

FIDDLEHEADS NATURAL FOODS COOPERATIVE

BOARD OF DIRECTORS MEETING PACKET

**Meeting date:
July 19, 2016**

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Agenda

AGENDA
FIDDLEHEADS BOARD OF DIRECTORS MEETING
July 19, 2016
6:30-8:30 PM
105 Huntington Street, New London

Time	Topic	Resource	Action/Outcome	Leader
6:30	Meeting Preamble <i>Each of us is a member of the coop community and has been elected to be a leader 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	Convene/Focus	President
	Agenda Review	Agenda	Make any needed adjustments	President
	Owner Comments		Listen	President
6:35	Approve Draft Minutes <ul style="list-style-type: none"> • June 21, 2016 	Packet	Approve	
6:40	Consent Agenda <ul style="list-style-type: none"> • Member Equity Refund Requests (as needed) 	Each item in packet	Approval	President GM
	Discussion of Items removed from Consent Agenda	See above	Discuss/Approve	TBD
6:45	Discussion/Action Items <ul style="list-style-type: none"> • Board Monitoring – Policy C1 – Governing • Process to convene By-law revision committee • GM Quarterly Check-In • Notes from Board Support Call re: Board Oversight of GM 	In Packet --- Guiding questions in packet In Packet	Discuss/Approve Discuss and task Discuss Discuss	President President President/GM Mona, et al.
7:25	GM Monitoring Report (A – Ends)	In Packet	Approve	GM
7:45	Committee/Task Force <ul style="list-style-type: none"> • Nominations <ul style="list-style-type: none"> ○ Accept Minutes • Annual Meeting <ul style="list-style-type: none"> ○ Accept Minutes ○ Board feedbacks thoughts for next year ○ Review Charter - GM committee? • Owner Communications <ul style="list-style-type: none"> ○ Any updates (charter?) 			
8:10	Member Comments			
8:10	EXECUTIVE SESSION <ul style="list-style-type: none"> • To approve minutes of June 21, 2016, Executive Session • Personnel matters (GM Monitoring/Transition) 	Minutes To Be Provided		Secretary President
8:30	Closings <ul style="list-style-type: none"> • Determine use of CDS call (if any) • Review tasks for next meeting and other dates • Adjourn Meeting 			President

BOARD PACKET CONTENTS:

- **Meeting Agenda (Elisa)**
- **Draft Minutes of June 21, 2016 Meeting (Danny & Elisa)**
- **Member Equity Refund Request (as needed) (Lexa)**
- **Monitoring Report Decision Tree**
- **Output for Board Monitoring of Policy C1 – Governing (Helene and Elisa)**
- **Board Budget (Susan Z.)**
- **Questions to Guide GM Check-In (Sue P. and Elisa)**
- **Notes from Board Support Call re: Board Oversight of GM (Mona)**
- **GM Monitoring Report Policy A – Ends (Lexa)**
- **Committee Notes/Minutes**
 - **Nominations Minutes (Mona/Helene)**
 - **Annual Meeting Minutes (Carolyn)**
 - **Owner Communications (Carolyn)**
- **Executive Session Minutes of June 21, 2016 – (circulated confidentially/brought to meeting by Danny)**
- **Draft Agenda for August 16, 2016 meeting (Elisa)**



Minutes

June 21, 2016

Meeting Minutes

DRAFT

FIDDLEHEADS BOARD OF DIRECTORS Minutes of Board Meeting of June 21, 2016 105 Huntington Street, New London

I. CALL TO ORDER, ATTENDANCE, ANNOUNCEMENTS

A. Call to Order

Susan Phillips called to order a monthly meeting of the Fiddleheads Board of Directors at 6:32 p.m. on Tuesday, June 21, 2016 at 105 Huntington Street, New London, CT.

B. Attendance

The following Board members were present:

Susan Phillips, President
Susan Zimmerman, Vice-President
Helene Bardinnet, Treasurer
Danny Spurr, Secretary
Carolyn Wilson
Mona Harmon-Bowman
Kelleen Giffin
Rachel Black

The following Board members were not present:

Ellen Clinesmith

The following additional persons were present:

Lexa Juhre, General Manager
Elisa Giommi, Board Administrator (exited at 8:18 p.m.)
Rourke Kennedy, Owner (exited at 8:18 p.m.)

C. Check-in

New Board Member Rachel Black was welcomed and Directors introduced themselves. Helene noted that she found CCMA to be inspiring. CCMA Presentations available for viewing.

D. Agenda Review

The Board Monitoring reports were moved from the consent agenda to the discussion section of the agenda. The "personnel matters" portion of the executive session was amended from GM monitoring/transition to GM check-in. Also discussion of the CISD workshop was added.

E. Owner Comments

Rourke Kennedy commented at the end of the meeting that the meeting was confusing but interesting.

II. MINUTES OF MAY 17, 2016 BOARD OF DIRECTORS MEETING

There was discussion as to whether or not the GM monitoring report was approved last month. It was determined that a motion was made, but was never voted on. The motion was reintroduced.

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FIDDLEHEADS BOARD OF DIRECTORS Minutes of Board Meeting of June 21, 2016 105 Huntington Street, New London

Motion to approve the GM monitoring report of May 17, 2016 with acknowledgment of non-compliance in sections noted and with amendments to sections 8 and 10 to be endorsed by Sue Phillips and Susan Zimmerman:

Motion: Kelleen Giffin

Second: Helene Bardinnet

All in favor with Rachel Black abstaining

Motion to approve the minutes of the May 17, 2016 Board of Directors Meeting as amended:

Motion: Susan Zimmerman

Second: Mona Harmon-Bowman

All in favor with Rachel Black abstaining

III. CONSENT AGENDA

Motion to approve the Consent Agenda (Member Equity Refund request of \$175 to Erik Smith):

Motion: Susan Zimmerman

Second: Kelleen Giffin

All in favor

IV. DISCUSSION/ACTION ITEMS

A. Election of officers

The following slate was presented, based on discussions with Directors on the Board:

Sue Phillips, President

Helene Bardinnet, Vice-President

Susan Zimmerman, Treasurer

Danny Spurr, Secretary

The Board was asked if there were any additional Directors interested in these positions.

Motions to approve the slate of Board Officers for election:

Motion: Carolyn Wilson

Second: Rachel Black

All in favor

B. Scheduling Board Retreat and Financial Training Part II

The Financial Training has been scheduled for Tuesday, October 4, 2016 at 6 p.m.

The Board retreat has been scheduled for Saturday, September 10, 2016 at 10 a.m.

Elisa will be in charge of procuring a space and organizing food for the retreat. Rachel Black will look into potentially finding a space at Connecticut College. There is \$215 budgeted for the retreat and 11 people are expected to attend (9 Board member+CDS consultant+GM).

C. Board Monitoring Discussion

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FIDDLEHEADS BOARD OF DIRECTORS Minutes of Board Meeting of June 21, 2016 105 Huntington Street, New London

The current Board monitoring process was explained and two issues were highlighted: anonymity and the format of the evaluations.

It was determined anonymity was not facilitating discussion of Board evaluation and that the format of the monthly surveys could be improved. It was determined that we would try the new format presented. Directors would still evaluate Board performance relative to the policy being reviewed using a scale of 1 to 5, but each score would be attributed and then averaged. Comments would also be solicited regarding performance relative to the policy and the additional questions "What does this policy mean?" and "Is this the policy we want?" would be asked. All comments would be attributed. The intention of these changes would be to facilitate a robust discussion and introspection regarding Board process and a deeper understanding of what the policies mean.

Motion to make Board Monitoring ratings and comments attributed to individual Board members:

Motion: Kelleen Giffin

Second: Mona Harmon-Bowman

All in favor

Motion to adopt new Board monitoring format with the addition of the question "What does this policy mean?":

Motion: Susan Zimmerman

Second: Danny Spurr

All in favorable

It was also suggested the Board also conduct individual Director self-evaluations. It was agreed that this be done on an annual instead of monthly basis. The template for this self-evaluation would need to be examined as this was not included in the Board packet.

Motion to add a Board self assessment to the Board calendar for the month of January:

Motion: Carolyn Wilson

Second: Rachel Black

All in favor

A handout was distributed regarding a discussion of Board improvement from the 2014 Board retreat.

D. Board Monitoring Reports

It was reiterated that Global statement for each policy needs to be reviewed in addition to the sub-policies.

It was observed that many of the issues discussed in the report comments could be answered using the Board's decision tree.

It was noted that the Board has used external monitoring in the case of the Wegner Financial review and in a recent staff survey the results of which were reported by the GM. The Board was

**FIDDLEHEADS BOARD OF DIRECTORS
Minutes of Board Meeting of June 21, 2016
105 Huntington Street, New London**

asked if it sees the potential need for any other external monitoring. A Human Resources audit was brought up as a potential use of external monitoring.

It was clarified that the dates used in policy D4.6 (regarding the Board annual evaluation of the GM) were from an older Board Policy Manual and should refer to December and January. Elisa has been collecting the GM monitoring reports for this annual review. **Sue Phillips will talk with Elisa about the GM monitoring table that would be compiled from these reports.**

Lexa asked that if there were any unscheduled policies the Board wished to monitor prior to the GM evaluation in December/January, it would be helpful to have that scheduled sooner than later. **It was agreed to add Policy B6 (Staff Treatment) to the October GM monitoring report.**

Motion to approve Board Monitoring Reports D3, D4, Global C, and Global D:

Motion: Danny Spurr

Second: Susan Zimmerman

Four in favor with Mona Harmon-Bowman, Helene Bardinnet, Rachel Black, and Kelleen Giffin abstaining

V. GM MONITORING REPORT (B5-TREATMENT OF CUSTOMERS)

The General Manager shall not be unresponsive to customer needs.

The customer transaction count listed in the operational definition of the B5 Global policy was clarified as meaning the number of transactions. In this same section the “net promoter score” was explained as a metric for measuring customer loyalty. It was also noted that there is no data listed in the Global Policy. There has been no net promoter score data collected yet, but the customer transaction count data was accidentally omitted. An updated report containing the Global data will be emailed to the Board.

The GM will not:

1) Operate without a system for soliciting and considering customer opinion regarding preferences, product requests, complaints and suggestions.

Conclusion: Not in compliance- plan in place

The store lacks a suggestion box to solicit input from customers beyond simply product requests.

It was noted that this has since been remedied and the store is now in compliance. There is now a suggestion box and form for customers to fill out. The store phone system has also been upgraded allowing for better use of voicemail by departments and ability to review how long it takes to answer calls. Lexa also noted that she is exploring grocery delivery to New London via a third party.

2) Allow an unsafe shopping experience for our customers.

Conclusion: In compliance

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FIDDLEHEADS BOARD OF DIRECTORS Minutes of Board Meeting of June 21, 2016 105 Huntington Street, New London

A question was asked whether “add to the customer's experience” should be added to the policy based on the goals the GM was already pursuing. Lexa stated that she would think about it. There was also a suggestion that “Would you suggest the Board change this policy? If so, how?” be added to the monitoring report as an additional feedback mechanism for the GM.

There was a question regarding the schedule for presenting a store budget. It was agreed that it would be completed by at least October.

There was a question about why there was no longer a Manager's update report. It was reported that the Manager's report had been eliminated due to the amount of time spent discussing it. There is the possibility of it being reinstated, but as an FYI and not as a discussion item.

Motion to approve the GM monitoring report with the understanding that a amended report, to include the Global policy data, will be sent out to the Board:

Motion: Susan Zimmerman

Second: Carolyn Wilson

All in favor

VI. COMMITTEE/TASK FORCE

Committee items were tabled

VII. EXECUTIVE SESSION

The purpose of this executive session is to approve the minutes of the executive session of April 19, 2016, and discuss personnel matters.

Motion to enter into Executive Session:

Motion: Mona Harmon-Bowman

Second: Kelleen Giffin

All in favor

Executive Session was entered into at 8:18 p.m. and exited at 8:35 p.m.

Confidential minutes were taken in executive session. **The minutes of the Executive Session of April 19, 2016 were approved.** The GM quarterly check-in item was tabled to July.

VIII. CLOSINGS

Newly elected Board Treasurer Susan Zimmerman will be meeting with Lexa to discuss the Board Budget. The Board Budget will not be presented until August as Susan will be away next month.

There was a question about whether the GM quarterly check-in needs to be held in executive session. This will be considered by Board leadership and Lexa.

Lexa will be meeting with Ed Demuzzio to answer questions regarding the Annual Financial Report. Sue Phillips is available to assist in discussion of the report.

A. CDS call

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FIDDLEHEADS BOARD OF DIRECTORS
Minutes of Board Meeting of June 21, 2016
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Sue Phillips will determine Jade's availability and pass the information on to Mona.

B. Review decisions, tasks, and assignments

Susan Zimmerman and Lexa will meet to discuss the Board budget

C. Adjournment

Motion to adjourn:

Motion: Danny Spurr

Second: Rachel Black

All in favor

Meeting adjourned at 8:40 p.m.

* * * * *

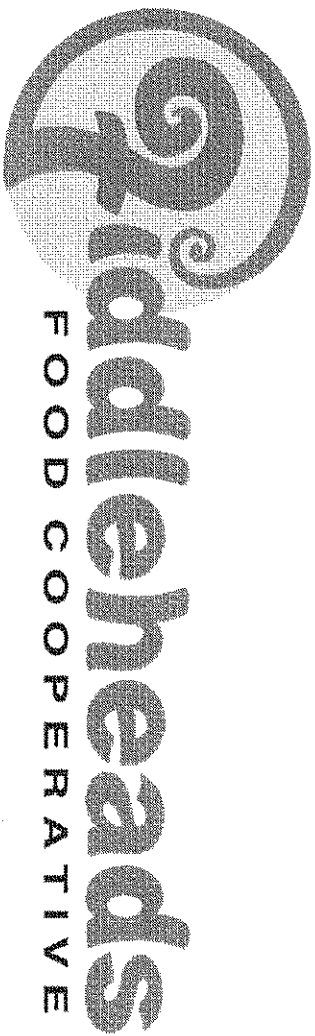
Draft minutes prepared for submission to the board by Daniel Spurr/Elisa Giommi on June 23, 2016.

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



Consent Agenda

- **Member Equity Refund Request**



13 Broad Street New London, CT 06320 860 701-9123

Equity Refund Request Form

Dear Fiddleheads Food Co-op,
I, Adam Collier

Name:

Address: 345 Gold Star Hwy Apt #49 Groton CT 06340

Phone Number: 941-228-8867

Email address: dallmacrame@gmail.com

Owner Number: 410002325

Request my equity be refunded. I understand that all owner equity refunds must be approved by the Fiddleheads Food Co-op Board of Directors per FCC bylaws which delays processing my request until after the next scheduled Board of Directors meeting. I understand that approved equity refunds are usually refunded within two weeks of the Board of Directors meeting.

Please mail my refund to the following address:

6700 Mandarin Rd,
Sarasota FL 34238

Reason: (Optional) Moving back to Florida

Member-Owner Signature: Adam Collier

For Office Use Only
Received: _____ Initials: AC Equity Paid \$ 60

Added to Consent Agenda for BoD Meeting (MM/YY) _____

Processed through Catapult and Logged _____

Date Refunded: _____ Amount Refunded (Equity paid) _____

Check # _____ Account # _____ Amount \$ _____

Adjustment Completed By: _____ Date: _____

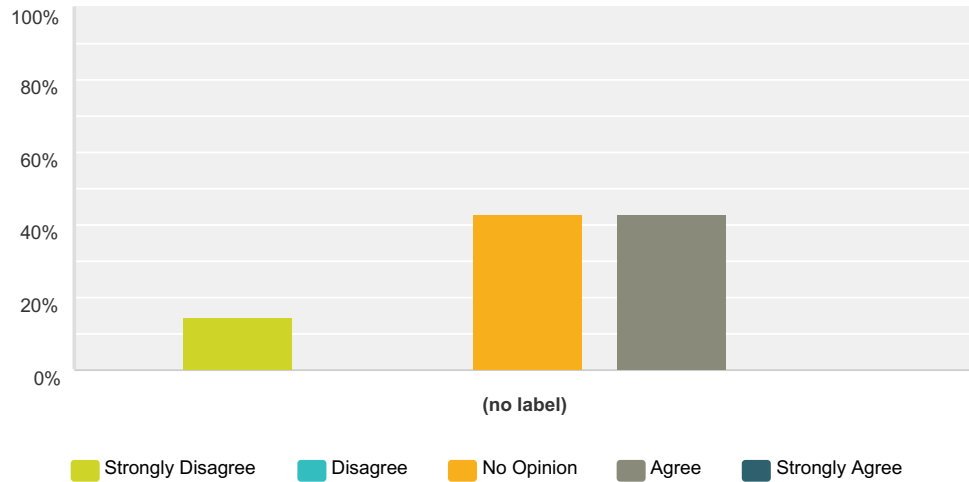


Discussion/Action Items

- **Board Monitoring Report C1**
- **Board Monitoring Report Changes**
- **CDS Call**

Q1 In order to govern in a way that emphasizes empowerment and clear accountability, we will focus our vision outward and toward the future.

Answered: 7 Skipped: 0

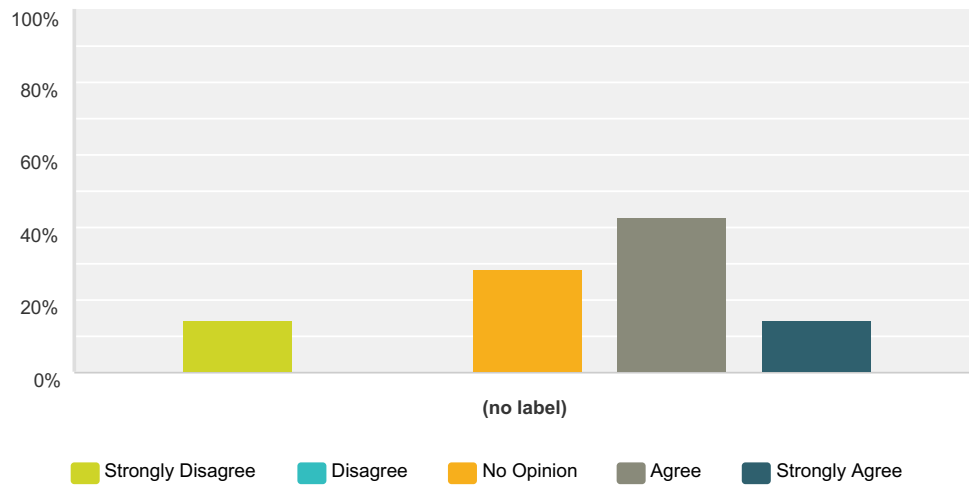


	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Weighted Average
(no label)	14.29% 1	0.00% 0	42.86% 3	42.86% 3	0.00% 0	7	3.14

#	Other (please specify)	Date
1	I chose to answer "no opinion" to several questions this month because the options to answer are too limited. I am working with Dan and Elisa to make the Board monitoring report a better tool. Hopefully, next year same time my answers will be more constructive. I would like each question to have the option to state how we ARE currently doing AND if we are not doing well, how we are/could be remedying it. it would be very useful in the long run to see how we are progressing year over year.	7/13/2016 9:59 PM
2	We have been doing a lot of focusing inward (justifiably so)	7/12/2016 11:01 PM
3	This sentence is confusing! If it means that the Board, in our role, should focus on the future - great. But I am not sure how that impacts our focus on clear accountability and empowerment. Not sure I have experienced us focusing on the future in my 4 months on the Board.	7/12/2016 7:35 AM

Q2 In order to govern in a way that emphasizes empowerment and clear accountability, we will observe the 10 Policy Governance Principles (Ends Policies, Ownership, Board Process Policies, Board Holism, Board-Management Relationship Policies, Governance Position, Limitations Policies, Policies (Decisions) Come in Sizes, Any Reasonable Interpretation, Monitoring).

Answered: 7 Skipped: 0

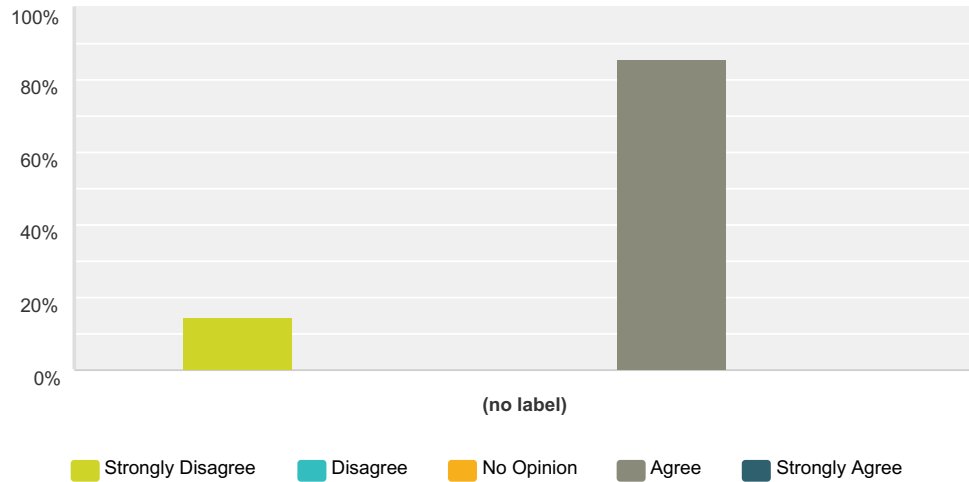


	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Weighted Average
(no label)	14.29% 1	0.00% 0	28.57% 2	42.86% 3	14.29% 1	7	3.43

#	Other (please specify)	Date
1	could we split this question so we can answer to each of the principles	7/13/2016 9:59 PM
2	We are continually working on this. CW	7/11/2016 9:02 AM

Q3 In order to govern in a way that emphasizes empowerment and clear accountability, we will maintain group discipline, authority, and responsibility.

Answered: 7 Skipped: 0

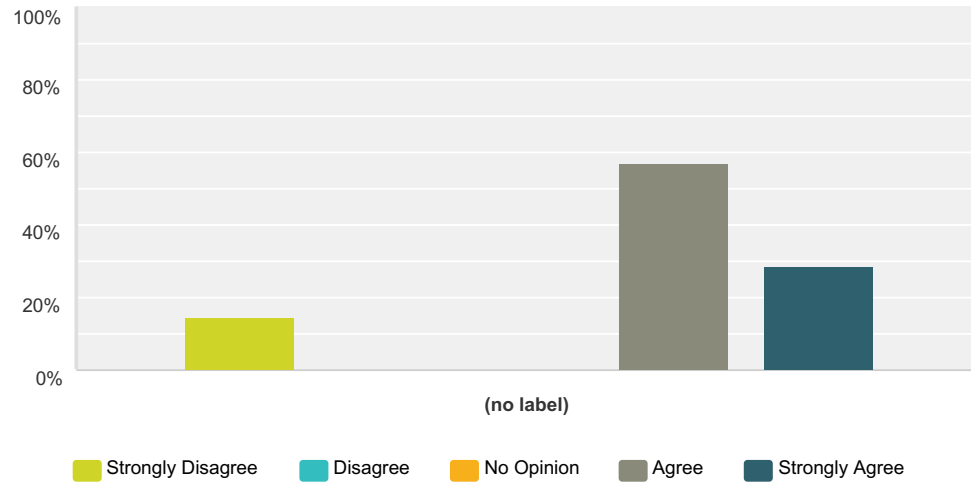


	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Weighted Average
(no label)	14.29% 1	0.00% 0	0.00% 0	85.71% 6	0.00% 0	7	3.57

#	Other (please specify)	Date
	There are no responses.	

Q4 In order to govern in a way that emphasizes empowerment and clear accountability, we will clearly distinguish Board and General Manager roles.

Answered: 7 Skipped: 0

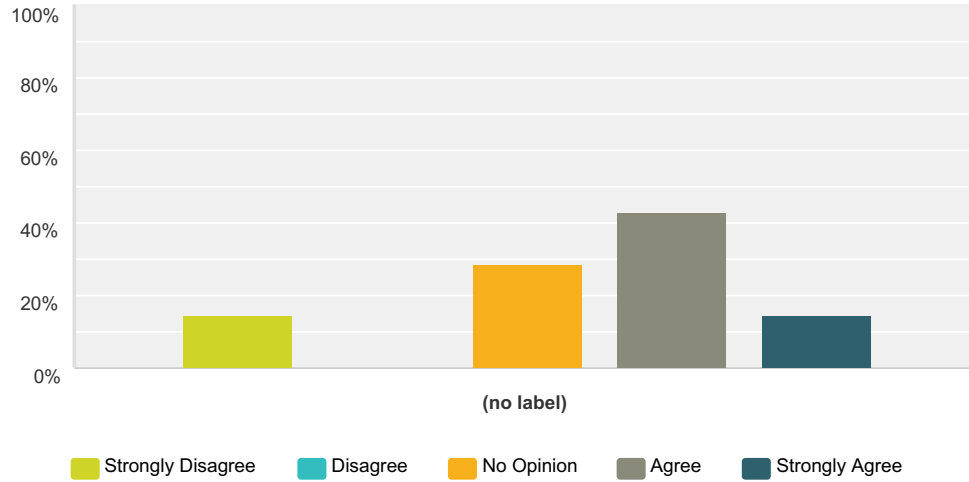


	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Weighted Average
(no label)	14.29% 1	0.00% 0	0.00% 0	57.14% 4	28.57% 2	7	3.86

#	Other (please specify)	Date
1	The GM role is much clearer to me than the Board's role esp. with regard to future and representing owners.	7/12/2016 7:35 AM
2	We are pretty good about this. Committee work and special projects that require staff have been a challenge to this in the past. CW	7/11/2016 9:02 AM

Q5 In order to govern in a way that emphasizes empowerment and clear accountability, we will encourage diverse viewpoints.

Answered: 7 Skipped: 0

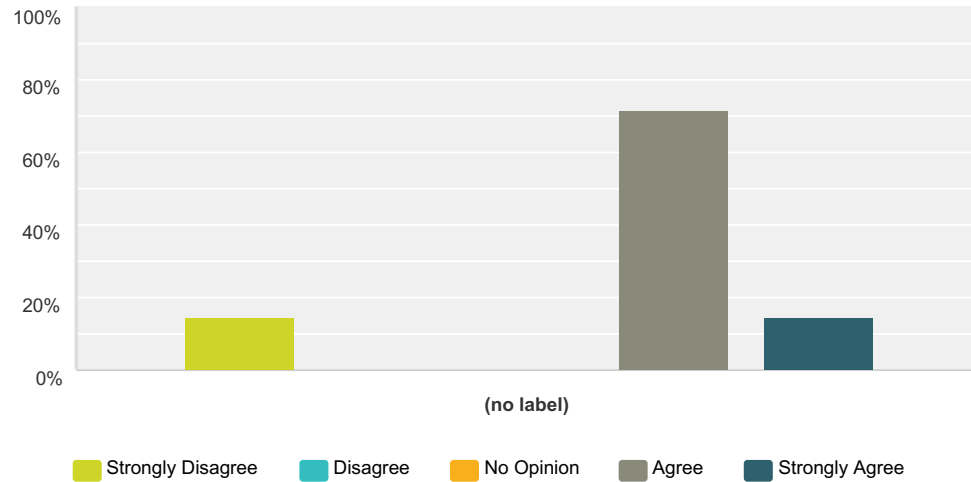


	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Weighted Average
(no label)	14.29% 1	0.00% 0	28.57% 2	42.86% 3	14.29% 1	7	3.43

#	Other (please specify)	Date
1	This sentence is also a tad strange in defining the intent. Our meeting discussion process allows for all to speak if they like, but we do not wrestle with diverse points very well. We could work on that, but it would require much more time.	7/12/2016 7:35 AM
2	We speak with one voice after a decision is made. There are not usually a lot of diverse viewpoints. CW	7/11/2016 9:02 AM

Q6 In order to govern in a way that emphasizes empowerment and clear accountability, we will obey all relevant laws and bylaws.

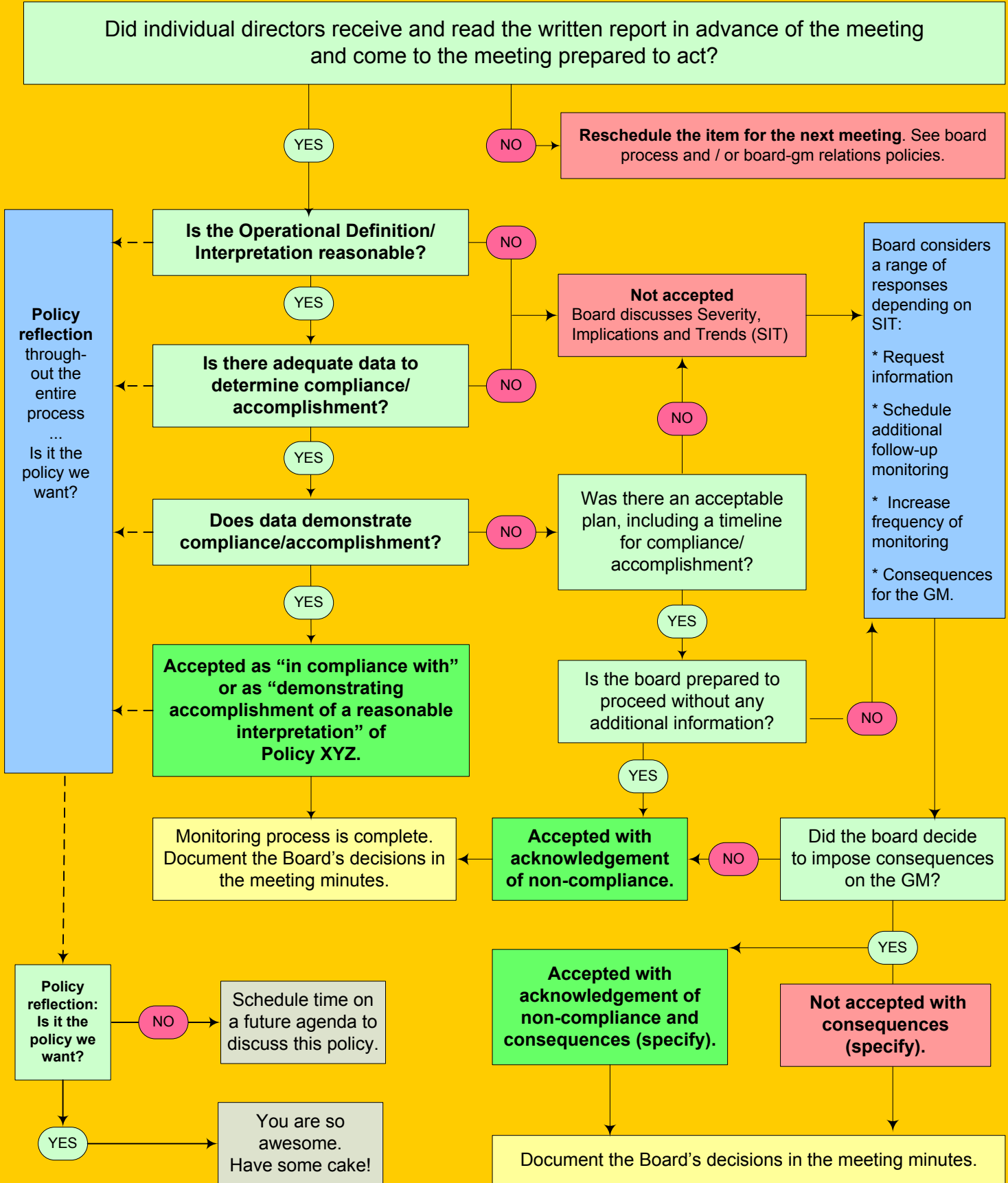
Answered: 7 Skipped: 0



	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Weighted Average
(no label)	14.29%	0.00%	0.00%	71.43%	14.29%	7	3.71
	1	0	0	5	1		

#	Other (please specify)	Date
1	We obviously should be doing this.	7/12/2016 7:35 AM
2	We seek legal counsel when necessary. CW	7/11/2016 9:02 AM

Decision Tree for Acting on Internal Monitoring Reports from the General Manager



Notes from July 10, 2016 Teleconference with Jade Barker, CDS consultant
Participants on call: Helene Bardinet, Susan Zimmerman, Kelleen Giffin, Mona Harmon-Bowman, Danny Spurr, Ellen Clinesmith

These notes are for use in the Board's discussion and alignment of roles and responsibilities.

Topic: Defining the role of Fiddlehead's Policy Governance board in "supervising" the General Manager.

- The Board "supervises" the GM using monthly monitoring reports as the basis of evaluation.
- The GM is the "car mechanic, we are the car owner" (using Jade's metaphor) different sets of skills and obviously time dedicated to the co-op.
- The Board sets the policies and the policies frame the work of the GM (glacial pace of the timeframe for review of outcome).
- In contrast to the "glacial pace" of Board monitoring of GM, the GM's running of the Co-op (operations, decisions, plans, expansion) should be fast paced. Board monitoring should not prohibit store growth vis-a-vis timing of monitoring reports.
- The GM's depth of skills, knowledge and abilities has no impact in supervising via monitoring reports. A very experienced and a minimally experienced GM have the same expectations, but the learning curve may be longer for the new GM.
- There will, understandably, be issues of non-compliance from time to time, especially with a new GM. It is the Board's job to determine the amount of leniency that will be afforded a new GM as well as the severity of any compliance issues.
- One of the Board's roles is to set executive limitations and establish policies for the GM to follow. We should also be attending to the other pillars! (Teaming, democracy, strategic leadership, accountable empowerment)
- The GM defines "reasonable interpretation" within the monitoring report. The GM interpretation indicates how they see the policy.
- The Board can use the GM's interpretation, as a starting point, for discussion and alignment on policy revision and/or performance status.
- The Board can then determine if they need to change the policy.
- As part of the Four Pillars, the Board sets the strategic direction of the co-op. E.G., October's monitoring report (B2- budgeting and planning) should discuss relocation.
- We are still learning to use policy governance and our past experience should not poorly reflect on our future abilities to effectively monitor the GM using policy governance.



Committee/Task Force

- **Nominations Committee**
- **Annual Meeting Committee**
- **Owner Communications Charter**

Nominations Committee Meeting Minutes: May 20, 2016

Helene Bardinet, Kelleen Giffin, Mona Harmon-Bowman

Agenda:

Review of Nominations Committee process for establishing 2016 Board candidate list.

Next steps:

- Board Candidate roles with GM
- After Action Review (AAR) data gathering process.
- Board review and input on AAR process
- Using CDS article Nominating Board Candidates

Why conduct an After Action Review: Purpose: to improve the candidate selection process for next year and answer the questions,

“If the Nominations Committee did not exist, what would not be getting done?”

“What should the Nominations Committee do more of; less of, and keep the same?”

In 2016, 3 candidates stepped forward from 15 respondents to Nomination Committee communications and 6 meet and greet events.

Proposed After Action Review 2016 Candidate Nomination Process:

1. Possible Categories to assess:

- Timeline
- Communications
- Candidate Sourcing
- Candidate Interactions (Meet & Greet, Board Meeting Attendance, One-on-One)
- Handoff to GM/Staff
- Support for On-boarding

2. Nominees:

- Developing profile
- Determine availability to do work
- Co-op membership
- Skills and abilities they bring to the Board

3. Potential providers of feedback:

- Board
- Candidates/Information Seekers
- GM's – Lexa & Wynston
- Staff

Annual Meeting Committee Meeting of June 28, 2016

held at Pollos a la Brasa, New London

In attendance: Ellen Clinesmith, Danny Spurr, Carolyn Wilson, Lexa Juhre (GM),
Elisa Giommi (Staff)

Lexa reported the final cost of the 2016 Annual Meeting to be \$3,157 or approximately \$300 dollars under budget. Though more was spent than in the past, Lexa thought that it was the right decision to have the amount budgeted that we did. Survey results were also reported. 38 surveys were submitted and feedback was very positive in general. Some general takeaways from the survey:

- The food received a great score. It was noted that next year there should be closer to a 50/50 split on vegetarian to meat options. Also coffee and hot soup were suggested for next year, particularly if the weather is cool.
- People liked the venue and entertainment and it was a big influence people's decision to attend.
- "Quality and quantity of information gleaned from the Annual Meeting" scored the lowest of the questions. More reporting is advised at next year's meeting.
- People liked having in store voting.
- People did not know that they could go in the gallery.

After more discussion of whether the committee should be a GM committee or a Board committee, it was decided that a Board Committee was more appropriate, with the GM still being in charge of many of the aspects of organizing the event and also serving as the point person for outside organizations (such as the venue, band, etc.). The Board run committee could set committee meeting dates, monitor progress of the various aspects of the Annual Meeting (some of which are, according to the bylaws, Board responsibilities), and coordinate with the Nominations Committee. It was suggested that a future charter includes having a joint meeting with the Nominations Committee.

It was also suggested that the **Board create a new committee charter in September** and assemble the committee by October, with a goal also of establishing a date for next year's annual meeting in October.

Lexa will look into the possibility of having the meeting at the Hygienic again next year.

Member-Owner Communication

Goal: To increase board visibility among member-owners and create opportunities for interaction and communication. Will work closely with co-managers and outreach team.

Objectives: Publicize our ends policies, create a video that tells our story, educate member-owners on the cooperative principles, the 4 pillars, and highlight the benefits of shopping at Fiddleheads vs. another grocery store.

Possible ideas:

Create opportunities for interaction/communication: tabling during indoor market, newsletter, e-blast, member-owner party, membership drive, table at annual meeting, promote food access and wooden nickel with press release!

Video: contract with a member-owner, staff or local college students with skills in exchange for a discount and a gift card. If this happens in time we could launch it at annual meeting. Member testimonials.

Ends: promotional items, postcard mailing, commercial, sponsored Facebook postings

Principals/4 pillars: packets: CBLD video viewing party, handouts, brochure

Why shop co-op? Why Fiddleheads and not another natural foods market? Why not target? T Shirts, bumper sticker, commercial, mural/board with fiddleheads shaped paper, like they do in grocery stores for certain diseases (write your reasons for shopping at fiddleheads—get wooden nickel).

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GM Monitoring Report July 2016

A1 Ends



FIDDLEHEADS MONITORING REPORT, BASED ON CBLD TEMPLATE POLICY

MONTHLY MONITORING REPORT, JULY 19, 2016

Ends A – Global End

Adopted: January 6, 2014

Fiddleheads Natural Foods Cooperative exists so that Southeastern Connecticut is a healthy, robust and inclusive community.

Ends A1 – Food Justice

Adopted: January 6, 2014

Fiddleheads exists so that Southeastern Connecticut is a model for achieving food justice for all.

Ends A2 – Thriving Local Economy

Adopted: January 6, 2014

Fiddleheads exists so that Southeastern Connecticut is a thriving locally based economy.

Ends A3 – Sense of Community

Adopted: January 6, 2014

Fiddleheads exists so that shoppers and members have a strong sense of community.

Ends A4 – Growing Co-op Model Use

Adopted: January 6, 2014

Fiddleheads exists so that Southeastern Connecticut has a growing use of the co-op model.

Ends A5 – Food & Health Knowledge

Adopted: January 6, 2014

Fiddleheads exists so that Southeastern Connecticut is knowledgeable about food systems, and personal and environmental health.

Ends A6 – Workplace

Adopted: January 6, 2014

Fiddleheads exists so that Southeastern Connecticut has meaningful work opportunities in a supportive environment.

This is a policy update which will include any information about actual or anticipated non-compliance for all aspects of the A Ends policies.

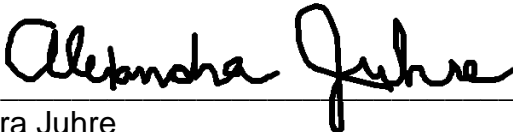
These Ends statements are intended to inform a future vision, a strategic direction, and in some sense, they are never “complete”. By design, compliance for the purpose of this report is measured in terms of “making reasonable progress” toward these goals. Additionally, to the extent that some ends gesture toward an intangible, data points are assembled more as indicators; no one data point may be “proof”, but taken in aggregate, we look to see what they tell us a whole.

I report compliance on progress toward all parts of this policy.

Unless indicated otherwise, all data in this report is for YTD 2016 and is accurate as of July 12, 2016. Where I have incorporated external data, I have included hyperlinks to source materials in the text and a list at the end.

Additionally, for the purposes of reporting, data may substitute New London County as synonymous with Southeastern CT, while some data will especially focus on the City of New London, where the store is centrally located.

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

Signed , General Manager
Alexandra Juhre

Global Policy

Fiddleheads Natural Foods Cooperative exists so that Southeastern Connecticut is a healthy, robust and inclusive community.

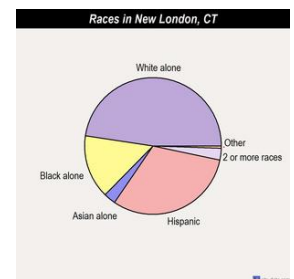
I report compliance in making reasonable progress.

Interpretation:

The co-op exists to meet a broad array of Community (owner and broader community) needs, some of which transcend those one might typically associate with a retail grocery store. In the sub-policies below, the Board specifies particular ways the Co-op should meet Community needs. The overall result of all activities designed to meet community needs should add value in each of these areas to the quality of life of the residents of the greater new London area and mobilize more community members to work toward these common goals.

Demographic data for the City of New London from City-data.com:

- Median resident age is 30.7 years, significantly below the state median of 40.5
- 31.8% of population is Latino; 48.5% Caucasian, 15.4% African-American 2013
- 25.3% of households in New London living in poverty in 2013.
- Approximately 33% of adults 25 years and over have at least a Bachelor's Degree – 2013
- In 2013, New London residents spent an average of 24.6% of their income on food at supermarkets and grocery stores and an additional 7.9% of income on eating out, each of which were about 1% higher than the CT state average.
- Sept 2015 – Unemployment rate is 5,2% on par with CT statewide
- March 2016 cost of living index for New London is cited as 109.2 (US avg=100)



Operational Definition and Data:

I haven't yet developed operational definitions or metrics for this global end but welcome a dialogue on how I should quantify this, and will seek to develop some metrics for these as we move forward.

I offer these observations by way of reporting what we are currently doing to work toward these goals and suggest possible strategies to go deeper and develop associated metrics

Observations on Inclusivity:

- FFC consciously aims to be welcoming to all
- FFC consistently offers attentive customer service to all patrons who frequent the store
- Neither staff nor clientele reflects proportional diversity ethnically or socio-economically
- Fiddleheads has little in the way of institutionalized practices to engage with full array of constituencies in the city of New London or New London County

Strategies Proposed to be a more inclusive community

- *Actively pursue more diverse staff*
- *Prioritize multilingual candidates when other qualifications are comparable*
- *Translate all store literature into Spanish*
- *Increase engagement with community services agencies and churches to reach a broader cross section of the community*

Ends A1 – Food Justice

Fiddleheads exists so that Southeastern Connecticut is a model for achieving food justice for all.

I report compliance in making reasonable progress.

Interpretation: Food Justice is not a simple issue, but the intersection of many macro societal conditions such as a capitalist economic system, the industrialization and consolidation of food production and distribution, and a deeply ingrained class system. In seeking a definition of “Food Justice”, I found this one which resonated with me from the [Portland /Multnomah Food Policy Council](#)ⁱⁱ, a citizen based advisory council to the City of Portland Oregon:



Food justice recognizes the structural inequalities within our food system. A vision for a just food system works to empower all community members to participate with equitable access to healthful, nutritious food, land to grow, and resources without the exploitation of people and land.

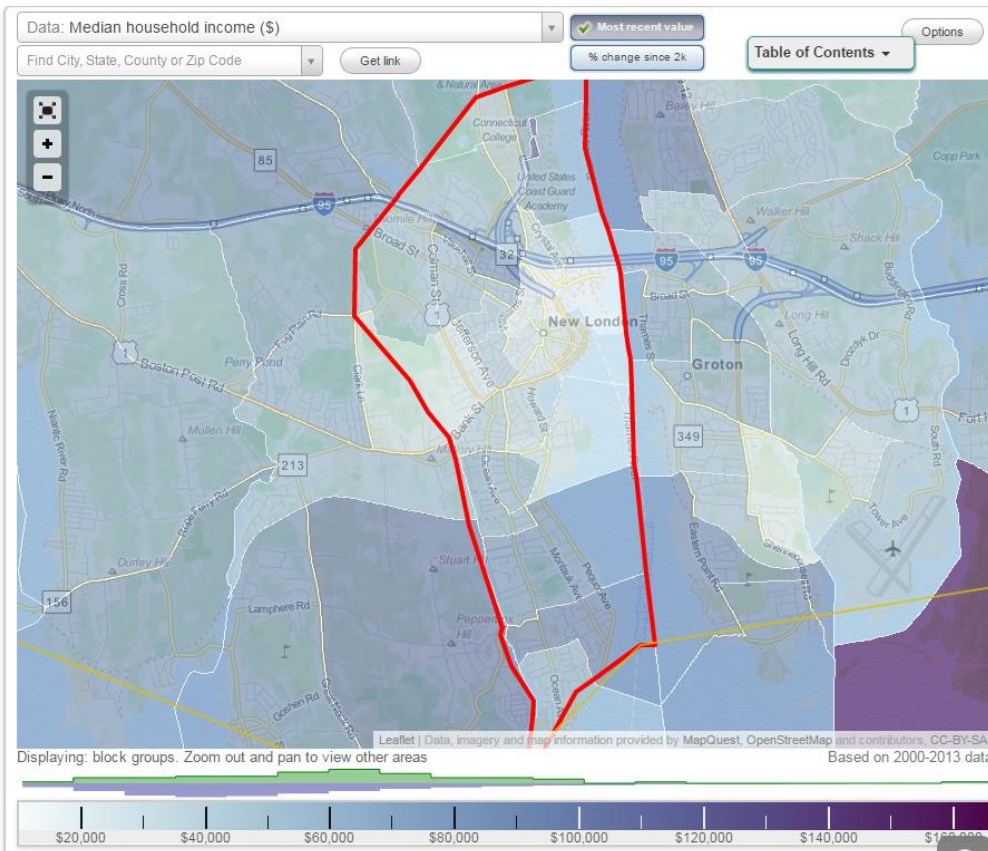
While the very establishment of a consumer co-op is a manifestation of this community exercising its right to sell and eat healthy food, FFC has room to grow to be a “model” in a broad sense., and yet aiming to achieve true equity in Southeastern CT is beyond the scope of influence of a single retail co-op. Consequently, my focus will be to demonstrate *reasonable progress* toward this end.

External Data:

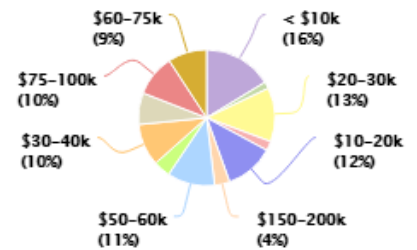
City of New London - Distribution of income

(Interactive map can be found at <http://www.city-data.com/income/income-New-London-Connecticut.html>)

- New London household income reflects a relatively evenly staggered distribution, which may contribute to the diversity of the community we serve, however, as noted above 25.3% of households in New London living in poverty in 2013.

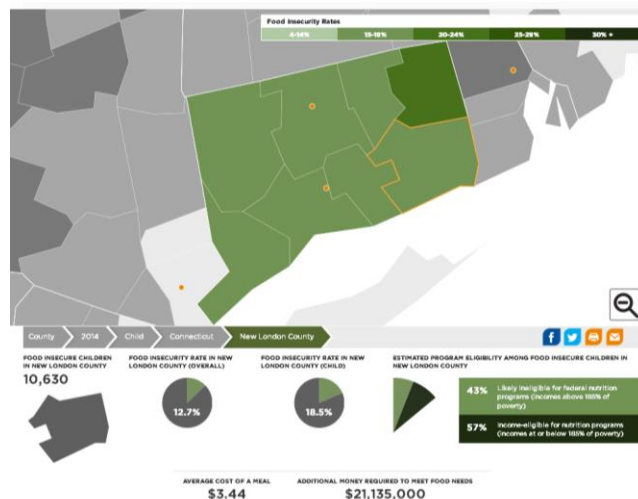
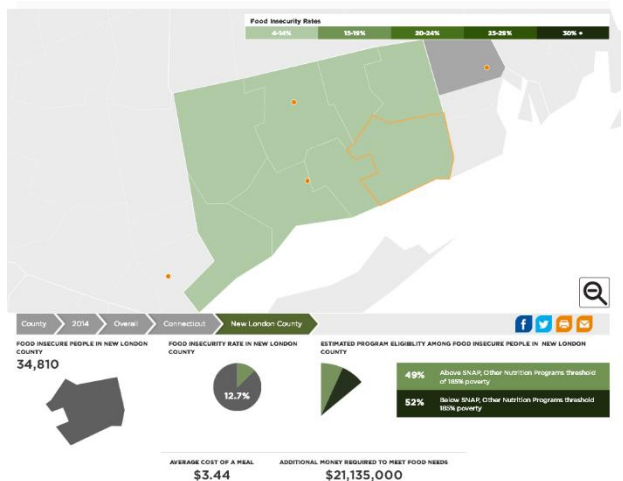


Income distribution in New London (%)



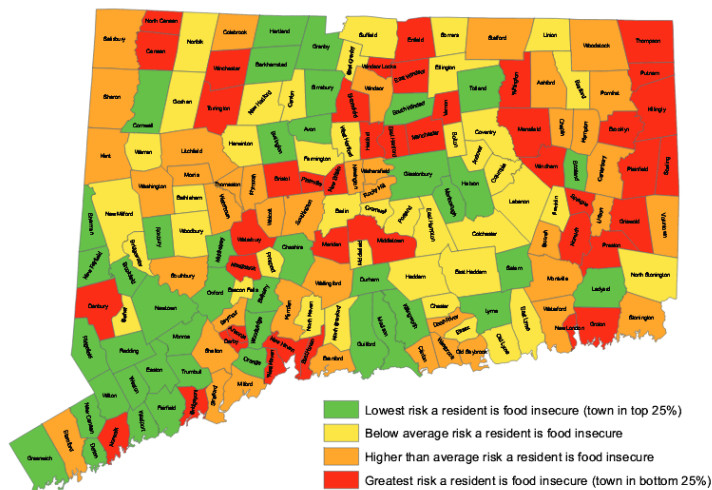
One Axis of Food Justice : Household Food Insecurity

The USDA describes this as a state in which “consistent access to adequate **food** is limited by a lack of money and other resources at times during the yearⁱⁱⁱ.” According to www.feedingamerica.org's “Map the Gap” website, 12.7% of New London County’s residents are believed to have experienced food insecurity in 2014. For children under the age of 18, the percentage was even higher at 18.5%:



A 2012 study^v available through the [Zwick Center for Food and Resource Policy at UConn](http://www.zwickcenter.org) indicates that the towns most significantly affected within New London County were New London and Groton:

Measuring the likelihood a resident is at-risk for food insecurity



The UConn study ranked Connecticut’s 169 towns on Food Security:

- New London fell in the bottom 10, ranking 163 out of 169.
- Groton fared only slightly better, placing at 149 out of 169.
- Norwich also appears in the bottom 10, at 160 out of 169.

I interpret this end to indicate that Fiddleheads should actively work to increase Food Security in New London.

Interpretation (continued):

What is “healthful food”?

The USDA does not define “adequate food” but I think it is reasonable to determine that it would not be identical to a Fiddleheads definition. Steeped in a tradition of whole natural foods, which are minimally processed, without artificial ingredients and minimal exposure to pesticides, Fiddleheads sets a higher bar for “healthy food” than the USDA does. Although it is not codified in any of FFC’s Ends Statements, the product mix we have developed is primarily Organic and/or Locally produced. This introduces some inherent tension with another important goal, namely making healthy food as *affordable* as possible.

These higher production standards tend to come at increased cost. Certified Organic production typically requires additional labor and fees, resulting in higher costs. Small scale production also faces challenges of adverse economies of scale in a competitive environment. Superior quality compels us to carry these products in spite of their higher costs, but we also realize these prices do not fit everyone’s budget.

Given all this, I infer from this policy statement as written that Fiddleheads should be a Leader on the issue of overcoming food insecurity in our community *to the extent that is practical within our food & product policy.*

Operational definition:

- Fiddleheads will incorporate best practices from similar co-ops as well as innovate our own strategies *to work toward* making fresh, nutritious, locally grown, high-quality, culturally appropriate food available to our community.
- FFC will offer staple items at prices that are competitive, and ideally, affordable to all.
- FFC will track and report sales tendered to EBT
- FFC will collaborate with community partners to foster sustainable food here in New London, the most culturally and economically diverse community in Southeastern CT.

Fiddleheads Data:

- The Pantry program, introduced in November 2015 is a set of 60 staple items we sell at prices comparable or less than other supermarkets in the region, at a lower margin, to make these products more affordable for all shoppers. The set of items is curated by the department managers and stays consistent throughout the year. These products represent about 1% of sales. Sales have been quite consistent from month to month.
- EBT sales from January to June 2016 totaled \$38,414.17 comprising 2,345 transactions. For the same period in 2015, sales totaled \$ 35,550 in 2008 transactions. This is an 8% increase year over year, slightly outpacing overall sales growth for the period

Observations:

- Our current store location positions us well geographically to serve communities in need
- Barriers are likely to be both pragmatic (e.g. affordability) and cultural (e.g. not “my store”)
- Plans stalled more than a year ago to implement a “Food For All” program
- Pantry program – will assess after 1 year in the fall for customer price perception and value
- Bulk purchases can make access to some staples more affordable, promotes cooking from scratch, and offers the consumer the option to buy only the quantity needed. These aspects could be enhanced through greater education.

Strategies proposed for 2016-2017:

- Partner with FRESH, Gemma Moran/United Way Labor Food Center, the CT Food Bank and other community agencies working toward Food Justice
- Implement a Food For All program (possible before Thanksgiving 2016?)
- Consider offering free fruit after school for kids?

Ends A2 – Thriving Local Economy

Fiddleheads exists so that Southeastern Connecticut is a thriving locally based economy.

I report compliance in making reasonable progress.

Interpretation: Fiddleheads should contribute positively to growing and sustaining a locally based economy.

Operational definition:

- The co-op will increase purchases from local vendors year over year.
- Fiddleheads managers &/or staff will participate in opportunities to influence local economic planning and marketing groups such as New London Local First and the Eastern CT Chamber of Commerce.
- Fiddleheads will partner with like-minded non-profits and private individuals to develop the local economy

Fiddleheads Data:

Purchases from local vendors are increasing!:

- \$407K in purchases Jan-June 2016, from 90 local vendors, compared to \$286K Jan- June 2015
- Local products currently represent approximately 37% of the store's total sales

Ends A3 – Sense of Community

Fiddleheads exists so that shoppers and members have a strong sense of community

I report compliance in making reasonable progress.

Interpretation: The co-op is more than just a grocery store. It is also a monument to communal achievement, a community meeting place, a hive of ideas and a place to put those ideas into action. It is in the end, the community that supports it, and the community of farmers, artisans and small businesses we support in kind. Telling this story, and sharing our successes enhances our community's awareness of how much we are interconnected, and offers practical avenues to contribute to a positive community experience.

Operational Definition:

I am finding it challenging to reduce this to operational metrics. Customer Count – while certainly not an ideal indicator -- should always trend positive, which was not the case in 2015.

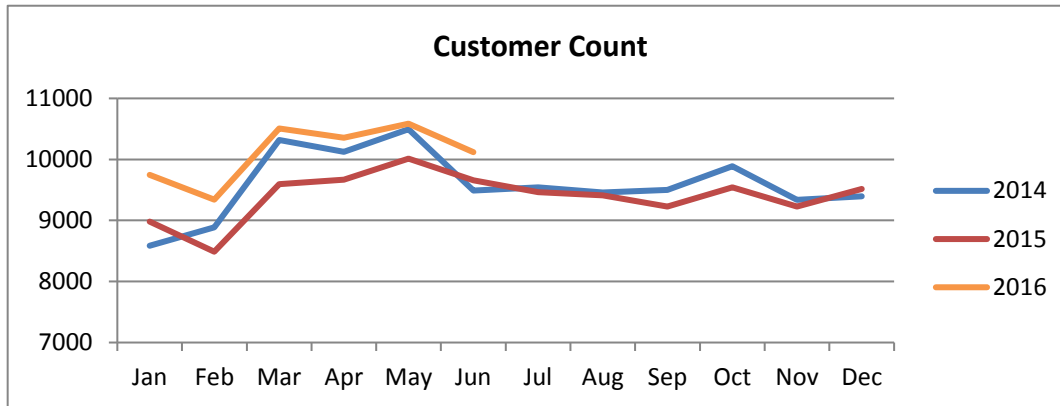
We didn't include a "Community Vibe" rating on the Customer comment card, but perhaps this should be incorporated into an annual Owner survey. Other opportunities to quantify data might be teased out of some strategies below in the coming year.

Strategies we will explore for enhancing community:

- Warm inviting clean store!
- Maintain space for spontaneous community interaction (e.g. piano in café, picnic table out front)
- Weekly Electronic newsletter for owners sharing events, sales and educational items
- Sponsor community events and participate in New London celebrations (e.g. Stroll, Sailfest, Nameaug)
- Goodwill - Neighborly Nickels and donations to small non-profits, schools, etc.
- Promote and showcase the network of vendors and community partners we work with every day! e.g. Featured Farmer each month, literature celebrating our role in the local economy, etc.
- Outreach events for Owners inside and outside the store
- Potential for semi-annual "town meetings" for members to inform strategic planning
- Plan for special project work parties such as landscaping/weeding parking perimeter
- Social events for members at holidays and seasonal intervals

Fiddleheads Data:

- Customer Transaction Count year to date has rebounded to surpass 2014 levels by 4.7%



Ends A4 – Growing Co-op Model Use

Fiddleheads exists so that Southeastern Connecticut has a growing use of the co-op model.

I report compliance in making reasonable progress.

Interpretation:

Cooperatives create value by successfully assessing the needs of its members and meeting these needs through valued products and services. Fiddleheads takes a holistic approach to this model in that its ends are aimed at improving the quality of life for the community at large, with select benefits for Owner households. Ultimately, the goal is to raise awareness around the empowerment that can be achieved through the use of the co-operative model and continue to draw in new members and expand our collective power.

Operational definition:

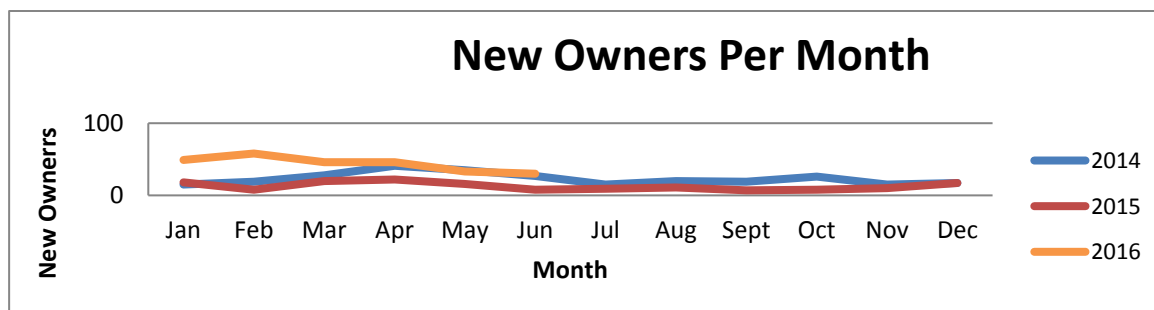
- Fiddleheads will experience positive growth in ownership and level of economic participation through equity investments and owner loans.
- Fiddleheads will prioritize investment in and borrowing opportunities from other co-operatives.
- Fiddleheads will educate consumers about the value and power of the co-operative model.

Proposed strategies:

- Communicate growth in membership in store and through Owner newsletter at least once per year
- Conduct periodic Membership drives (annual?)
- Communicate the value of Owner Equity – Translate into tangible Impacts as part of ongoing campaign
- Highlight products produced by co-operatives in the store

Fiddleheads Data:

- # of New Owners - # added year to date 2016 is 262, compared to 154 over all of 2015. Growth in the first quarter (when we held our annual birthday party) was more robust than the second quarter, so we are looking at another member drive in the fall.



- Participation increased in Board Elections and Attendance at Annual meeting

	<u>May 2016</u>	<u>May 2015</u>	<u>% increase</u>
Attended Annual Meeting	83	~60	38.3%
Votes Cast in Election	120	~60	100.0%

Ends A5 – Food & Health Knowledge

Fiddleheads exists so that Southeastern Connecticut is knowledgeable about food systems, and personal and environmental health.

I report compliance in making reasonable progress.

Interpretation: This end emphasizes the critical importance of education as well as personal and community health.

Operational definition: I simply don't have one yet, but I do see FFC as manifesting this end each day by continuing to offer access to healthy foods and providing consumer education as a part of our consultative customer service. Over the next year, I would like to expand educational offerings, potentially enlisting owners with knowledge and skill sets to offer classes and workshops to further this end, and we could track participation.

Strategies proposed:

- Continue to offer ongoing consumer education in the store
- Explore offering health, wellness and prevention workshops, potentially at the New London library
- Explore offering healthy cooking classes, possibly at SPARK kitchen
- Encourage healthful practices, perhaps with incentives (e.g. free piece of fruit when you ride your bike to the co-op, sponsor a community exercise challenge?)
- Partner with ACHIEVE New London to track population health metrics?
- Bring in Access Health CT to explain health insurance options?

Fiddleheads Data:

TBD

Ends A6 – Workplace

Fiddleheads exists so that Southeastern Connecticut has meaningful work opportunities in a supportive environment.

I report compliance in making reasonable progress.

Interpretation: Co-operatives are well-suited to offering meaningful work opportunities, given that we are structured around a mission of collective empowerment, quality food and health. It is the General Manager's job to ensure that this is enhanced and supported by a culture of mutual respect and the tools and training to support the work.

Operational definitions:

- Practical application of ideals is rewarding; we manifest the co-op mission through everyday tasks.
- Supporting local vendors creates demand for those meaningful work opportunities as well.
- Trust exists between the employees and management. Employees are empowered to make decisions within defined parameters for the betterment of the customer and the cooperative.
- Fairness for all in implementation of policy and performance expectations

- Comprehensive training is provided. Staff receive meaningful performance feedback, ongoing professional development and support.
- Sensible work load with challenging yet achievable goals
- Competitive wages and benefits

Observations:

- A survey of staff was conducted in the winter of 2016, but we have not conducted a follow-up survey. Preliminary inquiries have indicated that it feels “too soon” to repeat that experience. Perhaps I should contract for another one for October or November to supply a comparison a year later?
- Compensation was the area that scored the weakest on the survey, and there have been no substantive changes to the compensation for staff since that time. This is a high priority for me in the 3rd quarter, as I develop the budget. I am looking to fund increases to managers to bring their base pay in line with that of other co-ops in the northeast, and then annual base wage increases < 1% per year for staff for satisfactory performance, with the possibility of adding a small number of support roles (such as Produce Assistant Manager) which would also command a modestly higher wage. I am also looking at gainshare programs we could implement, where staff are rewarded as a team for achieving specific operational goals and opportunities to offer each employee professional development.
- I continue to meet weekly with the Advocacy committee in making updates to the Employee Manual. This committee includes participation by 3 staff members at large, 1 department manager and on administrative manager and myself. This has been invaluable in that it offers an opportunity for concerns to be raised and discussed on their merits and we strive for consensus on solutions, with the understanding that as the General Manager, I do make the ultimate decision.

Fiddleheads Data:

TBD

Sources cited:

ⁱ City-data.com <http://www.city-data.com/city/New-London-Connecticut.html>

ⁱⁱ Defining food Justice Food Justice Work Group, Portland/Multnomah Food Policy Council <https://multco.us/file/37694/download>

ⁱⁱⁱ USDA <http://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/definitions-of-food-security.aspx>

^{iv} Map The Gap www.feedingamerica.org

^v 2012 Community Food Insecurity in CT: An Evaluation and Ranking of 169 Towns” a joint study by the Zwick Center for Food and Resource Policy and the Cooperative Extension System at the University of Connecticut <http://www.zwickcenter.uconn.edu/documents/or12.pdf>



Next Meeting Agenda

AGENDA
FIDDLEHEADS BOARD OF DIRECTORS MEETING
August 16, 2016
6:30-8:30 PM
105 Huntington Street, New London

Time	Topic	Resource	Action/Outcome	Leader
6:30	Meeting Preamble <i>Each of us is a member of the coop community and has been elected to be a leader 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	Convene/Focus	President
	Agenda Review	Agenda	Make any needed adjustments	President
	Owner Comments		Listen	President
6:35	Approve Draft Minutes <ul style="list-style-type: none"> • July 19, 2016 	Packet	Approve	
6:40	Consent Agenda <ul style="list-style-type: none"> • Member Equity Refund Requests (as needed) 	Each item in packet	Approval	President GM
	Discussion of Items removed from Consent Agenda	See above	Discuss/Approve	TBD
6:45	Discussion/Action Items <ul style="list-style-type: none"> • Board Monitoring – Policy C2 – Board’s Job • Process to convene By-law revision committee • Board Budget 2016 • Notes from Board Support Call re: Board Oversight of GM 	In Packet In Packet	Discuss/Approve Discuss and task Discuss/Approve Discuss Discuss	President President Treasurer President/GM Mona, et al.
7:25	GM Monitoring Report (A– Ends; B1 Financial Cond)	In Packet	Approve	GM
7:45	Committee/Task Force <ul style="list-style-type: none"> • Nominations <ul style="list-style-type: none"> ◦ Accept Minutes • Annual Meeting <ul style="list-style-type: none"> ◦ Accept Minutes ◦ Board feedbacks thoughts for next year ◦ Review Charter - GM committee? • Owner Communications <ul style="list-style-type: none"> ◦ Any updates (charter?) 			
8:10	Member Comments			
8:10	EXECUTIVE SESSION <ul style="list-style-type: none"> • To approve minutes of July 19, 2016, Executive Session • Personnel matters (GM Monitoring/Transition) 	Minutes To Be Provided		Secretary President
8:30	Closings <ul style="list-style-type: none"> • Determine use of CDS call (if any) • Review tasks for next meeting and other dates • Adjourn Meeting 			President

- BOARD PACKET CONTENTS:**
- **Meeting Agenda (Elisa)**

- **Draft Minutes of July 19, 2016 Meeting (Danny & Elisa)**
- **Member Equity Refund Request (as needed) (Lexa)**
- **Monitoring Report Decision Tree**
- **Output for Board Monitoring of Policy C2 – Board’s Job (Helene and Elisa)**
- **Board Budget (Susan Z.)**
- **Notes from Board Support Call re: Board Oversight of GM (Mona)**
- **GM Monitoring Report Policy A – Ends (Lexa)**
- **Committee Notes/Minutes**
 - **Nominations Minutes (Mona/Helene)**
 - **Annual Meeting Minutes (Carolyn)**
 - **Owner Communications (Carolyn)**
- **Executive Session Minutes of July 19, 2016 – (circulated confidentially/brought to meeting by Danny)**
- **Draft Agenda for September 19, 2016 meeting (Elisa)**