

a total value of about \$600,000. One manager serves both plants. Orange-ade and tomato juice, as well as dairy products, are sold on approximately 72 wholesale and retail routes. Three of the retail trucks are used to make sales to factory employees during the lunch hour. The employees' pay roll amounts to more than \$5,000 a week. The business of Dairy Distributers, Inc., Cooperative in the fiscal year ended April 30, 1940, amounted to \$1,138,000.

Other distributing associations.—Other milk distributing associations in Wisconsin include the Twin Ports Cooperative Dairy Association at Superior and the Kenosha Milk Producers Association.

The Twin Ports Cooperative receives milk from both Wisconsin and Minnesota farmers, and markets it in Superior and Duluth, distributing to retail stores and not directly to consumers. It has pioneered in bottling milk in paper containers. Substantial quantities of butter and milk powder are produced and marketed. Butter not sold locally is marketed through Land O'Lakes Creameries. Business activities for the fiscal year ended September 30, 1940, aggregated \$750,000.

The Kenosha Milk Producers Association carries on a variety of business activities for approximately 185 patrons. It bargains for the price to be paid the producers who deliver milk to private dealers in the Kenosha market, and also owns and operates two plants. The co-op not only makes more than 50 percent of the retail sales in Kenosha, but also sells at wholesale to other distributors in this market. About 60 of the patrons are "Chicago Grade A men," whose milk the association ships

to the Chicago market. The cooperative sold fluid milk in 1939 aggregating over \$375,000; butter, \$50,000; and cream for manufacturing \$2,000. It was organized in 1921.

There are several other types of dairy cooperatives in the State, including milk marketing associations, wholesale milk receiving stations, cream stations, and associations that specialize in the manufacture of a variety of dairy products.

Byproducts and Specialties Add to Dairy Income

In addition to cooperative sales of fluid milk and cream, butter, and cheese, many other dairy products are handled cooperatively as byproducts, side lines, or specialties. Findings of the national survey of farmer cooperatives show that associations in Wisconsin or neighboring States in 1936 made sales of dried milk for Wisconsin co-op patrons aggregating \$4,825,000. There were also cooperative sales of casein amounting to \$802,000; fluid skim milk to \$157,000; buttermilk \$124,000; and whey \$8,000. In addition to these products, cream for manufacturing was sold in the amount of \$2,872,000, ice cream \$31,000, and other dairy products \$654,000. It is probable that a large portion of the manufacturing cream was whey cream from cheese making and that a large portion of the sales of other dairy products was accounted for by sales of evaporated milk.

Throughout the State many dairy cooperatives of various types manufacture a number of these products as a side line. Several co-ops also manufacture large volumes of some of these products as their major activity.

Consolidated Badger Cooperative.—

The Consolidated Badger Cooperative at Shawano in northern Wisconsin is one of the large associations selling a variety of dairy products. Wholesale and retail sales of milk and cream aggregated \$650,000 in 1939, and other dairy products were marketed for over \$1,350,000. Millions of pounds of whole milk were manufactured during the year into such products as evaporated milk, butter, milk powder, cheese, and ice-cream mix. Many of these manufactured products, especially butter and evaporated milk, are sold through Land O'Lakes Creameries, Inc. Milk is not manufactured into butter when it can be used for a product that will yield a higher net return. The co-op has a large up-to-date plant at Shawano. It owns and operates branch plants at Eland, Tigerton, and Bonduel, in Shawano County, and another at Appleton in Outagamie County, which borders Shawano County on the south. The Appleton plant was taken over when a group of farmers there became members of the Badger co-op in 1938.

The association ships to the Chicago market a large volume of cream and some milk for those producers whose farms have been inspected for the sale of milk on the Chicago market. In Appleton and other areas in the Fox River Valley, the co-op sells at wholesale and retail fluid milk and cream, as well as other products such as cheese, butter, chocolate milk, and an orange drink.

All told, more than 1,400 farmers are patrons of this co-op. The association reports that the average price patrons received in 1939 for all milk was 19 cents per hundred pounds

higher than the average paid in the entire State. When the association was formed 9 years earlier, the average price received in Shawano County was 12 cents less than the State average. Organized on a capital-stock basis, the cooperative has paid a patronage stock dividend on a butterfat basis each year since 1933. At the end of 1939 these dividends totaled more than \$189,000, which was 44.6 percent of the amount invested in common stock.

Not long after the organization of the co-op in 1930, the management was faced with many serious problems due to low milk prices resulting from the economic depression. At that crucial time the decision was reached to keep the members informed at all times of problems and policies. As a result the co-op has been able to develop membership responsibility throughout the territory as well as strong membership support. Keeping the farmer-directors currently advised of the status of all departments of the business is another constructive activity of this farmers' organization. A semi-monthly operating statement is prepared for the directors, as well as monthly reports on such matters as the condition of the property, improvements needed, the condition of loans and mortgages, operating capital available, inventories, and the program of operation and sales for the following month.

Revolving-Capital Plan Is Popular

This cooperative has developed a revolving-capital plan of operation that is very popular with the farmers. Rather large sums of money are required as working capital during cer-