



Chipotle: Selling Idealism – DELIVERING THE OPPOSITE

Chipotles. I was very enthusiastic about the possibilities, especially the possibility of a national chain food company developing logistics that allowed the use of local food – acting in a way that builds communities instead of extracting from them. It hadn't been done before.

Things couldn't have gone better. The quality and consistency was great, customers were loving it. Pricing worked. Head purchasing agent, Doug George, was happy with our facilities, our product and my humane, no performance enhancing drugs and overall methods of production. My protocol of production affidavit and other agreements were on file with the company. A \$185,000 slicing machine was put to work at Ranch Foods.

I stopped by the Chipotle headquarters in Denver sometime following our start of doing business. After a successful meeting with Doug George and Sara, Sara informed me confidentially that she would be leaving Chipotle. I asked why? She simply responded, "Tyson chicken?"

Chipotle produced the video, "Back to the Start". It's the story of hog farmer, Russ Kremer. Like myself, Russ left the university in the middle 1970's with a model of industrial factory farming in his head. He realized later his training in animal science was a long way from animal husbandry. I promoted the film and it's message in speeches and presentations. I was worried about the "Tyson chicken", but thought the company was headed in the right direction. I believed a new day was possible for

family farmers and ranchers to access the marketplace at a fair price and in a big way. Shareholders appeared to support sourcing good healthy food from family farmers.

We had been asking Chipotle staff to visit our cattle operation in St. Francis, KS since we started doing business. Finally in August 2012, three Chipotle representatives came to visit the cattle operation.

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Disclaimer: The opinions of the authors presented in our newsletter are their own and are not intended to imply the organizations position. OCM has membership with diverse viewpoints on all issues. OCM is committed to one and only one principal; competition.

The May 13th article, Soaring Earnings of Chipotle's 2 Bosses Raise Investor Unease, inspired the following story of my experience with Chipotle:

Years ago, when I first saw the Chipotle big burrito, "Food with integrity" bill board, I thought what a great marketing campaign. But was it true?

I was part of an effort at Colorado College to replace Sodexo with Bon Appetit. Sara, a young student activist was leading the charge. We were successful. Bon Appetit is now one of Ranch Foods Directs best customers. Colorado College students are now eating well. Sara went to work for Chipotle upon graduating. She arranged a meeting for me to talk about working with Chipotle in the local area. June 2010 was our first delivery to the Colorado Springs

Years ago, when I first saw the Chipotle big burrito, "Food with integrity" bill board, I thought what a great marketing campaign. But was it true?

When the Debate is Over

MIKE CALLICRATE

Remember that kid on the playground, not the bully, but his smaller, weaker spokesman; that big-mouth side-kick that did most of the talking? Well some of these little rascals grow up, but never shut up. Some get paid for their lip bumping; others just talk because they love to hear the sound of their voice. Either way, they talk and talk and talk because they're afraid to walk the walk.

Steve Dittmer is one of those talkers. He has attended many summer conferences of the Organization for Competitive Markets over the last 15 years to record what's said and done. Later he can almost always be counted on to misrepresent and deride the proceedings. Despite his distorted reporting, we've never failed to welcome Mr. Dittmer to our meetings. I remember one year he came in disguise, with dyed hair and sunglasses; when I greeted him, he didn't even know his own name! Regardless, we continue hoping that someday he might come to understand why OCM fights so hard for honest, open and competitive markets.

Since Mr. Dittmer is a better talker than listener or sleuth, maybe we can once again help him out by giving him a picture of what's been happening while he's been yammering:

~since Mr. Dittmer was at CALF News, per capita beef consumption has declined by nearly a third while chicken has more than doubled;

~the U.S. has lost nearly half of its cattlemen, over 90% of its hog farmers, and over 85% of its dairy farmers;

~beef cattle numbers are the lowest since 1951, a train wreck for the entire cattle and meat industry from the ranch to the feeding sector to

retail;

~the biggest companies in all three major meat categories are now foreign owned and fighting for increased foreign access to our U.S. markets to displace even more domestic production;

~the U.S., once proclaiming to be the grocery store to the world, now is a net food importer on a value basis; and

~poultry and hog producers are mostly serfs on their own farms under the control of corporate lords while cattlemen are well on their way to suffering the same fate.

OCM stands against abusive market power and for family farmers and ranchers. We support fair, open and competitive markets, prosperous rural communities, good food, and humane treatment of livestock and the people who care for them.

Mr. Dittmer and his Agribusiness-Freedom.org stands for the "freedom" of big ag biz bullies to continue their unrestrained plundering and pillaging of our farms and ranches at the expense of every working American farmer and rancher.

The honest debate about what kind of agriculture and food system best serves people, animals and the planet is long over. Are OCM and our like-minded friends really that serious a threat to the domination of Mr. Dittmer's corporate thugs that he must misrepresent us, our beliefs and our goals?

I hope so.^{MC}

Mr. Dittmer and his AgribusinessFreedom.org stands for the "freedom" of big ag biz bullies

ocm

Organization for
Competitive Markets

BOARD MEMBERS:

Mike Callicrate, President

St. Francis, KS

mike@nobull.net

John Hansen, Vice-President

john@nebraskafarmersunion.org

Lincoln, NE

Brother David Andrews, Secretary

Washington, DC

Don Stull, Treasurer

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Tonkawa, OK

Richard Oswald

Langdon, Missouri

Chris Petersen

Clear Lake, IA

Fred Stokes, Past President

Porterville, MS

STAFF:

Pat Craycraft, Office Manager

Lincoln, NE • 402-817-4443

ocmlincoln@msn.com

PROJECT ASSISTANTS:

Jody Holland, Starkville, MS

Austin Vitale, Intern

MARK YOUR CALENDARS

- 16th ANNUAL -
**FOOD AND
AGRICULTURE
CONFERENCE**

Colorado Springs, CO - September 19-20

Lodging - Please make your reservation ASAP - Rooms are going fast. Here are some options for rooms:

Econo Lodge Downtown, 714 N. Nevada Avenue, 719-636-3385

Hampton Inn & Suites, 2910 Geyser Drive, 719-884-0330

Quality Inn & Suites Central, 314 West Bijou Street, Bldg. A, 719-471-8681

This year we will coordinate our Annual Conference with the Colorado Springs Local Food Week. The Colorado Springs "Food Talks" Conference will bring together stakeholders from the private and public sectors, local and national agriculture research and advocacy organizations to present and collective answers to the complex food security challenges.

Participants will include college students from Pikes Peak Community College, University of Colorado at Colorado Springs along with Colorado College and National Food Luminaries and Organizations actively involved in working to restore and improve local and regional food systems. The event is open to the public.

Activities on Thursday, (9/18) "Food Talk" presentations are listed for your consideration if you are in Colorado Springs early. The OCM Conference will begin on Friday, 9/19.

EVENT DETAILS FOR SEPTEMBER 18TH & 19TH
at Colorado College's Armstrong Theater

September 18th Thursday - Day

"Food Talk" Presentations / Panelists - "Food Topics" TBD

- Michael Shuman - Balle Founder (bealocalist.org/), Author
- Woody Tasch - Slow Money Founder, (slowmoney.com/) Author
- Judy Wicks - White Dog Cafe (www.whitedog.com/), Balle Founder (bealocalist.org/), Author
- Michael Brownlee - Local Food Shift (localfoodshift.com)
- Larry Stebbins - Pikes Peak Urban Gardens (www.ppugardens.org)
- Mike Callicrate - Ranch Foods Direct (www.ranchfoodsdirect.com)
- Sibella Krause - SAGE Center (sagecenter.org)
- Craig McHugh - A Joyful Noise Farm (ajoyfulnoisefarm.com)
- Jill Gaebler - Colorado Springs District 5 Council Member (springsgov.com)
- Dave Anderson - Colorado Springs Public Market (cspublicmarket.com)
- a few more surprise guests TBD

Lunch and Dinner on your own - available on campus at Worner Center - Bon Appétit Management - Company featuring all Local Foods

September 18th Thursday - Evening

6:00 PM: Hannah Ranch Movie (www.hannaranchmovie.com)

7:15 PM: Panel Discussion

- a.) Jay Frost - Frost Farms
- b.) Mike Callicrate - Ranch Foods Direct
- c.) Mitch Dickman - Hannah Ranch Movie Producer
- d.) Ann Hanna - Hanna Ranch
- e.) Dan Hobbs - AVOG

**ORGANIZATION FOR COMPETITIVE MARKETS (OCM)
ANNUAL CONFERENCE**

September 19th Friday -

Colorado College's Armstrong Theater

9:00 AM to 5:00 PM - Lunch on your own

12:00 - 1:00 Lunch available on campus at Worner Center - Bon Appétit Management Company featuring all Local Foods

"Food Talk" Presentations / Panelists - "Food Topics" TBD

- Joe Maxwell - HSUS VP Outreach (www.humanesociety.org/)
- Wayne Pacelle - HSUS CEO (www.humanesociety.org/)
- Diana Moss - Antitrust Institute (www.antitrustinstitute.org/)
- Dave Murphy - FoodDemocracyNow.org
- Wenonah Hauter - Food & Water Watch (www.foodandwaterwatch.org/) Author
- Fred Stokes - Organization for Competitive Markets (competitivemarkets.com)
- Barry C Lynn - New America Foundation (www.newamerica.org/)
- Chris Leonard - New America Foundation / The Meat Racket (www.newamerica.org/)
- Mike Callicrate - Ranch Foods Direct (www.ranchfoodsdirect.com)

September 19th Friday - Evening - OCM Banquet

6:00 PM: Keynote Speaker - TBD - \$75 OCM Fundraising Dinner at Colorado College (Catered by Bon Appétit Management Company featuring all Local Foods)

September 20th - Saturday

OCM MEMBERSHIP MEETING

9:00 AM: Location - TBD

Farmers in America have a saying; *"If you're not at the table, you're on the menu".*

RICHARD OSWALD

This reminds me of a Twilight Zone episode where extraterrestrials visiting from outer space present earthlings with a book. The title?

"Too Serve Man".

Written in strange language, the book is all but indecipherable. People assume, from the kind demeanor of the outlanders, that they've come in peaceful cooperation as servants to us all. In the meantime the worlds brightest minds work feverishly to decipher the book and all it's secrets. With help from other world visitors nuclear arsenals are dismantled and Earth soon knows peace as never before. It isn't long before aliens begin loading earthlings onto space ships, presumably to vacation on their home planet. Then came a discovery;

"To Serve Man" is a cook book.

We are all on the menu. It's getting harder and harder to exchange information in America. No one seems to be speaking the same language. Special interest buzz around every issue is almost indecipherable. Even worse, everyone wants to talk but no one wants to listen. People who should be my friends, the ones who write editorials for big city newspapers or best selling books on food, and their foodie followers, should want to be buddies with guys like me. Family farmers should be at the head of the table. Instead, downtown boosters share with big government, big agriculture and the big corporations it supports the desire to put us on the menu. That's what Lorraine Lewandrowski just talked about on Daily Yonder last week when New Yorkers forgot to include farmers in their talk about food. <http://www.dailyyonder.com/speak-your-piece-farmers-and-foodies/2014/04/03/7333>

We've been alienated.

How did I get to this place in time where outlanders supposedly come in peace, but put me in a pressure cook-

er? Like Rod Serling said in his voice over soliloquy, "man has gone from dust to dessert, from ruler of a planet to ingredient in someone's soup".

Maybe he was talking about family farmers.

It doesn't really matter whether the alien ship I'm on is bound for Saturn or New York .

Either way, I'm toast. Or maybe I'm just the equivalent of chicken, that bland, less than memorable, cheap to eat meat on everyone's plate.

I could escape if I were more colorful. If I could devise a way to turn chemicals and fat into a culinary plate du jour I could be famous. Or if I farmed with horses reducing my food output from 350 to one down to five.

I've always said I'd like to try farming with horse once. Remember, I said once.

As it is due to the limited scope of my operation I'm considered non-essential to one group, and too modern and efficient to be considered "colorful" by the other.

I grow corn and soybeans, awful things...and cattle! Those ruminant atmosphere polluting beasts that make meat and milk. Much is said about cattle and methane emissions. Omitted is mention of upscale restaurants promoting that boon to health of four hundred million Americans, black beans, from which there has undoubtedly been a decided uptick in gaseous emanation.

Isn't that bad for the planet too?

Oh yes, we are all guilty by association. Farmers like me hold their peer relationships close. It's difficult or impossible to have an open dialogue. Only the recipe book is honest in what it is, while the rest of us stir the pot. That's not to say ingredients can't be changed.

It's just a matter of taste.

For some, folks like Wendell Berry

or New York Times columnist Mark Bittman are prophets. For others they're entertainers. A nice evening companion to roast rack of lamb with potatoes. But to my diminished neighbor base they're out of touch with reality and invisible. Few people in my world have ever heard of them. Fewer still would care what they have to say.

On any scale though, farmers like me are no better than microbes in a digestive apparatus, laboring in the gut of the nation to grow crops our world demands. As egg is to soufflé or stuffing to turkey, we're independent people who seem to advertise family farm killing big ag through our apparel and our actions. I even wrote about it once on Daily Yonder, free monogrammed clothes and the way farmers choose to wear the names of corporations as though we are them. <http://www.dailyyonder.com/letter-langdon-free-clothes/2011/01/13/3124>

Some of us take it all so personally. We are ingrained by the etiquette of it all to the point that defending Monsanto or Smithfield and all their devolving pollution is inevitable. Why is that? We seem committed to the demise of our own succeeding generations right before their very eyes, while standing alongside urban elitists who can't see the dairy for the manure. The difference between them and us is that at least the corporations we are increasingly forced to deal with will talk to us, even while fattening us up for the kill.

This must be what it feels like to be on an alien spaceship menu.

But if family farmers in corporate headdresses had to stand next to their own grandchildren, beside a polluted creek full of dead fish, or on a planet

Please see OSWALD on page 7

OCM Conference Colorado Springs ATTRACTIONS

Here are just a few . . .

Cheyenne Mountain Zoo

719-633-9925

4250 Cheyenne Mtn. Zoo Road

Colorado Springs, CO 80906

No visit to the Pikes Peak region is complete without a trip to Cheyenne Mountain Zoo - America's only mountain zoo! Large alpine habitats are home to over 800 different animals and 200+ species. All of your favorites are here - monkeys, hippos, tigers, snow leopards and bears (oh my!). Hand-feed the largest reticulated giraffe herd of any zoon in North America, and experience animals of the Rocky Mountains up-close, like you've never seen them before.

Colorado Springs Fine Arts Center

30 West Dale Street

Colorado Springs, CO 80903

719.634.5583

Box Office and Gallery Hours | Daily 10a-5p

Area: Downtown Colorado Springs
Home to the Taylor Museum of Art, Bemis School of Art and SaGaJi Theatre. Featuring traveling exhibitions and permanent collections including Dale Chihuly glass.

United States Air Force Academy

Area: Northwest Colorado Springs

The Barry Goldwater Air Force Academy Visitor Center serves as the gateway to the academy, providing information on its history and cadet life to hundreds of thousands of visitors each year.

The Airplane Restaurant

719-570-7656

1665 N. Newport Rd.

Colorado Springs, CO 80916

The Airplane Restaurant centerpiece is a fully intact Boeing KC-97 tanker. Built in 1953, this magnificent airplane refueled aircraft throughout the world. Then, in May 2002, it began its second mission ~ to be the preeminent aviation restaurant in the United States.

Keep your hand shut, your head down,
and get a new hold every jump!



Organization for Competitive Markets President Mike Callicrate - Bull riding winner, Yuma, CO - late 1970's Go to: [www. CompetitiveMarkets.com](http://www.CompetitiveMarkets.com)

The Big Meat Packers and the National Cattlemen's Beef Association have taken U.S. cattlemen and consumers for a ride ... a pretty rough ride. Despite their pawing, snorting and kicking, we're still in the battle for Country of Origin Labeling and still fighting for a fair, open and competitive marketplace.



SEE US

ON THE WEB

competitivemarkets.com

CHIPOTLE (continued from page 1)

We had a full day planned beginning in St. Francis, ending the day at the processing plant in Colorado Springs. They toured the plant the following morning.

I had an ugly feeling that something was up after I met Joel Martin, one of the three Chipotle representatives and former Meyer Natural Angus (operates under the Cargill umbrella) employee. Joel pretty well knew the business, but was describing a protocol different than the one agreed upon with Chipotle.

I have argued for years that the “never-ever” antibiotic and hormone protocol was a fraud. In the best of management and production programs an animal will still get sick and deserves good animal health treatment with all the withdrawals adhered to. I’ve watched the Coleman “never-ever” beef program for the last thirty years and knew how false affidavits were being used to qualify cattle for the premium prices. Starving ranchers and feeders were being asked to do the impossible, so they were cheating – and still are.

The protocol I registered with USDA accounted for the misuse of antibiotics while still leaving the possibility of responsible antibiotic use for treatment when needed. Chipotle had agreed it made sense.



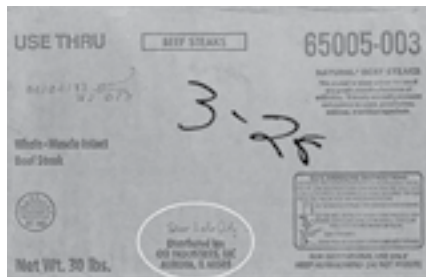
By the end of the day of August 5, 2012, I was done selling to Chipotle. No mention of my investment in equipment and inventories of meat. Simply, “You don’t meet our protocol. We have to move on.”, click. Joel Martin didn’t like that we branded our cattle, he didn’t like our method of horn removal (a rare occurrence with Angus cattle), our method of castration (I invented the humane, bloodless and drug free method) or that we fed milk replacer to calves that lost

their mothers, he didn’t like our USDA inspected mobile slaughter unit, and he didn’t like that Ranch Foods Direct was buying beef in addition to my Callicrate Beef, from other producers operating under the same RFD protocol (building a new local/regional food system). But he did suggest that Chipotle could continue buying From Ranch Foods Direct if we would take a lower price.

I learned that Chipotle was being sued by their shareholders for poor financial performance (not anticipating the increase in food prices after the 2008 run-up). Perhaps a motivation to reduce food costs?

Joel Martin was demanding a protocol of production that he knew was impossible to produce – a protocol not-to-buy. Chipotle could say they were doing the best they could, but were forced to buy in the commodity market. Of course plans for aggressive expansion continued, despite the fact that they had not met the “food with Integrity” promise on their existing stores.

The Colorado Springs Chipotle’s replaced the good beef from Ranch Foods Direct with meat from OSI Industries:



OSI is a very large multinational corporation operating out of 50 locations in seventeen countries. OSI has a strategic partnership with Marfrig, the second largest meat packer in South America. Some of the cheapest beef in the world comes from South America, which is suffering ongoing problems with Hoof and Mouth disease (HMD) and recently reported a second case of Mad Cow Disease (BSE).



By Rita Jane Gabbett on 3/19/2014

CHICAGO – Four years ago Aurora, Ill. based OSI Group decided to start growing and processing its own chicken in China to better serve its large food service customers like McDonald’s and Yum! Brands. From a new operation set to start production this year, OSI will grow and process 120 million chickens per year.

OSI Group Chief Financial Officer Bill Weimer told participants at The State of Food and Agribusiness conference here that the chicken business in China is a different model and the company is still honing its business model there.

OSI entered the Chinese market to better control the food safety aspect of the chicken it provided its customers. Unlike the U.S. poultry industry model, this meant investing millions of dollars per grower operation. In addition, grain is produced on such a smaller scale and in such a more fragmented way that feed costs are nearly double those in the United States.

Perhaps the biggest challenge, however, has been finding a market for the breast meat OSI produces in China. The company sells mostly dark meat and wings to McDonald’s and Yum! Brands in that market.

So far, Weimer said, most Chinese consumers have not valued the higher cost of production implicit in OSI’s state-of-the-art production and food safety practices. He said the company must seek out affluent Chinese customers in urban centers such as Shanghai, as well as find export markets for these chicken parts not needed by its key food service customers.

The law firm Mayer Brown hosted the conference.

OSI is one of three large companies in the country with the capacity to cook pathogen contaminated meat (there’s a lot of it these days) for sale as pre-cooked, value-added items and meals.

Instead of the promises of the marketing department aligning with operations, it appears that they continue to further diverge.

It is important to note that the combined annual CEO salary is 2,800 times more than that of the starting “Crew Member’s” annual income (based on the \$8-\$9 hourly wage and a 40 hour work week). The co-CEOs make in 45 minutes what their beginning workers make in a year.

Family farmers and ranchers are still waiting for the opportunity to sell into a fair marketplace.^{MC}

REGISTRATION FORM

16th Annual

FOOD AND AGRICULTURE CONFERENCE

Friday, September 19, 2014

Colorado College
Colorado Springs, CO

Name(s):

Company:

Address:

Phone:

City/State/Zip:

Email:

REGISTRATION DEADLINE SEPTEMBER 1, 2014

___ **Number attending the 2014**

OCM Banquet @ \$75.00 =

\$ _____

(Friday, September 19, 6:00 PM)

___ **Attending Membership Meeting**

Saturday Morning, September 20

Make check payable to:

OCM, P. O. Box 6486, Lincoln, NE 68506

OSWALD (continued from page 6)

coated in carbon dioxide, as 60 Minutes, (or alien-like Jerry Springer), fired off questions? How would they answer with their offspring, there, listening? How would those family farmers address the way they've betrayed themselves, the generations, and our planet?

Is it all just for a throwaway place setting at the table?

And how can Bittman, Berry, or Pollan belch their own brand of greenhouse gas

to fly and drive across the country just to tell the world I'm wrong to do the same familiar things on this planet, forever?

To grow familiar crops and livestock as so many others in my family have done? What if JBS, Cargill, Tyson, Smithfield, Monsanto and all the other authors of manufactured food-like the corporate sponsored US Farmers and Ranchers Alliance http://www.sourcewatch.org/index.php/U.S._Farmers_%26_Ranchers_Alliance committed to grinding up family farmers into nuggets--sat down with

foodies and Aliens for a nice long chat?

Would it be Armageddon? Not likely so long as they have a common diet.

Together, they might all look at me, the main course, smacking their lips one last time as I walk up the gangway to oblivion. I can almost hear them now....

Mmm! Family farmers!

Taste like chicken! http://en.wikipedia.org/wiki/Tastes_like_chicken^{RO}



Organization for
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Tel: (402) 817-4443

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September 19-20
Colorado Springs, CO

BECOME A MEMBER TODAY!

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