

## **Section 1**

### **General Information**

**La Montanita Food Co-op  
Board Member Orientation General Information  
December 2011**

Welcome to the La Montanita Co-op Board of Directors! The following information is designed to assist you in "getting up to speed" on the board's activities and process and to give you an idea of what to expect as a board member.

In addition to this general information, you will find copies of the following in your Board Reference Manual for your information and review:

- Co-op By-laws & NM State Statutes
- Board Policy Manual
- Board Website Information
- Board Calendar
- Board Meeting Process & Rules of Order
- Board, Management & Senior Staff Rosters
- Board Committee Information
- Recent Board History
- Latest Annual Report

Introduction to Policy Governance

The Co-op Board uses John Carver's "Policy Governance" model of board leadership. This model involves the board creating a series of written policies to guide all aspects of the board's work. At the end of this manual you will find a copy of Carver's "The Policy Governance Model." This is an excellent summary of the model. The Co-op Board has written policies in the following four areas:

• **"B" Policies: Board Process**

1. The Board Process policies are used by the board to instruct itself, and the sub-parts of itself: officers and committees.
2. In these policies the board explicitly describes the standards of group and individual behavior to which it agrees to hold itself.
3. These policies are addressed to the board.

• **"R" Policies: Board-GM Relationship**

1. The Board-GM Relationship policies deal with the methods and practices of how the board delegates authority to the GM and the how the board monitors that delegation.
2. These policies are addressed to the board.

• **"X" Policies: Executive Limitations**

1. Executive limitation policies seek to limit the latitude and choice of the GM. These policies are written in the negative so as to make clear what actions are not acceptable. They are boundary setters.

2. The executive limitation policies are addressed to the GM. They effectively say to the GM "Any action you take or situation you get into can be considered board-approved if it does not violate these policies."

### **"E" Policies: Ends**

1. Ends policies express what the organization must accomplish. They describe what effects on the outside world the co-op should have. They answer the questions, "What will be different, for whom, at what cost?"
2. The Ends policies are addressed to the GM. They are what he/she is hired to deliver. They specify the result the organization must achieve.

Under policy governance, the board delegates operational details to the general manager but holds him/her accountable for those details as well as for overall organizational accomplishment. The board does this by monitoring general manager-submitted reports. Taken together, these reports are truly comprehensive and allow the board to ensure the overall well being of the co-op. Using this comprehensive monitoring process also frees up the board's time, and allows it to do its most important work: visioning the future. A typical board meeting involves about an hour of routine board business followed by an hour of visioning and study work.

In order to participate constructively in the board's work, a board member must have some understanding of the Policy Governance model and a good working knowledge of the board's policies. All policies are found in the Board Policy Manual.

### **Other General Information**

The board holds monthly meetings on the third Tuesday, generally at 5:30 p.m. at Immanuel Presbyterian Church across the street from the Nob Hill store. The board president emails meeting agendas one week prior to the meeting date. Items to be included on the agenda must be posted on the board's website no later than 1 week before the meeting. All agenda items posted must be formatted in a way consistent with board policy, B3, Board Meetings. Meeting materials can be voluminous and board members should allow adequate time to be prepared for each meeting.

The board currently makes use of a meeting facilitator and also has its own administrative assistant.

The majority of the board's detailed work is done by committees, working outside the regular monthly meetings. The board's committee's have no authority to govern, but are directed to provide various options and proposals which are then voted upon by the full board. All board members are expected to work on at least one committee.

Again, welcome!

## **A La Montañita Food Co-op History**

La Montañita is incorporated on **December 1, 1976**

### **1977-1980**

The Co-op is located at the Girard Center at Girard and Central and is operated largely as a collective, with the Board of Directors serving as Staff. Membership is approximately 300 families and a volunteer worker system is used with discounts on merchandise in exchange for monthly or weekly work. (The Girard Center housed other suites which were rented primarily to health –related enterprises such as The Herb Store and The NM School of Natural Therapeutics. The building was torn down in the '90s.)

### **1980-1983**

The collective management approach gives way to a three-person management team. Due to its location, customer loyalty and low overhead, La Montañita thrives at a time when co-ops across the country were failing.

### **1984**

Co-op membership increases to 1500 families, further strengthened when Ocha Food Co-op in the North Valley closes its doors. Management begins to adopt better business practices after the Co-op loses \$17,000 in one year. The volunteer worker process is simplified, more emphasis is placed on paid, and accountable, Staff. The Board of Directors adopts a policy of two-year Director terms.

### **1985**

Sales grow steadily and reach \$1,000,000 annually in 1985. The demise of Santa Fe's New Life Co-op makes La Montañita the only business of its kind in the middle Rio Grande Valley. The management structure is changed to one general manager.

### **1986**

The Co-op celebrates its 10-year anniversary at the Old Airport Building, one highlight being the canoe salad. The general manager position is split in two, growth and profitability rapidly increase and the inadequacy of the Girard Center becomes painfully obvious.

### **1987**

Less than a week before Thanksgiving the Co-op moves to Nob Hill. The lease has options for up to 25 years and the Co-op has its first big loan with NCB for \$300,000+.

### **1989**

Sales and staffing continue to grow rapidly, profitability remains but all the Staff feels the stress. The first Personnel Policy Manual is produced, setting down on the paper the employment practices at La Montañita.

### **1990**

The US Department of Labor declares the Co-op's Core Worker program violates the Fair Labor Standards Act. In response, the Co-op drops the program and moves to create member participation alternatives that comply with the Federal law. The Special Needs Committee originated at this time as a way to accomplish this goal.

For the first time there is a major revision of the Co-op's Bylaws.

We have our first Earth Day Festival.

### **1992**

Wild Oats moves to Albuquerque, our much anticipated significant competition. Sales drop dramatically and losses occur, payroll costs not in line with decreased sales.

### **1993**

The Wage Structure Policy is revised in an effort to control payroll expenses. Benefits and wages are cut, especially for part-time workers. The beneficial effects of these changes on the bottom line begin to appear almost immediately and by the end of the year the Co-op has returned to fiscal health.

The Bylaws are revised changing the number of Directors from 10 to 9 members.

Planning begins for a major remodel at Nob Hill, and for a possible 2<sup>nd</sup> store.

## **1994-1996**

A suitable site for the 2<sup>nd</sup> store is found in the far Northeast Heights and management begins working on how to fund the project. As part of this effort a new Business Plan is finished in 1995. Sales at Nob Hill begin to flatten as full capacity for the facility is approached. In 1995 the Bylaws are revised again to address member meetings and patronage refunds and member investment certificates. In 1996 further revisions are made addressing the roles of the Staff Board member, eliminating the requirement that the membership approve the annual budget at the annual meeting, and defining the method of electing Board officers.

## **1996**

After months of exhausting efforts to secure financing for the second store project, management is forced to abandon the project after the City fails to guarantee a major loan. In the fall the remodel of the Nob Hill store begins in earnest.

## **1998**

The two-tiered pricing system for members and non-members is discontinued in favor of a patronage rebate system. It marks a significant change in philosophy, surplus profits are returned to members after its clear such a profit exists; a much sounder business practice.

## **1999**

La Montañita opens a second store on Rio Grande Blvd. in the North Valley. The Co-op declares its first member patronage rebate. The board begins to adopt Policy Governance, a governance system developed by John Carver.

## **2000**

It's a rough financial start for the North Valley store and for the first and only (as of 2010) year the Co-op is unable to declare a member patronage rebate.

## **2002**

CE Pugh is hired as our general manager marking a shift in how we see ourselves. Over the next five years we open two more stores and operate a warehouse and distribution center (CDC).

## **2004**

There was a union effort and many lessons were learned. In the end the union withdrew before the deadline for voting. The board adopted a resolution stating, "La Montanita supports the concept of a fair living wage, and endorses the placement of the Fair Wage Initiative before the voters."

A global ends statement was passed: "A thriving member-owned cooperative that results in an increasing number of people having and making more informed and sustainable choices at costs that do not exceed the revenues of the cooperative."

Wild Sage Coop in Gallup and MountainView Coop in Las Cruces approached La Montanita for assistance, and expressed interest in a possible merger.

Several bylaw amendments were approved for submission to the membership on the November 2004 ballot, namely increasing the minimum age for a Director to 21, and excluding felons. These measures were taken to make way for a possible local wine producing license.

## **2005**

Management institutes a Living Wage policy.

The Member Linkage Committee becomes more active and creative in finding ways to connect with the membership. Ideas implemented were regular board newsletter articles, Coffee with the Board, fun annual meetings and a shopping cart quiz cards.

La Montañita purchases the MarketPlace in Santa Fe: At almost the same time the Gallup co-op merges with La Montañita.

The September board retreat focused on identifying values and providing direction to the Ends Committee.

Susan Cizek from Gallup was appointed as a board advisory member. One reason the advisory positions were created so that we could reach out to Gallup and Santa Fe until those members began to run for the board. Allowing up to 2 advisory board members also allow us to train members to fill potential vacancies between elections.

An ad hoc committee was created to explore the development of an educational nonprofit organization to better inform

people about food coop practices and sustainable living. (Nothing ever came of it.)

The October board meeting utilized teleconferencing with Gallup board member Susan Cizek. Teleconferencing will be made available in Gallup and Santa Fe to allow members to attend meetings. Board members may also attend by telephone and qualify as part of the quorum. Another sign of our multi-city expansion was the toll-free phone number for the benefit of members outside of Albuquerque.

Annual dues went from \$12 to \$15.

The board decides a board member must sponsor a member's proposal for board endorsement on any issue.

## **2006**

The board contracts with CDS for their board development consulting services known as CBLD. In December we move into the CDC warehouse and begin our food shed distribution program.

## **2007**

In August CE Pugh submitted his resignation to take a job with NCGA. He agrees to work through February in order to see the completion of the Santa Fe expansion. The board immediately creates a gm search committee and contracts with the consultant, Carollee Colter, to guide us through the process.

Our annual meeting is held at the new CDC warehouse. Interesting, cold and not well attended.

Marshall joins CDS and is now a board consultant for co-ops across the country. Martha joins the NCGA Western Corridor Board Development Task Force (BEST) and co-leads board trainings as a volunteer.

In December the board hires Terry Bowling as the new general manager. His start date is Feb. 4<sup>th</sup>, 2008.

Tam Saimons (board member) and Edite Cates (Staff) travel to Indonesia for the ICA conference.

## **2008**

The Santa Fe expansion is completed, the floor space (for a total of 18,000 sq ft.) is doubled in space with us subletting to NMFECU for their small branch inside our store.

Martha receives the Bowers Cooperative Board Service award at CCMA..

Fiscal year sales just pass \$25 million, assets top \$6 million, and employ 225 people.

New Ends are adopted. The board begins to devote board meeting time for board study.

The board invites Gar Alperovitz to be our guest speaker for the annual meeting. We follow in November with our 2nd World Café, posing the question: How can we create more forms of social ownership? Approximately 300 people attended the annual meeting (during Gar's speech) and we had 60 people participating in the World Café.

## **2009**

La Montanita receives the Bowers Fund Innovative Cooperative award at CCMA.

We have our first annual meeting in Santa Fe and invite Susan Witt as our guest speaker. The event is not well attended but the idea of members pooling savings as collateral for local producer loans is born.

The board moves to recommending a slate for board candidates, it's modified to simply determine (through interview) qualified candidates which means there can be more people recommended than positions open.

Six months into the year we finally start to feel the effects of the national recession. Sales reach \$27 million.

## **2010**

The board switches from receiving an 18% discount at the register to a cash stipend. We took great care to notify the membership and only received one comment.

For GM compensation the board creates an RFP for a two year compensation proposal. The process works well by including all board members and creating more objectivity when it comes to talking about money.

Another year of a recession, sales remain at \$27 million but we still increase member equity, decrease debt, and have enough of a profit to declare a patronage rebate.

The LaM Fund debuts. It's an LLC owned by La Montanita. It's a program that pulls member savings in a credit union CD that becomes collateral for local producer loans.

## **2011**

We open the Grab N Go Co-op at the UNM Bookstore. It's considered an annex of the Nob Hill store. The depressed economy slows our sales growth, we continue to pay down our long-term debt.

The Co-op Comix debuts, a joint project between board and management. The idea was developed in the Membership Engagement Committee.

Members vote to approve electronic voting.

## **2012**

CDC and administrative offices move to Menaul building. Our warehouse space increases from 7,000 sq ft to 17,000 sq ft. We transitioned to online voting. Only succeeded in getting 2,000+ email addresses (necessary for online voting) and only 280+ members voted.

We pass \$30 million in annual sales. Financially we are very strong, debt going down as we get ready to open a new store.

2012 is the UN International Year of Co-operatives. Many efforts were made all across the world to spread the word. La Montanita participated in a variety of ways, making videos and attending conferences and forums. The ICA created the Blueprint to help guide co-ops in the decade ahead in hopes of not losing the momentum of the International Year.

## **2013**

We open the West Side store on October 14th.

With much more publicity we succeeded in gathering 8,000+ emails for electronic voting, but the increase in voting was small, 340+. Two bylaws were approved. The first changed the refund policy of lifetime memberships, pro-rating the refund based on years owned. The other changed the wording around the patronage dividend and clarifying what happens to the members' retained portion.

Our Distribution Center purchased from 1,442 vendors, and for many of them, picking up their product and delivering it to market.

Our La Montanita Fund loaned over \$80,000 to local producers who couldn't find financing otherwise.

205 volunteer members working 5,560 hours in our Community Capacity Building, Member Outreach, School Partners and Staff Wellness programs.

## **2014**

Annual sales passes \$37 million. Within that number is \$5 million from CDC sales, that was the goal and we reached it before year-end. The Gallup store is now consistently profitable, a long awaited accomplishment. 67% of sales are from members. The biggest challenge has been getting the Westside store established. Sales have not met projections.

The board's study ranged from Food Hubs, The Economics of Happiness, NCGA and grocery trends, and an emphasis on Cleveland's Evergreen project. Because the board is so interested in how the co-op model might be grown, Gar Alperovitz was our guest speaker at the annual meeting. The board held a series of Coopversations (inviting members to participate in a guided discussion) to explore the idea of building community wealth. The Coopversations were held in all three cities and the member engagement committee hopes to continue a similar theme in 2015.

The board accepted the general manager's compensation RFP and a two year contract was signed.



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## Historical Background

The La Montanita Food Co-operative was founded in Albuquerque, New Mexico in 1976 by 300 families who joined together to create a convenient source for natural and organic foods. The Co-op opened a 1,000 square foot store at the corner of Girard and Central Avenue across from the University of New Mexico. Co-op membership and store sales grew quickly and over 3,000 members generated \$1 million in annual sales by 1986. The Co-op relocated to the corner of Central and Carlisle in 1987 and this 10,000 square foot location continues to serve the Nob Hill community today.

La Montanita opened its second location in Albuquerque's North Valley at the corner of Rio Grande and Matthew in 1999 with over 8,000 co-op members. Co-op membership and store sales continued to grow and La Montanita served over 10,000 members with total sales exceeding \$12 million annually in 2004.

In early 2005 La Montanita acquired the Wild Sage Food Co-op in Gallup, New Mexico as well as The Marketplace Natural Food Market in Santa Fe. Co-op membership continues to grow and La Montanita currently serves over 14,000 members in 4 locations with annual sales in excess of \$20 million.

As a consumer co-operative, La Montanita's members are the owners of the business. The membership elects a Board of Directors to govern the co-op and a portion of the income generated by the business is returned to the members each year based on their patronage. La Montanita has returned over \$2 million to its members as patronage refunds since 1990.

As a locally owned and operated business, La Montanita has always had a preference for regionally produced food. The Co-op began to quantify the regional food sold in its stores, and in 2003 sales of regional products accounted for 16% of the Co-op's total sales. La Montanita's management observed an increasing preference for regionally produced products by its members as noted on the responses from the Co-op's annual member survey. Based on this member feedback, the Co-op began to increase its efforts to source regional products and these products accounted for over 20% of total Co-op sales in 2006.

This effort to build the sale of regional products resulted in new and stronger partnerships with many regional producers. These partnerships raised La Montanita's awareness of the challenges faced by many regional producers as the current economics of food production and distribution work against them. In particular a shrinking wholesale market with the reduction of local retail stores, increasing distribution costs, and downward pressure on pricing from large agri-business.

It seems clear that any effort to increase the production and sale of regional products and to attract new production must address these challenges. Consulting with regional producers and studying other efforts around the country led the La Montanita management team to develop its Regional Food-Shed Project. This project is designed to increase both the size and value of the wholesale market for regional products as well as the supply of regionally produced products within a 300-mile radius of Albuquerque. We hope you will find value in this project and join with us to create a more sustainable regional food-shed for us all.



Co-operative Distribution Center  
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## **Building A Regional Food-Shed Fresh • Fair • Local**

The term food-shed describes the flow of food from the area where it is grown and processed to the place where it is consumed. Recently, the term has been revived as a way of looking at and thinking about local and sustainable food systems. The current food system is dependent upon the unsustainable economics of transporting the majority of our food very long distances. Building a more sustainable system will decrease our region's dependence on the long distance transport of food reducing our region's carbon footprint. This will require that we increase regional food production and distribution.

Our experience and research indicates a steady reduction in the wholesale (retail store) market for local products. Many local stores have closed and the market has become dominated by large national retailers. The "industrialization" of many natural and organic products has brought lower pricing reducing the market value of local products. This reduction in market size and product value has contributed to the decline of regional producers that we have experienced over the past several years. A more sustainable food system for our regional food-shed requires that we grow the market for regional products as we work to increase the amount of regionally produced goods.

La Montanita began distribution of regionally produced products in the spring of 2006. Two drivers and one truck delivered over \$100,000 of meat, eggs, milk and produce from about 30 producers during this first year of operation. La Montanita engaged Whole Foods, Raley's, Cid's, Los Poblanos and others to build the wholesale market for this product. In January of 2007 La Montanita opened its Co-operative Distribution Center (CDC) on Columbia Drive in Albuquerque. This facility provides 3,000 square feet of refrigerated storage, 1,000 square feet of frozen and 6,000 square feet of dry storage. This facility and its staff provide the foundation for our work with regional producers to build a more sustainable food-shed in our region

La Montanita has enjoyed success in increasing consumer awareness of the value of purchasing locally produced food and paying more for local than food nationally distributed. We understand that our regional farmers and producers must prosper to sustain their efforts and that regionally grown and produced food will often cost more than food grown in California, Mexico or elsewhere.

The CDC staff is working with regional growers and producers and retail buyers towards reaching a balance between paying the producer as much as possible while maintaining a retail price in the stores that provides value to consumers. This work is ongoing and we must continue to raise consumer awareness in the value of purchasing local. While we have been able to raise local product pricing from the "California Market Price," our pricing to farmers and producers remains under what might be achieved at local farmers' and growers' markets.

## **Fiscal Year 2008-2009 Activities**

To see a listing of all of the Co-op's community activities and community volunteer opportunities, visit the Co-op's website ([www.lamontanita.coop](http://www.lamontanita.coop)) and look under "Community".

As part of his 2009 reporting on board Ends policies, General Manager, Terry Bowling provided the following list of community activities in which the Co-op was involved. Robin Seydel is the Co-op's Membership Coordinator.

Community Development File – Fiscal year September 08-August 09

### **September 2008**

9/5 – Robin Meets with Capulin Energy Co-op and Peter Chestnut for Co-operative development

9/9 – Food Irradiation Table at Santa Fe Co-op

9/16– Drinking Water Standards meeting, 6:30 Law School

9/18 – Robin Speaks on the importance of Fair trade with regards to coffee and chocolate for the Peace and Justice Center Film Series

9/23 – Co-op Education Table at the UNM Farmers Market event 9am-3pm

9/24 – Building the Local Economy Conference, South Broadway Cultural Center, 3pm

9/26-27 – Food and Seed Sovereignty Conference, Tesuque Pueblo, Co-op Education Table

9/29 – Good Food Network: first meeting of the Statewide Board for local food initiative. Robin represents the Co-op on the Northern/Central New Mexico Board.

### **October 2008**

10/11 – Tierra Madre Benefit Event, Co-op Table

10/18 – Lovelace Hospital Breast Health Expo Co-op Education Table

10/19 – Historic Hubble House, Community Matanza, Co-op Co-sponsors South Valley Farming market

10/20 – Desert Academy School Tour at Santa Fe Co-op

10/21 – UNM Farmers Market event – Co-op Education Table

10/23 – Support KUNM, Robin pitches for public radio, Co-op provides 14 volunteer phone friends

10/24 – Gar Alperovitz at the Lobo Theater and in Santa Fe at Co-op

10/29 – New Mexico Acequia Association Meeting, Food-Shed/Watershed topics

10/31 – Food Shed Alliance meeting

### **November 2008**

11/5 – Statewide Good Food Network Conference call

11/7 – Good Food Network Meeting – 58 farmers from northern and Central New Mexico – Robin speaks on behalf of the Co-op

11/9 – KUNM- Sage Health Radio program, Robin Co-hosts 1 hour radio show on food traditions and food and health

11/12 – 12 noon--Capulin Energy Co-op development meeting, 2pm meeting with Head of the Santa Fe Sustainability Commission

11/15 – World Café Event

11/18-20 – Robin and Edite represent Co-op at the national convening of the Good Food Network.

11/24 – City of ABQ meeting – Food-shed Summit

### **December 2008**

12/2 – Giving Trees Up at Both ABQ stores and in Gallup

12/3 – Giving Tree up in Santa Fe

12/4 – Nob Hill Holiday Event in conjunction with Nob Hill Merchants shop and stroll, music, volunteers puppet shows, etc.

12/10 – Patronage Refund Mailing – 9700 checks – 25 volunteers throughout the day

12/13 – Co-op co-sponsors, Percy Schmeiser talk and Slow Food GMO event, 2pm at UNM Sub Ballroom. Also Robin participates in early morning strategy meeting

12/14 – Santa Fe Co-op holiday event: food, music, art button making table etc.

12/15 – Giving Tree Gift deadline

12/20 – Valley Co-o Holiday event: food music, arts and crafts etc.

### **January 2009**

1/5 – Good Food Network – Board meeting,

1/5 – Sustainable Santa Fe Commission – Meeting with members to talk about Transitions Initiative work collaboration – and upcoming meeting at the Santa Fe Co-op

1/13 – Robin asked to join NCGA public speaking group on behalf of Co-ops. First conference call

1/15 – Good Food Network Conference of producers and distributors in Northern and Central New Mexico

1/16 – Farm to Table and Co-op Extension meeting on agenda setting for agricultural policy.

1/21 – 39<sup>th</sup> annual Eco Farm Conference – Robin Speaks on behalf of the Co-op

1/30 Santa Fe Indy Business Alliance – Radio Show – on Co-op doings in Santa Fe

1/31 – World Café group meets at Immanuel, an off shoot of the November World Café

### **February 2009**

2/4 – Santa Fe Co-op hosts first Transition Town meeting in collaboration with the S.F. City Sustainable Commission

2/5 – Meeting with Rio Grande Community Farms to map our various collaborations for the year.

2/6 – Defenders of Wildlife meeting on Earth day and other collaborations

2/11 – First City permit meeting for Earth Day

2/12 – Dinner for the Santa Fe Independent Business Alliance, Co-op is main business sponsor of the Farm to Restaurant program

2/14 – Santa Fe Co-op Valentines day event, music, food, art button making, valentines making for kids

2/21 – St Luke's Catholic Church, Environmental conference, Robin speaks on behalf of the Co-op

2/26-27 – National Xeriscape conference – Robin speaks on behalf of Co-op

2/28-3/1 – City Xeriscape Expo – La Montanita has an education booth

### **March 2009**

- 3/1 – New Mexico Organic Commodities Commission – Michelle speaks, Michelle and Robin share the Friends of Organic Agriculture award from NMOCC
- 3/4 – Monthly Transition Town Group Meeting at the Santa Fe Co-op in conjunction with the S.F. City Sustainable Commission
- 3/9 – Good Food Network Meeting
- 3/18 – National Organic Consumers Association invites Robin (an advisory board member) to visit the new Sustainable/organic agriculture education center in Mexico and help set up the new Co-op location in San Miguel de Allende
- 3/31 – Good Food Network Meeting

### **April 2009**

- 4/1 – KSFR Fundraiser live remote from the Santa Fe Co-op
- 4/1 – Transition Town Group meeting Santa Fe Co-op
- 4/2 – 14 Volunteers do KUNM – phone friends take pledges for fundraiser
- 4/12 – KUNM Sage Health Radio Show – Robin hosts on food and health
- 4/14 – Intel Environment and Health Fair for employees – Co-op education table
- 4/16 – Valley school Tour
- 4/19 – Immanuel Presbyterian Church Service – Robin attends to speak on Earth Day collaboration
- 4/22 – Santa Fe Earth Day event- in conjunction with S.F. Public Schools office of Student Wellness, Turn Off TV Week
- 4/23 – 6:30am Earth Day promo on KKOB Radio, Robin speaks
- 4/23 – KUNM Arcie Chappa’s Call-in Show on Nob Hill Earth Day event and GMOs, Robin Speaks
- 4/26 – Nob Hill’s 20<sup>th</sup> Annual Celebrate the Earth Fest

### **May 2009**

- 5/6 – Meeting with Farm to Table
- 5/6 – Monthly Transitions Town Group meeting at Santa Fe Co-op
- 5/14 – Navajo EPA Conference – Alisha (Gallup Store Manger) and Robin Speak
- 5/16 – MRCOG Annual Local Food and Field Day – Co-op education table
- 5/19 – East End Co-op, Pittsburg, PA Member services person in Albuquerque, Robin consults on the Co-op Community Capacity building volunteer program, as they want to institute what we have pioneered.
- 5/23 – Q-Jam – City Sustainability Fest at Civic Plaza – Co-op education table.
- 5/29 – Food-Print New Mexico (formerly called the N.M. Food-shed Alliance) meeting, Co-op is founding member and co-sponsor, Robin attends meetings.

### **June 2009**

- 6/2 – Slow Money Community Conference organizing meeting
- 6/3 – Farm to Table meeting on Future collaborations to help form Co-op groceries in underserved communities
- 6/3 – Monthly Transition Town Group Meeting at Santa Fe Co-op
- 6/5 – Good Food Regional Network Board Meeting on building local food system

6/8 – KUNM – Social Justice Festival- Co-op education table  
6/13-14 – Co-op sponsored regional Transition Town training at Historic Hubble House  
6/16 – Wallace/Winrock Foundation Good Food Network with Co-op and Farm to Table on local food issues  
6/17 – Statewide Good Food Network meeting  
6/23 – Slow Money Conference organizing meeting

### **July 2009**

7/1 – Good food Network conference call  
7/1 – Monthly Transition Town Meeting at Santa Fe Co-op to de-brief the regional training  
7/15 – Slow Money organizing meeting  
7/17 – Good Food produce and grains focus group  
7/24 – Los Ranchos meeting to support efforts to create a sustainable agriculture education and training center there.  
7/26 – Community meeting in Mora on the possibility of a Co-op in that community  
7/27 – Good Food Network Meeting on regional food production  
7/29 – Green Drinks Meeting in Santa Fe – talk on the importance of the Co-op model.

- In addition to these community events we also sponsored the following :
  - October, annual membership meeting attended by over 200 people.
  - December, World Café, attended by 45 people.

## **Community Capacity Building Volunteer Program**

### **Current Participating Organizations and Descriptions**

#### ***Albuquerque***

Agora Crisis Center - Help-line

Albuquerque Bike Recycling Project - Repair and refinish recycled bikes which are then distributed throughout schools and several other programs to kids around Albuquerque

Albuquerque Opportunity Center - Provide skill development to the unemployed

Albuquerque Peace and Justice - Educational projects

Albuquerque Wildlife Federation - Works to protect access to wildlife and wild lands

Big Brother Big Sister - Mentoring youth

Casa Esperanza - Home away from home for families fighting cancer

Channel 27 - Community access TV

Citizens for Alternatives to Radioactive Dumping – Educational Projects

Cuidando los Ninos - Free therapeutic childcare to homeless families

Friends of the Rio Grande Nature Center – Protect the Rio Grande Bosque and provide environmental education

Habitat for Humanity - Re-Store- recycled building materials

Hawkwatch - During Migration season on the mountain Feb-May

Los Alamos Study Group - Education projects relating to activities at Los Alamos

National Hispanic Cultural Center - Dedicated to the preservation, promotion, and advancement of Hispanic culture, arts, and humanities

New Mexico Aids Services - Provides comprehensive services, support and prevention education

NM Wilderness Alliance - Works to the protect and restore wildlands and wilderness areas in the state

Off-Center Community Art Space - Youth and Community Arts Center

1,000 Friends of New Mexico - Creating "smart-growth" policies to strengthen New Mexico's communities, cultures, and ecosystems

PB&J Community Services - Strengthen and support children/families Peacecraft - Sales of cooperatively made and fair trade arts and crafts Pearls of the Antilles - Youth and Community Arts Center

Project Share - Feeding the homeless

Rape Crisis Center - Must complete a special training

Rio Grande Community Farms - Encouraging the practice of organic and sustainable community based agricultural methods in our cities

Shelter From Domestic Violence - Providing the courage to change

Talking Talons Thrift store and Rescue Center - East Mountain area opportunity

Tierra Madre Waldorf School - Offering pre-K and Kindergarten classes using a contemporary Waldorf curriculum

Wise Men and Women Mentoring / Children of Promise - Mentoring children of prisoners

### **Santa Fe**

Acequia Madre Elementary School - School parents only, please

Big Brother Big Sister - Mentoring youth

Bioneers – Environmental and Social leadership

Concerned Citizens for Nuclear Safety - Education projects

Earth Care International - Sustainability Education

Ecoversity - Educational center teaching sustainable earth-based vocations

Equestars - Therapeutic horse rides for differently-abled people

Farm to Table - promote local agriculture through education and community outreach  
Fine Arts for Children and Teens (FACT) - Teaches art making, literacy, and life skills  
Food Depot - Ending hunger in Northern New Mexico

Friends of Santa Fe Library - Promotes reading and learning

Habitat for Humanity - Re-Store

Hope HOWSE International - Non-denominational spiritual action to foster human dignity, peace and respect

KSFR Radio - public radio

Kitchen Angles - Provide nutritious prepared meals to homebound individuals living with life-challenging conditions

NM Wilderness Alliance - Works to the protect and restore wildlands and wilderness areas in the state

Santa Fe Alliance - Promotes independent businesses and community

Santa Fe Raptor Center - Assists in the rehabilitation, release, and preservation of New Mexico's wild birds

Santa Fe Watershed Association - Once a month River clean up crews

St Elizabeth's Homeless Shelter - In special need of building maintenance

Warehouse 21 Teen Arts - Art and cultural center for youth under 21 years of age

WildEarth Guardians - Protects and restores wildlife, wild rivers and wild places in the American West

## RESOURCES, CONTACTS AND SIGNIFICANT INSTITUTIONS

### CGIN Co-operative Grocers' Information Network

- Contains libraries of documents for board and management. Contains sample bylaws, sample governance policies and other board related info, all contributed by member co-ops.
- Host to a new Board Only listserv.
- Host to CoCoFist, compendium of co-op industry financial statistics including a line item for the cost of governance.
- The Co-op is a member. Ask Terry to access information other than index and provide you with the board password.

### NCGA National Co-operative Grocer Association

- As members of the NCGA Western Corridor our board participates in their board development program, BEST Board Effectiveness Support Team, which produces the e-zine, LEADer, as well as provide board development trainings.
- Site designed originally for NCGA's reorganization (in cooperation with CGIN), NCGA also contains a discussion group for board members. For access contact, [admin@ncga.coop](mailto:admin@ncga.coop)

### NCBA National Co-operative Business Association

- Information about all co-operatives.
- Link to University Network includes Univ. Wisc. Center for Co-operatives/CCMA
- The Co-op is a member. Ask Terry to access member-only information.

### CCMA Consumer Co-operative Management Association.

- Sponsors annual conference in June.

### CDS Co-operative Development Services.

- Our consulting group for board development. We have an annual contract that provides facilitation of our annual meeting, 18 hours of telephone consulting and access to their Webinar program.

### Co-operative Grocer Magazine

- We have a subscription for each board member. They are placed in your box. Read it online at [cooperativegrocer.coop](http://cooperativegrocer.coop).
- Information is available to anyone. Most back issues are archived on line.
- Dave Guternecht, editor, knows everyone in the co-op world. If you are trying to track someone down, contact him at [dave@cooperativegrocer.coop](mailto:dave@cooperativegrocer.coop).

### Immanuel Presbyterian Church, Joyce and Chris Lieberman, Pastors.

- Has a variety of rooms for no charge
- Often available on short notice and for committees. Monthly meetings are scheduled with them 1 year in advance following our December meeting.
- North end of the building now has wi-fi.
- Roy handles scheduling.
- Fill out a building use application in December for upcoming year.
- Give them a Christmas present
- Generally, a single board member is the primary contact with the church.

#### Whitney Warner

- Board's attorney for its relationship with GM
- Board's HR advisor when deciding on GM benefits, Board evaluation of GM, discipline, hire/fire.
- Writes and reviews GM Employment contract.
- Reviews PG documents, Co-op's Personnel Manual and all other documents that affect GM/Board relations.
- All electronic communications with Whitney are archived in the Board only area of our website under Legal Matters and Board Attorney.
- Generally, a single board member is the primary contact with Whitney
- GM has a different attorney as well as Sharret to advise him on all other personnel issues.

#### Peter Chestnut

- Member of Finance Committee, attorney and long time cooperator.
- Peter helped incorporate La Montanita and was a board member and President in its early years.
- In the past Peter has provided guidance regarding corporate and governance issues.
- Peter has said it's ok to contact him about these matters but because he is very busy, he may or may not have time to provide assistance. If he is unavailable to help, he is still willing to talk briefly and help the board clearly define the problem from a legal point of view and he will also suggest ways to proceed.

Co-op Staff. Our only formal staff relationship is with the general manager, Terry Bowling. The following staff play important support roles. If you interact with them, be polite and remember that we have no formal authority over them. If problems arise over your need for information, go to Terry.

#### Sharret Rose, HR

- All other HR record keeping for Terry other than contract, evaluation and determining compensation.
- Distributes Co-opera to us.
- Obtains insurance for board as part of the Co-op's general liability policy.
- Responsible for maintaining and updating Personnel Manual. We ask her to notify us upon all changes-and we then send them to Whitney; this is partly because our Employment Agreement with Terry references the Personnel Manual: Generally the Personnel Manual is modified as needed, with a full review every two years, in February.

#### Tony Fraga, Accounting

- Gives us blank Change In Status forms which we fill out and return to her. The forms are used when a GM is hired, departs or receives a pay change.
- Reimburses for expenses individual board members incur on behalf of the board.
- The Board works with John Heckes or Terry to be sure board expenses are properly accounted for.
- John obtains Board signatures on some co-op legal documents like annual report.

### Robin Seydel

- Editor of Newsletter.
- Does final editing of articles submitted by board.
- Often reminds us of upcoming board issues for which she needs us to write articles: nominations, elections, general meeting agenda, patronage dividend.
- Our contact when we want to write articles about board.
- Newsletter articles are generally reviewed and approved by the entire board before being submitted. Done by email.
- We keep her apprised of changes in board members so she can change names on page 2.
- We work either with Robin, Terry or with staff members at the Info Desk when we want to ensure that the facilitator, notetaker, committee members and any other board volunteers are compensated with weeks of shopping discount.
- Work with her to staff a table at events like Earth Day, Social Justice Day and Garden Party.
- Often informally helps with candidate recruitment since she is in contact with many volunteers and others interested in the co-op.

### Communicating With Other Staff

- On rare occasions, such as changes in the GM position, we communicate with the entire staff by writing an article in Co-opera and/or posting notes near the time clocks of both stores.

### Terry Bowling, GM

- Can retrieve CGIN, NCBA and CoCoFiSt documents.
- Can retrieve other co-op info when it's not appropriate for us to ask other staff do so.
- Sometimes informally helps with candidate recruitment.
- Terry has developed many contacts in the co-op community. If you can't figure out how to find some information, ask him.

### Board Administrative Assistant

Deborah Good is the board's administrative assistant.

The administrative assistant is an employee of the Co-op and is formally supervised by the Co-op's administrative staff. However, the board works directly with Irene to provide her with day-to-day direction.

The administrative assistant takes minutes at monthly meetings and maintains documents on the board's website. The board Secretary is the administrative assistant's formal contact but the AA often works closely with the president, as well.

### Board Website

The board website is <https://lamontanitabod.securespsites.com>. You must have a username and password to access the site. This is provided by the Secretary or the President.

Pat Janney, former Administrative Assistant, set up the website and is sometimes available to help with technical questions.