



General Meeting Agenda

Date/Time: Wednesday June 29th 7:00 - 9:00 pm

Location: [Zoom](#) (remote)

Facilitator: Hannah (1st half) and Patrick (2nd half)

Note-taker: Belinda Ju

Any person attending may participate equally in discussions, but only Co-op Board members may vote on any issues.

The Co-op's 2022 calendar can be viewed [here](#).

Community Agreements

- Take space/make space - be aware of sharing space and hearing from multiple voices.
- Ask for clarity - default to curiosity. Information moves quickly and not everyone can be up to date on everything happening in every committee. Ask what has been done before assuming no one has worked on it or thought about it.
- Center cooperation - think about who is already working on certain areas before bringing something into the meeting.
- Move through defensiveness towards shared learning and responsibility.
- Open space for disagreement and multiple perspectives - we don't all have to agree all the time, we're making the best decisions we can with the information and resources we have currently
- We operate always with a commitment to anti-racism and dismantling systemic oppression.

Welcome/Orientation 7:00-7:10 (10 min)

Welcome and introductions. Brief explanation of the purpose of the Board Meeting. Questions welcomed!

Board members present: Hannah Weitzer, Patrick Smith, Ray Jowdy, Stefanie Steele, Zhun Che

Not present: Brit Byrd

Others members attending the meeting: Amanda Pitts, Amy Hundley, Beatrice, Belinda Ju, Eleni Christine, Joel Henriquez, Luis, Renee, Renata Bergan, Theres Wegmann, Zoe

Consent Agenda (skip unless items are added)

A collective vote on decisions that have already been made or that don't generally require/solicit discussion. Attendees can pull out any item they would like more discussion on, and this item will be moved to discussion at the end of the meeting. Information on all consent agenda item votes will be circulated in advance of the meeting.

Skip.

Approve Minutes 7:12-7:15 (3 min)

Board votes whether to approve the public minutes from the Annual meeting. These minutes will then be ready to post online.

- [Link to minutes](#) from May 25, 2022
- Approved

General Manager Update 7:15-7:25 (10 min)

- By Joel
 - Sales
 - Sales are lower as expected - 20K/week this month. Lowest being 19K.
 - This same time last year - 16-17K/week. As low as \$12K per week [in past Julys].
 - June so far this month - 84K vs. June so far this month last year - 70K.
 - Membership and Open Shopping
 - More people coming in, many new people. Open shopping is helping. Seeing a lot of new faces. People willing to spend a good amount of money.
 - Our AC and fridges are working.
 - Design-build
 - Our chalkboard is finally painted.
 - Jon Bocksel has been a big help: taken on more design-build work, will take on a quick job or two as needed. Before, we didn't have a design-build committee.
 - Jon building ramp to help with deliveries in basement.
 - Turnstile and gate: not sure what progress is on that.
 - Spice shelf is getting built. Would free up space for bulk olive oil & other bulk items.
 - Budget
 - Talking with Merch and Finance. Making progress. What to do to reconcile invoices. Focusing on COGS. Identifying next steps.
 - Crystal
 - Hasn't come by in at least a week or two.
 - For months, has been coming to co-op to use bathroom and steal as much as she can. Aggressive and confrontational.
 - Therefore, we've been locking the door. Even though it's been Open Shopping. It's been a pain, but it's the only thing that keeps her out.
 - Should think about turnstile and gate - what that means for security.
 - Summer interns
 - Had 2 through BEAM Center and NYC Youth.
 - 1 dropped out b/c conflict with orientation for college.
 - Jesseane starting, to work 25 hours/week.
 - Q from Stefanie
 - Q: COVID vaccination status of the intern?
 - Joel: Assume they are but will look into it.
 - Hannah in chat: Joel - maybe that's a question you can ask BEAM?
 - Joel in chat: Yes! I will contact our site coordinator

Committee Asks and Gives 7:25-7:30 (5 min) (Committee Chairs and Liaisons)

Committees ask for help or support / others give below:

- Amanda Pitts, Merch
 - Overview
 - Supplements: we haven't done on advice of Park Slope and them being high-theft item but had a lot of requests from merch members and CBD-type area - more regulated and legal
 - Next step: doing survey of members. Some committee members are working on it. See what members want. Surveying membership members for inventory and pricing.
 - Rolling out in Sept/Oct.
 - Let us know if there'd be something you'd want us to bring in in interim before the

fall.

- Discussion
 - Hannah: Park Slope keeps their CBD locked. Maybe for design-build, there's a locked case behind cashier?
 - Amanda: to legally sell CBD, would have to apply for license. Question for Joel and design-build on whether we'd like to put resources towards something that may or may not happen.
 - Hannah: Even for other supplements, not just CBD
 - Stefanie: show proof of age to purchase CBD?
 - Amanda: probably but not looked into it

Agenda 7:30-8:50 (80 min)

I. Communication with members when they miss their shifts (25 min)

- Intro
 - By Ray
 - The main issue I've been observing: our members have complained to me individually and have voiced problems in exit surveys and emails about their interaction with membership. I keep noticing that whenever work tracking lets people know they're not signed up properly, they have missed a shift, they tend to bristle easily. Seen a lot of these communications first hand. A lot of times professionally worded but it doesn't matter: they don't want to be reminded.
 - Wondering if other people are noticing this and if we can brainstorm solutions to some of these problems. Policies we can change or what we can change in general so people don't feel attacked.
 - I like that we're not Park Slope Food Co-op: we don't have same policy, we're not super strict, the caricature that was filmed on Broad City. Reasonable community and treated well. But want all of us to feel that way.
 - Anything we propose tonight regarding membership policy, we won't be voting on tonight.
- Amy Hundley
 - In the nether regions between Membership and Shifts. My emails are out of the Shifts world. My main responsibility is contacting members who have fallen behind in their work commitment and letting them know and getting makeups done. I'm the makeups person.
 - I've had emails with a number of you on the board and in the room. I can answer questions if you have any.
 - I assumed this task 16-17 months before. Renee was doing it beforehand. She was the person who trained me.
- Stefanie Steele
 - I get the sense that members are more frustrated with the swapping than tone of emails from membership. They have difficulty having someone to swap with. I just received an email from someone: I'm not going to be there, tried swapping with 10-20 people, but no one is swapping with me. Then: what can you do? Falls on membership/shifts people to figure it out.
 - Wondering: since Shifts put so much time into helping find a replacement who's a no show and last minute, maybe that's something permanently done by a committee. Members would be able to contact a person to help them with the swapping or to find a swap for them as opposed to asking members to go to the website and find 10 people to swap with. Then

- probably get frustrated, leave. Probably much more complicated than I'm seeing it and I'm just wondering if it's about the same amount of effort for us to do it for members.
- Renee Renata Bergan
 - If people don't get a swap, then the Shifts team the night before removes them the night before from the schedule and they have to do the makeup within 2 months
 - From my own observations, about 50% of swaps go through but it's well-known not all of them do. But then onus is on member. The Shifts doesn't do a lot of looking for people to hold people's hands through swap process. Just keeping an eye on the store labor or weekly/biweekly emails that mention what shifts are available so people.
 - Stefanie: It's more successful than I'm thinking. Seemed there was a rash of people not showing up and not informing us.
 - Renee: there are those people. It takes newbies a little bit of time to learn the ropes. When Travis made way to integrate Humanity and people's personal calendars, allowed people to do their swap. Oversights happen, e.g., out of forgetfulness. Keep pushing integration.
 - Joel Henriquez's Q
 - Joel: I thought there was a Shift Swap Coordinator position, maybe even listed on Humanity?
 - Renee: SSC role has evolved and changed so much since we first introduced that role. When we first created that role, wasn't using that tool in Humanity. 6 months after creating that role, realized Humanity could do a lot of the work for us. Never changed the name of that role. They're basically the Shifts team.
 - Renee: I was constantly looking at ways to be more streamlined. I felt like when I left, it was streamlined as possible given the complicatedness of our systems. I've had a lot of conversations with IT - it'd be wonderful to have everything live under one roof, but no system exists like that.
 - Ray Jowdy
 - A big part of reason for starting this conversation is the Shifts team has often been tasked with the responsibility of keeping the store open and they feel responsible when the store has unexpected closures.
 - I want us to move collectively away from that idea. I worry about the well-being of people on Shifts. This is part of why we're having this discussion: hopefully we can have shared responsibility for each other. We're doing shifts for each others' well-being, not to police each other.
 - Zhun Che
 - Offer a thought: I've read through the emails that we send and I'm wondering if maybe part of the reason people react so negatively is that it seems like more 1:1, personal email. Through work when I get those emails, it doesn't sit too well with me. But other email I get which are more automated reminders. Fiscal year end was 7/31 and they send automated emails I was behind on my continuing education but it's not personal so I feel better about that.
 - One of more immediate solutions: a more automated email that's sent on weekly basis for people who are falling behind or at risk of suspension of membership to make it a less personal thing.
 - Perhaps easier than sending 1:1 emails than pull report and send automated email with everyone on bcc so maybe that'd save time as well
 - Amy Hundley
 - The emails that we send: not a way to do it automated without a human. The first email will generally be a bcc 1st email: you're 1 shift behind. There is also recently introduced an email that goes out that is truly automated that is triggered by the check-in desk. Would get

- generic low hours reminder email. The truly automated email is limited in its scope because it only captures 3 months of labor data. It gets more personal as it advances. Sometimes people ask clarifying questions or just stuff people need to know.
- Hannah Weitzer
 - The automated email is very new: started in just the last month.
 - People don't have access to seeing their history is a really barrier. I'm wondering if this is something we can ask Park Slope for help with. They have more members and they've lent member labor for in the past. They built new online system during pandemic. Now they're reintroducing recurring shifts. Before was doing entirely floater shifts: people just signed up on an ad hoc basis and everything online first come, first serve. Even at Park Slope, they used to have a pretty high absenteeism rate. It went down dramatically when people were able to pick per their calendar for when works for you. Wondering if we can learn anything from what they've learned.
 - Renee Renata Bergan
 - Limitation of our software. Chris and Chad definitely know that would be a desired thing.
 - Honestly, I'm not sure how much of an impact that would. It'd be great to know. People can just email Shifts to ask where am I at?
 - Agree that that would be the way to go. I hadn't realized Park Slope had redone their thing.
 - Re: flexible shift, historically when we were at Putnam, there was no monitoring of people doing their shifts. At that point our show-up rate was 50% or less. A lot fell upon the store coordinators. When we moved, that's when the Shifts team was developed. Did recurring thing. That has made people show up up to 90% of the time now. Would be extremely hesitant to open that up.
 - Did have members who said they have crazy schedule. Did have some on case by case basis. Had rules (to be member for more than a year, if miss more than X, etc). One or two people did and kept up with it [but most didn't]. Without recurring reminder of shift, people don't show up. Not publicize that. If had membership more than 500....
 - Amy
 - Revised emails. Changed tone, cutoff for each stage of email. We lowered the threshold for getting an email. Did mean take less time which was great.
 - Ray
 - Sounds like some of these problems may be sorting themselves out already. I wanted to at least start the conversation. Placeholder so we can refer back to this conversation if we need to.
 - Thaisa is really burned out. I want to prevent that from getting worse.
 - Renee
 - Last note given I used to do Thaisa's role and I developed these systems.
 - We're doing the best we can. I think that should be a part-time paid position. It is very unsustainable. At some point, it's going to crash.
 - I agree that something needs to happen. Invite anyone to look at our systems and come up with something even more sustainable and streamlined.
 - Once that crashes, the store labor situation could be quite in trouble.
 - Ultimately it's the member's responsibility to do their shifts.
 - Ray
 - I was unsympathetic to most complaints I heard but I don't want to lose members.
 - This is especially pertinent when someone is behind but still working fairly regularly.
 - Renee
 - I thought your idea to give some hours to someone working on regular basis. Really wise way to use that.

- As for people who stopped showing up, if we don't communicate with us, there's nothing we can do. If people communicate hardships....
- Amy
 - I always prefer to keep someone active and engaged with the co-op if I can. Happy to give grace periods. That does depend on me knowing what their situation is.
- Zoe
 - Zoom Chat
 - Zoe in chat: what if we shared some stats on a regular basis with members... % of no-shows, % of swaps that are successful
 - Ray in chat: Cool idea, Zoe. We can ask Thaisa whether something like that is possible. Maybe we can add it to the weekly.
 - Hannah in chat: +1 Zoe's idea
 - Discussion
 - Zoe: whether visually or on the wall, if we share that 50% of our shifts being successful that's interesting to me. It probably means we can do better. I like seeing progress to benchmark. Most members don't attend board meetings or read minutes. I'm also concerned about the burnout.
 - Showing where we're at visually so people can feel shared responsibility.
 - Hannah: seeing larger tie-in to larger community. People on this call and who are in Slack have data of what's going on. [But most people don't.] Pull back curtain: that this is a topic of discussion.
- Renee
 - Not sure how we collect that data. Don't know if there's a way to pull that from Humanity.
 - Joel: I get email notifications for that. Maybe we can filter through them and see: Congratulations your shift was swapped, etc. Can sort through that.
 - Renee: we don't get notifications for ones that aren't swapped.
 - Hannah: maybe we can just pick a random week. "Did you know that for X week, Y% of shift swaps are successful?"
 - Renee: I get 3-4 successful swap emails a day. It depends on the swap request: some people only ask 5 people; you need at least 10.
- Amy
 - You and I are probably the only people who pay attention to how many people owe makeups at a given time, how many people written to more than once. That's more negative so may not want to share with the membership but may be interesting to look at. Not sure if productive to share with membership but amongst ourselves.
 - Renee: always 30 people behind on shifts any given month. Sometimes 40.
 - Amy: we were under 30 this month.
- Renee
 - I'm happy to try the 1 week thing.
- Stefanie in chat
 - I think the question is what do the other 50% do who have no success swapping?
- Hannah
 - We're losing members. Of course, there are a lot of reasons. Besides getting rid of the labor requirement, what else can we do?

<Facilitation transitions from Hannah to Patrick>

II. Open Summer (20 min)

- Intro
 - By Patrick
 - We launched with June Open Shopping Weekend, we've had 1 Sat-Sun week
 - What folks are observing, how we're doing with advertising to the public, what results are we seeing.
- Joel
 - Having the status out there that we're open has brought in a lot more people
 - In early afternoons, I've noticed that around 50% of people who come in and shop are just people who are not members or new to co-op in general. New people consistently throughout the week, not coming back Friday after Monday.
 - Getting word of mouth out there, getting more exposure, get roommates signed up.
 - Do think we can do more flyering and grassroots efforts and social media outreach that we're open.
 - Re: merchandising, we're pretty stable actually. Open shopping has filled that gap in sales. Going through the same amount of stuff give or take. Same amount of demand as before.
 - Hasn't observed any negative interactions by members towards non-members (e.g., being annoyed).
- Q by Patrick
 - Who are they? Did they wander in from street? Did they have a lot of questions about what is a co-op vs just coming in and shop?
 - A: Mainly people who are interested in the co-op. About half are people who are new to the neighborhood and looking for somewhere to shop. Half are people who have lived in neighborhood for a while but didn't know about us. Knew us at Putnam but didn't like the experience. Last year, didn't like the selection vs. this year changed their minds. Some people who just stumble in from the sandwich board. Which btw is broken via an accident from deliveryperson's moped next door.
 - Ray via chat: Joel, you can go ahead and order a new one - no need to ask finance for approval. Last time around we bought one on amazon.
 - Advocates flyering, e.g., going to farmer's market
 - Noticed small but significant portion of tourists coming in who think we're just a cool spot to visit. Tourism is huge in the summer.
 - A lot of people whose roommates and family members are members, taking advantage of open shopping.
- Stefanie
 - Message here from Brooklyn Co-operative. They have a credit union. They have a sizable membership and wanting to work with us around some mutual interest and have agreed to post about our summer shopping in their July newsletter.
 - The Ad Front (a media group) are owners of several local media outlets. We've been in communication with them on an ad to promote our summer shopping. Interested in developing a media strategy.
 - Pro tip on flyering: I carry the postcards and drop off at cafes. Most have place to leave literature.
 - Hannah in chat: should we consider doing some more paid Instagram/fb ads as well? we've done that in the past
- Beatrice
 - I've only been in store for 1 weekend since summer open shopping started. I've noticed a lot of people who were coming in responding to the sandwich board and looking for a snack and checking it out really fast. Engaging them proactively always seems like a good idea.

Otherwise hard to tell: who's a member vs. not. Curious if cashiers have a way to ask questions.

III. Brooklyn Co-op cross-promotion and other opportunities (15 min)

- Intro
 - By Patrick
 - <https://www.brooklyn.coop/>
 - The Brooklyn Co-op is a credit union in the neighborhood. It's definitionally a co-op. It's member-owned. \$25M AUM.
 - They reached out to us on the basis of being another co-op in the neighborhood and were interested in cross-promotion. Offered our members waived application fees, discounted memberships, free business accounts, information sessions, free event promotions.
 - We can advertise our food co-op to their members.
 - Get temperature check on whether this opportunity is interesting to us. Do we want to pursue this?
 - We have done this with Bed-Stuy Bike Store which is also a co-op.
- Renee
 - I say yes. I'm totally down with this.
 - We used to have the win-win-win programs, a way to work with other businesses in the community. I'd love to see that happen again. This is one way it could be. Co-op's supporting each other. I'd like to see those details again. Can gain more membership too. I support.
- Zhun
 - In the email that Eleni sent over, they're already drafting an email about open shopping to their membership so I think in terms of co-exposure, we can do the same. They've already shown that they're willing to help us market so I'm interested in exploring where this can take us.
- Stefanie
 - She is a member of another credit union and that waives fees, and that may also be true for the Brooklyn Co-op

IV. Strategies to prevent theft (20 min)

- Intro
 - By Patrick
 - Began as check-in on Crystal (see notes above by Joel)
 - Hoped turnstile would address this challenge. Now we're doing open summer and the turnstile has not been installed.
 - Do we have any sense outside of Crystal, what the incidents of theft in the store are?
- Ray
 - I've heard in past that Willa observed: people including members shoplifting and had to stop them. I haven't heard anything since that would give me any belief that things have changed in that regard.
 - Bigger issue is that we know our #s aren't adding up. Without some mysterious shortfall, we'd be making much better #s. So we have to know that theft is playing some part in that.
- Joel

- Re: theft by member, I've never caught anybody. Closest thing to theft: people trying to get bigger discount. I haven't seen anyone act suspicious. Willa never told me about anyone stealing who's a member.
- Ray: that's really heartening.
- Ray: "shrinkage" includes spoilage, theft, and error. May be that error part of equation much bigger than realized. Every time I cashier, there's some error I'm making. I have to ring up some piece of produce that's not in the system and I have to guess there. Know can't keep Revel up to date.
- Joel: can do cleanup of Revel more often. Know Merch always doing. Sometimes falls through the cracks. I think the issue is that there's so many different points for potential error and the fact that we do things cooperatively makes things hard.
- Renee
 - I think it's pretty frequently that people don't find something that is the right price and a couple times people have been like: well I'll just give you the lower one. Times that by how many people are shopping. I would totally support a cleanup of our system.
- Stefanie
 - How are we communicating to cashiers that the door should be kept closed? I propose there's sign on inside: door must be kept closed. And photo of Crystal on inside to inform people she's not allowed in the store.
 - Joel: when I send out the daily texts, I'll include a section on theft and say that we're keeping the door closed to prevent this situation and confrontation. I'm hesitant to have a sign on the door because the door has so much stuff on it.
 - Patrick: also from energy cost, we should definitely be keeping the door closed. Question whether it should be locked at all times or members should be able to walk through it.
- Joel
 - Preventing potential theft and creating goodwill with people who might potentially steal.
 - Anyone who comes in and asks for things, I will give people food like bananas.
 - Abraham who sometimes comes by, I'll give peanut butter or orange juice. Obviously that would be comped out from the co-op. I don't do it all the time, every single day or even every week or every month but there are situations where people come in and ask for food specifically. Usually not over \$7-10 worth of merchandise. I definitely use discretion. I want people are OK with that. I'm also OK with just purchasing myself for these people.
- Ray
 - Abraham is one of a group of people who ask for seemingly commonplace items that he resells with other stores. I get this deal by someone who knows his situation well. Especially OJ, he resells it back other bodegas and they give him 50c for a \$3 OJ but it adds up enough.
 - A) Know that that's happening. It'd be great if we didn't have bodegas that buy products.
 - B) I would just say open it - not going to give you a sealed OJ b/c then they can resell it.
 - Joel: I actually had no idea about that; thank you for sharing that.
- Hannah
 - I support the spirit of what you're describing. Great for people who are asking for food because they're hungry, that falls in line with our values and I trust your judgment to make those decisions and I don't think it should come out of your pay.
 - Patrick: I second that. Abraham is really the only one who I continually experience in the store more often than not. He in particular is pretty persistent and will make a point of asking just about anybody he can to buy him something. Would be great to find him something that he needs if he is actually consuming stuff. Sometimes asking for banana that I doubt he's reselling. I think I have seen him drink the OJ. Last time ask for water. Do want to strike a

compassionate tone. He's basically a part of our community in a weird way. He's harmless other than his persistence. I'm also concerned about encouraging behavior if it involves taking advantage of us. Doing what we can to make sure it's for immediate consumption.

- Stefanie
 - I definitely would not object to Joel to give food. I believe the Seventh Day Adventist Church and maybe other churches nearby - there are places still distributing meals for free that we can refer people to. Hand a flyer, this particular place and this particular time, they can actually get a meal.
 - Hannah in chat: also the community fridge!
 - Belinda in chat: And <https://www.grownyc.org/>

Added: Membership

- Hannah
 - We're down to 310 active members. -22 from last month.
 - Renee tells me it's common for membership to be down in the summer.
 - We're definitely losing members faster than we're keeping them.
- Renee
 - Confused. We have 20 more people on General Leave than last month. That doesn't compute properly. Line 73 vs. 62.
 - It's normal but it's not pretty.
 - 6 months into membership drive effort. Not seeing any positive numbers. I'm just questioning whether time to reevaluate their efforts. Try different tactics. We're just going steadily down.
- Hannah
 - Question not see from this data: are people leaving long-term members or new members?
- Renee
 - Exit survey
 - Exit survey results: [Greene Hill Food Co-op Exit Survey \(Responses\)](#) .
 - Summary (note over several years):
https://docs.google.com/forms/d/1wvAUD6qCq9guHI3wT-_Srx1ccJZlhbsl7-MZgbhse3U/edit?no_redirect#responses.
 - Probably 1/3.
 - Long-term members leaving are most often with sadness: moving and so bummed.
 - Before satisfy request, we always offer going on GL or join a committee.
 - Membership #s this month
 - Our biggest reduction this month is Lettuce member: 209 → 195. Might have had typo on my end. Will check.
 - Lettuce: doesn't exist anymore. Used to be generic \$175 with admin fee.
 - Patrick: doesn't change long-term trend.
 - We haven't done fall bounceback that we used to do. Need to make great efforts in the fall. Once we stop open shopping, getting people to come back in.
- Ray
 - I am wondering if the restructuring conversation: what if we don't have a big restructuring but change minor policies so we're open shopping year round? No big changes to structure of membership.
 - Patrick: It raises the question of what incentive would we have for people to do their shifts?

Bike Rack 8:50-8:55 (5 min)

Closing 8:55-9:00 (5 min)

Board reviews votes at the end of each Meeting

No votes tonight.

Reports in writing:

- **Committee Reports** [Folder](#)

- **Membership and Finance Report**

- Finance Statements will be added to [this folder](#). Email ray@greenehillfood.coop if you are unable to access the folder.
- Monthly Membership report ([link](#))

Summary of report through May 2022 (June not yet complete)

Current number of working members (includes parental and medical leaves, does not include any new Members in onboarding status): **310**

Number of new members, reactivated and deactivated/cancelled last month:

8 new members (includes Zucchini) and reactivated members

84 two month trial members

5 two month trial members converted to Zucchini or Full membership

3 6 month trial members converted to Full Membership

30 members who cancelled, deactivated or went on General Leave

-22 membership gain or loss since last month