

FIDDLEHEADS
BOARD OF DIRECTORS MEETING
August 18, 2015
6:30-8:30 PM
105 Huntington Street, New London

Time	Topic	Resource	Board Action/ Outcome	Leader
6:30	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	Agenda		President
6:30	Agenda Review	Agenda	Make any needed adjustments	President
	Member Comments			
6:35	Minutes (Board Packet) <ul style="list-style-type: none"> • July 21, 2015 • August 4, 2015 	Minutes in packet	Approve Minutes	
6:40	Managers Update Report	Update report in packet	Q&A	Co-managers
6:45	Consent Agenda <ul style="list-style-type: none"> • Board Monitoring Report C2 – Board’s Job • Proposed Revisions to Policy D4 – Monitoring GM Performance • Proposed Revisions to Policy B1 – Financial Condition and Activities 	Each item in packet	Approval	
6:45	Discussion of Items removed from Consent Calendar			
6:55	Sector Loan Resolution	Text of resolution to be provided	Approve	Co-managers
7:05	Discussion: <ul style="list-style-type: none"> • Co-operative Grocer Subscriptions • Social Events 9/1 and 9/15 • CBLD in January and CCMA in June (2016) 		Authorize subscriptions Mark calendars	President
7:15	Committee/Task Force Reports/Action <ul style="list-style-type: none"> • Member Communications • GM Search <ul style="list-style-type: none"> o Accept minutes o Approve budget o Approve Job Description 	GM Search Cmttee minutes in packet. GM search budget and job description to be provided.		Carolyn Wilson Sue Phillips/Carolyn Wilson
7:30	GM Monitoring Reports <ul style="list-style-type: none"> • Staff Treatment (B6) July • Global Constraints (Global B) June 	Both monitoring reports in packet		

8:00	Executive Session <ul style="list-style-type: none"><li data-bbox="215 195 763 258">• To approve minutes of executive session of August 4, 2015<li data-bbox="215 258 589 291">• To discuss personnel matter		Approve Minutes Take action as needed	
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8:30	Closings <ul style="list-style-type: none"> ● September 15th draft agenda ● 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 	Draft agenda in packet	Review Evaluate meeting process: what worked and what needs improvement	President President
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BOARD PACKET:

- **Minutes of Regular Board Meeting July 21, 2015**
- **Minutes of Special Board Meeting August 4, 2015**
- **Managers Update Report – August 2015**
- **Board Monitoring Report C2 – The Board's Job**
- **Proposed Revision to Policy B1 – Financial Reporting**
- **Proposed Revision to Policy D4 – Monitoring GM Performance**
- **Minutes of GM Search Committee**
 - **July 21st**
 - **July 28th**
 - **August 4th**
 - **August 11th**
- **DRAFT Agenda for September 15, 2015**

FIDDLEHEADS BOARD OF DIRECTORS
Board Meeting of July 21, 2015

I. CALL TO ORDER, ATTENDANCE, ANNOUNCEMENTS

A. Call to Order

Susan Zimmerman called to order a regular meeting of the Fiddleheads Board of Directors at 6:34 p.m. on Tuesday July 21, 2015 at 105 Huntington Street, New London, CT.

B. Attendance

The following Board members were present:

Susan Zimmerman, President
Susan Phillips, Secretary
Carolyn Wilson
Helene Bardinet
Danny Spurr
Mark Patnode
Mona Harmon-Bowman
Suzanne Cattnach (arrived at 6:37)

While not mentioned during the meeting, it should be noted that Mark Roberts has resigned from the Board of Directors.

The following additional persons were present:

Elisa Giommi, Board Administrator
Kristin DeMuzzio, Co-manager
Sheila Herbert, Co-manager
Lisa Cygan
Ellen Anthony, Staff, GM Search Committee
Ed DeMuzzio
Rachel Hutchins
Ellen Clinesmith
Bonnie Izen
Nancy Hutchins
George Sawyer
Janet Sawyer

C. Announcements

- Introductions -- including welcoming Elisa Giommi as new Board Administrator

D. Agenda Review

No changes.

FIDDLEHEADS BOARD OF DIRECTORS
Board Meeting of July 21, 2015

E. Member Comments

- Rachel H recommends not using the Comic Sans font in any formal documents/correspondence.

II. MINUTES OF PRIOR MEETINGS

A. Minutes of June 16, 2015 meeting

Typographical error noted to be corrected.

Motion to approve the minutes with correction identified

Motion: Danny Spurr

Second: Helene Bardinnet

All in favor with Mark Patnode abstaining

III. MANAGERS' UPDATE REPORT

Sheila Herbert handed out an updated report which was not included in the board packets.

It was noted that online Ordering goes officially live on Saturday, July 25. The soft opening was delayed a day due to computer malfunction, but the ordering system is now online. An eblast will announce the live date. The link will be up on Saturday for the island shoppers only. A "Fiddleheads Express" sign will be put up over the Online Ordering pickup door. Comments were made on the nice paint job to the exterior of the building.

Although the Sailfest promotion with Pizza Truck and radio play did not quite break even financially, co-managers reported good exposure for the co-op during this event

IV. CONSENT AGENDA

A. Board Monitoring Report C1 Governing Style

No items were removed for discussion

Motion to approve Board Monitoring Report C1 Governing Style

Motion: Sue Phillips

Second: Mona Harmon-Bowen

All in favor.

V. BOARD OFFICER ELECTIONS

A. The following candidates were presented:

FIDDLEHEADS BOARD OF DIRECTORS
Board Meeting of July 21, 2015

Susan Phillips-President
Susan Zimmerman-Vice President
Danny Spurr-Secretary
Helene Bardinet-Treasurer

All candidates were unanimously elected

VI. MEMBER COMMUNICATIONS REPORT

A. Proposed action items.

Carolyn Wilson commented on good Board retreat momentum for specific goals.

1. Display BOD information and pictures in store and on social media
Carolyn will send out reminder emails for Board members to submit a brief paragraph about themselves. Ellen Clinesmith and Mona will supply board photos to Carolyn.
2. Host two meet and greet events to increase visibility and meet owners on August 8 and 9 from 10-12AM. Volunteers from the Board were requested to attend and to RSVP to Carolyn.
3. Publicize Ends Policy at register, e-blast, and on social media through e-cards.
4. Danny Spurr volunteered to assist Carolyn with this task force 2 hours per month.

Motion to accept report of the Board-Owner Communications Committee:

Motion: Mona Harmon-Bowman

Second: Suzanne Cattanach

All in favor

B. GM Search Committee Report

It was noted that the GM Search committee has been meeting weekly and will be providing monthly updates to the the Board.

Five action items were presented for Board Approval:

1. Approve Membership of Committee and Committee Charter

The Committee membership list was updated to include Ellen Anthony and remove Andrea Hall and Kelleen Griffin as they have since declined to be on the committee. The updated member list is:

FIDDLEHEADS BOARD OF DIRECTORS
Board Meeting of July 21, 2015

Sue Phillips, Board
Carolyn Wilson, Board
Ellen Anthony, Staff
Alison Wylder, Staff

Motion to approve GM Search Committee membership and charter

Motion: Mona Harmon-Bowman

Second: Carolyn Wilson

All in favor

2. Affirm previously approved qualifications check-list

Motion to affirm qualifications check-list with a clarification changing the “ethics” qualification to “Commitment to ethical practice” and making this a required qualification.

Motion: Danny Spurr

Second: Helene Bardinet

All in favor

3. Approve budget

Incoming Treasurer Helene Bardinet wanted clarification as to whether the Search Committee budget was part of the Board budget. Ed DeMuzzio suggested that this was the case. It was suggested that approval of the Search Committee budget be revisited at the August meeting in conjunction with an amended Board budget that reflected the Search Committee costs. It was also suggested that more money may need to be budgeted for background checks on final candidates. The Committee will ask a consultant for best practices on background checks.

Motion to table approval of the GM Search Committee budget to the August meeting when it will be presented in conjunction with an amended Board budget. In the interim, the GM Search Committee is authorized to expend no more than \$2,000 for recruitment and communication line items.

Motion: Carolyn Wilson

Second: Mark Patnode

All in favor

4. Approve timeline

Motion to approve GM search timeline, noting that the later actions may need to be moved back depending on the length of the search process.

Motion: Carolyn Wilson

Second: Helene Bardinet

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All in favor

5. Approve job description

Tabled as the job description has not yet been completed.

Motion to accept the notes of the July 7, 2015 and July 14, 2015 meetings as the written report of the GM Search Committee

Motion: Carolyn Wilson

Second: Mona Harmon-Bowman

All in favor

6. Brainstorming

There was a successful brainstorming session by the attending Board members, staff, and member owners on ideas for the GM search ads. All are invited to email Carolyn (cwilsonwellness@yahoo.com) if they have more ideas.

VI. EXECUTIVE SESSION

Purpose of Executive Session is to discuss personnel matters.

A statement was read before entering into executive session:

As the agenda indicates, the board is now holding an executive session to discuss personnel matters. Because we are a policy governance board, as a general rule, the board discusses only personnel matters in executive session related to GM evaluation, compensation, benefits as the GM is the board's sole employee charged with management of the co-op. Other personnel information comes to the board in reports from the GM.

The purpose of this evening's executive session, although triggered in part by outreach from the grievance committee, is not to receive or address any grievances that have been filed. In fact, the board has not received any individual grievances or any data or reports from the grievance committee. Instead the board is in possession of information from CDS consultants and legal counsel, which address larger issues of management structure. As we approach the one year anniversary of the current management structure, the board is discussing an appropriate process for evaluating and assessing the effectiveness of the current management structure, consistent with the policy governance model, while moving forward with the search for a permanent GM.

Motion to enter executive session.

Motion: Sue Phillips

Second: Helen Bardinnet

**FIDDLEHEADS BOARD OF DIRECTORS
Board Meeting of July 21, 2015**

All in favor

Executive session entered at 7:38 p.m. and exited at 9:06 p.m.

Motion to set special meeting for August 4, 2015 at 6:30 at 105 Huntington Street to hold executive session to approve prior executive session minutes and personnel matters relating to interim management pending search for permanent GM.

Motion: Mona Harmon-Bowman

Second: Mark Patnode

All in favor.

Confidential minutes were taken in executive session but no votes were taken. Board did reach consensus to investigate possibility of retaining an interim GM and to hold a special meeting to discuss this possibility in two weeks.

VIII. CLOSING

A. No meeting checklist was conducted.

B. Adjournment

Motion to adjourn at 9:08 p.m

Motion: Mona Harmon-Bowman

Second: Carolyn Wilson

All in favor

Draft minutes prepared for submission to the board by Danny Spurr/Elisa Giommi on July 30, 2015

Minutes approved by vote of the Board on August 18, 2015 and put into final form by _____ on _____.

FIDDLEHEADS BOARD OF DIRECTORS
Board Meeting of August 4, 2015

I. CALL TO ORDER, ATTENDANCE, ANNOUNCEMENTS

A. Call to Order

Susan Phillips called to order a special meeting of the Fiddleheads Board of Directors at 6:33 p.m. on Tuesday August 4, 2015 at 105 Huntington Street, New London, CT.

B. Attendance

The following Board members were present:

Susan Zimmerman, President
Susan Phillips, Secretary
Helene Bardinet, Treasurer
Danny Spurr, Secretary
Carolyn Wilson
Mark Patnode
Mona Harmon-Bowman
Suzanne Cattanach

C. Agenda Review

No comments.

D. Member Comments

No members were present

II. EXECUTIVE SESSION

The purpose of the Executive Session is to approve the executive session minutes for June 16, 2015 and July 21, 2015 and to discuss a personnel matter.

Motion to enter executive session.

Motion: Mona Harmon-Bowman
Second: Mark Patnode
All in favor

Executive session entered at 6:34 p.m and exited at 8:24 p.m.

FIDDLEHEADS BOARD OF DIRECTORS
Board Meeting of August 4, 2015

Confidential minutes were taken in executive session. A vote was taken to enter into contract with Wynston Estis as Interim General Manager.

VIII. CLOSING

A. Meeting checklist.

B. Adjournment

Motion to adjourn at 8:31 p.m

Motion: Suzanne Cattanach

Second: Mona Harmon-Bowman

All in favor

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Draft minutes prepared for submission to board by Danny Spurr on August 10, 2015.

Minutes approved by vote of the Board on _____ and put into final form by Danny Spurr on _____.

MANAGERS REPORT August, 2015

Personnel – Comings, Goings and Changes

This past month we terminated Peter Cooper our former Bookkeeper. His skills could not meet the needs of the job. In the meantime we have hired a professional bookkeeper through our accounting firm. Kat Ackerman has more than 20 yrs experience with accounting and is highly skilled with Quickbooks. We have also asked Bev Gipson to assist Kat on a contract basis to keep up with current data entries until a permanent bookkeeper is hired. Several positions remain un-filled: Ownership and Outreach Manager, Bookkeeper, Wellness Manager, Produce Buyer. We talked with Wynston Estis, incoming Interim GM, and she instructed us that we should hold off on all of these hires until she is on site to assess the situation.

Financials

Although we were on target to have better sales in July, 2015 than in July, 2014, the last week of July was significantly off and we ended down 1.3% as compared to July 2014. For the first seven months of 2015 we are at a +0.21% over 2014 sales. Total Sales for the first seven months of 2015 are: \$1,915,185. Kat Ackerman has been repairing the mismanagement of our Quickbooks system. She is confident that it can all be straightened out; however, as of this date accurate financial statements cannot be produced. As soon as they are available the 2nd Quarter Financials can be completed. Fiddleheads has paid all bills on time.

Online Ordering

Our online ordering program was successfully launched as planned on July 20th, 2015. We have increased from 3 orders in the first week to 10 orders the second and third weeks, with the largest order having a value of \$289.90. Twenty-three orders were placed in the first 3 weeks of operation, two of which were for pick-up. Standard operating procedures have been established and documented and the workspace is fully functional. We are advertising on NPR, Q105 and WXML radio, all of our social media outlets, on both Fishers and Block Island's websites, in the store and directly to our member/owners and customers via our electronic communication tool -Eblast.

OPS/Equipment

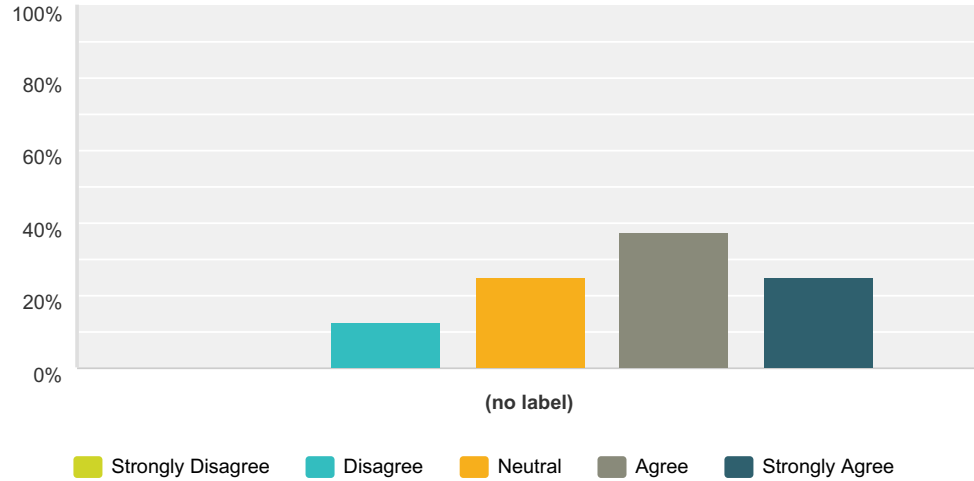
During the month of July we experienced a significant increase in the outside temperature and humidity. This heat wave caused some of our older coolers and AC units to work over capacity. For example our walk-in produce cooler was out of commission for more than 10 days. When we discussed these issues with our HVAC and refrigeration technicians they concluded that the major cause was that one of biggest AC units was installed inside an exterior room, when it should be placed outside for proper ventilation. This unit generates a tremendous amount of heat, esp. during the summer months. It was so hot a few weeks ago that it caused the walk-in produce cooler compressor to shut off. We received two quotes from reputable HVAC contractors to move the unit and chose Tech Unlimited to do the work. Total costs for this are \$3K plus and an additional \$1K to have the unit fenced in.

NCG Update

We were notified by Karen Zimbelman that we will not be eligible for full membership into NCG this year due to the absence of a permanent general manager. KZ asked us if we wanted to be considered for an associate member and we enthusiastically said "yes." Since I will be leaving the Co-op Sheila will now serve as the Designated Representative for NCG for Fiddleheads. KZ and CE Pugh would still be coming to visit the Co-op on Thursday August 13th.

Q1 In order to govern successfully, we will create and sustain a meaningful relationship with member-owners.

Answered: 8 Skipped: 0

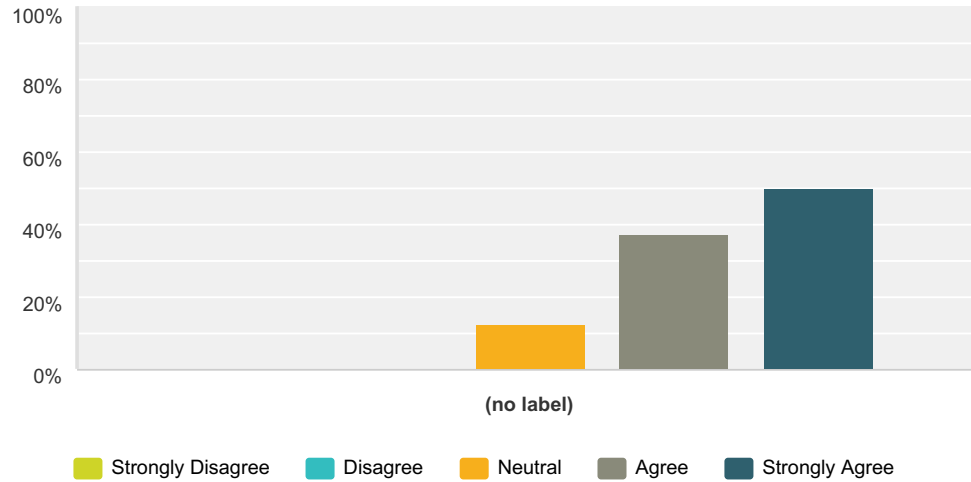


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	12.50% 1	25.00% 2	37.50% 3	25.00% 2	8	3.75

#	Comment	Date
1	We are working on making this better.	8/2/2015 2:11 PM
2	Our annual meeting was a good start to improve in this area.	8/1/2015 2:29 PM
3	Have not progressed with this. Needs to become a Board priority.	8/1/2015 8:29 AM
4	I agree we should! I have high hopes the communication committee and the meet and greet events will help.	8/1/2015 8:09 AM

Q2 In order to govern successfully, we will hire, compensate, delegate responsibility to, and hold accountable a General Manager.

Answered: 8 Skipped: 0

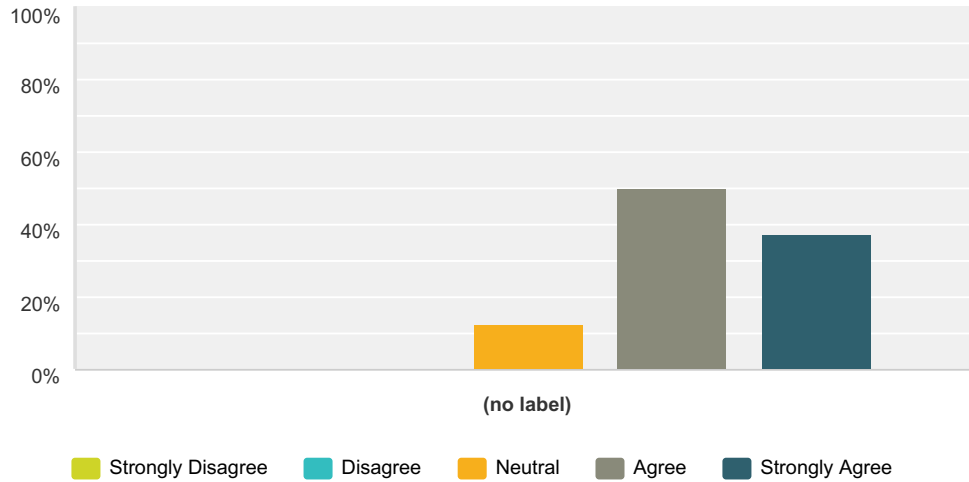


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	12.50% 1	37.50% 3	50.00% 4	8	4.38

#	Comment	Date
1	Let's do it!	8/2/2015 2:11 PM
2	A 2015 goal!	8/1/2015 8:29 AM

Q3 We will use a strategic process to establish the value of GM compensation, and complete this process in a timely manner.

Answered: 8 Skipped: 0

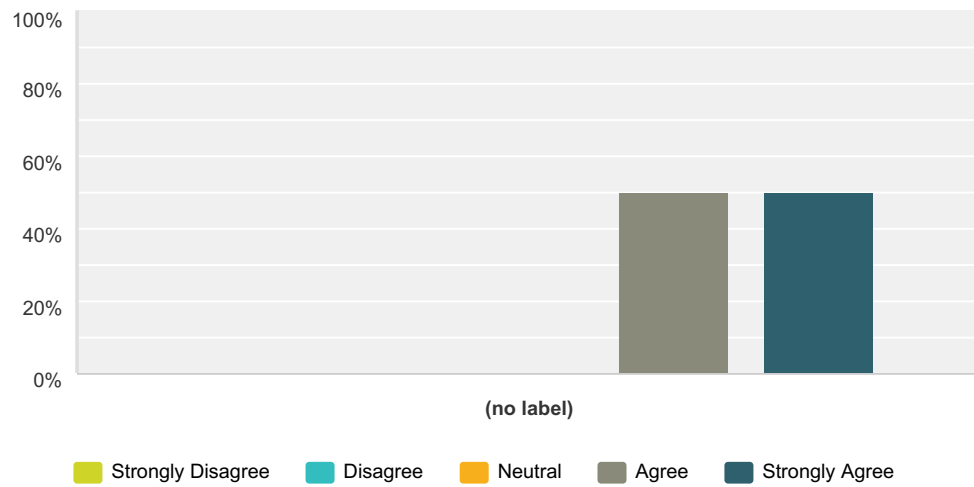


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	12.50% 1	50.00% 4	37.50% 3	8	4.25

#	Comment	Date
1	To be accomplished in alignment with the GM search.	8/1/2015 8:29 AM

Q4 In order to govern successfully, we will have expectations in the form of written governing policies that realistically address the broadest levels of all organizational decisions and situations. We will write these policies in the form of Ends, Executive Limitations, Board Process, and Board-Management Relationship, as described in the Policy Governance principles.

Answered: 8 Skipped: 0

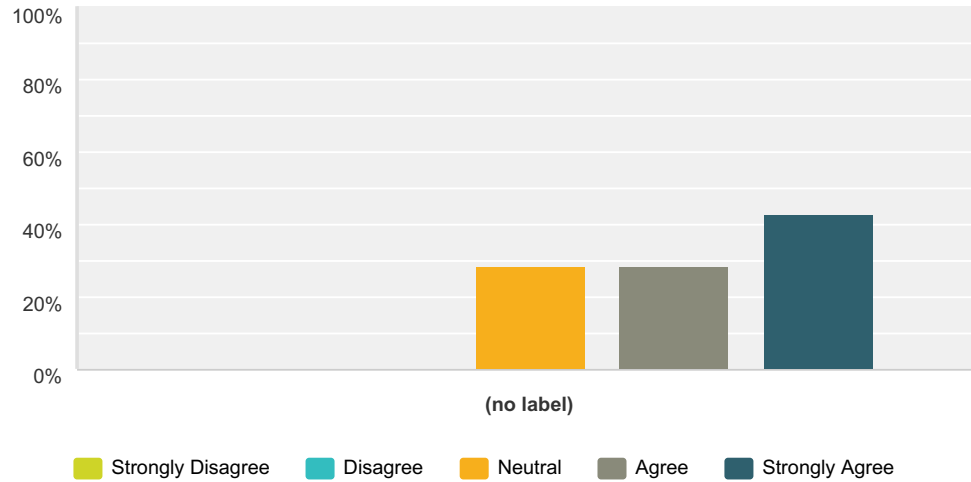


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	0.00% 0	50.00% 4	50.00% 4	8	4.50

#	Comment	Date
1	and we will make certain that the Policy Governance principles are clearly understood by all.	8/1/2015 8:09 AM

Q5 In order to govern successfully, we will assign responsibility in a way that honors our commitment to empowerment and clear distinction of roles.

Answered: 7 Skipped: 1

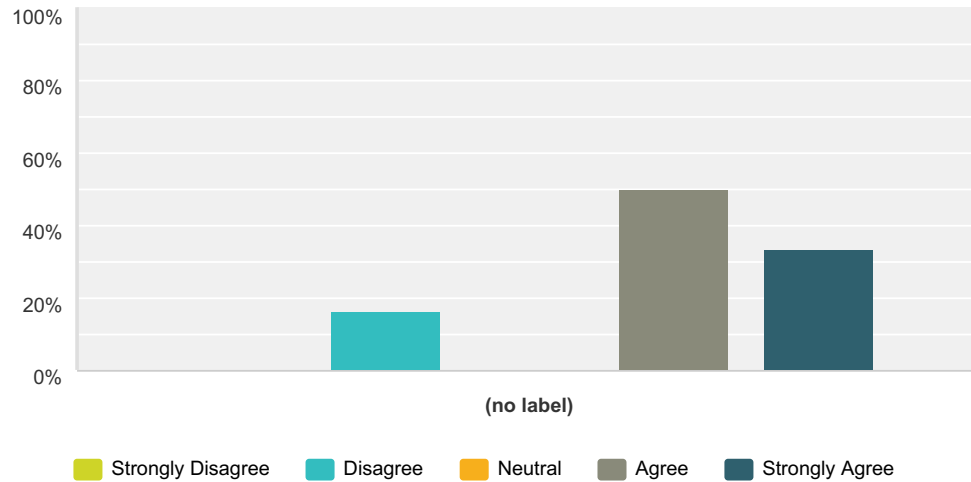


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	28.57% 2	28.57% 2	42.86% 3	7	4.14

#	Comment	Date
1	We are still working on this but are strongly committed to its success.	8/2/2015 2:11 PM
2	A clearer distinction of roles and communication of these is necessary to GM, staff and member-owners.	8/1/2015 8:29 AM

Q6 In order to govern successfully, we will rigorously monitor operational performance in the areas of Ends and Executive Limitations, and Board performance in the areas of Board Process and Board-Management Relationship.

Answered: 6 Skipped: 2

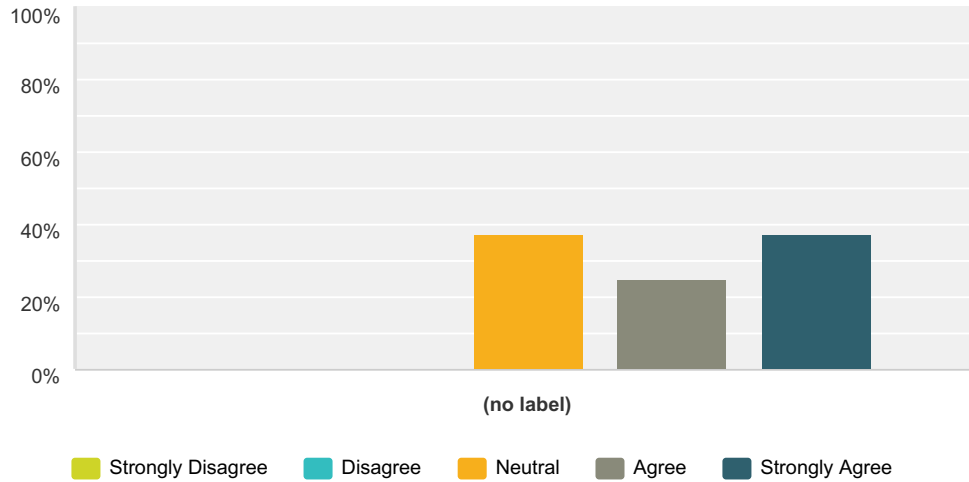


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	16.67% 1	0.00% 0	50.00% 3	33.33% 2	6	4.00

#	Comment	Date
1	Monitoring has been good in some areas and could be better others- for instance how do we best monitor Executive Limitation B6- Staff Treatment and Compensation- should external reports be more regularly used in this area? Should feedback from member-owners and staff be taken into account when we choose how to monitor certain ends or executive limitations.	8/2/2015 2:11 PM
2	Some improvement in this area in the last year.	8/1/2015 2:29 PM

Q7 In order to govern successfully, we will perpetuate the Board's leadership capacity using ongoing education, training, and recruitment.

Answered: 8 Skipped: 0

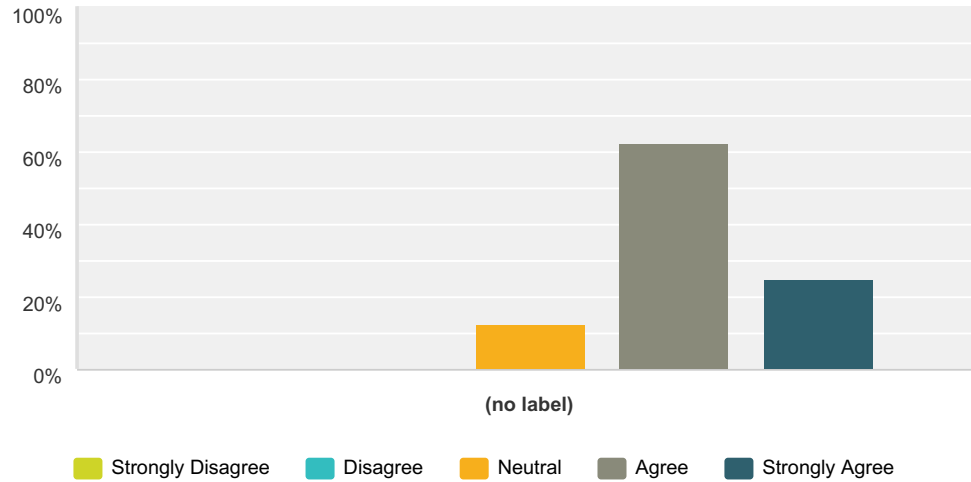


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	37.50% 3	25.00% 2	37.50% 3	8	4.00

#	Comment	Date
1	We could do more in this area.	8/2/2015 2:11 PM
2	We have had to invest in legal services in place of investing in governance/	8/1/2015 2:29 PM

Q8 In order to govern successfully, we will perform other duties as required by the bylaws or because of limitations on GM authority.

Answered: 8 Skipped: 0



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	12.50% 1	62.50% 5	25.00% 2	8	4.13

#	Comment	Date
1	i need clarifications on that please.	8/1/2015 8:09 AM

Board-Management Relationship D4 – Monitoring GM Performance
(Adopted June 18, 2013)

The Board will systematically and rigorously monitor and evaluate the GM's job performance.

- I. Monitoring is how the Board determines the degree to which the GM is following Board policies. Information that does not directly relate to Ends or Executive Limitations policies is not monitoring information.
- II. The Board will acquire monitoring information limited to one or more of the following three methods: (a) by internal report, in which the GM discloses interpretations and compliance information to the Board; (b) by external report, in which an external, neutral third party selected by the Board assesses compliance with Board policies; or (c) by direct Board inspection, in which a designated director or committee assesses compliance with the policy criteria.
- III. In every case, the standard for compliance will be any reasonable GM interpretation (as described by operational definitions and metrics) of the Board policy being monitored. The Board is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by individual directors or by the Board as a whole.
- IV. The GM is compliant with a policy if he/she presents a reasonable interpretation and adequate data that demonstrate accomplishment of that interpretation.
- V. The Board will monitor all policies that instruct the GM. The Board can monitor any policy at any time by any method listed above but will ordinarily follow the schedule outlined in the Board Annual Calendar.
- VI. The Board's annual evaluation of the General Manager, based on a summary of monitoring reports received from (~~June~~ January) through (~~May~~ December), will be completed by (~~June 30~~ January 30). The Board will make its decisions concerning the evaluation and the employment contract, if any, no later than (~~July 31~~ February 28).

Executive Limitations B1 – Financial Condition and Activities

(Adopted June 18, 2013 – Proposed for Addition of XI on May 21, 2015)

With respect to the actual, ongoing financial conditions and activities, the General Manager shall not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Ends policies.

The GM will not:

- I. Allow sales to decline or be stagnant.
- II. Allow operations to generate an inadequate net income.
- III. Allow liquidity (the ability to meet cash needs in a timely and efficient fashion) to be insufficient.
- IV. Allow solvency (the relationship of debt to equity) to be insufficient.
- V. Incur debt other than trade payables or other reasonable and customary liabilities incurred in the ordinary course of doing business.
- VI. Acquire, encumber or dispose of real estate.
- VII. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- VIII. Allow late payment of contracts, payroll, loans or other financial obligations.
- IX. Use restricted funds for any purpose other than that required by the restriction.
- X. Allow financial record keeping systems to be inadequate or out of conformity with Generally Accepted Accounting Principles (GAAP).
- XI. Allow growth in ownership and owner paid-in equity to be insufficient.

Member Communication Committee Report 8/13/15

Carolyn and Danny met to discuss Member communications on 8/2/15.

Ends Policies:

Working on developing a series of sharable e-cards for social media and a register handout. A bookmark might feature the Ends policies well, especially with our new logo/design (budget permitting). Will work with Danny and perhaps Sgott (staff) to get the new design layout. Anticipated launch mid-September.

Member outreach/education:

“Meet the Board” poster in the works. Had a delay in getting all of the pictures. Look for it in the store next week!

Would anyone like to volunteer their “profile” for a featured “Meet the Board” Facebook post?

Our first meet and greet had a low turnout but we increased our visibility by announcing the event and speaking with customers in the store on the two days we held the event. Thanks to all who came! Event was advertised in an e-blast and on Facebook. Next meet and greet dates are September 12th and 13th from 10-12.

Fiddleheads GM Search Committee Meeting Notes: July 21, 2015

Present: Susan Phillips, Carolyn Wilson, Alison Wydler, Ellen Anthony
Also Present: Elisa Giommi Board Administrator

1. Elisa has set up the GM Search Committee email account and, although she will make sure Alison has all information to access account in her absence, she will retain responsibility for regularly checking account. This way if applications come in she can immediately acknowledge and she can add information from resumes/cover letters to the Qualifications Matrix.
2. Sue spoke with Carolee Colter over the weekend about job description and posting job. Carolee emphasized that the job description is less important than the job posting, which should emphasize the attractions of the New London Community and the exciting opportunity posed by working at Fiddleheads and why its Board would be such a good Board to work for.

In light of this feedback, committee reviewed job description and suggested edits, which Carolyn will incorporate prior to next meeting, but decided to defer presenting draft to board in favor of instead brainstorming about things to include in the job posting to pique the interest of potential candidates.

3. Planned to ask board for brainstorming session at board meeting and Carolyn will act as scribe and also work on developing some copy for job posting.

At the same time Ellen will work on a design for an 8 ½" x 11" full page job posting that will be more appropriate for hanging up and for mailing to potential candidates we hope to solicit.

4. Per conversation with Carolee Colter in addition to posting job in places we normally do:
 - Fiddleheads bulletin board
 - Fiddleheads website and Facebook page
 - Indeed
 - Cooperative Grocer
 - CT Jobs
 - And a variety of regional colleges (Brown, Wellesley, Green Mountain, Hampshire, Northeastern)

But also include:

- NCBA.coop

- Regional newspapers (Hartford Courant, New London Day, Norwich Bulletin, Providence Journal, Boston Globe)
 - Goodfoodjobs.com (suggested by owner at board meeting)
5. Elisa is preparing Qualification Matrix which will be made accessible to committee through Google Docs. This will allow all committee members to enter their own assessments when resumes and cover letters are circulated.
 6. Sue did not have an opportunity to discuss process for setting compensation with Carolee. Moreover, GM Hiring Toolbox suggests that this is not critical to include in job posting as ultimate compensation package will be negotiated at time of offering position. The discussion of compensation will be deferred.
 7. Next meeting will be July 28, 2015 at 5:30 p.m. at 105 Huntington Street. We will:
 - a. Review draft job description
 - b. Review potential job posting copy and design
 - c. Review list of potential places to advertise position
 - d. Review any other relevant info

SMP

Submitted for BOD Packet of August 18, 2015 _____

Fiddleheads GM Search Committee Meeting Notes: July 28, 2015

Present: Susan Phillips, Carolyn Wilson, Alison Wydler, Ellen Anthony
Also Present: Elisa Giommi Board Administrator

1. GM Search Committee email account is gmsearch@fiddleheadsfood.coop and Elisa and Alison both are able to access it. Elisa has also prepared the qualification matrix and as soon as there are 2 or 3 applicants she will walk members of the committee through using it.
2. It was decided to defer discussion of revisions to job description until after the job posting is finalized with the expectation that it will still be ready for board consideration on August 18th. Likewise, conversations about compensation will be deferred – this is consistent with recommendation in GM Search Toolbox.
3. Using results of board brainstorming session Carolyn had developed a draft posting which was then jointly edited by Ellen, Carolyn and Sue. Further refinement and editing occurred during this meeting with the end result being ready for the following:
 - a. Carolyn will type of incorporating all changes
 - b. Ellen will then take “final” copy to Sgott and/or Andrea at the co-op and they will work on preparing layout.
 - c. Once the layout is prepared Alison will show it to Nancy Harding to confirm that there are no specific legal requirements for content of this posting.
 - d. Next week this committee will review draft posting and discuss cost and logistics of distribution
4. Vis-à-vis cost and logistics of distribution:
 - a. Alison will ask Nancy about possibility that Fiddleheads has bulk mailing permit
 - b. Otherwise Ellen will take the lead in terms of determining that Fiddleheads has or how committee can obtain: paper for printing, envelopes, mailing labels, postage.
 - c. Envelope stuffing and posting will be handled at the committee level, possible using teen volunteers in exchange for pizza.
5. In terms of where to distribute, Alison will also ask Nancy about cost of posting on various websites. We will continue to add to distribution list: Wellesley College, Connecticut College, and NaturalIndustryJobs.com.

Ellen also has access to a snail mail list for the mailing of the flyer to other co-ops to ask them to post and/or pass on to potentially interested individuals.

Consistent with posting, changes need to be made to Fiddleheads website and Facebook page and links to job posting need to show up there. Sue will discuss this with Danny and Helene.

6. Plan for next meeting (August 4, 2015 at 105 Huntington Street):
 - a. Finalize 8.5"X11" glossy poster/flyer
 - b. Finalize details of a mailing campaign, a local and regional community posting campaign and (if appropriate information received from Nancy Harding) the on-line posting campaign (to include cooperative websites that have publications (like Cooperative Grocer).
 - c. Confirm that necessary changes have been/will be made to Fiddleheads website and Facebook page PRIOR to distribution/posting.
 - d. Plan future discussion of posting in local and regional newspapers.
 - e. Discuss or schedule finalization of job description for submission to the board.
 - f. Discuss strategy for getting information on best practices regarding background checks of potential candidates and what should be included in background checks. (Asked by Board on July 21, 2015.)

SMP

Submitted for BOD Packet of August 18, 2015

Fiddleheads GM Search Committee Meeting Notes: August 4, 2015

Present: Susan Phillips, Carolyn Wilson, Alison Wydler
Also Present: Elisa Giommi Board Administrator

1. Through no fault of her own Ellen Anthony ended up delayed in Maine and was unable to attend this meeting. Although we were able to review copy of reproduction ready job posting, committee decided to proceed as follows:
 - a. Alison confirmed with Nancy that there are no legal requirements for specific EOE or other language in posting.
 - b. Carolyn has finalized the text of the posting by correcting one small typo.
 - c. Elisa will connect with Andrea and see if it is possible to create any empty space (possibly for pictures) by rotating the posting to landscape orientation. She will bring a couple of possible samples on the 11th for final approval before print distribution.
 - d. Elisa and Alison will also find out from Nancy and Helene what is involved in being able to create web links on Facebook page and Website to link to the “eyecatching” job posting. (Elisa, Sue, Danny Spurr and Helene Bardinnet will be meeting Saturday the 8th to discuss this among other issues.)
2. Sue will send Alison a list of where we think it would be appropriate to post the position. Alison will provide final text of the posting to Nancy Harding who can start posting it to any free website that would require text only (as opposed to being able to link it to the “eyecatching” posting we have not quite finalized.
3. Elisa showed committee members how to access qualifications matrix in google docs when applications begin arriving.
4. It is believed that Ellen will have supplies other than postage to start reproducing (on cardstock) and stuffing and labeling. Next week we will:
 - a. Select and approve final layout
 - b. Determine how postage should be handled (at store level but attributing postage cost to Board GM Search Committee – Alison confirmed no current bulk mailing permit).
 - c. Schedule envelope stuffing, labeling and postage party.
5. Alison (working with Nancy Harding) will also start finding out how much it will cost to post position in various places we have identified (local and regional papers and print Cooperative Grocer in particular). The current list of places to advertise is attached.
6. Group began a list of places where the posting should be hung up on bulleting board within the greater southeastern Connecticut area. This list is attached. Next week we can:

- a. Begin discussing strategy to get postings up on community bulletin boards.
7. Sue also followed up with CDS Consultant about background checks for final candidates. Marilyn provided a resource on this and Sue followed up and determined that for less than \$50 the finalist can complete an on-line background check and authorize Fiddleheads to receive a copy.

SMP

Submitted for BOD Packet of August 18, 2015

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START ATTACHEMENTS

PLACES TO ADVERTISE
(Web and Print)

Websites

- Fiddleheads Web Site
- Fiddleheads Facebook
- Indeed
- Cooperative Grocer
- CT Jobs
- NaturalIndustryJobs.com

College Career Centers

- Brown
- Hampshire
- Northeastern
- Wellesley
- Green Mountain
- Wesleyan
- Connecticut College

Newspapers

- New London Day
- Norwich Bulletin
- Middletown Press

- New Haven Register
- Providence _____
- Boston Globe
- New York Times
- Hartford Courant

PLACES TO POST
(Bulletin Boards)

- Fiddleheads!
- Navy Exchange
- I.O.N. Restaurant
- I.O.N. Market
- G-Zen (Branford)
- Niantic Natural Food Store
- Belle Aurore
- Pasta Vita
- McQuades (both Mystic and Westerly)
- New Haven Natural Foods (former Elm City Co-op)
- Stop&Shop
- Whole Foods (Glastonbury and Warwick)
- Trader Joes (Warwick and West Hartford)
- Foodworks (Old Saybrook and Guilford)
- Washington Street Coffee House
- Bean & Leaf
- Other local coffee houses?
- Public Libraries
 - o East Lyme
 - o Waterford
 - o Groton

Fiddleheads GM Search Committee Meeting Notes: August 11, 2015

Present: Susan Phillips, Carolyn Wilson, Alison Wydler, Ellen Anthony
Also Present: Elisa Giommi Board Administrator

1. The GM job posting is up!
 - a. See Fiddleheads website
 - b. Elisa will get link on Facebook page
 - c. Alyson/Elisa will confirm Nancy Hutchins starts posting on all free websites using the list attached to minutes of August 4, 2015

2. Now that the posting has been finalized, distribution via mail and community bulletin boards will occur.

Ellen has supplies except postage. She will print copies, and on Sunday August 16th committee will meet at Sue's house to stuff and label envelopes. Ellen will take one envelope to post office to determine most effective way to affix postage.

Mailing will be to all US co-ops (omitting Canadian co-ops) from list Ellen obtained. Postage should be \$300-\$400 dollars and store will also be charging paper and envelopes to the committee.

Ellen will also print 60-75 copies on cardstock for committee members (and others) to drive around local area to post on bulletin boards in accord with list generated at August 4, 2015 meeting.

Talking about local advertising led to discussion of Fiddleheads radio ads. Ellen will talk to Sgott at co-op about feasibility of including the fact that we are seeking a GM in upcoming radio ads.

3. Paid print advertisements. Using list generated on August 4, 2015, Elisa will work on determining the cost of various paid ads (Cooperative Grocer, New London Day, Norwich Bulletin, Hartford Courant, etc....) She will also be ascertaining what number of words or lines would be affordable but sufficient.

Ellen will bring copies of old Co-operative Grocer magazine to next meeting to provide reference point for how other co-ops have used their ads when seeking a GM.

Carolyn will be working on abbreviated posting to be used in paid ads. This can be reviewed at the next meeting.

4. Carolyn will also be working on revised GM Search Committee Budget to reflect greater investment in postal outreach and lower cost of on-line posting for the time

being. If Elisa is able to get info on cost of print media ads she will share this with Carolyn as Carolyn updates budget.

5. At the next meeting (August 25th) committee will take up the following:
 - a. Revised proposed committee budget (Carolyn)
 - b. Revising job description for board approval (Carolyn)
 - c. Discussion information and strategy for paid print media ads (and other ads)
 - i. Carolyn working on condensed content
 - ii. Elisa getting cost and line/word information
 - d. Discussion of how to go about getting posting on local/regional community bulletin boards

SMP

Submitted for BOD Packet of August 18, 2015

Policy: B6 – Staff Treatment and Compensation, Adopted: June 18, 2013.

The Co-Managers report compliance with most parts of this policy.

Unless indicated otherwise all information is accurate as of July 14, 2015.

We certify that the information contained in this report and attachments is true.

Signed _____, Co-Managers

The General Manager will not treat staff in any way that is unfair, unsafe, or unclear.

Interpretation:

The Co-Managers believe that our Co-op should exist as a superior workplace for all staff. We interpret compliance is achieved when all the limitations are complied with but not prescriptive or restrictive. Therefore, the rules, expectations and operating procedures must be nondiscriminatory, well-defined and provide for a safe work environment. Employee Handbooks are written as the primary tool co-ops use to meet these ends. However, policies and procedures are not enough. In order for policies to be effective and successful, management and staff must be adequately trained and understand how the policies work. Jointly, they must own these processes, and consistently employ them to ensure success and foster meaningful cooperation. In addition, a safe work environment must be in place. This means that management should be trained in workplace violence practices, and has a workplace violence policy in place. Compliance also means that the management provides for a safe physical environment, and that acceptable policies and procedures exist and are being regularly followed.

Operational Definitions:

- Co-Managers along with Sarah Dahl of CDS Consulting will develop and conduct an employee survey in November. The purpose of this survey is to assemble a comprehensive picture of staff opinion and, to assist in the review of the existing Employee Handbook for the clarity, effectiveness and appropriateness of the policies. The full results and analysis will be reported on for the next Staff Treatment and Compensation Monitoring Report in 2016.
- Management will receive relevant training twice each year.
- Management will provide Staff Development training and materials, specifically around Safety & Workplace Violence, Customer Service and Emergency Preparedness.
- Staff Treatment Survey results to be completed no later than December 31, 2015.

Data:

- Management attended relevant training

	2015	2016	2017
# of managers as of report date	6		
# of those managers attending two manager trainings during previous 12 months	6		

- The Co-op is developing a comprehensive Operations Manual, which contains sections on Safety and Emergency Preparedness. Completion is expected by December 2015.

- New employee orientation is conducted within the first 30 days of hire. This practice began Jan 31, 2015.
- The Safety Committee will conduct safety and emergency preparedness drills and training with all staff by December 31, 2015.
- Staff Treatment Survey results to be completed in December 2015.
- Employee Handbook revisions will be completed in January 2016.
- As of July 1, 2015 all regular employees have received Workplace violence training. New employees will receive this training within 30 days of hire.

The GM will not:

1. Operate without written personnel policies that:
 - a. Clarify rules for staff
 - b. Provide for fair and thorough handling of grievances
 - c. Are accessible to all employees
 - d. Inform staff that employment is neither permanent nor guaranteed.

Interpretation:

The Co-Managers believe this to mean that the Co-op should have in place an employee handbook that clearly states policies and procedures in a well-defined manner. The handbook should meet objective, professional standards, and each employee should receive this handbook when they are hired. We also believe it is also the responsibility of the management to ensure that the contents of the handbook are applied consistently and fairly. At the time of hire all employees should be provided with their own personal copy of the current Employee Handbook. In addition, all employees should be provided with an opportunity to ask questions to gain clarity of the Handbook. If portions of the Handbook are revised, these revisions should be distributed to all employees in a timely manner.

The Co-Managers believe strongly that grievance procedures have a fundamental place in human resource policies because they ensure that staff has a systematic vehicle to report important issues without prejudice or fear of retaliation by management and/or supervisors. The staff grievance committee members and Co-Managers received a training overview on the proper handling of harassment and discrimination allegations.

Operational Definitions:

- Two current Employee Handbooks will be on file and fully accessible to all.
- The manual will be reviewed every 3-5 years by a 3rd party HR professional.
- The Employee Handbook will include a specific grievance process based on the Cooperative Model Grievance Procedure and Best Practices. Processes and procedures will be analyzed and improved at least annually.
- The members of the Grievance Committee will have all the documents and training necessary to perform their jobs.
- A completed Employee Acknowledgement Form (on which employees indicate that they have received and read the Handbook) will be in each employee's personnel file.
- The Employee Handbook and acknowledgement form includes specific language concerning the "at will" status of employment at the Co-op.

Data:

- The Co-Managers have copies of the Employee Handbooks on file. It is available for review upon request.
 - The Employee Handbook will be reviewed and updated by a selected group of staff in collaboration with management and Sarah Dahl of CDS Consulting.
 - As of July 1, 2015 Employees understand and approve of the current Grievance Procedure.
 - The members of the Grievance Committee have made recommendations for additional training and process improvement.
 - As of July 1, 2015 each employee's file includes a signed acknowledgement form. Our Employee Handbook states on page 11: "The Co-op's policy is that employment of employees is "at will." That means you are free to leave the Co-op at any time, with or without a reason and with or without notice. The Co-op also has the right to end your employment at any time, with or without a reason and with or without notice. Although the Co-op may choose to end your employment for "cause," cause is not required." The Acknowledgement form states, "I specifically acknowledge that employment at the Co-op is 'at will.'"
 - Staff Treatment Survey results to be completed December 2015.
2. Cause or allow personnel policies to be inconsistently applied.

Interpretation:

The Co-Managers understand it is not enough to have policies. In an exceptional workplace, employees must perceive that the policies are followed consistently and fairly. Therefore, managers should be trained so they understand how policies work, how to implement and follow them using open communication, and by exhibiting exemplary behaviors with employees. To the best of their ability, the Co-Managers have been fostering an open door policy, encouraging all employees to share their concerns with any manager/supervisor or Grievance Committee staff representative with whom they feel comfortable. All information will remain confidential and only be released when legally required.

Operational Definitions:

- Managers will be trained in their management duties at least annually.
- When surveyed by a professional external organization, staff will rate consistency at least at 3.25.
- All staff will be fully conversant in the Employee Handbook.
- Grievance Committee reports and process will be evaluated annually for objectivity, efficacy and usability.

Data:

- Management has been trained in Workplace Safety, Sexual Harassment Prevention, and the Performance Review process.
- Management engaged Jeanie Wells of CDS consulting in a contract to provide leadership, operational and human resource support.
- Minor revisions to the Employee Handbook were discussed and reviewed during staff meetings.
- The first report from Grievance Committee has been submitted and recommendations for improvements and modifications are in process.
- Staff Treatment Survey results will be completed in December 2015.

- Staff education and review sessions on the revised Employee Handbook will be conducted in February 2016.
3. Provide for inadequate documentation, security and retention of personnel records and all personnel related decisions.

Interpretation:

The Co-op will securely maintain employee and employment files for every employee and applicant for the appropriate length of time.

Operational Definitions:

- Records will be held in a secure location.
- The Co-op follows all state and federal requirements for record retention.
- Only authorized personnel have access to employee records. (Authorization protocols are available upon request.)

Data:

- All records are locked and there are no known instances of records missing or compromised.
- There are no known instances of noncompliance with state and federal record retention requirements. Our auditor noted no issues about record retention in the FYE 2014 audit report.
- There has been no unauthorized use of personnel records.

4. Establish compensation and benefits that are internally or externally inequitable.

Interpretation:

In the short time that the Co-Managers have been in this role, we have given raises to a few employees based on equity and increased responsibility. We realize, however, that raises should be offered only after performance reviews have been completed and a clear link for performance and pay increases can be articulated. At this time, we do not have a formal process for performance reviews with staff. Initiation of performance reviews for all staff will require the development of a performance review process, appropriate forms for documentation and supportive training. We intend to focus on this critical aspect in the third quarter of 2015.

This policy establishes criteria based on the CBLD template:

- co-op employees should be able to expect that they will receive a wage based on their job description and that job's placement on the wage scale
- benefits offered by the co-op should compare favorably to benefits offered by similar-sized co-ops in our region
- no co-op employees should receive benefits that are not offered to other employees of the same employment status (full or part-time)

Operational Definitions:

- Job descriptions should exist for each position, and each position should have an associated pay level.
- Benefits will appear reasonably comparable to those offered by other co-ops in our region.

- No employee will file a valid grievance claiming that he or she did not receive benefits accorded to other employees.

Data:

- 95% of Co-op employees have a job description on file in their personnel file. If desired, this information is available for direct inspection at the request of the Board.
- Chart below shows a comparison to similar Co-op jobs in the Northeast Region*

Job Titles	Co-op Min	Co-op Max	Co-op Avg	FH Co-op Average
Assistants	\$10.66	\$15.87	\$11.91	\$11.00
Bookkeeper	\$12.24	\$18.44	\$15.91	\$14.00
Systems Admin	\$12.05	\$19.72	\$16.46	\$17.50
Coordinator/Buyer	\$10.63	\$16.17	\$13.49	\$12.44
Depart. Manager	\$13.50	\$21.70	\$18.34	\$14.00
Front/Back End Manager	\$13.43	\$21.70	\$18.52	\$17.72

**2012 data is provided; Data does not include any cost of living allowance adjustment for 2013-14*

- No grievances (valid or not) about benefits were filed during this reporting period.
5. Change the GM’s own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.

Interpretation:

The GM’s compensation and benefits are agreed to by the Board and GM, using the Board’s GM Compensation Process. If the Co-op changes benefits that affect all employees, the GM’s benefits may also change.

Data:

- The Co-Managers have not received a compensation and benefits package from the Board.

VI: Monitoring Report B:
Global Executive Constraint

Doc VI



Policy: B –Global Executive Constraint, Last revised: June 18, 2013

We report compliance with all parts of this policy.

Unless indicated otherwise all data in this report is for the 9 month period from September 4, 2014 – May 31, 2015 and, to the best of our knowledge is accurate as of that date.

We certify that the information contained in this report and attachments is true.

Signed _____, Kristin DeMuzzio, Co-Manager

Signed _____, Sheila Herbert, Co-Manager

The General Manager shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices, or in violation of the Cooperative Principles.

Interpretation:

The GM will confirm that all operational tasks, carried out by anyone in the organization, will conform to the expectations set out in this policy and its sub-policies. The GM is not responsible for governance functions other than advising the board if they are aware of non-compliance with its own policies (reference Policy B7).

The Board’s limitations policies thoroughly interpret and explain this global policy in most areas. All submitted monitoring reports and acceptance of them, when taken together, provide demonstration of compliance with this top-level policy. Look to those reports for more specific definitions and data. In this global report, we will provide information related to lawfulness and Co-op Principles.

In her article “Cooperative Principles Updated” (*Cooperative Grocer* #62, 1996), Ann Hoyt states:

Principles are guidelines for how to put ideals and values into practice. They rest on a distinct philosophy and view of society that helps us judge our accomplishments and make decisions. If successful, principles are incorporated into the organizational culture of the cooperative; they are the broad vision statement for cooperatives and cooperators individually and collectively. Shared and actualized principles allow cooperatives to be distinguished from other forms of organization. As the ICA puts it, “Principles are not a stale list to be reviewed periodically and ritualistically; they are empowering frameworks through which cooperatives can grasp the future.”

The Cooperative Principles essentially provide the *roadmap* a cooperative should use to fulfill its mission. Adhering to these principles is what defines us as a successful cooperative enterprise. We apply our Ends policies to help us achieve our commitment to and implementation of the Cooperative Principles.

Operational Definitions:

- All monitoring reports submitted to the Board will determine compliance or will include a plan for attaining compliance that is acceptable to the Board.
- The GM will ensure that the co-op conforms to any municipal, county, state or federal laws and/or any regulation that applies to its organization. Compliance will be achieved if the Cooperative has not been fined or successfully sued for any illegal activity.
- The GM will inform the Board of any known illegal activity even if there are no fines or lawsuits as a result of that activity.
- Activities and practices of the Co-op will align with the seven Cooperative Principles.

Data:

- See the attached Monitoring Summary Table.
- Fines assessed during this reporting period: None
- Lawsuits initiated or resolved during this reporting period: None
- Illegal activity known to the GM: None
- Cooperative Principles

Co-op Principle (bold) with ICA definition	Operational Definition/interpretation	Data
<p>1st Principle: Voluntary and Open Ownership Co-operatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of ownership, without gender, social, racial, political or religious discrimination.</p>	<p>Articles of incorporation and bylaws provide legal structure consistent with the cooperative principle.</p> <p>Our common practice is consistent with the cooperative principle.</p>	<p>Our articles of incorporation and bylaws call for open and voluntary ownership of a cooperative. Ownership requirements are clearly set by the owners in the bylaws.</p> <p>Owners have joined (278 households) and withdrawn (4) during the past year with no claims other than voluntary actions (e.g. relocation, health, financial).</p>
<p>2nd Principle: Democratic Owner Control Co-operatives are democratic organizations controlled by their owners, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the ownership. In primary co-operatives owners have equal voting rights (one</p>	<p>Bylaws authorize owners to exercise their one owner-one - vote rights to elect a Board of Directors to represent them, to make bylaw revisions, and provide for various other owner controls.</p> <p>Elected officials are held responsible by the owners to further organize themselves, to deliver exceptional leadership essential for the organization to deliver the anticipated</p>	<p>An election was held, concluding on May 3, 2015 in which the owners elected representatives to the Board. Each owner had one vote.</p> <p>The board has developed a comprehensive set of policies that include clear expectations about how the board is organized; its relationship with the GM; preferred outcomes of the organization; any undesirable conditions and happenings; and, it maintains an</p>

<p>owner, one vote) and co-operatives at other levels are also organized in a democratic manner.</p>	<p>outcomes and avoid undesirable conditions and actions, and to monitor to certify that those expectations are being met.</p>	<p>annual calendar for monitoring all of these policies.</p> <p>Board and Management account to our owners through the Annual Report and Annual Meeting.</p>
<p>3rd Principle: Owner Economic Participation Owners contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Owners usually receive limited compensation, if any, on capital subscribed as a condition of ownership. Owners allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting owners in proportion to their transactions with the co-operative; and supporting other activities approved by the ownership.</p>	<p>The board, on behalf of its owners, establishes and regulates the owner equity dispersment through its policies. The board also decides, on an annual basis whether to offer patronage rebates based on the owner dollars spent and the relation to profitability.</p> <p>In addition, owners may provide essential capital to the co-op by loaning it money. These loans shall not impact voting rights of owners.</p>	<p>See the previous B4—Ownership Rights and Responsibilities monitoring report for data about equity payments and patronage refunds.</p> <p>The balance sheet provided with the annual B1—Annual Financial Conditions monitoring report shows that our owners have loaned their co-op \$37.5K.</p> <p>As noted in the data for the 2nd Principle, all owner households still have only one vote each.</p>
<p>4th Principle: Autonomy and Independence Co-operatives are autonomous, self-help organizations controlled by their owners. If they enter to agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their owners and maintain their co-operative autonomy.</p>	<p>From Anne Hoyt’s Cooperative Grocer article: <i>“In the thirty years since the passage of the 1966 Cooperative Principles, numerous third world countries have used cooperatives as an intentional part of their social and economic development strategies. ... Unfortunately, many of the governments, especially in centrally planned economies, were unable to withdraw from the cooperatives. Instead, cooperatives, closely controlled by government functionaries, became inefficient and poorly managed, a haven for</i></p>	<p>Our co-op was established by and organized by its owners. Owners make up more than 50% of our shoppers, and constitute over 60% of our annual gross sales. Owner growth is steady at 10% percent annually.</p>

	<p><i>government bureaucrats. Independence and autonomy was often never realized. The new principles emphasize that cooperatives must be free of intervention from governments or other sources, so that the owners are able to control their own destiny."</i></p>	
<p>5th Principle: Education, Training and Information Co-operatives provide education and training for their owners, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.</p>	<p>We provide regular educational opportunities so that owners, elected Co-op leaders, managers and employees, and community owners are encouraged to continually engage their minds.</p>	<p>Both the GM and board currently receive training and professional development via contracts with Cooperative Development Services (CDS) Consulting Co-op.</p> <p>Our staff have received educational training and information workshops on the Cooperative Principles and the Cooperative Model.</p> <p>The GM piloted a Cooperative Café workshop for board and staff, and then again at our 2015 annual meeting which included owners.</p> <p>More details will be provided in the Ends report in Nov. and Dec. 2015.</p>
<p>6th Principle: Co-operation among Co-operatives Co-operatives serve their owners most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.</p>	<p>The Co-op is a visible part of the larger cooperative movement; we have ownership in several other cooperatives; the Co-op contributes money and leadership to other cooperatives.</p>	<p>Our co-op actively participates as an owner of the Neighboring Food Cooperative Association (NFCA). Our partnership with NFCA enables us to network and build alliances with other regional Co-ops, giving us a competitive advantage over our competitors.</p> <p>This June we applied to become members of the National Cooperative Grocer (NCG). NCG helps unify natural food co-ops in order to optimize operational and marketing resources, strengthen purchasing power, and ultimately offer more value to natural food co-op owners and shoppers everywhere.</p> <p>We are also members of CDS</p>

		<p>Consulting Co-op; a cooperative of consultants acting in service to the values of cooperation, as well as to the benefits of mutual aid, collaboration, and expertise. We have contracted with four CDS consultants this year who specialize in co-op governance, leadership development, expansions, retail improvement, marketing, member services and human resources.</p> <p>We engage regularly in educational activities with other regional and local cooperatives as indicated above as part of the 5th Principle.</p>
<p>7th Principle: Concern for Community Co-operatives work for the sustainable development of their communities through policies approved by their owners.</p>	<p>The Ends policies bring to life our owners' concern for and commitment to our community.</p>	<p>The Ends report (due in Nov. and Dec. 2015) demonstrates the many ways our co-op has benefited our community. Outreach Highlights include: 25 new member owner orientations, 20 educational workshops, 10 community educational outreach events. We hosted the Veggie Passport Program, Co-op Fair, Spring and Fall New London Food Stroll, and the New London Youth Talent Show. In the areas of Food Justice, Sustainability and Social Responsibility: Local Farm Tours, Healthy Food Access Program, Neighborly Nickels (encourages customers to bring their own bags and containers), NL Beautification (compost), NL Youth Affairs staff, East Lyme HS student program, Conn College Market, United States Coast Guard Academy <i>First Student 101</i> course.</p>