


Board Meeting Minutes
Tuesday, May 27, 2021; 5:30-8:30 pm

Facilitation: JennyL **Minutes:** Gayle **Vibes/Celebration:** Sarabell **Clean-up:** n/a **Scribe:** n/a

Attended by:

Board Members: Josue, Claire, Brion, Will, Naoki, Sarabell, Eleanor

CM/Staff: Amina, Rachel

Member-Owners:

Guests:

COMMITMENTS:

	COMMIT MADE	DIRECTOR(S)	DUE DATE	COMMITMENT
1	10/27/20	Brion, Brita	6/21	Brion will send Brita the communication statement and other things to add to the website.
2	10/27/20	Brion	6/21	Brion, as Secretary, will update 4.5.7 and appendices G and H to the policy register.
3	6/23/20	Secretary	6/21	Secretary will ensure that we put on the ballot the proposal to update Bylaws Section 4.9: Vacancies. Whenever the number of patron directors shall fall below eight for any reason, the board shall appoint one or more directors necessary to bring the number of patron directors to eight. (See Minutes of January 2020.) [Note: Printed materials need to be produced at least 4 weeks in advance.]
4	3/23/21	Sarabell	6/21	Sarabell will take leadership on next steps for white-passing affinity group's conversation about microaggressions. (Jenny can be a sounding board.)
5	9/22/20	Brion, Padrice, Eleanor	6/21	Brion and Padrice will bring a proposal for policy changes to 2.7 and bring back to board work session in early November. [Update 1/21: Eleanor will put it on the work session in February.] [Update 3/23: Not yet done in work session.]
6	5/25/21	Gayle	6/21	Gayle will contact people to help fill in the blanks in the April minutes.

6	1/26/21	Sarabell	7/21	Sarabell will reach out to Alberta Co-op Board on how they handle self-monitoring.
7	7/28/20	Claire, Rachel	7/21	Claire and Rachel will work on the Spending Retained Earnings proposal and bring it back later.
8	11/24/20	Claire	7/21	Claire will review the language in 2.5 as a whole and consider changes.
9	4/27/21	Amina, Rachel, Naoki, Josue	7/21	Amina, Rachel, Naoki, and Josue will review 2.4 by July and consider simplification..
10	1/26/21	Eleanor	9/21	Eleanor will take the consent agenda idea on and develop it to bring back. Jenny is willing to help.

POLICY NOTES

Policy	Date	Note
2.7	9/22/20	Include tenure average in next report.
2.0 Global	10/27/20	Tabled to November. Next time mention that owners may invest more than \$180.
2.3	10/27/20	Change operational definition of 2.3.6 to reflect a response to the policy requiring the timeliness of payments

DECISIONS:

DECISION: April meeting minutes deferred until next month so blanks can be filled in.

NEW COMMITMENTS:

Gayle will contact people to help fill in the blanks in the April minutes.

MINUTES APPROVAL:

- Gayle discovered that there was one section that still had some blanks to fill in.

DECISION: April meeting minutes deferred until next month so blanks can be filled in.

0) Meeting Agreements

- Read by Josue.

AGENDA REVIEW:

- No changes.

Member Owner Forum:

- N/A

1) Ends Report and Discussion

Sponsor: CM Link

Purpose: discuss

- Amina: Intro: This year's report is similar to last year's report--intentional choice to step back and streamline to include what seems most relevant to Board members, with some historicity added back in.
- Amina: Highlights:
- Passionate Community: Truncated this section but kept biggest thing: Hands-On Owner program. Talked about how COVID made HOO work more difficult. Survey: Respondents are very likely to recommend
- Eleanor: I love this format! Love that you put "new" in front of new items. Impressed that we had 50 HOOs Could have been zero! Do we have a net promoter score so we can compare ourselves to other grocery stores?
 - Amina: I didn't know about this
- Josue: Typo: 2020 instead of 2021. Also curious: Where it says MO 79%, customers 80%

very likely to recommend People's. What are the reasons people wouldn't choose very likely?

- Amina: If we look at all the positive (very likely + likely), the number would be higher.
- Naoki: At first was concerned that Passionate Community only had 2 bullets, but then realized that the HOO program really sets us apart. We continue to attract people. I appreciated this more than in prior years.
- Sarabell: Those people coming to volunteer their time are really showing how highly they value the community.
- Amina: Also, HOOs were doing hard work, like door monitor.
- Working Towards Sustainability. Last year introduced Zero Waste working group. Recycled more materials than were able to before thanks to new partnership. Got highest level award Portland gives. Our bulk sales are right where they were pre-pandemic!
- Eleanor: This section blew my mind! Everything more exciting than the last. I didn't know about all of this stuff, which tells me I haven't been reading CM FYI closely enough. Half of our sales are in unpackaged goods--amazing!
- Josue: Great report, had fun reading it, was really impressed. A lot of work went into it!
- Brion: For Brita/Marketing: Would be great to have more PR, article by workers/board for NCG newsletter, local papers, etc. Re how People's managed to be more sustainable during pandemic. Would like to see this shared more widely. Can Board help?
- Working Towards Progressive Land and Animal Stewardship: The key point is that every year, there is a percentage of folks who value vegetarian store and treatment of animals. During COVID, we sourced even more local goods! Because of this, we didn't experience some of the supply issues that larger groceries did. Something produce department did this year: working towards sourcing from farms that don't have the expensive organic certification but used those practices or better.
- Rachel: Interesting to me that produce team actually said before this report that they thought they were sourcing less locally because of time constraints, but it turned out they were doing more.
- Claire: Vegetarian thing is really interesting. Sustainability impact of being vegetarian. What responsibility do we have to pull our members back in that direction?
- Sarabell: Very proud, very excited. I work in the produce department and have a lot of love for my coworkers! The fires last year and the ice more recently really impacted local growers. Valuing non-organic farms that are not fully certified but doing similar practices feels like important social justice and equity work. We did use good signage so shoppers would understand what we were doing.
- Brion: Hummingbird is an Oregon based large supplier of quality foods, and they actually did invest a lot in Oregon farms and help growers transition to organic practices.
- Human Rights and Social/Economic Justice: The cashier roundups were not only about the money but also the conversations at the register; we were able to talk about some cool local organizations like the Umoja Youth Foundation and the Red House on Mississippi. Donations fund: SNAP match/Double-Up Food Bucks: We were able to get all of our Double-Up Food Bucks externally funded because of how successful we were. It was so

successful that we now need to figure out what to do with all the money we collected for it! Related to this, because of that success, we have been approved for the in-store pilot program to increase access to Food For All.

- Eleanor: \$26,000 in the SNAP match is so much food! I think this is amazing. Speaks to a passionate community. Also concept of Equitable Opportunity Employer, and I applaud you for going in that direction.
- Brion: People's is in a traditionally white part of town, affluent neighborhood; pretty phenomenal that People's really meets the goals of our Ends in hiring BIPOC.
- Sarabell: Educational opportunities for our membership: We are able to do this in the face of ongoing microaggression from our shoppers to our coworkers of color, women, minorities. We need to be so committed to this, and it doesn't always feel hospitable, even with our community base of shoppers. Just lifting up that we have some work to do with our member-owners.
- Thriving Cooperative and Local Economies: We did a lot of work with PDX Co-op Collab to uplift Portland area grocery co-ops. Brion had asked about loans and like-minded businesses: We do have a program for that, and Food Front applied and got a loan from us, so we were able to support them in that way.
- Eleanor: I love that you're doing local banking! And adding 20 new local businesses! Must be a lot of work to vet them and help tiny businesses get to market.
- Amina: So much of the work of the Buyers Department is doing that!
- Safe and Welcoming Community: We uphold and maintain our Safe(r) Space policy. Again we were rated higher by members than by staff.
- Naoki: Who is it safe for? Creating a safe place for members is not necessarily safe for staff. Score of different groups of people is significant. As a Board, we have a role here in shaping the story around this.
- Claire: How are the surveys created?
- Amina: We don't create the surveys from scratch. Biannual customer MO survey; staff & HOOs surveyed separately and reported on in other IMRs. To Naoki's point around the staff, Padrice came to a recent meeting to talk about safe & welcoming is from customer interaction, how much is coworker interactions? Need to look into that. Also note that this survey was pre-pandemic, and responses about feeling safe working in a grocery store now might be different.
- Workplace Where All Are Valued: This is an area we talk a lot about in IMR 2.2, so curious what you all think about it.
- Eleanor: All decisions can be challenged if two or more co-managers think it wasn't a good decision--very interesting to think about that, consensus minus one.
- Brion: I want to honor and celebrate that People's is like a grand experiment. We're not just a community grocery store with awesome buying guidelines. We're also a community where people are learning to work together as individuals. Very uncommon. Requires tremendous amount of work that I don't even understand! A tiny grocery store serving a very specific need, but also doing that in a way that is as respectful as you all are doing every day, the challenges you face, and how you value each other. Tremendous. Thank you for that.

- Rachel: I feel like I've said this before, but having worked through the pandemic and knowing what it's been like for us and for other grocery stores, it has made such a difference being collectively managed. For us to have had the sense of control of what we were subjected to was amazing, and I can't imagine what it would have been like without it.
- Access to Healthful Foods: SNAP, Food for All. Can continue to grow the number of people we reach. Adding curbside picking is something we did this past year.
- Eleanor: The scope of all the money that the Food for All represents is really significant. Free box: That also really makes a difference in people's lives.
- Josue: I like that 95% or more people in the survey said we have a healthy, trustworthy product selection. Really emphasizes that we are known for our high product standards.
- Jenny: Anything else anyone wants to add about this as a whole?
- Claire: All of us met 12 times or more last year, working towards building a stronger relationship--this helps facilitate our Ends!
- Eleanor: Ends Report has always been impressive, but all of this during a year of pandemic is especially impressive. So heartened to see that the perseverance to keep doing this work and adding all these new things even during these times.
- What do we want to do about the Ends? Brion: This is a chance for us to think about what we want to work on to promote and lift up these Ends in the next year. Any changes we want to make? The vegetarian question keeps coming up. Certainly this is just a beginning of this conversation. Stepping back from the accomplishments and thinking about how we want to uphold these and promote them in the future.
- Brion: I want to thank Amina and Rachel for pushing back on Board for what we can do about things. Maybe the board can think about more action-specific than Ends-specific things, like how we will take ownership of the Ends and bring them to the forefront.
- Claire: A big one to work on is staff not feeling safe, maybe vegetarianism.
- Jenny: Are there other ways to connect with membership around these Ends? Specific ideas to spark you?
- Brion: I sometimes list being on the Board of People's and the first part of our Ends on my resume; it's an impressive thing that this is a key organizing factor of how People's works.
- Sarabell: I think this really does tie into longevity of people on the board, members feeling enthusiastic and engaged. I like the idea of each board member taking on "responsibility" for an end and really focusing on communicating about it, Grassroots, member engagements, etc.
- Amina: It feels like different buckets of things, like the question around vegetarianism could be Board collecting info from members; engagement/education around sourcing from non-certified organic growers; sustainability--tell the story about who we are, what we do well but don't publicize a lot. I like the idea of teaming up to do work around making it feel more safe for staff. It would be great to feel the Board having our backs as we do this slow education work.
- Naoki: I think that conversation, that work is so meaningful. It will excite people and

make us a motivated Board, and grow more and more, being proud of the co-op. Another piece that's exciting is opportunity for engagement with community regarding the Ends.

- Claire: It would be easier to recruit people if we let people know it's not just sitting in a meeting, it's doing this fun stuff, too.
- Brion: As a wrap-up: We're told in our bylaws that our work is to invest the Ends with meaning and value and bring them out into the world. Some ways it still feels abstract. Still don't really know how to wrap my time here around the Ends. Need to come up with a process for working on the Ends, what that means. Let's continue having this discussion in work sessions and meetings.

ANNOUNCEMENTS:

- NMEC Update: We're in elections process now, so it's in Brita and Gabi's hands. At last meeting there was conversation about feeling they've been productive, doing meaningful work. All MOs on committee will emphasize Co-op 101. NMEC is kind of an experiment; we changed some of the parameters of the experiment a few years ago. Board will probably want to get more involved in what it is and should be, maybe in the latter half of the year. Need to better understand the goals of the committee.
- Amina: We're open on Thursdays again! Also doing curbside before and after hours a few days a week.
- Rachel: We have draft Q1 numbers in the CM FYI, and we either hit or did better than our all of our goals!

2) Board Priorities

Sponsor: Eleanor

Purpose: discuss

- Eleanor: Selecting our work towards our 2021 priorities: Perpetuating our Board into the future; Sense of purpose and joy in Board work; Efficient, simple Board work processes; and Engaging meaningfully with our Member-Owners. We took the conversation that came out of retreat into a work session, and now we want to bring it to this meeting to see what we each want to work on.
- Board members went into small breakout rooms to focus on each one, all editing the Google doc simultaneously. Here's what the document looked like at the end:

People's Board Priorities 2021

- Do we all understand what these priorities represent?
- Do we still agree they are the top priorities?
- Do we want to work on these priorities one at a time or all at once?
- Categorize the "work list" below under one of the four priorities.
- Add any work items that we feel are missing

Next steps:

- finish making specific goals and/or action lists (at least one person who was in breakout room should be in the group discussing this)
- plug in the list below
- write names on actions
- review what doesn't have names: is that okay that those things don't get done?
- celebrate that you made your goals/action plans
- put it all on a timeline and discuss if/how these will show up on board agendas or worksessions

SO: do you want to continue this conversation at your work session or board meeting or what?

Goals and tangible priorities for 2021

- **1-Perpetuating our Board into the future**

- **FYI - Brion and Naoki already have a commitment here from the NMEC, to reach out to ~20 organizations to find Board nominees.**
- Elections
- Training
- Support (**in #2 and 3?**)
- Sustainability
- Visibility/Events (**in #4**)
- Fun (**in #2**)
- Sense of Purpose (**in #2**)
- Finding new board members (Board and Member Owners)
- Document organization (Both or CM through the admin) (**in #3**)
- Communicate to owners (**in #4**)
 - i. To share what the Board does / what we are thinking about
 - ii. To share our process regarding planning
- Board/CM relationship 1
- Study the Policy Register // education of new Board members

- **2-Sense of purpose and joy in Board work**

Notes: Working with our Ends, highlighting 1 End and making a theme of it. Survey around Ends: *what does sustainability mean?* Educating the community about the 1 End. 5 amazing things the Board did in 2021, showing the impact of the Board, something we are proud of.

- 1 goal for the board for 2021: 50% of the member-owners interviewed in the co-op survey in 2022 know about the 2021 Ends theme and learned something about it. (could also measure if more member owners are using the co-op as a result)
 - Choose 1 End to focus on in 2021 at the June Board meeting (get CM Link input).
 - Grassroots magazine strategy (education of the MO): 1 article about this End per Grassroots.
 - Mail things to members? Postcards, etc. Coupons, etc. Use Board budget creatively
 - Work with other co-ops
 - i. Bring *experts* to the Board meetings to learn more about this issue
 - Member events
 - i. Annual Meeting group exercise
 - ii. In person coffee chats when/if safe, e.g. Board treats attendees to co-op coffee and treats

- Media strategy
 - i. Schedule of outreach to media publications
 - ii. Social media takeovers, etc
 - iii.
- CM-Board collaboration - events? Special signage in store? Motto/theme/hashtag
- Visioning
- Impact
- Value
- Ends!

- **3-Efficient, simple Board work processes**
 - Data organizational structures / technological tools
 - How many meetings?
 - What kinds of meetings?
 - How do we meet? (Zoom, in-person, mixed; pandemic response) When will it change?
 - Distribution of work
 - How do officers split up work?
 - Subcommittees
 - Identifying the work of the Board

Discussion in Board Meeting:

- Tech piece, meetings piece, roles & responsibilities
- Claire & Brion conducting interviews with stakeholders to determine pain points, work on solutions, and bring back to group (workshopping as needed)
- Topics
 - Making meetings easier
 - Roles & responsibilities
 - Process
 - Officer responsibilities

Claire - Eleanor, Sarabell

Brion - Josue, Naoki

Other - Will, CM-Links, Gayle

- **4-Engaging meaningfully with our Member Owners**
 - Increasing Sales
 - Increasing opportunities to interface
 - Gathering data (not just inspired or cranky MOs) ~ surveys, comment cards
 - ‘Third Place’
 - Communicating back to membership ~ Grassroots articles, website, emails, annual report
 - What matters to our owners
 - Is what our members want from the co-op changing? (* see gathering data)
 - What should we prioritize
 - Surveys (in the bi-weekly newsletter) / emails
 - i. What are the main issues our member owners care about?
 - ii. Review the current Ends

Loop of engagement: gathering information from them, and giving back (grassroots, etc...)
Connects with the priority of Purpose & Joy, that serving our members and developing relationship feels good.

FROM WORK SESSION:

What we want to work on:

- Member-owner relationship/engagement - **Naoki + Josue + Brion**
 - Survey membership (values and priorities, start by knowing what member-owners want) **Eleanor**
 - Pulling member community along with anti-oppression and worker equality - (microaggressions, racism, etc. occur in the store) - **Naoki, Brion, Josue**
 - Write an article in Grassroots for every issue (4) **Sarabell + Josue + Eleanor + Brion**
 - Collaborate with the CM to create educational workshops(?) **Sarabell, Brion, Josue**
 - Community-wide book club(?) - **Sarabell, Josue!, Claire!**
- Role of People's and its future
 - Community engagement (farmers/suppliers, etc.) what is the role of People's? - **Naoki + Brion**
 - 50 year anniversary: identify where can we have leadership for the next 50 years - **Brion Josue, Naoki**
 - Storytelling what People's is and why it matters; **Sarabell, Brion, Josue**
- Other
 - Policy reboot - **Brion + Eleanor + Claire + Naoki**
 - IMR format collaboration - making easier to digest **Eleanor+Claire**

Meeting ended at 8:32 pm.