



## Board Meeting Minutes

7.18.2019

**Attendance :** Joanne McCaughn, Peter Brown, Mel Bilodeau, Desdra Dawning, Fred Medlicott, Ben Witten, Jim Hutcheon, Nichelle (*Fill in Staff Representative*), Fern Moore (*Board Coordinator*)

**Absent:** Jaime Rossman

## Agenda

- Agenda Review
- Announcements
- Mission Statement
- Member Comment
- Commitments Review
- Orca Books
- Eastside Remodel Proposals
- Staff Report
- Committee Reports
- Break
- Advocacy Form
- Appeals Process
- Commitments
- Meeting Evaluation
- Executive Session

## Announcements

- Jamie is unable to attend the meeting tonight
- Jim will facilitate the first half of the meeting
- Ben was at the Westside at 4:45 today. The working member cashier at the register nearest the front door treated him in a wonderful personal manner. Nichelle will pass the praise on!
- Fred will not be at the next meeting he will be in England.

## Member Comment

- **Mykel and Pamela**

Represent the Food Systems Working Group at Evergreen State College. They are a student led group on campus that deals with food justice, security and sovereignty. Evergreens Airmark contract expires in 2021 and we have to have something in place in 2020. They are working on how feasible it will be moving away from Airmark and look forward to a way to secure a local food economy. Students have been wanting Airmark to be gone for so many years. How can we democratize the food system? A lot of the of the local food producers and growers are Evergreen graduates. Pamela has graduated but Mykel is the Chair of the working group. We need more people to meet with us to strategize to create a food advisory board. Also somebody who is good with working with numbers.

Fred- Have you reached out south sound food systems network?

- *The Local Committee will contact the Food Systems Working Group*

- **Jeffery**

Friends with Dana Walker and would like to see Dana reinstated to the selling Real Change at the Co-op. Dana is living in his truck because he has been banned from working. He would like clarification on how this Committee is empowered to take such action. He does not see these powers outlined in the Committees Charter. Facilitating communication is listed, but he questions if they are doing that. He questions if the Board is failing its duty to support Danas rights and if the Committee has that power. He would like to see a response from the Board regarding the policy and what is the role of the Committee and and what is their authority to act.

- *Desdra will email Jeffery a response*

## Commitments Review

- ***Peter, Joanne, Mel and Desdra will meet to will create Two flow charts about what it is right now and what it should be regarding complaints and appeals.***  
*Pending had another meeting today about the first flow chart, peter sent it out. There are overlapping committees and some have been inactive. He sent a a statement on discussion.*
- ***Ben will ask his colleague about credit debit processing fees***  
*The Fees are reasonable. His colleague, a business banker reviewed data from Corey and shared that we can lower costs by allowing the credit card chip. Corey has secured a deal that uses the chip and will be less expensive.*
- ***Fred will send out registration info western worker co-operative worker convening***  
*N/A The conference happened.*
- ***Grace will inquire about setting up a board voicemail box.***  
*Pending*
- ***Grace will share the ‘ whats right at the co-op’ exercise that staff did with all***  
*Pending*
- ***Peter will finish the Draft Advocacy form***  
*Complete. Sent out via email.*
- ***Desdra will talk to Table about fostering diversity in the Board article and over all election support and deadlines***  
*Discussed with Staff Editor Mo and developing article ideas.*
- ***Fern will checkin with signage about the recruitment cards for Board Members.***  
*In process. Election Task Force will review materials with Signage and distribute once complete.*
- ***Fred will send out a doodle for the Elections task force.***  
*Pending*

- *Grace will send out a doodle for the Board pages task force.*  
*Pending*

## **Orca Books**

- *Fred will send out an email to Orca Books about their asks.*

## **Eastside Remodel Proposals**

See Attached Document #1

Staff Member, Bradley presented the Eastside Remodel proposals for the Boards review and approval. The Collective consented to these Proposals in June. The Eastside Remodel Process specifies that consent must be achieved by the Staff and Board. There are 2 Proposals for Consent. Proposal 1 proposes a Deli Kitchen expansion. Proposal 2 proposes the installation of a ventilation fan.

Bradley has been the Project Manager coordinating the process for over a year. We have been working on all the ideas for the project with architects at Swalling Walk. In May, we narrowed the list down significantly upon learning that an expansion over 400 square feet would trigger expensive frontage improvements, including sidewalks and street lights on Lansdale. With that the list was revised and prioritized with the Expansion Committee to break up the proposed projects into phases. Phasing will allow thorough planning to minimize store closure. The Deli kitchen has been a worker safety issue for a while, due to the small space, bad ventilation with increasing demand and high production. This has lead to a high turnover of Deli workers and does not meet our increasing need.

Proposal 1 proposes that we remodel the Deli kitchen now, as phase 1 of the Eastside Remodel.

Bradley went to Deli Department Meeting last week to get a sense for project timing and impact. The initial thoughts are after Thanksgiving, when Deli sales are historically lower. The Deli will close for the remodel and and Eastside Cheese will be packaged West and transferred East. We are working on scheduling contractors for this schedule. The remodel will include a slight square footage increase to the production area, 2 more adjustable tables, a new prep sink, and new countertops in the warehouse kitchen. It will impact other departments in the warehouse as some areas of back stock will need to be reworked.

Proposal 2 proposes the installation of ventilation fans. Our store has no insulation at all. We are looking at ways to insulate where we can. With the new grab in go the front of the store it has been pretty cool. The retail space needs to be re-roofed within the next few years installing the vents now is well timed.

The phases for the rest of the store remodel are in development and will be proposed at a later date. We have a loan pre approved for the remodel but with our current cash position, we could choose to fund the Deli project with our cash on hand. We may take the loan if overruns happen but initially the idea is that we wouldn't.

### *Feedback*

Fred - Is there any expectation about increasing Deli profitability?

*There is that expectation. There are also plans that include Produce offering cut fruit. Bulk is talking about wanting to make granolas. We need more production space overall. We already have lost Deli sales on Sundays. Increasing production will lead to increased sales.*

Joanne - Understands that the current kitchen is dangerous. Have there been injuries?

*There have been minor injuries, but the job is physically hard long term. It is a small and challenging environment. The Deli has done an outstanding job prioritizing safety and has built a work culture that supports that. But as demand and production rises the space becomes more perilous.*

Ben – Are there any other capital expenditures that the Co-op is paying right now?

*Not that we are aware of. Ben will follow up with Finance CAT to confirm.*

Joanne shared that she attended one of the meetings with the Architects and was appreciative for the ideas shared and the work that was being done.

Mel mentioned that there is a commercial kitchen at the Olympia Farmers Market that is underused and we may consider renting while our kitchen is closed. Perhaps for cheese packaging. Rental information can be found on the Farmers Market website.

### **Proposal 1**

**We move forward with the Deli kitchen expansion/remodel at the Eastside store.**

**Consent**

### **Proposal 2**

**We also move forward with the plan to have the two high-powered exhaust fans installed in the warehouse.**

**Consent**

### **Staff Report**

Staff Member, Nichelle presented the Staff Report. Nichelle is a new member of the Big Picture CAT. This is her first time filling in for Grace as the Staff Rep.

Staff is busy working on the timeline for the 2020 budget cycle. We are all focused on it and will talk about it every Collective meeting until we send a proposed 2020 budget for the Board approval. We have the 3 new Staff that will start Monday the 22<sup>nd</sup>. They will all be Deli workers. Their longevity is balancing Deli and non Deli work especially coming into a remodel of the kitchen. We recently implemented new cash and petty cash handling procedures. We are tightening up the usage of cash drawers and overall cash handling.

These procedures are a based on our Auditors suggestion. These procedures were implemented July 1<sup>st</sup>. Staff and Working members are all following these new procedures rather well. Nichelle personally finds the procedures helpful. We are soliciting feedback from all and Laura will be presenting that feedback at upcoming Collective meetings. Nichelle recently attended the NCG Conference as a Wellness buyer.

Our UNFI contract expires in 2021, our contracts are typically renegotiated every 3-5 years. We are UNFI's second largest customer behind Whole Foods, they will and have prioritized Whole Foods. Interestingly enough their contract will also expire soon, the underlying fear is that Amazon will buy UNFI. As a result NCG will be exploring a secondary contract with Kehee. We will see what happens.

### *Feedback*

Joanne asked about the new cash handling procedures. She has cashiered for many years. When she came to her shift she was informed about the new procedures and trained on the spot. It seemed that the Staff were agitated. Working Member Cashiers should have been notified and trained ahead of the policy implementation. It seemed everyone was feeling panicked and the assumption was that money was missing which was unsettling to all. Working Members want to work with Staff and for our Stores.

Nichelle acknowledged that there are similar frustrations that are shared by Staff and Working Members alike. Joanne hopes that the process will be simplified.

## **Committee Reports**

**Advocacy** – has an agenda item.

**Co-Sound** – Writing a business plan. We are currently soliciting Staff to serve. They are also looking at revenue plans. They hope to have the business plan done in a month.

**Finance** – did not meet

**Expansion** – Attended a meeting with several Staff at the Swalling Walk Architects office to review plans for the Eastside remodel; several new concepts are being considered. There was a meeting of the Expansion Committee to discuss potential property acquisition; follow-up is needed to determine if this is feasible.

**Eco Planning** - did not meet

**Personnel** – did not meet

**Member Relations** – did not meet

**Local** – The committee reviewed its charter and members decided that the next meeting will be visioning for 2020. Other topics of discussion were the Local Committee's participation in the Faux B Q. We also discussed partnering more with the Local Farms staff group.

**Standing Hiring** – No report

**Community Sustaining Fund (CSF) Liaison** – No report

## **Advocacy Form**

See Attached Document #2

The Advocacy Committee Peter, Ben, Grace and Megumi created this request form. This form would be used to start the Advocacy process and would be available at both stores and online. A meeting of the Advocacy Committee will be called on submission of a request. It is modeled on the Tabling Form. This gives more opportunities to support other groups and organizations. The process is repeatable and expandable. The Committee will continue to work on formalizing the process for unique requests.

### **Proposal**

#### **The Board approves the Advocacy Form Consent**

- *Fern will forward the form to the Website and to the Stores*
- *Grace will inform Staff of the new Advocacy form and process*

## **Draft Appeals Process**

The Member Relations Committee recently met and spoke about the a new draft of the Appeals process and related feedback.

We are trying to identify a faster more effective way that actions taken by Staff can be addressed. The goal is to engaging in a process that results in resolution. Resolution has been taking a long time, so the process should be timely so it works better for all. This draft allows for a timeline of a month. The party files the appeal within 7 days of the action. They file it with the Board Secretary, who will respond upon receipt of the appeal. A smaller group of Member Relations (1 Staff, 1 Member at Large, and 1 Board member) would hear the Appeal at which a proposed solution may be granted to the Member. If they don't agree, the Board will hear it within 7 days in executive session. The Board can affirm the Staff action, or affirm the Resolutions Committee recommendation, or could propose a new resolution. There is no further appeal from that point. An Appeal form will need to be developed for this process



## *Feedback*

Mel – How hard is to create an interactive form that would be sent to the Secretary of the Board?

*Not hard at all*

Fred - Which decisions can be appealed by Members? The criteria is too broad and he worries that this would automatically grant someone the ability to appeal any decision made at Staff. He is concerned about that precedent. He wants to see it clearly outlined about which decisions can be appealed. Robyn sent out a draft about appeals a few months ago that had criteria. Fred will have a hard time consenting without seeing which decisions can be appealed and how those decisions are being made.

Nichelle sees things that are concerning. She sees that this document is trying to make things happen more quickly, which is great. She has a lot of questions about it, she thinks it is worth pursuing but needs to be laid out carefully. She loves the idea of a document to start an Appeals process. What happens after that can become very muddled. She acknowledges that we having a place to go is needed.

Fred questions the big picture and if we need this process at all. We may need to clarify the process about how these decisions are being made. He wonders if the problem is about the initial process itself. He worries that these appeals might target management decisions and the Collective has authority to make management decisions. He is afraid about the possibilities.

Desdra was assigned by the Board to create an Appeal process. In the meantime we have had many proposals brought to Member Relations none of them ever went through and sometimes even little discussion was had regarding them. There was no resolution team at the time of these decisions and nothing so far has been resolved. It has been very emotional and messy.

Nichelle asked if the Board is drafting this Appeals process with Staff? She sees that this may need full consensus of Staff. She supports the idea but worries about the language.

Fred clarifies that the Board is responsible for governance and Staff is responsible for operational. To create and get consent by Staff on this process would be great. He also recommends that we have a third party talk to us about the governance and operations. The Board agrees with Fred about a third party training about Board duties and Collective duties. John from his office would be suitable.

***- Fred will talk to John about Board training***

The Board has ultimate authority as written in the Bylaw concerning organizational conflict and there is an evident conflict about how we deal with conflicts with Members. The Board hears this at their Meetings during Member Comment and in the committees.

Mel sees that we are looking at worst case scenarios in checks in balances. We trust Staff to handle the unwanted behavior, if there is no process for this we cant meet our mission statement.

*Next Steps*

Training outside of meeting requested.

Retraining on staff structure requested.

Joanne would like to inquire with other Co-ops about how they deal with this.

**Proposal**

**The Board will hire John from NWCDC for a Board training.**

**Consent**

**Stand Aside- Fred**

**Commitments**

***- Grace will inquire about setting up a board voicemail box.***

*Pending*

***- Grace will share the ‘ whats right at the co-op’ exercise that staff did with all***

*Pending*

***- Fred will send out a doodle for the Elections task force.***

- *Grace will send out a doodle for the Board pages task force.*
- *The Local Committee will contact the Food Systems Working Group*
- *Desdra will email Jeffery a response*
- *Fred will send out an email to Orca Books about their asks.*
- *Fern will forward the Advocacy form to the Website and to the Stores*
- *Grace will inform Staff about the new Advocacy form and process*
- *Fred will talk to John about Board training*
- *Peter, Joanne, Mel and Desdra will meet to will create Two flow charts about what it is right now and what it should be regarding complaints and appeals.*

## **Meeting Eval**

Thank you for facilitating.

## **Next Month Facilitation**

Peter - First half

Mel - Second half

## **Executive Session Decisions**

None

## Decisions out of Meeting

### 1. Approval of June Meeting Minutes - Decision made via email

#### Consent

## Attached Documents

### 1. Eastside Remodel Proposals

June 21, 2019

From: Bradley (for Eastside Remodel Team & Expansion Committee)  
Proposal for Phase I Eastside Remodel

Background:

Last Collective Meeting y'all were introduced to project estimates for the initial list of projects the Eastside Remodel Team was considering proposing. We explained why we cut certain project ideas and narrowed the list.

Following the Collective Meetings, Bradley went to Expansion Committee Meeting for more feedback and direction on next steps with the Eastside Remodel. Out of this meeting came a strategy for moving ahead in phases.

Without further ado, here are the first two proposals:

#### **Proposal 1:**

**We move forward with the Deli kitchen expansion/remodel at the Eastside store.**

Details:

We use J.A. Morris Construction as the general contractor. (Doing this chunk of the remodel first will allow us to test the waters with this company before committing to larger projects with them.)

This project will be done while the rest of the remodel plans are worked on and brought back to the Collective and the Board for consent. This project, which is estimated to cost around \$26,000, will be paid for outright with cash on hand. We will wait on taking out a larger loan for the rest of the Eastside remodel until we have consent on the rest of the plan.

The timing of the actual work will be determined by the Eastside remodel team, working with the general contractor and the Deli department, with input from the Expansion Team and the Big

Picture CAT. If this proposal is consented to within the collective, Bradley will come to the next Deli department meeting to continue planning, and the remodel team will bring this to the next Board meeting for consent.

Bradley, as a member of the remodel team, will act as a liaison between Staff, the Deli, the Board, and the General Contractor in communications around this project. Bradley will work with Supplies, Facilities, Tech, Bulk, Meat, Cheese, and other impacted staff to understand the changes, gather feedback, and brainstorm options and solutions to smaller aspects of the warehouse changes.

The kitchen will need to be closed for 3-5 days, possibly more. (The timing of the work and the closure of kitchen will not occur without ample time for staff to Sassy their shifts and prepare for the project.) The Deli department will decide if they will do partial or full production at another kitchen. Furthermore, the Deli Department will exercise their consenting power over certain project specifics, such as flooring options, types of wall surfaces, new work counter, the possible addition of a small prep sink, and other details.

Prior to the kitchen expansion, MJ and Bradley will coordinate with Facilities to clean out and relocate the contents of the block room to a new outside storage/ work container. Also prior to construction, the new arrangement of the worker kitchen, supplies backstock, bulk and grocery backstock will occur.

Following the completion of the project, the Eastside remodel team will meet with the Finance CAT and Expansion Committee to review spending and our relationship with the general contractor. We will then choose our contractor for phase two of the Eastside Remodel.

**Proposal 2:**

**We also move forward with the plan to have the two high-powered exhaust fans installed in the warehouse.**

Tacking on this side project will provide better temperature control for at least part of the summer. J.A. Morris Construction will also do this project; they estimated it will cost around \$8,000 (a purposefully high-ended estimate.)

Further details of timing of this project and impact to work space will be communicated. Once the remodel team understands the impact to work, they will determine the best timing for the work. Communication and input for best time will happen as needed. That's all we know right now.

2. Advocacy Form

**Olympia Food Cooperative  
Advocacy Form**

The Olympia Food Co-op offers members the opportunity to request use of Co-op resources to advocate for causes that are in line with our mission and goals. To request permission, fill out the form below and return to Olympia Food Co-op Advocacy Committee at <[ofcboard@olympiafood.coop](mailto:ofcboard@olympiafood.coop)>

Name of the person submitting this form: \_\_\_\_\_

If representing an organization,  
Name of **Organization** \_\_\_\_\_

Are you officially affiliated with the organization and/or authorized to submit the request? (please circle one): Yes    No

Mailing Address: \_\_\_\_\_

Phone# \_\_\_\_\_

Email Address \_\_\_\_\_

Briefly describe your project for which you seek the Co-op's support.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Starting date \_\_\_\_\_ Ending date \_\_\_\_\_

What is your request from the Co-op?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Possibilities: All materials must be supplied by the advocate.**

In store posters/ flyers

Tabling (see tabling guidelines)

Article in print/electronic Co-op Publications

**Time Line:** The Co-op will act in as expedient a manner as possible with no longer than 30 days from submission of the request to responding to the organization.

**Advocate** \_\_\_\_\_  
**Print**

\_\_\_\_\_  
**Signed** **Date**

**Advocacy Committee Member** \_\_\_\_\_  
**Print**

\_\_\_\_\_  
**Signed** **Date**

**Date and Time of Response and Person Responding** \_\_\_\_\_