

# Reinventing Your Business



2006 Annual Report



AGRICULTURAL  
RETAILERS  
ASSOCIATION

A special thanks to  
Monsanto for sponsoring the  
2006 ARA Annual Report!

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### *ARA Mission*

Serving as the ag retail and distribution industry's voice, the Agricultural Retailers Association advocates before Congress and the Executive Branch to ensure a profitable business environment for members.

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### *Our Vision*

- Abundant food and a healthy environment

### *Our Mission*

- Meet the world's growing food and fiber needs
- Conserve natural resources
- Improve the environment
- Serve customers and shareholders

### *Our Pledge*

Integrity is the foundation for all that we do. We will demonstrate this value through our commitments to:

- Dialogue
- Respect
- Transparency
- Sharing
- Benefits
- Act as Owners to Achieve Results
- Create a Great Place to Work

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## 2006 Chairman's Message



Dear ARA Members:

Every year organizations are challenged with the quest of raising the bar. And, each year organizations rise to this sometimes daunting challenge to surpass goals or succumb as market fatalities. All of us in the ag retail business can relate to this universal quest, as we live it every day.

What does it take to rise to the challenge? It takes creative reinvention and stamina, as well as a whole host of other factors. But, ultimately it takes your entire team to ensure your business' success.

For ARA, 2006 appropriately themed the year of **Reinventing Your Business**, represented the achievement of a milestone in the association's evolution. Membership reached an all time high of \$954,000 in dues; the Board of Directors convened a strategic planning session at the University of Minnesota's Carlson School of Business; the launch of the Excellence in Management Initiative (EMI), and a new Web site.

Since ARA headquarters moved to Washington, DC, in the fall of 2000; much has been accomplished on behalf of the industry by virtue of new management and board leadership. Success in policy representation, membership growth and the revitalization of the annual conference has come at an exhilarating pace. With much hard work and commitment by many, the board felt it was time to step back and assess what has been accomplished, and reflect on where ARA is headed.

A formal strategic planning session was conducted in August 2006 at University of Minnesota's Carlson School of Business. The board turned out in full force to participate and weigh in on important industry issues. The result of this exercise reinforced four core focal points of association activities: 1) Public Policy, 2) Membership Development, 3) Annual Conference & Expo and 4) Marketing & Communications.

In addition, ARA launched a new Web site, sponsored by Agrilliance, LLC. A valuable aspect of being a member is having access to industry information in a timely manner. The Web site is the most effective tool available to ensure ARA members can learn about important public policy issues, register for the annual conference and exposition, and link to other industry partners and programs.

Another important program launched was the Excellence in Management Initiative (EMI), a partnership with Purdue University and ABG, to provide two unique educational programs: 1) ARA Leadership Academy and 2) ARA Learning Hub. The former is an on-campus, classroom training and the latter is a blended-learning program incorporating distance coursework and onsite sessions.

Financially ARA finished the year strong. Cash reserves closed at \$633,916, gaining \$56,386. Please note that since 2001 membership dues revenue has grown by more than 80 percent; keeping us right on track to hit our 2007 goal of \$1 million in dues revenue.

Your association is strong and the leadership is committed to representing the ag retail and distribution industry. I want to thank you for your loyal support.

It has been my high privilege to serve as your chairman.

Sincerely,

A handwritten signature in cursive script that reads "Dave Coppess". The ink is dark and the signature is written over a light background.

Dave Coppess  
2006 ARA Chairman, and  
Vice President of Sales & Market, Heartland Co-op



# ARA Legislative Policy Committee

Subcommittee Chairman Scott Ramsdell F&M Ltd.

The main legislative focus for ARA in 2006 related to **security, transportation, energy and farm bill** issues. Congress spent much of the year intent on enacting new chemical facility security legislation. Senate Homeland Security and Governmental Committee Chairman Susan Collins (R-ME) and Ranking Member Joe Lieberman (D-CT) sponsored legislation (S. 2145) that would establish a risk-based, tiered security approach for the U.S. Department of Homeland Security (DHS) to regulate chemical facilities and encourage the use of “inherently safer technologies (IST). The House proposal (H.R. 5695) also included an IST mandate for “high risk” facilities.

Charlie Cott of MFA Incorporated testified before the Senate Environment and Public Works Committee on June 21, 2006 on behalf of ARA in opposition to efforts to mandate the use of ISTs as part of any chemical facility security legislation. Cott stated at the hearing that “an IST mandate imposed on the U.S. agricultural industry would jeopardize the availability of lower-cost sources of plant nutrient products or certain agricultural pesticides used by farmers and ranchers and could drive many within agriculture out of business, increasing the country’s dependence of foreign sources of food and fiber, similar to what the nation faces now with foreign oil.” Due to grassroots efforts by ARA and its members the final chemical security proposal adopted by Congress as part of the FY 2007 Homeland Security Appropriations Bill (P.L. 109-295), did not include any IST mandates and also prohibited any third party enforcement lawsuits.

In 2006, ARA continued to work closely with Rep. Ron Lewis (R-KY) and Sens. Pat Roberts (R-KS) and Ben Nelson (D-NE) on legislation (H.R. 713/ S. 2052) that would provide a **security tax credit** of up to \$100,000 per agricultural pesticide and fertilizer facility owned or operated by retailers, distributors and other eligible agricultural businesses. This legislation received bipartisan support, with the House bill having 35 Democratic and Republican cosponsors. ARA’s efforts to secure passage of a security tax credit for retailers and distributors will continue in the 110th Congress.

ARA endorsed the *Professional Driver Background Check Efficiency Act* (H.R. 5560), legislation sponsored by Rep. Russ Carnahan (D-MO) that is designed to address existing problems related to multiple federal background check and fingerprint programs for applicants seeking a commercial driver’s license (CDL) with a hazardous materials endorsement (HME). The industry remains concerned over the availability of CDL drivers, high background check and fingerprinting fees, lack of adequate locations and duplicative federal and state programs. We will work with Rep. Carnahan and others in Congress in 2007 to ensure this growing industry problem is properly addressed. ARA also worked with other ag groups on trying to get the Surface Transportation Board (STB) to address the lack of timely delivery of product as well as excessive fuel surcharges and other high rates charged by the **railroad industry** against captive shippers.

ARA worked with a coalition of both ag and non-ag industries in a successful effort to secure enactment of legislation that authorized increased **domestic on-shore and offshore natural gas production**, which should help alleviate high energy prices and the cost of domestically manufacturing nitrogen fertilizer. ARA also supported enactment of legislation sponsored by Rep. Sam Graves (R-MO) and Senator Dianne Feinstein (D-CA) that would have provided **greater market surveillance and transparency of over-the-counter energy markets** in an effort to alleviate price volatility.

On September 13, 2006, Dennis Craig of W B Johnston Grain Company testified on behalf of ARA before the House Agriculture Committee at a hearing to review **farm bill policy**. ARA urged Congress to provide greater oversight of funding for the Environmental Quality Incentives Program (EQIP) and other conservation programs. In 2006, ARA learned that farmers were receiving taxpayer funding from USDA's National Resources Conservation Services (NRCS) to build bulk pesticide storage and handling facilities in environmentally sensitive areas without any requirements to follow environmental storage regulations. ARA advocated that Congress provide more flexibility for farmers with the CRP contracts as there will be increased need to produce more crops to meet the nation's feed and renewable fuel

demands. ARA joined commodity and farm organizations in urging Congress to pass **emergency agricultural disaster assistance relief assistance** since many retailer's farmer customers were feeling the financial effects of weather related disasters during the past several years.

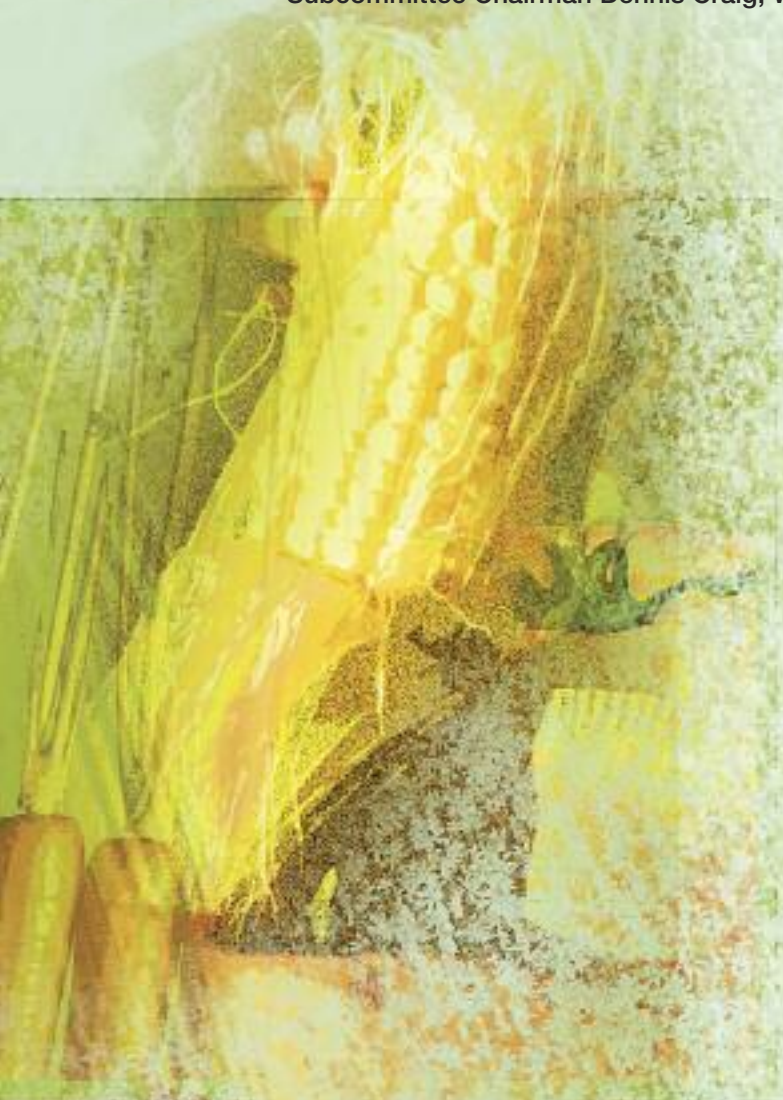
**Trade** was an issue in 2006 with ARA supporting efforts to reduce existing trade barriers for Russian ammonium nitrate and urea fertilizer due to concern of lack of available supply. Rep. Marion Berry (D-AR) with the support of ARA and the rice industry sponsored two bills (H.R. 5879 / H.R. 5880) to suspend import duties on these products. Berry reintroduced these proposals in the 110th Congress.



In June 2006, Charlie Cott of MFA, Inc., testified on behalf of the ARA before the Senate Environment and Public Works Committee regarding inherently safer technology as it relates to chemical site security.

# ARA Regulatory Policy Committee

Subcommittee Chairman Dennis Craig, WB Johnson Grain



In 2006, the ARA Regulatory Policy Committee dealt with numerous key regulatory issues facing retailers. **Pesticide container recycling** was discussed at length during several ARA meetings and a policy white paper was published after the September 2005 board meeting stating that ARA fully supports pesticide container recycling and related stewardship activities to include **grower** recycling education and retailers acting as collection sites. Currently, about 8 million pounds of used pesticide plastic is recycled each year out of the 40 million pounds used. Despite industry efforts most empty pesticide containers are still going to landfills, being buried or burned. ARA does not support individual states having their own recycling programs, as it would be a disruptive and expensive undertaking. ARA favors mandatory recycling as long as it is the financial responsibility of the registrants.

The pesticide container and containment rules were reviewed at length during ARA and associated industry meetings with the EPA and other executive agencies. ARA advocated that the rules should be applied evenly and across the board to all parties who handle bulk pesticide materials. Specifically, ARA stated that all bulk materials need to be in secondary containment regardless of location. The EPA's position was that many states already handle the containment issue well for **end-users**.

Another issue reviewed was the **Drift Reduction Technology** (DRT) proposal which will lead to product label changes. ARA initiated meetings with the EPA and spray equipment manufacturers to clarify program details. All segments wanted to minimize spray drift and ARA presented a practical approach regarding the issue on the behalf of ag retailers. ARA is also part of the EPA Spray Drift Work group which addresses the DRT program as well as all drift issues. The DRT "*voluntary*" guidelines could have a dramatic effect on applicators and the whole industry and ARA will stay actively involved.

# Membership Development

The finalization of **Spill Prevention, Control and Counter-measure** (SPCC) rules resulted in a win for retailers. The EPA proposed numerous restrictions that would have affected all storage volumes over 1,320 gallons. (The revised EPA rule now only affects storage units over 10,000 gallons.) In the past, several extensions have been requested and granted, and on December 12, 2005 the new compliance date for the agriculture and agribusiness sector had extended indefinitely. In 2006 an extension was again granted, and even that one is in review, in light of another extension being considered. Regardless of the final date, compliance will be in 2008 or later.

An old issue again raised its head in 2006: Harmonization of chemical regulations with Canada. ARA is in favor of standard pesticide labels with Canada as it would facilitate free movement of many products used on both sides of the border. ARA is not in favor of U.S. **farmers** being allowed to purchase unlimited volumes of Canadian pesticide product or to have that product purchased by a third party and transported by a commercial carrier to the farmer or farmer's location.

Another issue addressed was the concern revolving around the numerous problems ag retailers experienced in complying with antiquated, inconsistent state regulations pertaining to **implements of husbandry**. ARA initiated draft model language that **will** establish a uniform regulation to be used by state governments. Commercial equipment cited included: commercial spray rigs, for-tifiers, applicators and anhydrous ammonia nurse tanks.

**Total membership numbers for 2006 were at a record high, with 42 new organizations, increasing total dues by \$136,015. For the year, the membership dues collected totaled \$954,715, which comprise renewing members and new members. In addition, 58 members increased their dues. ARA thanks each and every member for their support!**

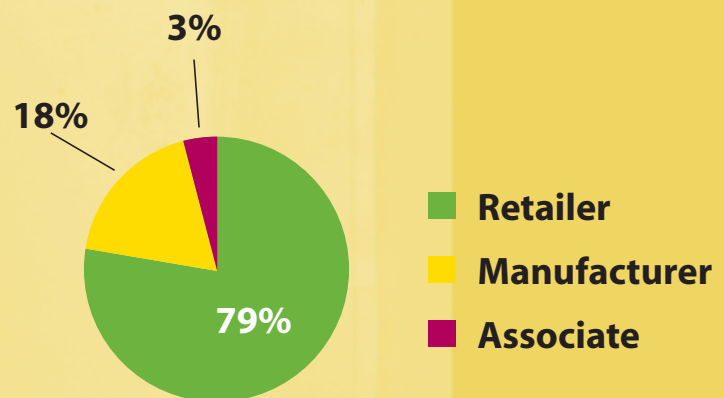
Members of Agricultural Retailers Association (ARA) are companies and organizations dedicated to promoting and advocating on behalf of ag retailers and distributors before Congress and the Executive Branch. ARA has three types of members — retailer/distributor, manufacturer and associate.

**Retailer/Distributor Members** — Includes independent and cooperative members, representing the United States and three countries: Canada, Spain, and South Africa.

**Manufacturer Members** — There are four types of manufacturer members: crop protection/seed, fertilizer, equipment and technologies & services.

**Associate Members** — This category is comprised of all other industry subsegments that support ARA's mission.

## ARA MEMBERSHIP 2006



Source: Agricultural Retailers Association

Based on number of companies.

# 2006 Conference & Exposition

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## Reinventing Your Business

*Touted as the most exciting event of the year, the 2006 ARA Conference & Exposition, Reinventing Your Business, convened in St. Petersburg, Florida; heralding the same industry recognition and support as previous years. Total registrations amounted to more than 450 in attendance, with another consecutive sold-out exposition showcasing 55 exhibitors.*

Each year the Agricultural Retailers Association (ARA) host its Annual Conference & Exposition, which is attended by ag retailers, distributors and manufacturers from across the county. The conference provides an important learning venue for participants to acquire new skills and knowledge, as well as network and share best practices with colleagues.

The ARA Planning Committee, chaired by **Don Pottinger** of *AGCO Corporation*, designed the program to encapsulate the changing dynamics occurring in the industry to be translated into participants' day-to-day business operations and practices. Understanding that change in any industry is inevitable, but knowing how to navigate the change occurring and underway is paramount to your business' survival and profit margins.

The conference featured six segments of **Rethinking Your**: 1) Market Plan, 2) Market Environment, 3) Customer Segmentation, 4) Service Package/Product Line, 5) Asset & Fleet Optimization, and 6) Sales Team.

Day one of the conference kicked off with **Dr. Dave Downey** of *Purdue University* discussing the importance of developing a strategic plan and how it helps to achieve sales goals and objectives. The second segment featured **Richard Gearheard** of *Agrium*, sharing the ag retail market's outlook from his vantage point. The third segment consisted of panel speakers: **Tim McArdle** of *Brandt Consolidated*, **Joe Spinler** of *Hwy Ag Service*, and **Jay Akridge** of *Purdue University*; discussing the important of understanding your customer segments and how it is vital to meeting their needs and keeping your business profitable. The fourth speaker, **Steve Watts** of *The McGregor Company*, discussed how new products and services can generate added revenue streams to your business. **Steve Becraft** of *Cargill, Inc.*, followed on how to optimize asset and fleet management systems.

The second day's speaker, **Dr. Larry Steinmetz**, the author of *How to Sell at Margins Higher Than Your Competitors*, concluded the conference with a high energy, thought-provoking discussion on selling your business' value to customers.

Special event activities included the ARAPAC Golf Tournament; the ARAPAC Comedy Night & Auction, featuring the Capitol Steps; the Spouse Program; and the Mosaic Phosphate Mine and Tampa Port Facility Tours.

## 2006 Conference & Golf Tournament Sponsors

The ARA Board of Directors and staff extends its sincere appreciation to 2006's sponsors for their generous support!

### **Premier (\$15,000 & Above):**

Ag-Chem/AGCO  
Agrilience  
Case IH  
Monsanto  
Syngenta Crop Protection

### **Gold (\$10,000 - \$14,500):**

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DuPont Crop Protection  
GVM Equipment  
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International Raw Materials, Ltd.  
United Phosphorous, Inc.

### **Silver (\$5,000 - \$9,500):**

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Helena Chemical  
Company Ag-Chem  
MANA  
Mosaic  
Syngenta Seeds  
Wilbur-Ellis

### **Bronze (\$2,000 - \$4,500):**

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Perdue Agricycle  
Ramsdell F&M Ltd.  
Regulatory Consultants, Inc.  
Stratton Seeds  
Terra Industries

### **ARAPAC Golf Tournament Sponsors (\$500 - \$2,000):**

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Helena Chemical Company  
Monsanto Company  
Syngenta Crop Protection  
Teck-Cominco  
United Agri Products  
Valent



# ARA Honors Industry Leaders

The Agricultural Retailers Association (ARA) honored the contributions of four outstanding men with the following awards: *C-S Agrow Service*, led by *Craig Struve*, recipient of the **ARA Retailer of the Year Award**; *Sen. Ben Nelson (D-NE)* recipient of the **ARA Legislator of the Year Award**; *Peter Romano* recipient of the **ARA Distinguished Service Award**; and *Spencer Douglass* recipient of the **ARA Lifetime Achievement Award** during the 2006 ARA Conference & Expo in St. Petersburg, Fla.

"It is a high privilege to recognize the contributions of C-S Agrow Service, Sen. Nelson, Pete Romano and Spencer Douglass," said Jack Eberspacher, ARA president and CEO. "Each gentleman in his own way has made substantial contributions on behalf of the industry. It is with great pleasure that ARA honors these gentlemen."

ARA Retailer of the Year Award recipient, **C-S Agrow Service** led by Craig Struve, is recognized for being one of the most innovative and successful independent ag retail dealerships in North America. The ARA Retailer of the Year Award, sponsored by ARA and Monsanto, is a recognized symbol of quality and prestige. (See article on page 12.)

ARA Legislator of the Year Award recipient **Sen. Ben Nelson (D-NE)**, is recognized for his long-time advocacy for the ag retail industry. The award is given annually to a legislator who has worked

closely with ARA to champion industry legislation.

Nelson is credited with cosponsoring the Agricultural Business Security Tax Credit Act of 2005 that would provide a tax credit for eligible ag businesses that take proactive steps to increase on-site security at facilities where pesticides and fertilizer are stored.

ARA Distinguished Service Award recipient, **Peter Romano**, president of Quincy Farm Chemicals, Inc., in Washington, is honored for his state and national leadership.

This award recognizes a member of the association who has gone above and beyond the traditional responsibility to support the ag retail industry and the association.

ARA Lifetime Achievement Award recipient, **Spencer Douglass**, CEO of Douglass Fertilizer & Chemical, Inc., in Florida, is honored for his business successes and industry contributions. This award is the highest honor given for a career in ag retail. It is given on an annual basis to an honoree whose talent has fundamentally advanced ag retail, who has made steadfast contributions to the association, whose accomplishments are acknowledged by professional peers and industry and whose work has stood the test of time.



Craig Struve (l), receives the ARA Retailer of the Year Award from Dave Coppess.



Peter Romano (l), receives ARA Distinguished Service Award from Wendell Stratton.



Spencer Douglass (l), receives ARA Lifetime Achievement Award from DeWalt Willard.



Sen. Ben Nelson (D-NE), ARA Legislator of the Year Award winner.



## *Summary*

## ARAPAC: A Political Essential

In 2006, the Agricultural Retailers Association Political Action Committee (ARAPAC) gave approximately \$38,000 to support political campaigns and to educate members on important industry issues.

Much of the funds raised result from the annual ARAPAC special events held during the ARA Conference & Exposition. ARAPAC events in 2006 consisted of the annual ARAPAC Auction, the ARAPAC Comedy Night, featuring the Capitol Steps, and the ARAPAC Golf Tournament.

ARA thanks all valued members who so generously contributed to ARAPAC and continue to actively engage in this important political activity to ensure that ag retailers/distributors' industry issues receive a fair hearing before Congress.

# ARA Retailer of the Year

## C-S Agrow Service

Craig Struve is a businessman who prides himself, not on his own achievements, but how company employees offer top-notch service and provide all-encompassing precision agronomy programs for customers of C-S Agrow Service.

The 2006 ARA Retailer of the Year is C-S Agrow Service based in Calumet, Iowa. It also has an office in Granville, and a seed warehouse in Royal. The company was established exactly 30 years ago last December.



To the company's benefit, C-S Agrow Service has had a forward thinking leader that diversified operations and organized business operations into independent business units.

The original fertilizer plant in Calumet was constructed by American Cyanamid in 1966, and AmCy had divested it prior to Struve purchasing it from a private owner in 1976.

When the plant was put on the market, Struve and his wife, Chris, saw buying the business as a way to return to their home area. He grew up on a farm about four miles from Calumet.

"It is interesting over the years to have watched the retail industry evolve from company-owned and built facilities to independent and cooperative-owned operations back to more company-owned stores, such as those operated by Helena, CPS and UAP," Struve says.

Struve gained his fertilizer industry experience working for Nutra-Flo chemical company in Sioux City, Iowa, where he was a salesman before buying the Calumet operation. He started at Nutra-Flo before graduating from Morningside College, and he credits the Lohry family-founded company with teaching him the business.

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Craig Struve prominently displays the 2006 ARA Retailer of the Year Award in the Calumet office of C-S Agrow Service.

## A history of excellence

Although C-S Agrow Service has remained focused on agronomy with recent emphasis on offering site-specific, precision farming programs, Struve has been the leader in establishing associated business operations.

AgLand Custom Company is a partnership of Struve and his cousin, Dave Rausch. The company owns all the custom application equipment and does all the application and spraying for C-S Agrow Service. Agland Custom also does some atypical custom services including no-till soybean planting, field tillage and harvesting.

A grain equipment business that started out as a summer-season operation to keep employees employed outside the busiest times of the year has increased to a year-round business.

"We sell, erect and service grain storage, handling and drying equipment. It is mainly on-farm facilities, but we also do some commercial business," Struve explains.

About six years ago, a nutrient management, manure application business was established with Rausch and his son, Rich, in ownership with Struve.

The company uses the umbilical system for making injection application of pit and lagoon manure from pork, beef and dairy facilities. Manure can be pumped up to seven miles and then applied through a drag hose attached to a chisel plow applicator.

"Seed is also an integral part of our overall business. We represent Pioneer. It is an extremely important and exciting input for meeting farmers' needs," Struve says.



Some of the key staff of C-S Agrow include (left to right), Brian Massmann, agronomy salesman and logistics; Steve Loshman, grain equipment division manager; Gary Cuttall, oversight of precision farming; and Rhonda Burnside, nutrient management and crop data management. Seated is Jean Julian, office manager and accounts receivable.

## Using strengths and talent

Recognizing the need for a new high-volume fertilizer plant, Struve joined into a venture with two other companies in the area to finance a 31,000-ton fertilizer blending facility in Hartley, Iowa. The plant went into operation in 2006.

Struve has previously used the advantages of working in cooperation with other companies, and four area independent dealers have been sharing equipment, agronomy services and precision ag programs, as well as co-purchasing fertilizer and chemicals.

Service is accomplished with a relatively small staff of 33 full-time employees and an additional 10 to 12 part-time employees throughout the year. One or more of the various business operations do work in a total of nine northwest Iowa counties.

Many employees work for more than one business operation, and salaries and benefit experiences are prorated to each company.

*continued on page 14*

“Our people do an extremely good job of operating manpower and all expenses,” Struve says.

The Struve’s four children have helped out. “They grew up in the business. Our daughter helped in the office. The boys built bins, drove trucks, loaded fertilizer and more. One of our sons, Kirk, has remained in business with us. Kirk manages our Granville operation,” Struve says.

### **Increasing farmer’s profits**

Early on, Struve recognized the need to offer the latest technology.

“If you are going to make good decisions, then you need good information. Precision ag technology has given us the ability to gather, record, qualify and quantify information to do comparative data analysis. It has allowed production agriculture to have information management systems similar to what other industries have had for years,” Struve says.

“We call our program Crop Data Management (CDM). With CDM, we are able to help our producers make better management decisions based on

comparative analysis of client’s data and pooled client data. The real power behind CDM is Premier Crop Systems, a Des Moines based company. Premier Crop has the ability to aggregate the many layers of our client’s precision and production information into a Web-based user-friendly format.”

Company employees have also done a skillful job of demonstrating and explaining technology advantages for customers to increase yields while maximizing input efficiencies.



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Kirk Struve manages the Granville office of C-S Agrow Service. Here he checks GPS precision field maps.



# 2006 Board of Directors

## Executive Officers & Executive Committee Members

### 2006 Board of Directors & Staff

**Dave Coppess, Chairman**

Heartland Co-Op, Region 3, Retailer  
Ph: (515) 255-1334

**Bob Willard, Chairman Elect**

Willard Agri-Services of Frederick, Inc,  
Region 1, Retailer  
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**Dan Weber, Vice Chair**

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**Roger Rohrbough, Sec./Treasurer**

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Crop Protection/Seed  
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**Joe Hodges, Immediate Past Chairman**

Douglass Fertilizer & Chemical, Inc.,  
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**Jean Payne**

Illinois Fertilizer & Chemical State Association,  
Region 3  
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**Don Pottinger (equipment)**

AGCO Corporation, Ag-Chem  
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**Charles Adams (wholesale)**

Helena Chemical Company  
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**Tom Philbin (fertilizer)**

Mosaic  
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Agrium Retail  
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**Peter Vail, Jr.**

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Eldon C. Stutsman  
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**Charlie Cott**

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Morrall Companies  
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**Scott Ramsdell**

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**Rick Yabroff**

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**Jeff Wilmes**

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Ph: (402) 372-5588

**Dennis Craig**

WB Johnston Grain Co  
Ph: (580) 233-5800

**Tommy Brandenberger**

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Ph: (361) 798-4368

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(WEST)****Ken Manning**

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Ph: (971) 223-1040

**Johnny Council**

The Lyman Group  
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**Basic Manufacturers  
Fertilizer****Brian Harlander**

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**W.P. O'Neill, Jr.**

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**Matt Green**

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**Neil Strong**

Syngenta Crop Protection  
Ph: (540) 721-0061

**Kim Bohlander**

Dow AgroSciences  
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**Joe Nienas**

Monsanto Company  
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**Jeff Pritchard**

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**Steve Greenfield**

Chemnova  
Ph: (973) 305-6600

**Wholesale****Gary Tuxhorn**

United Suppliers Inc  
Ph: (641) 858-2341

**Charles Adams**

Helena Chemical Co  
Ph: (901) 537-7209

**Joel Lynne**

West Central Inc  
Ph: (320) 231-9601

**ARA Staff****Jack Eberspacher**

President & CEO  
E-mail: jack@aradc.org

**Jim Thrift**

Vice President  
Regulatory Policy & Corporate  
Relations  
E-mail: jthrift@aradc.org

**Richard Guppton**

Vice President of Legislative  
Policy & Counsel  
E-mail: richard@aradc.org

**Stacy Mayuga**

Director, Marketing &  
Communications  
E-mail: stacy@aradc.org

**Alida Malcom**

Director, Membership &  
Administration  
E-mail: amalcom@aradc.org

# 2006 Member List

## Arkansas

Alvin Samuel Gin, Inc  
Baltz Feed Company  
Delta Farmers Association  
DeWitt Fertilizer Co  
Farmers Supply Assn  
Home Oil Co, Inc  
Lawhon Farm Service  
Oakley Fertilizer, Inc  
Prairie Farmers Association  
Ritter Crop Services  
Stratton Seed Co  
U S Borax, Inc  
Whitmore Fertilizer Co, Inc

## Arizona

Dune Company of Yuma

## California

Agrian  
Amvac Chemical Corporation  
Buttonwillow Warehouse  
CDMS, Inc  
Di Buduo & DeFendis Insurance  
Brokers LLC  
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Moore Agricultural Products Co  
NTech Industries, Inc  
The Lyman Group, Inc  
Tremont Group

## Colorado

E-Markets, Inc.  
Holyoke Cooperative Association  
United Agri Products

## Connecticut

Chemtura  
H J Baker Fertilizer Group

## Delaware

DuPont Company  
Perdue AgriRecycle, LLC

## Florida

Chemical Dynamics Inc  
Douglass Fertilizer & Chemical, Inc  
Farmers Cooperative, Inc

## Georgia

Chem Nut, Inc.  
ConAgra International Fertilizer Company  
Growers Supply, Inc  
Heart of Georgia Peanut & Gin Co  
Houston Fertilizer & Grain Co  
Omega Farm Supply  
R W Griffin Feed Seed & Fertilizer  
Roche Farm & Garden  
Sipcam Agro USA, Inc  
Triangle Chemical Co  
Tri-County Ag

## Idaho

Dallas Hess, Inc  
Land View Fertilizer, Inc  
Pete's Ag, Inc

## Illinois

Agri-Tech Service, Inc  
Akron Services, Inc  
B & B Ag Products, Inc  
Bader Agricultural Service, Inc  
Barnards Soil Service  
Bergmann-Taylor, Inc  
Brandt Consolidated  
Bunker Hill Supply Co  
Chebanse Ag Service, Inc  
Co-op Gas & Oil Co  
Danvers Farmers Elevator Co  
Donovan Farmers Cooperative Elev, Inc  
Doyle Equipment Manufacturing  
Company  
Earlybird Feed & Fertilizer  
Earlybird Grain & Fertilizer, Inc  
Effingham Equity  
Elburn Cooperative Co  
Fertilizer Dealer Supply, Inc  
Fornoff Fertilizer Service, Inc  
Fuller Fertilizer, Inc  
George Smith Ag Service, Inc  
Hamel Seed & Farm Supply, Inc  
HarBrand  
Hardy Fertilizer Co, Inc  
Heartland Ag, Inc  
Hintzsche Fertilizer, Inc  
Huisinga Grain, Inc  
Illinois Valley Supply, LLC  
Inness Farm Supply, Inc  
J P Ag Service  
Jenner Sales  
Liquid Controls, LLC  
Macon Ag Service, Inc  
Michlig Agri Center, Inc  
Mid-State Tank Co, Inc  
Myers, Inc

North Fertilizer Service, Inc  
Peine, Inc  
Perry Feed and Fertilizer, Inc  
Pitchford Elevator Co  
Precision Tank & Equipment Co  
Reed's Fly-On Farming  
Rock River Lumber & Grain Co, Inc  
Seward Ag Supply, Inc  
Shipman Elevator Co  
Software Solutions Integrated, LLC  
Spraying Systems Co  
Stark Agricultural Service, Inc  
Stonington Fertilizer, Inc  
Sun Ag, Inc  
Terayne Ag Specialties, Inc  
Trainer Grain & Supply Co  
Tri County Chemical  
Twomey Company  
Van Horn, Inc  
Wabash Valley Service Co  
Wagner Seed & Supply Co, Inc  
Woolsey Bros Farm Supply, Inc  
Yargus Manufacturing, Inc

#### **Indiana**

Ag Plus  
Agro-Key  
Clifton & Quigg Fertilizer Service, Inc  
Clunette Elevator Co, Inc  
Co-Alliance LLP  
Columbus Silgas, Inc  
Cooperative Elevator  
Dow AgroSciences  
Frontier Co-op, Inc  
Fulton-Marshall LP  
Grammer Industries, Inc  
Growers, LLC  
Harvest Land Co-op  
Jackson Jennings Fm Bur Co-op Assn, Inc

Kova Fertilizer, Inc  
Murray Equipment, Inc  
North Central Cooperative, Inc  
Posey County Cooperative  
Preferred Buyers Association, Inc  
Premier Ag Co-op  
R & C Farm Supplies, Inc  
Rydman & Fox  
Spencer County Co-op  
Westland Co-op  
White River Co-op

#### **Iowa**

ABIS  
Ag Partners  
Albaugh, Inc  
B B & P Feed & Grain, Inc  
Becker Underwood  
Bob's Farm Center, Inc  
C S I Chemical Corp  
C-S Agrow Service  
Davis Equipment  
Eldon C Stutsman, Inc  
Essex Elevator, Inc  
F J Krob & Co  
Farmchem Corporation  
Farmers Cooperative Elevator of Ottosen  
Garst Seed Company  
Heartland Ag  
Heartland Co-op  
John Deere Co  
Juhl Feed, Inc  
Junge Control, Inc  
New Leader  
Nichols Agriservice, LLC  
Rabo AgriFinance  
Ranco Fertiservice, Inc  
Regulatory Management & Consulting  
Rohrer Brothers, Inc  
Sinclair Elevator, Inc

Sioux Fertilizer, Inc  
Struve Construction Co  
Terra Industries, Inc  
United Services Assn, Inc  
United Suppliers, Inc  
Van Diest Supply Co  
Villisca Elevator, Inc  
Yield Company

#### **Kansas**

ADM Grain  
Ag Service, Inc  
Beachner Grain, Inc  
Boettcher Enterprises, Inc  
Colby Fertilizer, Inc  
Harveyville Seed Co, Inc  
J B Pearl Sales & Services, Inc  
Mears Fertilizer, Inc  
Midway Co-op Association  
Morrill Elevator, Inc  
Regulatory Consultants, Inc  
Sims Fertilizer  
Sublette Cooperative, Inc  
Tyree Ag, Inc  
Vance Publishing  
White Cloud Grain Co, Inc

#### **Kentucky**

Ag/Gro Fertilizer Co, Inc  
Agri-Chem, Inc  
Asmark Institute  
Miles Farm Supply, LLC  
Warner Fertilizer Co

*continued on page 18*

**Maryland**

A J Sackett & Sons  
Advan  
Eddie Mercer Agri-Services, Inc  
Willard Agri-Service of Frederick, Inc

**Michigan**

Al's Aerial Spraying  
Dome Corporation of North America  
Eastern Michigan Grain, Inc  
Michigan Agricultural Commodities, Inc

**Minnesota**

Ag Specialist  
AGCO  
Agriliance  
Apply Magazine

**Minnesota (continued)**

Apply Magazine  
Bird Island Soil Service  
Central Valley Co-op  
Hwy Ag Service  
Kahler Automation Corp  
Maas Companies  
Mosaic Company  
Prinsburg Farmers Co-op  
Prochaska & Company, Inc  
Redball  
Rosen's, Inc  
Rothsay Farmers Co-op  
Trico Ag Service, Inc  
Universal Crop Protection Alliance  
Waconia Mfg, Inc  
West Central, Inc  
Wheaton - Dumont Co-op Elevator

**Mississippi**

Control Solutions, Inc  
Jimmy Sanders, Inc

**Missouri**

AGRIservices of Brunswick LLC  
Bartlett & Co  
BASF  
Carman Chemicals, Inc  
Consumers Oil & Supply Co  
Delta Growers Association  
Farrell Growth Group, LLC  
MFA, Inc  
Monsanto Company  
Orrick Farm Service  
Salisbury Ag Center, Inc  
Specialty Fertilizer Products

**Nebraska**

Central Valley AG Cooperative, Nonstock  
Dettmer Farm Service  
Ely's, Inc  
Kaup Seed & Fertilizer, Inc  
Madison's Great Western  
Progressive Fertilizer & Propane Co, Inc  
Rawhide Chemoil, Inc  
Rusty's Fertilizer, Inc  
Scribner Grain & Lumber Co  
Stateline Ag Enterprises, Inc  
Wiles Bros Fertilizer, Inc  
Stuart Fertilizer & Grain, Inc

**New Jersey**

Cheminova, Inc  
United Phosphorus, Inc

**New York**

Aceto Agricultural Chemicals Corp  
Carolina Eastern-Vail, Inc  
Long Island Cauliflower Association  
Plant Food Co, Inc  
Tri Valley Crop Center, LLC

**North Carolina**

Arysta LifeScience North America  
Corporation  
Bayer Crop Science  
Makhteshim - Agan of North  
American, Inc  
Meherrin Agricultural & Chemical Co  
Shields Fertilizer Co, Inc  
The Schwalbe Group  
XS, Inc

**North Dakota**

AgSCO, Inc

**Ohio**

B & B Farm Service, Inc  
Bee Valve, Inc  
C & B Farm Supply  
Champaign Landmark, Inc  
CropLife Media Group  
Deerfield Farms Service, Inc  
Farmers Elevator Grain & Supply Assn  
Morrall Companies, LLC  
Na-Churs Alpine Solutions  
Ohigro, Inc  
Sunrise Cooperative, Inc  
Town & Country Co-op

### Oklahoma

Skinner Tank Co  
SST Development Group, Inc  
W B Johnston Grain Company

### Oregon

Basin Fertilizer & Chemical Co  
Marion Ag Service, Inc  
Pacific Harvest Supply  
Sure Crop Farm Services  
Wilbur-Ellis Company

### Pennsylvania

Cerexagri-Nisso, LLC  
GVM, Inc  
International Raw Materials Ltd.  
James H Patches  
Kirby Agri, Inc  
Koch's Farm Service  
Sylco Service & Terminal Sales USA  
T R Shearer Ag & Landscaping  
Commodities  
Walker's Farm Service, Inc  
Webb's Super-Gro Products, Inc

### South Dakota

Chester Farm Service Corp  
Cone Ag, Inc  
Farmers Cooperative Elevator of Sisseton  
& New Effington  
Ramsdell F&M Ltd.  
Raven Industries, Inc  
South Dakota Wheat Growers  
Turnis Farm Service, Inc

### Tennessee

Helena Chemical Company  
Valent U.S.A. Corporation

### Texas

Bumper Crop Agricultural Services, Inc  
Danevang Farmers Cooperative  
Society, Inc  
Donald Paddock Fertilizer & Seed  
ESTES, Inc  
Frontier Fertilizer & Chemical Co LLC  
Johnston Fertilizer, Inc  
Matt Hamel Ag Products, Inc  
Migl Feed & Grain Co  
Sabic Americas, Inc  
SureGrow Ag Products  
Warrick's, Inc

### Vermont

Northeast Agri Sales

### Virginia

Honeywell  
Houff's Feed & Fertilizer  
Shore Fertilizer Corp  
Syngenta Crop Protection  
Valley Fertilizer & Chemical Co, Inc

### Washington

Colfax Grange Supply  
The McGregor Company

### Wisconsin

AgVentures, LLC  
Case IH  
The DeLong Co, Inc  
Landmark Services Cooperative  
Larsen Co-op  
Lentz Fertilizer, Inc  
Reddy Ag Service, Inc

### Canada

Lakeside Fertilizer  
Sylvite Agri-Services  
Wolf Trax

### Spain

Herogra Fertilizantes S A

### South Africa

Nutri-Flo Liquid Fertilizer Services

# Financials

## AGRICULTURAL RETAILERS ASSOCIATION STATEMENT OF FINANCIAL POSITION SEPTEMBER 30, 2006

### ASSETS

Cash and cash equivalents	\$ 236,685
Accounts receivable	114,802
Prepaid expenses	59,047
Investments	633,852
Security deposits	4,978
Property and equipment	26,253
<b>Total assets</b>	<b>\$ 1,075,617</b>

### LIABILITIES

Accounts payable and accrued expenses	64,012
Deferred income	17,957
<b>Total liabilities</b>	<b>\$ 81,969</b>

### NET ASSETS

Unrestricted	993,648
<b>Total liabilities and net assets</b>	<b>\$ 1,075,617</b>

## AGRICULTURAL RETAILERS ASSOCIATION STATEMENT OF ACTIVITIES SEPTEMBER 30, 2006

### REVENUE AND SUPPORT

Membership dues	\$ 954,715
Annual Conference	308,934
Royalties	37,669
Contributions/grants/other	89,420
PAC administration	110,153
SVA income	4,676
<b>Total revenue</b>	<b>\$ 1,505,567</b>

### EXPENSES

<b>Total expenses</b>	<b>\$ 1,350,936</b>
Net Gain from Operations	154,631
Investment Income	56,311

### CHANGES IN NET ASSETS

Net assets, beginning of year	\$ 782,706
Net assets, end of year	\$ 993,648

Note: The financial statements of the Agricultural Retailers Association have been prepared on an accrual basis. The association is exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code. ARA's financial statements have been audited by Haymaker & Association in Washington, DC.







Agricultural Retailers Association  
1156 15th Street, NW  
Suite 302  
Washington, DC 20005  
Phone: 202.457.0825 • Fax: 202.457.0864  
[www.aradc.org](http://www.aradc.org)

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