**Adirondack Grazers Cooperative**

**How-to Manual for Forming a Farm Marketing Cooperative**

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**How-to manual for forming a farm marketing cooperative**

 Adirondack Grazers is a cooperative that formed in 2012 to assist farmers in Washington County, NY with finding a way to market their beef for a reasonable and sustainable price. This is a how-to manual highlighting some of their learning as they traveled the road of independent farm producer to potential coop member to committed member receiving value.

 There are a number of resources available that describe how to form a cooperative. What makes this document special is some of the specific issues that became part of the real-life discussion throughout the process of forming Adirondack Grazers. Good or bad, this info may assist another farmer group who are thinking about creating this type of system.

**Why would a group of farmers think about forming a cooperative?**

 Coops have traditionally been an active and viable part of the ag landscape in the Northeast. Especially in our corner of New York State, there are a number of milk cooperatives serving dairy farmers or purchasing coops helping small farms buy supplies more economically.

 The concept of a marketing coop would allow the farmer to concentrate on what they do the best – produce. It might also eliminate the challenge some of the producers discovered when they tried to explore retail selling at farmers markets and discovered there are not enough slots to accommodate a fraction of the farms that might be interested.

 Some of the characteristics of cooperatives is it is generally user-owned, user-controlled and user-benefitted. The farmers participating in the cooperative will be focused on the necessary business decisions. One member, one vote is the system for decisions that was chosen.

 Other examples exist also – Farm to Chef was a corporation founded to distribute and market ag products from Washington County to New York City (apples to milk to zucchini). It operated for several years though with some challenges we will discuss later and eventually the corporation was sold to a private company who purchases items from farmers and then transports to the market.

 There are some other loosely organized distribution systems where farmers pay for transportation and have made their arrangements with the final buyer, handling the invoices and payments themselves.

**Do you have a group that might want to explore the concept?**

 This type of endeavor requires that you have a group of producers who are interested. They need to be trying to achieve the same basic concept – a better price on the product.

 If they are wishy-washy on the end goal, it will be very difficult to get a core group formed that will be able to work toward the end goal.

 The exploratory group does not need to be extremely homogenous though they do need to be focused around a single product like beef rather than all grazing livestock (too diverse – tough to market easily). This group may be a steering committee that will be the precursor to the first board of directors.

 Several farmers had been working with cooperative extension on financial projections for starting or expanding pastured beef businesses. When the numbers were not presenting a profitable picture, there was a great deal of discussion about how to improve the picture.

 Price is the best and fastest adjustment. But most of our local farms are not appropriately sized to handle accounts that want regular deliveries (weekly/bi-weekly/monthly).

 As a quick rule of thumb, it takes 4 animals in the pipeline (mama cows, calves, feeders, finishers, replacements). This means to have one beef to sell each week (52/year), there are more than 200 animals providing support, a tough proposition in a smaller scale part-time farmer/landowner world.

 Through cooperative extension educators, a meeting was promoted to beef producers and held to discuss the needs and marketing options for farmers in Washington County and the surrounding area.

 During introductions of the more than fifty people in the room, there was a common theme. Many of the farmers present had been seriously raising beef for five to ten years. They were interested in expanding their operations but they had maxed their current markets, either freezer beef (whole or in cuts) or farmers markets.

 Extension led a discussion identifying many of the needs the producers had. The idea of a marketing cooperative was also presented. The group agreed to meet again in a month after performing some research into a number of the issues discussed.

 At the second meeting, a number of attendees discussed the issues and agreed that banding together somehow to appear as a larger business made business sense. One attendee stated they were applying for a SARE Farmer grant to explore the distribution challenge concept. (See Appendix A for more info.)

**How to find leadership?**

 It is crucial for the group to have several people who are committed to the project concept and willing to pursue all avenues and keep the team on track. Leaders have to be capable to watching the big picture, delegating assignments and encouraging people to execute them, all while selling the vision.

 It is important for the core team to elect or designate someone with these skills and not just a bully with a loud voice. The success of the process will hinge on the ability of the core group to work together.

 Additionally, the group may need to identify and recruit people who can be advisors for the group. It may be cooperative extension educators or other farmers or business people who can provide some experience and insight into the potential business.

**Review the Market**

 One of the key issues facing any group looking to form a new endeavor is:

“What is the marketplace?” Taking the time to review current patterns of use and spending in that market, tracking prices received by other players and knowing the depth the market available.

 How many restaurants are looking for local meat?

 Are there people or markets other than restaurants that want to purchase local meat?

 How many farms are available to supply it?

 Can the farms provide a stable/quality/uniform product?

 What are the products that the market desires?

whole or halves or quarters of fresh meat

 or frozen individual cuts

**Run Projections** – can the group provide the product at the prices which the clients are willing to pay?

 Are there enough animals available to sell into the marketplace?

 Based on potential prices received, how many animals does the business need to sell to reach breakeven point?

**Identify the snags in the system** – can they be overcome?

 Distribution/transportation –

how do you move meat (refrigerated or frozen) and maintain USDA certification?

How to deliver to customers?

 What time of day are they present for deliveries?

How to take orders from customers and track inventory?

 Adding or subtracting farms to the system

 What is the system the group is going to choose?

 How can a new farm be added to system?

How will a farm be subtracted?

What will be the reasons for asking farms to leave?

**Business Entity – Choose Cooperative**

 **Legal Considerations**

 An attorney MUST be part of the discussion to be very clear with potential members about what the process is, what pitfalls may be involved and provide insight into how this entity might operate in the future.

 Adirondack Grazers obtained some funding from SARE because one of the farms involved applied for a farmer grant that could be used for the feasibility piece of project and paying for some of the legal advice. This allowed some of the meetings to involve the attorney.

**Bylaws**

 The attorney will help the group craft these but they are extremely important as a structure designed to tell the group how to conduct business. This is the document that lays out how to carry out the actions necessary for operating the business.

 Membership requirements need to be defined as well as providing information about the rights and responsibilities of the members. Members may have to abide by protocols and rules which describe activities they must do and things they cannot do.

 Board of director information is also included to lay out how board members will be chosen, duties, terms of office, how officers will be elected or removed, date of required meetings and date of fiscal year.

 The bylaws will also define how members can obtain equity, how to redeem equity, how the group will handle profits and losses, the dissolution of the entity and the process for amending the bylaws.

 Adirondack Grazers defined a geographic area for marketing. The designated area the group is concentrating on is Greater New York City area which includes southern CT, New Jersey and NYC. The bylaws state any farm currently selling in that area must transition the customer over to Adirondack Grazers by the end of five years after a member joins.

Election of Officers

 The leadership group or steering committee is the primary place where the new officers will come from for the cooperative. Once the business has been in operation for a period of time, others will be able to be elected to lead the cooperative.

 There are resources that can be accessed through USDA’s Rural Development and Cooperative Extension as well as Cooperative Development Institute in Deerfield, MA.

 Adirondack Grazers set their first board up with staggered terms – 2 members with a one year term, 2 members with two years and one with a three year term. This guaranteed having a board where the positions won’t all enter or exit at the same time.

**Articles of Incorporation**

 For most businesses, this is defined by the state regulations and relate to the type of entity organizing. The articles give legal standing to the business and require work by the consulting attorney.

 Articles are filed with the Secretary of State (in NYS) and describe the broad operation of the business, the principal place of business, the names of the incorporators, the proposed duration of the business and the capital structure.

 Adirondack Grazers chose to utilize a Steering Committee and explore the feasibility of operating a marketing business before beginning the process of incorporating as a cooperative. The attorney that was chosen attended a number of meetings explaining the process and answering numerous questions from the participating audience members.

**Stock**

 The purchase of equity by a member provided a voting right to decisions made at the annual meeting, the opportunity to be elected to the board of directors and the ability to receive patronage dividends from the operation of the cooperative.

 The purchase of stock at $1,000/member share was also a way to provide additional financing for the business. Adirondack Grazers made the decision to only allow for stock purchases from members who are farmers who own beef cattle. This reduced the potential for a conflict of interest from stock owners who may represent other related interests, such as transportation, a restaurant owner or slaughter house.

**Financing**

 As with most small businesses, available capital to provide for the day-to-day operations of the business is a challenge.

Assessments

 A cooperative can raise money through the stock purchases as well as assessments of a fee on material marketed through the cooperative, often referred to as a per-unit retains.

 Adirondack Grazers designated a $.15/pound assessment which was reduced to $.10/pound. The goal of the assessment was to generate working capital to pay for operating expenses (staff, rent, postage, phone, utilities).

Benefits

 The member users were designated to be in a position to receive member dividends based on their rate of usage of the cooperative once the capital account of the cooperative was sufficiently funded.

Marketing Activities

 Many groups look to cooperatives as a way to help them improve their bargaining power, reduce costs or increase income or availability of supplies. The process of identifying and standardizing the requirements and goals provides added value to the members and their customers.

 As the primary driver of the formation of Adirondack Grazers, access to markets for smaller producers was the focus of the board. But achieving that goal also brought other opportunities in reduced slaughter expenses and booking slaughter slots, transportation to markets and education of members.

Staff

 With most new businesses, it is vital to have people carrying out key functions like bookkeeping, managing inventory, sales, marketing and communications. But the reality is these positions are usually filled in the beginning by unpaid members, interns or friends of the cooperative. It is difficult to grow a business with no income by paying out salaries even if the business has borrowed a line of credit.

 Adirondack Grazers used all of the above – friends, unpaid members, paid staff and lots of goodwill to meet with people, create promotional material and get the business moving. Numerous people contributed hundreds or even thousands of hours to create and nurture the business.

 The lesson that is important is to give credit, to try and pay when possible and to employ the skills that everyone has best.

 When the business moves to the point of hiring staff, the board needs to have a clear understanding of the daily tasks as well as the future issues that will grow larger. The board needs to understand what the employee does but the employee also needs to understand what the cooperative does, who and how the members are trying to achieve something.

Pitfalls and Challenges

 There are numerous problems that have been discussed as part of this document. Lack of capital, failure to have a clear mission and goal, the inability to share the vision with potential members are just some.

 Collect and utilize advisors is one of the most important roles some of the key leaders can pursue. Inviting many different people to be part of the discussion right from the start will help to bring ideas and perspective to the table. While they may not have worked with exactly the same business before, they often have some experience in group facilitation or starting other large projects.

Final Thoughts

 The effort to discuss and create a new cooperative to solve a problem or issue is substantial. It takes a dedicated group of volunteers who are prepared to work through the steps examining the different options and scenarios. There needs to be some clear leadership as well as supporters to move the project forward.

 Adirondack Grazers drew together a group of like-minded beef farmers who were willing to work to explore the potential of the market, the business and opportunities. It was not easy or fast. And definitely not a silver bullet to the marketing challenge confronting all of the growers. However, it did demonstrate the power a group can generate in the market.

Resources

<http://www.rurdev.usda.gov/rbs/pub/cir7/cir7rpt.htm>

<http://www.uwcc.wisc.edu/info/i_pages/startc.html>

<http://cccd.coop/info/starting_operating_a_coop>

**Appendix A**

SARE Grant info: Beef Cooperative

Project Number: FNE12-738 Type: Farmer/Rancher Project

Region: Northeast SARE Grant: $14,698 http://mysare.sare.org/MySare/ProjectReport.aspx?do=viewRept&pn=FNE12-738&y=2013&t=1

 When we applied for our SARE grant we were at the beginning of forming a cooperative of beef producers in order to sell our beef to New York City and local regions to create a living wage for farmers and to sustain and grow local farms. Since then we have formed the Adirondack Grazers, our legal entity; agreed on Protocols and Membership Applications; applied for and received a Farm Start loan from Farm Credit East; created a Board that meets via phone every week and in person every month; established marketing platforms, including a web site, Facebook page, logo, brochures and letterhead; established relationships with slaughterhouses, customers and distributors and started to sell our beef in New York City. From the first sales in 2012 through June 2013, payments made to farmers for their steers increased from $45,829 to $97,170 an increase of 115%. Pasture acreage increased from 1,850 acres in 2011 to 2,455 acres in 2013 an increase of 32%. Herd size increased from 652 head of cattle to 1,014 in 2013, an increase of 55%. We are getting a highly competitive price for our beef and returning a good number to our farmers. We need to grow and diversify our markets but we believe that we have made a good start on which to build a viable future for our farm members.

PROTOCOLS

Introduction

In 2011 Burchland Farm combined with our neighbors at Emsig Farm (Gordon Chaplin &amp; Sarah Teale) outside Granville, NY to create a grass fed beef herd. Rosie’s Beef LLC unites my history of farming with access to New York City markets where Gordon and Sarah also live. We could not be financially viable alone and so on November 4, 2011 we held our first cooperative meeting with thirty-six beef producers from fourteen farms, hosted by Sandy Buxton at the Cornell Cooperative Extension. Thanks to an initial SARE grant the Adirondack Grazers Cooperative was incorporated in June 2012 and we have been selling fresh, wholesale beef in New York City since July 2012. The Cooperative is working with 37 farms and now has fourteen full farm Members. As a result, Rosie’s Beef increased their initial herd of eight with an additional 10 feeders and my son, Brian Burch and his business partner, David King have also been encouraged by the existence of the cooperative and have started their own grass fed beef herd. They now have 28 animals on my farm and are members of the co-op.

Objectives/Performance Targets

The goal of the co-operative as stated in the grant application is to build financially viable, environmentally sustainable farms in the Washington County region by selling grass fed / grass and grain finished beef at a price and in a quantity that makes sense for the farmers and their customers. The first step in forming the Adirondack Grazers was to gather together a group of like-minded farmers who believed that forming a co-op together was the right approach. Everyone acknowledged that while keeping beef cattle is the best way to hold on to their farms, and to preserve the integrity of the land, the marketing is the hardest part and that a cooperative was the best way to handle marketing, sales, distribution, insurance and logistics. Our cooperative came together on Friday, November 4, 2011. Since then thanks to the SARE grant and a Farm Start loan through Farm Credit East, we have a dedicated and hard working Board, a small volunteer staff and one paid coordinator and bookkeeper. We started selling beef to New York City in the summer of 2012, increased in the fall and now process two beef a week at Eagle Bridge Custom Meats for both the New York City fresh markets, as well as a local and New York market for frozen family packs of beef. We found that $3.50 / lb hanging weight was the top that we could charge both restaurants and butchers. This was a difficult goal in the beginning but has eased as the supply of beef begins to be effected by the drought this summer in the mid west and customers are looking for local suppliers. The demand for grass fed, local beef with no hormones or antibiotics and a known provenance is growing and we anticipate a significant growth in the market in the coming year. The cooperative starts to make money once we are selling four steers per week. We are currently at two per week but hope to increase to three in March and four by this summer. We anticipate an average rate of return of $7 per lb for the frozen packs. The co-op has invested in establishing a series of Family Packs and Commercial packs and we have started a local, Albany advertising campaign through the Times Union and at the Spectrum Theatre. Regional Access is carrying our Frozen Packs and with them we have been working to find the right sales formula and packages. Our inventory can be found at http://regionalaccess.net/wordpress/the-arrival-of-adirondack-grazers-cooperative-beef/ Sales of the frozen packs has started to pick up and we anticipate growth as we establish our presence in the market and attend events such as the Pride of NY Marketplace 2013 and increase our local advertising. The co-op helps individual farms not only be returning more dollars for their beef but the co-op also pays the kills fee, arranges the distribution and sales and takes care of the marketing. All the farmer has to do is to drop their beef off at the slaughterhouse. This saves the farmer time and money and allows them more time for farming.

Methods

Since our first SARE grant we have: • Formed a legal entity • Set membership fees • Established a delivery schedule &amp; system • Created an in depth analysis of costs • Developed a projected Marketing Plan • Applied for and received a FARM START loan through Farm Credit East • Agreed on shared protocols • Agreed on pricing and markets • Created a logo and USDA approved labels • Developed lasting relationships with our USDA-inspected slaughterhouses Eagle Bridge Custom Meats and Over The Hill, Benson, VT • Created a web site www.adkgrazers.com and Facebook page – www.facebook.com/adkgrazers • Filmed & edited short farm profiles that are on our Web site • Established a successful relationship with local food distributor, Regional Access, who deliver our fresh beef and are carrying our Family Packs of frozen beef • Established a growing market for our fresh beef with butchers and restaurants • Established a series of frozen Family Packs of beef for the CSA and local markets, as well as Commercial Packs of frozen individual cuts for restaurants.(see recipes attached that are included in each box) Thanks to our first SARE grant we have also been working closely with Karen Karp and Karp Resources (http://www.karpresources.com/) as our technical advisor to help form long-term marketing strategies and to source new markets and grants. As part of our marketing, we have participated in an increasing amount of events around the local food movement, including those held by Food Systems NYC, Slow Food NYC, Just Foods, Food Kharma Projects, Greenmarkets and Ag Local. We have also increased our outreach to additional and potential farm members and have attended and participated in conferences such as the Catskill Regional Agriculture Conference in SUNY-Delhi on January 18th where Dan Stone, the President of the Board, made a presentation about the co-op.

Beef Cooperative Part 2

**Project Number:** FNE13-788 **Type:** Farmer/Rancher Project
**Region:** Northeast **SARE Grant:** $14,710

http://mysare.sare.org/mySARE/ProjectReport.aspx?do=viewRept&pn=FNE13-788&y=2014&t=0

**Summary**

The **Adirondack Grazers Cooperative** is a group of beef producers from small to mid-size family farms in New York who naturally raise and finish beef. The co-op was formed in June 2012, thanks to an initial SARE grant.

The goal of the cooperative is to build financially viable farms in New York State by selling grass fed beef to markets in New York City, and other major markets, in order to increase revenue back to the farms.

 After initial success in selling fresh beef to butchers and restaurants in New York City, the goal of the second 2013 SARE grant was to increase fresh beef sales in New York and to expand those sales to other cities. We also aimed to develop a market for frozen beef to be marketed direct to customers, through local food distributor Regional Access and to restaurants. In addition, we wanted to increase the number of film portraits of the farmers on our web site and to develop a longer documentary on the formation of the co-op.

**Objectives/Performance Targets**

 We have continued to work with the **Cornell Cooperative Extension** to get the word out to farmers in their newsletter and regular e-mail bulletins, and in holding monthly meetings and workshops at the CCE offices. These meetings are open to members, potential members, as well as to anyone who has an interest in grass fed beef farming, meat and marketing. We have also expanded to work closely with the Oenida and Otsego County CCE officers, who support our new farm members in the Finger Lakes Region.

We have also increased our full membership in the co-op from thirteen (13) farms to thirty seven (37). The number of non-members farms who attend meetings and hope to join has increased from thirty seven (37) farms to one hundred and fifteen (115).

We have continued to build our list of interested farmers and have hired a Membership Coordinator to visit farms to go over Protocols, check that farmers are compliant with those Protocols, take inventory and herd and pasture size and to talk about the benefit of joining the cooperative.

As a result of our work we have had requests from other CCE groups to speak on panels and we will continue to do that, as well as attending and participating in conferences, including UVM's 18th Annual Vermont Grazing & Livestock Conference; NOFA-NY Winter Conference 2015; CCE's Winter Green Up Grass Fed Grazing Conference and the NYS Beef Association Annual Winter Conference in January 2105.

In the fall of 2013 the Grazers started supplying **Fresh Direct,** an on-line retail site in New York City. Over 2014 they have become an important partner in our growth and development, working with us to establish stronger Protocols and consistency and to increase both Membership and sales. We started selling to them at 10 beef every other week. That has increased to 10-15 every week.

We have built a comprehensive **web site**, a **logo**, a **Facebook** page and a new **brochure** that customers can refer to.

We have been **filming** farmer’s portraits since the summer of 2012 and have continued to film every week since then throughout 2013 and 2014. These portraits are posted on our web site for customers to see exactly where their beef came from and how it was raised.

Sarah Teale, an Emmy nominated filmmaker, has teamed up with Lisa Jackson, who is also an Emmy award winning documentary maker, to produce these portraits and together they are also produced a feature length documentary, **Grazers: A Cooperative Story**, on the cooperative and its members. They received a **NYSCA grant** ($18,200) to complete the editing process and a grant from the Woodshouse Foundation for Outreach ($30,000).

The film premiered at **DOCNYC**, New York’s prestigious documentary festival in November 2014. Several farmers attended a full house screening on Sunday, November 16th and took part in a length Q&A after the screening. A screening was hold held for farmers at Hubbard Hall in Cambridge, NY on Friday, November 7th. The film will be screened at the upcoming NOFAA Conference in January 2015 and will be distributed to ag colleges, educational institutions, sustainable food groups and sold in retail markets. It will also be available through I Tunes and Netflix. POV (PBS) have expressed interest and we are talking to them and to several distributors.

The Grazers have also been fortunate to receive grants and support from the **Woodshouse Foundation** ($25,000), the **New York Farm Viability Institute** ($75,000). Our accounts are managed by a bookkeeper that we hired in 2014 and by **Farm Credit East**, who extended a line of credit to the co-op ($50,000).

**Accomplishments/Milestones**

We are proud to have:

* Increased our farm membership from 13 to 37 farms with 115 additional farms expressing interest
* Expanded our members farms from Washington County to Otsego, Rennselaer, Dutches, Delaware, Shenego, Tioga, Greene and Columbia Counties
* **Sales** this year were **$967,306.78** by the end of November 2014 with projection of $992,671 by the end of the year. (see attached financial spreadsheet and P&L through November 2014).
* Projected sales for 2015 are **$1,225,000**
* Increased Payments to farmers for their steers from $45,829 (all of 2012) to $283,528.45 by the end of 2013. Payments to farmers by the end of November 2014 totaled $**844,200.14**
* Pasture acreage involved increased from **1,850 acres** in 2012 to an estimated 5,000 acres in 2013 and to **6,298** **acres** in 2014
* Herd size of cooperative increased from **652 head** of cattle in 2012 to **3,863 head** in 2014
* Created a value-added market for frozen beef in small, local markets like Putnam Market in Saratoga; Bedlam Corners in West Hebron; Walkers in Fort Ann; the Cambridge Coop and Machs in Pawlet, VT.
* Formed a Partnership with **Fresh Direct**, the large New York City on-line market, who currently take 10-15 cattle per week through New York Custom Processors in Bridgewater, NY
* Established a relationship with **Main Street Wholesale Meats** in Farmingdale, NY to sell fresh, custom cuts
* Increased slaughter slots at **Eagle Bridge Custom Meats** from 2-4 per week
* Hired an **Operations Manager** (Elizabeth Collins) and **Membership Coordinator** (Berni Ortensi) and a second, local Coordinator for January 2015
* Rented an **office** in Cambridge, NY to allow the Staff to work together in one place.
* Built and maintained a comprehensive **web site** (www.adkgrazers.com) a **logo,** a **Facebook** page ([facebook.com/adkgrazers](http://www.facebook.com/adkgrazers)), new **brochure**s and business cards. (see attached new brochure)
* Filmed farmers and co-op meetings throughout 2013 and completed the documentary **Grazers: A Cooperative Story** with assistance from a NYSCA grant ($18,200) and an Outreach grants from the Woodshouse Foundation ($30,000).
* Received grant support from **Woodshouse Foundation** ($25,000), the **New York Farm Viability Institute** ($75,000) and **Honest Weight**, a cooperative market in Albany that are mandated to financially support other cooperatives ($25,000).
* Used the Woodshouse Foundations grant to hire a **Software Designer** from RTI to design and build an **ADK Scheduler** to coordinate Schedules, Inventory, Slaughterhouses, Contacts, Delivery and Customers. We now have fully completed our Inventory lists and the Scheduler
* Continued our relationship with **Farm Credit East**, who extended a line of credit to the co-op ($50,000).

 ADK Grazers Development Spreadsheet

**Impacts and Contributions/Outcomes**

The main measure of our results so far has been in increased sales and we have attached our Financial Spreadsheet for 2014 with projected sales into early 2015.

We have also increased Membership and have attached a full list of member farms.

We have also completed a full Live Animal Inventory which can be accessed on our ADK Scheduler.

Access to the new software is as follows:

site: [adk.longerdog.com](http://adk.longerdog.com/)

username: nonadmin@adkgrazers.com

password: nodata

The main effect of our increased income has been to pay out almost a million dollars to farmers this year. We were also able to hire additional staff. We have increased the hours of our Operations Manager (Elizabeth Collins), hired a Membership Coordinator (Berni Ortensi) and intend to hire additional Membership Coordinator staff in January 2015. We have also hired a bookkeeper and rented an office in Cambridge, NY.

We were featured on the front page of the Business Section of the **New York Times** in September 2014 which can be viewed at http://www.nytimes.com/2014/09/28/business/benefits-of-joining-the-herd.html?\_r=0

The documentary, **Grazers: A Cooperative Story**, premiered at DOCNYC, New York's prestigious documentary festival in November 2014 and Teale and Jackson appeared on the Leonard Lopate show (NPR) to promote it. As a result fo the festival they have been approached by several distributors and by PBS and they are concidering their options for a wide release of the film in 2015

There is a credit to SARE and to Carol Delaney at the end of the film which can be viewed at:

<https://vimeo.com/109005320>

The password to view the video is: grass

The film will be shown at the NOFA Conference in January 2015 and we are open to any screenings. The larger purpose of the film is to show how a cooperative can make a financial impact on the farm community and bring a living wage to farmers