



Board Meeting Minutes

12.19.2019

Attendance : Peter Brown, Mel Bilodeau, Desdra Dawning, Fred Medlicot, Joanne McCaughn, Fern Moore (*Board Coordinator*), Mo Tobin (*Fill In Staff Representative*)

Absent : Jaime Rossman, Ben Witten, Jim Hutcheon

Agenda

- Agenda Review
- Announcements
- Mission Statement
- Member Comment
- Commitments Review
- Budget 2020
- Hiring proposal
- Committee Reports
- Break
- Deli Expansion proposal
- Staff Report
- End of year review and Thanks
- Commitments
- Meeting Evaluation
- Executive Session

Announcements

- Mel brought a proposal for the Eco Planning Committee
- Mo is filling in for Grace tonight as the Staff Rep

Member Comment

None

Commitments Review

- ***Jim will contact Ami about the trainers used for Staff and will send out the website to all to review***
Pending, sent the email and waiting for response. Will send out to all when received
- ***Grace will solicit someone from BPC for the community solar project***
Pending
- ***Jamie will write a Delta force proposal***
Pending. Fern will email Jaime.
- ***Jim will write a Facilitation training proposal***
Pending
- ***Fred will complete the member comment notes from September***
Pending
- ***Fern will contact Jace with appointment to the Board***
Complete
- ***Jim will bring a proposal to the board regarding Capital Campaign***
Pending. January meeting

Hiring Handbook Proposal

SEE ATTACHED DOCUMENT#1

Staff Member, Erin attended to present on behalf of the Hiring Team. They are proposing changes to the Hiring Handbook, to contact applicants via email instead of letter and phone. The Hiring Handbook was written 14 years ago, before we used email as much. We wanted to standardize and formalize our procedures as we currently use email to communicate. Standardized communication will clarify communication and create clear boundaries.

Peter asked if hiring would still accept phone calls.

Currently, we don't give specific information about why people were not hired. It is difficult when someone answers their phone at work or perhaps if we leave a message. Accommodations are made for those that do not communicate via email.

This Proposal went thru the Staff Proposal journals for feedback, and didn't get any. It also went to the Standing Hiring Committee for feedback and there was none.

Proposal

The Board approves the proposed changes to the Hiring Handbook regarding communication.

Consent

Erin emailed a question to the Board, about holding another meeting in January. The Hiring Process will not be complete by the January Board Meeting. coordinating a Hiring in December has been challenging.

Special Session on January 30th 630 pm to review the Hiring candidates. It will be a short meeting possibly an hour. This would be a great time to do new Board photos.

- ***Fern will email the board about the special session in January.***
- ***Fern will contact the photographer***

Fred asked what our outreach was like for this hiring.

We used social media, emailed Staff, flied around town. We maintain a list for outreach regarding hiring. We got a lot more incomplete applications than we normally do. We got a lot more applications to process in terms of the labor budget, we will keep this in mind. Outreach is a worthwhile endeavor but has pros and cons. We had QR codes on the signs as well. We are hoping to develop an Online application to use, this is a goal for next year. We are one of the last

places that use paper applications. We will always have paper applications available for accessibility.

2020 Operating Budget

Staff Member, Corey attended to present the 2020 Budget for the Boards approval. Corey sent the Budget out for review to the Board prior to the meeting. Joanne had one bit of feedback that he responded too. This is the 5th draft of the Budget. The budget is based on Goals. This years goals include: post a net profit, increase cash of more than \$100,000 to support and Eastside remodel and possible expansion.

The budget proposed posts a net profit of \$13,136 and a cash goal of \$115,763.02. We were able to increase cash by including a loan for the Deli remodel (\$130,000) shown in the cash flow tab. Besides the remodel loan there is also \$40,000 included for other Capital plans and improvements.

Member Dues were changed to Member Equity this year, as the bylaw change was passed in 2018. Corey reviewed the cash flow tab with the Board and pointed out that we have forecasted Beer and Wine Sales to begin in June.

Corey reviewed the 2020 Sales and Margin goals.

Sales Growth

West- 1.62%

East- 2.78%

Margin

West- 33.62%

East- 36.01%

Labor as a percentage of sales is growing. As are medical costs, we included a 27% increase in 2020.

Corey is willing to attend another Board meeting to answer more questions whenever needed.

Feedback:

Fred mentioned that CoSound is investigating a federated self funded health care plan. He will share that info with Corey.

Finance Cat has set a goal to investigate options in the next two years.

Fred asked why were are budgeting higher growth Bulk west?

Trends are forecasting sales will be up. There are plans to re merchandise the department.

Peter asked about theft and shrink.

Any shrink is reflected in margin.

Proposal

**The Board approves the proposed 2020 Operating Budget
Consent**

Committee Reports

Advocacy – One request received from Mel. We requested more information. The application is in process. We may propose via email.

Co-Sound – Held a Second mixer at the Voyeur. Overall it was pretty successful. 15 people attended from 7 or 8 different Co-ops. We hope to host a Bi monthly mixer at the Voyeur for Co-op Members, and 3 events a year that are not at the Voyeur. We finalizing the business plan and looking to incorporate in January and start the membership drive.

Finance – had a Budget agenda item

Expansion – had a small meeting about a potential site. Continued communication with the Deli Remodel Team.

Eco Planning- talking about supporting Olympia Community Solar in their project installing panels on the Hands On Children's Museum. They are opening up investment opportunities. This might be a good opportunity for us long term. We are continuing to develop more outreach and education on plastic consumption and waste. Continuing support for the new Volunteer position for recycling. We will be Tabling tomorrow at the Eastside store from 1030-130 and will be offering tea.

Personnel – Reviewed proposed Hiring Handbook changes

Member Relations – Staff Member, Tamara is stepping down from the Committee and we thank her very much for her work. She will handoff her calendar template to the incoming Staff Rep. We had a Member visit from someone interested in serving on Member Relations Committee. We discussed how we spent \$12,000 on the Annual Meeting, and we all agreed it needed to be spent. There was discussion about legal minutes and what they should be including. Fred clarified what needs to be captured in notes. Two Members at large are leaving the Committee.

Jim and Fred were talking about the charter revisions, executive sessions and confidential conversations. The Committee understands that we need to work on that.

Local- Discussion of direction for 2020. Several project previously discussed were mentioned for consideration:

- Food hub software
- Ugly produce
- "Fresh face" - publicizing of local vendor
- Formalization of in-store demo program
- Formalization of Indigenous People's Day
- Cleaning up and updating local vendor list
- Something food-related in the spring (event of some sort)
- Assignment of roles

Discussion of roles followed. We decided to to define roles that committee members would fill in 2020

1 - *Local products/email manager*: checks email account, maintains database, identifies and recommends products to managers, field meeting notes, and reports to staff pages

2 - *Events/outreach*: Coordinates with Spoonful/Table, coordinates event involvement, coordinates with signage

3 - *Demo coordinator*: writing up protocol for demos and "quick guide", coordinates demos between stores

4 - *Special projects*: this person will act as the "energizer" of a particular idea, will coordinate with appropriate managers, focus on specific (time-limited) project, person filling role will be ad hoc and will change as needed.

Standing Hiring- had an agenda item

Community Sustaining Fund (CSF) Liaison – Desdra let them know that she will not be serving as the liaison in 2020. Joanne has offered to take her place. They discussed the Sue Lundy fund through Kiwanis. They are discussing if they connect thru CSF and how funds can be distributed. This will be an on going conversation.

Elections Task Force- Fred is working on procedural report.

Board Pages Task Force- Met twice about Board pages. We are working on getting up to date information on there. We will then have a training for the Board. The hope is that Committees will be able to upload their notes.

- ***Fred will send back out the board pages password to all***

Fred asked about Committee report agenda time. We have been talking through it and he wonders if the Board would like to recommit to emailing reports ahead of the meeting. Peter would like to write and submit reports.

The Board recommits to sending out reports for the Committee reports.

Deli Expansion Proposal

No one was able to attend to present the proposal. The Remodel Team sent the proposal via email for the Boards review.

The cost of the Deli expansion is more than we thought. We are negotiating to reduce costs any where we can.

Feedback:

The concern Joanne has is there is only one bid. This gives her pause for thought. She also fully supports making the kitchen safe but has concerns about the overall cost.

*The architect, Swalling Walk, works with this contractor and multiple bids could be gotten for pieces of the project but not the entire remodel.
We would be looking at a six month delay to get more bids.*

Fred asked if the other improvements that are planned in 2020 can be put on hold and move forward with the deli remodel.

Mo clarified that some of the capital plans can be put on hold, but others cannot.

If we delayed now we would significantly delay the project. Fred is currently comfortable with the costs especially with no concrete expansion plans forecasted.

There are questions about the relationship with the architect and contractor. Mo believes that we do have confidence in the architects.

Fred spoke to Lindas comment about profitability. Fred knows this is a conversation that the Co-op has had and needs to continue to have.

Joanne suggests we wait until next month, to include the Board members not present.

Mo has concerns about spending money that could delay expansion efforts. We don't have a lot of debt, that is a good thing because we are a non profit. She understands the feeling of discomfort. Co-ops that take more risks carry a higher debt load and investing in equipment is built on loans. If we did not approve this proposal, we would be pushing the Deli to come up with another plan.

Fred shared his concerns with not moving ahead with the plans, asking for new processes even though we consented to the overall plan.

Joanne would like more discussion about the construction industry, if this is the right bid etc. Fred asked if Joanne would like to submit questions directly to the project manager.

Proposal

The Board approves moving forward with remodeling and expanding the Deli Kitchen at the Eastside Store

Stand aside - Mo and Joanne

Consent

The Board would like more details and updates from Bradley.

Staff Report

We do an analysis every year on the years profit. This year , 2019 we posted a profit. A bonus will be distributes this year, 24% is a bonus to Staff and 10% is distributed by the Board. This process will be presented by Grace at the January meeting. It has been a number of years that we have had a profit.

- Grace will forward the profit/ bonus policy

BPC went through the Member Appeals process draft and have feedback that they would like to share with the Board before it goes to Staff.

Collective meeting are not closed to Board members. With the Board and other visitors, the request is that advanced notice be given within a week to the Collective, to have the right to say that an agenda item might not be public.

- Fern will forward Collective meeting schedule to the Board

The Trust building training is continuing in February. There is also a revised proposal for the Evaluation system due April 1st.

Feedback:

Mel asked if there was a way to invite the Board to Staff meetings to make us feel included.

Linda suggests including the Board in Staff trainings. This has been discussed previously, and Grace committed to including the Board in trainings when applicable.

Desdra spoke to being a partner and not a boss, and how she still does not understand how things work on the Collective level. Her experience changed with staff when she became a Board member.

Joanne spoke to paying Staff to attend the Board meetings.

Eco Planning Proposal

Mel brought forth a proposal from the Eco Planning Committee for supplies for their 2020 Outreach and events. The Board will fund these supplies through their expense line item .

Proposal

The Board authorizes the expenditure of \$825 for the Eco Planning Committee in 2020 which will be paid for via the Board expense line item.

Consent

Meeting Eval

Thank you Northwest Cooperative Development Center and Fred for hosting tonight's meeting.

Commitments

- *Grace will solicit someone from BPC for the community solar project*
Pending
- *Fred will complete the member comment notes from September*
Pending
- *Jim will bring a proposal to the board regarding Capital Campaign*
Pending. January meeting
- *Fern will email the board about the special session in January.*
- *Fern will contact the photographer*
- *Fred will send back out the board pages password to all*
- *Grace will forward the profit/ bonus policy*
- *Fern will forward Collective meeting schedule to the Board*

Next Meeting

Donations 2019
Committee Assignments
Officer Assignments

Attached Documents

1. Hiring Handbook Proposal

To: BOD

12/7/19

From: Interview Team (Rafa, Sylvan, John), and Hiring Facilitator (Erin)

RE: Proposal to make changes to the Hiring Handbook

Background:

Our Hiring Handbook states (page 11) that we will call applicants we have decided against hiring. This was written at a time when email was not so widely prevalent. The Interview Team would like to make email the standard by which we notify applicants we are not offering jobs to. We foresee changing this process to be beneficial in several ways:

- It standardizes our process from start to finish (we already schedule first and second interviews and notify applicants of finalist status via email).
- All applicants will receive the same information in the same format. This will ensure that the information that needs to be conveyed is done so in a consistent manner, and we will have a record of the information we shared.
- We will no longer be left with the decision of whether to leave a message or ask for the applicant to call back if there is no answer when we call (neither of which feel like a good option).
- We feel it will give applicants space to process what is probably bad news.
- It will make it easier for applicants who don't have a phone or who aren't able to answer it (due to already having a job or other circumstances) to receive the information.
- It will save the coop money by minimizing time on the phone and will prevent members of the Interview Team from having to field call-backs at times that are not ideal (for example when they are on a floor shift).

Following is an example of what the email may look like (subject to change):

[Applicant's name],

Thank you for your interest in a staff position at the Olympia Food Co-op. We genuinely appreciate the time and energy you have put into the application and interview process. Unfortunately, we are unable to offer you a staff position at this time. You are still a finalist and may be considered for any applicable open positions until [date]. [OR] Your finalist status has expired as of [date]. If you're still interested in a position with the Olympia Food Co-op, we encourage you to reapply. Employment at the Co-op can be competitive, and a number of staff members have applied multiple times before being offered a position.

It is our organizational policy to keep all hiring deliberations confidential. For this reason, we cannot provide you with any specific information about our hiring decision. As a general rule, we take into consideration each applicant's application/resume, availability, relevant experience, interviews and references. We use the staff job description available on our website to guide our decisions, and must have full consent from the interview team, standing hiring committee, and board of directors in order to make a job offer.

Again, we are grateful for the time, patience, and commitment you've shown in applying for a staff position at the Co-op.

Best wishes in all your future endeavors,

The Interview Team

Additionally, we would like to replace instances in the handbook that say we will send letters to applicants with language that says we will send emails to applicants. The handbook currently says we will send letters when we are letting applicants know they aren't getting an interview or aren't advancing to the finalist pool. In these cases, the body of the email will be the same text that is currently sent as a letter (examples of these are in the Hiring Handbook). This will save on time and resources (envelopes, stamps) as well.

As per the process outlined in the Hiring Handbook (page 6), we sought staff feedback on these changes. And also sent it to the Standing Hiring Committee for review and recommendation. It is now coming to the BOD to test for consent.

Thanks for considering,

-The Interview Team (Rafa, Sylvan, John), and Hiring Facilitator (Erin)