

Minutes
MCFC BOD Retreat 2011
April 9th, 2011

In attendance: Jessica Glebke, Ben Weiss, Jack Rowan, Leslie Guerreri, Terri Roberts, Kate Meinig Smith, Kate Keller, Emily Lincoln

1. Final approval of Member Manual

On hold status - agreed upon definition in manual

inactive member - when a member is absent from participation without prior arrangement with staff. There are repercussions when a member comes back.

member in good standing - an active member who has been active for 30 days. We need this defined well in the manual to make the by-laws legit.

Section V. H. Remove "undue". Add "You can resume shopping only when your membership status is returned to active."

Changes to Section E.

Add new Section F. Reinstating your active status.

For a member to return to active status from inactive, a member must go to orientation and training if they have been gone for 12 months or more. No matter how long a member has been gone, they must make up one shift and sign up for a shift.

What about repeat offenders? This requires a lot of staff time, what would be the appropriate action?

Anyone who has fallen into inactive status more than once in 12 months, owes up to 3 shifts, and go to orientation and training.

If the co-op had no "problem" members, would the co-op be thriving?

Addressing Val's comments:

Members shopping with their partner who is not a member. How do we deal with this?

Friendliness at the membership desk when educating the non-member about membership. If they are planning on shopping today, they need to do a visitor card.

He/she problem - change to one, member, person or they.

Working member card - change language in that section

Ben introduced the idea of including family membership language. We already have advantages for families and we should highlight them. This could be in a handout that Kathy could prepare, Ben W will write this piece. It can be added into the manual as well.

Postering around town - to communicate about membership basics, etc.

Membership Desk

When will a membership desk come to fruition? New Database is in development, Val is staffing the table. We need to work on talking points for that person. This is a tiered process. Start with a trained staffed desk, then get the computer and database going. Staff the busiest shifts first.

Membership committee will:

- Determine qualifications for the membership desk positions
- Produce training materials for membership desk
- Create a manual for the membership desk (troubleshooting, receiving payments, etc.)
- Update materials such as the New Member Agreement form

Minimum payment to become a member = \$15

Kate says she would like us to refund more of the membership fee upon a member ending their membership.

We feel like this would be potentially financially destructive. Hope to do possibly do this later with restrictions.

Section IV. B. Change language to include a member must first pay \$15 to become a member. Add a membership needs to be paid in full within 5 years.

How do we respond to members complaints about our model?

- Move away from calling our model "volunteering", it is work.
- Communicate more to members and the public, on the website, at the store, about the benefits of working members on pricing, etc.
- More forums for these concerns for members. On a blog, newsletter?
- Monthly meetings are not the place for these complaints or discussions.
- Jack will work on "10 things you didn't know" FAQ sheet. Get a new number on how much it would cost for a member to "pay" for their working hours. (4 full time staff) - Terri will to this.

2. Lease // NMCDC warehouse space

Snow Removal - Terri would like snow removal left flexible for future negotiation, perhaps for our members to do as a job.

Right now, co-op is responsible for parking lot, immediate sidewalks.

Jack/Terri would like to be able to revisit responsibilities should the space fill up.

Ben doesn't want to pay for snow removal when we try to do as much labor as possible.

Pretty much the whole board wants to retain control over how snow is removed, how much it costs, where it goes, etc.

Jack cleared up that nmcdc does not want to split the cost of a snowblower, but that they would probably allow co-op to handle its own snow removal needs.

Jack will remove snow removal from utilities in lease, board will continue to investigate options.

Utilities - co-op is responsible for any that can be divided equally by square footage (gas and electric), all non-metered (security, garbage, water, sewer, fire alarm) will be split in thirds. Bathrooms are shared spaces.

Discussion of maintenance needs clarification - who is responsible for broken windows for example?

Rent figure (\$2380) should be itemized for posterity- Jack.

Back area by loading dock, shared space? Major concern - we would no longer be solely in charge of area. Jack says nmcdc is adamant about keeping access open to potential suite c renters. Terri and Jack think any issues there (security, access, etc) could be resolved thru communication with potential tenants.

Terri wonders if lease should contain language regarding use of parking lot, other shared spaces, should suite c lessees have conflicting uses/schedules.

LUNCH

Hippies in Texas = Naked Bikers

3. Budget approval

member rebate - some amount of money given back from UNFI for volume of orders, rebate is in lieu of 1% discount across the board. quantifiable chunks of money to be used for specific projects, and in marketing materials (look, the co-op bought new shelves with your loyalty).

How are sales projections figured? average of ~5% based on first quarter trends.

Look into used phones, need at least 2 multi-line office phones.

Equipment, other needs - more gravity bins, shelves, bulk items and other inventory should all come before back stock freezer.

Communications needs some work, but might be enhanced by google sites, free.

Tech team could switch focus after POS to developing new website (wordpress)

Licensing and permits includes money for alcohol permits

Marketing line item hovers at ~\$500 to get the idea in our head that we need promotion and outreach, and that these things cost money.

Hoping to do fundraising for bulk shelving within the next couple months, bbq, silent auction, bake sale, etc. in June/July

How are we accounting for **donations** in budget? Related to cost of goods. Limiting it to gift certificates, how much per month, to whom? etc.

\$100/month, split into whatever increments work.

Any organization can get 2 donations or \$100 annually

Priorities: organizations that promote food equity, community building, social justice, 501(c)3 or other tax exempt entities

Create a Donation Request Form with tax identification number

Sponsorships - should go under marketing,

Localfest: expensive, but we are part of SBC. agree to be a part of it this year with reservations, voice them

Net cash flow bursting into positives in Nov? Compare with account balances re: amount of loss. Okay with incoming loan \$. If \$10k loan does not come through we will need to be more careful.

Quarterly budget update instead of monthly financial update. April would be Q1, July Q2, November Q3, January 2012 Q4.

Facilities expenses outside the budget. Some landscaping \$, covered bike parking. Customized bike lockups vs. city standard? Bike trailer concerns--sidewalk blocking. POS system components still needed.

Loan program closing shortly. Considered a success if promised \$10k comes through.

Consensus reached regarding budget approval

4. Scheduling problems//filling the schedule//expanding hours//BOD as shifties

Is the weekend help improving? Co-ordinators need to be proactive about covering Saturday shifts--making phone calls, etc. Job descriptions would help.

HR committee needed. Kate K needs to give input regarding staff roles on the weekend. Spread co-ordinator knowledge. Defining roles.

Some ordering taken on by trusted members, ie: HABA, pet food, non-food cleaning products. 1-2 people that work with the product selection committee to order and research these non-food products. Work on research and ordering on a weekly basis.

Some issues may be solved by POS. Val has been doing the Frontier order. WVE or EWG has cleaning product data base? Product committee needs to be involved with new product choices.

Product requests handled by product committee soon. Curious to see how process plays out. Don't expect new product seeking to be done by product committee yet due to backlog. Need input into areas different than the product requests that are coming in. Expanding liquid bulk?

Folks working vs. store open. Close store early? Filling Saturday shifts is difficult. This problem should continue to decline as membership expands. Enforcement isn't going to help last minute call-offs. Having more people on shift than needed is the only way to avoid worker shortages.

Ben asked why we couldn't have the store open during produce shifts? Hours expand only when current shifts are filled.

Expanding hours? which hours? Monday? Later evenings on the w/e? mornings? Another survey will be needed. Survey may create expectation of hours expanding sooner rather than later. Consideration must be made for training. BOD members work particular shifts as trainers or membership desk?

Emily's website should solve some of these problems.

Squad leader / Team Leaders: addresses training manuals, meets with workers, etc. One year commitment, former board members? Must be someone in close communication with staff and BOD. Job description/define level of commitment in advance. Apprenticeship with outgoing squad leader. Updating manuals and training protocols is the most important part.

POS will change everything!

5. Plan for communication with members--covered in previous conversations

6. Marketing // How to keep the GO momentum going

"10 things" will be first campaign launched. Direct postcard mailing to all 814 members. Return service requested. Addresses compared to most recent survey. Will also include postering, double-sided handbills at special events, and Indy ads.

Kate M. send Kate K. the contact information from the product survey so that addresses can be updated

Sunday Streets June 5th & September 11th. "Price is Right" type activity for June, apple carving for Sept. Or being a part of Bob Giordano's plaza. Or collaborate w NMCDC or Nside/Wside Neighborhood council. 10-4 but activities do not need to run entire time?

7. Alcohol sales - discuss in the morning

8. Crafting of policy regarding committee service/credit for hours

Define committees then go forth with which ones get hours credit & how they will be peopled.

Design team w/Jonathan? More needs than one designer can handle. In store signage, etc. Roles within Design team. Keeping things consistent across all media. Would report to Marketing Committee.

Marketing committee handles actual outreach, volunteers, specs on publications.

Re: committee work in general, create opportunities for members.

Eventually committees will be peopled with members as opposed to with board members but still reporting to BOD. With exceptions for certain committees, ie Marketing & Finance

Committee structure should not be hierarchal, for example Design Team would be an appendage to Marketing Committee.

Committee=advises the board, policy driven

Team=carries out tasks/perform services, action driven

Existing Committees:

Finance

Marketing

Membership

Product
Facilities

Desired Committees:

HR (Exec Committee?)

Existing Teams:

Recycling
Composting
Cleaning
Produce
Child Care

All above part of the Operations Team?

Desired Teams:

Groundskeeping
New Stock Research

Teams can have more than one leader to cover administrative needs.

Being placed on a team or committee: Does not need to be a member in good standing but consideration will be given to dedicated working members. Position descriptions will be created by the committees or team leaders.

Additions: ListServe access. Move to Constant Contact. Cost? Up to 2000 contacts for \$20/month. Weekly newsletter deadline for content.

April 10

1. Alcohol Sales

Much research has been done on the application process already.

Ben and Terri will find the list of questions sent out last year and start the application process.

2. Relationships with other businesses

We have been approached by several non-profits and businesses to order on our UNFI account. Bernice's has ordered a few times and Inner Roads non-profit.

The administration and time required to add to our order could be substantial and we are not in a position to do this now with a lot of other entities.

We are interested in a community building relationship with the Food Bank and they have been

talking to Kate about ordering for them.

We want to move forward with an agreement with them for the following reasons and stipulations:

the items are placed on our order and we receive the dividend

the food bank's mission fits into our co-op principles

trial basis

some form of co-op advertising at the food bank

built as a community partnership