

FIDDLEHEADS
BOARD OF DIRECTORS MEETING
July 15, 2014
6:30-8:30 PM
105 Huntington Street, New London

Time	Topic	Resource	Board Action/ Outcome	Leader
6:30-6:40	Meeting Preamble <i>Each of us is a member of the coop community and has been elected to be leaders in serving our members. May we conduct this meeting by empowering each other, treating each other with kindness, and maintaining an atmosphere of mutual respect.</i> Check-in			President
6:40-6:45	Agenda Review		Make any needed adjustments	President
6:45-6:55	Member Comments			President
6:55-7:00	Minutes June (board packet)		Accept minutes	President
7:00-7:05	GM Update Report		Discuss as necessary	General Manager
7:05-7:10	Consent Items-Any item can be removed for discussion at the request of a board member <ul style="list-style-type: none"> • GM Monitoring Report A Ends (Part I) 		Accept report	President
7:10-7:25	Consent Agenda Items needing discussion		Accept after discussion	President
7:25-7:45	Action Items <ul style="list-style-type: none"> • Officer Elections <i>Elect President, Vice President, Secretary, Treasurer for one year term</i> • Approve Revised Board Meeting Schedule (Board Packet) • Retreat Outcomes <i>Approve retreat proposal (Board Packet)</i> 			President
7:45-8:15	Executive Session <ul style="list-style-type: none"> • To discuss Real Estate Proposal • To discuss GM Compensation Proposal 			President
8:15-8:20	Discussion <ul style="list-style-type: none"> • Communication TF <i>Review purpose as better suited to GM or Board Task Force</i> 		Take action at next meeting as needed	
8:20-8:30	Closings <ul style="list-style-type: none"> • August draft agenda (Board Packet) • Meeting Checklist <ul style="list-style-type: none"> ○ Everyone was present physically and attentively ○ No sidebar conversations ○ Maintain topic focus ○ Everyone had a voice and was heard ○ Be honest but not brutal ○ Don't monopolize ○ Clarify the purpose of each agenda item to begin ○ Signal if you feel personally attacked, disrespected, or put down • Review Decisions, Tasks, Assignments • Adjourn Meeting 		Review Evaluate meeting process: what worked and what needs improvement	President President

BOARD PACKET:

- 1) Draft June Regular and Special Meeting Minutes
- 2) GM Update Report
- 3) Revised Board Meeting Schedule
- 4) Retreat Outcomes Proposal
- 5) GM Compensation Proposal
- 6) August Draft Agenda

FIDDLEHEADS BOARD OF DIRECTORS
Meeting of June 17, 2014 [Draft Minutes prepared July 5, 2014]

I. CALL TO ORDER

Susan Zimmerman called to order the regular meeting of the Fiddleheads Board of Directors at 6:37 p.m. on June 17, 2014 at 105 Huntington Street, New London, CT.

SPECIAL KUDOS: Ellen Anthony (Dr. Bulk) obtained signatures on a beach ball as a contest at the CCMA conference and as a result Fiddleheads gets \$500 off next bill with CDS Consulting.

II. ATTENDANCE

The following Board members were present:

Susan Zimmerman, President
Ed DeMuzzio, Treasurer
Mark Roberts, Vice President
Sue Phillips, Secretary
Mona Harmon-Bowman
Carolyn Wilson,
Ellen Clinesmith
Suzanne Cattanach,

The following Board members were absent:

Bonnie Tompkins

The following additional persons were present:

Bud McAllister, Member

III. AGENDA REVIEW

Reminder: The President (or in her absence, the person presiding over meeting) will send out a single packet with all materials, normally Thursday before Board meeting, so it is not necessary to send items to all board members. Send to President.

Summary: Removed consent item GM Monitoring B6 for full discussion. Removed D4 Board Monitoring for discussion also. Not enough Board members completed survey to allow preparation of report, but we should have a discussion to determine why this is the case.

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IV. MEMBER COMMENTS

Bud McAllister wants to introduce board to Whaling City Economic Development Corporation, which is state funded and may be able to work collaboratively with Fiddleheads.

One potential project is that New London could do 50th anniversary of Freedom Summer celebration, this depends on what happens with new school.

They are hoping to find some funding to restore funds cut from Ledge Light Health District.

They will be holding a retreat at Voluntown Peace Trust on July 26th, which will be on Compassionate Communication. We could consider joining them on this.

They would also like to communicate with our board as a model for developing their own board.

Susan Zimmerman invited Bud and Whaling City Economic Development Corporation to contact President in advance of meeting to be an agenda item to present any formals they would like us to consider joining them on.

V. MINUTES OF PRIOR MEETINGS

A. May 20, 2014 Minutes

Summary: Mona had a question on follow-up on item VI, C. This has been done. Edit on VIII, A. No should be not.

Motion to approve the February 18, 2014 Board meeting minutes.

Motion: Mark Roberts

Second: Mona Harmon-Bowman

All in favor, with Susan Zimmerman and Suzanne Cattnach abstaining.

B. June 3, 2014 Special Meeting Minutes

Summary: Mona has some edits for clarity, which she will email to secretary.

Motion to approve the March 18, 2014 Board meeting minutes.

Motion: Ellen Clinesmith

Second: Mark Roberts

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All in favor with Mona Harmon-Bowman abstaining.

V. GM UPDATE REPORT

GM not here, no concerns of note. Board members were sorry to hear about the Four Mile River Farm situation.

VI. REMOVED CONSENT ITEMS

A. **GM Monitoring B5: Consumers.**

President hands out a CDS/CBLD Sample GM Monitoring Report. Board discussed ways in which this our GMs report have not been consistent with the CBLD sample. One issue is that our GM report does not have a “reasonable interpretation” of the GLOBAL statement of the policy, only the sub-components of the policy. In addition, the Board felt that it would be helpful to have an interpretation, operational definition and statement of level of compliance with the global policy as well as the sub-components.

It was discussed that President will be discussing this with GM and encouraging his use of the CBLD sample monitoring reports.

Board tried to clearly articulate what it is we want in addition to what GM is providing. This is:

- (1) to more closely follow CBLD model;
- (2) to specify interpretation, what metrics are used in determining success/compliance;
- (3) improve formatting with clear headers and outline, spacing; and
- (4) use data and tables and graphs as much as possible and appropriate.

Consensus of board is that this will be content of President’s guidance to GM.

There is some concern that Policies should be amended to tell GM exactly what data to use to assess outcomes/compliance, but no action will be taken at this time. **Consensus to revisit the issue of formatting and overall utility of GM monitoring reports in three months or so.**

Motion to accept report as presented.

Motion: Ed DeMuzzio

Second: Mark Roberts

All in favor:

B. Board Monitoring Report D4..

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This item was tabled, due to lack of response by Board members, which precluded preparation of a report. Board members were not clear whether or not they had received

it. It was suggested that Alyssa clearly label the email (subject line) so that Board members do not miss seeing and immediately responding.

Mark will meet with Alyssa to discuss: (1) somehow making subject line clear and perhaps flagging HIGH PRIORITY when sending email; (2) including the overarching statement of policy (same issue as with GM reports) so that Board members are rating compliance with overall statement of policy in addition to the sub-components.

Also decided to go to C1 Board Monitoring survey for July meeting. In other words, not revisiting this policy (D4) and starting fresh as of July 1st seeking to have a complete year of reports by end of June 2015.

VII. TASK FORCE REPORTS

A. Deferred to Executive Session

Both Task Force reports are related to the possibility of undertaking an expansion project.

Motion to enter executive session to discuss the possible acquisition of real estate in connection with expansion, to include discussion of two task force reports that both pertain to this possibility.

**Motion: Mark Robert
Second: Carolyn Wilson
All in favor.**

VIII. EXECUTIVE SESSION: Matters Pertaining to Real Estate

The Board went into executive session starting at 7:35 p.m.

The executive session lasted until 8:37 p.m.

No minutes were taken and voting occurred.

IX. CLOSINGS

A. **Special Meeting**

FIDDLEHEADS BOARD OF DIRECTORS
Meeting of June 17, 2014 [Draft Minutes prepared July 5, 2014]

Board wants to adjourn tonight and reconvene next Tuesday at 6:30 to continue executive session on matters pertaining to real estate and take up the rest of the items on tonight's agenda. This will be June 26th (Thursday at 6:30 p.m.).

X. ADJOURNMENT

Motion to adjourn at 8:49 p.m.

Motion: Sue Phillips

Second: Ellen Clinesmith

All in favor.

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Draft minutes prepared by Sue Phillips on June 17, 2014.

Draft minutes reviewed and prepared for submission to Board by Sue Phillips on July 5, 2014.

Minutes approved by vote of the Board on _____ and put into final form by Sue Phillips on _____.

FIDDLEHEADS BOARD OF DIRECTORS
SPECIAL BOARD MEETING of JUNE 26, 2014
[Draft Minutes prepared July 5, 2014]

I. CALL TO ORDER

Susan Zimmerman called to order the regular meeting of the Fiddleheads Board of Directors at 6:32 p.m. on June 26, 2014 at 105 Huntington Street, New London, CT.

II. ATTENDANCE

The following Board members were present:

Susan Zimmerman, President
Ed Demuzzio, Treasurer
Mark Roberts, Vice President
Sue Phillips, Secretary
Mona Harmon-Bowman
Carolyn Wilson,
Ellen Clinesmith
Suzanne Cattanach (arrived 6:42)

The following Board members were absent:

Bonnie Tompkins
Ed DeMuzzio

The following additional persons were present:

Dick Virgin, GM

III. AGENDA REVIEW

This agenda is what we did not get to on the 17th and to talk about retreat outcomes.

Because there is an executive session without GM, that will be moved to end of agenda so GM can leave after discussion of retreat outcomes.

IV. MEMBER COMMENTS

No members present.

V. MINUTES OF PRIOR MEETINGS

None.

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V. TASK FORCE REPORTS

A. Communication.

Staff and member meetings went well on June 19th. Questions and answers typed up and available to Board.

Press release went to The Day. They are too busy and understaffed to get to it. It should be in paper early next week.

Mona has been approached:

- 1) One staff felt she had been lied to when talking about Parcel J when Mona responded to an inquiry by saying TriTown was interested in the Parcel J site. Dick thinks this is an individual issue, not a universal issue. Most staff seem very happy about the potential for expansion to Parcel J and impressed Board was able to keep it quiet until June 19th.

Mona and Dick will discuss and see if they think they should talk to individual staff about confidentiality agreement or let this go.

- 2) Susan Z. noted the question “shouldn’t members decide?” may come up again and that this may require more attention to make sure that members understand structure, roles and and relationships of membership, board, and GM.

Discussion was that it was handled well in member meeting and we just need to be good communicators and solicit input without telling members “it is your choice.”

Also ensure communication is through many different channels to make sure people without a lot of access or use of email do not feel left out.

- 3) Should we consider communication task force when we go to next steps? Will discuss soon.

B. Expansion.

Susan Z. drew attention to document outlining roles and responsibilities of board and GM if we go forward with expansion process.

Board takes care of legal issues, but then defers to and supports GM in execution.

Mark explains that essentially we have two parallel tasks. (1) To continue routine store operations on annual cycle and (2) follow a linear progress beginning to end.

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This doubles or triples GM's job – and typically there is delegation of many store duties to management team/senior staff.

President distributed a Preliminary Project Timeline, and apologized that not prepared and distributed in advance.

NCGA (National Cooperative Grocery Association) has a division that assists with expansion. They recommended market study before working with them, but now that we have this they are able to do a feasibility study, GM plans to contract with them to do this. He distributed a draft of their typical consulting agreement for a pre-project feasibility study. Study would include a preliminary design of potential store layout, which allows us to estimate costs of build out. Also this will guide builder in systems work (electric, plumbing) based on how we are likely to utilize space.

NCGA could send team in 3-4 weeks, observe and discuss on site for 3-4 days, then it will take 3-6 weeks to generate the feasibility study document. In light of this time-table, we will not be able to develop a staffing plan until at least September – Susan Z. will update Preliminary Project Timeline accordingly.

It was suggested that GM solicit input into what membership/community would like to see in a new store. Input had been invited, GM will work with a team to winnow it down and try to focus on more popular priorities. GM notes that not all input can be utilized and that at times input will be contradictory so it is important that everyone is thanked for input but understand that no input will be guaranteed to be incorporated.

Mark explained expansion committee's goal that at any important decision point the issue is discussed the meeting prior to when it will be decided, so board members can consider and reflect before voting.

Also, committee wants to schedule 1st and 3rd Tuesdays for board meetings starting in July through December. This timetable in on the proposed project timeline.

Board members were asked to express their commitment to this schedule. All board members present expressed willingness to commit to checking schedules before next meeting and further discussing ability to commit. We will also consider what the procedures should be for when a board member misses a meeting. At this time the feeling is that it should be incumbent upon the person missing the meeting to follow up with someone what was present at meeting to get up to speed.

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Some discussion surrounded ability for current treasurer to attend all meetings on this bi-monthly schedule or otherwise keep up with board process. Vice President will initiate a conversation with Treasurer about this.

Mona will send a “commitment scale” self-assessment tool to Susan. It will be included in next Board Packet and everyone should rate themselves and be prepared to share personal commitment score with full board.

Susan will revise Preliminary Project Timeline for next meeting and will include that in next agenda for board approval.

C. Returned to Communication Task Force and on-going purpose.

It was suggested that communication task force meet before next meeting and clarify their on-going role or whether it should be temporarily disbanded. GM opined that it should probably be continuing and does not overlap GM responsibilities but helps ensure that communication is following a plan consistent with board’s needs as well as store.

Board members present at May 20th meeting explained to people who were not at that meeting why Communication Task Force was deemed important and did so much work on a short schedule because it was felt we could not wait past June 19th.

Consensus is that Communication Task Force will meet and check-in with full board at first July board meeting. They are to propose a charter that describes their duties and explain why they are necessary. They should also determine and make recommendations about soliciting any specific input at this time and how.

VI. BOARD DISCUSSION

A. Retreat Outcomes:

Retreat will be August 16th.

It seems that outcome most desired is to focus on expansion and particularly on internal readiness. There is a self-diagnostic tool that all board members can complete prior to the retreat to help us assess internal readiness.

Other suggestions:

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There are several board members with building project experience (as well as GM) they could all share experience/wisdom.

More review of expansion tool kit, and ask that all Board members read it in advance. (Suzanne is missing hers because she missed May meeting, Mona gave hers to Suzanne and she will pick up extra copy from Dick over the weekend.

More detail on the timeline and process.

If it is available, to review the feasibility study (not expected until early September – so unlikely).

If we have a sense of financing needed, to discuss a capital plan.

Also may need some team building exercises to continuing strengthening board process. Perhaps with emphasis on what makes board effective during expansion and what might be an impediment.

Review member input from survey about “what they would like to see for new areas” as well as review questions/concerns/input now that expansion is on the table, although it may be too early to have much that is useful other than survey already conducted by GM. Communication Task Force report at next meeting will inform this.

There was some discussion of project plan and whether one needs to be generated, when, and by whom. The Expansion Task Force will meet and report on their thoughts at next board meeting (July).

VIII. EXECUTIVE SESSION: GM EVALUATION AND COMPENSATION

The Board went into executive session starting at 8:07 p.m.

The executive session lasted until 8:26 p.m.

No minutes were taken and no voting occurred.

IX. CLOSINGS: July Agenda

July agenda was reviewed: We will use draft agenda but add reports of Communication Task Force and Expansion Task Force.

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We will also add board officer elections.

We will also add discussing Labor Ready space proposal. No vote at the regular July board meeting is planned.

Mark Roberts will contact recording secretary about sending out Board Monitoring Report C1 Governing Style.

Treasurer will be asked to report on Board Budget actuals (already on agenda)

Cooperative Café presentation to be on July 15th or July 29th depending on Jessica J-C's availability.

Governance Committee will be expanded to include Mona Harmon-Bowman and Suzanne Cattnach but will not plan to meet until the Fall.

X. ADJOURNMENT

Motion to adjourn at 8:37 p.m.

Motion: Sue Phillips

Second: Mona Harmon-Bowman

All in favor.

* * * * *

Draft minutes prepared by Sue Phillips on June 26, 2014.

Draft minutes reviewed and prepared for submission to Board by Sue Phillips on July 5, 2014.

Minutes approved by vote of the Board on _____ and put into final form by Sue Phillips on _____.

General Manager Report
June/July 2014

Susan, Mark and I met with Kyle Klewin on June 18 to review the status of the Parcel J proposal before we presented information to the staff and members. He told us that he had filed the grant application earlier that week and that the State had up to 120 days to respond. He indicated that if the application was turned down that he could apply again. The next cycle for applications to be filed is January 2015 and he would file a second time if it were needed.

We met with employees and members later that day and explained the two expansion ideas we are considering. I have to say that I had really anticipated that by the time we got to sharing this information that it would have leaked somewhere or that an employee would have figured out about Parcel J because of all of the hush hush meetings we were having, but it truly came as a total surprise. You all did an excellent job of keeping the information private. Mona recorded the questions people asked and we will probably use some of that to begin putting out updates to the members. Mona will you send me that before you leave for Maine, if you haven't left already? Thanks

The reaction has been generally favorable and most members and employees are very positive about the growth and expansion that has happened with the co-op. There was a negative letter to the editor which was directed at Kyle than at Fiddleheads encouraging him to put in an Aldi market rather than Fiddleheads. We do not plan to respond, nor does Kyle. In talking with Kyle he indicated that Monday morning quarterbacking is common with any new project and is best left alone unless it begins to gain some community momentum.

We have moved part of our office operations to the lower level of Fiddleheads. We still have some finishing touches, but we are operating and pretty well organized. It is nice to have an onsite place to meet that is private even if it is small.

Paul and I made a trip to New Jersey and bought a used cooler in which we plan to begin selling fresh fish. We will be doing this two days a week on Friday and Saturday. We will be looking for someone to take this responsibility but will plan to get started next week even if we don't immediately have an individual to just do this.

The staff is beginning to review the findings of the survey recently conducted. We will be giving you some data on this and also the general findings and what impact it is having on our plans/operations.

I hope to have a proposal to you by Tuesday night on the expansion into Labor Ready. I am having trouble getting some responses from some trades people about the cost of the work we would want them to do to make this happen.

Our June sales were down quite a bit from prior months. (Data attached) The buyers and I have talked about it and aren't quite sure what happened. If you come June to May and April, June is traditionally a month when sales drop off, but not as much as we saw this year.

Month	Total Shoppers	Ave per day	Ave basket
April	10121	337	\$28.32
May	10384	335	\$28.28
June	9491	316	\$27.57

What the data shows is that the dollar value of the basket was down slightly, but that we had 630 fewer shoppers In June than in May. This is the equivalent of losing all of the sales of two days. While June is usually down some, it is not a high vacation month- kids are in school until around the 18th/20th. June was also not unseasonably warm which also causes people to eat less and gardens haven't really started coming on hard on June. We'll be watching this very carefully.

So far in July our average customer number is 311 per day. This includes our short hour day, July 4. However our basket size so far this month is \$29.78 that is very good.

Part of the reason for the increase in the value of baskets this month is our island trade. So far we have had four customers on Block Island and we really just started that this week. Our sales on Fisher's Island have been excellent. These orders tend to be fairly high in dollar value. The organization of gathering orders, packing them. Getting them to the fairy, picking up containers, bringing them back and washing them out, has taken on a whole new feel to it. With the growth of this service has come a much greater need for organization. We have trained more people on various pieces of this operation and for the first time, the practicality of having a vehicle has started to enter our thinking. Can you believe it? By the way we are also now advertising on WCRI that is the radio station on Block Island and in Newport. The emphasis of the ad is on how to order your groceries from us.

Faith Middleton came in to shop the other night and suggested that we start offering the service to the East End of Long Island. She has a house over there and comes through New London often to catch the ferry to her place.

We have been dealing with some coverage issues with a number of people being off on vacation and one employee on an unexpected medical leave. But we have managed as everyone pitches in. We are doing some additional reorganizing and looking at staff assignments to try to make things more efficient and make the best use of the skills of individuals.

I am promoting two people to two new positions. We will have an Assistant Manager for the Front End of the store and that will be Kristin DeMuzzio and Assistant Manager for the Back End of the Sheila and this will be Sheila. We will also

be moving some people to cover the responsibilities they had and adding some others as the dominos work their way through the system. This creates a new level of management and means that now only a few people report to me rather than everyone. We are starting this now, but the transition from a supervisory standpoint is going to take some time.

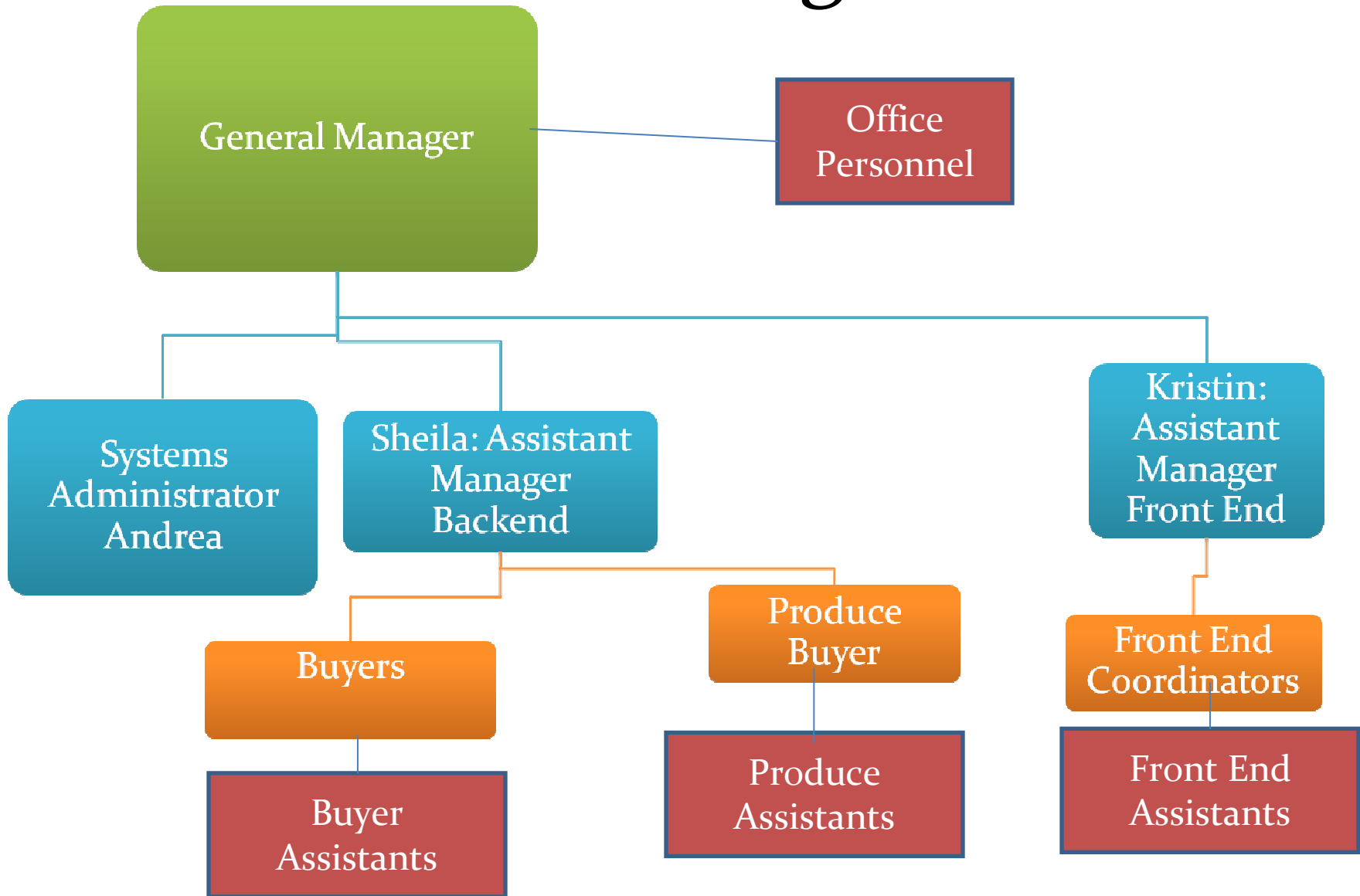
I am to have a portion of my End's Report to you for this meeting. It is not done yet, and I will have something for you for the meeting. However, looking at this endeavor I have come to realize that my perception of the End's report and the reality of what it is in most co-ops have not been concurrent. I really see the End's reports as a monthly monitoring report on End's. It has become clear to me that co-ops often spend the entire year collecting data for the End's reports and that a number of people are collecting various pieces of data to give to the GM so that the GM can write the report. I haven't had people in those positions to assist in data collection and I have not been gathering data all along to prepare for this report other than the data that we normally collect. With our reorganization, we can begin doing that having a focus toward the End's and what sorts of data would indicate "that we are a model for achieving food justice for all"? (I'm just using this as an example. It is clear to me that we have major work to do in this area. While there is a part of me that became stressed over the realization of the enormity of this report, I had three additional reactions. One was that we don't have the personnel to gather all of the kinds of data that many co-ops have so we will have to just accept that some data is not going to be immediately part of what we generate. Second, the End's themselves can really be used to drive some things at the co-op and that is a good outcome and probably why we have Ends. Lastly, a GM who has been a bit of a mentor to me and one who is highly respected in the co-op world, Kari Bradley of Hunger Mountain Co-op, stated that he has been writing End's reports for seven years and it wasn't until the 7th year that he felt that the reports began to be something really worthwhile and not just a report.

I also need to give you an update on where we are with joining NCGA and becoming part of CoCoFiSt. We were ready to apply to NCGA. At the same time Sheila had been pressuring UNFI to do something with discounts that would help small start up coops. As smaller endeavors when they start they get a very small discount and this makes it harder for them to survive. We never would have made it if we hadn't operated for three years with no labor costs. UNFI responded to her initiative and they put together a consortium of co-ops in SECT and RI. By being a group, the other smaller coops get a much bigger discount because when the dollar volume of all five are added together it puts all groups at a higher discount level. However, we can't do this and also be a member of NCGA and get that discount which is a little larger than what we will be getting in this consortium. But if we pull out of the consortium, it really would make it worth nothing to the others. So we feel obligated to follow through and support the small guys. The good news is that even though we are not members of NCGA, they are willing to allow us to get some services from them. Not sure how that is happening, but I don't plan to ask for any clarification.

We were told to submit our first set of data to CoCoFiSt and they would work with it. They sent the data back and said we needed to provide much better detail to them before they could accept it. This means a pretty significant change in how we handle our data. We plan to make the change, but it is going to mean adding someone to our bookkeeping end of things to make it possible. However, with what they want us to do, we will be able to really examine the turnover of products and do it by department which is really necessary information so there is a very positive side to this. But it is going to take us a little longer to get there than we expected.

	JUNE WK 1	JUNE WK 2	JUNE WK 3	JUNE WK 4	JUNE WK 5	38 TOTAL
Bulk	\$9,941.90	\$9,660.49	\$8,521.34	\$7,830.96	\$2,390.21	\$38,344.90
Produce	\$12,993.19	\$13,595.22	\$13,054.18	\$12,451.76	\$3,597.48	\$55,691.83
Ref Groc	\$9,635.96	\$9,731.50	\$9,294.50	\$9,440.68	\$2,735.73	\$40,838.37
Spice & Tea	\$872.98	\$803.41	\$669.58	\$551.41	\$170.24	\$3,067.62
HABA Tax	\$5,764.79	\$5,353.74	\$4,719.17	\$5,637.94	\$1,382.69	\$22,858.33
Pkg Groc	\$14,490.72	\$13,199.70	\$12,537.22	\$12,374.85	\$3,628.96	\$56,231.45
Taxbl Groce	\$1,911.03	\$1,665.53	\$1,591.68	\$1,765.55	\$504.96	\$7,438.75
Cheese	\$1,616.51	\$1,596.66	\$1,871.76	\$1,647.48	\$384.07	\$7,116.48
Txbl Merch	\$2,179.94	\$1,858.39	\$1,837.23	\$2,186.19	\$384.28	\$8,446.03
Frozen	\$4,056.99	\$3,921.45	\$3,146.44	\$3,562.79	\$1,102.90	\$15,790.57
Bakery	\$2,131.87	\$2,151.17	\$1,932.50	\$1,853.08	\$482.87	\$8,551.49
Tax Bulk	\$97.82	\$94.27	\$83.93	\$58.71	\$21.33	\$356.06
Beer	\$408.24	\$605.80	\$612.70	\$523.16	\$227.75	\$2,377.65
Misc		\$7.00	\$17.45	\$7.00	\$7.00	\$38.45
soup	\$94.27	\$62.03	\$51.48			\$207.78
Sub total	\$66,196.21	\$64,306.36	\$59,941.16	\$59,891.56	\$17,020.47	\$267,355.76
# Cust	2303	2280	2191	2172	545	9491
Ave sale	\$28.74	\$28.20	\$27.36	\$27.57	\$31.23	\$27.57
Misc						
Four Mile	\$817.99	\$197.54				\$1,015.53
Bottle Dep	\$269.40	\$284.15	\$273.60	\$257.05	\$57.90	\$1,142.10
Bottle Ret	-\$181.10	-\$234.60	-\$208.65	-\$196.95	\$56.35	-\$764.95
Donations						
Vendor Paymt						
Mmebership	\$925.00	\$455.00	\$1,390.00	\$550.00	\$55.00	\$3,375.00
Sub total	\$66,196.21	\$64,303.36	\$59,941.16	\$59,891.56	\$17,020.47	\$267,355.76
Total	\$68,027.50	\$65,005.45	\$61,396.11	\$60,501.66	\$17,189.72	\$272,123.44

Fiddleheads Reorganization



	Jan	Feb.	March	April	May	June	Total
Bulk	\$ 35,467.62	\$ 38,376.00	\$ 44,705.25	\$ 42,235.78	\$ 43,224.96	\$ 38,344.90	\$ 242,354.51
Produce	\$ 49,683.99	\$ 53,817.63	\$ 61,038.84	\$ 59,320.45	\$ 62,602.54	\$ 55,691.83	\$ 342,155.28
Ref Groc	\$ 34,279.60	\$ 35,741.54	\$ 40,236.55	\$ 39,037.70	\$ 41,474.66	\$ 40,838.37	\$ 231,608.42
Spice & Tea	\$ 3,307.78	\$ 3,300.22	\$ 3,819.80	\$ 3,810.94	\$ 3,719.98	\$ 3,067.62	\$ 21,026.34
HABA Tax	\$ 21,973.53	\$ 21,687.10	\$ 25,267.20	\$ 23,949.72	\$ 23,796.26	\$ 22,858.33	\$ 139,532.14
Pkg Groc	\$ 55,792.39	\$ 57,665.96	\$ 62,770.91	\$ 62,748.25	\$ 63,267.26	\$ 56,231.45	\$ 358,476.22
Taxbl Groce	\$ 5,939.61	\$ 5,899.14	\$ 6,425.80	\$ 6,557.46	\$ 7,840.56	\$ 7,438.75	\$ 40,101.32
Cheese	\$ 6,997.60	\$ 7,439.78	\$ 7,436.96	\$ 7,902.73	\$ 7,859.38	\$ 7,116.48	\$ 44,752.93
Txbl Merch	\$ 6,149.34	\$ 7,859.90	\$ 8,985.66	\$ 9,687.13	\$ 9,938.58	\$ 8,446.03	\$ 51,066.64
Frozen	\$ 15,825.28	\$ 16,881.51	\$ 18,556.93	\$ 17,089.02	\$ 16,959.64	\$ 15,790.57	\$ 101,102.95
Bakery	\$ 7,372.70	\$ 7,508.82	\$ 8,864.05	\$ 8,911.40	\$ 8,867.31	\$ 8,551.49	\$ 50,075.77
Tax Bulk	\$ 420.44	\$ 328.82	\$ 322.93	\$ 282.40	\$ 335.73	\$ 356.06	\$ 2,046.38
Beer	\$ 1,503.24	\$ 1,948.54	\$ 1,848.33	\$ 1,978.89	\$ 2,215.28	\$ 2,377.65	\$ 11,871.93
Misc	\$ 84.77	\$ (14.01)	\$ 66.12	\$ (77.36)	\$ (3.46)	\$ 38.45	\$ 94.51
soup	\$ 111.61	\$ 285.07	\$ 580.17	\$ 607.00	\$ 512.60	\$ 207.78	\$ 2,304.23
Sub total	\$ 244,909.50	\$ 258,726.02	\$ 290,925.50	\$ 284,041.51	\$ 292,611.28	\$ 267,355.76	\$ 1,638,569.57
# Cust	8278	8874	10306	10121	10348	9491	57418
Ave sale	\$ 29.59	\$ 29.16	\$ 28.23	\$ 28.06	\$ 28.28	\$ 28.17	\$ 28.54
Misc		\$ 18.80					\$ 18.80
Four Mile	\$ 2,339.44	\$ 3,525.00	\$ 3,615.66	\$ 3,067.98	\$ 3,504.76	\$ 1,015.53	\$ 17,068.37
Bottle Dep	\$ 983.75	\$ 836.54	\$ 1,096.20	\$ 1,135.90	\$ 1,179.70	\$ 1,142.10	\$ 6,374.19
Bottle Ret	\$ (813.20)	\$ (550.30)	\$ (800.70)	\$ (849.95)	\$ (837.10)	\$ (764.95)	\$ (4,616.20)
Donations		\$ (32.55)	\$ 20.00				\$ (12.55)
Vendor Paymt							
Mmembership	\$ 2,043.50	\$ 2,675.00	\$ 2,680.00	\$ 6,261.79	\$ 5,762.00	\$ 3,375.00	\$ 22,797.29
Sub total	\$ 244,909.50	\$ 258,459.75	\$ 290,925.50	\$ 284,041.51	\$ 292,611.28	\$ 267,355.76	\$ 1,371,213.81
Total	\$ 249,462.99	\$ 264,932.24	\$ 297,536.66	\$ 293,657.23	\$ 302,220.64	\$ 272,123.44	\$ 1,412,843.71

PROPOSED BOARD MEETING SCHEDULE

DATE	MEETING TYPE
JULY 15	REGULAR MEETING
JULY 29	SPECIAL MEETING
AUGUST 16	RETREAT
AUGUST 19	REGULAR MEETING
SEPTEMBER 2	SPECIAL MEETING
SEPTEMBER 16	REGULAR MEETING
OCTOBER 7	SPECIAL MEETING
OCTOBER 21	REGULAR MEETING
NOVEMBER 4	SPECIAL MEETING
NOVEMBER 18	REGULAR MEETING
DECEMBER 2	SPECIAL MEETING
DECEMBER 16	REGULAR MEETING

Proposed Outcomes

2014 Fiddleheads Board Retreat

1. Board will assess its readiness and create a plan of development
 - a. Joel will distribute online assessment tool for each board member to complete prior to the retreat
 - b. Board members will review the video on expansion prior to the retreat
 - c. Board as a whole will complete the self-diagnostic tool from the Expansion Toolkit at the retreat
 - d. Board will review where we are ready and where we are not
 - e. Board will complete a plan of development
2. Board and GM will have a project plan with clearly determined responsibilities
 - a. GM will propose a project plan
 - b. Board and GM will discuss and amend as needed
3. Location will be 74 Fullertown Road, Hanover, CT; Potluck Lunch

Regarding General Manager Compensation and Evaluation

My proposal for salary and compensation is designed to cover the next 18 months. However, some is in two parts.

I believe it is imperative that I be given examples of what the Board of Directors expects in the various areas of monitoring reports. I have taken the criticism and suggestions from the BOD and tried to make the reports reflect what I thought you wanted and also to include information germane to the topic that I thought was important even if it wasn't requested. Since every report I have submitted has been found by some members to be inadequate, not in compliance or both, I had reached the point of being paranoid about the reports. I was told to follow Joel's samples, which I have attempted to do to the extent that we have the same kind of information available. Your willingness to provide examples and to work with Andrea and myself to see if there are ways to provide more in-depth and meaningful information is a positive step. Prior to this offer it had begun to appear to me that since my reports never seemed to hit a mark that I felt hadn't been defined, it was beginning to feel like that there was really a feeling of being significantly dissatisfied with my overall efforts and that if I received enough criticism that I would leave. I can take criticism, but being made to feel that no matter what I did it wasn't good enough to me goes beyond criticism. This offer from the BOD gives me a sense that we are looking for a positive resolution to defining what is expected, what it will look like and that it will be based on data that is within our grasp.

I would like to include with each of my future reports a short response sheet so each member of the BOD can identify areas they were satisfied with and if they feel an area is not up to their expectations that they can also give me specific feedback about what needs to be done to improve those sections. This will give me data to look at after the meeting when other things aren't going on so I can better grasp what needs modification and in what manner.

Last year I requested \$1500 in travel for this year but that was not nearly enough. I attended two conferences in which the registration alone for the two came to more than \$1500 and that did not include airfare, hotel, or meals. I think we should at least double the amount to \$3000. If you were wishing to adjust things to be consistent with an 18 months end date, then I would say \$4500 for the next 18 months.

I am satisfied with the 4 weeks of paid vacation. And I should report to you that by the end of the summer, I will have taken four weeks off during the past 12 months. Again if we were look at the next 18 months, then I would have 6 weeks for that time period.

My proposal on salary is the following:
From now and for the next 12 months: \$46,000

Beginning in 12 months and extending for six months that I be paid on the basis of an annual salary of \$48,000. This would be the salary for six months at which time we would review the total package.

When we met last week, you explained that you wanted a proposal from me, and that the Board wanted to move to an end of year agreement rather than mid year. You also explained the necessity of improving the monitoring reports and some steps you were willing to take to assist in defining what you wanted and also working to help me utilize data that you believe we have that could be analyzed and presented in monitoring reports. However, this leaves a number of areas in which I have not yet received any evaluative feedback.

In the targeted areas of growth for the GM for his past year there were several items identified, that I believe were not addressed in our conversation. The greatest portion of our time was spent on monitoring reports. The preparation of these reports is a relatively small portion of my overall time put in on the job. What is the perception of the Board of Directors of my overall performance on all of those other areas? I really don't feel that I get this kind of feedback when we review the monitoring reports.

One of the major factors that we will be looking at very soon is what is the capacity of the organization to handle this large expansion being considered. Part of that examination will be how well the BOD is prepared and also how well prepared the BOD and GM are as a team. For me to feel that we are a definite team, I need a better idea of how the BOD perceives my work. Just in the past two years we have more than doubled our sales and quadrupled our personnel. While we can take pride in those accomplishments, those two factors alone have created significant changes in my role. In this kind of environment the role of the GM is certainly not static. As my role evolves and the expectations continually change, it is important that I am flexible enough and skilled enough to make the necessary changes that this dynamic environment requires. Your feedback about my performance needs to be provided to help me continue to meet the changing demands.

You have seen that I feel quite free in sharing with when I believe that the BOD is considering taking an action that I think might need reconsideration and when I think that a decision or policy is being set that will really enhance the co-op. I don't always feel that I get the same directness from the BOD to me.

FIDDLEHEADS
BOARD OF DIRECTORS MEETING
August 19, 2014
6:30-8:30 PM
105 Huntington Street, New London

Time	Topic	Resource	Board Action/ Outcome	Leader
6:30-6:40	Meeting Preamble <i>Each of us is a member of the coop community and has been elected to be leaders in serving our members. May we conduct this meeting by empowering each other, treating each other with kindness, and maintaining an atmosphere of mutual respect.</i> Check-in			President
6:40-6:45	Agenda Review		Make any needed adjustments	President
6:45-6:55	Member Comments			President
6:55-7:10	Presentation • Cooperative Cafe			Susan Zimmerman/ Carolyn Wilson
7:10-7:15	Minutes July (board packet)		Accept minutes	President
7:15-7:20	GM Update Report		Discuss as necessary	General Manager
7:20-7:25	Consent Items-Any item can be removed for discussion at the request of a board member • GM Monitoring Report A Ends (Part II) • GM Monitoring Report B1 Financial Condition • Board Monitoring Report C1 Governing Style and C2 Board's Job • Board Budget 2Q Actuals		Accept report	President
7:25-7:30	Consent Agenda Items needing discussion		Accept after discussion	President
7:30-7:45	Action Items			President
7:45-8:15	Board discussion-These items are for discussion; no action at this meeting • Committees <i>Discuss our current committee structure and answer the following questions</i> 1. <i>What Committees do we need?</i> 2. <i>Do we have charters for these committees</i> 3. <i>How will we track committee activities</i> • Process for Selecting an Auditor <i>Discuss Questions in CBLD Field Guide Audits and Reviews</i> (board packet) • Annual Meeting Review <i>What worked? What didn't?</i>		Take action at next meeting as needed	President
8:15-8:30	Closings • September draft agenda (Board Packet) • Meeting Checklist ○ Everyone was present physically and attentively ○ No sidebar conversations ○ Maintain topic focus ○ Everyone had a voice and was heard ○ Be honest but not brutal ○ Don't monopolize ○ Clarify the purpose of each agenda item to		Review Evaluate meeting process: what worked and what needs improvement	President President

	<ul style="list-style-type: none">begin○ Signal if you feel personally attacked, disrespected, or put down• Review Decisions, Tasks, Assignments• Adjourn Meeting			
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BOARD PACKET:

- 1) Draft July Meeting Minutes
- 2) GM Update Report
- 3) General Manager Monitoring Report
- 4) Board Monitoring Reports
- 5) September Draft Agenda