ROOTSTOCK

the official newsletter of the BELFASTCO-OP

NAVIGATING THE
DETAIL WILDERNESS





by Hannah Kreitzer • Belfast Co-op Worker-Owner

Forty years ago, Waldo County residents sowed the first seeds of what became the Belfast Co-op. Since then our little store has undergone many seasons of growth and change, the past year being no exception. Change often feels tumultuous, even threatening, but in the wider arc of natural patterns every trial and successive evolution makes simple ecological sense. An ecosystem, after all, is "the complex of a community of organisms and its environment functioning as an ecological unit." Organisms evolve to fill the niches in a given environment, and when those niches change, the organisms that survive are the ones that adapt accordingly. The cohesive web that forms of these many strands is only as strong as each thread, and the knots that endure are those tied in keeping with the greater balance. All that may sound like New Age earthspeak, but at heart holds true to sound principles of ecology and economy alike.

In the sidelong squint of consumers grown wise to marketing ploys, sustainability is a word that carries the same questionable glow as "healthy/ natural/wholesome." Often these terms can be justifiably dismissed as mere gimmicks, but when sustainability is taken for its true measure it upholds a simple and efficient survival principle: recognizing what we have to work with, and using those resources as best we can. With an eye to long-term availability of what can be gleaned from the earth, air and waters of this planet, it makes plain sense to preserve the raw materials we know how to use, and to generate as little waste as possible in the process. That latter principle is another reason that small farms, markets and communities are an ideal setting in which to practice large-scale values: we can literally see where our energy comes from, and what will be gone if we don't prioritize its endurance.

As we have staked our turf in the wilderness of retail, it follows that our efforts to survive and flourish will bring us into competition with big box stores and online vendors. The sheer size of these entities gives them an edge in purchasing power and thus the ability to offer deals, but that sort of advantage comes with underlying costs in the long term. The shortfalls of big agriculture and big business hinge on their attachment to narrowly defined measures of success. This kind of systemic vulnerability is hard to spot in orderly rows of profit margins, but becomes starkly evident when you define cost in the long term. What happens when monocultures collapse, pollinators die off, or droughts set in (to name but a few scenarios)? A more agile, self-aware entity that operates by community needs and resource awareness will hold the long-range advantage over big-box behemoths with the tunnel vision of profit and loss. This is not to say we should (or could) separate ourselves from the market entirely – we own a grocery store, after all – but we do have the option to redefine this territory with every choice of how we stock our shelves and what we put in our shopping cart. Hunter-gatherers we are no longer (all Paleo-diet jokes aside), but foragers of the aisles we are still. Each sale and purchase can bring us closer to a daily definition of sustainability.

This kind of big-picture thinking must be manifested in daily practice to have any real impact on the arc of our individual or community lifespans. The easily dismissed foundation of ideals can be a pragmatic approach to overall system health: we care about the well-being of our neighbors and natural environment, and must therefore work to preserve that relationship. Ideally, our co-op will reflect this potential: by staying small enough to connect with individual producers and consumers, we can gauge the needs of our population and capably supply them. Though we dwell in the wilderness of retail, we can make choices that consciously and cooperatively cultivate the welfare of this place we call home.

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ROOTSTOCK newsletter by Kate Harris & Doug Johnson

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The Belfast Co-op, in the spirit of Cooperative Principle #6: Cooperation Among Cooperatives, partners with CDS Consulting Co-op to develop our co-op leaders and directors. CDS is a group of professional consultants who have spent a good part of their lives in cooperatives and are now sharing their knowledge and resources with the cooperative community. CDS sponsors events all over the country for workers, directors, and member-owners to engage in cooperative development. Our regional group, encompassing a number of co-ops from New England and the Northeast, meets in Keene, NH. The first two workshops offered annually are Cooperative Board Leadership (CBL) 101 and a Leadership Training. These were held earlier this year and three Belfast Co-op board members were in attendence. The CBL 101 course provides a strong foundation for directors by covering cooperative principles, values and history, legal roles and responsibilities, cooperative governance, and financial understanding using the balance sheet. The Leadership Training course focuses on three levels of leadership development: individual skill building, building an effective team, and integrating the strategic process into a work plan.

The third course offered this year will be the Co-op Cafe, which will focus on a theme central to cooperative leadership and governance: *Embracing Change with Courageous Leadership*. The profound changes that are happening in the natural foods market demand that co-ops examine their leadership and strive to raise the bar. Increased competition is something that co-ops are facing across the nation and at home, and developing corageous co-op leaders is our best opportunity to further cooperative ideals in the years to come.

The Co-op Cafes are sponsored by National Co+op Grocers (NCG), with additional support from National Cooperative Bank (NCB), and produced by the CDS Consulting Co-op as a series of regional events making it possible for cooperators, whatever their role or position, to come together with other cooperators to participate in a day of strategic conversation.

Members are welcome and encouraged to come! For more information or to register online go to:

www.cdsconsulting.coop/cooperative_governance/cooperative_cafe



GENERAL MANAGER

Doug Johnson

BOARD OF DIRECTORS

Ron Braybrook, president
Alessandra Martinelli, vice president
Zafra Whitcomb, treasurer
Phil Prince, secretary
Bindy Pendleton
Debbi Lasky
Betsy Garrold
Patti LeClair
Kip Penney
Judith O'Donovan, staff rep.

BOARD COMMITTEES

Finance Committee boardfinance@belfast.coop

Membership Committee boardmembership@belfast.coop

Board Development Committee boarddevelopment@belfast.coop

Elections and Nominations Committee boardelections@belfast.coop

Annual Meeting Committee
Ad hoc
Public Interaction Committee
Ad hoc

Bylaws Committee Ad hoc





Ends, Values, and Principles: Why we do what we do

Having meaning in your life is important. Waking up each day and feeling like you have a reason to do all of the things that you do makes life's numerous little frustrations bearable. Without having clear goals and expectations, the routine can seem empty and it can be harder and harder to get out of bed in the morning. The same can be said for co-ops. Co-ops are founded on a set of guiding principles and values, but if they are not present in what we do every day, they can lose their meaning. Our shared ethos gives meaning to every aspect of our co-op, from ordering products, to stocking shelves, to buying groceries for your family, to running for the Board of Directors. If we are not reminded of how and why we exist and for whom we serve every time we interact with each other, we are missing a fundamental part of what it means to participate in a cooperative.

Over the past year your Board of Directors has gone to great lengths to get to the bottom of why we do what we do. The structure that the board uses to for self governance and for monitoring the performance of the General Manager requires that the board devise an "ends statement", a justification for the existence of the organization. This statement directs the policies that the General Manager and the directors must follow and gives a global overview of the philosophies that guide the operational decisions. After several iterations the directors were able to come to a consensus on the following policy:

The Belfast Co-op exists so that our member-owners and our community will have:

- A thriving, just, and sustainable local food economy
- A source of healthy, affordable food
- An efficiently managed, democratically governed cooperative retail store
- A greater understanding of health, food systems, and economic & environmental sustainability
- An invested, engaged, and empowered staff that thrive in a safe, respectful, inclusive, and equitable workplace.

This global ends policy very clearly spells out the reason for the existence of the organization in easily digestible terms that are both simple and profound. Words like equitable, respectful, sustainable, thriving and just speak to truths that are bigger than selling groceries and they illuminate our revolutionary roots.

The International Co-operative Alliance (ICA) defines a cooperative as: "...an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise." Built into that definition is powerful language about why the Belfast Co-op is here. Our existence depends upon meeting the economic, social, and cultural needs of our community. If we fall short of those austere goals, we lose our relevance and our meaning. The ICA goes further to define the values that all cooperatives should abide by: "Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others." These values find their way into the words we use to describe our relationship with our vendors, our member-owners, and our workers. They speak to the hard-fought struggles of our brothers and sisters in the cooperative movement and to the drive to create a more equitable and fair marketplace where compassion trumps capital.

The cooperative values are further supported by the seven cooperative principles. These guiding principles help cooperatives convert the values into action. The co-operative principles were first drafted by the Rochdale Society of Equitable Pioneers, the forefathers of modern consumer cooperatives, in 1844. The Society was created to meet the needs of workers living in poverty in Rochdale, England. The most recent version of the principles were adopted by the ICA in 1995 and they are as follows:

- I. Voluntary and Open Membership
- 2. Democratic Member Control
- 3. Member Economic Participation
- 4. Autonomy and Independence
- 5. Education, Training and Information
- 6. Co-operation among Co-operatives
- 7. Concern for Community

Being able to attach meaning to the roles that we play in promoting cooperatives as workers, directors, or consumers, makes the movement so much stronger. Having access to the best food available and knowing that your purchases support furthering an economic revolution feels pretty good. Working where you know that equality and respect are at the forefront of your organization's development goals is empowering. Being a director of a democratic organization that adheres to socially responsible values feels like you are making a difference in the world. Together, these ends, values, and principles give us all a reason to roll out of bed each day and continue to cooperate.



current recipients

March - Coastal Mountains Land Trust
April - Restorative Justice Project of
the Midcoast



by Emily Berry

Belfast Co-op Membership Services Administrator
The second quarterly Member-Owner Forum was held in
February, with Cooperative Principle 2 – democratic member
control as the prominent theme. The 2016 Board of Director's
elections will begin at the Annual Meeting, held March 13, and
the membership committee took advantage of the timing to host
a discussion of P2 and introduce a few of the member-owners
running for board seats. Candidate nominees introduced were:
Patti LeClair, Arielle Greenberg Bywater, Patricia Gladding, and
Lindsey Schortz, as well as Zafra Whitcomb who is up for reelection

Board President, Ron Braybrook, presented Principle 2 — Democratic Member Control. P2 states: Co-operatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organized in a democratic manner. Ron outlined the ways democratic governance occurs at the Belfast Co-op:

- I. Member-owners elect a Board of Directors to serve as their representatives for decision making at the monthly board meetings.
 - 2. Member-owners are invited to attend monthly board meetings.
- 3. Member-owners can communicate to the board and GM through various means; filling out comment cards, contacting individuals via email, running into directors and management in the store, etc.
 - 4. Member-owners can volunteer on board committees.
- 5. Member-owners can (and are encouraged to) attend7 the Annual Meeting.
 - 6. Member-owners can engage in proposing and approving by-law changes.
 - 7. Member-owners can hold their elected representatives accountable for their decisions.

During the Q&A and comment portion of the forum, conversations included suggesting a new set up for the member-owner information center where general merchandise now resides and the creation of a pedestrian way bordering the parking lot.

One member-owner reminded us that although we all come from different backgrounds with different opinions and ideals, the physical space, the Co-op building itself is what we all share in common. Having a member-owner information center in a more prominent place as you walk through the door would facilitate better understanding of the Co-op and promote member-owner engagement and empowerment. Until we can make this a reality, please remember we do have a small section tucked in near customer service where you can make your comments, read responses to previous comments, read the minutes of past board meetings, the agenda of upcoming board meetings, our current bylaws, and sign-up for board committees.

Another topic that was raised was the installation of a pedestrian way; because as one member-owner put it "our parking lot is not friendly". Several ideas were batted around such as creating a walk way between our parking lot and the laundromat's parking lot or placing a cross walk from Pendleton Street to the Co-op's entrance. This brainstorming session brought up the other side of the coin; do we want to invest funds now for small improvements or do we want to save for the future, say 5 years down the road, when we can invest in the ideal store with wider isles, a more complete community center with ample safe walking options? Unfortunately, we don't have the answer yet.

Our next Member-Owner Forum will be held May II at 6pm in the Abbott Room of the Belfast Free Library where we will be launching a short video about the Co-op's founding in honor of the Co-op's 40th anniversary. All member-owners are encouraged to attend and bring a friend: all are welcome.

If you have any questions about our previous or upcoming Forums please contact Emily, Membership Services Administrator at the Belfast Co-op, at 338.2532 or emily@belfast.coop.



DOUG JOHNSON IS OUR NEW GENERAL MANAGER!
JUDITH O'DONOVAN IS OUR NEW GROCERY MANAGER!
JAAP HELDER IS OUR NEW WINE & BEER BUYER!
ALAYNA MORIN IS OUR NEW PM DELI SUPERVISOR!
JESSE WARYCK IS OUR NEW GROCERY & BULK BUYER!

Grass-Fed Beef Label Shift: NO NEED TO PANIC

by Kate Snyder

Director of Membership and Programs, NEFU

Recent stories about the U.S. Department of Agriculture's withdrawal of the grass-fed beef standard stirred up anxiety among farmers, vendors, and consumers. What exactly does the shift mean for those who raise, sell, and eat grass-fed beef?

New England Farmers Union's legislative chair joined a recent stakeholder call to find out more about how this impacts producers and consumers. What we learned was that it was much ado about nothing.

According to a statement from Craig Morris, Deputy Administrator of the USDA's Agricultural Marketing Service, which withdrew the standard, nothing will change. The USDA's Food Safety and Inspection Service, the agency that conducts audits and verifies grass-fed claims, has committed to ensuring that all grass-fed claims remain truthful.

"Consumers and beef producers alike can be assured, AMS still strongly supports the nation's grass-fed beef industry by serving as an independent verifier of various grass-fed beef marketing programs, and by providing timely market reports that help producers better understand the value of grass-fed cattle and beef," Morris noted. "But, bottom line, there really isn't anything different with regard to AMS' commitment to the grass-fed beef industry or the truthfulness behind the various grass-fed beef marketing programs. Producers still have many options to use grass-fed labels on their products, and consumers can still be confident that grass-fed claims on the products they purchase are verified."

New England Farmers Union (NEFU) works to protect and enhance the economic well-being and quality of life of family farmers, fishermen, foresters, nursery growers, and consumers in all six New England states.

The Belfast Co-op is a business member of NEFU.

5TH ANNUAL **ORGANIC NATIVE** PLANT SALE

We are again partnering with Julie & Peter Beckford of Rebel Hill Farm in Liberty, Maine to offer organic, fieldgrown native perennials.

Catalogs will become available 4/1 in-store and on our website: www.belfast.coop. Pre-order deadline: Monday 5/4; plant delivery Saturday 5/9, 9-11 am pick-up at the Co-op, Pendleton Lane side lot.



maineharvestbucks.org/retail



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> A thriving, just, and sustainable local food economy A source of healthy, affordable food

An efficiently managed, democratically governed cooperative retail store A greater understanding of health, food systems, and economic & environmental sustainability An invested, engaged, and empowered staff that thrive in a safe, respectful, inclusive, and equitable workplace. 5



Founding Member-Owner Lisa Neucomb by Betsy Garrold

ThePopulistFarmer.wordpress.com

For the second installment in our 40th Anniversary interviews with founding members of the Co-op, we spoke with Lisa Newcomb. Lisa has owned, directed and taught at the Belfast Dance Studio since 1985. She also runs a program in local Waldo and Knox county schools called Dance Movement. Her involvement with the early stages of the Belfast Co-op predates even those ventures. Here is her story..

How, when, and why did you become involved with the Belfast Co-op?

In 1975 I became a member of the buying club that was at that time centered in the Liberty Montville area. A truck came up from the Boston area and we would all meet and divvy up the bulk orders. Each month we rotated the jobs so that everyone knew how to do everything. As the number of people involved increased, we really outgrew the buying club concept and decided we needed a storefront. Belfast seemed like the logical choice, and the storefront was great. It certainly made life easier.

The why is easy to explain; I wanted access to good organic food at a cheaper price. I believed that taking out the middle man helps to control cost. This is dependent on volunteer labor. We were all just scraping by back then, and by giving our labor we could keep costs down and still be able to eat really good food.

Do you have a favorite Belfast Co-op story you'd like to share?

Twenty-seven years ago I met my life partner, Buck, in the cheese department of the Co-op when it was at the lower Main Street location. And that was directly due to the fact that we all still worked in the store. I loved cashiering because it was a very social thing to do. It was a real community, whether you were cashiering or repacking flour. After a while the jobs got very specific because the membership got so large, but even then we were still buying mostly in bulk; cutting off our own hunks of cheese, weighing them and paying for them. It got tricky because there was resistance to buying prepackaged goods. A lot of us wanted to keep the ratio at 3:1 bulk to prepackaged but that changed after the last moveturned into bins and scales and a cooler and a broader array of food emerged before long. After about a year, Lori was hired to be the manager and there was always an active Board to support it all.

How has your involvement with the Co-op enriched your life?

Well, meeting Buck for sure, but it has been important to me to be able to feed my family good organic food; the foods that are important to me like oils and nuts, etc. I did lose touch for a while after the last move, but then rejoined about 9 years ago.

What are the biggest changes you have seen in the Belfast Co-op since it's early days?

"The switch from bulk buying to more prepackaged stuff. It seems more like a Whole Foods these days. And the loss of the social aspect of doing volunteer work at the store."

What direction would you like to see the Co-op take in the future?

I would love to see it be more 'co-opy' again; more volunteer opportunities, more bulk foods. I really miss the comradery of the old days. I just don't feel as involved, but I must say I love the Co-op and I am so glad it is here, so I don't have to go to Hannaford, especially after their recent reset that makes me walk through the whole store to find one thing."



REMEMBER THE PAST LOOK TO THE FUTURE & CELEBRATE YOUR COOP TODAY!

by Emily BerryBelfast Co-op Membership Services Administrator

This year's Annual Meeting will be held Sunday, March 13 from 3-8pm at the Blue Goose in Northport. If you are a current Belfast Co-op member-owner, you have paid your \$60 equity which makes you a share holder and owner of this business. Congratulations! The Annual Meeting is the Co-op's version of a shareholder meeting, where those who are invested are invited to gather and become current on the state of affairs of your business. This is also an opportunity to have your questions and concerns about the business addressed, and, most importantly, share your dreams for its future.

This year's Annual Meeting is special in another way – it's the Belfast Co-op's 40th anniversary! We cannot deny the Coop has had a tumultuous history, but regardless of whether the path to the present has been rocky or smooth the fact is, it has survived, and that is worth celebrating. We hope you will join us, as we come together to share information about how our co-op is doing, remember where we have been, and envision together where we might be heading. To help us commemorate the past 40 years, please bring any Belfast Coop memorabilia you may have, and mark your memories on our timeline.



The meeting portion of the afternoon will run from 3-5pm, where you will hear updates from Board President Ron Braybrook and General Manager Doug Johnson. You will also meet the candidates running for seats on our Board of Directors and vote in this year's annual election. Feedback from those who attended last year's annual meeting indicated that the time allotted for member-owner comments and questions was too brief, so we have arranged this year's meeting schedule to provide more flexibility so that everyone's voice can be heard. And please bring the whole family; there will be children's activities to keep our younger members engaged during the meeting.

We don't want to forget that this year is worth celebrating, so after the meeting enjoy delicious food crafted by the Co-op's own Jeremy Peskoe and Jason Hay and music from the Leaky Boot Jug Band from 5-8pm. Bring your dancing shoes, because it's a party!

Although it has been a mild winter, as winters go in Maine, just in case - the snow date will be Sunday, March 20.

If you have any questions about this year's Annual Meeting, please contact Emily, Membership Services Administrator at the Belfast Co-op, at (207) 338-2532 or emily@belfast.coop.





Cooperative Maine volunteer, Maine P6 Cooperative Conference organizer, Belfast Co-op member-owner

Cooperatives throughout the world operate according to a core set of principles and values, adopted by the International Co-operative Alliance. Principle Six (P6) is "Cooperation among Cooperatives," based on the premise that cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

The Belfast Co-op has a proud history with Maine's Principle Six Conference: member-owners, worker-owners and board members have been involved in organizing and supporting this new Maine institution since it's inception.

The third annual "Principle Six" cooperative conference will take place on Saturday, April 30th in Augusta, bringing together Maine cooperatives to explore ways in which we can support one another, collectively meet our needs and build a cooperative economy. The first year, Principle Six focused on bringing together consumer food co-ops. Last year we added worker and housing co-ops. This year, the organizing committee has expanded to include people across cooperative sectors and cooperative developers, and together we want to grow this cross-sectoral approach for Maine cooperatives, beginning with this conference.

Throughout the day will be discussing our central theme, "How do we grow a cooperative ecosystem?" This theme will be explored through open space discussions in the morning, where participants will direct the flow of discussion as we explore strategies and approaches to Principle Six in Maine. Joe Marraffino from the Democracy at Work Institute will guide a keynote conversation about connecting our Maine cooperative movement to the national movement and other cooperative ecosystem work happening around the country.

In the afternoon, we will delve into more peer learning as cooperative leaders develop skills in facilitation, open book management, worker ownership conversion, and best practices for working with local foods and producers. Our cooperatives will leave with a renewed sense of connection, new skills and inspiration about growing our cooperative movement in Maine.

The conference runs from 9 am to 4 pm and includes lunch, which will be a cooperative-cooked meal of local, organic ingredients with vegan and gluten-free options catered by the Good Tern Co-op of Rockland, and others. Carpooling is encouraged and overnight hospitality will be organized as needed. The venue is wheelchair accessible.

Cooperative participation and support will be essential to making this year's gathering a success. Conference schedule, workshop descriptions, presenter bios, and registration details will be available on Cooperative Maine's website: cooperativemaine.org. Let's keep a Belfast Co-op tradition alive; please consider joining us.

We are seeking support from our cooperative community of businesses and organizations to help us grow, along with donations for our scholarship fund to help low-income folks and students attend. Attendees will apply what they learn to help build economic stability in their own communities.

To learn about providing financial support or to volunteer, please contact Paul at: **sheridanpa@earthlink.net**.

To learn more about the conference, please visit:

cooperativemaine.org

O-OPCALENDAR

MARCH

3/1-7 Member-Owner Super Sale Week; 10% off one transaction.

Common Cents: Coastal Mountains Land Trust; coastalmountains.org

Featured Artist: "Feeding Maine: Growing Access to Good Food"

3/I Growing Rice in Maine Tues. 6:30pm, Belfast Free Library - Co-sponsored with Library.

3/5 "Will Bonsall's Essential Guide to Radical, Self-Reliant Gardening" Sat. 1-3pm, Belfast Free Library – Co-sponsored with Library.

3/8 Organic Orcharding Workshop Tues. 6pm, Belfast Free Library – Co-sponsored with Library.

3/13 40th Annual Meeting Sun. 3-8pm, Blue Goose, Northport – see article on page 7.

3/15 Feeding Maine: Growing Access to Good Food Tues. 6:30pm, Belfast Free Library – Sponsors: Maine Farmland Trust, Library, Co-op.

3/25 Love LOCAL Day Fri. – Maine Medicinals (Dresden Mills, ME) product samples, lunch special highlighting local ingredients, 10% off all Maine-made products all day.

3/27 Easter – Sun. Co-op Closed

3/28 "Shamanism for Power and Healing" Mon. 12noon-1pm, Belfast Free Library – Co-sponsored with Destination Wellness and the Library.

3/30 Wake Your Body After Winter; Good Health Starts in the Spring Wed. 6:30pm, Belfast Free Library

APRIL

Common Cents: Restorative Justice Project of the Midcoast; rjpmidcoast.org

Featured Artist: Norbert Leser; kwasir.com

4/5 Grow Your Own Organic Garden Tues. 6pm, Belfast Free Library – Sponsored with MOFGA & Library

4/12 Wild Seed Project Tues. 6:30pm, Belfast Free Library - Co-sponsored with Library. wildseedproject.net

4/29 Love LOCAL Day Fri. – Local vendor product samples, lunch special highlighting local

ingredients, 10% off all Maine-made products all day.