

**HARVEST COOP MARKETS  
BOARD MEETING  
March 6, 2006**

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## **HARVEST COOP MARKETS**

**Board of Directors Meeting – MARCH 6, 2006**

**Time: 7:00-9:30 PM (pre-meeting buffet at 6:30)**

**Location: Community Room, Cambridge Store**

**Christopher Deangelis, moderator**

### **Time    Duration**

<b>Time</b>	<b>Duration</b>	
		<b>PUBLIC SESSION – ALL INVITED</b>
7:00	5 min	Review agenda (Christopher)
	5 min	Approve Public Board Meeting Minutes, 30 JAN 2006
7:10	25 min	Public GM Report – Q&A session (Mike)
7:35	40 min	Board retreat preparation – public discussion (Jessie)
<b>** break **</b>		
8:20	40 min	MSCC proposal – affirmation (Amy)
9:00	5 min	Meeting evaluation (Christopher)
	5 min	GM review (Jessie)
		<b>EXECUTIVE SESSION: BOARD &amp; GM ONLY</b>
9:10	5 min	Approve Board Meeting Minutes for 19 NOV 2006
		Approve Board Meeting Minutes, 30 JAN 2006
		<b>EXECUTIVE SESSION: BOARD ONLY</b>
	5 min	Approve Board Meeting Minutes for 19 NOV 2005, Board only (Jessie)
		Approve Board Meeting Minutes for 30 JAN 2006, Board only (Jessie)

## **HARVEST COOP MARKETS**

### **Board Meeting Minutes, 30 JAN 2006 DRAFT**

#### **Public Session**

Attending: board members Sujatha Byravan, Betsy Adams, John Mascia, Jessie Myszka, Loren Rodgers (by phone); staff Garland McQueen, Mike St. Claire

Absent: Amy Cotter (excused); Karin Emry

Members: Elisa Alonso, Karl Gossot, Judy Goldberger, Minka vanBezekem, John Reinhardt

#### **Retreat Discussion**

The date for the next board retreat was discussed briefly. Board members listed the Saturdays in spring and summer that they cannot attend. Jessie will compile this data and offer possible dates for the board retreat.

#### **Approval of Minutes for Public Session of Board Meeting on 12 December 2005**

No changes to the minutes were suggested. Loren moved to approve the minutes; Betsy seconded. No abstentions. The minutes were approved 5-0-0.

#### **Public Comment Section**

Harvest members offered their comments on the end of the member work program.

Karl Gossot has been an active member for 15 years and has also been a staff member and a board member, and until recently, a member worker. He was disappointed by the way the decision was made and the news communicated to member workers. He had hoped that there would be a meeting for member workers and an effort to include them in the decision to end member work. He had also hoped that there would have been positive outcomes from the different aspects of the problems of the member work program – such as legal issues and liability. Is the Board interested in investigating ways to save the member program, or investigating fully IRS code and other laws and codes that the Coop may have to abide by. He challenges the board to really look into other options for saving the program. Karl hopes that member workers, because they are a small percentage of the total Coop membership, will not be outvoted on the concerns of the member work programs. In summary, he wanted to see more information on this decision.

Judy Goldberger notes that she is also speaking for three additional member workers who couldn't attend tonight's board meeting. She has been a member since 1992, and working member for the past three years. She repeats Karl's concerns about the decision-making process. Member workers didn't know these discussions were on the board agendas, and would have come to more board meetings if they had known this was being discussed. There was also some confusion about whether staff were informed – some found out from member workers. Her understanding was that the goals of the member work program were to be accessible to lower income people, to support the Coop, and to help provide [staff] hours. So if those goals are not met by member work program, what will help reach them?

John Reinhardt has been member for a long time. He used to be a member worker a long time ago, and echoes Karl's' and Judy's comments. This is a huge upset, and a major character change for the coop.

Minka vanBenzekem is another disappointed member worker, but would be willing to assist the Board to research legal matters about the member work program.

Jessie notes that Chris Durkin has fielded a lot of phone calls and letters, and that the comments from Karl, Judy and John reflected the essence of those phone calls. She apologizes for the timing; the Board tried to call member workers before the letters informing them of the decision arrived. Cooperative Development Services (CDS) consultant Marilyn Scholl has given the Board a lot of reasons for giving up the member work program.

## **HARVEST COOP MARKETS**

### **Board Meeting Minutes, 30 JAN 2006 DRAFT**

#### **Public Session**

There's been a lot of discussion about this in the food coop world, however the legal aspect is so serious that most coops have moved away from member work, mainly because of Fair Labor laws.

Mike comments that no one was affected positively by this decision, but he is concerned that the process wasn't a good one.

The Membership and Social Concerns Committee (MSCC) is coordinating a series of meetings in April to discuss the changes to the membership program. There will be more open member meetings. And more material will be moved to the public section of Board meetings.

#### **Change in Bylaws**

Purpose: At the Board meeting held November 19, 2005, the Harvest Board of Directors voted 7-0-0 to "suspend worker member discount by Dec. 31, 2005" for reasons of liability and fair labor practices. At the December 12 Board meeting, that date was changed to Jan. 31, 2006, to allow for better communication with the worker members. The Board needs to amend the by-laws in accordance with this decision.

Resolution: The Board of Directors resolves to amend the By-laws as follows:

(Article 3, p. 3)

Section 2: Rights of Members

A member of the Cooperative has the following rights, subject to the member's status as active or inactive, as described in Article 3, Section 1(d) above:

- (a) to use the Cooperative's services,
- (b) to vote at meetings of the members, in referenda and in elections of the Board of Directors,
- (c) to be informed about the Cooperative, at the discretion of the management or ultimately, of the Board,
- (d) to participate in committees, subject to the approval of the Board or committee members, and
- (e) to attend Board of Directors meetings, except Executive Sessions.

Note that the amendment presented above is different from how the change was originally presented in this month's board packet; in the original version item (d) was cut out completely, which was too much to cut. Loren moves to approve the amended change in bylaws; Betsy seconds the motion. All are in favor 5-0-0 and the bylaw change above is approved.

#### **Board Calendar of Tasks**

Jessie gave a brief overview of the board's calendar for 2006. Highlights:

- By one month after the fiscal quarter ends we'll have quarterly results available.
- July – board elections; recruit new board members, annual meeting planning.
- End of August – candidate petitions due.
- October – balloting commences, voting materials sent to members
- Newsletters go out every month
- Committees meet; what are their priorities with respect to the board's overall goals?

There was a brief discussion on the distribution of different board responsibilities among the board members.

Board responsibilities chart

Board Minutes, Public Session

30 January 2006

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**HARVEST COOP MARKETS**  
**Board Meeting Minutes, 30 JAN 2006 DRAFT**  
**Public Session**

**Public GM Report**

*Sales Review*

The year-to-date sales at the Cambridge store are ahead 3.8% compared to last year. The Jamaica Plain store sales are up 5.5% for the same time period. The total is 4.6% for both stores.

We have hit a milestone – Harvest now has well over 6000 members. Since December 5, we've had 63 new members. There are 21% more members compared to last year.

*Operations*

The store has completed a cashier training review process that takes each cashier through a complete training & education on topics such as customer services, cash out, ringing in customers, and product identification. There are plans for repeated audits of different aspects of the program so that they can be tweaked and improved as time passes. It had been some time since cashiers had been trained. The two cashiers who had been with Harvest the longest were involved in the training and received premium pay for it. Mike observed some of the training sessions and thought they were very good. The goals of the cashier training are to provide better customer service, fewer “open rings” (products are rung up without identifying what department they're from), and more accurate ringups, which affects how products are costed out, for example conventional versus organic produce. The program also grades the cashiers and helps them see their weaknesses (identifying products, for example).

The IS department has generated a better tracking system for products, such as when they shift from one department to another (e.g. from Produce to Deli or Café, or from Cambridge store to JP location). The electronic transfer procedure includes “to” and “from” codes that are input into the cash register. The generated report goes into the financial data. The initial reports from this tracking suggest that as much as \$70,000/year of product gets shifted around. These figures affect margins and operations – if a department isn't getting credit for product that's shifting, this can affect decisions about margins. This report can also capture discarded product.

One cost-cutting goal has been to reduce unused inventory (stuff that's on the shelf or in storage) by 5%. This past weekend Harvest did its quarterly inventory and discovered that unused inventory in Cambridge has been cut by 13%! Much of this is back room stock that is not seen. The JP unused inventory will probably be reduced 6-7%.

Nate Cronin has been hired on as the Cambridge grocery manager. Marc Cutler was promoted to JP store manager. Garland will take on the Cambridge store manager responsibilities, in addition to his role as chief operating officer.

**Public Finance Committee Report**

The Finance Committee has been meeting every two weeks for the last month or two, but is now returning to monthly meetings. At its last meeting, the Finance Committee discussed how to improve financial reports. Although members would like to have more high-level summary reports in future, they will defer working on it. Instead, the Finance Committee will focus on starting a budgeting process in March and developing 12-18 month forecasts.

The public session ends at 8:25  
Minutes submitted by Ava Chan

## Minutes from Harvest Membership and Social Concerns Committee

January 26, 2006

Present: Jessie Myska, Steve Clifford, Elisa Alonso, Janet Van Liere, Liz Levy, Chris Durkin

- Feedback from member-worker calls:
  - Most of the calls went pretty well. Most people were appreciative of the call. Some people were pretty upset, and the Board can expect a few letters
- Feedback from Jessie on Board's latest thinking
  - At the last retreat, the board had voted to suspend the 2% member discount, but now may be rethinking that idea. The new idea would be to continue the 2% discount until the membership switch to patronage rebate in the summer.
  - The Co-op won't make any money in F06, ending 4/30/06.
  - The sense of the board is that the reputational damage of suspending the discount before the switch to the patronage rebate system would outweigh the financial benefit from the 2% discount.
  - The board will be discussing this idea at their upcoming meeting, and will get back to this committee.
    - **Jessie** has drafted a revision of Janet's letter to the membership about the membership switch and will send it to the committee
    - **MSSC** members comment on the letter before the Feb 26<sup>th</sup> meeting (aim to mail letter March 1)
- Discussion of the membership switch and outreach programming
  - We need to make sure members understand that ending the 2% is not an option on the table at the open forum meetings
  - Annual memberships: after the conversion, will annual memberships still be able to be honored?
    - Question to be addressed by **Board**
  - The annual meeting has about 80 people. We should plan for 40-60 people at each of 40 meeting. It takes 78 members voting to form a quorum, and a majority of that is required to pass any motions.
  - The schedule for the outreach program is below
  - At the end, this committee will present a proposal to the board, suggesting a change to the patronage rebate system and ideas for member benefits as discussed at the open forum meetings as well as our opinions on those ideas.
  - We decided that in the note about the upcoming events in the newsletter, Chris will provide a feedback mechanism so we can deal with the very strong opinions early. He will include specific questions in the April newsletter that can be torn out and responded to, and an e-mail address will also be provided.
    - **MSSC** will need to discuss these questions at either the Feb 23 or March 27 meeting
    - **Janet** will organize and characterize those responses.
  - The next meeting will be Feb 23<sup>rd</sup>, and March's meeting will be moved to March 27th. We will discuss the meeting schedule for April, May and June at the next meeting
- Meeting planning
  - There will be four meetings: 2 in Cambridge, 2 in JP
    - **Elisa** will be present at all four to interpret.

- **Amy** and **Steve** will have a proposed agenda for the four meetings before the next MSCC meeting, Feb 23rd. (If possible, can you try to mail it out earlier that week so we can look at it?)
- **Amy** and **Chris** will have the location, date and time of the four meetings planned by the Feb 23<sup>rd</sup> meeting
- Outreach schedule:
  - Announcement in newsletter: March 1
  - Mail letter to membership about the change and meeting schedule: March 1
  - Announcement in newsletter with specific questions: April 1
    - Janet organizes feedback
  - Four open forum meetings occur: April 1- April 30
    - 2 in Cambridge
    - 2 in JP
  - MSCC synthesis of feedback from meetings: May 1-June 16
    - This time will include two MSCC meetings
  - Proposal from MSCC to BoD due: June 16
  - BoD vote on membership structure change: June 26
  - Implementation of switch to patronage rebate system: July 30

**Harvest Coop Membership and Social Concerns Committee  
February 23, 2006 Meeting Minutes**

Present: Jesse Myszka, Steve Clifford, Liz Levy, Amy Cotter, Elisa Alonso, Janet Van Liere, Sonja Seglin, John Rasmussen, Chris Durkin, Anna Fleder

1. January 26 meeting minutes – Approved
2. Review of draft memo: Board’s charge to MSCC/Goals for upcoming member engagement

Jesse confirmed that it’s okay to use the word “structure” in referring to the patronage rebate system.

Re direction from the Board, clarify item #2:

“An interest in better reflecting the organization’s cooperative values and improving its financial condition has led to the decision to end the *current* senior and disabled individuals’ discount, and instead consider a need-based discount. The MSCC should develop recommendations for a system that *recognizes special needs in a way that reflects Harvest’s values*.

Re planned activities, change introductory sentence to read:

“In response, the MSCC has planned the following slate of activities to *solicit member-owners’ ideas and feedback, which will be the* basis for developing informed recommendations in response to the *charges* outlined above.”

#1 “Create email address” refers to special inbox. Suggested addresses are:

[mscc@harvest.coop](mailto:mscc@harvest.coop)  
[memberfeedback@harvest.coop](mailto:memberfeedback@harvest.coop)

Add sentence about briefing the Harvest staff on the process, so they can respond to member inquiries. **Steve and Amy are meeting with the staff on March 6 at 4 pm.**

Add closing sentence:

**“For additional information, see attached target schedule”**

3. Review member-owner engagement strategy

Jesse will meet with the attorney to review Harvest’s legal documents and clarify any limits in designing the patronage rebate system, i.e., define the extent to which the Board and membership have leeway to make choices.

Committee approved the list of activities outlined on Amy’s memo and suggested additions to the target schedule as follows:

Wk Mar 13 – **Mar 31** to solicit answers to member-owner questionnaire

May – MSCC final activities will include *focus groups, if needed*

June **16** – MSCC presents recommendations to Board for **June 26 meeting**

The committee agreed the target schedule is ambitious but doable. Possibly a second meeting will be added in May.

4. Finalize times and locations for the forums – Approved as follows:

<b>Date</b>	<b>Time</b>	<b>Location</b>
<b>April 11</b>	<b>8:00am</b>	<b>Community Room, Harvest Co-op, 581 Mass. Ave. Cambridge</b>
<b>April 20</b>	<b>6:30pm</b>	<b>Curtis Hall Community Center, 20 South Street, Jamaica Plain</b>
<b>April 26</b>	<b>7:30pm</b>	<b>YWCA, 7 Temple Street, Cambridge</b>
<b>April 29</b>	<b>2:00pm</b>	<b>Curtis Hall Community Center, 20 South Street, Jamaica Plain</b>

5. Review draft letter to member-owners

The committee agreed the letter should acknowledge our lack of profitability more strongly. (This and other recommended changes are incorporated in the attached document)

6. Review draft member-owner questionnaire

Main purpose of the questionnaire is to get a general sense regarding members' feelings of connection to the coop and what they value, and provide context for the member forums. Committee recommended the following changes:

Replace "How often do you shop at Harvest" with "How much of your food do you purchase at Harvest?" Choices should be "all, most, some, a little" with corresponding percentages.

Re "Why do you shop at Harvest," specify that people can select more than one response.

Re "How long have you been a member-owner," change last two choices to "between 5 and 15 years" and "more than 15 years." Add additional choice, "I'm not a member yet."

Add a question: "How satisfied are you with your current level of coop involvement?"

7. Review introductory forum agenda

Committee very briefly reviewed format suggested for member forums. Steve and Amy pointed out that it is preliminary and will evolve as members respond to the questionnaire. The forums are scheduled for an hour, but realistically, they are expected to run longer.

8. Next meeting: **Thursday, March 30.**

## MEMORANDUM

To: Harvest Co-op Board of Directors  
From: Membership and Social Concerns Committee  
Date: February 24, 2006  
Re: Strategy to develop recommended improvements to member-owner structure and involvement

The Directors of Harvest Co-op Markets have charged its Membership and Social Concerns Committee (MSCC) with developing recommendations related to several aspects of Harvest's relationship and interaction with its member-owners. In doing so, the Board provided some direction to the Committee, paraphrased below:

1. An interest in improving Harvest's financial position and reinvigorating its member-owners has led to the decision to end the system of giving discounts at the point of sale in favor of a patronage rebate. The MSCC should develop recommendations for the structure of the patronage rebate system that will achieve these goals.
2. An interest in better reflecting the organization's cooperative values and improving its financial condition has led to the decision to end the current senior and disabled individuals' discount, and instead consider a need-based discount. The MSCC should develop recommendations for a system that recognizes special needs in a way that reflects Harvest's values.
3. The Board is not satisfied with the level at which its member-owners are currently involved in the Harvest Co-op community, or the level of its own interaction with member-owners. The MSCC should develop recommendations for increasing member-owner activity in the community and relations with the Board of Directors.
4. The MSCC should develop recommendations through conscientious deliberation that incorporates meaningful consultation with member-owners.

The MSCC has planned the following slate of activities to solicit member-owners' ideas and feedback, which will be the basis for developing informed recommendations in response to the charges outlined above:

1. Discuss goals and activities with staff
2. Create email address and monitoring protocol for emailed input
3. Develop questions, and schedule for soliciting answers from member-owners, through in-store and web-based means
4. Hold Board and Committee "tabling hours" in each store at key/appropriate times
5. Conduct four member-owner forums at a range of times in the neighborhoods of each store
6. If needed, focus groups to test provisional recommendations

For additional information, please see the attached target schedule.

## MSCC Spring 2006 Target Schedule

Mar. 6 <sup>th</sup>	Discuss goals and plans with Harvest staff
Wk Mar. 6 <sup>th</sup>	Send letter outlining activities to member-owners; Begin operation and monitoring of email address for member-owner input
Mar. 13 <sup>th</sup> - 31 <sup>st</sup>	Administer paper and web questionnaire to that will provide unique input and themes for discussion at the forums
Mar 13 <sup>th</sup> – Apr. 30 <sup>th</sup>	Board and Committee tabling in stores at appropriate times
Wk Mar. 27 <sup>th</sup>	MSCC meeting; Conclude collection of answers to questions
April	Conduct two forums with member-owners in the neighborhood of each Harvest store – four forums across range of times in total
April 27 <sup>th</sup>	MSCC meeting to lay out strategy for completing recommendations
May	MSCC conduct final activities, which will include focus groups if needed, to develop recommendations to Board
May 25 <sup>th</sup>	MSCC meeting
June 16 <sup>th</sup>	MSCC presents recommendations to Board for June 26 <sup>th</sup> meeting



March xx, 2006

Dear Fellow Member-Owners,

In recent years, Harvest Co-op has experienced some tough times and negative financial results. Together, we are turning things around, with significant progress during the past year to stabilize our operations and improve our ability to compete as a retail grocer. Investment in new equipment, improved store layouts, staff training and the hire of Mike St. Clair as Harvest's new general manager have all been major steps toward enhancing the Harvest shopping experience and increasing our competitive strength in the local market.

Building on this momentum, the Board has unanimously agreed on another change that will give Harvest firmer financial footing and continue us on our path toward long-term sustainability. Harvest intends to change from the current "point of sale" discount at the registers to a patronage rebate (see reverse side for a description of patronage rebates). This transition involves many decisions and we want your input to help design the new system and expand our range of other member benefits.

The Board's Membership and Social Concerns Committee (MSCC) will be undertaking various activities during April and May to obtain your input regarding how Harvest should transition to patronage rebates, what other benefits could be added, and how the Board can better engage its member base. Throughout this period, you can email your input to Chris Durkin at [cdurkin@harvest.coop](mailto:cdurkin@harvest.coop), and MSCC and Board members will be available in the stores at published times for informal conversation and input. We encourage you to complete a short questionnaire, available in the stores and online from March 12-31, and to attend a member meeting (over for dates and locations), as an opportunity for group brainstorming and discussion. Based on this process, the MSCC will present recommendations to the Board at its June meeting.

The monthly 10% Member Appreciation Days and other member-only benefits such as Harvest Times coupons, Community Cardsaver discounts and member-only store specials will continue as member benefits. The 2% cash discount at the register will also continue until further notice, while we work together to design the new system.

We recognize that the change to a patronage system is a big one, but we strongly believe it's a sensible and necessary step to ensure that Harvest can survive and thrive as your community market for many years to come. We appreciate your feedback and participation in shaping the new system, and thank you for your continued investment and patronage as a Harvest member-owner!

Harvest Co-op Markets Board of Directors:

Jessie Myszka, President  
Betsy Adams, Treasurer  
Sujatha Byravan, Secretary  
Amy Cotter

MSCC Memo-draft letter 25 Feb 2006

Karin Emry  
John Mascia

## **What is a patronage refund?**

While both “point-of-sale” register discounts and the patronage refund pay returns to members in proportion to their purchases, point-of-sale refunds are paid through a deduction of your bill at the register, and patronage refunds are paid annually based on and contingent on store profits. Point-of-sale discounts are, in effect, cash advances paid out to members before our profitability for the year is known. In periods when Harvest loses money, this practice drains cash, making it more difficult for us to pay our vendors on time, take care of emergency repairs and maintain adequate staffing levels. At times, it also forces us to borrow more money, increasing our interest expense. The patronage refund system will boost our cash reserves, improve our ability to function properly and deliver a consistent level of customer service, and institute a more rational distribution of future profits to members.

Here’s how patronage works:

1. Purchases throughout the year are recorded at the register and credited to your member number.
2. At the end of the year, your purchases are calculated as a percentage of total member purchases; this percentage is your proportional share of Harvest’s profit.
3. The Board determines how much to distribute depending on the co-op’s profitability, current needs and long-term goals.

## **Member Meetings (Spanish translation at all meetings)**

<b>Date</b>	<b>Time</b>	<b>Location</b>
<b>April 11<sup>th</sup></b>	<b>8:00am</b>	<b>Community Room, Harvest Co-op, 581 Mass. Ave. Cambridge</b>
<b>April 20<sup>th</sup></b>	<b>6:30pm</b>	<b>Curtis Hall Community Center, 20 South Street, Jamaica Plain</b>
<b>April 26<sup>th</sup></b>	<b>7:30pm</b>	<b>YWCA, 7 Temple Street, Cambridge</b>
<b>April 29<sup>th</sup></b>	<b>2:00pm</b>	<b>Curtis Hall Community Center, 20 South Street, Jamaica Plain</b>

Membership and Social Concerns Committee questionnaire for the member-owners of Harvest

Which store do you shop at most? [*online only; in-store printed version to be color-coded*]

- Cambridge
- Jamaica Plain

What percent of your groceries do you buy at Harvest?  All (100%) of it

- Most (75%) of it
- Some (50%) of it
- A little (25%)
- Very little (5%)
- Other (*paper only*: please explain: \_\_\_\_\_  
(*online only*: please explain in comments below)

Why do you shop at Harvest? (check all that apply)

- The store is near my house
- I can find the kinds of products I want
- I like getting a discount on my purchases
- I want to support a small, locally-owned market instead of a big corporation
- Other (*paper only*: please explain: \_\_\_\_\_  
(*online only*: please explain in comments below)

How long have you been a member-owner of Harvest?

- Less than 1 year
- Between 1 and 5 years
- Between 5 and 15 years
- More than 15 years
- I'm not a member-owner yet

Why are you a member-owner?

- I want to support sustainable agriculture, fair trade practices, and local farmers and food producers
- I like having a say in how the business is run
- I like getting a discount on my purchases
- I think it is important to live according to cooperative principles
- Other (*paper only*: please explain: \_\_\_\_\_  
(*online only*: please explain in comments below)

What aspect of member-ownership do you currently value most?

- The ability to elect Harvest's Board of Directors
- Being part of a community that has similar values and principles to mine
- Getting a discount on my purchases
- Shopping on Member Appreciation Days

Getting discounts on local goods and services through the Community Cardsaver program

Other (*paper only*: please explain: \_\_\_\_\_)  
(*online only*: please explain in comments below)

How satisfied are you with your current level of involvement with Harvest?

Very satisfied

Somewhat satisfied

OK

I'd like to be more involved, but don't know how

I want to be more involved!

*Online only*: Other Comments:

## Harvest Member-Owner feedback forums

Topics	Format	Time/ Cumulative
<p>Welcome: Harvest Board Member</p> <ul style="list-style-type: none"> <li>• Why we're here – seeking input</li> <li>• Reason for board decisions</li> <li>• Inevitability of changes &amp; motivation</li> <li>• Brief Q&amp;A</li> </ul>	Presentation by board member	5 min/
<p>Introduction: Agenda and "who's who"</p> <ul style="list-style-type: none"> <li>• Board members</li> <li>• MSCCmte members</li> <li>• Facilitator</li> <li>• Translator(s)</li> </ul>	Presentation by board member or facilitator	3 min/8 min
<p>Introductory brainstorm:</p> <ul style="list-style-type: none"> <li>• What do you like about being a member of Harvest?</li> <li>• Why did you become a member of Harvest?</li> </ul>	Large group brainstorm	7 min/15 min
<p>Need-based discount:</p> <ul style="list-style-type: none"> <li>• What can we do/should we do for need based discount? <ul style="list-style-type: none"> <li>○ How do we discount?</li> <li>○ How do we verify need?</li> </ul> </li> </ul>	Small group discussion & report	15 min/30 min
<p>Patronage rebate:</p> <ul style="list-style-type: none"> <li>• What do we want the patronage rebate to look like? <ul style="list-style-type: none"> <li>○ How it works</li> <li>○ Possible alternatives for how to return profits</li> <li>○ When to return profits (frequency)</li> </ul> </li> </ul>	Small group discussion & report	20 min/50 min
<p>Other involvement possibilities</p> <ul style="list-style-type: none"> <li>• Volunteer</li> <li>• MSCC</li> <li>• Means of increased community involvement</li> </ul>	Large group brainstorm	10 min/60 min

