

**Minutes of the
Marquette Food Co-op Board of Directors
November 17, 2015 Meeting**

Start time: Meeting was called to order by president Tom McKenzie at 6:03 p.m.

Roll call: Tom McKenzie, Barbara Krause, Janna Lies, Mike Potts, Brad Jackson, Cori Noordyk.

Absent: Brian Brady (excused), Phil Britton (excused), Emily Wright (excused).

Staff: GM Matt Gougeon, Mary Moe, Kelly Cantway, Kat Eaton, Christopher Peacock.

Public: None.

II. Preliminaries:

Approval of Agenda & Additions: The agenda was reviewed and no changes were made.

Motion: To approve agenda without changes (*motion by* B. Krause, *second* B. Jackson).

Action: *Motion passed unanimously.*

Review of September Minutes: The minutes were reviewed and no changes were made.

Motion: To approve the September minutes without changes (*motion by* B. Krause, *second* M. Potts).

Action: *Motion passed unanimously.*

Electronic Communications: The Finance Committee communicated electronically.

III. First Public Comment: Chris Peacock introduced himself as an MFC employee and member and provided a document to the Board for consideration. He suggested that the MFC consider developing a shopping app that would help consumers shop the Co-op. The Board inquired about whether other co-ops are doing anything similar. Mary Moe commented that the MFC is thinking about how shoppers connect electronically. The Board discussed whether this was an operational or Board concern and the GM responded that it is both an operational consideration and something the Board would need to think about from a long-term, strategic standpoint. The Board discussed that this would be a good opportunity for Board education and a topic for further consideration of the Communications Committee.

IV. GM Monitoring

(a) Store Report (M. Gougeon): The GM provided a written report and explained that October sales were above \$660,000, which was a good month for October. This was driven by the Co-op Month specials and the five-two membership program that was offered during the month. The program was a big success, with 108 new members signing up under the plan. The GM reported that this brought in almost \$6,000 in equity for the month. The five-two plan allows members to pay \$5 down and pay an additional \$2 with every transaction at the MFC until the membership is paid off. So far there have only been 6 new memberships in November, so it seems to be slowing down. The MFC is gathering data to look at trends. The GM reported that there is \$67,000 currently in escrow from preferred shares, but there are additional people that have committed but not yet purchased shares. The GM reported that the Promotions and Grow teams are doing audit work for the strategic plan. Nearly half of the staff have volunteered to participate. The

teams have started focus groups and in-store surveys. The GM reported that there have been two outside consultants brought in. Michael Healy led a policy governance workshop and Pete Hodgeson, the consultant who helped the MFC set up the meat department, returned to audit and assess the department. Mary Moe explained that the MFC will be adding an assistant manager position for the department and reported that the consultant provided merchandising tips and what to look for with meat vendors. She reported that there is currently a storage issue since Rainbow Foods has scheduled shutdowns and Sysco is an alternative supplier that can source regional grass fed beef. The Board inquired about meat vendors and whether the MFC should increase freezer storage capacity. The GM explained that it is generally not a good practice to store and hold merchandise. The Board also inquired about employee memberships at the MFC. The GM explained that not all employees are members, membership is voluntary, and memberships cannot be gifted because if an equity share is gifted it is no longer equitable.

(b) L3 – Compensation and Benefits: The Board received the report prior to the meeting and came prepared to act. The Board determined that the report demonstrated compliance.

Interpretation Reasonable: Yes.

Adequate Data: Yes.

The report was accepted as in compliance.

The GM explained that the MFC is working on new wage and salary schedules. Information will be released to staff in December, so the Board was asked to keep information related to these changes confidential. The GM reported that Kelly Cantway and Victoria Frey have done research and worked out the details. A staff survey was conducted. The GM expects the staff will be satisfied with the changes. The Board inquired about wages at comparable and competitor stores. Kelly explained that everyone is adjusting wage schedules since minimum wage is increasing so the MFC won't know exactly how things compare until changes take effect. The GM commented that the MFC is doing the best it can.

(c) L5 – Financial Condition 3rd Quarter (M. Gougeon): Some Board members were unable to access the report that was sent out electronically prior to the meeting. Board members were allowed time during the meeting to read the complete report. The Board determined that the report demonstrated compliance except for L5.6 as noted on the report. L5.6 was discussed. The Board will continue to monitor the ratio. The GM explained that there is a depleting cash scenario because the MFC is paying down debt. He hopes it will improve with refinancing and sales of preferred shares and would like to achieve double-digit growth in the future.

Interpretation Reasonable: Yes.

Adequate Data: Yes.

The report was accepted as in compliance except for L5.6.

(d) L7 – Asset Protection (M. Gougeon): The Board received the report and determined it demonstrated compliance. There were no questions.

Interpretation Reasonable: Yes.

Adequate Data: Yes.

The report was accepted as in compliance.

(e) L9 – GM Succession (M. Gougeon): The Board received the report and determined it demonstrated compliance. There were no questions.

Interpretation Reasonable: Yes.

Adequate Data: Yes.

The report was accepted as in compliance.

(f) G4 – Board Code of Conduct (B. Brady): Moved to December agenda.

(g) G5 – Committee Principles (B. Jackson): G5 was discussed. No changes were recommended.

(h) D1 – Unity of Control (J. Lies): No changes were recommended; however D1.2 was raised for discussion. The Board discussed that it was somewhat open ended and could potentially impede Board efforts since it does not require the GM to provide information to individual Board members or individual committees without those individuals first meeting with the Board. The Board discussed that in the event of a time-sensitive issue, the Board can communicate electronically to call for an emergency meeting. The Board also discussed that D1.2 helps protect the MFC from overzealous Board members.

V. Second Public Comment Period: Mary Moe took a moment to educate the Board about employee benefits at the MFC. She explained that wages are important but that MFC employees also enjoy a vast range of additional benefits including professional development, opportunities to participate in Co-op classes, etc.

VI. Break

VII. Board Monitoring & Discussion

(a) Committee Reports:

(i) GM Evaluation (J. Lies, B. Brady, and T. McKenzie.): Nothing to report at this time. Evaluations are completed. The committee will convene prior to the next Board meeting.

(ii) Finance Committee (B. Krause, J. Lies, and B. Brady): Did not meet in person due to scheduling conflicts but communicated via email. The GM sent documents to the committee and a summary open for discussion. The committee discussed debt options and the debt to equity ratio. The ratio is behind what was anticipated in the expansion plan. It was clarified that the MEDC grant does not count as equity because of depreciation of the building. The committee discussed the current ratio and days cash on hand. Range offered a line of credit. Front-end costs are expected to increase with one of the store's major suppliers. The Finance Committee doesn't want the line of credit to become a financial crutch for the MFC.

(iii) Communications Committee (P. Britton, E. Wright, B. Jackson, and C. Noordyk): Committee members that met were absent. No report.

(iv) Bylaws Committee (T. McKenzie, B. Krause, and P. Britton): Did not meet.

(v) Orientation Committee (E. Wright, M. Potts, and C. Noordyk): Did not meet.

(vi) Elections/Nominations (B. Jackson, C. Noordyk, and M. Potts): Received one application and reported that another person was interested but had a conflict of interest and is unable to apply. Terms will be ending for current Board members J. Lies, T. McKenzie, and B. Brady. They will need to submit applications to run again. The Board directory will be updated to indicate what terms each member is serving. Discussion was held about terms and appointments.

(vii, viii) Ends Survey & Blog Review: Will be addressed on December agenda.

The Board discussed committee changes that were decided at the retreat. The next agenda will reflect these changes. The Elections/Nominations Committee and Orientation Committee will be combined. The Bylaws Committee will no longer exist as a standing committee but will become an adhoc committee. A Board Education Committee was formed.

IX. Third Public Comment: None.

X. Closings

(a) December Assignments:

- i. Store Report (M. Gougeon)
- ii. Outreach Reports (N. Lantz)
- iii. G4 – Board Code of Conduct (B. Brady)
- iv. G6 – Governance Investment (C. Noordyk or T. McKenzie)
- v. L6 – Budgeting and Financial Planning
- vi. Ends Survey & Blog Review
- vii. GM Evaluation Closed Session

XI. Motion to adjourn at 8:08 p.m. (*motion by B. Krause, second C. Noordyk*).

Action: Motion passed unanimously.

Next Board Meeting: December 15, 2015 at 6:00 p.m.

Emily Weddle
Board Recorder

Policy Type: Executive Limitations

Policy Title: L3 – Compensation and Benefits

Reporting Period: September 15, 2015

I report compliance with all parts of this policy. Changes in interpretation and data are highlighted in yellow.

Global: ***With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the General Manager will not cause or allow conditions that are illegal, unfair, or that jeopardize the co-op's fiscal integrity or public image.***

Interpretation/Operational Definition- The General Manager will compensate all employed or contracted workers of the MFC in a legal and equitable manner that preserves the MFC's sound financial footing and protects the MFC's community standing.

The GM will not:

L3.1 *Fail to establish a wage schedule, based upon job responsibilities and the labor market, which is applied consistently to all people and positions.*

Interpretation/Operational Definition- The General Manager shall create a wage schedule that establishes defined pay from entry level positions through management. Said schedule will clearly show multiple base and cap pay ranges based on job responsibilities and expectations.

Data: See data packet for wage schedule. Raises in pay are tied to longevity or promotion with additional responsibilities

L3.2 *Promise or imply permanent or guaranteed employment.*

Interpretation/Operational Definition- Employment at the MFC is neither permanent nor guaranteed.

Data: See data packet for Employee Manual pages, 5 and 37 and sample signed statements of staff acknowledgements.

L3.3 *Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.*

Interpretation/Operational Definition- Compensation and benefits shall be commensurate with our geographic region and the level of skills involved in the work.

Data: See survey of other Michigan Co-ops. When comparing MFC wage schedule to the average compensation of other Michigan Co-ops, the MFC is at average or above average in almost all categories. The comparative survey does not take into account variations of regional cost of living adjustments. One area where the MFC is below average is Paid Time Off for hourly staff within their first year of employment. Most of our contemporaries give a full week of PTO to first year employees. We give 5 days of PTO with a small accrual for each hour worked.

We are currently in the process of finalizing plans to increase wages and Paid Time Off accrual rates in 2016. The federal minimum wage is on the rise and MFC plans to jump ahead of the requirements and increase our lowest wage for regular employees to meet the 2018 requirements of \$9.25 per hour by the end of 2016.

The 2016 wage scale will also include an additional pay schedule to separate our current pay schedule 2. This allows positions currently in pay schedule 2 that include specialized responsibilities to be classified into a higher pay schedule.

The range of pay in each schedule has been adjusted to realign with standard equations for creating a wage scale. Ex: The pay range in pay schedule 2 has a 25% increase from the base pay to the cap, and pay schedule 5 has a 40% increase from the base pay to the cap. The difference in the percentage of each range is due to the decrease in promotion potential for positions in higher pay schedules.

MFC also plans to increase the accrual rates for Paid Time Off to become more aligned with other Co-ops in the Great Lakes region.

Though these changes have been in progress since June, they are in line with feedback received by MFC staff from a Benefit Survey that was distributed during the month of October.

See: 2015 Employee Benefit Survey and Results, Wage Scale Revision for 2016, Paid Time Off 2016, Pay Ranges Graphed 2016.

L3.4 Create obligations over a longer term than revenues can safely be projected, in no event longer than one year and in all events subject to losses in revenue.

Interpretation/Operational Definition- The General Manager shall keep any contract or compensation obligation to one budgetary cycle or less.

Data: The only compensation/benefit obligations outside of regular payroll are the Employee Assistance Program, (see data packet for EAP file), the Flexible Spending Account, (see data packet for FSA file), Paid Time Off (see data packet for Employee Manual, p. 34), and Blue Cross Blue Shield of Michigan health benefits package. The plan year for BCBS and Assurant Benefits

is annual but runs from November1 through October31. The FSA plan year is July 1 through June 30. PTO and EAP obligations are annual in the calendar year.

L3.5 *Change the GM's own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.*

Interpretation/Operational Definition- The General Manager's compensation package shall only be determined by the Board and written in the Contract between GM and the Marquette Organic Food Co-op.

Data: See data packet for GM contract and recent GM pay stub.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: L5 – FINANCIAL CONDITIONS AND ACTIVITIES

Reporting Period: July 1, 2015 - September 30, 2015

I report compliance with all parts of this policy except L5.6 (current ratio does not meet board prescribed benchmark). Policy interpretations are unchanged since last quarter review. Supporting data and statements have changed in the Global policy and policies L5.2, L5.3, L5.5, L5.6, L5.7, and L5.8. Changes are highlighted in yellow.

I certify that the information contained in this report is true to the best of my knowledge given the information available to me.

Signed: Matthew L. Gougeon _____, General Manager

Date: November 12, 2015

Unless otherwise indicated, all data is taken from the 3rd quarter of 2015.

With respect to the actual, ongoing financial condition and activities, the General Manager will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board priorities established in the ends policies.

Interpretation/Operational Definition: The General Manager will ensure appropriate cash flow to pay daily bills, refrain from incurring debt other than trade payables or other reasonable and customary liabilities related to daily operations, and actively work toward the development of a financial contingency plan should one become necessary. All related financial decisions must be guided by the concepts of the Global Ends Policies surrounding open access to local, organic, wholesome, and fairly traded products; support for local suppliers; and education for everyone about food and related issues.

Data: **The Statement of Cash Flows as of June 30, 2015 shows a decrease of cash of (\$523,802.00).** This decrease in cash is representative of proceeds from our operations, sales of equity shares and principal and interest payments on construction loans. No new debt was incurred in the 3rd quarter of 2015. *The decrease in cash is indicative of \$400,000 of debt that was paid with MEDC grant proceeds in the 1st quarter of this year. All other daily payables and liabilities remained customary to regular operational requirements.*

The GM Will Not:

L5.1 Incur debt other than trade payables or other reasonable and customary liabilities incurred in the ordinary course of doing business.

Interpretation/Operational Definition: The General Manager will not place the Co-op in fiscal jeopardy through abuse of his power as the cooperative's agent regarding large capital expenditures, unreasonable loans, etc.

Data: Our current customary liabilities fall within normal operating procedures as shown in our quarterly financial statement. The long term liabilities from the previous quarter are reduced and exhibit updated figures to the Notes Payable to Range Bank, NCDF, and NI. *On December 20, 2013, with Board knowledge and consent, we entered into construction and equipment loans with Range Bank, Northern Initiatives, and Northcountry Cooperative Development Fund in the amount totaling of \$3,456,800.00. All of these funds were dispersed to the project by Range Bank, Marquette County Title Company, or the NCDF. Our Commercial Mortgage with Range Bank on our buildings was retired and subsumed by the commercial construction loan closed on December 20th of 2013. The reduction in notes payable to NCDF and Northern Initiatives are attributed to MEDC grant funds used to pay down debt. All loans are currently under review for refinancing as of the end of the 3rd quarter, 2015.*

L5.2 Use restricted funds for any purpose other than that required by the restriction.

Interpretation/Operational Definition: There are currently no longer any identified restricted funds until such time as MFC management and Board determine specific restricted funds.

Data: N/A

L5.3 Fail to settle contracts, payroll, loans or other financial obligations in other than a timely manner.

Interpretation/Operational Definition: The General Manager will fulfill all financial obligations in addition to COGS and daily expenses and will not incur late charges.

Data: Financial obligations outside of COGS and operating expenses are the Notes Payable with Range Bank, NCDF, and NI and payroll. *Principal and interest payments to Range Bank, NCDF and NI have been made on time. The 3rd quarter payroll has been met in a timely manner.* (See attached Electronic Federal Tax Payments Systems (EFTPS) reports. The "Settlement Date" on this report corresponds to our pay date.)

L5.4 Allow tax payments and other government-ordered payments or filings to be overdue or inaccurately filed.

Interpretation/Operational Definition: The General Manager will ensure that all tax and government ordered payments are made on time, filed accurately and have resulted in no late notifications or assessment of penalties.

Data: All federal tax payments, federal withholding, social security/medicare (FICA), and federal unemployment (FUTA), are paid electronically through the Electronic Federal Tax Payments System (EFTPS) and followed up with paper quarterly returns prepared by our accountant, signed by the General Manager and filed by their due date. Monthly Michigan Sales, Use, & Withholding returns and State Unemployment Agency quarterly tax reports are completed by our accountant and signed by the GM, paid, and filed by us. **Our 2014 Federal Corporate Tax return and Michigan Business Tax Return was filed in June, 2015.** (see EFTPS deposit report) (See attached filing schedule from Thompson & Thompson, P.C. and copies of all returns and check stubs for the 2nd quarter of 2015)

L5.5 Enter into real property lease agreements without board approval.

Interpretation/Operational Definition: The General Manager will seek board approval before entering into any real property lease agreements. Additionally the GM will apprise of, make recommendation to, and seek counsel of the board prior to the MFC entering any real property leases.

Data: We no longer have any real property leases.

L5.6 Fail to meet the following objectives unless otherwise established by a board-approved document:

- A. Maintain sufficient liquidity to pay bills in a timely manner. Current Ratio should not fall below 2:1.**
- B. Maintain sales and net income at levels sufficient to support store operations and annual objectives.**

Interpretation/Operational Definition: The General Manager shall meet these objectives, unless by otherwise written board directive, to maintain a healthy ratio between ability to pay debt and payables and prevent creditors from exerting undue influence over the membership and this business while maintaining modest profitability.

Data: **A: Current ratio as of September 30, 2015: \$534107.12/\$473516.47 or 1.13:1 B: As of September 30, 2015 sales have increased at a rate of 4% over the same period last year and there is a -5.2% net profit.**

Note: *EBITDA as of end of third quarter is \$10334.17, this provides an alternative picture of our third quarter position.*

L5.7 Fail to make recommendations and rationale to the board regarding patronage dividend at the February meeting of the board.

Interpretation/Operational Definition: The General Manager will provide the board of directors with his recommendation and rationale regarding a patronage rebate for owners of our cooperative at the February board meeting each year.

Data: N/A.

L5.8 Allow financial record keeping systems to be unchecked by a certified public accountant, outside audit or other qualified third party.

Interpretation/Operational Definition: The General Manager will ensure that record keeping is adequate to provide the accountant the information that he needs to prepare our monthly and quarterly financial statements.

Data: Pat Thompson, our accountant, reviews financial documentation provided by bookkeeper, Kat Eaton, before preparing all financial reports. The last review of our financial statements happened in 2013, per the requirements set forth by the State of Michigan relative to our securities offering.

Monitoring Report

Policy Type: Executive Limitations

Policy Title: L7- Asset Protection

Reporting Period: November 17, 2015

I report compliance with all parts of this policy.

Global: The General Manager will not cause or allow the cooperative's assets to be unprotected, inadequately maintained or unnecessarily risked.

Interpretation- The General Manager shall keep safe the assets of the co-op through mechanisms that prevent the unnecessary loss or depletion of those assets. The assets of this co-op include the physical plant of operations, employees, directors of the board, all generated records and data (electronic or otherwise), retained and operating capital, and the co-op's reputation in the community.

The GM will not:

L7.1: Fail to insure adequately against theft and casualty losses and against liability losses to board members, staff, and the cooperative itself.

Interpretation- The GM shall have in place sufficient insurance against loss of property, product, life and limb of staff and others in our organization, and to keep safe from liable all board members, individual staff, and the co-op corporate entity.

Data: All necessary and customary insurance is held by the MFC regarding property and people. Broadly, our umbrella of insurance includes general liability on employees and customers (\$1M), commercial liability on product and equipment (\$2M), liquor liability (\$1M), Directors and Officers liability (\$2M), Cyber Liability (\$1M), and Workmans Comp (\$500K per accident). *See data packet for insurance coverage summary provided by VAST Solutions.*

L7.2: Fail to protect data, intellectual property, information or files.

Interpretation- The GM will provide secure systems for off-site back-up of all electronic data and information, ensure that necessary security and encryption is adequate, and keep all physical proprietary or confidential information and files restricted.

Data: The MFC contracts with Compudyne, our region's largest provider of remote & on-site IT services, network consulting, hardware/software installation and high speed business Internet services. Our store has two servers to facilitate store operations and store data. One server for

our network and another for the Point Of Sale System. Both have 8 GB capacity. Compudyne automatically backs up our network data-base, including promotional data, to a cloud based server. The POS server is connected to a battery back up as well. In the case of a power outage the POS batteries will run for more than an hour giving us plenty of time to finish transactions and shut the system down under our control if necessary. *See data packet for Compudyne Edge Service Executive Summary and service summary.*

As of October 1, 2015 liability for protection against credit card data breaches has moved from banks to business. We have gone to great length to comply with PCI requirements and are a local leader in cyber security for small business. *(See summary of Payment Card Industry)*

All proprietary and confidential paper files are kept in locked files to be later digitized on and kept in a password protected hard drive. Paper documents are then destroyed. Financial records are accessible only to Kat Eaton, our finance manager, and the GM. Quickbooks is accessible to Kat Eaton, and the GM. We have purchased Cyber Liability Insurance to protect the MFC assets from a criminal data breach. *In the last reporting period we participated in a Cyber Security Risk Management Program through a security firm named WatSec. This program essentially audited our defense against a cyber attack and data breach so that we may best protect member and customer data. While we no longer participate in the program we did retain policies, procedures, and practices recommended through that audit. (See MFC Cyber Policy Manual)*

Personnel files are locked and accessible to HR, the GM and any staff (their own file only, by appointment, and witnessed by HR or the GM).

L7.3: *Receive, process, or disburse funds under controls insufficient to meet the board appointed auditor's standard.*

Interpretation- All cash handling, accounts receivable, and accounts payable shall meet the standards of a board appointed third party inspection of procedures and "chain of possession" in handling all incoming and outgoing funds.

Data: Paul Nardi, of Makela, Toutant, Hill, and Nardi, completed an audit of our Bank Account Reconciliations, Cash Register Controls and Daily Balancing/Deposit, and Cash Disbursements in 2011. Through that audit we made improvements to our cash controls including "chain of possession" assurance, i.e. limiting the opportunity for cash to be received and disbursed through a single person, drawer count down witnesses, and security cameras. *We yet intend to bring Mr. Nardi back and ask him to audit our current cash handling procedures for deficiencies and risk.*

L7.4 *Unnecessarily expose the cooperative, the board or the staff to claims of liability.*

Interpretation- The GM shall restrict the activities of the MFC to selling groceries and fulfilling the board appointed ends within the limitations set forth in board adopted policies.

Data: Monthly monitoring reports.

L7.5 *Subject plant and equipment to improper wear and tear or insufficient maintenance.*

Interpretation- The GM will prevent abuse and neglect of the store and equipment through regular maintenance of the store and all equipment according to manufacturer's specifications.

Data: Small repair and maintenance, maintaining adequate supply of cleaning materials, light bulbs, etc, are handled by our Facilities person, Doug Raisch. He keeps a regular schedule of maintaining the store and grounds of the MFC. This includes changing or cleaning various filters in our gray water systems and HVAC., cleaning refrigeration evaporators and coils, and light repair. (See Doug's list) The store is cleaned by Spiffy Clean (Dan and Sherry Gaudreau) six nights per week.

L7.6 *Allow purchasing to be uncontrolled or subject to conflicts of interest.*

Interpretation- The GM shall control the non COGS purchases of the MFC to meet the constraints of store and department budgets and shall follow a purchase order procedure where any purchase is subject to the discretion of the GM.

Data: All non COGS purchases are limited by dept. budgets or qualified need. Purchases receive initial approval by managers. When purchases are anticipated, purchase orders are filled out and given to the GM for verification of need, budget reference, and final signature approval (or not). All purchases are tracked through Quickbooks. (See sample POs and Budget to Actuals)

L7.7 *Invest or hold operating capital in insecure or non-investment grade instruments, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.*

Interpretation- The GM shall hold operating capital in secure investment instruments and financial institutions.

Data: The MFC holds operating capital in Range Bank and mBank. See data packet for bank statements.

L7.8 *Endanger the cooperative's public image, credibility, or its ability to accomplish Ends.*

Interpretation- The GM shall protect and promote the public's trust in the MFC's image as a viable business, purveyor of wholesome foods, and community asset.

Data: Our expansion is evidence of promoting and protecting the public trust. We are successfully partnered with MSUE, MDARD, USDA, MEDC, City of Marquette, County of Marquette, Chocolay Township, Marquette Township, the Sault Tribe, local schools, local vendors, small farms, and many other agencies like U.P. state universities and the Center For Regional Food Systems, the Wallace foundation, and the Marquette Chamber of Commerce. We are integral to the Good Food Charter of Michigan and have representation within Michigan Food and Farming Systems. We have reached out to, been received by, and presented to conventional agriculture organizations like The Michigan Farm Bureau and Growing U.P. Agriculture. We are frequently in the news media for our programming and services as well as for our “collective” knowledge of food and related issues. *See data packet for advertising samples and brief Education and Outreach report.*

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: L9 – General Manager Succession

Reporting Period: November 17, 2015

I report compliance with this policy.

I certify that the information contained in this report is true to the best of my knowledge given the information available to me.

Signed: _____, General Manager

Date: _____

In order to protect the Board from sudden loss of GM services, the General Manager will have no fewer than two other managers sufficiently familiar with the Board and GM issues and processes to enable either to take over with reasonable proficiency as an interim successor.

Interpretation/Operational Definition: In the event of his sudden departure, the General Manager will name and train two managers to effectively execute the essential functions of the GM job. Further, the General Manager will regularly report to the chosen managers' summary communications with the board.

Data: GM Successors: Natasha Lantz, Mary Moe, and Kat Eaton
Additional Administrative Team Members: Kelly Cantway, Evan Zimmermann, Kim Sheridan

Note: Natasha Lantz has previously served as the interim GM. Mary Moe is our Operations Manager. Kat Eaton is our Finance Manager. This team of Managers would act in concert to operate the store. Ms. Lantz would act as liaison between operations and the Board of Directors and also in her role of Communication with the members of the MFC and larger community. Mary Moe would head the operational functions of the store, managing department heads and staff other than Outreach. Kat Eaton would manage the finances of the store informing Ms. Moe and Ms. Lantz of the financial condition of the store and manage the cash, payables and receivables, and payroll of the store. Store and personnel policy is currently strong enough to be a framework upon which daily operations may continue uninterrupted. **Additionally, the entire administrative staff, meets at regular bi-weekly intervals. This group in its entirety ensures the full functioning of the store and includes the above mentioned managers as well as HR Director Kelly Cantway, IT Director, Evan Zimmermann, and POS Coordinator, Kim Sheridan.**