



AI Design Build

• S I N C E 1 9 5 5 •

MEMBERSHIP TRAINING

Onboard Overview

Here is what you can expect as you move through the onboarding process to become a member of the A1DesignBuild Worker-Owned Cooperative.

You and your mentor can use this lesson throughout your onboarding experience. This lesson will include documents for further study.

The Member Training document

Bylaws

Operating Policies and Job Descriptions

The Decision Chart

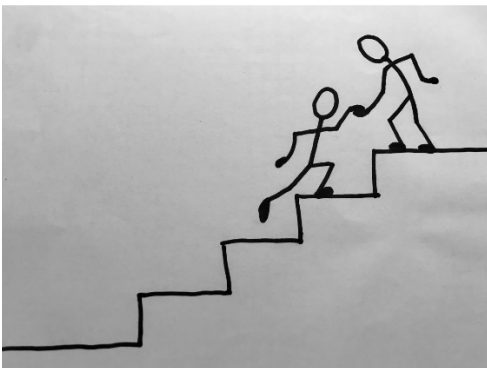
Member Annual Pledge

Organization Chart with current employees

You can expect this training to take several hours and it is expected that you will work on this over time with your mentor. There is a checklist to help you keep track of your progress.

Let us get started!

Mentor Assigned



You have been assigned a mentor by the WOC board. Your mentor will be your guide through your onboarding process and will help you find answers, explain processes and share their experience of being a WOC member.

Member candidate name _____

Mentor name _____

Member Training Checklist

This booklet has been created to serve as a guideline for learning many aspects of what is required and expected of members. Please use this checklist to keep track of your progress.

Training Topic Checklist

- Mentor Assigned
- Participation
 - Attend board meetings
 - Attend training sessions with mentor
 - Serve on a committee

- Bylaws Review-
 - Employee is given a copy of bylaws for reading
 - Employee meets with mentor to review the quiz and do any further review or education

- WOC Structure
 - Board Officer Job Descriptions-
 - Mentor discussion to review Board Meeting Protocol
 - Agenda development
 - Minute taking
 - Voting and consensus decision making
 - Facilitation
 - Operating Policies
 - Differences between By-Laws and Operating Policies- create doc
 - Employee to review Operating Policies
 - Organizational structure
 - Differences between Employees and Members and Board Officers
 - The PRINCIPLE: MEMBERS make policies STAFF administers policies. R&C Decision Tree
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- Responsibilities of a new member-
 - Financial
 - What assumption of loan do they incur if any?
 - Beyond loans, what other responsibility do they have financially?
 - Membership Roles and Responsibility

- Big Picture Thinking-
 - WOC Culture- Cooperation. Members will support our mission and vision and conduct themselves with integrity, honesty, transparency and kindness.
 - Mission & Vision

- Financials-
 - Common Financial statements
 - Statement of Cash Flows
 - BS
 - P&L
 - Construction Estimating
 - Estimating process and spreadsheet
 - QB Integration
 - Final Invoicing and Reconciliations
 - Forecasting
 - Cash Flow

- AP/AR Monthly Cash Management Spreadsheet
- Annual Budgeting
- Company Management-
 - Difference between policy and protocol and where are they located- review with mentor
 - Job Descriptions- review with mentor
 - As member/owner of A-1, it is important to have a thorough understanding of each employee's job description
 - KPI's- General overview of Key Performance Indicators. (2019 GOALS) for Production and Design

Participation

- Determine financial participation
 - Determine Loan guarantee requirement
 - Determine Capital investment plan
- Attend board meetings
- Attend training sessions
- Serve on a committee

Draft a plan for participation during the training period with your mentor.

Bylaws Review

Please read the Bylaws and discuss them with your mentor and complete the Bylaws quiz.

1. How long must an employee work with the company to be eligible for Membership?

Article # _____ Answer: _____

2. What is an individual capital account?

Article # _____ Answer: _____

3. How is a loss allocated according the Bylaws?

Article # _____ Answer: _____

4. If a member is terminated or leaves of there own accord, what is the maximum amount of time allowed for the WOC to pay the member for the allocations that have been credited to the members capital account.

Article # _____ Answer: _____

5. Who is responsible for making the corporate records available to members for inspection?

Article # _____ Answer: _____

6. Who has the power to make, amend or repeal the Bylaws or Articles of Organization?

Article # _____ Answer: _____

7. Who establishes the Operating policies?

Article # _____ Answer: _____

8. When is the annual meeting held?

Article # _____ Answer: _____

9. Who determines the membership fee?

Article # _____ Answer: _____

Learning the WOC Structure

WOC Board Job Descriptions

Board officers are required to be board members and to be cooperative members.

The president is empowered to sign documents on behalf of the cooperative. The president or his or her agent writes the agenda for board meetings and facilitates those meetings. The agenda is written by the president and done with the cooperation and input of the general manager.

The Vice president is to assume the duties of the President if the president is unable to administer his or her office or if the president assigns him or her to administer those duties.

The secretary provides notices of board meetings to the cooperative members and keeps board meeting minutes.

The treasurer provides a report of the cooperative's finances and accounts to the board on a quarterly basis at minimum. The treasurer compiles this report with the cooperation and input of the accounts manager.

Board Meeting Protocols

All board meetings are guided by the process set forth in the bylaws in **Article IV Member Meetings**.

Generally speaking, notice must be given to members when a meeting is to be held, there must be a quorum to hold the meeting and consensus voting protocols are used.

Protocols for board meetings have evolved to include a meeting agenda planned prior to the meeting, this has often been the responsibility of board president and/or the company's general manager. The meeting facilitator follows the agenda and runs the meeting. It is the duty of the board secretary to record the minutes of the meeting.

Consensus voting has been established in this manner to pass or decline items that are brought to motion:

- A vote of 1 finger means you agree.
- A vote of 2 fingers means you don't fully agree but you will not block the passage of the motion.
- A vote of 3 fingers means you don't agree, you are blocking and will provide an alternative solution (at the next meeting) if consensus is not reached.

More details can be learned by studying the bylaws section mentioned above and by attending a meeting.

Learning the WOC Structure continued

Review the Operating Policy.

Notice the differences in departmental policies. Most of this document is not new to you. What is new is understanding how the operating policy works with the bylaws. Compare and contrast of the two documents in a discussion with your mentor.

Notes

Organizational Structure

Q&A session with Mentor to discuss the following:

- Discuss the differences between Employees and Members and Board Officers

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- Discuss the basics of board meeting protocols with your mentor.

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Big Picture thinking

This section may be updated each year after the board has completed the annual retreat. The following items should be discussed with your mentor.

- WOC Culture- Cooperation is at the core of our culture. Members will support our mission and vision and conduct themselves with integrity, honesty, transparency and kindness.

- Mission

- Vision

Discuss the difference between Mission and Vision with your mentor.

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Discuss what effect mission and vision have on employment and membership with our company.

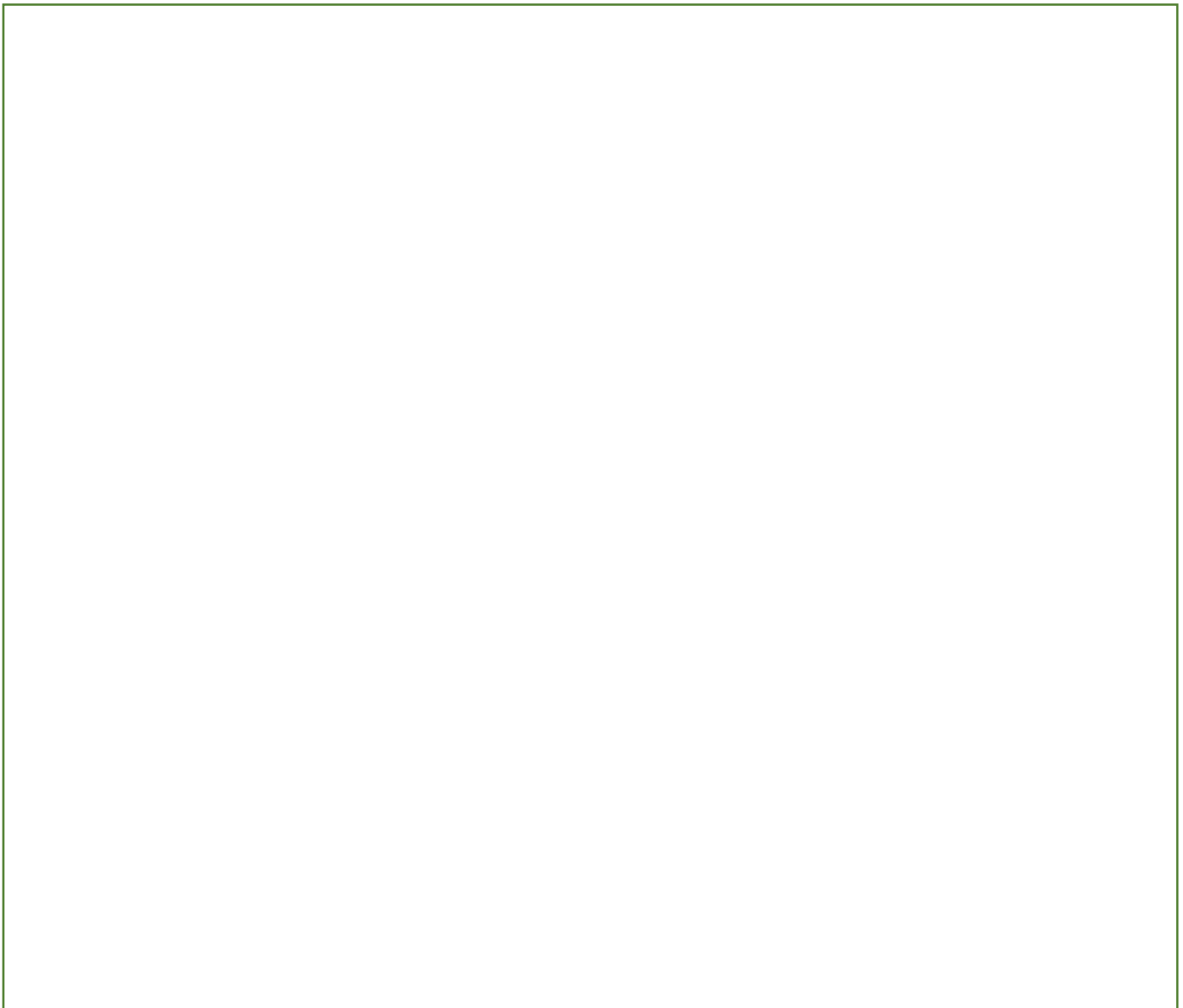
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Understanding Financials

Through education and by attending financial meetings, you will be expected to learn how to understand the following financial documents. These documents and others are reviewed on a regular basis in board meetings:

- **Cash Flow**- The cash generated by the business. This can be a cross section in time that accounts for cash on hand or a projected cash flow can be a tool for planning.
- **P&L**- Profit and Loss statement- a summary account used at the end of an accounting period to collect the balances of the nominal accounts so that the net profit or loss may be shown
- **Reconciliations**- the process of checking financial accounts against one another. For example, 'Job reconciliations' compare the estimated or proposed costs compared to the actual costs when the job is complete. Bank reconciliations allow us to compare what the bank has recorded as compared to what our accounting system shows for the same period.

Draft a plan with your mentor to attend financial meetings that will cover these financial statements.



Company Management

Policy and Protocol

Learn the difference between policy and protocol and where they are located.

Policies can be found in Company Policy Manuals.

Protocols for the company are maintained and updated by each department manager. With the assistance of your mentor and the department managers, briefly review the protocols for each department. Discuss your findings with your mentor

Notes

Company Job Descriptions

As a member it is important to have a thorough understanding of each employee's job description. You or your mentor shall obtain job descriptions from each department manager. Study these job descriptions and discuss them with your mentor.

Notes

KPI's- Key Performance Indicators 2019

Presently we use the following KPI's to analyze the health of our company *in addition to the professional advice* of our Chief Financial Officer/Consultant.

Production- to measure how we are doing with our construction jobs.

1. Gross Margin on each project- Target 40%
2. GPPPH dollar amount- Target \$68.00
3. Client satisfaction

Design- to measure how our design department is doing

1. Percentage of design cost to project cost- Target 10%-14%
2. Billable time vs Non-Billable Time- the target is billable time of greater than or equal to 45%
3. Conversion of design to construction, continually reviewing.
4. Client Satisfaction

Check your knowledge

Who was your mentor? Did your mentor do a good job helping you learn about your new membership?

- Do you understand what your participation will be during and after you become a member?
 - Did you review the bylaws and complete the quiz?
 - Do you know the WOC board job descriptions?
 - Are you familiar with board meeting protocols?
 - Do you understand consensus voting?
 - Have you reviewed the operating policy?
 - Do you understand the organizational structure as it relates to the decision making chart?
 - Are you familiar with the members annual pledge?
 - Have you discussed the big picture thinking about culture, mission, and vision with your mentor?
 - Do you have a learning plan in place for understanding the financials?
 - Do you know the difference between policy and protocol and where you can find these?
 - Are you familiar with company job descriptions?
 - Do you know the KPI's for Production?
 - Do you know the KPI's for Design?
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The PRINCIPLE that drives who decides what: MEMBERS make policy, while STAFF administers those policies.

Please study the chart below that was created by Rick DuBrow and Cindi Landreth as a guide. It has proven useful to understand decision making within the organization. Use it as the basis of your discussion with your mentor.

****	Sub-Category	Staff Decision	Member Decision	Comments
The PRINCIPLE that drives this chart and who decides what: MEMBERS make policy, while STAFF administers those policies.				
Human Resources	Individual raises	X		So long as they lie within accepted range
	Wage range by job description		X	
	Increase/decrease staff size		X	
	Change HR Policies/ Compensation and Benefits		X	
	Bonus [e.g., X-mas. Etc.]		X	
	Hiring practice policies		X	
	Who interviews/selects new hires	X		
	Individual firing/promotion	X		
	Evaluation policy		X	
	Evaluate coworkers	X		
	Decide upon & administer discipline	X		
	Minor job description changes	X		
	Major job description changes		X	
	Hiring/firing non-members	X		
	Hiring/firing members		X	
	Layoffs – who/when	X		
	Continuing education policy		X	
	Interpretation of Bylaws & Operating Policies		X	
Management	Negotiate lease with NW Ave. owners		X	
	Choosing insurance policies	X		
	Monthly review of financials		X	
	Create/modify/approve annual budget		X	

****	Sub-Category	Staff Decision	Member Decision	Comments
	Create a new division or significantly modify existing one		X	
	Which subs to work with	X		
	Venue changes (e.g., leaving NW Avenue)		X	
	Modify Bylaws or Operating Policies		X	
Production	Purchase/repair tools	X		
	Purchase additional trailers, trucks		X	
	Repair existing trailers, trucks	X		
	Selecting/managing subs	X		
	Debris management	X		
	Organization Day decisions	X		
	Post-project gift giving	X		
	Modify Agreement templates substantially		X	
Estimating	Which projects to bid upon	X		
	Create policy re: what type of projects to pursue		X	
	Markup and T&M formula changes		X	
IT	Choosing consultants		X	
	Choosing hardware	X		Copiers, printers, phones, computers, monitors too
	Choosing software	X		
	Upgrade/maintenance decisions	X		
Design	Accepting/Firing a client	X		
	Changing design fee		X	
	Markups on subs/professionals		X	
	Modify DA		X	
PRCE	Change PRCE Agreement		X	
Showroom/Office/Grounds	Select yard maintenance company	X		
	Select interior cleaning companies	X		
	Select furnishings	X		Selecting chairs, desks, bookcases, etc.
	Select products shown in showroom	X		
	Appearance/layout of showroom		X	
	NW Avenue TIs		X	

****	Sub-Category	Staff Decision	Member Decision	Comments
Customer Service	Complaints-Design	X		Department Managers handle complaints with support from GM
	Complaints-Production	X		Department Managers handle complaints with support from GM
Sales/Marketing	What/where to advertise		X	Assumes marketing budget is decided upon elsewhere; this isn't about spending limit
	Choose consultants		X	
	Post-project gift giving policy		X	
	Post-project gift selection	X		
	Choose readerboard quotes	X		
	Choose Facebook posts	X		
	Approve actual graphic standards		X	Logos, site signs
Miscellaneous	Donations & other community service		X	
	Spending dough already approved in budget	X		
	Spending dough that exceeds budget		X	
	If it's unclear whether a decision is a staff or member decision		X	

Member Annual Pledge

Member Roles and Responsibilities

As a member or co-owner of our worker-owned cooperative:

1. I am responsible for the health and well-being of A1DesignBuild. I understand and am committed to its mission and goals. I will ensure the quality performance of our company in any way can. I will maintain a positive relationship all co-workers.
2. It is my responsibility to know the A1DesignBuild Bylaws and Operating Policies and to oversee their implementation.
3. It is my responsibility to participate in reviewing and approving the annual budget and to oversee the financial health of the organization.
4. I will help A1DesignBuild in a manner that best serves the organization and fits my interests and expertise. These contributions may include the dedication of time and effort furthering the projects and goals of our cooperative.
5. I will attend at least 80% of the board meetings during the year and be available for phone and/or e-mail consultation with other members and staff. If I cannot attend a board meeting it is my responsibility to notify the Board president prior to the meeting. It is also my responsibility to find out what occurred during any meetings I miss and what actions were taken.
6. I will serve as an active ambassador for A1DesignBuild by networking in the community.
7. I will maintain confidentiality of the Board's executive sessions.
8. I will avoid even the appearance of a conflict of interest that might embarrass the Board or organization and will disclose any possible conflicts of interest to the Board in a timely fashion.
9. I will help the organization in one or more of the following ways: serve on standing and ad hoc committees; attend Board retreats; assist the staff; help with and attend special events.
10. I will maintain independence and objectivity and do what my sense of fairness, ethics, and personal integrity dictates.

11. I understand that authority is granted to the members as a whole and that I, as an individual member, have no authority over the organization.

12. I will serve the member term as described in our Bylaws.

15. If I am a new member, _____ (an established member) has agreed to serve as my mentor as I transition into active membership.

16. I agree to conduct myself respectfully and in accordance with accepted parliamentary procedure when necessary. I agree to participate purposefully in all meetings and other member-specific activities.

17. I can expect the following from A1DesignBuild:

- Clearly defined roles and responsibilities for staff and members.
- Orientation and education necessary to support my effectiveness as a member.
- Materials provided in advance of meetings at which discussion or decisions will occur.
- Timely, accurate financial information reported in a generally accepted accounting format.
- Appropriate use of committees to ensure that board meeting time is used efficiently.
- Respect for the time, treasure, and talent I bring to this organization.

Members understand that no rigid standards of measurement and achievement have been formed. We trust each other to carry out the above agreements, each in our own way. Members understand that if they fail to act in good faith, they must resign.

Member's Signature

Date

Printed Name