



General Meeting Agenda

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

Location: [Zoom](#) (remote)

Facilitator: Brit Byrd

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 2023 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: Ben Werner, Brit Byrd, Zhun Che

Other members present: Belinda, Dandr , Jake Boxenhorn, Renee Bergan, Theres Wegmann, Zoe
9 total

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 January meeting. These minutes will then be ready to post online.

[Link to minutes](#) from February 22, 2023.

- Approved.

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

- Jake is officially now our official GM
 - Offered and accepted 1-year contract through next March.
- Summary
 - Sales
 - Really good this month
 - Upward trend: \$1000 ahead of where we were last month, and much better than last year and first two months of this year
 - \$21,500
 - Membership
 - Signing up 10 new trial members each week. Used to be much less.
 - Still ~300 members in total.
 - Gate
 - Smooth. Letting everyone shop.
 - Produce
 - Trying to order produce more often during the week so not out of everything on Thursdays and Fridays. Trying to get the store more stocked, esp later on in the week
 - Order Review
 - Jake
 - UNFI review has already started, Krasdale review will be starting. To see what needs to be ordered. Reviewing all items in cart and what we need vs. not need.
 - Our stock has been very thin. Skeleton stock. Saving a lot of money and still making sales. Working well ever since UNFI crisis.
 - Theres
 - It's a check in-person, in the store on what we have on shelves and in basement. Some buyers still base what's in cart: based on Revel, which is often still not 100% trustworthy.
 - We're maintaining within \$2500 weekly order budget so still have to take out items that's on the shelves and we're reordering vs. what's completely out. Previously \$3000 or even \$4000. Trying to make it extremely accurate to order exactly what we need.
 - Ben
 - Rate of spoilage is 4.8% based on consultant's review. Do you still feel like we're around that or lower now?
 - Theres's A: I don't know. But better question for Luis in Finance.
 - Jake's A: Our spoilage for produce hasn't been more than usual.
 - Classon Fridge collaboration
 - Classon Fridge pickup starts tomorrow. Will be every Thursday. They will pick up the bin which is inside the fridge in the walk-in. Anyone can put in expired items inside the bin on their shift.
 - Floor
 - Done all patchwork we can do without tearing up the floor.
 - Check for expired foods
 - Split up whole store to 12 different sections. A1 - A9. B1 - B4. Covers all goods that tends to go back every so often.
 - Goal would be to have member-owners check at least 2 of the sections every day. Priority: meat and dairy checked more often.

- That started earlier this week. We're discovering things that expired years ago. So shelves might look a bit bare but just because we're getting rid of stuff we can't sell anyway. Might be a shock for how much is free but once that ends and we start new process and restock with new procedure....
- Q&A
 - Q by Ben Werner
 - Do we engage trial members at the end of their trial membership?
 - A
 - Jake: We send email.
 - Brit: We have had buddy program, which still technically exists on paper. Trial member is paired with a buddy. August used to coordinate that.
 - Theres: An exit survey is also sent - unclear whether to existing members leaving or also trial membership.
 - Q by Brit Byrd
 - For Classon Fridge pickup, we used to do that before too. Was there a reason it was stopped?
 - A
 - Jake: To my understanding, combination of they didn't have sustainable person to come every week + We didn't have enough to give them.
 - Q
 - Hairline crack and buckling with roof.
 - I don't see it being an immediate issue. I'm monitoring it. Person called didn't seem very alarmed.
 - Brit: There's a plant that might still be growing.
 - Q
 - Brit: Did landlord notice or have any comment on how ladder is detaching from building?
 - Jake: No.

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

Committees ask for help or support / others give below:

- Zoe, HR
 - Position of Weekend Manager now posted. There's a link in Slack.
 - The applications are due on Sunday 4/2. We've had 5 now. We've formed search committee. Process: 2 rounds of interviews, possibly an exercise or in-store experience or trial time.
 - Dandré is acting as interim weekend supervisor until 10th. If we do have gap, would ask Shift team to staff weekend or extend Dandré's contract.
 - Ask: please share posting or forward referrals.

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

1. Financial/UNFI Update **7:30-7:45 (15 min)**

- Ben
 - Payments have started. We've been on time with all the payments so far.
 - Entire Finance Committee is concerned that without a fundraiser, it may not be sustainable and we may end up falling behind.
- Brit

- We signed up for automatic withdrawals so we wouldn't have ability to fall behind; we'd just be defaulted automatically.
- Ben
 - If hiccup with sales of any kind, problematic.
- Brit
 - Refresher
 - We owe them ~\$30K.
 - We were able to renegotiate repayment plan of 16 weeks instead of 12 weeks.
 - The 12-week plan was what we said we could not do before last month's meeting.
 - Sales needs
 - What we'd need is 16 weeks of decent to very good sales and no emergencies like toilet breaking.
 - Every week has been over \$20K. We're not replacing the money we pulled from our reserve. We're very much on the edge.
 - Sales context
 - A weekly sales of \$20K is OK. \$20K is break even. The ideal is \$25K, that's the target, which we haven't hit in a while. \$22K is good. Anything beneath \$20K is a problem even if we don't have repayment plan going on.
 - Repayment details
 - Our down payment was \$5K. Taken from reserves of \$10K.
 - The repayment is an additional \$1,597 as our weekly installment.
 - This is on top of our usual \$2500 weekly order amount.
 - We have 12 more weekly payments as of this meeting.
 - Commentary
 - This is also part of the reason for our order review.
 - Last month's meeting: about how to negotiate payment plan fairly urgent.
 - This month's meeting: situation is still serious. Our account isn't frozen. We're not concerned about being insolvent in a couple weeks like we thought could happen if we weren't very vigilant.

2. Fundraiser & Long-Range Planning 7:45-8:00 (15 min)

- By Brit and Ben
- Funds allocation
 - First priority: to rebuild our reserves given UNFI repayment. To pay off our debt and rebuild reserves: That's \$20-\$25K first.
- Long-range planning
 - Proposal
 - It's very exciting that we're operating at break even — many operate at a loss for a long time. But we're not generating large margin. So whenever we have a crisis, it's impactful.
 - Proposal: come up with 1 and 3 year plans with some reasonable goals. Key idea: if we don't outline goals and pathways to get there, then we're perpetually trying to improve the business without an overall plan. We've had a lot of different pieces of a business plan but not necessarily consolidated into one plan.
 - Proposal: form working committee to pick up on model changes conversations. Over next few months, hammer out these two different plans.
 - Piecing together history. A lot has happened. It's an exciting time to take stock of that history and create plan for the future. We're talking about surviving and we need to talk about thriving and how we get there.
 - Thinking of Looking at staff and board training.
 - Thinking of bringing this up to the potluck.
 - Next step: hold retreat-like event in late April or early May where co-op community is invited and we hash out goals for 1 year and 3 years and measure different ways to get to that. We haven't had opportunity to have that deep breath and not operate in emergency mode.

- Fundraiser is critical ingredient to take that breath.
 - Narrative
 - This difficult thing happened. But there are also these positive things that are happening. This is a great time to build.
 - The money itself isn't directly for the long-range planning. But the long-range planning is to build confidence and demonstrate to community that this ask isn't just throwing money into a hole that we don't know where going. We've identified source of problem and we're building on that towards 1 and 3 year plan. We're making deliberate effort to not repeat our mistakes. Rebuild confidence and trust.
 - Funding future opportunities is a potential. If we want to get beer license, buying a new fridge and having \$5K more is what we'd need. These can be stretch goals.
 - Tentative Schedule
 - May 2023 - Initial planning/retreat
 - June/July 2023 - confirm scope/goals at board meeting
 - December 2023 - Six-month check-in at annual meeting
 - June/July 2024 - One year review
 - Proposal to board
 - Proposing that the co-op develop subcommittee to develop 1 year and 3 year plan beginning in 2023.
 - Get this out in next week or two.
 - This passes in the meeting.

3. Shifts management meeting update/reportback 8:00 - 8:15 (15 min)

- Jake on 2 proposals
 - 1) Add floor attendant shift for Mondays and Tuesdays 10:15-12:45
 - Goal to restock after weekend.
 - 2) Shift GM hours on Mon and Tue from 9-5 to 11-7.
 - The 4:45 shift is pretty fickle. People run late from work, or don't show up. Pressure point at EOD.
 - Having someone come in early and stock would be helpful. They'd come in 45 mins before Jake begins.
- Discussion
 - Dandr : Asked whether considered extending his work into Monday because at end of weekend, he knows what needs to be restocked. "I can probably do that if that's something y'all would consider."
 - This would need people who are comfortable/knowledgeable about opening the store and being alone for first 45 mins. Brit doesn't see this being a big deal.
 - Brit: Knowing Mondays and Tuesdays are slower and lower volume, if floor is not well-stocked and doesn't look great until 3pm after one shift, it's not worst case scenario.
 - Ben: I usually make Friday receiving shift but I may be able to make that as well.
 - Jake: Monday mornings more important than Tuesdays
 - Brit to Zoe: any HR considerations?
 - Zoe: it's OK because it's a shift, not adding hours. Shifts team would like to know staff hours; posted on Slack.
- Both proposals pass.

4. Masking policy 8:15 - 8:30 (15 min)

- Jake
 - Bringing this up again. Been several months since we discussed.
 - PSFC just got rid of mask mandate. It's optional.
 - Doctor's offices have removed mask mandates.
 - We're pretty much the only food place where it's required.
 - All for putting up signs saying masks are encouraged and to put masks up in front.
 - Hard to get a community of 300 people to be on the same page.

- People don't think to do it. This is the only place.
- Discussion
 - Ben: I'm generally pretty pro-masking but I hear you and I think people have fatigue around it. I think we should have sign: If you have any cold or flu symptoms, please consider masking or not shopping.
 - Brit: for PSFC policy shift, was it for workers, shoppers, or everyone? Jake: everyone.
 - Brit: people feel very strongly about this. If we made vote or discussion tonight, a lot of people in co-op tonight would feel not enough notice or warning that this was coming up in the agenda. I think we should solicit or open up some feedback and then vote on it at the next meeting. Given this is lower-attended meeting, would be prudent. Solicited feedback in weekly and on slack and then after April meeting we could vote on it formally.
 - Belinda +1 in chat
 - Ben: can we run survey before next meeting.
 - Dandre: I don't see a lot of community masking. At first I was pushing it. A lot people want to just come in come out. I think we should do it as soon as possible.
 - Jake: from staff, hard to implement.
 - Theres: there will be members who say no. What is our goal?
 - Renee: I think we should run survey. Can pop results soon. I think we can do this in a week. To Theres's point, they can still wear a mask.
 - Theres: Monday 1-3 is still reserved.
 - Jake: I'm in favor of maintaining masking policy during that time.
 - Belinda: It is not in the spirit of cooperative governance and principles to question "what's the point" of soliciting opinions because we'll override them anyway (including contesting ones that wish to maintain masking). It's important to uphold proper processes for collective decisionmaking. We are 9 people, comprising a small percentage of the overall membership. In the meantime, there's no need to change enforcement on the masking until the decision is made given masking is already not strongly enforced.
 - Brit
 - We didn't send our survey previous time. Previously, we raised the topic at meetings and people voiced and said their piece but then we just moved on without vote.
 - If we did 2-week timeline, the board has a special meeting where we convene a zoom just like this, link is sent to entire community with announcement to whole community. Board can't vote without it being in a public meeting.
 - I lean towards limiting special communication from board given long-range planning communication. If we can have 4 weeks of input on the survey, why not, the more the merrier.
 - If enforcement is already lax or at discretion of staff, then makes sense to me per Belinda's point. We did clarify in January that with masking requirement, we're not asking staff or member-owners to be confrontational and always choose de-escalation.
 - So for those reasons, I personally lean towards publicizing the issue as an agenda item for April, soliciting for survey before then, and personally for me as well, just for informing how I would vote, I would probably want to say 50% +1 to inform my decision one way or another. I'm not looking for 100% consensus. But if majority of members do indicate they want to keep a masking policy, that would affect my decision. For those reasons, I'm for doing this in April.
 - Ben: if people feel strongly about the masks, they're likely to attend and talk about that. Versus people who don't feel strongly and don't come.

- Brit: the binding votes are from the board members. The survey would be advisory. We can be cognizant of that. It's one reason to circulate the survey.
- Ben: how do we do the communications vis-a-vis the long-range planning.
- Brit: I was thinking the survey would be included in every weekly until next month's meeting, plus slack. The special email would just be long-range planning.
- Renee: as former membership chair, FYI not every member is on the weekly because people unsubscribe. Also not everyone on Slack. The best tactic is sending an email to our current active list of members. Remind people of that for any kind of voting situation. I would propose that.
- Zhun in chat: I have to drop everyone for an 8:30, but +1 on the weekly email + survey. Would love to have a vote next board meeting and make a final decision.
- Brit: takeaway: we're certainly not voting on this tonight.
- Brit: the announcement that masking policy will be voted on is coming out no later than next Wednesday's weekly.
- Vote/Agreement
 - To put masking policy on April's meeting agenda (not separate board meeting beforehand).

Closing 8:50-9:00 (10 min)

Board reviews votes at the end of each Meeting

- Approved February's minutes.
- Approved beginning long-range planning.
- Approved adding floor attendant shifts on Mondays and Tuesdays 10:15-12:45 and change GM hours on Monday from 9-5 to 11-7.
- Agreed to decide on masking policy in April's board meeting.

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 **end of Nov 2022**
 - # of working members (includes parental and medical leaves and 6 month trials):
298
 - # of new members, reactivated and deactivated/canceled through **end of Nov 2022**:
 - 80** two month trial members
 - 7** new members (includes Zucchini) and reactivated members
 - 2** two month trial members converted to Zucchini or Full membership
 - 0** 6 month trial members converted to Full Membership
 - 13** members who canceled, deactivated or went on General Leave
 - 6** membership gain or loss since last month