SURVEY REVEALS 
MARKETING DIRECTIONS

By Tom Nogler

"It is simple to open a shop...it's much more difficult to keep it open." (Found on a fortune taped to an upright at the Co-op, 1982)

"Marketing is the cement which binds together the sub-systems of the enterprise." (Core Business Program, 1983)

Jim Lazar, a consulting economist, conducted a professional market survey for the Co-op in September, 1983. The Market Survey Committee has organized the findings and summarized the main points concluded from the survey. Survey results are being put to use by the staff and Board to improve customer service and Co-op visibility in our community.

A total of 225 in-store shoppers were polled on issues such as membership status, other grocery stores patronized and recommended changes at the Co-op...20 questions in all. Surveyors telephoned another 320 randomly chosen community members to inquire about shopping habits, special dietary needs and familiarity with the Co-op.

Extensive cross-tabulation of the in-store survey results gave us some interesting information about ourselves. About two-thirds of us shop at the Co-op at least weekly. Sixty percent live on the Westside. Most of us shop at the Co-op because we like the cooperative concept; we also like the quality of the products and the availability of bulk and organic foods. The majority of us originally found our way to Olympia because of The Evergreen State College; but substantially fewer feel that their continued residency depends on the on-going survival of the college.

The under-25 age group makes up 42% of our shopper base; two-thirds of the shoppers are women. (We're not sure how that compares with member characteristics -- it would make an interesting comparison.) Half report a household income of less than $6,000.00 annually. The telephone survey turned up a more diverse group. One in
Mailing Policy: Our mailing list has been adjusted to send just one issue of the "News" to each household. But every member who wants one is entitled to an individual copy. If you want your own, you can pick it up at the Co-op, then leave your name, address and phone number with a note that you want your copy mailed in the future. It would also be helpful if you include the name of the person in your household whose name was on the issue delivered. If your household did not get a copy, we don't have your correct or full address. Let us know, and we will get you on the mailing list for the next issue. It may take a few rounds for us to get all of the bugs out, but we'll work on it. Thanks.

Incomplete or illegible addresses keep us from mailing you the "News". Zip codes which are omitted or incorrect are the most frequent address problems. If you aren't getting your copy in the mail, fill out an address correction form in the store. Check that all information is complete.
five of the respondents is over 62 years old. Few are affiliated in any way with TESC. Average household income is reported much higher than the shopper household income figure. One in three regularly shop at more than one grocery store. Sixty percent of Westside residents who don't currently shop at the Co-op do know about us; one-third of the residents in other areas are aware of us.

Where does this lead? The Market Survey Committee formulated a picture of our strengths in serving our existing clientele, and drew some conclusions about improvements we could make. The improvements fell into five categories.

Advertising
The Co-op had been spending about 1% of total sales revenue on advertising, compared with an industry average of 5%. In the past, we have gained our customer base with little advertising from the initial TESC student base and from consumers who were educated about food issues. Grassroots networking helped spread the word.

Other areas of the community would be responsive to information (advertising) about the Co-op. Those we could reach more effectively are people with special dietary needs; consumers who prefer natural, organic or bulk foods (who may shop at the "special foods" sections in regular markets, but aren't Health Food Store consumers); low income groups, senior citizens, the TESC community and people who respond to cooperative concepts. Advertising can share information directed toward the special needs of these groups, using radio, newspapers and flyers. We can be effective by participating in community functions and teaming up with other cooperative groups.

Operation Improvements/Customer Service
The survey suggested that shoppers would like workers to be more friendly and helpful.

Working toward this is one way of improving customer service.

Redesigning the checkout system with, perhaps, three registers and improved traffic patterns would save time and money—an example of operations improvement. Other possibilities are setting store-wide standards for cleanliness, improving bike racks and alleviating aisle congestion.

Co-op Location
We'd like to encourage Westside shoppers to use the Co-op as a "one-stop", neighborhood store. In 1983, 60% of Co-op shoppers also shopped at Bayview, mainly because they couldn't meet all their needs from the Co-op's product selection. (At the time of the survey, we were vitally interested in the location issue, as the decision about purchase of the building was pending. Now, of course, the issue is how to maximize our advantages in our present location.)

Product Selection Development
The Marketing Committee raised several priority issues in product selection. 1) We must increase selection. This means making decisions about additional canned, frozen and packaged foods, coffee, alcohol, meat, bulk herbs, body care and vitamin products. 2) We can increase "co-op awareness" by offering more co-op produced goods. 3) Create more awareness of low sugar, low sodium, macrobiotic, organic and other foods for people with special dietary concerns. 4) Present seasonal programs on home food production. 5) Increase promotion of local products.

This gives some idea of the direction the Co-op can take to respond to concerns raised in the market survey results. Many minor points are left out of this article. Anyone interested in more detail is welcome to contact any Co-op staffperson about it.

ED. NOTE: This article reflects the conclusions of the Marketing Committee after analyzing the market survey. Members are welcome to respond to the suggestions by talking with or writing to the committee, staff or the "News."

De-e-licious
Suvia's article on "Eating Macrobiotically" in the Fall "News" inspires me to share a favorite recipe. Developed by Bruce Berkowsky, a macrobiotic consultant in Mt. Vernon, it is especially suited to this time of year.

Serve over rice or as a basis for miso soup. For soup, mix miso with hot water to make a broth (1 tsp. or more in your soup bowl), then add vegetables along with rice and toasted tamarind seeds.

NIMISHE-STYLE VEGETABLES

FIRST soak 3-4" kombu 2-3 minutes.
MEANWHILE chop into 1-2" chunks:
2 medium carrots
1 1/2 cups broccoli
1 1/2 cups winter squash
1 medium onion
(or substitute other winter vegetables.)
NOW cut kombu into small squares.
NEXT in a large pot with 1/2" water, layer the following:
kombu (at bottom), carrots, squash, broccoli and onions.
Sprinkle with 1/8 tsp. sea salt
Cover pot. Bring to high boil. Lower heat; simmer 30 minutes.
THEN add quickly:
2 Tbsp. tamari
1 tsp. ume vinegar (optional)
1 tsp. mirin (optional)
Cover pot and shake until vegetables are covered with tamari mixture. Leave covered off heat for 15 minutes. Remove cover to let steam escape. Serve!

-Kristin Blalack

WINTER 1985, CO-OP NEWS
Bulk Food Dispensing Improved

By Tim O'Connor

After months of planning and building, the Co-op has installed the main part of its new bulk food dispensing system. Most of the installation was completed in December. Still to come in January are the new pasta unit and a display for bulk coffee beans and accessories.

Last spring, the State of Washington established regulations for bulk food dispensing, and the Co-op needed to comply by January 1, 1985. The goals of the regulations are basically the same as sanitation goals set by the Co-op. The changes are welcomed by staff, workers and shoppers who have been voicing the need for better ways to distribute bulk foods.

According to the regulations, all "ready-to-eat" foods must be 30" from the floor, dispensed by gravity feed equipment. Exception is made for foods such as dried fruits whose consistency precludes gravity dispensing. The containers for these foods have self-closing lids.

Steve Carras, local cabinetmaker, built the new units. Co-op staff members Tim Kelly and Tim O'Connor, and Erin Harper of Nozama Construction helped Steve design the system. They borrowed design elements from several other successful stores and co-ops.

The designers placed a high priority on customer ease-of-use. They also wanted space efficiency, allowing for more varieties of products to be offered in the space available.

The new system makes sanitation much less of a problem, with easy-to-clean surfaces, limited customer access and more complete pest control.

Great Prices On

BULK FOODS

Rolled Oats .29 lb
Salted Tortilla Chips 1.25 lb
Raisins .89 lb

Offer Expires January 31, 1985
WHAT??! PEACHES IN JANUARY??

Produce by Debbie Leung

Nature limits the availability of fruits and vegetables in a particular region based on a yearly cycle of seasons. People have "improved" on nature; the latest agricultural practices, technology and transportation make it possible to have our favorite fruits and vegetables year-round, if we can afford them during their off-seasons.

For example the Chilean Winter Fruit Association promotes grapes, nectarines, plums and peaches, normally available only during summer, for our winter and early spring buying. The U.S. is expected to import 400 million pounds of Chilean grapes in 1985, up from 29 million pounds in 1976.

What does it mean to support this growing trend toward year-round availability?

* Enjoying our favorite summer fruits reminds us of wonderful summer times when we feel down during the depths of rainy winters.

* During our winters, fresh summer fruit is imported from countries in the southern hemisphere, where the seasons are reversed.

* To survive travel time and to arrive at the proper ripeness, fruit is picked green...less flavor and nutrition.

* Research continues to develop new varieties of popular fruits and vegetables which produce out of their usual seasons, withstand handling and long distance transportation, and ripen well after harvest.

* Agricultural systems of other countries become dependent upon U.S. importation.

* Export income increases the general standard of living in those countries, and some of their systems work to treat the people involved fairly. But others take land needed to grow subsistence food for their people to grow cash crops for export.

* Control over the substances used in growing and storing is reduced. These substances can adversely affect the ecology, people and produce of the agricultural region.

* We spend more on food. Research, technology, transportation and middle people are expensive, and the cost is passed on to the consumer.

* Some people believe it's healthier to eat seasonal foods that grow well in their areas and that follow the dietary practices of people native to the region. Macrobiotic diets are based on these principles; they reflect adaptations that native people, plants and animals made to live healthily.

Little produce grows well commercially during Pacific Northwest winters, although gardens can flourish. Some locally grown commercial produce can be stored through the winter. Apples, pears, carrots, potatoes, onions, winter squash and other root crops grown in Washington this summer are available through much of the winter.

Most winter produce grows in California. Winter avocados are the smooth-skinned, light green varieties. Tasty organic naval oranges, seedless and easily peeled, replaced the seeded Valencias of summertime. Lettuce, broccoli, celery, cabbage and other greens grow year-round there. Sources farther south — Florida, Mexico — produce favorites like peppers, cucumbers, tomatoes, eggplant and zucchini.

The Co-op supports local production. However to maintain the full line of produce through the winter, some of that produce has to travel long distances. The lower right corner of the produce price signs tell where the produce is grown. Imported specialty fruits and vegetables are not carried unless requested. This is our effort to "strive to make human effects on the earth and its inhabitants positive and renewing", in accord with the Co-op Mission statement.

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RECIPE: USING WASHINGTON GROWN WINTER PRODUCE

WINTER PEAR CRUNCH

4 cups sliced, peeled winter pears
3/4 cup unsweetened apple juice
2 Tbsp. lemon juice
1/4 tsp. cinnamon
1/4 tsp. ginger
2 Tbsp. honey
1/2 cup ground almonds or walnuts (grind in blender)
1/4 cup ground sunflower seeds
1/4 cup ground pumpkin seeds

Preheat oven to 350 degrees F. Place pears and apple juice in a casserole. Sprinkle with lemon juice and spices. Drizzle with honey. Combine nuts and seeds, spread evenly over pears. Bake in preheated oven for 30-40 min. or until pears are tender. 4 servings.

Recipe from Natural Foods Epicure, available at the Co-op.

WINTER 1985, CO-OP NEWS 5
Supplementary Foods Tasty, Nutritious

By Jean Westerlund

Consistently well-balanced meals, including a variety of foods, will usually supply adequate nutrition. Unfortunately, our lifestyles don't always allow for this. Some choose to add to the nutritional value of meals by using supplementary foods which concentrate high quality nutrients in a small amount of food.

Using the whole form of foods such as wheat germ and nutritional yeast is a relatively low-cost way to get many of the same vitamins and minerals contained in supplement tablets. The value of such foods is sometimes exaggerated: special, yes, but not miraculous!

**Nutritional Yeast** is grown especially for eating and is an excellent source of B vitamins, amino acids and minerals. Nutritional yeast is an important source of usable protein for vegetarians (50% by volume, 5 gr./Tbsp.), containing all essential amino acids. It contains 1.7 mg./Tbsp. of iron, a mineral hard to get in adequate amounts from a non-meat diet. (The R.D.A. for men: 10 mg.; for women, 18 mg.) The yeast carried by the Co-op is fortified with B-12, a vitamin found only in animal products and a few fermented foods such as tempeh and seaweeds. Yeast is also high in phosphorus, which needs to be balanced with calcium, perhaps by eating it with dairy products or green, leafy vegetables.

Nutritional yeast comes in yellow flakes or powder. Its rich, nutty or cheesy flavor can be "disguised" in soups and casseroles, or sprinkled on salads or popcorn. Some like it blended with juices.

Keep yeast in a dark, closed container away from heat. The B vitamins will deteriorate if exposed to heat or light.

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Wheat germ, the heart of the wheat kernel, is the most nutritious part of wheat. Although often removed from flour in the milling process, wheat germ is an excellent source of protein—24 grams per half cup. Currently selling at about .57/lb., it's one of the most economical sources of protein available.

Wheat germ provides an excellent supply of B-complex vitamins, vitamin E, iron (4 mg./half cup) and other minerals. As with yeast, include calcium foods with wheat germ to balance the phosphorus content.

Wheat germ's oil content makes it susceptible to rancidity; refrigerate.

**Bee pollen** is a controversial food. Therapeutic claims, such as that it alleviates depression or cures arthritis, aren't supported by scientific evidence. Some athletes have claimed ergogenic (energy-promoting) qualities for bee pollen. Researchers testing competing athletes haven't found reason to believe the pollen enhances athletic performance. The F.D.A. prohibits marketing bee pollen as a drug. People with allergies should be cautious in using the pollen, since it has been known to cause severe reactions.

The U.S.D.A. Research Center reports that pollen contains a high level of vitamins and minerals. It is mainly a carbohydrate. Protein level, from 5 to 28%, depends on where it was grown. Most bee pollen contains all of the amino acids, abundant B-12 and linoleic acid, an essential fatty acid not produced in humans. Economically, one can find less expensive sources of its known nutrients, however.

Bee pollen is usually sprinkled on other foods. It deteriorates rapidly, and needs to be kept refrigerated or frozen.

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What is it?

Under age 10? Leave your guess along with name and phone number in newsletter box at Co-op.

MALAIAK EDDEN correctly guessed last quarter's "What is it?" photo as...ALMONDS! If Maliaika checks the newsletter box in the Co-op next time she's there, she'll find a small reward with her name on it.
HERBS, SPICES TURN BATH INTO SPA

By Robin Rea

With winter officially upon us bringing short days and lots of time spent indoors, staying healthy can be a challenge. One way to enhance our winter health is to pay extra attention to our skin, that waterproof container that holds us together. The average adult has about 18 square feet of skin. Although we don’t often think about it as one of our major organs of elimination, that is one of its jobs. In winter, we bundle up in lots of clothes to stay warm; at the same time we decrease the ability of the skin to breathe and do its part to keep us healthy.

A wonderful way to pamper your skin (and your mental state as well) is to treat it to one of a number of our herbal baths, with the flavor determined by your health needs or your mood. My favorite is the ginger bath. The recipe is simple—two ounces of ground ginger (about $0.70 worth) in a tub of water as hot as you can comfortably tolerate. Plan to soak at least twenty minutes. The ginger makes the sensation of this bath quite warm. It’s important to drink cool water as you enjoy the heat. This pampering is great for aching muscles. It can be therapeutic if you are coming down with a cold or flu.

But I like it best when I just want to feel warm and toasty right to my core. It will be a mellowing experience, so it’s good right before bedtime, but not so good if you have a whole day’s work in front of you. Once out of the tub, plan to wrap up in a warm blanket and just radiate warmth for at least twenty minutes.

Another spicy tub treat is to bring two ounces of ground nutmeg just to boiling in a cup or two of water; add to your bath. Nutmeg helps to open pores and get them working. It also helps cleanse the body of dead skin.

Safiya Crane and photographer Sam Van Fleet (how did he do that??) try ginger bath, leave out H2O.

Feel like experimenting even further? Add a little extra nutmeg to some honey and rub it onto your face as you soak.

Lavender blossom tea in your bath water (1 cup of flowers per tub) will help chase the winter blues. Rosemary tea is invigorating and softens skin. Sage tea is useful for stimulating circulation; it makes a good foot bath if you suffer from cold feet all winter long. (A little cayenne in your socks will help, too!)

When using herbs for your bath, you can either put them right into the water to float around with you, or strain them into a cheesecloth bag and scrub with them.

I have so much enjoyed playing with the flavor of my bath water that now the process has become a ritual of making time when I won’t be disturbed, selecting the music I want to listen to and brewing a pot of tea to sip when I emerge from my space away from the world at large.

Which flavor will be your favorite? Go ahead and pamper yourself. You’re worth it! #

15% off
Winter Herbs
Ginger, thyme, comfrey, stick cinnamon.

Offer expires January 31, 1985
INSIDE INFORMATION

FINANCE COMMITTEE

Third quarter (July-Sept.) is always slow. Sales drop sharply as students' vacations coincide with an annual slack period in the grocery industry. Hot weather takes its toll on perishables and refrigeration equipment.

But third quarter 1984 was worse than usual financially. (See income statements.) A severely reduced gross margin (GM) combined with high expenses to create a record third quarter loss of $7,301.94. This loss subtracted from the first half net income of $12,490.61 leaves a total net income of $5,188.67 for the year to date. We hope to hold onto this income through fourth quarter, to end the year with .5% net income.

The drop in GM during third quarter came as a surprise. The GM is the measure of what we realize from sales (sales minus cost of goods sold). It provides the money to cover all expenses. Surplus is net income; shortage is net loss. GM is usually expressed as a % of sales for analysis and control. We have no substantial explanation for why the GM dropped, but we are developing ways to analyze it and to bring it under control. A fluctuating GM has consistently been one of our greatest financial problems. Margin control is a financial priority for '85. High labor cost results from high staff turnover and time spent developing systems to accommodate higher sales levels.

Budgeting for '85

A major modification was made in how we budget for the coming year. We are taking advantage of a natural division in types of budgets to rationalize and simplify our budgeting process.

The OPERATING budget is the projection of the income statement for the coming year. It includes goals for sales, GM and net income and sets ceilings for each expense. The CAPITAL budgeting process begins with a projection of money available from all sources (including net income, membership fees and financing) and capital improvements we might need or choose to make. The capital budget will be done in March 1985.

The Board of Directors approved the 1985 operating budget Dec. 6. It calls for decreased sales growth (12% over 1984, compared with 23% in 1983 over 1982), a GM about equal to our current year-to-date GM and slightly increased expenses.

The main increase is in labor. Staff cost was set at 12.5% of projected sales. The budget is set for a dollar amount; if sales exceed the projected 12%, the dollar amount shrinks as a percentage. If growth were to reach 21%, labor would equal 11.5% of sales, a prior goal, if staff could sustain such growth without adding hours to the workload. Labor system improvements and budget controls are priorities for 1985.

Net income in this budget is minimal, considering that it is our only reserve for unforeseen circumstances. However, these projections are conservative. If sales and margin goals can be surpassed, additional money can be allocated for product information, newsletter or other needs approved by the Board.

Thanks to the Committee

I would like to take this opportunity to thank the members of this committee for doing an excellent job of hashing out the many tough issues involved in the 1985 operating budget. Sid Sidorowicz, Peter Downey, John Calambo: I sure couldn't have done it without you.

-Submitted by Beth Hartmann, Finance Manager

1985 OPERATING BUDGET

| Sales | $944,944 |
| Gross margin/21.2% | 200,328 |
| Other revenue | 240 |

Total Revenue $200,568

Expenses:

| Advertising | $6,606 |
| Newsletter | 4,000 |
| Training/Conferences | 1,800 |
| Utilities/Telephone | 9,600 |
| Maintenance/Repair | 5,995 |
| Depreciation | 7,000 |
| Supplies | 14,450 |
| Professional serv. | 1,500 |
| Staff cost | 118,118 |
| Taxes | 6,614 |
| Insurance | 3,424 |
| Interest (Building) | 13,716 |
| All other expenses | 5,180 |

Total Expenses: $197,503

Net Income | $3,065

INCOME STATEMENTS: THIRD QUARTER - 1984

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HIRING COMMITTEE

The present hiring committee has remained intact and active for nearly a year because of problems encountered with staffing our fast-growing Co-op. We learned much about the scope and nature of personnel issues, and toward the end of our process, we recommended that a standing Sub-Board Committee be created to oversee personnel issues. The recommendation was well-received and has been adopted by the Board.

This fall, the committee submitted a proposal to the Board, which, although not accepted, was well-received. The proposal was well-received because it addressed the need for a standing committee to oversee personnel issues. The committee's proposal was well-received and has been adopted by the Board.

BY-LAWS COMMITTEE

Last month, Co-op members participated in balloting to accept or reject the revised bylaws presented by the committee. The membership elected to accept the revisions, according to the ballot results which ended December 24.

The bylaws went into effect immediately following the balloting. The committee will remain in force long enough to respond to questions and reservations. The committee will disband once its work is complete.

In the information sheet attached to members' copies of the proposed bylaws, the revisions intended a reflection of what is currently in practice at the Co-op. Changes in policy can now be initiated under the new provisions.

PRODUCT INFO/SELECTION COMMITTEE

NO REPORT WAS SUBMITTED BY THE COMMITTEE.

According to Board Secretary Harry Levine, the committee submitted a comprehensive report and plan (which may be available still at the Co-op -- if interested, ask a staffperson.) The Board reviewed the report. No funds were allocated for the committee's work, although it is apparently a high priority should sales exceed projections for the coming year.

ED. NOTE: The new bylaws are printed in part in this issue of the "News." For complete copies, ask at the Co-op.
Early Bird Gardening

By Tim O'Connor

With rain pelting the Earth and the backyard looking more like a lake than a garden site, it's easy to put off thoughts of gardening until later in the spring. But the wise Northwest gardener knows that late winter and early spring are important in the yearly gardening cycle.

Winter is perfect for browsing through seed catalogues, picking up new gardening techniques from reading, or planning spring's activities. With the grace of a sunny day (or a little courage and a good raincoat) the thorough gardener will waste no time in accomplishing the handful of outside tasks that are waiting.

Planning

Perhaps the most productive steps to take in gardening have to do with planning. Start by listing the vegetables you would like to see in your garden. Using seed catalogues and gardening books, list planting time for each. Noting key activities from start to finish ensures that important steps aren't left out.

Then sketch the basic layout of your garden site, considering rotation, spacing, planting and harvest dates, shading, nutrient requirements, sunshine and other needs specific to your mix of plants. Avoid over-commitment and an overgrown, under-cared-for plot by planning small.

Composting

Compost is a primary tool of successful organic gardening. Tending to your compost pile and even applying it to your garden are good winter gardening activities. If you don't already have good compost simmering, start now. Gather a variety of organic materials (leaves, kitchen waste, straw, etc.) and layer or mix with a good source of nitrogen (manure, bloodmeal, cottonseed meal, etc.) If all goes well, you will have a steaming pile in a few days. Protect the pile from rain, while allowing good access to air. Turn it after a couple of weeks, or when it cools down. Your compost is ready when it smells sweet, similar to freshly-turned earth. For details and troubleshooting, refer to any organic gardening publication.

Fertilizing

Although compost is the primary fertilizer for organic gardeners, other materials are often needed and used for Northwest gardens. Lime lessens the acidity of our rain-soaked soil and provides calcium. Dolomite lime adds magnesium. An application of a phosphorus source (rock phosphate, colloidal phosphate, raw or steamed bone meal) offsets the general deficiency of this important mineral in local soils. Neither of these fertilizers leach from the soil easily, so they can be applied early in the season. This allows the soil microorganisms to go to work, making the minerals more readily available to plants in the spring.

The fertilizers are sprinkled on top of the soil, then worked into the top layer with a rake or small spade. Refer to a gardening book for application rates.

Cultivation and Planting

Cultivation is best left until the soil has dried out fairly well. This is especially true for heavy or clay soils where clumping can result from turning over wet soil. If reworking previously cultivated soil, you can prepare some ground for outdoor planting of early varieties such as peas, onions and carrots.

Meanwhile, you can be planting starts of later varieties -- tomatoes, peppers, lettuce, broccoli, cabbage -- in flats set in your window or greenhouse. Most garden plants can be started indoors for later transplanting. Root crops and those with long taproots (corn, melons, squash) prefer to be seeded directly into the ground.

Containers for starting plants need to be 1 1/2 - 3" deep with holes for drainage. Tub containers, milk cartons, or wooden or plastic flats work fine. One part each of peat moss, sand and vermiculite or perlite makes a fine starting medium. Books can suggest other recipes.

Starts usually need plenty of moisture, little or no fertilizing, and (in the case of tomatoes and other warmth-loving plants) the temperature should remain above 60 degrees. After the second set of leaves appears, plants can be moved into larger pots or, conditions Permitting, into the garden. At the least, they will need thinning.

Thriving starts in your window brighten an otherwise gray day. They'll tempt you with dreams of your garden's soon-to-be-realized potential. Don't get caught waiting for the sun to shine and the days to lengthen; your gardening can begin today.

GOOD WINTER READING:

Winter Gardening in the Maritime Northwest, Colebrook (1984)
How to Grow More Vegetables, Jeanons (1982)

All of the above books are available at the Co-op.
Introducing Newest Staff Members and...

Grace Cox demonstrates job-winning glarpo in use.

GRACE COX

Born a Dallas Cowboy fan in 1951, Grace quickly switched loyalties in 1975 when the Seattle Seahawks joined the NFL. She was 9 for 13 in Wave participation at the Seahawks-Raiders game December 22, and is slowly recovering from the devastating loss to the Miami Dolphins.

Grace owns the only purple sheet metal stand-up bass in town, and calls the Citizen's Band (of which she is a member) second only to football among the loves of her life.

Grace is well-suited to her job as a staff member at the Co-op, having been exposed to food at an early age, and also possessing an extremely well-developed glarpo* (see photo). She firmly believes it is possible to be a good person and still have a messy room.

When asked for what one thing she wants to be remembered, Grace replied without hesitation, "It would have to be my Cousin It imitation."

Respectfully submitted,

Renegade Cafe (A.K.A. G. Cox)

*glarpo (glar po) n. The juncture of the ear and skull where pencils are stored.

ROBIN REA

Robin Rea comes to Olympia and the Co-op from East Coast.

I moved to Olympia with my three children at the end of September. We were previously from Nantucket, Massachusetts and took a month to travel across the country by car, a trip we really enjoyed.

I had been a farmer and herb grower on Nantucket, so working with produce at the Co-op is a familiar experience in some ways, but it has really opened my eyes to understanding the food chain better and having some perspective on the journey of produce from the field to the consumer. It is challenging food for thought.

I am also working to coordinate the sales, ordering and display of products from Radiance at the Co-op and I will be working to become familiar with and improve the vitamins that we offer Co-op customers.

KIRK RESELL

I moved to Olympia from New York City ten years ago. After attending Evergreen College for awhile, I got involved in the retail business downtown, and I have been involved in it ever since. It's a real pleasure to be working at the Co-op making use of the skills I've learned.

[Unfortunately we weren't able to get a photo of Kirk in time for this issue. He makes personal appearances several days a week at the Co-op, however, and the "News" hopes to feature Kirk in our Spring centerfold.]

Beth Hartmann, charter member of staff and current Finance Manager, was on vacation when staff photos were taken last quarter.
By Laws Of The Olympia Food Co-op

I. GENERAL PROVISIONS

1. NAME: The name of the corporation is the Olympia Food Cooperative.

2. PURPOSES: The corporation has been formed under the Washington Nonprofit Corporations Act, R.C.W. 24.03. [Includes mission statement and goals; see Page 2.]

II. MEMBERSHIP

1. ELIGIBILITY: Membership is open to any person who meets all qualifications set forth in the by-laws and who pays a non-refundable lifetime membership fee. The amount of such fee shall be set by the Board. The Board may designate different classes of membership. The amount of the membership fee may vary for different classes of members.

2. NON-DISCRIMINATION: This cooperative does not discriminate on social or political grounds, or on the basis of race, creed, age, sex, handicap, sexual preference or marital status.

3. CAPITAL ACCOUNT: Members shall pay dues into a capital account. The Board may set the amount of dues. Upon leaving the cooperative, active members may have all money they have paid into the capital account refunded. An inactive member shall have no right to a refund under the circumstances outlined in Section 4, below. An active member becomes an inactive member if he/she fails to pay dues and maintain a current address on file for one year.

4. INACTIVE MEMBER DUES: After a member has been an inactive member for two years, the cooperative may transfer any dues the inactive member has paid into the cooperative's other accounts and remove that account from the cooperative's liabilities. The cooperative shall post at the store a list of inactive members whose dues will be reclaimed in six months unless action to restore active status is taken.

5. VOTING MEMBERS: A voting member is an active member who has a current address on file at the cooperative.

6. ANNUAL MEETING: An annual meeting of the membership shall be held by June 1 of each year. The time, place and agenda of the meeting shall be posted at the cooperative at least 14 days prior to the meeting. In addition, notice shall be mailed to all voting members at least 72 hours prior to the annual meeting.

7. SPECIAL MEETING: 10% of the voting membership may petition for a special meeting of the membership to take place within 30 days from the filing of the petition with the Board. The petition shall state the business to be discussed at the special meeting and the meeting shall be limited to such business. The Board may also call special meetings by a majority vote. Notice of special meetings shall be mailed to all voting members at least 7 days prior to the time of the meeting. The notice shall contain the time, place and agenda of the special meeting.

8. MEMBER VOTING: In all instances where member voting is ordered by the Board, such balloting may be performed at the cooperative, by mail or at a meeting of the members. No proxies are allowed and each voting member shall have one vote. The Board may prescribe additional rules and procedures for elections as appropriate. The Board shall take steps to encourage maximum participation by the membership.

9. MARKUPS: Members shall pay markups on goods purchased from the cooperative which shall be less than those paid by nonmembers. Working members shall pay markups on goods purchased from the cooperative which shall be less than those paid by nonworking members. The Board shall determine the procedure and amount of such markups.

III. BOARD OF DIRECTORS

1. GENERAL RESPONSIBILITIES, NUMBER AND TERM: The affairs of the corporation shall be managed by a Board of Directors. The Board shall consist of a minimum of four directors and a maximum of seven directors. The exact number of directors shall be fixed by resolution of the Board. No reduction in the membership of the Board shall serve to shorten the term of any director then elected and serving. At least one director shall be a member of the staff. Directors shall serve one year terms. No director shall serve more than two consecutive terms.

2. ELECTION OF BOARD MEMBERS: Board members shall be elected by the membership, except for the staff representative who shall be elected by the staff. The Board may prescribe the manner and procedures for elections, except that elections shall be held annually.

3. VACANCIES: In the event of a vacancy on the Board of Directors, the remaining Board members may appoint a new director. The appointed director shall serve until the next election. Any appointed director is eligible to run for an elected term at the next election.

4. ELIGIBILITY: Any voting member is eligible to serve as a director of the cooperative.

5. QUORUM: For purposes of Board action, unless otherwise specified or required by law, a quorum shall be a majority of the Board.

6. REMOVAL: Any director may be removed from the Board whenever the board determines that such removal will be in the best interest of the cooperative. Before a director is removed, that director shall be given reasonable prior notice and a reasonable prior opportunity to speak before the Board at a regular meeting. Removal shall require a 75% vote of the Board. The membership may also remove a director upon petition by 10% of the voting members and the vote of 2/3 of the voting members.

7. RESIGNATION: Unexcused absence at three consecutive Board meetings shall constitute resignation from the Board.
8. **REIMBURSEMENT:** The cooperative may, if authorized by a general Board resolution, reimburse individual directors for reasonable expenses required to attend Board meetings. To be eligible for reimbursement the Director must be present for the entire Board meeting.

9. **BOARD DUTIES:** Major duties of the Board are to:
   A. Employ staff, approve the make-up of the hiring committee, approve job descriptions and approve a hiring policy;
   B. Select officers and fill Board vacancies as needed;
   C. Approve an operating budget annually;
   D. Monitor the financial health of the cooperative;
   E. Appoint standing and special committees as needed;
   F. Authorize appropriate agents to sign contracts, leases or other obligations on behalf of the cooperative;
   G. Adopt, review and revise corporation plans;
   H. Approve major capital projects;
   I. Adopt major policy changes;
   J. Adopt policies to foster member involvement;
   K. Authorize major debt obligations of the cooperative;
   L. Ensure compliance with all corporate obligations, including the keeping of corporate records and filing all necessary documents;
   M. Ensure adequate audits of cooperative finances;
   N. Maintain free-flowing communications between the Board, staff, management, committees and the membership;
   O. Adopt policies which promote achievement of the mission statement and goals of the cooperative.

10. **DISPOSAL OF ASSETS:** The Board may not dispose of all or substantially all of the cooperative's assets without prior approval of 2/3 of the voting members.

11. **SUPREMACY:** The Board shall not exercise any power under these bylaws which is in conflict with the Articles of incorporation or applicable state or federal law.

12. **OPEN MEETINGS:** Board meetings shall normally be open to the membership. The Board may close meetings in its discretion to discuss personnel matters, legal matters or other items which require private discussion.

13. **ACTION WITHOUT MEETING:** The Board may act without meeting if all directors consent in writing. Such consent shall be kept with the minutes of the Board. Any action taken under this procedure shall be fully effective.

14. **INDENIFICATION:** [Legal protection provided to individual board members when acting in good faith as agents of the Co-op.]

## IV. STAFF

1. **MAJOR RESPONSIBILITIES:** The major responsibilities of the staff are to:
   A. Present comprehensive financial statements to the Board quarterly or as requested;
   B. Keep accounting records in accord with generally accepted accounting principles;
   C. Maintain accurate and up-to-date corporate records, articles, bylaws, Board meeting minutes, membership meeting minutes and required reports;
   D. Maintain accurate and up-to-date membership records including names, addresses, fee records and dues records;
   E. Maintain accurate and up-to-date records of the names and addresses of all creditors;
   F. Maintain adequate insurance and bonding;
   G. Regularly propose to the Board updated personnel policies and employee benefit programs;
   H. Maintain systems for control of all operations;
   I. Maintain adequate channels for taking and responding to member suggestions, commendations and complaints;
   J. Maintain all facilities in good repair and in sanitary and safe condition;
   K. Provide effective and consistent programs for consumer and cooperative information;
   L. Maintain free-flowing communication between staff, management, Board, committees and the membership;
   M. Attempt to carry out decisions of the Board and/or the membership;
   N. Carry out all activities required by law, the articles of incorporation and the bylaws of the corporation.

## V. FINANCIAL INFORMATION

1. **FISCAL YEAR:** The fiscal year ends December 31.

2. **AUDIT COMMITTEE:** The Board shall name an audit committee or select an experienced accountant to audit the books of the cooperative after the close of the fiscal year. Members of the audit committee or the accountant may not be employees, officers or directors of the cooperative, or members of their immediate families. The audit committee or accountant shall report their findings to the Board in writing before the end of the first quarter after the end of the fiscal year.

3. **REPORTS:** The Finance Manager or a member of the Finance Committee shall report to the members at the annual meeting and in the cooperative's newsletter. The Finance Committee will also report to the Board as required.

4. **BONDING:** The Board may require the bonding of employees.

## VI. DISSOLUTION

1. **VOTE NEEDED:** The cooperative may be dissolved by a 2/3 vote of the voting membership. No other business may be transacted at a special meeting called for the purpose of dissolving the cooperative or on a ballot issued for the purpose of dissolving the cooperative.

2. **PROCEDURE:** Upon dissolution of the cooperative, the Board shall supervise the winding up of business, the paying of debts and the distribution of assets.

## VII. AMENDMENT

1. **VOTE NEEDED:** These bylaws may be amended by a 2/3 vote of those members voting at the annual meeting of the membership, at a special meeting of the membership called for the purpose of amending the bylaws, or through a ballot called by the Board. Copies of the proposed bylaw changes shall be available at the cooperative at least 7 days prior to the beginning of balloting.
Farmer's Wholesale Co-op

By Harry Levine

When Pacific Rim Natural Foods went out of business in mid-September of 1984, the Co-op scrambled to find other distributors capable of supplying quality goods. Among other things, Pacific Rim had supplied our non-local organic and commercial produce. Fortunately, Farmers' Wholesale Cooperative (FWC) has developed into a solid distributor of both local and non-local produce.

In the spring of 1982, local farmers and consumers were meeting concerning the revitalization of local agriculture. Out of those meetings came the FWC, a nonprofit agricultural development organization. Through FWC, low income and limited resource farmers hoped to locally market substantially more food. (Less than 5% of the food consumed in Thurston County is produced here.) FWC would provide organizing, marketing and distribution. FWC has done this and much more.

In 1982 and 1983, FWC was selling local organic produce to Pacific Rim, restaurants and to a few local accounts (the Co-op being one). In 1984, Andy Poston was hired as sales manager. FWC hired a bookkeeping staff and purchased a delivery truck. The cooperative began selling non-local produce at the Olympia and Lacey Farmer's Markets. It continued wholesaling organic produce, primarily from Blue Heron Gardens and South Bay Farm in Rochester, and Kirsp Gardens and Woodland Creek Farm from the greater Olympia area.

When Pacific Rim closed, FWC made connections with growers in Washington, Oregon and California and soon were carrying a full line of local and non-local produce, organic and non-organic. Operating out of a warehouse in Maytown, FWC filled the void created by the Pac Rim closure, delivering to co-ops and other markets from Bellingham to Portland.

Poston does most of the buying, selling, pick-ups and deliveries. Andy worked long hours during the summer (not quite as long as the farmers.) He was frequently dealing with truck breakdowns, late shipments and the difficulties of trying to be one person in four different places at once. Lillian McDonell is filling in for Andy for two months. She feels that FWC has come a long way in the past year and can progress further by upgrading equipment, improving purchasing systems and paper flow, and continuing to clarify organizational structure. Lillian says that FWC has the attributes of a good wholesaler, which include putting quality and honesty before price, having a good market awareness and providing good information and service for customers.

Rick Kramer, owner/operator at Kirsp Gardens and president of the FWC Board of Directors, sees securing markets as the most important challenge ahead. He said that FWC probably won't sell at the Farmer's Market in 1985, but hopes more groceries will realize both the economic and social benefits of buying locally from FWC. Kramer sees acquiring permanent warehouse space as another priority. Long-term goals include recruiting more farmer members, continued promotion of organic farming and possible expansion into other types of production, such as a canny or sales of FWC jams and jellies.

Kramer feels that FWC is helping to expand the agricultural land base in our area. The success of FWC indicates that limited resource farmers can have an economic impact locally while competing with large, centralized corporate farms. Kramer feels the support of the Olympia Food Co-op and its members is vital to the survival of FWC. The Co-op presently purchases over 80% of its produce from FWC, making us their largest account.

Debbie Leung, Produce Manager, is excited about supporting FWC. Not only do they offer quality organic and non-organic produce year round, but our purchases support FWC, a co-op comprised of local farmers. This is right in line with our goals -- what could be better than our Co-op supporting another co-op?

Board Report

Board of Directors election results are final, and the Co-op welcomes Debbie Jannison, Steve McElhanon and Lynn Bernstein to the Board. They join John Calambokidis, Eileen Brady, Sid Sidorowicz and Karen Berkley Huntsburger. The new members were elected to one-year terms.

In the months ahead, the Board will deal with a number of issues including approval of the work plan of the newly formed Personnel Committee, deciding how and by whom the Co-op News will be published and edited, a resolution on a capital budget, and discussing how to incorporate a product information plan.

In recent months, the Board has approved the 1985 operating budget [see page 8], the bulk dispensing proposal, coffee marketing, the building purchase, the hiring of Grace Cox, Robin Rona and Kirk Russell to the staff, and the final draft of the revised bylaws (which was submitted to the membership by ballot and approved). The Board also accepted and acted upon proposals from a Staff Task Force.

All minutes, reports and proposals are on file at the Co-op, available to anyone.

The staff and Board sincerely thank departing board members Robin Downey and Sue Patnode. Both put in lots of time and work performing tasks that are often demanding and thankless.

Board meetings are open to all members. They are held on the first Thursday of each month at 7:30 p.m. in the back of the Urban Union Restaurant on Legion Way. Other meetings are sometimes scheduled to handle overflow business. Because of the normally crowded schedule, members wanting to be heard on a particular agenda issue or to add an item to the agenda are asked to contact Harry Levine at the Co-op before the meeting.

By Harry Levine
KRISTIN SEEKS WORK SOLUTION

Hello Co-op News!

I have been enjoying the newsletters you've been working on very much. The subjects and the tone of the articles included make the cooperative nature of "our store" much more apparent to me. I am concerned at the loss of three staff members this fall, two of whom only recently came on board. Is the burnout issue becoming a crisis situation? It seems from articles in earlier newsletters the main problem is insufficient volunteer help. Are there other concerns as well?

Working full time and living almost an hour's drive from the Co-op, I find it almost impossible to schedule a regular contribution of labor. I have tended to view my patronage of the store (i.e. my money and my pleasant manner) as my "share" in keeping the Co-op viable. I would be willing to work on the occasional jobs, but do not find out about these until perhaps the day before when I happen to be in to do shopping. If I knew several weeks or months beforehand I would schedule a work session.

If there are others who share my situation, I welcome their ideas or solutions about what to do. The Co-op is my major food source; I want to keep it around for a long time. I also enjoy the staff and the atmosphere they create, and want to help sustain their energies.

Sincerely,
Kristin Blalock

The labor issue has been a difficult one. I think with the most recent hirings, the situation has improved notably. Personnel Manager Karen Berkey Huntsburger would be glad to answer specific questions. She might also have some ideas about helping out that would give you more plan-ahead time.

Finally, you raise an interesting question: what do others who share your situation and concerns do? Can any of you out there help Kristin out?

NOTE TO "A GOOD AND CARING MEMBER:"

First of all, thanks for writing to the "News". Your constructive criticism of a Co-op situation (a problem with friendliness and helpfulness from member and staff workers) is welcome. I looked forward to printing your letter -- then reached the end and found no signature.

The policy of the "News" is to print only letters which include the writer's name. In certain circumstances, we'd consider omitting the name from publication; but it would need to be available to the editor.

I am forwarding your letter to the staff so that they are aware of the problem you described. They are generally responsive to the kinds of suggestions you've made.

You've also reminded me of the need to print our "Forum" policy in EVERY issue. Thank you!

El

The FORUM is open to all Co-op members and workers, and others who have an interest in the Co-op. You are welcome to raise issues, offer support or criticisms, talk about Co-op related interests and concerns, respond to the form or content of the "News" ... communicate about anything that is of general interest to the Co-op membership.

Please limit your letters to 250 words (or contact the Editor about writing an article). Names and contact information are required. The "News" will consider withholding names from publication on request. Send to "Forum, Co-op News, 921 N. Rogers, Olympia, WA 98502" or put in newsletter box at the Co-op.
Stern's Healthy Treats - Not For Eating

By Robin Rea

Tracy Stern started in business with her Select Soap line just a year ago. In that time, she has made about 5,000 bars of soap.

She originally became interested in soap-making through a class. From that beginning she has now developed ten different soaps and six soap recipes. She turns out as many as 100 bars a day.

Tracy uses all natural processes with no short cuts. The bars take three to four weeks to cure naturally once they come out of their molds.

Tracy is careful about the ingredients she uses right from the beginning step of rendering the fat. From there, her ingredients sound good enough to eat. Milk and honey soap is made using goat's milk and honey from the Co-op. She puts real ground almonds in the coco-almond bar. The chamomile-lavender soap (definitely the bar favored by Co-op customers) contains Fuller's earth, real chamomile flowers and essential oils for scent.

Tracy plans to extend her line to include a pine tar soap good for problem skin, a natural soap for dogs and a sand soap that will be ideal for use by mechanics. She is also proud of her new apricot cream soap that will be ready by Valentine's Day.

Tracy Stern, like many of our local business people, puts extra care into her work and her products. Co-op shoppers interested in trying a wonderful, healthy treat for the skin can find her soaps among the body care products in the store. ##

COUPON

50¢ off any type of bath size

Select Soap

Valid February 15-28, 1985

one coupon per customer

Olympia Food Co-op

921 N Rogers
Olympia, Wa. 98502
(206) 754 7666
Open 10-7 daily

address correction requested