



Policy Register

Last Revised by the Board of Directors

on: 12 December 2023

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Policy
Type:

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Policy Title: **A – Global Ends**

Last Revised: 19 February 2018

The Dill Pickle Food Cooperative will sustain a thriving community that has:

- equitable economic relationships,
- positive environmental impacts, and
- inclusive practices grounded in cooperative values.

Policy
Type:

Executive
Limitations

Policy Title:

B – Global Executive Constraint

Last Revised:

6 June 2010

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.

Policy
Type:

Executive
Limitations

Policy Title:

B.1 – Financial Condition and Activities

Last revised:

18 December 2018

With respect to the actual, ongoing financial conditions and activities, the General Manager must not cause or allow the Cooperative to be unprepared for future opportunities, the development of fiscal jeopardy, or key operational indicators to be below average for our industry.

The GM must not:

1. Allow sales growth to be inadequate.
2. Allow operations to generate an inadequate net income.
3. Allow liquidity (the ability to meet cash needs in a timely and efficient fashion) to be insufficient.
4. Allow solvency (the relationship of debt to equity) to be insufficient.
5. Allow growth in ownership and owner paid-in equity to be insufficient.
6. Create conditions for default on any terms that are part of the Cooperative's financial obligations.
7. Allow late payment of contracts, payroll, loans or other financial obligations.
8. Incur debt other than trade payables or other reasonable and customary liabilities incurred in the ordinary course of doing business.
9. Acquire, encumber or dispose of real estate.
10. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
11. Use restricted funds for any purpose other than that required by the restriction.
12. Allow financial record keeping systems to be inadequate or out of conformity with Generally Accepted Accounting Principles (GAAP).

Policy
Type:
Policy
Title:
Last
revised
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Executive Limitations

B.2 – Business Planning and Financial Budgeting

18 December 2018

The General Manager shall not cause or allow business planning and budgeting, for any fiscal year or the remaining part of any fiscal year to deviate materially from the board's Ends priorities, risk financial jeopardy, or fail to be derived from a multiyear plan.

The GM will not cause or allow plans that:

1. Risk incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."
2. Omit credible projection of revenues and expenses, owner investment and return, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
3. Plan expenditures in any fiscal year that would result in default under any of the cooperative's financing agreements or cause the insolvency of the cooperative.
4. Have not been tested for feasibility.
5. Provide less for board prerogatives during the year than is set forth in the Governance Investment Policy.
6. Allow the debt service coverage ratio to be insufficient, demonstrating our ability to meet our debt obligations.

Policy
Type:
Policy
Title:
Last
revised
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Executive
Limitations
**B.3 – Asset
Protection**
19 February 2018

The General Manager shall not allow assets to be unprotected, unreasonably risked, or inadequately maintained.

The GM will not allow:

1. Equipment and facilities to be inadequately insured, or otherwise unable to be replaced if damaged or destroyed, including coverage for any losses incurred due to business interruption.
2. Unnecessary exposure to liability or lack of insurance protection from claims of liability.
3. Inadequate security of premises and property.
4. Financial data, intellectual property, files, ownership information, or other sensitive data to be unprotected from loss, theft, damage, or unauthorized disclosure.
5. Uncontrolled purchasing or purchasing subject to conflicts of interest.
6. Damage to the co-op's public image.

Policy
Type:
Policy
Title:
Last
Revised:
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Executive Limitations
**B.4 – Ownership Rights and
Responsibilities**
18 October 2017

The General Manager will not allow owners to be uninformed or misinformed of their rights and responsibilities.

The GM will not:

1. Create or implement a owner equity system without the following qualities:
 - a. The required owner equity, or fair share, is determined by the board.
 - b. Owners are informed that equity investments are at risk. While they are generally refundable, the board retains the right to withhold refunds when necessary to protect the co-op's financial viability.
 - c. Equity will not be refunded if such a refund would lead to a net decrease in total owner paid-in equity, or would risk, cause or exacerbate non-compliance with any Financial Condition policy.
2. Implement a patronage dividend system that does not
 - a. Comply with IRS regulations.
 - b. Allow the board to examine a range of options and implications, and make a timely determination each year concerning how much, if any, of the co-op's net profit will be allocated and distributed to owners.
3. Operate the store without a owner discount program for all owners. The GM shall not withhold his/her opinion, with supporting data, if this requirement interferes with successful operations or fiscal viability of the co-op.
4. Operate the store without providing means for owners to contribute services and thereby be entitled to receive discounts. The GM shall not withhold his/her opinion, with supporting data, if this requirement interferes with successful operations or fiscal viability of the co-op.

Policy
Type:
Policy
Title:
Last
Revised:
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Executive Limitations
**B.5 – Treatment of
Consumers**
2 August 2010

The General Manager will not be unresponsive to customer needs.

The GM will not:

1. Operate without an open system for soliciting and considering customer opinion regarding preferences, product requests, complaints and suggestions.
2. Allow an unsafe shopping experience for our customers.
3. Operate without written customer service policies that clearly communicate to staff expectations for staff-customer interactions, outline means for establishing and reinforcing a culture of service, and provide for effective handling of customer grievances.
4. Cause or allow customer service discrimination on the basis of race, national origin, age, language, gender, sexual orientation, marital/parental status, religion, veteran status, or other lawfully protected class.

Policy
Type:
Policy
Title:

Executive
Limitations
B.6 - Staff
Compensation

and Treatment of Staff and Hands-On Owners

Last revised: 17 May 2021

With respect to the treatment of paid staff and Hands-On Owners (HOOs), the GM shall not cause or allow conditions, procedures or decisions that are discriminatory, disrespectful, unfair, unsafe, undignified, disorganized or unclear, unnecessarily intrusive or that fail to provide appropriate confidentiality and privacy.

Further, without limiting the scope of the previous statement, the GM shall not:

1. Operate without written personnel policies that:
 - a. Clarify rules for staff and HOOs
 - b. Provide for fair and thorough resolution of conflicts.
 - c. Are accessible to all employees and HOOs
 - d. Inform staff that employment is neither permanent nor guaranteed.
2. Discriminate against any staff member or HOO for non-disruptive expression of dissent.
3. Fail to provide a formal process for staff to petition the board when internal conflict resolution procedures have been exhausted.
4. Cause or allow personnel policies to be inconsistently applied.
5. Fail to acquaint staff or HOOs with the GM's interpretation of their protections under this policy.
6. Allow staff to be unprepared to deal with emergency situations.
7. Provide for inadequate documentation, security and retention of personnel records and all personnel related decisions.
8. Establish staff compensation, discounts, or other benefits for staff or HOOs that are internally or externally inequitable.
9. Change the GM's own compensation and benefits, except as their benefits are consistent with a package for all other employees, without notifying the board.
10. Allow for any full time employee to work without the option of health care benefits.
11. Allow any employee to work for less than a living wage.
12. Fail to conduct a staff survey at a minimum of every two years.

Policy
Type:
Policy
Title:

Executive Limitations
**B.7 – Communication to the
Board**

Last Revised: 19 April 2021

The General Manager shall not cause or allow the board to be uninformed or unsupported in its work.

The GM will not

1. Fail to submit clear and accurate monitoring data by the established deadline.
2. Report any actual or anticipated noncompliance with any policy of the board in an untimely manner.
3. Allow the Board to be unaware of
 - a. relevant industry, operational, and patronage trends,
 - b. public events of the Cooperative
 - c. internal and external changes which affect the assumptions upon which Board policy has previously been submitted
 - d. any subpoena, court action, or lawsuit brought to, by, or against the cooperative (not to include infractions, violations, tickets, citations, or other routine legal interactions with regulatory bodies or Municipal, County, State, or Federal agencies or authorities)
4. Withhold his/her opinion if the GM believes the board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of board behavior that is detrimental to the work relationship between the board and the GM.
5. Deal with the Board in a way that favors or privileges certain board members over others except when
 - a. fulfilling individual requests for information or
 - b. responding to officers or committees duly charged by the board
 - c. a staff member who serves on the board cannot in turn adhere to C5 (Directors' Code of Conduct)
6. Fail to supply for the board's consent agenda all decisions delegated to the GM yet required by law, regulation, or contract to be board-approved.

**Policy
Type:
Policy
Title:**

**Executive Limitations
B.8 –Board Logistical
Support**

Last Revised:

17 June 2015

The General Manager will not allow the Board to have inadequate logistical support.

The GM will not:

1. Provide the Board with insufficient staff administration to support governance activities and Board communication.
2. Allow the board to be without a workable mechanism for official board, officer or committee communications.
3. Provide inadequate information and notice to owners concerning Board actions, meetings, activities and events.

Policy
Type:
Policy
Title:

Executive Limitations
**B.9 – Emergency GM
Succession**

Last revised:

2 August 2010

To protect the board from sudden loss of GM services, the GM shall not have less than one other manager sufficiently familiar with board and GM issues and processes to enable her/him to take over with reasonable proficiency as an interim successor.

Policy
Type:
Policy
Title:

Executive
Limitations
**B.10 – Product
Selection**

Last revised:

15 January 2018

The GM shall not operate without adopting and communicating Product Selection Guidelines.

Policy
Type:
Policy
Title:

Executive Limitations
**B.II – Community
Responsibility**

Last revised:

20 August 2018

GM shall not operate without:

1. Addressing economic, physical, and social barriers to the co-op.
2. Identifying common goals and cooperating with local organizations, particularly those serving marginalized communities.
3. Offering educational programming for community members outside of the DPFC ownership.
4. Sustained effort to hire from the local community.

Policy
Type:
Policy
Title:

Executive
Limitations
B.12 –
Environment

Last revised:

21 June 2014

The General Manager shall not fail to take reasonable measures to ensure that the co-op activities and practices minimize the co-op's negative impact, and maximize the co-op's positive impact, on the environment.

The GM shall not fail to:

1. Minimize or eliminate any release of pollutants.
2. Reasonably minimize the creation of waste through reduction, reuse and recycling.
3. Ensure that all waste is disposed of through safe, responsible and environmentally friendly efforts per food co-op industry standards.
4. Reasonably minimize the use of energy through improved efficiency and conservation.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
C – Global Governance
Commitment
12 July 2010

Acting on behalf of our owners, the board ensures that our cooperative produces benefit and value, while avoiding unacceptable actions and situations.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
C.1 – Governing
Style
17 July 2015

We will govern in a way that emphasizes empowerment and clear accountability. In order to do this, we will:

1. Focus our vision outward and toward the future
2. Observe the 10 Policy Governance principles
3. Maintain group discipline, authority and responsibility
4. Clearly distinguish board and general manager roles
5. Encourage diverse viewpoints
6. Not allow all directors to be without an updated copy of the Policy Register and the Bylaws.
7. Obey all relevant laws and bylaws.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
C.2 – The Board's
Job
12 July 2010

In order to govern successfully, we will:

1. Create and sustain a meaningful relationship with owners.
2. Hire, compensate, delegate responsibility to, and hold accountable a General Manager.
(See D. Board GM Relationship Policies)
3. 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.
4. Assign responsibility in a way that honors our commitment to empowerment and clear distinction of roles.
5. Regularly monitor operational performance in the areas of Ends and Executive Limitations, and board performance in the areas of Board Process and Board-Management Relationship.
6. Perpetuate the board's leadership capacity using ongoing education, training and recruitment.
7. Hire, delegate responsibility to, and hold accountable an accountant to oversee financial records and tax filing.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
C.3 – Agenda
Planning
14 April 2021

We will follow an annual agenda that focuses our attention upward and outward.

1. Our annual governance cycle will run from November to October.
2. We will create, and modify as necessary, an annual calendar that includes the items mentioned in this policy, ownership meetings, Board training schedule, monitoring schedule, and the GM evaluation and compensation decisions as outlined in our Board-Management Relationship policies.
3. Throughout the year, we will attend to consent agenda items as expeditiously as possible.
4. We will limit the amount of meeting time taken up by monitoring reports, discouraging discussion unless the reports indicate policy violations, or the policy criteria themselves need review.
5. The meeting agenda will be determined by the board president or another board member appointed by the president, and may be modified at the meeting by consensus of the board.
6. The president shall circulate a draft agenda to directors for input within two weeks before each board meeting, to be closed and advertised to owners one week prior to the next meeting.
7. Directors will submit supporting materials for agenda items by the established deadline to be included in the meeting packet.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
C.4 – Board
Meetings
17 May 2021

Board meetings are for the task of getting the Board's job done.

1. We will use board meeting time only for work that is the whole Board's responsibility. We will avoid committee issues, operational matters and personal concerns.
2. Meetings will be open to the ownership and staff except when executive session is officially called.
 - a. We may occasionally use executive session to deal with confidential matters, as long as the purpose of the session is stated. When possible, announcement of the executive session should be on the published agenda.
3. We will practice formal consensus decision-making as guided by *On Conflict and Consensus* by C.T. Lawrence Butler and Amy Rothstein.
4. Shall follow adopted agenda and minutes-recording templates, and delivery and archiving process of board meeting minutes.
5. All meetings will proceed according to adopted norms for preparation and discussion.
6. Every meeting shall begin with an open session for comments from owners, staff, or other invited participants.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
**C.5 – Directors' Code of
Conduct**
19 April 2021

We each commit ourselves to ethical, businesslike and lawful conduct.

1. Every director is responsible at all times for acting in good faith, in a manner which she/he reasonably believes to be in the best interests of the co-op, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
2. Directors must demonstrate non-conflicted loyalty to the interests of the co-op's owners. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, membership on other boards or staffs, and the personal interest of any director acting as an individual consumer or owner.
 - a. There will be no self-dealing or any conduct of private business or personal services between any director and the co-op except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - b. When the board is to decide on an issue about which a director has an unavoidable conflict of interest, that director shall abstain from the conversation and the vote.
 - c. Any director who is also a paid employee has the same duties and responsibilities as any other director, and has the additional duty of clearly segregating staff and board responsibilities.
3. Directors may not attempt to exercise individual authority over the organization.
 - a. When interacting with the GM or employees, directors must carefully and openly recognize their lack of authority.
 - b. When interacting with the public, the press, or other entities, directors must recognize the same limitation and the inability of any director to speak for the board except to repeat explicitly stated board decisions.
4. Directors will respect the confidentiality appropriate to issues of a sensitive nature and must continue to honor confidentiality after leaving board service.
5. Directors will prepare for and attend all board meetings and trainings. Excused absences require notification of the Board in advance of each impacted meeting or training. Excessive excused absences or two unexcused absences will be considered a violation of the Directors' Code of Conduct.
6. Directors will support the legitimacy and authority of the board's decision on any matter, irrespective of the director's personal position on the issue.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
**C.5 – Directors' Code of
Conduct**
19 April 2021

7. Any director who does not follow the code of conduct policy shall resign from the Board if requested to do so by a 2/3 majority vote of the remaining Board.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
**C.5 – Directors’ Code of
Conduct**
19 April 2021

8. Staff members who serve on the board will be required to take a leave of absence from the board if they are on probation for any reason. Staff members who serve on the board will be automatically terminated from board services (or required to resign) when their staff service ends for any reason. Said staff member would be eligible to run again in no less than 6 months from termination or resignation.
9. Staff members who serve on the board will review Columinate’s CBLD Field Guide “Staff on the Board” by Marilyn Scholl as part of their orientation and adhere to its best practice recommendations on conflict of interest and drawing a clear distinction between their dual roles as staff and board member.

Policy
Type:
Policy
Title:
Last
Revised
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Board Process
C.6 – Officers’
Roles
18 December
2018

We will elect officers in order to help us accomplish our job.

1. No officer has any authority to supervise or direct the GM.
2. Officers may delegate their authority but remain accountable for its use.
3. The board plans for leadership (officer) perpetuation.
4. The president ensures the board acts consistently with board policies. In addition, the president:
 - a. is authorized to use any reasonable interpretation of the provisions in the Board Process and Board-Management Relationship policies;
 - b. will chair and set the agenda for board meetings;
 - c. may represent or delegate another director to represent the board to outside parties;
 - d. administers the Board's accounts, including—but not limited to—online accounts, directors & officers insurance policy, etc.
5. The vice-president will perform the duties of the president in her/his absence. In addition, the vice-president will lead annual board development and training initiatives.
6. The treasurer will:
 - a. lead the board’s process for creating and monitoring the board’s budget;
 - b. oversee the maintenance of financial records, issuance of quarterly financial reports;
 - c. oversee the accountant to ensure timely filing of all State and Federal income tax returns;
 - d. present a financial report at the annual meeting of owners.
7. The secretary will make sure the board’s documents are accurate, up to date, and appropriately maintained. In addition, the secretary will:
 - a. maintain policy documents and ensure their availability to all owners;
 - b. provide copies of relevant documents to new directors.

Additionally, officers will perform duties as described in the bylaws.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
C.7 – Board Committee
Principles
12 July 2010

We will use Board committees only to help us accomplish our job.

1. Committees will reinforce and support the wholeness of the board.
 - a. In particular, committees help the whole board move forward when they research alternatives and bring back options and information.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes.
3. The Board will establish, regularly review and control committee responsibilities in written committee charters.
 - a. We will carefully state committee expectations and authority to make sure they do not conflict with authority delegated to the GM.

Policy
Type:
Policy
Title:
Last
Revised:
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Board Process
C.8 – Governance
Investment
12 July 2010

We will invest in the board's governance capacity.

1. We will make sure that board skills, methods and supports are sufficient to allow us to govern with excellence.
2. We will incur governance costs prudently, though not at the expense of endangering the development and maintenance of superior capability.
 - a. We will use training and retraining liberally to orient new directors and candidates for membership, as well as to maintain and increase existing members' skills and understandings.
 - b. We will arrange outside monitoring assistance as necessary so that the board can exercise confident control over organizational performance.
 - c. We will use outreach mechanisms as needed to ensure our ability to listen to owner viewpoints and values.
 - d. We will use professional and administrative support.
3. We will develop the Board's annual budget in a timely way so as to not interfere with the development of the Cooperative's annual budget. In no case will we complete this work later than March 31 (end of 3rd quarter).

Policy
Type:
Policy
Title:
Last
Revised:
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Board-Management Relationship

D – Global Board-Management Connection

2 August 2010

The board's sole official connection to the operations of the cooperative will be through the General Manager.

Policy
Type:
Policy
Title:
Last
Revised:
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**Board-Management
Relationship
D.1 – Unity of Control
2 August 2010**

Only officially passed motions of the board are binding on the GM.

1. Decisions or instructions of individual directors, officers, or committees are not binding on the GM except in rare instances when the board has specifically authorized this power.
2. In the case of directors or committees requesting information or assistance without board authorization, the GM can refuse any requests that, in the GM's opinion, may disrupt operations or that require too much staff time or resources.

Policy
Type:
Policy
Title:
Last
Revised:
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**Board-Management
Relationship
D.2 – Accountability of the
GM
2 August 2010**

The General Manager is the board's only link to operational achievement and conduct.

1. The board will view GM performance as identical to organizational performance so that the co-op's accomplishment of board-stated ends and avoidance of board-proscribed means will be viewed as successful GM performance.
2. The board will not instruct or evaluate any employee other than the GM.

Policy
Type:
Policy
Title:
Last
Revised:
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**Board-Management
Relationship
D.3 – Delegation to the
GM
2 August 2010**

The board delegates authority to the GM through written Ends and Executive Limitations policies.

1. As long as the GM uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the GM is authorized to establish all further policies, practices and plans for the cooperative.
2. The board will respect and support the GM's choices as long as those choices are based on reasonable interpretations of board policies.
3. If we change an Ends or Executive Limitations policy, the change only applies in the future.

Policy
Type:
Policy
Title:
Last
Revised:
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Board-Management Relationship

D.4- Monitoring GM Performance

18 December 2018

The board will systematically and rigorously monitor and evaluate the GM's job performance. Information that does not directly relate to Ends or Executive Limitations policies is not monitoring information.

1. The board will acquire monitoring information by one or more of 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, disinterested 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.
2. The board will monitor all policies that instruct the GM. The board can monitor any policy at any time by any method but will ordinarily follow the schedule outlined in the Board Annual Calendar.
3. The Board's annual evaluation of the General Manager, based on a summary of monitoring reports received during the previous year, will be completed annually. The Board will make its decisions concerning the evaluation and GM compensation no later than one month before the review is scheduled.

Policy
 Type:
 Policy
 Title:
 Last
 Revised:
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Addendums
Crisis Management Policy
 11 December 2023

This policy is to be used in times of crisis, with the understanding that the Board and GM are undertaking extraordinary responsibilities, and reviewing policy compliance on a monthly basis does not serve the immediate needs of the DPFC.

The GM shall work closely with the board to:

- Report exclusively on select B policies on a monthly basis. See chart below
- Monthly board review of other B policies and A - Ends are suspended during the crisis; key C and D policies are emphasized as noted below
- Discuss monthly with Board representative(s) and Store Management to develop and review [critical metrics](#) (D.4.1c)
- Engage outside consultation as the business needs require
- Limit paid training and education, as budget and capacity requires (C.2.6)
- Adjust board meeting agenda planning timelines for fast-moving environment and team capacity (C.3.6)
- Delegate additional administrative and communication duties as needed
- Board votes each month to decide if/when can go back to full policy register; overlapping discussion with board calendar

POLICY	CURRENT STATUS	CRISIS STATUS	NOTES
B.1 – Financial Condition	<ul style="list-style-type: none"> • Quarterly report w/data and interpretations • Discussed at monthly finance meeting 	<ul style="list-style-type: none"> • Quarterly summary table - “B1 Lite” 	Part of Finance Committee work Sent to lenders
B.2 – Planning and Budgeting	<ul style="list-style-type: none"> • Reviewed and tracked monthly • 1x year big review 	<ul style="list-style-type: none"> • Treasurer takes on stronger role in developing B.2 	Part of Finance Committee work

Addendums
Crisis Management Policy
11 December 2023

B.3 – Asset Protection	<ul style="list-style-type: none"> Non-compliant items are discussed consistently but informally 	<ul style="list-style-type: none"> Verbal confirmation that assets are in fact protected; discuss any non-compliant policies 	<p>Add to Operations report: Is any part of Policy B3 currently non-compliant? If so, indicate which items, and what action is being taken to return to compliance.</p>
B.9 - GM Succession	<ul style="list-style-type: none"> Requires one manager familiar with processes 	<ul style="list-style-type: none"> Need one manager familiar with finance, another operationally 	<p>Add to Operations report: Does the co-op currently have at least one manager sufficiently familiar with store financial and operational procedures to take over with reasonable proficiency as an interim successor?</p>

References

-  **Policy Monitoring & Attendance Compliance Tracking**
-  **Board Annual Calendar**
-  Operational Definitions - blank.xlsx

[Exec Comm Charter](#)

[Policy Register](#)

B policies that are EXCLUDED

- B.4 – Ownership Rights and Responsibilities
- B.5 – Treatment of Consumers
- B.6 – Staff Treatment and Compensation
- B.7 – Communication to the Board
- B.8 – Board Logistical Support
- B.10 – Product Selection
- B.11 – Community Responsibility
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Addendums
Crisis Management Policy
11 December 2023