

CBLD

Policy Template

for Startup Food Co-ops

**Introduction**

Groups working to start food cooperatives in their community often need or want a suggestion for how to structure their work in a way that has been successful for others and might have a good chance of succeeding for them. This project arose out of our CBLD team's recognition that a Policy Template to meet the needs of startup groups would be a helpful resource. As with any of the CBLD templates, we encourage you to use this in conjunction with ongoing consulting support; if you have questions about implementing this structure, please don’t hesitate to contact one of the CBLD consultants.

Notes to this template (May 22, 2012)

1. We are planning on addressing the three stages of development: Stage 1 – Organizing, Stage 2 – Feasibility and Planning, or Stage 3 – Implementation. This publication includes the Stage 1 and 2 templates.
2. In the Stage 1 template, we use the concept of “working agreements” rather than “policies” and “task groups” rather than “committees” in recognition that highly formalized structures and language don’t generally make sense for groups in this stage of development.
3. In the Stage 2 template, we deepen the level of detail, begin to shift the language in recognition of the presence of a board and anticipate the hiring of a manager. Where a *Manager* is referred to it may mean Project Manager, Outreach Manager or General Manager, depending on your group’s situation. The additional agreements should be applicable to any of them.
4. Management Limitation policies have been added to the Stage 2 Template. We encourage you to learn more about this approach to delegation by talking with one of the CBLD consultants, and by reading the [Policy Governance (R) FAQ Field Guide](https://cdsconsulting.centraldesktop.com/cbld/doc/12794313/w-PolicyGovernanceFaq) in the [CBLD Library](http://cdsconsulting.centraldesktop.com/cbld/doc/3154572).
5. Appendices have been included with some additional helpful documentation including sample Task Group charters and sample Task Lists.
6. The intent is that a board that has adapted these basic structures during the startup phase will be able to easily build on them as the co-op develops into a fully functional business with professional management. These templates are designed to be stepping stones along the path toward full adoption of the [CBLD Policy Template](https://app.centraldesktop.com/home/viewfile?guid=1681428165E77E7E293B28F92E2068E9EC0E868B1&id=15334222) that you may want to use when your co-op is established.
7. While we are presenting something here that we believe is useful “as is,” each group is responsible for making your own decisions about the agreements you make with each other and about the kinds of task groups you create. Use this template not as an absolute directive, but as a starting place for your own conversation.



**STAGE 1 WORKING AGREEMENTS**

(last revised May 22, 2012)

**Our Goal:** (*or Mission, etc*)

(*For example: A successful retail food cooperative in [our community], serving [our region’s] needs for healthy and local food.*)

**Steering Committee** (*or core group, founding team etc*) **working agreements**

1. Our job is to create the organization that can investigate, open and own a food co-op.
2. We will work together in a way that helps us accomplish our goal. Specifically, we will
	1. research and learn about best practices on starting a co-op and cooperative governance
	2. maintain group discipline, authority and responsibility
	3. follow this set of written agreements, modifying them or adding to them as needed
	4. carefully distinguish roles
	5. encourage diverse viewpoints
	6. obey all relevant laws
3. We will follow meeting agendas designed to help us accomplish our goals.
	1. We will limit the amount of meeting time taken up by personal concerns, work we have delegated to task groups, or topics that aren’t related to our goals.
	2. We will seek consensus through discussion. We will then finalize and document decisions through the use of motions, seconds and majority vote.
	3. The meeting agenda will be determined by the steering committee chair, and may be modified at the meeting by a majority vote of the steering committee.
4. Each of us commits ourselves to ethical, businesslike and lawful conduct.
	1. Every steering committee member is responsible at all times for acting in good faith, in a manner which she/he reasonably believes to be in the best interests of the group, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
	2. Steering committee members must demonstrate unconflicted loyalty to the interests of the group. 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 steering committee member acting as an individual consumer or co-op member.
	3. There will be no self-dealing or any conduct of private business or personal services between any steering committee member and the Cooperative except as procedurally controlled to assure openness, competitive opportunity and equal access to “inside” information.
	4. When the steering committee is to decide on an issue about which a steering committee member has an unavoidable conflict of interest, that person shall abstain from the conversation and the vote.
	5. No steering committee member has any individual authority unless specifically given that authority by the steering committee.
		1. The steering committee may authorize its members to act on behalf of the co-op within a specified scope of work and budget. Such authority is limited and both the steering committee and member will be accountable for the outcomes.
		2. When interacting with the public, the press, or other entities, no steering committee member may speak for the steering committee except to repeat explicitly stated steering committee decisions.
	6. Steering committee members will respect the confidentiality appropriate to issues of a sensitive nature and must continue to honor confidentiality after leaving the steering committee.
	7. Steering committee members will prepare for and attend all steering committee meetings and trainings.
	8. Steering committee members will support the legitimacy and authority of the steering committee’s decision on any matter, irrespective of the member’s personal position on the issue.
	9. Any steering committee member who does not follow these code of conduct agreements can be removed from the steering committee by a 2/3 majority vote of the remaining steering committee.
5. We will elect officers in order to help us accomplish our job.
	1. Officers may delegate their authority but remain accountable for its use.
	2. The chair ensures the steering committee acts consistently with steering committee agreements.
		1. The chair will run the meetings and set the agenda.
		2. The chair plans for leadership (officer) perpetuation.
		3. The chair may represent the steering committee to outside parties.
	3. The vice-chair will perform the duties of the chair in her/his absence.
	4. The treasurer will keep track of the steering committee’s funds.
		1. In addition, the treasurer will facilitate the steering committee’s understanding of financial issues as needed.
	5. The secretary will make sure the steering committee’s documents are accurate, up to date, and appropriately maintained.
6. We will use task groups only to help us accomplish our job.
	1. Task group members may not speak or act for the steering committee except when formally given such authority for specific and time-limited purposes.
	2. The steering committee will establish, regularly review and control task group responsibilities in written task group charters.
		1. Charters will carefully state task group expectations, authority and limitations.
7. We will create a budget for our work.
	1. We will review and modify the budget as needed.
	2. We will include funds for:
		1. Co-op development
		2. Steering committee education, training and development, including:
			1. What a co-op is.
			2. What the co-op development process means.
			3. What the needs of the community are.
		3. Task group work

**APPENDICES**

**Stage 1 Task Group Charter samples**

**Legal/Incorporation** (last revised May 22, 2012)

Term: Until initial legal entity and documentation is established, then as needed.

The primary purposes of the Legal/Incorporation task group will be to:

1. Identify and recommend to the steering committee a range of options for lawyer or other legal counsel.
2. Research and recommend to the steering committee incorporation options.
3. Work with legal expertise to prepare Articles of Incorporation, Bylaws, membership paperwork and any other required legal paperwork and filings.
4. Prepare an annual calendar for recurring legal filings.
5. Work with finance task group to create a recommendation for an annual L/I task group budget.
6. Spend money (within budgeted amounts) to accomplish the task group’s goals.
7. Work with legal expertise to address and make recommendations to the steering committee on any further legal questions or issues, as they arise.
8. Provide a brief written report to the steering committee monthly about the activities of this task group.

Limit: The task group cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without steering committee approval and no individual task group member has the authority to spend money unless specifically authorized by the task group or steering committee.

**Finance** (last revised May 22, 2012)

Term: Ongoing, however the purposes will change when a General Manager has been hired and has adequate staff in place to assume primary financial responsibility.

The primary purposes of the finance task group will be to:

1. Identify and recommend to the steering committee a range of options for accountant and financial consultant.
2. Work with the financial consultant to prepare initial Pro Forma financial projections including a Sources and Uses budget.
3. Research and recommend to the steering committee a range of options for a system for financial record keeping for use until an operational system is established.
4. Research and recommend to the steering committee a range of options for a bank or credit union at which initial accounts will be established. (Note: These institutions and accounts may be changed by the General Manager.)
5. Research and recommend to the steering committee expenditure guidelines, steering committee and startup budget and work with other task groups on their budgets.
6. Prepare an annual calendar for recurring financial filings and payments.
7. Spend money (within budgeted amounts) to accomplish the task group’s goals.
8. Work with accountant and/or financial consultant to address and make recommendations to the steering committee on any further finance questions or issues, as they arise.
9. Provide a brief written report to the steering committee monthly about the activities of this task group and the financial activities and condition of the cooperative.

Limit: The task group cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without steering committee approval and no individual task group member has the authority to spend money unless specifically authorized by the task group or steering committee.

**Membership** (last revised May 22, 2012)

Term: Ongoing, however the purposes will change when a General Manager has been hired and has adequate staff in place to assume primary membership responsibility.

The primary purposes of the membership task group will be to:

1. Identify and recommend to the steering committee a range of options for membership development consultant.
2. Work with membership consultant and financial task group to establish member equity amount, membership goals and member financial benefits.
3. Research and recommend to the steering committee a system for tracking member equity and information for use until an operational system is established. This may be incorporated in the initial financial system.
4. Work with finance task group to create a recommendation for an annual membership task group budget.
5. Work with community outreach task group to prepare an annual calendar for membership and community outreach events either to be run by the cooperative or that the cooperative should take part in. These events may be specifically to increase membership or generally to promote the cooperative and community involvement and the annual meeting should be included on this calendar.
6. Work with the steering committee and other task groups on planning and executing the annual membership meeting.
7. Research and establish a method for tracking and evaluating the relative success of membership generation activities.
8. Spend money (within budgeted amounts) to accomplish the task group’s goals.
9. Recruit and oversee volunteers to work on membership generation and linkage activities.
10. Provide a brief written report to the steering committee monthly about the activities of this task group, membership growth and upcoming events.

Limit: The task group cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without task group approval and no individual task group member has the authority to spend money unless specifically authorized by the task group or steering committee.

**Community Outreach** (last revised May 22, 2012)

Term: Ongoing, however the purposes will change when a General Manager has been hired and has adequate staff in place to assume primary community outreach responsibility.

The primary purposes of the community outreach task group will be to:

1. Identify and recommend to the steering committee a range of options for business name and logo.
2. Identify and recommend to the steering committee a range of options for a paid or volunteer person or team to develop brochures, posters, website, social media and other promotional materials.
3. Write and publish regular news updates for members and community and maintain and regularly update website and social media.
4. Build relationships with local and regional media outlets, write and distribute press releases and offer interviews.
5. Produce presentation materials for community, civic, and other social groups; prepare co-op presenters to be available for speaking engagements.
6. Work with finance task group to create a recommendation for an annual community outreach task group budget.
7. Work with membership task group to prepare an annual calendar for membership and community outreach events either to be run by the cooperative or that the cooperative should take part in. These events may be specifically to increase membership or generally to promote the cooperative and community involvement and the annual meeting should be included on this calendar.
8. Spend money (within budgeted amounts) to accomplish the task group’s goals.
9. Recruit and oversee volunteers to work on community outreach activities.
10. Provide a brief written report to the steering committee monthly about the activities of this task group, community outreach and upcoming events.

Limit: The task group cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without task group approval and no individual task group member has the authority to spend money unless specifically authorized by the task group or Board.

**Board Development** (last revised May 22, 2012)

Term: Ongoing (*Starts when you’re ready*)

The primary purposes of the board development task group will be to:

1. Identify, recruit and orient candidates to run for the board.
2. Prepare an annual calendar for nominations and election.
3. Prepare and distribute nomination, election and orientation materials to potential candidates.
4. Prepare and distribute nomination and election materials and notices to membership and community.
5. Plan for and implement board member education and orientation including conferences, training, resources, retreats, speakers and consultants.
6. Work with finance task group to create a recommendation for an annual development task group budget.
7. Spend money (within budgeted amounts) to accomplish the task group’s goals.
8. Provide a brief written report to the steering committee monthly about the activities of this task group and the progress of candidate identification and recruitment.

Limit: The task group cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without task group approval and no individual task group member has the authority to spend money unless specifically authorized by the task group or Board.

**Stage 1 Sample Task List** (last revised May 22, 2012)

|  |  |  |
| --- | --- | --- |
| Task | Recurrence | Completed? |
| Build an understanding of cooperatives and the cooperative development process. Study “How to Start a Food Co-op”, FCI and Columinate Websites. Engage trainers and consultants. Visit other co-ops | Once/Ongoing |  |
| Build and document a shared vision | Once |  |
| Hold community meetings to gauge interest | Once |  |
| Incorporate and establish Articles of Incorporation & Bylaws | Once |  |
| Seat the initial Board of Directors | Once/Annually |  |
| Elect officers | Once/Annually |  |
| Recruit key volunteers | Once/Ongoing |  |
| Adapt and adopt Stage 1 Working Agreements – define process, coordinate roles and establish initial work groups | Once |  |
| Establish, document and empower Task Groups | Once/As Needed |  |
| Establish an annual budget for Board and Task Group work | Annually |  |
| Establish an annual calendar that includes board election, ongoing board training, monitoring etc | Annually |  |
| Perform initial feasibility assessment – commission a market study and initial pro forma | Once |  |
| Plan and implement a membership structure | Once |  |
| Launch a membership drive – achieve 300 members | Once |  |
| Develop an initial Sources and Uses budget | Once |  |
| Raise funds | Ongoing |  |
|  |  |  |
|  |  |  |

**STAGE 2 WORKING AGREEMENTS**

(last revised May 22, 2012)

**(Note to this template: Additions to and changes from the Stage 1 Working Agreements are shown in *italics*.)**

**Our Goal:** (*or Mission, etc*)

(*For example: A successful retail food cooperative in [our community], serving [our region’s] needs for healthy and local food.*)

***Board* working agreements**

1. Our job is to create the organization that can investigate, open and own a food co-op.
	1. *We will hire, compensate, delegate responsibility to, and hold accountable a Manager.*
	2. *We will have clear, written, expectations of the Manager’s performance.*
	3. *We will regularly check to make sure the Manager is following the Board’s expectations, and to make sure the Board itself is following our own Working Agreements.*
2. We will work together in a way that helps us accomplish our goal. Specifically, we will
	1. research and learn about best practices on starting a co-op and cooperative governance
	2. maintain group discipline, authority and responsibility
	3. follow this set of written agreements, modifying them or adding to them as needed
	4. carefully distinguish roles
	5. encourage diverse viewpoints
	6. obey all relevant laws
3. We will follow meeting agendas designed to help us accomplish our goals.
	1. We will limit the amount of meeting time taken up by personal concerns, work we have delegated to *committees*, or topics that aren’t related to our goals.
	2. We will seek consensus through discussion. We will then finalize and document decisions through the use of motions, seconds and majority vote.
	3. The meeting agenda will be determined by the *board* chair, and may be modified at the meeting by a majority vote of the *board*.
4. *Meetings will be open to the membership except when a ‘closed session’ is officially called.*
5. *We may occasionally use a closed session to deal with confidential matters, as long as the purpose of the session is stated. When possible, announcement of the closed session should be on the published agenda.*
6. Each of us commits ourselves to ethical, businesslike and lawful conduct.
	1. Every *board* member is responsible at all times for acting in good faith, in a manner which she/he reasonably believes to be in the best interests of the group, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
	2. *Board* members must demonstrate unconflicted loyalty to the interests of the group. 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 *board* member acting as an individual consumer or co-op member.
	3. There will be no self-dealing or any conduct of private business or personal services between any *board* member and the Cooperative except as procedurally controlled to assure openness, competitive opportunity and equal access to “inside” information.
	4. When the *board* is to decide on an issue about which a *board* member has an unavoidable conflict of interest, that person shall abstain from the conversation and the vote.
	5. No *board* member has any individual authority unless specifically given that authority by the *board*.
		1. The *board* may authorize its members to act on behalf of the co-op within a specified scope of work and budget. Such authority is limited and both the *board* and member will be accountable for the outcomes.
		2. When interacting with the public, the press, or other entities, no *board* member may speak for the *board* except to repeat explicitly stated *board* decisions.
	6. *Board* members will respect the confidentiality appropriate to issues of a sensitive nature and must continue to honor confidentiality after leaving the *board*.
	7. *Board* members will prepare for and attend all *board* meetings and trainings.
	8. *Board* members will support the legitimacy and authority of the *board*’s decision on any matter, irrespective of the member’s personal position on the issue.
	9. Any *board* member who does not follow these code of conduct agreements can be removed from the *board* by a 2/3 majority vote of the remaining *board*.
	10. *A board member who applies for employment with the co-op must first resign from the board.*
7. We will elect officers in order to help us accomplish our job.
	1. Officers may delegate their authority but remain accountable for its use.
	2. The chair ensures the *board* acts consistently with *board* agreements.
		1. The chair will run the meetings and set the agenda.
		2. The chair plans for leadership (officer) perpetuation.
		3. The chair may represent the *board* to outside parties.
	3. The vice-chair will perform the duties of the chair in her/his absence.
	4. The treasurer will keep track of the *board*’s funds.
		1. In addition, the treasurer will facilitate the *board*’s understanding of financial issues as needed.
	5. The secretary will make sure the *board*’s documents are accurate, up to date, and appropriately maintained.
8. We will use *committees* only to help us accomplish our job.
	1. *Committee* members may not speak or act for the *board* except when formally given such authority for specific and time-limited purposes.
	2. The *board* will establish, regularly review and control *committee* responsibilities in written *committee* charters.
		1. Charters will carefully state *committee* expectations, authority and limitations.
9. We will create a budget for our work.
	1. We will review and modify the budget as needed.
	2. We will include funds for:
		1. Co-op development
		2. *Board* education, training and development, including:
			1. What a co-op is.
			2. What the co-op development process means.
			3. What the needs of the community are.
		3. *Committee* work
10. *Only officially passed motions of the board are binding on the Manager.*
11. *Decisions or instructions of individual board members, officers, or committees are not binding on the Manager except in rare instances when the board has specifically authorized this power.*
12. *In the case of board members or committees requesting information or assistance without board authorization, the Manager can refuse any requests that, in the Manager’s opinion, may disrupt development progress or that require too much staff time or resources.*

**Management Limitations** (last revised May 22, 2012)

The Manager has full authority to do whatever is needed to open a successful operation, except for the following limitations on that authority:

**Financial Condition and Activities**

The Manager will not:

1. Allow liquidity (the ability to meet cash needs in a timely and efficient fashion) to be insufficient.
2. Allow solvency (the relationship of debt to equity) to be insufficient.
3. Incur debt other than trade payables or other reasonable and customary liabilities incurred in the ordinary course of doing business.
4. Acquire, encumber or dispose of real estate.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Allow late payment of contracts, payroll, loans or other financial obligations.
7. Use restricted funds for any purpose other than that required by the restriction.
8. Allow financial record keeping systems to be inadequate or out of conformity with Generally Accepted Accounting Principles (GAAP).

**Business Planning and Financial Budgeting**

The Manager will not:

1. Create plans or budgets that
	1. Risk incurring those situations or conditions described as unacceptable in the Board policy “Financial Condition and Activities.”
	2. Omit credible projection of revenues and expenses, owner investment and return, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
	3. Would result in default under any of the Cooperative’s financing agreements or cause the insolvency of the Cooperative.
	4. Have not been tested for feasibility.

**Asset Protection**

The Manager will not:

1. Allow unnecessary exposure to liability or lack of insurance protection from claims of liability.
2. Allow deposits to be unreasonably risked.
3. Allow purchasing that is uncontrolled or subject to conflicts of interest.
4. Allow lack of due diligence in contracts.
5. Allow damage to the Cooperative’s public image.

**Membership Rights and Responsibilities**

The Manager will not:

1. Create or implement a member equity system without the following qualities:
	1. The required member equity, or fair share, is determined by the Board.
	2. Members 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.
	3. Equity will not be refunded if such refunds would lead to a net decrease in total member paid-in equity, or would risk, cause or exacerbate non-compliance with any Financial Condition policy.

**Staff Treatment and Compensation**

The Manager will not:

1. Treat staff in any way that is unfair, unsafe, or unclear
2. Provide for inadequate documentation, security and retention of personnel records and all personnel related decisions.
3. Establish compensation and benefits that are internally or externally inequitable.
4. Change the Manager’s own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.

**Communication to the Board**

The Manager will not

1. Cause or allow the Board to be uninformed or unsupported in its work.
2. Report any actual or anticipated noncompliance with any Board policy, along with a plan for reaching compliance, in an untimely manner.
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 his/her opinion if the Manager believes the Board is not in compliance with its own working agreements, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Manager.
5. Deal with the Board in a way that favors or privileges certain Board members over others except when responding to officers or committees duly charged by the Board.
6. Fail to supply for the Board’s consent agenda all decisions delegated to the Manager yet required by law, regulation, or contract to be Board-approved.

**APPENDICES**

**Stage 2 Committee Charter samples** (last revised May 22, 2012)

**Legal**

Date Chartered:

End of Term:

The primary purposes of the Legal committee will be to:

1. Inform the Manager about the schedule for recurring legal filings and any other legal statuses and actions, if any.
2. Work with finance committee to create a recommendation for an annual legal committee budget.
3. Spend money (within budgeted amounts) to accomplish the committee’s goals.
4. Work with legal expertise to address and make recommendations to the board on any further legal questions or issues specific to areas of board responsibility, as they arise.
5. Provide a brief written report to the board as activities dictate about the activities of this committee.

Limit: The committee cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without board approval and no individual committee member has the authority to spend money unless specifically authorized by the committee or board.

**Finance**

(*Once the Manager has been fully informed of all matters relating to the finances of the co-op, this committee may be disbanded or may continue as an operational committee, serving at the pleasure of the Manager, empowered by the Manager and accountable to the Manager*.)

**Membership**

*(Once the Manager has been fully informed of all matters relating to the finances of the co-op, this committee may be disbanded or may continue an operational committee, serving at the pleasure of the Manager, empowered by the Manager and accountable to the Manager.)*

**Community Outreach**

(*Once the Manager has been fully informed of all matters relating to the finances of the co-op, this committee may be disbanded or may continue an operational committee, serving at the pleasure of the Manager, empowered by the Manager and accountable to the Manager*.)

**Board Development**

Date Chartered:

End of Term:

The primary purposes of the board development committee will be to:

1. Identify, recruit and orient candidates to run for the board.
2. Maintain an annual calendar for nominations and election.
3. Prepare and distribute nomination, election and orientation materials to potential candidates
4. Prepare and distribute nomination and election materials and notices to membership and community.
5. Work with finance committee to create a recommendation for an annual board talent committee budget.
6. Spend money (within budgeted amounts) to accomplish the committee’s goals.
7. Provide a brief written report to the board monthly about the activities of this committee and the progress of talent identification and recruitment.

Limit: The committee cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without board approval and no individual committee member has the authority to spend money unless specifically authorized by the committee or board.

**Hiring**

Date Chartered:

End of Term: (*could be a specific date, or could be something like “Continues until a General Manager is hired.”*

The primary purposes of the hiring committee will be to:

1. Identify a range of options and recommend to the board a process for obtaining expertise to support the hiring of a General Manager.
2. Identify and prioritize the skills, experience and characteristics sought after in a successful GM candidate.
3. Identify, assess and recommend to the board a range of candidates for General Manager.
4. Prepare and distribute position description and other materials related to gathering candidates for General Manager.
5. Perform initial interviews, background checks and reference checks and prepare a report for the board with results and recommendations.
6. Manage logistics for General Manager travel and lodging for in-person interviews.
7. Work with finance committee to create a recommendation for hiring committee budget.
8. Spend money (within budgeted amounts) to accomplish the committee’s goals.
9. Provide a brief written report to the board monthly about the activities of this committee and the progress of General Manager hiring.

Limit: The committee cannot spend more than budgeted, cannot spend more than $50 on unbudgeted items without board approval and no individual committee member has the authority to spend money unless specifically authorized by the committee or board.

**Stage 2 Sample Task List** (last revised May 22, 2012)

|  |  |  |
| --- | --- | --- |
| Task | Recurrence | Completed? |
| Adapt and adopt Stage 2 Working Agreements  | Once |  |
| Establish a systematic process to assess feasibility that includes Market Feasibility, Internal Readiness, Financial Feasibility and Design Feasibility | Once |  |
| Shared Vision becomes a ‘concept’ with alignment amongst all participants | Once |  |
| Board and committees functioning effectively | Once/Ongoing |  |
| Membership reaches 450 members | Once |  |
| ASSESS OVERALL FEASIBILITY for preferred direction and preferred site/s or site area | Once |  |
|  |  |  |
| Plan and begin implementation of General Manager hiring | Once/As Needed |  |
| Develop a Business Plan | Once/Ongoing |  |
| Make preliminary contact with external lenders | Once/Ongoing |  |
| Plan for member loan/preferred shares drive | Once/As Needed |  |
| Conduct a site search yielding at least two sites | Once/As Needed |  |
| Begin site negotiations | Once |  |
| Membership reaches 600 members | Once |  |
| Secure the site WITH CONTINGENCIES | Once |  |
|  |  |  |
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**This section is under construction.**