

August 2009

Doug Sanders,
President & COO



ARIZONA FOOD INDUSTRY
JOURNAL

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AUGUST 2009

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PHOTOGRAPHER - JIM MARSHALL

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ARIZONA FOOD MARKETING ALLIANCE
 120 E. PIERCE ST., PHOENIX, AZ 85004
 602.252.9761 • FAX: 602.252.9021
 DROTH@AFMAAZ.ORG
 WWW.AFMAAZ.ORG

ANNUAL SUBSCRIPTION \$50

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ON THE COVER

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INDUSTRY & GOVERNMENT

... a summary of the issues that affect your business.

"Nearly all men can stand adversity, but if you want to test a man's character, give him power."

—Abraham Lincoln



STATE ISSUES

(Status of Bills currently being considered by either the House or Senate in Arizona)

The First Regular Session of the 49th Arizona Legislature adjourned sine die on Wednesday, July 1, 2009 with the Senate finishing up at 7:30 a.m. followed by the House at 7:31 a.m. The session lasted 170 days – one of the longest in state history - and a few hours past the statutory deadline for transmitting a budget to the Governor. This session 1,133 bills were introduced, 213 bills were forwarded to the Governor by the Legislature, 22 bills were vetoed and 191 bills have been signed into law. In addition, there were 101 Memorials and Resolutions introduced this session and 12 passed. The general effective date of all enactments without an emergency clause or specified later dates is September 30, 2009.

This session brought a major change in leadership of the State with Secretary of State Jan Brewer taking over as Governor due to the departure of Governor Janet Napolitano to take a position as the Secretary of Homeland Security with the Obama Administration. In addition, the House and Senate also had fresh faces in the key leadership positions with the election of Kirk Adams as Speaker of the House and Bob Burns as President of the Senate.

Due to the slowing economy and significant decreases in revenues, the Arizona Legislature had to deal with unprecedented budget deficits. It was reported that on a comparative basis Arizona had one of the largest budget deficits in the country. As a result attempts to deal with Arizona's financial crisis was the main focus of the Legislature this session.

Governor Brewer took office in late January and in March delivered a 5- point plan aimed at addressing Arizona's struggling economy. The plan focused on the following areas:

- Structural budget reform
- Improve Proposition 105 –The Voter Protection Act
- Spending cuts
- Reform and modernization of Arizona's state tax structure
- Temporary 1-cent tax increase

While the majority of the Governor's plan was met with approval by the Republican controlled Legislature, the temporary tax proposal was not received with much favor, especially by the conservative Republicans. The Governor stated she felt that a temporary tax increase would help to bridge the gap in the massive budget shortfall inherited from the previous administration. The Governor's plan for the tax increase is to have the Legislature refer a measure asking for the imposition of a temporary one-cent tax increase to the voters in November of 2009. The tax increase is expected to generate \$1 billion in new revenues for the State.

Newly elected Senate President Bob Burns indicated early on in the session that the Senate would not hear any non-budget related bills until the Legislature passed a budget. The President held true to his word and regular bills in the Senate were not heard until after the June 4, 2009 budget deal was passed. The non-budget related Senate bills were assigned in mid June and went through the entire process by the time the Legislature finished on July 1, 2009. This accelerated process was a first in Arizona's legislative history.

A FY 2009-2010 budget deal was passed by the Legislature on June 4, 2009. The Legislative leadership collectively made the decision to not transmit the budget bills to the Governor immediately. The leadership indicated they wanted additional time to further negotiate with the Governor. In a surprise move Governor Brewer sued the Legislature in Supreme Court and asked that the budget bills be immediately sent to her so that she could act upon them. However, the Supreme Court ruled that although the Legislature was required to deliver adopted legislation to the Governor promptly, the Court decided that delivery of the budget bills by June 30, 2009 would be acceptable this time. The Legislative leadership indicated they would comply with this deadline.

There was much speculation that if a budget deal could not be reached by the July 1, 2009 deadline that state government would be forced to shutdown. In efforts to prepare for a possible shutdown, government agencies had prepared plans to maintain essential services. However, the Legislature worked throughout the night of June 30, 2009 and sent a budget to the Governor in the early morning of July 1, 2009. Since the budget deadline was met, a state government shutdown was avoided. The Governor acted quickly on the budget signing the General Appropriations Bill SB 1188 with several line item vetoes and she vetoed the following Budget Reconciliation Bills:

- 1029 BRB; higher education
- 1031 BRB; state assets
- 1035 BRB; general government
- 1036 BRB; general revenue
- 1145 BRB; health & welfare
- 1187 BRB; K-12 education

The temporary tax increase was strongly opposed by conservative Republican members of the Legislature and continues to be the main wedge between the Governor and the Legislature. The Governor indicated the reason behind the vetoes was due to the fact that the package did not include a temporary one-cent sales tax increase and that the amount allocated for K-12 education was not sufficient to properly operate the education system. After vetoing the majority of the budget package, the Governor immediately issued a call for the Third Special Session of the 49th Legislature, which started on July 6, 2009. The Legislature had two previous special sessions in 2009 that dealt with the FY 2008-2009 budget fixes and school choice funding for disabled and foster children. The two items addressed by the Third Special Session call were: (1) adjustments in the budget for the fiscal year, and (2) imposition of a temporary tax to raise revenue for education, health and human services and public safety.

The Legislature convened on July 6, 2009 for the Third Special Session and wasted no time in passing unanimously a four-bill budget package fix aimed at restoring the public school systems \$3.7 billion budget and adding an additional \$400 million in funding. The bills passed with the 2/3 majority needed for an emergency measure and, therefore, the bills went into effect immediately upon signature by the Governor. Governor Brewer signed the budget package on July 8, 2009. Upon passage and transmittal of the budget bills to the Governor, the Legislature then recessed until July 13, 2009. Due to the budget fix, Arizona will now be eligible for \$2 billion in federal stimulus dollars that

were put into jeopardy due to the Governor's veto of the July 1, 2009 budget. The special session is continuing on a week-to-week basis to allow the Legislative leadership and the Governor's office to continue to work on finding a permanent solution to the FY 2009-2010 budget including negotiating additional spending cuts, new revenues for the state, a 1-cent temporary tax increase and possible privatization of Arizona's prison system.

The Joint Legislative Budget Committee (JLBC) staff analysts have indicated that based on the passage of the budget bills on July 1 and July 6, 2009 the FY 2009-2010 state budget still represents a \$2.1 billion shortfall which could potentially be as high as \$2.5 billion based on the additional \$400 million in education funding passed on July 6, 2009. Needless to say, the FY 2009-2010 budget is still a work in progress and could take anywhere from a few weeks to possibly a few months to come up with a solution agreeable to the Legislature and the Governor. In addition, it is anticipated that the 2010-2011 budget will have a \$3 billion plus shortfall as well.

Business

Even though non-budget related bills were stalled for the majority of the session, one major accomplishment for the business community was the passage of **SB 1262 - Workers' Compensation Omnibus**. This legislation makes several changes to workers' compensation laws that will help improve the system for both the employer and employee. For the first time in many years, this is a consensus piece of workers' compensation legislation and passed the Legislature unanimously in both the House and Senate.

A bill dealing with guns in parking lots generated much discussion at the Capitol. The National Rifle Association and the Arizona business community finally came to agreement on the issue with the passage of **SB 1168 - Storage; Firearms; Motor Vehicles**. SB 1168 prevents property owners, tenants, employers and businesses from prohibiting the storage or transport of lawfully possessed firearms in locked and privately-owned vehicles parked in a parking lot, parking garage or other designated parking area. The bill does allow some restrictions, however, and should be reviewed carefully.

Taxes

The county equalization property tax levy is set to return this year. The counties have already started to prepare statements to collect the taxes. The Legislature is working to permanently repeal the tax before the deadline comes.

Retail Theft

Governor Brewer signed a measure that makes organized retail theft a Class 4 felony. Under the measure, those convicted of the crime can face up to 2.5 years in prison.

Sponsored by state Senator Linda Gray, R-Glendale, the measure modifies existing laws for shoplifting. Previously, Arizona had no penalties for those stealing merchandise for the purpose of reselling or trading the goods. Instead, penalties for shoplifting varied from misdemeanors to felonies, typically dependent on the value of the merchandise taken.

This measure creates a separate category of organized retail theft that includes groups of people working together for the purpose of stealing merchandise and then trading or reselling it, regardless of how much the items cost.

"This was a deeply bipartisan consensus that was developed by Senator Gray, and the Governor shared a deep concern over this issue," said Paul Senseman, spokesman for Governor Brewer.

Theft rings have become of increasing concern to law enforcement and retailers, as criminals can steal thousands of dollars in

merchandise at once. Stolen goods often are resold online or at flea markets, providing cash to pay for other types of criminal activities, police say. Baby formula is commonly stolen and is often used as an ingredient to cut drugs.

The measure passed by a 55 to 0 vote in the house and a 27 to 0 vote in the Senate and will take effect in 90 days.

FEDERAL ISSUES

(Issues currently relative to the Arizona Food Industry)

"Card Check" May Be Out, EFCA Remains Dangerous

The Senate is planning to drop the "card check" provision from the Employee Free Choice Act ("EFCA"). Although the anticipated rewrite represents a major victory for advocates of employee and management rights, the decision to jettison the "card check" provision may turn out to be a political calculation to force passage of equally troubling proposals that change the way workers organize. EFCA could pose more of a threat than ever before.

Early indications are that an expedited union election schedule will replace EFCA's "card check" provision. Presently an election typically is conducted six to eight weeks after the union files a petition with the National Labor Relations Board. During the pre-election period both the employer and the union utilize the time to fully inform the employees about the pros and cons of unionization. The reported expedited schedule of up to ten days would cut this time significantly, and significantly diminish the ability of employers to notify workers of issues associated with union membership such as paying dues and strikes.

EFCA's two key remaining provisions – requiring mandatory binding interest arbitration for first contracts and increased penalties for companies that violate labor law – for now remain unaltered by the expected compromise. EFCA changes the fundamental principles underlying private sector collective bargaining. Currently, the employer and the union are free to negotiate an agreement without government interference or intrusion into the process. Under EFCA, as proposed, if the parties cannot reach agreement on first-contract with a union within 120 days after bargaining begins, a government-appointed arbitrator will be empowered to impose employment terms upon the business and its employees for a two year period. Employees may never get a chance to vote on an agreement. Additionally, the bill imposes a civil penalty of up to \$20,000 for each violation by the company that is willful or repetitive.

There is also the troubling prospect that even if the Senate passes EFCA sans "card check," the House can still pass EFCA with "card check" thereby enabling the Senate simply to include the provision during conference. With or without the "card check" provision, EFCA raises the stakes of a successful union campaign. Any iteration of the Employee Free Choice Act would be disastrous for our economy and our record unemployment rates. The fight against the so-called Employee Free Choice Act must continue.

USDA to Oversee School Snack Food

According to Chairman of the Senate Agricultural Committee, Senator Tom Harkin, the U.S. Agriculture Department would be given the power to regulate all food sold in school - including vending machine snacks - when Congress renews child nutrition programs. Harkin said he wanted USDA to oversee all food in schools, "so nutrition programs are not 'undermined' by junk food in vending machines." Earlier this year, Harkin co-sponsored a bill focused on setting nutrition standards for food in school vending machines and stores to combat childhood obesity rates. For more information see: www.reuters.com

Delaware Repeals Bottle Law

On July 1, 2009 the Delaware House and Senate overwhelmingly voted to repeal the state's 25-year old bottle bill. Proponents of repeal argued that, "Delaware's unique container deposit law has complicated recycling issues in the state for many years." Aluminum cans were exempted from their bottle law several years ago which allowed public and private recyclers to handle these cans and capture their value. The Legislature, therefore, determined that for the limited types of containers subject to deposits, (glass and plastic bottles containing carbonated beverages smaller than 64 oz) it has proven costly and largely ineffective.

The Legislature's votes reflect the reality that the time and financial resources of the state's consumers and businesses would be better spent focusing on broad-based recycling efforts that target materials.

FMI Requests Minor Changes to DXM Bill

FMI recently met with Senator Richard Durbin's Judiciary Committee counsel to discuss the "Dextromethorphan Abuse Reduction Act (S. 1383) which would prohibit the sale of over-the-counter medicines containing dextromethorphan, a cough suppressant, to any individual under 18 years of age. As introduced, FMI is generally supportive of the legislation, but requested two minor but important changes to the initiative relating to reduced fines for a violation if the retailer had established an employee training program relating to the restrictions on sales of minors. The other change FMI recommended was that the amount of fines should be

tied to an individual store (site specific) rather than to the company. It is expected the Senate Judiciary Committee will consider the DXM bill at some point following Labor Day.

Americans Against Food Taxes Coalition - Your Help Needed

A national tax on sweetened beverages has been proposed to help fund the health care reform legislation pending before Congress and it would be quite burdensome on grocers and others in the food industry in our state. Among the products mentioned for the tax are: non-diet soft drinks, fruit cocktails, fruit drinks, sports drinks, flavored ice teas, flavored milk, dairy drinks and more. The proposal is a three cent tax per 12 ounces of the beverage and an equivalent tax on sugar-sweetened fountain-drink syrup.

The American Beverage Association (ABA) is putting together a coalition to fight the tax and everyone is encouraged to sign up as a member at the webpage that will be launched: www.nofoodtaxes.com. You will also see a list of action items that can be taken to help fight this proposed tax, such as informing your customers and signing a petition on the issue.

To stay abreast of Legislative or Regulatory issues while the "Arizona Food Industry Journal" is in production, please log on to the AFMA website at www.afmaaz.org and click on the Industry & Government tab for current updates.

Flagstaff Teenagers Educate Consumers on Plastic Bag Sustainability

By Debbie Roth



Natalie is on the far left



Environmental Sustainability efforts continue around the state of Arizona as one Flagstaff teenager rallies her schoolmates to collect plastic bags and get the message out to reduce, reuse and recycle.

Natalie Lucas who heads up Flagstaff's Plastic Bag Youth Education Program, (Flagstaff Go Plasticless) got involved initially due to a project at school. However, her interest in the project blossomed from a mandatory homework assignment to launching an environmental awareness campaign through the Sinagua High School Peace (Preserving Environments And Conserving Energy) Club to impact Earth Day 2009 in the Flagstaff Community.

With assistance from AFMA and the Bag Central Station Coalition, Natalie and her friends began preparations to get local schools involved in the collection of plastic bags. She visited 14 schools and gave educational presentations to 10 of them in the Flagstaff community reaching over 2,200 students and handed out 750 reusable bags provided by AFMA's partnering stores. The message to students... Reduce, Reuse and Recycle your plastic bags by taking them to your local grocery store where Bag Central Station containers are available for the collection of plastic bags.

The Plastic Bag Drive turned into a competition between 14 participating Flagstaff schools. Twenty-two thousand plastic bags which equates to 323.3 pounds of plastic was collected and recycled at Albertsons. The class that collected the most bags in each school received a donut party, donated by local schools and each student received a reusable bag.

Thanks to AFMA's Bag Central Station Recycling program, the support of local grocery stores, retail outlets and Natalie's efforts, the Flagstaff Community is onboard with responsible recycling of plastic bags.

What's up next for Natalie? She is currently working as an intern for the City of Flagstaff and is developing an educational program for grocery store employees who provide plastic bags, teaching them simple things they can do to decrease the use of plastic bags and to increase the recycling of plastic bags they do provide their customers.



Bashas'

Family of Stores

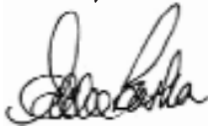
Friends,

By now you know that Bashas' Family of Stores voluntarily filed for Chapter 11 reorganization. Although this was one of the most difficult decisions in our family's history, we believe it is the right decision and a positive step that will help us emerge as a healthier, more competitive company by the first quarter of 2010.

While it has been our distinct privilege and pleasure to serve the grocery needs of Arizona families for more than three quarters of a century, we are humbled by and could not have imagined the tremendous outpouring of support we have received from vendors, suppliers, customers and community partners. Arizona has always held a special place in our family's heart. And based on the kind words and positive response we've received over the past few days, it would seem we hold a special place in Arizona's heart as well.

On behalf of our family and company, I extend a profound thanks to each of you. As Bashas' Family of Stores navigates the arduous road ahead, your continued support will mean so much. We look forward to serving Arizona with you for many years to come.

Sincerely,



*Eddie Basha
Chairman and CEO
Bashas' Family of Stores*



"You need your food, you need your water, and you need your history!"

Solutions for Business Program: Arizona Public Service and the Food Industry

By Jack L. August, Ph.D.



Electricity powers nearly every aspect of the food industry. From ovens to freezer cases, cash registers to lighting, electricity has been essential to food preparation, packaging, storage and sales since electric lights and refrigerated food storage became commonplace in the early part of the 20th century. In fact, Phoenix restaurants and grocery stores first turned on electric lights in 1886 when the Phoenix Illuminating Gas & Electric Light Company began serving the city. Over the next century, the company expanded and consolidated with other utilities in towns and cities throughout Arizona and ultimately, in the mid 20th century, became Arizona Public Service (APS). As Arizona has grown, APS has kept pace and today serves more than 1.1 million customers across Arizona.

One of the ways APS is helping commercial customers control their energy use is through the APS "Solutions for Business" program, which the food industry has embraced enthusiastically. The program, initiated in 2007, offers cash rebates to businesses that invest in energy efficient equipment and systems. From grocery stores to restaurants to wholesalers, companies including Bashas', Fry's Food and Drug, Jack in the Box, Domino's, Shamrock Foods and Daisy Brand, Inc. have used the APS incentives to offset the costs of such energy saving equipment as night covers for refrigerator cases, high efficiency lighting and refrigeration, and to do feasibility studies and design energy efficient facilities. The program has paid nearly \$12 million in incentives to its commercial customers and the resulting improvements in energy efficiency will save those customers more than \$200 million in energy costs over the life of the equipment. These energy saving improvements also help the environment by reducing greenhouse gas emissions by 1.4 million tons – the equivalent of taking 215,000 cars off the road – and saving 730 million gallons of water.

For example, refrigeration consumes the most electricity in large Arizona grocery stores. When grocery chain Bashas' Inc. began evaluating ways to increase its energy efficiency, open refrigerated display cases immediately drew Bashas' attention. Open refrigerated cases allow customers easy access to cold foods, but also pump cold air into the store – even at night when the store is closed. So Rick Hamm, Bashas' vice president of construction, looked into night covers, retractable insulating shields that pull down like window shades to prevent cold air from escaping from the refrigerated cases. Night covers are made of woven aluminum fibers that reflect heat and UV radiation and maintain optimal temperatures within the display case for up to 15 hours after the night covers have been rolled up. According to Hamm, saving energy was just one of the benefits of improving the efficiency of refrigerator cases. "Even more importantly,"

according to Hamm, "it further ensures the quality of products we deliver to our customers."

Hamm contacted vendors to discuss the advantages of various brands of covers and in the course of his research learned that the APS Solutions for Business program offered cash incentives based on the linear footage of the installed covers. Hamm tested the impact and durability of the covers in a store with high traffic. "It was obvious from the pilot that the night covers were a solid energy saving solution for our stores," Hamm said. Bashas' originally had planned to install the covers in half of the company's stores. "When we saw the results, we decided to expand the night shades to as many stores as possible." The APS incentives allowed the company to install the energy saving shades in more stores in less time. For the Bashas' organization, and others, energy efficiency was another logical step that made financial and environmental sense. The night covers have a strong return on investment and installing them was a good decision for Bashas' and for the community. "Bashas' has always looked for ways to be environmentally responsible," said Hamm. "We've been recycling for more than 40 years." Reducing energy use and helping the environment are part of Bashas' culture and resonates with its customers. By extension Bashas' is retrofitting lighting in many of its stores and considering other energy efficient improvements. New stores will be built to meet higher energy efficiency standards.



Martin Shultz

Beyond these innovations APS will be approaching the challenge of providing reliable electricity for a growing Arizona much differently in the next two decades. "The world, our country and the utility industry have recognized the importance of addressing global climate change and the need to reduce greenhouse gas emissions," said Martin L. Shultz, vice president for Government Affairs of APS' parent company Pinnacle West Capital Corporation. "As a result," added Shultz, "APS, and in fact, the entire electric utility industry is undergoing a significant transformation from fossil fuel generation to other non-carbon producing resources."

APS intends to meet a 50 percent increase in electricity demand without increasing carbon dioxide emissions and, in fact, it may even be able to reduce them. As a result, APS plans to continue to utilize its existing coal and nuclear plants while meeting a significant portion of Arizona's growing power needs with solar power and other renewable resources. The company announced three new solar energy projects in May: the APS Community Power Project, which will install solar panels on approximately 300 homes in Flagstaff; the installation of 84 solar panels to power the Grand Canyon Visitor Center; and the development of Starwood Solar I, a 280 megawatt concentrating solar plant to be built in the Harquahala Valley west of Phoenix. Also, wind-, geothermal- and biogas-generated power are new sources of power on the electricity generation horizon.

Indeed, electric power generation and distribution, and the ability to conserve it and make practical and efficient use of it, as reflected in the Solutions for Business Program, will play a major role in the food industry in Arizona and the Southwest for generations to come.

*Dr. Jack L. August, Jr. serves as Executive Director of the Barry Goldwater Center for the Southwest and Visiting Scholar in Legal History at Snell and Wilmer L.L.P. He has taught at the University of Houston, the University of Northern British Columbia, Prescott College, and Northern Arizona University, where his courses focused on the American West and environmental history. He is a former Fulbright Scholar, National Endowment for the Humanities Research Fellow, and Pulitzer Prize nominee for his volume, **Vision in the Desert: Carl Hayden and Hydropolitics in the American Southwest** (Ft. Worth: TCU Press, 1999). He is coauthor with former Arizona Senator Dennis DeConcini of **Senator Dennis DeConcini: From the Center of the Aisle** (Tucson: University of Arizona Press, 2006). His critically acclaimed volume, **Dividing Western Waters: Mark Wilmer and Arizona v California** (Ft. Worth: TCU Press, 2007), was a significant addition to the fields of environmental and legal history and his most recent book is **Adversity is My Angel: The Life and Career of Raul H. Castro** (Ft. Worth: TCU Press, 2009) Arizona's first and only Hispanic governor, who also served Pima County Attorney, Superior Court Judge, and ambassador to El Salvador, Bolivia, and Argentina.*



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Back to School Exercise

Just when summer seems to be hitting its stride, along comes the Back to School season to break up the relaxing momentum. And whether you have been vacationing or “staycationing,” you are probably not ready for what Back to School brings.....more hectic mornings at home, more traffic during the commute, the return of the 15 mile per hour school zones and the daunting task of helping your kids with homework! I want to help you get those intellectual juices flowing so it will be easier to assist your daughter with her history homework or your son with his science project. So, here is your first quiz of the school year. And don't get test anxiety. Relax, I'm an easy grader.

1. What percentage of pumpkin production ends up in food products, as opposed to decoration?

Answer: Only 1% goes into pumpkin pies.....99% for decorations and jack-o-lanterns!

2. Who uses one half of the entire world production of cloves?

- a. Country Glazed Ham stores for Easter Hams
- b. McCormick Spices
- c. The country of Indonesia
- d. Adams chewing gum

Answer: Indonesia.....where the most popular cigarette brand, Kretek, is 2/3 tobacco, 1/3 cloves.

3. What is the most foolproof method for cooking hard boiled eggs perfectly?

- a. Boil for three minutes.
- b. Boil until you finally remember that you were boiling them.
- c. Boil as long as it takes to sing all five verses of the hymn “Onward Christian Soldiers”.

Answer: Apparently the hymn works best, but no one knows all five verses!

4. Which food did the explorer Captain Cook carry on his voyages to help the crew stave off scurvy?

- a. Oranges
- b. Bell peppers
- c. Sauerkraut
- d. Mangoes

Answer: Sauerkraut..... And besides scurvy prevention, sauerkraut gave them a menu alternative to chili dogs.

5. When Ben & Jerry secured the financing for their ice cream business, the investors insisted they also market what other product to reduce the risk of the venture?

- a. Candy bars
- b. Soup
- c. Yogurt
- d. Breakfast Cereal

Answer: Soup.....the investors thought something should be offered that more closely aligned to the Vermont winter. Chunky Monkey Chowder does have a nice ring to it.

6. Besides having a steak named after him, what was Dr. Salisbury known for?

- a. Being a tireless promoter of frozen foods.
- b. Being an early proponent for a well balanced diet grains, fruits, vegetables and protein.
- c. Maintaining that bread and vegetables are actually bad for you and that one's diet should include eating ground beef three times a day.

Answer: The wacky answer “c”.....Tell me again why we named a popular entrée after this guy!

7. What was liberty cabbage?

- a. red, white & blue Cole Slaw
- b. A lame attempt to Americanize corned beef & cabbage
- c. Hot Dog on a Stick's July 4th Kraut Dog
- d. America's WWI reference to sauerkraut

Answer: During WWI, America did not want to use terms that stemmed from our enemy's language, hence liberty cabbage instead of sauerkraut, liberty sandwich instead of a hamburger and even liberty measles instead of German measles!

8. What do avocados, chilies, cucumbers, eggplant and tomatoes all have in common?

- a. Nothing
- b. They are all fruits
- c. They are the fresh produce items most often not in stock when you want to buy them.
- d. They are all too expensive.

Answer: Botanically, they are all fruits and among the last fruits you are going to put on top of your breakfast cereal.

9. Match the popular dish (somewhere??) with the description.

- a. Zampone 1-fish liver & oatmeal boiled inside fish stomach
- b. Haggiemuggie 2-ground fish & eggs poached in a fish skin
- c. Tabbouleh 3-pig leg stuffed with pork/bacon/truffles
- d. Gefilte Fish 4-bulgar/mint/parsley/tomatoes/onions/lemon

Answer: a/3... b/1... c/4... d/2 And we wonder why people don't cook from scratch as much as they used to!

10. Corn Dogs are an excellent source of.....?

- a. Calories
- b. Cholesterol
- c. Salt
- d. Fat
- e. All of the above

Answer: All of the above! Who knew the corn dog was such a complete food?

SCORING:

8-10 correct: I don't believe you.

5-7 correct: You guess well.

0-5 correct: Who cares.....it's like your kid's homework, all that matters is that you get through it!

REFERENCES

www.foodreference.com

www.foodnetwork.com

www.wikipedia.com

“Why Do Donuts Have Holes?” Don Voorhees

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SPROUTS

FARMERS MARKET

KEEPING THE CULTURE TRUE

By Lisa Schnebly-Heidinger

Doug Sanders is perfectly suited to his job. As president and COO of Sprouts Farmers Markets, Sanders is a lot like the grocery chain. They're both young: he is 40, and Sprouts is seven. They are both wholesome: Sanders retains the courtly geniality of his East Texas upbringing, and Sprouts specializes in natural and healthy products. Both are also dynamic: Sanders spearheads one of the fastest growing enterprises in the nation, and Sprouts markets are opening at an amazing rate, especially considering how much downsizing is occurring overall in the current business climate.

Sanders oversees 36 stores in Arizona, Colorado, California and Texas from his Valley office, and says the ride is anything but over. "Our five-year plan is to have 100 stores by 2013," he says. "Maintaining our culture is by far one of my most important responsibilities."

That culture began with Sprouts founders, Stan and Shon Boney, whose predecessor Henry Boney began with a fruit stand in California after fleeing the conditions of the Dust Bowl. He ended up a mogul of convenience stores, and his family followed him into the grocery business. Sanders met the Boneys as they were creating Sprouts Farmers Markets, while he was working IT for TCI Solutions. Sanders joined Sprouts just after the first store opened. By then, he had been in the grocery business for almost 20 years.

It surprises Sanders that his son is now older than he was when he began. "Jordan is 16, and works as a cashier in the summer. I was 15 when I started as a bagger."

This was back in east Texas, where all Sanders' family of origin still lives. ("I am the only one who ever left, and I love to go back!") Sanders began with the Berkshire Brothers, a chain of 80 grocery stores, and worked there for 11 years, through high school and college. He was promoted to produce manager and store manager, before moving into corporate life in 1994. He ran their IT department, and then moved to Associated Wholesale Grocers in Kansas City. From there he moved to TCI and then Sprouts.

"I had always worked with big chains, so it's amazing to have the whole staff around," he says. "And while he has relocated, his wife Cindy is not only a third-generation Arizonan, but a third generation Shadow



Doug Sanders, President & COO
Sprouts Farmers Market

Mountain family member.

Sanders speaks glowingly of the Sprouts management team.

"Most of us have been here since Day One," he says. "The corporate office houses about 100 people. Stan Boney is chairman of the board and Shon Boney is chief executive officer. The farmers market concept has been in their family since the 1940s."

That concept has carried through into the 21st century at Sprouts. The website is folksy and homey while also imparting vast amounts of information. By clicking on the cheery boxes of vegetables in the back of an old truck, the barrels of fruit, and side of the red barn, you learn about all manner of Sprouts products, programs, and philosophy. There are also links to weekly ads, recipes, and each department in the store.

Just reading about the departments can make your mouth water. "The hearty goodness of grains,

or the sweet satisfaction of decadent desserts" is on the bakery page. The meats page describes "delicious, hot boneless turkey breasts and large and juicy chickens that are roasted in our store." But the bulk of the website is devoted to helping people learn how to make healthy choices.

"One of our main goals is to educate our customer," says Sanders.

One of the most entertaining links is under "food" and shows you not only the country of origin for products, but also what product is in season. "Just like all grocers, we follow growing seasons. People need to know where the products they buy come from." And while he loves being able to buy local produce, he says with a smile that people have asked why Sprouts doesn't buy bananas locally.

While anyone in the business knows that Arizona is a poor environment for growing bananas, Sanders loves that some products can be purchased 10 miles from origin. Blueberries and cantaloupe are both grown near stores in Texas.

As far as his own favorite products, Sanders has too many to choose.

"My wife loves to cook, and I love to eat! We buy a lot of produce, and a lot of meat. Sprouts' ground beef is one of our signature items. You can really taste the difference. My sons love the bulk food – the trail mix and pretzels."

They aren't alone. "When the economy started to soften, bulk foods just took off," says Sanders. "We even carry bulk spices. You'd have to sell a whole

lot of bay leaves to make a dollar, but it's a customer service."

Customer service is huge to Sanders. It comes up again and again in his conversation. If you walk through Sprouts, you never have to look long to find an employee. Unlike a traditional grocery store, the low shelves and displays make it easier. And there does seem to be a prevailing attitude to easy-going enthusiasm among the Sprouts team.

Customer service goes beyond answering questions about which vitamins to buy. The website has a long list of gluten-free products – a huge gift to anyone with celiac disease or just trying to follow a wheatless lifestyle. The website also displays the same calendar that appears in the Sprouts newsletter, with all events that will take place in stores listed in one place.

"We held more than 1100 different events last year," says Sanders with visible pride, "everything from massages to national speakers. We had book signings, clinics and demonstrations." As envisioned, this presents wonderful experiences for shoppers, but can also present logistical nightmares.

"Events," says Sanders with a bit of a sigh, "are my single biggest opportunity and challenge."

Listings are updated every month in the Health and Wellness newsletter.

"Patti Milligan, who heads our public relations and is our nutritionist, came up with the idea. She coordinates all the events. It's a big program."

Free and low-cost offerings are highlighted, sandwiched between articles on losing weight without hunger, oriental medical screenings, and food as medicine.

And all of it is for the customer.

"Customer service runs the gamut," says Sanders. "Our customers tell us what they want, whether it's more ways to stretch a dollar, or advice after a life-changing moment motivated them to get healthy. We train our staff to be able to answer lots of questions."

But customers are not the only ones who get help at Sprouts. Arizona State Parks was recently the beneficiary of a fundraising campaign.

"We had park rangers come in and give talks," says Sanders. "Our customers are outdoorsy, healthy folk. We pledged \$100,000. The stores raised \$57,000 and we donated the rest."

So customers get help...non-profit agencies get help. Wait, there's more: so do employees. Sanders is proud of a new website, designed just for employees. He prefers this way of communicating to putting stuffers in payroll envelopes, as it saves on paper. Sanders looks sober for a moment, talking about employees' happiness.

"We're going from 31 to 42 stores this year. We're adding 1,000 jobs. You can grow too fast. We're aware of that. We are going to try to do the right thing." Sanders travels the four states that have Sprouts Farmers Markets, meeting with

employees wherever he goes. It's important to him that they ask questions, that they feel heard, and that they get straight answers.

"I think it all boils down to the culture that we have: our core values, and taking time to explain not only what we do, but why we do it.

"Our goal now is to reinvest in our company. We need to reinvest in our employees, reinvest in our training; we need to continue to focus on educating our customers."

"It builds relationships, loyalty, and trust."

In spite of the rapid growth, Sander says the public is restless for more.

"Our most frequent email is, 'Please put a store in my town.'"

And wherever he goes, Sanders hears the arguments for why a town "deserves" a Sprouts. Patiently, he explains a bit about supply lines, proximity to warehouses, and transportation challenges.

Regardless of growth, some problems persist. One is the cost of processing purchases made using debit and credit cards.

"About 80 percent of our transactions are debit or credit. And all credit card carriers are at liberty to raise rates whenever they want. We do the best we can, but it's a big expense for the grocery business in general."

He adds that he's hoping the current administration will be able to spearhead some reform.

Another constant challenge is keeping a safe workplace environment, training employees, and juggling different regulations in different stores.

"Arizona and Texas are right-to-work states; California and Colorado are not."

But while labor laws may differ, the essential elements are consistent across the Sprouts Farmers Markets chain. They are posted on the website, in five bullet points:

- Value to the customer –the bottom line for all decisions.
- Uniqueness – foster creativity and innovation by getting input from all levels of the company.
- Integrity – faith and ethical treatment of others.
- Loyalty – to family, friends, co-workers and customers.
- Fun – where work and fun come together.

If this seems like an overwhelming goal, it is all in a day's work for Sanders. He seems both excited by the frenetic pace, and serene about his day-to-day endeavor.

As long as he keeps listening, he says, everything will be fine.

"We are bringing value other than price. You need to tell us what you want, and what's not working. Day in, day out, my job is to try to keep the culture true."



(l-r) Kevin Easler, Co-founder & Board Member; Doug Sanders, President & COO; Shon Boney, CEO; Scott Wing, Co-founder & Board Member and Stan Boney, Chairman of the Board



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HARVEST

THE POWERHOUSE BEHIND YOUR BUSINESS

“WE ARE PLEASED TO MEET YOU AND WE HAVE MEAT TO PLEASE YOU.”

By Lisa Schnebly-Heidinger

Michael Sedlacek, Western Regional Manager



HARVEST MEAT COMPANY

seems to have no limits.

You can order everything from very traditional products like top sirloin and turkey breast to the most exotic products like alligator and frog legs. Out of the Phoenix DC Harvest Meat Company distributes to IGA Independent Grocers, Sprouts Farmers Market, Sunflower Farmers Market, and a multitude of carnercerias. Harvest also does fill-in business with major retail warehouses in the Phoenix Metro area. The scope of their deliveries covers the entire states of Arizona, New Mexico, Nevada, southern Utah and extends as far east as El Paso, Texas.

Slogans range from a clean “The powerhouse behind your business” to the charming “We are pleased to meet you and we have meat to please you.” And the man keeping the whole Phoenix operation running is Arizona’s answer to Richard Branson.

Michael Sedlacek is a few years younger than the mogul adventurer who owns Virgin Airlines and engages in extreme trekking around the globe. And while Sedlacek’s sport of choice is the somewhat safer game of golf, his demeanor, appearance, energy and conversation are startlingly Bransonesque.

In his office, filled with Beatles music memorabilia, Sedlacek stops moving long enough for a talk. Rapid of speech and movement, tanned and genial, his enthusiasm and vocabulary indicate he could have been

successful at a good many ventures. But because his father was in the meat packing business, he announces he is proudly in his own 45th year of a meat-centered profession.

“I started in a packing house when I was 13,” says Sedlacek. “I wasn’t old enough to work inside the plant, so I started my career unloading live cattle off trucks. At 16, I continued my meat education working in the coolers, kill-floor, hide cellar, and rendering. By the time I graduated from college I’d been working in production for ten years.”

So instead of using his degree in secondary education (although he wryly claims to have double majors in baseball and beer), he took the management test for IBP, now known as Tyson Foods, and continued in carcass sales and boxed beef sales.

From there, he was hired by Excel (now Cargill) and after four years there, went into the distribution side of the business.

Because of his early involvement with meatpacking, Sedlacek can get offended by the brutal portrayal of the meat-packing plant as an inhumane and careless place.

“If I have one complaint regarding the media, it’s that too often, no one takes the time to ask an expert for the full story, and get a clear and reasoned explanation of how things are done,” he says. “It’s all about the most sensational, the most horrific. Everywhere I have worked it would

have been grounds for dismissal if you were not treating animals humanely. The industry is mostly managed by people who have concern for the well-being of the animals.”

Sedlacek adds that while his daughter and son are vegetarians, they not only can have spirited debate about issues, but that Harvest Meat Company also carries vegetarian products. And he concedes that his carnivorous habits have mellowed somewhat to eating steak less often while experiencing more pork, poultry and seafood dishes, as middle age seems to require.

Harvest Meat Company and Sedlacek began a long association back in the 1980s (actually in 1976 when fate introduced Jay Leavy, Harvest CEO, into his life while both were with IBP). Sedlacek was working in Detroit with Osten Meat Company and met Frank Leavy (Jay’s father) who was working out of the Phoenix branch. The two hit it off, and Sedlacek wound up coming to Phoenix in 1993 to head the local operation. Harvest Meat Co. also has facilities in San Diego (corporate office), Orlando, Denver, Kansas City, Los Angeles (Joseph Solomon Sales), Portland (Western Boxed Meat), Dallas/Ft. Worth, and Sacramento.

Looking at the extensive selection of products Harvest Meat Co. can provide it’s easy to understand the diverse makeup of clients that include the very-large to smaller carnercerias (Hispanic grocery stores), to the up and coming Natural store formats, to major supermarket chains. Sedlacek says whatever you see in any of our customer’s meat and deli departments we carry in all of our warehouses across the country.

The standard product list includes not only poultry, pork and beef, but also seafood, veal, lamb, processed foods and dairy products. The miscellaneous products mostly bat cleanup for meat-related cooking, including charcoal, frozen vegetables and marinades, Mexican Coca Cola, tortillas, chorizo and lard.

Sedlacek says the vast majority of his daily work is done by computer and phone, linking all Harvest Meat Co. DC’s to one another and to customers. But that doesn’t mean he spends all day staring at a screen or on the phone.

“From 7:30 to 9:30 in the morning, my day is pretty predictable,” he says. But after that, every day is different.” It’s clear from his tone that this is the good part of the day.

“For the most part the bulk of every day is unplanned, but every day is full. It amazes me how that scenario plays itself out like that day after day. As a manager, I’m a financial planner, banker, priest, rabbi, minister, doctor, psychologist, psychiatrist, attorney, and most importantly a friend to my fellow employees.”

Sedlacek says that the current staff of 26 employees is a third of what the work force was compared to 1993. “Now, we’re doing twice the volume. What we did, simply, was subcontract the warehousing and transportation portions of the business to companies that specialize in those particular arenas.”

Sedlacek says the Phoenix employees also manage the Dallas/Ft. Worth operation.

“We operate the Texas warehouse out of Arizona. We have zero employees in Texas. Without the warehouse and transportation responsibilities, we get to focus more on customer service, sales, and volume.”

“But, the real secret to our success”, Sedlacek continues, “are the employees of the Harvest families of companies. We have been truly blessed with the best employees here in the Phoenix branch.”

He speaks admiringly of Frank Leavy (author of the company slogan), who still travels for Harvest Meat Co. “Frank goes to Ireland with his wife, Eileen, a couple times a year. Between those trips, he represents Harvest at food shows, visits customers coast to coast and teaches new sales personnel. Frank and Eileen have a home in Scottsdale, and also travel to all the Distribution Centers at least once per year.”

Now, Frank’s son, Jay Leavy, is CEO of Harvest Meat Co. But this is only the beginning of this family enterprise.

“Anthony Leavy, the oldest son, manages the IT department in Arizona,” says Sedlacek. “Mike Leavy is the general manager of the Kansas City branch, then Jay as CEO. Kevin, the fourth brother, is president, and Dennis is executive vice-president based in Orlando.”

Harvest Meats has entered the natural and organic side of the meat distribution in response to customer request.

“We distribute the products our customers want us to carry,” says Sedlacek. “That includes dry, chilled and frozen products.” He says organic animals are raised without antibiotics, growth-stimulating hormones or fed animal source protein. These animals are fed nutrients and feed which are “certified organic” and meet a multitude of other strict criteria in compliance with the Organic Standard.

His message to consumers would be, “Natural Beef is more commonly seen in grocery stores, but one needs to know that natural does not mean certified organic. The U.S.D.A. has defined natural as ‘No artificial ingredients and minimally processed.’ ”

He recalls his grandparents, on their South Dakota farm, harvesting their own animals.

“They harvested their own pigs, cattle, and chickens. The terms natural and organic weren’t even thought of back in the 40’s and 50’s,” he says. “And they lived into their 90s.”

Suddenly philosophical, Sedlacek worries about the strong trend in anti-bacterial and stringently clean priorities of today’s world.

“I fear for my grandchildren, eating such sterile products,” he says. “I read once the average person eats seven pounds of dirt a year by accident. What is going to happen to humans with the direction that we have chosen to become so clinical? A disease that we now classify as simple may someday become a major health threat to mankind.”

But when his work week has come to the end (like in never) he focuses more on life’s pleasures; besides, spending time with his mother, hearing his children and grandchild enjoy the Beatles as he does, playing golf, he speaks of a planned trip around Arizona, taking in the sights with his wife, Michelle, and grandson Connor, and someday owning a radio station to program it with a wider variety of music. Sedlacek’s eyes brim with enthusiasm. He is restless in the best way: always looking for more ways to create, contribute and improve the world he so enjoys.



(seated) Jay Leavy, CEO
(l-r) Kevin Leavy, President and Michael Sedlacek, Western Regional Manager

Grand Opening at Fry's #121 in Surprise



(L-R) Ron Parucki, Fry's; Terry Shannon, St. Mary's Food Bank; Mayor of Surprise Lyn Truitt; Store Manager Monica Fitzgerald; Jon Flora, Fry's and Robert Clark, Fry's

Fry's Food Stores opened its newest location on June 24, 2009. "The new Marketplace Store located at 15215 N. Cotton Lane in Surprise, is a facility designed with Fry's customers in mind," said Fry's President Jon Flora. "Our customers truly enjoy the one-stop shopping experience and the variety of products Fry's has to offer."

The new store will feature a Fry's butcher shop offering USDA Choice Aged Beef, an expanded seafood counter, wine shop, garden center, Starbucks Coffee Shop, pharmacy, sushi bar, Nature's Market nutrition center, garden department, olive and soup bars, home fashions and furnishings, pool and patio, Chase Bank, chef station featuring a new recipe each week and much, much more. Adjacent to the store is a Fry's Fuel Center, which opened in early June.

The new Fry's Marketplace is the third Fry's Store serving the Surprise community. The store will be open seven days a week from 5 a.m. to 11 p.m.

About Fry's Food Stores

Fry's Food Stores is headquartered in Tolleson, AZ. The company employs more than 18,000 Arizona residents. The 121 Fry's Food Stores service more than two million customers per week. Fry's Food Stores is a proud member of the Kroger Co. based in Cincinnati, Ohio. For more information, visit the company's Web site at www.frysfood.com.



Third Sunflower Location Brings 100 Jobs to Albuquerque

Sunflower Farmers Markets continues growth plan in The Land of Enchantment

Sunflower Farmers Markets, a rapidly growing organic and natural foods supermarket chain, opened its third store in Albuquerque, N.M., and brought 100 new jobs to the local economy.

The grand opening celebration, which took place July 29th featured complimentary breakfast items and a special Sunflower garland-cutting ceremony with Mike Gilliland, Sunflower's founder and CEO.

"We are eager to expand our 'Serious Food at Silly Prices' grocery store concept in Albuquerque, as this is where our success first started. New Mexico residents are aware of the benefits of eating quality food, yet

are savvy enough to look for good values, especially during these challenging economic times," Gilliland said.

Albuquerque was home to the very first store in the Sunflower chain, and is presently home to two locations: 10701 Corrales Rd. and 5112 Lomas Blvd. Two new markets are planned for Santa Fe, N.M., as well as a fourth market for Albuquerque in 2010.

About Sunflower Farmers Markets

Sunflower Farmers Markets (www.sfmarkets.com) is a rapidly growing chain of full-service grocery stores offering consumers the highest-quality natural and organic products at the lowest possible price. The company, founded in 2002, is a pioneer in developing the emerging value segment of the natural and organic foods retailing industry. They have remained true to their motto "Serious Food...Silly Prices" since the market's inception. The company has 25 retail stores located throughout Colorado, Arizona, New Mexico, Nevada, Utah, and Texas.

Walmart to Assign New 'Green' Ratings

Wal-Mart Stores Inc. unveiled an environmental labeling program for the products it carries, in a step that could redefine the design and makeup of consumer goods sold around the globe but also boost costs for suppliers and customers.

Recently Wal-Mart told suppliers they must calculate and disclose the full environmental costs of making their products, then allow Wal-Mart to distill the information into a rating system that shoppers will see alongside prices for everything from T-shirts to televisions.

The world's largest retailer by revenue, once disparaged by environmental groups, said the new initiative represents a bold new step in its efforts to reduce energy consumption, cut waste and introduce sustainable products. It will take years to fully take form. Some of its earlier efforts have had wide-ranging impact -- from selling more than 100 million low-energy fluorescent bulbs to the creation of concentrated detergents that use less packaging and water.

The most immediate impact of Wal-Mart's latest drive will be felt by its 100,000 suppliers, which will bear the costs of the company's environmental mandates, at a time in which many are struggling economically. Wal-Mart said it was premature to estimate the cost to suppliers. Wal-Mart insisted there will be no exemptions. Asked what relationship Wal-Mart would maintain with suppliers that don't supply the data, Chief Merchandising Officer John Fleming said bluntly, "We probably don't have one."

The company's goal is to build what it terms a comprehensive sustainability index that measures the environmental impact of each product Wal-Mart sells. For example, an index might flag how much each contributes to global warming and if it contains wood harvested in ways that deplete natural stocks.

"You can design something that is carbon neutral, that does not contribute to climate change, and yet is still detrimental to human health in other ways," said Jay Golden, a professor at Arizona State University who will be co-chairman of a consortium that will help Wal-Mart compile the data and design standards. "So you have to look comprehensively at what sustainability really means, and that is what Wal-Mart is trying to do here in a very big way."

The index will judge products not only by the environmental cost of producing them, but also by the impact over their life span. Company buyers will be judged in part by whether they improve the ratings of the products they purchase from suppliers over time.

The information will be available to anyone, Wal-Mart said, including rivals, in hopes it will help mold a standard. Although Wal-Mart advisers envision spot audits and dissections of products to determine what they

contain, they say transparency is what will ultimately curb potential cheating by suppliers.

"A lot of suppliers are scared, but there is an opportunity here for them," said Michelle Harvey of the Environmental Defense Fund, which has worked with Wal-Mart in the past and is assisting on the project. "I think the most significant improvement will come before the consumer ever sees a score," she said.

Eventually, through product labels, the experiment will test whether consumers pay more for environmentally superior products. Wal-Mart does not believe consumers now are prepared to pay much more, but it believes that will soon change as those born in the 1980s become the company's primary customers.

Promotions at Harvest Meat Company



(L-R) Bobby West and Dan Johnson

Dan Johnson

Promoted to General Manager for Harvest Meat Company, Phoenix Division, effective June 29, 2009. Dan is a 13 year veteran with Harvest. He began his "meat" career at the Denver DC where he worked in all phases of the distribution business. He came to Phoenix in 2001 specifically to spearhead poultry procurement and also took on beef, processed meat and dairy product purchasing responsibilities. In 2005 Dan was named the National Beef and Poultry Buyer for all branches of the Harvest Family of Companies as well as assisting the general manager in Phoenix in overall management of both Phoenix and Dallas operations and retail ad planning for Arizona, New Mexico, Nevada and Texas customers. In January of 2007 Mr. Johnson was named Branch Manager of Harvest Phoenix/Dallas and has held that position until this announcement.

Outside of his daily work routine Dan enjoys life with his wife Traci and son Brandon, coaches youth football and is involved with other youth oriented sports and manages to get in a round of golf on occasion.

Bobby West

Promoted to Branch Manager of Harvest Meat Company, Phoenix Division, effective July 6, 2009. Bobby began his career with Harvest at the age of 17 in 1988 learning all facets of warehouse operations. Bobby was promoted to a sales position in 1991 and became the pork buyer for the Phoenix branch in 1994 in addition to his sales duties. In 2004, Mr. West took on the additional responsibilities of Processed Meat and Dairy/Deli procurement. Since 2005 Mr. West has assisted the National Pork Buyer located in National City, CA in overseeing nationwide procurement for all of the Harvest Meat Family of Companies (Harvest Meat Co. all branches, Joseph Solomon Sales in L.A. and Western Boxed Meat in Portland).

When not in the office Bobby's time is spent with his wife Keri and daughters, Alexis, Brianna and Ashley. His hobbies include hunting, fishing and golf.



INDUSTRY CALENDAR

September 1-4, 2009
League of Cities and Towns
Oro Valley, AZ

September 19, 2009
Pioneer Golf Classic
Hosted by Alliance Beverage

October 2, 2009
AFC Golf Tournament
Arizona Biltmore
Phoenix, Arizona

October 12-14, 2009
FMI Future Connect®
Dallas, TX

November 20, 2009
Excellence in Leadership
Awards Banquet
Downtown Sheraton
Phoenix, AZ

March 4, 2010
AFMA Golf Classic
Wildfire Golf Club
JW Marriott Desert Ridge Resort
Phoenix, AZ

May 10-13, 2010
FMI 2010
Mandalay Bay Convention Center
Las Vegas, NV

Excellence in Leadership Awards Souvenir Program



Last Year's Program

A congratulatory program honoring the 2009 Leaders in Excellence will be distributed at the banquet. Special advertising rates have been prepared that include full color at an incredibly reduced rate. Ad reservations are due October 9, 2009.

To take advantage of the **Early Bird Special**, which reduces the rate even further, ad reservations must be received by October 2, 2009.

NO EXCEPTIONS

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(Reservation due **October 2, 2009**)

Full Page - \$1,050
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1/4 Page - \$300

Ad Rates:

(Reservation due **October 9, 2009**)

Full Page - \$1,250
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Excellence in Leadership Awards

Spend an Evening with Food Industry Leaders

November 20, 2009

Sheraton Phoenix Downtown Hotel • 340 North 3rd Street • Phoenix, AZ 85004

Name: _____

Company: _____

Address: _____ City: _____ State: _____ Zip: _____

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Please reserve _____ seats at \$300 each Reception/Wine Garden/Silent Auction 5:30 p.m.

Please reserve _____ tables of ten at \$3,000 each Dinner/Awards: 7:00 p.m.

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Fry's Food Stores
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Joe Cotroneo, E.V.P. GM
Crescent Crown Distributing
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Dorothy Finley
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