



## Board of Directors Meeting Minutes

Tuesday, September 13, 2022 (5:00 – 8:00 pm ET)  
Virtual Conference call via Zoom

**Board Members in Attendance:** CE Pugh, Dave Blackburn, George Audi, Wis Benoit, Rosemary Mahoney, Felicia Coleman, Zoila Rivera. Angelique Taylor and Amber Hall joined the meeting at 5:40 pm.

**Board Members Absent:** none

**Others in Attendance:** Troy Bond, CEO and Raymond Hubbard, CCM member.

**The meeting was called to order at 5:07 pm eastern**

**Agenda Review:** Approved, no changes.

**Meeting Minutes:** Motion to approve May 10, 2022 and May 14, 2022 minutes by Dave Blackburn. Motion seconded by Zoila Rivera. Unanimous approval.

**Process for Approving Minutes electronically:** Board minutes will be sent via email to all members who are asked to review, propose corrections, and approve via email. Once approved, the minutes will be posted on the CCM website.

**Open Member Time/Member Questions:** The board received an email from a member asking about the board's process on the Staff Treatment monitoring report in 2021. The B6 Staff Treatment monitoring report was not accepted during the February 2021 board meeting and the board requested that a third party be hired to conduct a staff treatment survey and that management report back on the results at the August 2021 meeting. The board addressed this issue in Executive Session, thus the resolution did not appear in the minutes for August.

Raymond Hubbard joined the meeting and asked a question about outreach to former members of New Leaf Market. CEO acknowledged this has been challenging but that he continues to make efforts to engage all CCM members.

### **GM Monthly update, Review of quarter and YTD Financials:**

Board and CEO discussion on the report focused on labor vs sales and the plans to add more staff. As sales continue to be below budget, adding staff may have significant budget impacts. CEO expressed hope that the changes that have been made in past months, plus the re-opening of the deli will improve the sales. CEO acknowledged that he continues to work to understand why sales are 15% below last year and at this point believes it is a combination of factors, including inflation and the perception of CCM as an expensive natural food store.

The board asked that the weekly sales reports and cash forecasts be sent each week to the executive committee of the board and the CEO agreed.

CEO believes CCM will continue to operate below budget for the next quarter while they try to get out of the hole we are in and deal with impact of inflation. NCG is helping on pricing and margin targets and the team is also adding more private label and conventional items.

Current cash is \$272,000; Daily sales are \$95,000.

A direct mail piece is going out this week and another one in October. The results from these efforts will help inform what can be done to improve sales at the store.

**Community Outreach** (this agenda item: Member engagement and communication was moved up in the agenda at suggestion of the Board Chair and agreement of the board members.) Discussion led by Felicia about the current website and needed improvements to make more user friendly. CEO acknowledged it is a new site and a work in process and appreciated the feedback. Discussed the potential of using a development roadmap for the site so key messages and functions are prioritized for development and a set of deadlines established for upgrades.

**B Global Executive Constraint:** (an error on the agenda noted that this was not the Global Ends interpretation discussion but the B Global Executive Constraint monitoring report.) Motion to approve the report by Wis Benoit; seconded by Zoila Rivera. Unanimous approval.

**B1 Financial Condition:** Discussion first about the portions of the monitoring report that were not in compliance. Margin numbers in deli and meat are not good and this has cost the cooperative. Believe improvements are in place and we'll see improved numbers soon. CEO noted that it is important for managers to see their department margin numbers every week and cooperative is working to do this. After October inventory is completed, CEO believes on-going numbers will be strong.

There are 10 sub-sections in this report. B1 and B1.1 are not in compliance, the remaining B1.2 – B1.9 are in compliance.

Motion to accept the report with conditions, the conditions noted are the two sub-sections that are not in compliance by Dave Blackburn. Second by Felicia Coleman. Motion passes unanimously.

**B4 Member Rights:** Motion to approve by Zoila Rivera, seconded by Wis Benoit. Passes unanimously.

**B5 Customer Treatment:** Discussion: Question for Raymond Hubbard about how CEO addresses feedback from customers. CEO responds directly to any customer message sent to him and he replies as soon as he gets a message. He also hopes to get members involved. Recent feedback has been positive about the positive atmosphere in the store and the helpfulness of staff. Motion to accept the report by Felicia Coleman, seconded by Amber Hall. Motion passed unanimously.

**Ends Interpretation Discussion:** (this item was missing from agenda, but added with approval of board). The goal of the discussion is to provide feedback to CEO on his interpretations of Ends as these will be used to prepare the business plan and for the Ends Report in May 2023. After discussion, it was agreed that CEO would revise and resubmit electronically. Board has a week to review and provide feedback. Feedback given on HSA program and product mix; definition of local products and how to measure; staff satisfaction survey and how to measure improvement; consider making external engagement about more than what members can do.

**Board Governance Committee** Board reviewed the responsibilities of the committee. The committee will consist of: Angelique Taylor; Wis Benoit; George Audi, and CE Pugh with support from Dave Blackburn. The first meeting will be organized prior to the November board meeting.

NOTE: Felicia Coleman left the meeting at 7:25.

**D Global and D1 Unity of Control** The board reviewed the D Global and D1 Unity of Control policies and agreed that we are in compliance.

**Meeting Wrap-up:** Board was reminded to look for meeting minutes and to approve in a timely manner so we can post on website. Update Ends interpretation will also be coming via email and will need board action. We will also change the permissions on the Zoom meeting so that board directors can enter automatically.

**Meeting Adjourned at 7:45pm ET;** on motion by George Audi, seconded by Amber Hall. Unanimous approval.