



Cooperative Notes

Northeast Cooperative Council

Information Education Collaboration

VOLUME 28—ISSUE 4—FALL

COOPERATIVELY WORKING TOGETHER

As of October 1, 2014 Massachusetts landfills no longer accept food waste from companies that generate more than one ton of the product per week. The anaerobic digester located at Barstow's Longview Dairy in Hadley, MA provides a solution. Barstow's Longview Farm is a working dairy farm operated by 6th generation brothers Steven and David Barstow and 7th generation Steven Barstow II. The farm has 225 milking cows and young stock. The farm sells its milk to AgriMark, Inc. The byproducts from the dairy processing plant are transported to Barstow's Longview Dairy and unloaded into an underground storage tank. Manure from the dairy flows to a separate underground storage tank. The food byproduct material and manure are then mixed together and fed into the digester at a rate of 300 gallons per hour.



Methane gas flows along the black plastic top of the digester in the foreground. Three scrubbing tanks separate the hydrogen sulfide and water from the methane gas at Barstow's Longview Dairy.



300 kilowatt engine housed in a sound proof room.

Pipes lining the 600,000 gallon digester heat the mixture to a consistent temperature of 100° from which microbial action produces methane gas. The methane rises to the top of the digester. The gas flows along the black, insulated cover to a gas pipe and then to the green tanks where it is cleaned. Corrosive particles of hydrogen sulfide are captured and water is extracted through a cooling process. The clean gas is used to power a 300 kilowatt engine, large enough to supply the electrical needs of the dairy operation and an additional 250 homes. The processed slurry is then moved to one of two tanks that collectively can hold 2 million gallons. The material is pumped out of the holding tanks four times per year and spread onto corn and hay

fields. Casella Organics oversees the collection of the products and operates the digester remotely, via an iPhone™ control system. The project took 6 years to complete from inception to production. A portion of the project was funded through a construction grant from the Massachusetts Clean Energy Center. Farm Credit East and CoBank are partners in the project along with Barstow's, B-Green Energy, A-Green Energy, LLC, AGreen Solutions and Casella Organics .

MARK YOUR CALENDARS — March 16, 2015

66th NECC Annual Meeting & Leaders Forum

Double Tree by Hilton Hotels, E. Syracuse, New York



Supply Chain Alignment: Balancing Customer Expectations and Cooperative Obligations —Michael Doyle, President & CEO, Foremost Farms USA.

Consumers have shifting expectations about how and where their food is produced. These beliefs can transcend the supply chain to retail and wholesale buyers that may ultimately impact the customer base and profitability of the cooperative. At the same time the role of the cooperative is to serve the interests of its members in the marketplace. The presentation will focus on the policies and management strategies of the cooperative as it balances the expectations in the marketplace and the needs of its members.



Do You Have What it Takes to Handle a Crisis? - Crisis Preparedness and Communications —Cindy Taccini, Director of Cooperative Communications, Ocean Spray Cranberries, Inc.

“Listeria Death Toll Rises in Jensen Farms Cantaloupe Recall.” “Missed Alarms and 40 Million Stolen Credit Card Numbers: How Target Blew It.” “Walmart Evacuated after Bomb Threat.” “American Apparel Ousts Its Founder, Dov Charney, Over Nude Photos.” “Patients taking warfarin should avoid drinking cranberry juice, or taking other cranberry products.” These are real headlines highlighting today’s typical crisis situations. A crisis may hit your organization at any time. Are you ready to respond quickly in a crisis to contain the situation and mitigate risk? This presentation will review the basics of crisis communications—helping you assess the plans you may already have in place, or give you the building blocks to get you started.



Working with Generations—How to Attract and Retain the Millennial Generation —Steve Franklin, Director of Learning and Development, CoBank, ACB

For the first time in history, there are four generations in the workplace. Each generation is a by-product of the times in which they grew up and were influenced by the events around them. In this presentation, we will review a general description of each of the generations, what is important to them, their heroes, their motivators, and work styles. We will discuss strategies for attracting and retaining each of the generations, with a special emphasis on the youngest generation, the millennials.



Outlook for the US Economy Over the Coming Year —Steve Kyle, Associate Professor, Cornell University, Charles H. Dyson School of Applied Economics and Management

The current status and likely future paths for key economic indicators in the US over the coming year will be explored. Particular attention will be given to the interaction of US fiscal and monetary policy as well as the likely effects of events in Europe and Asia on the situation here in the US.

USDA reports cooperatives recorded record sales in 2013

Gross business volume (including transactions between cooperatives) increased by 3.5 percent to \$246.1 billion from 2012 to 2013. Combined assets of all cooperatives was stable at \$82 billion with combined liabilities of \$47.9 billion (down almost 10 percent). Equity rose to \$34.6 billion, up 15 percent. The number of total full time employees rose to 136,200, up 5 percent. Consolidation continues in the farm sector. In 2013 the number of U. S. agriculture cooperatives declined by 51 to 2,186 organizations. The decrease in the number of cooperatives is attributed to mergers, acquisitions, and dissolution of cooperatives. The number of supply cooperatives decreased by 45 and the number of dairy cooperatives decreased by 6. Memberships decreased from 2.1 million to 2.0 million. The decrease in memberships is attributed to the decline in the number of farms.



PRESIDENT'S COLUMN

The 66th NECC Annual Leaders Forum is scheduled for March 16, 2015 in conjunction with the CoBank Northeast Customer Meeting, March 17th. The theme this year is "Issues and Opportunities Shaping the Future". The planning committee for the conference is working hard to make this event relevant to the challenges faced by cooperatives. Please mark your calendar and we will see you in Syracuse. New this year is the "Future Executives" option. There will be networking opportunities and a seminar geared towards young, highly-motivated cooperative employees prior to the Leaders Forum. Please encourage your employees to join us.

Gary Heckman and Gordon Hoover are working on the biennial Future Leadership Conference, which will inspire leadership skills and build knowledge of cooperative governance. The event will be held in Gettysburg, PA, tentatively at end of March beginning of April 2015.

I thank all committee chairs and members for all their work these last few weeks. Best wishes for a Happy Thanksgiving.

Sincerely,

Cyndy Van Lieshout

Cynthia Van Lieshout, President

UPCOMING EVENTS

December 9, Agribusiness Economic Outlook Conference, Cornell University, Warren Hall, Ithaca, NY Current situation and outlook for national economy (Steve Kyle); Agri-Entrepreneurship Panel (Bill Morgan, Cayuga Milk Ingredients, Christopher Noble, Craigs Station Ventures, Nathan Rudgers, Farm Credit East, ACA), Outlook for grain and feed, dairy, dairy policy, fruits and vegetables, grapes, wine, ornamental horticulture, and labor challenges facing NYS apple growers. Electronic registration is available through the Cornell University, Charles H. Dyson School of Applied Economics and Management website.

January 8, NYS Agriculture Society Forum, Syracuse, NY "Diversification For Success: Strategically Positioning You and Your Business for the Future," Dr. David Kohl, Forum Keynoter. For more information, visit the organization's website.

February 11-13, National Council of Farmer Cooperatives, San Diego, CA For more information: contact the NCFC.

March 16, NECC Annual Meeting and Leaders Forum, Double Tree Hotel, Syracuse, NY Registration starts Dec. 1st.

INTERNATIONAL COOPERATIVE RESEARCHER VISITS CORNELL



Dairy One General Manager, Jamie Zimmerman with Professor Filippi following a tour of the facility.

Maryline Filippi, Professor of Economics at the University of Bordeaux visited Dairy One and an Upstate Niagara Cooperative Inc. member farm on a recent trip to Central New York. French cooperatives are limited geographically by statute to the areas they can serve. They have remained competitive through strategic alliances and forming investor owned businesses to provide new services desired by members. Others have expanded ventures upstream and are trending towards outsourcing their downstream activities to commercial subsidiaries. French agriculture co-ops serve both niche markets and international markets through product brands and sourcing product from other countries. Their affiliation with the area in which they are located allows them to provide field services and product certifications highly valued by their members.

Others have expanded ventures upstream and are trending towards outsourcing their downstream activities to commercial subsidiaries. French agriculture co-ops serve both niche markets and international markets through product brands and sourcing product from other countries. Their affiliation with the area in which they are located allows them to provide field services and product certifications highly valued by their members.

IN MEMORY.....



Paul Saenger (59) passed away October 5, 2014 at Cream Hill Farm in Shoreham, VT. He grew up in Millstadt, IL and earned degrees from the University of Illinois and a PhD from Purdue University. He held teaching, research, and extension positions at the University of Vermont until retirement in 1987. In 1988 he and his wife and a crew of people built Cream Hill Farm into the largest beef feeding facility in the Northeast. He served as Director on the Northeast Cooperative Council from 2008 to 2014 representing Yankee Farm Credit, ACA. He served as Shoreham Selectboard Chair. He owned and operated Carillon Cruises, sharing his knowledge of Lake Champlain history with his passengers. He is survived by his wife Rene, two sons, Benjamin and Andrew and two daughters Laura Saenger and her husband, Patrick O'Leary and Amy Saenger and one sister, Sharon Leonard.

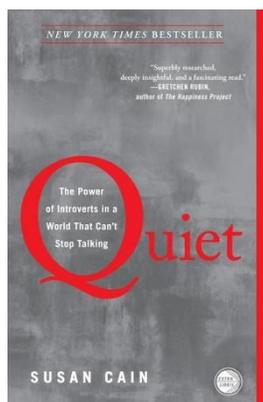
There is an "I" in TEAM

We've met them, more importantly, we are them...those who prefer reading a good book at the beach and those who want to 'party-on' at the beach....those who focus on the task at hand and contemplate the best course of action and those who tackle numerous assignments and make quick decisions....those who add life to the dinner party and blurt out something they later regret (maybe) and those who hate small talk but enjoy deep discussions. Many have taken the Meyers-Briggs Personality Test. We are one of 16 combinations—extrovert/introvert, sensing/intuitive, thinking/feeling, and judgment/perception. The world needs these 16 personality combinations for balance and to thrive. Our pre-industrial, agrarian society was characterized as persons who were serious, disciplined, and honorable. What counted was how one behaved in private not the impression made in public. Society shifted during the Industrial Revolution. The ideal self was bold, entertaining, confident, with the ability to sell oneself. Peter Drucker was an educator and management consultant. His research showed that some effective business leaders locked themselves into their office, slowly deliberated and made decisions. Others were very gregarious, quick, and impulsive. One common characteristic he discovered about both management groups was that overall none of the managers were particularly charismatic. Most company leadership is done in small groups—not in front of large groups. Jim Collins, author of *Good to Great* found that exceptional leaders are not about flash and charisma. They are humble, shy, modest, gracious, understated and mild-mannered. They are introverts.



Brainstorming came into vogue in the 1940s. It is one means by which a group of people come together to develop a list of ideas to solve a problem. There are common ground rules: 1) Don't judge or criticize an idea; 2) Be freewheeling and innovative; 3) More ideas are better; 4) Build on ideas of others in the group. Managers saw brainstorming as more productive than working alone. In reality it is not. Rules meant to dispel the anxiety of working together fail. Performance is worse as groups get larger. Groups of 9 or more have fewer and poorer ideas than a group of 6, which is worse than a group of 4. Brainstorming fails because of social loafing as some sit back and let the rest do the work. When one person is speaking, many are not engaged in the process. Peer pressure can change how some people will view a problem to be solved for fear that 'they won't be liked.' Others are fearful of looking stupid in front of their peers.

Successful teams and good decisions are reached when leaders acknowledge and nurture some of the differences of the people with whom they work. Rather than brainstorming as a group, allow individuals to brainstorm independently. More, high-quality ideas will emerge. Compile these ideas in advance of meeting together. Recognize that introverts will be good team leaders. While quiet, they are not shy. They are interested in listening to the ideas of other members on the team, especially a team of followers who are self-motivated and personally engaged in the task. Engage extroverts to lead teams of people who are more passive about the task to be performed by the group. They can be cheerleaders and provide inspiration for the team to achieve the goal.



Re-evaluate the office space. Isolation of people in the workplace does not equal success. Neither does open office environments that have been viewed as a means to build collaborations and networks across the business. Open-plan offices have been found to reduce productivity and impair memory and are often subject to uncontrollable noise. Co-workers more often argue with one another. Increased success is achieved through private work spaces and casual meeting places where people meet without interrupting others. Consider your management teams and board sub-committees and how individual personality styles might best work together to achieve the desired results and further the goals of your cooperative.

Information for this article compiled from Susan Cain's book, *Quiet: The Power of Introverts in a World That Can't Stop Talking*, Crown Publishers, New York City, New York, 2012.