



Board Meeting Minutes

8.19.2021

Attendance: Joanne McCaughan, Jayana Marshall, Jim Hutcheon, Mel Bilodeau, Jace Denton, Grace Cox (*Staff Representative*), Fern Moore (*Board Coordinator*)

Absent: Fred Meldicott, Cristina Rodriguez, Linda Myers

Agenda

Agenda Review

Mission Statement

Land Acknowledgment

Member Comment

Announcements

Commitments Review

Alternate Staff System

Break

Committee Reports

Staff Report

Board Budget 2022- Allotments for Committees and Line Items

Board Retreat July Review

Board Input on Fall Table Issue Topics

Board Recruitment 2021

Continuing Education - Equity vs Equality

Commitments

Meeting Eval

Next Facilitators

Executive Session

Land Acknowledgment

We start the meeting today by taking a moment to honor the land and the people whose ancestors have been stewards of this unceded land since time immemorial.

We acknowledge the contemporary communities of Squaxin Island, Nisqually and all the people of the Medicine Creek Treaty.

Member Comment

None

Announcements

- Cristina is unable to attend tonight's meeting

- Jayana would like to share a very complete Finance report during Committee reports that may run over the allotted time. She also announced that she is Co-Campaign Manager for a Candidate for the Port of Olympia. She wanted to share the name and information in hopes that more people hear. Bob Iyall is a Nisqually tribal elder and the first Nisqually person to run for City/ County/ State position. Bob is also her boss and she voluntarily has taken this position as his campaign manager and whole heartedly did so. Feel free to ask her any questions at all.

- Jim is excited to announce that a team representing the Co-op has been assembled to take part in the Hood to Coast Relay next week. The team made up of Board and Staff will be running for 30 hours, in shifts. There are also plans to have Board Members tabling outside the Co-ops to encourage people to run for the Board. He will be getting that organized more. The plan is to have a presence at both stores, masked and interacting with Members.

- The Board Staff Mixer has been postponed due to the Delta variant.

Commitments Review

- ***Fred will draft a Board recruitment/elections task force proposal***
Pending. Board Recruitment is included in Board Development Charter We do need to include Elections coordination somewhere though
- ***Co-operative Health will look into IDI tools with Parfait Basel***
Pending. In process
- ***The Board will watch the two minute video and talk about a monetary donation***
Complete
- ***Linda will endorse on the Red Road to DC website***
Complete
- ***Desdra will share the endorsement via the Table***
Complete
- ***Every Board Member will review the Alternate Staff System Proposal again and reach out to Harry with any and all concerns before next meeting.***
Complete
- ***Fern will fix the agenda template. No Org Health***
Complete
- ***Fern will contact Outreach/ Signage with Application extension***
Complete
- ***Board Development will select someone to serve with Joanne and Fern on the Elections Task Force***
Complete

Alternate Staff System

Staff Members Harry and Mary, attended to present the Alternate Staff System proposal for Consent. They represent half of the four person team who put together this proposal over the last six months. The team also includes Rafa and Michelle W.

Staff consented to the remaining 3 supporting proposals. So it as all Consented upon at this moment. They are here to see if we can get Consent from the Board. The next steps will be to have the system reviewed by our lawyer to ensure our legality and systems are consistent. Any changes suggested will be brought back. We will then begin implementation. The other goal for tonight is Consent on a proposal to extend the Temporary System, which is set to expire in little over a month. This is so we can continue that system until we implement this new system.

Joanne- In the Proposal it says it would be brought to a labor attorney. Just wanted to clarify that was the intention .

Yes, our Labor Attorneys. Not the Boards Corporate Attorney.

Thanks for the clarification.

Harry began by reviewing the changes since the last time. This was Consented to by Staff yesterday afternoon and he just finished putting the changes into the 24 page document.

- Harry will send the Final Alternate Staff System to all

The first of the three outstanding proposals was the ‘Discount Package’ for Flex Staff. This Proposal received Consent, to match the Collective 20% discount, the method and form would be the same. The form will be attached to what employees sign. The only difference in this discount is that Flex Staff will not have access to charge accounts.

Joanne- Why no charge accounts?

There was no request to have access. Also with a no commitment job the idea of maintaining a charge account was not ideal. We don't accrue any benefits to offset balances in case someone leaves.

The next area that Staff considered was ‘Keys Alarms and Codes’. This proposal did undergo some changes to reach Consent. The concern was that Flex Workers that do certain types of shifts actually need keys and codes to carry out the job as workers. Keys and codes are needed to open and close the store, and use throughout the day on shifts. Staff asked that we make a minimum requirement of working at least 15 hours a week and wanting to be trained in those shifts would enable Flex staff to get keys and codes. For workers that don't want to get trained for those shifts, have to work an average of 15 hours a week.

Jim - How is that averaged and would you monitor it?

*We already monitor on a quarterly basis as we do with other benefits.
Would we take keys back? Maybe, if they were at 5 hours a week .*

The last Proposal approved was the 'Supplemental Medical Benefit'. This benefit would bring services to Flex Workers that they don't have. This benefit at 25 hours a week would yield \$1200 yearly benefit in either reimbursements, a health savings account, cash or gift certificate. We are still researching the best delivery method.

Joanne - If it is not found to be legal, what would we do instead?

We know we can do cash. We would prefer to do it through a medical reimbursement system that we used to do before we had our current medical plan. We would propose that the benefit is that the money is health care and not taxed.

This concludes the new proposals and changes. Harry asked how the Board would like to proceed with the Consent. Joanne requested that we go through the Proposal by section.

The Proposal starts with the History and Introduction. It includes a yearly evaluation of the Flex Staff System.

The first section is Flex Staff Coordination.

Jim - Do we have people on deck that would be taking these two positions?

We have already been doing it. Michelle from Personnel and Harry from scheduling (sassy) We aren't attached to that, unless someone else from Sassy wants to do it. Mary added that Sassy supports Harry being on the coordination team. Michelle has been working with Temp Staff and he has been sharing the coordination for 6 months.

The next section is on Hiring. This was developed by the Interview team. It includes a separate application and process and clarifies how to move from Flex Staff to the Collective. We also clarified that the Board Hiring Committee will approve the finalists recommended for Flex Staff. There is an analysis every three months to decide if we need more Flex Staff to supplement the Collective Staff.

The next section is scheduling and how they interact with scheduling systems which is the same way the Collective does.

The next section is pay rate and benefits. The starting Collective wage includes a 30 cent wage increase each time they work 1300 hours. This is available five times, then it drops to 20 cents. This specifies that they cannot exceed the Collective Staff wage and clarifies if you change status. Sick leave and Family leave are a State mandated benefit and we

included the Supplemental Health Benefit. This also says that our IRA benefit becomes eligible for Flex Staff once they reach a gross pay of \$5,000 to be eligible the next year. This section also includes the Discount benefit and the Employee Assistance program that is available for Flex Staff thru 2022. Also included is a job description that is modified for Flex Staff .

The next section is who coordinates training and asks Sassy to recommend needs we have. The proposal for keys combos and codes is here and sections on Staff expectations that they will read and sign. We specify that Conflict Resolution training will be given and we ask them to participate in conflict resolution processes.

The next section is Eval systems for Flex Workers. They will be evaluated and can evaluate but have no Evaluation Support processes (ESP). Then we cover the termination processes and how that process works with Personnel and the Board. There is an Appeals process that has been added for Flex Workers for either termination process.

The next section is Workers Rights. Which acknowledges the hierarchical structure even as we stress non hierarchal values. This section also includes that Flex Staff can have reps at Collective meetings and vice versa. Flex Staff will have at minimum quarterly meetings but we assume there will be monthly meetings and there is paid time guaranteed without Collective Staff in the room.

That concludes the operational part of the proposal.

The next section is Implementation and Conclusions. A system that will benefit the Membership by supporting better staffing and the Collective by providing less pressure to do more and Flex Workers that like this job and don't want to be Collective Members.

Harry wanted to highlight the section in Conclusions that speaks to why we think this process is a positive move for our organization.

Excerpt from the Flex Worker System Document

We truly believe that system would benefit both the organization by:

- Helping us in our goal of fully staffing the stores.
- Help relieve stress and pressure on Sassy and the Beeper Dispatch and Holders.
- Help relieve stress on Collective members because of the never ending requests to work more shifts.

- Allow the continuation of the Sassy system that provides great schedule flexibility for Collective members.
- Help employ people who do not seek the commitment and/or responsibility of being on a Management Collective.
- Help us to continue developing our workplace that creates jobs that treats all workers (not to mention all humans) with respect.

Then all the appendixes.

Harry asked if there were any other questions or sharing?

Jim thanks the group for lots of work and all the thought that went into this. This is the third time you have come to us with updates and information. All the things that got brought up were included in this draft. This is a thoughtful and playful document. The inclusion of the Workers Rights section is great. He applauds you all for a really fantastic effort and all this in line with the values of the Co-op and the important step of the economic health of the Co-op which is the purview of the Board. He supports this proposal.

Proposal

We propose that the Co-op create a labor/staffing system that hires and employs part time non-collective members. The proposal includes all the specific aspects of this system from hiring, training, scheduling, pay and benefits, Workers Rights, job descriptions and expectations, and accountability systems including evals, conflict resolution, and termination process. There will be a yearly evaluation of the system initiated and facilitated by the Flex Staff Coordinators. The eval will be done by the Staff Collective, the Flex Staff, and the Board of Directors.

Consent

Stand Aside- Joanne

Joanne spoke to her Stand Aside. She finds that her concerns were listened to and considered. However, she still feels that she has concerns that this proposal does not address. She is willing to let it move forward with the Boards approval.

Proposal

We propose extending our current temporary worker system through the end of 2021 to allow time to create solid systems to facilitate coordination, payroll, hiring, and training. If there is organizational approval of the Flex Staff system and we can implement sooner than Dec 31st, 2021, we will make that transition when ready.

Consent

Stand Aside- Joanne

Jim - Is December 31st realistic?

That gives us four and half months. Sassy is ready, Training is ready and Hiring thinks this is more than adequate time.

Joanne- Lots of time went into this and effort to get Consent. A tremendous number of hours were used and she appreciates all that work. Why do we need to have Temp workers and why can't we just have them be full time Collective Members?

There is no simple answer. People get hired as Collective members. We just hired five. When they start they are a grocer and take floor shifts and then they get into management and coordination and this lessens the time they get on the floor. All the new people are working floor shifts and as they become managers they get caught up in that work. We find that people want to work floor shifts and do not want to do management. Its not that we cannot keep doing what we have been doing. What we have found through Covid is that it works great for the Workers. There are people that want to take the shifts and that works great for Collective Members.

Jace - Is wondering are a lot of the people we would be hiring not want to commit to a Collective position? Was any of the feedback echoing the previous proposal that people don't want to commit to managerial duties?

We have going to every meeting since April gathering feedback from the Collective. We got that feedback extensively and the numbers back it up. Only one of Temp Workers applied for the Collective and the other 9 did not. All the remaining Temp Workers said they would apply for Flex Worker System.

Jim - Another point worth bearing in mind is moving in the other direction. One Collective member opted for the Temp Worker status and now this is a possibility for Workers. Based on his discussions with Staff, the potential lure to not deal with management is real.

Joanne- Now that the Temp Workers have been working a while will they need to go through another interview process to become flex workers?

We considered that question that they do ask if they want to be Flex Workers that they get recommended to the Hiring Team. The Hiring Team said that they want to follow the process as it was created.

Would we be announcing these openings and ask for further applicants?

We would go through the Hiring process with these folks and then open it up after that.

Jim appreciated and thanked Mary's work in this process.

Committee Reports

Advocacy – has not met

Board Development - did meet three weeks ago with an effort to come up with brainstorms for recruitment. One thing is tabling outside of the stores.

- Jim will send out an email to organize Board tabling

Jim ran it by the Covid Task Force. Joanne and Linda are working on filling out the application for Tabling. We will be following mask mandates.

Capital Campaign - They have a good meeting and invited Harry and Ben, the Member at large and former Board Member as well as Jill from Staff an enthusiastic participant. Jill is involved with the Finance Team. They are brainstorming and have ideas of what we could accomplish. First and foremost we talked about money. Do we need our own line item? Do we need our own account? How do we get those funds? etc. Jayana took on a couple of commitments to ask the Finance Committee and we are grateful that they were able to answer those questions and they will be attending the next meeting.

Cooperative Health - working on the Cooperative Index Survey. The Collective did this survey when it was three times the size that it is now. It wasn't easy for people to answer the questions and now five years later the survey is shorter. This work was inherited by the Organizational Health Committee. We want to get this survey done and come back with take aways that we can move forward with as the Co-op as the whole. Adam from BPC, Grace and Linda serve on this Committee.

Eco Planning – has not met. There is a request for Staff representation that has been made to the Facilities team.

Expansion – has not met

Finance – theres a lot of information and all relevant. They reviewed all the Statements and the Budget Process updates. As well as the PPP money and Capital Campaign Committee. Sales is 4.5% below budgeted about \$400,000 less than we would like, however we budgeted knowing that the first half of the year would be off. There has been 7% sales growth since August which is great news as cost of goods and profit margins are positive. All the key indicators are healthy. 2022 will strongly account for Margins that are being maintained. There is a line item called Misc Revenue which is directly related to the Curbside Donations this does not include sales of Curbside is \$36,700 in donations as well as a \$18,430 dividend from NCG. Payroll is the highest cost on this income statement is \$167,000 under budget. The meat and potatoes is that we should start looking for budget drafts in October and the final budget consent in November including the wage increase approved by the Staff Collective. The Capital Campaign Committee will be meeting with Harry and Corey to get answers to questions. Regarding the PPP monies, Linda brought up a point that we may need look at a second account or investment so that they are protected. We talked about investments and account options and anything we do choose must align with our mission and values. Note there is conversation about how to spend the PPP money and there is Staff discussion about a Staff bonus or wage bump. Finance CAT is making a proposal to Staff about \$50,000 divided upon hours worked. Consent would be made by Staff and would come to the Board for final approval.

Local - has not met

Member Relations – Met about a week ago and talked about the Annual Meeting being in person or on Zoom or hybrid. We will try to host a hybrid meeting, in person at the Olympia Center. Perhaps the Board wants to discuss that further. There is a new Member at large on the Committee, Trudy Springer. Terry Chaucke has been selected as the keynote speaker. They are a trainer of leaders and very trauma informed. Mel adds for transparency not all the Staff agreed to meet in person and that might mean we lack Staff support at the Annual Meeting. As a Board we need to make sure that we have what we need at the in person Annual Meeting. We have a tech person, Pacific Stage and Dave Sederberg. We decided a few times to not have it in person and Joanne was adamant about having one in person. Mel wants to include dance at the in person meeting. the theme is healing community and the wisdom of interdependence about healing in our community.

- Mel will send out the key note speaker information

What happens to emails that are sent to Member Relations link through the Website? There was a Member complaint that was not responded too.

Joanne has never received any email from that link. Mel receives emails from that link. The Staff person that also receives them is on medical leave.

Grace responded to that complaint.

Thank you for responding Grace. Joanne will also get emails as needed

The Committee will update Jason about who gets the emails.

- Grace will check in with Alejandro C about the MRC link and Jason about getting Staff on the the Member Relations email link.

Personnel – Eval CAT is up and running and have a survey out that is essay based. Personally Mel has concerns about the format of that and what can be gleaned.

Standing Hiring - has not met

Community Sustaining Fund (CSF) Liaison – will be having a retreat.

Jim asks the Board if we may consider emailing Committee reports prior to the meeting again.

- Everyone will submit Committee Reports via email

Staff Report

Thank you for passing the Flex Worker System. We know its complex and complicated and gets the sentiments of all sides. The Temp Staff are saving our asses and the Collective is stretched thin. This comes out in lots of ways, one being less attentiveness on the floor.

We are very happy our Organization did not take away our Mask Mandate like many did earlier. We are conservative and it is harder to reinstate it once removed. The Store is starting to fill up again. The Stores were crowded before Covid and there are now times of the day we can't get through the Store. Shopping patterns are returning and even though school hasn't started yet we are seeing the ramping up in the weekends. We are having big Saturday and Sundays and big Friday afternoons. Its interesting that it is coming back. We do have Working Members coming back more and more every week and it provides a lot of support for Staff and people like seeing their faces in the Stores again.

Continuing the reporting on the CATs:

Facilities - (MJ, Dennis, Lucas, Gary, Tim, Sarika, and John) Other than the fact they haven't provided someone to join Eco Planning yet, they are doing an incredible amount of work all the while they are working a \$18 million business with duct tape its complicated to coordinate all the pieces. The extreme heat has been hard on them but they are so creative in their solutions. They are fearless. We wake them up at night and early in the morning and they always come with solutions. They are also managing larger projects. They have a huge job and what a great job they do and how grateful we are. Every year Facilities does a whole audit of all the properties and equipment to project what will be needed in the coming year.

Mel - Is there anything we can do support them?

Grace will ask. She appreciates the question.

New Staff that were hired are working in the stores right now and they are all doing well and we are very glad to have them. We will also be ready to serve hot coffee West soon.

Board Budget 2022- Allotments for Committees

The Board talked about the Committees and what Staff representation should be to propose allotments for the 2022 Budget.

Board Development - 2 Staff, 1 ideally Working Member Coordinator

Co-op Development - 1 BPC and 1 at large

Capital Campaign - 3 (1 from finance, 1 Expansion, 1 at large)

What we need to provide is a weekly allotment of hours. We have allotments that we have for some Committees that we carried on for this year. Some have not being meeting. The allotment is for week in/ week out work. The allotment covers meeting time and projects would be allowed with Special Project allotments. It is not the only Staff time that can be used. Finance Committee does not have Staff allotment, but all the Staff have a job description that we can put those hours in, so the allotments can be specific. The existing allotments are Advocacy is allowed half an hour, Eco Planning 3/4, Co-op 1/2 hour, Local 1 hr, Member Relations 3 hrs, Personnel 2, Expansion requested 5 hours for 2021 because of a combo of factors the property west and the Capital Campaign. Our much enhanced cash position feels like opportunities. Standing Hiring has no allotments, Co-op Health has 3 hours, Capital Campaign 3 hrs, Board Development has no allotment. Draft one is the fantasy draft and then we negotiate down as needed.

Feedback:

Jim - asks for 1 hour for Board Development

Mel - not enough 3/4 of an hour for Eco Planning. Our mission and purpose is specific too environmental impact. We have been lacking and we are in climate crisis. We need at least 2 hours. The education we need to put forward is more important now. Expansion is requesting 5 could we collaborate. Feel free to bump it more than 2.

Jayana - will commit to working with Grace about the line item for the Board because Linda is not here.

- Grace will send out allotment request via email

- Jayana and Linda will work with Grace on Board Line item budget request

Grace asked if Capital Campaign wanted a line item?

Jayana answered yes, that's the idea or a separate account which we will discuss with Finance. We are looking forward as we get donations and how is it tracked we should talk about that soon. We could just do a line item Corey and Harry said that would work better.

Any projects can be done with a line item, but expenditures are connected to another line item and it is a big conversation to fund Board Committees with separate line items.

Board Retreat July Review

Jayana wanted the Boards feedback and review on the last Board Retreat.

Feedback:

Mel got to facilitate a piece and wanted to have more Board Members there. There was more that she wanted to do and didn't do with the absence of the group as a whole. There is so much more richness to chew on with more people there.

Jim shared that Jackie gave a great presentation about Produce and the miracles that that Department pulls off. Mel lead us through an exercise on feelings and purpose and Harry gave us time to ask about Flex Workers and Sassy and Scheduling. It was educational and good bonding with fellow Board Members.

Jayana enjoyed Jackies presentation. It is fun to watch and learn from people that are ecstatic with what they do. What a great asset it is to have her around.

Board input on Fall Table Issue Topics

Jayana realized that the last time she submitted info to the Table she copied from Jim's submission. The Board should have input on anything they want included in the Board report.

Feedback:

Joanne- mention looking for people to run for the Board. Recruitment!

Fern - adds this is typically the Election issue that is published after applications have been received and includes candidates info so recruitment would be moot.

Mel - mention when the Annual Meeting is taking place, November 6th

- Joanne will get Member Relations Committee input and info to Jayana for the Fall issue of the Table

Board Recruitment 2021

Linda Joanne, and Grace will coordinate Recruitment efforts.

Monica from Outreach can post any efforts to our Social media accounts. Think about possible short recruitment videos from existing Board Members.

Continuing Education - Equity vs Equality

<https://www.uopeople.edu/blog/equity-vs-equality/>

Jace shared this link with the Board as part of the commitment of continuing education. Most people are familiar of the image of the baseball game and the fence with the person standing on a box to see over the fence, an analogy for equality and equity. Going a step further is taking down the fence so everyone can see. We strive for this at the Co-op and that is shown in many ways. One way that is evident for them is allowing flexibility based on capability, working around and with that.

Mel shared that subconscious ancestral trauma and all trauma is an example of how equity can be practiced. We all have trauma and so sometimes its finding the language to not trigger people to move forward with equity.

Jace has only done Working Member shifts in the store. Maybe there are other examples in the Co-op?

Jim shared that time and the demands of modern life can hit people differently our scheduling and sassy system gives people equity in ways that is different in other jobs.

Jace asks the Board how can we take down the fence.

Jim shared that it has concerned him that the application is biased heavily around the written command of English. He feels like its biased of a college education and command of English. This could be addressed.

Grace completely agrees there are lots of ways you can see the history of the Olympia Food Co-op and specifically to Evergreen and it can be addressed and should. You can't declare somebody equal. You can believe it in your heart of hearts, you have to provide tools. Power is infinite. In order to share power you have to learn how to do that. No one teaches you in school or in families how to be critical thinkers, self manage, etc. One example in our workplace is having lost our effectiveness in peer evaluations. Which has to do with the issue of equity. We can be hard ass when we have worked a long shift and no one is there to relieve us. She applies that standard equally and in different cultures timeliness is valued differently, and that assumption comes out of her culture. The fact she applies that standard equally is not equity.

Joanne shares that in speaking about the applications, she has served on Standing Hiring and looking at those applications we are cutting out people that might be a good fit for the Co-op based on that command of English and essay. We may be looking for people that are apt to work outside of grocery work with that application and its a lot to build a resume on and an emphasis on the physical requirements of the job and skills learned for the job might also be limiting.

Jayana mentioned the picture and found another version of it and screen shared it for all.

Jace asked what we can be doing? Not sure they are qualified to answer, but expanding our demographics that we serve. There is no easy answer but that would be the biggest goal in their opinion.

Mel asked if we have pipelines to the Food Bank.

We have relationships with them. But they have bigger relationships on a larger scale of supply and need.

Joanne we should build relationships with community organizations to promote recruitment and outreach. Perhaps with a letter and asking to share mailing lists or newsletter articles etc.

- *Jace will write something for publication in multiple venues for recruitment*
- *Joanne will send out continuing education piece on co-ops in Washington state.*

Commitments

- *Fred will draft a Board recruitment/elections task force proposal*
Pending. Board Recruitment is included in Board Development Charter We do need to include Elections coordination somewhere though
- *Co-operative Health will look into IDI tools with Parfait Basel*
Pending. In process
- *Fern will forward Committee Charters to Website and Staff Pages*
- *Harry will send the Final Alternate Staff System to all*
- *Jim will send out an email to organize Board tabling*
- *Mel will send out the key note speaker information*
- *Grace will check in with Alejandro C about the MRC link and Jason about getting Staff on the the Member Relations email link.*
- *Everyone will submit Committee Reports via email*
- *Grace will send out allotment request via email*
- *Jayana and Linda will work with Grace on Board Line item budget request*
- *Joanne will get Member Relations Committee input and info to Jayana for the Fall issue of the Table*
- *Jace will write something for publication in multiple venues for recruitment*
- *Joanne will send out continuing education piece on co-ops in Washington state.*

Meeting Eval

Small but mighty.

Consent procedure, that was huge and contained touchy items. We all brought ourselves forward and participated.

Fred has not been present but has checked in with Linda

Mel would like to send him a card

Send care of NWCDC

Next Facilitators

Grace / Jace

Executive Session

No decisions made.

Decisions out of Meeting

- 1. Approval of July Meeting Minutes** - decision made via email

Consent

Attached Documents

TO: The Staff Collective and the Board

FROM: Labor CAT, Hiring, and the Team working on the Flex Staff System Proposal

RE: Extension (if necessary) of the current Temp Worker Program

7/21/21

Background

We started the Temp Worker program on Sept 24, 2020 and approved it to operate for a year until Sept 23, 2021.

Over this past year, we have discovered that a part time non collective worker system has been both positive and productive for meeting staffing needs at the Co-op. This has proven to be true for the Staff Collective workers who need support and the Temp workers who like the part time jobs and do not want to be part of the Collective management system.

As we all know, we are working on creating a permanent Flex Staff program modeled on the Temp worker system. We are hoping to reach consent with the Staff Collective and the Board, but we don't count our chickens before they hatch. We only count our chickens when they are delivered to the store and checked in.

If we finalize the new Flex Staff system, it will require some transition time. This time will be used for System Coordination, Hiring, and Training. We do not wish to rush this process, and again, we do not assume eventual consent. We do hope we have constructed a sound system that deserves consent.

Hiring alone will mean that we open applications for the position (hopefully while the Temp workers are still filling shifts) and follow through on our proposed hiring process which generally takes 4-6 weeks.

In the meantime, we wish to ensure adequate staffing until we can finalize and implement a new Flex Worker system. We don't know that this will be necessary, but we endeavor to plan in advance, rather than frantically address needs later.

We seek to get consent from the Staff Collective and the Board, to extend the Temp Worker system, if needed, until Dec 31, 2021.

PROPOSAL:

We propose extending our current temporary worker system through the end of 2021 to allow time to create solid systems to facilitate coordination, payroll, hiring, and training. If there is organizational approval of the Flex Staff system and we can implement sooner than Dec 31st, 2021, we will make that transition when ready.