

FRIENDLY CITY FOOD CO-OP BOARD CANDIDATE PACKET



EVERYTHING YOU NEED TO KNOW ABOUT GUIDING THE FUTURE OF THE CO-OP



Welcome!

Thank you for your interest in serving on the Friendly City Co-op Board of Directors.

The Board plays an important role in the continued health and success of our Co-op by representing our member-owners and helping ensure that Friendly City operates in accordance with its established purpose, principles and policies.

Serving on the Board is an important commitment—but you don't need previous Board experience, grocery expertise or hours of free time each week to make a valuable contribution.

This guide explains what Board members actually do, what the time commitment looks like and what you can expect if you decide to run.

Board members are elected by Friendly City Owners and serve three-year terms. If Board service sounds like something you might enjoy, we'd love to hear from you.

After reading this packet, please feel free to contact the board with any questions you may have at board@friendlycity.coop. We look forward to meeting you.

In Cooperation,

Friendly City Food Co-op Board of Directors



Board Service at a Glance

REPRESENTATION, OVERSIGHT, & ACCOUNTABILITY

Board members represent Friendly City's member-owners, set the policies and expectations that guide the Co-op, and help ensure it operates in alignment with its established purpose, principles and Bylaws. **The Board sets policy and provides oversight. The General Manager runs the Co-op.**

The General Manager and staff run the Co-op and make its day-to-day operating decisions. Board members monitor performance, ask questions and help ensure that the expectations established by the Board are being met.

YOUR REGULAR COMMITMENT:

- 12 regular Board meetings each year — approximately 1 hour via Zoom each month
- Meeting preparation — approximately 10–15 minutes each month to review materials and complete a short Board monitoring survey.
- A few longer gatherings during the year provide time for annual planning, board development, in person meetings or discussions that benefit from meeting in person.
- Want to do more? There are additional opportunities to participate in committees, Board education, owner engagement and fun Co-op and community events based on your interests and availability.

EXPERIENCE REQUIRED:

- Board members must be eligible Friendly City Owner
- No previous Board or grocery experience is required.
- You don't need to know how to run a grocery store. You need to care about Friendly City's success, be willing to learn, ask thoughtful questions and help ensure that the Co-op remains accountable to the principles and expectations already established.

What Does the Board Do?

The Board sets policy and provides oversight. The General Manager runs the Co-op. Friendly City's Board represents the Co-op's Owners and serves as its policy-setting and oversight body. The Board establishes the policies and expectations that guide the Co-op and monitors performance to ensure the organization is operating successfully and in accordance with its established Ends, principles and Bylaws.

This approach is called Policy Governance: the Board establishes expectations and boundaries, and the General Manager determines how to achieve them while running the day-to-day business.

THE BOARD IS RESPONSIBLE FOR:

- Representing Friendly City's Owners
- Establishing and maintaining the policies that govern the co-op
- Monitoring the Co-op's performance and financial health
- Monitoring the General Manager's performance against established expectations.
- Participating in annual planning and reviewing the Co-op's longer-term direction.
- Maintaining an effective, accountable Board and helping ensure continued Board leadership.

LONGER-CYCLE RESPONSIBILITIES:

- The Board also has several important responsibilities that arise periodically rather than as part of the normal monthly workload of an individual Board member. These include:
- Hiring the General Manager when a leadership transition occurs.
- Evaluating the General Manager and establishing GM compensation.
- Reviewing significant capital expenditures, financial matters and real-estate decisions when they arise.
- Appointing independent auditors and reviewing appropriate financial and audit information.
- Supporting significant owner investment or capital needs when they arise.

WHAT IS THE GENERAL MANAGER RESPONSIBLE FOR?

- Day-to-day store operations.
- Purchasing and merchandising decisions.
- Marketing, distribution and service activities.
- Hiring, supervising, compensating and managing employees.
- Making the operating decisions necessary to achieve the expectations established by the Board.

What Does the Board Do? Cont.

BOARD MEMBERS ARE NOT EXPECTED TO

- Run the store.
- Manage employees.
- Make day-to-day business or operating decisions.
- Decide which products the Co-op should carry.
- Individually direct the General Manager or staff.
- Be experts in grocery retail, finance, operations or management.
- Continually develop new business strategies or ideas for the Co-op.

The Board acts collectively. Individual directors contribute their judgment and perspective to the Board's decisions rather than independently directing the organization.

WHAT HAPPENS AT A BOARD MEETING?

Most of the Board's regular governance work happens within its monthly meeting via Zoom. Friendly City member-owners are welcome to attend the public portion of Board meetings.

- Routine Board business — Review and approve items such as previous meeting minutes, new member-owner information and the Treasurer's report.
- General Manager monitoring and updates — The GM reports on the Co-op's performance. Throughout the year, the Board reviews different areas such as financial condition, membership, customer experience, staff, asset protection and other established policies.
- Board monitoring — The Board reviews its own governance practices and policies to make sure it is fulfilling its responsibilities effectively.
- Board discussion — The remaining time may include committee updates, Board education, owner engagement, annual planning or another topic relevant at that point in the year.
- Closing — The Board reviews any action items or follow-up needed before the next meeting.
- The goal isn't for every Board member to solve every issue discussed. Your role is to come prepared, participate in the conversation and contribute to the Board's collective judgment.

What Is the Time Commitment?

ONCE A MONTH

Board meeting — approximately 1 hour

- Attend the regular Board meeting via Zoom and participate in the discussion and decisions.

Preparation — approximately 10–15 minutes

- Review the relevant meeting materials and complete a short Board monitoring survey before the meeting.

DURING THE YEAR

There are also a limited number of opportunities for the Board to spend more time together. Rather than adding a long series of additional meetings, these gatherings provide dedicated time for work that benefits from deeper discussion.

They may include:

- In-person Board meetings — generally around two hours.
- Annual planning — the primary opportunity for the Board to engage more deeply in longer-term direction.
- Board retreat — generally two to three hours, typically held during an evening or weekend.
- Annual meeting — a longer in-person gathering with the Co-op community.
- Board development, governance discussion and education can often be incorporated into these existing gatherings.

WANT TO BE MORE INVOLVED?

There are plenty of ways to contribute beyond the regular Board commitment, but you aren't expected to do everything.

Depending on your interests and availability, you might:

- Participate in the Equity & Justice Committee.
- Help with the Nominations Committee and Board recruitment.
- Participate in another Board committee or short-term Board need.
- Attend an online or in-person Board education program.
- Help with owner engagement or Board tabling.
- Attend Co-op celebrations, seasonal events and other community events.

These opportunities allow individual Board members to choose where they'd most enjoy contributing additional time.

What Makes a Good Board Member?

You don't need to come in as an expert. Friendly City benefits from Board members with different backgrounds, experiences and perspectives. Previous Board service can be helpful, but it isn't required.

A strong board member is someone who:

- Cares about Friendly City and wants to see the Co-op succeed.
- Supports the Co-op's purpose and cooperative principles.
- Comes prepared and participates in Board meetings.
- Is willing to learn.
- Asks thoughtful questions.
- Listens to different perspectives.
- Works collaboratively.
- Exercises good judgment.
- Can consider what is best for the Co-op and its member-owners—not simply their own personal preferences.
- Understands that good oversight doesn't mean managing the business.

WE'LL HELP YOU LEARN THE REST

New Board members receive orientation to Friendly City's governance model, Bylaws, policies and financial information. You'll learn how the Board's Policy Governance model works and how to read and evaluate the information that comes before the Board. You'll also have support from experienced Board members and opportunities for additional education throughout your term. You don't need to know everything on day one.

IMPORTANT RESPONSIBILITIES & REQUIREMENTS

Board service is manageable, but it is also an official governance role with important responsibilities.

ELIGIBILITY

- You must be a Friendly City Food Co-op Owner.
- Current Co-op employees may not serve on the Board.
- Former employees may serve after at least one year has passed since their employment with the co-op ended.

TERM

Directors serve a three-year term, with terms staggered so that approximately one-third of the Board is elected each year. Directors may serve no more than three consecutive terms.

Interested? Here's What Happens Next.

Each year, Friendly City member-owners elect directors to serve on the Board. Candidates are reviewed through the Board's nominations process before appearing on the ballot.

Learn More:

Attend the Board Interest Meeting on September 17th from 5:45-6:45PM to meet current board members & ask questions. Interested candidates can also attend the board meeting that night from 6:45-7:55PM.

Apply:

Complete & submit the Board Candidate Application [on our website](#)

Applications Due: September 25, 2026 at 11:59PM

Board Election:

Co-op Owners will vote to elect their Board representatives.

Election period: October 1-31, 2026

Annual Meeting:

Save the Date for the Friendly City Food Co-op Annual Meeting: Thursday, October 22, 2026 from 7-9PM at Friendly City Events Space (126 W. Bruce St)

Still Have Questions?

We'd be happy to talk with you about Board service and help you decide whether it's a good fit. Email us board@friendlycity.coop

