

Mountain Avenue Market Board of Directors

Monthly Meeting Minutes

April 25, 2023

Board members in attendance: (all) Michael Coleman, Asma Henry, Aisha Martinek, Regina Neenan (virtual), Shane Roberts (virtual), Karl Talbot, Jake Van Vonderen (virtual)

- *Absent: None*
- **Quorum present? No; Yes, if virtual attendees constitute quorum according to bylaws**

Management team member(s) in attendance: Chris Coen

Guests in attendance: None

5: 36 p.m. — Approval of minutes from March meeting

- Postponed approval of March minutes to May meeting
- Or to be approved via email tonight, 4/25/23

5: 38 p.m. — GMT Store Report from Chris

- Renewed SAM grant authorization from government
- Set up secure savings (retirement account) possibilities for staff mandated by State of CO
- First quarter inventory completed around time of last BOD meeting
 - Provided first-quarter financials; loss so far this year of \$15,000
 - Need to work on trimming margins (ratio of profit to sales price), turnover; Chris has worked with staff, specifically department heads on how-to
 - This allows management team to see how department heads are doing
 - Shrink happening in departments for various reasons; markdowns on products need to happen when close to expiry or thrown out after expired; some departments don't have products that expire
 - Shift some buying responsibility from Stephanie to another employee would be helpful for her workload, but only able to pay minimum wage now; buyers only being paid \$14.50/hour
 - Alaura submitted notice this week; leaving MAM
 - Lots of staff turnover
 - Staff out of balance right now with many new staff members
 - Potential for someone to be Stephanie's assistant, rather than hiring someone from outside or moving current staff member to new role
 - Higher loss in bread department. Opportunity for trimming purchasing. Suppliers include but are not limited to:
 - Bread Chic
 - Great Harvest

- All-staff meeting this past Sunday to discuss how things are going.
 - Will continue to discuss progress among buyers for departments/department heads.
 - Major concern among employees is increasing pay to living wage.
 - Jake — More responsibilities in store coinciding with pay increase?
 - Chris — No real opportunity for that. Staff members have other jobs, school. Calfuray has been with us 7 years, manages deli and cheese. Tai has been with us for 2 years, working in deli.
 - Second half of property tax due at end of June, so asking staff to trim expenses ahead of that payment.
- Passed health department inspection
 - Requiring replacement of walk-in floor to make waterproof; needs to be done before next inspection in as little as two years (2025)
 - Moisture causing tiles to pull up, making cooler not fully sanitary
 - Requires external refrigeration, e.g., semitrailer, because floor must be replaced at room temperature
- Karl — Do we receive receipts for donated items? Potential for tax deduction on donated items.
- Shane — Do we look at shelf velocity (turnover) for products? You mentioned products on shelf without expiration date.
 - Chris — UNFI report shows when items were last purchased; store report also available that shows how long items have been in stock
 - Karl — Eliminating products that don't sell well?
 - Chris — Part of issue is filling up space, keeping area looking "full." Different shelving arrangement possible, but much pressure from having to complete orders.
 - Aisha — Staff members in charge of marking items down? Marketing these items?
 - Chris — Yes. Sale shelves in back of herb room. Markdown items receive red sticker. Better to sell at reduced price than give away.
 - Shane — Marked down below cost?
 - Chris — Sometimes; usually marked down by half.
 - Shane — If sell when close to date, mark down but not below wholesale price, still make some money.
- Chris — I was supposed to ask you about the Spring Fling
 - Michael — Moved to September 9, one year out from last gathering
 - Chris — Possible to move deposit? Plant Swap going on; Fix Your Stuff event coming up
 - Asma — Day after Earth Day, sales went up quite a bit
 - Chris — Sales went up ~50% the Sunday after Earth Day
- Chris — Thanks Board for efforts this year
- Karl — Impact of Crisp & Green opening across the street?
 - Chris — Certainly hasn't hurt deli sales. Owner/manager shops with us.

6:30 p.m. — BOD Check-in/BOD Self-Review: Ability to continue?

- Regina — Green, elected to be active year-round, don't foresee slowing down with warmer weather
- Shane — Yellow, busy with work, wife's school, looking forward to more involvement
- Karl — Yellow, just sold house, kids weren't feeling well at last meetings, trying to buy house in stressful market, hope to be able to hone in, focus in summertime
- Michael — Hair on fire, trying to get out of employment situation, unpleasant time, taking lots of mental bandwidth, construction at home, set time on calendar for board work on Tuesday nights, stay on track, was sick for two weeks, thought would be moving up until couple of weeks ago for out-of-state job
- Aisha — Green: Just joined, want to understand norms, communication standards; still have two little ones; nothing's changed bandwidth-wise; more out in world, doing networking
- Jake — Green, plenty of bandwidth, like to have lots going on, stay busy
- Asma — Doing fine, have some work commitments to tend to; events should help co-op; chatted with Tara today, should try to increase sales; store staff will look at margins, but we need to do things to increase sales; Regina & Aisha huge help getting things done, documented; 10 hours too little per month for board members, 15 better; Karl, I can try to look into the double bucks with Colorado
 - Karl — We take SNAP benefits at store; they wouldn't even tell me that; sole prop of business has to sign us up
 - Asma — Stephanie told me that Durango Co-op has Double Up, so I'll call them

6:40 p.m. — Secretary Role

- Was previously held by Steve
- Duty to take notes, ensure they get posted
- Michael — Regina, continue in this role?
 - Regina — Fine with that
 - Michael moves to elect, Asma seconds
 - Approved

6:41 p.m. — Committee Reports

- Leadership
 - Board Recruitment
 - Michael — Haven't been recruiting anyone, but have open seat. Likely to be open seat this year due to Trinity leaving country as husband awaiting appointment. Can put in next newsletter to promote.
 - GMT / Staff Review
 - Michael — Trinity was to spearhead this. According to Bylaws/BOD Handbook, responsible for financial health of store. After what Chris said about GMT members, bring both [Chris & Stephanie] into next meeting? Get staff to review GMT and review results? Unfair to base their performance on store's financial health due to high workload and low pay rate.

- Karl — Has Chris or anyone in the store spoken about how to increase sales?
- Asma — When I've spoken to Tara, she says more outreach. Apartment complexes. If we could go from \$3,000 in sales to \$3,400 in sales per day, could pay staff \$15/hr.
- BLD (Boring Legal Documents)
 - Condo Association
 - Michael — Have numbers for real estate attorneys. Don't know if we can fight on this. Roof is common element of condo association. Could push Collin to rerun numbers, ask politely to invite us to association meetings to see where money is being spent. Will call multiple attorneys to request pro-bono advice. At EOD, just don't know. Lack ability to fight Bohemian Association.
 - Karl — They can choose anyone to redo roof, don't have to choose lowest bid. Can do anytime.
 - Michael — Want to see what rights are. Talked to Collin about putting payments we're supposed to give to them into an ESCROW account, but not sure if we can do that. Collin mentioned during insurance walk-through that they're not available F-Su; should install ladder roof access that we would have to finance, build, maintain. We're responsible for 1/3 of roof maintenance.
 - Karl — Would we consider, at some point financially, selling and relocating? Looks like we could bleed out financially.
 - Michael — We're bleeding. Very real conversation. Building is major asset.
 - Board Handbook
 - Michael — Planning to redo board handbook this year. Reorganizing ourselves, what our responsibilities are, etc. Hope to have updated document later this year.
 - Board Service Exemption
 - Voluntary Expense Waiver
 - Conflict of Interest
 - Diversity Statement
- Grant Writing
 - Karl — Have stayed afloat through grants.
 - Aisha — Chris mentioned she'd like us to go through grants, see what we'd be eligible for.
 - Michael — Our responsibility. Co-op foundation for members to contribute to?
- Outreach
 - Events
 - Earth Day in the books!

- Asma — Went well. Let's see if we get more sales results. Called Remmington & Oak apartments, left messages.
- Fix Your Stuff event happening May 6
 - Asma — Have people lined up. Aisha has set up Facebook event. Put up fliers around town. Will go out in newsletter in couple of days.
- Spring Fling now "Fall Ball"
 - Karl — Is this a celebration of us or the members?
 - Michael — Invitation for long-term members to create sense of community. Bring people down, promote certain musicians. Get traffic, bring people in.
 - Karl — Remember lull before and after event.
- Engagement
 - Newsletter (behind schedule)
 - Field Trips?
 - Michael — Will follow up on this.
- Marketing
 - Website
 - Aisha — Looked into Shopify, Squarespace, and WebFlow. Shopify optimized for eCommerce, has blog integrations, has integrated credit card processing, price varies, starting at \$39/month, but only staff can log in. Squarespace is other option, I'm most familiar with, basic starts at \$23/month with basic commerce add-on at \$27/month, allows for everything current website allows for. Would like to look at current spending on WordPress. WebFlow would require dedicated web designer.
 - Michael — Board's job to help drive sales.
 - Regina — Create site, present to staff, ask what they'd like changed before it goes live, what they want to learn. Aisha, Jake, Regina in Slack group to coordinate.
 - Links
 - New web builder
 - Staff guide
 - Digital Content Creation
 - Staff point person
 - Board support
 - Cross promotion
 - Outreach
 - Hotels
 - New buildings in Old Town
 - Downtown businesses
 - Advertising
 - Social media — On pause until website is running.
 - Trolley
 - Karl — Just need jpg, store approval. \$100 per car, runs all season.

- Regina — Karl, can you create ad, send for board approval, and then we can take pre-approved by BOD to GMT?
- Karl — Yes, just need logos.
- Lolo Gifts
 - Karl — Reached out first time, haven't been responsive since.

7:35 p.m. — Old Business / New Business

- None at this time.

7:36 p.m. — Adjourn