



YES!

HGA *is* for me. Please send information and stop by my store soon.

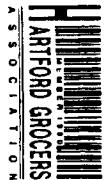
Name: _____

Store Name: _____

Address: _____

Zip: _____

Phone: _____



HGA c/o Hartford Food System, 509 Wethersfield Ave., Hartford, CT 06114, 249-9325
(Anne Whitt, Glen Lawrence, Carlos Salmon, Clinton Reid – Coordinating Committee)

WHAT HGA Brings Your Hartford Neighborhood Grocery Store

A consistent best delivered price,

and

- a way to monitor it
- Access to information crucial to both the success of our businesses and the strength of our community
- More sales through joint advertising and movement of competitively priced products
- Access to a network of public and private business support
- Control over those forces that have exploited our past division and isolation
- A mutually beneficial and respectful relationship among ourselves and our vendors



***Strength
in our numbers
and
in ourselves***

WHY A Hartford Grocers Association

AS SMALL BUSINESS PEOPLE

serving communities throughout Hartford, we want to offer a quality product at competitive prices.

TOGETHER, we buy millions of dollars of grocery products each year, just like a large supermarket.

VOLUME gets supermarkets lower prices, advertising and technical assistance, as well.

COLLECTIVE BUYING brings us the power to better our businesses and better serve our customers.



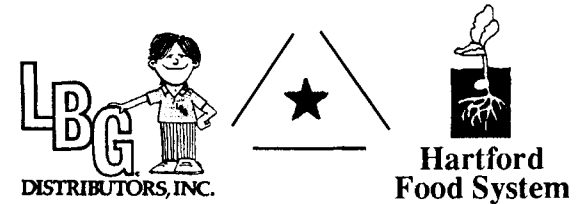
Hartford Grocers Association
brings Big Business benefits
into *your* business



There are more than 100 neighborhood grocers in our city. We buy from the same vendors and share the same concerns about sales, expenses, insurance, security, and providing for our families.

• *Our needs are HGA's concerns* •

HOW HGA Works for You



LBG Distributors of Hamden, CT delivers to each HGA member a full line of grocery, frozen, and HBA products at its best delivered price, already the lowest among its competitors. Each store handles its own ordering, receiving, and payments with LBG.

LBG considers all the products HGA members buy on special manufacturers deals as a *group purchase* which generates *thousands of dollars each month in rebates*.

Income earned by HGA through rebates will cover advertising costs, some organizational costs, and be distributed among HGA members according to respective volume.

The Hartford Food System helps coordinate advertising, brokers other wholesale volume deals, monitors agreements and assists merchants with organization and business development.

The Hartford Courant

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Friday, March 16, 1990— 6 Sections

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Smaller grocers band together to compete with chain markets



Tim Rasmussen / Special to The Courant

■ Glen Lawrence, left, owner of the Kwik Stop Variety store on 2543 Main St. in Hartford's North End, tends to his shop. His and other stores have formed a group to buy their stock together to get lower pricing.

By ANITA M. SELINE
Courant Staff Writer

At first glance, Glen Lawrence's Kwik Stop Variety store in the North End offers all the goods found in a self-respecting convenience store.

Boxes of cereal, cans of chili and bottles of fruit juice line the shelves, all bearing prices a little higher than those a shopper might see at a large supermarket.

Lawrence and owners of six other area small markets know that it is tough to compete with large supermarket chains, and now they are doing something about it.

"We have the concern within the community that prices are higher. They're always complaining about why they're paying more for the same thing," said Lawrence, who opened his store at 2543 Main St. two years ago.

The problem, storeowners said, is that a neighborhood market buys smaller amounts of goods and cannot enjoy breaks given to larger stores, which have a higher sales volume.

The solution was to combine their buying power. The result is some lower prices, more competitive with those of the supermarket chains.

"We've quickly learned what it's like to be a little fish in a big sea," said Georgette Yaindl of Hartford

Food System, which has small stores in two housing projects for the elderly. The Food System is helping to coordinate the Hartford Grocers Association, and is a member of the association.

The other stores participating include Roy's Grocery at 27 Nelson St., Crossroads Dairy at 1062 Albany Ave., C & C Dairy at 122 Capen St., Miller's Food Center at 1480 Albany Ave. and Thomas Dairy Mart at 665 Blue Hills Ave.

"We're trying to provide them with competitive prices to the supermarkets," said Anne Whitt, owner of Roy's Grocery. "You see, today people are looking for a bargain and lower prices and it's more convenient for them to shop at my store."

The association is not just good business, storeowners said. It also allows them to help their customers.

"I got into it because I figured that was the way to help the community and to try to get products at low prices and pass it on to our customers," Lawrence said.

"People in this community are making less and paying more, and 50 percent of them don't have a car" to drive to the larger stores to take advantage of bargains, he said. "At least the customers see our effort to give something back."

Yaindl said the association hired LBG Distributors of Hamden to buy

and deliver food to their stores.

Hartford Food System also is coordinating advertising for the group, and in the coming months hopes to use its connections with local farmers to bring cheaper produce to the markets. The association also received assistance from Hartford's Minority Business Enterprise Program, which is helping with outreach into the Hispanic community.

Yaindl said there are about 140 mom-and-pop stores in Hartford, and the association hopes to sign up 30 of them by the end of the year. Owners of fifteen more stores already have said they intend to join.

The association has been loosely organized for about two years

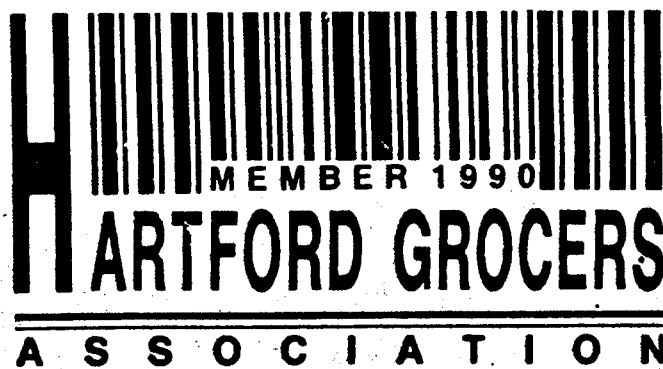
Whitt said that at first, the concept of the association was a little difficult to accept because the small grocers compete against each other. But together the grocers share the benefits of being bigger — not only to buy in larger bulk but to get rebates on their advertising costs.

Lawrence was in his store Thursday night putting up signs that marked his specials.

"I should get a good response. I get a lot of traffic in here," Lawrence said.

■ Please see more Hartford news on the next page.

Organized To Serve Hartford's Neighborhoods



Especially For You

3/9/90 ~ 3/23/90

HI-C

Grape
Orange
Fruit Punch

46 oz.



89¢

HORMEL

CHILI
with Beans

12.5 oz



99¢



2 cans 99¢

16 oz.



2 boxes 99¢

16 oz.



\$1¹⁹ box

12 bags

Aspen™ 4 Rolls
WHITE
Bathroom Tissue
85¢ pack

You've Known Each Of Us For Years. Now, Get To Know Us As

**ROY'S
GROCERY**
27 Nelson St.

**CROSSROADS
DAIRY**
1062 Albany Ave.

**KWIK STOP
' VARIETY**
2543 Main St.



C & C DAIRY
122 Capen St.

HARTFORD FOOD SYSTEM
Betty Knox and Smith Tower
Senior's Stores

**MILLER'S
FOOD CENTER**
1450 Albany Ave.

**THOMAS
DAIRY MART**
665 Blue Hills Ave.

HGA PRELIMINARY SURVEY TO 6 OCT 88 MEETING

STORE NAME: 6 grocers

DATE: week of 10/5/88

1. CURRENT MAIN SUPPLIER? Pileo(4); none(2) FREQUENCY? once/wk - once/mo.

TERMS? 5 days -> no delivery till paid

BEST THING ABOUT SUPPLIER? nothing(3); product availability; ups. included in price

WORST? Prices

2. DAIRY? Sealhart(5) ^{Dairy} mid FREQUENCY? 2-3x/wk TERMS? COD

BREAD? Continental " 6x/wk " 7 days(1); COD (and other vendors)

PRODUCE? Regional Mkt " none-daily " COD

OTHER? NYC " 1x/wk - 2x/mo " COD (mixed items)

OTHER? " " "

3. CASH AND CARRY USE? B/L - groceries (weekly - 5 no - 1)
 highest - candy, soda, HBA (occasionally)
 FREQUENCY? WHAT?

4. WEEKLY SALES VOLUME? 1,500 - 5,000 IN PRODUCE? N/A 1 retailer says signif.

5. WIC VENDOR? 5(y) FOOD STAMPS? 5(y)

PROBLEMS WITH REDEMPTIONS? NO OTHERS? NO

6. USE OF SUPPLIER'S SRP'S? Mixture HOW ELSE? (1) man. SRP + 4¢
 (5) " " +/- depending on munit.

7. WHAT ARE YOUR STORE'S STRENGTHS? location; product selection + price; personal.

" WEAKNESSES? location (too many stores); staffing; general economy customers

8. HOW LONG IN BUSINESS? 2 yrs(3); 3(1); 5(2) OTHER LOCATIONS? (1)

9. OPERATING HOURS? 7 days HOW STAFFED? family(4) on registers;
 7am-11pm(2); 10am-12pm(1); 8-8(2) others(2) x-tra clerks

10. EVER SOUGHT GOT/DENIED A LOAN? NO(6) FROM WHERE? _____

11. ANY INVOLVEMENT WITH BUSINESS ASSOCIATIONS OR NEIGHBORHOOD

GROUPS? 2(y); all say "NO TIME"

UAMA

12. HOW DO YOU THINK YOUR CUSTOMERS SEE YOUR STORE? Convenient,
reliable; prices going up (3)

13. WHAT WOULD GET LOWER PRICES ON YOUR SHELVES? lower wholesale (6)

14. IF A CASH AND CARRY WERE TO GIVE YOU TERMS, ^{and price} WOULD YOU USE IT AS A
PRIMARY SUPPLIER? ✓ (6)

ABILITY TO PICK UP ORDERS? yes, now (4)
possibly later (2)

15. ADDITIONAL COMMENTS

special concern: no security of lease; rent increases

① if so, warehouse must open early
- orders should be pre-sorted
- consistency

② grocers association good idea to get
① lower prices
② share info.
③ compare vendor pricing

RESULTS OF NORTHEAST GROCERS' 11 MAY 1989 WHOLESALER RANKING

Notes: Low Score 'wins'

Importance factor allows for prioritization of needs & services

1 BEST

2 SECOND

3 LAST

WHOLESALER:

DILEO

FALK+
WHITE

LBG

1 x TOTAL COST

3

1

1

2 x TERMS

3

1

1

MINIMUMS

1

2

1

2 x ORDER/RECEIVE
SCHEDULES

1

3

2

4 x PRODUCT
SELECTION

1

3

2

3 x SALES REPS.

1

3

1

PRICE CHANGE
NOTICE

SIMILAR

TECHNICAL
INFO

SIMILAR

4 x RETAILER'S
DEALS

3

2

1

WAREHOUSE
LOCATION

1

3

1

REFERENCES

3

2

1

VIBES

3

2

1

"RAW" TOTAL

20

22

12

INCLUDES

IMPORTANCE FACTOR

38

47

26

TOTALS



↑
IMPORTANCE
1-5

price 4/1/89
38 products

F+W
"Raw" 873.25
up 770 61.12
102/label .76
935.13
PS/order > 945.13
PS/machine

LBG
940.45
101/label .38
940.83

DILEO
"Raw" 899.86
up 770 62.99
9-134/label
average 96 3.42
101/label 966.65

PRODUCT	DATE	PRICE LBS	F+W
LARD	7/11/15	14.38	14.01
lard 1/4 lb	12/18	29.13	26.46
lard 1/2 lb	12/16	20.40	19.17
lard 3/4 lb	12/15	27.36	22.27
lard 1 lb	12/14	7.23	6.27
lard 2 lb	8/14	30.53	28.51
lard 4 lb	2/13	17.60	
lard 8 lb	14/15	26.52	33.30
lard 16 lb	2/15	35.61	49.95
lard 32 lb	8/15	54.07	58.40
lard 64 lb	12/15	9.47	
lard 128 lb	12/18	25.40	23.87
lard 256 lb	2/12	22.93	38.58
lard 512 lb	2/12	42.87	38.58
lard 1024 lb	2/12	13.03	12.88
lard 2048 lb	2/12	29.97	28.17
lard 4096 lb	2/12	8.41	7.89
lard 8192 lb	2/12	21.50	20.80
lard 16384 lb	2/12	24.36	22.85
lard 32768 lb	2/12	22.86	20.89
lard 65536 lb	2/12	24.94	22.59
lard 131072 lb	2/12	15.27	14.33
lard 262144 lb	2/12	20.65	19.39
lard 524288 lb	2/12	20.46	15.46
lard 1048576 lb	2/12	39.30	35.86
lard 2097152 lb	2/12	49.23	46.00
lard 4194304 lb	2/12	36.23	33.69
lard 8388608 lb	2/12	10.91	10.33
lard 16777216 lb	2/12		12.38
lard 33554432 lb	2/12		
lard 67108864 lb	2/12		
lard 134217728 lb	2/12	13.42	12.20
lard 268435456 lb	2/12	13.42	11.77
lard 536870912 lb	2/12	42.88	40.07
lard 1073741824 lb	2/12	41.24	38.76
lard 2147483648 lb	2/12		
lard 4294967296 lb	2/12		
lard 8589934592 lb	2/12		
lard 17179869184 lb	2/12		
lard 34359738368 lb	2/12		
lard 68719476736 lb	2/12		
lard 137438953472 lb	2/12		
lard 274877906944 lb	2/12		
lard 549755813888 lb	2/12		
lard 1099511627776 lb	2/12		
lard 2199023255552 lb	2/12		
lard 4398046511104 lb	2/12		
lard 8796093022208 lb	2/12		
lard 17592186044416 lb	2/12		
lard 35184372088832 lb	2/12		
lard 70368744177664 lb	2/12		
lard 140737488355328 lb	2/12		
lard 281474976710656 lb	2/12		
lard 562949953421312 lb	2/12		
lard 1125899906842624 lb	2/12		
lard 2251799813685248 lb	2/12		
lard 4503599627370496 lb	2/12		
lard 9007199254740992 lb	2/12		
lard 18014398509481984 lb	2/12		
lard 36028797018963968 lb	2/12		
lard 72057594037927936 lb	2/12		
lard 144115188075855872 lb	2/12		
lard 288230376151711744 lb	2/12		
lard 576460752303423488 lb	2/12		
lard 1152921504606846976 lb	2/12		
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lard 184467440737095516192 lb	2/12		
lard 368934881474191032384 lb	2/12		
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lard 295147905193528907072 lb	2/12		
lard 590295810387057814144 lb	2/12		
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lard 236118324154823136576 lb	2/12		
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lard 3777893186477170185216 lb	2/12		
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lard 60446290996354722963552 lb	2/12		
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lard 483570327730837783708416 lb	2/12		
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lard 3868562622646702269667328 lb	2/12		
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lard 935361045091046127036451657422222222222222222 lb	2/12		
lard 187072209018209225407290311285555555555555555 lb	2/12		
lard 3741444180364184508145582225711111111111111111 lb	2/12		
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lard 14965776721458138225822111111111111111111111111 lb	2/12		
lard 2993155344291627645165222222222222222222222222 lb	2/12		
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lard 313855085822832724687111111111111111111111111111 lb	2/12		
lard 627710171645645449342222222222222222222222222222 lb	2/12		
lard 125542034329129089868444444444444444444444444444 lb	2/12		
lard 251084068658258179736888888888888888888888888888 lb	2/12		
lard 5021681373165163594737777777			

15 MAY 1989
Ann Whitt
Carlos Salmon
Glen Lawrence - Negotiating Team
Hartford Food System, Technical Assistance

WE, THE UNDERSIGNED HARTFORD GROCERY MERCHANTS, RECOGNIZE THE
ADVANTAGES TO ORGANIZING OURSELVES AND OUR COLLECTIVE BUYING POWER. WE
UNDERSTAND THROUGH OUR ASSOCIATION WE EACH WILL SECURE:

*A CONSISTENT BEST DELIVERED PRICE

and *A WAY TO MONITOR IT

*ACCESS TO INFORMATION CRUCIAL TO BOTH THE SUCCESS OF OUR
BUSINESSES AND THE STRENGTH OF OUR COMMUNITY

*MORE SALES THROUGH JOINT ADVERTISING AND MOVEMENT OF
COMPETITIVELY PRICED PRODUCTS

*ACCESS TO A NETWORK OF PUBLIC AND PRIVATE SUPPORT

*CONTROL OVER THOSE FORCES THAT HAVE EXPLOITED OUR PAST
DIVISION AND ISOLATION

*A MUTUALLY BENEFICIAL AND RESPECTFUL RELATIONSHIP
AMONGST OURSELVES AND OUR VENDORS

WE FURTHER UNDERSTAND LBG DISTRIBUTORS OF HAMDEN, CT. WANTS TO WORK
WITH US TO ACHIEVE THESE GOALS.

I AM INTERESTED.

Signature _____ Store _____ Address _____ Phone _____

THOMAS'S DAIRY MARKET
665 BLUE HILLS AVE.
HARTFORD, CT 06112

243.1378

Mavis Stewart E+N Fish Market 242-4449

Welsh & Sons 728-0271

Wegmans Crossroads Dairy Shoppe 1062 Albany 247-3111

Carroll's Corner Store 344 Washington St 244-3083

MARY'S GROCERY'S 154 MATHEN ST #716 241-9155

James Ledger

SCORR GROCERY 139 BROOK ST 525-5408

Clinton A Reid CF+C 122 Capen St 278-0545

Eva Henry 179 Mather St Denn Edwards

R. Bogen Dairy Food Market 295 Park St

TERMS OF AGREEMENT

uniting

HARTFORD GROCERS ASSOCIATION HARTFORD FOOD SYSTEM LGB DISTRIBUTORS, INC.

The Hartford Grocers Association (HGA) through the development assistance of the Hartford Food System (HFS) is working with LBG Distributors, Inc. of Hamden, CT to secure the benefits of volume buying. Such benefits include joint advertising, manufacturer's rebates, and a mutually respectful relationship between merchant and vendor.

What follows are the respective responsibilities of HGA, LGB and HFS under this agreement.

HGA

- (1) each HGA member will
 - a) join the association with a \$100 membership fee paid to HGA.
 - b) sign a pledge to do primary grocery business with LBG.
 - c) be represented in all advertisements.
 - d) be entitled to any patronage rebates as determined by HGA.
 - e) identify among its membership merchants who will work with LBG on advertising content and format.
 - f) elect leadership to serve as chair, vicechair, and treasurer whose responsibilities include authorization of all cash disbursements.
 - g) attend HGA monthly meetings and/or send a delegate
 - h) prioritize relationship with HGA and LBG

LBG will

- (1) offer each HGA member its best delivered price
- (2) extend credit upon approval on a load to load basis, never to exceed 14 days.
- (3) upon consultation with HGA representatives, prepare and design commercial print advertising.
- (4) manage rebate monies accruing from manufacturers; make payment to HGA monthly.
- (5) develop an authorized items book
- (6) handle each HGA account individually with respect to ordering, distributing, billing.
- (7) be responsive to HGA member's needs of product selection
- (8) consider at the end of 1990 a patronage return to HGA based on increase in LBG profitability in Hartford to be effective year two
- (8) encourage Hartford accounts to join the association
- (9) provide consistency and reliability in store service

HFS will

- (1) provide HGA with ongoing assistance with organizational development, including: stimulating membership participation; leadership development, advertising, and public relations
- (2) assist member merchants with business development
- (3) monitor agreements, wholesale price and regulatory trends
- (4) provide for administration of HGA including: assisting preparation of meetings, agendas, correspondence
- (5) assist with licensing
- (6) prepare financial statements and annual report
- (7) facilitate group purchase agreements with vendors and service providers
- (8) secure necessary funding to provide technical assistance

This Terms of Agreement shall commence January 1, 1990 and be renewed and/or ammended one year after.

Signed

LGB President

----- Date: ___/___/___

HGA Chair

----- Date: ___/___/___

Members:

HFS Project Director:

----- Date: ___/___/___

APPLICATION FOR MEMBERSHIP

HARTFORD GROCERS ASSOCIATION

NAME: Negany Chambers DATE: 14 December 89HOME ADDRESS: 18 Ridgfield St TOWN: Hartford ZIP: 06112STORE NAME(S): 1. Cross Roads 2. _____ADDRESS: 1. 1062 Albany Ave 2. _____PHONE: 1. 247 3172 2. _____HOW LONG IN OPERATION? 1. 18 yrs 2. _____DO STORES ACCEPT: WIC FOOD STAMPS (please circle)List below your current suppliers and/or cash 'n carry. Sweet LifePRESENT GROCERY WHOLESALE: 1. Dileo Bros 2. Retailers ReserveBREAD VENDOR(S): WonderDAIRY VENDOR Sealtest CANDY Retailer's TOBACCO _____MEAT: Hilltown Pork Co Carib PRODUCE Cost PlusSODA: Coke, Tumble Brook, Pepsi HBA _____Do you ever leave state to pickup product? Where? Bronx Terminal MktFor what? Tropical foods How often? Weekly

Through our association, we can access group rates on a variety of services. Please indicate who you presently do business with.

BUSINESS INSURANCE: Collin Bennett MEDICAL INSURANCE: Mutual of Omaha

Do you presently advertise? Please describe: _____

How many people do you employ? part-time: 5 full-time: 1I understand that as an association member my business and the community will enjoy the benefits of cooperative enterprise. I will share in the responsibilities of the association, including doing my primary grocery business with LBG Distributors, attending the annual meeting, and providing my opinion and experience in the growth of the association. I submit an annual dues of \$100 to join with merchants of the Hartford Grocers Association.Signature: Negany Chambers Date: 14 December 89

HARTFORD GROCERS ASSOCIATION

20 November 1989

Hartford Grocers' Association
Membership meeting
Welcoming Remarks offered by

Ms. Anne Whitt, HGA Coordinating Committee

I would like to at this time welcome and congratulate you on your decision to form this organization - Hartford Grocers' Association - and to move on forward with CHANGE.

On behalf of the HGA Coordinating Committee I thank everyone for their patience and understanding during the formation of our association.

We have worked very hard to arrive at this point. To have all of us under one roof so that we can air our concerns, to finally finalize this association so that we can make a better community and be a UNITED community.

I stress united because this is the only way we'll make a change - a VISIBLE change. By being united we make the difference. We can demand action. Our numbers count.

The problems we are facing have little or nothing to do with Who's Who in America, but rather the WHY's and the Cries we hear in the neighborhoods of our community.

WHY don't we have a supermarket in the Northend owned and operated by our own? WHY don't we have a better price structure so that we in the community don't have to go to the suburbs to shop?

And WHY we as Hartford businesspeople, aren't we better role models for our youth?

We are here today to make a start. We are gathering as a group of businesspeople concerned about our community and to take that first step to claim back and give back to that community.

Lastly, we'd like to thank Georgette Yaindl and the Hartford Food System for all her hard work and effort to help us in this struggle. She's put in many long hours for us with little more than a thank you so I ask that we offer her another one right now.

I now give you our former Mayor of Hartford, Mr. Thirman Milner. Thirman is director of government affairs for the FINAST Corporation and is here to share some insight on grocery industry trends and what HGA can mean to all of us.

Mr. Milner...

BUDGET, HARTFORD GROCERS ASSOCIATION, JAN-DEC 1990

		SOURCE	<u>Commit</u>	<u>Pending</u>
INCOME			800 (1/10/90)	2,200
Membership Dues	3,000	merchants @ \$100		
Manufacturer Rebates	3,000	LBG Distributors, Inc.		3,000
Church/Foundations	15,500	Knox Downtown Council	1,000	
		Methodist Self-Determination Fund		7,500
		Marianist Sharing		3,000
		Sisters of Mercy		4,000
Hartford Food System	5,000	CDBG	5,000	
In-Kind Support	500	C&S Wholesalers, Inc.	500	
Total	27,000			
EXPENSE				
Hartford Food				
System Staff	15,000			
fringe	1,950			
Other Consult/Technical				
Assistance	1,000			
Advertising	8,000			
Promo materials	500			
Postage	150			
Phone	50			
Miscellaneous	350	travel/refreshments/fees		

HGA: PROJECT GOALS

1. to develop a neighborhood grocers' association serving three of Hartford's 4 Northend communities
2. to access neighborhood grocery stores to lower wholesale costs and more reliable sales services through collectivized buying
3. to formulate a retail mix in product and price that serves both the merchant and low-income customer
4. to change patterns of isolation and division among neighborhood grocery merchants by providing a regular channel for information exchange regarding, among other things, public mandates/services, industry trends, neighborhood news, nutrition needs of at-risk customers, wholesale cost comparisons
5. to identify and support small business leaders of color
6. to provide neighborhood grocers with technical assistance, including general business development, and licencing procedures and compliance
7. to encourage the sales of fresh and nutritious foods, particularly produce and food products grown and prepared in the greater Hartford area.
8. to develop a Community Advisory Committee to provide guidance and evaluation of HGA responsiveness to and role within the community.

MINIMUM OBJECTIVES

1. identify and develop relationship with neighborhood CBO's Dec. '88
(completed)
2. target twenty stores and survey regarding grocery wholesale history and needs, volume, and t.a. needs: receive 10 completed responses
Dec. '88 (completed)
3. interview 4-5 area wholesalers. Organize data collected in matrix.
Feb. 15, 1989 (completed)
4. 7 grocers attend meeting: decide on wholesaler and association dues structure Apr./May '89 (completed)
5. 3-person steering committee identified Apr/May '89 (Coordinating Committee established)

Minimum Objectives, cont'd

6. wholesale negotiations finalized extending at least a 2% cost saving Sept 89 (completed)
7. 10 merchants join association Jan '90
8. Joint advertising campaign piloted Jan '90
9. Suggested Retail Price fields set ongoing
10. Association grows by three stores/month begin Feb '90
11. 5 merchants attend business development workshop April '90
12. 50% Women Infant Children (WIC)-certified HGA stores promote WIC to WIC-eligible customers August '90
14. 4 HGA stores purchase and promote sales of CT Grown produce Summer '90
15. Group buying position leveraged with one other vendor Fall '90

MAXIMUM OBJECTIVES

1. group buying position leveraged with at least two other vendors or service providers Dec. '90
2. HGA considers incorporation as a cooperative Dec '90
3. HGA funding reaches self-sufficiency through membership dues and manufacturer's rebates.