

TAPPING THE HIVE MIND



**March 5–7,
2020**

Madison, Wisconsin

UP & COMING
food co-op conference

#UCcoops2020

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Dear Up & Coming 2020 Attendees,

Welcome to Madison and the 2020 Up & Coming Conference! We have an incredible conference planned for you!

This year's theme, **Tapping the Hive Mind**, allows us to draw on our collective knowledge in positive ways without needing to reinvent the wheel each time. It's the collective consciousness that happens when a group of people become aware of their commonality and think and act as a community, sharing their knowledge, thoughts, and resources. Bees' swarming is Mother Nature's brand of collective consciousness, resulting from millions of years of evolution, and driven by a single selective motivator — to enable groups to work together for the good of the population as a whole. Up & Coming 2020 is our attempt to bring the "collective knowledge" of cooperators from around the country together to learn, make new friends and meet new allies.

WHAT TO EXPECT

The conference kicks off Thursday with a tour of several local businesses and a welcome reception hosted by Willy Street Food Co-op. Friday morning we're off and running with workshops offered by peer cooperators as well as experts in the field. Friday night is an opportunity to make new friends, eat some great food, and relax and have a good time at the conference reception. Saturday brings more learning opportunities and networking. Breakout session topics range from governance challenges to creating a diverse and welcoming co-op to what to do when your plans go awry and you need to regroup. We'll hand out some awards at lunch on Saturday and give away four \$1,000 scholarships for Up & Coming 2021 (**you must be present to win!**)

We hope you take some time to explore Madison. The locals in Madison like to brag that they come from one of the happiest cities in the United States, so it is no surprise that visitors to the capital city find that same joy. Downtown Madison is a central hub for business and government but it is a playful city that caters to the little moments in between: enjoying a sunset on a lakeside bench, a first taste of Wisconsin cheese curds, or the nostalgic vibe of a college campus. Madison has a little bit of it all.

We have designed the conference to have something for everyone — whether you're just beginning to think about starting a food co-op or you're on the verge of opening your doors. So take full advantage of the workshops, access to tons of experts, and don't forget to save a little bit of energy for the receptions.

THANK YOU!

Many individuals contributed to this year's conference. We are grateful to Willy Street Co-op for sharing their local knowledge, their beautiful city and their hours and hours of volunteer time. Thanks to our speakers for sharing their stories, expertise and lessons learned. Please be sure to thank representatives from our sponsors. Their financial support is critical to the success of the conference. And finally, thank YOU! Your passion for co-ops and your thirst for knowledge is what makes Up & Coming such a special experience year after year.

In Cooperation,
Indiana Cooperative Development Center (ICDC)
and partner
Food Co-op Initiative (FCI)

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2020 Up & Coming Agenda — Thursday & Friday

THURSDAY

Time	Event
1:00 pm	Tour departs from the Sheraton
6:00–8:00 pm	Reception hosted by Willy Street at Delta Beer Lab

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FRIDAY

LOCATION	REFLECTION B	INSPIRATION	JUNIOR BALLROOM
TRACK	Governance	People of Color	Diversity, Equity, Inclusion
7:30–8:30 am	BREAKFAST–Destination Ballroom		
8:30–9:00 am	OPENING SESSION–Destination Ballroom		
9:00–9:15 am	PASSING PERIOD (NOT A COFFEE BREAK)		
9:15–10:30 am	Food Co-op Accounting & Taxes <i>Bruce Mayer</i> Stage: 1–2a	Urban Grocery Challenge <i>Tim Sullivan & Jade Barker</i> Stage: all	When and Where Do We Begin? Building Co-ops that are Fair, Just and Equitable <i>LaDonna Sanders Redmond</i> Stage: all
10:30–10:50 am	BREAK–Destination Ballroom		
10:50-12:05 pm	Intro to Co-op Finance (for boards) <i>Brittany Baird</i> Stage: 1–2a	Financing Your Project <i>Olivia M. Rebanal, Lela Klein & Malik Yakin</i> Stage: 2a–2b	Creating Welcome <i>Davis Hodge, Durham Food Co-op</i> Stage: all
12:05–1:05 pm	LUNCH–Destination Ballroom		
1:15–2:30 pm	Case Study: Prairie Roots Food Co-op Closed January 2020 <i>Kaye Kirsch</i> Stage: all	Case Study: Fertile Ground– Market Study <i>Facilitator: Darnell Adams</i> <i>Panel: Janet Howard & Debbie Suassuna</i> Stage: 1–2a	Origins, Consequences, Healing: Defeating Racial Bias in the Co-op <i>Patrice Lockert Anthony</i> Stage: all
2:30–2:45 pm	BREAK–Destination Ballroom		
2:45–4:00 pm	Feasibility–More Than a Phase <i>Bonnie Hudspeth, Siobain Mitchell</i> Stage: 1–2a	Cooperative Development with and for Black, Indigenous and People of Color <i>Danielle Mkali & Nonkululeko Shongwe</i> Stage: all	Case Study: Friendly City <i>Steve Cooke</i> Stage: all
4:00–4:15 pm	BREAK–Destination Ballroom		
4:15–5:30 pm	Hiring Your GM <i>Kaye Kirsch</i> Stage: 2a–2b	Black Co-op Developers Meeting Stage: All People of Color Only 4:15–6:30	A Tale of Two Outcomes: The Story of Three North Carolina Startups and Their Fates! <i>Sohnie Black, Leila Wolfrum & Eric Henry, Ed Whitfield</i> Stage: all
6:00–9:00 pm	RECEPTION–Destination Ballroom		



Join your fellow cooperators at the

FRIDAY EVENING RECEPTION!

There's fun, food, and networking galore.

****Remember your 'Bee-ngo' card****

Get it signed throughout the evening for a chance to win fabulous prizes!

KEY:	Stage 1	Stage 2	Stage 3	Open	All		
REFLECTION A		DESTINATION BALLROOM NORTH		DESTINATION BALLROOM SOUTH		REFLECTION C	
Outreach		Business Development		Ready to Launch		Open	
OPENING SESSION							
Owner Capital Campaign Featuring Fredericksburg Food Co-op <i>Ben Sandel & Rich Larochelle</i> Stage: 2a–2b		Meet the Lenders <i>Facilitator: Stuart Reid</i> <i>Panel members: Glickenhau, Condra, Jennings & Powers</i> Stage: 1–2b		Startup Leadership Transition <i>Kaye Kirsch</i> Stage: 2b–3		Ownership Growth After Open <i>Heather Lazickas & Kirsten Moore</i> Stage: 3–open	
Volunteer Recruitment & Retention <i>Katie Novak</i> Stage: 1–2b		Creative Approaches to Non-Equity Financing <i>Kevin Edberg</i> Stage: 2a–2b		Getting Your Co-op Ready to Open <i>Chris Roland, Patrick Schroeder, Megan Minnick & Dean Kallas</i> Stage: 2b–3		Watching and Evaluating Your Numbers <i>Paige Wickline</i> Stage: 3–open	
Ownership 101 <i>Ben Sandel</i> Stage: 1–2a		Financial Feasibility <i>Don Moffatt</i> Stage: 1–2a		Marketing to Launch– Brand Transition <i>Melanie Shellito</i> Stage: 2b–3		When the Sales Aren't There <i>Jacqueline Hannah</i> Stage: 3–open	
Planning for the Largest Owner Loan Campaign Ever <i>Katie Novak & Jess Stratton</i> Stage: 2a–2b		How Market Studies are Changing–What You Should Know <i>Debbie Suassuna</i> Stage: 1–2b		Ownership Growth in Stage 3 <i>Melanie Shellito & Kaye Kirsch</i> Stage: 2b–3		Case Study: Kensington <i>Mike Richards & Jeff Carpineta</i> Stage: all	
Membership Growth Workshop: Planning to Build Your Base <i>Heather Lazickas</i> Stage: 1-2b		Building Lender Relationships <i>Jacqueline Hannah</i> Stage: 2a–2b		Setting Up Your Vendors <i>Megan Minnick, Dean Kallas, Patrick Schroeder, Chris Roland</i> Stage: 2b–3		Do You Have the Right GM (and what to do if you don't) <i>Jeanie Wells & Leslie Watson</i> Stage 2b–open	

2020 Up & Coming Agenda — Saturday

SATURDAY

LOCATION	REFLECTION B	INSPIRATION	JUNIOR BALLROOM
TRACK	Governance	People of Color	Diversity, Equity, Inclusion
7:30–8:30 am	BREAKFAST–Destination Ballroom		
8:30–8:45 am	PASSING PERIOD (NOT A COFFEE BREAK)		
8:45–10:00 am	Riding the Start up Governance Wave <i>Joel Kopischke</i> Stage: all	Case Study: African Heritage <i>Alexander Wright</i> Stage: all	Culture of the Co-op <i>Ray Williams</i> Stage: all
10:00–10:20 am	BREAK–Destination Ballroom		
10:20–11:35 pm	How to be an Effective Chair <i>Facilitator: Ben Sandel</i> <i>Panel members: Rich Larochelle & Erin Byrd</i> Stage: all	Case Study: Westwood <i>Yuri Bahena, Emily Thomas</i> Stage: all	What Just Happened? Micro-Aggressions & Implicit Bias <i>LaDonna Sanders Redmond</i> Stage: all
11:35–12:35 pm	LUNCH–Destination Ballroom		
12:45–2:00 pm	Legal & Bylaws <i>Dave Swanson</i> Stage: 1-2a	Absolutely! We Want You! <i>Kenya Baker</i> Stage: all	Culture of the Co-op <i>Ray Williams</i> Stage: all
2:00–2:10 pm	PASSING PERIOD (NOT A COFFEE BREAK)		
2:10–3:25 pm	Governance 101 <i>Courtney Berner</i> Stage: 1-2a	GM Hiring Panel <i>Facilitator: Darnell Adams</i> <i>Panel members: Amaha Sellassie & Malik Yakini</i> Stage: 2a-2b	We Have to See It First! Breaking Down Systemic Oppression in Food Co-ops <i>Jamila Medley</i> Stage: all
3:30–4:00 pm	CLOSING SESSION–Destination Ballroom		

KEY: Stage 1 Stage 2 Stage 3 Open All



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REFLECTION A	DESTINATION BALLROOM NORTH	DESTINATION BALLROOM SOUTH	REFLECTION C
Outreach	Business Development	Ready to Launch	Open
Pitch Packet <i>Darnell Adams</i> Stage: 1-2b	Property Negotiations <i>Don Moffitt</i> Stage: 2a-2b	Reporting in Pre-Open Phase <i>Jacqueline Hannah</i> Stage: 2b-3	Case Study: Willy Street North <i>Megan Minnick, Kristen Moore & Jenny Skowronek</i> Stage: all
NationBuilder for Start-up Food Co-ops <i>Elizabeth Redman, Samantha Larson & Brenda Haines</i> Stage: 1-2a	Selecting Your Site <i>Nicole Klimek & P.J. Hoffman</i> Stage: 2a-2b	Understanding and Acting on Financial Red Flags <i>Brittany Baird</i> Stage: 2b-3	Madison Worker Co-op Panel <i>Courtney Berner, Facilitator Rob McClure & Noah Smith & Union Cab</i> Stage: all
The Owner Capital Buzz: What's New, What's Working, What's Ahead <i>Jacqueline Hannah</i> Stage: 2a-2b	Project Manager Basics <i>Kaye Kirsch</i> Stage: 1- 2a	Location, Location, Location! <i>Anya Firszt & Brendon Smith</i> Stage 2b-3	How Cooperatives Can Building a Robust Local Eco-System <i>Facilitator: Anne Reynolds</i> <i>Panel members: Kirsten Moore, Ruth Rohlich & Georgie Allen</i> Stage: all
SWAG It Up! <i>Melanie Shellito</i> Stage: 1-2b	Store Design & Architecture <i>Nicole Klimek & P.J. Hoffman</i> Stage: 2a-2b	Project Management for GMs <i>Don Moffitt</i> Stage: 3	Madison Co-op Panel <i>Facilitator: Kris Ackley</i> <i>Panel members: Robin Marohn & Ginger Francis, Jennifer Schiller</i> Stage: all

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FOOD CO-OP INITIATIVE

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FRIDAY WORKSHOPS



Friday, 9:15–10:30 am

Food Co-op & Taxes

Bruce Mayer

Reflection B | Friday, 9:15–10:30 am

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.

Urban Grocery Challenge

Tim Sullivan | Jade Barker

Inspiration | Friday, 9:15–10:30 am

Local activists organizing food co-ops in underserved low-income areas often think that opening the co-op is their biggest challenge, and that, once the co-op is open, the difficult work is done. That is simply not true. Food co-ops in low-income neighborhoods face a set of challenges unique in modern history. The consolidation of grocery means that these small co-ops are often competing directly with multi-national chains, which can sell a wider variety of products for a lower price. What are the obstacles to success that food co-op activists in underserved areas need to navigate in order to create thriving, sustainable businesses? This interactive workshop will identify key barriers to success (e.g. product selection, capital, expertise, market differentiation, etc.) that everyone who wants to open an urban food co-op should know. Participants will leave with a greater understanding of the grocery business, and will have a chance to explore together possible approaches and solutions to the urban grocery challenge.



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These are interesting times. The need is there, the passion and commitment are there. The path to feasibility and sustainability is challenging. At Columinate, we are committed to learning and exploring new ways, new models, new approaches with you. Stop by our table for a chat!

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When & Where Do We Begin? Building Co-ops that are Fair, Just and Equitable

LaDonna Sanders Redmond

Junior Ballroom | Friday, 9:15–10:30 am

Many co-ops are built on the need to serve the needs of a community. New and emerging co-op are framing service differently. New and emerging co-ops want to serve the specific needs of BIPOC (Black, Indigenous, people of color) communities, address systemic oppression and maintain a profitable business. To some, this may seem like an unlikely mix, to BIPOC this is the reality in the communities they want to serve.

Even though the roots of cooperation are anti-racist and anti-oppression, new and emerging struggle to address these issues within the context of their business model. The choice seems to land in an either/or paradigm: Justice vs. viability.

This workshop will highlight the issues that BIPOC are considering when opening a co-op and suggest strategies that will enhance the new and emerging co-ops ability to meet the demands of operating a successful and inclusive coop.

Owner Capital Campaign Featuring Fredericksburg Food Co-op

Ben Sandel | Rich Larochelle

Reflection A | Friday, 9:15–10:30 am

Fredericksburg (VA) Food Co-op had one of the most successful startup capital campaigns ever, in 2019. Have a conversation with the board leader and capital campaign consultant who helped to raise over \$1.7M in an amazingly short time. Learn tips and get motivated for your own successful campaign!

Meet the Lenders

Facilitator: Stuart Reid

Panel members: Glickenhauz | Condra | Jennings | Powers

Destination Ballroom North | Friday, 9:15–10:30 am

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 Cooperative, and Capital Impact Partners 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!

Startup Leadership Transition

Kaye Kirsch

Destination Ballroom South | Friday, 9:15–10:30 am

You've spent years building your co-op and now your GM is about to come on board. How does your board transition from being a working board to a governing board and not miss a beat? How will you effectively manage your new GM? And how do you ensure that the co-op your new GM opens is the one that your owners signed up for?

Drawing from the newly-released Startup Transition Leadership Handbook, we'll explore what preparation you as a board need to do to set up your first GM (and your co-op) for success. Get tips, tools and strategies that will get your relationship with your GM off to the right start. Equip your GM with the information and resources they need to effectively lead. Learn what essential information and reports are critical for a board in the pre-open and post-open stages, and how to identify and intervene early if key metrics are heading in the wrong direction.

➡ More workshops at this time on next page.


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Continued workshops from page 7.

Ownership Growth After Open

Heather Lazickas | Kirsten Moore
Reflection C | Friday, 9:15–10:30 am

Strength in numbers will be a principle that applies to your co-op long after opening day. The higher your owner count, the stronger your business. In this interactive session, using strategies from East Aurora Co-op Market and Willy Street Market, we'll cover:

- how to create an enticing member benefit package for an operational store
- go-to messaging angles and opportunities
- member drive 101
- everyday owner growth strategies

Participants will work on ownership plans for their own stores, and team up with the group to create a master list of dos and don'ts.

Friday, 10:50–12:05 pm

Intro to Co-op Finance (for boards)

Brittany Baird
Reflection B | Friday, 10:50–12:05 pm

Financial statements are a critical tool for evaluating the success and stability of your co-op, but for many directors financial reporting and terminology can feel a bit daunting. How does a director in the role of fiduciary responsibility know if the co-op is on track or off track? In today's competitive market, it's critical that boards pay close attention to financial performance but for many directors this may be the first interaction with financial monitoring. In this session, we will work through the three key financial statements to introduce directors to critical financial metrics and demystify the role these reports play in communicating our financial health. We will focus on essential financial health metrics such as EBITDAP, net income, working capital, debt to equity, and cash flow. We will unwind the financial statements to uncover the factors driving performance in these key areas of achievement and work to understand a holistic approach to understanding and monitoring our total financial health.

Financing Your Project

Olivia Rebanal | Lela Klein | Malik Yakini.
Inspiration | Friday, 10:50-12:05 pm

Food cooperatives in communities of color are key to advancing economic justice, racial equity, and participation in the food economy when it has been historically excluded. Financing a project in a community of color, however, sees many more challenges than projects built in other communities. Learn from two champions who have worked to develop two projects located in communities that enjoy a significant African American population, and each project has intentionally integrated the voice and power of the community into the cooperative design.

Creating Welcome

Davis Hodge
Junior Ballroom | Friday, 10:50-12:05 pm

When we say "everyone welcome" to our communities when we throw open the doors to our startup, one of the biggest barriers to that welcome becoming reality is accessibility affordability. In this peer case study from Durham Co-op Market, a startup food co-op that opened its doors in the spring of 2015, the DCM team will share about the work they've done to increase economic access, make their co-op more welcoming to all, and share tips and ideas you can use in your future co-op.

Volunteer Recruitment & Retention

Katie Novak
Reflection A | Friday, 10:50-12:05 pm

No matter how talented and committed your board and/or staff are, you can't do it all alone. Developing a food co-op takes a village... of volunteers, that is! How do you find volunteers? How do you train them? Manage them? And the biggest question of all, how do you retain your volunteers? Katie Novak, Outreach and Capital Campaign Consultant/Coach will help you grow, utilize, and retain your volunteer village!

Creative Approaches to Non-Equity Financing

Kevin Edberg
Destination Ballroom North | Friday, 10:50-12:05 pm

Startup food co-ops need to access substantial amounts of community capital to fund the development phase as well as capitalizing the new business. Member equity is a critical part of the process, but this workshop will explore possible roles for foundation grants, personal charitable gifts, and other non-equity forms of community capital.

➔ More workshops at this time on next page.

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Getting Your Co-op Ready to Open
Chris Roland | Patrick Schroeder | Megan Minnick | Dean Kallas
Destination Ballroom South | Friday, 10:50-12:05 pm

Construction on your co-op's store is in full swing, the equipment is ordered... and there is so much left to do before those doors are ready to open! From building agreements with your vendors, planning your product mix, hiring staff, setting up your POS system and pricing, to planning the grand opening the list is long and all of it is critical. This session, aimed at GMs and operational staff, will be led by experienced startup food co-op GM, Chris Roland and Willy Street Product Placement Manager, Mike Burns who will share their top tips on what to prioritize by when in getting ready to open your store.

Watching and Evaluating Your Numbers
Paige Wickline
Reflection C | Friday, 10:50-12:05 pm

Your doors are so close to opening and soon it will be "GO" time! It's exhilarating, it's incredibly fast paced... and it's nerve-wracking, if you don't know which operational numbers to track, how often to track them, and don't have a plan for how you'll pivot if the numbers aren't where you budgeted. In this session, Paige Wickline, Willy Street Finance Manager will identify for you which numbers to watch, how quickly those numbers need to be hitting plan, and how to pivot if those numbers are off to prevent cash losses that could cripple your co-op's future.

Friday, 1:15–2:30 pm

Case Study: Prairie Roots Food Co-op; Closed January 2020
Kaye Kirsch
Reflection B | Friday, 1:15–2:30 pm

The recent closure of Prairie Roots Food Co-op in Fargo, North Dakota after two years of operations has some very important lessons for startup co-ops, particularly for startup board members. Prairie Roots was a very promising startup with over 1,800 owners at opening in July 2017. Their early sales were half of their projections, and the co-op had to rapidly pivot to a new normal and plan an aggressive turnaround within three months of opening. The co-op faced multiple operational and governance challenges including four GM changes, 75% board turnover, marketing misses, product mix, price perception and poor owner engagement. Kaye Kirsch will identify the roots of the issues that led to this co-op closure and where the co-op went off track after very promising sales growth in early 2018.

Case Study: Fertile Ground
Facilitator: Darnell Adams
Panel: Janet Howard | Debbie Suassuna
Inspiration | Friday, 1:15–2:30 pm

Fertile Ground Food Cooperative (FGGC) will discuss their progress towards opening a grocery cooperative in a low wealth, unserved, predominantly African American area in southeast Raleigh, North Carolina. Fertile Ground Food Cooperative will discuss how the results of their market study influenced their thinking with regard to their co-op's store size, product mix, and location. FGFC and their market study consultant, Debbie Suassuna of G2G Research Group/Columinate, will explain how FGFC's more recent vision of their co-op differed from the vision that the market study findings supported, and the process by which FGFC was able to adjust their vision so that it was better-aligned with the market study findings & projections while still meeting the needs of their community. Come ready to participate with questions and comments. Darnell Adams of Firebrand Cooperative, a consulting firm, will facilitate this lively discussion. If you would like to send your questions in advance to FGFC and Debbie to ensure that they are addressed during the workshop (if time permits), please email them to info@upandcoming.coop with "Fertile Ground Question" in the subject line.

Origins, Consequences, Healing: Defeating Racial Bias in the Co-op
Patrice Lockert Anthony
Junior Ballroom | Friday, 1:15–2:30 pm

At PFC Natural Grocery & Deli, an established food co-op in Kalamazoo, MI, the staff and board decided that their co-op needed to do more than "try not to be racist", but that they needed to consciously take on the work of understanding what it means to be anti-racist and manifesting that as a cooperatively owned business. The PFC Anti-Racism Transformation Team (ARTT) which is made up of board, staff, co-op owners, and members of their community, has led this work at PFC for multiple years now and members of this team will present to us on their efforts, challenges, and where they are in their journey to a truly anti-racist co-op. The PFC team joined us at Up and Coming 2019, and are back in 2020 to share updates on their on-going work.

Ownership 101
Ben Sandel
Reflection A | Friday, 1:15–2:30 pm

Looking for an overview of how to set your co-op up for ownership growth success? Then this is your session! Learn about what it takes to grow ownership, what tactics are most effective, and how your efforts need to evolve as your co-op grows through the development phases to keep that ownership number going up, up, up!

Financial Feasibility
Don Moffatt
Destination Ballroom North | Friday, 1:15–2:30 pm

Financial Feasibility is one of four areas of feasibility that are critical to your co-op's future—and it's central to proving that your startup co-op project is likely to succeed. You're going to ask your member/owners (friends and neighbors) to invest, and you want to be sure you can return their funds in the future. Financial Feasibility is a key responsibility of the board of directors. Don Moffitt of Columinate defines financial feasibility and discusses how to evaluate and demonstrate it, as well as the timing and necessary tools (including pro forma financial statements).

Marketing to Launch–Brand Transition
Melanie Shellito
Destination Ballroom South | Friday, 1:15–2:30 pm

Hello, stage 2B! Welcome to the new challenges of the 'home stretch' as you get closer and closer to opening your store. In this workshop, we're going to dig in to transitioning your marketing messaging — something that doesn't often get formally addressed and a place where many startups stumble. It's absolutely vital to understand your upcoming transition from 'organizing project' to 'retail store' because these months leading up to your grand opening only happen once. We'll explore the three very different audiences you now need to engage, the critical aspects of your current brand, and how to talk like a store before any products ever arrive. Join Firebrand Melanie Shellito, a 25+ year veteran of the marketing and branding profession, to examine messaging examples both good and bad, brainstorm new ideas you can P6, and take home the beginnings of a messaging framework to keep your community and owners engaged.

When the Sales Aren't There
Jacqueline Hannah
Reflection C | Friday, 1:15–2:30 pm

The doors have opened, the grand opening has happened, and the sales aren't quite where then need to be or, worse, are far off from what they need to be. We're all planning for great openings with excellent sales, but in these times it's important to know the signs of a sales crisis and what to do if you see them because not every startup opens up meeting sales goals. The GM and board need to be prepared to move *fast* and not just hope the sales will show up. But how to move and on what? How do you assess what the issue(s) are that are causing low sales and how do you act on what you find? And does the board just twiddle their thumbs and wait for updates while the GM leads the operational team in trying to address the causes and turning things around? We'll address all this and more in this fast-paced session.

➦ More workshops at this time on next page.

Friday, 2:45–4:00 pm

Feasibility–More than a Phase
Bonnie Hudspeth, Siobain Mitchell
Reflection B | Friday, 2:45–4:00 pm

The Board has been charged by the member-owners to grow the Co-op's member-ownership, while at the same time to make sure it is feasible to move forward with their dreamed-of co-op. The Board must have a thorough understanding of the four areas of feasibility and be willing to take on the toughest question of all on behalf of their Co-op: should we actually build this Co-op? Come learn the four areas of feasibility, how to run an effective process for assessing feasibility, and how to share the results with your member-owners..

Cooperative Development with and for Black, Indigenous and People of Color
Danielle Mkali | Nonkululeko Shongwe
Inspiration | Friday, 2:45–4:00 pm

Learn about Nexus Community Partner’s efforts to create cooperative economic, leadership, educational and technical development spaces for and by BIPOC folks. From the North Star Black Cooperative Fellowship, to a Cooperative Development Fellowship, and a technical assistance fund to support our fellowship alumni. Nexus is working to create a cooperative ecosystem in our region that is shaped by our diverse cultures, traditions and long legacies of cooperative economics.

Case Study: Friendly City
Steve Cooke
Junior Ballroom | Friday, 2:45–4:00 pm

What does it mean to take a deep look at your co-op and move beyond welcoming to equity? Steve Cooke, General Manager of Friendly City Food Co-op in Harrisonburg, VA (a startup that opened in 2010) will talk about how he, his board, and his staff are just beginning to ask these questions and what they have done so far to move forward. Friendly City's journey toward equity is just beginning, and Steve will share with honesty about where they are in this journey, what the response has been from their staff and board to the process so far, and what they think might be ahead.

Planning for the Largest Owner Loan Campaign Ever
Katie Novak | Jess Stratton
Reflection A | Friday, 2:45–4:00 pm

As Prairie Food Co-op embarked upon what could be the largest owner loan campaign to date, changes in the market-place and the overall environment in which co-ops are opening made it glaringly obvious that change was in order. Join Jess Stratton, Community Investment Program Coordinator for Prairie Food Co-op and Katie Novak, Capital Campaign Planning Consultant to explore trends in raising capital and the need for innovation. Jess and Katie will provide real world examples and tangible resources for planning your campaign.

How Market Studies are Changing–What You Should Know
Debbie Suassuna
Destination Ballroom North | Friday, 2:45–4:00 pm

What are market feasibility studies and when should co-ops have them done? Debbie Suassuna of Columinate/G2G Research Group will discuss everything you want to know, and more! The fully comprehensive Market studies as well as the lower cost Preliminary Market Assessments are invaluable tools in determining whether a new food co-op can be successfully supported in a community. Either study can address questions like these:

- Is there a large enough trade area population, with sufficient levels of in-profile consumers, to support a store?
- What size store is appropriate based on the market potential?
- What characteristics should you look for when selecting a specific site for your new store?

The more comprehensive Market Study can further address the suitability of your specific site, while also more accurately assessing the impact of competition on your store, and determining which location for your store will enable it to best serve its trade area consumers and generate satisfactory levels of sales. Just as certain location characteristics (such as population density, trade area accessibility, and demographics) play an important role in selecting an appropriate food store location, so too do site characteristics such as visibility, ingress/egress, and parking.

Ownership Growth in Stage 3
Melanie Shellito | Kaye Kirsch
Destination Ballroom South | Friday, 2:45–4:00 pm

You made it to Stage 3! Suddenly your co-op feels really real, with a GM, construction planning and writing some really big checks. Many pressing things are demanding your attention, which means ownership growth can easily take a back seat or fall off your radar entirely. But in fact this is the moment when your ownership growth can (and should) accelerate... leading to a powerful ownership surge right through store opening. It’s easy to assume that since you’re finally building it, surely those fence-sitters will come, right? (Spoiler: you can’t count on it.) So who are these later adopters, and what makes them tick?

- Learn strategies to hone and adapt your messaging to convert the skeptics, entice the trend-followers, and expand the circles of people who are just now learning about and joining your co-op.
- Discover tips and tools to help capitalize on high-visibility milestones like hiring your GM, completing your financing, and starting construction.
- Delve into ways to leverage your site to build ownership even before construction starts.
- Learn about considerations for smoothly transitioning ownership growth to the GM and staff as you prepare for store opening... and beyond.

Case Study: Kensington
Mike Richards | Jeff Carpineta
Reflection C | Friday, 2:45–4:00 pm

This workshop will describe how the coop began – detailing the member loan campaign, site selection and store construction. Mike and Jeff will discuss the coop’s role in managing the construction process and ultimately opening the store. They will also share successes as well as places they fell short. They hope to provide some perspective about the section of Philadelphia within which the coop is located and the challenges that have come along with opening a coop in a rapidly gentrifying neighborhood.

Friday, 4:15–5:30 pm

Hiring Your GM
Kaye Kirsch
Reflection B | Friday, 4:15–5:30 pm

Hiring a General Manager (GM) is one of the most critical decisions that a board of directors will ever get to make, particularly your first GM. Running an effective hiring process is far more than asking the right interview questions. We'll dive into each stage of the process, what decisions the board needs to make long before making the job offer, how to assign responsibilities for the many pieces of the GM hiring process, and what tools and resources are out there to support this important board work. Plus hear tips, tools and strategies to help your co-op stand out in a very competitive GM talent marketplace.

Black Co-op Developers Meeting
Inspiration | Friday, 4:15–6:30 pm

This gathering hosted by the National Black Food and Justice Alliance (NBFJA) will be an opportunity for Black food co-op developers to network, learn about the ongoing work of NBFJA to create self-determining food economies and to discuss the common, and in some ways unique challenges, presented by developing food co-ops in predominantly Black, low and moderate income communities.

➞ More workshops at this time on next page.

Membership Growth Workshop: Planning to Build Your Base
Heather Lazickas
Reflection A | Friday, 4:15–5:30 pm

Selling co-op ownership is tough, but it's your ticket to Operational Co-op town. Pulling from the best owner growth practices from startups nationwide, we'll work together in this session to learn about:

- building a solid message to convey your vision
- how, why and when to communicate with potential owners
- initiatives and events
- the formula for creating momentum

Participants will share with the group and everyone will work on an implementation plan for their own co-op.

A Tale of Two Outcomes: The Story of 3 North Carolina Startups & Their Fates!
Sohnie Black | Leila Wolfrum | Eric Henry | Ed Whitfield
Junior Ballroom | Friday, 4:15–5:30 pm

As the story of the closing of RCC circulates, there is continued interest in hearing the whole story and particularly the lessons learned. But the RCC failure is hardly the whole story given the failure less than a year before of Company Shops markets, one of the models for the RCC, and the ongoing success of the Durham Coop Market. All three of these stores lie on a 50 mile path down Interstate 85 highway in central North Carolina. There is much to be learned from examining the similarities and the differences in these three situations. We are proposing a presentation from each of the stores with the intention of teasing out as dispassionately as possible, the strengths and weaknesses of each as well as the factors that lead us to the current situation and how the success and failures of each of them has informed one another.

Building Lender Relationships
Jacqueline Hannah
Destination Ballroom North | Friday, 4:15–5:30 pm

When should we start talking to lenders? What lenders should we talk to? What information are they going to need? What’s a reasonable interest rate? What is a CDFI lender? There is so much more to finding your primary and secondary lenders for your co-p than just creating feasible pro forma financials and we’re going to dive right into how to build lender relationships, understanding the needs of your lender so you can meet them and how to decide which lender relationships are worth pursuing.

Setting up Your Vendors
Megan Minnick | Dean Kallas | Patrick Schroeder | Chris Roland
Destination Ballroom South | Friday, 4:15–5:30 pm

You’ve spent years building your co-op and now your GM is about to come on board. How does your board transition from being a working board to a governing board and not miss a beat? How will you effectively manage your new GM? And how do you ensure that the co-op your new GM opens is the one that your owners signed up for?

Drawing from the newly-released Startup Transition Leadership Handbook, we’ll explore what preparation you as a board need to do to set up your first GM (and your co-op) for success. Get tips, tools and strategies that will get your relationship with your GM off to the right start. Equip your GM with the information and resources they need to effectively lead. Learn what essential information and reports are critical for a board in the pre-open and post-open stages, and how to identify and intervene early if key metrics are heading in the wrong direction.

Do You Have the Right GM (and what to do if you don’t)
Jeanie Wells | Leslie Watson
Reflection C | Friday, 4:15–5:30 pm

This session will focus on the board’s role and responsibilities in assessing the GM’s skills, leadership and professionalism during crises, including his/her/their communication skills and cultural competency as the leader for the organization. Financial or other crises often surface during the critical phase where boards are first delegating to new GMs. This makes it even more important for boards to know how to assess and ensure their GM’s performance from the first day. This session will help directors understand how to clearly articulate expectations and performance standards, how to coach if a course correction is possible and how to prepare for and manage GM transition if that is the best solution for the organization. This session will incorporate assessment and communication strategies between boards and GMs and use scenarios to help board members practice identifying strategies.

SATURDAY WORKSHOPS
Saturday, 8:45–10:00 am

Riding the Start up Governance Wave
Joel Kopischke
Reflection B | Saturday, 8:45–10:00 am

From stage 1 to stage 2 to stage 3, the board of directors of a startup food co-op has to be prepared for many changes in their role. Your responsibilities in stage 1 are quite different from your responsibilities when the doors are about to open and your GM is on-site, how do you prepare? When a board doesn’t understand their role as it evolves, time and effectiveness is lost, and your co-op can feel the repercussions in potentially big ways. With each milestone your startup food co-op reaches, a wave of change comes at the board, join co-op governance expert Joel Kopischke and Jacqueline Hannah of Food Co-op Initiative for a map of the waves ahead, lessons on how to stay on top of your governance surfboard, and tips on what to do if the waves wipe you out.

🔗 [More workshops at this time on next page.](#)



Food co-ops are more than grocery stores.

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Case Study: African Heritage

Alexander Wright
Inspiration | Saturday, 8:45–10:00 am

“Anything less than ownership is unacceptable.” That is the motto of the African Heritage Food Co-op of Buffalo, NY. The produce-focused food co-op’s journey from idea to reality took a path that is different than many other startup food co-ops and uniquely powerful. Come hear about how the AHFC formed through Alexander Wright, the General Manager and Co-founder of the co-op, and about how their mission and work already extends far beyond food in their community and is growing every day.

Culture of the Co-op

Ray Williams
Junior Ballroom | Saturday, 8:45–10:00 am

Seward Community Co-op located in Minneapolis, MN has roughly 18,000 owners with annual sales of \$44 million. In 2015, it opened its second location known as the Friendship Store. Raynardo Williams, Operations, will discuss how him and his team created a store culture where “Everyone is Welcomed.” He will discuss the need of hiring a diverse staff and hiring within the community.

Pitch Packet

Darnell Adams
Reflection A | Saturday, 8:45–10:00 am

Your mayor called... she’d like a presentation next week about the co-op and its potential impact to your community. Oh, and there’s a regional foundation that has invited your startup to present for 10 minutes in a fast round robin session with a dozen other projects it might fund. Are you ready? Being ready to powerfully and effectively present your project to movers and shakers can make a big difference in your efforts to get the “doors on the store”. Learn what content makes up a strong pitch packet and get helpful tips on how to make an impactful verbal presentation. Come ready to participate and have fun in this interactive workshop.

Property Negotiations

Don Moffitt
Destination Ballroom North | Saturday, 8:45–10:00 am

A feasible site and a deal that meets the needs of your co-op are among the most important issues that affect your co-op’s financial future. In this workshop we’ll focus on how to approach negotiations. Most of us are not experienced commercial property negotiators and startups enter the negotiation from a disadvantage. Don Moffitt of Columinate has negotiated numerous leases and coached startups through this critical task. He’ll walk you through the most important issues, including how to plan and prepare for negotiations and impacts on financial feasibility. You’ll learn about key points in negotiating a lease for your co-op’s preferred site, assembling a team to plan and carry through the negotiations, and guidelines for effective negotiating.

Reporting in Pre-Open Phase

Jacqueline Hannah
Destination Ballroom South | Saturday, 8:45–10:00 am

The GM is hired and the Board has handed over the “keys” to the operations of the store. In this critical time of building up the Board/GM relationship at the same time as the GM is learning the ropes of their job, and overseeing the opening of the co-op the stakes could not be higher. What keeps the Board/GM relationship and the co-op’s future “on the road” is reports. Reports?!? Yes. Dry, dull reports are going to build the Board/GM relationship and make our co-op strong at this critical time? Nope, not dry, dull ones - but instead informative, powerful ones that keep the Board and GM on the same page while giving the GM the freedom they need to make the fast, tight turns to keep the co-op on track as it opens. We’ll review what reporting looks like in this early part of the Board/GM relationship and why it’s so critical to address right away, as well as how to balance the needs of the Board and GM as you move through this phase.

➡ More workshops at this time on next page.



United States Department of Agriculture



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At AMS, we work to improve opportunities for U.S. growers and producers, including those involved in local & regional systems. Each year, we:

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- Collect, track, and share market trends and pricing information through USDA Market News.
- Work with communities to establish People’s Gardens, with over 2,000 in all 50 states, four U.S. territories, and 12 foreign countries.

Local Food Directories

www.ams.usda.gov/services/local-regional/food-directories

Economics of Local Food Toolkit

www.ams.usda.gov/publications/content/economics-local-food-systems-toolkit-guide-community-discussions-assessments

Farmers Market Promotion Program 2016 Highlights

www.ams.usda.gov/sites/default/files/media/FMPP2016Highlights.pdf



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In honor of CDF's 75th Anniversary, cooperators may purchase a pair of Twin Pines socks with a donation of \$25.

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Continued workshops from page 16.

Case Study: Willy Street North

Megan Minnick | Kristen Moore | Jenny Skowronek

Reflection C | Saturday, 8:45–10:00 am

In 2015, Willy Street Co-op was asked by a coalition of community groups and citizens to locate our third store on Madison's culturally and economically diverse north side. We opened in August, 2016, three months after a family owned grocery left the area under-served. In this session you will learn how we selected this site, engaged our owners and the community in embracing us as their new neighborhood grocer, and applied our principles to adding more conventional foods to our product selection, pricing and service offerings. We'll discuss the challenges, the successes, the new normal, and how we Willy North is shaping our future.

Saturday, 10:20–11:35 pm

How to be an Effective Chair

Facilitator: Ben Sandel

Panel members: Rich Larochelle | Erin Byrd

Reflection B | Saturday, 10:20–11:35 am

Every successful startup has a strong and motivated team, and that team needs leadership. At this session you'll hear from some current and past board chairs of some of the most dynamic and successful startups. You'll learn about what keeps them motivated, their leadership styles and philosophies, and you'll be able to ask questions and make connections to help YOUR co-op succeed.

Case Study: Westwood

Yuri Bahena | Emily Thomas

Inspiration | Saturday, 10:20–11:35 am

Started in 2014, The WFC is a member- and employee-owned urban co-op still in its start-up/developing stage in the Westwood neighborhood of Denver, CO— a primarily Latino and low-income neighborhood. Classified as a "food desert", Westwood is experiencing gentrification and other forces which create both the vibrant passion and motivation behind the work of the co-op and its biggest challenges. The WFC is uniquely incubated by a non-profit called Re:Vision, which acquired property for the development of a community food-access hub. They already have a flourishing pilot co-op market which sources produce directly from Re:Vision's farm, located on the same property and provides community access to healthy, affordable, and local food.

What Just Happened? Micro-Aggressions & Implicit Bias

LaDonna Sanders Redmond

Junior Ballroom | Saturday, 10:20–11:35 am

The term "micro-aggression" refers to brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights and insults towards women, people of color and other marginalized identity groups. Those who inflict micro-aggressions are often unaware that they have done anything to harm another person. While they may be delivered without a conscious choice of the user, they have the same effect as conscious, intended discrimination.

Increased attention to diversity, equity, and inclusion at co-ops has led to an increase in staff of color, women, Trans persons and gender-fluid people. In some instances, our newest staff are the targets of micro-aggressive speech or actions. Yet, micro-aggressions at co-ops are not new for staff or customers of color that have long relationships with co-ops. This panel will examine how and why we engage in micro-aggressions and the impact this behavior has on its people with marginalized identities and co-op environments. We will also discuss the role that microaggression plays in the retention of people carrying multiple identities. Participants will also learn a variety of methods of interrupting and intervening in micro-aggressive behavior and the importance of doing so.

➡ More workshops at this time on next page.



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Continued workshops from page 19.

Understanding and Acting on Financial Red Flags

Brittany Baird

Destination Ballroom South | Saturday, 10:20–11:35 am

The focus will be to identify situations where the financial conditions either pre or post-opening that could throw the co-op into a full financial crisis. Attendees will learn how to identify early stages of financial crises and understand the steps necessary to manage them appropriately toward resolution. This session will offer hands-on practice in small groups to help board members sharpen their skills on identifying financial red flags that may indicate a looming crisis.

NationBuilder for Start-up Food Co-ops

Elizabeth Redman | Samantha Larson | Brenda Haines

Reflection A | Saturday, 10:20–11:35 am

NationBuilder is a powerful membership management and communications tool. Start-up food co-ops can use NationBuilder to manage a website, nurture prospects, communicate with member-owners and manage capital campaign pledges/donations. But, with great power comes great complexity. The Oshkosh Food Co-op sought and obtained grant funding to undergo official NationBuilder training during Phase 2A. Using what board members learned in the training, the co-op identified core NationBuilder functions to use and how to use them through the start-up phase. In this interactive session (for techies and non-techies alike), we'll share wins, lessons learned and promising practices for using NationBuilder in your start-up food co-op.

Selecting Your Site

Nicole Klimek | P.J. Hoffman

Destination Ballroom North | Saturday, 10:20–11:35 am

Finding your 'perfect' site can be a long and daunting task! Is the location awesome? Does the building meet your needs? Can you meet your sales projections? All of these questions and so many more need to be answered before you can sign on the dotted line for your site. Nicole and PJ of seven roots will help you determine your needs and how to identify them in the early stages of site selection. You'll walk away from this session with a whole new way to critically think about your 'perfect' site.

Share your Experience!
#UCcoops2020

Madison Worker Co-op Panel

Facilitator: Courtney Berner

Panel members: Rob McClure | Noah Smith | Union Cab

Reflection C | Saturday, 8:45–10:00 am

From coffee roasters and bakeries to engineering firms and taxi cabs companies, Madison has more than its fair share of worker owned businesses. This session will feature members from some of the City's best known worker co-ops. Panelists will share their cooperatives' origin stories and how the businesses leverage the cooperative structure and brand today in order to compete (and cooperate!) in our changing city.

Saturday, 12:45–2:00 pm

Legal & Bylaws

Dave Swanson

Reflection B | Saturday, 12:45–2:00 pm

There are unique legal benefits and challenges to being a cooperative. From the bylaw process to setting up your owner investment campaign, there are many legal details about being a cooperative that are essential to know. When will you need cooperative legal help and at what stages? Cooperative expert and lawyer Dave Swanson will address these issues and more so you feel confident moving forward.

Absolutely! We Want You!

Kenya Baker

Inspiration | Saturday, 12:45–2:00 pm

Gem City Market in Dayton, OH, had owners in the thousands when they broke ground on their store in fall 2019. Kenya Baker, Gem City's incredible Community Engagement Director, will share in this session the creative and innovative approaches to grow co-op membership she used to lead Gem City to ownership growth success. The session will explore opportunities to engage multiple segments of your community's population from Faith Based Leaders to Youth. Participants will walk-away from this session with a new and fresh way of approaching membership growth!

Culture of the Co-op

Ray Williams

Junior Ballroom | Saturday, 12:45–2:00 pm

Seward Community Co-op located in Minneapolis, MN has roughly 18,000 owners with annual sales of \$44 million. In 2015, it opened its second location known as the Friendship Store. Raynardo Williams, Operations, will discuss how him and his team created a store culture where "Everyone is Welcomed." He will discuss the need of hiring a diverse staff and hiring within the community.

➤ More workshops at this time on next page.



Startup Leadership Transition Handbook
A guide for co-ops preparing for the complex dance of working with their first General Manager

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The Owner Capital Buzz: What's New, What's Working, What's Ahead

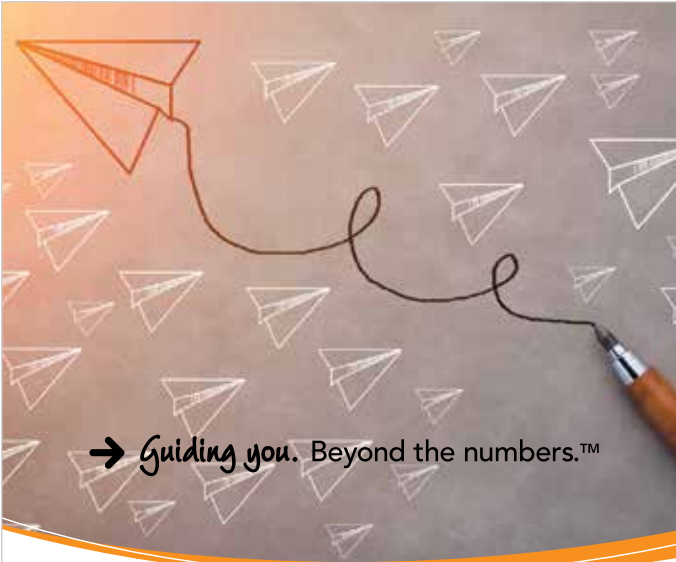
Jacqueline Hannah
Reflection A | Saturday, 12:45–2:00 pm

The cost of building and equipping a startup food co-op is rising steadily at the same time the lending picture is shifting rapidly for startups, which is leading many startups to take their owner capital campaign efforts to new heights and into new directions. We'll review multiple examples of how startups are innovating to close funding gaps and raise owner capital and then get into the trenches together, asking questions and sharing our best thinking about the future of owner capital with one another.

Project Management Basics

Kaye Kirsch
Destination Ballroom North | Saturday, 12:45–2:00 pm

Starting a food co-op is a big job, and as you move through the stages of development there are more and more moving pieces to coordinate. In the later stages, many critical and strategic tasks have to be executed concurrently with carefully orchestrated timing to keep your co-op on the most efficient path to open. In this workshop, we will look at different ways to approach project management for your co-op. The project management basics of timelining, task lists, accountability, reporting and communication will also be covered. Existing tools and resources will be identified, plus tips from the trenches to put—and keep—your project on track.



To deliver the personalized guidance our clients truly value, our CPA firm goes further. Our dedicated, expert team that serves cooperative clients exclusively is uniquely positioned to provide specialized insights that help clients better prepare for the future. To learn more about how we can guide your co-op in the right direction, visit wegnercpas.com/industries/cooperatives.



Location, Location, Location!

Anya Firszt & Brendon Smith
Destination Ballroom South | Saturday, 12:45–2:00 pm

There are many factors you need to consider when deciding where to locate a store. This workshop focuses on pinpointing factors that make a site more or less viable (like accessibility to rush hour traffic, a loading dock, off-street parking), and the benefits and challenges posed by nearby businesses and competitors.

How Cooperatives Can Build a Robust Local Eco-System

Facilitator: Anne Reynolds
Panel members: Kirsten Moore | Ruth Rohlich | Georgie Allen
Reflection C | Saturday, 12:45–2:00 pm

How can cooperatives build a robust local eco-system? This panel will discuss the challenges and benefits of getting municipal support for cooperative development and expansion.

Saturday, 2:10–3:25 pm

Governance 101

Courtney Berner
Reflection B | Saturday, 2:10–3:25 pm

Cooperatives are member owned and governed businesses. But what does that look like in practice? This session will guide attendees through cooperative governance basics including director roles and responsibilities, committee structures, effective meeting and decision-making practices, and common governance challenges.

GM Hiring panel

Facilitator: Darnell Adams
Panel members: Amaha Sellassie | Malik Yakini
Inspiration | Saturday, 2:10–3:25 pm

Your hard-working and tireless co-op board, your committed volunteers, and your committed community members have worked so hard to get to this point... it's time to hire the General Manager for your store! Excited? Terrified? Both? The GM is not only the leader of the operations of your store, but the person who represents your co-op to the community and makes the owners' vision come to life in the store. Hiring the right person, who has the operational skills and the ability to understand and execute your co-op's vision is critical. Come hear from your peers at the Detroit People's Co-op and Gem City Market about how they approached their GM hiring process, the results so far, and what advice they have based on their experiences.

We Have to See It First! Breaking Down Systemic Oppression in Food Co-ops

Jamila Medley
Junior Ballroom | Saturday, 2:10–3:25 pm

When we go to a new space, our physical senses alert us to knowing we are welcomed or rejected. Smells, sights, and sounds signal to us that this place is for us, about us, or that it is okay to be curious about the things we don't recognize. If we visit enough, over time the unfamiliar becomes familiar. Yet sometimes, that initial visit is enough to keep us from ever going back. At our food co-ops, who is having this experience of not wanting to come back?

By situating food co-ops in the broader context of a white dominant and supremacist culture, this workshop will explore the notion of the aesthetics of whiteness in our grocery food co-ops. This workshop will include a video presentation, a brief presentation on the theory of the aesthetics of whiteness, and will provide prompts for guided conversation around how the aesthetics of whiteness shows up in our food co-ops and what, if anything, might we want to do about it.

➡ More workshops at this time on next page.

SWAG It Up!
Melanie Shellito
Reflection A | Saturday, 2:10–3:25 pm

Brand is king when you are selling an idea that is not (yet) a reality people can touch and interact with, but having a well-designed brand alone is not enough. Owners need a way to feel and show “buy in” and nothing does that as well as great swag! We’ll review pros, cons, and best practices for a variety of swag items, plus share ideas and strategies for any budget. This presentation will walk through the huge range of creative branded swag being used by your peers, the common and not-so-common, and we’ll evaluate the potential ROI of each. By popular demand, this year’s presentation will also include discussions of eco-friendly alternatives. Lists of potential sources for items will also be shared, so you’ll have the links at your fingertips. Did your co-op do some unusual swag item? Something wildly popular? Bring a sample to share and discuss with us! A marketing and branding expert for over 25 years, Firebrand Melanie Shellito shares expertise and pro tips for making swag work hard for your startup.

Store Design & Architecture
Nicole Klimek | P.J. Hoffman
Destination Ballroom North | Saturday, 2:10–3:25 pm

Planning your store is takes a strong relationship between your project architect, store planner, and interior designer. These 3 roles need to work like PB&J to make sure your project runs smoothly, efficiently and within your budget. Who does which parts? When do you hire whom? PJ and Nicole of seven roots will walk you through the stages of designing your store so you’re not in the dark.

Project Management for GMs
Don Moffitt
Destination Ballroom South | Saturday, 2:10–3:25 pm

Stage 2B begins the work of bringing the store itself to life. Site design, retail layout, interior design, equipment pricing and purchasing, engineering, construction documents, bidding and construction, all while hiring, training, planning signage, managing vendor relationships, creating retail systems, merchandising and—wait for it—more! How does a new General Manager get it all done? Or even know what needs to be done? Don Moffitt has been there with Durham Co-op Market and Whole Foods Market, and together we’ll explore the varied challenges and demands on the General Manager’s time, ways to approach the work and tools that you can use to answer the challenge. This workshop combines collective exercises and discourse.

Madison Co-op Panel
Facilitator: Kris Ackley
Panel members: Robin Marohn | Ginger Francis | Jennifer Schiller
Reflection C | Saturday, 2:10–3:25 pm

Your hard-working and tireless co-op board, your committed volunteers, and your committed community members have worked so hard to get to this point... it’s time to hire the General Manager for your store! Excited? Terrified? Both? The GM is not only the leader of the operations of your store, but the person who represents your co-op to the community and makes the owners’ vision come to life in the store. Hiring the right person, who has the operational skills and the ability to understand and execute your co-op’s vision is critical. Come hear from your peers at the Detroit People’s Co-op and Gem City Market about how they approached their GM hiring process, the results so far, and what advice they have based on their experiences.

Saturday, 3:30–4:00 pm




CLOSING SESSION
Location: Destination Ballroom


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Join us for the announcement of this year’s winners!
Saturday Lunch, 11:35am

<div></div> <div>Best of the Best</div> <div>Awarded for an exceptional use of an existing co-op development best practice by a startup food co-op during the development process that illuminates the way forward for peer co-ops to use best practices to reach new levels of success. 2017 Winner: Green Top Grocery 2018 Winner: Free Range Food Co-op 2019 Winner: Fredericksburg Food Co-op 2020 Nominees: Oshkosh Food Co-op SunCoast Market Co-op Assabet Village Co-op Market</div>	<div></div> <div>Start-up Innovator</div> <div>Awarded for the blazing of a new way forward to solve the challenges faced by startup food co-ops, or a new and innovative way to address the needs of the co-op’s community through the development of their food cooperative. Awardees have shown exceptional creativity in meeting the needs of their developing co-op and have created a new practice others can follow. 2017 Winner: Renaissance Community Cooperative 2018 Winner: Oshkosh Food Co-op 2019 Winner: Gem City Market 2020 Nominees: Prairie Food Co-op Westwood Food Cooperative Detroit People's Food Co-op</div>	<div></div> <div>Cooperative Citizen</div> <div>Awarded for exceptional embodiment of cooperative principle six, “cooperation among cooperatives”, within the startup food co-op community. Awardees have gone far above and beyond to share their knowledge, experience, and solutions with peer startups, contributing significantly to the growth of the overall food co-op startup community. 2017 Winner: Prairie Food Co-op 2018 Winner: Assabet Village Co-op Market 2019 Winner: Fredericksburg Food Co-op 2020 Nominees: Gem City Market Renaissance Community Cooperative National Black Food & Justice Alliance</div>
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In honor of Bill Gessner, cooperative hero and primary creator of the Four Cornerstones in Three Stages Food Co-op Development model, the food co-op community will present an annual award to recognize excellence in food co-op development.

Application at: www.FCI.coop/Gessner-award

meet the PRESENTERS



Kris Ackley, Cooperative Network

Kris is the Membership Development Director at Cooperative Network. With more than 20 years in association and non-profit management, Kris is responsible for membership engagement, retention, sponsorships and new business development. Kris is active in the local community, having served on the Board of Directors of The Business Forum, a professional networking organization for women, where she served as President, Co-Chair for the Program and Communications Committees, and currently serves as Social Media Manager. She currently serves on the Board of Directors at Box of Balloons, a non-profit focused on ensuring children feel special and celebrated on their birthday despite a family's current situation, living conditions, or financial status. She is an active committee member and volunteer with RIVALZ, a women's flag football game and fundraising campaign for the Alzheimer's Association of Southwest Wisconsin.



Darnell Adams, Firebrand Cooperative

Darnell is the President and consultant for Firebrand Cooperative. She has over two decades of experience in non-profit, for-profit, and cooperative businesses. She has been recognized by Boston Magazine as a "Thought Leader" and part of "Boston's new power class: the visionaries, idealists and thinkers among us whose insights are transforming the way we live, work, learn, play". Darnell is a developer and facilitator of strategic plans, special projects and workshops, and provides expertise and training on an array of topics including implicit bias, project management and start-up best practices.



Yuridia Bahena, Westwood Food Cooperative

Originally from Guerrero, Mexico, Yuridia "Yuri" Bahena has lived in Denver, Colorado since 2001, and currently works as a Program Director for Re:Vision, a community-based nonprofit organization which incubates the Westwood Food Cooperative. Yuri has always had a passion for food access and community. She has been involved since 2010 when she was one of Re:Vision's first Garden Program participants and later joined the organization as a Community Promotora. Yuri became a founding member of the Westwood Food Cooperative in 2014, and has been a key leader on the board since then, now serving as President, and managing the co-op's pilot market "El Mercadito".



Brittan Baird, Columinate

Since her first job sweeping the floor of the local health food store, Brittany Baird has dedicated her career to understanding the inner workings of the natural foods industry. Her experience spans all facets of a food co-op, from merchandising to financial management. Brittany works with Columinate assisting co-ops with financial and operational improvement. She provides organizational assessments, management support and coaching, and finance training for buyers, GMs, and boards.



Kenya Baker, Gem City Market

Kenya was born in Detroit, Michigan and moved to Dayton during her childhood. She has worked as a teacher in Dayton public schools for the past fifteen years. She is also a serial entrepreneur and author of several children's books. In 2017, she was inspired by the Gem City Market project to join the cooperative movement. She believes in the power of community and worker ownership to transform Dayton's neighborhoods and residents' lives, and she works to get people involved in the Gem City Market and other cooperative projects. Kenya received her Masters of Education from the University of Dayton and her BS from Wilberforce University.



Jade Barker, Columinate

Jade is passionate about co-ops! She lived in co-op housing during college, and worked at a worker collective for several years after graduation. A long-time member of food co-ops and a life-long activist, she has served on the Board of River Valley Co-op since 2005, three years as Board president. In 2014 she received the CCMA Cooperative Board Service Award for outstanding board leadership. Currently a member of Columinate, Jade works with boards of directors across the country to help improve their governance practices. A trained mediator since 2000, she also has many years experience as a trauma educator, learning and teaching about the effects of psychological trauma and how to overcome them. Most recently she's been exploring issues of race, publishing Everyone Welcome: Personal Narratives about Race and Food Co-ops with her colleagues at Columinate.



Courtney Berner, Univerty of Wisconsin Center for Cooperatives

Courtney joined the University of Wisconsin Center for Cooperatives in 2011 and served as a cooperative development specialist until assuming the role of executive director in January 2018. Courtney develops research, outreach, and education programs on cooperatives and provides support to new and established cooperatives in a wide range of industries. Her areas of expertise include cooperative education, business development, cooperative finance and governance, and innovative uses of the cooperative model. Courtney also teaches a course on cooperatives at the University of Wisconsin-Madison and loves challenging students to think critically about why co-ops emerge, how they differ from other forms of enterprise, and how the model can be used to address current social and economic issues.



Sohnie Black, F4DC

Sohnie joined the 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 passion for 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 our 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.



Erin Byrd, Fertile Ground Food Co-op

Erin is the board chair of Fertile Ground Food Cooperative. A multi stakeholder cooperative in the organizing phase in Southeast Raleigh with the goal of providing healthy affordable food, growing a sense of belonging as a community owned grocery store where our people can work and shop with dignity. Her deepest passion is to build a cooperative economy where her people can own their own labor and live in their purpose. The core focus of Erin's work is building power with the people most impacted at the center. She believes that a winning strategy for transformative change must be rooted in deep relationships, share an analysis of the oppressions facing communities, and unlearn white supremacy culture from the inside out.



Jeff Carpineta, Kensington Community Food Co-op

A 4th-generation Philadelphian living in East Kensington, Jeff is a graduate of Penn State in philosophy, Buddhism, photography, and writing. Jeff's overtime career is working as a Realtor at Solo Real Estate, helping creative and community-minded folks find/create homes and spaces in Philadelphia neighborhoods. Jeff has co-founded a record label for experimental music, taught darkroom photo at the Fleisher Art Memorial for many years, rebuilds row houses with friends, and creates spaces that build community. He formerly served as President of the East Kensington Neighborhood Association, addressing neighborhood issues, open-space protection, and the need for heartfelt urban planning. Jeff's experience with multiple sclerosis fostered a new awareness of the connections between health, energy, the things we eat, and how we share health wisdom in our communities.



R.L. Condra, *National Cooperative Bank*

R.L. Condra is the Vice President of Advocacy and Government Programs for the National Cooperative Bank (NCB), a national lender headquartered in Washington, DC. In this capacity, he is responsible for advocating for issues that directly impact NCB’s customer segments and the cooperative business sector. R.L serves on the board, and as the advocacy chair for Cooperationworks!, a national network of organizations focused on co-op development.



Steve Cooke, *Friendly City Food Co-op*

Steve has been the General Manager of Friendly City Food Co-op since August of 2010. Steve has a Bachelor of Arts degree in Political Science and Journalism from James Madison University in Harrisonburg, VA. He was Deli Manager of Sevananda Natural Foods Co-op in Atlanta from 1996 – 2000, and became GM in mid-2000. In August of 2010, Steve moved to Harrisonburg, VA and guided the demolition of the existing space and build-out of the start-up food co-op, Friendly City Food Co-op. He worked with store designers, architects, general contractor and sub-contractors to get the project done in a timely manner and controlling the budget effectively. Passionate about co-ops and creating start-ups that last, he currently serves on the board of Food Co-op Initiative.



Kevin Edberg, *Cooperative Development Services*

Kevin has worked with cooperatives in multiple sectors for over 20 years. In the 1990s, he saw the expansion of farmer-owned ethanol co-ops to add value to corn, and created new programs at the MN Dept. of Agriculture to add value to other agricultural commodities. After coming to Cooperative Development Services as Executive Director in 2000, he and CDS colleagues developed approaches that have resulted in the success of over 100 new consumer-owned grocery co-ops nationwide. He is currently working with new applications of the co-op model to address issues of rural community vitality and employee ownership. Kevin has a passion for governance, with 29 years of elected local government experience. He holds BS degrees from the University of Minnesota in agricultural economics, horticulture and secondary science education, and graduate work in plant breeding and plant physiology.



Anya Firszt, *Willy Street Co-op*

Anya walked into Willy Street Co-op in 1985, and 34 years later she still wholeheartedly believes in the cooperative principles and the cooperative business model. She held several positions from clerk to assistant produce manager to grocery manager to merchandiser before she was hired as the Interim General Manager in 1996, and then GM later that same year. Anya has assembled a crackerjack management team that oversees all administrative needs for the organization and the retail sales operations. She has led the organization to realizing annual sales growth from \$4million to \$56million, Ownership growing to over 35,500, and employing over 430 employees.



Josh Glickenhau, *Local Enterprise Assistance Fund*

Josh is the Director of Lending & Operations for the Local Enterprise Assistance Fund (LEAF), a national community development financial institution (CDFI) dedicated to providing cooperatives with the capital they need to grow and thrive. Josh joins LEAF following prior roles in the community development finance sector, including supporting minority-owned small businesses and connecting mission-oriented CDFIs with institutional investors. He is particularly excited about the role co-ops play in bringing about a more just and sustainable economy. A native of Boston and Philadelphia, Josh enjoys spending his free time cooking, cycling and cheering for the Boston Celtics.



Brenda Haines, *Oshkosh Food Co-op*

Brenda is Co-founder/Consultant with Blue Door Consulting, an Oshkosh-based marketing consulting firm that specializes in helping organizations grow. From start-ups to Fortune 500 companies, Brenda has helped dozens of clients with brand, content marketing, web/digital projects that drive results. In her “real life”, Brenda uses a variety of marketing automation and technology tools. The co-op represents her first foray into NationBuilder. Brenda currently serves as Oshkosh Food Co-op Board President. She has used NationBuilder and other tools for planning the Oshkosh Food Co-op’s trademark Co-op Grow-op events.



Jacqueline Hannah, *Food Co-op Initiative*

Jacqueline served as the general manager of Common Ground Food Co-op (CGFC) in Urbana, IL from Fall 2006 through Spring 2015. There she combined her passion for business, management, and sustainable food with her belief that businesses should exist to enrich the communities in which they exist. During her time with CGFC she led the co-op through two expansions, the founding of their Food For All economic access program, and being the fastest growing retail food co-op in the nation from 2008-2013. Jacqueline joined Food Co-op Initiative in March of 2015 so she can fully commit herself to her passion for new food co-op development. Before joining CGFC, Jacqueline spent over 25 years in retail management for independent local businesses.



Eric Henry, *Company Shops Market*

Eric has been in the screen printing business for more than 40 years. Outside of TS Designs, Eric devotes much of his time to furthering the sustainable agenda in various community organizations. He, along with Charles Sydnor and Sam Moore, founded Company Shops Market, a co-op grocery in downtown Burlington that reconnected local agriculture to Alamance County, unfortunately closed in 2018. He founded the Burlington Biodiesel Co-op in 2001 and has ran his car (had over 300k miles!) on biodiesel before donating to now drive a fully electric car. His most recent start-up is the Burlington Beer Works Co-op, which opened in 2019 and now is running for NC House in 2020.



P.J. Hoffman, *seven roots group*

P.J. has 46 years of experience in the grocery industry, starting at age seventeen stocking shelves at a local super-market. In 1988, after fifteen years in both conventional and natural foods retailing, P.J. founded the wholesaler-based retail services program that eventually became UNFI Store Development Services, providing design and equipment procurement services nationally. Also long active in food co-ops, he recently finished a five year stint as a Business Development Director with National Co-op Grocers. P.J has been a designer in over 450 projects and has a strong background in store operations and merchandising.



Davis Hodge, *Durham Co-op Market*

Davis is the Operations Manager at Durham Co-op Market. Davis has been with the co-op since 2014. His primary work interests include center store merchandising, policy and procedure development, and increasing access to food co-ops.



Janet Howard, *Fertile Ground Food Cooperative*

Janet has been involved in cooperatives for over 30 years. She currently serves on the board of Fertile Ground Food Co-op and previously served 3 years as project manager. She has also been instrumental in the establishment of a producer co-op and was also a member worker of Noah’s Food Co-op in Raleigh until its closure in 1995. Her 50 year passion for social justice has led her to be a Study Circle Facilitator Trainer & Program Lead, National Coalition Building Institute Facilitator, and a Ruby Payne Poverty Reduction trainee.



Bonnie Hudspeth, *Neighboring Food Co-op Association (NFCA)*

Bonnie is Member Programs Manager of the Neighboring Food Co-op Association (NFCA), a secondary co-operative of more than 35 food co-ops and start-up initiatives across New England and New York. NFCA is working to advance a vision of a thriving co-operative economy, rooted in a healthy, just and sustainable food system and collaboration among co-ops. Prior to joining the NFCA, 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 co-operatively owned grocery store in Keene, NH that opened in April, 2013. She serves as Clerk on the Board of The Cooperative Fund of New England (CFNE), a community development loan fund that facilitates socially responsible investing in co-operatives, community-oriented nonprofits, and worker-owned businesses in New England and adjacent communities in New York.



Christina Jennings, *Shared Capital Cooperative*

Christina is the Executive Director of Shared Capital Cooperative, a \$13 million national CDFI loan fund that provides financing to support the growth and development of cooperatively owned businesses and affordable housing. Based in Minneapolis-St. Paul, Shared Capital is cooperatively owned and governed by more than 225 cooperatives in 35 states that borrow from and invest in the fund. Christina holds an MA in Public Affairs from the University of Minnesota’s Humphrey School of Public Affairs and a BA in Gender and Development from Hampshire College in Amherst, Massachusetts. Christina currently serves on the boards of directors of Latino Economic Development Center, the City of Lakes Community Land Trust and the Cooperative Development Foundation.



Dean Kallas, *Willy Street Co-op*

Dean got his start in natural foods at Nature’s Fresh Northwest in Portland, Oregon in 1998, before moving back to Madison, WI in the fall of 1999. He started working at the Willy Street Co-op in November of that year, as a stocker in the grocery department. He became the Assistant Grocery Manager a month later, and then in June of 2000, he was named the Grocery Manager. In fall of 2008, Dean became the Merchandise Manager at Willy Street. In 2010, he helped set up and open Willy West in Middleton, WI, as the Purchasing Manager for the Co-op. A few years later, Purchasing was reorganized and Dean became the Grocery Category Manager. In the summer of 2016, he helped set up and open Willy North, which was an old conventional grocery store. It has a different product mix than the other stores; incorporating many lines of conventional foods into the grocery sets.



Kaye Kirsch, *Firebrand Cooperative*

Kaye began working with Prairie Roots Food Co-op as a volunteer in 2012 just before the launch of their membership campaign. She worked in multiple roles including membership coordinator, marketing, capital campaign coordinator and managed the project up to store opening. Then she stepped in as an interim GM six months after the store opened and grew sales 30% in her first three months. She brings rich and varied experience to all her projects from her years in non-profit management, the tech industry, and her time working abroad in Europe, Africa, New Zealand, and India.



Lela Klein, *Co-op Dayton*

Lela is the Executive Director of Co-op Dayton, a non-profit organization dedicated to supporting worker cooperatives that support blue collar communities. She is also a Board Member and Project Manager for the Gem City Market, a multi-stakeholder cooperative grocery start-up-in progress. Prior to co-founding Co-op Dayton, she served as General Counsel to the IUE-CWA, a 45,000-member manufacturing union, where she represented union members and created a mentorship program to foster leadership among young manufacturing employees. Lela was also an organizer and later an Attorney with the Service Employees International Union.



Nicole Klimek, *seven roots group*

Nicole has been obsessed about local economic sustainability for as long as she can remember! When it came time to decide on a career, she decided to focus on food co-ops and independent natural food stores. She has worked on over 250 projects all over North America and is the only person in the industry that combines Store Planning & Design, Interior Design, Marketing and Branding to create unique shopping experiences and efficient operations.



Joel Kopischke, *seven roots group*

Joel has over 30 years’ experience in leadership training, team-building, and project stewardship. Joel calls himself a process improvement geek and prides himself on helping teams work smarter and more efficiently to achieve better results and productivity. Joel draws on his experience working with Fortune 500 companies, international non-profit organizations, and a wide variety of co-ops, including dozens of natural food grocery stores. Joel has a variety of approaches and tools he utilizes, including Servant Leadership, MBTI Personality Type (Myers Briggs), Policy Governance, and Simon Sinek’s work, but the only thing Joel is dogmatic about is that an element of fun is vital to any serious endeavor. Joel is honored to lead seven roots group’s Education and Training Division, working with boards, store owners, management teams, and staff.



Rich Larochelle, *Fredericksburg Food Co-op*

Rich is a founding director of the Fredericksburg Food Co-op and is currently the co-op’s Board Chair. He is an Adjunct Instructor at the University of Mary Washington (UMW) where he co-teaches a course on Cooperative Business. Rich worked for cooperatives for 40 years prior to moving to Fredericksburg in 2014 with his wife Linda who is an accomplished artist and retired art teacher. Rich was Senior Vice President at the Cooperative Finance Corporation until retiring from there at the end of 2013, and Legislative Director at the National Rural Electric Cooperative Association where he worked for 12 years. He continues to serve as the Board Chair of the Cooperative Development Foundation, a national c (3) organization that supports the creation of cooperatives as a way of positively impacting economic and social problems. Rich was inducted into the Cooperative Hall of Fame in 2017.



Dr. Samantha Larson, *Oshkosh Food Co-op*

Dr. Larson is an Assistant Professor in the Department of Public Administration at the University of Wisconsin - Oshkosh. Her research examines how to improve social equity, sustainability, and community resilience through policy and public service delivery. Prior to UWO, she spent 15 years working with various public and nonprofit agencies, which often included collecting, maintaining, and analyzing data. Sam has also served on the Oshkosh Food Co-op Board of Directors since May of 2018 and has been an avid NationBuilder user ever since.



Heather Lazickas, *seven roots group*

Heather had a dream - to live off the land, preserve the fruits of her prolific backyard garden to sustain her through the whole winter. As it turned out those dreams were delusional and she really likes lettuce even in February, but she discovered her local food co-op in the endeavor. Soon after, she made her foray into co-op work by joining the marketing department at Lexington Cooperative Market. Later, Heather was a part of the startup marketing team for the East Aurora Cooperative Market, becoming the marketing manager through the co-op’s pre-opening and early operational years.

In 2018, Heather joined seven roots group, a multidisciplinary design and operational support firm. seven roots, a worker cooperative, is wholly dedicated to natural foods grocery stores and co-op markets. She focuses on design and branding, marketing and strategic communications.



Patrice Lockert Anthony, *Black Label Consulting and Coaching*

Patrice is a writer and a business owner (Black Label Consulting and Coaching), a community advocate and organizer, who's primary work is coaching and consulting on Leadership issues and intersection and impact on equity, inclusion, and accountability for both. She recognizes the struggle for co-op's to just survive, and believes that the ability to thrive is in learning to see through more than one lens (usually white and male). Adapting to the reality of our communities, neighborhoods, and alternative perspectives in 2020 and beyond will create lasting change, and ultimately success, for our cooperative industry. Patrice Lockert Anthony is also the Immediate Past President (for three years) of GreenStar Cooperative Market Incorporated in Ithaca, New York. She is the first African American (or any person of color) to head the organization in its 45+ year "progressive" history.



Bruce Mayer, *Wegner CPAs*

Bruce is a Partner with Wegner CPAs in Madison, Wisconsin. He and his firm works with over 200 cooperatives from coast to coast providing tax, accounting and financial statement services. He specializes in food, worker, and purchasing coops. He also works with non-profits, employee benefit plans, and commercial businesses.



Jamila Medley, *Philadelphia Area Cooperative Alliance*

Jamila is executive director of the Philadelphia Area Cooperative Alliance (PACA), a nonprofit and co-op of co-ops that exists to improve the lives of people in the Philadelphia region by supporting democratically organized businesses, promoting the principles of the international cooperative movement, and growing the cooperative economy. She also serves as a consultant with Columinate. Jamila was introduced to the co-op business model in 2012 when she became a member of the staff collective at Mariposa Food Co-op. Prior to that, Jamila worked at the American Association for Cancer Research where she supported professional development and diversity and inclusion efforts for people of color and women with careers in the cancer research field. She's spent over twenty years serving mission-based organizations in the nonprofit and cooperative sectors.



Megan Minnick, *Willy Street Co-op*

Megan has over 18 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-season planning and ordering strategies to maximize local offerings. In her current position, she oversees the Purchasing Team, which has oversight of our product selection/promotion/ placement in all departments. She serves as a resource at her co-op and for peers at other co-ops on developing pricing and promotional strategies store-wide.



Siobain Mitchell, *Assabet Village Co-op Market*

Siobain has been with Assabet Village Co-op Market since its very beginning. She became President of the founding Board of Directors, and served in that role for six years. She has additionally chaired two committees – the by-laws committee and the finance committee. Siobain has a B.S. from the University of Massachusetts at Amherst and worked for 10 years in mortgage banking before taking time off to raise her family. Since then she has gone back to school and is now working towards CFP® certification.



Danielle Mkali, *Community Wealth Building at Nexus Community Partners*

Danielle is the founder of the North Star Black Cooperative Fellowship which is an initiative of Nexus Community Partners. Supporting and creating the practices and community organizing models for cooperative ownership of land, labor and housing. Her mission is to uplift the resources needed to unleash self-determination, freedom and our legacy of Black Cooperation. She also directed the media justice and community building efforts at Main Street Project and was co-founder of S.P.E.A.C., an eight-month community organizing training with Hope Community. In addition, Danielle chairs the City of Lakes Commercial Land Trust Advisory and serves on the KRSM Radio Advisory Board in South Minneapolis. Danielle studied education at Minneapolis Community & Technical College and African and African American Studies at the University of Minnesota.



Don Moffitt, *Columinate*

Don provides co-ops with support on large capital projects: start-ups, new stores and expansions. His services include pro forma financials and financial literacy, expansion and business planning, and assistance with real estate and general development considerations. A member of Columinate, his career has spanned more than thirty years in store operations and development, including Project Manager for Durham Co-op Market as well as Store Director, VP Store Development and Regional President for Whole Foods Market. In addition to his retail experience he has an extensive public service background, including five years on the Durham City Council.



Kirsten Moore, *Willy Street Co-op*

Kirsten has managed community and cooperative development services at Willy Street Co-op since 2013. Highlights include working with the City of Madison to offer their Double Dollars program in the retail setting, organizing SNAP registration in-stores with Second Harvest Foodbank of Southern Wisconsin, facilitating becoming the first WIC certified grocery co-op in Wisconsin and working with owners to put over \$2.5M back into the local community through donations, discounts and grants. Previous experience includes food service, production management, administration, fundraising, grant writing, volunteer coordination, and serving on nonprofit boards. Kirsten is native to the greater Milwaukee area and has made her home in Madison since 1997.



Nonkululeko Shongwe, *Nexus Community Partners*

Nonkululeko joined Nexus Community Partners in July 2017 as the Community Wealth Building Coordinator through the AmeriCorps VISTA program that is sponsored by The Jay and Rose Phillips Family Foundation of Minnesota. She supports different Community Wealth Building initiatives at Nexus including the North Star Black Cooperative Fellowship, the Nexus Cooperative Development Fellowship, and re-granting. She is a cooperative enthusiast and an avid learner. She is passionate about work that aims to liberate Black and Brown people. Nonkululeko is also first-year Master of Human Rights candidate at the Humphrey School of Public Affairs, University of Minnesota. Her research and concentration will focus on economic, cultural, and social justice in historically marginalized communities.



Katie Novak, *Cooperative Coaching*

Katie's interest in local food stems from years living in Colorado where her sister and brother-in-law opened SAME (SO All May Eat) Café, a non-profit restaurant providing customers a healthy, organic meal regardless of ability to pay. After moving from Colorado to Bloomington, IL Katie volunteered for Green Top Grocery Cooperative and was hired as the co-op's first employee (Outreach Manager) in April 2013. She chaired Green Top's record setting Owner Loan Campaign raising over \$1,450,000 in loans and donations. Katie grew ownership (with help of an army) from just 100 owners in April 2013 to nearly 1700 owners when she left Green Top in 2017. During her tenure, she was approached by other co-ops seeking guidance and advice. Over time, as requests became more frequent, she launched Katie Novak Cooperative Coaching. Katie now works from her home in Plano, TX assisting co-ops with topics ranging from ownership growth to hiring the co-op's first employee to capital campaign planning.



Alison Powers, *Capital Impact Partners*

Alison is the Manager of Cooperatives and Communities at Capital Impact Partners, a national Community Development Financial Institution that invests capital and commitment to help people and communities break the barriers to success. As part of its larger mission-driven efforts, Capital Impact encourages cooperative development, with a focus on how co-ops can better support low-income communities. Alison works to amplify the potential of the cooperative business model for all people through technical assistance, grant funding and financing for capital projects.



Oliva M. Rebanal, *Capital Impact Partners*

Olivia is Director of Inclusive Food Systems at Capital Impact Partners (CIP), a CDFI that has deployed over \$2.5 billion to serve 5 million people in our communities’ critical sectors: health care, education, elder communities, healthy food, cooperatives and affordable housing. Olivia manages the strategy, initiatives and partnerships related to CIP’s work in building equitable food systems. Through programs like the California FreshWorks Fund, Michigan Good Food Fund, and the National Cooperative Grocer Fund, CIP increases access to affordable healthy food, creates opportunities within the food economy, supports neighborhood retailers, and expands food distribution, processing and production, with a focus on racial and social equity. Olivia has nearly 20 years of experience in the CDFI industry and over a decade of underwriting experience, with emphasis on working with entrepreneurs of color.



Elizabeth Redman, *Oshkosh Food Co-op*

Elizabeth had always wanted to return to her hometown of Oshkosh and looks forward to helping downtown Oshkosh continue to grow and thrive. Redman fell in love with local food during her time abroad in over 25 countries. Redman earned her Masters Degree in Sustainable Food Systems from Montana State where she also ran her own catering and private chef business. In Santa Fe, NM Lizz helped start a cold-pressed juice company and craft ice cream shop- each focusing on local sourcing and sustainable business practices. Lizz leads the Oshkosh Food Co-op’s Communications/Membership Team and is a power NationBuilder user for member communications.



LaDonna Sanders Redmond, *Columinate*

LaDonna is an intercultural development consultant with Columinate. She was the former diversity and community engagement manager at Seward Community Co-op. LaDonna led Seward’s diversity and engagement initiatives that contribute positively to organizational culture, marketplace competitiveness, and social responsibility. She is a community activist who worked on several public health issues throughout her career such as substance abuse, violence and food justice. LaDonna successfully worked to get Chicago public schools to eliminate junk food, launched urban agriculture projects, started a community grocery store and worked on federal farm policies to expand access to healthy foods in communities of color. LaDonna is a 2003 WK Kellogg Food and Society Policy Fellow in 2009. Redmond was one of 25 citizen and business leaders named a Responsibility Pioneer by Time Magazine. She also has a popular Tedx talk – Food + Justice = Democracy.



Stuart Reid, *Food Co-op Initiative*

Stuart Reid is the 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 the 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.



Anne Reynolds, *Amber Neem Consulting Co-op*

Anne Reynolds is a member of Amber Neem consulting cooperative and is an active volunteer in her community. She retired in 2018 from her position as the Executive Director of the University of Wisconsin Center for Cooperatives, where she provided leadership and worked with numerous organizations on strategic planning, governance, organizational development and community organizing. Anne serves on several boards, including the Ralph Morris Foundation, Shared Capital Cooperative (a community development finance institution) and the Madison Public Market Foundation. Before joining the Center for Cooperatives, she worked at the Credit Union National Association (CUNA).



Mike Richards, *Kensington Community Food Co-op*

Mike has been in the natural foods industry since 1997. He came to KCFC from Creekside Co-op in Elkins Park, PA, where he originally set up the meat and seafood department and then became the Operations Manager. Prior to that, he spent 18 years working for Whole Foods. Although he doesn’t live in the area, Mike spent time in the River Wards neighborhoods and was attracted to them because of their very strong sense of community. He has 2 teenagers so, in his words, “now my hobbies are soccer practice and chauffeuring.” Mike enjoys being outside, especially for skiing in the winter and hiking at any time of the year. When it comes to food prep, his favorites are soups and stews.



Chris Roland, *Fredericksburg Food Co-op*

Chris has spent the last 17 years working for food co-ops around the country including opening two start-ups. He moved to Chicago in 2014 as the General Manager to help the Sugar Beet with final store preparations and getting doors open July 2015. Through more than 4 years, the Sugar Beet has been welcomed into National Cooperative Grocers while seeing tremendous growth and success cementing itself as a fixture in the Oak Park and greater co-op community. Chris’ beautiful, long-term plan is to retire at 72 after working 50 years in food co-ops.



Ben Sandel, *Columinate*

Ben is a consultant with Columinate and was the leader of Friendly City Food Co-op (<http://friendlycity.coop/>) 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 to startups and established co-ops in board leadership, governance and capitalization. He lives in Harrisonburg, Virginia and loves working with startup co-ops!



Patrick Schroeder, *Willy Street Co-op*

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.



Amaha Sellassie, *Gem City Market*

Amaha is director of the Center for Applied Social Issues and an assistant professor of Sociology at Sinclair Community College. A lifelong community organizer, Amaha currently serves as president of the Gem City Market Board, co-founder of West Dayton Strong, a STEAM based summer and afterschool program in public housing, and co-creator of the Dayton Lab, a community-based participatory research lab and partnership between University of Dayton and Sinclair Community College, located in west Dayton.



Melanie Shellito, *Firebrand Cooperative*

Melanie is an award-winning brand strategist with 25+ years of experience creating identities and marketing for many types of socially-responsible organizations. Her work includes package designs that have graced the shelves of national retail chains, and developing the name, comprehensive identity, and marketing that transformed a small tech startup into a recognized industry leader with installations around the globe. Melanie is one of the owners of Firebrand Cooperative, working on projects that fulfill her passion for building a better world, especially those working on food justice issues. Her recent work in the food co-op sector includes identity development for multiple startup food co-ops, as well as retail identity re-designs for established stores.



Jenny Skowronek, *Willy Street Co-op*

Jenny has nearly 25 years’ experience in the grocery industry. She spent the first 15 years of her career at a conventional retail chain where she managed the Front End, Health and Beauty, and General Merchandise departments. Jenny joined the Willy Street Co-op team in 2010 as a Front End Manager. In 2016 she accepted the position of Store Director at the Co-op’s third retail store.



Brendon Smith, *Willy Street Co-op*

Brendon is the Communications Director of Willy Street Co-op. His first act when he started in the position 16 years ago was to change his title from Marketing Manager to Communications Manager. “Co-op Owners want to be communicated with, not marketed to,” he said. “We believe in empowering our customers to make informed decisions, and our department helps provide them the information to do so.” He oversees a department of six: two Brand Coordinators (who coordinate marketing initiatives in the stores), a Webmaster, a Newsletter Editor, an Event Coordinator, and a Graphic Designer.



Jessica Stratton, *Prairie Food Co-op*

Jessica is the Community Investment Campaign Coordinator for Prairie Food Co-op. Though a native to the Chicago suburb of Lombard, she spent 2 years in Spain and was spoiled by their outdoor organic markets of local cheeses, meats, and greens. After returning stateside, the limited access to safe, sustainable, healthy food was disappointing and the need to act, apparent. As a HOO (Hands-on Owner) of The Dill Pickle Food Co-op she volunteered at the store and frequently patronized other nearby cooperatively-structured businesses. Now back to her Lombard roots, she aims to introduce sustainably-raised and grown food to the community that raised and grew her by way of Prairie Food Co-op—what will be the first co-op of DuPage County. She brings her fire, managerial and organizing skills, and previous fundraising experience to PFC’s investment campaign and outreach.



Debbie Suassuna, *Columinate*

Debbie has 30 years of location research and site analysis experience. She has broad experience having worked with big box retailers, smaller specialty stores, as well as with chain stores and independent retailers. “I really like what I do, from first looking at a site and projecting how it will perform, then to actually see the store open,” she said. She finds her work with food co-ops especially rewarding because their expansion activities are motivated by meeting member needs and serving their communities. “I find that cooperative boards and general managers are authentically interested in making things better. It’s inspiring to me to work with people whose ideas always take them back to improving their community,” she said.



Tim Sullivan, *Columinate*

Tim’s expertise includes financial improvement, category management, labor, fresh food department merchandising and food production, inventory and expense control. Tim also owned a restaurant with a scratch bakery and catering services that featured products from local and organic farms in Shelby County Iowa. He began consulting work in 2007, and is now serving clients in the areas of general manager coaching, board of director’s financial monitoring support, pro forma and operational consulting for start-ups, and interim general manager services with Columinate. Tim provides his clients with a long list of expertise from operational and financial understanding to cultivating staff leadership. Tim’s unique combination of conventional and natural food experience lends itself to supporting start-up’s from combination conventional/natural operations, to unique out of the box concept co-ops.



David P. Swanson, *Dorsey & Whitney*

An attorney at Dorsey & Whitney LLP, David has been a partner in the corporate practice group since 1998, chair of the Cooperative Law practice group and co-chair of the Project Development & Finance group. For over 30 years, his practice has focused on cooperatives large and small, assisting with legal issues unique to cooperatives, including tax and securities issues. Dave has also assisted clients in connection with organizational issues, project development, financing and transactions. His client base has covered many cooperative sectors, including agricultural, rural electric cooperatives, consumer cooperatives and purchasing cooperatives, as well as cooperative financial institutions.



Emily Thomas, *Westwood Food Cooperative*

Emily grew up an hour north of Denver and graduated from the University of Denver with a focus in Community Development, Health, and Sustainability. Passionate about food justice and community-led initiatives, Emily started as an intern with Re:Vision, the non-profit incubating the Westwood Food Cooperative, and has remained in the neighborhood for over four years working in a variety of roles and non-profit positions. Emily joined the board of the co-op in 2017 and has supported as the Chair of the Membership Committee, Volunteer Coordinator for the pilot market “El Mercadito”, and now holds the position of Vice-Chair.



Leslie Watson, *Columinate*

Based in Minneapolis, Leslie Watson is member of the Columinate’s Board Leadership Development team. 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.



Jeanie Wells, *Columinate*

Jeanie served as the GM for The Merc Co-op for more than a decade through several expansion projects and grew the annual sales from \$3 to \$13 million before leaving in 2009 to become a food co-op consultant. At Columinate, Jeanie works nationally with start-ups and existing co-ops alike, on operational and financial planning, organizational capacity, readiness and development, fundamental operating and communication systems and GM leadership development. In addition, Jeanie serves in a leadership role at Columinate and works with other cooperative and community-driven organizations around the country on long-range development initiatives to strengthen the U.S. cooperative sector.



Ed Whitfield , F4DC
Ed is Co-Founder and Co-Managing Director of the Fund for Democratic Communities (F4DC) and serves on the board of the Seed Commons: A Community Wealth Cooperative and the New Economy Coalition (NEC). Ed worked in industry as a machinist, electronics technician and then an electronics specialist before becoming involved with philanthropy, the cooperative movement and the world of democratic, non-extractive finance.



Paige Wickline, Willy Street Co-op
Paige is a Madison native whose professional financial career has primarily been with community/cooperative based business models that focus on fair and equitable systems. She has over 15 years of financial management experience and is passionate about sustainable and local food systems. This passion drew her to her current employer Willy Street Co-op. She is a hands on leader who is skilled at developing, implementing and managing accounting operations, financial reporting, budgeting, internal controls and cash management along with financial forecasting and analysis.



Raynardo Williams, Seward Community Co-op
Raynardo is operations manager at Seward Community Co-op, a 20,000-member food cooperative with two grocery stores and a café in Minneapolis. Ray is passionate about healthy food access for all, with a focus on communities of color; increasing diversity and inclusivity within food cooperatives; and raising awareness of cooperative economics in communities of color. Ray has several years of leadership experience in retail food cooperatives and the financial services industry.



Leila Wolfrum, Durham Food Co-op
Leila is the General Manager of Durham Co-op Market, a 10,000 sq. ft. full-service grocery and cafe that opened in March 2015 in Durham, NC. DCM has just about 4000 owners. Leila returned to Durham from Burlington, NC, where she was the Operations Manager at Company Shops Market Co-op. 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, she was the production manager (head popsicle maker) at Locopops Gourmet Pops in Durham and the head bread baker at Simple Kneads Bakery in Greensboro, NC. She was also North Carolina’s first female Certified Cicerone.



Alexander J. Wright, African Heritage Food Co-op
A General Manager and Co-Founder of the African Heritage Food Co-Op. He oversees the daily operations and is the visionary driving force behind the project. He has a pragmatic approach to solving social issues which he teaches and explains to a variety of audiences. His Mantra, “Anything Less Than Ownership Is Unacceptable,” is a battle cry for underserved communities to take action in their own hands. His goal is to empower the powerless, unite communities, and promote economic self-reliance all while eradicating food deserts beginning in WNY.



Malik Kenyatta Yakini, Detroit Black Community Food Security Network
Malik is co-founder and the executive director of the Detroit Black Community Food Security Network (DBCFSN). DBCFSN operates D-Town Farm, a seven-acre farm in Detroit that grows more than 30 different fruits, vegetables and herbs. The organization is also spearheading the opening of the Detroit Food Commons and the Detroit People’s Food Co-op in Detroit’s North End. Yakini views the “good food revolution” as part of the larger movement for freedom, justice and equity. He has an intense interest in contributing to the development of an international food sovereignty movement that embraces Blacks communities in the Americas, the Caribbean and Africa.

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 	<p>Dorsey & Whitney LLP www.dorsey.com</p> <p>Dorsey & Whitney LLP provide guidance and business sense from seed to market to table and all points in between. Clients served come from all sectors of the industry – farming, food processing, wholesale distribution, co-ops and food and beverage retailing. Few large law firms can match Dorsey's comprehensive understanding and experience in the field. Skills range from general corporate matters to transactions, including mergers, acquisitions and financings to intellectual property, litigation and regulatory representation.</p>

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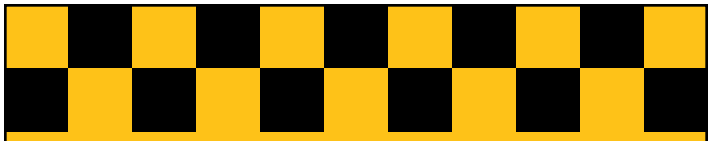
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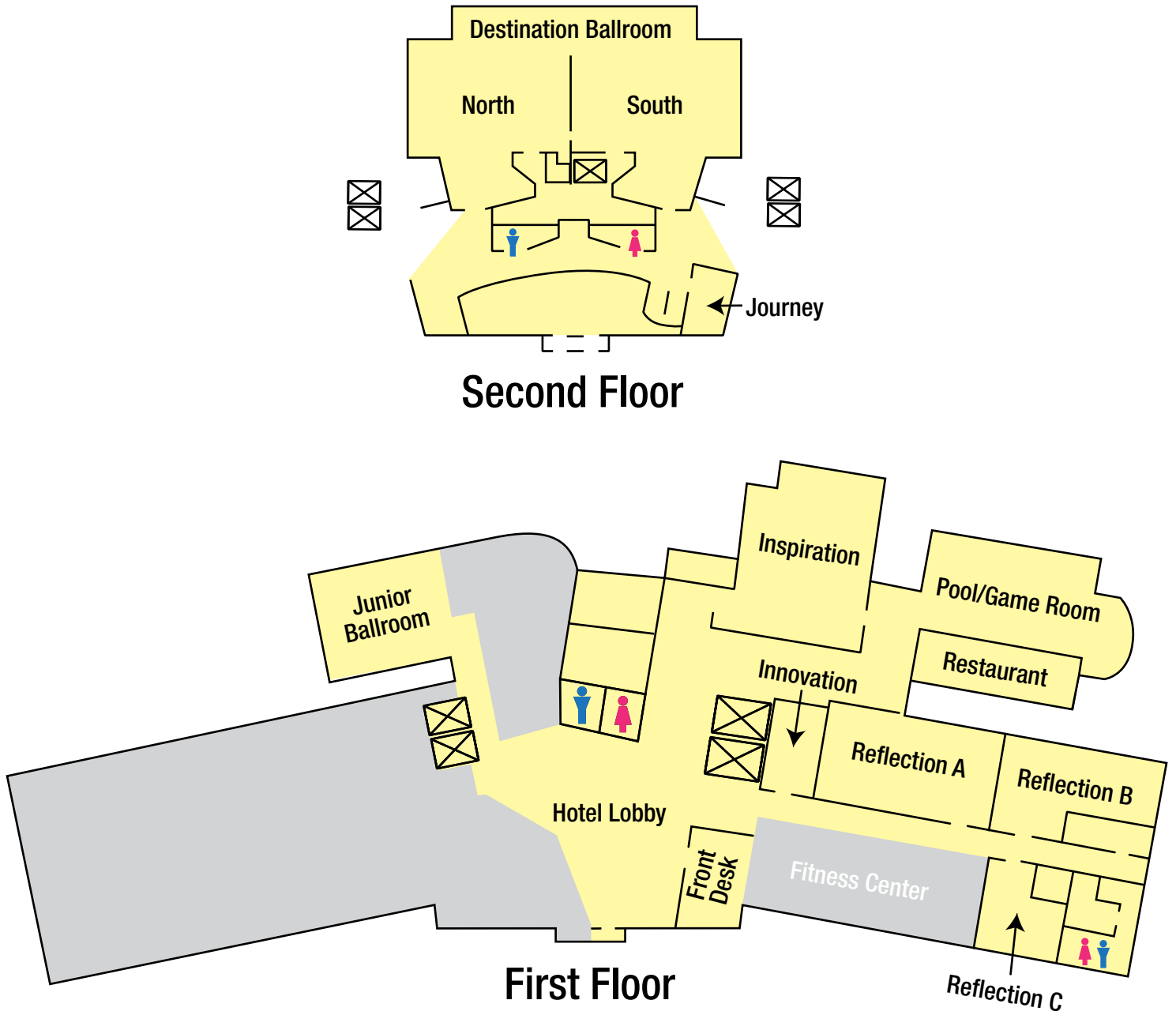
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