



Moonflower Community Cooperative (MCC) Executive Expectations/Limitations

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1. INTRODUCTION: GENERAL COMMITMENTS OF MOONFLOWER

This document is one of the primary documents of the Moonflower Community Cooperative (MCC). It focuses on the roles of, performance by, and relationships with the General Manager (GM). The document begins with the formal, general commitments of the Moonflower Community Cooperative (MCC) and then explains the expectations of the General Manager, including both job requirements and limitations to his/her authority. This document is designed to complement the Board of Directors' Policies and Processes document, outlining the responsibilities and opportunities associated with the GM's position but also explaining the boundaries to the latitude s/he has in this central role in the organization. The document also includes relationships to the BOD of Directors (BOD), Employees/Staff, Owners, and Customers.

2. MCC MISSION

The Moonflower Community Cooperative provides socially responsible foods, goods and education to promote a healthy, sustainable community.

3. MCC VISION

Cultivating holistic community wellness, The Moonflower Community Cooperative serves as a hub for the exchange of ideas and inspires prosperity through a culture of inclusion and collaboration that nurtures a healthy mind, body and spirit in harmony with nature.

4. ENDS POLICIES (STATEMENT OF KEY GOALS)

- 4.1 LOCAL HEALTHY FOOD: MCC provides the community access to natural food products with an emphasis on healthy, locally grown, organic, and fairly traded goods.
- 4.2 LOCAL ECONOMY: MCC strengthens the local economy by serving as a market place that uses fair buying and selling practices which support regional growers, vendors and artisans.
- 4.3 COMMUNITY CENTER/ SOCIAL INCLUSIVENESS: MCC is the hub of a vibrant and inclusive community.
- 4.4 EDUCATION/ HEALTH: MCC provides the opportunity for increased knowledge about health, nutrition, lifestyle, and the broader impact of consumer choices.



- 4.5 ENVIRONMENTAL AWARENESS: MCC respects the environment through our actions, and encourages business and lifestyle practices that support a healthy environment.

5. MCC CLIMATE AND CULTURE

Moonflower Community Cooperative is committed not only to the vision, mission and ends as stated above but also to fostering a strong employee, owner, and customer culture. This means that we expect the BOD, along with the GM and staff, to embody values of trust, openness, supportiveness, and participation, while committing to the highest level of performance.

6. GLOBAL EXPECTATIONS

The General Manager shall engage in practices, activities, decisions and organizational processes that are lawful, prudent and in alignment with the Seven Cooperative Principles.

7. THE SEVEN INTERNATIONAL COOPERATIVE PRINCIPLES

1. ***Voluntary and Open Membership/Ownership:*** Anyone is welcome to become a member/owner of the coop; no one will be discriminated against for any reason.
2. ***Democratic Member/Owner Control:*** Owners have the right and responsibility to vote on the co-op's fundamental directions, policies and representatives to the BOD of Directors.
3. ***Member/Owner Economic Participation:*** Owners contribute equitably to the capital of the co-op. Surpluses may be allocated as decided by the BOD of Directors to the capital development of the co-op and/or to the owners based upon patronage.
4. ***Autonomy and Independence:*** Each cooperative is an autonomous, self-help organization controlled by its owners.
5. ***Education, Training and Information:*** Cooperatives provide education and training for their owners (including staff and volunteers) to enhance their ability to effectively contribute to the development of their co-op and their local community.
6. ***Cooperation Among Cooperatives:*** Cooperatives assist each other through local, regional, national and international structures. Local democratic control is still maintained in this process.
7. ***Concern for Sustainable Communities:*** Cooperatives work for the sustainable development of their communities through social transformation and environmental stewardship.

8. AREAS OF RESPONSIBILITY AND RELEVANT LIMITATIONS FOR THE GENERAL MANAGER

8.1. Communication and Coordination with the Board of Directors (BOD)



The GM will practice open, thorough and collaborative communication. The GM-BOD relationship should be founded on trust, openness, and mutual support. Success will be achieved through deep cooperation, which includes challenging one another's ideas while maintaining mutual kindness and respect.

Specifically, the General Manager will:

1. Provide clearly documented Monitoring Reports to the BOD prior to each scheduled monthly BOD meeting.
2. Report substantive developments or changes to the business operations, including marketing, merchandise, and personnel.
3. Share customer or community-based concerns with the BOD as a group to ensure that each BOD member is fully informed and able to understand the GM's position on topics of community interest.
4. Report any and all noncompliance with the MCC's mission, ends, or executive expectations/limitations.
5. Consult with the BOD on legal issues.

8.2. Financial Performance and Reporting

The General Manager understands and respects that s/he has the chief responsibility for managing the financial resources of the co-op on a day-to-day basis. S/he understands that this management is on behalf of the MCC as a community resource that exists because of the hard work of many staff members, years of volunteer support, and committed owners and community members. The GM will uphold the MCC's mission, ends, and related expectations/limitations, acting with integrity and honesty in all financial dealings.

Specifically, the General Manager will:

1. Operate the store in a fiscally responsible manner.
2. Demonstrate compliance with each aspect of this policy and report on a quarterly basis.
3. Maintain accurate financial records in conformance with generally accepted accounting principles.



4. Compare key financial indicators against National Cooperative Grocers benchmarks.
5. Provide monthly profit and loss statements to the financial committee, and a quarterly report to the full BOD.
6. Meet all financial obligations in a timely and accurate manner (payroll, invoices, etc).
7. Create and submit the budget to the BOD on an annual basis, then follow that budget once approved. This may include proposing an amendment to the budget as deemed necessary at any point during the fiscal year.
8. Maintain and report annually on:
 - a. a one-year operational plan that reflects the MCC strategic plan to fulfill the Moonflower's mission and vision.
 - b. the operational budget that projects income and expenses and include quarterly and annual sales goals.
9. Ensure that MCC does not acquire or dispose of individual real estate or assets with value in excess of \$5,000 without prior BOD approval.
10. Manage all cash assets and keep with federally insured financial institutions such that they are protected.
11. Maintain physical assets such as real estate and equipment in a manner that protects their value.
12. Use restricted funds only for those purposes for which they have been restricted.

8.3. Employee Supervision and Treatment

The General Manager will ensure that the treatment of all employees is fair, respectful, and safe and in accordance with the Employee Manual. Whenever possible, the GM will promote and exemplify collaborative principles and practices in dealing with the staff of the cooperative.

Specifically, the General Manager will:

1. Provide a working environment in which discrimination and harassment are not tolerated, and dignity and mutual respect are promoted.
2. Ensure safe, healthy, and legally compliant working conditions for all employees.



3. Maintain clearly written, appropriate and manageable job descriptions for all employee positions.
4. Foster career opportunities and growth potential for employees within the MCC.
5. Hold annual employee performance evaluations based on business-related and coop-related criteria and qualifications.
6. Post all available employment opportunities internally as well as externally.
7. Maintain appropriate, up-to-date, written employee policies, procedures, and related documentation in compliance with current labor laws.
8. Provide all employees with a copy of the MCC Employee Manual upon hire, be available to discuss any parts of the document, and obtain signed confirmation of receipt and understanding of this manual from each newly hired employee.
9. Provide written notification to all current employees of any updates or changes to the existing Employee Manual.
10. Support the just and thorough review of any employee grievances in accordance with the grievance guidelines outlined in the Employee Manual.
11. Ensure that the Employee Manual provides staff with the MCC process to file a formal grievance against the GM in the event that less formal conflict-management procedures are not sufficient for resolving a problem or dispute.
12. Provide all MCC employees with the training and education necessary to successfully meet the requirements of their positions and to thrive in their roles in the cooperative.
13. Maintain a robust system of communication that fosters the flow of ideas for improvement, decision-making, activities, and projects, as well as communication on individual and group performance. This can include an annual employee survey and an annual employee meeting.

8.4. Employee Compensation and Benefits

The GM will safeguard the financial stability of the co-op while providing a compensation and benefit package in exchange for work performed.

Specifically, the General Manager will:



1. Determine equitable compensation and benefit packages with clearly defined eligibility.
2. Ensure that compensation and benefits are fiscally sustainable for the MCC.
3. Re-evaluate wages for all employees as part of the employee annual performance evaluation process.
4. On an annual basis, explain to the BOD the range, levels for, and any significant changes to, the compensation structure.
5. Maintain compliance with the Federal Department of Labor's Fair Labor Standards Act that prescribes standards for wages and overtime pay.

8.5. Ownership Cultivation and Promotion

The GM will maintain and develop an ownership program that cultivates a sense of community among the MCC's owners and aims to expand the member/owner base.

Specifically, The General Manager will:

1. Elicit only owner information that is necessary and useful.
2. Protect owner information from improper use through currently accepted methods of document storage, identity protection, and computer security.
3. Inform owners in timely and efficient ways about BOD actions, BOD meetings, and MCC activities and events.
4. Delegate a MCC employee to oversee the program to educate and inform owners and foster collaborative community relationships.
5. Provide education about cooperative principles and the value of ownership to attract new owners. This includes ensuring that all owners complete and submit a Moonflower Owner Application form.
6. Maintain accurate, well-organized, and current owner records, including eligibility for voting and benefits, such that they can easily be reviewed by either a BOD member or by a contracted third party.

8.6. Customer Service and Participation

MCC provides a welcoming, safe, and friendly environment for its employees, owners and customers. Some of the responsibilities discussed below are shared by staff and the BOD. In other words,



while the responsibilities do not rest entirely on the GM's shoulders, the Board expects the GM to be a role model, trainer, and facilitator.

Specifically, the General Manager will:

1. Be attentive to customer needs and promote the same level of customer service in his/her employees.
2. Provide and foster a safe, friendly, and inviting atmosphere for staff and customers.
3. Offer a range of products to fulfill customer needs.
4. Focus on meeting the needs of customers and promote the sustainable development of MCC as an important part of the greater community.
5. Promote the democratic participation of owners to enhance and reinforce the positive contributions of MCC to the community, while encouraging more customers to become owners.
6. Offer a dynamic system for soliciting, considering, and following up on customer suggestions.

8.7. Managerial Succession Plan

The General Manager will maintain a current alternate leadership plan should the GM no longer be able to fulfill her/his responsibilities. This is an important part of the GM's acknowledgement of the limits of his/her work and ability to effectively serve the organization. Effective succession planning ensures that the coop is not excessively dependent on the work and presence of one person who, for any of a variety of reasons, may periodically be unavailable.

Specifically, the General Manager will:

1. Maintain a written plan designating specific personnel to achieve each aspect of the GM's position.
2. Ensure that all personnel in the succession plan receive the necessary training to effectively fulfill their roles.
3. Provide successors access to the necessary resources (keys, passwords, contact information, etc.) in order to meet the requirements of their positions.



4. Maintain a written, updated succession contact list. This list will contain contact phone numbers and emails and will be made available to the BOD president at all times.

8.8. Asset Protection

The GM must ensure that all co-op assets are protected and adequately maintained.

Specifically, the General Manager will:

1. Ensure that all equipment and facilities are adequately insured or otherwise able to be replaced if damaged or destroyed, including coverage of loss due to business interruption.
2. Provide adequate security of premises and ensure that all components of the security system are properly maintained.
3. Maintain due diligence in contracts.
4. Protect data, intellectual property, files, and documents from loss, theft, or significant damage.
5. Work together with internal and external stakeholders to maintain MCC goodwill, public image, credibility, and ability to accomplish its mission, vision, and ends.

9. SUMMARY

This document is designed to prepare potential candidates for the GM position as well as to serve as a set of general guidelines for the performance of the GM's role. The document describes the substantial responsibilities associated with the GM's position, is meant to encourage the GM to pursue creative and innovative leadership in her/his collaboration with the BOD, supervision of employees, and relationships with member/owners, customers and the community.