

UP & COMING

food co-op conference

March 11 and 12, 2016

Optional in-depth
workshops and tours
Thursday, March 10

Organized by the
Indiana Cooperative Development Center ICDC
and **Food Co-op Initiative FCI**

Up and Coming Food Co-op Conference

Bloomington, Indiana

Thursday, March 10

Optional in-depth workshops and tours

1:00pm to 5:00pm

MEMBER RECRUITMENT FROM A TO Z

Cook Group Room East

Ben Sandel and Leslie Watson, CDS CC

In a cooperative, memberships aren't sold as much as they're earned. Rather than selling, we're seeking to first build a relationship between a prospective member and ourselves as leaders of the cooperative, and to then ask them for a commitment in the form of an equity payment. This session will be a skill-building workshop focused on membership recruitment through intentional relationship-building and the planning and systems it takes to implement a successful campaign.

This workshop will first provide an introduction to principles of membership recruitment, focusing on the hands-on training of techniques co-op organizers may use in individual and group recruitment settings. Learn how to use narrative to share values and motivation as well as the co-op's vision and strategy, why people join and what holds them back, and techniques for intentional relationship building and asking people to join.

We will then give an overview of a scalable member campaign and dive into the step-by-step planning it takes using a brand new FCI resource, Membership Recruitment for Startups Toolkit.

TIMELINING YOUR STARTUP'S DEVELOPMENT

Cook Group Room West

Jacqueline Hannah, FCI

There are so many moving pieces to building your co-op, from owner growth, to owner loans; from finding a site, to hiring a GM. All of these pieces have their own timeline, yet deeply impact one another and without careful oversight and planning can easily throw one another off if your leadership team does not know where those impacts can happen and have a plan.

In this extended form workshop we'll work through a time-lining tool your startup can use from stage 1 through stage 3 to stay aware of the big picture of tasks and know what needs to be done to open by when. This tool takes the mystery out of the timing of the work ahead and allows you to estimate a realistic date for opening. Each startup attending must have at least one laptop for their team's attendees with excel capabilities, as you'll be building your timeline right in the workshop!

BLOOMINGFOODS TOUR: LESSONS FROM THE LOCATIONS

Meet in the lobby of the Courtyard by Marriott
Bloomingfoods staff

Since opening in 1976, Bloomingfoods has grown and expanded to three retail stores, a small outlet in a community college campus, as well as a commissary kitchen.

The East Store, which opened 1993, is the co-op's largest store and is located in a high commercial traffic part of town. The store has an all-seasons patio room and a parking lot that hosts an informal summer farmers' market.

A second location on West Sixth Street in Downtown Bloomington opened in 2007. The Near West Store has a strong food service program with indoor and outdoor seating. In the summer the City of Bloomington Tuesday Farmers' Market is situated on Madison Street, adjacent to the store.

In 2013 the co-op opened a small outlet café on the campus of Ivy Tech Community College. The café has now expanded into a new campus student commons facility with a new Signature Sandwich program.

2013 also saw the opening of the new Elm Heights Neighborhood Store. Nestled in a residential neighborhood south of Indiana University campus, the Elm Heights store is the co-op's newest retail store, featuring a full-service coffee shop.

The Lessons from the Locations tour will travel to the three store locations, giving attendees the chance to witness firsthand the solutions Bloomingfoods has found to various merchandising, branding and operational challenges.

Because the stores vary in size, there have been lessons learned at each one. Hear from staff how they respond to the challenges of retail grocery, and gain insight into day-to-day issues behind the scenes with our host co-op.

NETWORKING DINNER AT UPLAND BREWING COMPANY

BANQUET FACILITY 6:30 – 8:00

Must have advance reservation

350 W. 11th St. Bloomington

812-236-2337

6:30 – 8pm

Friday, March 11

7:00am – 8:00am CONTINENTAL BREAKFAST

Olcott Young Room

8:30am – 9:30am OPENING SESSION

Olcott Young Room

9:30am – 10:45am

LAYING THE FOUNDATION I Stage 1

Hansen Room East
Bill Gessner, CDS CC

This workshop will show how to create a roadmap for opening your cooperative. Bill will explain how to utilize the Four Cornerstones in Three Stages development model for start-up food co-ops. Discussions will include timeline, feasibility, budgets, organizing process, and project management. Sessions will include small-group learning opportunities and exercises. This is Part I of a two-part session.

FINDING AND WORKING WITH LENDERS Stage 2

Cook Group Room West
Jacqueline Hannah, FCI
Brenda Pfahnl, Shared Capital Cooperative
Brian Misenheimer, NCB
Gerardo Espinoza, LEAF
Steve Saltzman, Self Help Credit Union

Just how does working with a lender work, anyway? Will we need more than one? Who is likely to fund a project like ours? How and when do we approach lenders for the best chance of finding a successful lender partnership?

Come ask these questions and many more! We will have a panel of experienced cooperative lenders from the National Cooperative Bank, LEAF Fund, Shared Capital, and Self-Help Credit Union who've worked with dozens of startup food co-ops who are there to tell you about their lending institutions and answer all of your burning questions!

STORE PLANNING AND DESIGN Stages 2b + 3

Cook Group Room East
Nicole Klimek, CDS CC

What makes a good store design? How do you organize your team? How can you be efficient during the process? How do you know what your store needs and how it should be organized? How to use the design process, what areas to focus on in the design, and how to plan for the project—these are some of the topics covered in this workshop.

MERCHANDISING YOUR STORE Stage 4

Ralph Rogers Room
Mel Braverman, CDS CC

We will review the major driving forces behind grocery shopper's choices, the 5 P's of merchandising (product, price, placement, promotion and presentation), look at photos of good and poor merchandising, and learn some specific merchandising tactics to consider for your co-op.

CASE STUDY – WESTWOOD FOOD COOPERATIVE All Stages

Zebendon Room West
Joseph Teipel, Re:Vision

The Westwood Food Co-op, located in the Westwood neighborhood in SW Denver, is in a food desert without one grocery store in a very dense, young, low-income, largely immigrant community.

Incorporated in April of 2014 after six years of grassroots leadership development and community food system work, led by the nonprofit Re:Vision, the Westwood Food Co-op now has a founding board of 9 community members.

Re:Vision has been incubating the co-op, training the board, and working to secure a physical location for the future grocery store. Learn about the resources used to develop both the vision and the reality for this new store—its capital campaign, construction design, and unique features—in anticipation of opening in late 2016.

10:45am – 11:00am BREAK William Finch Room

11:00am – 12:15pm

LAYING THE FOUNDATION II Stage 1

Hansen Room East
Bill Gessner, CDS CC

This is Part 2 of a two-part session. We will build on our work from Part 1, but attendance at Part 1, while helpful, is not a requirement for attending Part 2. This session will include a more in-depth focus on developing checklists, managing the start-up budget and suggesting an approach to assess and address the critical issues with which your co-op is dealing. Sessions will include small-group learning opportunities and exercises.

HIRING STAFF AS A STARTUP Stages 1 + 2

Cook Group Room West
Bonnie Hudspeth, NFCA

Think it's time for your start-up to hire staff to keep your project moving forward efficiently? This workshop will address how to approach hiring the first staff (pre-GM) for your startup, when it is a good time to hire, how to pay for staff, and ideas about what role(s) you should hire for.

Bonnie will share examples from her experience as Project Manager for Monadnock Food Co-op and as Membership and Outreach Manager for

Neighboring Food Co-op Association, providing support to New England start-ups. She will also share strategies for how to support your founding board to be a good boss, so your first staff member can be as effective as possible.

TRANSITIONING FROM WORKING BOARD TO GOVERNING BOARD Stage 3

Cook Group Room East
Ben Sandel, CDS CC
Leslie Watson, CDS CC

Congratulations! Your co-op has made great progress and you can see your store opening somewhere in the future. Time to start re-orienting the work of the board towards governance. This session explores this transition—how to prepare for it, when it takes place, issues to consider, and resources that can help.

USING KEY INDICATORS TO MANAGE Stage 4

Ralph Rogers Room
Mel Braverman, CDS CC

Key Indicators: a look at some of the most important numbers management uses in their operational decision-making and how these numbers are impacted on the floor—margin, labor, inventory and sales growth. As time allows, we will view some tools that assist management in this process.

CASE STUDY – DURHAM CO-OP MARKET All Stages

Zebendon Room West
Leila Wolfrum, Durham Co-op Market

After many years of organizing, Durham Co-op Market opened in March of 2015 and has been building community and going beyond expectations ever since! Join us for this case study presentation by the General Manager, Leila Wolfrum. This winner of the 2015 FCI Startup of the Year award will share how their work to prioritize building community through local food, local jobs, and running a great grocery store has produced amazing results.

12:15pm – 1:30pm LUNCH Sponsored by Kapatoes Insurance
Olcott Young Room

1:30pm – 2:45pm

PATH TO NATIONAL CO+OP GROCERS MEMBERSHIP Stages 2 + 3

Hansen Room East
Karen Zimbelman, NCG

National Co+op Grocers is a co-op that currently brings together 148 co-ops from around the US. NCG's mission is to provide the vision, leadership and systems to catapult a virtual chain of food co-ops to a position of prominence in the natural foods industry. How does this national co-op operate? What services is it currently providing? What is on the horizon by NCG to help co-ops better compete and survive as strong and dynamic businesses able to provide important impact in their local communities?

Join us for a quick-paced overview of NCG now and its plans to continue to strengthen the food co-op as a sector and a movement. Anyone is welcome to join this session—those involved with co-ops that are already part of NCG, as well as those that are considering joining in the future.

UNDERSTANDING OWNERSHIP NUMBERS – CREATING GROWTH Stage 2

Cook Group Room West
Jacqueline Hannah, FCI

How many owners do you need to accomplish what? How do you communicate these ownership number goals in a way that is meaningful to owners and leads to momentum?

Food co-op development specialist Jacqueline Hannah will lead you through the factors to consider when creating ownership goals, teaching you how to create and effectively message mini-ownership goals along the way to the number you need to open your doors. Review examples of effective startup messaging around ownership goals, and learn how to keep owners engaged and working with you to grow those ownership numbers!

RUNNING AN EFFECTIVE GRAND OPENING Stage 3

Cook Group Room East
Joy Rust, CDS CC
Nicole Klimek, CDS CC
Leila Wolfrum, Durham Co-op Market

The hard part is almost over—the store is almost open! But what do you need to do to prepare your co-op, community, and board to make it through a successful store grand opening? Consultant Joy Rust, Durham Food Co-op GM Leila Wolfrum, and Nicole Klimek of CDS CC will walk you through the steps to help you jump into success.

INTRODUCTION TO FOOD CO-OP FINANCE Stage 4

Ralph Rogers Room
Mel Braverman, CDS CC
Marilyn Scholl, CDS CC

An introduction to the main financial reports that operators use: Balance Sheet, Income Statement, and Cash Flow Statement. What might these reports be telling us? We will look at the difference between operations and oversight (board vs. management roles). We'll also view some of the basic financial ratios and the different types of budgets.

CONVENTIONAL FOOD DISTRIBUTION Stages 1+2

Zebendon Room West
Mary Burke, Lakeshore Food Advisors
Michael Valente, Renaissance Community Co-op

If you are planning to offer conventional grocery lines (alongside natural and organic) in your co-op, you will need to find suppliers willing to work with independent grocery stores. Learn about the U.S. wholesale grocery supplier landscape, and find out how to identify your options and negotiate the best pricing and terms possible.

The session will be in the context of the partnership between the Renaissance Community Cooperative and Lakeshore Food Advisors.

2:45pm – 3:00pm BREAK William Finch Room

3:00pm – 4:15pm

RECRUITING AND UTILIZING VOLUNTEERS Stages 1 + 2

Hansen Room East

Bonnie Hudspeth, NFCA

This workshop will provide an introduction on to how to create a successful volunteer program for your startup. We will review how to create a volunteer plan, how to recruit volunteers, assess their ability to help, and how to successfully train, manage, and retain your co-op's volunteers. We will share an example Volunteer Training PowerPoint, and ideas of where to look for volunteers in your community throughout each development stage.

LEASE NEGOTIATIONS Stage 2

Cook Group Room West

Bill Gessner, CDS CC

Negotiating lease terms that meet the needs of your startup co-op is one of the most important things you will do for your co-op's future and how well you do it will impact the success of your co-op for years to come. And yet, most of us are not experienced commercial lease negotiators, so how do we make sure we do it right?

Bill Gessner of CDS Consulting has coached many startups through this critical task and in this workshop will walk you through the most important issues of lease negotiation for startups. He will cover how to plan and prepared for lease negotiation work; what the most critical issues are in negotiating a lease for your co-op's preferred site; and guidelines for effective negotiating.

FINANCIAL BENCHMARKING WITH CoMETRICS/CoCo FiSt Stage 3

Cook Group Room East

Kate Sumberg, CoMetrics and CDS CC

Find out how food co-ops can have access to financial data that can change the way they do business!

This workshop will provide an overview of the CoMetrics database—the collected financial records of over 150 food co-ops. Participants will learn how the data can be used to evaluate store performance as compared to peers. A new program created for startup enrollment will be announced.

CGN: ORGANIC SHARING AND CO-OP COLLABORATION All

Ralph Rogers Room
Ellen Michel, CGN

The success of your co-op depends on people working together to learn new skills, apply their knowledge, and figure out how to get things done. We have a collective history that can save you time and give you energy as you reach out to others in similar situations.

The mission of Cooperative Grocer Network is to strengthen all food co-ops through organic sharing—creating community and encouraging the development and distribution of resources among members. In this session, we'll look at CGN as a hub for individuals and co-op support organizations.

This will be an interactive “how to” workshop allowing you to leave Up & Coming with a plan for remaining in touch with peers. Whatever your current role—on a board, steering committee, staff, or as an advisor to co-ops—you can connect with and contribute to our collective wisdom, history, and knowledge base. All that—and templates, recipes, and “why didn't I think of that?” inspiration and great ideas.

CASE STUDY – MOON CO-OP GROCERY: OVERCOMING MANY CHALLENGES

Zebendon Room West All
Bernadette Unger and Jim Rubenstein, MOON

MOON Cooperative Services was incorporated in 2004 for the purpose of opening a grocery store in Oxford, Ohio. Nearly 8 years later, the store finally opened.

The first part of this workshop reviews MOON's key challenges between incorporation and opening, emphasizing issues that may be faced by other co-ops. Especially challenging were the rate of growth of membership and financial support and the search for a site for the store.

Ultimately, the co-op had to decide whether to open a store under less-than-ideal circumstances, or give up. The key lesson is that opening a store under suboptimal conditions requires substantial additional costs and commitments that the co-op membership and leadership must be prepared to bear.

The second part of the workshop discusses the challenges that MOON Co-op Grocery has had to face since opening 4 years ago in less-than-ideal circumstances. These include the need for continued financial support and the need for the board to simultaneously play multiple development and management roles.

After 4 years of operation, MOON Co-op Grocery's condition remains fragile but is improving. The co-op is making an important and much-appreciated contribution to the community. Some of the key contributions were unexpected, including a greater than expected impact on the local farm and small-business economy, and greater than expected patronage from Miami University students.

4:15pm – 4:30pm BREAK William Finch Room

4:30pm – 5:45pm

FOOD CO-OP ACCOUNTING AND TAXES All

Hansen Room East
Bruce Mayer, Wegner CPAs

We will review the basic accounting and tax issues that your startup co-op needs to be aware of. This includes the relationships between co-op principles, accounting software, account structure, reporting, and internal controls. We will also discuss the various kinds of taxes you may be liable for and how patronage dividends work. Please bring your questions.

PLANNING A CAPITAL CAMPAIGN Stage 2

Cook Group Room West
Ben Sandel, CDS CC
Leslie Watson, CDS CC

Capital campaigns are a very important part of new co-op development—serving as a healthy test of member support and providing much needed funds. Will your members be willing to make a sizable at-risk investment because they believe in the co-op, its leadership and the benefits of the co-op? This workshop will explore how to plan an effective capital campaign and the key factors that contribute to successful (and less so) campaigns. Come to this workshop and then go home and start planning to raise some money!

BUILDING EFFECTIVE FARM VENDOR RELATIONSHIPS Stages 3+4

Cook Group Room East
Stuart Reid, FCI
Leila Wolfrum, Durham Co-op Market
Jessy Ruddell, Common Ground Food Co-op
Megan Minnick, Willy Street Co-op

Support for local farmers and producers is an important part of most co-ops' mission and a critically important way we can differentiate ourselves from our competition. However, purchasing directly from producers often requires more planning, communication and compromise than ordering from a distributor. Find out how co-ops create mutually-beneficial relationships with local farmers that serve their owners and help ensure a strong, sustainable local food system.

SIZING UP THE COMPETITION All

Ralph Rogers Room
Karen Zimbelman

When determining how your co-op will carve out its place in the marketplace, it is important to understand with whom you will be sharing the competitive landscape. This workshop focuses on how to evaluate your competitors' operational strengths and build your own differentiation and competitive strategies based on your own unique market.

POP-UPS: LOCAL MOTIVE AND SHARED HARVEST Stages 1+2

Zebendon Room West
Jacqueline Hannah, FCI
Jason Codner, Silverton Food Co-op
Carol Rauschenberger, Shared Harvest

Just what is a pop-up? It is a one-day event where your startup co-op connects its owners, community, and farmers and gives everyone a taste of what the co-op will be and provide! Through a one-off local foods market event, your co-op can begin to build strong relationships with local vendors, bring value to your existing owners, and attract new owners.

These events have become all the rage in startups around the country in the past year and are bringing great results. Join us for a facilitated conversation with two of your peer startups, Local Motive of Silverton, Oregon, and Shared Harvest of Elgin, Illinois, about their experiences running pop-ups and their advice about how to create a successful pop-up for your startup.

6:30pm – 8:00pm RECEPTION

Olcott Young Room

Saturday, March 12

7:00am – 8:00am CONTINENTAL BREAKFAST Olcott Young Room

8:30am – 9:45am

ASSEMBLING YOUR LEADERSHIP TEAM Stage 1

Hansen Room East
Ben Sandel and Leslie Watson, CDS CC

Focused and effective leadership is a component of all successful co-op startups. This workshop gets into the nuts and bolts of putting together that winning leadership team. We'll explore what a leadership team does, some of the attributes of successful teams, how to find these folks, and how to help them do their best work.

BUSINESS PLANNING – THE PROCESS AND THE PRODUCT Stage 4

Cook Group Room West
Mel Braverman, CDS CC

We will explore what information should go into a business plan and who should be involved in the process of producing your plan. The plan needs to be a guiding force for management and staff, as well as a document that you can bring to lenders for co-op financing.

USING VOLUNTEERS AFTER OPENING Stages 3+4

Cook Group Room East
Stuart Reid, FCI
Francis Murphy, Neighborhood Grocery Co-op

Once and for all—can we use volunteers in the co-op or not? Thinking about using member labor in your co-op after it opens? There are many issues to consider, including the Fair Labor Standards Act, Workers Compensation insurance, and performance standards.

On the other hand, what about co-op community-building, potential to lower labor expense, and opportunities for members to save on their purchases? We can't give you a definitive answer, but we will provide plenty of food for thought!

[Note: in this session we will be addressing member labor in co-ops that are open for business. If you are interested in volunteer help during the organizing stages, check out the “How to Recruit and Use Volunteers” workshop.]

HR MATTERS All
Ralph Rogers Room
Melanie Reid, CDS CC

This workshop is a starting point for developing a Human Resources function in a new co-op. Where to get “resources,” who should handle them, how to start, and where to go as the co-op grows.

TO ONE MILLION AND BEYOND Stage 2
Zebendon Room West
Jacqueline Hannah, FCI
Katie Novak, Green Top Grocery

Every year the cost of building a grocery store is going up and up. In the last year we've seen startup pro formas needing \$1 million or more in owner investment (loans, preferred shares, or a combination) to be feasible—but is it feasible to raise this much? We'll take a look at what's driving up the costs of building our stores, what factors make it more likely your startup will need to raise \$1 million or more, and look at how possible it is.

This session will feature the case study of Green Top Grocery, a startup in Normal, Illinois, that will have *just* finished their \$1.5 million owner loan drive on February 29th? Did they make it all the way to their goal? What factors led to their success? What were the biggest challenges? What can we learn from their experience? Join us and find out!

9:45am – 10:00am BREAK William Finch Room

10:00am – 11:15pm

FINDING YOUR CO-OP'S VISION Stage 1
Hansen Room East
Jacqueline Hannah, FCI
Nicole Klimek, CDS CC

Can you state the vision of your co-op off the top of your head, right now?
Can everyone on your leadership team? If not, your co-op has got vision

work to do! Clarity of vision is critical for a startup co-op's success. We'll lead you through the steps: how to find your vision; who gets to participate in setting vision; and how to use your vision to inform everything your co-op does to increase its success.

DELI – COMMON PROBLEMS AND IDEAS FOR GROWTH Stage 4

Cook Group Room West

Marc BrownGold, Willy Street Co-op

Patrick Schroeder, Willy Street Co-op

Megan Minnick, Willy Street Co-op

Having a deli is one thing, having one that runs profitably is a whole other thing! When your program is small and/or struggling, what are some quick ways to improve inefficiencies and sales that are no-nonsense and something you can implement fast to get things going in the right direction?

Join experts from the successful Willy Street Food Co-op, who have over a decade of experience running, improving, and managing successful deli and food service operations. Get powerful ideas to take back to your co-op deli!

HOW TO CHOOSE A POINT OF SALES SYSTEM Stage 3

Cook Group Room East

John Purdy, Tech Support Cooperative

Michael Pennington

In this workshop we will explore and discuss the process of evaluating a POS system for your co-op. We'll review of the current market leaders in the co-op landscape and trends in the broader retail environment.

INSURANCE All

Ralph Rogers Room

Dane Meisler, Kapatoes Insurance

Join Kapatoes Insurance for a presentation on the insurance life of the food cooperative. From start-up to store front, we will discuss the elements of insurance you need to implement to protect the co-op, its members and the board of directors.

Topics will include: Directors and Officers Insurance, Event Liability, Builders Risk/Build Out insurance, Storefront Insurance. Our main focus will be on the timeline for each insurance policy that the co-op will need to place along the way.

FOSTERING A RACIALLY JUST FOOD SYSTEM All

Zebendon Room West

Malik Yakini, Detroit Black Community Food Security Network

This session will examine ways in which racism creates inequities in the food system. It will offer suggested steps for individuals involved in food co-ops and other aspects of food system work to address their own internalized racism and for food organizations and institutions to create policies and practices intended to foster racial equity.

11:15am – 11:30am BREAK William Finch Room

11:30am – 12:45pm

GOVERNANCE: TRANSITIONING FROM STEERING COMMITTEE TO BOARD

Stage 1

Hansen Room East

Ben Sandel and Leslie Watson, CDS CC

One of the few guarantees in starting up new co-ops is that everything will change. Your governance is no exception. How does a group of passionate people who may have recently met each other come together to become an effective board of an early stage startup co-op? At this workshop you'll learn about how to successfully navigate this transition so you will have the high-level leadership needed to keep your development on track.

DELI/BAKERY/BUTCHER – WHICH SERVICE DEPARTMENTS WILL WE HAVE?

Stage 2

Cook Group Room West

Nicole Klimek, CDS CC

How do you decide which programs—and how big—to put in your store before you have a GM? What are some processes to use that will help you make critical decisions during the store planning process? What are current market trends on fresh foods?

HIRING YOUR GM Stage 2

Cook Group Room East

Melanie Reid, CDS CC

Hiring a General Manager is one of the biggest decisions that a board of directors will ever get to make. This workshop will help board members prepare by providing an overview of the priorities and responsibilities during the GM search and hiring process.

Melanie will discuss how to determine GM qualifications, provide tips for handling the interview process and offer suggestions for creating an attractive compensation package. She will introduce available tools and resources and answer your questions.

BUILDING YOUR MANAGEMENT TEAM Stage 4

Ralph Rogers Room

Francis Murphy, Neighborhood Grocery Co-op

Marc BrownGold, Willy Street Co-op

Food co-ops are amazingly complex organizations and require strong leadership teams to move them forward. An effective leadership team needs an array of strong skill sets and a commitment to a strong workplace culture to make the co-op thrive and grow.

This session focuses on how to identify the skills you will need on your operational leadership team as well as strategies for creating the culture of excellence you will need to be successful in reaching your goals.

CASE STUDY – RENAISSANCE COMMUNITY CO-OP All

Zebendon Room West
Elenaor Graves, RCC
Floyd Guidry, RCC

We Want a Co-op! A Case Study of the Renaissance Community Co-op Development Process

When the Renaissance Community Co-op (RCC) in Greensboro, North Carolina opens its doors later this year, it will provide good paying jobs and affordable healthy food to a predominantly low income African-American community. This community in Northeast Greensboro has suffered in a “food desert” for more than 18 years, following the closing of the Winn-Dixie supermarket in 1998. Unlike many other food co-ops, the RCC will offer mostly conventional products at a price point that will be competitive with the major chain stores in the area because these are the products the community that owns the coop wanted.

Renaissance Community Co-op Board members and staff from the Fund for Democratic Communities (F4DC) will discuss the steps the community has worked through to launch their co-op grocery store. F4DC has provided technical assistance to the community throughout the development of the RCC.

Many people believe a co-op grocery store in a low income, minority community won't work. The residents of Northeast Greensboro disagree.

12:45pm – 1:45pm LUNCH

Olcott Young Room

1:45pm – 3:00pm

WHY SOME STARTUPS FAIL All

Hansen Room East
Stuart Reid, FCI

Why do some new food co-ops exceed expectations and thrive while others struggle to survive and eventually fail? After following over 80 startups in the last 8 years, there are some consistent indicators that have emerged. Find out how your co-op can be a winner by adopting best practices during your development.

FINANCIAL FEASIBILITY Stages 1 + 2

Cook Group Room West
Bill Gessner, CDS CC

“Financial feasibility” is a central piece of proving the overall feasibility of your startup co-op project and a key responsibility of a startup board in serving the owners of their co-op. How does a board figure out if their startup food co-op can be financially feasible? What tools are used to prove financial feasibility? What is the process for proving financial feasibility and when should we start it?

Bill Gessner of CDS Consulting will define “financial feasibility,” walk attendees through why it is so important, and outline the processes for testing financial feasibility that have been successful for startups. We will also cover common pitfalls within the startup financial feasibility process, and how to avoid them. You will also learn how to figure out the right time to start the financial feasibility process for your co-op.

MARKETING TRANSITION – FROM STARTUP TO STORE FRONT Stage 3

Cook Group Room East
Joy Rust, CDS CC
Jacqueline Hannah, FCI

You’ve been working on messaging, branding, social media messages, newsletters (and more!) as a startup for years now, but everything is about to change. Your doors are going to open within the next year and that’s going to mean a change in your co-op’s entire messaging and marketing plan and who executes that plan.

Food co-op marketing expert Joy Rust and food co-op development specialist Jacqueline Hannah will talk about the important messages to get out to owners and the community during your Stage 3 efforts. You’ll learn how to prepare for the marketing handoff for staff, and how to start talking “like a grocery store” rather than a startup!

CASE STUDY – RENAISSANCE COMMUNITY CO-OP All

Zebendon Room West
Eleanor Graves, RCC
Floyd Guidry, RCC

3:00pm – 3:15pm BREAK William Finch Room

3:15pm – 3:45pm WRAP UP Olcott Young Room

PRESENTERS AND ORGANIZERS

Sohnie Black joined the Fund 4 Democratic Communities (F4DC) staff in 2012 as a community organizer. A native of Winston-Salem, she has lived in Greensboro for 35 years. Sohnie brings with her a lifelong dedication to justice and community organizing. At F4DC she focuses on food access, democratic ownership of natural resources, and ecological sustainability.

Sohnie is deeply involved in the Renaissance Community Co-op project, with partners in Northeast Greensboro. She believes great cities are built through organized and empowered neighborhoods that are resilient, sustainable and democratic. When she's not organizing she can be found at home, reading and involved in a myriad of home improvement and home décor projects.

Megan Blodgett Minnick is director of purchasing at Willy Street Food Co-op in Madison, Wisconsin. Megan has over 15 years experience in retail grocery co-operatives, with a focus on fresh produce. She has extensive experience developing and maintaining relationships with local producers, as well as an expertise in local seasonal planning and ordering strategies to maximize local offerings.

In her current position, Megan oversees the Purchasing Team, which has oversight of product selection, promotion, and placement in all departments. She serves as a resource both at her co-op and for peers at other co-ops on developing storewide pricing and promotional strategies.

Mel Braverman has worked in the cooperative natural foods industry for 30 years, the past 14 years through CDS Consulting Co-op as a business consultant with a focus on retail operations best practices, department management training/mentoring, business planning, start-up support and general manager mentoring. Mel has worked for numerous retail cooperatives as well as NCGA and developed and delivers NCGA's Retail Basics program annually.

Marc BrownGold is operations manager at Willy Street Food Co-op in Madison, Wisconsin. Having almost 40 years of food business experience, Marc has spent his last eight years in co-ops, pursuing his desire to use the co-op model to achieve success in the world of retail grocery.

With a focus on grocery retail operations systems, Marc has expertise in building operational systems, creating strong partnerships with local producers and farmers, and using of the Open Book Management system for creating enthusiastic staff participation and fiscal success. He is a former chef and market owner with an extensive background in butchery, and restaurant and deli operations. Marc serves on the board of Cooperative Grocer Network.

Mary Burke has over 25 years of investment banking experience within the food industry specializing in financial restructurings, recapitalizations, turnarounds, private and public placements of debt and equity capital and providing corporate finance and strategic advisory services. She has been the advisor on more than 200 recapitalizations, placements, mergers, acquisitions and divestitures representing total consideration in excess of \$15 billion. Mary is a founding partner of Lakeshore Food Advisors, LLC, a boutique investment banking firm focused exclusively on agribusiness and food.

Previous to Lakeshore, Mary worked for a variety of food sector companies. She was a partner at The Food Partners, a boutique investment firm specializing in the retail and wholesale sectors of the food industry. She was chair of the board and interim CEO at Associated Grocers, Inc. of Seattle, a \$1 billion cooperative grocery wholesaler.

Mary was CFO at Imperial Sugar Company, the largest refined sugar supplier in the United States, helping the company grow through acquisitions from \$400 million to \$2 billion in sales. She was a managing director at Bank of Montreal/Harris Bank's Food Group, specializing in input, manufacturing, processing, distribution and retail companies.

Mary has a B.A. from Saint Mary's College, Notre Dame, Indiana, and a M.B.A. from the University of Chicago Booth School of Business.

Jason Codner lives in the amazing small town of Silverton, Oregon, with his wife and three children. As a farmer's market regular and an advocate and supporter of small farmers and producers, Jason jumped right in when he heard there was a group beginning to organize a food co-op in town. Having lived in Albuquerque, New Mexico, where he was a regular shopper at La Montanita Food Co-op, Jason fell in love with the cooperative model. He is dedicated to about bringing all the benefits of a food co-op to his community, and looks forward to building Silverton Food Co-op.

Gerardo Espinoza has served as executive director of LEAF for the last six years, spearheading the Fund's move into retail food co-ops and healthy food financing. He joined LEAF after spending many years in the commercial banking and investment management field. His background includes ten years as a vice president at First National Bank of Chicago, and 15 years in investment management in the positions of portfolio manager and senior vice president with Baring Asset Management and John Hancock funds.

In 2015, Gerardo joined the board of the Food Co-op Initiative. He has a master's degree in Economics from Stanford University and an M.B.A. from the Harvard Business School.

Bill Gessner is lead consultant with CDS Consulting Co-op, with over 25 years of experience assisting over 250 co-op expansion projects. His primary focus is assisting food co-ops in the planning and implementation of expansion, relocation, and new store projects.

Bill has developed a systematic approach to expansion planning (the Four Cornerstones in Three Stages model) that includes assessing feasibility and timeline management. Using this model, he has helped countless co-ops reach their goals. He says, "I continue to be inspired by the people I work with in food co-ops and their communities. What excites me is combining the business and community aspects of the cooperative model to help co-ops develop and grow."

Bill is the recipient of the NCB Honored Cooperator award in 1997, and the CCMA Cooperative Service award in 2002. In May 2012 he was inducted into the Cooperative Development Foundation (CDF) Cooperative Hall of Fame.

Bill's work on expansion and relocation projects includes organizational planning and facilitation, business strategy and strategic development, management support and development, and capitalization development, including member loans.

Eleanor Graves, Renaissance Community Cooperative board treasurer, has lived one block away from the future home of the RCC for more than 30 years. She purchased her home in Greensboro because it was within walking distance of a grocery store—the one that closed in 1998, causing her neighborhood to become a food desert. She has a Bachelor's degree in management from Guilford College and a Master's in Global Management from the University of Phoenix. She retired from Lucent Technologies as a project manager and from the U.S. Postal Service's Human Resources Center.

Eleanor has been a member of the co-op since 2013. She strongly believes that affordable, healthy food should be easily available to everyone. She smiles each time she walks pass the construction site of the co-op and is looking forward to being able to walk to the grocery store again!

Floyd Guidry, Board member of Renaissance Community Co-op (RCC), received his B.S. Degree in Chemical Engineering from the University of Louisiana Lafayette. He has worked for three major Fortune 500 companies, including the largest chemical company in the world. Floyd retired as Business Manager with BASF in 2007 to pursue his own business in chemical manufacturing and sales. His company, NorAg Technology LLC, is located in Pelham, North Carolina.

Floyd brings business acumen and experiences from corporate America to Renaissance Community Cooperative (RCC), as well as his belief that RCC will be the vehicle for renewed and community-driven economic development in northeast Greensboro.

Jacqueline Hannah served as general manager of Common Ground Food Co-op (CGFC) in Urbana, Illinois from Fall 2006 through Spring 2015. There, she combined her passion for business, management, and sustainable food with her belief that businesses should enrich their communities. During her time with CGFC she led the co-op through two expansions. She oversaw the founding of the Food For All economic access program, and watched the organization become the fastest growing retail food co-op in the nation from 2008-2013.

Jacqueline joined Food Co-op Initiative in March of 2015, fully committing herself to her new food co-op development. Before joining CGFC, Jacqueline spent over 25 years in retail management for independent local businesses.

In 2010, Jacqueline was named one of 40 Under 40 Business People of Excellence by Central Illinois Business Magazine. In 2011 she was awarded the Innovation Award for Economic Development Impact for her work with Common Ground Food Co-op. She received the Cooperative Service Award at the 2013 Crossroads Cooperative Summit and the Cooperative CEO of the Year award from the Illinois Cooperative Council in 2014.

Bonnie Hudspeth is membership and outreach manager for the Neighboring Food Co-op Association (NFCA), a network of more than 30 food co-ops and start-up initiatives with a combined membership of over 90,000 people across Vermont, New Hampshire, Connecticut, Massachusetts and Rhode Island.

Together, the co-ops of the NFCA are working toward a vision of a thriving cooperative economy, rooted in a healthy, just and sustainable food system and collaboration among co-ops.

Prior to joining Neighboring Food Co-op Association, Bonnie served as project manager for the Monadnock Food Co-op, creating the founding organizational structure and overseeing pre-operational development and fundraising to create a cooperatively owned grocery store in Keene, New Hampshire (opened April, 2013).

Bonnie serves on the Board of The Cooperative Fund of New England (CFNE), a community development loan fund that facilitates socially responsible investing in cooperatives, community-oriented nonprofits, and worker-owned businesses in New England and adjacent communities in New York.

Nicole Klimek started working with co-ops about 10 years ago, offering expertise in store planning, design, and interior design. She has a background in community development, interior design, and business marketing. Using these skills, Nicole has helped over 70 food co-ops with store planning, green practices and design, LEED certification, and efficient store operations.

Nicole is an accredited interior designer. She helps co-ops create a cohesive brand and décor scheme to convey the message they need to represent themselves in their communities.

Bruce Mayer is a partner with Wegner CPAs in Madison, Wisconsin. He and his firm work with nearly 100 cooperatives from coast to coast providing tax, accounting, and financial statement services. He specializes in food, worker, and purchasing co-ops. He also works with non-profits, employee benefit plans, and commercial businesses.

Dane Meisler started with Kapatoes Insurance too many years ago to count. Youngest son of president and owner Mark Kapatoes, he has been growing the Kapatoes Health Food Store/Co-op Program for 15 years, working from the Kapatoes Warwick, Rhode Island office. He specializes the cooperative portion of the program, helping co-ops better understand the major risks of the industry—from losses occurring in the storefront, to directors and officers related risks.

Dane has worked with many start-ups over the years—from New York to California—and looks forward to sharing his vast knowledge of this industry with you and your co-op.

Ellen Michel is executive director of Cooperative Grocer Network (CGN), offering a collaborative web platform to board members and staff in food co-ops, where they can connect with peers, find and contribute resources, and meet people from co-op support organizations. CGN also publishes, distributes, and archives Cooperative Grocer magazine, with articles about all aspects of our business and the co-op sector.

Ellen was the Marketing and Outreach Manager at Bloomingfoods from 2001 to 2013. She has board experience at Bloomingfoods, the Local Growers Guild, and the Indiana Cooperative Development Center. She has been involved with every Up & Coming Food Co-op Startup Conference, earning the 2014 Cooperative Service Award at the Crossroads Cooperative Summit. In October 2015 Ellen was

the keynote speaker at two co-op federation gatherings in Sydney, Australia, where she offered evidence in support of food co-ops to the finance appropriations committee of the New South Wales Parliament.

Brian Misenheimer is senior vice president at National Cooperative Bank, responsible for providing banking solutions for food cooperatives, independent grocery retailers, and purchasing cooperatives within the central region of the United States.

With 15 years of commercial lending experience, Mr. Misenheimer has an extensive background in financing cooperatives and independent retailers, providing creative solutions, including the use of conventional, USDA B&I, SBA, and New Market Tax Credit structures.

Francis Murphy has worked in natural products grocery co-ops for over 25 years. Since 1998, he has served as general manager of Neighborhood Co-op Grocery, leading the co-op from annual sales of \$700K to \$5 million this year. Francis is a recognized leader amongst his peers, serving as chair of the Central Corridor Steering Committee, on the National Development Advisory Committee, and on two volunteer teams of National Co-op Grocers. In 2012, the Illinois Cooperative Council named Francis “Outstanding Cooperative Manager of the Year”, the first time a grocery co-op manager won the award.

Katie Novak developed her interest in local food systems when living in Colorado, where her sister and brother-in-law recruited her to assist them in opening a non-profit restaurant called SAME (So All May Eat) Café. There, customers are provided a healthy, organic meal regardless of their ability to pay. Katie continues to hold an advisory board position with SAME Café and has served as outreach coordinator for Green Top Grocery since April 2013.

Katie has (with the help of an army) grown ownership from just over 100 owners in April 2013 to over 1000 owners currently. She most recently chaired Green Top's Owner Loan Campaign, raising over \$1,000,000 in loans. She is active in the Bloomington-Normal community and serves on the board of the local YMCA as well as the board of Homes of Hope, a local non-profit that provides quality housing to adults with developmental disabilities. Katie is a native of Central Illinois and is excited to be part of the cooperative movement.

Michael Pennington has been involved in various cooperatives for the past ten years, working in cooperative grocery for over four years. Until recently, Michael was the IT Manager at Common Ground Food Co-op, a co-op in Urbana, Illinois with \$9 million in annual sales. As IT Manager at Common Ground, he helped guide the co-op through a rigorous POS evaluation and migration process that emphasized staff input and buy-in.

Brenda Pfahnl has worked in the cooperative sector for the past twenty years. She has served on the board of the Concord Cooperative Market (NH), which at the time had just under \$1 million in annual sales. She now serves on the board of Lakewinds Co-op (MN), which has \$43 million in annual sales. She has provided financing to co-ops through her work with three community development financial institutions (CDFIs). She is a senior loan officer and program director for sustainable food systems finance with Shared Capital Cooperative.

John Purdy is a founding member of the Tech Support Cooperative. He has over 10 years experience with retail grocery IT on the staff of Wedge Co-op, where he develops and maintains CORE and IS4C for high-volume operations in their retail food, warehouse, and commissary operations.

Carol Rauschenberger is the founding member of Shared Harvest, the Elgin Food Cooperative. She grew up in Elgin, spending many years in various places (including New York City; Chelsea, Michigan; London; Athens; and Saipan) before returning to her hometown. Once home and with a family, she was acutely aware of not having access to good, whole, local foods year round.

Having frequented co-ops or CSAs wherever she lived, Carol thought it was time to start a co-op in Elgin. Carol has a B.S. from University of Illinois and a M.B.A. from American Graduate School of International Management in Glendale, Arizona. She is married to Reid and has three kids.

Melanie Reid has been involved with natural food co-ops since 1996. Prior to joining CDS CC in 2012, she spent 8 years on the leadership team at Just Food Co-op in Northfield, Minnesota. Her areas of expertise include understanding and developing organizational culture, improving HR practices, and leadership development. Melanie is passionate about creating healthy, participatory workplaces in our food co-ops and thinks that begins with strong leadership. When not visiting food co-ops, she enjoys attending her son's baseball games, tries to squeeze in a walk every day, and loves to bake.

Stuart Reid is executive director of Food Co-op Initiative, a non-profit foundation providing technical assistance, information, and resources to groups organizing new retail food co-ops across the United States. Previously, he served as food co-op development specialist for Food Co-op 500, the pilot project that grew into FCI. Stuart has an extensive background working with retail food cooperatives, co-op wholesalers, and support organizations.

Jim Rubenstein is a member of the board of directors and treasurer of MOON Co-op Grocery in Oxford, Ohio. He taught in Miami University's Geography Department for 37 years and is now professor emeritus. Jim is the author of the leading introductory high school and college Human Geography textbook, and he also writes about the auto industry.

For MOON, in addition to serving on the board, Jim writes a weekly column for The Oxford Press highlighting local food sold at MOON Co-op Grocery. He also writes a weekly newsletter, MOONbeams, which is sent to 1,000 MOON Co-op Grocery customers.

Jessy Ruddell has been with Common Ground Food Co-op (CGFC) since 2006, moving from produce manager to operations manager in the fall of 2010. In her time with CGFC, Jessy has been on the leadership team through a relocation and two expansions, overseeing an operations staff that has grown from 30 to 80 members within the last year (during the CGFC's second expansion).

Jessy has been a passionate cook and supporter of local farms since the late 90s while working professionally in kitchens and in local food catering. She has personally overseen CGFC's growth in this area, from working with about a dozen direct local grower and producer relationships, to cultivating CGFC's current roster of over five dozen+ such relationships.

Joy Rust is a marketing and branding consultant with CDS Consulting Co-op. Joy served as the marketing manager for Common Ground Food Co-op in Urbana, Illinois, from 2011 to 2015. During this time, Common Ground Food Co-op was one of the fastest growing food co-ops in the country. Joy oversaw the marketing department during a major store expansion, brand redesign, and owner loan campaign.

Joy has experience with graphic design as well as store planning and design. She helps co-ops grow by developing effective branding and marketing strategies. Last year, Joy traveled North America in a camper with her husband and dog for six months; they now live in Sacramento, California.

Steve Saltzman leads Self-Help's Healthy Food System Initiative, from lending to organizational strategy. He is responsible for more than \$200 million in community development financing for projects supporting healthy food systems, education, commercial real estate and downtown redevelopment, twinning Self-Help's funding with public and private financing, equity and credit enhancement ranging from New Markets Tax Credits and Historic Tax Credits to USDA loan guarantees. Prior to Self-Help, he helped found two venture capital backed technology companies. He holds a master's degree from the University of Virginia and a bachelor's degree from Duke University.

Ben Sandel is a consultant with CDS Consulting Co-op and was the leader of Friendly City Food Co-op from its earliest meeting through its successful opening, most of that time as board president. He has been involved with co-ops since 1986 when he was the Friday tofu rinser at Honest Weight Food Co-op. (Ben is also an expert broccoli de-icer.)

Ben provides training and support in board leadership, governance and capitalization and loves working with startup food co-ops. He lives in Harrisonburg, Virginia and is part of the Harrisonburg – Rockingham Co-op Roundtable, a coalition of local co-ops dedicated to increasing awareness of co-ops.

Marilyn Scholl is the manager of CDS Consulting Co-op and has provided consulting services to food co-ops through CDS CC since 1996. She is a former food co-op General Manager at two co-ops (Wheatville and Gordon Park) and worked 9 years for the University of Wisconsin Center for Cooperatives. Marilyn has a Masters degree in adult education from the University of Wisconsin – Madison and resides just outside of Putney, Vermont.

Patrick Schroeder is the Prepared Foods Category Manager at Willy Street Food Co-op in Madison, WI. Patrick has broad food experience, from working as a cook and cheesemonger to managing restaurants and grocery store departments. In his current role with Willy Street Co-op, his focus has been on building effective and sustainable systems for their extensive Prepared Foods Departments. He has a passion for creating efficient, focused internal systems that allow co-ops to make delicious food with responsibly sourced organic, local, and high quality ingredients.

Kate Sumberg has been involved with food retail and wholesale cooperatives since 1977. She served as the chief financial officer for several co-ops, as well as an interim general manager, and has worked in almost every department during

her career. Kate joined CoMetrics full-time in 2003 and is the Director of Operations. She has consulted with and visited cooperatives all over the world. She is also a recipient of the Honored Cooperator Award and was inducted into the Cooperative Hall of Fame in 2008.

Joseph Teipel was raised in the central mountains of Colorado. Joseph has a deep-seated passion for creating solutions. As Re:Vision's Co-Founder and Director of Operations, Joseph has been humbled and excited to work with team and community members to build the organization.

An alumni of the Nonprofit Leadership and Management program, the Rocky Mountain Farmer's Union's Fellow program, and the Food Hub Management Certificate Program from the University of Vermont, as well as a current member of the two-year Colorado Agricultural Leadership Program, Joseph is constantly developing as a leader in the agriculture and community development spheres. Joseph enjoys building things, gardening, and living life with his wife Ashley, their dog, cat, and backyard chickens.

Debbie Trocha is the Executive Director of the Indiana Cooperative Development Center and co-creator of the Up & Coming Food Co-op Conference. She has a passion for cooperatives and believes that any business idea can be incorporated and operated as a cooperative. Believing that cross sector collaboration is an important aspect of growing the cooperative movement, Deb has hosted the Crossroads Cooperative Summit since 2007, encouraging Indiana cooperatives to identify ways to support each other and create business-to-business opportunities. Prior to her involvement in cooperatives, Debbie spent 16 years in small business development through the Small Business Development Center Network.

Bernadette Unger has lived in Oxford Ohio for 40 years and has been a member and president of the MOON Co-op Grocery's Board of Directors for about 10 years. She is a registered yoga teacher. Prior to involvement with the co-op, Bernadette had a 20-year career as an urban planner, where she honed skills in establishing clear goals and using them to inspire involvement and anchor decision-making. She is interested in helping startup leaders maintain their passion and survive any emotional dips that might accompany starting a co-op.

Michael Valente is General Manager of the Renaissance Community Cooperative. Michael has over 23 years experience in the grocery industry, working his way up through every store department. He has worked extensively in both conventional and natural/organic markets, operating single and multiple locations. As a consultant, Michael used his extensive knowledge of store management to help troubled stores and cooperatives achieve profitability. His experience in the grocery industry and with co-ops makes him ideally qualified in his role as General Manager of the Renaissance Community Cooperative in Greensboro, North Carolina.

Leslie Watson is a member of CDS Consulting Co-op's Board Leadership Development team. Based in Minneapolis, she spent ten years on the board of the Eastside Food Co-op—beginning the year before the store opened, and including a stint as board president.

Leslie is also a founding organizer of the Northeast Investment Cooperative, a co-op formed to make transformative investments in distressed real estate along her

neighborhood's commercial corridor. She embraces the co-op model and co-op startups as a great way of reshaping our relationships with our communities, and reorienting commerce and industry to serve people and planet ahead of other interests. But she thinks that cooperative Scrabble is just wrong.

Leila Wolfrum is general manager of Durham Co-op Market, a 10,000 sq. ft. full-service grocery and cafe that opened in March 2015 in Durham, North Carolina. Durham Co-op Market has just over 2,600 owners and just had its first profitable quarter. Leila returned to Durham from Burlington, North Carolina, where she was the operations manager at Company Shops Market, which first opened in 2011. Her professional career has been devoted to promoting sustainable agriculture, local investment and neighborhood economic development through fair business practices.

Before entering the world of co-ops, Leila was the production manager (head popsicle maker) at Locopops Gourmet Pops in Durham and the head bread baker at Simple Kneads Bakery in Greensboro, North Carolina. She was also North Carolina's first female Certified Cicerone.

Malik Kenyatta Yakini is a founder and executive director of the Detroit Black Community Food Security Network (DBCFSN). DBCFSN operates a seven-acre urban farm and is spearheading the opening of a co-op grocery store in Detroit's North End. Yakini views the "good food revolution" as part of the larger movement for freedom, justice and equality. He has an intense interest in contributing to the development of an international food sovereignty movement that embraces Black communities in the Americas, the Caribbean and Africa.

Karen Zimbelman is National Co+op Grocers' Director for Membership and Cooperative Relations. She has worked as part of NCG, its predecessor regional associations in the west, and with food co-ops in local and national positions since 1980.

Prior to her current NCG position, KZ was a self-employed consultant specializing in co-op governance, education and training program design, and employee benefits. Her work included helping start and run the two west coast cooperative grocers' associations (NWCGA and PCGA); serving as the founding executive director of Cooperative Grocers' Network (CGN) for 10 years; five years as editor of the Association of Cooperative Educators' quarterly newsletter; and almost twenty years providing board training sessions and governance-related services.

KZ wrote the original online manual *How to Start a Food Co-op* and is the co-author, with Marilyn Scholl, of *The Ownership Toolbox*. She developed a self-instruction training program for staff called the Co-op Orientation Program for Employees, and wrote a number of other books for cooperatives and credit unions. She has held positions with North Coast Co-op, NCBA CLUSA, Rochdale Institute, North American Students of Cooperation (NASCO), and People's Food Co-op of Ann Arbor. In 1994, she was presented the Cooperative Service award at CCMA and in 1999 was recognized for contributions to co-op education. She lives in Eureka, California with her husband, Chris Copple, retired general manager of a worker co-op.

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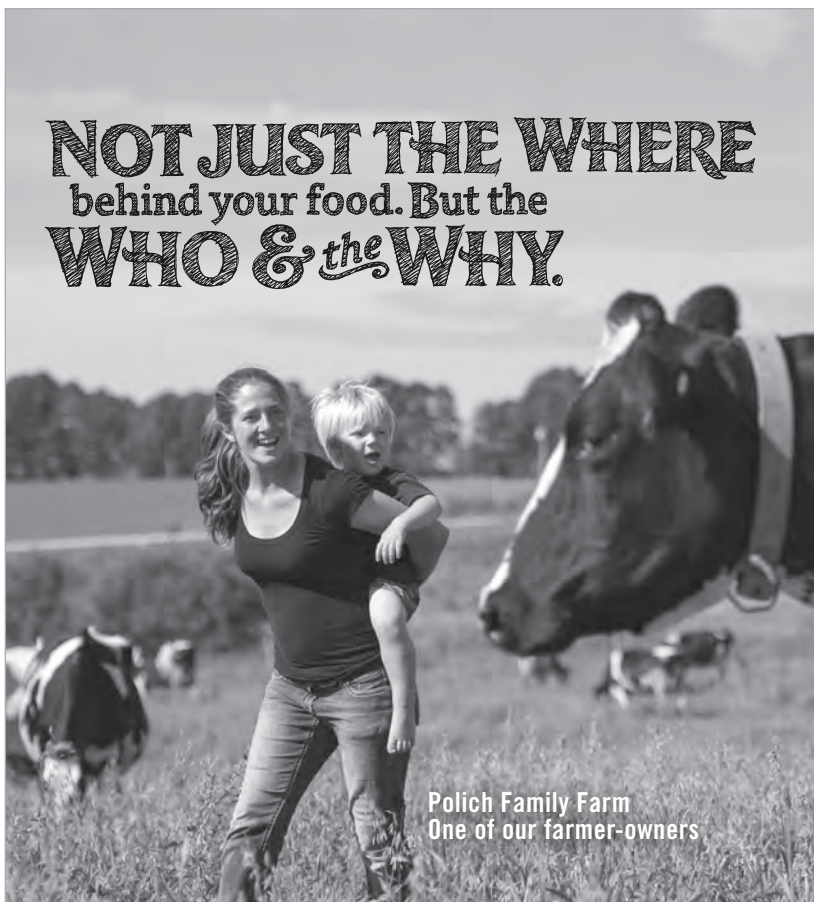
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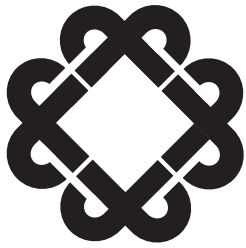


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