

## Concord Food Co-op Board Meeting

November 18, 2025 – 5:00 to 7:30 pm  
The Hotel Concord - 3rd Floor - Concord Room  
([Zoom Link](#) passcode 03301)

|                           |                                                                                                                                                                                                                                                                               |                    |                   |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------|
| <b>Facilitator:</b>       | Shawn Menard                                                                                                                                                                                                                                                                  | <b>Note taker:</b> | Melanie Waldvogel |
| <b>Participants</b>       | Board members, Josh Belanger (GM)<br>All Co-op Members and Staff are welcome to attend Board meetings.                                                                                                                                                                        |                    |                   |
| <b>Highlighted Topics</b> | <ul style="list-style-type: none"> <li>Financial performance through FY26 Q1</li> <li>Identifying next steps for major projects and committees</li> </ul>                                                                                                                     |                    |                   |
| <b>Desired Outcomes</b>   | <b>Desired Outcomes for this meeting:</b> <ul style="list-style-type: none"> <li>Shared understanding on GM plan to stabilize operations and yield profit for FY26</li> <li>Decide on team to explore fundraising options</li> <li>Date selected for board retreat</li> </ul> |                    |                   |

| Time        | Topic                                                                            | Documents                        | Action           | Leader          |
|-------------|----------------------------------------------------------------------------------|----------------------------------|------------------|-----------------|
|             | <b>Preliminaries</b>                                                             |                                  |                  |                 |
| 5:00 - 5:05 | Agenda Review / Open Member Time                                                 | Agenda                           | Decide           | Shawn           |
| 5:05 - 5:10 | Review and approve last meeting's minutes                                        | <a href="#">Draft minutes</a>    | Decide           | Abigail         |
|             | <b>Reporting</b>                                                                 |                                  |                  |                 |
| 5:10 - 5:30 | B1 Financial Condition Q1                                                        | B1 Report                        | Decide           | Andrew          |
| 5:30 - 6:00 | Monthly report on financial performance, store initiatives, action plan progress | Nov GM Report                    | Discuss          | Josh            |
|             |                                                                                  |                                  |                  |                 |
|             | <b>Governance</b>                                                                |                                  |                  |                 |
| 6:00 - 6:15 | Finalizing Committees                                                            | <a href="#">Proposed rosters</a> | Decide           | Shawn           |
| 6:15 - 6:35 | Identify Process to Explore Equity Raise                                         |                                  | Decide           | Abigail & Shawn |
|             | <b>Executive Session</b>                                                         |                                  |                  |                 |
| 6:35 - 6:45 | Retreat - Look at calendars and discuss                                          |                                  | Discuss & Decide | Zack            |
| 6:45 - 7:00 | Open Discussion                                                                  |                                  | Discuss          | Shawn           |
| 7:00        | <b>Adjourn</b>                                                                   |                                  | Decide           | Shawn           |

|                          |                                                                        |
|--------------------------|------------------------------------------------------------------------|
| <b>Next Meeting Date</b> | Next board meeting is scheduled for December 16th at 5:00 pm (VIRTUAL) |
|--------------------------|------------------------------------------------------------------------|