The Real Deal

What Next?

by Corinne Shindelar, President/CEO

The beginning of 2019 saw the INFRA Leadership, Board, and Management taking a big bold move from regional supply agreements to one national supply agreement. This decision was entered into knowing that not all members would be thrilled with the idea, and that there would be challenges; however, if we as a collective group of retailers are unable to take big bold moves we will get lost in the dust, and our competition will continue to ride the waves of what we have built. We need to continue to seek ways to get ahead of the curve so we can successfully accomplish our vision. Leading the movement. Driving the industry. Feeding the community.

Given what is happening in our food system today, our communities need us now more than ever, though sometimes that is hard to see when we are fighting to stay relevant. It requires painful change that is not always as smooth or as successful as we would like it to be as we work to gain efficiencies of scale. Not all of the transitions to the national supply agreement have gone smoothly, some of our INFRA members are carrying the weight while we help build a stronger primary supplier. For some it is difficult to see that the decision made earlier this year by the INFRA Leadership was the right one. Yet, at the same time we could not continue to build opportunities without making this move. We are seeing indicators that are not as visible to our members, that confirm that we are headed in the right direction and that we will be able to move into a position to lead and come out stronger on the other side.

One such indicator was our interactions at Expo East in September. INFRA hosts general vendor presentations that inform our partners of our current and future considerations. The meeting room at Expo was packed requiring a visit from the Fire Marshall. I opened the presentations informing our partner community that when we started INFRA the industry thought we were crazy. It was thought that it would not be possible for a group of independent retailers to collaborate and make the required changes to their business that aggregated purchasing. These retailers who make up INFRA and who have made those changes, continue to succeed and they do so for the right reasons - real food that has an impact on their customers’ health and the health of the planet.

I mentioned that our industry partners have a responsibility to support members as a whole and they should not be making decisions on a few. I stated that if the goal is to be successful, stop and consider what success looks like. Doing business with INFRA and its members for a long-term play versus a short-term gain is a better risk/reward. Our 240+ members with 395 doors as an aggregate are above industry standards for sales growth year over year, not an easy task. I was honest, “not all members are in this position, and yes, we add members and we lose members. Some end up closing their doors and a few leave because the co-op model doesn’t fit all. That’s okay; however, our data indicates that the retailers that are growing the strongest are those that have 100% embraced the cooperative’s programs. The vendors are very excited and articulated prior to and during Expo, how pleased they are that INFRA would be working with one primary distributor - influencing product placement on their behalf and the future possibilities of being able to forecast demand into specific DCs to ensure stock levels of product (see Nick Auzenne’s article regarding APL work).

(continued on page 2)
(continued from cover page)

So now that we have set the stage, what’s next? The INFRA team, along with the board, is deep into 2020 planning for the cooperative. We are looking at all the possibilities that a national supply agreement can provide. This includes a potential controlled label program that would place staples with standards on our shelves at a very accessible price for our customers. I can promise our members that what is proposed in the future will not be perfect, it will involve some risk and will require expectations and accountabilities of each other. When we talked about what is next at our Expo East membership meeting, I was pretty blunt with those present, stating that if we are to feed communities and provide access and quality organic foods at an inclusive price, we are going to have to let INFRA and Buyers’ Councils work to make decisions for the whole. 2020 will be a real test for all of us to know if we really are committed to the vision the board set. Leading the movement. Driving the industry. Feeding the community. I hope you are all as curious as I am to see what may be possible in collaboration with each other.

Respectfully,
Corinne

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**Picture the Brighter Future**

by Nick Auzenne, Purchasing Promotions Manager

I don’t know about you, but the summer of 2019 felt like a whirlwind, both personally and professionally. My daughter concluded her days with the school district that has served her for the last six years and has now moved to a junior high in a new district that specializes in the education of children on the autism spectrum. Leaving her network of supporters was bittersweet, to say the least. Over the years we have made lasting bonds with her teachers, case managers, and paraprofessionals, but all of them knew the move to a new school was best for her continued social and academic development. We have experienced our share of challenges during this transition; it has, indeed, been a rocky start to the school year. Change is hard, but one must hold an image of a bright future as guidance through turbulent times.

Speaking of turbulence, have you heard about this national supply agreement thing?

This summer was a big one for the INFRA team – we have committed major investment towards INFRA-structure (pun intended) to better serve the membership. This investment has come in the form of technology, new and revamped programs as well as adding member-facing staff to the team. All of these initiatives now coalesce with the INFRA/KeHE partnership in the form of a national supply agreement. I applaud the courage of our board of directors in making this monumental decision and appreciate their commitment to a brighter future for our association. It is often hard to see opportunity when stuck in the doldrums of the day to day grind. I ask that all of us take a moment to picture the brighter future this partnership brings, and what you can do to help row the boat towards that prospective horizon.

If you have not recently compared your product assortment to your primary KeHE Distribution Center’s (DC) Authorized Product List (APL), now would be a good time to do so. The creation and maintenance of the APL is a collaborative effort. When reviewing the APL, we take into account sales data as well as vendor support to identify core product. To make sure that our retailers have access to the items that perform well in their regions, each KeHE DC has a unique INFRA APL.

INFRA works directly with KeHE to identify the products that make up your “core mix” and uses this list to measure distributor performance. There is a higher bar set for in-stock rates and promotional support for items on the APL. Items on the APL cannot be discontinued without first consulting INFRA during our bi-annual APL refresh period.

Supporting the APL is a two-way street. It is critical for our retailers to support the APL by committing to purchase these UPCs from KeHE. Consistent volume and pull through velocities of core product helps a distributor better plan for demand, which will improve in-stock rates and product code dates. Not only is it important to the INFRA partnership with KeHE for all members to be supporting the APL, it is a critical piece for your business from a cost savings perspective.

Additionally, your support of the APL simplifies store operations from a replenishment standpoint. Constantly comparing costs between distributors not only affects planned demand, it is an operational money pit. What one may save in the short term from a cost of goods sold (COGS) perspective is later gobbled up in out-of-stocks, shrink, and labor. Supporting the APL is the first step in INFRA forging the links of our virtual chain.

In the past, INFRA has stressed the importance of completing estimates for upcoming promotions. The estimate numbers that you provide are what distribution uses to plan for demand during promotional periods. The importance of forecasting your demand for these key items is doubly important with the new supply agreement. Submitting accurate estimates is another key towards INFRA operating like a chain and realizing the true potential of the KeHE National Supply Agreement. With 100% of our members participating in INFRA Deals and forecasting accurately, we can continue to improve COGS and open doors to first-to-market opportunities as well as drive co-brand innovation to our shelves.

These are just words. Words mean everything and words mean nothing. The words written here do not help solve the problems we face today. My hope is that you are inspired by these words to look past the here and now and cast your vision on the brighter horizon.
What does "Greater Visibility Means Greater Accountability" mean?

by Summer Auerbach, INFRA Board Member

I was 23 years old in 2005 and attending my first Expo West when a co-worker took me to an info session on a newly formed cooperative for independent natural food retailers. The four founding members and the CEO explained their vision and the need to leverage our collective buying power to have a larger voice in the industry. I was still establishing my retail bearings, but I left that meeting and whispered to my co-worker that it seemed like we had so much to gain from this opportunity. I had no idea how much that meeting would change my life or the trajectory of my business, but I’m so grateful I found myself in that room nearly 15 years ago.

In 2009, INFRA hosted the first-ever Annual Conference, which at the time was focused on buyers. It was a big accomplishment for us. There were probably 30 attendees, no breakout sessions, no big-name speakers—and yet I left feeling uplifted, empowered, and excited about going home to make changes in my store. I was proud of what our young organization had accomplished, and I loved the idea of our membership coming together to learn and dialogue as a community.

Fast forward to the 2019 Annual Conference and it is hard to believe that is the same organization and event. INFRA now has 240+ members, 395 store fronts, and represents over $1.6 Billion dollars in aggregated annual sales. The Annual Conference is so “grown up” in comparison to that first year, and the value that the conference continues to bring to our members is nothing short of inspiring. The conference boasted big name, industry leaders who reminded me of the important work we are doing to protect our food system. It featured breakouts reminding us to work on—and not just in—our businesses, and how to challenge ourselves to think outside the box to achieve the results that we want.

This year’s theme, “Greater Visibility Means Greater Accountability” is a recognition of the progress—and successes—we’ve had as an organization, and the responsibility we have as industry leaders to hold ourselves, our suppliers, and industry partners to higher standards and change the way we do business. The theme could not be timelier, given our growth and the newly minted national supply agreement.

Greater accountability means that the organization needs to be able to depend on its members to deliver accurate pre-estimates, to submit financial data, and engage in the INFRA programming. Our value to our partners comes with the ability to work together and deliver meaningful results. It is up to us, as an organization, to hold ourselves accountable as individual members to deliver on our end of the bargain and show that we are able to operate collectively as a cooperative. Greater accountability doesn’t just mean that we need to hold our members accountable for participating in the programs (although we do need this). Greater accountability means asking for more from our suppliers. Asking for better quality ingredients. Asking for cleaner sourcing. Asking for more sustainable packaging. Asking for higher standards. Asking to be prioritized when supply is limited. But this can only be done when we are also being good partners.

Our customers are looking for this leadership from businesses like us. They want businesses who share their values, and consumer awareness is at an all-time high. Together we can help deliver the healthy food system that we all deserve.

I left the 2019 conference feeling renewed about our collective “why”. The world and the industry around us are changing. From the climate crisis, food additives, synthetic biology, and a list of pesticides long enough to fill up this column, the work we are doing is more important than ever. We are in this for more than the profit, and we need partners who share our values.

The 23 year old me couldn’t have imagined some of the changes we’ve seen over the past 15 years, but the 38 year old me is in awe of everything I have learned from the INFRA community along the way.
INFRA In-Person Events
by Quinn Meyer, Marketing Manager, Events & Education

Have you ever attended one of INFRA’s in-person events? We gather several times throughout the year to learn, network, and share experiences and ideas that bring us closer together as independents. The value of these events is immeasurable and creates lasting connections that help us carry forth our mission of Strengthening our members through collaboration to forge a sustainable future. It gives us leverage and capacity to stay true to our vision. And as always, INFRA’s in-person events are a fun and engaging experience for everyone!

Currently slated for 2020:

**ECRS Advanced CATAPULT Training Intensive**
*January 29-30, 2020 - Southern California*

Presented by Susan Daniel, Consultant for ECRS, this workshop will focus on the Catapult system, a powerful point of sale (POS) tool that can provide far more for your store than scanning items. With this system, inventory, reporting & analytics, loyalty & marketing, POS, and payments all work in unison. With each component there are features designed to help you get the most out of the system and help your store flourish. The workshop will cover some of those features, introduce some new ones, and answer your questions about best practices along the way.

**Succession Planning Share Group**
*March 2020 - Southern California*

The INFRA Succession Planning Share Group, presented by Castle Wealth Advisors, will cover several business planning methods including business valuation techniques, saving on income taxes, retirement security, and much more! During the Share Group, breakout sessions will review procedures for selling the business inside and outside of the family.

As an additional benefit, 45-minute one-on-one meetings will be offered to give attendees the opportunity to go into more detail about their family and business situations. Attendees are encouraged to bring questions! These one-on-one appointments are first come, first serve and as the schedule allows.

Thanks to all who participated in our 2019 in-person events! We look forward to collaborating and sharing more with you in 2020. Our in-person events wouldn’t be possible without our retailers who host us, and of course our amazing sponsor, New Hope Network. Thank you for your commitment to educating the stewards of our industry and for helping us bring our mission to life!

INFRA in-person event registration is for INFRA retailers only.

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EXPO East in Review

INFRA’s presence at EXPO East this year was significant to say the least! We love to get together with members and industry partners to share what INFRA is working on for 2020. Thanks to both the INFRA retailer and vendor community for showing up like you did—filling the rooms beyond capacity!
CoMetrics mapping is an excellent, if maybe a bit understated, example of how INFRA supports members while allowing each business to run independently. Each member’s business is setup to best serve their community the natural foods we are so passionate about. This is reflected in how their finances are structured. While each member is different, INFRA brings together a peer group that shares many of the same practices when it comes to operations and finance. INFRA uses CoMetrics to provide benchmarking resources that show a view into your performance compared to your peers. This is accomplished through mapping your Chart of Accounts (COA) to INFRA’s Common Chart of Accounts (CCOA). The mapping process translates your accounts into a chart that was built in collaboration between members to show how your business compares to other similar businesses, i.e. your INFRA peers. This process is performed by CoMetrics expert staff. There is no need for a member to change numbers or alter the way you enter your finances, they take care of that. Once your chart is mapped we ask you to review it to make sure the assumptions the CoMetrics staff made about your accounts are accurate.

Upon reviewing your CoMetrics reports you may notice some numeric discrepancies. This is most likely a mapping issue that occurred when line items from your Trial Balance were misinterpreted and tied to the wrong line-items in the Common Chart of Accounts. This is easily remedied by creating a Mapping Check File. This file shows how we associated your Trial Balance line items to the Common Chart and you can request the necessary changes.

To find your Mapping Check File, go to www.cometrics.com and log in to your account. Click on the box labeled “Check Trial Balance Mapping” (see image) and select the most recent quarter in which you have data. This downloads an Excel file that contains detailed instructions on how to check the file and correct any errors you find. If you haven’t checked your mapping file recently (or ever), it’s worth a look to refresh yourself to the INFRA Common Chart of Accounts or to make sure there haven’t been any changes since the initial mapping. This improves both your ability to benchmark and the strength of the tool for members overall. If you have any questions about your mapping or CoMetrics reach out to your Region Manager or CoMetrics program lead, Matt Ryan - mryan@inretailers.com, (651) 888-4704.

Upcoming Marketing Opportunities

by Meggie Smith, Marketing Manager, Branding & Communications

Health-Ade Consumer Campaign
National Kombucha Day is on 1/15/20, and to celebrate, Health-Ade would love to partner with INFRA members on a kombucha-themed Customer Sweepstakes & Store Display Contest for the month of January.

EPIC: Eat Like You Live Wild & Free
To help educate your shoppers on the importance of choosing food that benefits human health, animal welfare, and land regeneration, EPIC is offering a FREE in-store marketing campaign: “Eat Like You Live Wild & Free”.

General Mills
Regenerative Agriculture Campaign
To help educate your shoppers on the critical importance of regenerative agriculture, General Mills is offering a free in-store marketing campaign for Cascadian Farm, Annie’s & EPIC.
Being a natural foods retailer is hard work, now more so than ever. Not only are there pressures from online retailers, but mass market stores are selling the same products you’ve been carrying for years, and with the added benefit of large marketing budgets, bigger volume discounts, and the ability to build large, shiny new stores that can be hard to compete with.

You can differentiate your store with great customer service, delicious healthy food, and, in many cases, a cherished presence that only a long-time independent store has. But how else can an independent natural foods store compete for people's food and wellness dollars? Where are the growth opportunities for your store? Even if you have no plans to expand your store or open new locations, you can still grow sales and keep your customers coming back by taking a hard look at your sets to see what items aren’t moving. You can dig into some numbers to find out what else is selling in your area that you aren’t carrying. You can move shelving around and reset stale areas, change your store flow, create flexible merchandising space to build some beautiful cross merchandising displays, and create new sets to show off promotional items, seasonal items, or just a great local chocolate set. You can look for ways to expand your internal and external brand and tell your story better.

But, between filling in for a sick cashier and showing up each day to receive a truck, when can you tackle these projects? Every retailer has areas of their stores that they know need attention, but finding the time is a challenge. INFRA stores are exceptionally lucky, because behind the scenes there are talented and dedicated people who can do a lot of that work for you. INFRA’s retail consulting program is designed to give members access to INFRA staff’s vast knowledge in Fresh, Center Store, Operations, and Marketing departments. Retail consulting draws from our considerable retail experience to provide tangible, actionable steps to improve and differentiate your store. There’s been proven success with our retail consulting program with over 90% of retailers showing positive sales growth in the targeted areas. The services we offer are tailored to your level of need, from providing simple category management solutions from our St. Paul, MN office, or visiting your store for a full-blown reset or branding and marketing audit.

The cost to participate in Retail Consulting is based on the level of assistance you need, which comes from our analysis of your product mix, store layout, and other factors deemed appropriate. We’ve built in a great way to save on that cost, however, because the more of our recommendations you implement, the more we will rebate that cost in the form of credits. At INFRA, our goal is a strong membership and that means we’re here to help you run the best store you can while being budget-minded and meeting you where you are.

We know how hard it is to do what you are doing, and we are here to support you. You may not have time to do this work, but we do.
To help create the most exciting cheese case set for the holidays have a plan in mind, stay organized, be creative, and time it right. The weeks leading up to Christmas and going through New Year’s is the time to shine with cheese. Once the first week of December hits, sales in the cheese department will steadily increase. It is important to have your case set and ready to go beforehand. The post-Thanksgiving lull is the perfect time to make sure the case is clean, the right cheeses are highlighted, and promotions are set. People are looking to entertain, go to parties, and give fun and exciting gifts. You should be ready to meet their needs.

It is best practice to expand certain categories of cheese as they will sell significantly more during the holidays and the merchandising of the case needs to reflect that trend. Some of the categories to make more room for are:

- Buttery Havartis and Goudas
- Higher end Cheddars and Swiss cheeses
- Camemberts, Bries, and Roulettes
- Specialty domestic
- Locally made cheeses

In general, people are willing to spend more money on cheeses this time of year. This is not to say you shouldn’t carry affordable options, such as an everyday Brie, but don’t be afraid to offer something fancier as well. Focus on cheeses which lend themselves to entertaining. Most importantly, cater to what your customers want.

Select three to four cheeses to run on promotion and highlight during this time. The keys to effective promotions are achieving an attractive price point while ensuring the quantities are available to support large displays and samples. Promote with impactful signage while advertising on social media and your website.

Be creative in your presentation and set the standard to be the destination department for the holidays. The holiday cheese case lends itself to cross-merchandising better than any other department in the store. Think in terms of curating products which inspire a shopper to create a festive cheese platter for their entertaining event, prepare a favorite recipe, or pick up a potluck item. Below are just a few examples of the many items which can be brought into the cheese department to make it stand out even more and truly become a destination department during the holidays:

- Spiced and caramelized nuts
- Dried fruit: apricots and figs
- Sweet spreads: preserves, jams, chutneys, honey, and quince paste
- Fresh fruit: apples, grapes, figs, and pears
- Breads: crackers, sticks, baguettes, and crostini
- Charcuterie: salami, pepperoni, prosciutto, pâté, and rillettes
- Savory miscellaneous: pesto, cornichons, olives, and specialty mustards

Additional cheese department holiday resources including merchandising guidelines, best practices, a detailed workflow timeline, and inventory procedures are available. Contact Matt Olson or Michael Paynic with any questions or for more resources.

Matt Olson, Fresh Program Manager
651-888-4719
molson@infretailers.com

Michael Paynic, Food Service Program Manager
651-888-9407
mpaynic@infretailers.com

Food styling & photography on cover and page 7 by Michael Paynic
As we know in the natural foods industry, storytelling is increasingly important in a marketing strategy to differentiate your business in the marketplace, create loyal customers, and grow your sales. For Sunrise Health Foods, it’s a little more than that.

I recently had the opportunity to talk to Dan Chapman, second-generation owner of Sunrise Health Foods. Ahead of our conversation, I did some digging to find out more about his business and I learned a lot about its history. Sunrise Health Foods started with one goal in mind: provide good, healthy food to heal the community. And truly, the rest is history.

Early in her life, Dan’s mother Lill was experiencing symptoms like low energy, fatigue, and found herself having difficulty getting through the day. Doctors didn’t have the answers for her, and it seemed impossible to pin what the underlying issue was. She was very honest and open about her symptoms, even sharing them with her family dentist. Little did she know, the dentist had the answer she was looking for. He recommended a change in her diet that would lead to a significant shift in her life. It was simple: stop eating foods with white flour, white sugar, and find foods with fewer chemicals. She began to eliminate processed foods and started eating a cleaner, more focused diet. The way it changed her life inspired her to share with others.

“The idea of opening a health food store seemed like survival at that point,” Dan told me. This was a turning point in our conversation. He told me about the first Sunrise Health Foods that opened in 1961 in southside Chicago, with just 800 square feet of space. His mother knew this was the right place for the store to be located, because it would create easy access to her new-found friends seeking a healthier lifestyle through diet. The availability of real, healthy food was no longer a pipedream– it was becoming the Chapman family’s reality.

The store grew along with the demand for this type of healthy food, and Dan soon took over business operations around the age of 16. “I grew up in the aisles of a health food store,” Dan said. He knows the business inside and out and soon after taking over, started to see sales growth in the double digits. “Seeing this growth was what became expected.”

After purchasing the original store (now located in Lansing, IL) Dan took his time getting to know the business from the ownership level. He says that the community, competition, and technology landscape changed, but his customers remained loyal and Sunrise has grown their customer base. But how can this be? How, in such a competitive marketplace, can a store such as Sunrise survive?

Sunrise has a simple and straightforward mission statement: Our mission is YOU...our neighbors and community. To be your healthy choice to shop, learn, and live life. As for the vision statement: Sunrise will be a place where Health is in our sights for all who enter our doors. Integrity will be apparent in every decision we make from the products on our shelves to the shopping experience. We commit to Education as a method to sell the products on our shelf filtering through the marketing hype and internet spin to bring you what is real.

Isn’t that what every retailer is striving for? Dan said that today it’s more about staying true to your mission than writing it down. Makes sense. How your mission is carried out needs to change as your business does. “It’s about pegging on your history, but also being relevant for the day,” Dan said. While competition is increasing in the market, there hasn’t been a change in competitive tactics, he said. As mass market and internet retail continues to rush in, the biggest challenge for independents is to be intentional about everything you do, including location, product mix, and especially who you hire. “Show who you are and what you stand for, and the customers who resonate with that will remain your customers.”

But what is Sunrise actually doing to get shoppers into their stores and gain their loyalty? “We’ve had all iterations of marketing over the years,” Dan told me. “It’s more about word of mouth for us these days.” Sunrise also participates in and sponsors many community events. They work closely with organizations that support youth in the community.

“When you need something from a health food store, you want to talk to someone about it. That can’t happen on the internet or in mass market stores,” Dan continued. In the early years of Sunrise, Lill collected, compiled, and even wrote hundreds of 2-page articles that lived in the Education Center. This was before the internet of course, but that ideology remains today.

(continued on page 9)
“In fact,” Dan told me, “our philosophy is that staff members have one or two things to say about every product we have on our shelves.” Buyers are intentional about what they bring in; there has to be a reason to sell it to our customers, not just fancy marketing. Sunrise focuses hiring efforts on finding individuals who communicate effectively; a key factor in quality customer service.

With these strategies underlying their strong mission and vision statements, Sunrise is thriving! In 2017 they celebrated the grand opening of their fourth location in Country Club Hills, IL, and on October 7, 2019, Dan finalized the purchase of another location in Peoria, IL! Congratulations to Dan and his team at Sunrise Health Foods on their continued success. We are grateful that you are a part of the INFRA community and look forward to continuing to support your bright future.
### Annual Planning Retreat: A Collaborative Effort

**by Travis Brew, Marketing Coordinator**

It has become tradition for the INFRA staff to get together every year in the early fall for our Annual All-Staff Planning Retreat. While we take time each year to reflect on what we’ve accomplished and plan for what’s ahead, we are sure to enjoy each others’ company in some fashion. This year we were able to volunteer some time planting trees and removing invasive species at the Dodge Nature Center ahead of our planning.

With a strong representation from KeHE and SPINS in the room, we dove into the planning portion of our retreat, working closely with our strategic partners to determine how we can collaboratively work toward our annual priorities. What did this look like? Well, there were creatively executed skits, infomercials, and yes, even a hip hop performance. Needless to say we enjoyed ourselves, and we look forward to continuing this collaborative effort in 2020 and beyond! Thanks to our KeHE and SPINS friends for attending this year!

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**Board of Directors**

Cheryl Hughes  
Board Chair
The Whole Wheatery

John Pittari  
Vice Chair
New Morning Market

Kimberly Hallinan  
Treasurer
Independent Director

Terry Brett  
Kimberton Whole Foods
Secretary

Summer Auerbach  
Rainbow Blossom

Thomas Barstow  
Guido’s Fresh Marketplace

Aaron Gottlieb  
Native Sun Natural Foods Markets

Aaron Gottschalk  
Wildberries Marketplace

Paku Misra  
Sunflower Natural Foods Market

Adam Stark  
Debra’s Natural Gourmet

Mylese Tucker  
Nature’s Cupboard

Corinne Shindelar  
INFRA President/CEO

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**Calendar of Events**

### November

- **Nov 5 1pm** Fresh Category Review: Trending Diets in Fresh Sets
- **Nov 7 3pm** Fresh Category Review: Trending Diets in Fresh Sets
- **Nov 20-24** Biodynamic Association Conference
  - Lake George, NY
- **Nov 28** Thanksgiving
  - (INFRA Office Closed)
- **Nov 29** INFRA Office Closed

### December

- **Dec 5-8** SOHO Expo
  - Orlando, FL
- **Dec 25** Christmas Day
  - (INFRA Office Closed)
- **Dec 31** New Year’s Eve

### January

- **Jan 1** New Year’s Day
  - (INFRA Office Closed)
- **Jan 19-21** Winter Fancy Food Show
  - San Francisco, CA
- **Jan 20** Martin Luther King, Jr. Day
- **Jan 29-30** ECRS Intensive
  - Southern California

### February

- **Feb 5-6** KeHE Summer Show
  - New Orleans, LA
- **Feb 14** Valentine’s Day
- **Feb 17** President’s Day
- **Feb 24-25** INFRA Board Meeting
  - Dallas, TX

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**INFRA Staff Anniversaries Quarter 4**

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<th>Name</th>
<th>Title</th>
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<tr>
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<td>Matt Olson</td>
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