

RAFC BOD meeting Agenda
Nov. 20, 2025
Location: RAFC, upstairs & [virtual link](#)



The Rutland Area Food Co-op exists to ensure:

Access and Affordability: Residents of Rutland and surrounding communities have affordable access to minimally processed, minimally packaged, organic, and ecologically sustainable food and products, promoting the health of individuals and the environment.

Support for Local, Ethical, and Co-operative Producers: A thriving market for local, regional, fair trade, and co-operative producers of food and household products, fostering economic sustainability and community resilience.

Community Building and Education: A vibrant community hub where owners and patrons can collaborate, learn, and empower each other through educational programs and shared experiences.

Values-driven Collaboration and Support: Partnerships and cooperation with individuals and organizations sharing similar goals, amplifying efforts towards community well-being and sustainability.

Employee Well-being and Engagement: A supportive workplace culture that values and respects employees, providing opportunities for education, growth, and fair compensation, ensuring a motivated and dedicated team.

Welcoming and Positive Shopping Environment: An inclusive and accessible space that embraces diversity and promotes a sense of belonging for all members of the community.

BOD present:

Theresa Haywood- 1st Facilitator

Steven Morneau- 2nd facilitator

Jeanne Kaufman- Treasurer

Kevin Gustafson- Clerk

Irene Gold- timekeeper

Kathleen Wanner

Jennifer Sanford

Scout Edenfield

Sue Priest

Kevin Drohan

GM: Chris Etori

Theresa called meeting to order at 6pm

Announcements:

Justine Ligon resigned from the board (moved to NJ).

Clerk's report:

Jen made 1st motion to accept Oct. 2025 minutes with minor edits. Kevin G. made 2nd motion. All present moved to approve.

Treasurer's report:

Board had the chance to review the financial documents from Oct.

Chris summarized that marketing, insufficient stocking of shelves, loss of institutional knowledge, and lack of marketing contributed to the sales being down this past year.

Kathleen noticed that the sales % was down 5% but COGs was down 12%; Chris answered this was d/t making margins more appropriate.

Committees:

Finance committee: Jeanne summarized:

Inventory control has been in COG but it was suggested that it have its own designation.

Inventory shows that we are 42% margin but in reality is 35% which is thought to be d/t discounts to include the senior discount and staff cases (@ cost).

Considering breaking out the sale/employee discount COGs.

Payroll is down d/t lower costs (Chris's staffing).

Taking out the inventory adjustment, we are approx. \$10,000 neg. Net income for the year which is more profitable than the previous year.

Considering disposing of some large equipment (waste)/member event with

recycling what can be.

Education & Outreach: Theresa summarized:

Recruiting board members to join this committee. Willing to change meeting time/day.

Cook book will be electronic (on website). Looking ahead to approaches to allow new submissions to populate.

Consider featuring a recipe in newsletters.

Strategic Planning/Lease: Theresa summarized:

Plan to attempt to arrange a meeting with Mark Foley, GM, and board members to discuss lease renewal ahead of April 2026.

Exploring fiscal sponsorship to allow for potential grants for 501c3(s).

Kevin populated a document to allow for committee/board members to contribute ideas for resources.

Could we explore options to support a marketing plan?

Policy governance:

Board Process:

Kevin

D.2 – Accountability of the GM

Kevin reported compliance and did not recommend policy change.

D.3 – Delegation to the GM

Kevin reported compliance and did not recommend policy change.

Executive Limitations:

Chris:

B7-Communication to the Board. Chris reports in compliance.

Kathleen made 1st motion to accept, Jeanne made 2nd motion. Board approved.

B1- Financial Condition & Activities. Not in compliance for tenant 1 (allow sales to be stagnant) and 2 (allow operations to generate a negative net income). He offered the following plan to bring into compliance:

Keep expenses down, improve marketing, improve staff processes regarding checking margins and adjusting appropriately.

Discussion about marketing. Chris is working with appointed staff to increase posting (social media).

Theresa made 1st motion to approve B1 not in compliance in regards to sales growth and net income, Jen made 2nd motion. Board approved.

Old Business:

Discussed 30th anniversary party/logo release on Dec. 13th.

Will set up Google doc. To input and meet on Dec. 2nd.

Board retreat. Wrap up from Molly to follow. Discussed different levels of involvement for shoppers and where we could improve in engagement.

One of the ideas to support consistent processes is a board development committee. No individuals volunteered to take this on, but will continue to consider.

GM Update:

Continue to search for part time cashiers.

Staff restructuring is going well. Explained that previously each dept. was siloed as a dept. manager.

New Business:

Holiday party for board and/or staff and staff appreciation

Consider bowling, sledding, ice skating event.

Schedule inventory. Jan 4th, 8am

PG Assignment:

GM: A

Board: D4- Steve

 Board calendar 2025.docx

Community Outreach:

- Dismas house dinner (4th Wed)- TBD (picture!). Neither in Nov/Dec. Steve up for Dec. 12. Theresa to contribute an item.
- Chamber mixer (2nd Tues)- Sue, Irene
Heritage Dec. 9th. Sue and Steve plan to go.

CBLD Events:

(no CBLD events scheduled)

Review of upcoming committees and meetings:

- Membership outreach (2nd Thurs., 6pm, virtual): Dec. 11th
- Columinate consultant/exec. team/GM meeting (2nd Thurs, 1pm, virtual ZOOM): Dec. 11th
- Finance (3rd Wed., 6pm, virtual): Dec. 17th
- Education (3rd Thurs, 2pm, virtual): Dec. 18th
- Strategic Plan/ Lease (3rd Thurs, 1pm, virtual): this Month Dec. 18th, 1pm

Next BOD meeting (4th Thurs., 6pm, RAFC): this mo: Dec. 18th

Future agenda items:

- Newsletter (Winter)
- Holiday party

What would you tell members about this meeting?
Chris is exhausted but hopeful.

Meeting was adjourned at 8:02pm.