

**Moscow Food Co-op Monthly Board of Directors Meeting  
Monday, April 6, 2020  
Held Virtually via ZOOM in response to COVID-19**

**Present:** Melinda Schab (GM), David Sutherland (President), Laurene Sorensen (Co-Secretary/Treasurer), Cheyne Mayer (Co-Secretary/Treasurer), Rob Ely, Alice Ma, Ken Hart, Mark Thorne, Isabel Barbuto, Julia Parker, Chloe Rambo (Board Admin)

**Facilitator:** David Sutherland (President)

**Guests:** Robert Eddy; Greg Meyer; Thane Joyal and Julie Massa (Columinate consultants)

**Nine of nine Directors present; a quorum is reached.**

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**CONSENT AGENDA**

The Board found edits to be made to March 2020 Board Meeting Minutes. Meeting facilitator was updated to David Sutherland. Because of a budget change, the discussion of Policy B2 was updated. The precise bill title of HR763 was added to the discussion of Citizens Climate Lobby support. The abbreviation for Cooperative Board Leadership Development Program was updated in the Executive Committee's update. The last sentence of the Executive Committee update was moved to the Owner Engagement Committee update. Motion to approve the consent agenda with edits to be made, seconded, **passed 9-0-0.**

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**BRIEF ANNOUNCEMENTS AND ACTION ITEM FOLLOW-UP**

The Board moved to action Items while waiting for the expected meeting guest.

**Board Action Items – 4.6.2020**

**Owner Engagement** (*internal action items kept separately*)

**Nominations and Elections** (*internal action items kept separately*)

**Policy & Bylaw** (*internal action items kept separately*)

1. Policy & Bylaw will create job descriptions for Executive Committee positions.
2. Policy & Bylaw will create a draft of the Board's Mission Statement.
3. Policy & Bylaw will create an SOP on Roberts Rules of Order.

**Executive Committee** (*internal action items kept separately*)

1. The Executive Committee will review the annual compilation of policy monitoring documents.

## General

1. The Board will discuss internal Board policy monitoring at a future executive session.
2. At an upcoming Board retreat or work session, the Board will spend time learning how to read and understand financial statements.

## DONE

- ✓ Policy & Bylaw will review policy B1.
- ✓ The Executive Committee will look at the historical number of owners.

## Parking Lot:

- Board meeting: A store tour for Board members
- Work session: Committees
- Conversation about staff interest in training and purchasing using discount
- The Executive Committee will draft a statement regarding the Board's commitment to workplace excellence
- \*Melinda will explore the cost of a trade area evaluation.
- \*Melinda will research offering customers Bring Back Bags at no cost.
- \*Melinda will provide a plan to the Board regarding how the kitchen/deli/prepared food section is going to work to reduce overtime costs.
- \*Melinda will ask department managers (of departments that are not meeting margin) for their plans to get back on track when they are not meeting the goals set for them.
- \*Melinda will create a weekly email for the Board to compare labor costs to sales costs, with a note that the information is operational and not within the Board's direction.  
\*Action items on hold due to COVID-19 response efforts.

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## OWNER FORUM

Owner Forum is a time for the Board to listen to owner comments. The Board will, if requested, follow up after the meeting.

Note: the Board agreed to change the order of the meeting agenda this month because they were expecting a particular owner to come and speak, and that owner was delayed in joining the call.

Robert Eddy joined the meeting to propose the name "Owner" be changed to a term that is more inclusive. Robert described his experience working with a wide range of people in age, socioeconomic background, race, nationality and experience with natural and organic grocers. He opined that the term "Owner" is incongruent with the inclusive nature of co-ops. Bob

recommended the Board ask young people, especially, what term feels most inclusive and authentic to the identity of a co-op Owner.

The Board asked Mr. Eddy clarifying questions and engaged in a brief dialogue with him.

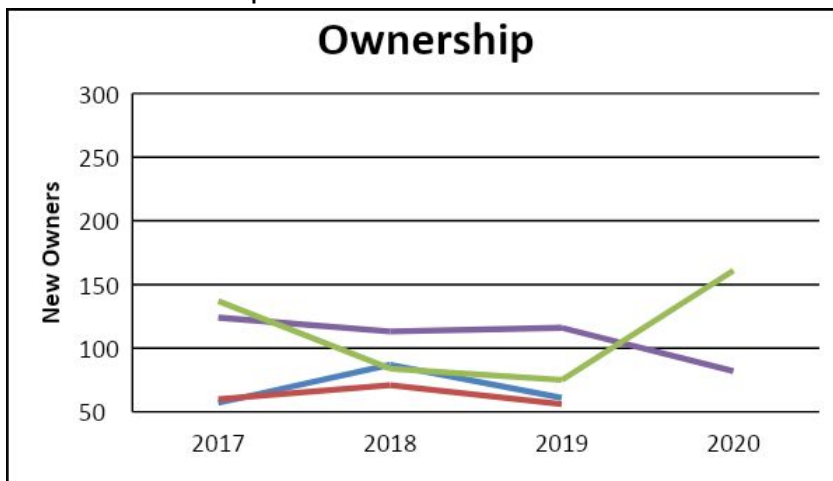
**Action:** Chloe will add discussion on proposed changes to name “Owner” to list of topics for the Board’s virtual spring retreat.

## GENERAL MANAGER FYI REPORT

**General Manager FYI | March 29, 2020 | No action needed**

### SALES

- February sales were **up 5.2 %** compared to February 2019.
- New Ownerships:



### CUSTOMER SERVICE

- Customer Experience Survey results:

	Feb-19	Feb-20
<b>Overall Satisfaction</b>	68%	73%
<b>Availability of Staff</b>	65%	70%
<b>Friendliness of Staff</b>	78%	84%
<b>Helpfulness of Staff</b>	69%	77%
<b>Cleanliness of Store</b>	64%	70%

<b>Availability of Products</b>	43%	51%
<b>Greeted by Someone Other Than Cashier</b>	54%	60%

OPERATIONS (Updates provided by Kerry)

**Center Store:**

- There has been a lot of difficulty accessing adequate resupply. Our distributor is encountering unprecedented demand as well as significant employee turnover and call-outs – as a result we’ve had a very hard time getting the product we order, and delivery timing has been inconsistent. Items of particular concern include bulk rice and beans, flour of all kinds, and paper products—particularly toilet paper. NCG has been helpful at advocating for us and our UNFI rep has told us we would not be seeing the level of service we currently have if we were interfacing with them as a stand-alone store.
- Case orders and holds were eliminated due to supply restrictions and unpredictability.
- Staff are working hard to keep the bulk department sanitized and maintain social distancing.

**Bakery:**

- While Pi Day sales were a bright point, the bakery has seen dramatic sales decline impact from COVID-19. Production lists are being tightened and we’ve cut several products, like salt sticks and individual cookies, that work best in conjunction with store visits/eating out.
- Bread sales have been strong; the bread slicer has been moved to back of house for ease of sanitizing.
- The current focus is on building up a brief menu of packaged items appropriate for family groups (packages of muffins, etc.) to be advertised in conjunction with curbside collection efforts.

**Produce:**

- Produce supply has been consistent so far.
- We are looking into ways to support local farmers facing reduced outlets with closed restaurants and potential Farmer’s Market impacts (currently the first market is cancelled; likely to be more).
- In the shortest term, we anticipate offering a variety of plant starts.

**Meat:**

- There have been several disruptions in supply of Oregon Country Beef and Mary's Chicken. Department staff have been ferreting out alternative options and making contingency plans to minimize OOS issues.

**Front End:**

- New Front End Assistant Manager promoted at the beginning of March.
- Increased sanitation of pods, check-stands, conveyor belts, and pin pads.
- Bathroom surfaces and door handles sanitized hourly.
- Increased cleaning of shopping carts and baskets.
- Gloves available for customers and cashiers; increased hand washing requirements including hourly hand-washing break.
- Installed plexiglass guards to protect cashiers.

**Prepared Foods:**

- Eliminated self-serve venues on 3/18; discontinued hot service.
- Jarred soup program launched! \$2 bottle deposit on large canning jar.
- Sales have slowed considerably; team is reconfiguring to focus on additional take-and-bake and family-sized options that can be advertised online for curbside pickup.
- With decreased production, many staff have been redeployed to help with stocking in Center Store, cleaning and sanitation efforts, and special projects.

**Campus:**

- Closed 3/26 until further notice; inventory transferred downtown. The Campus lead will be assisting with the curbside collection program.

**Recent positive comments:**

- 3/28: I have always loved the Moscow Co-Op, but now, in their response to COVID-19, they are simply being an example for any and all groceries. To start, they changed their hours to allow sufficient time to restock and sanitize. There are signs reminding people about the 6-ft distance from one another. Each cash register is now separated from the customers by Plexiglas for extra protection, and the cashiers sanitize their stations between customers. Not to forget, all of the curb side delivery services, individually wrapped baked goods, etc. The most appreciative kudos to all employees of the Co-Op for setting an example and keeping us safe. (Facebook review)
- 3/26: Many other stores are running out of inventory during this COVID-19 pandemic. The Co-op has maintained fresh and available products more consistently than other stores in the area. I feel the measures being taken to provide for safe shopping in this

time of high risk for contagious virus spread are the best in the Moscow area.  
(Customer experience survey response)

- 3/24: During the coronavirus social isolation and distancing, the Co-op is doing a good job keeping people safe and their shelves stocked. (Customer experience survey response).
- 3/23: Thanks for being so careful! And having as much as possible on the shelves. (Comment card)
- 3/23: Thank you to all the Co-op employees serving our community through these times! (Comment card)
- 3/20: Cashiers were very efficient and competent during trying times (large volume of customers relative to recommended social distancing protocol). All staff was very diligent about sanitizing surfaces and using PPE for produce handling. Seemed to be a very well-trained group. (Customer experience survey response)

#### MARKETING & OUTREACH (Updates provided by Marketing)

- Owners week brought in **89 new owners** (more than the previous three February Owners Weeks each brought in). February saw a total of 161 new owners!
- All upcoming classes, events, tastings, committee meetings, etc. have been put on hold due to the COVID-19 pandemic.
- **When we sent the last eNewsletter to owners, we gave them the opportunity to share their appreciation for our hardworking staff. Here's what they had to say:**
  - *We appreciate you all – grateful for your service to our community.*
  - *Always so helpful, friendly, and positive! We appreciate all you do!*
  - *Thanks for being awesome!*
  - *Thanks for making all of this extra effort to keep all of us healthy during this. Great job!*
  - *Thank you for staying open and supplying us with wonderful food! I love the Co-op.*
  - *Thank you! As someone who has asthma, I'm worried to go out and so miss the Co-op!*
  - *Thanks for being there!*
  - *The Co-op staff members have always been super welcoming and helpful during ordinary circumstances. Now you are going an appreciated extra mile to make shopping safer. You folks are great. Thanks again.*
  - *I really appreciate all the efforts you have made. Thank you from an older lifetime member.*
  - *Thank you! Your work is really appreciated. ☺*
  - *Thank you, Co-op staff! As a resident of Moscow, I trust that you all are doing your best to keep us healthy and well. You always have done a wonderful job providing food, supplies, and other products. I wish you all health and wellbeing!*

- o *You are working so hard, and especially in a time where it's making it difficult to do so. Thank you for continuously putting yourself towards something that makes a difference in others' lives!*
- o *You guys rock!*
- o *Just picked up our grocery order – I can't thank you enough for this service! One worry off our minds...*
- o *Staff is so friendly! Exercising great sanitation practices & doing a great job making my experience feel like it always has been at the Co-op, and less like the rest of the world feels right now.*
- o *Thank you Co-op staff for all you do to keep us all healthy eating local, nutritious food. We appreciate you!*
- o *Thank you! Your efforts and kindness are noted and appreciated.*
- o *I miss you all so much! I may not know your names, but I know your dedication, your smiles, your all-around community-building nature. Thank you for all you do, especially now, as we all need community support while being socially isolated. Carry on, amazing ones! And on those days when it's hard to, just do what you can, we understand. Let's all just move through this together, however we need to.*
- o *Thank you brilliant and happy staff!! You are amazing and super kind!*
- o *Many thanks to the wonderful people at Moscow Food Co-op. We appreciate the extra effort you are putting into cleaning and carrying while all of our lives are topsy turvy. Wishing you all healthy and happiness.*
- o *Thank you, Co-op staff and leadership! You make the Fish Folks Friday full of yummy treats and we always feel the love! You are the best!*
- o *To the wonderful, reliable, AMAZING Moscow Food Co-op! You have long been more than just a place where I go to shop! Even now, during a time where the world is really taking a beating, You're still there with open arms, friendly faces, and warm greetings! Even though we are all missing the delicious smells of the deli, The Co-op staff are making sure we all have good food to fill our bellies!*
- o *Thank you for doing your best to keep our shelves full of pasta, beans, and soup, and dealing with all the panic purchases of toilet paper (how much do people plan to poop?). During a time where the thought of going out in public can make individuals nervous, you prioritized launching and facilitating our new curbside delivery service!*
- o *The Co-op is comforting and cozy, like the feeling of putting on a warm sweater. Pandemic or not, a Co-op visit always makes things better! Thank you for being here during this storm we will continue to weather. Through these tough times and the better times, we're all in this together! With much love and appreciation, A grateful Co-op owner and shopper*
- o *Thanks for curbside delivery as well as everything you do for us.*
- o *Every time I shop at the Co-op the staff are so kind and helpful. I owned a home and business for many years then found out things about my husband and had to divorce. I lost the home and business and ended up on food stamps while getting*

*back on my feet. Tears come as I tell you how non-judgmental the Co-op staff has been toward me. I have never seen such kindness and true unconditional love. They also have gone the extra mile many times in helping me find items or putting my cart away etc. The best shopping experience for me in all of Moscow. Thank you from the bottom of my heart, Co-op staff.*

- o When we moved to Moscow roughly two years ago, the Co-op was the place that felt most like our beloved hometown, Eugene, OR. We eat there for dinner as a family at least once a week, and you will often find my partner taking our toddler on tiny-cart-pushing-walkabouts up and down the aisles, making sure to steer clear of the wine section (that was a fun lesson we only needed to learn once). One thing that makes our visits special is the wonderful staff who always engage with the nonsensical ramblings of a two-year-old on a muffin high. Joseph specifically stands out, but there are many more we truly appreciate whose names escape me at this moment. Anyway, I just wanted to pass along our sincere gratitude to you all. Lots of well wishes from the Ptak family, and we look forward to seeing you all again soon!*
- o You “Co-op Guys” are AWESOME! YOU make the world a little brighter – Thank you!*
- o Thank you so much for looking out for our community and for building a strong local food system. Especially, thank you for looking out for the elderly and those with special needs during this time. That is everything. You are all heroes! Thank you so much for your continued service.*
- o I always enjoyed coming into the Co-op, in the before times, because I could always count on several happy faces to brighten my day. You are all so awesome! Thank you for all you do.*
- o Thank you so much for being there to support and feed our community during these strange times! Your service is so appreciated and I know you must be overwhelmed. We’re so grateful for you and all you do.*
- o The Co-op is ever changing, particularly in these turbulent times, and I think it’s absolutely outstanding that employees are still able to brighten my day when I walk in. The Co-op most definitely has a different atmosphere now that Moscow’s dynamic is changing (it is a community-based operator after all, (but the staff who are still working continue to make it feel like home. That being said, I am immensely grateful for all who have contributed to maintaining such a staple in the community of Moscow. There has been so much offered, and under my impression, will continue to be offered until further notice. It is clear that everyone has been very adaptable to the situation, whether they be students who may be returning home amidst online classes, or simply resident employees at the Co-op. The general willingness and action of working as a team projects the idea of unity onto our community, which is very much what we need right now. Thank you to the Co-op and its immensely hard working staff for continually lifting spirits, and for never ceasing to make Moscow a better and more inclusive place for all.*



- o *Thank you so much for all you are doing to provide quality food and products for the community during this uncertain time!*
- o *Thank all of you for your hard work and friendly service especially during this crazy time. I appreciate your efforts to keep us safe. The curbside pick-up today worked beautifully. A special “thank you” to Willow for picking out some nice produce! I already miss seeing your smiling faces and all that great energy you create. Stay well and be safe.*
- o *You guys rock!*
- o *This is absolutely awesome that you’re doing curbside delivery! The helpfulness and happiness of the Co-op staff continues to blow me away!*
- o *Thanks for toughing it out in one of the places we need it most! You all rock! When this is over, grocery workers will without a doubt be some of the heroes of the pandemic! Thanks again!*
- o *Having coffee and a bakery treat at the Co-op on Saturday mornings is my “moment of Zen” each week. Although we weren’t able to enjoy that in the deli seating area this morning, it was wonderful to be greeted by welcoming coop staff who are working to make sure we still can enjoy that coffee and a treat. THANK YOU!*

## PHYSICAL PLANT

- IT
  - o We are working with David and Kate Nelson to speed up the timeline for our e-commerce platform. Look for a launch ASAP.
- Facilities
  - o From the March FYI “We’re going to be cleaning out the Co-op storage units in March and we’re considering having some kind of garage-sale style event to give owners an opportunity to purchase things we’re no longer using.” We still plan to do this, but our timeline has been pushed out because of COVID-19.

## FINANCE & HUMAN RESOURCES (Updates provided by Deb and Heather)

- Because of the pandemic, we’ve been notified that our Worker’s Comp insurance audit will be conducted remotely.
- We’re starting our annual financial review with Wegner CPAs in April.
- HR has been focusing on keeping up-to-date with the seemingly daily changes to FMLA, unemployment insurance, illness response, etc.

The Board shared appreciation for Melinda’s daily updates regarding the operational response to COVID-19.

The GM shared that cleaning out storage units will still take place. The project will include the Facilities Manager and a volunteer who will go to the storage units, following CDC

recommendations for social distancing. They will take photos of storage unit contents to better inform the process for organizing and parting with goods inside.

The GM asked the Board if there is any other type of content they would like to see, or be updated on, in the daily updates.

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## **CONFIRM BUSINESS AGENDA**

The Board discussed adding review of Policy & Bylaw's recommended updates to Policy BI – Financial Planning & Activities to the night's Business Agenda but decided to review recommendations and vote to confirm it via online poll.

Motion to confirm business agenda as it stands, seconded, passed 9-0-0.

**Action: Chloe will circulate Policy & Bylaw's recommendations to Policy BI – Financial Planning & Activities, for review and vote via online poll.**

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## **BUSINESS AGENDA**

### **Seating of Board Members (BTC)**

The Board officially seated new member Julia Parker for a three-year term. Isabel Barbuto and Rob Ely were reelected to the Board for three-year terms. Carol McFarland elected not to seek an additional term and the Board appreciates her service.

### **Code of Conduct and Potential Conflicts of Interest (SI)**

In line with holding the virtual meeting in response to COVID-19, Chloe emailed digital versions of the Code of Conduct and Conflict of Interest documents to the Board for review and signing.

**Action: Chloe will collect Code of Conduct and Conflict of Interest documents from all Directors by Monday, April 13, 2020.**

### **Policy C4: Board Meetings**

Motion to accept Policy C4, seconded, passed 9-0-0.

### **Policy C9: Election Process**

The Board discussed the involvement of the IT department in the elections process. The GM described how the Board's delegation of the creation/implementation of the digital ballot is further delegated by the GM to the IT department.

**Action: Chloe to make note in elections procedure to include participation of Chair of Nominations & Elections Committee in creation of digital ballot.**

Motion to accept Policy C9, seconded, **passed 9-0-0.**

#### Policy D5: GM Compensation

The Moscow Food Co-op's assigned consultant, Thane Joyal of Columinate described best practice when evaluating GM compensation.

Thane shared how evaluating change to compensation is forward thinking, describing how evaluating job proficiency is a different process. Thane further illustrated how the Board evaluates GM's job proficiency through monthly Board monitoring reports. Thane shared the recommendation of creating guidelines for evaluating compensation that are forward thinking.

Motion to accept Policy D5, seconded, **passed 9-0-0.**

**Action: The Executive Committee will create/review guidelines of documentation needed to clarify future monitoring of Policy D5.**

**Action: Policy & Bylaw will flag this policy for monitoring to ensure the Board has addressed this for being within compliance.**

#### **Board Meeting Time, Moving Forward (MD)**

The Board discussed the potential need to reschedule monthly Board meetings, in light of the addition of new Director Julia Parker. The Board decided to continue meeting on the first Monday of the month through April 2021.

#### **Committee Reports (SI):**

- Nominations & Elections: Has not met.
- Policy & Bylaw: The Committee met and proposed revisions to Policy B1, Financial Condition and Activities. The Committee also discussed the job descriptions for the Executive Committee, and reviewed Policy C6, Officers' Roles.
- Owner Engagement: The Committee met and discussed rescheduling the Annual Meeting in response to COVID-19. The Committee also discussed charter duties.

- Strategic Vision: Met and discussed possible business opportunity.
- Executive: The Committee connected via conference call with CBLD consultants Thane Joyal and Julie Massa. The committee worked on messaging to share with Owners regarding store responses to COVID-19. Committee also discussed moving the Spring Board Retreat to a virtual platform.

**Board Officer Elections (BTC)**

Votes were cast via SurveyMonkey and tabulated by Chloe.

The results were as follows:  
 President: Dave Sutherland  
 Vice President: Alice Ma  
 Treasurer: Cheyne Mayer  
 Secretary: Laurene Sorensen

Action: Chloe will send out a custom Doodle poll to reschedule Executive Committee monthly meeting time, if necessary.

Action: Chloe and Melinda will create a survey to redeploy Directors to committees and identify new committee chairs.

**Meeting Evaluation**

Alice highlighted the need for a call for Owners Forum, and it was noted that the Board must remember to do this at the beginning of the May 2020 meeting. The Board recognized the present meeting’s format was different because of the virtual setting (facilitated through ZOOM), but this was a good reminder for next month.

Cheyne shared the opinion that ZOOM software was much better audio/video quality, and easier to navigate than Google Hangouts. Mark agreed.

*Notes taken by Chloe Rambo  
 Meeting adjourned at 7:38 p.m.*

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Signature of the Board President	Date
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