

Durham Co-op Market Board of Directors Minutes

Event: Board Meeting

Date: Wednesday, August 11th, 2021

Location: Online via Zoom

In attendance: Summer Alston, Josh Collier, Elizabeth Figgie (BA), Amelia Freeman-Lynde, Lenore Hill, Kim Ionescu, Michael Rodgers, Varun Singh, Leila Wolfrum (GM), Julian Xie

Absent:

Meeting called to order: 7:04pm

Agenda Review: No changes.

Team Building Question: Board completed this.

Review and approve July 14th minutes: Board identified minor edits.

Motion: I move to approve the July minutes: Kim

Second: Michael

Ayes: Summer, Lenore, Amelia, Varun, Julian

Nays: None

Abstains: Josh

FYI Report and Q&A: GM provided FYI updates.

New Store Plans – GM has a draft of a letter of intent from the developer, which is essentially a lease sketch. The consultant has received the letter of intent and will be discussing feedback with the GM this week.

Staff Changes – Davis, the previous Operations Managers has officially left and the new Operations Manager, Janiqua has an official start date of August 31st. There are many new managers currently, and there are both pros and cons to so much change. The GM is looking forward to working towards improvements once the new Operations Manager is settled.

Staff Incident – GM reviewed recent incident between two staff which resulted in the termination of one long-term employee. A full investigation was completed in consultation with the store's HR lawyer. It was a difficult process, but the GM is confident the correct decision was made.

GM monitoring report – B1: Financial Condition:

The GM reviewed particularities of last quarter's financials, highlighting the store's qualification for a federal grant based off poor sales numbers which will function as a payroll reimbursement. This grant may change how we approach the second store project and fundraise. The GM reviewed PPP repayment numbers and discussed current cash position in further detail.

The GM reviewed decreased traffic and basket size. Over several years, we continue to see subpar performance in the grocery department. GM reviewed various details contributing to lack of performance, including low stock levels, ordering mishaps, inventory mismanagement, signage challenges, and setbacks from staff transitions. Board further discussed current issues that contribute to continued lower sales. The GM is currently working on solutions.

Board discussed concerns regarding the robustness for store systems and administrative capacity and how those dynamics may impact second store plans. The GM explained the potential for bringing on additional staff to manage the second store project as needed. The Board expressed the importance of having a solid grasp of the core issues and is interested in detailing both our strongest processes and shortcomings so we can run the second store project knowing what to replicate and avoid. The Board discussed their involvement and ways to offer support moving forward.

The GM believes the store is still in a good position to pursue a second location and identified additional areas to address such as maintaining healthy margin and keeping up with price increases. The store prioritized staff care last year and is now catching up with other areas that were less tended to. The GM is confident in being able to find effective strategies and alternative solutions as needed for both stores moving forward.

Additionally, the GM shared preparations for a major advertising push in the fall. Intended channels include coupons for owners, NPR sponsorship, and additional public advertising.

Motion: I move to approve the B1 report: Summer

Second: Michael

Ayes: Kim, Lenore, Amelia, Varun, Julian, Josh

Nays:

Abstains:

Retreat Reflection & Priorities: Board reflected on retreat and discussed priorities, highlight three main objectives, including Leila working on preparation for making an expansion decision, getting feedback from the community, and further monitoring of current store conditions. Board further discussed survey benefits and goals.

Ends Discussion: Board discussed Ends, including the function and if there is a need to change or add to them. Board identified concerns in making the Ends as effect as possible related to operations. Board considered next possible steps, including forming a committee, saving Ends work for a future year, or including in regular meeting agenda.

Board Education Topics: The Board identified education topics of interest and relevance, including the history of the Co-op, racial equity, further financial training, non-profit fundraising, and strategies used by other co-ops for community feedback. Board reviewed current upcoming events regarding some topics

Board education topics: history of coop, internal financial training? Racial equity.

Non-profit fundraising? Education around other co-ops getting a pulse on community feedback. Discussed other possibilities for board education. Overview of boards committees/commissions how to get involved.

Upcoming Events & Reminders: Columinate dates are on the Board calendar.

Action items:

Lenore and Michael: follow up about Board education list.

Board members: Email Code of Conduct forms to Elizabeth.

Meeting adjourned: 8:57pm

Attachments:

July Minutes

GM Report - B1: Financial Condition

(Attached to email: Budget vs Actuals, Profit and Loss, Balance Sheet)

Self Monitoring Survey - D3: Delegation to the GM

Board Calendar

Annual reporting calendar

Attendance Report