

Board of Directors Meeting
Wednesday July 19, 2017

6:20pm check-in | 9:10pm adjourn
Second Shift, 3234 W Diversey Ave

Directors: Claudia Richman, Norma Samame, Ally Young, Brian Solem, Sean Shatto (facilitator), Rebecca Reynolds, Ryan Palma. **Staff:** Sharon Hoyer(GM), Jess Dickerson. **Guests:** Paula Gilbertson (NCG), Meghann Wilkinson (scribe).

Call to Order & Check-in

Facilitator

Meeting begins with review of board norms.

Owner Comments

Claudia Richman, owner liaison

None

Consent Agenda

Facilitator

Approved:

June Meeting Minutes

Committee Reports

GM Report (*clarification: Capital Campaign update belongs in the expansion report*)

Not approved:

Proposal: Owner Liaison Role (*add to end of today's agenda if time*)

Agenda Approval

Facilitator

Addition of Owner Liaison Role discussion to final 5 minutes of agenda.

CBLI01 Training & CCMA Conference Debrief

Sean Shatto, President

DPFC directors attended two recent trainings: Cooperative Board Leadership (CBL) 101, Consumer Cooperative Management Association (CCMA) Conference.

Lessons from CCMA 2017 (slideshow from Sean's experience):

- **Why we do what we do**
 - “The commons as praxis.” Co-op as opportunity and space for interaction of our ideas and values, cultivation of active engagement in public life.
 - Co-op history rooted in empowering communities. Helps communities take resources within and build on that- versus simply extracting profit. Fanny Lou Hamer, Ida B Wells- important to read about.
 - Cultivating diversity, building solidarity: working in social justice, hiring in neighborhood, set goals for diversity in ownership, book clubs- study groups- training programs, be present for activism in the community, create power map for our co-op- community- ourselves.
 - Graphic: equality/equity/liberation
- **Board work and processes**
 - Asking questions, creating a culture of accountability. “If you’re relying on others to ask the question, you’re not doing your job.” Is question important for full group or just personal curiosity? Bring concerns into the light- ask the questions on your mind. Avoid secrecy- if you suspect you’re not getting the full picture, ask more questions.
 - Work plans, due dates, accountability partners.
 - Developing our skill sets and knowledge: 7 cooperative principles, maintaining organizational history, industry is the responsibility of all directors
- **Best practices and interesting ideas for operations**
 - As board member, learning what operations looks like is really informative.
 - Internal newsletter, look to CDS for staff survey, work with board to have an integrated communications plan, comparing our numbers to numbers from similar sized co-ops, aim to be in the top 30th percentile in as many budget categories as possible, using task forces to help with monitoring reports, develop systems for staff/board to compile data.

Expansion Update

Sharon Hoyer, GM

Funding: CCLF has agreed to go ahead and fund. We should have the checks out and the draw taken care of by the end of the week. Landlord has put in her first half of contribution. All NCG funds disbursed. Owner loan drive is lagging- GM will work with Paula on some recommendations, Rebecca will support.

GM has increasingly stepped out of store operations- 1 manager shift/wk. GM has more focus on expansion work and board communication.

Pushing for an August 30 opening, but we can't open without the deli being able to do prep/cooking. Likely, we will open Thursday or Friday of the next week (with Monday holiday)- Sept. 7 or 8. Hard date will be set soon. Still on track to have grand opening in October (co-op month).

Annual meeting has been rescheduled for Monday, Oct. 24th. Should work well with early October Grand Opening.

Budget Summary: we have equity goals, but we don't have any month-to-month membership goals. Considered average to have 1 new member/day (30/month). With a new store, there's usually an intensity increase for about a year- depends on the neighborhood. Part of the fundraising push is \$75K of new equity total by December. Customer Service desk in new store will be the place to sign up new owners.

Local Hiring Commitments

Ally Young, Secretary

A community advisory group has been convened to address three core areas related to access & inclusion: community ownership, product selection, local hiring/staff demographics.

At initial meeting, GM voiced commitment to cultivating a candidate pool that includes $\frac{1}{3}$ people of color for 33 new positions. Feedback from group was that the % POC should be higher to reflect neighborhood demographics and that it should reflect actual hires, not just candidates. (Logan Square is 46% Latinex, 42% white.)

Current staff = approx 14% POC on staff of 14, 0% POC on management team 7, 1 mgmt position open.

Milwaukee Ave location hiring goals: 45% of new hires POC, 50% total staff POC one year after opening, accounting for 50% expected turnover, industry average for new stores.

Hiring priorities:

- Customer-oriented people, willing to train on hard grocery skills.
- Local = residents of Logan Square, Avondale, Humboldt, Hermosa, and Bucktown/Wicker.
- Referrals from community partners.
- Bilingual Spanish/English.

Training & retention:

- 2-4 weeks training to start. Co+op U trainings from NCG to be integrated with training plans.
- 30-day check in on training goals and progress, 6-month check in reviews to track progress and provide support to professional development goals to promote advancement of co-op staff.
- \$.50 pay increase after 90-day intro period.
- SMART goals set at annual reviews to support internal promotions.

Discussion:

Bilingual Spanish/English hires: can we set a goal around this skillset? Aim to always have a bilingual staff member on the floor? Priority for customer service; organizational communication will require English proficiency.

Tokenism: A lot of institutions fall into problem of having all people of color being the hires for entry-level positions; can we set goals about hiring people of color into leadership positions? All but one of the top management positions are already filled; all white. Larger staffing structure will have four tiers; training provided to support advancement.

Diversity in Leadership: The DP ought to have a diversity commitment that not only includes entry level and new staff hires but also includes institutional leadership including board and store managers.

Goals: Are we going to get the neighborhood/partnership support we need to make these goals? If we are falling short, we need to actively strategize at next board meeting. Takes time to change the culture of the organization; the co-op will never be done with this work.

Training: As our institution continues to grow in diversity, there should be increase in anti-oppression trainings among staff for onboarding. Let's deepen our partnership commitments; planning to work with Center for Changing Lives on this. Might this work qualify for outside funding? *GM will check-in with Crossroads contact.*

Breadth: This strategy has to accompany a strategy that will make all people feel comfortable in our space. Can we make an effort to include trans, differently-abled communities in this inclusion work?

GM/Ally will add language about bilingual hirings, hiring people of color at all levels within the co-op, and continuity of partnerships.

Monthly meetings will continue with Access & Inclusion Advisory Group until the end of the year and then quarterly after that.

Time check!

The remainder of the agenda will be cut in the interest of time with follow-up online and a review of the ends in full. In the future, board members will be prepared to act with expediency.

GM Monitoring

Sean Shatto, President

A: Ends

A: Accepted with one abstention

Concern around "socially responsible" goods. Field Day does not have unionized labor forces. Data point is our vetting process. There aren't data points around socially just and fair-trade. Can we add criteria around what "socially responsible" means?

Flag: *When we select products, they must meet some of these, but not all of these. What are the goals/benchmarks within this. This language should be added (ex. "We meet 2 out of the 5")*

B: Accepted with one abstention
Flag: redundancy with A.

C: Accepted
300 mile radius was determined by foodshed. About 15% of grocers use 300mi as "local." DP is working with incubators within the city of Chicago.

D: Accepted
Flag: Interpretation of "valued asset" just restates the active participation piece. It could be written in a way that is more active? Data point could be added about owner loan participation.
Correction: the "election count" is the total # of votes we received across the 3 candidates- we are just squeezing by in participation needed for valid elections.

E: Accepted with one abstention.
Flag: "Well-educated" implies receipt of the information, not delivery of the information. The end is confusing (and thus interpretation) could use re-write. Data points could take into account multiple languages.
This end is not one we have been feeling proud of or accomplishing this past year; out of compliance and currently not dedicating resources.

F: Accepted
Flag: "Affordable" interpretation- should use metric - taking into consideration basket size, #'s of people eating, meals, etc. Added as a data point.

G: Accepted
Concern with interpretation: "social responsibility" also applies to diversity, access, and inclusivity. GM could provide additional data points to support this new interpretation. Has this ever been interpreted to include "product mix?" Because we are rewriting the ends, it doesn't make sense for GM to revise with additional data at this moment.
Flag: "Conduct of our business" is confusing- is it about practice? This is not the policy we want- it will be re-written.

Board request: for future review, GM will include self-report compliance/non-compliance with each of the existing Ends.

Rewriting Ends policies is a full board retreat topic. But, the Ends are a pressing issue as we expand. They are confusing to the board, so they are confusing to owners-- need to simplify them into a digestible format. Board would like to pass a new version of the Ends before the new store opening.

Policy Committee will produce a recommendation of Ends revisions for the next board meeting. Goal is that the board will be able to approve as "good enough" for the GM to report on for the coming year, then fully address at a board retreat.

Future

Follow up on dropped items:

Board Monitoring: C4 Board Meetings, C5 (Sean)

Election Committee (Brian)

CBLD Program: Strategic Goals (Brian)

Brian/Sean will schedule an additional meeting between now and the next meeting. Topics for discussion: general board meeting operations check-in, increasing efficiency and developing better agenda planning, looking at the decision tree with regard to board monitoring.

Next board meeting is Wednesday 8/16, 6-9pm. Submission deadline for materials to be included in agenda packet is Monday 8/7. Packet to be compiled and distributed by Wednesday 8/9, a week prior to meeting.