

Break Through:
Innovate. Grow. Lead.



59TH ANNUAL
CCMA
CONFERENCE

PROGRAM GUIDE

JUNE 11 - 13, 2015



NCBA CLUSA
The National Cooperative Business Association • CLUSA International



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No other point-of-sale provider is more in-tune and committed to the long-term success of food cooperatives than ECRS. Our people believe in your mission, and we work each day to deliver innovative technology to support it. We are a true technology partner, heavily invested in developing solutions that help you succeed while elevating each member's checkout experience.

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59TH ANNUAL
CCMA
CONFERENCE
JUNE 11 - 13, 2015

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SCHEDULE OF EVENTS

SUBJECT TO CHANGE

THURSDAY, JUNE 11

9 a.m. – 4 p.m.

Food Co-op Initiative Summit – NORTHSTAR

10 a.m. – 6 p.m.

Registration Open – BALLROOM FOYER

10 a.m. – 6 p.m.

Exhibits and Village Open – FIREPLACE FOYER/ASPEN ROOM

Meet and learn about the solutions offered by our conference sponsors.
The schedule of presentations can be found at Registration.

1 – 5 p.m.

Tours

Preregistration required; admission included in the conference registration. Tours will leave from the Riverside Hotel.

“Winner, Winner, Chicken Dinner” Wine Tour: Tour the family-owned and operated Huston Vineyards on Chicken Dinner Road in Idaho’s Snake River Valley Wine Region. Enjoy a selection of cheeses and cured meats catered by Organic Valley to complement the wine. On the return trip, tour the site of Boise Co-op’s newest location (opening soon) in Meridian Village. *Sponsored by Organic Valley*

Ribbon of Jewels Parks and Monuments Tour: After a stop at the Boise Co-op, we’ll drive through Boise’s Dona Larsen Park, experience the Blue Turf at Boise State University, and tour the nation’s only Anne Frank memorial. We’ll top the afternoon off at Zoo Boise! *Sponsored by Capital Impact Partners*

Boise Bike Tour: After a mandatory safety review, you will ride along the beautiful Greenbelt to Boise Co-op and back. *Limit 25 guests; advanced riders only.*

Peaceful Belly Farm Tour: A supplier for Boise Co-op, Peaceful Belly grows close to 200 types of mostly heirloom-variety vegetables, never uses GMO seeds, and is certified Organic by the State of Idaho. On this tour, you’ll observe how Peaceful Belly’s vegetables, herbs, flowers, berries, and chickens are raised. A stop at Boise Co-op is planned on the return trip.

6 – 8 p.m.

Party at the Pen – OLD IDAHO STATE PENITENTIARY

Sponsored by National Cooperative Bank

Admission included in the conference registration. Buses will loop between the conference hotels and the Pen beginning at 5:45 p.m.

Built in 1872, this historic site is a perfect setting to kick off our conference theme: “Break Through.” Enjoy locally-sourced food, beer, and wine along with photo-ops on the picturesque grounds. *This party benefits the Cooperative Development Foundation’s Howard Bowers Fund.*

FRIDAY, JUNE 12

- 7 a.m. – 5 p.m. **Registration Open – BALLROOM FOYER**
- 7 a.m. – 6 p.m. **Exhibits and Village Open – FIREPLACE FOYER/ASPEN ROOM**
Meet and learn about the business solutions offered by our conference sponsors. The schedule of presentations can be found at Registration.
- 10 a.m. – 6 p.m. **Silent Auction – ASPEN ROOM**
Proceeds benefit the Howard Bowers Fund
- 7 – 8 a.m. **Breakfast – FIREPLACE FOYER**
- 8 – 8:15 a.m. **Welcome – GRAND BALLROOM**
Mike Beall, President and CEO, NCBA CLUSA, and **Erbin Crowell**, Executive Director, Neighboring Food Co-op Association, and Treasurer, NCBA CLUSA Board of Directors
- 8:15 – 10 a.m. **Opening Plenary and Community Conversation – GRAND BALLROOM**
 Moderator: **Dan Gillotte**, General Manager, Wheatsville Food Cooperative
 Panelists:
Bruce Carrozzi, Divisional Vice President Retail Growth, True Value
Will Hart, Executive Director, Idaho Consumer-Owned Utilities Association
Jerry McGeorge, Vice President of Cooperative Affairs, Organic Valley/CROPP Cooperative
Debbie Wege, Community Giving Manager, BECU Credit Union
 Facilitator: **Thane Joyal**, CDS Consulting Co-op
- CCMA 2015 will open with a distinguished panel representing a variety of co-op sectors that successfully communicate the cooperative advantage to their members and customers. Our panelists will discuss the value of cross-sector collaboration as a way to promote the cooperative brand and identity.
- After the panel presentation, we will engage as a community—in small groups—to explore the following **Powerful Question: How can we use co-op brand and identity, including our connection to other cooperatives, as a strategic advantage in an ever-increasing competitive marketplace?**
- 10 a.m. – 4 p.m. **Frontier Tea Room Open – QUIET BAR**
 Stop by for freshly-brewed tea and coffee—and chocolate! At 3 p.m., join Pachamama Coffee Cooperative for a special coffee tasting.
- 10 – 10:15 a.m. **Break – FIREPLACE FOYER**
Sponsored by Organic Valley
- 10:15 – 11:45 a.m. **Breakout Sessions 101 – 601**
 101: “Changing Our Co-ops for Our Changing World: Diversity & Inclusion Strategy Case Studies”— **BALLROOM 1**
 201: “Recruit, Orient, Nominate, Repeat: Building a System for Strong Board Perpetuation”— **BALLROOM 2**

SCHEDULE OF EVENTS

301: "Building Trust-Based Relationships for Bottom-Line Impact"— **NORTHSTAR**

401: "Improving Efficiency in Retail Operations"— **CINNABAR**

501: "We Have the Money – We Just Have to Ask for It: Funding Cooperative Development and Community Donation"— **DELAMAR**

601: "Committed Relationships with Younger Co-ops"— **LIBERTY**

Film: "Food For Change"— **CLEARWATER**

11:45 a.m. – 1 p.m.

Lunch – FIREPLACE FOYER

A buffet lunch will be served. You are invited to bring your lunch to one of the following programs, which will begin at Noon.

Regional Collaboration to Advance Healthy Food Access — BALLROOM 1

Presenters:

Bonnie Hudspeth, Membership and Outreach Manager, and

Erbin Crowell, Executive Director, Neighboring Food Co-op Association

Betsy Black, Northwest Loan and Outreach Officer, Cooperative Fund of New England

Learn how regional collaboration among co-ops and community partners promotes access to healthy food and increases food security. The Neighboring Food Co-op Association (NFCA) and Cooperative Fund of New England are working with NFCA member food co-ops to implement programs addressing food access and community ownership. Already, six food co-ops in the region have launched "Food For All" programs that make healthy food and co-op ownership more accessible to community members with limited incomes.

Youth Caucus — NORTHSTAR

Moderator: **Mo Kessler**, Renaissance Community Cooperative and USA Cooperative Youth Council

This session will convene cooperators ages 17 – 31 to share their experiences and explore how they can support one another to more fully participate in both the conference space and the broader cooperative movement. Participants will draft a collective vision for the future of the cooperative movement from the perspective of young cooperators.

1 – 1:30 p.m.

Break – FIREPLACE FOYER

Sponsored by Organic Valley

1:30 – 3 p.m.

Breakout Sessions 102 – 602

102: "Building Alignment for Change: Boise Co-op Case Study"— **BALLROOM 1**

202: "Living the Vision: How Cooperatives Can Begin with the End in Mind and Realize Impact"— **BALLROOM 2**

302: "Cooperative Advantage in Action: How P6 Co-ops Measure and Demonstrate Their Impact"— **NORTHSTAR**

402: "Better Hiring = Better Service!"— **DELAMAR**

502: "Real Estate Issues: Removing a Big Barrier to Rapid Growth"— **LIBERTY**

602: "From Food for All to Co-ops for All — Is It Possible?" — **CINNABAR**

Film: "Food for Change"— **CLEARWATER**

3 – 3:30 p.m.

Break – FIREPLACE FOYER

Sponsored by Organic Valley

3:30 – 5 p.m.

Breakout Sessions 103 – 603

103: "Culture Change Through Crucial Conversations"— **BALLROOM 1**

203: "Positive Performance Culture" — **BALLROOM 2**

303: "It's Not That Hard – Making Social Media Your Biggest Brand Advocate"— **LIBERTY**

403: "Co-operative Management Practices to Elevate Competitiveness" — **CINNABAR**

503: "More Stores = More Impact"— **NORTHSTAR**

603: "All About National Co+op Grocers" — **DELAMAR**

Film: "Food for Change" — **CLEARWATER**

5 – 6 p.m.

Reception – FIREPLACE FOYER AND PATIO

6 – 9 p.m.

Free Time

Enjoy dinner on your own in downtown Boise.

9 – 11 p.m.

Co-op After Dark: Karaoke – THE SAPPHIRE LOUNGE IN THE RIVERSIDE HOTEL

Enjoy dessert, drinks, and karaoke! *Sponsored by HowGood*

SATURDAY, JUNE 13

7 a.m. – 5 p.m.

Registration Open – BALLROOM FOYER

7 a.m. – 4 p.m.

Exhibits and Village Open – ASPEN ROOM/FIREPLACE FOYER

Meet and learn about the business solutions offered by our conference sponsors. *The schedule of presentations can be found at Registration.*

7 a.m. – 3 p.m.

Silent Auction – ASPEN ROOM

Proceeds benefit Howard Bowers Fund

7 – 8 a.m.

Breakfast – FIREPLACE FOYER

8 – 10 a.m.

Morning Plenary and Community Conversation – GRAND BALLROOM

Keynote Speaker: **Mary Ellen Lynch**, Director of Consumer Insights & Strategic Partnerships, SPINS

Facilitator: **Art Sherwood**, CDS Consulting Co-op

SPINS is the leading provider of retail consumer insights, analytics and consulting for the natural and specialty product industry. Mary Ellen Lynch brings more than 25 years of experience digging deep into syndicated retail measurement and shopper and consumer data to understand the consumer's path to purchase, all with an eye toward strategy and growth. During this presentation, Mary Ellen will address the food

SCHEDULE OF EVENTS

co-op industry and the broader food industry environment with a focus on trends, consumer expectations, and competition.
After the keynote presentation, we will engage as a community—in small groups—to explore the following **Powerful Question: What will we do to be market leaders and grow our co-ops in this time of opportunity?**

10 a.m. – 4 p.m.

Frontier Tea Room Open – EASTWOOD SUITE #500

Stop by for freshly-brewed tea and coffee—and chocolate!

10 – 10:30 a.m.

Break – FIREPLACE FOYER

Sponsored by Organic Valley

10:30 a.m. – Noon

Breakout Sessions 104 – 604

104: "The New Normal: Thriving in a Competitive Landscape"— **BALLROOM 1**

204: "Be Prepared: GM Succession and Hiring Skills for Cooperative Boards"—
BALLROOM 2

304: "Transparency: Treating Members as Owners" — **NORTHSTAR**

404: "Managing Your Personnel Line Item" — **DELAMAR**

504: "Preparing to Grow" — **CINNABAR**

604: "Grow Your Co-op with Capital: Speed Networking with Coop Lenders" — **LIBERTY**

Film: "Food for Change" — **CLEARWATER**

Noon – 1:30 p.m.

CCMA Awards Luncheon – GRAND BALLROOM

Sponsored by National Co+op Grocers

These awards recognize food cooperatives and members of the food cooperative community in the following areas: Cooperative Excellence, Cooperative Service, and Cooperative Board Service. The FCI Startup of the Year will also be recognized.

1:30 – 2 p.m.

Break – FIREPLACE FOYER

Sponsored by Organic Valley

2 – 3:30 p.m.

Breakout Sessions 105 – 605

105: "Rebranding Against the Blurred Lines of Mainstream Retailers" — **BALLROOM 1**

205: "Accountable Empowerment: Fulfilling Your Fiduciary Responsibilities" —
BALLROOM 2

305: "Breaking Through the Walls Without Collapsing the Co-op: Board/GM Strategic Leadership"— **NORTHSTAR**

405: "Priced to Compete: Pricing Strategy for Co-ops"— **DELAMAR**

505: "Financing Your Project: Two Co-ops 'Bare All' with Their Lender"— **CINNABAR**

605: "Customer Loyalty and Building Membership"— **LIBERTY**

Film: "Food for Change"— **CLEARWATER**

3:30 – 4 p.m.

Break – FIREPLACE FOYER

Sponsored by Organic Valley

4 – 5 p.m.

Closing Plenary and Community Conversation – GRAND BALLROOM

Facilitators:

Pat Sterner, Chief Operating Officer Domestic, NCBA CLUSA**Joel Kopishcke**, CDS Consulting Co-op

This plenary will offer a final opportunity to engage as a community—in small groups—to explore the following **Powerful Questions: What did we learn, what don't we know and what's one thing we'll do in the coming year to ensure that co-ops thrive? What is the common thread of conversation to continue throughout the next year?**

6 – 9 p.m.

Basque Block Party – DOWNTOWN BOISE

Hosted by Boise Co-op

Admission is included in the conference registration. Buses will loop between the conference hotels and the Basque Block beginning at 5:45 p.m.

Boise's "Basque Block," between 6th and Capital Boulevard on Grove Street, is a hub of Basque art, music, food, culture, and history. We're shutting down the block and stocking up on white wine sangria, Spanish tapas, and paella catered by nearby Basque Market. Enjoy a Basque dance performance and tour the Basque Museum and Cultural Center. Bonus points if you dress in traditional Basque colors—red, green, and white!

Support Food Co-ops

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HOWARD BOWERS FUND

CONTRIBUTE TODAY:**Silent Auction**

Bidding Opens: Friday, June 12 @ 10:00 am

Bidding Closes: Saturday, June 13 @ 3:00 pm

Item Pick Up: Saturday, June 13 @ 3:00-5:00 pm

Text to Donate

Text **"COOP"** to **91999** to support the Howard Bowers Fund with a monetary donation

Thanks to the Howard Bowers Fund, Common Ground Food Co-op sent board members and the G.M. to CCMA during some of our most crucial times. This inspired us for the difficult work ahead in turning around and growing our co-op, as well as giving us information and connections that continue to support our work today.

– Common Ground Co-op

**GRANTS FOR TRAINING AND EDUCATION
FOR ALL FOOD CO-OPS**

CDS Consulting Co-op
members celebrate receiving
the 2014 Howard Bowers
award for Innovation.



THANK YOU CCMA
for recognizing CDS Consulting Co-op
with the 2014 Howard Bowers Cooperative Innovation award!

Play Co-op Scavenger Hunt for fun and an opportunity to win \$500 off
your next invoice. Look in your conference goodie bag for details.

Stop by our hospitality suite on
Thursday and Friday evenings - Room 124.

CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES

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BALLROOM 1

101 Changing Our Co-ops for Our Changing World: Diversity & Inclusion Strategy Case Studies

Co-ops are agents of change. What started as a radical fringe movement to change the food system has become a primary growth category in our industry. But despite these radical roots, cooperatives are still defining their role in addressing our country's systemic racial inequities. The desire for good food is universal, and yet, for so many of us, our co-ops—board, management and customers—don't fully reflect the changing demographics of our country. In this workshop, you'll hear from five co-ops that have adopted diversity and inclusion strategies and driven success to their social and financial bottom line.

Moderator: **Anne O'Gara**,
Organizational Development
Specialist, Mississippi Market
Natural Foods Co-op

Panelists: **Brandon Kane**, General
Manager, GreenStar Cooperative
Market; **Dan Gilotte**, General
Manager, Wheatville Food
Cooperative; **LaDonna Sanders-
Redmond**, Education and
Outreach Coordinator, Seward
Community Co-op

BALLROOM 2

201 Recruit, Orient, Nominate, Repeat: Building a System for Strong Board Perpetuation

A stable, strong and effective board of directors is vital to the success of any co-op, and building a system to make that happen is an important part of any board's work. Yet many boards struggle to find candidates, much less make sure that members have a meaningful choice of qualified candidates who are excited and ready to serve. In this highly participatory session, we'll consider how to engage members around board service, build a qualified candidate pool, and options for vetting and qualification as part of the election process.

Presenters: **Mark Goehring**
and **Leslie Watson**, CDS
Consulting Co-op

NORTHSTAR ROOM

301 Building Trust-Based Relationships for Bottom-Line Impact

Valley Natural Foods has been a trusted source of local and organic products for close to four decades. Education has been the cornerstone of success in building trust across the co-op's audiences—from employees to consumers. Now more than ever, shoppers are concerned about what's in their food. During this session, we'll walk through a plan to ensure that consumers understand your co-op's value proposition and the role of transparency in the co-op culture. Staff and consumer education, as well as marketing and the management team's role in building trust, will be highlighted.

Presenter: **Melissa Goodson**,
Marketing and Communications
Manager, Valley Natural Foods

CINNABAR ROOM

401 **Improving Efficiency
in Retail Operations**

Given the rapid growth and expansion of a variety of competitors, co-ops are challenged to figure out how to operate on lower margins and with lower costs. During this workshop, you'll gain the ideas and tools to do just that. Learn from the real-world experiences of co-ops within our system that are already successfully operating on lower gross margins and expense structures.

Presenter: **C.E. Pugh**, Chief
Operating Officer, National Co-op
Grocers

DELAMAR ROOM

501 **We Have the Money—We Just Have to Ask
for It: Funding Cooperative Development and
Community Donation**

Given the rapid growth and expansion of a variety of competitors, co-ops are challenged to figure out how to operate on lower margins and with lower costs. During this workshop, you'll gain the ideas and tools to do just that. Learn from the real-world experiences of co-ops within our system that are already successfully operating on lower gross margins and expense structures.

Presenter: **David J. Thompson**,
President, Twin Pines Cooperative
Foundation

LIBERTY ROOM

601 **Committed Relationships with Younger Co-ops**

This session will present opportunities for mature co-ops to respond to requests from startup organizers, whether through direct support or effective referral. We'll describe the experiences (both good and bad) of co-ops that have embraced startup support, including Common Ground, Bloomingfoods and La Montanita. We'll also discuss the role of regional co-op organizations (NFCA, PACA, ACBA, cooperative development centers) and how their work complements the Food Co-op Initiative and professional consultants. A lively exchange about actual mentoring successes and pitfalls will follow this session.

Presenter: **Jacqueline Hannah**,
Food Co-op Development
Specialist, Food Co-op Initiative

BALLROOM 1

**102 Building Alignment for Change:
Boise Co-op Case Study**

When multiple competitors announced plans to open in Boise (Whole Foods, Natural Grocers, Rosauers and Trader Joe's) within two years, the Boise Co-op was not ready organizationally, operationally or culturally. With a new management team at the helm, an honest self-assessment was the first step. Then the hard work began. Come learn what Boise did, what they wish they had done in hindsight, and how your co-op can prepare for whatever changes or challenges that may be coming your way.

Presenters: **Saul Seyler**, Store Manager, and **Matt Fuxan**, Assistant Store Manager/Village Project Manager, The Boise Co-op

BALLROOM 2

**202 Living the Vision: How Cooperatives Can Begin
With the End in Mind and Realize Impact**

This workshop makes the case that creating and implementing strategy are the entire cooperative's job, not just the board or GM's job. Everyone has a part to play to bring the vision alive and achieve the desired impact. Join us to explore the Ends-to-Ends strategic process, how it works and how it has been utilized in multiple cooperatives across the U.S. We will discuss creating a vision, identifying cooperative differentiation, strategic and operational planning, measuring impact, telling our story and even how it all can connect to open-book management approaches. This is one workshop that will help you break on through to the other side to strategic leadership excellence!

Presenter: **Art Sherwood**, CDS Consulting Co-op

NORTHSTAR ROOM

**302 Cooperative Advantage in Action: How P6
Co-ops Measure and Demonstrate Their Impact**

Co-ops have an important role to play in building local and regional food systems and promoting equitable relationships across supply chains. The co-op edge relies on skilled storytelling, communicating to customers that co-ops are living models of community-based economy and the best place to find the values-driven product selection they are seeking. Co-ops keep their edge sharp by ensuring those stories reflect authentic action. This key to differentiating co-ops from competitors is a one-two punch: 1) Crafting the message, and 2) Living it. During this session, learn about P6, a story-telling tool to champion local producers, identify and promote cooperative producers and celebrate your co-op's important community role.

Moderator: **Aaron Reser**, National Director, Principle (P6) Cooperative Trade Movement

Panelists: **Jan Rasikas**, General Manager, Viroqua Food Co-op, and **Nick Seeberger**, Co-op Operations Manager, Seward Community Co-op

DELAMAR ROOM

402 Better Hiring = Better Service!

During this session, Ozark Natural Foods will outline an interview process that generates and maintains an active pool of 30 to 40 excellent candidates from which co-op department managers can hire. This method looks for personality traits (who is personable, conversant and naturally friendly?), hires the person and teaches the job. The "Get to Know You" process has resulted in low employee turnover and built the co-op a reputation in the community for having fun, friendly staff.

Presenter: **Jerry Huddleston**,
Human Resources Manager, Ozark
Natural Foods

LIBERTY ROOM

502 Real Estate Issues: Removing a Big Barrier to Rapid Growth

Food co-ops are expanding rapidly, but not as rapidly as competition. Case studies indicate that managers prefer and are better at managing stores than dealing with real estate matters. Real estate transactions consume a lot of a manager's time and co-ops have lost hundreds of thousands of dollars due to poor real estate acumen. The real estate cycle time is long and real estate involves big dollar amounts. During this session, we'll explore the key issues in real estate (purchase or lease) and how co-ops can best navigate these complicated issues (Hint: not alone). Our hypothesis is that cooperatives could expand more rapidly, with less loss and with less debt if complex real estate issues were managed by a cooperative real estate professional partnering with local real estate agents.

Presenter: **Walden Swanson**,
Director of New Initiatives,
CoMetrics

CINNABAR ROOM

602 From Food For All to Co-ops For All—Is It Possible?

This session will present and discuss outcomes from the Food Co-ops in Low Resource Communities Forum. Can we open viable food co-ops in communities that do not have traditional resources and demographics? We'll present and discuss ideas and issues from the Forum, give examples of recent efforts (short case studies and examples) and describe plans for future research and collaboration to develop replicable business models and development practices for food co-ops in non-traditional markets.

Presenter: **Stuart Reid**, Executive
Director, Food Co-op Initiative

BALLROOM 1

103

Culture Change Through Crucial Conversations

Presenter: **Sarah Dahl**, CDS
Consulting Co-op

Conflict is inevitable, but how we deal with it can greatly affect whether it is productive or destructive. When faced with a conflict, we tend to consider only two options: 1) Avoid it and maintain peace, or 2) Be honest, but risk damaging the relationship. This session explores a third way that is both candid and caring, helping you work through conflict to achieve resolution without compromising the relationship.

BALLROOM 2

203

Creating Positive Performance Culture

Presenters: **Joel Kopishcke** and
Jade Barker, CDS Consulting
Co-op

Get your board members to be great performers—not on stage, but in the board room. Great board work should be rewarding and fun. But how do we get there? This session will explore how to build alignment and offer tips on good group process, clarifying decision-making, maximizing your productivity and more, including how to add fun and celebration as regular elements.

LIBERTY ROOM

303

It's Not That Hard: Making Social Media Your Biggest Brand Advocate

Presenters: **Holly Fearing**, President,
Willy Street Grocery Co-op Board
of Directors, and **Michael Ogden**,
Co-Founder, For3, LLC

Using social media more effectively can boost your co-op's brand and marketing efforts, member engagement and education, not to mention your presence as a leader in your community. And it doesn't take insane amounts of time or effort. The trick is how to tailor social media for your co-op! During this session, we'll review essential social media tactics and strategies to help your co-op connect genuinely with your audiences. Then, we'll examine how your co-op's story can best be told through digital channels. You already have a story that members and potential members are eager to hear—learn how social media can amplify it!

CINNABAR ROOM

403 Corporate Management Practices to Elevate Competitiveness

A panel of graduates from the Co-operative Management Education Program of the Sobey School of Business at Saint Mary's University will address the connection between knowledge of best practices, ability to implement change, and impact of such new or enhanced practices in their co-ops. The panel will present evidence of these connections gathered from the new Community of Practice, a cross-sector group focusing on the implementation of cooperative management practices, and discuss how cross-sector learning is taking place and its importance.

Moderator: **Massood Baqi**, Manager of Promotion and Partnership, Co-operative Management Education, Sobey School of Business at Saint Mary's University

Panelists: **Erbin Crowell**, Executive Director, Neighboring Food Co-op Association, and **Dan Arnett**, General Manager, Central Co-op

NORTHSTAR ROOM

503 More Stores = More Impact

Food co-ops make a difference in their communities. We can have a greater impact through more growth and more stores. This all-star panel will explore a variety of ways to grow, including adoption, merger, acquisition and adding more stores.

Moderator: **Jeanie Wells**, CDS Consulting Co-op

Panelists: **Dan Gillotte**, GM, Wheatsville Food Cooperative; **Gail Graham**, GM, Mississippi Market Cooperative; and **Terry Bowling**, Eastern Corridor Development Manager, National Co+op Grocers

DELAMAR ROOM

603 All About National Co+op Grocers

National Co+op Grocers currently brings together 143 co-ops nationwide. NCG's mission is to provide the vision, leadership and systems to catapult a virtual chain of food co-ops into a position of prominence in the natural foods industry. How does this national co-op operate? What services is it currently providing? What's on the horizon for NCG to help co-ops better compete and survive as strong, dynamic businesses able to profoundly impact their local communities? Join us for a quick-paced overview of NCG and its plans to continue to strengthen the food co-op industry as a sector and a movement.

Presenter: **Karen Zimbelman**, Director of Membership and Cooperative Relations, National Co+op Grocers

BALLROOM 1

104 The New Normal: Thriving in a Competitive Landscape

Presenter: **Dave Olson**, National Co-op Grocers

Competition is here, our competitors are better than ever and they continue to grow and improve at an astonishing rate. This workshop will examine market analysis, recent competitor growth trends and National Co-op Grocers' internal data to illustrate the changing competitive landscape. We'll discuss how co-ops who take this threat seriously and reinvent themselves as stronger competitors can continue to thrive. This session will present an overview of major competitors, including their strategic strengths and weakness, and highlight recent success stories of NCG co-ops that adjusted to the new landscape and, as a result, are stronger co-ops today. Finally, this workshop will provide practical guidance for preparing your co-op when a new competitor enters the market, including: projecting financial impact, communicating internally, developing a culture of readiness, designing competitive and differentiation strategies, messaging and marketing effectively, investing in the store before competition opens, and pricing and promoting competitively to address specific competitors.

BALLROOM 2

204 Be Prepared: GM Succession and Hiring Skills for Cooperative Boards

Moderator: **Thane Joyal**, CDS Consulting Co-op

Hiring a general manager is the most important decision a board makes. Because a management change can happen unexpectedly, every co-op board needs to be ready to make this decision at any time. Panelists in this workshop have successfully used a variety of strategies, skills and tools to hire great GMs. You don't have to re-invent this wheel—come learn what every board needs to know!

Panelists: **Mike Collura**, Board Vice President, East End Food Co-op; **Alicia Fisher Hullinger**, Board President, Good Foods Market; and **Julia Curry**, Board Vice President, and **Charles Baldrige**, Board Treasurer, Onion River Cooperative – City Market

NORTHSTAR ROOM

304 Transparency: Treating Members as Owners

Presenters: **Mark Goehring** and **Leslie Watson**, CDS Consulting Co-op

What does it look like to treat members as owners? How can we effectively share information that makes it easy for them to see our co-op's complex market conditions and decision-making criteria? How can transparency and the co-op's relationship with its owners be a strategic advantage? We'll explore a range of examples and consider ways to help owners understand the co-op and its strategic direction.

DELAMAR ROOM

404 Managing Your Personnel Line Item

Presenter: **Sarah Dahl**, CDS
Consulting Co-op

Payroll and benefits are typically a co-op's biggest expenses after cost of goods sold. Are you reviewing your entire compensation package to make sure you're getting the most for your money? Do you know what your staff actually values? During this session, we'll examine the importance of having a compensation philosophy, setting pay ranges, being transparent with raise criteria and determining the right level of benefit to offer with things such as healthcare, paid time off and retirement matching. Lastly, we'll discuss how to communicate your program internally so that staff understands the full value of their benefits.

CINNABAR ROOM

504 Preparing to Grow

The Boise Co-op Management Team: **Ben Kuzma**, General Manager; **Craig Lochner**, Chief Financial Officer; **Saul H. Seyler**, Store Manager; **Matt Fuxan**, Assistant Store Manager/Village Project Manager; **Debbi Woods**, Human Resource Manager; and **Maureen Valko**, Marketing Director

During this session, the Boise Co-op managers will present their road to growth and expansion. The panel of managers will discuss how the co-op approached assessing internal readiness, building alignment among the Board of Directors and staff, researching feasibility and gathering data, preparing to staff multiple stores, marketing strategies, overall project management and lessons learned along the way.

LIBERTY ROOM

604 Grow Your Co-op with Capital: Speed Networking with Co-op Leaders

Moderator: **Betsy Black**, Northwest Loan and Outreach Officer, Cooperative Fund of New England

This session will give both new and established co-ops an opportunity to explore financing options in a fast-paced, personalized setting. Several lenders that specialize in serving cooperatives will be on hand to share co-op financing practices, describe their services and answer specific questions for co-ops that are starting, expanding, considering growth, or simply interested in increasing their knowledge about financing options. Cooperatives are invited to bring their business plans, pro formas, and sources and uses to aid discussion.

Panelists: **Brenda Pfahl**, Northcountry Cooperative Development Fund; **Brian Misenheimer**, National Cooperative Bank; **Nathan Hixon**, Local Enterprise Assistance Fund; and **Estee Segal**, Capital Impact Partners

BALLROOM 1

105 Rebranding Against the Blurred Lines of Mainstream Retailers

With the mainstreaming of organic, local food, competition comes in all shapes and sizes. Retailers such as Whole Foods, Trader Joe's and Target are all touting organic and local. In order to defend against the competitive grocery landscape and deepen our roots within the Twin Cities community, The Wedge Community Co-op underwent a yearlong strategic rebranding process. Through a collaborative staff and board RFP process, The Wedge partnered with a design agency to gain strategic insights through focus groups and develop a brand platform and style guide, and implement rebranded in-store signage, a bi-weekly Fresh Flyer, ownership materials, website, private-label packaging, a newsletter and more. Gain valuable insight on what it takes to rebrand a co-op from this successful veteran.

Presenter: **Jessica Pierce**, Director of Brand Marketing, The Wedge Community Co-op

BALLROOM 2

205 Empowerment: Fulfilling Your Fiduciary Responsibilities

Few would argue that we should take our fiduciary duties seriously, but what does that look like in practice for each of us as board directors? How do we know that our co-op is really on track financially? What do we do if we suspect it isn't? How can we use third-party expertise to best fulfill our duties? And what are the most important questions that we need to be asking? If you are looking for the path from fear and handwringing to confident and accountable empowerment, then this session is for you!

Presenters: **Michael Healy** and **Rose Marie Klee**, CDS Consulting Co-op

NORTHSTAR ROOM

305 Breaking Through the Walls Without Collapsing the Co-op: Board/GM Strategic Leadership

How can our cooperative boards and GMs break through the walls that limit excellence in strategic leadership without collapsing what we've built? Food co-ops have experienced amazing success, yet their challenges have never been greater. It's time for high-quality collaboration and strategic leadership among the board and managers. During this session, explore breakthrough ideas to collaboratively envision the future, create and enact strategy, identify and address weak performance and use third-party assessments—all without collapsing the cooperative house!

Presenters: **Art Sherwood** and **Todd Wallace**, CDS Consulting Co-op

DELAMAR ROOM

405 **Priced to Compete: Pricing Strategy for Co-ops**

Presenter: **C.E. Pugh**, COO,
National Co-op Grocers

How often do you think about pricing? How often do you hear about high prices from shoppers? Does your co-op have a strategic approach to pricing? As competition increases from the new crop of farmer's market-format stores, mass-market retailers and conventional supermarkets, co-ops are looking for ways to differentiate in their perimeter departments and exceed shopper expectations with great service. They should also be working to compete on price in the categories and on the items that influence shoppers' price perceptions. During this session, you'll learn what you need to know about pricing strategy for co-ops, the resources necessary and available to help develop or implement a pricing strategy, and how some co-ops are already effectively competing on price.

CINNABAR ROOM

505 **Financing Your Project: Two Co-ops "Bare All" With Their Lender**

Moderator: **Jacqueline Hannah**,
Food Co-op Development
Specialist, Food Co-op Initiative

Explore the financing process through a case study that presents both the lender and the cooperative's points of view. This session will cover lessons learned, how to structure and raise capital, how to close the project as smoothly as possible and how to communicate effectively with your lender.

Panelists: **Leila Wolfrum**, General
Manager, Durham Co-op Market;
Dorian Gregory, Southwestern
New England Loan Outreach
Officer, Cooperative Fund of New
England; **Rochelle Prunty**, General
Manager, River Valley Market; and
Brenda Pfahnl, Senior Loan Officer
and Director of Sustainable Food
Systems Financing, Northcountry
Cooperative Development Fund

LIBERTY ROOM

605 **Customer Loyalty and Building Membership**

Presenters: **Brian Correa**, Director
of Sales, ECR Software, and **Jessica
Moore**, Purchasing/IT Manager,
Boise Co-op

During this session, explore best practices for building membership through loyalty programs and technology.



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		100s EMBRACING CHANGE	200s STRATEGIC LEADERSHIP	300s TELLING OUR STORY
FRIDAY, JUNE 12	10:15 – 11:45 a.m.	101 Changing Our Co-ops for Our Changing World: Diversity & Inclusion Case Studies BALLROOM 1	201 Recruit, Orient, Nominate, Repeat: Building a System for Strong Board Perpetuation BALLROOM 2	301 Building Trust-Based Relationships for Bottom-Line Impact NORTHSTAR
	1:30 – 3 p.m.	102 Change: Boise Co-op Case Study BALLROOM 1	202 Living the Vision: How Cooperatives Can Begin with the End in Mind and Realize Impact BALLROOM 2	302 Cooperative Advantage in Action: How P6 Co-ops Measure and Demonstrate Their Impact NORTHSTAR
	3:30 – 5 p.m.	103 Culture Change Through Crucial Conversations BALLROOM 1	203 Positive Performance Culture BALLROOM 2	303 It's Not That Hard – Making Social Media Your Biggest Brand Advocate NORTHSTAR
SATURDAY, JUNE 13	10:30 – Noon	104 The New Normal: Thriving in a Competitive Landscape BALLROOM 1	204 Be Prepared: GM Succession and Hiring Skills for Cooperative Boards BALLROOM 2	304 Transparency: Treating Members as Owners NORTHSTAR
	2 – 3:30 p.m.	105 Rebranding Against the Blurred Lines of Mainstream Retailers BALLROOM 1	205 Accountable Empowerment: Fulfilling Your Fiduciary Responsibilities BALLROOM 2	305 Breaking Through the Walls Without Collapsing the Co-op: Board/GM Strategic Leadership NORTHSTAR

400s BE THE BEST RETAILER	500s GROWING OUR CO-OP	600s MEDLEY
401 Improving Efficiency in Retail Operations CINNABAR	501 We Have the Money – We Just Have to Ask for It: Funding Cooperative Development and Community Donation DELAMAR	601 Committed Relationships with Younger Co-ops LIBERTY
402 Better Hiring = Better Service! DELAMAR	502 Real Estate Issues: Removing a Big Barrier to Rapid Growth LIBERTY	602 From Food for All to Co-ops for All — Is It Possible? CINNABAR
403 Co-operative Management Practices to Elevate Competitiveness CINNABAR	503 More Stores = More Impact NORTHSTAR	603 All About National Co+op Grocers DELAMAR
404 Managing Your Personnel Line Item DELAMAR	504 Preparing to Grow CINNABAR	604 Grow Your Co-op with Capital: Speed Networking with Co-op LIBERTY
405 Priced to Compete: Pricing Strategy for Co-ops DELAMAR	505 Financing Your Project: Two Co-ops ‘Bare All’ with Their Lender CINNABAR	605 Customer Loyalty and Building Membership LIBERTY



A photograph of a woman with short brown hair in a magenta shirt, a staff member with long dark hair and glasses in a white shirt and green apron, and a young child with curly blonde hair in a light blue shirt. They are in a grocery store aisle with shelves of green vegetables in the background. The staff member is holding a small clear container of red berries and offering one to the child. The woman is standing next to a shopping cart. The staff member's apron has a "welcome" tag and a "coop" logo tag.

operation

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Steve Alves

Producer/Director, *Food For Change*

Steve Alves, producer and director of the documentary *Food For Change*, is an internationally acclaimed filmmaker and manager of Home Planet Pictures. He has been a member of the Franklin Community Co-op for 23 years.

Dan Arnett

General Manager, Central Co-op

Dan Arnett is general manager of Central Co-op, a consumer food cooperative located in the Capitol Hill neighborhood of Seattle with more than 13,000 active members. Dan has 16 years of cooperative management experience and holds a master's degree in Management: Co-operatives and Credit Unions degree from Saint Mary's University in Halifax, Nova Scotia. Dan has served on multiple boards over the past two decades and is currently serving on the boards of National Co-op Grocers and the Northwest Cooperative Alliance.

**Charles Baldrige**

Board Member, City Market Co-op
Board of Directors

Charles Baldrige has served as a board member at City Market Co-op in Burlington, Vermont, for three years.

In December, he joined two other board members on a search committee when City Market's general manager announced he was stepping down from the position. The committee hired an outside search consultant, performed a national search, found several strong candidates and facilitated the full board's interview process of the candidates. The City Market Board of Directors announced the successful completion of the search in April.

**Jade Barker**

Member, CDS Consulting Co-op

Jade Barker, a member of CDS Consulting Co-op, has served on the River Valley Market Food Co-op Board of Directors in Northampton,

Massachusetts, for more than nine years, including three as board president. At the 2014 CCMA Conference, she was recognized for her leadership excellence with a Cooperative Board Service Award. An experienced mediator, Barker enjoys helping people become more effective cooperators—all while having some fun!

**Massood Baqi**

Manager of Promotion and Partnership,
St. Mary's University

Massood Baqi is manager of Promotion and Partnership for Co-operative Management Education at Saint Mary's University. Prior to this role, he spent seven years working for Vancity Credit Union, where he gained significant exposure to cooperatives.

**Betsy Black**

Loan and Outreach Officer,
Cooperative Fund of New England

Betsy Black is Loan and Outreach Officer for the Cooperative Fund of New England, a nonprofit community development financial institution that has loaned \$30 million in support of 600+ loans to food co-ops, worker-owned businesses, agricultural co-ops and other nonprofit, community-based entities throughout New England.

**Bruce Carrozzi**

Divisional Vice President of Retail
Growth, True Value

Bruce Carrozzi is divisional vice president of Retail Growth at True Value Company, where he is responsible for Sales and Probability for 3,100 co-op members across the U.S. representing \$1.5 billion in annual wholesale revenue. In addition to more than 30 years of hardware/home center experience, Carrozzi brings a passion for bettering the lives of independent co-op owners through improved planning and management of their business operations.

Carrozzi lives in Bedford, New Hampshire, where he is an active member of his local church. He holds a bachelor's degree in Business Administration from the State University of New York – Utica. Carrozzi is also a strong advocate for adult continuing education and has completed programs at New York University, the University of Michigan and Northwestern University's Kellogg School of Business.

**Michael Collura**

Director, East End Food Co-op

Mike Collura has been a director of East End Food Co-op since 2006. In that time, he's served as secretary, treasurer and now vice president. Collura also currently chairs East End's Board Perpetuation & Elections Committee, in addition

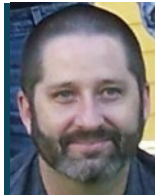
to participating in its Member Linkage Committee and Finance Committee. His background is in computer programming and information security, and he currently works as the head of technology and information security at a small community bank in Pittsburgh, Pennsylvania. Collura is committed to helping guide his co-op through its expansion process and ensuring that East End Food Co-op's Ends Policy guides every decision.

Brian Correa

Western Regional Sales Director, ECRS.

Brian has been working in the POS industry since 1987.

Brian started his career at NCR as a system engineer and transitioned into a sales executive role. After working directly for NCR, he became a partner at the NCR Dealership, SNCR, where he worked for 17 years. Prior to joining the team at ECRS in 2008, Brian spent five years with MICROS Hospitality Systems. He holds undergraduate degrees in Hotel Administration and Finance and a Master of Business Administration. Brian's 27 years in the POS industry have provided him with experienced insights into related development and trends.



Erbin Crowell

Executive Director, Neighboring Food Co-op Association

Erbin Crowell serves as executive director of the Neighboring Food Co-op Association (NFCA), a network of

more than 30 food co-ops and startup initiatives with a combined membership of more than 90,000 people across Vermont, New Hampshire, Connecticut, Massachusetts and Rhode Island. Crowell serves on the boards of the New England Farmers Union and NCBA CLUSA. He holds a master's degree in Management: Co-operatives & Credit Unions from Saint Mary's University in Nova Scotia and is as an adjunct lecturer at the University of Massachusetts – Amherst, where he teaches courses on the cooperative movement.



Julia Curry

Incoming President, Onion River Co-op/City Market

Julia Curry, a member of the Onion River Co-op/City Market for 15 years, has served on the co-op's

board for five years and will become its president in July 2015. She works for an affordable housing nonprofit in Burlington, Vermont, as an advisor to housing cooperatives, and also belongs to a local community-supported farm co-op.



Sarah Dahl

Consultant, CDS Consulting Co-op

Sarah Dahl spent 12 years as manager of Human Resources at Willy Street Co-op, along with 10+ years of project management experience, before

moving to her current role as a consultant at CDS Consulting Co-op. Dahl works with grocery co-ops of all sizes to maximize available resources. Her areas of expertise include compensation, labor law, conflict resolution and management coaching. Dahl received her Senior Professional in Human Resources (SPHR) certification in 2008 and lives in Madison, Wisconsin.

Holly Fearing

President, Willy Street Grocery Co-op Board of Directors

Holly Fearing is president of the Board of Directors of Willy Street Grocery Co-op, one of the largest natural food cooperatives in the U.S. She is a founding organizer of the Dane Cooperative Alliance, an organization serving as a collective resource and central voice for cooperative businesses in the Madison, Wisconsin area with the mission to grow the cooperative economy through marketing, outreach and education.

Fearing has worked with Summit Credit Union and more than 25 other local co-ops over the past five years to help organize the Annual Co-op Connection event that brings a heightened awareness of individual cooperative businesses in the city, as well as the industry in general, to thousands of Madison's citizens. Fearing also works on cooperative-focused projects and presentations with national and local organizations including NCBA CLUSA, Cooperative Network, University of Wisconsin Center for Cooperatives, Summit Credit Union, Filene Research Institute, Credit Union National Association (CUNA) and the Wisconsin Credit Union League.



Matt Fuxan

Assistant Store Manager/Village Project Manager, Boise Consumer Cooperative

Matt Fuxan joined Boise Co-op staff in 2011. Previously, he worked in

restaurant management, including several years as a senior manager for a restaurant group in Texas and as forager for a pair of downtown Boise restaurants. During his eight years in Idaho, Fuxan has worked directly with local ranchers and farmers to bring their products to market and help strengthen the local food system. He has continued this work at Boise Co-op, initially focusing on fresh

departments and their remodel. Currently, Fuxan is project manager for the Boise Co-op's second location, slated to open in October 2015. When finished, Fuxan will become the Store Manager of the North End location. When not working, Fuxan enjoys looking forward to a growing family and running in Boise's foothills.



Dan Gillotte

General Manager,
Wheatsville Food Co-op

Dan Gillotte has worked in the food co-op sector since 1993 and is currently general manager of Wheatsville Food Co-op, the only retail grocery cooperative in Texas. He is a board member and former board president of the Cooperative Grocers Network (CGN) and sits on the board of National Co+op Grocers. Locally, he is a board member of the Austin Independent Business Alliance (AIBA), which was founded in 2002 by a handful of Austin businesses—including Wheatsville—as a way to help independent businesses successfully compete with corporate chains. Gillotte is also a charter member-owner of Black Star Co-op.

As general manager of Wheatsville, Gillotte planned and led the 2008 renovation project at 3101 Guadalupe and the much-anticipated opening of the 4001 South Lamar location in 2013. Gillotte successfully led the co-op through these complex expansion projects that included bank financing, capital fundraising, lease negotiation, permitting, store design and a brand re-launch. Through careful training and preparation, Gillotte has led his staff to embody the highest standards of business excellence, putting Wheatsville in the top tier of grocery co-ops nationwide.



Mark Goehring

Member, CDS Consulting Co-op

Mark Goehring, a member of the CDS Consulting Co-op, has a keen interest in participation as a driving force in the success of cooperatives, perpetuating strong boards and planning and facilitating meetings that have a high level of focused conversation among participants. Goehring is a lead designer of the Co-op Cafes produced by CDS Consulting Co-op and works with co-ops via its Cooperative Board Leadership Development (CBLD) Program.

Melissa Goodson

Marketing and Communications
Manager, Valley Natural Foods

Melissa Goodson is Marketing and Communications Manager at Valley Natural Foods and is a recent PhD graduate in the area of Organization and Management. Goodson has taught marketing classes at the collegiate level for more than three years. Her experience includes senior marketing positions in retail, newspaper and co-op industries. Goodson was also appointed to the Minnesota Organic Advisory Task Force, overseen by the Minnesota Department of Agriculture.



Dorian Gregory

Southwestern New England Loan
Outreach Officer, Cooperative
Fund of New England

Dorian Gregory is the Southwestern New England Loan Outreach Officer for the Cooperative Fund of New England, where she visits current and potential borrowers, provides technical assistance, administers the loan portfolio and markets the fund in Southwest New England. A CPA with almost 20 years of experience in public accounting—including as a senior manager with PricewaterhouseCoopers, LLP—Gregory has provided finance, audit, governance and business advisory services to a variety of companies in industries as diverse as higher education and health services, manufacturing, transportation and technology. She is president of River Valley Market Co-op's Board of Directors and also serves on the board of Tapestry Health Systems.

Gregory developed a lifelong passion for social change while in college working on environmental and renewable energy campaigns, later while engaged in community organizing for a low-income and poor people's rights organization, and as a battered women's shelter hotline volunteer and board member. She earned a bachelor's degree in Mathematics and Philosophy from George Mason University, a master's degree in Philosophy from SUNY at Stony Brook and concentrated on accounting studies at the University of Massachusetts Isenberg School of Management. She practices and teaches Taijiquan and Qigong.


Jacqueline Hannah

General Manager, Common Ground Food Co-op

Jacqueline Hannah has worked exclusively for independent local businesses in retail management for more than 25 years, but it was only 2006—when she was hired as general manager of Common Ground Food Co-op—that she finally found a job that combined her passion for business, management and sustainable food with her belief that businesses should exist to enrich their communities. During her time at Common Ground, Hannah led the co-op through two expansions and the founding of its Food For All economic access program. Under her management, Common Ground became the fastest-growing retail food co-op in the nation from 2008 – 2013. Hannah joined Food Co-op Initiative in March 2015 where she supports new food co-op development.

In 2010, Hannah was named one of the “40 Under 40” business people of excellence by Central Illinois Business Magazine, and in 2011 she accepted the Innovation Award for Economic Development Impact for her work with Common Ground. Hannah received the Cooperative Service Award at the 2013 Crossroads Cooperative Summit.


Michael Healy

Member, CDS Consulting Co-op

Michael Healy has been a member of CDS Consulting Co-op for 15 years, providing consultation and leadership training for cooperative boards and managers across the U.S. Michael lives in beautiful Burlington, Vermont.


Jerry Huddleston

Human Resources Manager, Ozark Natural Foods

Jerry Huddleston has served as Human Resources Manager at Ozark Natural Foods since 2001. Huddleston is a graduate of John Brown University with a bachelor's degree in Organizational Management and is slated to complete his MBA in Leadership and Ethics in 2016.


Bonnie Hudspeth

Membership and Outreach Manager, Neighboring Food Co-op Association

Bonnie Hudspeth serves as Membership and Outreach Manager of the Neighboring Food Co-op Association (NFCA), a network of more than 30 food co-ops and startup initiatives with a combined membership of more than 90,000 people across Vermont, New Hampshire, Connecticut, Massachusetts and Rhode Island. NFCA member co-ops are working toward building a thriving cooperative economy rooted in a healthy, just and sustainable food system and cooperation among co-ops. Prior to joining NFCA, Hudspeth served as project manager—creating the founding organizational structure and overseeing pre-operational development—for Monadnock Food Co-op, a cooperatively owned grocery store in Keene, New Hampshire, that opened in 2013.


Thane Joyal

Consultant, CDS Consulting Co-op

Thane Joyal, a member of CDS Consulting Co-op, has been consulting with the boards of retail food co-ops since 2008. She is in her last year as a member of the Syracuse Real Food Co-op Board of Directors, of which she served as board chair for several years. Joyal is also an environmental attorney and maintains a small practice supporting the Onondaga Nation's General Counsel in matters related to the remediation of Onondaga Lake and Onondaga Creek.


Brandon Kane

General Manager, GreenStar Cooperative Market

Brandon Kane has served as general manager of GreenStar Cooperative Market in Ithaca, New York, since 2011 and has worked in the natural food industry since 2000. Kane believes in the power of grocery co-ops to succeed where other institutions have failed at strengthening local economies and addressing systemic racism within communities.

Joel Kopischke

Member, CDS Consulting Co-op

Joel Kopischke is an owner/member of CDS Consulting Co-op—a cooperatively run consulting group that serves co-ops—where he specializes in cooperative governance, strategic leadership, board development and executive coaching. Kopischke

has more than 20 years of experience in process improvement and leadership consulting and has led experiential workshops and leadership development programs across the U.S., the United Kingdom and South Africa.

In Kopischke's early career as a project manager, software designer and developer, he led high-profile projects domestically and internationally for companies such as Visa, General Electric and General Motors. His software design work for the Jacksonville Jaguars earned him three patents. Joel is also a recording artist who performed the National Anthem for Game 2 of the 2011 MLB National League Championship Series.



Ben Kuzma

General Manager, Boise Consumer Cooperative

Ben Kuzma joined Boise Co-op staff in 2011. Previously, he served as general manager of Food Conspiracy Co-op and Belfast Co-op and spent the first nine years of his career with Davis Food Co-op. Kuzma is an alumnus of the Co-op Management Institute. At Boise Co-op, he hired a new management team and prepared for a store remodel before Whole Foods entered the neighborhood market in 2012. Kuzma also worked with the Boise Co-op Board of Directors to change the bylaws so patronage dividends could be issued, to secure a long-term lease for their stores and to join National Co-op Grocers. This work allowed the board and staff time and energy to prepare to open a second store. A favorable long-term lease in a prime shopping location for the new store was signed in 2014.



Craig Lochner

Chief Financial Officer, Boise Consumer Cooperative

Craig Lochner joined Boise Co-op staff in 2013. He entered the cooperative retail industry after a long career in the insurance industry, serving in a multitude of positions including president and CEO, CFO, COO, controller, internal auditor and regulatory auditor. Lochner has management experience with company startups, expansion of existing firms and troubleshooting at companies in distress. While at Boise Co-op, Lochner has brought all financials functions in house. For the expansion project, he led the development of pro-forma financials, the data gathering process and worked on potential site evaluation.



Mary Ellen Lynch

Director of Consumer Insights and Strategic Partnerships, SPINS

Mary Ellen Lynch is director of Consumer Insights and Strategic Partnerships at SPINS, the leading provider of retail consumer insights, analytics and consulting for the natural and specialty products industry. Lynch brings more than 25 years of experience digging deep into syndicated retail measurement, shopper and consumer data to understand the consumer's path to purchase—all with an eye toward strategy and growth. To fully support that endeavor for established and emerging natural and specialty brands, she also works closely with cornerstone natural industry organizations and a variety of strategic marketing research partners.



Jerry McGeorge

Director of Cooperative Affairs

Jerry McGeorge is a lifelong organic consumer who has been with CROPP Cooperative for the past seventeen years. He has held numerous positions within the cooperative; currently, Jerry is Director of Cooperative Affairs and is a member of the Management Team. Duties include oversight of the government affairs, legal affairs, and human resources functions, as well as investor relations. Additionally, creation of cooperative policies, and support for the Board of Directors fall under his purview.

Jerry is actively involved in the start-up and development of cooperatives. He has consulted with several co-ops during their start-up phase. He served as Board President of the National Cooperative Business Association and continues to serve on the NCBA CLUSA Executive Committee. He is a past member of the Board of Directors of the Viroqua Food Co-op, a natural foods co-op located in his hometown. Jerry earned a Bachelor's of Social Work degree from Middle Tennessee State University. He enjoys spending time with his wife and three boys playing sports and enjoying the great outdoors.

Jessica Moore

Purchasing and IT Manager, Boise Consumer Co-op

Jessica started her career at the Boise Co-op seven years ago as a parking lot attendant. Since then, she has held several different positions in many departments – Data Entry, Front End, IT, and most recently, Purchasing. Jessica is passionate about local and organic foods and is a strong supporter of the Cooperative principles.


Anne O'Gara

Organizational Development Specialist,
Mississippi Market Natural Foods Co-op

Anne O'Gara is Organizational Development Specialist at Mississippi Market Natural Foods Co-op in Saint Paul, Minnesota. In this role, O'Gara develops systems rooted in mission to support operational excellence for the growing organization. She is a trained Racial Justice Facilitator and serves on the board of Urban Roots, a St. Paul-based organization committed to building vibrant and healthy communities through food, conversation and youth development.


Michael Ogden

Co-Founder, For3, LLC

Michael Ogden is co-founder of For3, LLC, a digital and social media consulting company with a passion for building powerful, personal connections between people and cooperatives, local businesses and other industries doing the most good. For the past 12 years, Ogden has focused on creating social media strategies and campaigns for numerous national and international industries and businesses, among them credit unions and co-ops. He spends most of his time researching, writing and presenting about the positive impact social media can have on all businesses—from small, hometown establishments to the largest corporations.

Early in his career, Ogden was a radio and television journalist in Ohio and Wisconsin. This led him to a successful corporate and agency Public Relations career. Before co-founding For3, he was Digital Media Manager for CUNA Mutual Group, where he grew the organization's social platforms by more than 1,000 percent in three years.


Dave Olson

National Co-op Development
Manager, National Co+op Grocers

Dave Olson began his career in the food co-op industry in 2000—first at New Pioneer in Iowa City and then at Mississippi Market in St. Paul—working in a variety of departments and in several supervisory roles. He joined National Co+op Grocers in 2010, when he was hired to work directly with general managers and designated representatives in NCG's Western Corridor to improve retail performance and support co-op growth.

In 2014, Olson accepted a new role focused on providing additional retail support to co-ops nationally

by creating regional retail development teams. In addition to helping co-ops meet challenges associated with the new competitive landscape, these regional development teams will identify and leverage opportunities to supplement national NCG programs and ultimately offer more value to food co-op owners and shoppers everywhere. Olson has presented at a wide variety of conferences and events on the topics of growth and development, operational improvement and preparing for competition.


Brenda Pfahnl

Program Director, Sustainable Food
Systems Financing & Senior Loan
Officer, Northcountry Cooperative
Development Fund

Brenda Pfahnl is program director of Sustainable Food Systems Financing & Senior Loan Officer for the Northcountry Cooperative Development Fund (NCDF). Pfahnl has worked with NCDF since 2009 and has served as a cooperative lender for more than 20 years. She specializes in lending to consumer, worker and producer cooperatives whose missions focus on food and agriculture. Pfahnl currently serves on the board of Lakewinds Food Cooperative, a consumer co-op with more than \$40 million in annual sales and three stores in Minnesota. She also serves on the Board of Advisors for the Howard Bowers Fund, a grant program administered by the Cooperative Development Foundation. Brenda holds a master's degree in Community Economic Development and an MBA with a concentration in Finance from Southern New Hampshire University.


Jessica Pierce

Director of Brand Marketing, The
Wedge Community Co-op

While studying journalism at the University of Wisconsin-Madison, an internship with a local film festival convinced Jessica Pierce that working for local businesses was her calling. Pierce carried that passion to Colorado, where she served as manager of Marketing and Public Relations for a nonprofit film society. After returning to the Midwest, Pierce spent five years working in the advertising and marketing industry learning how to build strategic marketing plans and develop creative campaigns. Pierce then returned to her roots as director of Brand Marketing at The Wedge Community Co-op.


Rochelle Prunty

General Manager, River Valley Market

Rochelle Prunty is general manager of River Valley Market in Northampton, Massachusetts. She began working for the co-op in 2001 during the early stages of its startup project. Prunty led River Valley Market's development from site search and membership development to securing financing for the \$9 million+ project. Financing included a \$7.3 million new markets tax credit loan, 250 member-owner loans and 2,000 member equity investments. River Valley Market opened in 2008 and now counts more than 7,500 co-op owners and annual sales of \$23 million per year.


C.E. Pugh

Chief Operating Officer,
National Co+op Grocers

C.E. Pugh has worked in the food retail space for more than 39 years. He has extensive experience in all aspects of retail food store management, operations and new store development. He has directly overseen the expansion of more than 30 stores and new store development projects at both family-owned conventional and cooperatively-owned natural food retailers. Pugh began working with National Co+op Grocers in 2008 to help create and lead the NCG Development Cooperative's successful startup phase. He assumed the COO position at NCG in 2012. Pugh is based in Iowa City, Iowa.


Stuart Reid

Executive Director, Food Co-op Initiative

Stuart Reid is executive director of Food Co-op Initiative, a nonprofit foundation that provides technical assistance, information and resources to groups organizing new retail food co-ops across the U.S. The Food Co-op Initiative has helped more than 65 co-ops open and is currently supporting 125 co-op organizing efforts across the country. Reid has been working in and for food co-ops since 1978 as a store manager, board member, wholesale buyer, trainer and general cheerleader.

Jan Rasikas

General Manager, Viroqua Food Co-op

Jan Rasikas is general manager of P6-member Viroqua Food Co-op and vice president of the P6 Board of Directors. Rasikas has led Viroqua Food Co-op to incredible success using P6 as a tool to strengthen relationships with local producers and to

highlight the store's values-based products. P6 is a marketing tool in which Viroqua Food Co-op takes pride. Staff, customers and producers alike recognize and embrace the P6 program.

Aaron Reser

National Director, P6 Cooperative Trade Movement

Aaron Reser is national director of the P6 Cooperative Trade Movement. She brings to P6 a strong advocacy background for small producers. Reser spent several years as a farmer in Minnesota and New York, managing a large Minneapolis farmers market, developing local food infrastructure and the cooperative economy, and working on local and state food policy.

LaDonna Sanders-Redmond

Education and Outreach Coordinator, Seward Community Co-op

LaDonna Sanders-Redmond is Education and Outreach Coordinator for Seward Community Co-op in Minneapolis, Minnesota. A long-time community activist in urban agriculture, food access, women's health and food justice, Sanders-Redmond is a sought-after speaker nationwide. She assisted Chicago Public Schools' effort to eliminate junk food, founded a community grocery store and consulted on federal farm policy to expand access to healthy food in low-income communities. Sanders-Redmond is the Education and Outreach Coordinator for Seward Co-op's new Friendship store. She is a graduate of Antioch College.

Nick Seeberger

Co-op Operations Manager, Seward Community Co-op; President, P6 Board of Directors

Nick Seeberger is Co-op Operations Manager at Seward Community Co-op and president of the P6 Board of Directors. Under his leadership, Seward has developed a staff-empowered store culture attuned to increasing market share for small, local and cooperative producers. Seward has increased P6 products as a percentage of total store sales every quarter since launching the program in 2010. In 2014, 40 percent of the co-op's total store sales went to P6 producers, injecting more than \$13.5 million into the local and cooperative economy.

SPEAKERS



Saul H. Seyler

Store Manager, Boise Consumer Cooperative

In January 2012, Saul Seyler joined Boise Co-op staff. Seyler previously worked as an attorney in Missoula, Montana,

where he practiced civil law with a focus on Labor and Employment Law. Before his work as an attorney, Seyler worked as a manager in the grocery retail setting for The Good Food Store and Trader Joe's. Since joining Boise Co-op, Saul has worked with the management team to restructure the operational staffing, complete a large remodel and open a Pet Supply Shop. Seyler also assisted the co-op in the process of opening a second store in Meridian, where he will assume the role of store manager. Seyler spends his spare time playing with his daughters and enjoying the Boise foothills.



Art Sherwood

David Cole Professor of Entrepreneurship, Western Washington University

Art Sherwood is the David Cole Professor of Entrepreneurship in the College

of Business and Economics at Western Washington University. He is the director of Western's Inter-Disciplinary Entrepreneurship in Action (IDEA) Institute, an Affiliated Faculty of the Vincent and Elinor Ostrom Workshop on Political Theory and Policy Analysis and co-founder of the Cooperative Business Research Institute.

Having completed his graduate work at Indiana University's Kelley School of Business with a research focus on cooperative alliances, Sherwood now seeks to better understand cooperative entrepreneurship, governance and leadership. In addition to his academic work, Sherwood is an experienced entrepreneur and a member-owner of CDS Consulting Co-op, in which capacity he advises and teaches cooperative leaders across the U.S.



Walden Swanson

Founder and Board Chair, CoMetrics

Walden Swanson has spent most of his career working in the cooperative sector. He has managed both retail and wholesale food co-ops and

has helped start numerous housing, credit and worker co-ops. He is a founder and board chair of CoMetrics. Swanson has served on numerous cooperative boards, including NCBA CLUSA, National Cooperative Bank, Capital Impact Partners, the Cooperative Development Fund, .coop and the

Central Committee of the International Cooperative Alliance. Swanson has received the Cooperative Service Award, the Cooperative Innovation Award and has been inducted into the Cooperative Hall of Fame. Swanson is a self-proclaimed nerd, but swears he's presentable in most environments.



David Thompson

Founder, Thompson Consulting; Co-Principal, Neighborhood Partners, LLC

David J. Thompson, founder of Thompson Consulting and co-principal of Neighborhood Partners, LLC, has

worked for national cooperative organizations in the U.S., Japan and the United Nations. In 2010, he was inducted into the Cooperative Hall of Fame. He was an integral part of events surrounding the UN's International Year of Cooperatives in 2012. In 2013, Thompson received the Voorhis Award, the National Association of Housing Cooperatives' highest honor. From 1985 to 1991, Thompson was vice president for Western States and director of International Relations for NCBA CLUSA. From 1979 to 1985, he served as director of Planning for National Cooperative Bank (NCB) and, later, regional director of NCB's 13-state Western Region.

Thompson specializes in funding the capital needs of cooperatives. He is a co-founder of Co-opportunity in Santa Monica, California, and is president of the Twin Pines Cooperative Foundation (TPCF). Under Thompson's leadership, TPCF has created Cooperative Community Funds for 30 U.S. cooperatives. Along with Luke Watkins, Thompson drafted the City of Davis' Affordable Housing Ordinance, which created more than \$400 million in nonprofit and mutual housing. Thompson and Watkins are co-principals of Neighborhood Partners, LLC, which has developed 800 units of affordable housing. A prolific published author, Thompson wrote *Weavers of Dreams: Founders of the Modern Cooperative Movement* (1994, 2012), co-authored *Cooperation Works!* (1996) and *A Day in the Life of Cooperative America* (1994), and wrote *Credit at the Grassroots* (1995), among other titles.



Mo Valko

Marketing Manager, Boise Consumer Cooperative

Mo Valko started as the Marketing Manager at Boise Co-op in March 2015.

While she is new to Boise Co-op, she's no stranger to the cooperative movement. Prior to Boise, Valko spent six years at Mountain View Market Co-op in New Mexico, where she also served as a

consultant for local foods procurement at Las Cruces Public Schools. With more than 15 years in the retail industry—including 10 years in a supervisory role—Valko is passionate about growing the local economy by strengthening local businesses such as Boise Co-op. Her first major task at the co-op was to design and launch a \$1 million member loan campaign for Boise Co-op's new location. When she's not at work, you can find Valko exploring the many trails around Boise.



Todd Wallace

Consultant, CDS Consulting Co-op

Since 2009, Todd Wallace has been a proud member-owner of the CDS Consulting Co-op, a shared services cooperative of consultants dedicated to building and strengthening cooperative businesses. Previously, he served on the board of his local food co-op for seven years, five of which he spent as board president. Wallace currently works with the boards and management teams of co-ops and like-minded nonprofits as a trainer, coach, facilitator and consultant on matters of leadership, governance, successful board/management collaboration and group process design. Clients in five different time zones and a life of constant travel have taught Wallace to appreciate his home—Portland, Oregon, where he says the summers are too short and winter rains are an excuse to curl up with an espresso and a thick book. Lately, Wallace has become most excited by the questions cooperators are asking about identity, long-term relevancy, impact and creating a healthy democracy.



Leslie Watson

Member, Board Leadership Development Team, CDS Consulting Co-op

Based in Minneapolis, Minnesota, Leslie Watson is member of CDS Consulting Co-op's Board Leadership Development Team. She works with co-ops during each phase of their maturation, from startup to stabilized and expanding. Watson embraces the co-op model as a great way to reshape relationships with our communities and reorient commerce and industry to serve people and planet before other interests, but she thinks cooperative Scrabble is just wrong.



Deborah Wege

Community Giving Manager, BECU

Deborah Wege has worked in the credit union industry for more than 32 years and has extensive experience in developing and implementing community giving and philanthropic support strategies, including organizational giving/grants, employee volunteer programs, quality financial education programs and leadership, diversity and employee training programs. Wege is currently the Community Giving Manager for BECU, a leading credit union in Washington, and executive director of the BECU Foundation, which awards more than \$220,000 in scholarships to student members annually.

Wege has developed successful partnerships with high-profile community organizations in her local communities and schools. She is a strong advocate for credit unions and the benefits that the founding cooperative principals and philosophy of credit unions bring to members and the community. Wege has actively lobbied for the protection and growth of credit unions at both state and national levels. She has assisted in projects overseen by the World Council of Credit Unions and is the former chair of the Washington Credit Union League's International Development Committee. Wege is also passionate about serving the underserved. She currently chairs the board of Express Advantage, a nonprofit organization established as an integral partner to the low-income credit union, Express Credit Union. In addition, Wege serves on the Executive Committee of the Board of Trustees for Antioch University Seattle, a university focused on social justice and transformational learning.

Jeanie Wells

Consultant, CDS Consulting Co-op

Jeanie Wells served as general manager at Community Mercantile Co-op for more than 10 years, overseeing multiple expansions and a decade of tremendous growth, before leaving to become a food co-op consultant. At CDS Consulting Co-op, Wells focuses on operational improvement and planning, organizational capacity assessment and development plans, and price strategy development. Wells often works in tandem with expansion planning efforts to help create solid internal readiness plans for small co-ops and large multi-store operations alike.


Leila Wolfrum

General Manager, Durham Co-op Market

Leila Wolfrum is general manager of Durham Co-op Market, a brand-new, 10,000-square-foot co-op grocery and cafe in Durham, North Carolina. Wolfrum returned to Durham from Burlington, where she served as Operations Manager at Company Shops Market, another food co-op. Wolfrum has devoted her entire professional career to promoting sustainable agriculture, local investment and neighborhood economic development through fair business practices.

Before her job at Company Shops, Leila managed the Eno River Farmers Market in Hillsborough, North Carolina. She has also worked as a production manager at Locopops Gourmet Popsicles in Durham and Simple Kneads Bakery in Greensboro.


Debbi Woods

Human Resource Manager, Boise Consumer Cooperative

Debbi Woods joined Boise Co-op staff in 2004 and is the longest-serving member of its Senior Management Team. Before joining the team, Woods worked in a variety of Human Resource functions for Boise State University and Boise

State Public Radio. She currently manages all Human Resource operations for Boise Co-op, overseeing approximately 150 staff members. With the opening of an additional location, Woods will administer the hiring, onboarding and integration of an additional 100 staff members. A Boise native, Woods has been a member of Boise Co-op since the mid-1970s. Her five grandchildren fill up her spare time and keep her entertained.


Karen Zimbelman

Director of Membership and Cooperative Relations, National Co-op Grocers

Karen Zimbelman is director of Membership and Cooperative Relations for National Co-op Grocers. She has worked with NCG, its predecessor regional associations and with food co-ops in local and national positions since 1980. Prior to her current position at NCG, Zimbelman was a self-employed consultant specializing in co-op governance, education and training program design and employee benefits. Her work included helping launch and running cooperative grocers' associations and serving as the founding executive director of Cooperative Grocers' Network (CGN) for a decade. She spent five years as editor of the Association of Cooperative Educators' quarterly newsletter and close to two decades providing board training sessions and governance-related services.

Zimbelman wrote the original online manual *How to Start a Food Co-op*, is the co-author, along with Marilyn Scholl, of *The Ownership Toolbox* about membership programs, developed a self-instruction training program for staff called the *Co-op Orientation Program for Employees* and wrote a number of other books for co-ops and credit unions. She has held positions with North Coast Co-op, NCBA CLUSA, Rochdale Institute, North American Students of Cooperation and People's Food Co-op of Ann Arbor. In 1994, Zimbelman received the Cooperative Service Award at CCMA and was recognized, in 1999, for her contributions to co-op education.

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CDS Consulting Co-op

CDS Consulting Co-op is the premiere service provider to North American Food Cooperatives. We specialize in supporting clients to meet their goals as strong marketplace competitors with excellence in governance, management, operations, and participation. Leadership takes skills, knowledge, and courage and our purpose is to support strong leadership development in every part of every co-op and organization with which we work. CDS Consulting Co-op offers services in:

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For more information, see www.cdsconsulting.coop

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National Cooperative Bank

National Cooperative Bank (NCB) provides comprehensive banking services to cooperatives and other member-owned organizations throughout the country.

What makes NCB unique is that the bank was created to address the financial needs of an underserved market niche – people who join together cooperatively to meet personal, social or business needs. NCB's customers are cooperatives, such as grocery wholesaler co-ops, food co-ops, purchasing co-ops, credit unions or housing co-ops. Other customers share in the spirit of cooperation, driven by democratic organizing principles.

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Executive Vice President
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703-302- 1962



National Co+op Grocers

National Co+op Grocers (NCG) is a business services cooperative for retail food co-ops located throughout the United States. We represent 143 food co-ops operating over 190 stores in 38 states with combined annual sales of over \$1.7 billion and over 1.3 million consumer-owners. NCG helps unify natural food co-ops in order to optimize operational and marketing resources, strengthen purchasing power, and ultimately offer more value to natural food co-op owners and shoppers everywhere. Learn more at www.ncg.coop, and visit the consumer website, www.strongertogether.coop.

National Co+op Grocers
14 S. Linn Street, Iowa City, Iowa 52240
866-709-COOP
info@ncg.coop



Organic Valley (CROPP Cooperative)

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Pete Oettinger, CPA
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608-355-7721
www.wegnercpas.com/cooperative



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Alison Powers
Program Officer (Co-op Development)
apowers@capitalimpact.org
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Cooperative Fund of New England

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Betsy Black
Northwest Loan and Outreach Officer
betsy@coopfund.coop



Cooperative Grocer
NETWORK

Cooperative Grocer Network

Cooperative Grocer Network is an engine for inspiration—a membership community where staff and board can develop and share best practices via a web-based collaboration platform, discussion groups, member spaces, email, and library. CGN connects food co-op resources, publishes Cooperative Grocer magazine, and makes Grocer.coop available to the public.

Ellen Michel
CGN Manager
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West Bridgewater, MA 02379
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www.EqualExchange.coop



Food Cooperative Initiative

Strengthening Communities through Cooperation, the Food Co-op Initiative paves the way for New Food Co-op Excellence, leading to better fed, healthier communities with local control and connections. Our purpose is to increase the number, success and sustainability of new food cooperatives delivering access to healthy food in diverse communities across this country. It provides information, training and technical assistance, as well as seed capital, and engages in research, to blaze, maintain and improve the development path for new food coops. Check out our website for a wealth of free resources and links to our webinars: www.foodcoopinitiative.coop

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Frontier Natural Products Co-op is a wholesaler of natural and organic products, founded in 1976 and based in Norway, Iowa. It sells products under the Frontier, Simply Organic and Aura Cacia brands. Products include culinary herbs, spices and baking flavors; bulk herbs and spices; and natural and organic aromatherapy products. Frontier manufactures and distributes products throughout the United States and Canada.

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Local Enterprise Assistance Fund

LEAF is a nonprofit 501(c)(3) loan fund with a focus on food, housing and worker cooperatives. LEAF has been lending to food co-ops for over two decades and recently approved loans to Lexington Coop, Hub City Co-op, East Aurora Cooperative Market, Marquette Food Co-op, Durham Co-op Market and Hendersonville Community Coop. LEAF often partners with NCDF and NCB for food coop financing.

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Neighboring Food Co-op Association

The Neighboring Food Co-op Association (NFCA) is a co-operative of over 35 food co-ops and start-up initiatives in New England, locally owned by more than 90,000 people. Together, we are working toward a shared vision of a thriving co-operative economy, rooted in a healthy, just and sustainable regional food system, and a vibrant community of co-operative enterprise. We support the success of our members through shared marketing and educational efforts, regional sourcing initiatives, and peer-to-peer training opportunities. For more information, please visit www.nfca.coop.

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www.nfca.coop



Northcountry
Cooperative
Development Fund

Northcountry Cooperative Development Fund

Northcountry Cooperative Development Fund (NCDF) is a cooperatively owned community development loan fund and federally certified Community Development Finance Institution (CDFI) committed to fostering economic democracy by investing in cooperative enterprises. NCDF currently serves 175 members in over 30 states. Since its founding in 1978, NCDF has provided over \$40 million in financing to over 800 cooperative projects, including over 275 food co-op start-ups and expansions. Financing is available to cooperatives throughout the US for equipment, leasehold improvements, property acquisitions, inventory and working capital.

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Mollie Moisan
530-204-7554
Mollie@pacha.coop



Principle Six Cooperative Trade Movement

The Principle Six (P6) Cooperative Trade Movement exemplifies just and equitable trade relationships between farmers, producers, retailers and consumers rooted in cooperative principles and values. P6 is owned by and designed for grocery co-ops and cooperative food producers. P6 is the symbol of a growing consumer-supported food economy, recognizing product grown or produced locally, or internationally, by small farmers/producers, and cooperatives. P6 is a national movement guided by shared values and three overarching criteria: small, local, and cooperative. The goal: increasing market access for small farmers, building co-operative supply chains and, ultimately, changing our food system. We support retail co-ops in tracking, marketing, and increasing the market share of small, local, and cooperative products that they sell. We are a co-op owned by 8 retail grocery co-ops and 3 wholesale co-ops.

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2813 E. Franklin Ave.
Minneapolis, MN 55406
www.p6.coop



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Co-operative Management Education is part of the Sobey School of Business at Saint Mary's University and offers programs that cultivate a deep understanding of co-operatives, credit unions and mutuals, within a globalized, online curriculum. Opportunities include the Master of Management, Co-operatives and Credit Unions, the Graduate Diploma in Co-operative Management, the Bilingual Certificate in Co-operative Management and various Executive Education Courses. The programs are designed for leaders in the international co-operative community and graduate with internationally recognized credentials in co-operative management, gain an extensive network of international contacts, and immediately apply what they've learned to their home co-operative or credit union.

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Founded 1844, Rochdale, England



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NEIGHBORING FOOD CO-OP ASSOCIATION
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info@nfca.coop // www.nfca.coop




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Principle six™



Join us for Workshop 302: Cooperative Advantage in Action or stop by our table in the Sponsors Village to learn more.

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