

FCC Ends Reporting

How well is FCC achieving the outcomes and results desired?
How well are we being the change we want to see in the world?
February 2, 2016
From John Williams, General Manager

Global: Ends

The co-op will be an innovator and collaborator in the process of creating a regenerative and sustainable local community, economy, and food system.

Throughout every aspect of our engagement with our community this past year, FCC has worked to further develop and strengthen economic and social partnerships within the greater Franklin County area. Our Global Ends also strongly informed our Multi-Year Planning process, as we considered the next five years of our organization. This is evidenced in the numerous community forums held to gather member and staff feedback, and in the forging of new partnerships and commitments to our local economy in a myriad of forms, detailed below, and in the Appendix. We have worked to expand our vision for the future of our co-operative, even as we strive to expand our physical space and ability to remain a strong economic force at the heart of downtown Greenfield and Shelburne Falls.

I report satisfactory achievement of FCC's Ends.

Signed: _____ Date: _____

E1: There will be a community that is educated about our food, food systems, health and ecology.

Interpretation: To show how FCC is achieving these Ends, I'll report on the partnerships we've developed, results of the activities we've engaged in, results from our Customer Survey, and investments we've made.

Our Co-op will take an integrative approach to our stated ends, and provide a comprehensive implementation of food education initiatives, community strengthening practices, employee empowerment, increased access to healthy, responsibly sourced and priced products, and a nourishing customer experience through an actively evolving calendar of events, community collaborations, and county-wide development partnerships.

FCC's Partnerships

Our resources for education and marketing focus on Franklin County (our community). We are helping to build an ecologically sustainable and regenerative food system to increase health of people and the environment. We have great partnerships working with us toward this end. Collaborative partners include:

- NFCA (Neighboring Food Co-op Association), marketing and educating about co-operatives, healthy food access promotion, education about co-operative business model, “Farm to Freezer” regionally sourced frozen fruits and vegetables (see www.nfca.coop/farmtofreezer)
- New England Farmer's Union, collaborate and support on the legislative level in issues that affect farmers in our area, we are an organizational partner.
- Massachusetts Food System, staff serve on plan development and implementation committee www.mafoodplan.org
- North Quabbin Food Alliance: Staff serve on multiple committees within the alliance to support the development and growth of the sustainable food economy in our region
- CISA, we are a sustaining supporter. Marketing, public education, and farmer connections of local growers through the Local Hero program.
- NOFA—supporting organic farmers in our region
- NELCWIT and Community Action—supporting people with limited resources and providing volunteer hours in the form of member work
- GCC-providing a grant-funded youth entrepreneur internship in the form of a weekly farmers’ market, in partnership with the Food and Farm Systems Program
- Just Roots Community Farm and Education Center: working in grant-funded partnerships to provide educational outreach about local food for every budget, and, to increase access to local, healthy food for underserved populations in our community
- The Food Bank of Western MA: Working in partnership with Just Roots as well to provide educational outreach about expanding access to local food on every budget through the Local Food Clinic

Results of FCC's Activities:

FCC educates and promotes expanded food access through:

- A monthly Local Food Clinic that provides access to and signs people up for Food For All Memberships, SNAP benefits, donor-supported CSA shares, and regular Co-op memberships in partnership with the Food Bank of Western MA and Just Roots
- A weekly student-led farmers’ market that provides hands-on educational experience for students at GCC in the Food and Farm Systems Program, and provides new, small-scale farms with access to direct market sales and becoming a co-op supplier (in season)
- Food-based community events (farmers markets and events organized by other organizations).
- Grant-partnership-based support of the developing Food and Farm Systems certificate program at Mohawk High School, in the form of curriculum support, development, and farmers’ market internships
- Weekly vendor demonstrations
- The support/creation of arts-based community programming that focuses on food education and food justice outreach
- Regular radio spots on Tonia’s Kitchen on WHAI that promote food outreach programs, highlight local producers, and call attention to the local food system
- Working in partnership with Just Roots and the CDC to actively expand access to local food to underserved communities in Franklin County through targeted transportation efforts and programming development
- Educational tours for community and potential members

Our merchandising policy places a strong emphasis on sustainably sourced products, and our long-term emphasis on bulk buying and bulk offerings at both our locations works to reduce our packaging footprint throughout the food system. FCC voted first place 2016 Franklin Favorites award for Best Green Business.

Results of Member Survey November 2016

Compared to its’ peers around the country, being a cooperative is much more influential to Franklin’s respondents. Of the 21 cooperatives that have asked this question since it was added to the questionnaire in early 2015, no other cooperative has had a higher proportion of respondents saying that being a member-owned cooperative significantly increases their patronage of the store

Figure 9: To What Extent Does the Fact that FCC is a Member-Owned Cooperative Increase Your Patronage?

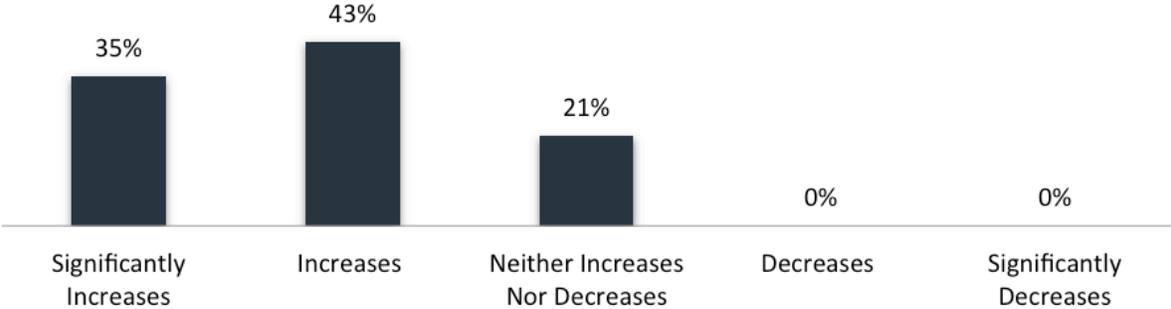


Table 9: Member-Owned Cooperative “Significantly Increases Patronage”¹			
FCC Shoppers	National Average	FCC Ranking (out of 21)	Range All Co-ops
41%	28%	1	15% - 41%
1. Data available for 21 co-ops out of 40 in the National Database.			

In an effort to improve our environmental stewardship, last year we joined CO+Efficient. A metric based program of co-ops collecting data around environmental and social responsibility. Allowing us to better analyze our performance, compare and network with peers, create benchmarks and establish actions to meet our goals. This coming year we will put a stronger emphasis on the implementation of this reporting program. The organizational restructuring this previous year, dramatically impacted our cross functional execution of this program.

FCC Investments

All of the investments we currently have support co-operative development either by directly investing in a co-operative or by investment in an organization that then supports co-operative development.

As an economic engine, our co-operative is able to support co-operative development through investment. Particularly focused on food system development, our investments help strengthen the fabric of our regional food system and supply.

- **River Valley Co-op:** Investment loan in 2005. Store opened in 2008. Strong supporter of local producers.
- **Northeast Biodiesel:** Northeast Biodiesel, LLC, is a biofuel manufacturing plant in Greenfield, MA, committed to producing high quality, renewable fuel in the most sustainable way: with recycled cooking oil. Its majority owner, Co-op Power, is a renewable energy cooperative owned by consumers from around New England and New York.
- **Real Pickles:** Award winning, worker-owned cooperative producing pickled products that are raw, vinegar-free, 100% organic, and rich in probiotics. All vegetables are purchased from Northeast family farms.
- **Artisan Beverage:** Artisan Beverage Cooperative was founded in 2013 by the owners of Catalyst Kombucha LLC and Green River Ambrosia LLC. The Cooperative's mission is to produce the highest quality beverages possible taking into account the social and economic impacts of all decisions of the cooperative, and to demonstrate, through our success, the viability of worker cooperatives and fairly traded goods.
- **Cooperative Fund of New England:** A community development financial institution (CDFI) that makes loans to cooperatives, employee owned businesses, and community based nonprofits.
- **Twin Pines Community Co-operative Fund/Franklin Community Fund:** A charitable foundation established in 2015 with money contributed from FCC. Funds from FCC Community Fund (and eventually from member-owners) are pooled with contributions from 40+ other cooperatives to support the development of cooperatives and the cooperative movement. As the fund grows, interest earned is donated back to non-profits and co-operatives in our area.

E2 The co-op will supply healthy, reasonably priced foods--and other goods and services--that benefit the lives of the members, community, and all those who worked to bring these goods to us.

Interpretation: To show how FCC is achieving this End, I'll report on results of the activities we've engaged in, the percentage of sales from locally produced items, the results of our Co-op Basics and Food For All programs, and results from our Customer Survey. The Co-op has additionally worked to engage both the community and the membership community to gather feedback about this End as it pertains to our expansion goals and our Multi-Year Planning Process, even as we consider the greater implications of our commitment to food justice and responsible sourcing in an evolving marketplace.

Overall, FCC continues to make tremendous strides towards this End and we're receiving high praise from our community partners and program participants for our efforts. We are providing basic foods at reasonable prices and bringing in more people with limited resources to benefit from the products and services we offer our community. We are growing our membership. We continue to be a valuable market for local growers and producers.

Results of FCC Activities

FCC has continued its commitment to regularly provide information and programming designed to reflect our adherence to our mission, in a way that strives to benefit all members of our community as an open, affirming, and inclusive economic entity in Franklin County. Our democratic engagement with our membership and with our wider community audience throughout our Multi-Year Planning process was reflected in the creation of a series of community forums, the implementation of a multi-partnered, community-reflective Planning Council, and a series of surveys designed to ensure that we heard from as many facets of our county as possible when considering how we might best serve this End, and, the people who rely upon us for food. A careful consideration of this feedback has led to the additional consideration of Food Justice, in conjunction with our current merchandise policy, that will further enhance and inform the ways in which we source, serve, and educate as regards the foods that we carry in both of our stores.

Our membership grew from 2,562 in FY15 to 2,784 FY16 .

Local Farmers/Producers

Approximately 25% of our sales are of locally produced items (within 100 miles). This doesn't include merchandise that is locally produced and distributed through major suppliers.

We purchase from over 200 local suppliers and have over 2,000 local products. See the *Local* page on our website: <http://www.franklincommunity.coop/local/>

- We promote community businesses via the creation of a new Tuesday Market, pop up artisan shop for Moonlight Magic, and featured artists work on display in both stores.
- We targeted online campaigns to expand consumer knowledge of local producers and partners.
- We used shared purchasing power of NFCA member co-ops to make available packaged frozen fruits and vegetables from local & regional growers. FCC sold 1,032 units (10 oz pkgs).
- We produced a new series of farmer portraits for both of our stores to call attention to the work of our farm partners, in partnership with a local artist.
- We create food outreach programming centered around the support of the local, sustainable food economy and work in grant-based partnership with other community organizations and entities (GCC, The Food Bank of Western MA, The Franklin County CDC, Just Roots) to actively promote, support, and provide greater access to local food for all members of our community.
- We started a new local artist-driven FCC merchandise program, that supports the creation of a new, locally-designed and made line of t-shirts, hoodies, and tote bags yearly in support of a different local artist.
- We support the educational development of the next generation of local farmers through grant-funded educational outreach at Mohawk High School, Greenfield Community College, and in the form of bringing the Up Up!
- We co-sponsored film screening of *Visionaries*, PBS documentary on co-operatives featuring local co-op producer, Real Pickles. 40+ people attended the Garden Cinema showing.

Expanded Co-op Basics and Food For All programs.

Co-op Basics provides *economically challenged households with access to healthy food and member ownership*. We currently have 73 items (at GFM) and 17 (at MCC) that are tagged and marketed as Co-op Basics items. Our goal is to continue to expand the selections and our marketing and communication around these value items.

Food For All provides a member-ownership program that expands access to the benefits of membership to lower-income community members in the form of increased member discount. The program also supports SNAP, WIC, and SSI recipients to make healthier, more sustainable purchasing decisions.

Equity Payment option and temporary “scholarship” option has also been a long-standing co-op program to reduce cost barriers to member-ownership equity contribution.

Food For All Program			
Participants served to date: 240 (May '14-Jan '17)			
	2015	Feb-16	Jan-17
current participants	91	144	191
of which were new members	49	20	32
"scholarship" recipients			99

Partner Organizations Statements of Support

The Greater Shelburne Falls Area Business Association

Working with the Co-op this year has been fantastic! McCusker's has become a great partner and staple in the community. We value our partnership with McCusker's and their generous support of our events and initiatives. *-Carmela Lanza-Weil, Director*

Greenfield Community College

The College Farm Market Project, sustained by the work of GCC interns, could have a significant impact on regional farm and food systems and enhance coordination around Farmers’ Market development and food justice. Students will be developing a replicable model for coordinating food and farm focused education, marketing, and sales that supports the growing sustainable farm movement in the Western Mass Pioneer Valley region. Funded by the Rural Community College Alliance, this collaboration, among Greenfield Community College (GCC), Community Involved in Sustaining Agriculture (CISA), and the Franklin Community Coop (FCC) offers interns the opportunity to develop business and agricultural skills and experience while working to promote the local economy and regional food security. *-Christine Copeland, Internship Coordinator, GCC*

Clarkdale Fruit Farm

Clarkdale Fruit Farms is proud to have our apples and cider available to co-op shoppers. We believe in the mission of the co-op, and our farm shares many values with the organization, particularly in being engaged community members and providing fresh, local food. Our ability to sell our products in the store enables us to reach a wider audience and supports our multi-generational family farm. As individuals we are also customers, and appreciate the diversity of local products on the shelves, especially those grown or processed by our fellow farmers. *-Ben Clark*

Valley Alliance of Worker Co-ops

Thank you to Franklin Community Co-op for your leadership in our co-operative movement and economy. Challenging times for political democracy highlight the importance of economic democracy in our communities and your work uniting the voice of co-operation is crucial to our region sustenance and health. Thank you for your contributions to Neighboring Food Co-op Association, the Valley Alliance of Worker Co-operatives and the Valley Co-op Business Association which are bringing a shared voice of co-operation to our valley and addressing issues larger than any one co-op can address like co-op education, development, legislation and 6th Co-op Principle of Co-operation Among Co-operatives. Because of your leadership our co-operative community, and therefor our economy, is stronger, healthier and active in providing solutions to our needs and goals. And you've got the best bulk section in town. *- Adam Trott, Executive Director*

Just Roots

We at Just Roots — the local nonprofit food access organization that established the Greenfield Community Farm — appreciate how our relationship with the Franklin Community Co-op has deepened in the past year.

Below are some of the ways our collective work advanced in 2016:

- **GRANT APPLICATIONS:** The co-op is a key player in the application that Just Roots made for a USDA - Community Food Project grant to bring the “whole store” to residents in affordable housing. Similarly, we partnered in an Community Foundation of Western Massachusetts — Innovation Planning Grant to enlist service providers and low-income residents in identifying food access barriers and designing meaningful interventions.
- **LOCAL FOOD CLINIC:** The co-op was involved in monthly drop-in opportunities for people on low income to get direct assistance in applying for co-op membership, signing up for a CSA farm share, and or enrolling in SNAP.
- **HOSTING FC²:** The co-op has provided space and sponsored snacks for the quarterly meetings of the Franklin County Food Council, facilitated by Just Roots.
- **NEW MARKETS:** Just Roots was delighted to participate as a vendor at the new mid-week market in 2016. Having participated in the collaborative thinking circles provided by the Co-op this pilot year, we look forward to another successful 2017 market-season.
- **CO-OP SERVICE:** Just Roots staff serve the co-op: three on the long-range planning council and one on the board of directors. *----Jessica VanSteensburg, Director of Just Roots*

Mohawk High School

On Behalf of Mohawk Trail Regional School, I'm delighted to support the Franklin Community Co-op. As we develop a career and technical program in Sustainable Agriculture, we anticipate a partnership with FCC that will allow high students to learn about our local food system through real connections with farmers and entrepreneurs. Students in the program will learn about farm management and the cooperative business model, while developing marketable skills and networks to become active participants in the local food economy. FCC will be a key partner in providing students with internship opportunities, coordinating presentations and site visits with local businesses, and advising the agricultural program with curriculum development. --Sarah Jetzon, Mohawk Regional High School

Neighboring Food Co-op Association

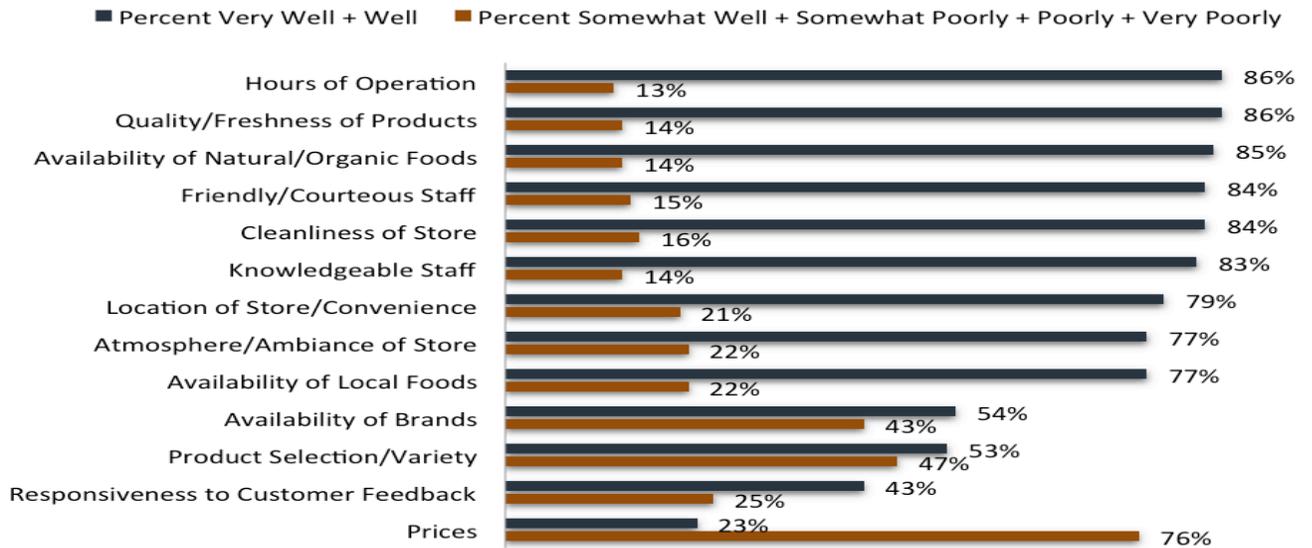
As a founding member of the Neighboring Food Co-op Association (NFCA), Franklin Community Co-op has set an example for what co-operatives can achieve when we work together. From supporting the success of initiatives such as Farm to Freezer, our line of Northeast Grown frozen fruits and vegetables, and Healthy Food For All, a collaborative effort to make healthy food and co-operative ownership more accessible to everyone in the community, to hosting interns from the UMASS Co-operative Enterprise Collaborative, you have been an invaluable partner. From its modest beginnings, the NFCA has grown to include over 35 food co-ops and start-ups across our region, locally owned by more than 107,000 people, and we owe it to the leadership of members like Franklin Community Co-op. For more information on what we're doing together, visit www.nfca.coop. -Erbin Crowell, Executive Director

UFCW Local 1459

FCC has welcomed the United Food and Commercial Workers Union 1459 as a partner in our workplace to help support our shared interests in the welfare of our employees. The "bargaining units" have rights to Union representation according to our contract. Five staff members act as Stewards, helping co-workers understand and navigate through our contract. We also have regular labor/management committee meetings where we troubleshoot potential problems. This past year, much time and thoughtful work by our stewards and some managers went into negotiating a renewed contract with improved wages and working conditions. It was successfully completed mid December! -Emily Gopen, steward

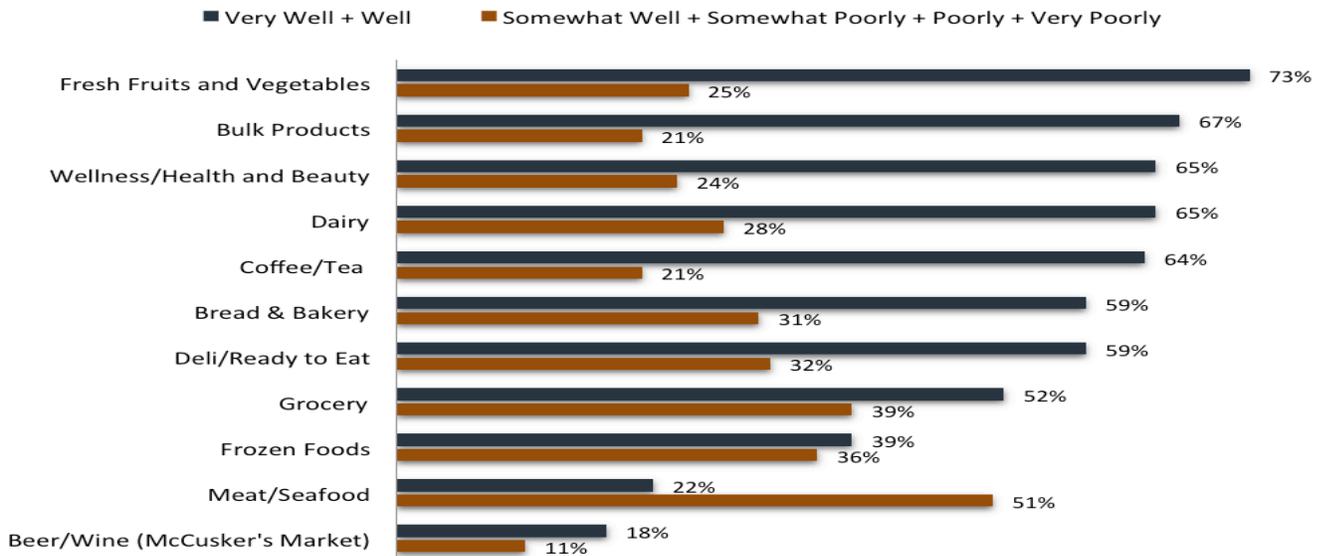
Customer Survey Results:
Store characteristics

Figure 3: How Well Is Franklin Community Co-op Meeting Needs with Respect to Store Characteristics?



Approximately 8 in 10 respondents said their needs were being met well or very well with respect to store hours, locations, cleanliness, friendly and knowledgeable staff, product quality/freshness, and the availability of natural/organic products. Three-fourths or more of respondents said store atmosphere and local foods availability met their needs well or very well. With respect to responsiveness, this is the only characteristic for which there was a high proportion of “no opinion” responses (32%), suggesting many customers have not had occasion to test FCC’s responsiveness. Dissatisfaction with prices is a very common outcome in food cooperative customer surveys.

Figure 2: How Well Is Franklin Community Co-op Meeting Needs With Respect to Product Categories?



the co-op is meeting the needs of a majority of its shoppers with respect to all of the product categories listed in Figure 2 with the exception of meat/seafood.

E3 The co-op will provide a central place for the members and community to congregate and strengthen the social fabric of our community.

Interpretation: To show how FCC is achieving this Ends, I'll report on results of the activities we've engaged in and resources we provide to the community.

Providing a space for meetings in addition to chance meetings while shopping fosters positive association and ownership. As a direct response to meeting member/customer needs we increased evening hours at both stores. In addition to ease in evening shopping, at GFM the meeting room space is available later accommodating later meeting end time. We instituted a signed Meeting Room Space Agreement which is signed off on by those using our meeting space.

Use of Meeting Spaces

Providing gathering spaces for talks, classes, community and individual events and meetings, and staff education and communication have been an essential component to our community building and accomplishment of our ends. Utilization of dining areas at both stores for community entertainment and education demonstrate low-or no cost engagement opportunities and invite new community members into our co-op stores. In 2016 we've seen a dramatic increase in co-op space use and the need to establish a sign off.

Not all staff use for 170 Main and GFM space has been recorded. New hire interviews, some department meeting and sub-department meetings use the spaces in between scheduled events.

170 Main St. Meeting Space:

The events that are held at 170 Main Street support our missions of increased access to healthy food/food education across the income spectrum, community development and engagement, and positive economic development and support of/in Franklin County.

The 170 Main space has enabled us to host accessible community art projects, educational classes and presentations, community meetings, musical gatherings, member committee and staff meetings.

Our overarching programming and outreach vision this past year has grown with the addition of these events, and, anticipates further growth in the future with a strong emphasis on community engagement, continued expanded access to healthy food via the Tuesday Market, Food For All, and Co-op Basics programs, and cooperative educational initiatives in partnership with Mohawk High School, Just Roots, Leyden Woods, Greenfield Community College, The Food Bank of Western MA, the Franklin County CDC, the North Quabbin Food Alliance, The Franklin County Food Council, The Progress Partnership, the Brattleboro EcoVation Hub, The Valley Co-operative Business Association, and others.

Green Fields Market Meeting Room, Mezzanine & McCusker's Market Dining Area:

Weekly live music, quarterly seasonal craft sessions, staff benefits fair, art receptions, informational talks, seasonal "pop-up" craft sales events, as well as unknown number of gathering space for work and organization meetings. Public wifi availability. A general statement often heard-- "let's meet at the co-op".

Meeting Room & Dining Room Use						
	GFM External/Community	GFM Co-op Organized/Staff Use	GFM	MCC	170 Main	total usage
2011	175	225	400	n/a	n/a	400
2015	256	234	490	16+	15+	521+
2016	222	193	415	76+	143+	634+

Here is a breakdown of events in our meeting spaces by Ends category.

Examples include:

E1. Franklin County Food Council, non-GMO committee, CEI, seed swap, farmers market, Greening Greenfield

E2. “The Real Cost of Food” talk, staff & management meetings (note: this End is primarily covered in staff meetings, and was not included in categorization in 2015 report)

E3. Valley Time Trade, R-Credits, “Write that thing”, PV Local, “Let’s Be Honest” series, Common Good Finance, Racial Justice Rising, Greenfield Business Association, Slate Roof Press, theater groups, People’s Music Network, Tea & Mortality cafe, GSFABA Business After Hours Social, individual use

E 4. Union, staff, department, and management meetings, benefits fair, CPR Course, job fair

E5. Artist Receptions, music (music on mezzanine at GFM not included in tally, averaged 3x/month), Member Craft Fair

E 6. Valley Co-operative Business Association, Valley Alliance of Worker Co-ops, FCC & Neighboring Food Co-op Association with UMass Interns, MEC, MPCircle, Working Member Orientation

Meeting Space Usage Categorized by End

Use/space organized	E1. Education about food, food system, health, & ecology	E2. Supply reasonably priced	E3. Congregate/social fabric	E4. Positive work environment	E5. Customer positive experience	E6. Demonstrate co-op principles	total
GFM External/community	37	n/a	205	5	0	9	256
GFM Co-op organized	16	n/a	14	128	9	67	234
170 space			*15+				15+
MCC					*16+		16+
2015 total	53		234+	133	25+	76	521+
GFM External/community	3	n/a	15	4	0	7	29
GFM Co-op organized	19	n/a	223	94	3	62	401
170 space		8	121	9	3	2	143
MCC					*76+		76+
2016 total	22	8	359	107	82+	71	649+

*primarily this End

E4 The co-op will foster a positive working environment for all staff while provide a living wage, and excellent treatment of all workers

Interpretation: To show how FCC is achieving this Ends, I'll report on the % of staff receiving a living wage, results of staff survey, evidence of staff treatment.

Through regular distributions of key information and the hosting of workshops in conjunction with Human Resources, employees will be made aware of the full range of their benefits, be empowered to lead and attend classes that further enhance their employee experience, and to understand how their participation in and support of our cooperative supports, in turn, the continued sustainable growth of our community partnerships.

Please reference BOD accepted L3 compensation/benefits report(03/2016). L2 Staff treatment report was accepted non compliant due to the delay of a staff survey during Union negotiations.

- All of our staff are paid above Living wage for individuals. (<http://livingwage.mit.edu/counties/25011>)
- Health insurance: co-op/employer covers 70% of nondeductible plan/75% of \$2000 deductible plan
- Dental, Vision, Short-Term Disability, and FSA: 100% employee sponsored
- Life Insurance: 100 co-op/employer sponsored
- Simple IRA: co-op/employer matches up to 3%
- Personal/Sick: all employees (part-time, temp included)
- Holiday & Vacation: accrued by part and full-time staff
- Staff Discount: 15% (member discounts applied in addition)
- Soft Benefits Discount: massage, acupuncture, chiropractic
- Union UFCW local 1459 representation

E5 Customers will have a positive experience with each visit.

Interpretation: To show how FCC is achieving this Ends, I'll report on results of the activities we've engaged in, results from our Customer Survey, and investments we've made.

Our outreach and programming efforts will consistently reflect our stated ends and the tenets of our merchandising policy through the offering of food education, awareness and promotion of healthy, reasonably priced, responsibly sourced goods, community programming that reflects the interests and wishes of members and customers, and knowledge-empowered staff members able to assist in the expansion of customer and member access to key product and community information.

As a natural retail grocery, the co-op exists to meet member & customer needs. Ensuring that product and service standards in place that delivers quality more favorable than the alternatives that our customers have with other for natural food and grocery retailers. The overall result of all activities designed to meet customer needs should be a growing number of customers, and a growing percentage of those customers that express satisfaction with their experience.

Please reference BOD accepted L4 Membership report (January, 2017) and L1 Customer treatment report (October, 2016)

- We have an ongoing collaboration with Greenfield and Shelburne Falls area business associations fostering shopping local awareness. We have staff actively serving as Board members for both organizations.
- The creation of Downtown redevelopment group, consisting of various business representatives within the downtown area. With a defined focus on enriching the the downtown community experience.
- This year has continued to be a year of change, growth, and improvement for our sales floor and clarity of our offerings.
 - Multiple and consistent Merchandise and floor resets at GFM in produce, wellness, grocery.
 - The addition of internal and external cold storage for Produce

- Complete remodel of MCC and the addition of a Bulk room
- The addition of Bakery production area at GFM
- Improved layout for Kitchen
- Centralized location of offices at GFM
- Restructure of the Operational Organization chart
- Introduction of merchandising guidelines and calendar
- Addition of Franklin Fresh Flyer
- Increase in Co-op Basics
- Revamped Website
- We continue to empower our staff to make changes, suggestions, and to follow through on their ideas.

Customer Survey Results

Figure 1: Two Measures of Shopper Satisfaction With Franklin Community Co-op

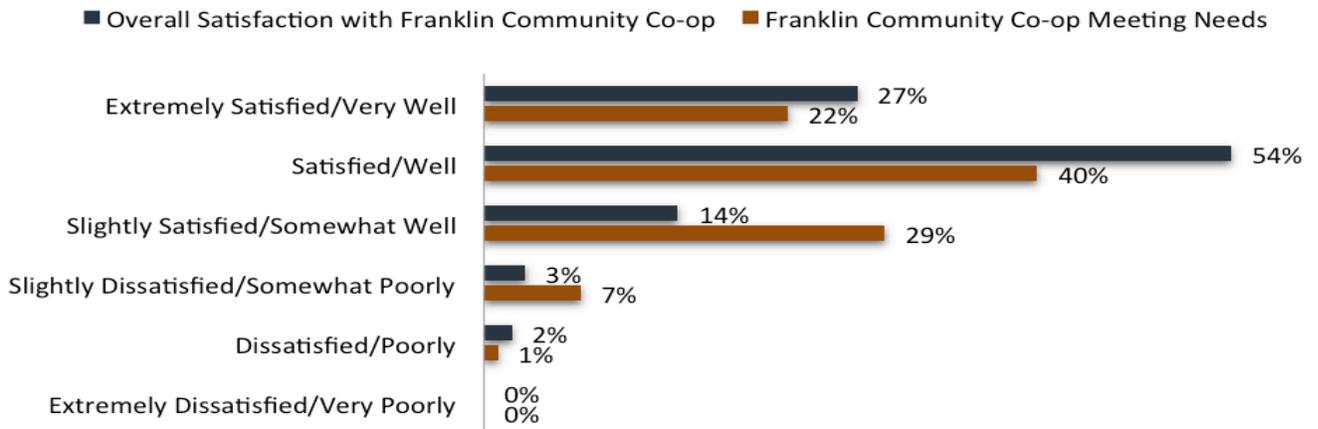
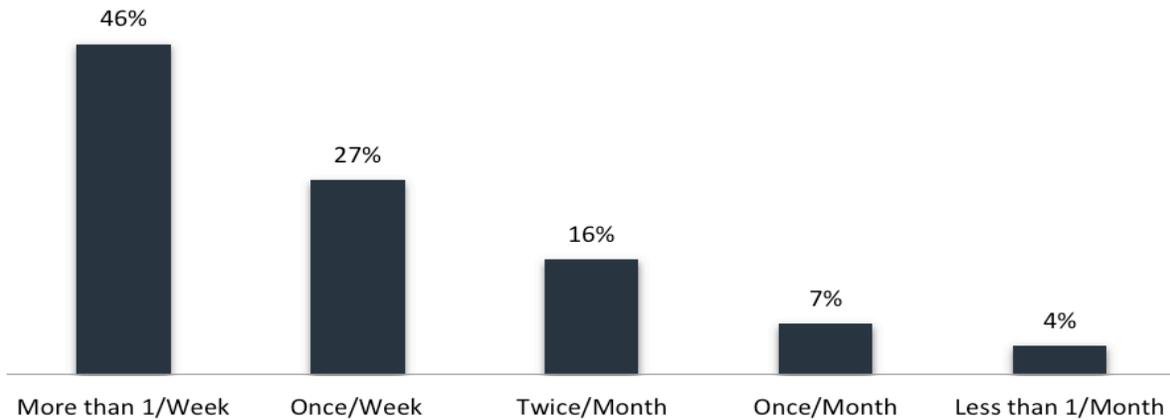


Table 1: Overall Measures of Satisfaction with Cooperative				
Satisfaction Measure	FCC Shoppers	National Average	FCC Ranking (out of 40)	Range All Co-ops
<i>“Very Likely” to Recommend Co-op</i>	61%	67%	34	45% - 83%
<i>“Extremely Satisfied” with Co-op</i>	28%	33%	32	11% - 50%
Co-op Meets Overall Needs <i>“Very Well”</i>	25%	24%	20	11% - 36%

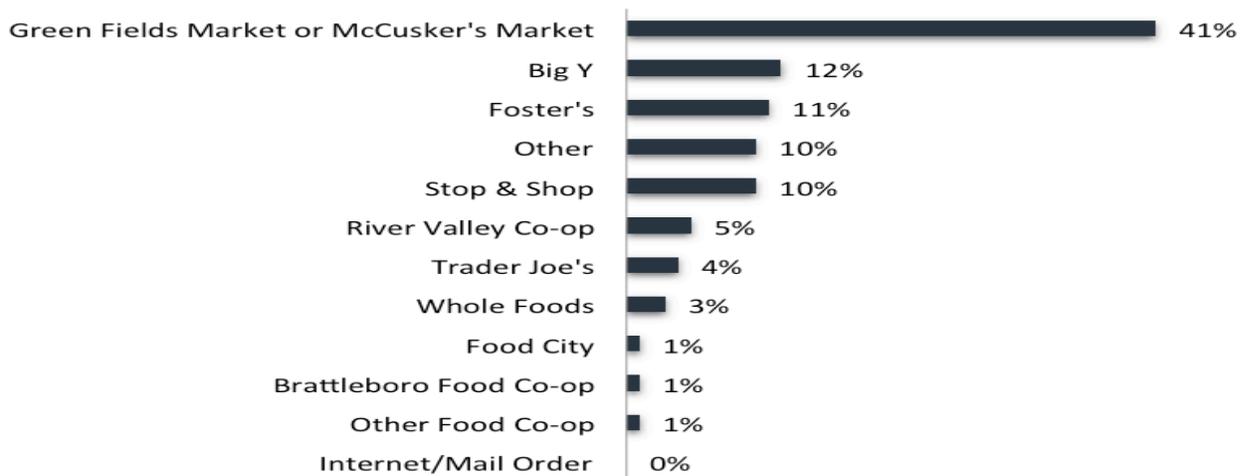
Figure 7: Frequency of Shopping at Franklin Community Co-op



Shopping Frequency. In terms of the frequency with which shoppers reported shopping at Franklin, approximately three-fourths of respondents shop at the Cooperative at least once a week, demonstrating that FCC is working well for them.

Table 7: Shopping at Least Once/Week at Co-op*			
FCC Shoppers	National Average	FCC Ranking (out of 40)	Range All Co-ops
70%	59%	6	36% - 77%
*Combined responses of more than once/week and once/week			

Figure 5: Spend Most Grocery Dollars Franklin Community Co-op Shoppers



Franklin Community Co-op stores are the primary grocery store of 41% of its shoppers, and 37% said they spend more than half (18%) or almost all (19%) of their grocery budget at the Cooperative

Table 5: Spend Most Grocery Dollars at Cooperative			
FCC Shoppers	National Average	FCC Ranking (out of 40)	Range All Co-ops
43%	34%	8	17% - 56%

Thirty-three percent of the shoppers in the national database reported spending a majority of their grocery budget at their cooperative, which is considerably higher at FCC (Table 6). Franklin ranked 10th in the national database with respect to this measure. This and the previous measure indicates that FCC is doing very well in terms of their “market share” of their shoppers’ grocery budget.

E6 The co-op will be an outstanding example of the Cooperative Principles and Values.

- *Cooperative Values: self-help, self-responsibility, democracy, equality, equity, solidarity and the ethical values of honesty, openness, social responsibility and caring for others.*
- *Cooperative Principles: Voluntary and open membership, Democratic member control, Member economic participation, Autonomy and independence, Education, training and information, Co-operation amongst co-operatives, Concern for community.*

Interpretation: To show how FCC is achieving this End, I will provide data from the Customer Survey, data regarding our membership structure, evidence of democratic member control, data on what members economic participation, a statement on our autonomy and independence, data on our education and training programs, data regarding our cooperation with other cooperatives and data regarding our community programs.

Interpretation of this end from a marketing and member-owner perspective is to mean that we embrace each of the cooperative principles and values in our plans and actions, we actively promote them in our community, and market the aspect of being a co-operatively business as an asset.

Each aspect of our outreach and engagement vision reflects the seven Cooperative Principles and Values—our educational efforts, in the service of our events and partnerships, are, by definition, voluntary and open, reflective of the democratically expressed concerns of the community that we serve, conducted in cooperation with other cooperative enterprises, and supportive of the continued economic growth of our county, our suppliers, and of our own businesses’ continued ability to be a fiscally healthy connection point for these entities. The education, training, and information offered by these efforts to our members and our greater community are reflective of our stated ends, whose guiding principles are, in turn, enactments of these selfsame cooperative principles and values. Our shared purpose is our shared strength.

Co-op Principle with ICA definition	Operational Definition/interpretation	Data
1st Principle: Voluntary and Open Membership	<ul style="list-style-type: none"> Articles of incorporation and bylaws provide legal structure consistent with the cooperative principle. Our common practice is consistent with the cooperative principle. 	<ul style="list-style-type: none"> Our articles of incorporation and bylaws call for open and voluntary membership of a cooperative. Membership requirements are set by the members in the bylaws.
2nd Principle: Democratic Member Control	<ul style="list-style-type: none"> Bylaws authorize members to exercise their one member-one vote rights to elect a Board of Directors to represent them, & to make bylaw revisions. Elected representatives are held accountable by the members to further organize themselves, to provide leadership, to produce the desired results and avoid unacceptable conditions and activities, and check to ensure that those expectations are being met. 	<ul style="list-style-type: none"> An election was held, concluding on <i>March 6, 2016</i> in which the members elected representatives to the Board. The board has developed a comprehensive set of policies that include expectations about how the board is organized, its relationship with the GM, the desired results of the organization, unacceptable conditions and activities, and it maintains a schedule for monitoring all of these policies. Board and Management account to our members through the Annual Report and Annual Meeting.
3rd Principle: Member Economic Participation	<ul style="list-style-type: none"> The board, on behalf of the members, sets and controls the member equity requirement through policies The Board retains the authority both to set the equity amount and to control equity redemption. The GM has been granted authority to operationalize the collection and disbursement of equity investments 	<ul style="list-style-type: none"> Policy L-4 membership Bylaws Article 2 & 3 Reference most recent L4 Membership Rights and Responsibilities monitoring report As noted in the data for the 2nd Principle, all members still have only one vote each.
4th Principle: Autonomy and Independence	<p>From Anne Hoyt's Cooperative Grocer article: <i>"The new principles emphasize that cooperatives must be free of intervention from governments or other sources, so that the members are able to control their own destiny."</i></p>	<p>Our co-op was formed by and is controlled by its members.</p>

<p>5th Principle: Education, Training and Information</p>	<ul style="list-style-type: none"> • We provide regular educational initiatives so For members, elected Co-op leaders, managers and employees, and community members 	<ul style="list-style-type: none"> • education and training initiatives are detailed in Appendix A & B
<p>6th Principle: Co-operation among Co-operatives</p>	<ul style="list-style-type: none"> • The Co-op is a visible part of the larger cooperative movement;. 	<p>Increased Visibility of Co-operative Businesses, Ours and In Our Region Through Collaboration & Education</p> <ul style="list-style-type: none"> • Neighboring Food Co-op Association, founding member, staff (Suzette) B.O.D. president, “Go-Co-op! Shelf tag program highlighting co-op producers • Valley Co-operative Business Association, cross-sector marketing, networking events, staff (Suzette) B.O.D. president • UMass Co-operative Enterprise Collaborative, course speaker, co-sponsored intern w/NFCA • Pioneer Valley Local First, member • Valley Alliance of Worker Co-ops, associate member, staff (Suzette) serves as elected Stakeholder Director for B.O.D. • Co-operative Fund of New England, investor, Healthy Food Access support • National Co-operative Grocers, member • National Co-op Directory • Sister co-op technical and advisory support, North Quabbin Community Co-op, Amherst Community Co-op start-up • Consumer Co-operative Management Association (CCMA) 2016 co-host, sponsor • Investments in co-operatives and organizations that support co-operative development
<p>7th Principle: Concern for Community</p>	<p>The Ends policies bring to life our owners’ concern for community</p>	<ul style="list-style-type: none"> • Detailed within appendix A & B

Member % of Sales and discounts

Member % of sales			
	GFM	MCC	FCC
Food For All	2.89%	2.56%	2.84%
Member	55.13%	36.20%	52.23%
Working Member	10.83%	12.14%	11.03%

Member Discounts			
	GFM	MCC	FCC
Discount: Food for All	-\$24,155	-\$3,863	-\$28,018
Discount: Member	-\$92,038	-\$10,920	-\$102,958
Discount: Working Member	-\$90,368	-\$18,309	-\$108,677
Total Member Discounts	-\$206,561	-\$33,092	-\$239,653

Appendix A: Community Education Activities

New this year*

Healthy Food Access

Focused on increasing our visibility as a resource for access to healthy food by all members of our community.

- YMCA Greenfield, cooking class, preschool tour
- Franklin County Food Council, active participant
- Franklin County Community Meals program, donations, monthly dinner, member organized
- Stone Soup Cafe, member workers' contribution
- New England Farmers Union (NEFU), founding and current member, healthy food access support
- Food Bank of Western Mass, donor, WRSI Monte's March, register donation collection, staff participation in Franklin County Forum on Ending Hunger*
- Community Action, family lunch program, Center For Self Reliance food and \$ contribution
- Leyden Woods/Just Roots collaboration for Soup & Movie night*
- Department of Transitional Assistance (DTA) SNAP Education class*
- United Way, Oral Health campaign*
- UMass Doctoral candidate study on assessment of consumer's interest in value-added locally grown and processed foods.*

Community including Business & Environment

- Franklin County Chamber of Commerce, member, staff (Suzette) on B.O.D.
- Greenfield Business Association, member, staff (David R.) on B.O.D.
- Shelburne Falls Area Business Association, member, staff (Sarah K.) B.O.D.*
- Cider Days, key sponsor, in-store sampling & pairing
- Greenfield Recreation Department, Winter Carnival

- River Walk (formerly RiverFest), Shelburne Falls, sponsor, participant
- Connecticut River Watershed Council, Source to Sea River Clean-up
- Bridge of Flowers, sponsor
- Co-op Power, member, investor in NE Biodiesel
- UMassFive Credit Union, SEG partner
- Freedom Credit Union, employee CUPs partner
- MA Non-GMO Project Supporting Retailer
- NOFA
- CISA
- Legislative meeting with Representative Stan Rosenberg re GMO labeling*
- Congressman Jim McGovern, office hours and healthy food access
- Commonwealth of Massachusetts Governor's declaration October is Co-op Month*
- PV Grows Forum, sponsor and staff participation

Member Engagement, events and organizations we partner with for member work hours donated

- Greenfield Community Farm/Just Roots
- Stone Soup Cafe, Greenfield
- Greenfield and Shelburne Falls Visitor Centers
- GCC, interns Tuesday Market project
- UMass intern, healthy food access project*
- Center For Self Reliance, Greenfield
- Franklin Area Survival Center, Turners Falls
- Franklin County Community Meals Program
- Red Gate Farm Education Program, Ashfield
- Recycling/Composting programs at the Franklin County Fair, Pumpkin Festival, Garlic & Arts Festival
- Great Falls Community Garden
- Area Senior Centers, music program
- Recover Project, Greenfield, Green River Yoga & Shelburne Falls_Yoga
- The Literacy Project, Greenfield*
- The Brick House, Turners Falls
- New England Learning Center for Women In Transition (NELCWIT)*
- It Takes A Village, West County service area*
- Rainbow Elders, project of LifePath*
- MPCircle organized activities: "Different Kinds of Co-ops" panel, "The Real Cost of Food" speaker/program
- Green River Music Festival promotion of bicycling to the event, partnered with MassBike*
- National Bike Week, bike "Tune Up Day"*

Healthy Food Access/Food Education

Events: (*= low income reach/focus)

Local Food Clinic *

Goal: To increase community knowledge of and access to local, sustainably-produced food via a monthly education and outreach program in partnership with Just Roots and The Food Bank of Western MA.

Attendees are able to sign up for Co-op Memberships, SNAP benefits, and donor-supported CSA shares, in addition to receiving recipes and a food sample of a new dish.

Number of Attendees: 40-50+ monthly

Low-income (y/n): Yes. A large proportion of the participants in the Greenfield Community Farm CSA program are SNAP recipients, and new to cooking with the ingredients in their farm share

Meatless Mondays *

Goal: To increase community knowledge of healthy food preparation and to promote Coop Basics and Coop Deals via a weekly recipe demo/sampling

Number of Attendees: 30+ weekly

Low-income (y/n): Yes, open and free to all shoppers, the program focuses on value and ease

The Greenfield Tuesday Farmers' Market *

Goal: To provide hands-on education experience for students in GCC's Food and Farm Systems program and to provide direct-sales access to new, small-scale local farmers and producers in a weekly farmers' market environment.

Number of Attendees: 35-75/weekly

Low-income (y/n): Yes

Franklin Fresh Flier

Goal: To promote affordable, locally-focused food offerings and sale items available exclusively at the Franklin Community Co-op in a bi-weekly, in-store flier.

Number of Attendees: 200-500 bi-weekly (estimates based on flier printing/website traffic)

Low-income: (y/n) Yes

Facebook promo campaigns (Fair Trade Scavenger Hunt, Thanksgiving Giveaway, Locally-Themed Gift Baskets for the Holidays, Friday Happy Hour at McCusker's Market, etc.)*

Goal: To highlight products at the Co-op that fulfill either local, affordable, or healthy missions (or all three) and to create community excitement around our growing product offerings in the form of a raffle giveaway. Number of 'attendees': 3000+

Low-income (y/n): Yes

Summer NOFA Conference at UMass-Amherst

Goal: To highlight and promote the Tuesday Market program and partnership with GCC, and the Food For All program at the Franklin Community Co-op that provides expanded access to local, sustainable food

Number of Attendees: 1,000+

Low-income (y/n): Yes

Sustainable Campuses Conference, Smith College, Northampton

Goal: To highlight and promote the community-building partnership between Greenfield Community College's Food and Farm Systems program and the Franklin Community Co-op's outreach efforts to expand participation in the local, sustainable food system in Franklin County

Number of Attendees: 200+

Low-income (y/n): Yes

North Quabbin Food Alliance Annual Meeting

Goal: To connect with community efforts to expand access to local, sustainable food, and to report on the partnerships the Franklin Community Co-op has created in the past year in support of these goals to a wider community audience.

Number of Attendees: 100+

Low-income (y/n): Yes

Vendor Demos at both GFM and MCC

Goal: To highlight affordable, healthy products and community/vendor partnerships via weekly food sampling events

Number of Attendees: 100+

Low-income (y/n): Yes

UMass Student Tour

Goal: To connect students learning about Agricultural Justice to the role of our co-op and co-operatives in the food system.

Number of Attendees: 15

Low-income (y/n): Yes

Community Development:

The Progress Partnership

Goal: To create a multi-stakeholder, cross-business partnership non-profit dedicated to the effective marketing, development, and support of downtown Greenfield and the Greenfield business community. Incorporated successfully following last year's development meetings, January 2017.

Number of Attendees: Elected board, 7 members, 15/20 meeting attendees monthly

Low-income (y/n): Not applicable

Local Artist Co-op Merchandise Program

Goal: To provide support and visibility to a different local artist each year in a working partnership to develop an original, limited-edition design for Co-op t-shirts, hoodies, bags, and other merchandise.

Successful initial launch with first artist, Opertura, included a well-attended launch party with live music, animations, and food.

Number of Attendees: 25+

Low-income (y/n): Yes

First Friday Greenfield

Goal: To provide a community connection point for the ongoing First Friday series of events that centered around healthy, affordable food offerings from the Co-op in keeping with each First Friday theme

Number of Attendees: 100+

Low-income (y/n): Yes

The Shad Ladder Radio Hour

Goal: To provide a monthly, community scripted, locally-themed variety-style radio program in support of local arts and culture, featuring local writers, musicians, actors, and storytellers, accessible to multiple audiences (both live, and, as a podcast)

Number of Attendees: TBD (launches February 2017)

Low-income (y/n): Yes

Up Up! Farm Film Festival

Goal: To provide community access to a cooperative, youth-run film festival highlighting young farmers and filmmakers in New England, at screening locations throughout Franklin County.

Number of Attendees: TBD (screenings in fall 2017)

Low-income (y/n): Yes

Multi-Year Planning Process Community Forums

Goal: To provide Co-op members with a forum for participation in the Multi-Year Planning Process, focusing on expressed member concerns, in a democratic, open setting

Number of Attendees: 15+

Low-income (y/n): Yes

Pothole Pop-Up Shop

Goal: To support the local creative and farm community by offering a holiday pop-up shop at McCusker's during the annual Moonlight Magic event.

Number of Attendees: 500+

Low-income (y/n): Yes

Summerfest (downtown Greenfield)

Goal: To support the chamber's annual summer event in a fun, community-building way while highlighting local business offerings in the form of local food vendors sampling in front of the Co-op throughout the event, and, hosting the Greenfield Savings Bank cooling tent for festival attendees.

Number of Attendees: 150+

Low-income (y/n): Yes

Art Walks in Shelburne Falls

Goal: To participate in the local creative economy of Shelburne Falls by having a reception for current gallery show creators at McCusker's Market, and, encouraging the participation on the part of our patrons in the town-wide Art Walk event

Number of Attendees: 30+/per walk

Low-income (y/n): Yes (this event is free to the public)

Art openings/closings for resident art shows

Goal: To provide artists whose work is on display at both markets with a moment of community connection and celebration around their work

Number of Attendees: 10-15/opening

Low-income (y/n): Yes (events are free, and refreshments are supplied by the Co-op)

Chef in the Market Program

Goal: To increase community knowledge about our local farmers and vendors and Co-op products at the Tuesday Farmers' Market through a weekly original recipe and sampling program

Number of Attendees: 50-75 weekly

Low-income (y/n): Yes

Let's Be Honest: Community Conversations

Goal: Support and advertising for an ongoing series of community conversations led by Co-op staff member Keyedrya Jacobs, focusing on issues of racial/class justice

Number of Attendees: 15-25+ per talk

Low-income (y/n): Yes

Conflict Resolution Class with Karen Fogliatti

Goal: To provide a member-discounted series of classes about conflict resolution designed to increase community-led peaceful work in Franklin County

Number of Attendees: 15-20/class/series

Low-income (y/n): fees are reduced substantially for Co-op members

Economic Development/Participation:

Tuesday Market *

Goal: Please see statement below

Number of Attendees: N/A at this time

Low-income (y/n): Yes

Pothole Pop Up Shop

Goal: To highlight local producers and to provide an additional opportunity for holiday sales for participating vendors, as part of the much-beloved 'Moonlight Magic' event in Shelburne Falls

Number of Attendees: 500+

Low-income (y/n): Yes, vendor products reflected a wide range of price points and were consciously sourced to reflect different purchasing abilities

Facebook Promo Campaigns

Goal: To create excitement around new/local/Coop made products during the holiday season and to increase sales via daily targeted advertising for these products

Number of Attendees: 3000+

Low-income (y/n): Yes

Cider Days

Goal: To highlight Franklin County Cider producers and the new alcohol set at McCusker's Market through cider/local cheese pairings designed to drive sales across both departments

Number of Attendees: 100+

Low-income (y/n): Yes

Raw Milk Cheese Day

Goal: To feature raw milk cheese produced by small and local vendors.

Number of Attendees: 100+

Low-Income (y/n) no

Cultural Council Committee/Downtown Redevelopment Committee/Incorporation of The Progress Partnership

Goal: To get downtown Greenfield designated a Cultural District in the hopes of spurring ongoing downtown redevelopment and to create new opportunities for grant-based funding for art and commerce in Franklin County

Number of Attendees: 10+

Low-income (y/n): N/A

Green River Festival/Taste of Franklin County

Goal: The creation of a multi-partnered pre-festival event highlighting local businesses, restaurants, artists, and musicians in conjunction with the annual Green River Music Festival. Spearheaded by the Co-op led Progress Partnership group.

Number of Attendees: TBD (event launches in July 2017)

Low-income (y/n): y

The EcoVation Hub, Brattleboro, VT

Goal: To participate in the creation of a tri-county plan for sustainable business development and growth in southern Vermont and northern MA across a wide range of platforms for engagement

Number of Attendees: 100+ per conference

Low-income (y/n): y