

Swarthmore Co-op Board Meeting Agenda

Oct 28, 2024 - Swarthmore Borough Hall

The existence of this member-owned market means that Swarthmore and its surrounding communities will be healthier and more vibrant, the local food system will thrive, and meaningful connections will be between member-owners, customers, and workers in a welcoming environment.

Call to Order 7:30

Attendance: Donna, Vibhat, Kira, John, Lauren, Lori, Dana, Anita, Matt, Kevin

Review/Approve meeting minutes: Approved

Member comments: no member comments

Myers Ave Project: Sharon Mester and Beth Murray – parking studies have been completed. Board is concerned about delivery dock impact. Additional studies will need to be conducting in peak season for school and store business. Sharon and Beth shared that we may be able to leverage grant funds to change loading dock area. They are looking for 2 people from board to be part of the process.

Matt, Lauren and Kira will volunteer

General Manager Monthly Update Report

Operational Update:

Preparing for the successful execution of the following events.

- **Patio Events in September/October**
 - **Happy hour x2**
 - **Night Market**
- Maintaining a focus on controlling spending and maximizing sales
- Staffing shortage in Fresh foods
- Thanksgiving planning has started
 - Turkey trailer has been confirmed
 - Howe farms has confirmed turkey pricing and availability
 - Menu release date is 11/1
 - Pies will only be available in store – no pre-order
 - Volunteer signup email will go out soon

Facilities:

- Loading dock has been repaired 10/24 – new plate and new bumper

Personnel Update:

- **New hire:** None
- **Terminations:** None

Finance Committee Report

Financial Summary for September **Need to update the table. GP budget is incorrect**

September Numbers	Budget	Actual	LY 2023	Difference in \$ compared to 2023	% Change compared 2023
Sales	625,916	\$587,067.75	\$579,761.99	\$7,305.76	1%
Total Cost of Goods	405,505	\$387,089.39	\$377,291.25	\$9,798.14	3%
Other income	1,200	\$1,047.69	\$696.26	\$351.43	34%
Gross Profit	215,924	\$194,476.30	\$197,514.48	\$(3,038.18)	-2%
Wages	85,121	\$92,610.76	\$88,957.93	\$3,652.83	4%
Store Supplies	13,088	\$8,113.25	\$10,062.55	\$(1,949.30)	-24%
Marketing	2,774	\$3,175.42	2746.7	\$428.72	14%
Occupancy	29,291	\$26,082.77	\$29,182.13	\$(3,099.36)	-12%
Administrative	54,687	\$36,996.62	\$44,022.73	\$(7,026.11)	-19%
Profit or Loss	14,069	\$12,892.36	\$6,561.46	\$6,330.90	49%

September continued to show strong sales growth, about \$7k compared to last year. The total cost goods were not out of control which is also nice to see. There was a slight increase in wages but this is to be expected. We are staffed better this year compared to last year, and September is five-week period with a holiday—so wages are expected to be higher.

Last year, we had some huge expenses in Occupancy as well as in the Administrative category. This year we owed less in real estate and state taxes, and we will (hopefully) be paying less for our filing of our taxes.

We made a profit of about \$13k.

We finished the period in a cash position of \$663k

Board Monitoring:

D1: Unity of Control (Lauren Approved – all in favor)

Strategy: Review of Strategy meeting—Vibhat

- Reboot Meat and Seafood – Kira working on new beef program and testing new chicken. Kira also working on customer survey
- Upgrade POS – working towards upgrading to PCI compliant POS. Working towards being able to capture 100% member numbers. Board to decide on Deli counter kiosk
- Launch inside and patio dining – forward looking dining committee formally established.

Committee Reports: PoS

- POS – looking to upgrade in late December. Kiosk video posted on share drive. 2 Kiosk sow preliminarily approved

Benchmarking project by local high school students – volunteer project to price survey key items

Mural Update – updating the drawing to add more food items and will extend down to the canopy. Will go in August of 2025

Donna asked for a board member to work with the horticultural society

Marker for Jack Cavanaugh – Donna will explore some ideas for memorial

Health Insurance – no changes or fundamental impact to charges. (Anita approved, Dana 2nd)

Adjourn Kevin Approved/Dana 2nd 9:33

Executive Session

Next Meeting: Nov 25, 7:30pm

Policies for review (July and August)

GM Monitoring

Policy Type: Executive Limitations

Policy Title: B8 – Communications with, Counsel to, and Support of the Board

Last Revised: September 25, 2017

The General Manager shall not permit the Board to be unsupported in its work or uninformed of events or conditions that are significant or material to the Board's fiduciary obligations and/or its responsibilities of leadership and oversight.

The General Manager shall not:

1. Submit monitoring reports that are untimely or inaccurate, or that lack operational definitions and verifiable data directly related to each section of the policy.
2. Fail to report any actual or anticipated noncompliance with any Board policy, along with a plan for reaching compliance, in an untimely manner.
3. Present information in an untimely manner or in unnecessarily complex form, especially when that information is needed for Board decision making.
4. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
5. Let the Board be unaware of relevant trends, public events of the Co-op, anticipated adverse media coverage, or material internal and external changes, particularly changes in the assumptions on which any Board policy has previously been established.
6. Withhold his or her opinion if he or she believes the Board is not in compliance with its own policies on governance process and Board-management delegation, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the General Manager.
7. Deal with the Board in a way that favors or privileges certain Board members over others, except when responding to officers or committees duly charged by the Board.

8. Fail to supply for the Board's consideration and vote all decisions delegated to the General Manager yet required by law, regulation, or contract to be Board - approved.

9. Fail to provide reasonable resources, including personnel, to support the Board in fulfilling its duties in governing the Co-op, and to ensure a workable mechanism for official Board, officer, or committee communications.

10. Fail to inform the Board promptly of any significant grievance brought by an employee; any threatened or filed lawsuit or claim of unlawful or wrongful behavior, or other claim for injury or damages against the Co-op or any of its employees or agents; any major accident or harm to a customer on the premises requiring medical attention; any law enforcement or regulatory action taken against the Co-op or any law enforcement or regulatory action taken against any of its employees or agents that occurred in the context or that is relevant to their employment; or any other situation representing potential jeopardy to the organization.

Policy Type: Executive Limitations

Policy Title: B3 – Asset Protection

Last revised: February 4, 2015

The General Manager shall not allow assets to be unprotected, unreasonably risked, subjected to improper wear and tear, or inadequately maintained.

The General Manager shall not allow:

1. Equipment and facilities to be inadequately insured, or otherwise unable to be replaced if damaged or destroyed, including coverage for any losses incurred due to business interruption.

2. Unnecessary exposure to liability or lack of insurance protection from claims of liability, including any claims made against the Board of Directors and/or its members.

3. Inadequate security of premises and property.
4. Data, intellectual property, or files to be unprotected from loss, theft or significant damage.
5. Purchasing that is uncontrolled or subject to conflicts of interest.
6. Lack of due diligence in contracts.
7. Damage to the Co-op goodwill, public image, or credibility.
8. Receipt, processing, or disbursement of funds under controls insufficient to meet the Board-appointed accountant's or auditor's standards.
9. An absence of, or less than strict compliance with, written procedures established by the General Manager with respect to the handling of cash.
10. Investment or holding of operating capital in insecure instruments, including uninsured checking accounts or in non-interest-bearing accounts except where necessary to facilitate ease in operation transactions.
11. Change of the Co-op names(s), logo(s), and & or brand-related statement or image.
12. Use of the Co-op name(s), logo(s), tag line(s), or brand-related statement or image to start or to assist or participate in starting any other organization or group (other than a duly constituted committee of the Co-op), or to assist or participate in such a group.
13. Creation of any charitable program in the name of the Co-op.
14. Make any equity investment in any entity.

Policy Type: Executive Limitations

Policy Title: B10 – Conflict of Interest

Last Revised: July 28, 2014

The General Manager shall not fail to respect the responsibility of the organization to operate ethically and always with due regard that the resources of the Co-op are owned by its members. The General Manager shall not permit behavior of any employee of the Co-op, including the General Manager, that constitutes a conflict of interest, constitutes the use of the Co-op resources for personal, non-Co-op purposes, or that compromises

the employee ability to perform his or her duties.

The GM shall not cause or allow:

1. Without the express written consent of the Board, any business paid for by the Co-op to be awarded to any member of the Board of Directors or to any company in which a Board member or a member of his or her immediate family or household has a financial interest or a compensation arrangement.
2. Any employee of the Co-op to use the Co-op facilities and resources for personal benefit or non-Co-op purposes.
3. Any individual to be hired by the Co-op who is an immediate family member of a director during the director's term of office. The GM may never hire any family member for short term work or as an independent contractor.

Board Monitoring

Policy Type: Board Process

Policy Title: C5 – Directors' Code of Conduct

Last Revised: February 22, 2021

We each commit ourselves to ethical, businesslike and lawful conduct.

1. Every director is responsible at all times for acting in good faith, in a manner which she/he reasonably believes to be in the best interests of the Co-op, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
2. A director is responsible for being aware of and following the Co-op's bylaws, mission, and policies.
3. Directors must demonstrate unconflicted loyalty to the interests of the Co-op's owners. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, membership on other Boards or staffs, and the personal interest of any director acting as an individual consumer or member.
 - a. There will be no self-dealing or any conduct of private business or personal services between any director and the Co-op except as procedurally controlled to assure openness, competitive opportunity and

equal access to “inside” information.

b. When the Board is to decide on an issue about which a director has an unavoidable conflict of interest, that director shall abstain from the conversation and the vote.

c. A director who applies for employment with the Co-op must first resign from the Board.

d. Immediate family members of directors are eligible to be hired as employees of the Co-op provided such relationship is disclosed, that directors do not exercise any actual or perceived influence with the General Manager with matters regarding their immediate family member, and directors operate in accordance the Director’s Code of Conduct.

4. Directors may not attempt to exercise individual authority over the organization.

a. Bring complete honesty and personal integrity to the Board. A director must disclose to the Board any conflict of interest he or she may have regarding a particular matter before the Board considers or votes on the matter.

b. When interacting with the GM or employees, directors must carefully and openly recognize their lack of authority.

c. When interacting with the public, the press, or other entities, directors must recognize the same limitation and the inability of any director to speak for the Board except to repeat explicitly stated Board decisions.

5. Directors will respect the confidentiality appropriate to issues of a sensitive nature and must continue to honor confidentiality after leaving Board service.

6. Directors will prepare for and attempt to attend all Board meetings and trainings and shall inform the Board president in the event the director cannot attend a meeting or training.

7. Directors will support the legitimacy and authority of the Board’s decision on any matter, irrespective of the director’s personal position on the issue.

8. Any director who does not follow the code of conduct policy shall resign from the Board if requested to do so by a 2/3 majority vote of the remaining Board.

9. Directors shall recognize that they are viewed as representatives of the Co-op and accordingly should conduct themselves in a manner that fosters confidence and reflects positively upon the organization.

10. Directors shall fill out a conflict-of-interest for administered annually by the Board president.

Policy Type: Board Process

Policy Title: C6 – Officers’ Roles

Last Revised: July 23, 2012

We will elect officers in order to help us accomplish our job.

- 1. No officer has any authority to supervise or direct the GM.**
- 2. Officers may delegate their authority but remain accountable for its use.**
- 3. The president ensures the Board acts consistently with Board policies and any applicable laws.**
 - a. The president is authorized to use any reasonable interpretation of the provisions in the Board Process and Board-Management Relationship policies.**
 - b. The president respects that the position does not grant its holder authority greater than that of any other Board member, except as provided in the bylaws or by vote of the Board.**
 - c. The president will develop the agenda for Board meetings.**
 - d. The president will chair Board meetings, and ensure that deliberations are fair, open, and thorough, but also timely, orderly, and to the point.**
 - e. The president ensures that committees are formed and operate as necessary to carry out the Board’s business; be an ex-officio member of all committees.**
 - f. The president is the formal point of contact between the Board and the General Manager.**
 - g. The president ensures that the General Manager is regularly and fairly evaluated.**

- h. The president ensures that a compensation plan for the General Manager is developed and presented to the Board for review and approval.**
- i. The president ensures that annual meetings of the membership are held as required by the bylaws and shall develop an orderly process for the conduct of the meetings.**
- j. The president reports to the membership at the Annual Meeting and any other meetings of the membership.**
- k. The president is authorized to sign all contractual notes, bonds, other evidence of indebtedness, and other official instruments or documents of the Co-op as provided in the bylaws or by vote of the Board.**
- l. The president plans for leadership (officer) perpetuation.**
- m. The president may represent the Board to outside parties within the limits imposed by any applicable laws, bylaws, and decisions of the Board.**
- 4. The vice-president will perform the duties of the president in her/his absence.**
- 5. The treasurer will lead the Board's process for creating and monitoring the Board's (not the Co-op's) budget**
 - a. In addition, the treasurer will facilitate the Board's understanding of the financial condition of the Co-op and oversee the maintenance of accounting records, the preparation of financial statements, and the filing of required reports and returns.**
 - b. The treasurer will serve as chair of the Finance Committee.**
- 6. The secretary will make sure the Board's documents, including the Policy Register and the Board Calendar, are accurate, up to date, and appropriately maintained.**
 - a. In addition, the secretary will be responsible for the recording and keeping of adequate minutes of all meetings of the Board and of owners, issuing notices required under these bylaws, and authenticating records of the Cooperative.**
 - b. The secretary will serve as a member of the Governance Committee.**

Policy Type: Board Process

Policy Title: C7 – Board Committee Principles

Last Revised: July 25, 2011

We will use Board committees only to help us accomplish our responsibilities.

- 1. Committees will reinforce and support the wholeness of the Board.**
 - a. In particular, committees help the whole Board move forward when they research alternatives and bring back options and information.**
- 2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.**
- 3. The Board will establish, regularly review and control committee responsibilities in written committee charters.**
 - a. We will carefully state committee expectations and authority to make sure they do not conflict with authority delegated to the GM.**