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AGENDA

Board of Directors Meeting

April 25, 2018

6:00 p.m., Hanover Board Room, Hanover store

Time	Agenda Topic
6:00	<p>Consent Agenda</p> <p>March 28, 2018 Minutes (App A)</p> <p>Monthly Share Redemptions (p. 6)</p>
6:10	<p>Update & Monitoring</p> <p>General Manager Report (p. 8)</p> <p>EL 2 – Financial Condition & Performance (sent separately via email)</p> <p>B-GM 4 – Monitoring GM Performance (considered in Executive Session at 7:30 p.m.)</p>
6:30	<p>Member Comments</p>
6:40	<p>Committee Updates</p> <p>Treasurer’s Annual Report</p> <p>Election Committee</p> <p>EL 5 Committee</p>
7:00	<p>New Business/Action Items</p> <p>Sister Co-ops</p>
	<p>Appendices</p> <p>Grocery & Co-op Industry News & Trends (sent separately via email)</p>
7:30	<p>Executive Session</p> <p>B-GM 4 – Monitoring GM Performance</p>
8:00	<p>Adjournment</p>

2018 BOARD MEETING CALENDAR

April 25	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
May 23	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
June 27	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
July 25	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
August 22	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
September 26	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
October 24	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
November 21	Board of Directors Meeting, 6:00 p.m., Hanover Board Room
December 19	Board of Directors Meeting, 6:00 p.m., Hanover Board Room

BOARD of DIRECTORS ANNUAL CALENDAR

January	Board	Annual Meeting Planning Details of Annual Meeting approved.
	Election Committee	Final call for Board candidates
	Outreach & Member Services	Call for nominees for King Award on website and social media and in stores
February	Election Committee	Finalize slate of Board Candidates Candidate statements and photos to Member Services Director for inclusion in Election Mailing and online voting website
	Board	Approve Auditor's Report at meeting Approve Patronage Refund Choose recipient of King Award Designate recipients of HCCF Funds Finalize wording of ballot materials to be mailed and posted online
	Board Administrator	Deadline for King Award Nominations (include in Board packet)
	Outreach & Member Services	Publish 30-day warning of voting, if applicable, through Election Mailing and website notice
	Board President or designee Board Treasurer or CFO	Board Annual Review of Year (Annual Report) Treasurer's Report (Annual Report)
March	Outreach & Member Services	Publish 10-day warning of voting, if applicable, through Election Mailing and website notice; Publish Annual Report in time for Annual Meeting
March -April	Board	Open voting period
April	Board	Annual Meeting within voting period
April - May	Board	Close voting period
	Election Committee	Count ballots Schedule new Board member orientation before May meeting
	Outreach & Member Services	Announce new Board members
May	Board	New Board members attend meeting Elect officers Choose Election Committee Chair, suggest committee members
	Accounting	Distribute Patronage Refund

	Outreach & Member Services	Begin drive for contribution of Patronage Refund to HCCF
June	Board / Bylaws Committee	Begin work on proposed bylaw changes (if any)
July	Election Committee	Convene Election Committee
August	Election Committee	Review & edit Board Candidate Information Packet
September	Election Committee	Solicit Board input for potential nominees; contact individuals re: interest
	Outreach & Member Services	Call for Board nominees on website and social media and on posters in stores
October	Election Committee	Invite potential candidates to attend Board meeting Choose date for Annual meeting and Voting Period
November	Board	Assign Annual Meeting Planning duties
	Election Committee	Invite potential candidates to attend Board meeting
	Outreach & Member Services	Second call for Board nominees on website and social media and on posters in stores
December	Election Committee	Invite potential candidates to attend Board meeting

SHARE REDEMPTION REQUESTS

April, 2018

For the period ending April 9th, 2018, 7 members have requested redemption of shares. This includes 198 A shares and 11 B shares held directly by the members, and \$12.35 in A share and \$13.89 in B share extra held by the Co-op on account. The total cost of redemption is \$1,071.24. The reasons for member redemptions are reflected on the attached list. The Co-op policy is when a member terminates his/her membership by redeeming his/her A shares any B shares and B share extra will be redeemed at the same time.

For the period ending April 9th, 2018, 7 members have requested share transfers. This includes 296 A shares held directly by the members and \$16.94 in A share extra held by the Co-op on account. The reasons for member transfers are reflected on the attached list.

For the period ending April 9th, 2018, 13 members have asked to exchange his/her old B share class for the new B share class. This includes 111 B shares held directly by the members and \$36.71 in B share held by the Co-op on account.

To date ending April 9th, 2018, 962 members have asked to exchange his/her old B share class for the new B share class. This includes 7,681 B shares held directly by the members and \$2,297.61 in B share held by the Co-op on account. This represents approximately 11.1% of originally issued B Shares.

Redemption of these shares (\$1,071.24 in total) will not adversely affect the cash position or cash flow of the Co-op at this time.

Respectfully,

Mark S Langlois, CPA, CGMA
Director of Finance
Hanover Consumer Cooperative Society, Inc.

MONTHLY CO-OP SHARE REDEMPTION REQUEST

Reasons for redemption

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD	%
Moving	4	7	6	4									21	55%
Moved-Clean Up													0	0%
Deceased- Clean Up	2	3	2	2									9	24%
Tired Of Coop B/S Clean-Up													0	0%
None provided	1			1									2	5%
Wants Cash													0	0%
Had two accounts													0	0%
Don't use account		1	1										2	5%
Nursing Home													0	0%
Selling down to 10 shares	1	2	1										4	11%
Total	8	13	10	7	0	0	0	0	0	0	0	0	38	100%

A Share Transfer	Carryover	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD	%
Re-issuing in different name														0	0%
Transferring to new account														0	0%
Transfer to different account		3	3		2									8	23%
Name change		11	9	2	5									27	77%
Change Spelling of name														0	0%
Total		14	12	2	7	0	0	0	0	0	0	0	0	35	100%
Exchange B shares	890	23	23	13	13									962	

GM Monthly Update: Communication and Counsel to the Board

Submitted by: Edward Fox April 10th, 2018

COOP Board Meeting: April 25th 2018

Reporting Period: YTD March 2018

No action is required in this report.

OVERVIEW AND STATUS

We have completed the first quarter of the fiscal year. To date, actual sales remain greater than the forecasted budget. This is true across all food-store locations and at the Co-op Service Center:

- **Food Stores**
FY2018: +\$364,388 +2.10%
FY2017: -\$464,500 -2.80%
- **Service Center**
FY2018: +\$5,938 +.65%
FY2017: -28,000 -13.80%

Further detail is embedded in the functional reporting below. This includes challenges and opportunities at all locations and departments.

Expenses across all locations are within or below budget, resulting in a YTD savings of: **\$50,000.00**. Projected/budgeted loss for January-March FY2018: **-\$319,000.00**. Actual: **-\$319,000.00**.

The ECRS/Catapult system continues to be phased in on schedule. We have seen results in reduced inventory, increased product offerings, and margin impact. We are in the final stages of dropping HQ, our older IT platform, which will eliminate the need to maintain multiple systems. Specials are once again live on the website as we finalize automating information from Catapult.

Plans for the Co-op Kitchen are on or ahead of schedule. We have added an additional shift, new product offerings, and enhanced the quantity and quality of product.

Driven by our vision, our program to engage deeper with our members is moving forward. We have developed additional teams to formulate various aspects of the project. We have also developed several data-driven "personas" to better inform our decision-making. The goal is enhanced customer engagement, product choice, in-store experiences, and information dissemination with multiple audiences. This process is continually engrained in our culture of success and engagement throughout the organization.

In conjunction with our Merchandising, Facilities, and Marketing teams, department managers and employees are continuing productive and inclusive work to develop forward planning for their departments. We are also gathering information on "best case and future needs" for the Lebanon store remodel. After an extensive and exhaustive process, we have entered into an advisory agreement with a local firm, Banwell Architects, of Lebanon, NH (banwellarchitects.com/).

We continue to build regional and national relationships with partners in the business, non-profit, and government sectors. Our goal is to increase exposure and heighten awareness of our co-op, its members, employees, and board in relation to our impact and the issues affecting us.

Through our membership in the Main Street Alliance (<http://vermont.mainstreetalliance.org/>), we remain deeply involved in conversations with business, social, and political leaders concerning the \$15 minimum wage proposal in the Vermont legislature. Our team is modeling out staffing plans and impacts to prepare for the potential 2024 deadline.

Through our membership with the Vital Communities Corporate Council, we are working with local, state, and congressional delegations to address several important issues. These include: workforce housing in the Upper Valley, the use and meaning of “local” products, and potential changes to the SNAP program.

The recent HCCS board resolution on SNAP (<http://coopnews.coop/hanover-co-op-board-takes-stand-against-snap-harvest-box-proposal/>) has received extensive exposure and feedback from local, state, and national leaders and organizations. These include Senator Patrick Leahy, Representative Peter Welch, Feeding America, and Hunger Free Vermont.

Employment/staffing levels are an area of opportunity as multiple positions remain unfilled. We have launched an aggressive plan on various levels to recruit candidates. We have also researched partnerships with staffing firms and other employment programs. Currently the unemployment rate in the Upper Valley remains extremely low (under 2%). See attached article in *Grocery, Economic & Co-op Industry News and Trends*, contained in the GM report.

The cost of food is seeing only a slight increase over 2017, which is challenging to our margins and operating costs; however, our sales remain strong, generating more “real dollars” for the organization.



The Co-op Learning Center (CLC) continues to be filled with a variety of classes and activities (see calendar in Member Service section). We encourage you to participate, as these are high-quality programs that offer opportunities for education and engagement.

SALES TRENDS

Month Ending	Location	YTD Sales	YTD Budget	YTD % Variance	YTD Variance	Gross Margin Impact	2018 YTD Transactions	2017 YTD Transactions	Change prior year	% Change prior year	2018 YTD Avg Basket	2017 YTD Avg Basket	Change prior year	% Change prior year
3/31/18	Consolidated Stores	\$17,732,301	\$17,367,913	2.10%	\$364,388	\$115,649	435,259	438,979	(3,720)	-0.85%	\$38.73	\$36.86	\$1.87	5.07%
	Hanover	\$5,917,876	\$5,842,663	1.29%	\$75,213	\$24,264	132,638	136,441	(3,803)	-2.79%	\$44.72	\$42.20	\$2.52	5.97%
	Lebanon	\$7,551,062	\$7,515,510	0.47%	\$35,552	\$11,554	163,447	166,039	(2,592)	-1.56%	\$46.40	\$44.46	\$1.94	4.36%
	CCM	\$501,076	\$493,281	1.58%	\$7,795	\$2,763	43,518	43,829	(311)	-0.71%	\$11.52	\$10.81	\$0.67	6.18%
	WRJ	\$2,832,235	\$2,587,650	9.45%	\$244,585	\$77,069	95,656	92,670	2,986	3.22%	\$29.67	\$27.70	\$1.69	6.04%
3/31/18	Park Street	\$917,948	\$912,010	0.65%	\$5,938	(\$849)								
	Gas	\$745,618	\$737,750	1.07%	\$7,868	\$309								
	Gallons Pumped	274,654												
	Average Price	\$2.71												
	Labor	\$77,349												
	Parts	\$94,981												
	Total repairs	\$172,330	\$174,260	-1.11%	(\$1,930)	(\$1,158)								
	Stores & Park Street	\$18,650,249	\$18,279,923	2.03%	\$370,326	\$114,801								

Week Ending	Consolidated YTD Sales	YTD Budget	variance	Hanover YTD Sales	YTD Budget	variance	Lebanon YTD Sales	YTD Budget	variance	CCM YTD Sales	YTD Budget	variance	WRJ YTD Sales	YTD Budget	variance
3/31/18	\$16,783,263	\$16,442,155	\$191,499	\$5,910,525	\$5,842,663	\$67,862	\$7,541,038	\$7,515,510	\$25,528	\$501,192	\$496,332	\$4,860	\$2,830,508	\$2,587,650	\$242,858
Bakery	\$811,822	\$801,951	(\$1,875)	\$278,521	\$279,810	(\$1,289)	\$354,406	\$352,843	\$1,563	\$22,373	\$25,650	(\$3,277)	\$156,521	\$143,648	\$12,873
Beer	\$447,184	\$386,862	\$20,448	\$110,335	\$111,200	(\$865)	\$157,672	\$152,590	\$5,082	\$24,323	\$24,300	\$23	\$154,854	\$98,772	\$56,082
Beverage	\$416,589	\$402,995	(\$24,395)	\$130,841	\$128,400	\$2,441	\$170,150	\$165,350	\$4,800	\$30,107	\$29,180	\$927	\$85,491	\$80,065	\$5,426
Bin Bulk	\$874,198	\$900,265	(\$26,067)	\$329,109	\$334,600	(\$5,491)	\$451,703	\$474,832	(\$23,130)	\$16,086	\$19,425	(\$3,339)	\$77,301	\$71,408	\$5,893
Cheese	\$425,061	\$425,015	\$46	\$172,749	\$179,600	(\$6,851)	\$205,698	\$200,400	\$5,298	\$5,019	\$5,140	(\$121)	\$41,596	\$39,875	\$1,721
Dairy	\$1,743,515	\$1,735,877	\$7,638	\$627,479	\$634,600	(\$7,121)	\$727,354	\$729,227	(\$1,873)	\$53,382	\$53,900	(\$518)	\$335,302	\$318,150	\$17,152
Deli	\$343,692	\$348,863	(\$5,171)	\$109,471	\$111,760	(\$2,289)	\$154,478	\$160,478	(\$6,000)	\$5,185	\$5,300	(\$115)	\$74,558	\$71,325	\$3,233
Floral	\$353,938	\$353,234	\$704	\$143,684	\$144,600	(\$916)	\$169,495	\$166,699	\$2,796	\$3,990	\$5,020	(\$1,030)	\$36,769	\$36,915	(\$146)
Frozen	\$722,437	\$697,831	\$24,606	\$237,833	\$236,300	\$1,533	\$302,412	\$292,101	\$10,311	\$21,217	\$19,155	\$2,062	\$160,974	\$150,275	\$10,699
Grocery	\$3,755,727	\$3,655,559	\$100,168	\$1,184,336	\$1,148,100	\$36,236	\$1,751,173	\$1,734,759	\$16,414	\$90,467	\$86,900	\$3,567	\$729,752	\$685,800	\$43,952
HABA	\$530,690	\$546,375	(\$15,685)	\$206,580	\$207,600	(\$1,020)	\$283,246	\$299,914	(\$16,668)	\$1,908	\$2,435	(\$527)	\$38,956	\$36,426	\$2,530
Kitchenware	\$59,523	\$53,072	\$6,451	\$32,966	\$23,200	\$9,766	\$19,435	\$24,882	(\$5,447)	\$489	\$650	(\$161)	\$6,633	\$4,340	\$2,293
Meat	\$1,346,426	\$1,364,131	(\$17,705)	\$466,665	\$470,410	(\$3,745)	\$605,636	\$624,559	(\$18,923)	\$15,531	\$18,200	(\$2,669)	\$258,594	\$250,962	\$7,632
PFD	\$1,166,819	\$1,109,958	\$56,861	\$343,030	\$330,100	\$12,930	\$523,714	\$512,930	\$10,784	\$138,287	\$123,200	\$15,087	\$161,788	\$143,728	\$18,060
Produce	\$2,579,899	\$2,438,699	\$141,200	\$1,078,255	\$1,022,525	\$55,730	\$1,131,975	\$1,084,289	\$47,686	\$37,899	\$41,300	(\$3,401)	\$331,770	\$290,585	\$41,185
Seafood	\$465,783	\$470,201	(\$4,418)	\$184,631	\$189,108	(\$4,477)	\$220,248	\$222,908	(\$2,660)	\$1,247	\$1,085	\$162	\$59,658	\$57,100	\$2,558
Sushi	\$211,173	\$207,916	\$3,257	\$52,982	\$55,000	(\$2,018)	\$131,229	\$129,049	\$2,180	\$10,134	\$8,192	\$1,942	\$16,827	\$15,675	\$1,152
Wine	\$528,786	\$543,351	(\$14,565)	\$221,060	\$235,750	(\$14,690)	\$181,015	\$187,700	(\$6,685)	\$23,549	\$27,300	(\$3,751)	\$103,163	\$92,601	\$10,562
TOTAL	\$16,783,263	\$16,442,155	\$191,499	\$5,910,525	\$5,842,663	\$67,862	\$7,541,038	\$7,515,510	\$25,528	\$501,192	\$496,332	\$4,860	\$2,830,508	\$2,587,650	\$242,858

Data Through March 2018	Consolidated Food Stores	Hanover	Lebanon	CCM	WRJ	Service Center	Gas	Repairs
Actual Sales: % Change Current Month to 12 Months ago	4.88%	3.83%	3.76%	5.21%	10.54%	4.62%	1.34%	21.28%
Actual Sales: % Change YTD through Current Month to YTD 12 Months ago	3.82%	2.78%	2.29%	5.76%	10.32%	3.49%	1.58%	12.69%
Actual YTD Sales	\$16,814,353	\$5,917,876	\$7,551,062	\$501,076	\$2,832,235	\$917,948	\$745,618	\$172,330
Actual YTD Budgeted Sales	\$16,455,903	\$5,842,663	\$7,515,510	\$493,281	\$2,587,650	\$912,010	\$737,750	\$174,260
Actual Variance in sales	\$358,450	\$75,213	\$35,552	\$7,795	\$244,585	\$5,938	\$7,868	(\$1,930)
Potential Margin Impact	\$115,010	\$24,595	\$11,732	\$2,617	\$76,066	(\$685)	\$511	(\$1,197)

FINANCE

FY 2018 is off to a good start. Because March is the end of the quarter, we will accrue five weeks of sales over our normal fixed monthly costs. We need to remain diligent on expenses for the remaining periods of the year.

The end of the quarter is an opportunity to analyze inventory levels and further analyze department margin. This will ensure we continue to fall above budget in savings before taxes.

Customer Counts and Basket Size

For March, consolidated transaction count for our food stores was down by 3,720 (a significant snow storm accounted for a "one day anomaly" of 2,300 transactions) versus the same period in 2017; however, basket size was higher by \$1.87, for an average of \$38.73. All stores are experiencing a decline in transaction numbers with the exception of White River Junction. However, basket size in each location has increased over the same period last year. Hanover bears the brunt of the transaction count decline, down 3,803 from the same period last year. However, Hanover's basket size is up \$2.52, for an average basket size of \$47.72, White River Junction's customer count is up 2,986 and basket size is up \$1.69, for an average of \$29.67. We are analyzing store- and department-level statistics to inform our decisions on taking action.

INFORMATION TECHNOLOGY

ECRS Update

By the end of March, we had resolved the final issue needed to move away from the Retailix HQ system. During March, the ECRS steering committee continued to refine a plan to move this project to the next phase, which is perpetual inventory and auto ordering. This includes enlisting assistance from ECRS in systematically moving us forward on perpetual inventory for a projected third-quarter rollout. These weekly meetings with ECRS have started and will continue until this project has been completed. This phase will take time to implement due to its complexity and the need to get it right. As expected with a system transition of this size, complexity, and magnitude, there have been some glitches. However, the teams from the stores and Buck Road have done an amazing job of remaining focused and working through the challenges.

With the addition of a Network Systems Administrator to supplement our Network Systems Manager, we will be able to continue refining our network. The duties of both are related to managing our network, including computers, phones, network switches, and servers.

STORE OVERVIEW

Spring is a busy time of year at all Co-op locations. The Upper Valley weather is unpredictable, the local and regional growing season begins in earnest, and member and shopper trends and patterns tend to transition with the change of season. The result is a great opportunity for teams at all Co-op locations to work together to benefit our members and shoppers and the communities we serve.

Lebanon Store Update

This April, Lebanon store teams are focusing their efforts on building sales, creating a stronger team environment, and preparing for change-of-season promotions. Plans include:

- Preparing for Easter selling throughout the store with a focus on merchandising in Area 51 and the Front End.
- Preparing for quarterly inventory, concentrating on accurate counts.
- Planning for a 15% off Bulk sale.
- Implementing AG orders through ECRS to all stores based on Stan Stacie's research.
- Initiating spring cleaning.
- Focusing on the Lebanon store remodel.
- Providing more pleasurable shopping experiences for members and working conditions for staff.

Hanover Store Update

April is a month that is influenced heavily by the arrival of spring. We must be ready to transition quickly as our member shopping patterns change. The times people shop and the products they buy both tend to change with the length of the days and onset of the "big green" transformation. Thus:

- We are planning a move of our local maple products, honey, and related items. We are going to create a more attractive destination for these products in a more prominent location.
- We are making plans for our Bulk sale this month. We anticipate that our members and shoppers will take advantage of this tremendous discount.
- We are struggling with staffing in our Meat and Seafood departments. We are operating with 2/3 of our minimum staffing levels.

- In our Floral departments, we are anticipating the arrival of early season pansies, which is a sure sign of spring and a source of much-needed color. We had a few pansies for Easter, which sold out quickly.
- We will enter the permitting process with the Town of Hanover to begin our new freezer installation in the basement. We have selected one of the contractors for refrigeration and plumbing. We will also be adding fire suppression and electrical contractors. Architect Jim Wasser will help consolidate our drawings and specs for the permitting process. We have not selected a contractor for material mitigation in the basement at this time.

White River Junction Store Update

Hello from the “Jewel of the Junction!” Here are a few things that are on the horizon:

- The first week in April, we will be recovering from the Easter holiday as well as the first-quarter inventory.
- One may notice that spring and summer seasonal items have started to appear throughout the store.
- Customers and staff will no doubt embrace the change of scenery as we transition from winter to spring. The rock salt will go away and the barbecue tools will come out. Spring- and summer-themed end caps and displays will go up around the store.
- We are planning a reset in the Health & Beauty Aids aisle, which will allow us to expand our offerings. We will be adding a small line of vitamins and supplements.
- As our new grocery manager begins to settle in, we will continue to look for qualified applicants to fill our other vacant positions.

Community Market Update

April is an exciting month for the Community Market. Spring is here, which means lovely plants and flowers, ice cream, frozen yogurt, spring sports, and more time spent outdoors. Specific plans include the following:

- We are looking forward to starting the ice cream and frozen yogurt season. Our machines were recently serviced and seem to be working much better than they were last season. We are hopeful that the machines will continue to serve us and our customers well.
- Hatchland Dairy recently e-mailed to let us know that they have not set a start date for ice cream production yet, but they are hoping for early May.
- We hope to get product in to start our frozen yogurt program this month.

- With the help of the Merchandising team, we have recently flagged some new products for the Market. We are hoping they will give customers a more complete shopping experience with us.
- Be on the lookout for new items in Meat, Dairy, Bakery, Wine, and Health and Beauty Aids.
- Prepared Foods is getting ready to change its sandwich menu to feature more spring/summer flavors. Shane has added a new black bean veggie burger to the menu, and as always, they are trying new things in our dinner program.
- Boiled dinner for St. Patrick's Day was a hit, as was ham dinner the Thursday before Easter. We are planning other coordinated lunch/dinner days for the future.

Co-op Kitchen Update

Spring has arrived in the Co-op Kitchen. Orders for green salads are on the rise and orders for Shepherd's Pie are starting to decline. We welcome the changes in our production menu as much as we look forward to sunshine. Our plans include the following:

- April brings the debut of our Afternoon Breads program. Daily deliveries of a variety of rolls and loaves, including Asiago cheese and Italian, will provide new choices for members and customers.
- Open positions are being filled. It is great to see applications coming in from such a variety of sources. Joi is working with Healthcare and Rehabilitative Services (HCRS) job counselors to provide ongoing training for coworkers.
- Patty Dyer and Joi will be attending Co+opU Navigator training sessions in preparation for the launch of our Pathways program. We are very proud of Jill Dorman. Jill was selected to participate in the Leadership Upper Valley program, which will be held later this year. She will be sharing her adventure with us at Huddles.
- Equipment and renovations have taken a backseat as winter winds down. We expect our new water treatment system and dishwasher to be installed before the end of the month. Warmer weather will see continued work on the building's exterior.
- Production woes affect all types of businesses. Last month LEF Farms decided to improve the production of its "Balance" blend of baby kale. It will be some time before the process is complete. In the meantime, another baby kale is being used in our spinach and kale salad.

Service Center Update

The Service Center is in full swing, ending the first quarter very close to sales budget. We are now ramping up for tire season and spring services. Our schedules are filling up every day right now and we are booking out a little over a week for appointments. We are encouraging our customers to book early. Additional updates include the following:

- We have one tech going for ASE certification and another on going for recertification.
- We will be recertifying for Class A operator training for UST to allow us to continue to dispense fuel.
- The State of NH will be testing our facility at the end of the month for a three-year certification on systems.
- We will be working on safety measures around the shop, verifying everything is secured.

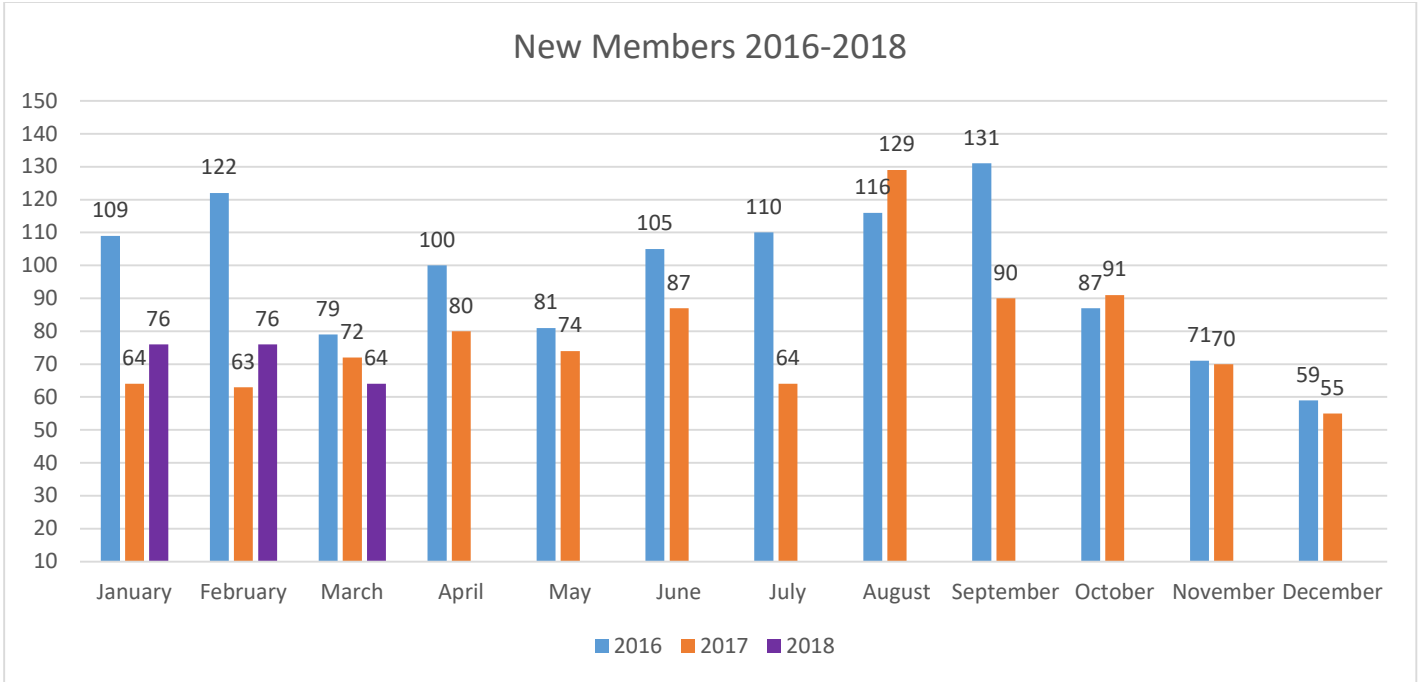
MERCHANDISING

In the Merchandising and Inventory Control departments, our key overarching focus currently is building our pricing and supplier database. Specifically, we are developing a system to import and maintain wholesale costs in the system, and we are assigning suppliers to products in our Perishable departments. We are winding down from the winter local produce season and gearing up for the excitement and intensity of the spring/summer season. We are preparing for summer in other departments as well, adding new items for grilling and picnics and doing price surveys for key items that our customers are looking for during the middle months of the year.

MEMBERSHIP

January-March 2018

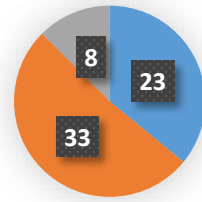
	<i>New Members</i>	<i>Cancellations</i>	<i>Net Change in Memberships</i>
January	76	7	69
February	76	11	65
March	64	9	55
YTD	216	27	189
<i>2017 YTD</i>	<i>199</i>	<i>27</i>	<i>172</i>



**New Subscribers by Location
March**



**New Members by Location
March**



PENNIES FOR CHANGE

Total Member Donations Since June 2016: **\$454,855.10**

Total Collected April 2018: \$22,673.93

Total Collected YTD 2018: \$56,281.82

April Food Access Recipients

Listen	\$4,543.79
Haven	\$4,543.79
Willing Hands	\$4,543.79

Total to Recipients 2018

Listen	\$11,265.28
Haven	\$11,265.28
Willing Hands	\$11,265.28

April Community Partners

The Family Place	\$6,802.18
VT Center for Eco Studies	\$2,267.39

HUMAN RESOURCES

Work on the Pathways program continues. The launch of this program is ongoing and includes the following:

Navigators: We have identified 13 employees representing each location who will act as Navigators for the employees there. They have attended an initial training with Paul Lambe, Learning and Development Manager, and have participated in further training provided by NCG's Talent Development experts. The Navigators will be on site to help employees access training online and on-site trainings.

Co+opU: Co+opU is the online Learning Management System (LMS) that is managed by NCG. We have just successfully uploaded all Co-op employees to this system, which will allow them to take online training.

Online Courses: We are working with course content providers (Cornerstone on Demand and Grovo), and have just added a library of courses into Co+opU. This process will require further design in Co+opU to match courses to our Co-op's curriculum and specific learning pathways. This step has involved some significant technical glitches and delays but we are hopeful they will all be resolved soon.

On-the-Job Trainers: Working with store and location managers, we have identified about 60 trainers who will be providing the specific on-the-job training for every role and job level from CSS1 – CSS4 detailed in the Pathways Program. We will be working with trainers to refine some pathways and will be providing them with training on both learning methods and in measuring and tracking progress in accordance with Pathways standards.

Once the foundational steps above are completed, we will be introducing the Pathways program to our managers and launching it to our employees. This last step will include scheduling meetings with employees, their managers, and Learning and Development, to create individual Professional Development Plans for each employee based on the specific Pathways intended for the employee's role and level. This will allow employees to begin their learning plans, which will include online, in-person classes, action learning, and on-the-job learning.

Leadership Upper Valley Selection: We were fortunate to attract some quality applicants for this program and our selection committee has just selected an employee from Co-op Kitchen to participate in this 10-month community program.

Staffing remains difficult. We have filled some key positions and are happy to report that open positions have gone from 36 to 20 in the last two months. Co-op employees have benefitted from these open positions by applying and being selected for them, which for many resulted in a promotion. Under the old system,

managers would recommend employees for promotion whether or not there was a position available or needed in that department. Under our new system, all promotions occur through the selection process. It is in this way that more employees have the opportunity to be promoted.

PUBLIC RELATIONS

This review of the past few weeks and the remainder of April shows a variety of projects, meetings and actions aimed at growing community impact for our Hanover Consumer Cooperative Society. The synopsis provided here, while not exhaustive, should provide the reader with a working understanding of efforts behind the scenes at our Co-op and our cooperative's presence around the region.

I welcome questions and comments. Allan Reetz

- Allan interviewed by Mary Byrne of Cooperative Development Foundation. Subject: CDF's Howard Bowers Fund which supports scholarships for managers and employees of food cooperatives. Video-taped interview to be part of presentation at upcoming [CCMA meeting](#) May 31 – June 2 in Portland Oregon.
- Meeting with New Hampshire Commissioner of Agriculture Shawn Jasper held on March 30. Allan and Ed spent roughly an hour with Commissioner Jasper discussing local food and labeling statuses. Excellent meeting. The commissioner welcomed our views, enjoyed learning more about our cooperative and looks forward to working closely with New Hampshire's food producers and farmers.
- Meeting with NH AG Commissioner and Food Producers: Plans underway for follow-up meeting with Commissioner Jasper and farmers and food producers from Grafton and Sullivan Counties. To be held at our Co-op Learning Center. Meeting to be listening session Invited farmers will include — but not be limited to — businesses supplying our cooperative. Meeting might be held on a Saturday afternoon (after chores are done) this month.
- Allan served as committee chair for Cooperative Communicators Association's annual awards selection process. CCA is now in its 65th year serving as a resource for the development of professional communicators who have a vested interest in cooperative values and principles.
 - Farm visits with Ed Fox:
 - Met with Steve Taylor, Bill and Liz (Garfield) Taylor, and Gary Hamel. Tour of cheese production facilities at Garfield's Smoke House and Taylor Brothers Farm. Hour meeting with Steve to discuss the current state of agriculture in New Hampshire and New England.
 - Met with Kate Duesterberg, Anna Fleishman and Eric Tadlock of Cedar Circle Farm to discuss general farm issues and possible educational collaboration. In very early stages of long-term planning. As per Ed's email to Kate Duesterberg, we are seeking to expand on input he received from a Cedar Circle farm manager regarding our Co-op's policies.

- Vermont's Main Street Alliance:
 - Meeting with board chair to discuss organization, its opportunities, needs and plans for coming year.
 - Meeting with members of alliance's board and advisory council (which Allan serves on) to discuss MSA's small business platform, planned small business resolution being introduced in coming weeks, Small Business Day at Vt. legislature, family medical leave update, appropriations, family leave hearing, fundraising, spring house parties
 - Meeting with Representative William Botzow of Pownal, Vermont. Mr. Botzow is chair of the House Committee on Commerce and Economic Development. Listening session included board and advisory council members.
- Plans now in place for small-group trip to Equal Exchange on April 18
 - Each organization to give an overall perspective about how we are doing: business and mission. General discussion of the challenges and our current ideas about how to best move forward to keep our mission and our roles in the market, strong and visionary.
- New Hampshire Liquor Commission:
 - Small group trip to meeting sponsored by New Hampshire Grocers Association on the morning of April 18. Addresses by Governor Sununu and NHLC Commissioner Joseph Mollica on a proposed change in wholesale pricing offered to off-premise licensees.
- Allan and Ed attended Vermont Law School panel discussion on victories and solutions in Vermont Agriculture: <https://www.vermontlaw.edu/news-and-events/newsroom/press-release/we-are-all-together-victories-and-solutions-vermont>. The event explored the many roles we all can play in sustainable and profitable agriculture.
 - Video stream of event: <https://livestream.com/vermontlawschool/events/8119943>
- Working with VSECU to pitch VPR's *Vermont Edition* on hosting a discussion of the cooperative economy in Vermont.
- Completed second phase of interview with Jon Steinman, host of the podcast *Deconstructing Dinner* and author a forthcoming book on grocery cooperatives. A third phase of information sharing is pending.
- Media coverage of note includes:
 - Hanover Co-op board's SNAP resolution: <http://www.thedartmouth.com/article/2018/03/hanover-co-op-releases-statement-opposing-snap-cuts>
 - The Valley News's view of 2017 financial results: <http://www.vnews.com/Hanover-Co-op-forgoes-member-refund-for-second-year-16549458>

- o And on a note *unrelated* to public relations, this cool posting appeared for a recent Co-op dinner club event: <http://www.arabamerica.com/events/co-op-dinner-club-moroccan-chicken-tagine/>

COMMUNITY SERVICE

Community Service 2018		Participation & Hours Cumulative to the end of March	
Goals			
800 hours of Service	100 % Staff Participation	# Participation by Location	Staff: Community Service Hours Yearly Hour Goal
		Store/Location	
		Admin Buck Road	6 35
		Community Market	0 0
		Co-op Kitchen	0 0
		Hanover	0 0
		Lebanon	1 6.5
		Service Center	0 0
		WRJ	1 7
			Staff Hours
		Totals for Year:	8 48.5
			800
		Hour totals by type	
Total Cumulative Hours	% Staff Participation*		
48.5	2.14%		
Hours Surpassing Goal	* based on 373 employees		
-751.5			

% Goal Hours Completed					
6.06%		Co-op Driven:	Other:		
		39.5	9		

GENERAL MANAGER

- Attended new employee orientation session: March 5th and March 19th
- Attended/participated in Board HCCF Advisory Committee meeting: March 5th
- Met with NH Department of Revenue Administration & a HCCS Co-op member: March 9th
- Hosted/attended meeting of NH, MA, and VT Co-op General Managers and HR Directors, Hanover: March 12th
- Met with HCCS Board President: March 12th and 26th
- Attended/participated in Vital Communities Corporate Council meeting (main topic: Workforce Housing in the Upper Valley): March 14th
- Met with Steve Taylor (former NH Commissioner of Agriculture): March 14th
- Met with owners and program directors of Cedar Circle Farm (a 501C3 non-profit in Thetford, VT): March 16th
- Attended/participated in the Neighboring Food Coop Association annual meeting, Greenfield, MA (Seventh NFCA Annual Meeting, 2018: Featuring Doug O’Brien, NCBA CLUSA): March 17th
- Met with Doug O’Brien, President & CEO, NCBA CLUSA (National Cooperative Business Association): March 17th
- Met with Rob Schultz, Development Director, Vital Communities: March 19th
- Attended forum at Vermont Law School, (<https://vtdigger.org/2018/03/15/vermont-law-school-hosts-panel-victories-vermont-agriculture/>): March 20th
- Met with Chris Saunders, Program Officer: Agriculture, office of Senator Patrick Leahy (VT): March 21st
- Attended/participated in Listen Community Services Board of Director’s meeting: March 22nd
- Met with Kyle Fisher, Executive Director, Listen Community Services: March 23rd

OUTREACH AND MEMBER SERVICES

The entire Outreach team has been very busy preparing for, working on, and promoting annual meeting and voting. There has been a lot of other exciting work happening, too. Numbers at the CLC continue to rise and the education team has added more new kids programming (look for a new 'kids' voting booth this year!). Spring means the beginning of more community events, so we will be out and about promoting the Co-op at various spots in the Upper Valley. The large initiatives the Outreach Department is working on have also taken big steps forward. We are currently working on a contract to launch the subsidy program for EBT users purchasing local produce. We are also moving on to the next pieces of our engagement project and simultaneously building additional personas. Here are some other highlights from Outreach:

- Fedco seed orders mostly done
- Customer comment policy and new form created to get better member feedback
- Working with Positive Tracks and RVC to launch a program in May
- Plan to replace the Nutritionist position is in place (posting should happen in April)
- Tabling at Flavors of the Valley
- Spring break kids camps filling quickly
- Several wait-listed classes this month
- Hosting paper shredding event at the Lebanon Store 4/14

Feedback from a member on a recent class:

Hi Lindsay ... I don't believe that I expressed my thoughts to you on the 101 course. I want you to know that my wife and I had just recently moved to Hanover from Nashua and I signed up for the class rather blindly, not certain what to expect. I must say that I was totally pleased with the facility, the professional manner in which you presented the material and the fun that I had while taking this course. I would be happy to be an endorsement/reference of the program and your presentation of the material. Thanks for a fun Sunday in the middle of such a dismal winter.

CLC Schedule

April 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 3:30 pm - 5:00 pm Cooking Club	3 11:30 am OSHER- Beth P 4:00 pm DHMC- Weigh	4 11:30 am Lunch N Learn 2:00 pm OSHER- spring	5 10:00 am Meeting with L 12:00 pm Knife Skills 101 5:30 pm Co-op Dinner C	6 11:00 am - 1:00 pm Spring Soups and Salads	7
8 8:00 am - 3:00 pm vital communities flavor	9 3:30 pm Cooking Club 5:30 pm Meatless Mond	10 11:30 am - 1:30 pm OSHER- Beth Perarra	11 11:30 am Lunch N Learn 2:00 pm OSHER- spring 4:00 pm DHMC - Weight	12 11:30 am Gloria- April in	13 12:00 pm Food Safety Cl 5:00 pm Family Cook Nig	14 2:00 pm - 4:30 pm Private Rental- Anson
15 1:00 pm - 4:00 pm Private Rental- West Ho	16	17 4:00 pm DHMC - Weigh	18	19	20	21 5:00 pm - 7:00 pm Authentic Indian with
22 10:30 am - 1:30 pm Earth day silk scarves	23 12:00 pm Meatless Mond 3:30 pm Cooking Club	24 11:30 am OSHER- Beth P 4:00 pm Private Cooking	25 11:30 am Lunch N Learn 2:00 pm OSHER- spring 5:00 pm Hold- PR Geisel	26 5:30 pm - 8:00 pm Knife Skills 201	27 11:00 am OSHER- Chees 11:00 am Hanover Rec- 5:00 pm Hold- MUUV Pa	28 10:00 am Co-op Kids: 5:00 pm Hold- MUUV
29 2:00 pm - 3:00 pm HOLD- Aupair Private C	30 3:30 pm - 5:00 pm Cooking Club	1 11:30 am OSHER - Beth 3:30 pm DHMC- Weigh	2 5:30 pm - 7:30 pm Fiddleheads and Ramps	3	4 5:30 pm - 8:00 pm DIY- May the 4th Be with	5 5:30 pm - 8:00 pm Dinner Club- Cinco de

CLC Schedule

May 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
29 2:00 pm - 3:00 pm HOLD- Aupair Private C	30 3:30 pm - 5:00 pm Cooking Club	1 11:30 am OSHER- Beth 3:30 pm DHMC- Weigh	2 5:30 pm - 7:30 pm Fiddleheads and Ramps	3	4 5:30 pm - 8:00 pm DIY- May the 4th Be wit!	5 5:30 pm - 8:00 pm Dinner Club- Cinco d
6	7 3:30 pm Cooking Club 5:30 pm Meatless Mond	8 11:30 am OSHER- Beth P 5:30 pm Knife Skills 101	9 11:30 am Lunch N Learn 3:30 pm DHMC - Weigh	10 5:30 pm - 8:00 pm Cooking Basics: Chicken	11 11:00 am - 1:00 pm OSHER - Cheese class	12 10:00 am - 12:00 pm Mother's Day Baskets
13	14 3:30 pm - 5:00 pm Cooking Club	15 11:30 am Monet's Table 3:30 pm DHMC - Weigh	16 11:00 am Simply in Seas 5:30 pm Chef Martin cod	17 8:00 am - 12:30 pm Food Safety Class	18 11:00 am OSHER- Chees 5:00 pm Family Cook Nig	19 10:00 am - 11:00 am Co-op Kids: Read it 'n
20 2:00 pm - 4:30 pm Knife Skills 201	21 12:00 pm Meatless Mond 3:30 pm Cooking Club	22	23 11:30 am Lunch N Learn 6:30 pm HABA Class	24 5:30 pm - 8:00 pm Co-op Dinner Club- Frer	25 9:00 am - 1:00 pm Holding - Hartford High	26
27	28 CLOSED- MEMORIAL D	29	30 5:30 pm - 8:00 pm Cooking Basics: The Spic	31 11:30 am - 12:30 pm Lunch N Learn: Chilaquili	1	2

May 2018

« Prev Next »

Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	1	2 Fiddlehead Ferns & Ramps Class 5:30 pm to 7:30 pm	3	4 May the 4th Be With You Class 5:30 pm to 8:00 pm	5 Cinco de Mayo Class 5:30 pm to 8:00 pm
6	7 After School Jr. Chef Cooking Club 3:30 pm to 5:00 pm Meatless Mondays Class 5:30 pm to 7:30 pm	8 Knife Skills: 101 Class 5:30 pm to 8:00 pm	9 Lunch 'n' Learn: Navajo Tacos Class 11:30 am to 12:30 pm	10 COOKING BASICS: Poultry Class 5:30 pm to 8:00 pm	11	12 DO IT YOURSELF: Mother's Day Basket Class 10:00 am to 12:00 pm
13	14	15 Member Appreciation Day 10:00 am Slaude Monet's Spring Table Class 11:30 am to 1:30 pm	16 Member Appreciation Day 7:00 am Rhubarb Class 11:00 am to 1:00 pm Chef Martin's Class 5:30 pm to 7:30 pm	17	18 FAMILY COOK NIGHT: Pizza Palooza! Class 5:00 pm to 7:30 pm	19 Co-op Kids: Read it and Eat it! Class 10:00 am to 11:00 am CO-OP KIDS: Fun Picnic Foods 11:30 am to 12:30 pm
20 Knife Skills: 201 Class 2:00 pm to 4:30 pm	21 Meatless Mondays Class 12:00 pm to 2:00 pm After School Jr. Chef Cooking Club 3:30 pm to 5:00 pm	22	23 Lunch 'n' Learn: BLT-3 Ways Class 11:30 am to 12:30 pm Mushrooms for the Mind, Body & Heart Lecture 6:30 pm to 7:30 pm	24 French Brasserie Steak Dinner Class 5:30 pm to 8:00 pm	25	26
27	28	29	30 COOKING BASICS: The Spice Drawer Class 5:30 pm to 8:00 pm	31 Lunch 'n' Learn: Chilaquiles Class 11:30 am to 12:30 pm	1	2

Policy Monitoring

Monitoring Report EL 2 – Financial Condition and Performance

(to be sent separately via email following close of month-end financials)

B-GM 4 – Monitoring GM Performance

(to be sent separately via email following survey response submissions)

APPENDIX A

DRAFT MINUTES, March 28, 2018

- Present:** William Craig, Elizabeth Blum, Kevin Birdsey, Harrison Drinkwater, Ed Howes, Benoit Roisin, Dana Cook Grossman, Victoria Fullerton, Don Kreis, Anthony Roisman
- Absent:** Ann Shriver Sargent, Thomas Battles
- Staff:** Ed Fox (General Manager), Mark Langlois (Director of Finance), April Harkness (Board Administrator), Lori Hildbrand (Director of Human Resources), Amanda Charland (Director of Member Services & Outreach)
- Members:** Rosemary Fifield (also a 2018 board candidate), Natasha Niffka (also a 2018 board candidate), Nicole Vecchi (also a 2018 board candidate), Jessica Saturley-Hall (also a 2018 board candidate)

Bill Craig called the meeting to order at 6:00 p.m. in the Hanover Board Room, Hanover, NH, store.

Consent Agenda: February 28, 2018, Meeting Minutes (Appendix A) and February 2018 Share Redemption Requests

MOTION: Dana Grossman moved to accept the February 28, 2018, meeting minutes and the February Share Redemption Requests.

Liz Blum seconded the motion.

VOTED: 10 in favor, 0 opposed. The motion passed.

General Manager Report

Ed Fox informed the board that the Co-op is in significantly better financial condition this year than it was at the same time last year. Investments in infrastructure are beginning to show results, including gains realized through our new perpetual inventory system and successful public policy outreach through organizations such as the Main Street Alliance in Vermont (which is engaging in ongoing discussions about raising the minimum wage) and the Vital Communities Corporate Council (which is engaging in conversations about workforce housing shortages).

Because unemployment is so low in this region (under 2%), Co-op staffing levels are still down (about 7% below the desired level). Notably, however, close to 80% of the Co-op's employees are full-time with benefits.

Other factors contributing to the Co-op's improved financial condition include resource-sharing within the organization (such as cross-training and clustering of employees) and realization of some benefits from the Catapult system.

At a policy level, the board's recent SNAP resolution has received significant traction across other organizations with a similar mission, as well as with our membership and shoppers.

Policy Monitoring

Monitoring Report: ENDS Global

Ed Fox worked with staff to create this year's Ends Report. The new format has been well-received, and General Managers from other cooperatives have asked for copies. A member of the board stated that it contains a good blend of facts along with important anecdotal information about the Co-op.

MOTION: Liz Blum moved to approve the Ends Report.

Dana Grossman seconded the motion.

VOTED: 9 in favor, 0 opposed, 1 abstained. The motion passed.

GP 2 – Board Deliverables, GP 3 – Governance Development, GP 4 – Board Members Code of Conduct, GP 7 – Monitoring Board Performance

The board discussed the policy monitoring process and how to best follow-up with practical suggestions provided in the survey responses. There is a Policy Review Committee, but it has yet to meet. Bill and Kevin are members of that committee. It was also suggested that some of the action items proposed in the monitoring process may be better suited as board retreat topics due to the importance of the issues.

For now, it was decided that Bill will solicit suggestions from the board on how to create better questions on future surveys. One suggested format was to list the policy as written and ask an open-ended follow-up question, such as what's working and what's not. It was further suggested that the board solicit an outside view on how they're doing by asking management and employees to reflect on the board's actions and processes.

It was suggested that the Policy Review Task Force look at how the board monitors policies and that a separate group look at revising the Co-op's Ends.

Member Comments

Jessica Saturley-Hall (member and 2018 Candidate for the Board) asked how the board helps the General Manager. Ed said that, among many other things, the board establishes the vision for the Co-op to help guide member engagement, which further provides direction for programs and messaging. The board is always evolving, he added, and the relationship between the board and the GM is truly a collaborative effort.

Committee and Task Force Updates

Annual Meeting

It was noted that the timeframe for the Annual Meeting agenda is tight, specifically around the time allotted for candidate speeches and the ensuing Q&A. The board assured the candidates that they will not be cut off while speaking but encouraged them to heed the time constraints.

Election Committee

In-store campaigning schedules will be available soon, and board members were encouraged to join in on some tabling times to get to know the candidates, spend time with the membership, and help get out the vote.

All voting materials are available in the stores, on the website, and on monitors and A-frames throughout the stores. The Election Committee is meeting on April 2 and asked members of the board to submit suggestions for the new-director orientation process.

Hanover Consumer Cooperative Fund (HCCF)

The HCCF needs a new Chair and committee members. The board will wait until the new board members are seated before making those decisions.

New Business/Action Items

21-day Racial Equity Challenge

Liz explained the *21-day Racial Equity Challenge process to the board*. She recommended that members of the board take part in the program this year, during the month of April, to learn more about the issues involved in racial equity. (For more information, see: <http://www.foodsolutionsne.org/get-involved/21-day-racial-equity-habit-building-challenge>.) Board members enthusiastically embraced the plan.

MOTION: Harrison Drinkwater moved to encourage all members of the board to participate in the 21-day Racial Equity Challenge, beginning April 1.

Don Kreis seconded the motion.

(As an agenda item for April, the board would like to learn more about sister cooperatives).

VOTED: 10 in favor, 0 opposed. The motion passed.

Employee Satisfaction Survey

The Co-op is conducting an employee survey, and the board is invited to submit some questions of their own. Don and Benoit will work together on formulating some questions and will submit them to HR Director Lori Hildbrand by April 6.

HCCS Branding and Name

MOTION: Dana Grossman moved to form a committee to investigate the costs, feasibility, drawbacks, and benefits of considering changing the formal name of the HCCS and to report back to the board at its May meeting.

Harrison Drinkwater seconded the motion.

VOTED: 2 in favor, 6 opposed, 2 abstained. The motion failed.

Benoit Roisin and Victoria Fullerton left the meeting at 8:20 p.m.

MOTION: Liz Blum moved to adjourn at 8:26 p.m.
Ed Howes seconded the motion.

VOTED: 8 in favor. The motion passed.

Respectfully submitted,

April Harkness
Board Administrator

Dana Cook Grossman
Board Secretary