



Meeting Agenda

Date/Time: Wednesday, December 18, 2019 7:00 - 9:00 pm

Board Approved January 22, 2020

The Co-op: 1083 Fulton

Facilitator: Hannah Weitzer

Note-taker: Ellen FD

Note-takers - please see [link](#) to secretary responsibilities.

Timekeeper:

Directors Present: Matthew, Calixte, Ahmad

Directors present via phone:

Directors Absent: Lindsay,

Others in attendance: Emily Fendler, Rachael Cantrill, Steve Angle (not in system- from Bushwick Coop), Chris Gollmar, DK, Hannah Weitzer

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

The Co-op's 2019 meeting and store closure calendar can be viewed [here](#).

Welcome/Orientation (7:10-7:20)

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

Consent Agenda (7:20-7:20)

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.

- Consented!

Approve Minutes - (7:40-7:40)

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

- Approved:
 - [Link to minutes](#) from previous Board meeting
 - [Link to 2020 Calendar](#) of Store Closings, Early Closings; Board and General Membership meetings

General Manager Update - skipped (Willa is sick and will add recap at later time)

Committee Asks and Gives (7:20-7:40) - Committee Chairs and Liaisons

Committees ask for help or support / others give below:

- Marketing trying to figure out differentiation between other competitors (ex. Key Foods)
 - DK did research at Wegman's and noticed we could work on promoting our eco-friendly, focus on local farmers, composting, parties, etc.
 - She'd like to recruit someone to help her explore other competitors & how best to communicate our coop's differentiators
 - Could send out survey to source for answers (ex. "What percentage of your shopping do you do at the coop?" and "What don't you find at the coop that makes you shop elsewhere?" and "Where else do you shop?")
 - Need someone to do this since Hillary moved
 - Could tweak application too ("What are the types of things you're looking for in the coop?") to get at the same thing
 - DK to coordinate with Membership
- HR:
 - Needs to report what they offered General Manager & what they are paying General Manager
 - Need to ensure they print the W-2 correctly
 - Hannah to loop Ellen into any emails for clarification
- Outreach:
 - Needs a chair!
 - Ahmad sent out two emails to ask the eight outreach members would like to step up (last one sent today)
- Finance:
 - Desperately need an analyst to make long-term projections aka cash flow analysis

AGENDA - free flowing and aspirational discussions (7:40-8:40)

- Continuation of household discussion, part 2:
 - Board needs to [review bylaws](#) and decide if
 - 1) It's fine or needs changes
 - 2) If we are going to enforce household stipulation or not
 - If not, then....I guess discussion done!!!
 - If so, then next month proposal of heavily discounted membership plan to current members with household people who are not members. For example: \$100. WHY? These non members are labor that is sorely needed at our Co-op particularly if they are consuming products off our shelves (more mouths to feed require more labor to operate the store). As a thank you and an enticement to get these long standing members have their household join, the heavily discounted plan would be offered. So far this has been on the honor system and we only know who is in households by their app or personal connections. Enforcement can only be based on these things.
 - Additionally, online application would need to be updated so that household info is a required question so we can keep tabs on this.
 - Park Slope, for reference, encourage people to report cases like this and force you to leave coop if other individual does not end up signing up for their coop
 - Equity - what do we want equity to look like?
 - Park Slope is extremely rigid - is that why they maintain 17,000 members?
 - Sharing food - need to describe what that means and the intent behind what we mean
 - Retroactive:
 - Folks who joined a long time ago, but who exist in these cases

- January: heavily discounted to current members' other people
- Diction and tone: “enforcing” vs. “inviting people in”, is on honors system and to keep it on honors system... this is what we’re doing, would love for you to tell your household members about this discount, ensure any communications make the connection between their work & raising the quality of the coop
 - Sharing the risk of their actions to incentivise change
- Maybe even messaging to raise awareness (some people don’t realize the impact of it!)
- Could ask for anonymous feedback on this too
- Do we really want people here who don’t want to / feel they are being forced to join?
- Create a clear correlation between the work members do & the quality/success of the coop
 - 50 members shy from filling all the slots necessary to run the coop
 - 50 shifts left unopened, make it harder for Willa (call this out, we all love Willa!)
 - Ask them to fill these slots by encouraging not just their household members who may consistently benefit from the coop / if your household has changed, neighbors, friends, etc. inviting people in by end of quarter!
- Would this be a good letter from the board?
- RECAP:
 - Action: Need to communicate to membership
 - Medium: letter from the board with a carefully crafted tone (discussed above) and message (discussed above)
- New governance person working with Renee & looking at the bylaws

- Progress report on committee chair audits with target of full reports by January 22nd board meeting
 - GM and Board meeting to create plan (action #3) set for Thursday Dec 19, 7pm
 - Feedback from Liaisons and Committee Chairs
 - Want to ensure the work on committees is meaningful and want to bring people to work in the store // fill positions truly necessary (ex. Analyst for finance)

Bike Rack - skipped

Closing - Board reviews votes at the end of each Meeting

- No official voting occurred

Reports in writing:

- **Committee Reports [Here](#)**
 - Included: Governance, Newsletter, Ops, Website, Wayfinding, Social Media, Finance, Membership
 - Not Included: Merchandise, IT, Content, Outreach
 - Liaisons: please follow up with committee chairs to complete their committee reports
- **Membership and Finance Report**
 - Monthly membership report ([link](#))

Summary of report:

- Current number of working members including Zukes, Parental and Medical leaves: **372**
- Number of new members and deactivated since last month: see [link](#) above.
- We've seen roughly a 5 -10 person overall membership increase since the summer.
- Summary of Finance report: Cash LOW US 23864.32 in combined accounts and a number of overdue bills. Thanksgiving week low sales vs large orders beforehand has left us scrambling! PLEASE merchandise watch two last week of the year which were dismal last year. Started a sample analysis of bread sales (with Amanda and Peiy) which gave surprising results (margin end up in being much lower than what we need.. We do need to make a new monthly expenses/markup analysis early in the year. Either we manage the spoilage/shrinkage better or we raise prices since we need our operations to be profitable!

We URGENTLY need an analyst on board who can run some cash flow analysis

- Existential threat- need to be able to pay bills (may only have months) unless margins or management of spoilage
- Messaging from liaisons / committees about building community in the store, keeping it running because that is our operational needs right now to fix the above
- Need to ensure committees aren't adding new folks until audit is over

	(current month 2019)	(November 2019)	(November 2018)
NET SALES	44910 (through 17)	83646	77000
Transactions	1198	2137	NA
Average transactions	37	39	NA