



Board Meeting Minutes

11.17.2016

Attendance: Sam Green, Desdra Dawning, Micheal Snow, David Copley, Julianne Panagacos, Fern Moore (*Board Coordinator*), Grace Cox (*Facilitator*), Laura Kaszynski (*Staff Representative*)

Agenda

Agenda Review
Announcement
Mission Statement
Commitments Review
Member Comment
Discount Task Force
Co-Sound Committee
Staff Report
Break
Committee Reports
Board Retreat
Executive Session process
Executive Session
Commitments
Meeting Eval

Announcements

- Julianne will be joining the meeting via the phone
- Elections were concluded Tuesday night. We had 259 members vote in our election this year, significantly more than last year! Of those votes 229 were verified and counted. Desdra Dawning, Brian Frisina (Raven Redbone), and Jaime Rossman came in first, second, and third in number of votes and have accepted 3 year terms to serve on the Board. Jim Hutcheon came in 4th and accepted the 2 year term to serve on the Board. Casey Hook came in 5th and accepted the 1 year term to serve on the Board. Special thanks to Mardi Halvorsen, Caleb Baldwin, and Dylan Brooks for running for a position on the Board. We appreciate your time and dedication to the Co-op!

Commitments Review

- *Laura and David will work on confidentiality agreements, privacy policy and Board ethics Pending*
- *All Board Members will review the 'Privacy Policy' draft and submit feedback to Mo. Pending*
- *Julianne will make revisions to the consent via email policy Pending*
- *Laura will send out the Board budget request to the Board Complete*
- *Laura will type up the process proposal and send out to only the Board. Complete*
- *Fern will check the Board handbook about emergency coverage for the Staff Rep Pending*
- *Micheal will send out the co sound charter and purpose Pending*
- *Grace will check in with Corey about sending out all financial reports to the Board.*
- *Desdra will send fern the draft agenda for the annual meeting Complete*
- *Fern will send out the annual meeting agenda to the board for approval Complete*
- *Fern will see that the elections info gets on the website asap Complete*
- *Micheal will send out a draft response to all for feedback Complete*
- *Desdra and Sam will draft a letter and bring to the November meeting Consulted, but hasn't drafted a letter*

Member Comment

- JT Scott read a letter to the Board.

See Attached Document #1

David responded that because of the lawsuit any action or statement about the boycott is not possible. There are mechanisms in the bylaws that offer ways to resolve conflict. He is not willing to support a proposal to rescind the boycott.

Keith Dublanca- ran for the Board six years ago. There are issues here that could be resolved. There is a great deal of trauma taking place.

John Reagan- a defendant who will be giving a deposition on Dec 8th. The case is not about the boycott it is about policies and procedures. It may be easy to say that all we have to do is end it. You can campaign against the boycott, but we cant campaign to defend the boycott. This is an issue about free speech. I took a decision to support the boycott. I suppose you can end it, 2 of the 5 plaintiffs have pulled out. I cant see how my freedom of speech doesn't matter.

Discount Task Force

The Board and the Staff Collective consented to the Implementation Plan. The DTF also met with our Membership Coordinator to look at current membership systems. (Catapult and internal documentation) The DTF presented at the Annual meeting and received feedback in the form of comment cards from attendees. The next Task Force meeting is scheduled for December 7 at 8:30 am. If they have any questions they can contact the Task Force via email discounttaskforce@gmail.com

Proposal:

The Board approves the Discount Task force recommendations to change the Olympia Food Co-ops Discount program.

The recommendation includes the following:

- o *Combine the 10% discounts into one discount.*
- o *Use the self-sufficiency standard for Thurston County in our low-income guidelines.*
- o *Recommend to outreach to look into discount days, honoring long time members, encouraging members to get individual memberships, re-branding our discount program.*
- o *Consider staff discounts to be part of our benefits package because it inflates our discount usage number and accounted for their and negotiated as part of the budget, including the question of combining discounts.*

Consent

Co Sound Committee

The Co- sound Committee attended to discuss what the next steps are with the Committee. John, Emma and Micheal presented what work they accomplished this year.

John Regan- The Committee started in 2012 the international year of the Co-operative. The Co-op that year participated in an exchange in Venezuela with CECOCESOLA. Two Staff members participated in the exchange, Alejandra and Emily. When they returned we organized a conference and hosted 4 members of CECOCESOLA in June 2012. During that time we hosted the conference at Evergreen with the idea of, how to build a cooperative movement. The delegates from CECOCESOLA described what they felt was fundamental in the co-operative movement, a movement that consists of Co-ops working together. They felt that we needed an umbrella group, a network. The 2012 committee then became the Co-sound committee. CECOCESOLA is part of a huge network of cooperatives that shares resources.

Emma works at the Northwest Construction Cooperative and started in Co-sound last fall. Emma, Stephanie and Whitney went to Venezuela for five weeks. Co sound organized and executed the whole exchange. They attended as delegates for their own Co-ops and Co-sound. They wanted more information on what a network would look like and how that would foster mutual aid. They are finishing commitments from that exchange, writing articles and doing teach backs. They are looking to focus locally. What would the Board be most interested in them focusing on in this time? The Board is invited to share thoughts and attend a meeting. They are not an incubator of Co-ops. They refer people to the Co-operative Development Center (NWCDC) here in town which is an incredible resource. They want to know and be in touch with those starting in co-ops in a more informal. They will be hosting a teach back at Traditions in early December.

Things that they have talked about doing are creating a local exchange between Co-ops here. As well as process work to strengthen the Committee and the network.

The Committee meets every three weeks, their next meeting is the 30th 530-730. At NWDC. Sam would be happy to attend a meeting

Ideas-

What other umbrella groups of co-ops are doing around the country.

Development funds for establishing co-ops. David would like to share some resources he has, he will email that it on to the committee.

Committee Reports

Advocacy- no active representation.

Co-sound- had an agenda item

Finance- Micheal presented the third quarter statements. Sales were down 2%. Costs went down 1%. \$17,000 under. Profit 120,000\$ year to date. Cash is up 100,000\$ over last year. A 50% increase in cash. 4% increase in assets.

The Board requested comparatives quarter to quarter year after year.

Personnel- no active representation.

Local- no active representation.

Standing Hiring- no active representation.

Member Relations- hosted the Annual Meeting. The speakers were great. There was a late start so we didn't do the Finance report and Staff report. 75 or so people attended. The food was splendid. The Committee will have a debrief at the next meeting. Send any of your thoughts to Desdra about the meeting. They are meeting Dec 7th at 6pm.

Expansion- gathering estimates on the Eastside remodel. They met with the city to ask questions about their growth plan and potential expansion sites. We will stay in touch with them as our work progresses. The Committee is forming a sub committee to lead the search for new opportunities. Sam would like to express his frustration with the Expansion committee in scheduling and feels excluded from the work.

- ***Fern and Grace will take on rescheduling the expansion committee meeting time to accommodate the schedules of the committee.***
- ***Fern will work on creating a board committee guidelines***
- ***Laura will reach out to the candidates not elected to consider joining a committee***

Eco planning- no active representation.

Board Staff Relations- has not met.

Discount Task Force- had an agenda item

Elections Task Force- concluded this year's election. The goal is to have propose a bylaws change next year to accommodate electronic voting.

Organizational Health Task - presented the Co-op index report to Staff at the recent collective meetings. Continuing work on next steps.

Staff Report

The Staff is continuing work on the budget. A new scheduling software will be implemented in the coming months. Trainings for this software will be taking place within Departments in the coming months. The software will preserve our flexibility and hopefully make regular and emergency scheduling more efficient.

Board Retreat

The retreat is scheduled December 4th

Constant agenda items-

- Ice breaker and introductions
- Board agreements
- Cat summaries
- Committee summaries

Ideas

- Co-op 5 year plan, visioning
(succession planning)
- Member engagement
- 2017 Bylaws change
- Board members evaluations
- BOD/Staff relations task force
- Policies and procedures

Food- catered lunch and snacks and beverages from the Co-op

- *All Board members will bring a committee summaries to the Board retreat.*
- *Laura will invite the board elects to the retreat*
- *Laura and Julianne will send out a draft agenda for the retreat. Board members will give feedback on the retreat agenda*

Executive Session Process

TABELED

Executive Session

No decisions made.

Commitments

- *Laura and David will work on confidentiality agreements, privacy policy and Board ethics Pending*
- *Julianne will make revisions to the consent via email policy Pending*
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- *Laura will reach out to the candidates not elected to consider joining a committee*
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Next Meeting

Budget 2017
Executive Session Process

Meeting Evaluation

Good.

Decisions Out of Meeting

1. Approval Of October Meeting Minutes - *decision made via email*

Consent

2. Hiring Proposal - *decision made via email*

SEE ATTACHED DOCUMENT #2

Consent

Attached Documents

1. JT Scotts Letter- Member Comment

Dear Board of the OFC,

I wanted to express my dismay and heartbreak at the results of our current presidential election. I assume as board members of an organization whose bylaws/mission statement so strongly support human dignity, civil rights, the environment, etc. that you share in this

heartbreak. Waking up Wednesday to this news has made for a very dark few days for me as I worry for the future of our country, children and ecosystem.

I would like you to think back to the morning six years ago when as a community we woke to the news that the OFC board had enacted a boycott of Israeli goods. The pain we feel now is the same pain that many of our community felt that morning as they saw what looked to them like the rise of anti Semitism in our town. To the Jewish community it was as violent as act as Trump's recording of violating women. Can you empathize with those people now?

As a nation we face a fight for the small gains we have made in all areas that are important to us. And we have a duty to stand in solidarity with those who need us. But not by building walls in our own community, between people who, now more than ever, need to be allies. As a Coop board we could have chosen to bring people together. We could have supported the many organizations and people in our community who are working to bring people together in greater understanding of each other's differences. Instead we chose to ignore existing bylaws and basic coop principles, and support an organization of division. We have built a wall in our community.

In the coming months and years, if we are to hold even the little ground we gained in our struggles to protect civil rights, the environment, etc. It will require all of us working together. We need solidarity in the movements that will bring us together, not divide us. As a board, you could choose to ignore the divisions we have created in our community, but I will argue we have ignored it too long, and now we face a greater peril divided.

We are here tonight to demand that the board rescind the boycott. Can you understand why you need to take responsibility and take action now? We are aware that there is an on going lawsuit regarding this boycott. Regardless of how the lawsuit is settled, there will continue to be hard feelings in this community. The board must take responsibility for what happened six years ago and to work for reconciliation around this issues. As an organization we have built this wall in our community. It is past time to take it down and start to work of bringing people together.

The Future we face demands it.

We are here to ask you to rescind the boycott. Who here will make a proposal? Who will second it? You have the power to do this now.

Best wishes, JT Scott

2. Hiring Proposal

To: The Board

From: Labor Systems & Personnel

Re: Hiring Analysis

Date: OCT 2016 (update for collective meetings)

BACKGROUND

It is time for a hiring analysis! Keep in mind, we are still in the budgeting process, and labor hours for 2017 may change in the next couple months. If there are any drastic changes, Labor CAT will reanalyze these numbers before a hiring is completed, but our current recommendation is likely to stay as a minimum.

Often times, collective staff members will bring up at hiring analysis time how they feel uncomfortable hiring while our schedules seem inefficient. Labor CAT wants to strongly recommend as a first step that departments with a lot of open hours consider some concepts, like those recommended by Labor Vision Task Force's, for re--visioning hours assignments, to coincide with budgeting and hiring. We have a month or so before our final labor budget is laid out, and likely have at least 5 months before new staff would actually start working open shifts.

When you see the way the current available shifts and available rotating hours are broken out in the department hiring section below, you realize that if we were to hire new staff right now, we couldn't effectively cover the weekends, and most new staff schedules would be totally random. Please think of ways that perhaps current staff or hours laid out in the schedule might change to make an easier transition/less physical, emotional, and time management stress for new staff (and more efficient schedules for all of us). Switch shifts. Standardize shift times on similar sales or delivery days. This problem needs to be tackled by all of us, and may be easier within departments, or working with departments that impact each other, than as a whole collective proposal. If more than one department needs to have discussions with each other, you are welcome to ask Labor CAT for support. We are also happy to offer department specific research and ideas as needed.

As you will see, many open floor hours are overlapping as well, and occur on Friday evening and Saturday morning. This may be a great opportunity to consider a more efficient scheduling approach to these days and our current weekend assignments/accountability, covering some open hours with current staff.

If you have any plans for leaving a Saturday or Sunday shift in the next 5 months, we recommend considering how it might impact the organization, and

how switches may be necessary. Labor CAT will make it a priority to problem solve weekends in the upcoming months after budget, and we welcome you to talk to us about your weekend shifts, especially Saturday.

One other consideration. We are currently working an average of 32.2hrs/wk. Please note that when we have more staff working at Part time, this may effect and create a lower average. Going from 32.2 down to 30 means 160-187 hrs/wk more to cover, which is 5-9 additional staff!

ACCORDING TO OUR NEW & IMPROVED FORMULA:

WE TAKE: The average number of hours unfilled by SASSY, which includes number of open FLOOR hours that

were unfilled, using a sample of 4 months from 2016: 52.16 hrs/wk

In the last two SASSY periods for October, the SASSY team was unable to fill 290.75 hours, including hours that are not permanently assigned to anyone (please note, many of these unassigned hours got filled, including almost all at the Westside. The hardest to fill were the Saturday Deli hours and Wednesday/ Friday Evening Eastside Gondo shifts).

1

Total hours unfilled = 290.75 hrs, 72.7 hrs/wk average

Other sample months:

Jan 2016: 127.25 hrs 31.81/wk unfilled

April 2016: 155.5 hrs 38.88/wk unfilled

July 2016: 261 hrs 65.25/wk (but almost all hours were 2nd half of July) unfilled

ADD: The number of open hours COORD/MGMT: 18.25 hrs/wk

ADD: New labor hours created in the 2017 budget, not including SICK, VAC, overtime, or COLA (As of Version 2 10/18/16): 32.02 hrs/wk

This number may decrease, as Deli is reconsidering the hours they have asked for by as many as 15-20 less.

ADD: Sick Leave average estimate/week for 2017 minus a best guess percent filled by current staff and/or management/coordination left unfilled: 60hrs/wk

This is a way to roughly estimate how many hours are beeped on average, + management and coordination hours. There are 2 ways to consider this:

1. By looking at YTD labor hours. Assuming that hours went unfilled in departments mainly due to sickness and the hours were not able to be filled. This would be true for some coordination and admin (like meetings) as well. Because anomalies balance each other out, where something like the staff retreat where a lot of hours would have occurred has not happened, but we are over in General Admin and Inventory, we can look at this number as a relatively accurate overall estimate of hours going unfilled on average over the year rather than intentional labor cuts. This is most likely especially true for department hours. Total Admin = -55.04hrs/wk; Total Department Hours = -25.67hrs/wk. OVERALL TOTAL = -80.71
2. Using YTD average Sick Hours. This should not include Extended Leaves that are planned through SASSY. In order to come to an estimate, we use the YTD average Sick hours, and then subtracted average known extended leave hours through SASSY during a sample period: Jan, April, July, and Oct 2016. There is also a budget difference from our 2016 Actual Sick Average per month of 14.18 less hours per week. If we assume extended medical leaves will go down in 2017, than the estimated average hours beeped per week should remain close to 80. 80 hrs/wk [YTD average/wk = 129.18hrs/wk overall, minus an estimated 46.66hrs/week sample planned EML = 82.52, then we round down].

In conclusion, these numbers are roughly the same, 80hrs/wk. However, in both cases, there could be a discrepancy.

In scenario 1, there may be some admin/coordination hours that simply went unused for whatever reason (but we

could consider that our goal would be to fill these hours).

[?] In scenario 2, a percentage of the “beeped” or management hours might be filled by current staff, and we don’t want to include these hours in a hiring analysis.

Let’s assume that 1/4 of these hours fit into the above categories, which leaves us at 60hrs/wk for new staff to fill.

= 162.43 hours to cover each week

DIVIDE BY: The average number of hours worked by staff

In 2016 so far, staff worked 32.2 hours per staff member per week.

2

THIS WOULD EQUAL: 5.04 Staff needed

ANOTHER WAY TO ANALYZE HIRING NEEDS:

In 2017, we are budgeted for 2713.24 total labor hours, including Vacation and Sick Leave. If you divide this number by 32.2 (the average number of hours worked per week by staff in 2016) you get: 84.26 staff. We are currently at 80 staff.

If we average the difference of 85.04 and 84.25 staff, we need 84.65 staff, so basically, 85 Staff, if we maintain the current 2017 Budgeted Labor Hours.

ADDITIONAL STAFFING CHANGES:

No staff have indicated a firm intention to leave in the next 6-9 months.

Only 3 people said they might leave if another opportunity arises. Let’s assume that 1 person of the 3 actually leaves. The average hours of the 3 is almost our average for staff, about 32hrs/wk.

We should probably assume at least 1 person will leave. So 1 staff needed, however we don’t know at what point.

TURNOVER

After a year of many staff leaving the co-op, let's look at average turnover rates. Here's how many staff left the co-op each year since 2010.

2010: 2 2011: 5 2012: 0 2013: 7 2014: 4 2015: 13 2016: 5

Including 2016, this equals an average of 5 staff leaving the co-op each year. If we count the above unnamed staff as part of the 5 we can expect to leave next year, we can expect potentially 4 more staff to leave in 2017. While we could decide to hire more people now in anticipation of this additional turnover, we don't know when in the year we could expect other staff members to leave.

Labor CAT's recommendation is to increase the hiring amount to 6 new staff, to be more efficient with trainings and accounting for unknown leaves or people quitting.

DEPARTMENTAL HIRING NEEDS:

3

*While this is a snapshot in time, and actual open hours will change by the time we hire, it was decided to keep the detailed breakdown in order to give us a better sense of how to puzzle piece our hiring and current staffing together more efficiently.

The current number of open FLOOR hours (updated 10.18.16)

FE/MS: 23.5 hrs (1 brief shift overlaps, otherwise 1 person could do with a normal weekend) Produce: 15.5 hrs (2 people if normal weekend, or 1 if willing to work Sat/Sun)

Grocery: 13.5 hrs (1 could do at this time with normal weekend)

Deli: 9 hrs (2 people overlap Saturday morning)

Bulk: 2.5 hrs (Fri – can combine with Grocery)

Chill: .5 hr (part of PRO W shift)

Meat: 1 hr

TOTAL: 69

*Please Note, in order to fill these hours as is, as 5 of the shifts occur at the same time on Saturday morning, and 1 is on a Sunday, assuming we take separate weekends, we need a minimum of 6 people to take these shifts. If we

assume 6 different people take the Saturday/Sunday (1 PRO shift) shifts, we have this many floor hours remaining Monday-Friday: 38.5

MON: .75 hrs E

TUE: 3.5 hrs E

WED: 10.75 hrs E (2 overlapping shifts)

THURS: 9 hrs E/W (2 shifts overlap)

FRI: 14.5 hrs E (3 overlap, need minimum of 2-3 people depending on what combo of shifts take) SAT: 25.5 hrs E/W (6.5 W) (5 overlapping Shifts)

SUN: 5 hrs E (1 shift)

*After the most recent round of department meetings and shift openings, Labor Systems is recommending a slightly different mix of primary departments for new members. Also, as the hours above will most likely change again before actual hiring, we may want to reassess assignments at the time of hiring. For hiring purposes, these are our high need departments, and will likely need at least 1 member in all cases:

1. FEMs: We recommend, that as it seems a lot of these hours may get covered internally, we would only want to hire 1 new staff member into this department as a primary, with flexibility for filling fluctuating hours at both stores.

2. PRODUCE: Based on the shifts currently available, and 2 opposing weekends, Produce could either hire 1 primary who works both Sat/Sun, or 1 primary(2 shifts) and 1 secondary (1 shift).

3.GROCERY/BULK: A current staff member is shifting hours from Grocery to FEMs, and up to 7 more hours will open in this department. 1 person could do all the current hours with a Sunday/Monday weekend. If additional hours open up, it would be possible/necessary to have 1 primary and 1 secondary, with opposite weekends.

4.DELI: Current open shifts overlap on Saturday morning, so if they remain open, we would need to hire 2 people. Because of the high need for rotating hours within this department, we'd recommend hiring 1 primary member willing to be flexible during the week, and 1 secondary who may also have some flexibility.

4

As is customary, all staff will also be trained in at least some FE/MS areas and a number of other secondary departments as needed.

ADDITIONAL FACTORS:

There are not many floor hours, and combined with Open Management/Coordination hours, the total = 87.25 regular open hours, and 75.18 fluctuating hours per week. This could mean if we hire 6 new staff, they may start with about 13- 17.5hrs/week, with 12.5-19hrs/wk fluctuating.

However, we should also consider that if we hire 6 new staff, we currently have 5 shifts overlapping on Saturday morning, which accounts for 25.5 of the open hours, and we also need to fill a 5 hour Sunday shift, plus another if Gondo hours open up on Sunday. We should assume that current staff will need to cover at least one 3-5 hour shift on Saturday, and if current staff give up hours, it will be very difficult to transfer those hours to new staff if the hours are on Saturday or Sunday. However, if current staff pick up more Saturday hours, and give up hours during the week, we may be able to spread the hours out better for new staff.

PROPOSAL:

The Olympia Food Co-op hires 6 staff into the following primary departments:

Grocery/Bulk: 1

Produce: 1

Deli: 1

FEMs: 1 (this may need to be revisited closer to hiring)

Unknown: 2 (Will be primary or secondary depending on updated needs for Deli, Grocery/Bulk, and Produce, so may have combined schedules. One of the previous staff may also be secondary for the department with the least need. Most rotating hours will be available in these departments in addition to the open shifts).

5

