

Cast Your Vote

October 1 - 21

Vote from any computer that has internet access. We also offer an in-store voting option using our computer kiosk near the Customer Service desk.

Voting is easy!

The voting period runs from Sunday, October 1 through Saturday, October 21. This year, we have six candidates running for the Board of Directors. Their pictures, statements, resumes, and other associated information on their completed preparedness activities are available in the online ballot, on our website (s.coop/election2017) and in this flyer. When you're ready to vote, follow these steps:

1 Visit "citymarket.simplyvoting.com"

You can type this web address into the bar at the very top of any webpage or use the link on our website to access your ballot.

2 Log in

Your username is your Member number: <<MemberNumber>>. Your password is the first initial of your first name and your entire last name (all in lowercase). If your last name is hyphenated or includes an apostrophe, please leave them out. For example, if your name was "Co-op Member-Worker", your password would be "cmemberworker."

3 Vote for up to 3 candidates.

Once you've completed voting, you will be issued a confirmation receipt from the Simply Voting system.

Candidates will be chosen by simple majority, so the 3 candidates receiving the most votes will be elected. The winning candidates will be elected for 3 year terms, starting January 2018 and ending December 2020.

If you have any questions, please contact:

- Allison (861-9750 or ahope@citymarket.coop) or
- Liz (861-9707 or ljarvis@citymarket.coop)

Please note: Your Membership must be active and your equity current in order to vote for Board Members

Thank you for participating in Co-op governance!



Vote For The Board

Voting & Candidate Information

2017 Onion River Co-op Board of Directors Elections

October 1 – 21

Meet the Candidates



Ethan Alden-Danfort



Frank Davis, DBA



Joanna Grossman



Ethan Hurley



Jim Rudolph



Allison Searson

Co-op Candidate Questions

We asked each candidate these four questions:

- 1 Why would you like to serve on the City Market Board? What excites you about becoming a Board member?
- 2 Please describe any professional skills you have that will help you to be an effective Board Member. How would you help the Board to balance the business needs of a \$42 million business with the need to meet our Global Ends as a community-owned cooperative?
- 3 Describe your prior involvement with community organizations and/or cooperatives. What did you learn from these experiences?
- 4 What opportunities and challenges do you see in the future of City Market?

For more information, please visit our 2017 Elections website at s.coop/election2017

<<first_name>><<last_name>>
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<<City>>,<<State>><<Zip>>
<<Country_Code>>

City Market, Onion River Co-op
82 S. Winooski Ave.
Burlington, VT 05401





Ethan Alden-Danforth

1 I would sincerely appreciate your vote for the upcoming Board of Directors' position because as a young Vermont professional, I believe you, the member owners, deserve better board representation in this critical but underrepresented age demographic. I would be excited and honored to apply my professional training and business leadership experience to help guide the strategy and future direction of City Market and give voice to a growing segment of member owners.

Vermont is a truly special place filled with hardworking farms and wonderful small food producers. I'd love the opportunity to serve you as an integral part of this cooperative, one deeply rooted in the Burlington community, that connects these amazing businesses directly to the local economy. I also want to help foster the next generation of essential programs like the Patronage Seedling Grants to maintain a thriving and healthy community.

Lastly, and without getting too political, I'm not satisfied with the current state of our democratic process at the national level and so I want to do my part to actively participate in a truly democratic system, a cooperative, at the local level to help ensure the member owner system is respected and continues to flourish.

2 I received a doctorate in organic chemistry which, more than anything else, prepared me to work incredibly hard towards my goals and to use limited resources in creative ways to achieve innovative results. I'll use my technical training make sure the board is working hard for the member owners every day to deliver on the City Market's mission and principles.

I moved to Vermont to assume a senior management role at a small but rapidly growing business that produces natural and organic cosmetic products. As such, I'm familiar with what it takes to grow a successful small organization such as City Market Co-op. I've become adept at navigating periods of turbulent change like City Market is currently undergoing as it prepares to open a second store location. I'll use this professional experience to help set a strategic agenda and empower City Market's General Manager to fulfill that plan.

I will bring passionate enthusiasm and commitment to the director position to ensure current as well as future programs and services maximize their benefit to our community. Above all though, I will work to make sure you continue to have a sense of pride in your cooperative.

3 My two philanthropic passions revolve around working with humane societies and with organizations that bring fresh, healthy food to those who do not have easy access. Two statistics that have always bothered me are that in America, on average, 50% of all produce is thrown away and that food is the single biggest occupant in American landfills. Considering how many people do not have affordable access to healthy produce, a huge unmet need becomes clearly visible.

I've volunteered at food shelters and, most recently, worked with a group that recovers produce and other perishable items from restaurants, grocery stores and a meal-delivery service company. We repackaged the items and handed them out weekly at community centers in rural and impoverished neighborhoods. We would also make deliveries to nursing homes and senior centers for those who were immobile.

This experience opened my eyes to the attitudes that exist in America about healthy food availability and scarcity. I've vowed to do what I can to change the above statistics and to help give communities tools like basic cooking skills that have been shown to bring families closer together and can have far-reaching impacts on things like healthcare costs and children's education.

4 This November, City Market will open a second store location and I see this as the largest source of both opportunities and challenges. Customer demographics in this new location will be different which affords access to a new segment of the Burlington population and should bring growth in new membership & sales. This, in turn, will help spark new community programs and services aimed specifically at this community. The challenge here will be to figure out how to attract these new customers with competition from other traditional grocery stores nearby and to determine the most needed types of programs and services.

Recruiting new customers is critical in working towards profitability now that City Market's operating expenses, overhead and risk have all increased. Turning a profit, especially from member sales, is the major way to ensure continuity of such well received programs like the Patronage Dividend and donations to local non-profits and community events.

Lastly, the new store location will bring dozens of new jobs at various skill levels as well as to provide additional opportunities for member workers. In any growth situation, new employee recruitment, retention and engagement can be significant challenges that require careful consideration.



Frank Davis, DBA

1 As I grew my skills sets in business, academically (research, publishing, teaching) and in the private sector (leading, mentoring, managing), I have variously had occasion to put such to use. What excites me is being at a point in my life were giving back to my community is the most direct expression where I can contribute and serve.

2 One of my doctoral concentrations is leadership.

Although the arc of my entire life has given growth and polish in this arena, to formally study, research, and write in this area certainly both solidified and heightened my sensitivities to the wholeness of consideration in this matter.

Balancing needs and goals of the Co-op, I would seek initially to fold in to the Board structure as it is, assessing what I find as and how I may find it, and share candidly as appropriate. I am not applying to re-invent anything, and have been a member for years, in part because I admire and respect what is in place. While I hope to contribute much over time, I presume nothing.

3 Being involved with the PTA (Grant Writer), local churches (Sunday School Teacher, Treasurer), and "micro" involvements (volunteer work with "Friends of Bernie", being an activist in various causes through assembly and marches, etc) may have uplifted difference making opportunities beyond any bottom lines of profitability, but the goals remained similar: to stay consistent with the larger purpose, to grow toward goals, to lead as appropriate (as part of a team, or in a singular capacity).

4 As long as governance remains as prudent and thoughtful as I've witnessed I see no issue on that score. It seems that the opportunity will remain to find new ways to integrate into the fabric of the community, to become more of a value add, more of a resource.



Joanna Grossman

1 I served on City Market's board for three years, from 2014 through 2016, and I've served on the Seedling Grant Committee since. I work for the Vermont Agency of Agriculture and before that I worked for MyWebGrocer. These environments have cultivated a strong knowledge of, and interest in, Vermont's food system and grocery industry. This is certainly useful for work on our board, but I speak from experience in telling you that our cooperative principles and bylaws have dedication to sustainable practices baked

in. These practices are core to the operations of our co-op and its leadership team regardless of the board.

The co-op needs board members who are diligent, financially literate, dedicated individuals who show up with a highlighted, dog-eared board packet every time.

I'd like to re-join the board because I loved doing this. The co-op's unique ability to be a massive economic engine for our community, while maintaining responsible business practices, is to be cherished. During my final year on the board City Market's rally for change program alone contributed well over \$100K to local organizations. It's great to think that my nerdy skill set can help this process.

2 I currently work for the Vermont Agency of Agriculture where I've had a look under the hood of Vermont's food system. Specifically, I work in Geographic Information Systems, mapping Vermont's farm data including everything from saffron to tempeh. I'm proud to help the state shape agricultural policy and make informed, data-driven decisions.

Prior to the state I worked for MyWebGrocer where I helped grocery stores and brands manage their data and glean insights into its patterns. This work is especially useful in (for?) analyzing trends in the co-op's many reports to the board. An understanding of data is essential to this board, but being familiar with the food industry itself is also handy for perspective.

My most valuable skill is probably nothing more than the willingness to scrutinize the multitude of financial and legal documents issued to the board for review. A good board member is willing to show up and engage in tough questions on often hard-to-understand issues.

The co-op has shown us that a profitable business with our Global Ends doesn't conflict when we make smart hires, stay open-minded to the need to adapt, and work with intention.

3 As I served on the board of City Market 2014 to 2016, the biggest lesson was that organizations need organization. City Market is finely-tuned with exceptional staffing at every level. I've served on many boards and observed many more. City Market's board respects the structure of the institution, and constantly self-evaluates, and that allows us to be highly efficient. I observed firsthand how a highly profitable business can be a force of good.

When my daughter started first grade I joined the board of the Champlain Elementary PTO in the South End. This has taught me how important it is to make sure the needs of all families are met regardless of demographics. At Champlain we strive to make all families feel welcome and have access to a great learning environment. I'm especially proud of our school food program and our teacher grants program.

This year I started on the Steering Committee of Burlington's Ward 5 NPA. It's been instructive on what is important to the South End and how diverse (in many senses) we are.

This work has informed me on how to serve the South End community as well as how to work on a board.

4• City Market has recently gone from a period of stability to a period of change including leadership change, expansion, and financial adjustments. Any one of these is a shock to the system and organizational change, even when positive, often fuels turnover. Key to City Market's continued success will be to continue to improve its work environment. Happy staff make happy customers.

Maintaining profitability will obviously be paramount to keeping the doors open. The co-op was strategic in commissioning market studies to understand the new store's impact, but there will always be unaccounted variables and the organization has to stay agile.

The co-op excels at communicating with its membership, but it's now moving into a new community and will need to be adept at making sure it reaches people and accommodates the South End, especially as neighborhood development and the Southern Connector loom large.

In recent quarters we've seen financial performance change slightly. It's not unprecedented for us to have slowed growth, but many new competitors are entering the scene including the rising popularity of food delivery services and Amazon's acquisition of Whole Foods. It's important to keep our eyes on new research and trends and be adaptable.



Ethan Hurley

1 I am passionate about the role that City Market plays in our community and am thrilled for the opening of the new store in the South End. I believe that the City Market is one of the gems that make Burlington so special and so uniquely 'Vermonty'. Being a Board Member is an opportunity to be a steward for one of our community's greatest resources, and it would be an honor to be elected to serve. I am excited to see City Market grow in a sustainable way,

and I want to help this resource thrive so it is here in our community for my daughter to enjoy.

2 As a stay-at-home parent, I have obtained the skills to be effective with 'anything' that life can throw at me. In my office work before then, I often acted as liaison between Financial staff and staff who delivered social programs, learning to speak both languages, and act as a bridge to understanding for both staff.

My ability to dance between two spheres will be helpful as the Board seeks to balance the need for the City Market to remain a healthy ongoing business, while not losing sight of the values and priorities that have made the Onion River Co-op such a vital part of our community for so many years.

3 I have been involved with nonprofits in the role of volunteer, Board Member, Funding Agent, as well as providing Governmental Oversight. I have learned that while our passion for these organizations can provide the energy to fuel their missions and efforts, they can also be the fuel on the fires that can destroy organizations. I've learned how to balance pragmatism and optimism. I stand prepared to balance the realities of an expanding food source in our community with the ideals and Global Ends of our beloved Co-op. I've also learned to bring levity and light to difficult subjects, while maintaining respect and thoughtfulness for all participants.

4 As City Market expands into the South End, there are tremendous opportunities to serve our community in a more accessible manner. Interest continues to grow in local food that's ethically farmed, sourced, and created, and City Market can continue to provide the most transparent, comprehensible, and community-based access to that food.

There are also many challenges. City Market is SO popular, it has become crowded to the point where many are choosing to stay away until the expansion is completed. Growing into two stores will be a learning process, and the Board will need to more adroitly shift their policy governance in the next few years to respond to the challenge of maintaining focus on our Global Ends while continuing to sustain growing operations.



Jim Rudolph

1 As I researched moving to Burlington, visiting City Market was high on my to-do list. I loved being a member of a thriving coop and hoped to find this in Burlington too. I was not only floored by the breadth and depth of the local and organic offerings, but that a co-op could be Burlington's "City Market"; the central grocery store within a vibrant city. I joined City Market just after receiving my apartment keys. To this day, I simply feel happy parking my bike as I get ready to buy groceries.

With that in mind, City Market is at a major inflection point and I would be honored to represent you. Throughout my professional career at Seventh Generation and Target, I have been charged with making sure the leadership of my companies is in touch with the wishes and needs of the people they serve. I've led focus groups, written and analyzed surveys and synthesized findings from the broader competitive landscape to make sure the right outcomes are being pursued and that progress against those outcomes is known. I believe I can be an effective conduit between you and City Market's leadership to ensure a successful next chapter.

2 I have acquired a wide variety of skills that would be beneficial to City Market's Board of Directors.

These skills include:

Understanding of natural and organic lifestyle trends. Almost every day at work I review the results of reports and studies that explore both the motivations for living a life with more organic and natural offerings but also the physical and perceived barriers that get in the way of embracing more organic options.

Experience Collecting Stakeholder Feedback: I oversaw the execution of Target's customer satisfaction surveys in stores and online. Results from these studies were used to make continuous improvements. I've also written and evaluated satisfaction surveys for staff as well as redesigned and analyzed donor engagement for the philanthropy arm of Minneapolis's public library system.

Understanding of operational, financial and customer oriented key performance indicators. From holding roles in finance, operations and marketing analysis along with holding an MBA, I feel comfortable evaluating key performance indicators.

Strong context of the retail environment. After working in loyalty and satisfaction research at Target and working closely with Seventh Generation's sales and category management teams, I am familiar with retail fundamentals and the challenges retailers face across different formats.

3 While I do not have substantial experience as a board member I believe the following experiences have greatly shaped my experiences and interest in running for City Market's board.

Volunteer consulting for the fundraising department of the Minneapolis Library Foundation:

In writing and evaluating the results from donor engagement surveys, I saw for the first time the deep love and passion that supporters can have for their local community organizations. I also saw with greater understanding that the supporters of organizations have many groups and causes they want to support but time, talents and financial contributions are finite and leading often to tough decisions.

Working for a non profit community hospital system:

As I made business recommendations I needed to balance financial outcomes with impact on the community. This balancing of stakeholders has stuck with me and has served as a compass in my career.

4 The future is exciting. The future is scary.

City market has long benefited from the building momentum in adopting foods and home products that are local/organic/natural /responsibly sourced and produced. This trend isn't stopping anytime soon.

However, big players within a few minutes' drive away (Shaw's, Hannaford, Price Chopper, Costco, Walmart); or within a few mouse clicks (Whole Foods via Amazon) have realized that the demand for these products is not a small unprofitable niche or unsustainable fad. These retailers are quickly learning how to best merchandise and effectively communicate the benefits of these products historically sold only in co-ops.

City Market's future success rests on answering the following question:

How does City Market uniquely serve our community now that products once exclusive to cooperatives and natural grocers become more readily available and often on easier or more affordable terms?

We must be clear eyed on the roles we play in the community and know why members vote with their dollars here every day. We must then hold ourselves accountable to continuously improve in these areas.



Allison Searson Incumbent

1 As I finish my first term on the City Market Board, I am excited for the opportunity to continue to serve. This is a time of growth and change and it is a privilege to be a part of it all.

I believe good quality, local, and sustainable food should be available to everyone. I continue to be passionate about food and being a part of an organization that helps bring, as our Global Ends state, "access to progressive, social, environmental and healthful choices" and that ensures "the local food system is strengthened." City Market's support for our community and access to food can be seen in many ways such as the food for all program, their participation in WIC, and "Rally for Change".

Lastly, City Market and my fellow board members have spent the last three years helping me learn about policy governance and our future of governing in a multi-store format. Should I be reelected, I can take all of that knowledge with me into my second term.

Phenomenal things are happening for our coop and our community, and I would be thrilled to continue to be a part of it as a board member, serving our members.

2 As a current board member, I understand our role is to monitor the performance of the coop against our ends policies and executive limitations. As such, it is important to be able to interpret the general manager's reports, particularly the financial reports, so that we can report back to our members on the health and wellbeing of our organization. We have spent the last several years as a board, learning about the financials of a \$42 million dollar business and, additionally, how we will view and interpret the finances of a \$42 million dollar plus, multi-store business.

That experience paired with my many years of work in communications will enable me to understand, digest, and report back out to our members what they need to know about our community-owned business.

I feel confident in my ability to continue to serve our members.

3 I have been a member owner of City Market for over seven years - it was one of the first things I did when I moved to Burlington. For many years, I was involved with the coop through member work and learned a lot about our community and the ways the coop serves it.

For the last three years, I have had the privilege and honor of serving as a member of the Board of Directors of City Market. As I mentioned in an earlier question, I have learned a tremendous amount about policy governance, the inner workings of our member owned business, and have gotten an even closer look at the amazing work our coop does for our community - both our member owners and the larger community that surrounds us. I can think of no better preparation to serve on the board than having already served. You, the coop, and my fellow board members have all invested in me over the last three years. It is my hope that you will see the value in that investment and reelect me for a second term.

4 City Market has taken on the opportunity and challenge of opening a second store. I think expansion and serving a larger swath of our community is City Market's current greatest opportunity and simultaneously their biggest challenge. As a current board member, I have seen this exciting initiative come to fruition and I understand both the potential to serve our community and the hurdles we must overcome to do so.

I also want to commend City Market for their continued efforts to think of new ways to serve our food insecure community and seizing an amazing opportunity through their Rally for Change program. This program is both a testament to City Market's commitment to our community and to our fellow community members' commitment to help those who need help accessing healthy food. I'm confident that City Market will continue to find new ways and seize opportunities to not only serve our food insecure community members, but all of our community members.

The Onion Code

Candidates had 5 opportunities to learn more about Board work. Candidates currently serving on the Board are noted with **"Incumbent"** and they've completed all of the learning. For candidates not currently serving on the Board, the color of the onions next to their name indicates which opportunities they participated in.

-  **Attend an orientation**
-  **Read Policy Governance materials**
-  **Review a prior meeting Board packet**
-  **Attend a Board meeting**
-  **Talk with a current Board Member**