

BOARD POLICY MANUAL

Weavers Way Cooperative Association
Board of Directors

Containing Policies Adopted through June 8, 2010

Contents

Summary of most recent (6/8/10) changes.....	2
Section 1: Ends.....	3
Section 2: Board-General Manager Linkage	4
M1 – Unity of Control.....	4
M2 – Accountability of the General Manager	4
M3 – Delegation to the General Manager	5
M4 – Monitoring General Manager Performance	6
Section 3: Executive Limitations	8
L1 – Financial Conditions	8
L2 – Asset Protection	9
L3 – Planning.....	10
L4 – Customer Relations	11
L5 – Treatment of Staff.....	12
L6 – Communication and Support to the Board	12
L7 – Conflict of Interest.....	13
Section 4: Governance Process	14
G1 – Governing Methods	14
G2 – Board Job Description	15
G3 – Agenda Planning	16
G4 – Board President’s Role	17
G5 – Directors’ Code of Conduct.....	18
Conflict of Interest Disclosure Form.....	19
G6 – Board Committee Principles	21
G7 – Cost of Governance	21
G8 – Member Committee Relations	22
Appendices	25
Appendix A. Weavers Way Mission Statement	25
Appendix B. Product Philosophy Statement.....	26
Appendix C. International Cooperative Principles	27

Summary of most recent (6/8/10) changes

M2.3 was modified, M4.5 was expanded, and G3.2 was eliminated (and the rest of G3 was re-numbered).

Section 1: Ends

Adopted 3/2/04, Last Revised 10/6/09

Weavers Way Cooperative Association exists to provide commercial and community services for the greater good of its members and community, to champion the cooperative model and to strengthen the local economy.

As a result of all we do:

- E1. There will be a thriving and sustainable local economy providing meaningful jobs, goods and services to our members and the community.
- E2. Our community will have access to high quality, reasonably priced food, with an emphasis on local, minimally processed and ethically produced goods.
- E3. There will be active collaborative relationships with a wide variety of organizations in the community to achieve common goals.
- E4. Members and shoppers will be informed about cooperative principles and values, relevant environmental, food and consumer issues, and the co-op's long-term vision.
- E5. Members and shoppers will actively participate in the life of the co-op and community.
- E6. The local environment will be protected and restored.
- E7. Weavers Way will have a welcoming culture that values diversity, inclusiveness and respect.

Progress toward achieving these outcomes will be reported by the General Manager to the board annually in December.

Section 2: Board-General Manager Linkage

Adopted 4/3/01, Last Revised 6/8/10

The board's sole official connection to the operational organization, its achievements, and conduct will be through the General Manager.

M1 – Unity of Control

Adopted 10/7/03, Last Revised 5/4/10

Only decisions of the board acting as a body are binding on the General Manager.

Accordingly:

M1.1 Decisions or instructions of individual directors or committees are not binding on the General Manager except when the board has specifically authorized such exercise of authority.

Compliance with this policy will be determined annually at the Board meeting in April.

M2 – Accountability of the General Manager

Adopted 5/1/01, Last Revised 6/8/10

The General Manager is the board's only link to operational achievement and conduct, so all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the General Manager.

Accordingly:

M2.1 The board will never give instructions to persons who report directly or indirectly to the General Manager, except when and to the extent that the General Manager has authorized a staff member to assist the Board with a specific function.

M2.2 The board shall refrain from formal evaluation of any staff other than the General Manager.

M2.3 The General Manager is accountable only to the Board and the Board will monitor and evaluate the General Manager based on the provisions in Policy M4.

Compliance with this policy will be determined annually at the Board meeting in April.

M3 – Delegation to the General Manager

Adopted 4/3/01, Last Revised 5/4/10

The board will instruct the General Manager through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the General Manager to use any reasonable interpretation of these policies.

Accordingly:

- M3.1 The board will develop policies instructing the General Manager to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *board policies on Ends*.
- M3.2 The board will develop policies that limit the latitude the General Manager may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *board policies on Executive Limitations*.
- M3.3 As long as the General Manager uses *any reasonable interpretation* of the board policies on Ends and Executive Limitations, the General Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
- M3.4 The board may change its policies on Ends and Executive Limitations, thereby shifting the boundary between board and General Manager domains. By doing so, the board changes the latitude of choice given to the General Manager. But as long as any particular delegation is in place, the board will respect and support the General Manager's choices.

Compliance with this policy will be determined annually at the Board meeting in May.

M4 – Monitoring General Manager Performance

Adopted 10/7/03, Last Revised 6/8/10

Systematic and rigorous monitoring of General Manager job performance will be based solely on General Manager job outputs: organizational accomplishment of board policies on Ends and within the constraints imposed by board policies on Executive Limitations. Evaluation of the General Manager will be based on demonstrated progress toward accomplishing board policies on Ends and compliance with board policies on Executive Limitations.

Accordingly:

- M4.1 The purpose of monitoring is to determine adherence to board policies.
- M4.2 The board will acquire monitoring data by one or more of three methods:
 - M4.2.1 Internal Report by the General Manager.
 - M4.2.2 External Report by an impartial third party selected by the board.
 - M4.2.3 Direct Inspection by a designated director or ad hoc committee.
- M4.3 The standard for compliance shall be based on two factors: (a) the reasonableness of the General Manager's interpretation of the policy being monitored, which shall include a description of the measures to be used to demonstrate compliance with limitations policies or progress towards ends policies, and (b) whether the data presented support compliance.
- M4.4 There are two general ways to measure compliance with board policies.
 - M4.4.1 Measuring *compliance with requirements* is appropriate for policies that require full compliance for effective operation of the organization. Monitoring reports should clearly state the degree of compliance (full, partial, or none) with supporting summary information. Reports that do not indicate full compliance must provide a remedial plan.
 - M4.4.2 Measuring *incremental progress towards long-term outcomes* is appropriate for policies that are visionary in nature. These are typically Ends Policies. Monitoring reports require establishment of (1) a baseline or history for comparison, (2) a reliable measurement technique, and (3) a short-term (usually 12 month) target.
- M4.5 Evaluation of General Manager Performance.
 - M4.5.1 The Board will evaluate the General Manager's performance based strictly on demonstrated progress toward accomplishing board policies on Ends and compliance with board policies on Executive Limitations.
 - M4.5.2 The Board will compile a Yearly Monitoring Report that states:
 - (1) whether monitoring reports were received on the due dates;

(2) whether the GM has made satisfactory progress towards the Ends and if not, the nature of the remedial plan and the extent of the remedial progress; and

(3) whether the GM was in compliance with the Limitations and if not, the nature of the remedial plan and the extent of remedial progress.

This Report will be based upon a review of the Board's Minutes that document Board Actions on the GM's monitoring reports during the evaluation period.

M4.5.3 Once a year, the Board will evaluate the GM's performance based upon the Yearly Monitoring Report.

Compliance with this policy will be determined annually at the Board meeting in June.

Section 3: Executive Limitations

Adopted 6/6/06

The General Manager shall not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, unethical, or in violation of commonly accepted business and professional practices or the Cooperative Principles.

L1 – Financial Conditions

Adopted 2/5/02, Last Revised 6/2/09

With respect to the actual, ongoing financial conditions and activities, the General Manager shall not cause or allow fiscal jeopardy to the co-op, or significant deviation of actual expenditures from board priorities established in Ends policies.

Further, the General Manager shall not cause or allow:

- L1.1 Indebtedness of a type and level that jeopardizes the ability of the cooperative to repay its current and long-term financial obligations in a timely fashion.
- L1.2 Any requirements of contracts, payroll, loans, or other financial obligations to be unmet or overdue.
- L1.3 Tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- L1.4 Consolidated operations to generate inadequate net income.
- L1.5 Financial record-keeping systems to be inadequate or out of conformity with generally accepted accounting principles (GAAP).

This policy will be monitored by Board review of reports from the General Manager according the following schedule: Fiscal Year Q1 in December, Q2 in March, Q3 in June, and Q4, as well as the year-end results, in September; and from independent accountants annually in October.

L2 – Asset Protection

Adopted 7/2/02, Last Revised 11/11/08

The General Manager shall not cause or allow the co-op assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, the General Manager shall not cause or allow:

- L2.1 Inadequate security of premises and property.
- L2.2 Uncontrolled purchasing or conflicts of interest in the purchasing process.
- L2.3 The Co-op to enter into any contracts, joint ventures, or real estate transactions without conducting appropriate due diligence. Due diligence shall include review by an attorney representing the interests of the Co-op when the lack of legal review could subject the Co-op to significant financial exposure.
- L2.4 Equipment and facilities to be inadequately insured or unable to be replaced if damaged or destroyed.
- L2.5 Loss due to business interruption to be inadequately insured.
- L2.6 Unnecessary exposure to liability or lack of insurance protection from claims of liability.
- L2.7 Data, intellectual property, or files to be unprotected from loss, theft or significant damage.
- L2.8 Damage to the co-op's good will, its public image, or its credibility.

This policy will be monitored by Board review of a report from the General Manager annually in June.

L3 – Planning

Adopted 5/7/02, Last Revised 6/6/06

The General Manager shall not operate without a long-term plan, and shall not cause or allow planning to deviate significantly from the Board's Ends policies.

Further, the General Manager shall not cause or allow plans that:

- L3.1 Omit credible projection of revenues, expenses, and cash flows.
- L3.2 Fail to separate capital and operational items.
- L3.3 Fail to disclose planning assumptions.
- L3.4 Are not updated at least annually.
- L3.5 Do not protect the long-term health of the Co-op as described in the Financial Conditions policy.
- L3.6 Do not provide for governance development.
- L3.7 Leave the Co-op unprepared for loss of key management personnel.

This policy will be monitored by Board review of a report from the General Manager annually in June.

L4 – Customer Relations

Adopted 6/3/03, Last Revised 6/5/07

With respect to interactions with customers, the GM shall not cause or allow conditions, procedures, or decisions that are unwelcoming, unsafe, undignified, unprofessional, disrespectful, inequitable, or unnecessarily intrusive.

Further, the General Manager shall not:

- L4.1 Cause or allow the name, address, phone number, email address, or any other personal information about any member to be disclosed to any person without the written consent of the member who is the subject of the information, except to the extent necessary or appropriate to operate the co-op, provide services and information about the co-op members, and comply with applicable law.
- L4.2 Operate without written customer service policies that clearly communicate to staff expectations for staff-customer interactions, outline means for establishing and reinforcing a culture of service, and provide for effective handling of customer grievances.
- L4.3 Cause or allow customer service discrimination on the basis of race, national origin, age, sex, sexual orientation, marital/parental status, religion, veteran status, or other lawfully protected class.

This policy will be monitored through a review of a report from the General Manager annually in March.

L5 – Treatment of Staff

Adopted 9/4/01, Last Revised 12/9/08

With respect to the treatment of paid, volunteer, and cooperator staff, the GM shall not cause or allow conditions that are unsafe, unfair, undignified, disorganized, or unclear.

Further, the General Manager shall not:

- L5.1 Operate without written personnel policies that: (a) clarify rules for staff, (b) provide for effective handling of grievances, (c) protect against nepotism, (d) are accessible to all employees, and (e) inform staff that employment is neither permanent nor guaranteed.
- L5.2 Cause or allow discrimination on the basis of race, national origin, age, sex, sexual orientation, marital/parental status, religion, veteran status, or other lawfully protected class.

This policy will be monitored through a review of a report from the General Manager annually in March.

L6 – Communication and Support to the Board

Adopted 8/5/03, Last Revised 4/10/07

The General Manager shall not permit the board to be uninformed or unsupported in its work.

Further, the General Manager shall not fail to report to the Board in a timely manner:

- L6.1 Any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the board's monitoring schedule.
- L6.2 Any relevant trends.
- L6.3 Any relevant information, including media coverage, threatened or pending lawsuits and material internal changes.
- L6.4 That, in the GM's opinion, the board is not in compliance with its own policies on Governance Process and Board-GM Linkage.

This policy will be monitored through a review of a report from the General Manager annually in March.

L7 – Conflict of Interest

Adopted 10/2/07

Without the express written consent of the Board, the General Manager shall not allow any business paid for by Weavers Way to be awarded to any Director who is currently serving on the Board or to any company in which a Director or a member of his or her immediate family or household has a financial interest or a compensation arrangement.

This policy will be monitored through a review of a report from the General Manager annually in March.

Section 4: Governance Process

Adopted 3/2/99, Last Revised 6/8/10

The purpose of the board is to govern and guide the organization on behalf of the members.

G1 – Governing Methods

Adopted 12/2/03, Last revised 5/4/10

The board will govern in a way that honors the ideals of our beginning, reflects our current reality and articulates a vision of the future. The board will emphasize the need for initiative and strategic leadership by both management and board, while providing clear distinctions of board and management roles.

Accordingly, the board will:

- G1.1 Direct the organization through establishment of written policies reflecting the co-op's values as established in the mission statement and international cooperative principals.
- G1.2 Cultivate a sense of shared responsibility and self-discipline.
- G1.3 Monitor its compliance with its own policies regularly.
 - G1.3.1. Compliance with each Board Means policy will be determined annually at a meeting of the board.
 - G1.3.2 Outside monitoring assistance will be utilized as appropriate.
 - G1.3.3. The board will report self-evaluation information to the membership.

Compliance with this policy will be determined annually at the Board meeting in July.

G2 – Board Job Description

Adopted 12/2/03, Last Revised 5/4/10

The job of the board is to represent the members in defining and monitoring appropriate organizational performance and envisioning the long-range direction of the organization.

Accordingly, the board will:

- G2.1 Seek out members and potential members, listen to and learn about their ideas, opinions, values and principles regarding Weavers Way, and take this member input into account when considering board actions.
- G2.2. Ensure that opportunities exist at all levels for members to participate in the life of the Co-op, and that member involvement is encouraged and supported.
- G2.3. Ensure that members and potential members are educated about the Co-op's values, programs, long-term vision, membership benefits, role in the larger community, board decisions, and important organizational issues.
- G2.4. Enact written policies on organizational ends and means in four areas:
 - G2.4.1. Ends: Long-range organizational goals.
 - G2.4.2. Executive Limitations: Certain types of executive activity that are disallowed.
 - G2.4.3. Board Means: How the board conceives and carries out its own tasks, and governs the organization.
 - G2.4.4. Board-Executive Relationship: How power is delegated, and the Executive role, authority, and accountability.
- G2.5. Assure organizational performance by monitoring compliance with these policies.
- G2.6. Renew itself through recruitment, training, and ongoing skills development.

Compliance with this policy will be determined annually at the Board meeting in September.

G3 – Agenda Planning

Adopted 12/2/03, Last Revised 6/8/10

The board will develop and maintain meeting agendas and a long-term schedule that are consistent with other board policies.

Accordingly:

- G3.1. The board will maintain a long-term schedule that will include all board events such as membership meetings, board training, monitoring schedule, and review of specific policies. The schedule will be reviewed on a regular basis.
- G3.2. The board president will produce a prioritized agenda for each board meeting that provides for discussion of issues of importance to the co-op.
 - G3.2.1 Requests for time on the agenda will be made to the president as needed.
- G3.3. Policy monitoring reports will be included on the board meeting agenda.
- G3.4. Agendas may be modified by the board at the beginning of each board meeting.
- G3.5. The board meeting agenda and all written statements and reports will be included in a board packet, which will be distributed to all board members one week prior to the board meeting.

Compliance with this policy will be determined annually at the Board meeting in October.

G4 – Board President’s Role

Adopted 12/2/03, Last Revised 5/4/10

The board president assures the integrity of the board’s process and occasionally represents the board to outside parties.

Accordingly, the board president will:

- G4.1. Ensure that the board conducts business in accordance with its own policies and any applicable laws.
- G4.2. Develop board meeting agendas in accordance with Board Policy G3, Agenda Planning.
- G4.3. Chair board meetings, and ensure that deliberation is fair, open, and thorough but also timely, orderly, and to the point.
- G4.4. Ensure that the General Manager Evaluation is accomplished in accordance with Board Policy M4.6.
- G4.5. Report to the members at membership meetings.
- G4.6. Be an ex-officio member of all committees.
- G4.7. Be authorized to sign all contractual notes, bonds, other evidences of indebtedness, and other official instruments or documents of the Co-op as provided by the bylaws or resolution of the board.
- G4.8. Be authorized to make decisions falling within board policies on Board Means and Board-Executive Relationship. The board president is authorized to use any reasonable interpretation of the provisions in these policies.
- G4.9. Represent the co-op to outside parties within the limits imposed by any applicable laws, Weavers Way bylaws, and other board policies.
- G4.10. Be authorized to delegate this authority but remain accountable for its use.

Compliance with this policy will be determined annually at the Board meeting in November.

G5 – Directors’ Code of Conduct

Adopted 7/3/01, Last Revised 5/4/10

The board commits itself and each of its directors to ethical and businesslike conduct, including proper use of authority and appropriate decorum when acting as elected directors representing the membership.

Accordingly:

G5.1 Directors have the following responsibilities:

G5.1.1 Represent unconflicted loyalty to the interests of the membership as a whole.

G5.1.2 Be aware of and follow the organization’s bylaws, mission, and policies.

G5.1.3 Bring complete honesty and personal integrity to the board, including avoidance of conflict of interest.

G.5.1.3.1 Each year, all Directors within sixty days of the spring membership meeting will sign a disclosure statement in a form approved by the Board. Newly appointed Directors will sign a disclosure statement within sixty days of their appointment. The Treasurer will be responsible for obtaining and retaining these disclosure statements and will arrange for a copy of these disclosure statements to be distributed to all Directors for their review.

G.5.1.3.2 If a Director believes that he or she may have a conflict or potential conflict of interest in connection with any issue being considered by the Board, the Director shall disclose the conflict or potential conflict to the Board before it considers or votes on the issue.

G5.1.4 Perform board duties in good faith and with prudent care.

G5.1.5 Openly and impartially consider all issues and matters, researching issues and seeking additional expertise where needed.

G5.1.6 Prepare for and attend all board meetings and devote the time needed to complete the work of the Board.

G5.1.7 Have fun!

G5.1.8 Respect the confidentiality of personnel and other matters identified by the Board as being of a sensitive nature.

G5.1.9 Recognize that they project an image as a representative of the organization and conduct themselves in a manner which fosters confidence and reflects positively on the organization, its members, and its staff.

G5.2 Directors do not have individual authority over the organization except as explicitly set forth in board policies or the bylaws.

G5.2.1 Directors’ interactions with the General Manager or staff recognize the lack of authority vested in individual directors except when explicitly Board-authorized.

G5.2.2 Directors’ interactions with the public, press, members, or other entities recognize the same limitation and the inability of any director to speak for the Board except to repeat explicitly stated Board decisions.

Compliance with this policy will be determined annually at the Board meeting in December.

Conflict of Interest Disclosure Form

Weaver's Way Cooperative Association Conflict of Interest Disclosure Statement

Directors of Weavers Way Cooperative Association (the "Co-op") are expected to carry out their duties in a manner that adheres to the governance policies of the Board of Directors including the Director's Code of Conduct as stated in the G5 policy in the Board's Policy Manual. This policy requires Board members to disclose conflicts of interest that may impact upon their fiduciary responsibilities to the Co-op.

Pursuant to Section G5 of the Board's Policy Manual relating to conflict of interest, I hereby submit the following disclosure statement.

I have read and understand the G5 Director's Code of Conduct policy of the Co-op.

To the best of my knowledge, I have no conflict of interest that would impact upon my serving as a member of the Board of Directors of the Co-op except as set forth below. (See note below).

I have described above in detail (a) any material financial interest which may give rise to a conflict of interest while I serve as a member of the Board of Directors of the Co-op including, without limitation, a list of businesses of other organizations of which I or any member of my immediate family is a member, employer, or owner, and with which the Coop may reasonably enter into a relationship or transaction, and (b) any other relationship or activity which may give rise to a conflict of interest.

I acknowledge that I have an affirmative obligation to disclose to the board as soon as practicable any conflicts of interest that arises in the future.

Note: For purposes of completing this disclosure statement:

1. a Board member has a conflict of interest when s/he or a family member has a material financial interest in an issue or matter pending for discussion or decision by the Board or management of the Co-op;
2. a "family member" is a Board member's spouse, domestic partner, or child, as well as the spouse of a Board member's child or other relative of a Board member living in the same household as the Board member.*
3. a "material financial interest" is
 - an ownership or investment interest in an entity whose transactions, arrangements, potential transactions or potential arrangements with the Co-op are before the Board or management of the Co-op;
 - a compensation arrangement, including an employment relationship, with any such entity;
 - fiduciary duties, as a Board member or otherwise, or executive-level management authority at any such entity;

- direct personal participation (other than as a Board member) in a pending matter before the Board.**

A person who owns shares in a mutual fund does not have a “material financial interest” as to any of the fund’s holdings unless the Board or family member directs or advises the fund in connection with portfolio transactions.

GP 4.2.1.3 A staff member who becomes a Board member does not have a “material financial interest” by virtue of her or his employment relationship to the Cooperative.

Signed by: _____ Date: _____

Full Name (Print): _____

PO Box: _____ Street: _____

City, State and zip code: _____

G6 – Board Committee Principles

Adopted 1/6/04, Last Revised 5/4/10

The board may establish committees for various purposes to help carry out its duties. (These board committees are distinguished from the permanent member committees established in the bylaws.)

Accordingly, board committees will:

- G6.1. Respect the authority of the board and never interfere with delegation from board to General Manager.
- G6.2. Be formed on an ad hoc basis only.
- G6.3. Have well-defined purposes and goals.
- G6.4. Report solely to the board.

Compliance with this policy will be determined annually at the Board meeting in January.

G7 – Cost of Governance

Adopted 1/6/04, Last Revised 5/4/10

Because poor governance costs more than learning to govern well, the board will invest in its governance ability.

Accordingly, the board shall:

- G7.1. Incur responsible costs for:
 - G7.1.1. Education and training to increase skills of directors.
 - G7.1.2. Board members to meet with their counterparts at other co-ops at conferences and other venues to broaden experience and knowledge.
 - G7.1.3. Outside monitoring or other assistance as appropriate.
 - G7.1.4. Outreach to members to insure their viewpoints and values are understood by the board.
- G7.2. Approve a plan with budget each April for board expenses during the next fiscal year beginning 7/1 and request that the General Manager incorporate funding in the general operating budget. The President and Treasurer will develop a proposal for this plan and include it in the April board packet.

Compliance with this policy will be determined annually at the Board meeting in February.

G8 – Member Committee Relations

Adopted 3/2/99, Last Revised 5/4/10

- G8.1. Committee participation is open to all interested members of Weavers Way.
- G8.2. Committee work may fulfill the work requirement for a member's household. The chair shall determine the appropriate hours to be credited to each member, in accordance with Weavers Way policy.
- G8.3. Committee chairs shall ensure that minutes are taken of each meeting and that these minutes are submitted to the board. Minutes shall include the date, members attending, and a summary of the meeting.
- G8.4. Committee chairs will be provided with copies of board meeting minutes, agendas, and board schedules.
- G8.5. Committee chairs will be provided with mailboxes in the store.
- G8.6. Committee Report/Review Guidelines.
 - A. Committee Reports: Each committee shall report to the Board as per the current schedule. A written report should be circulated to Board members at with the Board packet prior to the meeting, and will become part of the Board minutes. This same report is to be submitted as is or in modified form to the members at the General Membership Meetings. The written report should contain the following:
 - 1. Administrative report
 - a. number and identity of active members
 - b. number of meetings in reporting period and average attendance
 - c. recruitment efforts, if any, and results
 - d. identity of chair
 - 2. Program report
 - a. progress report detailing committee's efforts and accomplishments in carrying out its responsibilities as outlined in the By-laws and committee policy statement
 - b. follow-up on any actions or initiatives directed by the Board at the previous committee review
 - c. new or ongoing initiatives for the next reporting period
 - d. areas in which the committee seeks advice or direction from the Board
 - e. If there is any confusion, disagreement, or uncertainty about purpose, this should be stated and explained.
 - f. Standing committees should attach their committee policy statement and the appropriate section from the By-laws that applies to their committee for ready reference. Ad hoc committees should include their own statement of purpose and objectives as part of the report.
 - B. Board Review: Committee chairs should make every effort to bring other (non-Board) members of the committee to participate in the report/review process. The committee presentation should include highlights of the written report and any questions for the Board. Board members should be familiar with the written report, and should make every effort to give advance notice to the committee of any large issues they plan to

bring up, so that the committee may have an opportunity to consider them and respond. Board discussion should attempt to include how committee work furthers any existing Board Policies, as well as the formulation of new policies and modification of existing policies where appropriate.

G8.7. Reporting Procedures

1. Minutes and requests for Board action: Minutes should be taken at each meeting and distributed to Board members. The chair will bring to the Board any requests for Board action on an as-needed basis. No Board action will be taken unless the request is presented to the Board in advance of the meeting at which action is requested.
2. Budget requests: In advance of the submission of the final budget for Board approval, each committee shall submit the following information to the Finance Committee:
 - a) estimated number of cooperator hours needed for the committee to fulfill its responsibilities in the upcoming fiscal year;
 - b) estimated dollars needed for the committee to fulfill its responsibilities in the upcoming fiscal year; reasonable costs allocable for environmental audit are to be determined in consultation with GM, Operations and Finance Committees;
 - c) estimated dollars, if any, the committee expects to generate in the upcoming fiscal year.
3. Annual review: For committee report and review procedures, refer to Board Policy G8.6, adopted 3/99.

G8.8. Environment Committee. In addition to its other activities, the Environment Committee shall engage in the following:

1. Recycling - maintain and develop the monthly recycling program.
2. Community grants - review applications for and award grants for community improvement projects, with funds generated from recycling. An annual accounting of the funds will be submitted to the board.
3. Develop awareness of environmentally sound products and practices - contribute information and other resources to the co-op to help minimize waste, improve efficiency and increase awareness of environmentally sound products and practices in the store; act as a resource for the GM and staff for environmental information.
4. Environmental audit of operations - complete an environmental audit every 5 years, of the store and related operations, to be presented to the GM for review, and then to the Board; publish results in the *Shuttle*.

G8.9. Finance Committee. The Finance Committee (FC) serves in an advisory capacity to the General Manager and the board, and monitors and reports to the board and membership on the financial health of the co-op. The responsibilities and tasks of the FC are:

1. Annual Operating and Capital Budgets. The FC assists the General Manager in the preparation of annual operating and capital budgets, and advises the board regarding their adoption.
2. Financial Statements. The FC reviews quarterly and annual financial statements and the membership and assists the board and membership in interpreting the results.
3. Internal Controls and Policies. The FC conducts an annual review of the financial controls and policies of the co-op.
4. Financial Planning. The FC monitors and makes recommendations regarding financial planning, to include levels of member equity (investment), optimum investment of WW funds, and anything else that affects WW's financial health.
5. Audits. The FC assists the board with audits as required by the bylaws.

G8.10. Leadership Committee. The responsibilities and tasks of the Leadership Committee (LC) are:

1. Developing leadership. The LC identifies and recruits co-op members to serve on the board and committees.
2. Nominations. The LC solicits members to run for all open elected positions and ensures that new candidates are profiled in the Shuttle. The LC also informs the Board of the nominees. The LC also tracks the eligibility of incumbent Board members for re-election, as per the bylaws. Neither the LC nor the Board endorse, approve, or nominate candidates in the traditional sense, as any WW member may run for any elected position; rather the LC's role is to identify interested members.
3. Development for Committee Chairs. The LC, in conjunction with the Board Liaison, shall hold meetings of committee chairs for the purpose of orientation, leadership skill building, and sharing of information.
4. Orientation and Mentoring for Board Members. The LC, in conjunction with the Board Liaison, holds an annual orientation for all new members of the WW Board. This orientation includes information about the structure and operation of the Board, the responsibilities of Board members, the history and principles of the cooperative movement, and the financial structure of WW. The LC also sets a mentoring program to match each new Board member with a returning Board member for guidance and support.
5. Elections. In coordination with the Membership Committee, the LC conducts and administers the elections at the General Membership Meeting. The LC is responsible for compliance with notice requirements, and is responsible for the preparation and distribution of mail ballots, as per the Bylaws.
6. Board Vacancies. In the event that a vacancy occurs on the Board, the Leadership Committee recommends a replacement to be appointed by the Board to fill the vacancy until the next election.

G8.11. Membership Committee. The purpose of the Membership Committee (MmC) is to inform the community about the benefits of WW membership, to recruit and orient new WW members, and assist the board and GM with the oversight of member compliance and satisfaction with the work and investment requirements. The responsibilities and tasks of the MmC are:

1. New member outreach. The MmC assists the GM in informing the community about the benefits of WW membership - through participation in community events.
2. Orientation of new members. The MmC conducts orientation sessions (monthly or as-needed) required for new member households, providing information on cooperative principles, WW history, fulfilling the work requirement, the mechanics of shopping, and opportunities for committee participation. The MmC also develops (and revises as needed) written materials for the orientation.
3. Membership services. The MmC responds to member concerns regarding special needs, membership requirements, and the general experience of WW membership.
4. General Membership Meetings. Assist the General Manager and the board in planning general membership meetings.

Compliance with this policy will be determined annually at the Board meeting in March.

Appendices

Appendix A. Weavers Way Mission Statement

It is the mission of Weavers Way Cooperative Association (WW) to operate a grocery-based consumer organization that is owned and governed by its members; and to build community, both within its membership and in the Northwest Philadelphia area.

We do things cooperatively. We encourage each member to contribute to and participate in all activities we undertake as a cooperative. We follow and promote the International Cooperative Principles, support other co-ops and cooperative efforts, and educate our members and our community about consumer issues and the cooperative movement.

We're committed to each other as members. We maintain a welcoming store which operates in an atmosphere of trust and respect. We provide an equitable and rewarding workplace for our member-employees. We offer products and services, which reflect our members' needs, and which balance quality and cost.

We're committed to the community. We support local businesses, wholesalers, community groups and institutions in ways that strengthen our community and benefit our members. We embrace the diversity of Mt. Airy, and seek to reflect that diversity in our membership.

We're committed to the environment. We work to sustain a healthy planet, promote environmentally sound products and practices, encourage and support local and organic farming, and try to act with environmental consciousness in all our endeavors.

Appendix B. Product Philosophy Statement

Weavers Way Co-op strives to uphold a variety of principles in making decisions about what products to purchase for resale to our members. Because we are owned and operated by consumer-members, our product philosophy reflects the diversity of our membership. The philosophy which underlies our buying decisions might best be described as one of healthy eclecticism. While we strive to appeal to the broadest demographic base, our decisions about which products to purchase are also informed and guided by our responsibility to maintain a fiscally sound operation. When and where possible, the following guidelines support our buying decisions at Weavers Way:

- We are committed to providing products for which we have full nutrition and source information and to providing this information to our members.
- We purchase products which are cooperatively or collectively produced.
- We buy products which are locally and/or regionally produced and which support the local economy.
- We buy products from independent suppliers and producers and from small business owners.
- We are committed to buying the freshest products available.
- We offer products at cost savings to members.
- We provide choices for our members and offer product alternatives (e.g., organic vs. nonorganic, gourmet/specialty vs. value-priced, bulk vs. packaged/processed).
- We purchase eco-friendly products which do not adversely affect the environment; we avoid purchasing products which have been proven detrimental to human health or the environment.
- We attempt to buy products from businesses which support conditions of shared wealth and which do not exploit workers.

Appendix C. International Cooperative Principles

The International Cooperative Principles were last revised in 1995 by the International Cooperative Alliance as part of the Statement on the Cooperative Identity. The Statement also includes a definition, “A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise,” and a statement of values, “Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.” The cooperative principles are guidelines by which cooperatives put their values into practice.

1. Voluntary and Open Membership: Cooperatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

2. Democratic Member Control: Cooperatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary cooperatives members have equal voting rights (one member, one vote), and cooperatives at other levels are also organised in a democratic manner.

3. Member Economic Participation: Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

4. Autonomy and Independence: Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

5. Education, Training and Information: Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public – particularly young people and opinion leaders - about the nature and benefits of cooperation.

6. Cooperation Among Cooperatives: Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional, and international structures.

7. Concern for Community: Cooperatives work for the sustainable development of their communities through policies approved by their members.