan will remain under contract to develop and deliver the CW professional development training program. During the December, 2007, CW board conference call, the members thanked Malan for her years of service and awarded her with a lifetime membership in CooperationWorks!

"I BELIEVE IN THE POWER OF PEOPLE WORKING TOGETHER. THAT'S WHY WE HAD THE SUMMIT AND WHY WE JOINED COOPERATIONWORKS. CW GIVES US THE OPPORTUNITY TO NETWORK WITH OTHER CO-OP DEVELOPMENT CENTERS AS WELL AS OTHERS WHO WORK IN THE CO-OP COMMUNITY."

**DEBBIE TROCHA
EXECUTIVE DIRECTOR
INDIANA COOPERATIVE
DEVELOPMENT CENTER**

14

40: THE MAGIC NUMBER cont. from page 3

mule" were needed for economic freedom after slavery was abolished.

Renewal begins at 40

"These past 40 years symbolize a sustained period of struggle for the Federation," the senator continued. "The Federation has been tested. You are now prepared to give even greater leadership in the struggle for Black and poor people to get full justice."

During the Federation's 40-year history, it has built on the work of the Civil Rights Movement, and that of people like Estelle Witherspoon, by organizing community-based economic development cooperatives serving 30,000 low-income families in more than 100 of the most economically exploited and persistently poor rural communities in America.

"On an everyday basis we're helping poor people and families to have a better life through the work of self-help

NEW MEMBERS cont. from page 3

start-up manuals for worker and marketing cooperatives, a California co-op directory, a West Coast co-op directory and a co-op resource guide, and has written extensively for co-op and mainstream publications on worker, arts and crafts, consumer, housing and other cooperatives.

The new Center offers critically needed services to California—in 2005, cited by the U.S. Commerce Department as the eighth largest economy in the world. Coontz says the focus is on co-op education, the development of new cooperative enterprises and technical assistance for existing cooperatives. Current projects include feasibility analysis on converting agriculture refuse into wood pellets; assisting the start-up of a child care co-op serving primarily low-income Latino/a farm workers; co-op director educational series; and several projects developing affordable housing cooperatives.

Serving the nation's lifeline businesses

CoBank, which serves a national marketplace, delivers financial services to develop critical rural infrastructure—food, water, electricity and communications systems—across the United States. But unlike most financial institutions, CoBank is a cooperative, owned by its customers and led by a board of directors most of whom are elected by its customer-owners. Candace Roper, vice president and director of public affairs in the Washington, D.C., office, will represent CoBank on the CW membership board.

"One of the benefits of being a customer-owner of CoBank is that each year we return a good-sized portion of our earnings through patronage payments," says Roper. "This is an important part of our value proposition."

CoBank has delivered financial services to rural American businesses since 1916. During this long history, it has grown to become a \$44 billion member of the \$172 billion Farm Credit System. "The funds to finance CoBank's loans come primarily from the sale of Farm Credit System securities to investors in the national and international money markets," Roper says.

CoBank operates in 13 locations, with a national office in Denver, 11 regional offices (including one in D.C.) and an international presence in Singapore. Roper recently returned from there after a three and one-half year stint as head of the Asia regional office where she worked extensively with foreign purchasers of U.S. agriculture products, exporters, foreign banks, and the U.S. Department of Agriculture's Export Credit Guarantee Program. Back in D.C., Roper oversees

cooperatives and credit unions." says John Zippert, the Federation's director of program operations.

The Witherspoon legacy

The annual meeting was co-chaired by U.S. Rep. James Clyburn of South Carolina and Chuck Snyder, president of NCB (formerly National Cooperative Bank). Both men recognized the Federation for its long track record of helping poor people in distressed rural communities.

Snyder related that the Freedom Quilting Bee, managed by Estelle Witherspoon, received one of the first loans from National Cooperative Bank in the 1980s. The \$25,000 they borrowed went to buy inventory and supplies so low-income Black women could make quilts to sell.

Of Witherspoon herself, Snyder said, "She didn't let a sixth-grade education stop her from meeting with the Smithsonian curators or the department store buyers or U.S. senators. She did what she needed to do to help the people in her community."

lobbying activities on behalf of CoBank and its members. Now, CooperationWorks members will also benefit from her extensive experience and expertise.

Indiana reaches the summit

"We're having a terrific time here in Indiana," says Debbie Trocha, executive director of the **Indiana Cooperative Development Center**. "People in the cooperative community are very willing to share their time, energy and knowledge for new and expanding cooperative opportunities for farmers and residents of Indiana."

Those gifts of time, energy and knowledge are resulting in such co-op successes as the Lost River Community Co-op, a consumer-owned food store that specializes in fresh, local, organic food, and the Laughery Valley Growers Cooperative, a producer-owned marketing co-op that develops better markets and secures better prices for local farmers.



Indiana Cooperative Development Center Debbie Trocha, right, visits with several attendees at the Indiana Cooperative Summit in October. Roberta MacDonald, left, is executive vice president of Cabot Creamery, and Lynn Moore, center, is director of member relations and development for the Indiana Statewide Association of Rural Electric Cooperatives.

Now in its fourth year of operations, the Center is not only advancing and assisting value-added agricultural efforts and community food systems. It is also researching housing cooperatives, and recently attracted the interest of a developer.

And, the Center just hosted Indiana's first Cooperative Summit, which had strong support and participation from across industry sectors (see project summary page 6).

"I believe in the power of people working together," Trocha says. "That's why we had the Summit and that's why we joined CooperationWorks. CW gives us the opportunity to network with other co-op development centers, as well as others who work in the co-op community."



CW TRAINING

cont. from page 1

learned in the field of cooperative business development to new practitioners,” says CW’s outgoing Executive Director Audrey Malan. “It will be exciting to see how participants use what they learn to forward co-op enterprise in their communities.”

Development in the Delta

Malan and others are paying particular attention to what happens in New Orleans. Several CW member centers—most notably the Mississippi Association of Cooperatives/Cooperative Development Center and the Federation of Southern Cooperatives/Land Assistance Fund—have been actively promoting and developing co-ops in the region for decades.

After the hurricanes of 2005 hit New Orleans and cities and towns along Mississippi’s Gulf Coast, the

needs of Delta farmers and rural families also rose dramatically. Nonetheless, efforts to link more directly with those in the hardest hit urban centers increased. In light of the huge need for human resources in order to put co-op development solidly on the ground, CooperationWorks and the Cooperative Development Foundation awarded scholarships to the New Orleans participants.

“By working together through cooperative ventures,” Malan explains, “residents of the devastated Gulf region will have a much stronger voice in rebuilding their communities and their lives.”

Dynamite teachers and more

The ‘Art and Science’ training program continues to offer an outstanding slate of instructors. In September, participants studied under the guidance of some of the best known names in the field, including Jim

“THIS WAS A FIRST-CLASS TRAINING. IT CLARIFIED THE ROLE OF COOPERATIVES. THE MOST IMPORTANT THING THAT I WILL TAKE FROM HERE IS THE KNOWLEDGE OF HOW TO START A CO-OP. THANK YOU!”

—CW TRAINING PROGRAM PARTICIPANT

Participants of the CW Art & Science of Starting a Cooperative Business, Session Two, in Madison, Wisconsin

Baarda, Cooperative Programs, U.S. Department of Agriculture; Margaret Bau, USDA Rural Development-Wisconsin; Kevin Edberg, Cooperative Development Services; Gerald Ely, cooperative consultant; Margaret Lund, Northcountry Cooperative Development Fund; Tom Pierson, North American Students of Cooperation, Anne Reynolds, University of Wisconsin Center for Cooperatives; and Cathy Smith, Keystone Development Center.

A special highlight of the September session was a reception for the Madison co-op community hosted by CW, and featuring guest speaker Judy Ziewacz. Currently the director of Wisconsin’s new Office of Energy Independence, Ziewacz was previously deputy director of the Wisconsin State Department of Agriculture, Trade and Consumer Protection. Before that she was a national leader in cooperative development and one of the founders of CooperationWorks!

She spoke on the role co-ops can and are playing in the move toward energy independence.

2008 program coming up

“The Art and Science of Cooperative Business Development” training program, now in its fifth year, consists of two intensive five-day sessions.

Participants are immersed in learning the practical applications of cooperative business development skills in a multi-faceted format that includes lectures, interactive sessions, case study analyses, panel discussions, study tours to local cooperatives, and plenty of opportunities to network with faculty and students. They are based on the Madison campus of the University of Wisconsin.

Session One of the 2008 program will be held April 14–18, in Madison. For more information contact Audrey Malan at 307-655-9162 or cw@vcn.com.

RESTRUCTURING

cont. from page 1

Alliance for Cooperative Development (Chair); John Zippert, Federation of Southern Cooperatives/Land Assistance Fund (Vice Chair); Jen Gutshall, Cooperative Development Institute (Secretary); and Diane Gasaway, Northwest Cooperative Development Center (Treasurer). Melbah Smith was elected to a new member-at-large position and will serve on the Leadership Circle with the officers.

Energy focus in Iowa

Members gathered in Ames, Iowa in early November for the final meeting of the year. It was hosted by the Iowa Alliance for Cooperative Development and was scheduled to follow both the 2007 Bio-based Industry Outlook Conference (co-sponsored by the Alliance)

and the Farmer Cooperative Conference hosted by the University of Wisconsin at Madison Center for Cooperatives.

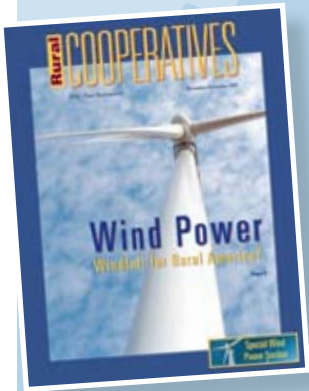
The CW meeting included reports from member circles and extensive review of the CW business plan as well as the always inspiring, exciting and richly informative discussion of member centers’ current co-op development projects. Guest speakers Jill Euken, Assistant Director, Industry and Outreach, Office of Biorenewables and Tim Borich, Associate Dean, College of Design, Extension Director to Communities, Professor of Regional Planning were the featured speakers.

“I was energized by the cohesiveness of the CW members during the Ames meeting and came away with a strong vision for service to cooperative development professionals in the coming year,” noted CW Chair Madeline Schultz.



Elaine Cranford, Nebraska Co-op Development Center, Mary Webb & Diane Gasaway, Northwest Co-op Development Center, and Lori Capouch, North Dakota RE&T, enjoy after CW meeting discussions.

The 2008 CW annual meeting will be held April 28-29, in Washington, D.C. in conjunction with the National Cooperative Business Association’s Cooperative Summit (April 30-May 2).



DON'T FORGET

to check out the 'Co-op Development Action' section of USDA's in-depth Rural Cooperatives Magazine at www.rurdev.usda.gov/rbs/pub. Recent issues have highlighted member centers' work with local alliances between producers and consumers, biofuel developments, urban food co-ops, worker cooperatives, and CooperationWorks programs and products.



2008 Calendar of Events

JANUARY

23-25

National Council of Farmers Cooperative 2008 Annual Meeting
Orlando, Florida
www.ncfc.org

25-26

Missouri Farmers Union Ninth Annual Convention
Moberly, Missouri
www.missourifarmersunion.org

FEBRUARY

21-22

USDA's Agricultural Outlook Forum, "Energizing Rural America in the Global Marketplace"
Arlington, Virginia
www.usda.gov/oce/forum

MARCH

4-6

USDA Rural Development's Second Annual Washington International Renewable Energy Conference
Washington, DC
www.rurdev.usda.gov

APRIL

14-18

CooperationWorks! Cooperative Business Development Training, The Art and Science of Starting a Cooperative Business, Session One
Madison, Wisconsin
307-655-9162
cw@vcn.com

28-29

CooperationWorks! Annual Meeting, Washington, DC
Susan Davis
susan@ncdf.coop

30

Bi-annual Conference on Resident Owned Community (ROC) and Networking with others developing, managing and living in Resident Owned Communities
Bedford, New Hampshire
603-224-6669 x 265

30

Cooperative Development Foundation Annual Cooperative Hall of Fame Dinner and Induction Ceremony
Washington, DC
202-638-6222
Ellen Quinn
equinn@cdf.coop

30-May 1

National Cooperative Business Association's Annual Cooperative Conference
Washington, DC
Pia Duryea
www.ncba.coop
pduryea@ncba.coop

JUNE

5-7

Canadian Association for Studies in Cooperation Annual Meeting
University of British Columbia
www.coopresearch.coop

15-19

2008 Annual Conference of the Midwest Association of Housing Cooperatives

Las Vegas, Nevada
www.mahc.coop
734-955-9516
CarolynMAHC@aol.com

JULY

29 - August 1

Association of Cooperative Educators 2008 Institute
Ottawa, Ontario
www.ace.coop

SEPTEMBER

17-20

National Association of Housing Cooperatives 48th Annual Conference
Houston, Texas
www.coophousing.org

22-24

National Cooperative Business Association's 14th Annual Conference for Purchasing Cooperatives
Phoenix, Arizona
Adam Schwartz
202-383-5456
aschwartz@ncba.coop