

the Garbanzo Gazette



Volume 12

a monthly newsletter of the Silver City Food Co-op

Food For Collective Thought

by Susan Van Auken, President

As many of you already know, the Co-op General Manager, Doug Zilm, announced in May that he will be resigning in the coming months and leaving the Silver City area. I am tempted at this point to list all that Doug has done for our Co-op, but his departure is not immediate, so there will be a more appropriate time for that. Meanwhile, the food for thought today takes me down a different path and entails an interesting and challenging idea about the future management of the Co-op.

Over the past couple of years, it seems that several staff members have been paying attention to the few co-ops around the country that have collective management instead of a general manager. Collective management means that the workers (the staff) collectively provide the managerial direction for the co-op. With other co-ops as models, some staff members here at Silver City Food Co-op started visioning collective management as a future possibility for our Co-op. The moment to make the leap forward and try to actualize this vision appeared now that we need to provide for new management.

At its May meeting, the Board of Directors was asked to meet with the staff for a conversation regarding this new idea. A meeting date was set, and some staff members began preparing a more formal proposal about their plan for what they termed a non-hierarchical, collective management structure. The highlights of the proposal include the following:

- Basic concepts are equal access to all information relevant to decisions required and participatory democracy in all decision-making with an emphasis on modified consensus
- Management tasks, responsibilities, and accountability would fall to the staff as a collective group and not to one individual manager. Thus, the collective group would be responsible for the overall management of the Co-op
- Staff would be assigned to various department councils which would meet regularly to make decisions regarding their area (e.g., buyers, finance, outreach, personnel, etc), and reporting to the Board for one or more of the Board Policies relevant to their area
- A Collective Representative, elected by the entire staff, would attend all council meetings, be the liaison to the Board and NCGA obligations, ensure compliance with board policies, and facilitate long-range planning

These ideas fit quite well with the cooperative values and principles that many of us hold dear. Indeed, they have been advocated and tried out in many different co-ops in the past. But they are fresh and innovative for the Silver City Food Co-op, and it is wonderful that we have staff members here who are so committed and devoted to the Co-op that they want to propose ways that we can continually improve our system of management.

The Board's role, as many of you know, is to provide a fiduciary oversight of the Co-op, to create long-term vision, and to hire and monitor the general manager, while keeping in mind the best interests of the member-owners. The Board does not involve itself directly in the operational aspects of the Co-op. After reading the initial proposal, directors had many questions, which were compiled into a long list and sent to the staff. The questions covered a variety of topics and concerns, and the following describes a few of them:

- How many of the staff support moving to a collective management system, how many oppose it, and how many are indifferent or undecided?
- What would be the potential benefits and the potential risks of this management structure for staff, Co-op member-owners, and the Co-op itself?
- Since you believe that there was previously a successful period of collective management when the Co-op had an interim general manager, why not propose exactly that same structure now, namely a general manager with a highly democratically organized staff?
- Ensuring a successful business and bottom line accountability is essential for the Co-op. How would you ensure the financial expertise and the internal controls necessary to secure the integrity of the Co-op?
- Ensuring accountability is an important aspect of the Board's role, through hiring and evaluating the general manager. Who would be accountable to the Board in a collective system, and how would he/she/they be held accountable?
- Participatory, democratic, decision-making via consensus can take a lot of time. Spreading the general manager's responsibilities over many staff members would likely increase workloads. How would this affect the budget for personnel costs, and how would existing staff feel about working additional hours if this were the case?

• How would the proposed management structure, during transition and after, affect the workload of the Board? (Would the Board end up having to be a general manager in some respects?)

• Many collective management attempts by food co-ops have failed. What challenges and pitfalls do you anticipate based on that past history, and how would you overcome them?

• How would the Collective Representative be different from a General Manager?

• There would most likely be increased costs for planning and creating this management structure, as well as increased costs for the transition time. Can you create realistic budgets for both of these time periods?

At the time of this writing (late May), the Board and staff have just had their initial meeting. There was considerable discussion about the motivations for this proposal, a central theme of which seemed to be ensuring a democratic and empowering workplace experience for the staff. Whether such a work environment is only attainable with collective management, or might also be attainable with a general manager, was also raised as an issue for both staff and the Board to ponder.

Much food for thought for all of us is included in the proposal from staff. The Board will review any additional information provided by the staff, as well as consult with other co-ops who operate with collective management. We will need to create a timeline for making a decision about our Co-op's management structure, determine what specifics will be necessary to make this decision, and ponder carefully the potential advantages and pitfalls of the alternatives before us. By the time you read this article, some decisions and hopefully some progress may have taken place. You, the member-owners, are a key component in this process. Evaluating what is the best management structure for our Co-op can be food for thought for you also. Do you, as a member-owner, want the Board to consider this change? Why, or why not? Is the possibility of a more democratic workplace consistent with your values? Do the risks and uncertainties of a new structure cause concern for you? Do you have experience with collectively-operated businesses that you wish to share? This is our Co-op and a proposed change is on the table. Think about the proposal and the questions raised. Ponder. *What do you want for our Co-op?* □

In This Issue

Page 2

Greetings from the General Manager

Page 3

Cuban Cooperatives Advance, Diversify

Page 4

Kitchen Meditations Book Review

Page 5

Co-op Deals Monthly Specials Kids' Corner

Page 6

Collective Management in One Food Co-op

Page 7

Community Outreach Report

Silver City Food Co-op

established 1974



www.silvercityfoodcoop.com

575-388-2343

Store Hours

Mon-Sat 9am-7pm

Ends Statement

Because of all that we do, our member-owners, our food co-op, and our extended community will gain and maintain health.

Cooperative Principles

1. Voluntary and open membership.
2. Democratic member control.
3. Member economic participation.
4. Autonomy and independence.
5. Education, training and information.
6. Cooperation among co-ops.
7. Concern for community.

General Manager

Doug Zilm

Staff

Joseph Patrick
Judith Kenney
Bob Lee
Tyrone Wright
Carolyn Smith
Janet Goodrich
Tracey Franco
Dougan Hales
Gary Benavidez
Jake Sipko
Kate Stansberger
Carol Ann Young
Margarita Courney
Jeanné Miller
Alexandria Gray
Becky Carr
Vicki Gadberry
Lennie Buckingham
Erin Toney
Jess DeMoss
Meggie Dexter
Brian Bates
Misha Engel
Alexandria Gray
Tonya Butts
Kevin Fast
Angie Carr
Elena Taylor
Keegan Colter
Jessie Gauthier
Glenn Thayer
Mary Giardina
Carol Kay Lindsey
Andrea Simoneau

Annual Co-op Membership Dues

\$10.00 (plus tax)

Kids under 18 and living at home FREE

The Garbanzo Gazette

Garbanzo Gang: Margarita Courney, Vicki Gadberry, Judith Kenney, Carolyn Smith, Carol Young & Meggie Dexter.

Submissions are Welcomed!

Submit letters, articles, or items of interest to:

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Greetings from the General Manager

July 1st marks my three year anniversary at the Silver City Food Co-op and also with it an announcement that I will be leaving the Co-op in 2013. I will be leaving due to a family health concern. It was a very hard decision to make and I took several months to make the decision but in the end it came down to putting family first. It will be with a heavy heart that I leave but also with great memories.

In the time before my departure, I will be continuing the work I have been doing as General Manger of the Co-op as well as helping to facilitate the management transition in whichever form it takes. The goal is to have as smooth a transition as possible with incoming management being well versed in how SCFC operates both as a business and as the Co-op (and all that it entails).

We still have current projects that we are hoping to see completed in the near future both at the Co-op and through partnering organizations. One of the projects will be a local label

program for food products, growers/producers, restaurants, and retailers that we have been working on in conjunction with the Green Chamber. It will be a way to identify those growers/producers that grow in a sustainable manner and the businesses that support them in their effort. The label should be rolled out during the summer.

We are also working on a Co-op education program that will allow the staff, the board, and our members to learn more not just about our Co-op, but Co-ops in general. The education program will cover the different types of Co-ops, cooperative principles, the economics of Co-ops, and much, much more. We are hopeful to have this program rolled out in the fall.

There are other changes that will be coming to the Co-op in the near future and we will, as we always strive to do, keep you our members informed. Here's to a great summer!!

-Doug Zilm

Did you know?...

CORE BELIEFS OF EXTRAORDINARY LEADERSHIP

The best leaders have a fundamentally different understanding of workplace, and team dynamics.

1. Business is an ecosystem, not a battlefield.

Average leadership sees business as a conflict between companies, departments and groups. They build huge armies of "troops" to order about, demonize competitors as "enemies," and treat customers as "territory" to be conquered.

Extraordinary leadership sees business as a symbiosis where the most diverse firm is most likely to survive and thrive. They naturally create teams that adapt easily to new markets and can quickly form partnerships with other companies, customers ... and even competitors.

2. A company is a community, not a machine.

Average leadership considers their company to be a machine with employees as cogs. They create rigid structures with rigid rules and then try to maintain control by "pulling levers" and "steering the ship."

Extraordinary leadership sees their company as a collection of individual hopes and dreams, all connected to a higher purpose. They inspire employees to dedicate themselves to the success of their peers and therefore to the community—and company—at large.

3. Management is service, not control.

Average leadership wants employees to do exactly what they're told. They're hyper-aware of anything that smacks of insubordination and create environments where individual initiative is squelched by the "wait and see what the boss says" mentality. Extraordinary leadership sets a general direction and then commit themselves to obtaining the resources that their employees need to get the job done. They push decision making downward, allowing teams to form their own rules and intervening only in emergencies.

4. My employees are my peers, not my children.

Average leadership sees employees as inferior, immature beings who simply can't be trusted if not overseen by a patriarchal management. Employees take their cues from this attitude, expend energy on looking busy and covering their behinds.

Extraordinary leadership treats every employee as if he or she were the most important person in the firm. Excellence is expected everywhere, from the loading dock to the boardroom. As a result, employees at all levels take charge of their own destinies.

5. Motivation comes from vision, not from fear.

Average leadership sees fear--of getting fired, of ridicule, of loss of privilege--as a crucial way to motivate people. As a result, employees and managers alike become paralyzed and unable to make risky decisions.

Extraordinary leadership inspires people to see a better future and how they'll be a part of it. As a result, employees work harder because they believe in the organization's goals, truly enjoy what they're doing and (of course) know they'll share in the rewards.

6. Change equals growth, not pain.

Average leadership sees change as both complicated and threatening, something to be endured only when a firm is in desperate shape. They subconsciously torpedo change ... until it's too late. Extraordinary leadership sees change as an inevitable part of life. While they don't value change for its own sake, they know that success is only possible if employees and organization embrace new ideas and new ways of doing business.

7. Work should be fun, not mere toil.

Average leadership buys into the notion that work is, at best, a necessary evil. They fully expect employees to resent having to work, and therefore tend to subconsciously define themselves as oppressors and their employees as victims. Everyone then behaves accordingly.

Extraordinary leadership sees work as something that should be inherently enjoyable—and believe therefore that the most important job of a manager is, as far as possible, to put people in jobs that can and will make them truly happy. □

BLACK BEANS



The small, shiny black turtle bean is especially popular in Latin American cuisine, though it can also be found in Cajun and Creole cuisines of south Louisiana. It is often called simply the black bean (frijol negro, zaragoza, poroto negro, caraota o habichuela negra in Spanish, and feijão preto in Portuguese), although this can cause confusion with other black beans.

The black turtle bean has a dense, meaty texture, which makes it popular in vegetarian dishes, such as the Mexican-American black bean burrito. It is a very popular bean in various regions of Brazil, and is used in the national dish, feijoada. It is also a main ingredient of Moros y Cristianos in Cuba, is a must-have in the typical gallo pinto of Costa Rica and Nicaragua, is a fundamental part of pabelón criollo in Venezuela, and is served in almost all of Latin America, as well as many Hispanic enclaves in the United States. In the Dominican Republic Cuisine, it is also used for a variation of the Moros y Cristianos simply called Moro de Habichuelas Negras. The black turtle bean is also popular as a soup ingredient. In Cuba, black bean soup is a traditional dish, usually served with white rice. It is common to keep the boiled water of these beans

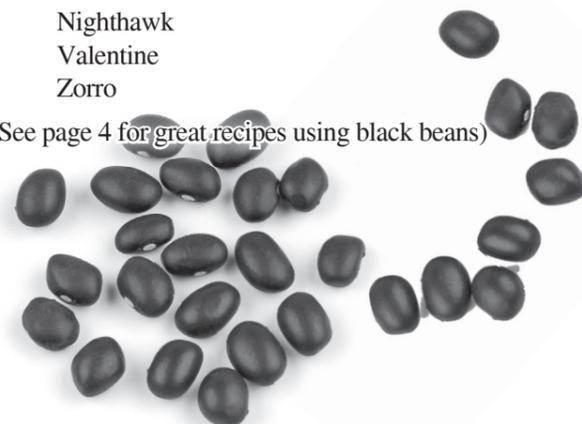
(which acquires a black coloring) and consume it as a soup with other ingredients for seasoning (known as sopa negra, black soup), as a broth (caldo de frijol, bean broth) or to season or color other dishes (aforementioned gallo pinto, for example).

Samples of black turtle beans were reported in 2006 to contain total anthocyanins in their dried seed coats of 0–2.78 mg/g

Black turtle bean varieties include:

- Black Magic
- Blackhawk
- Domino
- Nighthawk
- Valentine
- Zorro

(See page 4 for great recipes using black beans)



Cuban Cooperatives Advance, Diversify

by John Eicholz and Patti Waters

We were lucky to be invited by Wendy Holm, a Canadian agronomist, to attend a conference on cooperative development in Cuba. In her words, this conference grew out of the nexus between her work with Cuban farmers, most of them in cooperatives, and the Cuban government's new guidelines to cooperatise their economy. Her brochure reads in part:

"If Cuba is successful in evolving to a more cooperative economy, this will not only improve the ability of Cuban economy to best meet the needs of her people, but also add a very strong link in the global cooperative chain. Cuba is about to step forward on a new cooperative path. In its Sixth Congress last April, the Cuban Communist Party committed to a transition from state socialism to cooperative control in many sectors of Cuba's economy. Intriguingly, Cuba could be the first nation to get this right. Coming from a socialist background, cooperatives are a good fit. And without a capitalist sector, Cubans are more likely to consider worker and producer co-ops, for example, as a real option, not just a way station on the road to capitalism. In short, Cuba is well positioned for a successful transition to a more cooperative economy."

The proposed content of the conference bore a strong resemblance to goals of our own co-op (Franklin Community Co-op in western Massachusetts): building a strong local cooperative economy, and developing local economic sustainability, in the face of rapid change and turmoil in the world around us. In the spirit of cooperation among co-ops, we decided to attend.

Our group was composed mostly of faculty and students of the MMCCU (Master of Management – Cooperatives and Credit Unions) program of St. Mary's University in Halifax, Nova Scotia. The program met the criteria for a U.S. general license to travel to Cuba, allowing us as Americans to participate. Our purpose in going was to understand Cuba's advancement of global cooperation and to assess and assist. We were excited about all we could learn and what we would share.

A beautiful city in transition. Havana is an incredibly beautiful city, more European than you might imagine. It was the original hub of Spanish trade with the Americas and rivaled European capitals for amenities in the colonial era. After independence in 1900, another wave of development expanded the urban zone, but on the same human scale as the old district. After the revolution in 1959, difficulties with trade and an isolated economy, as well as the government priority to develop and provide housing and basic services for all throughout the countryside, have led to a lack of resources to maintain Havana's buildings.

Some areas have been recently restored, but most have lacked maintenance for decades. Marble staircases lead you to huge rooms with crumbling walls. Bathrooms are palatial but may have no plumbing or toilet seats. Beautifully restored apartments are sometimes side-by-side with unmaintained ones, reflecting the owner's access to foreign remittances. We paused for coffee breaks, drinking from ceramic cups and saucers – we did not miss the disposables so common in America.

The future of the Cuban economy will be modeled on cooperatives. Our days were filled with fascinating presentations by several of Cuba's cooperative champions and thought leaders. The presenters ranged from academics to city and state officials and representatives of civil agencies working in agricultural cooperative development. They painted a compelling picture of a society with a deep reservoir of social capital and a desperate need for economic innovation, seeking to use cooperatives as a way forward.

Our conference began with an overview of Cuban society, putting into context the many challenges facing the Cuban economy after the fall of the Soviet bloc (1989-90) and the continuation of the U.S. trade embargo. With a 35% drop in GDP and a lack of agricultural inputs, the breakup and failure of the large state farming system ensued. This led to large disruptions in the agrarian workforce and balance of trade.

Workers co-ops, hybrids, distribution. Driven by the necessity to maintain one of "the pillars of the revolution" – adequate food production for all – a creative response was to increase the number of hybrid cooperatives (UBPC) working on the idle land to produce food primarily for state distribution. This type of



co-op cannot own the land they farm but is granted its use rent-free by the state. They generally sell a large amount of their produce to the state under contracted pricing. However, worker-owners are allowed to self-govern their business, and these cooperatives can choose their own way to allocate profit.

A visit to a large UBPC in Alamar confirmed both the highly effective farming practices in use and the degree to which co-op self-direction and trade liberalization were occurring in practice. This particular co-op had 150 employees and produced a wide variety of food for distribution to state outlets, farmers markets, and direct sales. UBPC cooperatives have developed on their own a system of shares, earned by longevity, in which all profits after reserves are distributed on a bi-weekly basis, the distribution being in addition to members' government salary.

Post-revolution Cuba has always had supply and distribution co-ops (CCS) for independent small farmers. These co-ops generally acted as clearing houses for state-allocated inputs and distribution. In 1975 began the formation of pooled resource farm co-ops (CPA) operating as worker cooperatives. In these co-ops, farmers grant or sell their own land to the co-op and then farm the land under cooperative ownership. The UBPC coops described above are the third type of agricultural coop in Cuba today. Combined, such co-ops work about three-fourths of the farmed land in Cuba.

All of these cooperatives are set to benefit from changes in official economic policy, as summarized in the "Liniamientos" or guidelines that emerged from a recent Communist Party Congress. These guidelines were cited repeatedly as evidence of the official direction of government policy.

More changes to come. Currently, all types of co-ops are formed under specific terms by the state, and many of their inputs and markets are subject to allocation. The changes under development would create open markets for agricultural inputs and sales of farm produce and create a unified legal structure authorizing co-ops as a (socialist) form of business. Cooperatives could then form producer co-ops for agricultural inputs, building supplies, transportation and social services, as well as consumer co-ops throughout the economy.

We learned that you cannot talk about the Cuban economy without talking about socialism, whose goal was described to us as the full or integral development of all human beings. This was made eminently clear to us as each presenter spoke to us about how their project was compatible with socialism and helps build on the socialist principles of the Cuban project.

Camila Piñeiro Harnecker, professor and researcher with the Center of Studies of the Cuban Economy, University of Havana, is a Cuban theorist of cooperatives and socialism. Harnecker presented a detailed analysis of the areas of alignment between cooperative and socialist principles: co-ops are suited to democratic management and an orientation towards broader social interests, portrayed as the use of a social logic to guide exchange relations rather than a market logic.

Thus, co-ops can act as a social form of property. Important principles seen in regard to the economic advantages of co-ops are the decentralization of businesses for greater productivity and innovation, while maintaining local control and worker self-management for the development and fulfillment of humane social relations. She also spoke about the risks to socialism presented by cooperatives if they fail to live up to their promise, and described a mitigation strat-

egy that includes coordination, regulation and incentives. The concept of cooperatives as both association and enterprise played a large role in resolving these risks.

Assessment: co-op or coopt? Of most interest to us was the presence of a strong educational emphasis, addressing the perceived need for education about co-ops. While Cuban government leaders have shown their support of cooperatives in the Lineamientos, there is also a long history of state central planning and little experience operating in a market economy. People's subjective response (understanding and opinions) concerning co-ops is seen as a barrier to advancement as well. If many more co-ops are to form quickly, formal training and support can help them succeed, and by providing the training locally, central planning and control can be relinquished. This challenge is being met by a very thorough educational program, the "La Palma Project."

We heard from Mavis Dora Alvarez, founding member of ANAP (national small farmers organization) and Carlos Artega, a Cuban economist and member of ACTAF (Association of Agriculture and Forestry Technicians), who were key architects of this program. Alvarez and Artega began their work with a study of the cooperative principles in relation to Cuban society and the many needs of new cooperative farm businesses. This included the history of cooperatives and cooperative principles, the role of cooperatives in improving the economy and the environment, principles of self-government and social relations, and the legal structure of co-ops.

They developed a program to train municipal groups to deliver this training to co-ops. As a pilot, they formed and trained local teams in 5 municipalities. Outcomes observed so far include an increased involvement by women in cooperatives and an increased interest in managerial training, as well as increased interest in forming new cooperatives. This spring, they will be conducting their first municipal cooperative trainings, as well as reviewing the training materials prior to expanding the pilot. All this in one year! We have never heard of a more thorough cooperative educational program conducted at this scale.

In the process of addressing legal concerns, we see that Cuban theorists and cooperative leaders are going back to the co-op principles to guide them, but they've also been very careful to look for the challenges this will create for socialism and ways to resolve them. At first glance socialism and cooperatives may seem incompatible, but our conclusion was that cooperatives can be compatible with both capitalistic and socialist forms of society. Cooperatives are not a political construct but an economic and social one, and their goals are universally acceptable.

Alone we go faster, together we go farther.

The benefits of our visit were realized at once by our bringing together Cubans who had not come together as a group. Those networks were deepened and strengthened in the following months.

In February 2012, the paper published by Wendy Holm about our conference was presented at a conference in Havana of Cuban and Canadian economists. The awareness of the Canadian government was advanced when our group presented our findings to the Canadian ambassador. Some members of our group have offered to build connections between the Cubans and other international cooperative movements and leaders. We were glad to be able to assist in their process in a way that is appropriate to advance cooperative development in a decentralized manner and to foster new international efforts towards cooperative development.

The La Palma project has adopted the slogan "Solos vamos mas rapido. juntos vamos mas lejos" – which translates as, "Alone we go faster, together we go farther." In a rapidly changing society experiencing huge pressures to adopt a capitalist model, cooperatives in Cuba are positioned to provide the best balance of economic development and social equity. □

~~John Eicholz & Patti Waters, *general management team members*, Franklin Community Cooperative in Greenfield & Shelburne Falls, MA. Reprinted with permission from Cooperative Grocer www.CooperativeGrocer.coop



KITCHEN MEDITATIONS

SOUTHWEST BLACK BEAN SALAD

- 2 cups corn
- 1 green pepper, diced
- 1 red sweet pepper, diced
- ¼ cup fresh cilantro, chopped
- 2 cups cooked black beans
- 3 TB olive oil
- 3 TB lime juice
- 1 clove garlic
- 1 1/2 TB chopped fresh oregano
- 1 1/2 tsp ground cumin
- 3/4 tsp chili powder
- 1/4 tsp cayenne pepper

Combine corn, peppers, cilantro, and black beans in a bowl.

Whisk together olive oil, lime juice, garlic, oregano, cumin, chili powder and cayenne, pour over salad. Salt & pepper to taste. Toss gently and serve



BLACK BEAN BURGERS

- 3 cups cooked black beans
- 2 cups cooked brown rice
- 1 cup bread crumbs
- 1/3 cup red onion, finely chopped
- 1/4 cup chili powder
- 3 TB ketchup
- 1 TB garlic, minced
- 1/2 cup walnuts, finely chopped
- 1 cup carrots, shredded
- 1/2 cup nutritional yeast
- 1/2 cup flaxseed, finely ground
- 1 tsp salt
- 1 tsp black pepper
- 1/2 cup toasted sesame oil
- 1/2 cup water

Preheat oven to 400°

Lightly oil an oven-safe dish, set aside.

In a food processor, combine all ingredients except sesame oil and water. Alternately add the oil and water, process until mixture is sticky enough to hold together, but not wet.

Form into 10 patties and place in baking dish. Drizzle with a bit of olive oil and bake for 25 minutes, rotating pan and gently flipping burgers halfway through cooking.

BLACK BEAN & SWEET POTATO BURRITOS

- 3 cups sweet potatoes, peeled, diced
- ½ onion, chopped
- 2 cups cooked black beans
- 1 1/2 tsp ground cumin
- 1 tsp ground cinnamon
- ½ tsp salt
- 8 flour tortillas
- 1 1/2 cups cheddar, shredded
- sour cream, salsa, cilantro for garnish

Sauté sweet potatoes and onion in large frying pan with 1 TB olive oil just until tender. Add water towards the end to prevent sticking.

Add black beans, cumin, cinnamon and salt and cook until heated through.

Divide potato/bean mixture among tortillas, sprinkle with cheese and roll up.

Place in a baking pan, lightly oiled, cover and bake at 350° 20-25 minutes. Serve with garnishes.

NATURAL SUN PROTECTION

by Janice Cox

Spending a day outdoors under the warm sun is one of life's greatest treats—and the best way to get vitamin D. Of course, the sun can prove extremely damaging, and that's where good sun protection comes in. While it's difficult to make a homemade SPF using all-natural ingredients, some foods like avocado oil, dark sesame oil, and black tea have sun-screen properties.

Avoid direct sunlight during the middle of the day (usually between 10:00 am and 2:00 pm) when the sun is strongest. Always wear sunglasses, which will help slow down wrinkling around the eyes and protect them from harmful rays. Finally, cover your hair with a scarf or hat if you plan to be outdoors for an extended period of time. The sun is drying, and will lighten the color of dyed hair. Here are a few safe sun recipes for you to try at home:

SUNBURN SOOTHERS

Despite your best efforts at protection, the sun may still scorch your skin a bit, and that's where the following soothing ingredients come in: witch hazel, aloe vera gel, cornstarch, apple-cider vinegar diluted with water, baking soda mixed with water, buttermilk, and cucumber juice. Apply one to two cups of these skin soothers using one of the following methods, and be sure to use a good lotion or moisturizer afterward, as these cures can be drying.

- Dip a thin fabric (cheesecloth, silk, or cotton) in your soothing liquid, then wrap the cloth around sun-

burned areas. You may have to repeat as the fabric dries.

- Add 1-2 cups of the soother to bathwater. Make sure the water is warm, not hot, since hot water will dry out and scald sunburned skin.

- Apply the soother directly to the affected area using a spray bottle. Don't rub the solution into your skin; let it dry and repeat if necessary.

COOLING CUCUMBER BODY MASK

This mask refreshes and draws out the "heat" from your skin. It, too, can be a bit drying, because cucumbers are naturally astringent, so follow up with a rich natural oil or body cream.

- 1/4 cup boiling water
- 2 chamomile tea bags
- 1 whole cucumber with peel, chopped
- 1/4 cup aloe vera gel
- 2 drops essential oil of lavender

Pour boiling water over the tea bags to make a strong tea. Once the tea has cooled a bit, remove the tea bags. Put the liquid in a blender or food processor, add cucumber, aloe vera, and lavender oil, and blend until you have a smooth mixture.

TO USE: Spread the entire mixture over the sunburned area using your fingers or a small paintbrush. Leave the mask on for 20-30 minutes. You may want to wrap up in an old sheet or large towel so you can sit or lie down and relax. Afterward, rinse well with cool water, pat skin dry, and don't forget to moisturize. Yields: 4-5 ounces.

SUNBURN LOTION

If you do burn easily, this simple lotion helps to soothe sensitive skin, thanks to the addition of witch hazel and baking soda. Peppermint oil is a natural coolant (in small amounts), as well.

- 2 TB water
- 1 TB witch hazel
- 1/4 cup baking soda
- 1-2 drops peppermint oil

Mix together all the ingredients to form a thin, milky solution. Shake well before applying.

TO USE: Gently apply to sunburned skin and allow to dry. Reapply if necessary. You may also want to rinse your skin afterward; this lotion leaves a fine, powdery film as it dries. Yields: 3 ounces.

SUNSHINE CREAM

Sesame and avocado oils both have ultraviolet-ray screening properties, and when combined, make a great skin cream to use before and after going out in the sun.

- 2 TB liquid lecithin
- 1/4 dark sesame oil
- 2 TB avocado oil
- 1/4 cup water

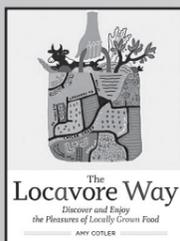
Place the lecithin and oils in a blender and mix on medium speed. Slowly add the water and turn the blender on high to mix well. You will be left with a light, fluffy, yellow cream. Continue to blend on high until smooth and then place the mixture in a clean, airtight container. You may need to stir this cream every couple of days because the lecithin may separate. Yields: 6 ounces. □

Book Review:

by Vicki Gadberry

THE LOCAVORE WAY: DISCOVER AND ENJOY THE PLEASURES OF LOCALLY GROWN FOOD

by Amy Cotler; Storey Publishing, 2009.



locavore lo•ca•vore

noun

Anyone who seeks out and savors foods grown, raised, or produced close to home.

It's always fun to add a new word to one's vocabulary, and while perhaps, locavore is not a new word for you, it was to me. It's an interesting sounding word, it rolls off the tongue easily, you can think up words to rhyme with it, but perhaps, most importantly, it provides a succinct description of what many of us already are, or strive to be. Cotler's introduction tells how she became involved in local food in her 30+ year career as a caterer, educator, cookbook author, and food activist.

Upon first glance, this book appears to be physically small, but Cotler has filled it full of useful

information. She excels in the "10 point" list and starts by providing "10 ways to become a locavore," and "10 reasons to eat local." She is informative but not preachy. Chapters are dedicated to discussions on seasonal eating, local vs. organic, farmer's markets, shopping for produce, sustainability, CSA's (Community Supported Agriculture), buying clubs, eating out, and more. There are recipes, and guidelines for preparing various vegetables. There's an index, a list of recommended reading and movies. So yes, this little book, like a well-tended back yard garden, is overflowing with a wealth of goodies. If you are already a foodie, or a developing "wannabe foodie," this is a good place to begin or to add to your knowledge base. □



July Sales

To Our Co-op Members & Customers: Please note that sales run for a **2-week period**, a few sale items are listed below. Please stop by the Co-op for more values and take advantage of all the great offerings each month.

July 5-July 17

coop deals



Bulk Golden Temple Granola
reg \$3.59-3.79#
SALE \$2.49#



Luna & Larry's Coconut Bliss
reg \$6.19
SALE \$4.29



Alexia Mushroom Bites
reg \$3.99
SALE \$2.99



Bionaturae 25.4oz Fruit Nectars
reg \$4.49
SALE \$2.79-3.79



Dr. Bronner's 32oz Sal Suds Liquid Cleaner
reg \$12.19
SALE \$8.99



Nordic Naturals Omega-3.6.9 Lemon 60 ct
reg \$18.99
SALE \$15.49

July 18-July 31



Bulk Beans Small White (Navy)
reg \$1.79#
SALE \$1.39#



Organic Valley 64oz Soy Beverage
reg \$3.89
SALE \$2.99



Boulder Chips assorted
reg \$2.69
SALE \$1.99



Blue Sky 12 oz Soda Assorted
reg \$.89
SALE \$.59



Jason Toothpaste Assorted
reg \$6.19-6.99
SALE \$3.99-4.99



New Chapter Ginger Wonder Syrup
reg \$14.95
SALE \$11.99

Member Only Specials

July 5-July 31



Bubbies Sauerkraut
reg \$6.99
SALE \$6.29



So Delicious 32oz Coconut Milk
reg \$4.19
SALE \$3.77



Amy's Veggie Burgers
reg \$5.79-5.89
SALE \$5.21-5.30



Annie's 12oz BBQ sauce
reg \$3.99
SALE \$3.59



Bio-Kleen 32oz Free & Clear Dish Soap
reg \$5.99
SALE \$5.39



Kiss My Face 16oz Peaceful Patchouli Bath Gel
reg \$9.49
SALE \$8.54

Kids' Corner

FREE FRUIT FUN

Now Kids, color in this here picture, bring it on down to the Co-op and get your free piece of fruit.
(Produce Staff Selection)



NAME: _____ AGE: _____

PRODUCE COMPOST GUIDELINES

This is a free service provided for our customers. We are not able to honor "special" requests for specific produce in bags and keep this service free. Please note:

- First come, first served
- One bag per person, please
- Scraps are bagged randomly as produce is processed
- Best days for compost are Tuesday & Thursday

GROCERY SPECIAL ORDER POLICY

Members receive a 10% off shelf price discount on special orders of case quantity in ALL departments. HABA and Supplements will receive the 10% discount when the quantity ordered is at least six (of the same item). Cases of local meat must weigh 10 pounds or more to receive the discount. All CAP and Essentials Program items will no longer be excluded from receiving the discount; however, a case MUST be ordered to receive the special order 10% discount. Membership Matters items sold in cases on the shelves will now receive a 10% discount (instead of 20% discount).

PRODUCE SPECIAL ORDER POLICY

Produce special order deadline is Thursday at 7 pm. The pickup date is conveyed to the customer by the buyer. The only exception of this deadline is when the Co-op is closed on Thursday due to a holiday. Check with the produce managers if this occurs.

CO-OP COMMUNITY ROOM POLICY

Individuals, groups & organizations are welcome to use the community room, as long as one organizer is a co-op member. Seating capacity is 24. Room is not intended for commercial use or events where a fee is charged. Contact Margarita: margarita@silvercityfoodcoop.com or call the Co-op at (575) 388-2343. Please allow 7 days to receive confirmation of your request. Thank you!

CO-OP KIDS



Yummy snacks for a picnic!

2012-2013 Co-op Board of Directors



Susan Van Auken
President



Lynno Aldin
Vice President



Gail Rein
Secretary



Jerry Boswell
Treasurer



Meadow Clark



Lita Furby



Carmon Steven

A Glimpse of Collective Management in One Food Co-op

There are currently just a handful of food co-ops that operate using collective management, with varying degrees of success. Below are excerpts from a self-description of one of the more successful ones. Although this description is somewhat dated (2008), it offers a glimpse of the considerations involved in a co-op structured with collective management. For the complete article from which this was excerpted see: <http://www.cooperativegrocer.coop/articles/2008-12-27/collective-management>

When the new wave co-ops landed on the shores of economic reality, one common response was a return to the tried-and-true co-op model of member-owners and hierarchical management systems. However, a small and determined band of cooperators in Portland, Ore., disagreed with prevailing wisdom, and set out to develop a worker-managed and consumer-owned co-op model.

The mere mention of worker collectives managing food co-ops sends most modern cooperators into a rehash of the collapse of many "new wave" food co-ops of the 1970s. That wave was motivated by a revolutionary zeal to challenge the capitalist system, translating into hundreds of experiments in worker-managed buying clubs and storefront co-ops.

People's Food Co-op, founded in 1970, went through many management system changes, from the general manager model to various iterations of worker collectives. We have had many near-death experiences due to mismanagement, ideological differences, and lack of funds. One defining moment for People's came in 1991, when the store was struggling and the collective voted to close the doors. The board of directors fired the collective and hired a general manager and staff. Together, they developed tactics to improve People's sales and management. The staff began working to return People's to collective management, an approach that the board of directors finalized in 1993.

The People's board . . . [is] the governing body of the co-op through the Policy Governance model. Because the Policy Governance structure assumes staff are organized in a hierarchical structure and led by an executive, a major modification was required to accommodate our collective management model. In the end, we are finding that Policy Governance actually serves as a complement to our collective management.

We now have a 29-person collective: co-management instead of a general manager. Good co-op management is accountable to both the board of directors and the member-owners. While collective management offers more checks and balances than a hierarchical model, it still has the potential of disregarding accountability to the membership. To avoid that pitfall, People's has created processes and structures that ensure adherence to both the co-op's bylaws and to its

Ends and executive limitations policies.

With no general manager, how does the People's board communicate and hold staff accountable? We use executive limitations and an array of monitoring reports most cooperators would recognize. Our collective management appoints a "link" to present monitoring reports that are signed by the appropriate worker teams. The board speaks as one to the workers' collective, and the collective speaks as one to the board. The link is not responsible for the decisions of the collective; she is evaluated on her ability to maintain clear lines of communication and accountability between the board and collective. The board holds the co-management as a whole accountable for its decisions and expects the collective to have and utilize strong internal accountability systems to support its actions.

The co-op is in alignment with the cooperative principles when co-management applies the principles of servant leadership to our work. Through Policy Governance, our board of directors outlines Ends and limitations for which co-management must create reasonable interpretations and measurable monitoring reports. Board policy expects us to act as servant leaders by engaging member-owners, utilizing their input, and building support prior to committing to any major plans that could affect the co-op. Every significant plan that the co-management makes must support the Ends statements that our board has created on behalf of member-owners.

A disparity between the views of the board and the collective can become a source of conflict. On rare occasions, some collective members have disputed a board and/or membership decision on ideological grounds. This exposes a friction point in a consumer-owned and worker-managed enterprise. Although People's' board and staff are non-hierarchical, the co-op as a whole does have a hierarchy. Members govern through their elected board representatives, and the collective is only empowered by the board through Policy Governance and the cooperative's bylaws. In short, the worker collective cannot block a decision of the board. Educating the collective on the relationship among the member-owners, board, and staff has moderated the rare ideological struggle into constructive debate and resolution.

Successful collective management, as with any management model, must adhere to the fundamentals. People's has creatively incorporated basic management principles within the context of worker empowerment and decision-making. The People's self-management model is built on qualified staff, transparency, accountability, effective decision-making, worker engagement, creative problem solving and dynamic planning to thrive in a changing market. □

[from: "Collective Management: The People's Food Co-op Experience", Cooperative Grocer, 2008, pp. 22-26]



The People's Co-op's people

VOLUNTEER DISCOUNT POLICY

Members who volunteer for 3 hours of work receive a 15% discount on all purchases for one week. Discounts must be used within 12 months.

If you are interested in volunteer opportunities at the Co-op, email or call Carolyn: carolyn@silvercityfoodcoop.com (575) 388-2343.

Board Meeting Schedule

The SCFC Board of Directors meets the second Wednesday of each month in the Co-op Community Room, 4:30-7:30 pm, the agenda for the meeting is posted in the store at least one week prior to the meeting.

Ten minutes is set aside at the beginning of every board meeting for member comments. The time will be divided evenly among those member who would like to speak. If ten minutes is insufficient, a special meeting may be called on another day. If a member wants more time, they can contact the president and ask to be added to the agenda. Please make this request at least one week before the meeting.

Members: If you would like information regarding documents reviewed at the Board meeting please ask a staff person to assist with your request

Silver City Food Co-op Board of Directors

Susan Van Auken, President
Board Term: 2010-2013
susanvanauken@gilnet.com

Lynno Aldin, Vice President
Board Term: 2012-2015
lynno@peacemealcoop.com

Gail Rein, Secretary
Board Term: 2011-2014
rein.gail@gmail.com

Jerry Boswell, Treasurer
Board Term: 2012-2015
gboswell5275@msn.com

Meadow Clark
Board Term: 2012-2015
meadow@conflictmediation.net

Carmon Steven
Board Term: 2012-2013
yankiecarmon@yahoo.com

Lita Furby
Board Term: 2011-2014
luddite555furby@montana.com



Outreach Report *by Carolyn Smith*

Part of my Community Outreach work here at the Silver City Food Co-op involves lining up volunteers for community and co-op special events such as the Co-op Seed Share, Earth Day, Member Appreciation Days, Jump Into Summer and the Co-op Picnic, just to name a few. I also find volunteers to deliver groceries to co-op members who can't make it to the store for various health reasons.



Guadalupe Montessori Gardening Workshop

There are three qualifications for becoming a volunteer: you must be a current co-op member, you must let me know and you must give me your contact info. I prefer email addresses, so I can send out group emails whenever I have volunteer opportunities, but I will make calls to folks who don't have email. Tweets and posts on Facebook are a real possibility. I don't text!

Many of the community special events are spearheaded by local non-profits: the Co-op Seed Share is part of the Home and Garden Expo organized by the Silver City Farmers' Market and Earth Day is sponsored by GRIP, the Office of Sustainability, Aldo Leopold High School, Lone Mountain Natives as well as the Silver City Food Co-op.

The SCFC also supports non-profits by giving them financial support and/or food donations and as SCFC Community Outreach Coordinator, I serve on the Board of the Silver City Farmers' Market, the Southwest Green Chamber of Commerce's Local Food Committee, and the Grant County Community Food Pantry Committee, a project of The Volunteer Center. I have also worked with Healthy Kids Healthy Communities, the Grant County Community Health Council and The Wellness Coalition on various projects.

I have been so impressed with the amazing work being done by non-profits here in Grant County and I have really enjoyed working with and getting to know the folks in these organizations. Non-profits are generally under funded and under staffed and often the work they do goes unrecognized by most people in our county. If more people saw and understood the work of these non-profits, I believe there would be more community support through donations of time, money or other resources.

I became very excited when I read an article in La Montanita Co-op's newsletter about their volunteer program. In addition to helping out at co-op special events, co-op members are encouraged to volunteer with local non-profits. Doug agreed that this was a great idea and we decided to expand our own co-op volunteer program following this model.

We worked together on a plan for implementing this new program. In order to expand the volunteer program and corresponding volunteer discounts, we needed to make some changes to our volunteer discount policy: for each 3 hours of volunteer work, members will receive a 15% discount on most items in the store for one day (instead of one week), and volunteers will need to use up their discounts in the



Earth Day

same calendar year of their volunteer work. Both of these changes will help management provide the co-op board with a yearly budget for the outreach department.

We will send out the following letter to local non-profits inviting them to apply for co-op member volunteers:



AmeriCorp volunteers repacking for the food pantry

Dear (director of non-profit),

The United Nations General Assembly has declared 2012 as the International Year of Cooperatives with the slogan "Cooperative Enterprises Build A Better World". Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity, and cooperative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.

All co-ops are guided by seven basic principles:

1. Open and Voluntary Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Education, Training and Information
6. Cooperation among Cooperatives
7. Concern for the Community

In the spirit of the seventh principle: Concern for Community, the Silver City Food Co-op is expanding its member volunteer program to include assisting various Grant County non-profit organizations with their work.

Each year the Silver City Co-op will budget for and make available to local non-profits, a fixed number of volunteer hours. Member volunteers receive a one day 15% discount at the co-op for 3 hours of volunteer work.

As a local non-profit doing important work for the community, we invite you to apply for co-op volunteer hours. I have included an application for the Silver City Food Co-op Community Volunteer Program with this letter. Please sign and return the completed application form to the Silver City Food Co-op.

We look forward to more co-op membership involvement in your organization.

Sincerely,
Yours truly

BENEFITS OF MEMBERSHIP

- Membership means Ownership in the Silver City Food Co-op
- As a member, every dollar you spend at the co-op is a vote for a stronger local economy
- Supporting your co-op is investing in a vibrant downtown, a healthy community, and a business that seeks and sells local products
- Membership entitles you to share in the decision-making process; Voting to elect members to our Board of Directors, changes to our by-laws and other membership issues
- As a member, you may choose to be very in-

involved by running for the Board of Directors, or serving on a board committee; Being active and committed by shopping at the co-op, voting, attending member forums, or sharing your thoughts with the Board, management or staff

- Another way to participate is to volunteer to represent the co-op in our community, such as:
Deliver groceries to homebound members;
Staff co-op outreach events;
Serve on board committees

- Members receive a 10% Membership Matters discount on:

Full cases of regularly stocked water or grain beverages;

Full (unopened) 25 or 50 lb. bags of products sold in bulk bins (nuts, beans, rice, flours and grains);

Coffee (5 lb. bags);

Pasta (box sizes);

25 lb. bags of juicing carrots;

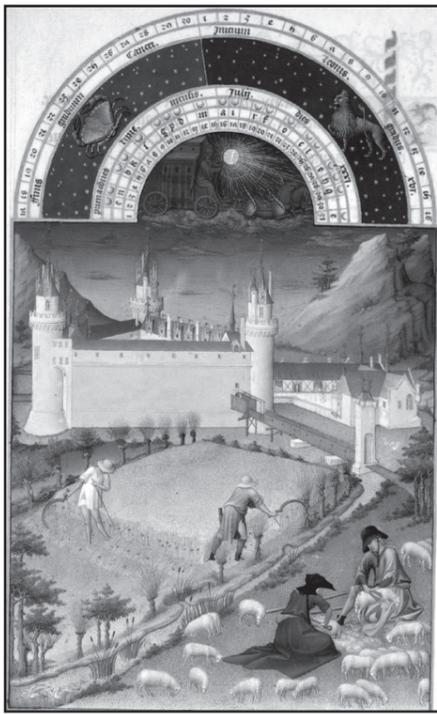
Reference book Prescription for Nutritional Healing;

Reusable Chico bags & African Market baskets

- During Member Appreciation Days (MAD), members receive a 10% discount on everything in the store ☐



Starting with the July 2012 issue, the layout and design of the Garbanzo Gazette will be done in-house by Carol Young and Meggie Dexter, members of the outreach and marketing department. They have been quick studies of the recently purchased In-Design program, creating all of the Co-op advertisements and store signage and designing and maintaining the co-op's Facebook page. Thank y'all & congratulations for making the co-op look so good! We also thank Co-op members Melanie Pierson of Conservation by Design and Jennifer Van Omen for the past years of fine layout and design work.



JULY 2012

Full Moon 7/3/2012 at 12:51:46 pm (MST)
 New Moon 7/18/2012 at 10:24:32 am (MST)

July is the seventh month of the year in the Julian and Gregorian Calendars and one of seven months with the length of 31 days. It is, on average, the warmest month in most of

the Northern hemisphere (where it is the second month of summer) and the coldest month in much of the Southern hemisphere (where it is the second month of winter). The second half of the year commences in July. In the Southern hemisphere, July is the seasonal equivalent of January in the Northern hemisphere. July starts on the same day of the week as April in a common year, and January in leap years. In a common year no other month ends on the same day as July, while in a leap year July ends on the same day of the week as January. The birthstone for July is a ruby.

In the Northern Hemisphere:

- Dog days begin in early July, when the hot

sultry weather of summer usually starts.

- Summer school is under way for many students.

- Spring lambs, born in late winter or early spring, are usually sold before July 1.

Previously, it was called Quintilis in Latin, since it was the fifth month in the ancient Roman calendar, which traditionally set March as the beginning of the year before it was changed to January at the time of the decemvirs about 450 BC. The name was changed by Augustus to honor Julius Caesar, who was born in July. In the ancient Roman calendar the ides of July fell on the 15th of the month.

STAFF CELEBRATIONS

Co-op Anniversaries:

- July 1 Joseph Patrick
- July 1 Doug Zilm
- July 2 Jeanné Miller

Birthdays:

- July 1 Alexandria Gray
- July 5 Gary Benavidez
- July 12 Meggie Dexter
- July 13 Andrea Simoneau
- July 18 Angie Carr
- July 22 Carolyn Smith

An Indian Summer Day on the Prairie

by Vachel Lindsay



The sun is a huntress young,
 The sun is a red, red joy,
 The sun is an Indian girl,
 Of the tribe of the Illinois.

The sun is a smoldering fire,
 That creeps through the high gray plain,
 And leaves not a bush of cloud
 To blossom with flowers of rain.

The sun is a wounded deer,
 That treads pale grass in the skies,
 Shaking his golden horns,
 Flashing his baleful eyes.

The sun is an eagle old,
 There in the windless west.
 Atop of the spirit-cliffs
 He builds him a crimson nest.

CO-OP EVENTS

July 2012

- 4 Independence Day – **CO-OP CLOSED**
- 10 **Community Forum:**
 & **Sub-Irrigation Planters**
Why you should use them & how to get started fast. With Matt Smith
- 12 Noon-1:00 pm both days
- 5 Member Linkage Committee Meeting
 10:00 am- 11:00 am
- 11 Monthly Board Meeting
 4:30-7:30 pm

August 2012

- 2 Member Linkage Committee Meeting
 10:00-11:00 am
- 8 Monthly Board Meeting 4:30-7:30 pm
- 14 **Community Forum:**
 & *topic tba*
- 16 Noon-1:00 pm both days
- 16 **Member Appreciation Day**
- 23 Employee Appreciation Day

Pre-Sorted Standard
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520 N. Bullard St.
 Silver City, NM 88061
www.silvercityfoodcoop.com