

Ozark Natural Foods
Board Meeting Minutes
January 2024 Meeting
Tuesday January 23rd, 2024
6:30 p.m.

Board Members Present: Danielle Dodson, Leanne Baribeau
Denny Warren, Randy Wilburn, Cannon McNair,
Nick Carson, Jacob Sheatsley, Toni Fairman,
Josh Youngblood

Board Members Absent:

Staff Members Present : Dennis Hanley, Lisa Garrett, Anne-Marie
Holimon, Alicia Powell

Consent Agenda:

- **Motion** to approve consent agenda which included the November Board Meeting Minutes was **made, seconded, and carried unanimously.**

Floor Reports

President's Report:

- Randy met with Dennis and appreciates his hard work implementing changes within the co-op. Randy is working on the hiring process for the new GM.

GM Report:

- Dennis presented Dashboard to the Board during this time. March 31st will be the first inventory. Bulk food will be inventoried quarterly, fresh monthly.

Reporting & Board Decisions-

B9- Sustainability

- Dennis presented B9- Sustainability to the Board and sent supporting documentation prior to the meeting.
- The Board reviewed the report prior to the board meeting and asked applicable questions.
- **Motion** to accept B9- Sustainability was **made, seconded and carried unanimously.**

Board Compensation Electronic Vote

- Joshua Youngblood reviewed language of the motion made via email regarding Board Compensation which read as follows:
- "Per the compensation change approved by the ONF membership September 2022, I move that the Board adopt the following proportional approach to divide the amount of the unused 2023 Board budget (\$11,399), 2:1.5(2):1(6). This reflects that a total of eleven portions will be divided so that the President receives two portions, the Vice President and Secretary/Treasurer each receive one- and one-half portions, and each of the other directors receive one portion each; furthermore, these stipends should be disbursed in one lump sum in order to ease the impact of monthly disbursements on co-op management.

The resulting approximate amounts for stipends

are: o Director: \$1,036.27 o

Secretary and VP: \$1,554.40 o

President: \$2072.54.

- **Motion** to approve Board Compensation as made above **carried unanimously.**

Perpetuation Committee

- Cannon reported that the committee met Jan 18th to discuss candidate timeline with updated 2024 dates. Josh, Leanne and Toni are incumbents this year.
- Discussed initial planning for 2024 Annual Members Meeting
- Call for board members will kick off in March. May 10th applications will be due.

Policy Committee

- Joshua reported the committee met Jan 3rd and finalized Board Compensation figures.
- “Staff” Board Member suggestion has been researched and discussed by the committee including reviewing policies at other co-ops, discussing with consultants, legal, etc.
- Josh made a **motion** that the Board will not pursue a bylaw amendment in order to allow staff members to run for a Board position at this time. Motion **was made, seconded, and carried unanimously.**
- The board discussed that the staff has the ability to create committees on their own.

Outreach Committee

- Denny reported that the committee needs more things on the general calendar. There will be a Breakfast with the Board this month, among other events.

Discussions

GM Dashboard

- The Dashboard includes Weekly Sales, Comp Sales (#1 KPI for retailers), Net Income, Shrink, Cash, A/P, Labor (% of sales), Staff, Community Engagement and more...

Board Retreat Agenda

- Randy presented the tentative agenda for includes dinner 1st March and meet on Saturday at Modus Studio. “What is next for the Co-op”?

Financial Review and Audit Options

- Randy talked with Audry regarding financials and advised that 2022 and 2023 can be combined into one review. 2022 Financial Review was previously approved by the Board.
- **Motion** to allow Audrey and her company to extend the review to include both 2022 and 2023 was **made, seconded, and carried with 8 ayes and 1 abstained.**

GM Search Update

- Randy met with Melanie (Columinate) and received a proposal to receive the support of an Executive Search Recruiter. Columinate will provide support with the entire process. Randy and two or three additional board members will form a committee to manage the hiring process.
- **Motion** to hire Columinate to assist with the process of hiring the new General Manager was **made, seconded, and carried with 8 ayes and 1 abstained.**

Policies for review/discussion:

- D9- Board Member Code of Conduct

- D8- Secretary's Role
- D7- Vice President Role

Upcoming meeting dates:

- February 27th, 2024- February Monthly Meeting

Meeting adjourned at: 9:02 pm

Executive Session- Discuss personnel matters with GM

Member Comments:

Julia- Excited about all the changes being made. Would like to know more about changes within the Bakery and how that effects the bakers. Also would like the Board to keep wages top of mind.

**Ozark Natural Foods
Board Meeting Minutes
February 2024 Meeting
Tuesday February 27th, 2024
6:30 p.m.**

Board Members Present: Danielle Hoffman, Leanne Baribeau
Denny Warren, Cannon McNair,
Nick Carson, Toni Fairman,
Josh Youngblood

Board Members Absent: Randy Wilburn, Jacob Sheatsley

Staff Members Present : Dennis Hanley, Anne-Marie
Holimon, Alicia Powell

Consent Agenda:

- **Motion** to approve consent agenda which including the January Board Meeting Minutes was **made, seconded, and carried unanimously.**

Floor Reports

President's Report:

- Danielle presented Randy's President's Report as he was out on a personal matter.
- Randy has been meeting regularly with Dennis and ensured Dennis is addressing member concerns of alleged non-conventional produce. *All produce at ONF meets the organic and/or certified natural grown.*
- Randy is working with Columinate and the GM Search Committee to hire a permanent GM.
- The co-op has hired back 14 former staff members. With the addition of 14 re-hired staff members, the co-op currently employs 85 people.

GM Report:

- Dennis and staff will be on Good Morning KNWA about 'shop local' tomorrow (Wednesday) and Thursday on KUAF Radio show.
- The co-op has been celebrating Black History Month all month long.

- Dennis expressed that he really appreciates the opportunity to be involved with this co-op and as long as his career has been, ONF has been one of the greatest comebacks he has ever been a part of. He attributes part of this success to the support of the board.
- Dennis encouraged members to work *with* the board as a partnership for continuous improvement of the co-op and avoid creating conflict by spreading misinformation, misrepresenting what was said in board meetings, or otherwise compromising the co-op.

Reporting & Board Decisions-

GM Dashboard and Monitoring Report

- Dennis presented the GM Monthly Dashboard & Monitoring Report for January 2024 including sales, comp sales, net income, cash on hand, A/P, labor as a % of sales, employee turnover, community engagement, and strategy including company culture, lowering the cost of goods, resetting the various merchandise sections and expanding assortment, customer service, marketing and advertising. Dennis expanded on various topics including communication to the board, staff treatment, retention, and compensation, and Board logistical support.

Perpetuation Committee

- Cannon reported that the committee met and reviewed the election timeline, candidate packet, and Annual Owner Meeting details.

Policy Committee

- Joshua reported the committee met and discussed two issues which need to be addressed in Secretary Role and Vice Presidents Role policies. Josh submitted revisions to the policies via email. Also recommended changing the language of Executive Session minutes.
- Will make change recommendations to be voted on prior to next Board meeting.

Outreach Committee

- Denny reported that the committee discussed the previous Breakfast with the Board, including COES.
- March 7th Breakfast with Co-op Leadership 9am-10am
- March 9th is the next trail cleanup. The booth will be set up on the trail by Wilson Park/railroad tracks and anticipating approximately 30 volunteers.

Discussions

Board Retreat Agenda Review

- Danielle reviewed the agenda topics for the upcoming Board Retreat taking place Saturday March 2nd.

GM Search Update

- Melanie with Columinate has been engaged to help with the GM search. Melanie specializes in co-ops finding and hiring GMs. The Board has a search committee and has begun the work with Melanie to strategize the groundwork for GM search. ● Committee will meet next week to continue progress on search.

Policies for review/discussion:

- D5- Board Monitoring

Upcoming meeting dates:

**Ozark Natural Foods
Board Meeting Minutes
March 2024 Meeting
Tuesday March 26th, 2024
6:30 p.m.**

Board Members Present: Danielle Hoffman, Leanne Baribeau
Denny Warren, Cannon McNair,
Nick Carson, Toni Fairman, Jacob Sheatsley
Josh Youngblood, Randy Wilburn,

Board Members Absent:

Staff Members Present : Dennis Hanley, Anne-Marie Holimon,
Alicia Powell, Lisa Garrett

Consent Agenda:

- **Motion** to approve consent agenda which including the February Board Meeting Minutes was **made, seconded, and carried unanimously.**

Floor Reports

President's Report:

- Randy is continually impressed by Dennis and the changes being made within the co-op.

GM Report:

- Dennis appreciated the Board and thanked them for their support during this transition.
- The co-op has been celebrating Women's History Month all month long and Dennis also recognized Alicia Powell and Anne-Marie Holimon on their recent promotions.
- Dennis has received excellent feedback from members, particularly after his recent radio interview.

Marketing Update:

- Lisa presented a Marketing Update- Target shoppers include Gen X 40-59, Gen Y 26-40 and Gen Z 18-25, and target area is primarily Fayetteville and secondarily Northwest Arkansas. The marketing team is planning promos around print media, digital promotions, and marketing campaigns. The co-op is also working to address food insecurity in Northwest Arkansas. Other ideas for promos include 'staff favorites and announcements', 'local farmers', as well as other ideas.
- Staff members in a non-supervisory role will sit on a committee to help drive ideas to help bring the co-op brand alive. Members could also be invited to give input on this committee.

Reporting & Board Decisions-

GM Dashboard and Monitoring Report-ENDS. B4-Asset Protection

- Dennis presented the GM Monthly Dashboard & Monitoring Report for February 2024 including high level financials of sales, comp sales (which as of YTD is in the top 10 of co-ops in the country), net income, cash, days cash on hand, A/P, labor as % of sales, employee turnover, and community engagement. Dennis feels confident that the co-op will be in really good shape within in the next 30-60 days.
- Lisa is working with the library to get books to give away to kids. There will be a space in the deli seating area for the book giveaway.

2024 Ozark Natural Foods Operational Plan

Ten Points to Drive Sales and Profit

1. Culture	
Details: <ul style="list-style-type: none"> • Monthly All Hands Staff Meetings • Training and Development 	Timeline & Progress: <ul style="list-style-type: none"> • September 18, 2023, began culture shift. • November 2023 change of organizational structure • Training and development programs coming - March 1, 2024/ customer service
2. Lower Cost of Goods for Store	
Details: <ul style="list-style-type: none"> • Grocer Supply term agreement • Liberty Fruit agreement 	Timeline & Progress: <ul style="list-style-type: none"> • Delivered beginning week of January 21 • Deliveries began February 16
3. Produce, Floral Department Reset	
Details: <ul style="list-style-type: none"> • Adding new product assortment • Large equipment purchase to rebuild produce 	Timeline & Progress: <ul style="list-style-type: none"> • End of April 2024
4. Deli, Kitchen Department Reset	
Details: <ul style="list-style-type: none"> • Adding new product assortment 	Timeline & Progress: <ul style="list-style-type: none"> • End of April 2024
5. Meat, Seafood Department Reset	
Details: <ul style="list-style-type: none"> • Adding new product assortment 	Timeline & Progress: <ul style="list-style-type: none"> • End of mid-April 2024
6. Wellness Department Reset	
Details: <ul style="list-style-type: none"> • Adding new product assortment 	Timeline & Progress: <ul style="list-style-type: none"> • End of May 2024
7. Center Store Reset	
Details: <ul style="list-style-type: none"> • Adding new product assortment 	Timeline & Progress: <ul style="list-style-type: none"> • TBD
8. Customer Service	
Details: <ul style="list-style-type: none"> • Vibe increases energy in the store 	Timeline & Progress: <ul style="list-style-type: none"> • Current customer survey- Feb. 29, 2024 • Member/Owner survey - Feb. 29, 2024 • Training and action steps to improve customer experience starting March 2024
9. Marketing and Advertising	
Details: <ul style="list-style-type: none"> • New program: 72-hour sale • 2024 Marketing Plan 	Timeline & Progress: <ul style="list-style-type: none"> • Began December 29, 2023 • Presenting at March BOD mtg.
10. IT	
Details: <ul style="list-style-type: none"> • Assess, audit existing IT systems 	Timeline <ul style="list-style-type: none"> • Beginning implementation - March 2024

Ozark Natural Foods
Board Meeting Minutes
April 2024 Meeting
Tuesday April 23rd, 2024
6:30 p.m.

Board Members Present: Danielle Hoffman, Leanne Baribeau
Denny Warren, Cannon McNair,
Nick Carson, Toni Fairman,
Randy Wilburn, Jacob Sheatsley

Board Members Absent: Josh Youngblood

Staff Members Present : Dennis Hanley, Anne-Marie Holimon,
Alicia Powell, Lisa Garrett

Consent Agenda:

- **Motion** to approve March Board Meeting Minutes was **made, seconded, and carried unanimously.**

Floor Reports

President's Report:

- Randy updated the Board on the current GM search. Currently there are not a lot of options due to competition in the area. Other area grocery stores are offering higher starting salaries which has hampered the search.
- There has not been significant interest from other GMs in the co-op industry however the recruiter is searching for candidates that could step into the role as a promotion versus a current GM making a lateral move.
- There are currently 35% open GM positions with the 161 NCG food co-ops across the country.

GM Report:

- Dennis reported that things continue to go well with the store transformation.
- Dennis recognized two employees for their outstanding customer service.

Reporting & Board Decisions-

GM Dashboard and Monitoring Report-B3 Financial Conditions

- Dennis presented the GM Monthly Dashboard & Monitoring Report for March 2024.
- Balance Sheet and P&L have been current since December and any member owner can review these with Dennis.
- Sales goal was \$250k/week and March average weekly sales hit \$248K. The new goal is \$275,000. Sales have increased week over week consistently.
- Comp Sales YTD (thru 4/2) +7.4% compared to 09/2023 -8.69%, which is a significant turnaround.
- Net Income \$16,483 for the month and \$160,000 for three months.
- Cash on hand and accounts payables are strong.
- Labor as % to sales 16.8% which is the best the co-op has had. Currently 91 employees. ONF 2023 turnover 153%, coop benchmark 97%, ONF currently at 2.2%
- Community Engagement- upcoming events include Trivia Nights, Roller Derby and other activities.
- Sales Year Over Year continues to grow over the last 3 months. 13th in the country in Comp Sales. #1 priority is organic produce.

- Dennis is creating an Advisory Board to the GM to include staff and member owners. Anne-Marie is creating training including personal development.
- Feedback from recent surveys showed that customers felt that employees weren't talking to customers, customers trust the quality, customers want education on bulk, the co-op needs to address price perception. Satisfaction has gone up 12% points from last survey.
- Breakfast with Leadership will take place May 9th and will give customers an opportunity to talk to management about co-op happenings and their needs.
- **Motion** to approve B3 Financial Conditions and the GM Dashboard was **made, seconded, and carried unanimously.**

New Signer on Bank Accounts

Motion to add Alicia Powell, Operations Manager, as an *authorized signer* to bank accounts for operating, payroll, and cash accounts **was made, seconded, and carried unanimously.**

Perpetuation Committee

- Cannon reported the committee is working on the fall Member Meeting and considering moving the meeting offsite. Other considerations include IT and AV needs. The committee is coordinating with Lisa on the details of the meeting.
- Parking is a large issue with having a meeting on location.
- May 10th is deadline for board candidates to apply. Currently there are no applications.

Policy Committee

- Danielle reported that the committee determined a breakout session is necessary to help craft the revised ENDS statement.

Outreach Committee

- Denny reported the recent 'happy hour' with the board went well.
- June 8th is the next date for Trail Cleanup from 9am-10am.

Discussions

Board Education- Food Insecurity in NWA- St. James Food Pantry

- Special guest Monique Jones presented on food insecurity in Northwest Arkansas and how St. James Food Pantry helps with this need.
- St. James has launched a 'food locker' to help meet the needs of hungry people in the area. This was a large undertaking including \$50,000 in equipment in addition to electric, concrete, etc. as well as inventory.
- With food lockers, clients can order online based on inventory and receives a code to access groceries. There are underserved rural areas like West Fork and Winslow that could benefit from having a food locker in their area.
- The Board discussed how the co-op can collaborate with St. James Food Pantry to help support addressing food insecurities in Northwest Arkansas.

GM Search Update

- Randy reported that there are not currently a lot of options for the open GM role, Melanie (recruiter) is still interviewing candidates however due to the competition in the area it has been challenging to find qualified candidates.
- The Board could look outside the grocery/co-op retail industry and consider other industries to recruit from.

Policies for review/discussion:

- D2- Board Job Descriptions

Upcoming meeting dates:

- May 28th, 2024- May Monthly Meeting

Meeting adjourned at: 8:47 pm

Member Comments:

Barbara Fraleigh- Dennis invited Barbara and four other members to meet regularly with staff as an Advisory Board to discuss various topics including farmer and vendor relations as well as other needs within the co-op.

Julia Nall- Hot Foods Bar and Bakery look amazing lately!