



Board Meeting Minutes

1.20.2022

Attendance: Wendy Davis, Trudy Springer, Linda Myers, Joanne McCaughan, Grace Cox (*Staff Representative*), Fern Moore (*Board Coordinator*)

Absent: Tanzania Ertel, Cristina Rodriguez

Agenda

Agenda Review

Mission Statement

Land Acknowledgment

Member Comment

Announcements

Commitments Review

Labor CAT - Hiring Proposals

Staff Report

Break

Committee Reports

Committee Assignments

Officer Assignments

Co-operative Board Leadership Development Program Review

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.

Board Intro

The Board introduced themselves to each other.

Member Comment

Desdra Dawning - Welcome to the new Board Members on this grand adventure you are going on in. The ten years she has been Working Member the amount of discount hasn't changed. She understands that this is being worked on and is encouraging that this happens. It shouldn't be about if, its about when. The discount card doesn't stretch as far as it did when she got here. Thank you

Announcements

- Daniel B Flex worker and photographer, will be contacting the Board Members via email to take their Board photographs for use on the website and newsletter that will be used in store and on the website .

- Fern will send Board contact to Daniel for Board photos

Commitments Review

- MRC and Board Development will discuss and develop Board recruitment

Pending

- Joanne will send out continuing education piece on co-ops in Washington state.

Pending

- Fern will amend the Cooperative Health Charter and forward to Staff Pages

Complete

- Fern will amend the BDC charter and send on to staff pages and website

Complete

- Fern will send the updated and formatted committee charters to Jace

Complete

- Board Development Committee will discuss coordinating exit interviews

Pending

- John will send out hardcopy of the Co-op Index presentation to Linda; Linda will send to Fern to share with the whole Board

Complete

- Fern will check term lengths and confirm them with Linda for Board Development

Pending

- Mel will get the binders to Joanne to take the Member guides forward with Member Relations Committee

Complete

- Grace will send out a doodle three training sessions (organizational overview, consensus, finance)

Complete. sent dates out via email please respond

- Fern will send out committee charters to new board members

Complete. Will send Eco Planning

Labor CAT - Hiring Proposals

There are three proposals regarding Hiring for the Boards review and approval.

Two proposals will be presented by Staff Member Erin , 1- Emergency Proposal and the 2 - Hiring Recommendations.

The first Proposal for consideration is the ‘Emergency Proposal’ which was submitted to the Board from Labor Systems and Sassy to hire one additional member. We are upping the request to 5 new hires, as we had 3 sudden resignations. One was heavy in coordination work and one person that is filling that role does a lot of floor shifts.

Proposal

That we add 1 more hire to the current hiring process. We will be hiring 5 people in total and two of those, will be committed to the Deli Dept membership

Consent

Erin presented the mission and values statements for Hiring and our anti discrimination statement. She also presented when to recuse oneself from hiring decisions.

Erin then presented the ‘Hiring Recommendations’ proposal to the Board.

Proposal

The Board approves the hiring recommendations 5 candidates and 2 alternates

Consent

Stand Aside- Grace

Harry will notify the candidates tomorrow and they will have end of the weekend to confirm the job offers.

Staff Member Harry presented the third proposal regarding Flex Staff.

This process proposes that SASSY and Labor CAT consent on when to hire New Flex Staff and how many to hire. This would leave the Collective and the Board out of decision making on this. This proposal reached consent by Staff via journal. We seek Board consent.

This process starts with that we make a proposal to Staff the Labor Coordination, if it achieves Consensus we then bring it to the Board. This past year in August the Staff and Board consented to the Flex Worker System, after a lengthy deep process. Flex Staff have applied for part time jobs and not made a commitment on hours. Essentially it is part time work when they want. We now have 14 Flex workers that we hired during the pandemic as part of the pandemic emergency hire. Primarily, they were Working Members or Ex Staff. This new system will open up jobs to the community. This past week was the first work week of the new Flex Staff System.

- Harry will send complete Flex Worker Proposal to all

The Proposal was approved by Staff and Board and then was touched and buffed by our Labor Lawyer.

Some development of the process was 'to do later' after it had reached consensus. One was when we hire and how many we are hiring for. We decided to make a proposal that was easier and took less time than our regular hiring process. These are Flex Workers and we wanted more flexibility in hiring. Harry reviewed the Goals for the Process to Hire Flex Staff

We propose the following goals to steer the process in hiring of Flex Workers

- Hire Flex Staff as needed only to support Collective staffing needs and not be utilized in any efforts to reduce Collective membership
- Hire Flex Staff to support the Collective in filling all shifts while continuing to support our flexible Sassy scheduling system
- Strive to maintain as few Flex Staff as needed to support a goal for maintaining the minimum expansion of paid staff numbers
- Hire Flex Staff as expediently and efficiently as possible

Given those goals, We developed this process. Process for Initiating the Hiring of Flex Staff and Determining the number to be Hired

- 1) SASSY will review Flex Staff needs at monthly meetings
- 2) SASSY will use data around permanent open shifts and shifts sent to beeper dispatch to consider the need for hiring Flex Staff
- 3) SASSY will also use the experience it has to determine if they should initiate a hiring
- 4) SASSY will determine the number of Flex Staff to hire
- 5) When SASSY consents on a proposal to hire Flex Staff, it will send the proposal for review to the Labor Systems CAT

- 6) If Labor Systems CAT consents on the SASSY proposal, Sassy will notify the Board, the Collective and Flex Staff of the decision and notify the Interview Team to initiate a hiring process.
- 7) Interview Team will conduct hiring of Flex Staff in accordance with the Flex Systems Policy.

Harry reviewed our Scheduling System, every two weeks the Sassy team has lists of shifts open for the next period. Sassy is most in touch on the day to day on our staffing needs at the Co-op. At the end of every cycle they are always trying to get open shifts filled, Sassy consents to hiring Flex workers and sends the proposal to Labor Systems to review and they Consent together and then notify the Board and Collective and initiate the Hiring Process with the Interview Team. Then the recommendations come to the Board for approval. This is slightly different from the hiring process for Collective members. Specifically, it is just the when to hire and how many.

Feedback:

Trudy- Why aren't they part of the Collective?

It's a different job. They are applying for Flex positions.

According to our Mission we strive for a socially and economically equalitarian society, this is setting up a class system.

Yes, Harry understands. We talked a lot about that and acknowledged it. We also acknowledge we already have different classes of workers, Working Members are supervised by Staff and the Board has final decision making power. We have resisted this type of system for this very reason. What we have learned are there a lot of people that don't want to be Managers. 3 flex workers applied for Collective positions. 11 said there are happy being Flex workers. We are trying to offer different types of jobs.

Grace points out this process of Flex Workers was already consented too and isn't up for approval.

Linda points out that Collective Members are Managers and have to commit to Coordination roles and attending meetings. Flex Workers have less of a commitment.

Linda- Do Flex Workers have to commit to a minimum amount of hours? How are reimbursements calculated?

There is no minimum amount of hours and no guarantee of hours. They agree to work 0-29 hours a week. The Medical reimbursements is a cash bonus, that we hope they will use to support medical needs. It is based on hours worked.

Linda- How do we solicit for these positions? Do we go to Working Members first? This is her recommendation.

We are not sure exactly. we have talked about solicit through our Website. There is nothing precluding recruiting from Working Members. He knows that we talk about how to extend our reach to more people and diversifying out workforce.

Proposal

Goals for the Process to Hire Flex Staff

We propose the following goals to steer the process in hiring of Flex Workers

- **Hire Flex Staff as needed only to support Collective staffing needs and not be utilized in any efforts to reduce Collective membership**
- **Hire Flex Staff to support the Collective in filling all shifts while continuing to support our flexible Sassy scheduling system**
- **Strive to maintain as few Flex Staff as needed to support a goal for maintaining the minimum expansion of paid staff numbers**
- **Hire Flex Staff as expediently and efficiently as possible**

PROPOSAL: Process for Initiating the Hiring of Flex Staff and Determining the number to be Hired

- 1) **SASSY will review Flex Staff needs at monthly meetings**
- 2) **SASSY will use data around permanent open shifts and shifts sent to beeper dispatch to consider the need for hiring Flex Staff**
- 3) **SASSY will also use the experience it has to determine if they should initiate a hiring**
- 4) **SASSY will determine the number of Flex Staff to hire**
- 5) **When SASSY consents on a proposal to hire Flex Staff, it will send the proposal for review to the Labor Systems CAT**
- 6) **If Labor Systems CAT consents on the SASSY proposal, Sassy will notify the Board, the Collective and Flex Staff of the decision and notify the Interview Team to initiate a hiring process.**
- 7) **Interview Team will conduct hiring of Flex Staff in accordance with the Flex Systems Policy.**

Consent

Staff Report

We survived 2021 and rolled right on into 2022 and just keep right on rolling. As you have seen in the Weekly Sales Reports that you receive Sales Growth continues to be relatively strong. We are showing growth in both the average basket (purchase size) and in the number of transactions at each store (not counting the week of snow, which always screws up sales comparisons). We continue to see strong growth in packaged grocery, general merchandise, produce and beer & wine. Cash remains high (over \$1.6 million in cash).

The Facilities team has completed several projects and is in process on several more. Completed projects include new gates enclosing the open end of the Eastside vestibule and a new smooth roll-up door to replace the barn door that encloses the Garden end of the vestibule. Magical Dennis poured some new concrete in the crack between the kitchen and the dairy cooler which removed a tripping hazard. There is new flooring and a new toilet in the accessible bathroom East. We are waiting on parts for new electronic doors for the Westside, and are in the process of approving a new produce display cooler for our continued sales growth and operational improvements.

Labor CAT has been working on finalizing procedures to accompany the Flex Worker system and working to refine the process for determining how many staff to hire when needed.

Working Member CAT is working on getting the working member database up; and running again. Without the database it is difficult to analyze the impact of the program; the database is an integral tool for discussing Working Member compensation and other financial commitments.

Training CAT has a new member (Sage) and has been hosting a larger group of folks interested in supporting DEI/AntiO work and is considering contracting with LaDonna Sanders Redmond for an extended assessment and training for Staff. Staffing for the Anti Oppression CAT remains unfilled at this time.

We continue to deal on a daily basis with the difficulties in the supply chain. Front end is impacted by customer disappointment when they can't get the foods they require or desire, and also by the impact that food inflation is having on the community. On January 1st we received our \$1/hour raise, and it's already making a difference for folks.

Committee Reports

Advocacy – has not met

Board Development - has not met

Capital Campaign - has not met

Cooperative Health - has not met

Eco Planning – has not met

Expansion – has not met

Finance – has not met

Local - has not met

Member Relations – Trudy was present as a Member at Large and gave a report. Mo is working on updating the Membership form and Member guide. Joanne is writing a newsletter article about the Annual Meeting. The Committee consented to Desdra serving as a Member at large. Desdra would like the Committee to have more connection with Outreach. We talked about tabling and feedback on senior discount, outreach report at the next meeting

Personnel – Discussed situations and will have an Executive Session later in this meeting. Eval CAT is getting organized and peer to peer evaluations are on the horizon.

Standing Hiring - has not met

Committee Assignments

Advocacy – 2 Board Seats -

Board Development - 3 - Linda, Joanne, Trudy

Capital Campaign - 3- Expansion / Finance - Linda?, Grace

Cooperative Health - 3 - Linda, Wendy, Joanne, Adam on Staff

Eco Planning – There was discussion if Eco Planning is best rested as a Board Committee. How do we allocate the money and if they don't pick? How do we fund this work and do the project. Its too operational. If no one takes it and runs with it at some point we may think about a way to Charter this work with broader goals via the Committee. It could be seated into operations via facilities etc

Expansion – 2-3 - Linda, Joanne,

Finance – 2 - Linda, Grace (staff)

Local - 1-2 - Wendy

Member Relations – 4 / CSF liaison - Joanne, Trudy,

Personnel – 1-3 - Linda, Trudy, Joanne

Standing Hiring - 1-2

- Fern will send out email to all with Committee template and to Staff

Template edits-

Take of *Board Retreat Task Force* this will taken on by Board Development
Move *Elections Task Force* to Board Development

Fern has been working on reviewing all the Board notes and recording decisions. Specifically, large Policy decisions, Charter revisions, and Board policy and processes. She is updating her files as well as Staff Pages and the Website. So far she has gotten back to 2015. The idea is that this document can be living record of Board decisions. It will also be helpful in the event of any hand off of the Board Coordinator role

- Fern will send out the bylaws policy to all

- Linda will invite Fern to Board Development meeting

- Fern will forward Committee assignments to Staff and Website

Officer Assignments

President - Linda

Vice President - Trudy

Secretary - PENDING

Grace will respond until we assign a secretary and will share anything applicable with all.

Treasurer- (finance committee) - Joanne

Proposal

The Board approves the Officer Assignments

Consent

Linda would like to have a confidentiality agreement for Board Members developed.

Co-operative Board Leadership Development Program Review

Linda and Joanne had a conversation with the CBLD consultant, Jade. She is in Western Massachusetts, so we are different time zones. We would have to schedule her first thing at a Board meeting or we could plan an earlier meeting. This initial contact the consultant asked for Board policies, articles of incorporation, and our bylaws. She has consulted with Peoples Co-op in Portland which is also a collective. She is aware of our structure and talked about our incorporating under a non profit instead of under cooperative laws, which puts a lot on the board. We also talked about policies.

- Linda will send link to the article 'Four Pillars of Governance'

We discussed out democracy and strategic leadership and having accountable empowerment. The Policies we write down, is keeping the Board accountable to all the constituents and results in having a better governance system. We will all develop these questions.

There are many webinars on Columinate. Which is a Co-op of 40 consultants within the Co-op realm. Please look at the Website. Any Staff Members can sign up for any of these webinars as well.

On Saturday there was a 3 and half hour program that Linda attended. The first part was a history of Co-operatives. Other sessions include Board processes, a four part financial training which will be repeated later in the year, and explorations of policy governance.

Joanne attended the session with Linda and Jade. It was great and she appreciated Jades' expertise and knowledge.

Commitments

- Fern will send Board contacts to Daniel for Board photos

- Harry will send complete Flex worker proposal to all

- Fern will send out email to all with committee template and to staff

- Fern will send out the bylaws policy

- Linda will invite Fern to Board Development meeting

- *Fern will forward assignments to Staff and Website*
- *Fern will forward Zoom link to Board before every meeting*
- *Fern will email new Board to confirm contact information*
- *Linda will send link to the article 'Four Pillars of Governance'*

Meeting Eval

Linda- Lots going on, we did pretty well!

Joanne- Wants to welcome Wendy again.

Next Facilitators

Joanne / Linda

Next Meeting

Discuss email agreements for ofcboard@ (act on and not just respond)
Filling remaining Committees and Secretary positions

Decisions out of Meeting

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

Consent

Attached Documents

1. Hiring Proposals

TO: The Staff and Board

FROM: Harry for the Labor Systems CAT, Hiring Team and SASSY

RE: Adding one more Collective Staff Hire into this Hiring Process

1/4/22

BACKGROUND

Recently, the Staff and Board approved the hiring of four new Collective members. The Labor CAT specified that we would hire:

1 for Front End

1 for Produce

1 for Deli

1 for Bulk (who would also cross train for front end and/or Deli)

In the past week, we have had 3 resignations happen. Nichelle, John B, and Tim W have either already resigned or put in their notice to depart soon.

With Jason also departing, our number of Collective members will be 76. With our 4 new hires, we will be back up to 80. Just 2 years ago, we had as many as 86 collective members for periods of time. We hope to build back up to be near that level someday.

Particularly hard hit in this transition is the Deli. There will be 6 open full shifts in the schedule. That is 6 out of a total of 28 regular Deli shifts which means 22% of the Deli shifts are unfilled.

Generally, the Deli Team prefers to fill regular shifts with Dept Members and it would require 2 new hires to fill 6 open shifts.

Normally, the Labor CAT makes these types of proposals. We (Hiring, Labor CAT & Sassy) are addressing the reality and needs that resulted from resignations in the past 48 hours We have chosen to act quickly so that we may address this in the current hiring process.

Amazingly, we have just enough time to do that. The Hiring Team will be making recommendations for hiring to the Board of Directors at the Jan 20th meeting. The

Hiring Team can consider hiring 2 new staff into the Deli in this current process, instead of 1.

The timeline is very tight. We need to have the consent of the Staff and Board to add 1 new hire to the process. We will put this proposal in the journal on Thur Jan 6th and hope to have it run for a week and gain approval. We will send it to the Board and hope to get approval at their Jan 20th meeting.

The goal is to approve the 5 new hires on Jan 20th so that we may start new staff training in early to mid-February.

We feel it is very important for the Deli to have two people hired. There are compelling reasons for this:

- All the regular shifts can have a permanent team member
- Two people could be added to the beeper rotation. Please remember that the Deli beeper operates outside of the Beeper Dispatch system. 10 or less dept members rotate the beeper and they are already on the beeper more often than other depts.
- Building up the Dept membership helps in all areas of management of the Deli. Having all regular shifts filled allows for some members to do Dept development work as they won't have to work as many shifts.
- Not having enough Dept members to fill regular shifts means the Dept members will be scrambling to fill the regular schedule.

Thanks for considering all these factors.

PROPOSAL: That we add 1 more hire to the current hiring process. We will be hiring 5 people in total and two of those, will be committed to the Deli Dept membership