

NCBA CLUSA

The National Cooperative Business Association • CLUSA International



ROOTED, RESILIENT, READY



2023 ANNUAL REPORT

**THE NATIONAL COOPERATIVE BUSINESS
ASSOCIATION CLUSA INTERNATIONAL (NCBA
CLUSA) IS THE PRIMARY VOICE IN THE UNITED
STATES FOR PEOPLE WHO USE COOPERATIVES
TO BUILD A MORE INCLUSIVE ECONOMY.**

MISSION

Our mission is to develop, advance and protect cooperative enterprise.

VISION STATEMENT

NCBA CLUSA works to build a better world and a more inclusive economy that empowers people to contribute to shared prosperity and well-being for themselves and future generations. By leveraging the shared resources of the cooperative movement, we seek to engage, partner with and empower people from all walks of life—particularly those left behind by a shifting economy and facing the greatest economic and societal barriers. We achieve this vision through collaborative partnerships in development, advocacy, public awareness and thought leadership.



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ROOTED, RESILIENT, READY

2023 ANNUAL REPORT

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MESSAGE FROM THE CHAIR AND CEO

As people-centered businesses, cooperatives can solve some of the biggest challenges we face—from climate change to threats to democracy. Cooperators know this, but it's time others do as well. We look forward to working with you to tell that story!

We are excited to present the 2023 Annual Report, reflecting the work we do in partnership with our members to forward our mission of developing, advancing and protecting cooperatives. While our mission is rooted in the long and deep legacy of cooperation, our work is focused on the future. This is especially true today as we prepare for the United Nations' second International Year of Cooperatives in 2025. In their proclamation, UN leaders from around the world recognized co-ops as a preferred strategy for "people seeking the fullest possible participation in the economic and social development of local communities." This year and into 2025, we are intently focused on telling the co-op story and leveraging that story to advocate for better policy.

The International Year of Cooperatives provides you, the members of NCBA CLUSA, a unique opportunity to tell your co-op story in a way that helps improve the policy environment for cooperatives. For the remainder of 2024, we will be collecting stories and data that show how cooperatives build a better future. You can help by sharing your co-op story. In June—in coordination with DotCoop—we will create a platform for your story submissions. Late this year, we will compile these stories and data from the cooperative community so you have the tools to tell the co-op story in 2025 and beyond.

We need to tell our story in new and compelling ways so more people are aware of the cooperative difference. Critically, this story amplifies our advocacy for cooperatives. For co-ops to succeed, we need federal, state and local policy that enables rather than creates hurdles for people seeking to use cooperatives. Our members are our best advocates, which is why we are excited to support you in our virtual Hike the Hill this May and our in-person Hike the Hill during the 2024 Cooperative IMPACT Conference in October. These events complement the constant drumbeat of advocacy we lead on your behalf.



As we take a clear-eyed look at the future, we see continued challenges around inequality, climate change, the changing nature of work and our democratic institutions. Cooperatives are designed to make sure everyone can play a part in how we address these generational problems. Co-ops put people at the center of the solution. And while people in the co-op community know this, it is time others do as well. We look forward to working with you to tell that story!



ESTEBAN KELLY
CHAIR
NCBA CLUSA
BOARD OF DIRECTORS



DOUG O'BRIEN
PRESIDENT AND CEO
NCBA CLUSA

MEMBERSHIP

In 2023, NCBA CLUSA's membership team worked to make our association the best place for cooperators who want to connect with and benefit from the collective thought, knowledge and leadership of the cooperative community.

NCBA CLUSA closed the books in December 2023 with 235 members, 191 of which are cooperatives. From consumer co-ops and credit unions to worker co-ops and rural electric associations, our membership represents all sectors of the U.S. economy, making NCBA CLUSA the only cross-sector cooperative membership organization elevating the national conversation around a trusted, proven way to do business and build community. Membership with NCBA CLUSA also connects U.S. cooperatives with a global community of more than 1.2 billion cooperators through our membership and representation in the International Cooperative Alliance.

EXPANDING OUR CO-OP CIRCLE

Co-op Circle is an online community for NCBA CLUSA members and stakeholders to share ideas, get feedback and be part of engaging discussions, events and more. Our Co-op Circle platform found its groove in 2023, offering an inclusive and inspiring space to connect and monthly Co-op Circle Happy Hours. The most active online co-op circle conversations centered on supporting co-op startups and connecting with vendors and partners to expand a co-op business strategy. With

400+ members in 2023, we're empowering the co-op community to connect and build true "cooperation among cooperatives" in the spirit of Principle 6.

We expanded our Co-op Circle in 2023 by activating volunteer councils in partnership with a new roster of co-chairs. This community of dedicated co-op thought leaders accomplished the foundational work of creating volunteer council charters, goals and key activations. These councils are designed to expand access to thought leaders within our membership and provide a pathway for board of director service. Volunteer leadership is essential infrastructure for the co-op ecosystem, creating tremendous opportunities for personal and professional development within cooperatives and associations.

CENTERING PRINCIPLE 6

In May, executives from 30 of the nation's largest and most influential cooperatives gathered at National Co-op Bank (NCB) headquarters in Arlington, Virginia for NCBA CLUSA's second annual Cooperative Executive Roundtable. One key theme that emerged throughout the day is the need for more cross-sector cooperation among cooperatives—whether to bolster cybersecurity,



"Invite people who make you uncomfortable. That's how we grow. And if we aren't growing, that is how this movement dies," Emma Hayes, Chief Culture Officer at State Employees Credit Union, said during a conversation on diversity at the 2023 Cooperative Executive Roundtable.



From left: Dr. Astrid Scholz, Managing Partner of Armillaria and Co-Founder of Zebras Unite; Peter Muhoro, PhD, Chief Strategy, Technology & Innovation



connect co-op entrepreneurs with seed capital or use data to maximize member value. Co-op executives also discussed how identifying and operating as a co-op differentiates their businesses from the competition. A critical area in which cooperatives can sharpen their market edge is by diversifying board demographics and recruitment policies. Executives closed the roundtable by discussing policy opportunities for co-ops to work together to enable a more inclusive economy.

EMBRACING OUR IDENTITY

In 2023, NCBA CLUSA and the International Cooperative Alliance (ICA) launched a strategic partnership to raise awareness of the ICA’s #CooperativIdentity consultation process. Through a webinar series, we considered the intersection of equity, inclusion and co-op identity; how co-ops can leverage Principle 6 to advance peace, justice and strong institutions; and how to maximize co-op impact without compromising autonomy. This work continues in 2024 and will inform whether the Statement on the Cooperative Identity has stood the test of time, or should better reflect what it means to be a co-op in the 21st century.

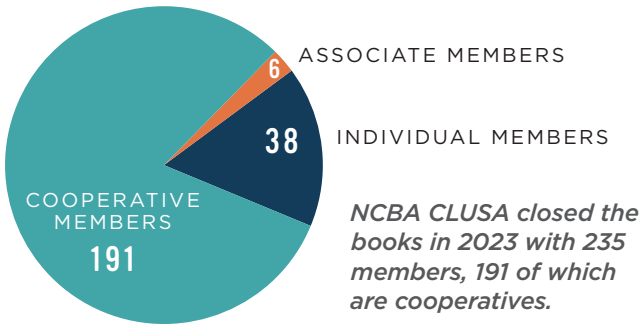
TOP 5 MOST ATTENDED EVENTS IN 2023

Here are the key topics that most resonated with NCBA CLUSA members and stakeholders in 2023.

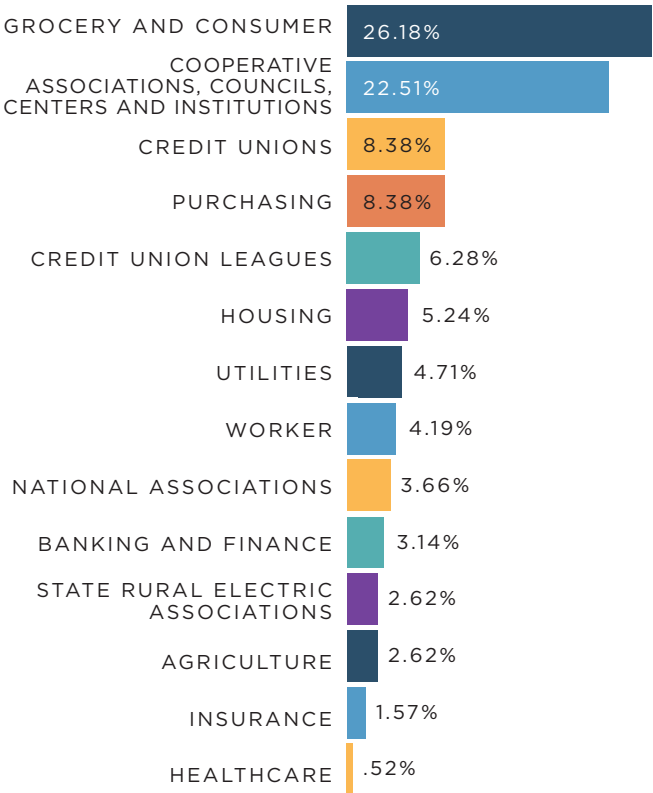
- 1. Co-op Circle Town Hall Discussion: Equity, Inclusion and Owning our Co-op Identity
- 2. Advancing Co-op Development Around the World: Lessons Learned, Tools Developed
- 3. Limited Equity Cooperatives and Community Land Trusts: Affordable Housing Partnerships that Work
- 4. Cooperating Toward Peace, Justice and Strong Institutions: A Principle 6 Conversation
- 5. Strengthen Your USDA Grant Application Ahead of May 16 SDGG Deadline

NCBA CLUSA members and stakeholders at the Co-op Identity Reception hosted by REI Co-op’s Flagship Store in Washington, DC during the 2023 Cooperative IMPACT Conference.

MEMBERSHIP BREAKDOWN BY CATEGORY



MEMBERSHIP BREAKDOWN BY SECTOR



ADVOCACY

Throughout 2023, NCBA CLUSA's advocacy team worked to demonstrate that cooperatives are a community-driven, time-tested and shovel-ready policy solution to tackle many of today's biggest challenges.



MET WITH
130+
CONGRESSIONAL
AND
ADMINISTRATION
OFFICES



AT IMPACT 2023,
47 COOPERATORS
MET WITH
35
CONGRESSIONAL
OFFICES
DURING HIKE
THE HILL



SECURED
INTRODUCTION OF
KEY FARM BILL
MARKER BILLS
TO REAUTHORIZE
PROGRAMS
THAT IMPACT
COOPERATIVE
DEVELOPMENT



PRESERVED FUNDING
FOR THE RURAL
COOPERATIVE
DEVELOPMENT GRANT
(RCDG) PROGRAM
\$5.8 MILLION
AND COOPERATIVE
DEVELOPMENT
PROGRAM AT
\$18.5 MILLION

THE FUTURE OF RURAL DEVELOPMENT POLICY

In July, a coalition of more than 80 national, regional, state, local and grassroots organizations working with rural communities met in Washington, DC for the 2nd Annual Rural Innovation Summit. NCBA CLUSA, in partnership with the National Association of Counties (NACo) and Rural Community Assistance Partnership (RCAP) convened members of the Rural Network

at NACo headquarters for a day of networking and collaboration among rural development experts focused on addressing agricultural challenges and improving the Rural Development Title of the 2023 Farm Bill. The summit spurred an interactive, action-oriented discussion on the future of rural development policy in the U.S. Following remarks from Chair of the Senate Agriculture Committee Sen. Debbie Stabenow (D-MI), NCBA CLUSA president and CEO Doug O'Brien moderated a panel discussion on Farm Bill priorities.



NCBA CLUSA's Director of Government Relations Aaliyah Nedd (far left) and president and CEO Doug O'Brien (second from right) with Deputy Secretary of Agriculture Xochitl Torres Small (third from right) and members of the Rural Network.

Rural Community Assistance Partnership



A VOICE FOR CO-OP PRIORITIES

NCBA CLUSA provided witness testimony at the House Committee on Agriculture’s Rural Development Subcommittee hearing called “Stakeholder Perspectives on USDA’s Rural Development Programs.” Cornelius Blanding, member of NCBA CLUSA’s Board of Directors



Cooperatives reinvest back into their local economies at higher rates, source more goods locally, and create and maintain more local jobs than traditional businesses, Blanding said during a House Agriculture Subcommittee hearing.

and Executive Director of the Federation of Southern Cooperatives/Land Assistance Fund, testified on behalf of cooperatives and shared NCBA CLUSA priorities, experience and guidance related to USDA Rural Development programs ahead of the anticipated Farm Bill reauthorization. As a major stakeholder in this policy conversation, NCBA CLUSA also submitted written testimony to the Rural Development Subcommittee highlighting the need for increased capacity building, programmatic flexibility, accessibility, and a focus on locally-led economic development strategies.



Hike the Hill co-op advocates attended 35 meetings with both House and Senate offices. Grassroots advocacy efforts like these are critical to ensuring elected officials understand co-op legislative priorities.

Panelists at IMPACT 2023 discuss opportunities for co-ops to leverage the federal government’s historic investments in infrastructure, climate, energy and innovation in recent years.

HIKE THE HILL

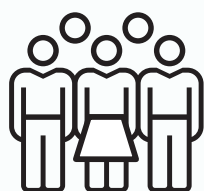
Putting a lunch session on “Telling Your Co-op Story” into practice, our Hike the Hill advocacy event at IMPACT 2023 took place on Capitol Hill and included 35 meetings with both House and Senate offices. Let by our Advocacy team, close to 50 cooperators from across the country played an integral role in educating policymakers in the nation’s capital on the impact cooperatives have on their communities. They met with the offices of Members of Congress sitting on key committees including the Agriculture Committee, Small Business Committee, Appropriations Committee and more. Hike the Hill brought together a spectrum of co-op sectors—agriculture, finance, credit unions, rural electric, housing, health, food and purchasing—to engage on key legislative priorities including the 2023 Farm Bill and full implementation of the 2018 Main Street Employee Ownership Act.



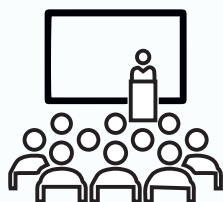
Reauthorizing the Farm Bill was a key talking point during Hike the Hill. This legislation will ensure that co-ops can continue to create jobs, preserve businesses and promote local economic growth.

2023 CO-OP IMPACT CONFERENCE

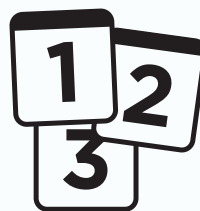
In 2022, NCBA CLUSA worked to create a community of learning through our thought leadership that culminated in October at the hybrid Cooperative IMPACT Conference with in-person sessions at the National Press Club in Washington, DC.



360
ATTENDEES



65
SPEAKERS



3
DAYS



22
SESSIONS

ROOTED, RESILIENT AND READY

Under the theme “Rooted, Resilient and Ready,” NCBA CLUSA’s 2023 Cooperative IMPACT Conference challenged and inspired 360 cooperators from around the world to leverage the legacy and potential of the cooperative movement as they work toward greater impact. Rooted in our shared identity, cooperatives continue to demonstrate the resilience of our business

model—even in the face of a persistent inequity and inequality, a changing climate and economic uncertainty. Stronger than ever, cooperatives are ready to take on the most critical challenges facing people, communities and businesses today. From navigating a rapidly changing business environment and advancing climate justice to building a more inclusive economy, cooperatives have the opportunity for impact now more than ever.



NCBA CLUSA partnered with the International Centre for Co-operative Management at Saint Mary's University to offer a pre-conference course on democratic, people-centered and transformative governance

International Centre for Co-operative Management



IMPACT INTERNATIONAL

For the fourth year, NCBA CLUSA partnered with the **U.S. Overseas Cooperative Development Council** (OCD) to bring a rich and diverse International Track to the IMPACT Conference. Made possible by the U.S. Agency for International Development (USAID) and generously sponsored by OCD and its **members**, the International Track explored how cooperatives around the world are taking on critical challenges like climate change and persistent inequity. Our speakers made clear why co-ops should be an integral part of any strategy to protect the planet—especially if we value climate justice. They explored how co-ops reach the economy's most marginalized and vulnerable members—including incarcerated workers, returning citizens, immigrants and refugees. They also considered how best to engage youth in cooperatives; and leveraging technology to meet co-op member needs.



Coffee agripreneur Remy Rodriguez (right), a partner of NCBA CLUSA's U.S. Department of Agriculture-funded Café del Futuro project in Puerto Rico, speaks on a panel about shaping the next generation of cooperative leadership.

U.S. Deputy Secretary of Agriculture Xochitl Torres Small (left) meets with members of NCBA CLUSA's Board of Directors, including Board Chair Esteban Kelly (right), before her keynote.

COOPERATIVE DEVELOPMENT TRACK

Hosted by NCBA CLUSA's Strengthening Co-op Capacity for Historically Underserved Farmers project, this track offered an immersive experience for co-op professionals, developers and technical assistance providers. Its exclusive offsite training and networking opportunities included a full-day session with the University of Maryland Agriculture & Food Systems Extension Program at the Wye Research and Education Center on Maryland's Eastern Shore. Then on Friday, the group heard from cooperative legal professionals about food and land justice, as well as housing initiatives for historically underserved communities. Following a keynote by Malik Yakini, Executive Director of the Detroit Black Community Food Security Network, participants were inspired by a panel of visionary leaders and mentors shaping the future of cooperative economics.



On Friday, IMPACT 2023 attendees met for the Cooperative Development Track's Emerging Leaders Symposium at the University of the District of Columbia.

COOPERATIVE DEVELOPMENT FOUNDATION

NCBA CLUSA's 501(c)(3) affiliate, the Cooperative Development Foundation, brings together the funds and partners to incubate and replicate innovative programs through new and existing cooperative enterprise.

FUNDS AND PROGRAMS



IN 2023, CDF
LEVERAGED ITS
GRANTMAKING
CAPACITY
TO SUPPORT
COOPERATIVE
DEVELOPMENT AND
EDUCATION ACROSS
ALL SECTORS
WITH MORE THAN
\$1.1 MILLION
AWARDED IN
GRANTS



IN ITS FIRST
HYBRID EVENT,
THE 7TH ANNUAL
NATIONAL HOME
CARE COOPERATIVE
CONFERENCE
CONVENED
**134 CAREGIVERS
AND ADVOCATES**
TO EMPOWER
AND STRENGTHEN
THE SECTOR



CDF AND NCBA
CLUSA BROUGHT
TOGETHER
**19 EMERGING
CO-OP LEADERS
AND SCHOLARS**
THROUGH ITS
EXPANDED
COOPERATIVE
LEADERS AND
SCHOLARS (CLS)
PROGRAM



CDF LAUNCHED ITS
**AFFORDABLE
HOUSING
INITIATIVE**
TO PROMOTE
OPPORTUNITIES FOR
RESIDENT AND/OR
COMMUNITY-OWNED
HOUSING TO ADVANCE
RACIAL EQUITY AND
STRENGTHEN LONG-
TERM HOUSING
STABILITY



CLS program participants gathered in Washington, DC in October to meet the Cooperative Hall of Fame inductees along with new and emerging leaders from across the globe.

POUNDING THE PAVEMENT FOR COOPERATIVE DEVELOPMENT



NEARLY
**600
COOPERATORS**
JOINED THE
HYBRID 2023
CO-OP 5K,
RAISING MORE
\$70,000
FOR
COOPERATIVE
DEVELOPMENT



THE 2023 CO-OP
5K WINNERS ARE:
**FANTASTIC
FUNDRAISERS**
NCB SOLE SHAKERS
MOST TEAM SPIRIT
VIRTUAL:
NEIGHBORING
CO-OPERATORS
IN-PERSON:
ACDI/VOCA
GLOBETROTTERS
FASTEST TEAM
VIRTUAL:
COBANK: GROWING
RURAL AMERICA
IN-PERSON:
TEAM CFC



HONORING COOPERATIVE HEROES

Five remarkable cooperative leaders were inducted into the Cooperative Hall of Fame in Washington, DC on October 5, 2023.

Linda Leaks fought for housing justice in Washington, DC for 35 years. An educator and an organizer, she showed apartment renters how to form cooperatives in their buildings. Leaks supported the development of 13 co-ops in 16 years, including the first cooperative in the U.S. formed by public housing tenants.

Recently retired as executive director of the Cooperative Development Foundation (CDF), **Leslie Mead** helped shape the modern co-op movement. A level-headed leader and strategic thinker, she focused on the advancement of cooperatives and the betterment of their members for 40 years. Mead broadened CDF's mission and expanded grant-giving from \$100,000 to \$1.4 million annually in under 10 years.

Sheldon Petersen transformed the National Rural Utilities Cooperative Finance Corporation (CFC) into a \$27 billion business dedicated to strengthening rural electric cooperatives. A skilled statesman, a fierce co-op champion and a generous mentor, Petersen retired in 2021 after a 46-year career. He is the recipient of the 2022 Clyde T. Ellis award for exemplary service to rural electrification.

Credit union leader **Maurice Smith** worked to improve the economic wellbeing of his membership and his North Carolina community for 40 years. Innovation and compassion were the hallmarks

The National Home Care Cooperative Conference is one of the highlights of the year for people who believe worker-ownership offers better jobs for caregivers and better care for clients. Photo: CDF

of a career that began at State Employees' Credit Union and culminated with the simultaneous leadership of two credit unions—Local Government Federal Credit Union and Civic Federal Credit Union.

A co-op educator and activist, Unsung Hero **Halena Wilson** used her position as president of the Chicago Ladies' Auxiliary to the Brotherhood of Sleeping Car Porters (BSCP) to show Black women the path to economic self-sufficiency through cooperation. Wilson promoted labor-conscious consumerism and developed education resources for sister organizations outside Chicago.



From left: Leslie Mead, retired executive director of the Cooperative Development Foundation; Maurice Smith, retired CEO of Local Government Federal Credit Union and Civic Federal Credit Union; Linda Leaks, co-founder of Ella Jo Baker Intentional Community Cooperative; Sheldon Petersen, retired governor & CEO of the National Rural Utilities Cooperative Finance Corporation (CFC); and Dr. Jessica Gordon Nembhard, representing Halena Wilson.

GLOBAL PROGRAMS

NCBA CLUSA works to build an inclusive economy around the world by building resilient communities, creating economic opportunities and strengthening cooperatives and producer groups.



24
ACTIVE
PROJECTS
IN 2022 IN
17
COUNTRIES



NCBA CLUSA
PROGRAMS
REACHED OVER
770,228
PEOPLE



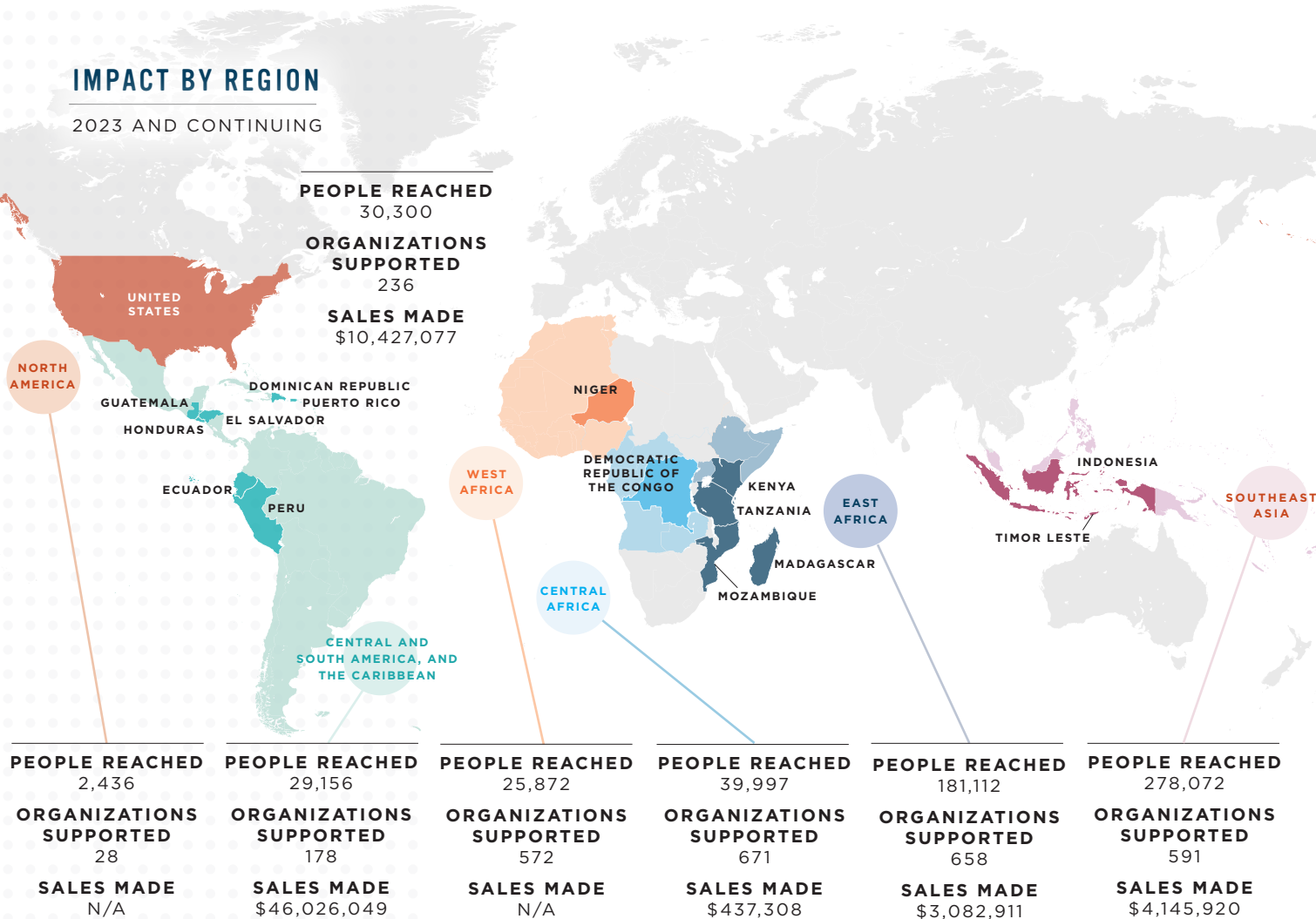
WE SUPPORTED
73,105
ACTIVE
COOPERATIVE
MEMBERS



WE WORKED WITH
MORE THAN
152,954 WOMEN
AND
52,300 YOUTH

IMPACT BY REGION

2023 AND CONTINUING





In 2023, our work to build resilient communities, create economic opportunities and strengthen cooperative and producer groups impacted close to 800,000 people. By investing in cooperative- and community-led development, we worked to transform vulnerable populations into empowered and resilient communities.

COFFEE OF THE FUTURE

In early 2023, NCBA CLUSA kicked off a new project to build climate-smart markets in Puerto Rico by incentivizing underserved farmers to adopt climate-smart agriculture and forestry practices to produce coffee, citrus, plantains, banana, cacao and lumber. The Puerto Rico Climate-Smart Commodities project is among the first awarded under USDA's historic Partnerships for Climate-Smart Commodities investments, which are expected to top \$3 billion in funding to expand markets for America's climate-smart commodities; leverage the greenhouse gas benefits of climate-smart commodity production; and provide direct, meaningful benefits to agriculture producers. Known locally as Café del Futuro, this project will incentivize 2,000 coffee growers to adopt climate-smart practices by subsidizing coffee, shade and hardwood trees; providing cash grants and last-mile technical assistance; and access to specialty coffee markets to generate durable economic and food security benefits.

INVESTING IN WOMEN AND YOUTH

In May, NCBA CLUSA announced a \$7.5 million cooperative agreement funded by the U.S. Agency for International Development to assist women and youth in Timor-Leste to develop the knowledge and skills they need to obtain dignified work as employees or entrepreneurs. The five-year Women and Youth Creating Our Future activity will invest in women, youth and people with disabilities (PWDs) to help realize their potential and meet labor market demands. By the end of the activity, NCBA CLUSA anticipates that 22,000 youth, women and PWDs will gain market-relevant skills, secure formal jobs or establish and grow job-creating enterprises across Timor-Leste.

Cooperatives like Mirary Soa, a vanilla producing farmers' co-op, will benefit from Madagascar's new cooperative law.

FIVE YEARS OF IMPACT AND INNOVATION

In August, NCBA CLUSA celebrated five years of impact and innovation through its U.S. Agency for International Development-funded Farmer-to-Farmer program. Farmer-to-Farmer sends highly skilled U.S.-based volunteers on technical assignments to provide hands-on training to communities, cooperatives, agribusinesses and other host organizations wanting to increase sales, improve branding and marketing, or adopt more sustainable farming practices. Since 2018, NCBA CLUSA's Farmer-to-Farmer has worked with host organizations in Peru, Honduras, Ecuador and El Salvador, connecting them with the technologies and innovations they need to improve their productivity and competitiveness.

CREATING AN ENVIRONMENT FOR CO-OP EXPANSION

A new cooperative law in Madagascar is part of NCBA CLUSA's broader efforts to ensure co-ops can operate within an environment that facilitates their development—or at least doesn't discriminate against them compared to other business models. Passed in September 2023, the law is raising awareness of the co-op business model and advancing the enabling environment the country's burgeoning cooperative movement needs to grow and thrive. Seven years in the making, the new law recognizes cooperative businesses as autonomous enterprises, highlighting their significant potential to impact the country's economy. Developed under NCBA CLUSA's Creating an Environment for Cooperative Expansion project funded by the U.S. Agency for International Development's Cooperative Development Program, the law is the result of a collaboration between NCBA CLUSA and Madagascar's Ministry of Industrialization and trade to strengthen the legal and regulatory framework for cooperatives.

FINANCIAL REPORT

Delivering results through a lens of transparency and accountability in response to members, donors, partners and other stakeholders.



VALERIA ROACH
EXECUTIVE VICE PRESIDENT
AND CHIEF FINANCIAL
OFFICER
NCBA CLUSA

In fiscal year 2023, NCBA CLUSA maintained a focus on cost containment while delivering results that met the expectations of its members, donors, partners and stakeholders. Despite navigating global shifts, we implemented controls to safeguard and effectively manage \$38.4 million total assets. This diligence

translated into new business opportunities, effective cost management and an almost breakeven year.

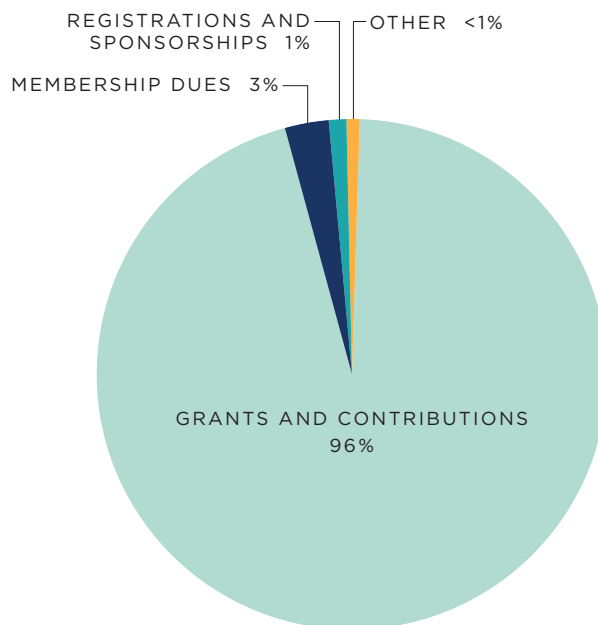
NCBA CLUSA reported total revenue inclusive of release of donor restrictions of \$25.4 million for the year, \$2.5 million lower in grants and contributions than the previous year's \$27.9 million. Our unrestricted net assets decreased by \$130,000 in support of strategic investments that included renewing our footprint in the Sahel Region of Africa and special initiatives.

NCBA CLUSA funding streams primarily derive from member services and sponsored program revenue. Membership dues revenue for 2023 totaled \$785,000, a 14% increase compared to 2022. Sponsored program and contributions revenue totaled \$24.6 million, indicating resilience in securing funding, and a proactive pursuit of new opportunities.

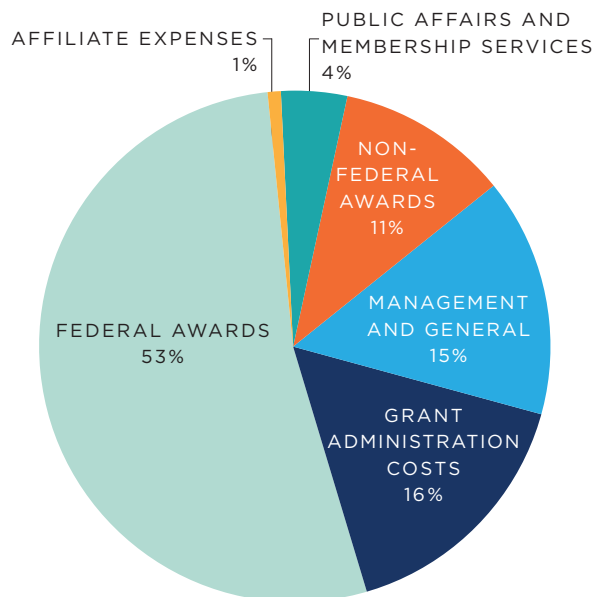
The organization's robust internal controls and regulatory framework ensured an unmodified (clean) audit opinion for the year, underscoring its commitment to governance excellence. This achievement owes much to the dedication of the team, both locally and globally, whose stewardship has been integral to achieving positive outcomes. With continued support from employees and members, NCBA CLUSA looks forward to fostering growth and delivering high-quality performance in 2024.

Valeria R. Roach, MBA/ACC

2023 REVENUE



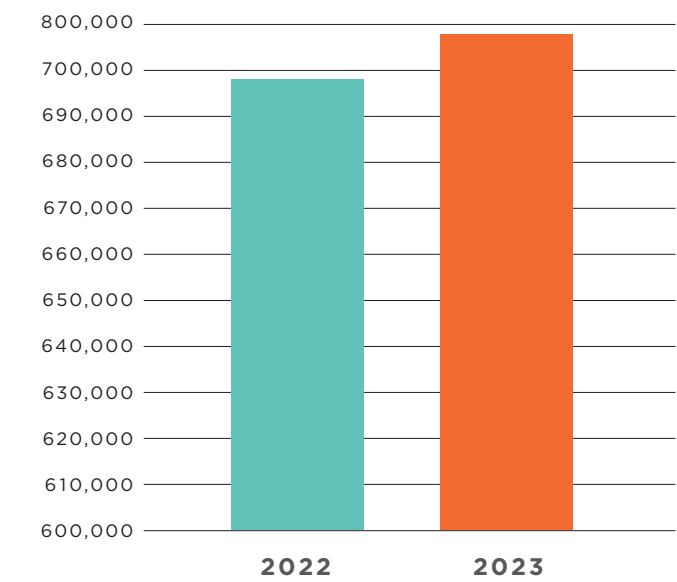
2023 EXPENSES





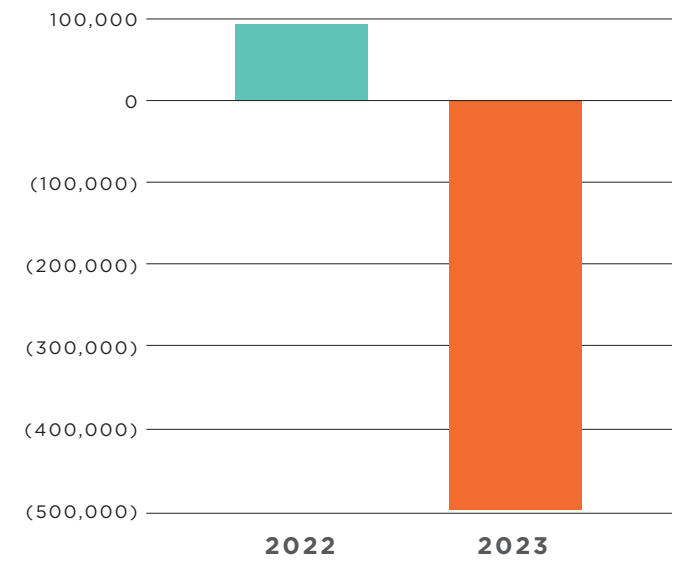
REVENUE COMPARISONS

MEMBERSHIP DUES

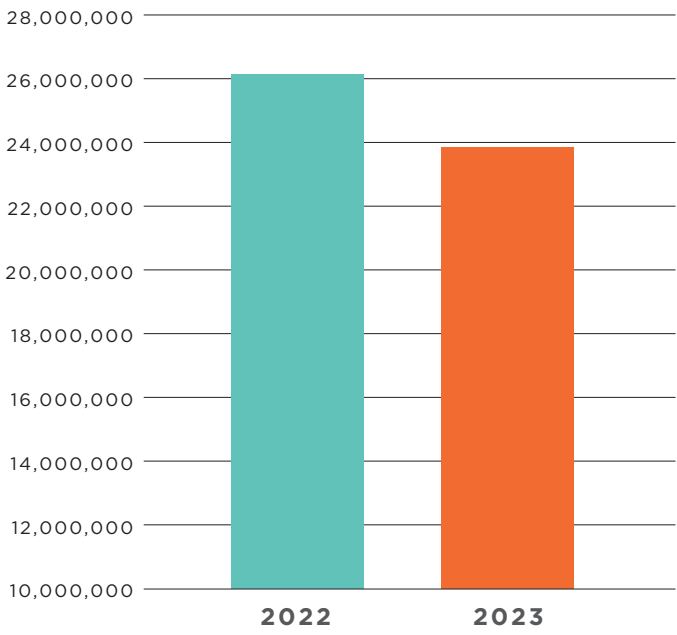


CHANGE IN NET ASSETS COMPARISONS

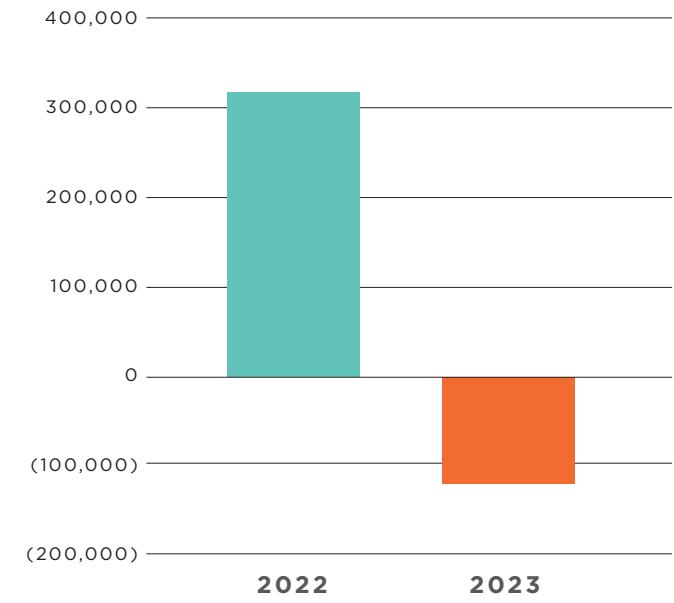
CHANGE IN NET ASSETS WITH DONOR RESTRICTIONS



GRANTS, CONTRACTS AND SUPPORT



CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS



Our financial performance in 2023 demonstrates the association's ability to deliver on our promises to members, donors, partners and other stakeholders.

AUDITED FINANCIAL STATEMENT

REVENUES	2022	2023
Membership Dues	687,885	784,831
Grants and Contracts	26,038,015	23,732,608
Registration and sponsorship	179,699	177,443
Support	608,825	417,868
Other	70,432	582
Interest	138,161	42,140
Net Assets Released from Restriction	228,590	271,168
Equity Income	(39,269)	(21,036)
Total Revenue	27,912,339	25,405,603
EXPENSES		
Federal Awards	14,808,509	13,428,047
Non-Federal Awards	3,275,097	2,825,409
Public Affairs & Membership Services	1,037,582	1,079,367
Partner Services	227,542	225,134
Supporting Service	8,245,024	7,977,441
Total Expense	27,593,754	25,535,397
CHANGE IN NET ASSETS:	318,585	(129,794)
NCBA WITH DONOR RESTRICTIONS		
Revenue	(228,590)	(271,168)
Expense	-	
CHANGE IN NET ASSETS	(228,590)	(271,168)
NCBA WITHOUT DONOR RESTRICTIONS		
Revenue	27,683,749	25,134,436
Expense	27,593,754	25,535,397
CHANGE IN NET ASSETS	89,995	(400,962)
RESERVES		
Without Donor Restrictions (Beginning)	5,900,528	6,219,113
Without Donor Restrictions (Ending)	6,219,113	6,089,319
With Donor Restrictions (Beginning)	12,604,383	12,375,793
With Donor Restrictions (Ending)	12,375,793	12,104,625
TOTAL NET ASSETS:	18,594,906	18,193,944

TOTAL NET ASSETS COMPARISON



LEADERSHIP

NCBA CLUSA's leadership guides and inspires the organization. Our board of directors sets the strategic direction for the organization, ensuring that NCBA CLUSA remains a dynamic, influential voice in the cooperative space.

BOARD OF DIRECTORS

OFFICERS

Esteban Kelly, Chair

Executive Director

U.S. Federation of Worker Cooperatives
Philadelphia, PA 19143

Jill Tomalin, 1st Chair

Chief Operating Officer

America's Credit Unions
Madison, WI 53705

Karen Zimbelman, 2nd Vice Chair

Retired

National Co+op Grocers
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Members of NCBA CLUSA's Board of Directors hear how Seattle Wholesale Growers Market is creating a sustainable living for its Pacific Northwest member farms.



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