



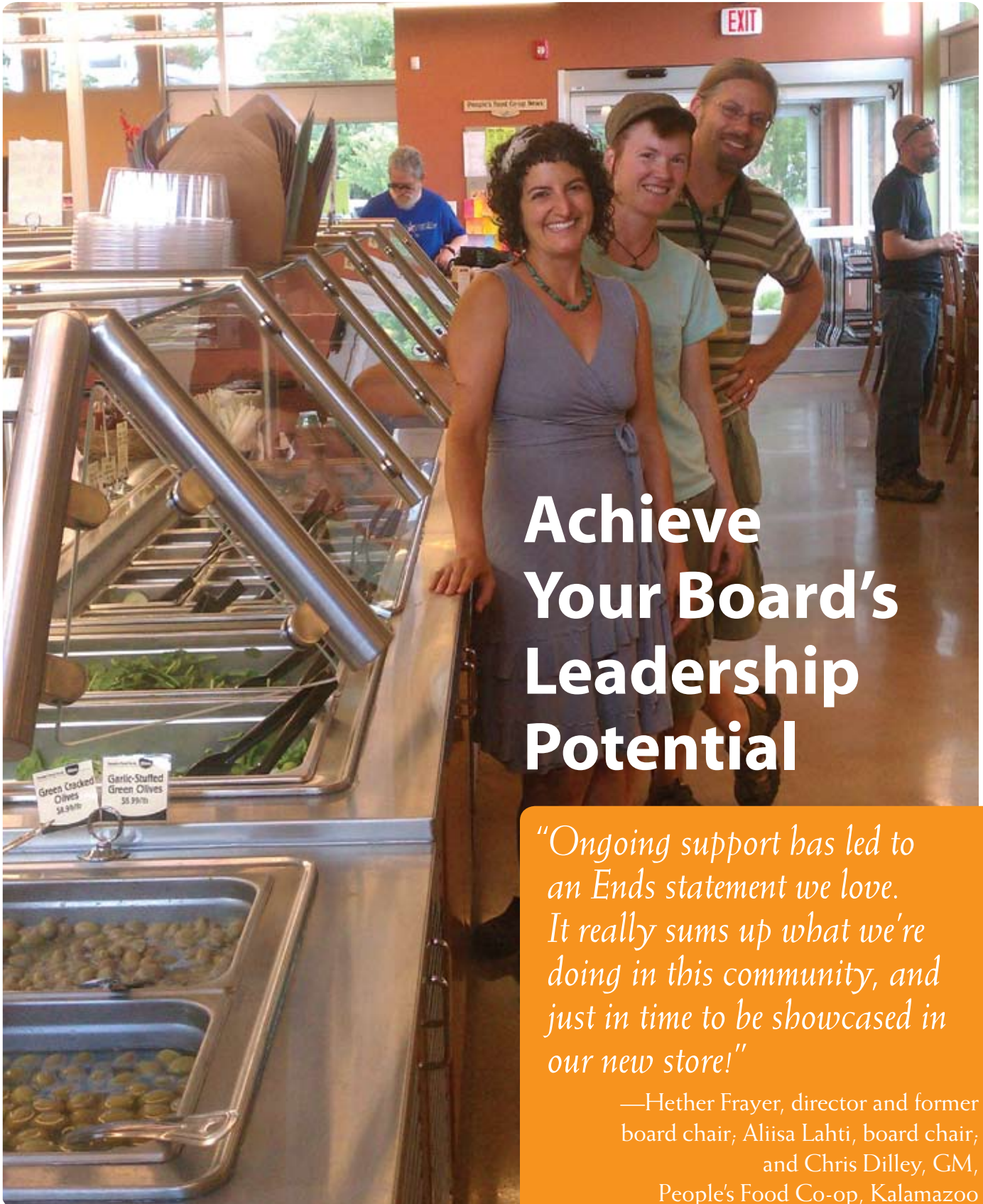
CBLD

cooperative board leadership development

CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES



Achieve Your Board's Leadership Potential

"Ongoing support has led to an Ends statement we love. It really sums up what we're doing in this community, and just in time to be showcased in our new store!"

—Hether Frayer, director and former board chair; Aliisa Lahti, board chair; and Chris Dilley, GM, People's Food Co-op, Kalamazoo



CBLD

cooperative board leadership development

Enroll today to strengthen your board's leadership

Cooperative Board Leadership Development (CBLD) is a program that sustains the continual development and success of co-op boards through an integrated and ongoing approach to board support. We invite you to join us in an approach that adds value to board work, heightens effective cooperative ownership and governance, and enriches a thriving cooperative development culture.

CBLD is designed to support your board on issues that are unique to your co-op, and also address issues common to food co-op boards across the country. Built on the learning and success of seven years of program development, CBLD includes:

- Ongoing consulting hours customized for your unique needs and issues.
- Board retreat planning and facilitation.
- CBL 101—Foundations Class for Directors.
- Library of resources: Online recorded workshops, field guides, videos, sample policies, useful links, and valuable tools.
- Subscription to Connections, CBLD's monthly online newsletter.
- In 2012 we are piloting three additional programs: Strategic Co-op Seminars, Leadership Training and CBLD for Startups.

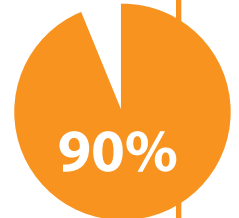
CBLD is a calendar-year program with an annual fee (see page 8) and is designed to assist your board all year long. Full program information is available online at www.cdsconsulting.coop/cblD.



"The flexibility and skill our consultants demonstrate have improved our communication and our thinking about what the core issues are. We simply waste less time than we would if we had not retained CDS CC, that's the bottom line."

David Woo, board president,
Weaver's Way, Philadelphia

CBLD's 2011 client survey tells us that about 90% of board leaders, GMs and directors feel that CBLD services:



- met expectations,
- were worth the costs, and
- that they would be likely to recommend CBLD to another group or board.

Thanks for your input!

Many of you completed our biennial survey to help us assess our work and to advise us on the program's development. We'll be taking time over the next few months to study and learn from the survey results and for now mainly wanted to thank you for sharing your perspective.

Look for the survey again in 2013. Until then, feel free to provide your comments to your CBLD consultant or Mark Goehring or Marilyn Scholl.

Two of our pilot program features being announced in this brochure are right in line with many comments we received: support regional connections and the strategic work of boards, and provide additional leadership training to help individuals and groups be great leaders of their co-ops.

We look forward to supporting your good work! —The CBLD Team

Ongoing consulting hours

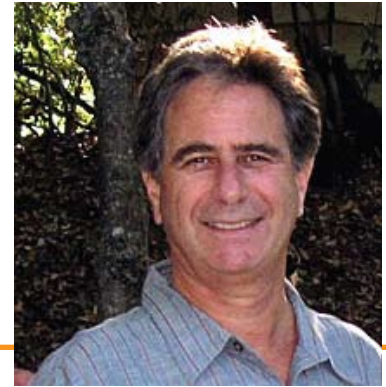
Included in CBLD are 15 hours of consultation to be used throughout year. These hours can be used by your board, board leaders, committees, or the general manager in the way that best serves the needs of your co-op board. Consulting typically takes place by phone, email and online meetings.

Examples of how co-ops have used their consulting hours: to gather resources and ideas related to current issues; support follow through on board work plans; plan for member engagement; understand and implement the board's role during an expansion; improve their board self-evaluation process; to adapt board process for acting on monitoring reports from management; and to strengthen board leadership.



"Extremely valuable ... Our consultant has a wealth of knowledge and experience with cooperatives going through situations just like we are. We gain insight into multiple ways of dealing with current situations and historic outcomes from other cooperatives around the country."

Carla McCullough, board chair,
Open Harvest Co-op Grocery,
Lincoln, NE



"Our consulting relationship has been an essential part of our success in making a transition to policy governance. We have experienced some significant improvements to our board's work, our relationship with our owner-members, and with our general manager. As board president, I have benefited from monthly phone consultations that I consider a part of our strategic thinking."

Jeff Gold, board president,
BriarPatch Co-op, Grass Valley, CA

Board retreat planning and facilitation

CBLD provides a framework for the established annual retreat. Coupled with the perspective of the CBLD consultant gained from ongoing consulting hours, the retreat becomes a part of an overall plan for development, including skill building, strategic thinking, developing the board's work plan and team building activities.

Facilitation and planning of a one day retreat is included in the program fee; if your board prefers multi-day or multiple retreats, this can be arranged with your CBLD consultant.



"We've gotten to the point where we now schedule the retreat with our consultant, and then worry about what the topic is going to be for that year. They're that useful."

Lynn Dickinson, board president,
Co-opportunity, Santa Monica, CA



"Looking back on our retreat weekends, it's easy to see how our co-op board has grown into a body that is not only able to effectively govern our co-op but is also ready to provide leadership in the movement as a whole."

Eliza Canty-Jones, board member
People's Co-op, Portland, OR

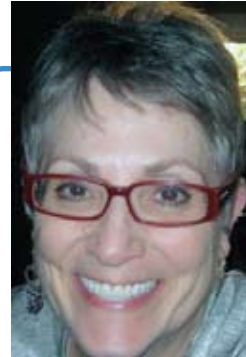
CBL101—Foundations Class for Directors

Cooperative Board Leadership 101 is an in-person, multi co-op, one-day training designed to provide a strong foundation for directors. While especially helpful for those new to co-op boards, all directors, top level managers, and board candidates are welcome to participate.

The class topics include:

- Cooperative Values and Principles
- Board Roles and Responsibilities
- Principles of Policy Governance*
- Basic Financial Understanding

Nine sessions are held during the year in various locations. Directors and GMs are welcome to attend any session, be it the one closest to them or the one that best fits their schedule.



"With this foundation in place, we are moving forward with our long term future strategic planning. We couldn't have achieved this without the help of the CBLD program."

Barb Morrow, vice president
board of trustees, Sno-Isle
Natural Foods Co-op, Everett, WA



PHOTO BY FELIX TETELBAUM

"Our co-op decided to transition to Policy Governance. The task seemed daunting, but our consultant compiled policy templates incorporating our preliminary thoughts for a retreat with him. Not only did we end the weekend with a real working set of rough drafts, but he also brought us together as a very functional cooperative working group."

12th Moon, council president, Greenstar Cooperative, Ithaca, NY

CBL101 schedule 2012

East	January 28	Brattleboro, VT
	January 28	Asheville, NC
	July 7 or 14	Philadelphia or Baltimore
Central	January 21	Twin Cities
	May 19	Mt. Pleasant, Michigan
	September 17	Minneapolis
West	January 21	Albuquerque
	March/April,	Portland or Seattle
	September 22	Sacramento

* If your co-op doesn't use Policy Governance, no problem! Many of the co-ops enrolled in CBLD do, so we include an introduction to the principles of Policy Governance in the CBL101 session. Many of the principles apply to governance regardless of the model or style your board uses.

CBLD Library

Each year the CBLD team stocks the CBLD Library with new resources that address issues and concerns common to many co-op boards. Co-ops participating in CBLD help determine the topics and provide input for the resources they would like to see developed. These resources are then made available in the CBLD Library. You'll find:

- **Online Recorded Workshops**—Recorded workshops play online and are downloadable in Mac and PC formats.
- **Field Guides**—These brief discussion papers present a way of thinking about a specific topic and provide questions your board can use to make decisions.
- **Sample Policies**—CBLD maintains a set of sample board policies. We encourage you to take a look and consider refreshing your policies by using these samples as a starting point.
- **CBLD GM Report Support**—The CBLD team has produced a set of sample monitoring reports that correspond to the CBLD sample policies.
- **CBLD GM Compensation Database**—This database is designed to provide general managers with confidential, easy and efficient access to co-op comparables to use in compensation proposals.
- **Monthly subscription** to our e-newsletter Connections. Each issue contains brief and useful features and profiles of co-op board leaders from around the country, keeping you up-to-date on current practices in governance.



"Our board learned a lot reading and researching and discussing our philosophy of salary. What we pay has strategic implications."

Sacie Lambertson, board chair,
Community Mercantile,
Lawrence, KS



Susan Munkres, board chair at Onion River Co-op in Burlington, VT, said the clarity of the fresh start bylaws process gave her board the means to effectively change the bylaws, educate the members, and ensure their passage.



Kelsi Swanson, GM at Open Harvest in Lincoln, NE, used the model procedure created by the task force as well as other co-op policies to help her craft a grievance policy for her co-op.

PILOT PROGRAM FEATURES FOR 2012

CBLD Leadership Training

This new in-person, one-day, multi co-op session is designed to provide board leaders with training that will allow them to incorporate the strategic process into the board's work plan, build more effective teams and develop themselves as board leaders.

The day includes:

- Cooperative Strategic Leadership Training
- Building a Great Team
- Individual Leadership Development



"For a start-up co-op, governance is a pretty daunting challenge. I'm incredibly pleased that we had the wisdom to attend CBL101 and subscribe to the ongoing support hours. Our monthly chats with our advisor have been invaluable. Even though we are still 12 months from opening, we have an appropriate structure to guide and direct a general manager to accomplish our member's wishes. We might have had a store without CBLD, but we would not have had an adequate board structure."

Joe Marks, board president,
Monadnock Community Market,
Monadnock, NH



Two pilot sessions will be held in 2012 with four to five per year beginning in 2013. The Leadership Training will be held concurrent with CBL 101 sessions in these locations:

CBLD Leadership Training schedule 2012

East	January 28	Brattleboro, VT
Central	January 21	Minneapolis

CBLD for Startups

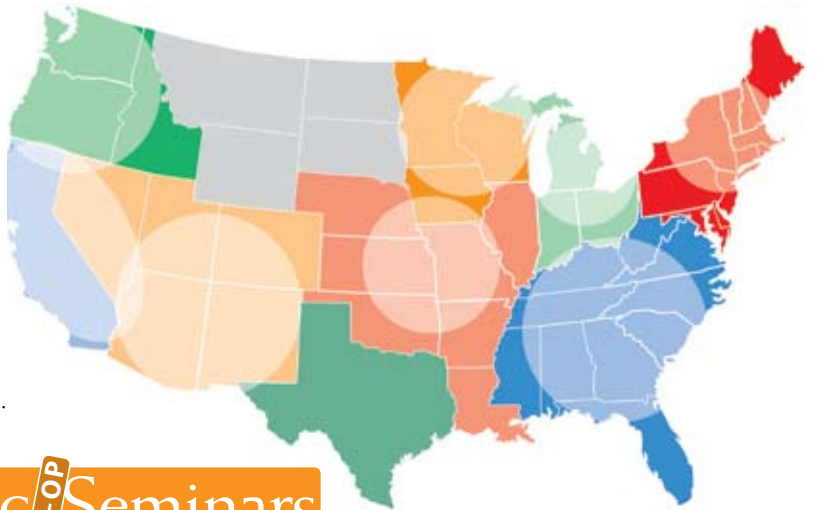
Startup food co-op boards have unique governance needs, and the CBLD Team is developing support resources for these groups. The focus will be similar to the CBLD program but will recognize the needs of startup boards as they work through the different phases of their co-op's development.

We can support your leadership team's process whether you need assistance with bylaws, member committees, delegation to a project or general manager or any of the myriad leadership responsibilities of a startup food co-op.

CBLD for Startups will correspond to the work done by all CDS CC consultants, the Food Co-op Initiative (www.foodcoopinitiative.coop), and the NCGA Development Co-op.

Strategic Co-op Seminars

We are piloting a regional conference model to support strategic conversations about cooperation's role in our communities and beyond. Based on the Cooperative Strategic Leadership paradigm, these seminars are designed to bring entire boards of directors together with other boards from their region to have strategic conversations on the values and principles of cooperation, and how they apply to current issues.



This will be a seminar format with a very engaging and interactive day of facilitated conversation. Advisory

Strategic Co-op Seminars

groups drawn from co-ops in the regions will be established to help shape the sessions and materials. Participants will leave with tools for continuing strategic conversations in their own co-ops and communities.

Sessions will be webcast live and recorded. Recordings and discussion guides will be available in the CBLD library. Online discussion threads will be hosted by Cooperative Grocers Information Network (CGIN).

We are pleased to kick off the Strategic Co-op Seminars during the International Year of Cooperatives, and that the National Cooperative Grocers Association (NCGA), the National Cooperative Business Association (NCBA), Neighboring Food Co-op Association (NFCA), CGIN and other organizations will be sponsors and partners in these regional conferences.



The seminars will be held in locations within driving distance of nine regions.

Attendance is not limited to those within a region: Each seminar will be open to anyone from any region.

Regions for 2012 and future years we are considering:

- Northwest
- California
- Southwest
- Texas
- Southeast
- Central
- Michigan

More information will be available through Connections at a later date.

Strategic Co-op Seminars schedule 2012

Four conferences are being planned:

Northeast (Neighboring Food Co-op Association area)	March/April
Minnesota/Wisconsin	March/April
TBD	October/November
TBD	October/November

"The ongoing support I have enjoyed as board president, in addition to the outstanding facilitation the Sevananda Board has received at retreats, makes for an invaluable overall leadership development experience."

Calvin Vismale, board president,
Sevananda Food Co-op, Atlanta



Meet the consultants

Our team of CBLD consultants looks forward to supporting you and your board. While each co-op in CBLD works with a primary consultant, we work closely together, collaborating on resources and approaches to our work that will best meet your needs.

CBLD consultants are members of the CDS Consulting Co-op, a group of independent consultants with a rich history of supporting cooperative development.

See our website www.cdsconsulting.coop for more information.



Front row: Joel Kopischke, Thane Joyal, Todd Wallace, Nina Johnson

Back row: Mark Goehring, Marilyn Scholl, Art Sherwood, Michael Healy

Learn more about our CBLD consultants at

www.cdsconsulting.coop

CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES

CDS Consulting Co-op is the exclusive agent of its members. All the Co-op's actions and business are specifically and only undertaken on behalf of its Members who in each case are the principal party with whom the client contracts for services.

Co-ops Participating in CBLD

3 Rivers Natural Grocery, Ft Wayne, IN
Abundance Cooperative Market, Rochester, NY
Alberta Cooperative Grocery, Portland, OR
Berkshire Co-op Market, Great Barrington, MA
Bloomingfoods Market & Deli, Bloomington, IN
Bluff Country Co-op, Winona, MN
Brattleboro Food Co-op, Brattleboro, VT
Briar Patch Community Market, Grass Valley, CA
Chatham Marketplace, Pittsboro, NC
Chequamegon Food Cooperative, Ashland, WI
Chico Natural Foods Cooperative, Chico, CA
City Center Market, Cambridge, MN
Common Ground, Urbana, IL
Community Mercantile Co-op, Lawrence, KS
Concord Cooperative Market, Concord, NH
Cook County Whole Foods Co-op, Grand Marais, MN
Co-opportunity Consumers Co-op, Santa Monica, CA
Deep Roots Market, Greensboro, NC
East End Food Co-op, Pittsburgh, PA
East Lansing Food Co-op, East Lansing, MI
Eastside Food Cooperative, Minneapolis, MN
Elm City Market, New Haven, CT
Ever 'man Natural Foods Co-op, Pensacola, FL
Fairbanks Community Cooperative Market, Fairbanks, AK
Food Conspiracy Co-op, Tucson, AZ
Food Front Cooperative Grocery, Portland, OR
Franklin Community Co-op, Greenfield, MA
French Broad Food Co-op, Ashfield, NC
Friendly City Food Co-op, Harrisonburg, VA
Grain Train Natural Foods Market, Petoskey, MI
Grass Roots Co-op, Anoka, MN
GreenStar Cooperative Market, Ithaca, NY
Good Foods Market & Café, Lexington, KY
Hanover Consumers Cooperative Society, Hanover, NH
Harmony Natural Foods Co-op, Bemidji, MN
Harvest Co-op Markets, Boston, MA
Harvest Moon Natural Foods, Long Lake, MN
Hendersonville Community Co-op, Hendersonville, NH
Hunger Mountain, Montpelier, VT
Just Food Co-op, Northfield, MN
Lexington Co-operative Market, Buffalo, NY
Linden Hills Co-op, Minneapolis, MN
Los Alamos Cooperative Market, Los Alamos, NM
Maple City Market, Goshen, IN
Marquette Food Co-op, Marquette, MI
Menomonie Market Food Co-op, Menomonie, WI
Middlebury Natural Foods Co-op, Middlebury, VT
Monadnock Community Market, Keene, NH
Mountain View Market, Las Cruces, NM
National Cooperative Grocers Association (NCGA)
Neighborhood Co-op Grocery, Carbondale, IL
New Leaf Market Natural Foods Grocery & Deli, Tallahassee, FL
Oneota Community Co-op, Decorah, IA
Onion River/City Market, Burlington, VT
Open Harvest Co-op Grocery, Lincoln, NE
Oryana Natural Foods Market, Traverse City, MI
Outpost Natural Foods Co-op, Milwaukee, WI
PCC Natural Markets, Seattle, WA
People's Food Co-op, Ann Arbor, MI
People's Food Co-op, Kalamazoo, MI
People's Food Co-op, La Crosse, WI
People's Food Co-op, Portland, OR
Pioneer Food Market, Troy, NY
Putney Food Co-op, Putney, VT
Rising Tide Community Market, Damariscotta, ME
River Market Community Co-op, Stillwater, MN
River Valley Market, Northampton, MA
Roanoke Natural Foods Co-op, Roanoke, VA
Sacramento Natural Foods Co-op, Sacramento, CA
Sevananda Natural Foods, Atlanta, GA
Seward Cooperative Grocery & Deli, Minneapolis, MN
Silver City Food Co-op, Silver City, NM
Sno-Isle Natural Foods Co-op, Everett, WA
Saint Peter Food Co-op and Deli, Saint Peter, MN
Springfield Food Co-op, Springfield, VT
Swarthmore Co-op, Swarthmore, PA
Syracuse Real Food Co-op, Syracuse, NY
The Common Market, Frederick, MD
Three Rivers Market, Knoxville, KY
Tidal Creek Cooperative Market, Wilmington, NC
Toledo Natural Food Co-op, Toledo, OH
Viroqua Food Cooperative, Viroqua, WI
Weaver Street Market, Carrboro, NC
Weavers Way Coop, Philadelphia, PA
Wheatsfield Cooperative, Ames, IA
Wheatsville Food Co-op, Austin, TX
Willimantic Food Co-op, Willimantic, CT
Willy Street Co-op, Madison, WI
Whole Foods Co-op, Duluth, MN
Wild Oats Cooperative, Williamstown, MA

CBLD 2012 program fee and related costs

The CBLD program fee for 2012 participation is \$5,850.

It is paid in four installments in March, June, September and December.

Financial assistance may be available to support participation in CBLD. If your board faces financial constraints to participation, please contact Mark Goehring (MarkGoehring@cdsconsulting.coop).

In addition to the participation fee, your co-op will also need to budget for:

Logistical costs for your retreat and travel costs for your consultant to attend.

Travel costs for your directors to attend CBL101

Telephone costs associated with consulting calls and online workshops.

For more information about CBLD, contact Mark Goehring
MarkGoehring@cdsconsulting.coop
802-380-3824

TO ENROLL

Complete and return
the Participation
Agreement to
Mark Goehring.

