

**DAKOTA GROWERS PASTA COMPANY AND
THE CITY OF CARRINGTON, NORTH DAKOTA: A CASE STUDY**

by

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Introduction

Rationale for This Case Study

The Dakota Growers Pasta Company (DGPC) and the city of Carrington, North Dakota were selected as a case study because DGPC exemplifies one of a growing number of the so-called new generation co-ops that are emerging in the Northern Great Plains states. These cooperatives typically have limited membership opportunities and supply contracts. Since the inception of DGPC, numerous other new generation agricultural co-ops have been established in the region, including co-ops for beef, bison, carrots, corn, dairy, and potatoes. A greater understanding of the dynamics, impacts, and needs of a cooperative like DGPC, and its relationship with the city of Carrington, can provide insights into other new generation cooperatives in the region.

The Community

Carrington is the county seat of Foster County, North Dakota. It is located about 130 miles from Bismarck, Fargo, and Grand Forks in the center of a large durum wheat production area. Besides DGPC, three other large companies reside in Carrington: Dakota Central Telecommunications Cooperative; Northern Plains Electric Cooperative; and AgriOils LLC.

Socio-Demographic Indicators

Population: During the 1980s the population in Carrington, as in Foster County and North Dakota as a whole, declined significantly (Table 1). This trend reversed itself in the 1990s and the population in each of these areas has been steadily increasing. In Foster County, a little more than 20% of the population is 65 years old or older. This compares to 14.5% of the population in ND and 12.8% in the US (U.S. Bureau of the Census, 1995). These numbers have remained relatively stable since 1990. Foster County also has a slightly higher proportion of their population under 18 years old, 28.7% specifically. In ND and the US, 26.6% and 26.2% of the population is under the age of 18, respectively (U.S. Bureau of the Census, 1995). Foster County and ND remain relatively homogenous: 99.2% of the population in Foster County and 93.7% of the population in ND are white (U.S. Bureau of the Census, 1994).

Table 1. Population Trends

	1980	1990	1997
Carrington	2,641	2,132*	2,950
Foster County	4,611	3,983	4,116
North Dakota	652,717	638,800	643,539

Sources: U.S. Bureau of the Census, USA Counties.

County and City Data Book, Place Data Report, University of Virginia Library Social Sciences Data Center.

* 1992 Data, NASS.

Education: Within Carrington, there is one public elementary school (grades K-6), one public high school (grades 7-12), and one small, private school (grades K-8). It also has one public library. Carrington is also located near Devils Lake vo-tech (52 miles), Jamestown College (45 miles), North Dakota State University (Fargo, 130 miles), and the University of North Dakota (Grand Forks, 130 miles).

In Foster County in 1990, 69.4% of the population were high school graduates and 12.1% were college graduates.

Economic Indicators

Income per Capita: Per capita personal income in Foster County and ND has been steadily increasing over the past ten years, which mirrors a national trend (Table 2). In 1985, Carrington's per capita income levels were slightly lower than the county average and ND as a whole. The average annual growth rate of PCPI for Foster county between 1985-1995 was 1.9%. For the state it was 4.2% and for the nation, 4.9% (BEA Regional Facts).

Table 2. Per Capita Personal Income Trends

	1985	1992	1995	1996
Carrington	\$11,422			
Foster County	\$13,235	\$15,103*	\$15,921	
North Dakota	\$12,365	\$16,904	\$18,611	\$20,448
U.S.		\$20,631	\$23,196	\$24,426

Source: BEA Regional Facts.
* 1993 data.

Labor Force and Unemployment: Carrington has a sufficient labor pool. In a 50 mile radius, there are approximately 8,000 men and 9,360 women in the labor force. The unemployment rate is less than 2%. The unemployment rates in Foster County and ND are slightly higher (Table 3). Following a national trend, the unemployment rate in both of these area has decreased over the past five years.

Table 3. Civilian Labor Force/ (unemployment rate)

	1990	1995
Foster County	2,067 (4.0)	1,986 (3.0)
N.D.	303,641 (5.3)	(3.3)
U.S.		

Source: County and City Data Books, University of Virginia Library
Social Sciences Data Center

Poverty Rate: In Foster County, 11.5% of the population is below the poverty level (Table 4), which is slightly lower than the national average but a bit above ND levels.

Table 4. Percent of Population Below Poverty Level

	1989	1993
Foster County	17.5	11.5
North Dakota (1990, 1994)	13.7	10.4*
U.S. (1990, 1994)	13.5	14.5

Source: U.S. Bureau of the Census.
* 1995 poverty rate = 11.5 (North Dakota Fact Sheet).

Business Profile: Dakota Growers is one of three manufacturing industries in Foster County (Table 5). The number of manufacturing establishments in Foster County has been decreasing over the past ten years, as has the number of establishments in most other industries. Service and wholesale trade have been the exceptions, showing an increase in establishments. Manufacturing is the second largest employer in Foster County, however, and has the highest level of wages (Table 6). Earnings of persons employed in Foster County decreased from \$37.2 million in 1985 to \$35.5 million in 1995, an average annual growth rate of -0.5 percent (Bearfacts). In North Dakota, earnings increased from \$5,779 million in 1985 to \$8,324 million in 1995, an average annual growth rate of 3.7 percent (Bearfacts).

Table 5. Number of Establishments by Industry in Foster County

	1985	1990	1995
Agricultural Services, Forestry, and Fishing	0	2	1
Construction	18	12	14
Manufacturing	7	4	3
Transportation, Communications, and Utilities	10	13	10
Wholesale Trade	19	24	26
Retail Trade	52	43	35
Finance, Insurance, and Real Estate	19	17	14
Services	34	45	45
Unclassified	18	9	1
Total	177	169	149

Sources: County and City Data Books and County Business Patterns, University of Virginia Library Social Sciences Data Center.

Table 6. Employment and Wages for Foster County (1996) by Industry

	Employees	Wages
Government	266	\$19,384
Services	449	\$15,002
Fire	65	\$21,432
Retail	318	\$10,557
Wholesale	131	\$23,099
Manufacturing	325	\$23,467
Construction	61	\$20,853
Agriculture	27	\$18,091

Source: Foster County Homepage (Job Service ND).

Agricultural Profile

Durum wheat production: In 1996, North Dakota was the leading producer of durum wheat in the U.S. It produced 69% of all durum wheat in the country (NDAS). Foster county is ranked 42nd (out of 53 counties) in durum wheat production in North Dakota. In the U.S., it is ranked 40 out of the top 100 durum wheat production counties. Trends in durum wheat production are reported in Table 7. The acres planted in durum in Foster County, North Dakota and the U.S. were high in the 1980s, decreased in the early 1990s, and increased through 1996. The only exception to this trend was the sharp decrease in acres planted in durum in Foster County in 1996. This was most likely due to the wheat disease problems of the region.

Table 7. Acres Planted in Durum Wheat (thousands)

	1987	1991	1992	1993	1994	1995	1996
Foster County	9	10	6	5.5	7.5	12.5	2.8
North Dakota	2,900	2,900	2,250	2,000	2,450	2,950	3,000
U.S.	3,341	3,253	2,547	2,241	2,823	3,436	3,620

Sources: NDAS and USDA, *Agricultural Statistics, 1997*.

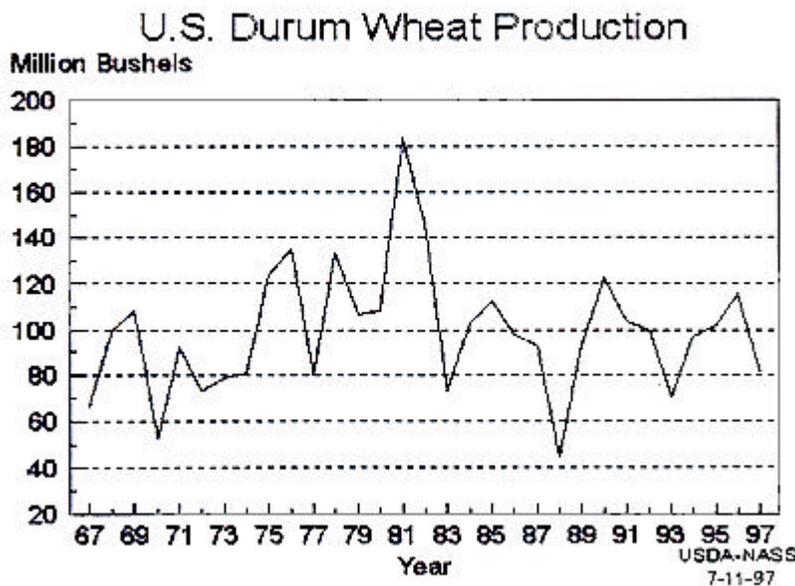
As shown in Table 8, durum prices have followed a pattern similar to acres planted. Prices have definitely increased since the inception of Dakota Growers. The pasta plant is given credit for boosting those prices. According to Bill Patrie, "The pasta plant is having a 'profound effect on durum prices and the economic vitality of the area—it's putting more money in the pockets of growers'" (Campbell, Aug. 1995). Previously, most farmers had been selling their wheat at the Grain Exchange in Minneapolis (Friezen). The wheat would then be purchased by other mills, primarily in Minnesota. The pasta plant is not, however, the only contributing factor. Small durum harvests from 1993 to present have also lead to higher durum prices (Figure 1). The 1997 harvest is the smallest since 1993 and the fourth smallest in the last 15 years (Edgar).

Table 8. Marketing Year Average Price for Durum Wheat (\$/bu.)

	1987	1991	1992	1993	1994	1995	1996
Central District*	3.72	2.95	3.02	4.60	4.36	5.50	5.12
North Dakota	3.38	2.84	3.00	4.68	4.67	5.75	n.a.
U.S.	3.18	2.82	3.05	4.48	4.62	5.65	4.45

Sources: NDAS and USDA, *Agricultural Statistics, 1997*.

* Data was not available for Foster County. This is the district in which Foster is located.

Figure 1.

Farm Level Changes: The number of farms in Foster County and North Dakota mirror the national trend of declining numbers (Table 9). Net farm income in the state has been highly unstable over the past 5 years, and may be partially to blame for the declining farm numbers (Table 10). Cropland values have, however, shown steady increases since 1989 (Table 11).

Table 9. Number of Farms

	1987	1992	1996
Foster County	377	297	
N.D.	35,289	31,123	31,000
U.S.	2,212,960	2,107,840	2,063,010

Sources: County and City Data Books, University of Virginia Library Social Sciences Data Center. Census of Agriculture. NASS.

Table 10. Net Farm Income per Farm (\$ thousands)

	1991	1992	1993	1994	1995	1996
N.D.	14.1	29.6	16.7	26.8	10.6	31.1
Source: NDAS. Data was not available for Foster county of the U.S.						

Table 11. Value of Cropland per Acre (\$)

	1989	1992	1996
Foster County	307	312	378
N.D.	303	318	383
U.S.			
Sources: NASS. Census of Agriculture.			

The Cooperative Enterprise

The Dakota Grower's flour mill and pasta processing plant are located on the same site in Carrington, N.D. Dakota Growers mills its members' durum wheat into semolina which is then used to produce pasta products. This cooperative is one of a few fully-integrated pasta manufacturers in the U.S. Most manufacturers buy their semolina from other milling companies.

Background The Dakota Growers really began with the whole genesis of North Dakota's cooperative revival in 1990 which resulted from a declining economy. The 1980s were a terrible decade for North Dakota causing 18,000 people to leave in-between 1970-1990, 16,000 of whom were rural residents (Campbell, Aug. 1995). "The rural electric cooperatives decided they were in the best position to take action, so we adopted a new economic development philosophy that emphasized rural development through cooperative development," reported Dennis Hill, vice-president and general manager of the North Dakota Association of Rural Electrical Cooperatives (Campbell, Aug. 1995, p. 12). The rural electrics created a formal rural development program (the Vision 2000 economic development plant) and hired Bill Patrie and Jack Piela to run the program. Patrie had previously been an economic development officer for the state. Piela was formerly vice-president of finance for one of the state's major food companies. Their job was to create new rural businesses.

Members/Suppliers The cooperative receives all of its durum from its 1,085 members. Most of the members are located in North Dakota (1,039 or 95.8%) with 60 (5.5%) of them living in Foster county. The other members are located in Minnesota (38 or 3.5%) and Montana (8 or 0.7%). About the same proportion of wheat comes from each state.

Personnel In 1997, Dakota Growers has 274 full-time employees of which 231 are hourly and 43 are salaried (Edgar). Twenty-one hourly, part-time workers are also employed in addition to temporary employees when needed.

Production The Company's facilities are considered state-of-the-art. A mill turns durum wheat into high quality semolina, durum flour and millfeed. The semolina is then transported to the Company's pasta plant, which is in the same complex. The plant uses advanced Italian pasta processing equipment which utilizes ultra-high temperature drying to create a consistent and high quality product (Edgar). In 1996, 3.5 million bushels of durum were delivered and ground in the Company's mill (Walen). With this, the mill produced semolina (68.4%), durum flour (8.5%), and millfeed (24.9%). The plant produced 118.8 million pounds of pasta in 1996. Over 60 different shapes of pasta are produced. The co-op also buys about 10 other shapes from other manufacturers and sells them, a practice common among pasta producers for efficiency reasons (Edgar).

Capacity Expanded in 1996, the mill now has the capacity to grind approximately 7 million bushels of wheat per year (18,500 bushels of durum per day). Originally, it had the capacity to grind about 3.2 million bushels of durum each year. The grain silos can store 360,000 bushels. The pasta plant's annual production capacity was expanded in 1997 from 120 million pounds to 240 million pounds (Edgar). Two new pasta lines were added to the plant in 1997 and it now contains six pasta production lines, three long goods and three short goods lines. A fourth shorts goods line, which will add an additional 30 million pounds of capacity, is on order and expected to be in production in July 1998.

Economic Profile Historically high prices of durum wheat coupled with intense price competition in the dry pasta market has led to slim profit margins for pasta manufacturers (Edgar). Net revenue, cost of product sold, and net income (which is the same as net profit) figures for Dakota Growers are reported in Table 12. The cost of durum, ingredients, packaging and freight constitute a major portion of the cost of product sold. Durum represents almost half of the total cost of product sold. Clearly, these costs increase with increases in sales volumes and durum wheat prices. Overall, however, the Company has done fairly well financially, especially when one factors in its expansion efforts. Net revenues (and sales) have climbed steadily as have net income and patronage dividends. Since organized, the cooperative has paid out \$2,735,000 to farmers.

Table 12. Financial Data for Dakota Growers (in thousands of dollars)

	1997	1996	1995¹
Revenue	69,339	49,558	40,441
Cost of Product Sold	58,357	43,318	35,789
Net Income	6,926	2,618	1,436
Total Assets	68,739	49,894	47,842
Long-term Debt	30,218	19,752	29,097
Working Capital	6,329	8,184	2,400
Property and Equipment Additions	17,837	1,489	1,309
Members' Investments	29,956	24,866	13,497
Total patronage distributions	1,800	935	0
Patronage Dividends per share distributed ²	0.485	0.300	0.0
<p>1. Although data exists for 1993 and 1994, the plant only commenced with full operations in January 1994 and the fiscal year ends July 31. Since only seven months of operations could be calculated for the 1994 year, certain financial comparisons should not be made with those years.</p> <p>2. The patronage dividend reported represents the amount allocated from the previous year. In 1997, the Board allocated a distribution of \$1.00 per bushel which will be distributed in FY 1998.</p> <p>Source: Edgar. 1997 10-K.</p>			

Case Study Methodology

Contact with Dakota Growers Pasta Company began in early October 1997; the cooperative agreed in late October 1997 to participate in the study. An advance site visit was conducted by Gary Goreham on December 12, 1997. Interviews were conducted with officials from DGPC, AgGrow Oils, city government, the Job Development Authority, the Cooperative Extension Service, and the city newspaper. Photographs were taken of the DGPC plant and various sites around the community. The purpose of these interviews was to collect the names, addresses, and telephone numbers of individuals who may be willing to participate in focus groups and interviews with the full research team. Four focus groups were organized from the names provided: (1) DGPC member farmers, (2) DGPC non-member farmers, (3) community residents instrumental in promoting Carrington as a site to locate the DGPC plant, and (4) community residents or agency officials who have been impacted by DGPC. Prior to the final site visit, Kim Zeuli collected secondary data on the economic and sociodemographic background of Carrington and financial information on DGPC.

Goreham conducted an interview with Jack Dalrymple, chair of the DGPC board, on January 14, 1998 at NDSU in Fargo.

A site visit was held on January 15-16, 1998 in Carrington by the full research team (Gary Goreham, Robert King, Evert van der Sluis, Danelle Walker, and Kim Zeuli). Goreham and Zeuli conducted an interview with Tim Dodd, plant manager, on January 15, and Walker conducted an interview with a county extension staff member on the same date. On January 16, King, van der Sluis, Walker and Zeuli toured the pasta plant. Later, Walker conducted an interview with a staff member of the NDSU agricultural experiment station involved in

community development. She also collected newspaper clippings about Carrington's involvement with DGPC between 1989 and 1998 at the *Foster County Independent*.

Goreham, King, and van der Sluis conducted a focus group with the community promoters group at City Hall. All of the initial 13 individuals invited to participate in the focus group agreed to participate; two was unable to come, but was subsequently interviewed, and one did not show. The participants included two Foster County commissioners, an officer of the city's Job Development Authority, an officer of the Economic Development Corporation, a member of the Chamber of Commerce, the city mayor, city attorney, city auditor, two members of the city council, and an officer of another newly-formed cooperative in Carrington. A City Hall employee interested in the topic also sat in as a participant.

Goreham and Zeuli conducted a focus group with agency heads affected by the co-op at City Hall. Of the 13 individuals invited to participate in the focus group, nine agreed to attend, and six showed, which included a City Hall employee interested in the topic. The other participants included a realtor, clergyperson, business owner, police officer, and public works employee.

King and van der Sluis conducted a joint focus group with members and nonmembers of the co-op at the Chieftain restaurant and motel. Originally, a focus group was planned with members and another one for nonmembers. However due to scheduling difficulties and limited participation on the part of members, the two groups were combined. Of 11 nonmembers who were invited to participate, seven agreed to attend, two said "maybe," and two refused. Five nonmembers and two members participated in the focus group.

Each interview and focus group began with a description of the overall project and the specific goals of that interview or focus group. All sessions were tape recorded. Participants were asked to sign an informed consent form.

A form was used to assess the impact of the DGPC on its members, nonmembers, the community and its people, and city government. Participants were asked to complete their respective forms, discuss their responses, and rate the most important positive and negative impacts. The positive and negative impacts listed by the participants were written on newsprint and taped to the wall. The participants rated the impacts by placing a numbered label (1, 2, or 3) next to three positive and three negative items. The numbers were added to derive a rating score for each item.

A second form was used to measure the degree to which the participants believed that selected programming areas were important by using a five-point Likert scale ranging from "very important" to "very unimportant." The information areas were technical assistance, educational programs, and research outputs. Participants were asked if they needed these areas of programming in the past, currently, in the future, or on an on-going basis. At the conclusion of the interviews or focus groups, participants were offered \$20.00 or a copy of the book, *Cooperation Works*, as a way to express thanks.

Transcripts were made from the audio tapes. Content analysis was conducted on the transcripts to determine emergent themes.

Findings from the Focus Groups: Key Events/Decision Points

- 1980s Inception of the idea for the Dakota Growers Pasta Company
- 1991 Formation of Dakota Growers Pasta Company initial board of directors
- 1992 Equity drive for Dakota Growers Pasta Company
- 1992 Sufficient capital raised to proceed with Dakota Growers Pasta Company
- date? Election of board of directors
- date? Hired management team
- date? Solicitation for proposals for the site of the Dakota Growers Pasta Company manufacturing plant
- date? Carrington, ND prepares proposal to locate the manufacturing plant in its industrial park
- June 1992 Selection of Carrington, ND as the site for the manufacturing plant
- date? Carrington begins work on infrastructural improvements
- date? Begin construction of the manufacturing plant
- 1993 Begin production of pasta at the manufacturing plant
- date? Distribution center established in Fargo, ND
- 1996,1997 Expansion of the plant facilities

Impacts of the Cooperative Enterprise on Its Members, Nonmembers, and the City of Carrington, Its People, and Government.

Interviews and focus groups were conducted with a DGPC board member, manager, and farmer members, DGPC farmer nonmembers, community promoters, and heads of agencies and institutions affected by locating the manufacturing plant in Carrington. The positive and negative impacts each group identified are presented in Tables 1, 2, 3a, and 3b. The numbers in parentheses reflect the votes participants made to indicate the relative importance of these effects.

From the Perspective of the Community Promoters

Positive impacts. The participants ranked "attitude change" as the top positive impact of the DGPC on the community (relative weight = 13). When coupled with the third item, "a more positive attitude toward the community" (relative weight = 9), "improved citizen attitudes" (relative weight = 0), and "we-can-do-it-attitude" (relative weight = 0) the issue of community residents' attitudes becomes even stronger (Table 1).

The second highest ranked positive impact pertained to a "more taxable income from property and sales" (relative weight = 12). When coupled with "increased tax base" (relative weight = 4), "increased potential for future tax revenue" (relative weight = 3), "stabilized tax base" (relative weight = 2), and "increased state revenue sharing" (relative weight = 0), the topic of increased tax revenues nearly ties with the top positive impact.

The next highest ranked positive impact was "increases in wages and salaries" (relative weight = 8), and can be coupled with "increase in the number of jobs" (relative weight = 6), "increase in the diversity of jobs" (relative weight = 2), "increased number of high-paid jobs" (relative weight = 0), and "positive impact on wages of other jobs" (relative weight = 0).

"Increased retail" received a relative weight of 6. "Population growth" was weighted as 5. "Expansion of the city" was weighted as 4. Increased real estate values received a relative weight of 2.

Improvements in government were indicated with "better working relationships among government agencies for the common good" (relative weight = 4), "increased awareness of the value of working together" (relative weight = 3), "ability to agree to disagree and a better understanding of the democratic process" (relative weight = 0), "broader citizen participation" (relative weight = 0), and "greater awareness of federal and state programs" (relative weight = 0).

"New infrastructure" (relative weight = 1) may be coupled with "infrastructural improvements/additions" (relative weight = 0) and "strengthening of the infrastructure" (relative weight = 0).

Negative impacts. The participants ranked "cost of the incentive package" (relative weight = 16) as the leading negative impact. It can be coupled with "heavy up-front requirements made by DGPC," (relative weight = 5), and "other businesses want tax abatements similar to those obtained by DGPC" (relative weight = 0) (Table 1).

Infrastructural concerns also were listed as a leading negative impact. "DGPC's needs push community governmental and infrastructural resources to their limits" (relative weight = 16), "higher taxes for infrastructure" (relative weight = 8), "critical demands placed on the

infrastructure," (relative weight = 3), "needs/strain on the existing infrastructure of water and sewage" (relative weight = 0), and "increased costs for infrastructure" (relative weight = 0).

The third leading negative impact pertained to "housing shortages" (relative weight = 15). Also in this category were "apartment shortages" (relative weight = 4), "lack of housing for low-wage earners" (relative weight = 2), and "housing prices are too high" (relative weight = 0).

"Increased criminal activity" (relative weight = 5) was the next leading category of negative impacts. It was related to the "transitory nature of the population" (relative weight = 3), including "educational systems/school needs to adjust to changes in demographics" (relative weight = 0), "people leave without paying their bills" (relative weight = 0), and "people leave without returning library books" (relative weight = 0).

The "labor market crunch/shortage created by employment at DGPC" was weighted 2. "Personal sacrifices made by those involved with economic development efforts" (relative weight = 2) was related to "personal attacks on public officials" (relative weight = 0) and "negative public opinion" (relative weight = 0).

Shortages included "lack of funding" (relative weight = 1), "community not yet big enough for selected services" (relative weight = 1), and "lack of recreational facilities" (relative weight = 1).

From the Perspective of the Community Agencies Impacted by the Co-op

Positive impacts. The participants ranked "new, good jobs" as the most important positive impact of the co-op on the community (relative weight = 10). This was followed by "community residents have an increased pride in the town" (relative weight = 9), "increased population" (relative weight = 8), and "increased tax base" (relative weight = 4). Other responses included "higher wages" (relative weight = 2), "increased housing values" (relative weight = 1), "help to preserve the businesses that already exist in the community" (relative weight = 1), and "more money available to improve the infrastructure" (relative weight = 1) (Table 2).

Other items were listed during the discussion, however they received no points in the ranking procedure. These items included: "community residents have a more positive attitude," "new opportunities," "the town appears to be a very progressive community," "keeps the school, hospital, and other service facilities going," and "government leaders have had to play a leadership role given the population growth."

Negative impacts. The participants ranked "increased criminal activity" as the most important negative impact of the co-op on the community (relative weight = 11). They stated that traffic and drug offenses from the lower-paid, construction workers at DGPC made up the bulk of this crime. This was followed by "tax breaks given to DGPC despite their impacts on the infrastructure" (relative weight = 10) and "housing shortages due to increased number of employees at DGPC" (relative weight = 7). Other items with relative weights of 1 were "increased cost of housing," "impacts on infrastructure," "drain on social services," and "loss of 'small town atmosphere.'" Two items placed on the list but not receiving votes included "DGPC is not on the tax rolls" (although this item was related to the second item on the list) and "increased traffic makes it more difficult to cross the highway" (Table 2).

From the Perspective of the DGPC Board and Management

The board member noted that cash distributions is the leading positive impact for its members. Other positive impacts for members include a market for durum wheat, research on durum wheat, and advice from the cooperative. He believed that having a market for durum wheat through the DGPC durum pool was one of the leading positive impacts for nonmembers. Other positive impacts for nonmembers included more jobs in the region and new crop bids that otherwise would not be offered. He could not think of any negative impacts either the members or the nonmembers.

The manager's comments were similar to those of the board member regarding the financial enhancement for the DGPC members. He stated:

Really it's pretty simple. All we're trying to do is add value to farmers' crops. Our philosophy is to pay market price and add value, and try to stabilize or add value to the total crop. That's what value added co-ops are all about.

Other benefits for the members and nonmembers included providing a market option, market stabilization, and food industry education for farmers. Regarding the DGPC's educational role, the manager stated:

I said [to a member], "It's not that I don't want to take [your durum], it's that you don't want to eat it." So it's an education process for your members. Why don't we want your poor quality grain? It's because you don't want to eat it on your supper table. What we run through here is going to end up on somebody's table.

He did not believe there were negative impacts for members or nonmembers.

The manager believed that community impacts included increased taxes, offering good jobs, and bringing new people into the community. He also stated that a pasta plant is a "very community friendly project" because:

A pasta plant durum mill is probably the easiest thing to satisfy from an infrastructure standpoint of any industry out there. We don't require water. Most of our processing is recycled, including water and all that. What we put down the sewer really comes out of the bathroom or washer. We really don't have a lot to hurt the taxes or infrastructure. Water use is very minimal compared to the size of facility. We didn't cause them a lot of pain for the infrastructure.

From the Perspective of the DGPC Members and Nonmembers

The focus group considered non-members to be the entire community, not just farmers who do not belong to the cooperative. When asked whether the cooperative had any specific positive or negative impacts on non-member farmers, all session participants said that the only general effect was an increase in marketing opportunities, since non-members have been able to market their durum to Dakota Growers.

The positive and negative impacts the group identified for cooperative members are presented in Tables 4a. The numbers in parentheses reflect the votes participants made to indicate the relative importance of these effects. It is noteworthy that the positive effects outnumber the negative impacts five to one and that the positive impacts also have much higher relative importance. Most of the positive impacts are those associated with personal financial

gain. The effect of the tighter labor market for members is that they must pay higher wages and benefits to their employees — again an effect that has an impact on personal income.

The positive and negative impacts the group identified for non-members and the broader community are presented in Table 4b. Again, the numbers in parentheses reflect the votes participants made to indicate the relative importance of these effects. As noted earlier, the session participants emphasized community impacts here, believing that there are few, if any, negative that personally affect non-members. Here it is noteworthy that the negative impacts outnumber the positive impacts thirteen to eight. The positive impacts are considered to have greater weight, however, with the fact that the cooperative has led to a growing community being given the greatest weight.

Priorities for Research

From the Perspective of Community Promoters

"Critical community economic issues" was listed by eight participants as a "very important" research output need. Three items were listed as "very important" by four participants: "case histories of successful and unsuccessful co-ops," "when to use co-op or other organizations forms," and "guidelines for creating a co-op." One individual who was "neutral" regarding "guidelines for creating a co-op" stated that this issue was not the community's responsibility. Two items were listed as "very important" by three participants: "critical success factors for co-ops" and "assessing the economic returns of co-ops." Each research output item was seen heavily as an ongoing need. "Case histories" and "guidelines for creating a co-op" also were seen as a need in the past (Table 3).

From the Perspective of Community Agencies Impacted by the Co-op

"Critical community economic issues" was listed by eight participants as a "very important" research output need. Three items were listed as "very important" by four participants: "case histories of successful and unsuccessful co-ops," "when to use co-op or other organizations forms," and "guidelines for creating a co-op." One individual who was "neutral" regarding "guidelines for creating a co-op" stated that this issue was not the community's responsibility. Two items were listed as "very important" by three participants: "critical success factors for co-ops" and "assessing the economic returns of co-ops." Each research output item was seen heavily as an ongoing need. "Case histories" and "guidelines for creating a co-op" also were seen as a need in the past (Table 4).

From the Perspective of DGPC Board and Management

The board member rated "guidelines for creating a co-op" and "case histories of successful and unsuccessful co-ops" as "important" research needs that were needed in the past. Regarding case histories, he stated, "It would be helpful to have an 'owners manual' on how to proceed. There were no case histories available to us when we first started." He also included "agronomic and cereal chemistry research" as currently "important." The North Dakota State University Cereal Chemistry Department provided assistance in this area. Other areas ("when to use a co-op or other organizational form," "critical success factors," "critical community economic issues," and "assessing the economic returns from co-ops") were rated as "neutral."

The manager stated that one area of research that DGPC needed early on was provided by the Upper Great Plains Transportation Institute at North Dakota State University. He said:

They did an excellent job, to be honest with you. And it was accurate. I go back to their numbers today, and you can pinpoint [transportation numbers] right on the nose. If its going to be a big facility, it will require a lot of transportation in and out.

From the Perspective of DGPC Members and Nonmembers

Participants rated nearly all potential programming areas as either "very important" or "important." Technical assistance on strategic planning and research on critical success factors for cooperatives and on critical community issues were ranked most important. Technical assistance for financial planning and educational programming on cooperative basics were given

the lowest ratings, although both were considered important. With regard to the timing of programming, nearly all areas were considered to be important on an ongoing basis (Table 5).

Priorities for Educational Programming

From the Perspective of Community Promoters

"Public finance" was listed by seven participants, as a "very important" educational program need. It was followed by "community economics" (N=6 for "very important"), "leadership training" (N=5 for "very important"), and "cooperative basics" (N=3 for "very important"). Regarding "leadership training," one participant stated that leaders can be strengthened through training, but cannot be created. One individual wrote in "community forums on the benefits of industry" as a "very important" educational program need. Each educational program item was seen heavily as an ongoing need (Table 3).

From the Perspective of Community Agencies Impacted by the Co-op

"Leadership training" was rated as "very important" by four of the six participants. It was seen particularly as an ongoing need, as well as current and future. "Public finance" and "community economic principles" were each rated as "very important" by half of the participants. Both were seen as past, current, and ongoing needs. One participant noted, "Many people don't understand what the community has done to help finance the co-op." Another participant commented, "If the Center is going to be a leader in developing cooperatives, they need to provide assistance to *people* developing the business" (Table 4).

From the Perspective of DGPC Board and Management

The board member reported that education programs that address "leadership training," "public finance," "community economics," "member communications," and "advanced structures of cooperatives" were "important." He rated "cooperative basics" as "neutral." Regarding "community economics," he stated:

I know of cooperatives that have surveyed 25 communities in North Dakota several times now. It probably could have been done once and updated by somebody.... It is harassment because an economic development group always does work on a volunteer basis. It's a huge imposition. Of course their proposals will be slightly different for each project, but 95% of the basics and information will remain the same.

The manager highlighted the need to train skilled, manufacturing labor. He stated that they used services from the North Dakota State School of Science in Wahpeton, North Dakota and a vocational agriculture and a computer teacher from the local high school. He said:

To me it's still the on-going problem with a manufacturing plant -- adequate training at start-up without importing all your people. Importing people costs too much money. That's one area where we need help, and it's still a problem. It's still the lack of proper training of all our employees. It's still an on-the-job training issue. We need classroom and on-the-job training. You never have enough trainers to go around.

From the Perspective of DGPC Members and Nonmembers

"Leadership training" was rated as "very important" by four of the six participants. The believed this type of education programming would be useful currently, in the future, and on an

on-going basis. This programming area was followed by "public finance" and "community economic principles" (N=3 for "very important"). The need for "cooperative basics" ranged from "very important" (N=2) to "neutral" (N=2). The need for these last three programming areas were believed to be in the past, currently, and on-going (Table 5).

Priorities for Technical Assistance

From the Perspective of Community Promoters

"Strategic planning" was listed by nine of the 11 participants as a "very important" technical assistance need. It was followed by "market research" and "risk assessment," each with eight participants reporting them as "very important" needs, and by "financial management," with seven participants reporting it as a "very important" need. "Business planning" (N=6 for "very important"), "engineering and technology" (N=3 for "very important"), and "legal assessment" (N=3 for "very important") also were listed. Each technical assistance item was seen heavily as an ongoing need (Table 3).

From the Perspective of Community Agencies Impacted by the Co-op

"Marketing research" was reported by all six of the participants as a "very important" programming area for the Center. This was seen as a current, future, and ongoing need. Second, "strategic planning" was reported by five of the six participants as a "very important" programming area. It was a past, current, and future need. Third, "economic impact forecasting" was rated as a "very important" programming area by four of the participants, primarily with current and future needs. "Impact assessment" was rated as "very important" by half of the participants, with past, current, and future needs. Regarding "impact assessment," one of the respondents said, "We would have gone ahead with the DGPC project regardless, but it would have been nice to know ahead of time what were the impacts -- like housing. But this is true regardless of the type of business, whether a co-op or a private business" (Table 4).

From the Perspective of DGPC Board and Management

The board member wrote in technical assistance for "communications" as "very important" for the investors/members. He stated:

I personally went into the NDSU Communications Department and got a lot of help from them in putting together presentations on the project. To my knowledge, that really is not readily available anywhere else except at a rather severe cost.

He rated technical assistance for "market research" and "engineering and technology" as "important." Although he noted that they did most of the market research themselves, he was always in need of supplementary market research. By this, he meant:

[You may wish] to establish . . . that there is an opportunity in a particular market segment . . . You might want to get more data on the size of the market or how it's supplied currently in order to put together a rationale for your conclusions. That can be done privately as well, but if we can get public assistance on that and get some money, it's always helpful.

The board member rated technical assistance in the areas of "risk assessment," "business planning," and "financial management" as important. "Risk assessment" was handled through an accounting firm and the bank; "business planning" was handled through an accounting firm and

their own market research. He stated that "financial management" was something that they would want to carry through their own resources.

Technical assistance in the areas of "strategic planning" and "legal assistance" were rated as "unimportant." He stated:

Our strategic planning was really built into our business concept from the very beginning, so we weren't really looking for help on that. Legal assistance -- frankly, in financial management, we really don't think we would be comfortable in anything but hiring our own professional help on that.

When pressed as to where DGPC found professional help, the board member stated that it was just a matter of asking the appropriate people who had the best reputation, who have been through the process already as a cooperative or have actually used the law firm in question.

One technical assistance need highlighted by the manager was for mediation as an on-going service as the plant is being built and as it expands its facilities in the future. He stated:

The more I think about it, it's about expansion. What's going to be our challenges as we continue to expand this facility. We could probably use [the Center for Cooperative Enterprise] more than anything as a mediator. We have a big expansion project. We've gone through several expansions. Sometimes we run into a little difficulty with the local politicians when it comes to tax abatements. This is a service you should offer the businesses when they come in.

From the Perspective of DGPC Members and Nonmembers
(Table 5)

Factors Related to Farmers' Decision to Join the Cooperative and Implications for The Center's Programming

We spent approximately forty minutes discussing these farmers' decisions about purchasing or not purchasing shares in Dakota Growers. The participants were forthcoming with responses to all three of our questions, and the fact that a wide range of decisions was represented in the group seemed to be a positive factor in the discussion.

Reasons for Participation/Non-Participation

The session participants were first asked to identify reasons for purchasing or not purchasing (or selling) shares in Dakota Growers. Responses are summarized in Table 7a. The five session participants who had at some time purchased shares provided reasons for purchasing shares. The five session participants who had either never purchased shares or had sold the shares they did purchase provided reasons for not purchasing or selling shares. After identifying as many reasons as possible on each side, session participants were asked to identify those that were most important for them. It should be noted that they were not limited as to how many items they could vote for.

Looking first at reasons for purchasing shares, it is noteworthy that the respondents were unanimous in identifying the good of the community as an important reason for purchasing shares. Several participants stated that they purchase shares in hopes that their support would help Carrington be the site selected for the pasta plant. Self interest — the desire to add value to farm products and duplicate the success of other coops — also played an important role in the decision to invest. However, one participant noted that, while the required investment was not inconsequential, the expected cash flows from membership were small relative to the total cash flows for his entire operation. Several others concurred that they would not have been comfortable making an investment so large that it would have jeopardized their financial position had the cooperative failed. Finally, the remaining two reasons for investment are related to confidence in the quality of the management team and the reliability of the feasibility statement.

Looking next at reasons for not purchasing or selling shares, financial constraints and concerns about the riskiness of this venture were important. All participants agreed that the cooperative's success had exceeded expectations, but it was not clear at the beginning that this would be the case. Inability to raise durum was an important factor in the decision of two of the session participants. Also, there was discussion about the fact that disease problems in the area have made it very difficult for farmers to raise durum that meets the standards of the plant. Even farmers who belong or have belonged to the cooperative have not been able to deliver durum they have produced. Rather, they have been forced to purchase elsewhere the durum they were obliged to deliver. Finally, there was some lively discussion about the fact that purchasing these shares is very much like purchasing shares in any business, especially in light of the problems members have in growing durum that can be delivered to the plant. One session participant noted that he might prefer to diversify his investments by purchasing stock in companies outside of the agricultural sector.

Information Used to Make the Participation Decision

Next, the session participants were asked to identify types of information they used in making their decision about participation in Dakota Growers. Responses were divided into types of information that supported the decision to invest and types of information that did not support investment. Responses are summarized in Table 7b. On the positive side, it is noteworthy that session participants place considerable weight on the written information provided by the cooperative planning team and on the opinions of others. A formal budget of impacts for the farm did not play an important role in anyone's decision to invest. It is also interesting that the informational meetings about the cooperative were not viewed as important in the investment decision. On the negative side, personal factors, such as production potential, financial position, and budgeting were important factors, as was knowledge of failures elsewhere.

Sources of Information for the Participation Decision

This segment of the discussion forum ended with identification of important sources of information for the investment decision. At the end of the discussion, session participants were asked to identify the three most important sources. Responses are summarized in Table 7c. The conclusion that seems to emerge from these results is that these farmers relied on analysis done by local institutions — the economic development office and Carrington Research Center — and by the proponents of the cooperative — the feasibility study and other materials distributed by the planning committee. Neighbors and the encouragement and local bankers were also important information sources.

Key Opportunities/Challenges

This discussion session elicited the views of farmers in and around the Carrington community about the decision to join Dakota Growers, about the need for programming by our proposed center, and about the impacts of Dakota Growers. These farmers clearly have a positive view of Dakota Growers, even though most do not currently belong to the cooperative. They also have a realistic and remarkably sophisticated understanding of both the positive and negative impacts of the cooperative on individuals and the community. The group had a generally positive opinion of most of the possible programming areas for a Fund for Rural America Center for Cooperative Enterprise. They questioned, however, how we would be able to deliver our programming to communities like their own. This is a question that deserves careful attention as we develop a vision and strategy for the proposed center.

Summary and Conclusions

Synthesis of findings: research educational, and technical assistance needs.

Characteristics of this particular community that may have influenced the perceived needs

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Table 1. Impacts of the Dakota Growers Pasta Company on the Town, People, and City and County Government (Community Promoters, Carrington, ND, January 1998).

Positive Impacts	Negative Impacts
Attitude change (13)	Cost of the incentive package including the need by community members to follow through/honor commitments (16)
Increased tax base (more tax income from property and sales) (12)	DGPC's needs pushes community governmental and infrastructural resources to their limits (16)
A more positive attitude toward the community (9)	Housing shortage (15)
Increases in wages and salaries (8)	Higher taxes for infrastructure (8)
Increase in the number of jobs (6)	Increase in criminal activity, drugs, and family and social problems -- all attributable to an influx of population (5)
Increased retail (6)	Heavy up-front requirements made by DGPC to locate the plant in Carrington (e.g., railroad) (5)
Population growth (5)	Apartment shortage (4)
Expansion of the city (4)	People come in and out; transitory population (3)
Increased tax base (4)	Critical demands placed on the infrastructure (3)
Better working relationships among government agencies for the common good (4)	Labor market crunch/shortage created by employment at DGPC affects the retail and health care industries (2)
Increased potential for future tax revenue (3)	Lack of housing for low-wage earners (2)
Increased awareness of the value of working together (3)	Personal sacrifices made by those involved with economic development efforts (2)
Increase in the diversity of jobs (2)	Lack of funding (1)
Stabilized tax base (2)	Community is not yet big enough for its services (1)
Increased real estate values (2)	Lack of recreational facilities (1)
New infrastructure (1)	Housing prices too high (0)
Positive impacts "feed on themselves" as one	Needs/strain on the existing infrastructure

improvement leads to another improvement (0)	of water and sewage (0)
Improved citizen attitudes (0)	Need to annex and develop new land (0)
Not just a "we can do it attitude," but a "they can do it attitude" (0)	No investment opportunities for investors; no investment incentives (e.g., housing) (0)
Ability to agree to disagree; better understanding of the democratic process (0)	Educational system/schools need to adjust to changes in demographics (e.g., English as second language courses) (0)
Broader citizen participation (0)	People leave without paying their bills (theft) (0)
Increased number of high-paid jobs (0)	People leave without returning library books (0)
Infrastructural improvements/additions (e.g., airport and transportation) (0)	Competition for money with other communities in North Dakota (0)
Positive impact on wages of other jobs (0)	Difficulty in planning for an uncertain future (0)
Carrington is attracting attention from other communities/regions; is "on the map" (0)	Reliance on volunteers from the community to do economic development projects (0)
City obtained notoriety (0)	Governmental administrative costs (0)
Decline in average age of community residents (0)	Personal attacks on public officials (0)
Willingness to invest (0)	Negative public opinion (0)
Increased state revenue sharing (0)	Increased costs for infrastructure, police, etc. (0)
Greater awareness of federal and state programs (0)	Timing difference between costs incurred now versus revenue obtained later (0)
Establishment of a new industrial park (0)	Other businesses want tax abatements similar to those obtained by DGPC; an issue of fairness (0)
Co-ops are active in the community (0)	Increased burden placed on local governments (e.g., increased paperwork) (0)
Increased demand for rail service (0)	Citizen/political impasses (0)
Strengthening of the infrastructure (0)	
Community got "cleaned up" (0)	
New houses were build (0)	

Table 2. Impacts of the Dakota Growers Pasta Company on the Town, People, and City and County Government (Agencies Impacted by DGPC, Carrington, ND, January 1998).

Positive Impacts	Negative Impacts
New, good jobs (10)	Increase in criminal activity (traffic and drug offenses) from lower-paid workers at DGPC (11)
Community residents have an increased pride in the town (9)	Tax breaks were given to DGPC, but the co-op still has impacts on the infrastructure that they don't have to pay for through taxes (10)
Increase in population (8)	Housing shortage due to the increased number of employees who have moved into the region to work at DGPC (7)
Increased tax base (increased house valuations; 1 mill generates more money; more houses and small businesses have increased the tax base) (4)	Increased cost of housing (1)
Higher wages (2)	Impacts on infrastructure (1)
Increase in housing values (1)	Drain on social services (1)
Helps to preserve the businesses that already exist in the community (1)	Carrington lost the "small town atmosphere" in that there are more strangers in the town, and transitory workers (construction) do not become part of the community (1)
More money is available to help improve the infrastructure (1)	DGPC is not on the tax rolls (0)
Community residents have a more positive attitude; everyone likes to run with a winner (0)	Increased traffic makes it more difficult to cross the highway (0)
New opportunities (0)	
The town appears to be a very progressive community; it has a positive reputation around the region (0)	
Keeps the school, hospital, and other service facilities going (0)	
Government leaders have had to play a leadership role given the population growth (0)	

Table 3a. Impacts of the Dakota Growers Pasta Company on Members (DGPC Members/Nonmembers, Carrington, ND, January 1998).

Positive Impacts	Negative Impacts
Added financial security (16)	Labor market - wage and benefit increases (4)
Awareness of community as a commercial center (8)	
Return on investment (7)	
New grain marketing alternative (4)	
Share value increase (3)	

Table 3b. Impacts of the Dakota Growers Pasta Company on Nonmembers/Community (DGPC Members/Nonmembers, Carrington, ND, January 1998)

Positive Impacts	Negative Impacts
Growing community (13)	Low unemployment (5)
Contributions to the community (4)	Influx of "outsiders" who are not community-minded (4)
Jobs, wages, tax base increases (3)	Clash of corporate mentality with community mentality (3)
Increased tax base and multiplier effect (1)	Increase in crime (2)
Increase in housing values (0)	Unfair tax advantages (2)
Low unemployment (0)	Tax burden increase (1)
Another market alternative (0)	Increased traffic (1)
New business (0)	Increase in housing prices (0)
	Tax inflow delayed (0)
	Newcomers have unrealistic expectations about service provisions (e.g., plowing roads) (0)
	Wield power in community (0)
	Leaders of cooperative have educational advantage over locals (0)
	Wear and tear on roads (0)

Table 4. Importance of Possible Fund for Rural America Programming (Community Promoters, Carrington, ND, January 1998).

Programming Area	NA	VI	I	N	UI	VUI	P,C,F,O
Technical Assistance							
Strategic planning		9	2				PCCOOOOOOO
Legal assessment		3	6	1	1		PPFOOOOOO
Market research		8	3				PCFFFOOOO
Risk assessment		8	3				PCFOOOOOO
Business planning		6	5				PPFFOOOOO
Engineering and technology		3	7	1			PFFFOOOOO
Financial management		7	4				PFFOOOOOO
Educational Programs							
Leadership training		5	4	2			FFOOOOOOO
Cooperative basics		3	4	3	1		PFFOOOOOO
Public finance		7	3	1			FFFOOOOOO
Community economics		6	4	1			FFFOOOOOO
Community forums on the benefits of industry		1					F
Research Outputs							
Case histories of successful and unsuccessful co-ops		4	5	1		1	PPPPFOOOO
When to use co-op or other organizational forms		4	4	2	1		PPCFFFOOO
Critical success factors for co-ops		3	7	1			PPFOOOOOO
Critical community economic issues	1	8	2				PFOOOOOO
Assessing the economic returns from co-ops	1	3	5	1	1		PPCOOOOOO
Guidelines for creating a co-op		4	2	4		1	PPPPFFFOO

KEY: NA= not applicable; VI=very important; I= important; N= neutral; UI=unimportant; VUI= very unimportant; P= past; C= current; F= future; O= on-going.

Table 5. Importance of Possible Fund for Rural America Programming (Agencies Impacted by DGPC, Carrington, ND, January 1998).

Programming Area	NA	VI	I	N	UI	VUI	P,C,F,O
Technical Assistance							
Strategic Planning		5	1				PPCCCFFO
Legal Assessment	1	2	3				PPCCCFO
Market Research		6					CCCFFOO
Impact Assessment		3	3				PPCCCFFF
Economic Impact Forecast		4		2			PCCFFO
Educational Programs							
Leadership Training		4	2				CCCFFOOOOO
Cooperative Basics		2	2	2			PPPCCOO
Public Finance		3	2	1			PPCCCCFOOOO
Community Economic Principles		3	2	1			PPCCFOOOOO
Research Outputs							
Case histories of successful and unsuccessful co-ops		2	1	2	1		PCCFOO
When to use co-op or other organizational form	1	1	3		1		PPCCO
Critical success factors for co-ops	1	3	2				PPCCCFOOO
Community economics		2	3		1		CCCCFFOOO
Assessing the economic returns from co-ops		4	2				CCFPOOOO
Guidelines for creating a co-op		2	2	1			CPPOO

KEY: NA= not applicable; VI=very important; I= important; N= neutral; UI=unimportant; VUI= very unimportant; P= past; C= current; F= future; O= on-going.

Table 6. Importance of Possible Fund for Rural America Programming (DGPC Members/Nonmembers, Carrington, ND, January 1998).

Programming Area	NA	VI	I	N	UI	VUI	P,C,F,O
Technical Assistance							
Strategic planning		6	1				PPOOOO
Risk assessment		3	4				COOOOO
Market research		7					OOOOOO
Financial management		5	1	1			OOOOOO
Educational Programs							
Leadership training	1	5	1				COOOOO
Cooperative basics	1	3	1	2			PCOOOO
Board of Director training	1	4	2				POOOOO
Risk assessment and management	1	5	1				COOOOO
Research Outputs							
Case histories of successful and unsuccessful co-ops		4	3				PPOOOO
When to use co-op or other organizational forms		4	3				PPOOOO
Critical success factors for co-ops		6	1				POOOOO
Critical community economic issues		6	1				POOOOO
Assessing the economic returns from co-ops		5	2				OOOOOO
Guidelines for creating a co-op		4	3				PPPOOO

KEY: NA= not applicable; VI=very important; I= important; N= neutral; UI=unimportant; VUI= very unimportant; P= past; C= current; F= future; O= on-going.

Table 7a. Reasons for Participation or Non-Participation in Dakota Growers.

Reasons for Purchasing Shares (5 Respondents)	Reasons for Not Purchasing or Selling Shares (5 Respondents)
Good for the community (5)	Financial constraints (3)
Quality of the management team (3)	Too much risk (1)
Credible people who did feasibility study (1)	Cannot raise durum on my farm (3)
Add value to farm products (2)	Shares are assessable — could lead to unexpected cash flow requirements (1)
Duplicate success of other New Generation coops (2)	Potentially no or low return on investment — other good uses for money (2)
	Quality of management

Table 7b. Information Used to Make the Participation Decision

Information Supporting Investment	Information Not Supporting Investment
Word that the facility would come to Carrington (5)	Knowledge that durum could not be grown on my farm (1)
Fact that the proposal was well-received by other operators (3)	Previous failures of cooperatives (1)
Informational meetings (0)	Knowledge of my own financial position (1)
Prospectus (2)	Budget of impacts to own business (1)
Feasibility study (2)	
Personal contacts from friends and neighbors — persuasive but not "high pressure" (1)	
Budget of impacts to own business (0)	

Table 7c. Sources of Information for the Participation Decision

Sources of Information	
Neighbors (3)	Durum Growers Association (0)
Carrington Research Center (4)	Local economic development people (7)
Feasibility study (4)	Local banking institutions (3)
Handout materials from the Planning Committee (2)	Mayor (0)