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and cannot be guaranteed to be the latest official version of MCM's Policy Register



## Maple City Market Governance Policies

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**Policy Type: Organizational Ends**

**Policy Title: E.1 Organizational Ends**

Last Revised: October 3, 2017

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*Ends Statements*, answering 1) What result; 2) For whom; 3) At what cost

Because of MCM, there will be a healthy community nourished and educated by:

1. Equitable economic practices
2. Regenerative environmental impacts
3. Inclusive, socially responsible relationships

## **Policy Type: Board – Management Relationship**

### **Global Definition of Relationship**

The Board's sole official connection to the operation of the cooperative will be through the General Manager, who is its only employee.

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**Policy Type: Board – Management Relationship**  
**Policy Title: R.1 Unity of Control**

Last Revised: May 2019

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Only officially passed motions of the Board are binding on the GM.

1. Decisions or instructions of individual directors, officers, or committees are not binding on the GM except in rare instances when the Board has specifically authorized this power.
2. In the case of directors or committees requesting information or assistance without Board authorization, the GM can refuse any requests that, in the GM's opinion, may disrupt operations or that require too much staff time or resources.

**Policy Type: Board – Management Relationship**  
**Policy Title: R.2 Accountability of the GM**

Last Modified: May 2019

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The General Manager is the Board's only link to operational achievement and conduct.

1. The Board will view GM performance as identical to organizational performance so that organizational accomplishment of Ends and organizational operation within Executive Limitations will be viewed as successful GM performance.
2. The Board will not instruct or evaluate any employee other than the GM.

**Policy Type: Board / Management Relationship**  
**Policy Title: R.3 Delegation to the GM**

Last Revised: May 2019

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The Board delegates authority to the GM through written Ends and Executive Limitations policies.

1. As long as the GM uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the GM is authorized to establish all further policies, practices and plans for the cooperative.
2. The Board will respect and accept the GM's choices as long as those choices are based on reasonable interpretations of Board policies.
3. If the Board changes an Ends or Executive Limitations policy, the change only applies in the future.

**Policy Type: Board – Management Relationship**  
**Policy Title: R.4 Monitoring Management Performance**

Last Revised: May 2019

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The Board will systematically and rigorously monitor and evaluate the GM’s job performance compared to expectations set forth in Board policies.

1. The Board’s policy monitoring process is the foundation of our annual evaluation of the GM.
  - a. In [June] of each year the Board will review a summary of the monitoring reports received during the previous 12 months. Based on that review, the Board will present an evaluation letter to the GM. That letter will constitute our full evaluation, and it will be delivered no later than [July 31].
2. The Board will acquire monitoring information by one or more of three methods:
  - (a) by internal report, in which the GM discloses policy interpretations and compliance information to the Board;
  - (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; or
  - (c) by direct Board inspection, in which a designated director or committee assesses compliance with the policy.
3. The Board’s standard for compliance will be any reasonable GM interpretation (as described by operational definitions and metrics) of the Board policy being monitored. The Board is the final arbiter of reasonableness but we will always judge with a “reasonable person” test rather than with interpretations favored by individual directors or by the Board as a whole.
4. The Board will accept that the GM is compliant with a policy if the monitoring report includes a reasonable interpretation and adequate data that demonstrate accomplishment of that interpretation.
5. The Board will monitor all policies that instruct the GM. The Board can monitor any policy at any time by any method listed above but will ordinarily follow the schedule outlined in the Board Annual Calendar.

**Policy Type: Executive Limitations**  
**Policy Title: X Global Executive Constraint**

Last Revised: February 2019

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The General Manager must not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices, or in violation of the Cooperative Principles.

The General Manager must monitor the Ends (E) and each Executive Limitation (X) policy and update the Board regarding compliance each year as set by the Board Annual Calendar.

**Policy Type:** Executive Limitations  
**Policy Title:** X.1 Financial Condition and Activities  
**Last revised:** January 2019

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With respect to the actual, ongoing financial conditions and activities, the General Manager must not cause or allow the Cooperative to be unprepared for future opportunities, the development of fiscal jeopardy, or key operational indicators to be below average for our industry.

The GM must not:

1. Allow sales growth to be inadequate.
2. Allow operations to generate an inadequate net income.
3. Allow liquidity (the ability to meet cash needs in a timely and efficient fashion) to be insufficient.
4. Allow solvency (the relationship of debt to equity) to be insufficient.
5. Allow growth in ownership and owner paid-in equity to be insufficient.
6. Default on any terms that are part of the Cooperative's financial obligations.
7. Allow late payment of contracts, payroll, loans or other financial obligations.
8. Incur debt other than trade payables or other reasonable and customary liabilities incurred in the ordinary course of doing business.
9. Acquire, encumber or dispose of real estate or enter into long-term real estate leases.
10. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
11. Use restricted funds for any purpose other than that required by the restriction.
12. Allow financial record keeping systems to be inadequate or out of conformity with Generally Accepted Accounting Principles (GAAP).
13. Make a single purchase, outside of inventory purchases and budgeted capital expenses, of between \$5,000 and \$10,000 without board chair approval or of more than \$10,000 without Board approval.

**Policy Type:** Executive Limitations  
**Policy Title:** X.2 Planning and Financial Budgeting  
**Last revised:** January 2019

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The General Manager must not operate without annual and multi-year budgets and plans that address intentional and improved Ends accomplishment along with avoidance of fiscal jeopardy.

The GM must not:

1. Create plans or budgets that
  - a. Risk incurring those situations or conditions described as unacceptable in the Board policy “Financial Condition and Activities.”
  - b. Omit credible projection of revenues and expenses, owner investment and return, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
  - c. Do not address excellence in business systems and operations.
  - d. Have not been tested for feasibility.
2. Provide less for Board prerogatives during the year than is set forth in the board budget.

**Policy Type:** Executive Limitations  
**Policy Title:** X.3 Asset Protection  
**Last revised:** January 2019

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The General Manager must not allow assets to be unprotected, unreasonably risked, or inadequately maintained.

The GM must not:

1. Allow equipment and facilities to be inadequately insured, or otherwise unable to be replaced if damaged or destroyed, including coverage for any losses incurred due to business interruption.
2. Allow unnecessary exposure to liability or lack of insurance protection from claims of liability.
3. Allow deposits or investments to be unreasonably risked.
4. Allow inadequate security of premises and property.
5. Allow data, intellectual property, or files to be unprotected from loss, theft or significant damage.
  - a. Allow improper usage of member-owners' and customers' personal information.
6. Allow purchasing that is uncontrolled or subject to conflicts of interest.
7. Allow lack of due diligence in contracts.
8. Allow damage to the Cooperative's public image.

**Policy Type:** Executive Limitations  
**Policy Title:** X4 Ownership Rights and Responsibilities  
**Last Revised:** March 2019

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The General Manager must not allow member-owners to be uninformed or misinformed of their rights and responsibilities.

The GM must not:

1. Allow any individual to become a member-owner unless that individual meets the eligibility requirements described in our Bylaws, and pays the required equity (or begins an equity payment plan).
2. Create or implement a member-owner equity system without the following qualities:
  - a. Member-owners are informed that equity investments are a) at risk, and b) generally refundable, though the Board retains the right to withhold refunds when necessary to protect the Cooperative's financial viability.
  - b. Equity will not be refunded if such refunds would lead to a net decrease in total member-owner paid-in equity at the end of any reporting period, or would risk, cause or exacerbate non-compliance with any Financial Condition policy.
3. Implement a patronage dividend system that does not
  - a. Comply with IRS regulations.
  - b. Allow the Board to examine a range of options and implications, so the Board can make a timely determination each year concerning how much, if any, of the Cooperative's net profit will be allocated and distributed to member-owners.

**Policy Type:** Executive Limitations  
**Policy Title:** X.5 Treatment of Customers  
Last revised: March 2019

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The General Manager must not be unresponsive to customer needs.

The GM must not:

1. Operate without a system for soliciting and considering customer opinion regarding preferences, product requests, complaints and suggestions.
2. Allow an unsafe shopping experience for our customers

**Policy Type:** Executive Limitations  
**Policy Title:** X.6 - Staff Treatment and Compensation  
**Last revised:** March 2019

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The General Manager must not treat staff in any way that is unfair, unsafe, or unclear.

The GM must not:

1. Operate without written personnel policies that:
  - a. Clarify rules for staff.
  - b. Provide for fair and thorough handling of workplace conflicts. The board should not be included as a participant in the conflict resolution process.
  - c. Are accessible to all staff.
  - d. Inform staff that employment is neither permanent nor guaranteed.
  - e. Encourage employees to report unethical or illegal behavior.
2. Prevent any employee from reporting unethical or illegal activity to the board, or discriminate or retaliate against any employee for reporting unethical or illegal behavior or activity.
3. Cause or allow personnel policies to be inconsistently applied.
4. Provide for inadequate documentation, security and retention of personnel records and all personnel related decisions.
5. Establish compensation and benefits that are internally or externally inequitable.
6. Change the GM's own compensation and benefits, except as those benefits are consistent with a package for all other employees.

**Policy Type: Executive Limitations**

**Policy Title: X.7 Communication to the Board**

Last Revised: April 2019

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The General Manager must not cause or allow the Board to be uninformed or unsupported in its work.

The GM must not

1. Submit monitoring reports that are untimely or inaccurate, or that lack operational definitions and verifiable data directly related to each section of the policy.
2. Report in an untimely manner any actual or anticipated noncompliance with any Board policy, along with a plan for reaching compliance and a proposed schedule regarding follow-up reporting.
3. Allow the Board to be unaware of relevant legal actions, media coverage, trends, public events of the Cooperative, or internal and external changes.
4. Withhold from the Board relevant information from or about key partners including NCG, including (but not limited to): reports about industry trends, operational audits, risk assessment and joint liability, program participation, and member agreements.
5. Withhold an opinion if the GM believes the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the GM.
6. Deal with the Board in a way that favors or privileges certain directors over others except when responding to officers or committees duly charged by the Board

**Policy Type: Executive Limitations**

**Policy Title: X.8 Board Logistical Support**

Last Revised: April, 2019

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The General Manager must not allow the Board to have inadequate logistical support.

The GM must not:

1. Provide the Board with insufficient staff administration to support governance activities and Board communication.
2. Allow the board to be without a workable mechanism for official board, officer or committee communications.
3. Provide inadequate information and notice to member-owners concerning Board actions, meetings, activities and events.

**Policy Type: Executive Limitations**

**Policy Title: X.9 Emergency GM Succession**

Last Revised: April 2019

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To protect the Cooperative from sudden loss of GM services, the GM shall not have less than one other staff member sufficiently familiar with Board and GM issues and processes to enable them to take over with reasonable proficiency as a temporary manager.

**Policy Type: Board Governance Process**

**Policy Title: G – Global Governance Commitment**

Last Revised: October 2018

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Acting on behalf of our owners, the Board ensures the success of the cooperative by working together effectively, empowering and holding accountable professional management, providing strategic leadership for our cooperative, and perpetuating our democratic organization.

**Policy Type:**        **Board Governance Process**  
**Policy Title:**        **G.1 – Governing Style**  
**Last Revised:**        **October, 2018**

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We will govern in a manner consistent with the Four Pillars of Cooperative Governance (Teaming, Accountable Empowerment, Strategic Leadership, Democracy). In order to do this, we will:

1. Be a strategic leader by developing insight and foresight to set direction and facilitate movement in that direction.
2. Ensure effective systems of delegating authority to professional management, holding the use of that power accountable, and clearly distinguishing between board and management responsibilities.
  - a. Observe the 10 Policy Governance principles (Ownership, Governance Position, Board Holism, Ends Policies, Board Means Policies, Executive Limitations Policies, Policy “Sizes”, Delegation to Management, Any Reasonable Interpretation, Monitoring)
3. Maintain team discipline, authority and responsibility.
4. Practice the habits of a successful democracy.
5. Obey all relevant laws and bylaws.

## **Policy Type: Board Governance Process**

### **Policy Title: G.2 The Board's Job**

Last Revised: October 2018

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In order to govern successfully, we will:

1. Practice, protect, promote and perpetuate a healthy democracy for our Cooperative.
2. Create and sustain a meaningful relationship with member-owners.
3. Hire, set compensation for, delegate responsibility to, and hold accountable a General Manager.
  - a. Use a strategic process to establish the value of GM compensation, and complete this process in a timely manner.
4. Assign responsibility in a way that honors our commitment to empowerment and clear distinction of roles.
5. Rigorously monitor operational performance in the areas of Ends and Executive Limitations.
6. Regularly evaluate our own Board performance in the areas of Board Process and Board-Management Relationship.
7. Perpetuate the Board's leadership capacity using ongoing education and training, a robust recruitment, qualification and nomination process and fair elections.
8. Perform other duties as required by the bylaws or because of limitations on GM authority.

**Policy Type: Board Governance Process**  
**Policy Title: G.3 Directors' Code of Conduct**  
Last Revised: October 2018

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We each commit ourselves to ethical, professional and lawful conduct.

1. Every director is responsible at all times for acting in good faith, in a manner which they reasonably believe to be in the best interests of the Cooperative, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
2. Directors must demonstrate unconflicted loyalty to the interests of the Cooperative's owners. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, membership on other Boards or staffs, and the personal interest of any director acting as an individual consumer or member-owner.
  - a. There will be no self-dealing or any conduct of private business or personal services between any director and the Cooperative except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
  - b. Every year, every director will complete the Code of Conduct Agreement form and will verbally report to the whole board all actual and potential conflicts. Every director will immediately report any subsequent actual or potential conflicts to the whole board.
  - c. When the Board is to decide on an issue about which a director has an unavoidable conflict of interest, that director shall abstain from the conversation and the vote.
  - d. A director who applies for employment at the Cooperative must first resign from the Board.
3. Directors may not attempt to exercise individual authority over the organization.
  - a. When interacting with the GM or employees, directors must carefully and openly recognize their lack of authority.
  - b. When interacting with the public, the press, or other entities, directors must recognize the same limitation and the inability of any director to speak for the Board except to repeat explicitly stated Board decisions.
4. Directors will respect the confidentiality appropriate to issues of a sensitive nature and must continue to honor confidentiality after leaving Board service.
5. Directors will prepare for, attend, and participate fully in all Board meetings and trainings.
6. Directors will fulfill commitments within agreed deadlines.
7. Directors will take an active role in committees and meetings
8. Directors will support the legitimacy and authority of the Board's decision on any matter, irrespective of the director's personal position on the issue.
9. Any director who does not follow the code of conduct policy can be removed from the Board by a 2/3 majority vote of the remaining Board.

## **Policy Type: Board Governance Process**

### **Policy Title: G.4 Officers' Roles**

Last Revised: October, 2018

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We will elect these officers in order to help us accomplish our job: Chair, Vice-Chair, Secretary.

1. No officer has any authority to supervise or direct the GM.
2. Officers may delegate their authority but remain accountable for its use.
3. Will serve for a one year period
4. Will adhere to the current Bylaws Article V.
5. The Chair ensures the Board functions well and in accord with our policy agreements.
  - a. The Chair is authorized to make decisions that are consistent with Board Process and Board-Management Relationship policies in order to facilitate the Board's functioning.
  - b. The Chair will chair and set the agenda for Board meetings.
  - c. The Chair plans for leadership (officer) perpetuation.
  - d. The Chair may represent the Board to outside parties.
6. The Vice-Chair will:
  - a. Perform the duties of the Chair if the Chair is unable to do so.
7. The Secretary will:
  - a. Make sure the Board's documents are accurate, up to date, and appropriately maintained.
  - b. Write the draft and final versions of any new policy, committee charter and meeting minutes
  - c. Lead the Board's process for creating and monitoring the Board's (not the Cooperative's) budget.

**Policy Type: Board Governance Process**  
**Policy Title: G.5 Board Committee Principles**

Last Revised: October, 2018

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We will use Board committees only to help us accomplish our job.

1. Committees will reinforce and support Board holism.
  - a. In particular, committees help the whole Board move forward when they research alternatives and bring back options and information.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.
3. The Board will establish, regularly review and control committee responsibilities in written committee charters.
  - a. We will carefully state committee expectations and authority to make sure they do not conflict with authority delegated to the GM.

## **Policy Type: Board Governance Process**

### **Policy Title: G.6 Agenda Planning**

Last Revised: December 2018

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We will follow a strategic multi-year work plan and annual agenda that focuses our attention upward and outward.

1. Our annual governance cycle will run from January through December.
2. We will create, and modify as necessary, an annual calendar that includes ownership meetings, Board training schedule, committee reports, monitoring schedule, and the GM evaluation and compensation decisions as outlined in our Board-Management Relationship policies.
3. Board meeting agendas will be determined by the Board Chair and may be modified at the meeting by a majority vote of the Board.

## **Policy Type: Board Governance Process**

### **Policy Title: G.7 Board Meetings**

Last Revised: December 2018

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Board meetings are for the task of getting the board's job done.

1. We will use Board meeting time only for work that is the whole Board's responsibility. We will avoid committee issues, operational matters, personal concerns and other topics that are not the highest and best use of our time.
2. Meetings will be open to the membership except when executive session is officially called.
  - a. We may occasionally use executive session to deal with confidential matters, as long as the purpose of the session is stated. When possible, announcement of the executive session should be on the published agenda.
3. We will seek consensus through discussion. We will then finalize and document decisions through the use of motions, seconds and majority vote.
4. If we must make a decision outside of a regular meeting, that decision must be unanimous and affirmed in writing by all directors. We will include a record of that decision in the minutes of the next regular meeting.

## **Policy Type: Board Governance Process**

### **Policy Title: G.8 Governance Investment**

Last Revised: December 2018

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We will invest in the Board's governance capacity.

1. We will make sure that board skills, methods and supports are sufficient and updated to allow us to govern with forethought.
2. We will incur governance costs prudently, though not at the expense of endangering the development and maintenance of superior capability.
  - a. We will use training and retraining liberally to orient new directors, as well as to maintain and increase existing directors' skills and understandings.
  - b. We will use professional and administrative support.
  - c. We will arrange outside monitoring assistance as necessary so that the board can exercise confident control over organization performance.
  - d. We will use outreach mechanisms as needed to ensure our ability to listen to owner viewpoints and values.
  - e. Each director will receive moderate compensation of a monthly in-store gift card.
  - f. Directors may be reimbursed, by action of the Board, for expenses incurred while attending Board and Committee meetings and Trainings.
3. We will develop the Board's annual budget in a timely way so as to not interfere with the development of the Cooperative's annual budget.

## Document Revisions

- 7-21-2009 Changed minor formatting. Separated each policy type so they are not on the same page. -BB
- 7-27-2009 Board agreed to remove G.6.3 from the policy register. -BB
- 4-19-2010 Board voted to remove E.3 Maple City Market Mission from the policy register. -BB
- 5-26-2010 Formatting changes, added index. -BB
- 7-12-2010 Changed G.5.5 to read “Committees will be used only as necessary, to support the work of the board.” –BB
- 10-18-2010 Changed G.8.3 to “Directors receive a monthly in-store credit.” -BB
- 11-15-2010 Revised all R policies with contributions from the policy editing committee. -BB
- 03-28-2011 X.7.4 – changed “of over \$2000” to “of over \$4000”.
- 03-28-2011 X.7.4 – added “GM will not fail to notify the board of capitol expenditures of \$2000 or more.”
- 03-28-2011 G.3.2.2 – Removed “with out comment”. -BB
- 06-20-2011 R.4 – Changed the periodic monitoring of Staff Treatment from Direct Inspection to External. –BB
- 07-18-2011 Revision of old Policy Type: Governance Process G.6 Annual Agenda Cycle & Board Calendar to Policy Type: Board Process G.5 – Agenda Planning -PM
- 07-20-2011 All X Policies revised –PM
- 08-15-2011 Revision of old Policy Type: Governance Process G.2 Global Governance Commitment & G.3 Director’s Code of Conduct to Policy Type: Board Process G.2 The Board’s Job - PM
- 09-19-2011 G.9 Board-Ownership Communication was removed with points incorporated into existing G.2.1. and future G.6.3.a and G.7.2.c. - PM
- 10-17-2011 Revision of old Policy Type: Governance Process G.8 Cost of Governance and replaced with new G.7 Governance Investment (note current G.7 Board Meetings will be G.6 when reviewed in 1<sup>st</sup> Qtr 2012) -PM
- 11-06-2011 Revised all X Policies replacing previous last statement with: “The General Manager will monitor this policy and will update the Board regarding compliance each year as set by the Board Annual Calendar.” - PM
- 11-29-2011 G.4 Chair’s Role (old) was removed. Replaced with (new) G.3 – Officers’ Roles – PM
- 01-17-2012 G.1 Governing Style. Revised. – PM
- 02-27-2012 R1 MCM “Mission” replaced with “Ends”  
X10 “other manager” replaced with “staff member” - PM
- 3.19.2012 Old G.3 Director’s Code of Conduct from June 2011 replaced with G.2.3 Directors’ Code of Conduct. Note New G.3 was added in November 2011 (see above) – PM
- 04-24-2012 The revised Ends Statements were added to E.1 Organizational Ends – PM
- 05-21-2012 G.5 Board Committee Principles was replaced / updated with G.4 Board Committees  
X.6 Staff Treatment – removed 2.c., modified 1.b and removed the word “for” in # 4 - PM
- 06-21-2012 New G.6 Board Meetings was added. Replaces old G.7 Board Meetings – PM
- 10-21-2012 Revised R.4 – Monitoring Management Performance. Revised the method and frequency of monitoring to correlate to the revised Ends and X policies done earlier. – PM
- 01-21-2013 Revised X.6 Staff Treatment language to add #7 regarding External Survey

- 05-02-2013 Revised X.6 Staff Treatment language to add 7.b & 7.c. Also 8 & 9
- 05-20-2013 - Revised R.4 to add #7 requiring GM monitoring reports to the board 2 weeks prior to board meetings  
 - Revised G.7 to add “November” as date in last bullet  
 - Revised X.6 to move the nested set for visible presence to for customers. Moved to X5 Treatment of Customers. Also moved #9 to R.2 Accountability of GM  
 - X9.1.a Removed: “Including an updated copy of the Policy Register and Bylaws.”  
 As this is a function of the board
- 06-17-2013 Revised G.2.3 Directors Code of Conduct. Replaced with revised content.
- 07-15-2013 Removed paragraph G.2.3.2.d. MCM does not allow employees to serve on its board so can be omitted from this policy
- 08-19-2013 R.1 Unity of Control – replaced Vision, Values to Strategic Planning.
- 10-21-2013 G.2 The Board’s Job: G.2.2.1 Added “and training”, changed “hardcopies” to “copies”. Removed G.2.2.5 as is redundant to G.2.3.1. Removed G.2.3.5 as is redundant to G.2.2.1  
 G.3 Officers’ Roles: Changed references from “Co-Chair” to “Vice-Chair”. Under “All officers” Added “Will adhere to current Bylaws: Article V. Officers.”  
 X.8 Communication to the Board: Removed “consent” from X.8.6  
 X.1 Financial Condition and Activities: Added X.1.3 stating “Allow Total Labor % of Sales to not rise above 27%.”
- 11-18-2013 Removed R.2.4: The GM will not fail to accomplish the full time work of the General Manager wherever his location.
- 1-20-2014 Revised X.1.3 Financial Condition and Activities to remove the word “not”. Also revised G.4 to add the word “be” both standing and ad hoc.
- 2-17-2014 Changed verbiage in X.10 Emergency GM Successor in paragraph 1 from “interim successor” to “temporary manager.”
- 5-19-2014 G.7 Governance Investment – removed the requirement of the gift card being issued the day after the board meeting. And the designation of \$25 specifically. Also added “and Trainings” in addition to Committee Meetings
- 6-16-2014 R.4 Monitoring Management Performance – modified 4.5 & 4.6 to remove reference to specific calendar dates changing to anniversary date. Removed 4.7 that specified monitoring reports are to be submitted 2 weeks prior to board meeting. Covered with X.8.1 for timely submission.
- 9-22-2014 X.8 Executive Limitations – added “which may affect Board policy” to end of sentence for X.8.3
- 12-15-2014 G.5.1 Agenda Planning – changed dates from July through June to January through December

- G.7 - removed the last line reflecting a hard deadline “In no case will we complete this work later than November.”
- 01-19-2015 G.10 – added requirement for the designated emergency GM to attend at least one board meeting per quarter
- 05-18-2015 G.6 – revisions made to adjust date requirements for agenda and packet materials
- 09-21-2015 X.6.7 – changes made to assure an annual survey is done and monitored by a third party and a CDS Survey is conducted every 3 years
- 01-25-2016 X.1. – changed GAAP to OCBOA. OCBOA is what the market accountant uses
- 02-22-2016 X.3 – changed X.2a to be X.3 and shifted subsequent numbers. X.2a was to be its own bullet and not a nested set of 2. This was a typo from the time the policy was revised in 2011.
- 04-25-2016 X.8 – changed X.8 to add new point 7: Fail to supply the board with regular financial statements that are readily understandable and useful for its strategic leadership, governance responsibility and fiduciary role.
- 07-25-2016 G.3 – changed G.3 to remove the role of treasurer and consolidate the treasurer’s duties with those of the vice chair.
- 08-22-2016 G.4 – removed the final bullet of the policy, which read, “monitor future performance of topic designated for investigation,” because board members did not know the meaning of the phrase (it did not add anything to the policy).
- 10-24-2016 R.1 – replaced the word “management” with “operational” in R.1.2.
- 01-15-2017 R.4.3 – added “even”
- 04-18-2017 Removed 2.1.3 (GMOs in food will be carefully monitored and generally discouraged) from the Organizational Ends of the Maple City Market
- 07-24-2017 Removed X.10.1. Fail to ensure said person to attend at least one board meeting per quarter.
- 08-28-2017 Changed language for G.3.2 and G.3.3 from: (Chair)  
 “2. Assure that the Board’s behavior is consistent with its own rules and those legitimately imposed on it from outside MCM, with the authority to apply any reasonable interpretation of the provisions in the Board Process and Board Management Relationship Policies.  
 3. Occasionally represent the Board to outside parties, announcing Board stated positions, Chair decisions, and interpretations within the area delegated to the Chair.”
- 10-03-2017 Revised Ends Statement from:
- Global Ends: Health
1. People†health
    - 1.1. Because of MCM, ownermembers and customers in the Michiana region will be healthier
      - 1.1.1. People will consume healthy food and adopt healthful eating practices
      - 1.1.2. Healthy food and products will be accessible and affordable for everyone
  2. Planet health
    - 2.1. Because of MCM, there will be a local, sustainable food system in Michiana

- 2.1.1. There will be organic / natural farm practices
- 2.1.2. There will be more locally produced food
- 2.2. Because of MCM, the local environment & resources will be responsibly shared, protected and restored

3. Commerce health

- 3.1. Because of MCM, there will be a locally owned cooperative business
  - 3.1.1. There will be equity between ownermembers, staff and suppliers
  - 3.1.2. There will be products and services delivered at or below others' triple bottomline price (balancing the importance of people, profit and the planet)
- 3.2. Because of MCM, there will be a thriving model that inspires other businesses in the Great Lakes region

- 10/01/2018 Process of revision of entire policy register began. G.3 Officers' Roles & G.4 Board Committees revised as well at the title of G.4 Board Committees to Board Committee Principles.
- 10/29/2018 G - Global Governance Commitment was carved out onto a separate page. G.1 Governing Style, G.2 The Board's Job were revised and a new G.3 Directors' Code of Conduct was carved out of the previous G.2 policy. Although not included in the actual policy, the Code of Conduct agreement form was revised as well. Directors are to complete this agreement each year. Suggest in July when new terms begin. All G policies were sequenced.
- 12/18/2018 G.6, G.7, G.8 reviewed and revised. See Policy Register dated 10/29/18 for previous version  
X.6.1 was revised changing verbiage to match revisions to operational HR policies. The term grievance changed to conflict resolution, added "The board should not be included as a participant in conflict resolution process", added "e. Encourage employees to report unethical or illegal behavior."
- 1/22/2019 Modified X.1.11 language for approval requirements expenditures for greater than \$5,000
- 2/26/2019 X, X.1, X.2 and X.3 revised. Changed to CDS Policy template. See Policy Register dated 1/22/19
- 3/23/2019 X.4-6 revised. Generally followed CDS Policy template. Note Staff Treatment and Staff Compensation were combined which changed the numbering for the subsequent 3 policies. The grid at the beginning of the X Policies showing frequency and method was removed. This information will be a part of the actual policy. See Policy Register dated 2/26/19.
- 4/16/19 X.7, X.8, X.9 revised. See previous policy Register dated March 2019. Revisions primarily reflect the CBLD Template from 2017
- 6/24/19