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# *A Watermen's Cooperative Selected Factors to Consider in the Planning Process*

C. W. Coale, Jr.



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**A WATERMEN'S COOPERATIVE  
SELECTED FACTORS TO CONSIDER IN  
THE PLANNING PROCESS**

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A VIRGINIA WATERMEN'S COOPERATIVE:  
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THE PLANNING PROCESS

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Abstract

This paper presents ideas that will strategically position the resources of Virginia watermen. Watermen want to serve their own needs through developing a cooperative firm. Over 5,000 Virginia watermen derive their livelihood from commercial fishing and are the potential membership for a watermen's cooperative.

This paper offers a strategic path for organizing a Virginia watermen's cooperative. The priorities for a strategic plan are expressed as six economic variables: time-management, enterprise management and cost control, market-channel structure, competitiveness, profitability, and long-term industry growth. These six variables can be structured to ensure the effective use of resources.

The bottom line is: "How can watermen reduce their costs and retain more of commodity revenues as profit?" A seafood marketing channel is made up of harvest, raw product assembly, processing, distribution, and outlets for selling products. Watermen's time and other resources may be more productively applied by first focusing on developing the harvest and raw product assembly sectors of their cooperative.

A cooperative steering committee and later the board of directors should have an adequate timeframe to make the detailed plans needed for the cooperative's success. It should have a written plan, consisting of these planning units: a statement of mission of the cooperative, a management plan, a marketing plan, a financial plan, a production plan, a facility and equipment plan, and a quality assurance plan.

A watermen's commitment to both planning and patronage are the necessary steps for success. The planning process takes vision and effort to address the six strategic variables and developing the unit plans for the cooperative. If the necessary conditions are met, the cooperative should create a path to ensure watermen's economic livelihood.

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Introduction

Recently, Virginia watermen have been meeting to determine how best to market their catch, cover their costs, and make a profit. They have discussed organizing a cooperative marketing firm. The explicit mission of a watermen's cooperative firm, as expressed by them in a February 8, 1990 public meeting, focused on strengthening their financial position by managing the functions of: 1) marketing seafood, 2) procuring supplies, and 3) providing boat dockage.

Strengthening these three functions by developing a Virginia watermen's cooperative is a good idea. However, a scenario of priority planning should be outlined to help ensure success. A mission statement should focus on needs of watermen in a cooperative enterprise and have well thought-out objectives for the cooperative that will develop a strategic path of "what to do" in the planning program. Strategic positioning of the watermen's resources should focus on maintaining adequate profit margins in their fishing enterprises.

Before deciding if a cooperative is the best idea, however, the strengths and weaknesses of this type of organization should be evaluated.

Strengths

1. Producers will realize a broad market potential.
2. Producers will be linked with established food marketing cooperatives to deal with marketing and distribution functions.
3. Competitive position of the seafood industry will be improved.
4. Individual producers will have greater market power.

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The author wishes to extend appreciation to Drs. J. Paxton Marshall, Daniel B. Taylor, George McDowell and Wayne Purcell for their review and meaningful suggestions.

7. Standards of quality will be established among industry producers.
8. General management and marketing overhead costs will be lowered (with proper volumes of production).
9. More task specialization for producers will be allowed (improves grower productivity).
10. Resource utilization will be improved because of existing infrastructure (facilities, market information, firm firm management, etc.)
11. Management in a "cooperative setting" can clearly define tasks in a total marketing process.

### Concerns

1. Annual production needed to market products on a 12 month basis.
2. Employment of outside manager and staff create high cost overhead.
3. Current industry organization gives limited production.
4. Geographical dispersement of producers (assembly costs).
5. Time management required by board members to direct the cooperative.
6. Large scale cooperative may damage existing and/or developing mushroom marketing arrangements.
7. Production deliveries tied to contract commitment.
8. Greater training needed at producer level to product quality and market standards.
9. Tight standards will result which means rigorous management.
10. Some producers may produce/market at a lower cost than by the cooperative.
11. May need large volumes of product to survive and meet competition.

This paper presents ideas that will strategically position the resources of Virginia watermen so that they may better serve their needs relative to improving their financial position by developing a watermen's cooperative firm. During 1988, the Virginia Marine Resource Commission sold over 14,400 commercial gear licenses to 5,000 to 7,000 Virginia watermen. This is the potential membership for a watermen's cooperative.

This paper is based on research, experience, and observation concerning both agricultural and fishery cooperatives in the United States. Research experiences and observation show that business firms in the United States have a high rate of failure. Cooperatives are part of this business structure, and they have also been subject to a high rate of failure. Even with the professional assistance of state and federal agencies, profitability of a watermen's cooperative is not guaranteed.

The bottom line is: "How can watermen reduce their costs and retain more of commodity revenues as profit?" This may be answered by examining the five sectors that usually make up a traditional seafood marketing channel:

- 0 harvest,
- 0 assembly,
- 0 processing,
- 0 distribution, and
- 0 outlets for selling products.

Revenues are generated and costs are incurred in each sector. In a public watermen's meeting at Gloucester Point, Virginia, watermen were focusing their attention on developing a watermen's cooperative to assume a major role in product marketing.

### Six Strategic Variables

To assist in moving toward success, this author suggests a strategic plan for organizing a Virginia watermen's cooperative. The priorities in this strategic plan are expressed as economic variables dealing with watermen:

- 0 time-management,
- 0 enterprise management and cost control,
- 0 market channel structure,
- 0 competitiveness,
- 0 profitability, and
- 0 long-term growth.

These six variables must be addressed in such a manner as to ensure the effective use of resources.

The strategic positioning of watermen's time and other resources may be more productively utilized by first focusing their cooperative on developing the harvest and assembly sectors of their enterprises. To increase the probability of success, perhaps shifting the priorities of the assumed mission of the cooperative, priority should first focus on the harvest and assembly functions. Later product processing and marketing functions will assume priority.

### Examining the Strategic Variables

Watermen's time-management. The first concern of the cooperative planning process is assurance that those watermen who will first make up a steering committee and later the board of directors have an adequate amount of time to make the detailed plans for the cooperative's success. In order for the cooperative to succeed, it should have a written plan, consisting of designated planning units --

- 0 the mission of the cooperative,
- 0 a management plan,
- 0 a marketing plan,
- 0 a financial plan,
- 0 a production plan,
- 0 a facility and equipment plan, and
- 0 a quality assurance plan.

A cooperative planning group of the scope needed to adequately plan for a cooperative should consist of 25 to 40 watermen and associated professional support persons (see appendix 1 for an outline and examples of the planning tasks for the Southside Virginia Produce Cooperative). This author's concern is assuring that watermen willing to develop the cooperative will set aside enough time resources to devote to the proper planning and writing of an

operational (annual) and long range (five-year) plan for the successful operation of a cooperative. From a strategic viewpoint the questions are, "What planning is needed, and who will be available to do it (see appendix 2 for the composition of the planning group of the Southside Virginia Produce Cooperative)?"

Enterprise management and cost control. The second concern of developing a watermen's cooperative is the competition generated between the enterprises of the individual waterman and the cooperative in terms of the opportunity costs for a waterman's time and capital resources.

A seafood marketing channel is made up of five basic sectors -- harvest, assembly, processing/packing, distribution, and outlets for selling products. Seafood harvest and assembly can have the greatest impact on the costs and revenues of the watermen. Careful evaluation of the tasks in these two sectors offer the greatest opportunity to make cost-savings. Beyond these two sectors, watermen have little control over sector costs. Any given marketing channel may be composed of many firms providing services. Explicit costs accrue to each service provided in each sector.

So the question is: "How can Virginia watermen utilize a cooperative firm to manage their enterprises, reduce and control their costs, and be better off financially?" The strategic positioning of watermen's time and other resources can be more productively used, if they consider focusing on the harvest and assembly sectors in their cooperative development program.

Watermen can manage best the harvest and assembly functions of their enterprises, and they can have significant control of the costs in each of these sectors.

The net benefits from controlling enterprise costs in the harvest and assembly sectors should result in significant savings for the waterman. These cost savings should accrue to the profit line on the financial statement. In 1977, the Virginia Marine Resources Commission asked Virginia Tech to conduct a seafood industry port study to determine the feasibility of developing port sites for the Virginia seafood industry. In that study, it was required that the development of any port facilities required that specified sites be integrated with the harvesters and processors under one roof. A seafood industrial port program was not feasible during that period because of the adequacy of existing seafood processing facilities.

Fishing-port development -- During the 1990s, strategically establishing ports for harvest and assembly should have significant impacts for reducing enterprise costs for the watermen. As the cost of crude oil is predicted to double by 1995, a port or dockage facility located near the fishing grounds would minimize fuel costs, and improve time use in transit to and from the fishing grounds. Further, a cooperative could be instrumental in establishing a set of facilities strategically located in Virginia to care for all of the docking and service needs of watermen. This concept would give cooperative members flexibility in working on a number of different fishing grounds and a number of off-loading ports.



Boat dockage -- Costs of boat dockage impacts the individual waterman in two ways: 1) by the cost of slip rental, and 2) by cost of getting to the fishing grounds. The strategic question is where are the fishing grounds relative to the dockage space? And how does the cooperative procure enough land, facility, and port-side space to accommodate those interested in the cooperative? By reducing the cost of transit to and from the fishing grounds and reducing the dockage costs, significant savings can be made on the cost side of the harvest operations.

Raw product quality assurance. An adequate shelf-life is a principle concern of those firms marketing marine food products. A seafood quality assurance program begins with the harvest sector. Maintaining product quality is of an utmost concern to managers along the marketing channel. A quality assurance program of a watermen's cooperative could be designed to protect raw product quality on a continuous basis, during both the harvest and assembly steps. Without a effective raw product quality assurance program, the length of shelf-life and the value of the product decrease. Access to marine supplies such as ice, refrigeration, proper containers, etc., protect the raw product and maintain shelf-life. This cooperative support can substantially influence the quality of the raw product it markets.

Raw product assembly -- A watermen's cooperative can provide a number of support services that would offer a quality assurance of raw product and reduce assembly costs. At the dock and prior to departure, ice and proper product containers could be procured. Upon return, watermen could benefit from effective materials handling methods to off-load their catch, store the catch in cold storage, select the most profitable customers, and deliver sufficient supplies of raw product to make the assembly process for the next sector less costly.

Marine supplies -- Another harvest expense is the cost of inputs (fuel, ice, rope, net, etc.) which if reduced could add additional profit to the waterman. A well planned facility could supply ice, marine supplies, and refueling capacity for boats going to harvest. Creative ways of procuring and marketing these products to the watermen must be found to stay competitive. Joint ventures may be successful where resources may be shared by the cooperative and other private industry firms marketing inputs to fishermen.

Market Channel Structure. The third concern in a cooperative planning process is assuring that a firm has structured its marketing plan to generate enough revenues to cover costs. The current market structure (that is, the number and size of seafood processing firms) effectively markets fish and seafood products with the existing capacity of the Virginia seafood processing industry. Any abrupt changes in this market structure may change revenue flows and cost structures. Some managers in the seafood processing industry may react to increased competition by engaging in price competition at both the buying and selling levels. Price wars reduce revenues for all sides.

Raw product marketing -- The current structure of the seafood market favors improving the efficiency of raw product assembly by watermen. A cooperative organization offers a potential cost savings to the watermen. Cost savings can be realized in handling larger market vol-

umes of raw product, improving materials handling and labor utilization, and providing proper cold storage prior to shipping product for further processing. By pooling larger volumes of raw product, pricing power improves because one marketing agent (the cooperative) represents many sellers (watermen) in the market. This pricing power play is referred to as horizontal integration.

Competitiveness. The fourth concern is the economic risk associated with a new watermen's cooperative expanding into the seafood market, beyond harvest and assembly, by vertical integration. The probabilities of a cooperative failure dramatically increase as it attempts to expand and control the marketing channel, especially, if it expands rapidly in the short run. The stress on existing watermen's resources from vertical integration can be illustrated by the flow of resources. The time-management pressures on watermen increase as they plan and develop each new sector in a marketing channel. The planning of port facilities, dockage, and assembly programs would occupy the attention of the board of directors. These projects will utilize the existing time and capital resources of the watermen. By expanding into harvest, raw product assembly, and processing and marketing concurrently, the probability of cooperative failure increases significantly (that is, that product revenues will not cover total (fixed and variable) costs).

If a product marketing program is added, additional time resources and capital will be needed and drained from the existing harvest and assembly sectors. The watermen's resources will be further stressed by a product marketing program because of added fixed costs (overhead) needed to support a general manager and staff, additional building space, processing plant machinery, and working capital. To establish a product marketing program, a product development, a marketing and product mix program, an inventory control program, and a distribution network must be in place.

In addition, a broker network must be put into place for selling the products produced. All of these tasks can be accomplished with adequate resources. But can they be attempted all at once in the fishery cooperative development?

Profitability. The fifth concern is that a watermen's cooperative will be operated to make a profit on an annual basis. A cooperative profit is defined as net savings to the watermen who are members of the cooperative. Net savings is made by generating more revenues than making outlays of costs. The more net savings made by the cooperative means more funds are available for return to the watermen. The financial tools applied to estimate profitability of a watermen's cooperative are estimated cash flow and operating statements.

Record Keeping -- Record keeping is the first step to determining profitability of an enterprise or a business firm. The cooperative could provide a valued service by helping watermen set up a standard record keeping system and account for enterprise revenues, costs of inputs, and depreciation schedules. Once the record keeping method is established, the cooperative could provide the means to analysis. The record keeping would help with the Internal Revenue Service tax accounting on the one hand, and information management for decision making on the other hand.

Cash flow statement -- A cash flow statement is generated by calculating the revenues minus costs. Positive residuals indicate a surplus of cash; negative figures indicate a deficit of cash. Revenues are derived from prices and quantities of raw products harvested. The comparative costs are derived from prices of inputs and the quantities of inputs used in the harvest process. A cash flow statement is calculated on an annual basis and shows when cash is needed in the cooperative treasury to "pay the bills." Cash flows are usually calculated on a monthly period.

Income statement -- The income (operating) statement summarizes revenues and cost on an annual basis, although the annual statement can be generated monthly and accumulated for the annual period. The income statement shows revenues by product category, costs by budget item, and profit before taxes.

An understanding of the financial position by estimating revenues and costs (calculating cash flow and operating statements on a pro-forma basis) will help with the financial planning process. Financial statements show cash needs by period and aligns revenues with costs. This management exercise fits into the financial planning process described in this document.

Long-term industry growth. The sixth concern is sustaining a long-term growth potential for a cooperative. Factors affecting long-term growth are watermen's participation, raw product availability, organizational structure, and effective marketing, firm and financial management strategies.

Watermen commitment -- Watermen joining the cooperative will be expected to patronize the programs developed in support of the membership. In some cases, participation will be mandatory. In the Articles of Incorporation and Bylaws, mandatory participation in certain programs will be a requirement for membership. The purpose of mandatory participation in cooperative programs gives the management a target product volume on which to budget expenses. It becomes much easier to cover costs with this type of participation especially in the period required to recover long term debt. Market power increases with the singular marketing decisions made by cooperative management.

Raw product availability -- Raw product resources occur outside of the cooperative structure, but impact the long term viability of the cooperative more than any other factor. The Chatham Seafood Cooperative, Inc., Chatham, Massachusetts, consisted of 107 members. This cooperative annually averaged about one million dollars in sales. In the early 80s, fish in the Georges Banks fishing grounds disappeared for one year and the cooperative filed for bankruptcy at the end of that year. The cost structure, particularly the fixed cost (overhead), are incurred on a continuing basis. Without a constant (daily) supply of fish to market, costs exceed revenues, and a financial strain is felt in the cooperative treasury as evidenced in the Chatham situation.

Organizational structure -- The organization of the board of directors of the cooperative should be structured to include those persons who have: 1) a good understanding of business and the seafood industry, 2) leadership qualities, and 3) adequate contacts for information to advise the chairman and the paid management of the cooperative. The term of office of the board members is usually set for three years on a staggered appointment schedule.

The chairman of the board likely will serve as the chairman of the long-range planning committee. The board should be structured so that one member of the board is assigned as the chairperson of each planning committee. The board member calls the committee meetings and presides as the committee proceeds to complete its planning assignments. Due to the complex planning needs of the cooperative, it will be useful to have joint planning committee meetings. For example, the marketing and production committee may wish to meet together to plan for the operating season. The finance committee will have an interest in the action of most committees and their need of resources.

Firm management strategies -- Given the arguments for careful time-use of watermen, a cooperative board should allocate its time to setting objectives, making and approving plans, and setting policy. The paid management, hired by the board of directors, carries out the policies set by the board. The scope of a watermen's cooperative program involves a workload large enough that paid management should be employed soon after the cooperative steering committee is appointed.

The planning tasks, beginning with developing a mission statement, will require the full attention of a cooperative manager. The objective setting and unit planning should be completed in the order of the priorities shown in this document. The chairman of the board of the cooperative, in cooperation with the board of directors specifies the cooperative planning committees. The manager also appoints members from the cooperative and resource persons from outside the cooperative to serve on the planning units.

The manager should work with the board of directors to develop the cooperative plan of work. The manager is responsible for supporting the planning process by working as an ex officio member on each specified planning committee. The cooperative manager and staff are responsible for a written plan and its approval by the board of directors.

Marketing strategies -- The marketing strategy of the watermen's cooperative focuses on four components: 1) price, 2) product, 3) promotion, and 4) market place. The marketing committee will influence the strategies, but other committees will have significant input to the effort.

Price -- The cooperative will have a greater impact on price than will an individual waterman. The cooperative manager will represent all members, and will sell in the market through the leverage generated by the cooperative. The selling effort will be organized based on the markets targeted by the cooperative.

Product -- Products marketed by the cooperative will be representative of the watermen's production. The cooperative will determine the product mix and the product form from the raw products. The products will be packaged in accordance with the needs of the next handler.

Promotion -- The cooperative promotion program can utilize both private and public opportunities. The Virginia seafood industry funds over \$350,000 for a promotional program for Virginia seafood through the Virginia Marine Product Board (VMPB). The VMPB participates in national trade shows and demonstrates, promotes, and generates trade leads for the state's industry. The cooperative could develop an internal promotion program for buyers on a one-to-one basis or through state food trade shows.

Market Place -- The market area of the cooperative will be determined by its buyers and their location. The geographical size of the market area will depend on the number of buyers and the volume of product they purchase. By pooling raw product resources, the volume should permit large scale shipments to a broader market area.

Financial management strategies -- The cooperative must be funded to make it a viable business. It will be funded with a combination of equity and debt capital. The sources of equity and debt capital will be backed by resources of the members of the cooperative. The structure of the assets, liabilities, and net worth influences the growth potential of the cooperative. The cooperative members have a significant stake in the financing of the cooperative. The cooperative is responsible for raising the equity and debt capital.

Equity capital -- The equity capital in the business is the risk capital invested by cooperative members. Equity capital, depending on the nature of the business, usually makes up 50-70 percent of the capital base.

Debt capital -- The debt capital in the cooperative is borrowed funds usually from the bank for cooperatives, or other financial institutions. Assets are usually pledged to obtain the borrowed capital.

Balance sheet -- The long-term value of the cooperative is shown on its balance sheet. The composition of the balance sheet is made up of assets, debt and net worth. Assets are economic factors of production and are classified as cash, securities, inventory, prepaid expenses, and plant and equipment. Debt is classified in terms of short- and long-term liabilities. A liability is a financial claim against the business. The difference between the assets and liability is the net worth.

A watermen's cooperative may best set its priorities to focus on reducing costs through improved scale of operation, organization, and methods of harvest and assembly. Given the scarce resources of watermen, managing the six strategic variables -- 1) time-management, 2) enterprise management and cost control, 3) market channel structure, 4) competitiveness, 5) profitability, and 6) long-term industry growth -- will have the best economic return.

The organizational mission of the watermen's cooperative is to provide a reasonable net return to watermen to support their individual enterprises. A second mission is supporting cooperative members by increasing their efficiency in the raw product assembly function.

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Appendix 1

SOUTHSIDE VIRGINIA PRODUCE COOPERATIVE (SVPC)

Suggested Planning Tasks by Committee

Mission Statement - TASKS

- \* review the current mission statement and ensure it incorporates the purpose, philosophy, and needs of SVPC members in Southside Virginia.
- \* set long term objectives for guiding the development of the cooperative.
- \* work with other long range committees to develop a mission statement that binds the total plan together.
- \* complete any other work specified by the committee.

Management Plan - TASKS -

- \* develop an organization plan for the expansion of personnel as the cooperative expands during the period.
- \* develop a personnel program in support of the organizational plan
- \* specify the duties, authority and accountability of management and personnel by the job analysis chart method.
- \* develop a communications program for member relations as well as for production and marketing decisions.
- \* develop a management development and personnel training program.
- \* develop an effective management information system for the cooperative through the application of micro computer programs and data management systems.
- \* complete any other work specified by the committee.

Sales and Market Plan - TASKS

- \* develop the marketing plan. Develop the plan on a cumulative year to year basis to reach the five year plan.
- \* develop a SVPC marketing strategy and a specified trade area, and make them compatible with the SVPC mission and long run objectives.
- \* specify an indepth market promotion program in support of the produce commodities selected to market.



- \* specify a market development program for developing a viable product and services mix for the cooperative.

- \* estimate the marketing channel costs and returns for each commodity produced.

#### Finance Plan - TASKS -

- \* develop a financial plan based on the needs of the marketing, production, facilities and equipment, personnel, and transportation committees.

- \* develop estimated financial statements supporting the capital demands of all committees. Pro-forma statements should be provided to show the flow of capital during each year of the plan.

- \* meet with committees where appropriate to determine the financial scope of the cooperative operations.

- \* establish a subcommittee to audit SVPC activities on a weekly basis during operating periods.

#### Production - TASKS

- \* develop a production plan. Develop a plan on a cumulative year to year basis to reach the five year plan.

- \* coordinate what the market demands and will accept with what the growers want to produce.

- \* develop a quality assurance program in support of the quality standards demanded in the market.

- \* specify the production and cultural practices by commodity to minimize cost of production and support the market demands.

#### Facilities and Equipment - TASKS

- \* coordinate the marketing and production needs with facility and equipment plans.

- \* specify facilities and equipment systems for efficient packing and marketing operations by period for the plan.

- \* prepare a capital goods budget with associated costs needed to support an efficient operation during the five year period.

- \* specify the facility and equipment layout and work methods for the packing plant operations needed to accomplish in-plant efficiency.

- \* develop a quality maintenance and sanitation program and coordinate it with the production program and market needs.

\* develop a schedule of time and temperature measurements to ensure the quality of commodities in storage and in transit.

\* complete any other work specified by the committee.

Assembly and Distribution Plan - TASKS -

\* develop an overall transportation plan including the transportation needs of the association, an assembly program for growers delivering produce to the packing facility, an evaluation of the availability of transportation, a truck purchase vs lease program, and growth projections for products marketed by the firm.

\* develop a quality maintenance and sanitation program in support of the quality assurance program of the cooperative and coordinate it with the packing plant and marketing program.

\* develop a capital budget for associated facilities and equipment needed for the transportation committee.

\* complete any other work specified by the committee.

Appendix 2

SOUTHSIDE VIRGINIA PRODUCE COOPERATIVE  
COMMITTEES FOR LONG-RANGE PLANNING

Revised 4-15-88

Mission Statement

Hudson Reese, Chairman, SVPC  
Charlie Coale, Co-Chairman, VPI&SU  
Mitchell Patterson, VSU  
Hal Ricker, AMS, USDA  
J.B. Tatum, SVPC

Management

George Gordon, III, Chairman, SVPC  
Larry McPeters, Chairman, Ext.  
Agent, Halifax Co.  
Bobby Conner, SVPC  
Gerald Ely, USDA, ACS  
J. B. Tatum, SVPC  
Hudson Reese, SVPC  
Carl Ward, Equipment Dealer  
Lonnie Wright, SVPC  
Henry Maxey, Ext. Agent,  
Farm Management

Sales, Planning &  
Market Development

Andrew Barker, Chairman, SVPC  
Stan Duffer, Co-Chairman, VDACS  
Lanier Easley, SVPC  
Donnie Moore, SVPC  
Ed Coppedge, Ext. FM Agent  
Ray McCraw, Conner Produce  
Phil Ramsey, Ext. Agent, Hort.  
J. B. Tatum, Ex Officio

Production

Ray Waller, Chairman, SVPC  
Charlie O'Dell, Co-Chairman, VPI&SU  
Joe Fariss, Ext. Agent, Mecklenburg Co.  
George Gordon, SVPC  
Lonnie Moore, Equip. Dealer  
Blair Stewart, Asgrow Seed Co.  
Larry McPeters, Ext. Agent, Halifax Co.  
Mitchell Patterson, VSU  
Bobby Stump, Ext. Agent, Pittsylvania Co.  
Tommy Collie, SVPC  
Alfred Dean, SVPC  
Bobby Conner, SVPC  
Philip Ramsey, Ext. Agent, Hort.  
J. B. Tatum, Ex Officio

SOUTHSIDE VIRGINIA PRODUCE COOPERATIVE  
COMMITTEES FOR LONG RANGE PLAN  
(Continued)

Revised 4-15-88

Finance

George Gordon, Chairman, SVPC  
Dexter Gilliam, Co-Chairman, CFB  
Gerald Ely, USDA, ACS  
Bobby Conner, SVPC  
Joyce French, Lake Country Devel.  
Henry Maxey, Ext. Agent, Farm Mgmt.  
J.B. Tatum, Ex Officio

Transportation

Wallace Wilson, Chairman, SVPC  
Henry Maxey, Co-Chairman, Ext.  
Agent, Farm Mgmt.  
Joe Anthony, AMS, USDA  
Tom Edwards, Richfoods, Inc.  
Bill Ferguson, VDACS  
Ned Henderson, SVPC  
J. B. Tatum, Ex Officio

Facilities & Equipment

Bobby Conner, Chairman, SVPC  
J. B. Tatum, Co-Chairman, SVPC Mgr.  
Lanier Easley, SVPC  
Donald Anderson, SVPC  
Joe Anthony, AMS, USDA  
Henry Maxey, Ext. Agent, Farm Mgmt.  
David Vaughan, VPI&SU  
Carl Ward, Equipment Dealer  
Wallace Wilson, Cooperative

