April 16, 2021
Policy B9 – Emergency GM Succession, last revised: June 14, 2016
I report compliance with all parts of this policy.
Unless indicated otherwise, this data is accurate as of April 16, 2021
I certify that the information contained in this report and any attachments is true.

General Manager

Policy Language

To protect the Board from sudden loss of GM services, the GM must not have less than two other managers sufficiently familiar with Board and GM issues and processes to enable them to take over with reasonable proficiency as an interim successor.

Interpretation

To mitigate the risk of disruption of operations that could arise should the GM be unexpectedly unable to perform her duties, the GM will designate and train two primary successors who are familiar with GM issues and the GM/Board relationship, and who can keep the business running smoothly until the Board chooses another GM.

Operational Definitions

- → The GM will identify at least two interim designated general managers (DGMs)
- → DGMs will receive training on basic GM/Board functionality
- → DGMs will attend some Co-op Board meetings
- → DGMs will participate in writing at least one monitoring report per year
- → DGMs will receive ongoing operational training so as to be reasonably proficient in fulfilling the GM's responsibilities
- → DGMs will conduct at least one meeting per year in a leadership capacity

Data

- → I've asked Kerry Morsek, Deb Reynolds, and Heather Nelson to agree to serve as emergency successors (DGMs)

→ Training on GM/Board functionality

Date	Topic	Trainer	Who
2006 - 2016	Governance, Planning	City Planning & Zoning	Deb
2008 & 2014	Strategic Planning	Moscow Food Co-op	Deb
2011-2012	GM BOD Relationship, Monitoring	MFC Interim GM Team	Deb
2016	Governance	CCMI Program content	Kerry
2016	Strategic Planning	CCMI Program content	Kerry
2011-2017	Strategic Planning	Starbucks, Hastings, Central Roast	Heather
Annually	Governance	CCMA content	Kerry
Ongoing	Monitoring	Melinda	Everyone
2005 - Present	Governance	Moscow Civic Assn. Treasurer	Deb
Currently	Governance	Backyard Harvest BOD	Kerry
Currently	Governance	Troy Arts Council Treasurer	Heather
Currently	Governance	Parent Advisory Committee	Heather
2019-2020	Strategic Planning	MBA Program	Heather
Currently	Strategic Planning	Troy Trojan Boosters - Marketing	Heather
Currently	Strategic Planning	Moscow Farmers Market Commission	Kerry

→ Moscow Food Co-op Board meetings which Kerry attended

- 2016: June, December
- 2017: January, March, April, May, September
- 2018: November
- 2019: None
- 2020: None

→ Moscow Food Co-op Board meetings which Heather attended

- 2016: December
- 2017: January, April
- 2018: None
- 2019: None
- 2020: None

→ Moscow Food Co-op Board meetings which Deb attended

- 2016: December
- 2017: January, September

- 2018: None
- 2019: None
- 2020: January

→ Monitoring Reports which Kerry participates in writing:

- B1 – Financial Condition and Activities
- B2 – Planning and Financial Budgeting
- B3 – Asset Protection
- B5 – Treatment of Customers
- B9 – Emergency GM Succession

→ Monitoring Reports which Heather participates in writing:

- B2 – Planning and Financial Budgeting
- B3 – Asset Protection
- B5 – Treatment of Customers
- B6 – Staff Treatment
- B9 – Emergency GM Succession

→ Monitoring Reports which Deb participates in writing:

- B1 – Financial Condition and Activities
- B2 – Planning and Financial Budgeting
- B3 – Asset Protection
- B9 – Emergency GM Succession

→ Operational Training

Date	Topic	Trainer	Who
1997-2001	Operations Management	As Management at Hastings	Heather
2001-2011	Operations Management	As Management at Starbucks	Heather
2011-2017	Operations Management	Business Owner (Central Roast)	Heather
Mar-16	Finance	NCG Trainers	Deb
9/21-22/2016	Leadership	Stephanie Merriman	Kerry, Heather
Oct-16	Retail Operations	Various at Provender	Deb
Feb-17	DeliOps	Thought For Food Consulting	Kerry
Jun-18	HR & Operations	NCG Trainers	Heather
Aug-18	Operations	Focus on Fresh Conference	Kerry
2018	Management	InsideOut Training	Kerry
10/31/2018-11/1/2018	Leadership	Stephanie Merriman	Kerry, Heather
Jan 2018 - June 2019	Management Coaching	Stephanie Merriman	Kerry
Oct-19	Operational Excellence	NCG Trainers	Kerry
Q4 2019	Customer count, Average basket, sales trends, deli excellence	William Deal, NCG	Kerry
2019-2020	Operations	MBA Program	Heather
2020	Retail Operations	Provender	Everyone
2020	Various	CCMA	Everyone
2021	LEAN Management	Heather	Everyone

*CCMI is the Consumer Cooperative Management Intensive course for new GMs and successors. The focus is to provide training and professional development on those areas truly unique to the management of a consumer-owned co-op.

→ Meeting facilitation

- Kerry regularly facilitates the weekly Operations Team Meeting, she also co-facilitates monthly Promotions Meetings
- Heather regularly facilitates our day-long New Employee Orientation, and other trainings on an as-needed basis
- Deb's facilitates Finance Department meetings