



2020 Council Work Plan

Updated 2.20.2020 based on January 8 Special Council Meeting

Goal 1: Define Co-op Strategic Priorities

Objectives: Define Co-op's 5 year strategic priorities, with a particular focus on increasing sales growth and maintaining profitability as well as council and staff development, including a shared understanding of Council's role going forward

Key Activities:

- Share background with new Council members
- Hear from managers on plans for exploring current top priorities
- Understand Council role and next steps
- Consider member/stakeholder engagement options
 - Communicate with members about current situation, financial condition and need to consider new strategies
 - Create engagement plan utilizing newsletter, annual meeting, special co-op meetings, possible town meetings, and other channels
 - Consider techniques to address stakeholder social motives
 - Kari will draft plan with Executive Committee
- Additional possible community learning topics
 - Green Mountain Transit Authority
 - Transportation co-op
 - Montpelier Business Association reports
- Identify priority multiyear development topics and include in plan (see Goal 4)
- Review Co-op strategic/business plan at June 29 meeting

Timeline: ongoing, strategic plan review in June

Lead Committee: Executive

Staff Role: significant time requirement, next steps exploring priorities (market study, shared services conversations). provide regular updates, develop strategic plan

Role in Annual Meeting?: Progress report, possible discussion topic

Notes:

- Relates to Co-op values/product mix
- Keep in mind what community need we are trying to fulfill
- Think holistically: what are the implications of each strategy for current operations, staff capacity, customer experience?
- Eventually should present members with options to discuss
- Options should be researched in advance to show viability

Goal 2: Advance Diversity, Equity and Inclusion in our Co-op Community

Objectives: Increase awareness of diversity issues, develop skills for understanding and addressing diversity issues, support efforts to increase equity and inclusion amongst Council, staff and broader community

Key Activities:

- WIC Program Review
- Outreach to communities we don't serve well, beginning with survey of neighbors
 - Suggestion: promotion of Co-op Cares is impactful
- Sponsor/host workshops for members
 - Suggestions: Stand Up for Racial Justice meeting after hours, other community groups
- Council skill-building and self-reflection
 - Support for half-day intensive training
 - Coordinate with staff training
- Foster Council diversity and inclusivity
 - Through recruitment, meeting facilitation
- Suggested: Consider changes to mission statement/Ends and/or product mix as way to be more inclusive (e.g. more organic options or more lower price options)
 - Consider next steps operationally (e.g. products for new segments of community)
- Suggested: interview diverse (first-time) shoppers for feedback on the shopping experience, conduct customer experience activity

Timeline: All activities will be initiated in 2020, WIC review and survey can be completed this year, ideally development activities are ongoing

Lead Committee: Diversity

Staff Role: moderate time requirement, prepare WIC review, support outreach (needs to be defined), support workshop/skill-building activities

Role in Annual Meeting?: Presentation/progress report, statement of purpose

Goal 3: Update Co-op Bylaws

Objective: Achieve successful vote of members approving updated bylaws

Key Activities:

- Council review of committee recommendations
- Revision and adoption of bylaw proposal
- Plan and execute campaign to inform and advocate for proposal
- Special member meeting and vote

Timeline:

- Review: February and March, including legal review
- Final language adopted: March 23
- Plan campaign: February and March
- Prepare materials and publicize: April
- Communications/engagement: April and May
- Meeting and vote: May 18

Lead Committee: Council as a whole

Staff Role: significant time requirement, prepare and execute campaign, meeting logistics

Role in Annual Meeting?: No (if successful)

Requested: redline and clean versions of proposal, create summary of more controversial topics/FAQ/what Council needs to know

Goal 4: Council Development

Objective: Improve Council communication and governing abilities as individuals and as a team

Key Activities:

- Identify development priorities: based on council input, consider job description and strategic priorities
 - Priority topics:
 - Finance- Columinate financial webinar series, quarterly reports
 - Diversity
 - Support for separate half-day training
 - Learn from high-functioning boards e.g. Mariposa, Seward
 - Meeting effectiveness- Structured conversations/reflection in meetings, training in how to have difficult conversations, review guest policy, discuss how to respond to member requests and criticisms, review ground rules, meeting evaluation
 - Recruitment
 - Also suggested: How to evaluate/pursue expansion opportunities, operations overview, observe other high-functioning boards, kids council
- Identify training resources and schedule trainings
- Consider plan for FY2021 budget

Timeline: 2020 and beyond

Lead Committee: Executive, Finance for FY2021 budget

Staff Role: modest time requirement, administrative support for trainings

Role in Annual Meeting?: TBD