

Onion River Cooperative – Board of Directors Meeting
City Market South End Community Room
Monday, March 25, 2024

This meeting will be held in person. Email LJones@citymarket.coop to attend.

Time	Topic	Action/Result	Presenter
5:30–6:00	Gather: eat and chat	Connect	All
6:00–6:05	Welcome	Connect	Kristina
6:05–6:10	Welcome & Preliminaries Review agenda Review minutes (1) Review action items (1)	Decide (a)	Kristina
6:10–6:15	Open Member Time	Members bring topics to the Board’s attention	Members
6:15–6:40	Board Perpetuation Committee presentation	Learn	Perpetuation Committee
6:40–7:00	Understanding Contract Negotiations with Kerin Stackpole Part 1: Overview and process	Learn	Kerin, John, Kristina
7:00–7:20	Executive Session Understanding Contract Negotiations Part 2: Contract details and Q&A	Learn	Kerin, John, Kristina
7:20–7:30	Half-time stretch	Rejuvenation	All
7:30–7:55	GM Reporting GM Monthly Report (2) B7: Customer Service & Value (2)	Learn, monitor, decide (b)	John
7:55–8:00	Co-op Seedling Grant Celebration	Learn, share	John, Kristina
8:00–8:15	Board Self-Monitoring D9: Board Terms of Office	Monitor (c)	Mitch
8:15–8:30	Annual GM evaluation process Review and document process	Learn, discuss	Sam
8:30–8:40	Board Education & Training Columinate webinars or other events CCMA 2024 Spring Board Retreat (3)	Learn, share (d)	Recent attendees, Kristina
8:40–8:45	Open Board Time	Board Members bring topics to the Board’s attention	All
8:45–8:50	Future Planning Open Member time follow-up Review calendar	Discuss, decide	Kristina
8:50–8:55	Wrap-up Action items, meeting evaluation	Assess	All
8:55	Adjourn		All

Attachments

1. Draft of last month's minutes and action items
2. Monthly GM update and B7 reports
3. Draft Spring Board Retreat agenda

Meeting Preparation

- a. Read the February meeting minutes and action items. Note any questions or corrections.
- b. Read the monthly GM update and B7 reports. Note comments, questions, and items of appreciation and prepare to monitor.
- c. Review the D9 policy and come ready to monitor.
- d. If you have attended a board education or training opportunity, come ready to share takeaways. Review the draft retreat agenda and note any questions, comments, or suggestions.

President's Note

Dear Fellow Board Members,

Happy Spring! Although we're not through with snow, I'm looking forward to our Spring Board retreat and a summer social event in the coming months.

For the March meeting, we've invited Kerin Stackpole to help the Board better understand contract negotiations and the full Board Perpetuation Committee to give a presentation on their work over the past two years.

In addition, Mitch will lead us through a review of our D9 policy, and Sam will provide an overview of our annual GM evaluation process and how we can document this process for the future.

Outside of the meeting, the Board planning team has been working on finalizing our Spring retreat agenda and recently submitted a proposal for a CCMA presentation.

Thank you as always for your time and dedication to the Co-op, and I'll see you on Monday!

With gratitude,

Kristina

Onion River Co-op/City Market

Board of Directors Meeting

Virtual, Zoom Meeting

February 19, 2024

Board Attendance:

Kristina Sweet (she/her), Board Member, President

Jody Landon (she/her), Board Member, Treasurer

Sam Werbel (he/him), Board Member, Vice President

Myle Barr (she/her), Board Member

Mitch Manacek (he/him), Board Member

Rubin Jennings (he/him), Board Member

Brian Tobin (he/him), Board Member

Jen Savas, Board Member

Shannon Kilpatrick (she/her), Board Member

Absent:

Also in attendance:

Michael Healy (he/him), Member, Board Meeting Facilitator

Emily O'Hara (any/all), Member, Board Meeting Minutes-Taker

John Tashiro (he/him), General Manager

Lauren Jones (she/her), Membership Manager

Trish Redalieu (she/her), Director of People & Culture

Madelyn Cataford (she/her), Director of Finance & IT

Serrill Flash (he/him), Community Member

Preliminaries

A quorum was established, and the meeting started at 6:03 PM.

Review Agenda

Agenda was reviewed and approved as written with 9 supporting votes, 0 abstentions, and 0 dissenting votes.

Review Minutes

The Board reviewed the meeting minutes from January 22, 2024 meeting, and the meeting minutes were accepted with the following change/update:

- Conflict of Interest Section: Jody's name can be struck from the nothing to declare list
- Page 4: add Kristina's edit: "Under Potential: Kristina works for the Vermont Agency of Agriculture, Food & Markets, which occasionally collaborates with the Co-op."
- Page 5: Board Work Plan Review = move this section to the Annual Report & Global Ends Report: "[...] highlighting the evolution of the Co-op (revamping of Community Connections, electronic receipts, 50 years, etc.)."

with 9 supporting votes, 0 abstentions, and 0 dissenting votes.

Review Action Items

The Board reviewed the Action Item list and 5 items were removed (all tasks completed).

Open Member Time

Elect Board Officers

All current officers received full supporting votes to continue in their roles.

GM Reporting

Monthly GM Update

John presented the GM Update to the Board, highlighting updates regarding underperforming sales, but trends shifting upwards in the current month (February) along with on-going safety challenges. He invited Trish to share highlights about the mental health first-aid training, social media recruitment and data collection.

The Board shared personal observations and asked clarifying questions.

B4: Financial Condition

John presented the B4: Financial Condition, highlighting performance, grocery trends, customer-to-member conversion, current debt, and cash flow.

The Board shared personal observations and asked clarifying questions.

The Board found the definitions and interpretations reasonable, there was enough data to determine compliance, and the data demonstrated compliance with the policy. The Board approved the report as demonstrating compliance with the policy, with 9 supporting votes, 0 abstentions, and 0 dissenting votes.

B6: Emergency GM Succession

John presented the B6: Emergency GM Succession, highlighting procedural updates. John informed the Board that as of February 1, there would be a change with Trish Redalieu moving into the GM interim successor position and Madelyn Cataford moving into the second GM interim successor position.

The Board shared personal observations and asked clarifying questions.

The Board found the definitions and interpretations reasonable, there was enough data to determine compliance, and the data demonstrated compliance with the policy. The Board approved the report as demonstrating compliance with the policy, with 9 supporting votes, 0 abstentions, and 0 dissenting votes.

Board Perpetuation Committee Update and Charter Review

Jody presented a brief update regarding the Board Perpetuation Committee after meeting with Megan. They are seeking 1-2 new Board Members to serve on the committee.

Board Education and Training

2024 NOFA-VT Winter Conference

- Brian discussed food insecurity and farm resilience workshops noting crossover with John's newsletter messaging and Co-op framing.
- Shannon discussed finance, organic produce marketing, and soil testing workshops. (Questioned NOFA's organic purchase data/shared a suggestion on market research surveying.)

Columinate Training & Events

Rubin discussed four-week Finance Training for Directors and how it illuminated the work that John, Madelyn, etc. do for Co-op's finances.

NFCA Annual Meeting

Kristina and John shared about NFCA including how the Co-op is a founding member and has always played a very active role. (Shannon expressed interest in attending/carpooling.)

CCMA Annual Meeting

- John spoke about the high attendee fee; can send up to three people this year (to Portland, ME).
- Kristina and Rubin shared their experiences about breakout sessions, camaraderie, etc.

~Half-time stretch~

Board Self-Monitoring

D1: Governing Style

Jody presented her review of D1: Governing Style and shared personal observations.

Sam found the Board in compliance with the policy, and it fairly and accurately reflects what the Board does, in action.

Open Board Time

Board Members shared recent life updates, successes, and highlights.

Future Planning

Open Member Time Follow-up

No follow-ups needed.

Spring Retreat & Summer Social

John and Kristina are finalizing the plans for the Spring Retreat in the South End Community Room on April 21st. They also plan to organize a separate summer social – more details to come.

Review Calendar

- Sam to lead D8 at April's meeting.
- Myle to lead C2 at May's meeting.

Wrap Up

Action Items

Emily presented 3 action items to the Board.

Meeting Evaluation

Good meeting. Much to celebrate.

Executive Session with GM

The Board moved into Executive Session with the GM, Madelyn, and Michael, at 8:11 PM. The Executive Session covered the Q2 Financial Statements and Balance Sheet, updates on Parking at the Downtown store, and preparations for the Eclipse on April 8th. Executive Board Session with the GM and Michael adjourned at 8:59 PM.

Adjourn

The meeting adjourned at 8:59 PM.

Action Items

February 2024

Anyone interested in attending CCMA, please email John and Kristina.

Anyone interested in attending NFCA, please email John and Kristina by the end of February.

Anyone interested in leading the Board Perpetuation Committee as Chair, let Jody know.

General Manager's Monthly Report (in Support of the B-5 Policy)

March 25, 2024

In Policy B5.1, the Board asks that the GM "make the Board aware of relevant trends, public events of the organization, actual or potential actions and decisions related to public policy, or internal and external changes which affect the assumptions upon which Board policy has previously been submitted."

What's Happening

We're now well past our eighth month of FY24 (financial year 2024) and how exciting to see the days getting brighter earlier and a bit warmer. Dare I say that Spring is right around the corner! This time of year is also when we start to see a plethora of citrus in our Produce departments, and many of us are especially delighted to see (and taste!) all the varieties including my favorite, pixies! Operationally, staffing levels continue to be healthy as we seem to be consistently averaging over 300 staff monthly. A HUGE SHOUT OUT to our team for their efforts to recruit, hire and onboard staff in a timely way. On a further positive note, we've seen our monthly sales in February exceed the budget target and are noticing this trend continuing into the current month. It'll be interesting to see how much we can make up on our Year to Date (YTD) sales budget in the remaining months as we conclude FY24.

- Our employee count at the end of February was 307 versus 294 for the same period last year.
- Monthly revenue for February was \$4.4M versus a budget of \$4.3M therefore exceeding the monthly budget by 1.9%. YTD revenue is \$38.2M, which is 1.3% below our budget of \$38.7M.
- The Membership team had a successful February and added 86 new Members.
- Community & Marketing (C&M) launched Member Discount Days Campaign in collaboration with IT. This initiative will drive sales, but also acts as an incentive for our Members to stay shopping at the Co-op. The campaign is a mini Member Drive and is asking Members to update their information so we ultimately can firm up our communication sources. The Member Discount Days will be April 16-18.
- C&M is working in collaboration with Emery, the Downtown Store Manager, to update our Front End. The Member Art Wall has been moved above Customer Service and the wall behind the Self Check-Out units (SCO) is soon to get some really fun artwork! Stay tuned!
- C&M reopened the Rally applications. This is the first time in 2 years we have been able to open this back up to the public and received 28 applications from local organizations!
- February's Wellness Adventure titled Hygge Season, embraced the concept Hygge. Hygge originates from an Old Norse word meaning "to give courage, comfort, and joy". Participants earned points by participating in Hygge activities by attending an in-person workshop of a live tour of the Cigna member portal. The myCigna portal is designed to give subscribers access to personalized health plan information and access to dozens of health and wellness resources, tools, and programs. Another way to earn points was attending one of the on-demand Cigna Webcasts, Exercise Essentials, Emotion Exhaustion, Beating the Blahs, The Power of Connection at Work, and Giving to Yourself for Caregivers, to name a few!
- We received a 2023 Governor's Excellence in Worksite Wellness - Silver Level Award this year, recognizing our commitment to health and wellness in the workplace. Some of the factors that contributed to receiving the award included: The Wellness Adventure, our focus on safety,

employer-paid healthy perks and incentives for preventative care, paid parental leave, and the Employee Assistance Program.

- Members of the People & Culture Team (P&C) attended the UVM Spring Job Fair, which was focused on students seeking part-and full-time work, and internships.

Finance, IT and Purchasing & Merchandising updates:

- The Finance team is now fully staffed and has shifted its focus towards training and optimizing our accounting program, NetSuite. Plans are underway to transition our business charge accounts to the Accounts Receivable (AR) module within NetSuite, a move aimed at further streamlining our financial processes and enhancing efficiency. This transition is part of our strategic initiative to leverage NetSuite's full potential for financial management and reporting.
- Our Electronic Shelf Label (ESL) pilot program continues to show promising results. In addition to the anticipated labor and cost savings resulting from the elimination of paper tags, we have successfully eradicated price discrepancies for wine at the front end. This improvement optimizes our operational efficiency and enhances the overall customer experience by ensuring consistent pricing accuracy. We will continue to monitor the ESL pilot closely and gather feedback to further assess and consider what may be any further expansions of the pilot.
- Our Purchasing & Merchandising (PM) team has been diligently working on various projects aimed at enhancing our offerings and improving store layouts for an enhanced customer experience. Several noteworthy initiatives include:
 - Bulk Liquid Area Remodeling (Downtown): Plans are underway for the remodeling of the bulk liquid area. Despite ongoing efforts, finalization of the plans is still in progress, and reflects our commitment to meticulous planning and execution.
 - Wine Area Reset (Downtown): We are working with the store and grocery managers to reset the wine area to create a more organized and curated display. The aim is to enhance the customer experience by offering a more enticing and user-friendly layout.
 - Employee Transition: A tenured purchasing employee is relocating to work at Weaver Street Market, a cooperative in North Carolina. In response, the PM team has undertaken cross-training efforts to ensure seamless coverage of job responsibilities and maintain operational continuity.

Downtown (DT)

- Interim Front End Manager, Peter, has completed his second month with one month remaining to assess his performance.
- SCO transactions continue to average 45% of total customer transactions.
- Produce, Wellness, Grocery and FE have all experienced turnover. However, customer service and experience continue to remain strong
- Several new merchandising initiatives have been implemented. These include interdepartmental cross merchandising and restructuring of existing ideas to be more profitable
- Safety & Security continues to see high levels of theft and inappropriate behavior.
- We launched our new parking lot initiative as of early March that will essentially be fining people who are not customers but are continuing to park their vehicles in the the Co-op's lot. Having already seen a reduction of such behavior, we are hopeful this will continue moving forward
- We introduced Bubble Tea in Sushi departments at both stores, which is selling well.

- In preparation for the April 5-7 long eclipse weekend, we will be closing the sandwich line then, but producing extra pre-made options to help keep lines down in the stores
- We introduced a new local lamb vendor [Maplemont](#) in Meat & Seafood

South End (SE)

- SCO transactions are stable around 34% for the month
- Front End and Grocery staffing levels are stable after multiple new hires in January including our new Beer and Wine Buyer
- Produce staffing has become stable after months of struggling to find candidates
- We have introduced new ramen in Grab & Go at both stores in 3 flavors – *Turkey w/ Shoyu & Pork Belly – Salmon Belly & Preserved Lemon – Miso w/ Tofu & Mushroom*
- We have a new local charcuterie vendor in Cheese department: [Babette’s Table](#)
- Digital display menus are scheduled to be installed in the deli in April

Finance

February	DT	SE	Total	YTD FY24
Monthly Sales FY24 Actual	\$2,347,632	\$2,082,980	\$4,430,612	\$38,243,000
Monthly Sales FY24 Budget	\$2,368,941	\$1,977,535	\$4,346,476	\$38,743,494
Variance from Budget	(\$21,309)	\$105,445	\$84,136	(\$500,494)
% Var from Budget	-0.90%	5.33%	1.94%	-1.29%
Monthly Sales FY23	\$2,345,242	\$1,944,541	\$4,289,783	\$37,696,037
Variance from FY23	\$2,390	\$138,439	\$140,829	\$546,963
% Var from FY23	0.10%	7.12%	3.28%	1.45%
Avg. Daily Sales				
FY24	\$83,811	\$74,366	\$158,176	
FY23	\$75,372	\$69,424	\$144,796	
% Var from FY23	11.2%	7.1%	9.24%	
Avg. Basket Size				
Member FY24	\$39.24	\$59.41		
Member FY23	\$38.91	\$59.01		
% Var from FY23	0.85%	0.68%		
Non-Member FY24	\$23.83	\$32.74		
Non-Member FY23	\$25.32	\$35.58		
% Var from FY23	-5.86%	-7.96%		
Avg. Daily Register Transactions				
FY24	2,855	1,549		
FY23	2,692	1,379		
% Var from FY23	6.1%	12.4%		

Rally for Change

February		Total
Total Donations		\$12,110
10% Partner	Howard Center Street Outreach Team	\$1,211
40% Partner	Burlington School Food Project	\$4,844
50% Partner	Feeding Chittenden	\$6,055

NOTE: In addition, Feeding Chittenden (FC) received \$3 in cash and \$5,086 in product donations. Total with Rally for change donations is \$11,144.

Local Food

February	DT	SE	Total
Local Food Sales FY24	\$897,124	\$751,776	\$1,648,900
Local Food Sales FY23	\$894,298	\$694,265	\$1,588,563
% Var from FY23	0.32%	8.28%	3.80%
% of Local Sales vs. Total Sales FY24	38.2%	36.1%	37.2%
% of Local Sales vs. Total Sales FY23	38.1%	35.7%	37.0%

Organic and Fairly Traded Products

February	DT	SE	Total
Organic Produce Sales FY24	\$230,119	\$294,408	\$524,527
Organic Produce Sales FY23	\$238,718	\$268,738	\$507,456
% Var from FY23	-3.74%	8.72%	3.25%
# of Fair-Trade Products for Sale in FY24	323	340	402
# of Fair-Trade Products for Sale in FY23	313	341	390
% Var from FY23	3.10%	-0.29%	2.99%

Co-op Membership

February	DT	SE	Total
Member Sales FY24	\$1,124,368	\$1,474,191	\$2,598,559
Member Sales FY23	\$1,248,514	\$1,436,305	\$2,684,820
% of Store Sales in FY24	47.9%	70.8%	58.7%
% of Store Sales in FY23	53.2%	73.9%	62.6%
New Members (DT/SE + online)	21	34	86
	FY24	FY23	% Difference
Membership	12,056	12,599	-4.3%
Partially Capitalized	7,459	8,346	-10.6%
Fully Capitalized	3,728	3,323	12.2%
Non-share Holding	869	930	-6.6%

Member Worker Hours	1,027	973	5.5%
% of Member Worker Hours in Community	95.09%	95.00%	0.09%

Food for All

February	FY24	FY23	% Difference
FFA Sales	\$191,057	\$220,676	-13.4%
FFA Membership	1016	1101	-7.7%

3Squares/WIC

February	FY24	FY23	% Difference
3SquaresVT	\$87,216	\$127,028	-31.3%

Online and External (Out of Store) Services

Catering demand has remained at 8-10 weekly, but we are striving to grow this with some on-going targeted promotional activities and spreading the news about our expanded menu offerings!

General Manager's Monitoring Report
Prepared by: John Tashiro
March 25, 2024

Policy Type: Executive Limitations
Policy Title: B7 – Customer Service and Value
Adopted: (before 12-03)
Last Revised: May 19, 2008

The GM reports compliance with all parts of B7. Please find information to reflect the March 1, 2023 to February 29, 2024 reporting period unless where noted otherwise.

I certify that the information contained in this report and attachments is true.

Signed John Tashiro
General Manager

B7. The General Manager will not fail to ensure that our customers receive high value in our products and services.

GM Interpretation: *A separate policy monitoring report on Policy B9, Membership, covers the Board's expectations about programs and services specifically for Members. In this policy monitoring report, the GM discerns no distinction between Members and non-members. Regarding receiving high value in our products and services, Members are intrinsically a sub-set of customers.*

Being open for business for our regularly published times is fundamental for ensuring that our customers receive high value in our products and services.

As "high value" is a relative term, the GM interprets that maintaining and increasing sales is the most appropriate measurement of compliance as a broad indicator of customer satisfaction. A second measure would be customer count, assuming an increase in customer visits would also measure customer satisfaction.

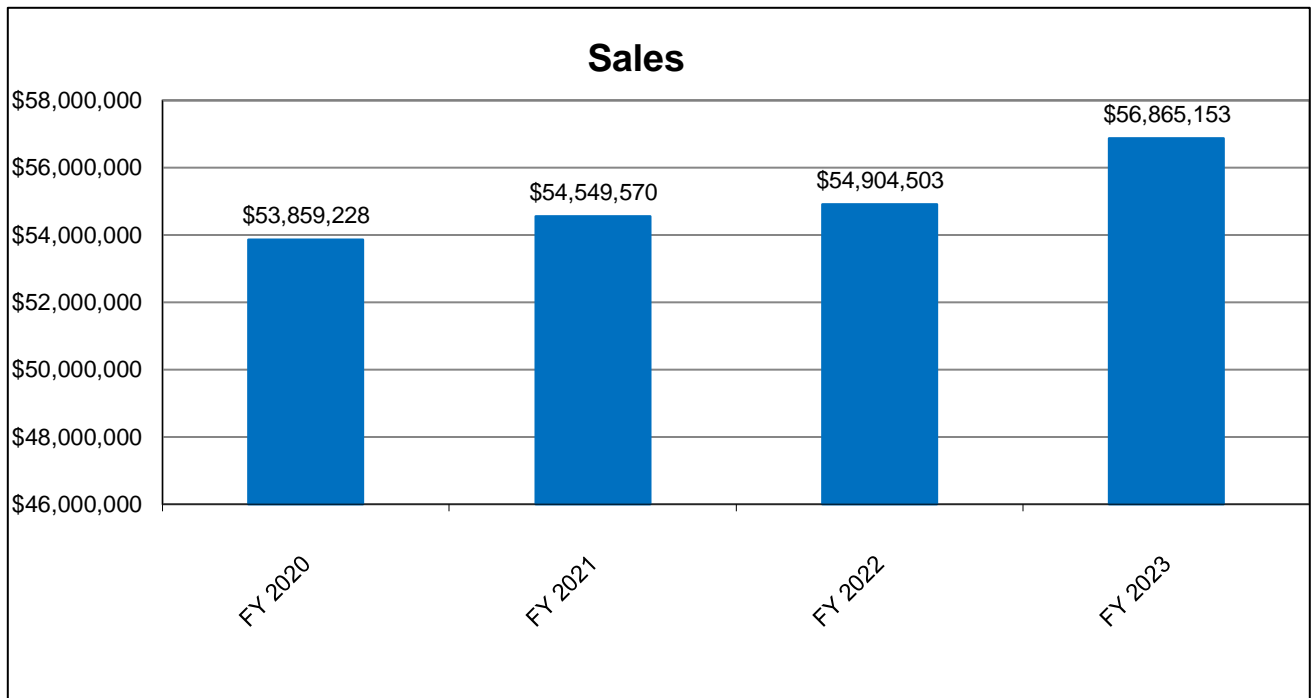
GM Note In light of the on-going COVID-19 related status, the GM has provided comments throughout this report recognizing its relevance to staff and customer safety.*

Operational definitions: If customers did receive high value, these metrics would apply:

1. ORC is open-for-business as to the published schedule.
2. Continued high value in products and services will result in customer loyalty. Sales levels and customer transactions would remain constant or increase compared to the previous year. Prices would be perceived as reasonably comparable to local area competition.
3. Customers would be satisfied and have received excellent service.

Data:

1. Our published schedule is 363 days of operation (closed Thanksgiving, Christmas) and in the reporting period we had no unexpected store closings.
2. An analysis of sales levels indicates continued customer loyalty (see charts below).
 - a. Total sales increased by 3.45% from FY 2022 to FY 2023



- b. Customer (transaction) count increased by 3.6% from FY 2022 to FY 2023.

3. Under the NCG national initiative, ORC has maintained the “Co-op Basics” program since the spring of 2017, which focuses on affordable pricing on mid-shelf basic basket items (including the entire Field Day product line). Throughout 2023, the program continued to offer accessible product options, featuring over 437 items, and accounted for approximately 3.6% of total annual sales.
 - a. The Co-op Basics program is the co-op network’s first everyday low price (EDLP) program that focuses on mid-level priced items (“Better” attribute level) in a variety of categories around the store. The intent is to improve price perception, along with increased sales throughout the store.
 - b. Products are selected that are mid-priced in a variety of categories and those our shoppers regularly buy (i.e., not specialty items) as part of their basic weekly basket. All Field Day products are included in this program.
 - c. All shelves with products in this program have a Co-op Basics channel strip sign.
 - d. This program complements the existing “Budget Stretchers” program through Associated Grocers, one of our other main distributors, as well as our Weekly Winners, Fresh Deals and NCG Co-op Deals.

4. ORC conducts monthly pricing comparisons and visit all of our area’s major conventional grocers as well as studies displays and merchandising among a selected few.
 - a. A list is maintained with a specific set of core items that is a representation of a typical Member’s shopping lists, recommendations from NCG, POS data and grocery industry standard basic items.
 - b. Consistently strive to be within a 10 % pricing with area stores and make adjustments as needed at shelf by leveraging our margins and decreasing suggested retail prices, and/or negotiating better pricing from suppliers.

February 2024						
Item	City Market Brand	City Market	Hannaford Brand	Hannaford	\$ diff	% Change
Butter, Unsalted, 1lb	Food Club	\$5.69	Hannaford	\$4.49	\$1.20	21.09%
Milk, whole, gallon	Co-op	\$3.99	Monument	\$5.69	(\$1.70)	-42.61%
Eggs, dozen, large brown	Dreamwalker	\$5.69	Dreamwalker	\$5.99	(\$0.30)	-5.27%
Cheese, shredded 16 oz mozzarella	Food Club	\$4.19	Hannaford	\$4.97	(\$0.78)	-18.62%
Tofu, Nasoya, 14 oz	Nasoya	\$3.49	Nasoya	\$2.99	\$0.50	14.33%
Yogurt, non fat, greek, any flavor, 32 oz	Green Mtn. Creamery	\$6.99	Green Mtn. Creamery	\$5.49	\$1.50	21.46%
Sugar, white granulated 4lbs	Food Club	\$4.19	Hannaford	\$3.49	\$0.70	16.71%
Flour, All Purpose 5lbs	Food Club	\$3.59	Hannaford	\$2.79	\$0.80	22.28%
Olive Oil, Extra Virgin 16.9 oz	Food Club	\$8.99	Hannaford	\$6.89	\$2.10	23.36%
Cereal, Raisin Bran, 18.7 oz	Food Club	\$3.29	Hannaford	\$2.99	\$0.30	9.12%
Bread, 100% whole wheat, 24 oz	Freihofer Country	\$4.79	Freihofer Country	\$4.79	\$0.00	0.00%
Bread, 21 grain, 27 oz	Dave's Killer	\$6.99	Dave's Killer	\$6.99	\$0.00	0.00%
Tuna, Chunk Light in water 5 oz	Star Kist	\$1.49	Star Kist	\$1.79	(\$0.30)	-20.13%
Peanut Butter, Smooth, 16 oz	Food Club	\$2.59	Hannaford	\$2.49	\$0.10	3.86%
Pasta sauce, OG traditional, 24 oz	Field Day	\$4.99	Nature's Promise	\$3.99	\$1.00	20.04%
Spaghetti, 16 oz	Barilla	\$1.99	Barilla	\$1.79	\$0.20	10.05%
Broth, OG Chicken 32 fl	Field Day	\$2.69	Nature's Promise	\$2.89	(\$0.20)	-7.43%
Apple Juice, 64 oz	Apple & Eve	\$3.79	Apple & Eve	\$3.19	\$0.60	15.83%
Frozen Petite Peas, 16 oz	Food Club	\$2.49	Hannaford	\$2.09	\$0.40	16.10%
Bacon, 16 oz	Sugardale	\$5.19	Hannaford	\$4.99	\$0.20	3.85%
Ground Turkey, 16 oz	Ferndale	\$4.69	Shady Brook Farms	\$4.22	\$0.47	10.02%
Chicken, grade A, boneless breast, per lb	In-house (AGNE)	\$4.99	Hannaford	\$5.99	(\$1.00)	-20.04%
		\$96.78		\$90.99	\$5.79	5.98%

5. In May of 2021, City Market launched a partnership with the NCG Customer Experience (CX) Program, a web-based survey that invites randomly selected shoppers to offer feedback about their shopping trip within three days of their visit.

GM Note: In addition to the data collected in the NCG CX Survey responses, City Market also regularly receives feedback via e-mail, phone, social media messages, in-store comments and public reviews. The South End store currently has 512 Google reviews with an average rating of 4.6 stars. The Downtown Store currently has 1,981 reviews with an average rating of 4.5 stars.

Customer Service & Satisfaction:

GM Note: Data below includes 1349 responses from the NCG CX program from March 1, 2023 through Feb 29, 2024. Responses focus on overall satisfaction, checkout experience, availability of products, likelihood to return, and likelihood to recommend. Data is separated by store and combined in the charts below. Numbers 1-5 represent customer response from highly satisfied (5) to highly dissatisfied (1). To walk through a sample survey, visit [this link](#).

Brand^	NCG	Count	Overall Satisfaction	Checkout Experience	Availability of Products	Likelihood to Return	Likelihood to Recommend
CMO - City Market/Onion River Co-op	1 - National Co-op Grocers	1349	72%	75%	51%	83%	71%

Store	Overall Satisfaction	Checkout Experience	Availability of Products
Combined	5: 965 4: 353 3: 16 2: 13 1: 2	72% 5: 889 26% 4: 257 1% 3: 127 1% 2: 6 0% 1: 2	75% 5: 693 22% 4: 522 2% 3: 81 1% 2: 146 0% 1: 7
000623 - City Market/Onion River Co-op (Downtown)	5: 558 4: 230 3: 9 2: 7 1: 1	69% 5: 483 29% 4: 173 1% 3: 118 1% 2: 3 0% 1: 1	71% 5: 400 26% 4: 331 3% 3: 148 0% 2: 122 0% 1: 4
010597 - City Market/Onion River Co-op (South End)	5: 407 4: 123 3: 7 2: 6 1: 1	75% 5: 406 23% 4: 84 1% 3: 19 1% 2: 13 0% 1: 1	81% 5: 293 17% 4: 191 2% 3: 33 1% 2: 124 0% 1: 13

Store	Likelihood to Return	Likelihood to Recommend
Combined	5: 1121 4: 170 3: 148 2: 18 1: 2	83% 5: 959 13% 4: 291 4% 3: 175 1% 2: 120 0% 1: 4
000623 - City Market/Onion River Co-op (Downtown)	5: 662 4: 109 3: 128 2: 4 1: 2	82% 5: 550 14% 4: 199 3% 3: 144 0% 2: 110 0% 1: 2
010597 - City Market/Onion River Co-op (South End)	5: 459 4: 61 3: 120 2: 14 1: 0	84% 5: 409 11% 4: 92 4% 3: 31 1% 2: 110 0% 1: 2

GM Note: Data below includes selected responses from the NCG CX program from March 1, 2023 through Feb 29, 2024. Responses focus on availability, helpfulness, and friendliness of staff. Data is separated by store and combined in the charts below. As with the previous section, numbers 1-5 represent customer response from highly satisfied (5) to highly dissatisfied (1).

Store	Availability of Staff	Friendliness of Staff	Helpfulness of Staff
Combined	5: 827 4: 403 3: 105 2: 10 1: 4	61% 5: 970 30% 4: 318 8% 3: 150 1% 2: 8 0% 1: 3	72% 5: 940 24% 4: 324 4% 3: 176 1% 2: 7 0% 1: 2
000623 - City Market/Onion River Co-op (Downtown)	5: 458 4: 271 3: 69 2: 5 1: 2	57% 5: 554 34% 4: 210 9% 3: 135 1% 2: 5 0% 1: 1	69% 5: 537 26% 4: 217 4% 3: 147 1% 2: 3 0% 1: 1
010597 - City Market/Onion River Co-op (South End)	5: 369 4: 132 3: 36 2: 5 1: 2	68% 5: 416 24% 4: 108 7% 3: 115 1% 2: 3 0% 1: 2	76% 5: 403 20% 4: 107 3% 3: 129 1% 2: 4 0% 1: 1

Legend

In addition to the survey responses above, we received 265 celebration alerts during the reporting period across both stores celebrating individual staff. Below is a selection of these responses which are shared with staff and posted on employee-facing bulletin boards in both stores.



Certificate of Appreciation
for providing

Outstanding Customer Service

This Certificate is Awarded to:

Nellie - City Market/Onion River Co-op (South End)

Customer's Comments: I have appreciated Nellie's competent assistance over the years, having been a co-op member since moving here in 2008. She is truly an asset to the store, with a remarkably comprehensive understanding of City Market's product line across many different departments, and a ready willingness to share what she knows. Thank you Nellie!

Additional Comments: I had a question about product availability & special ordering. The staff person who assisted me (Nellie) was instantly helpful extremely knowledgeable, answering my questions completely.

Visit Date: 3/16/2023 3:48 PM



Certificate of Appreciation
for providing

Outstanding Customer Service

This Certificate is Awarded to:

Charlie and Kit - City Market/Onion River Co-op (South End)

Customer's Comments: Always, always friendly and pleasant to deal with!

Additional Comments: I'm ALWAYS satisfied with my City Market visits. Staff is abundantly friendly and efficient and the local choices are exceptional. I've been a customer for at least 20 years - and I don't even live in town!

Visit Date: 5/12/2023 9:27 AM

The GM will not:

B7.1 Allow an unsafe shopping environment for our customers.

GM Interpretation: *It is the expectation that a customer will be safe while shopping at the Co-op. As ORC has grown, certain risk factors have increased. As a two store cooperative, our Downtown store parking lot remains small and often crowded. The continued migration of our Downtown store traffic to the South End has continued to help ease some of the congestion in the Downtown store. In addition, petty crime is a recurring issue in the Downtown location, while this is much less so in the South End. Also, the on-going staffing challenges and staff turnover necessitate ongoing training to maintain a high level of awareness, great customer service and a safe customer and staff environment. ORC needs to and is committed to be proactive in providing a safe environment and protecting itself in case of risks.*

Operational Definitions:

1. Customer safety is demonstrated by a low rate of paid claims from our insurance company to customers.
2. Co-op will take a proactive approach in order to enhance safety and security by:
 - a. Staffing of Safety and Security Managers and providing staff training on Safety and Security topics.
 - b. Lessening the potential for parking lot issues working with neighbors, surrounding organization and Police Department
 - c. Creating a safe shopping environment by working with the Police Department.
 - d. Calling the Police Department to respond to more serious disruptors of the peace.
 - e. Receiving and posting alerts of potential risks to safety and security.
 - f. Hiring on-site police and/or security to protect assets as necessary.
3. Protecting shoppers from individuals who maliciously disrupt Co-op activities: shoplifters, the inebriated, the disorderly and disruptors of the peace by issuing them a "Notice of Trespass" prohibiting entry to the premises for one year.
4. 96% of NCG CX respondents rated store cleanliness as highly satisfied or satisfied.
5. Assess and manage additional safety measures to address public health issues based on guidance and recommendations by the CDC, Vermont Department of Health and/or other reputable sources as well as industrywide best practices.

Data:

1. The following table illustrates insurance claims resulting in payment to customers over the last four fiscal years.

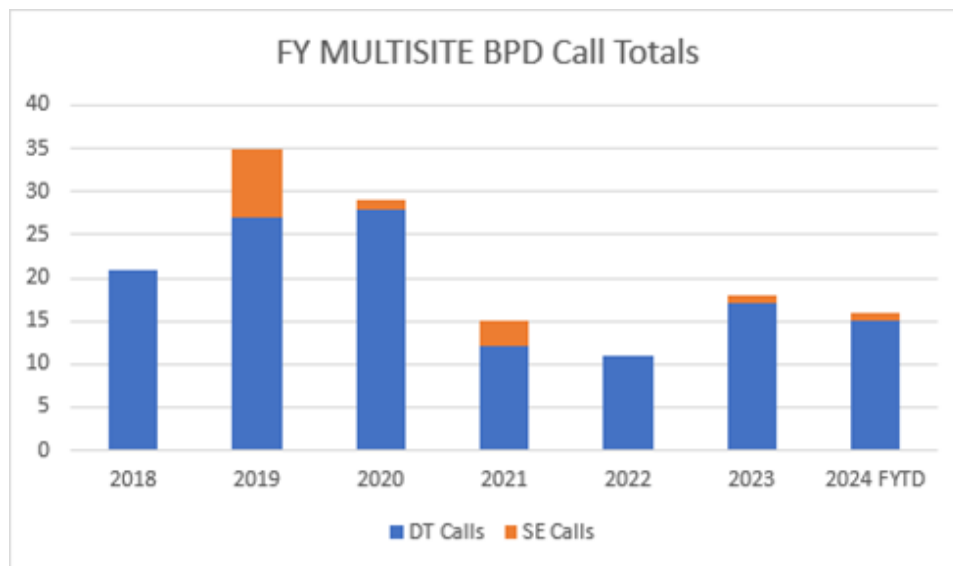
	Insurance claims with payments made	Transactions
FY 2020	0	1,738,738
FY 2021	0	1,432,358
FY 2022	0	1,505,244
FY 2023	0	1,562,262

2. ORC takes a proactive approach in order to enhance safety and security:
- a. ORC continues to maintain six full-time Safety and Security Manager positions on our Co-op staff. Our Safety and Security Managers, in conjunction with store management, have proactively instituted the following preventive measures in the reporting period:

ORC conducts trainings on Safety and Security topics:

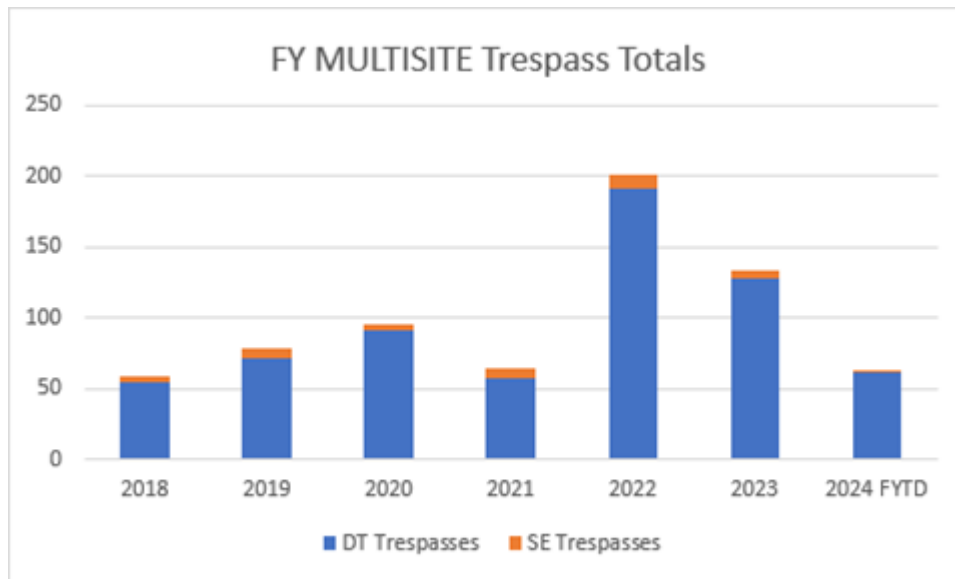
Trainings in Reporting Period (3/1/23- 2/29/24)	
Bloodborne Pathogens and Hazardous Chemicals	All New Employees at NEO and annually thereafter
Lockout/Tagout training	All New Employees at NEO and annually thereafter
Safety and Security: Fire Safety, Power Failure, Emergency Paging codes, incident reporting, safe lifting Basics, Robbery/Shoplifting/Workplace Violence Protocols	All New Employees at NEO and annually thereafter
Knife skills/cut gloves	Conducted at the department level; Specific to work requirements

- b. Monitoring activities in our parking lots, working closely with our neighbors and surrounding businesses and proactively anticipating potential issues and/or addressing those in a timely manner as they surface.
- c. Create a safe shopping environment by working with the Police Department and the Howard Center to handle real-time issues as well as meet with them periodically to heighten awareness for potential problems and preventative measures.
- d. Standard procedure is to call the Police Department to respond to situations needing their help. We've tracked 16 BPD responses so far in FY24 YTD, compared to a total of 18 throughout FY23.



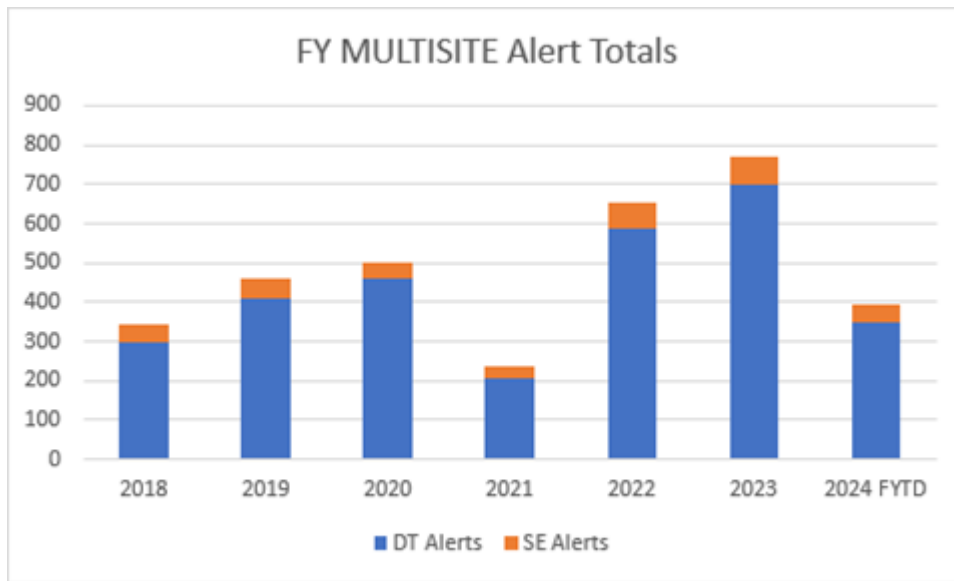
FY24 YTD data is from July 1, 2023 through February 29, 2024

- e. Receiving and posting alerts from BPD, UVM and local loss prevention agents (among other sources) of potential risks to safety and security, as supplements to ORC internal alerts. We update this list daily.
 - f. ORC contracted parking attendants from Green Mountain Concert Services (GMCS) to assist with parking lot flow and safety during holiday rush times. Beginning January 2024, the Safety & Security team began regular parking lot patrols during busy hours to mitigate parking violations and to help ensure the safety of our patrons and parking spaces were utilized by customers while actively shopping only. ORC also contracted with Premium Parking to empower the Safety & Security team with the ability to issue ‘invoices’ to vehicles in violation of ORC parking policies. Beginning in March 2024, warning ‘invoices’ will be issued to such vehicles and in April 2024, these ‘invoices’ will have a violation fee attached to them.
3. From March 1, 2023 through February 29, 2024, ORC issued 114 Notices of Trespass, of which 110 were in the DT store and 4 in the SE store. There were a total of 133 Notices of Trespass issued in all of FY23. Notices of Trespass are issued to those who shoplift, disrupt the peace through disorderly conduct or otherwise cause harm to our business.



FY24 YTD data is from July 1, 2023 through February 29, 2024

Our Safety & Security team also creates internal security “alerts”, resulting from our various observed behaviors, community connections, including informational updates from the police department, Howard Center, and other local businesses, alerting us to those who have caused problems elsewhere in our community. From March 1, 2023 through February 29, 2024, 591 Safety & Security Alerts were posted: 527 deriving from the DT store, and 64 deriving from the SE store.



FY24 YTD data is from July 1, 2023 through February 29, 2024

4. Cleanliness: The NCG CX Survey asks customer to rate their satisfaction with the cleanliness of the store from highly satisfied to highly dissatisfied. 96% of NCG CX respondents rated store cleanliness as highly satisfied or satisfied when combining both stores. 95% of Downtown shoppers rated their satisfaction as highly satisfied or satisfied compared with 97% of South End shoppers.

Store	Cleanliness of Store		
Combined	5:	810	69%
	4:	324	27%
	3:	138	3%
	2:	7	1%
	1:	1	0%
	000623 - City Market/Onion River Co-op (Downtown)	5:	380
	4:	224	35%
	3:	26	4%
	2:	6	1%
	1:	1	0%
010597 - City Market/Onion River Co-op (South End)	5:	430	79%
	4:	100	18%
	3:	12	2%
	2:	1	0%
	1:	0	0%

5. Additional Safety Measures & Steps: Due to the on-going considerations with COVID, we continue to adapt our activities and during the March 1, 2023 to February 29, 2024 period, these included but are not limited to the following:
- Continued evolution of communication to All Staff sharing changes to various guidance and information from the Governor, VT Department of Health, CDC and/or City of Burlington via work and personal emails and postings in stores.
 - Creation and access to information about COVID cases and contact tracing status among staff via a dashboard updated in real time
 - Continued diligence with protocols around sanitizing and cleaning in departments & common areas
 - Adjustments with department huddles that ranged from in-person primarily via outdoor spaces and/or small groups with ample socially distancing
 - Continued improvements with meeting room technology for better virtual conference capability
 - Continued ALT meetings and trainings with virtual and in-person options
 - Provided trainings for All Staff only in small group settings with ample social distancing
 - Provide masks to all customers and staff
 - Adjustments to educational programming and classes between in-person and virtual options

B7.2 Operate without a system for soliciting and considering customer opinion regarding preferences, product requests, complaints and suggestions.

GM Interpretation: *A customer comment system is an integral part of monitoring customer opinion to be positioned to provide value to customers. Businesses morph over time and it's important to keep up with product requests and service issues. Continuous improvement over time is dependent on our ability to listen to and act on customer input. We have continued our practice of making physical customer comment cards available at both stores at Customer Service but have found a significant decline in the number of comments submitted since March of 2020 at the onset of the Covid-19 pandemic. In May of 2021, we launched the NCG Customer Experience (CX) Survey program to provide a more consistent and holistic view of customer feedback in conjunction with the customer comment cards and various other forms of feedback.*

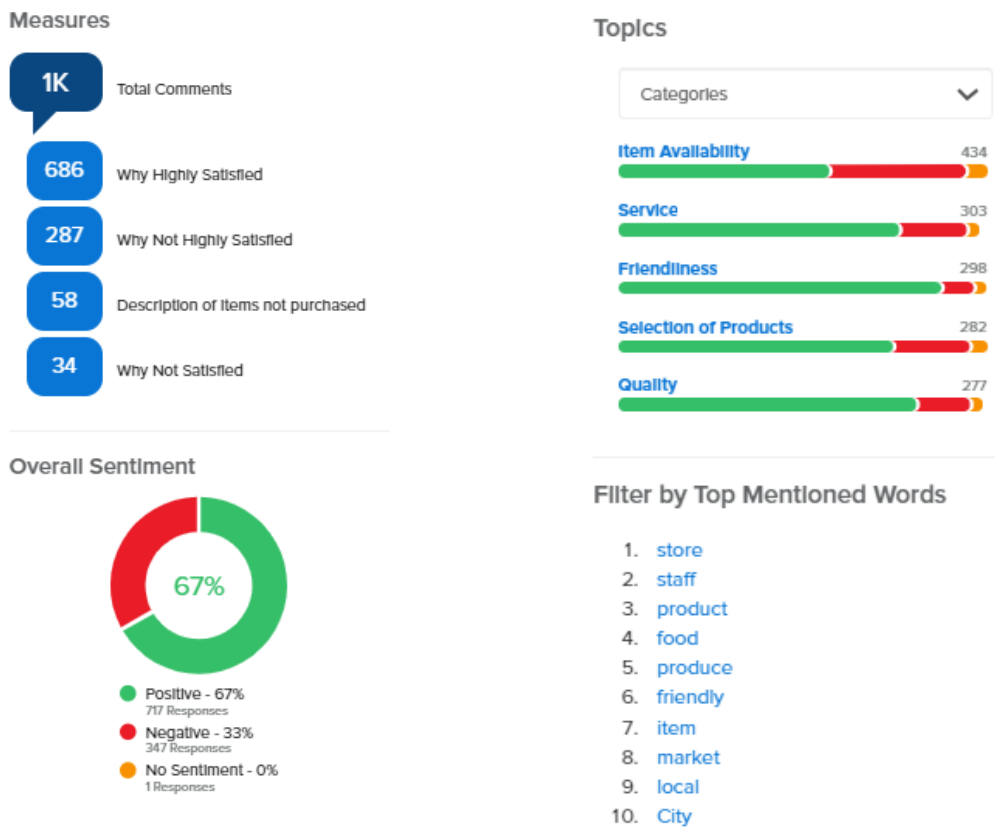
Operational Definitions:

1. ORC will operate with a customer comment system that includes paper and email input options, a review and response mechanism and analytical tool to review trends.

Data:

1. In addition to the paper and email input options referenced above, ORC launched the NCG CX Program in May of 2021 which provides ongoing timebound feedback and incentivizes customers with a \$5 coupon. ORC's customer comment system includes NCG CX Survey results, customer input through our paper forms at Customer Service and through email, social media and our web site.

GM Note: *Data below reflects open-ended comments from the NCG CX program from March 1, 2023 through February 29, 2024 across both stores. Out of 1065 total comments during the reporting period, 67% of the overall sentiment was positive (686 responses), 33% was negative (287 responses) and 0% was not assigned a sentiment (0 responses). Common themes included **item availability** (57% positive, 36% negative, 6% neutral), **service** (78% positive, 19% negative, 3% neutral), **friendliness** (90% positive, 9% negative, 1% neutral), **selection of products** (74% positive, 21% negative, 5% neutral), and **quality** (83% positive, 15% negative, 2% negative). Top mentioned words are also included in the charts below.*





Columinate

Catalysts for Common Good

Onion River Co-op Board-Management Retreat, April 21, 2024

Location: South End Community Room

Goals

- ☆ Learn about marketing plans (both their design and impact) leveraging insights behind market research to drive sales
- ☆ Continue to explore our individual and collective roles and values related to IDEAS (inclusion, diversity, equity, access, and social justice)
- ☆ Enjoy our time together and strengthen our connections with each other

8:30 Begin arriving and settling in; breakfast

9:00 Welcome, check in, agenda review

9:15 Teambuilding activity

9:30 Learning and discussion about marketing work

10:45 Break

11:00 Exploring IDEAS – values and roles

Understanding current operational-level goals, activities, and progress (20 minutes)

Understanding values and goals of individual board members and managers (40 minutes)

12:00 Lunch

1:00 Exploring IDEAS – values and roles (*continued*)

Identifying the board's priority IDEAS focus for the year ahead: What do we need to be thinking about, or paying attention to, or working on as a board?

2:00 Informal Board-GM conversation

2:30 Review next steps, action items, etc

Wrap up and Evaluation

3:00 Our work day is done!

Preparation

1. Review summary of operational IDEAS work
2. Watch Jeanie Wells' 2023 Trends video. Consider how these trends might provide a larger context for the conversation about marketing plans and efforts to increase sales.

