

# 2022 Co-op Ends Report



Submitted: 2/1/2023

## 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?*

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

Interpretation: This past year was one of transition as the co-op and world moved into new phases of the global pandemic. The community room reopened for the first time in two years, allowing FCC to re-engage with members and the community through monthly co-op workshops and community events for the first time since March, 2020. FCC announced that the co-op signed a purchase and sale agreement for the expansion and relocation to Wilson's. Staffing shortages along with supply chain issues continued to present as challenges as we worked to provide our community with nourishing foods and prioritizing local suppliers as often as possible. The co-op continues to be a critical part of the Franklin County economy as anchor businesses in our communities, with over \$10M in sales annually and 92% of our employees living locally. Through our well established collaborative partnerships with community organizations, we continue to work towards more just food systems in our region.

I report satisfactory achievement of FCC's Ends, with partial non compliance of E4 and with the addendum that not all previously reported formats and practices have been possible during the pandemic.

Signed:\_\_\_\_\_ Date:\_\_\_\_\_

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

E1 Overview: In 2022, the co-op made tremendous strides to safely and comfortably engage with our community around education and food systems. We re-opened the community room in September, 2022 to begin offering co-op workshops and provide space for local organizations to come together in the community. We continued to

work to find new ways to collaborate with and support organizations working on food justice and food access. One new initiative was a collaboration with Just Roots to help promote and provide incentives through FCC coupons to people who enroll in their Kitchen Inspiration workshops, which teaches new healthy recipes monthly and provides a free winter CSA to a new co-op member through our member drive.

Our merchandising policy places a strong emphasis on sustainability and the co-op continues to work towards minimizing our packaging whenever possible and promoting our bulk offerings and reusable, sustainable merchandise. New in 2022, the co-op held an Earth Day contest where member owners designed a reusable tote bag with their interpretation of the theme "Let Every Day BEE Earth Day". The community voted on their favorite design, with the winner receiving a bag of reusable and sustainable products.

Co-op food continues to be recognized as some of the best in Franklin County. FCC was voted Best Soup and was a finalist for Best Sandwiches in 2022. This continues a tradition of being recognized in Franklin Favorites in 2017, 2018, 2019, 2020, and 2021 in the Franklin County Recorder poll.

Interpretation: To show how FCC is achieving these Ends, I'll report on the partnerships we've developed, new partnerships that we've pursued, the outcomes of the activities we've engaged in, the results from the 2022 Customer Survey, and our investments.

### FCC's Partnerships

#### New Collaborative Partners in 2022:

- **Collective Power for Reproductive Justice:** Collective Power is a local non-profit organization that inspires, educates, and supports new activists and leadership to create a world in which reproductive health, rights, and justice are embedded in our collective liberation.
- **Brattleboro Food Co-op:** This summer we began a more involved collaborative partnership through shared sponsorship through the NFCA, co-tabling and educating people at an event, and working together on two workshops focused on healthy, sustainable food and providing opportunity for community members to come together.
- **Mary Lyons & West County Resource Network:** Community Resource network that works to reduce disparities to food access, health and wellness services, and social services in West County.

- Greenfield Public Schools: GPS School Food Program highlights local food each month and provides access to kids and families throughout the year, including during the summer through the Kids Eat summer food program.
- People's Medicine Project: PMP seeks to address community health disparities by increasing access to complementary and alternative healing modalities. They envision an inclusive culture of wellness, based on an empowered connection to personal health, the Earth, and each other.
- Nolumbeka Project: They host Indigenous presenters sharing their cultures and histories at annual gatherings, as well as at educational programs for the public and in schools. They work to protect and preserve the land, especially the ancient multi-tribal villages of which Wissatinnewag is an integral part. They strive to serve as a bridge between cultures and between past and future generations.

#### Ongoing Collaborative Partnerships: (*descriptions in Appendix A*)

NFCA

New England Farmers' Union

Massachusetts Food System Collaborative

Franklin County Community Meals Program

CISA

NOFA

NELCWIT/Community Action

Just Roots

The Food Bank of Western MA

Franklin County Food Council

LifePath, Inc

Northeast Organic Family Farm Partnership

Stone Soup

The Brick House

Second Congregational Church

#### Results of FCC's Activities

The organizations listed reflect efforts to center work that provides community education and resources around food and food systems, sustainability and the health of those systems, and worker/community education and empowerment around these

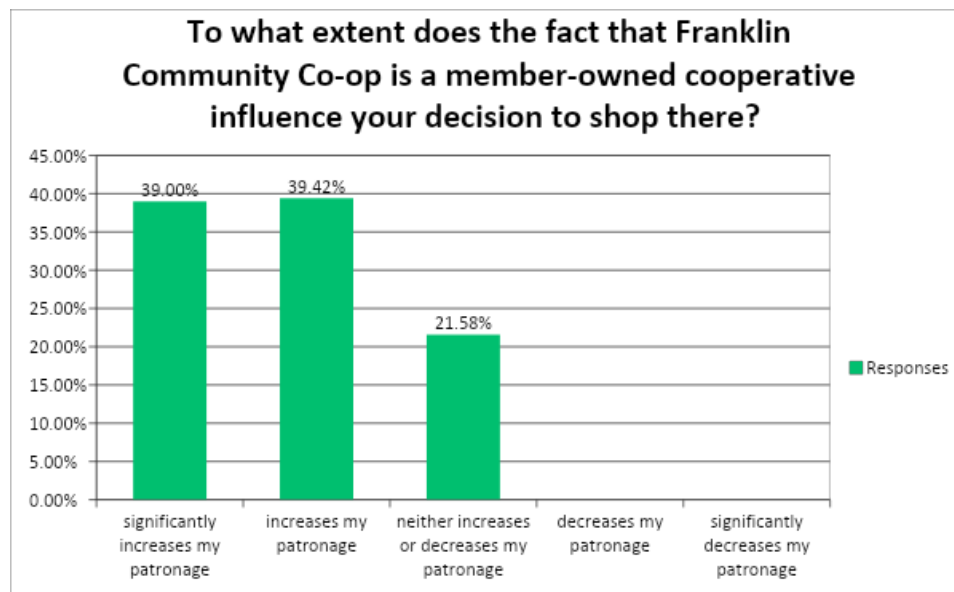
issues. These organizations also work to increase support for/ visibility of/ agency of marginalized communities in the local food system and community.

In the past year, the bakery has sold 4,498 items in single use plastic containers, of which 67.9% (3,054) were plant based, compostable containers. The remaining 31.1% (1,444) are made of 70% recycled plastics and suitable replacements are not available. The ongoing supply chain problems created challenges maintaining stock of our cardboard and compostable containers for our Prepared Foods Department. These stock issues forced our departments to use what was available, limiting options as a whole. There was also a 40% cost increase for packaging in 2022.

*Ongoing: See Appendix B*

### Member/Customer Survey Results

The 2022 Member/Shopper survey was conducted in house again, rather than utilizing the NCG services we regularly contract with, both in an effort to save money, and to allow for greater control, flexibility, and customization of questions. As such, we do not have national data to utilize as a point of comparison for 2021 or 2022.



<b>Member-Owned Cooperative “Significantly Increases Patronage”</b> <b><i>Comparison of 2020-2022 Results</i></b>		
<b>2022</b>	<b>2021</b>	<b>2020</b>
39.00%	43.17%	40.22%

The co-op’s 2022 survey results have largely returned to the 2020 level, with a decrease of 4% in people who indicate that they are significantly influenced to shop at FCC because it is a member-owned cooperative.

Since 2016, FCC has been tracking our utility usage and environmental impact through the CO+Efficient NCG program. This allows us to analyze our performance, compare with peers, and track data over time and establish actions to help us meet our goals. In 2022,

In 2016, the co-op began participating in CO+Efficient as a way to track and improve our environmental stewardship. This program allows us to better analyze our performance, compare and network with peers, create benchmarks and establish actions to meet our goals. The co-op continues to track these metrics into 2022, with the report being available in March of 2023.

According to reports generated by Co+Efficient on Jan. 30, 2023, FCC is performing well in several areas, including: (please note, not all NCG co-ops have submitted their data yet; the deadline is Feb. 28, 2023; so these figures are “from co-ops thus far reporting.)

- FCC is fourth from the top in terms of "EBT purchases";
- FCC is in the middle in terms of "health benefits eligibility";
- 4th from the top in terms of "local producers";
- 5th from the top in terms of "local sales";
- 2nd from the top in "needs based discount savings"
- in the top third for "organic sales"
- 3rd from the for "staff development hours"

Under NCG, Co+op Forest, a program to train farmer cooperatives in Peru to plant and maintain native trees to offset annual carbon emissions, continues today. NCG reports that as of 2021, 1.8M native trees have been planted.

## FCC Investments

All of the investments we currently have support cooperative development either by directly investing in a cooperative or by investment in an organization that then supports cooperative development. As an economic engine, our cooperative is able to support cooperative development and our regional food system and supply.

New investments in 2022: FCC continues to invest in and remains committed to local sourcing and purchasing. Our local sourcing priorities appear in greater detail in E2.

## Statements of Support

*Andy Grant, Nolumbeka Project Board Member:* The Nolumbeka Project ([nolumbekaproject.org](http://nolumbekaproject.org)) appreciates Franklin Community Co-op's sponsorship of the annual Pocumtuck Homelands Festival, a gathering beside the Kwenitekw River in the first weekend of August that honors northeastern tribal heritage.

*Margaret Christie, CISA Special Projects Director:* Food cooperatives are an important outlet for local farms and food businesses, providing a way for them to connect with a supportive and values-aligned customer base. Franklin Community Co-op, with two stores in our region, is particularly well-positioned to play this role and have a real impact on the success of our local producers.

*Peter Wackernagel, Youth Climate Action of Franklin County:* Since I moved to Franklin County in 2014, the co-op has been a small but important part of my life. I've lived with several co-op employees, and, later on, managed a brief stint as a working member (I think I made it through two shifts). More recently, I've been coordinating a garden-building program called Youth Climate Action of Franklin County, which, happily, was a beneficiary of your "Round-Up for Community Change" program. For me, the co-op is not just a place where I buy food, but also a community center, a news outlet (gossip exchange), and an essential generator of the kind of community-led projects that make Greenfield a great place to live. I look forward to seeing all of the ways that the FCC will continue to support and create community in the future!

*Sojourner Truth School for Social Change Leadership:* We are deeply grateful for your ongoing community support that enables us to do the work that we do.

*Compost Cooperative, Greenfield, MA:* The Compost Co-op appreciates the support of our fellow co-op. This is what makes co-ops great!

*Hillary Hoffman, Federal Street Books:* Federal Street Books collaborates with Franklin Community Co-op to make antiracist books by BIPOC authors more accessible to co-op members. An organization that both "lives" and "works" its values so effectively within our community is energizing and inspiring -- we look forward to future joint projects."

*Ongoing/ Historical Investments: See Appendix C*

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*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.*

E2 Overview: The rising cost of goods, supply chain disruptions, and inflation have all continued to affect the co-op's suppliers and our business. Rising labor costs and staffing shortages also impact the co-op shopping experience. Our commitment to local producers continues to be a top priority, and in 2022 we began offering tastings for local producers as early as May, outdoors at McCusker's Market. Our Local Buzz promotional program highlights three local products per month at a 10% discount for member-owners, thus encouraging members to shop local. The co-op knows that the support of our local businesses is critical to the health and success of our communities. This support, both in sales and promotion, returns directly back to our communities in the form of jobs, support for nonprofit organizations, community projects and ultimately leads to a stronger local economy.

New members can now join the co-op online on our website and have the option of paying \$3/month towards equity instead of the full \$175. Our Food For All and Working Member programs are additional ways that the co-op is working to make shopping in our stores accessible for people of all incomes. Food For All provides a 10% discount for members who receive SNAP, WIC, and SSI. Working-members receive a 10-15% discount whenever they shop in our stores based on the number of hours they volunteer.

In addition to FCC discount programs like Food For All and the Working Member Program, the co-op also carries Co-op Basics, an NCG program that identifies grocery staples like beans, pasta, cereal, sauces, and sells them at lower price points by working with suppliers and reducing our standard margins.



As the cost of goods continues to increase, we have seen an increase in the number of customers using programs like FFA and SNAP. SNAP participants continue to increase, from 7.09% in 2021 to 9.18% in 2022.

Interpretation: To show how FCC is achieving this End, I'll report on results of the activities we've engaged in, the current percentage of sales from locally produced items, the results of our Co-op Basics and Food For All programs, and results from our Member/ Shopper Survey.

#### Results of FCC Activities:

Local Suppliers: 164

Local Products: 2,535

Total Local Sales: 3.18M (approx 29.01% of total sales)

% of sales labeled Organic: 41.47%

% of products labeled Organic: 28.62%

Products from BIPOC/Woman-Owned Companies\*: 435

Total Sales of BIPOC/ Woman-Owned Companies\*: \$153,915.42

% of sales labeled BIPOC/ Woman-Owned: 1.4%

#### New Initiatives:

- Increase in General Merchandise offering featuring local/BIPOC/woman-owned products\*
- New "Inclusive" shelf labeling system highlighting local/BIPOC/woman-owned products\*
- Launch of "HomeGrown" a new marketing initiative which seeks to interview and highlight local farms throughout the year.

*\*See definitions of BIPOC and Woman-owned in Appendix F. This is a topic of ongoing evolution and discussion in our industry. These are working definitions that may change over time.*

*Ongoing Initiatives: See Appendix D*

#### Co-op Basics and Food For All Programs:

We currently have 392 items that are tagged and marketed as Co-op Basics sold through FCC.

In 2022, the co-op saw a substantial increase in FFA membership which reflects the ongoing effects of the economic strains in our region and country. Members can request renewal for the program on an annual basis.

FOOD FOR ALL	2018	2019	2020	2021	2022
Current Participants	191	247	223	410	504
Of which were new members:	98	111	101	178	244

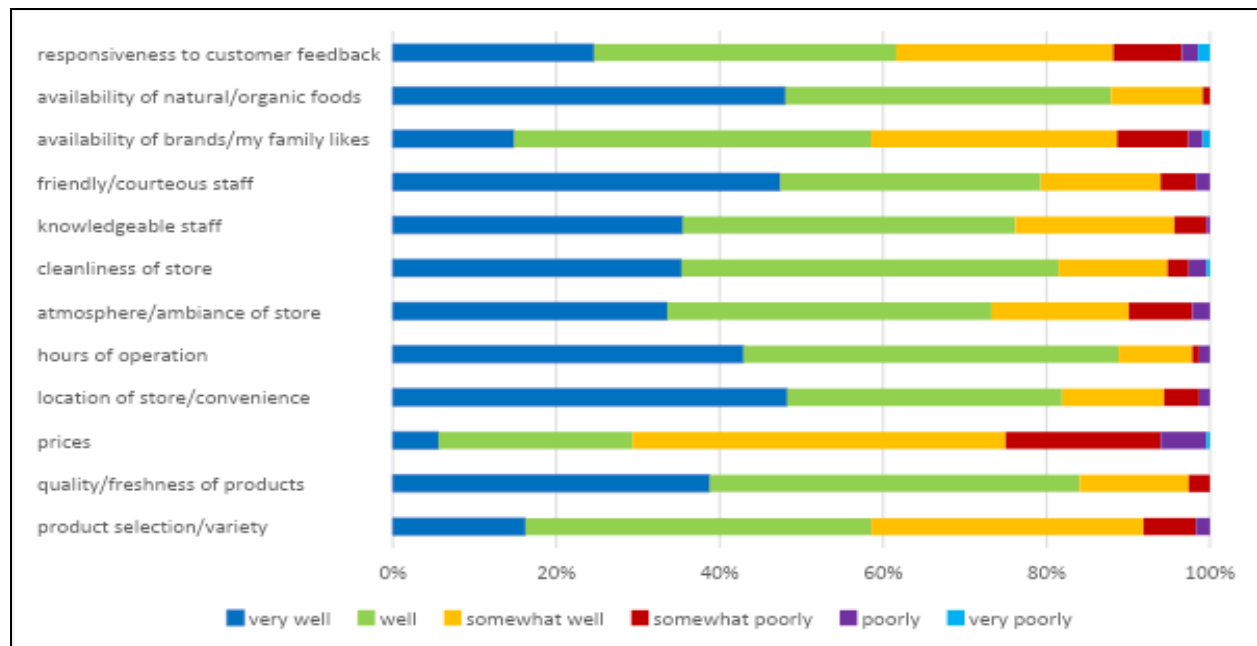
Customers using SNAP have continued to increase over the years, moving from 7.09% to 9.18% of total sales at our stores.

SNAP	2019	2020	2021	2022
SNAP Sales	\$312,110	\$385,776	\$729,431	\$995,741
SNAP % of total sales	2.95%	3.73%	7.09%	9.18%

### Member/Customer Survey Results:

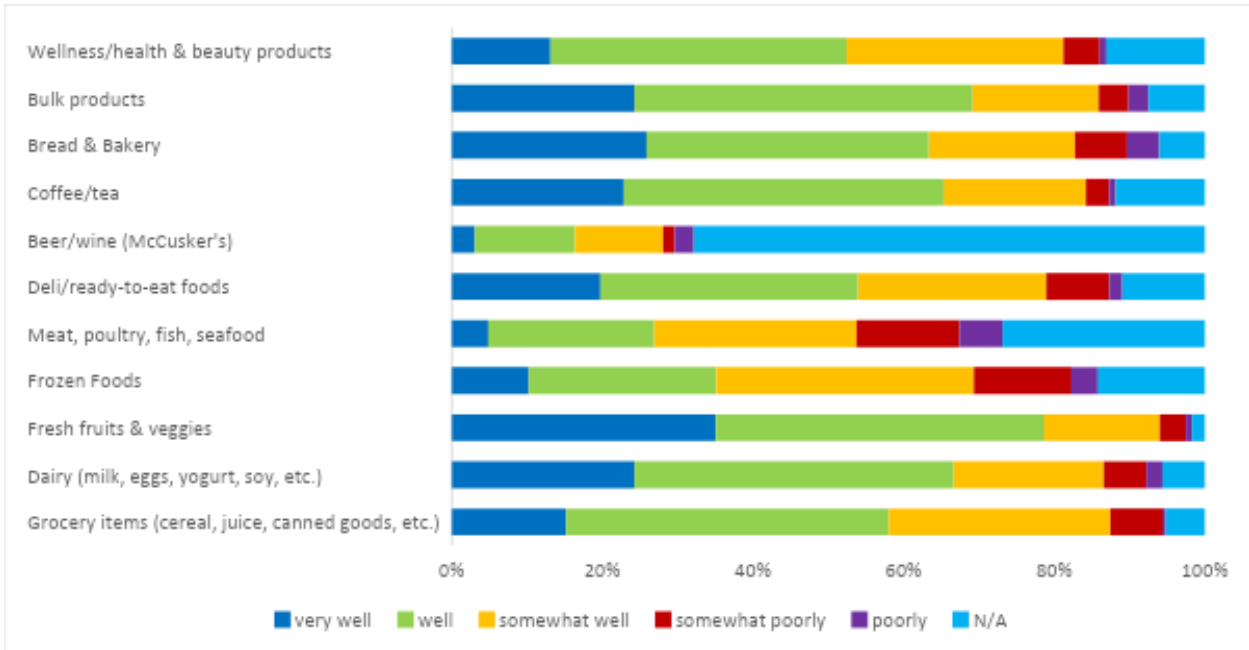
The 2022 Member/ Shopper Survey was taken by 244 individuals and of these, 225 of were members (92.98%) and 18 were nonmembers (7.44%), 1 person skipped this question.

Store Characteristics: FCC store characteristics that are rated best are store hours, availability of natural/ organic foods, and quality/ freshness. Product pricing remains a challenge for the co-op along with limited brand and product availability and selection which will be improved through the GFM expansion and relocation, which early estimates indicate will double the sales floor. This will allow us to bring in more products at a wider range of price points for all of our customers.



	very well	well	somewhat well	somewhat poorly	poorly	very poorly
product selection/variety	16.24%	42.31%	33.33%	6.41%	1.71%	0.00%
quality/freshness of products	38.79%	45.26%	13.36%	2.59%	0.00%	0.00%
prices	5.60%	23.71%	45.69%	18.97%	5.60%	0.43%
location of store/convenience	48.28%	33.62%	12.50%	4.31%	1.29%	0.00%
hours of operation	42.92%	45.92%	9.01%	0.86%	1.29%	0.00%
atmosphere/ambiance of store	33.62%	39.66%	16.81%	7.76%	2.16%	0.00%
cleanliness of store	35.34%	46.12%	13.36%	2.59%	2.16%	0.43%
knowledgeable staff	35.50%	40.69%	19.48%	3.90%	0.43%	0.00%
friendly/courteous staff	47.41%	31.90%	14.66%	4.31%	1.72%	0.00%
availability of brands/my family likes	14.85%	43.67%	30.13%	8.73%	1.75%	0.87%
availability of natural/organic foods	48.05%	39.83%	11.26%	0.87%	0.00%	0.00%
responsiveness to customer feedback	24.63%	36.95%	26.60%	8.37%	1.97%	1.48%

Product Categories: Survey respondents indicate overwhelmingly positive satisfaction with product categories in our stores. Produce, Bulk, dairy (milk, eggs, yogurt, soy, etc.), each rate over 65% satisfaction. Prepared foods satisfaction has increased after reopening the hot bar in June, 2022 after the COVID pandemic forced closure.



Product Categories	very well	well	somewhat well	somewhat poorly	poorly	N/A
Grocery items (cereal, juice, canned goods, etc.)	15.15%	42.86%	29.44%	6.93%	0.43%	5.19%
Dairy (milk, eggs, yogurt, soy, etc.)	24.24%	42.42%	19.91%	5.63%	2.16%	5.63%
Fresh fruits & veggies	35.04%	43.59%	15.38%	3.42%	0.85%	1.71%
Frozen Foods	10.22%	24.89%	34.22%	12.89%	3.56%	14.22%
Meat, poultry, fish, seafood	4.85%	22.03%	26.87%	13.66%	5.73%	26.87%
Deli/ready-to-eat foods	19.74%	34.21%	25.00%	8.33%	1.75%	10.96%
Beer/wine (McCusker's)	3.06%	13.27%	11.73%	1.53%	2.55%	67.86%
Coffee/tea	22.81%	42.54%	18.86%	3.07%	0.88%	11.84%
Bread & Bakery	25.86%	37.50%	19.40%	6.90%	4.31%	6.03%
Bulk products	24.23%	44.93%	16.74%	3.96%	2.64%	7.49%
Wellness/health & beauty products	13.10%	39.30%	28.82%	4.80%	0.87%	13.10%

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

E3 Overview: FCC reopened the community room in downtown Greenfield in September, 2022 for monthly workshops hosted by the co-op and for community use. Members and nonmembers, including community groups, nonprofit organizations and individuals can now reserve the room, largely for free (unless charging a fee for services). Starting in May, 2022 we started tasting events for the first time since 2020, highlighting local producers as well as our own bakery and kitchen. We have provided online opportunities for engagement as well through our website, social media, and online member forum.

Co-op Workshops started in the fall of 2022 with an emphasis on marketing audiences and priorities, including local producers and cooperatives, like Real Pickles and Compost Cooperative and engagement focused on kids and family friendly with a craft workshop led by a member owner. The co-op continues to support local artists, not just through sponsorship of community events like the

In addition to co-op workshops, FCC continues to work towards community and member engagement through monthly virtual Board of Director meetings, a virtual Annual Meeting in March 2022 which included a presentation by community partner Deb Hadid of Seeds of Solidarity. The Member Engagement Committee and Member Participation Committee continued to welcome new members, along with the Healthy Food For All committee. Our seasonal New Beet Co-op free magazine is published four times annually and always includes opportunities for members to submit articles, propose columns like Nature Notes or recipes as well as member only classified ads.

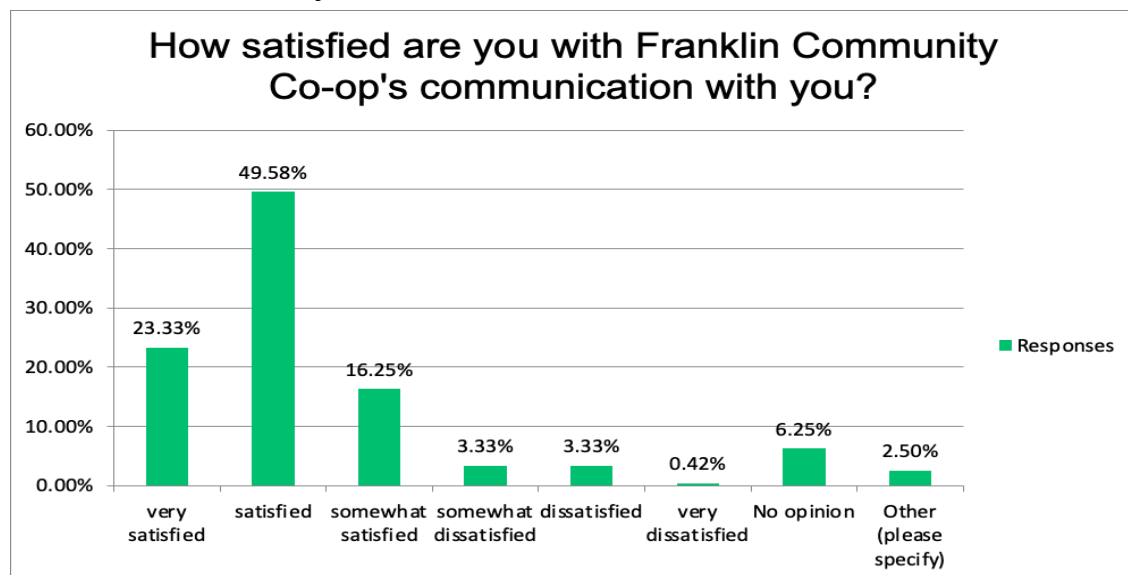
Interpretation: To show how FCC is achieving this End, I'll report on results of the activities we've engaged in and resources we provide to the community.

Engagement Highlights in 2022:

- The Annual Meeting was virtual in 2022, with 250 members attending the Zoom meeting.
- FCC had 140 engagement opportunities in 2022, including virtual and in person at Green Fields Market and McCusker's Market, events in the community room, and at community events like the PRIDE parade, Earth Day community event, and displays at a local bank in downtown Shelburne Falls.

- Holiday Pop-Up with local artists, FCC holiday catering to showcase menu, and mocktails
- The Co-op e-newsletter has 3,221 subscribers
- The website Member Forum has 560 subscribers
- The co-op has 3,097 followers on Facebook, up from 2,800 in 2021, and 1,609 followers on Instagram, up from 1,503 last year
- The most recent GFM Expansion Forum was held on January 12, 2023 and was attended by 72 people via Zoom

#### Member/Customer Survey Results:

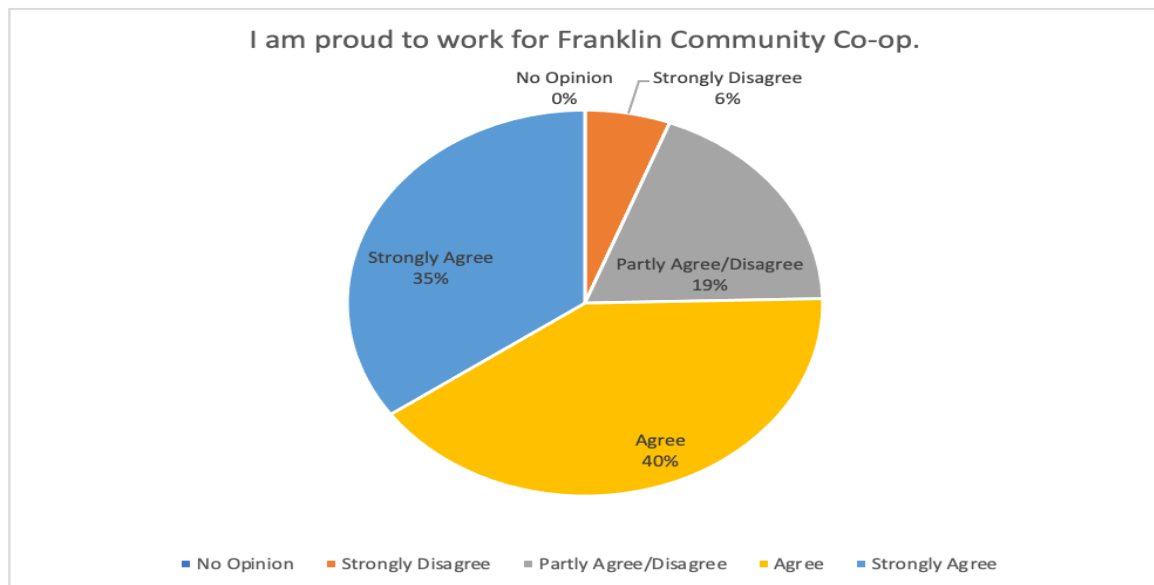


*E4 The co-op will foster a positive working environment for all staff while providing a living wage, and excellent treatment of all workers.*

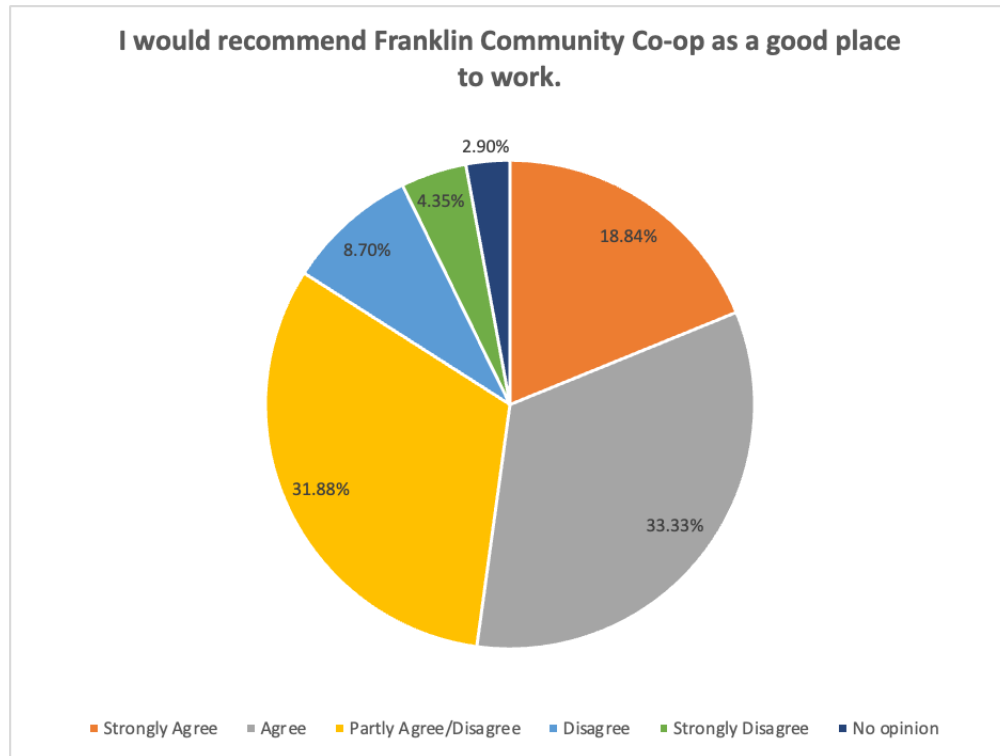
Interpretation: To show how FCC is achieving this End, I'll report on the percent of staff receiving a living wage, results of staff survey, and evidence of staff treatment.

Through regular distributions of key information and the hosting of staff enrichment opportunities 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.

The result of global supply chain disruption led to an increase in the cost of goods simultaneously with an influx of cash from the government resulting in a rate of inflation at 7-9% depending on the products. The expectation is that things will begin to equilibrate in the coming year, reducing inflation and providing an opportunity to evaluate what an appropriate living wage will be.



I am proud to work for Franklin Community Co-op		
Strongly Agreed	35%	25
Agreed	40%	29
Partly Agree/Disagree	19%	10
Strongly Disagree	6%	3
No Opinion	0%	0



I would recommend Franklin Community Co-op as a good place to work.		
Strongly Agree	18.84%	13
Agree	33.33%	23
Partly Agree/Disagree	31.88%	22
Disagree	8.70%	6
Strongly Disagree	4.35%	3
No opinion	2.90%	2

Please reference the BOD accepted L3 compensation/benefits report (January 2023) and the L2 Staff treatment report (January 2023).

- Hourly rates for members of the CBA were determined and paid pursuant to the CBA negotiations that occurred in 2022. 37.7% of our non-exempt staff are paid above living wage for individuals (<http://livingwage.mit.edu/counties/25011>). Starting wage is \$16.50
- Health insurance: Co-op/employer covers 72% of nondeductible plan/76% 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: 25% ( member discounts applied in addition)
  - Soft Benefits Discount: massage, acupuncture, chiropractic
  - Union UFCW local 1459 representation
- \*\*I report partial non compliance. Due to inflationary impacts on wages currently only 37.7% of staff are above the MIT defined minimum wage model. Currently at \$18.30 for a single adult and a minimum wage set at \$14.25. Even with the more recent wage adjustments as a result of the CBA signed in July of 2022 setting our starting wage at 16.50. I project compliance when inflationary impacts from the pandemic begin to stabilize.***

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### *E5 Customers will have a positive experience with each visit.*

E5 Overview: 2022 presented FCC with ongoing customer services related challenges, specifically customer and staff burnout following two years of pandemic related illness and repercussions, including staff shortages for illness and difficulty finding new hires.

As a natural grocery retail operation, the co-op exists to meet member & customer needs. We ensure that product and service standards are in place that deliver better quality than the alternatives that our customers have with other 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.

Interpretation: To show how FCC is achieving this End, I'll report on results of the activities we've engaged in, results from our Customer Survey, and investments we've made. Please reference BOD accepted L4 Membership Report (January 2023) and L1 Customer Treatment Report (January 2023).

#### New and/or updated initiatives:

- Online member-join form to make it easier and more convenient to become a co-op member
- Continued product resets in response to customer feedback and safety concerns/guidelines

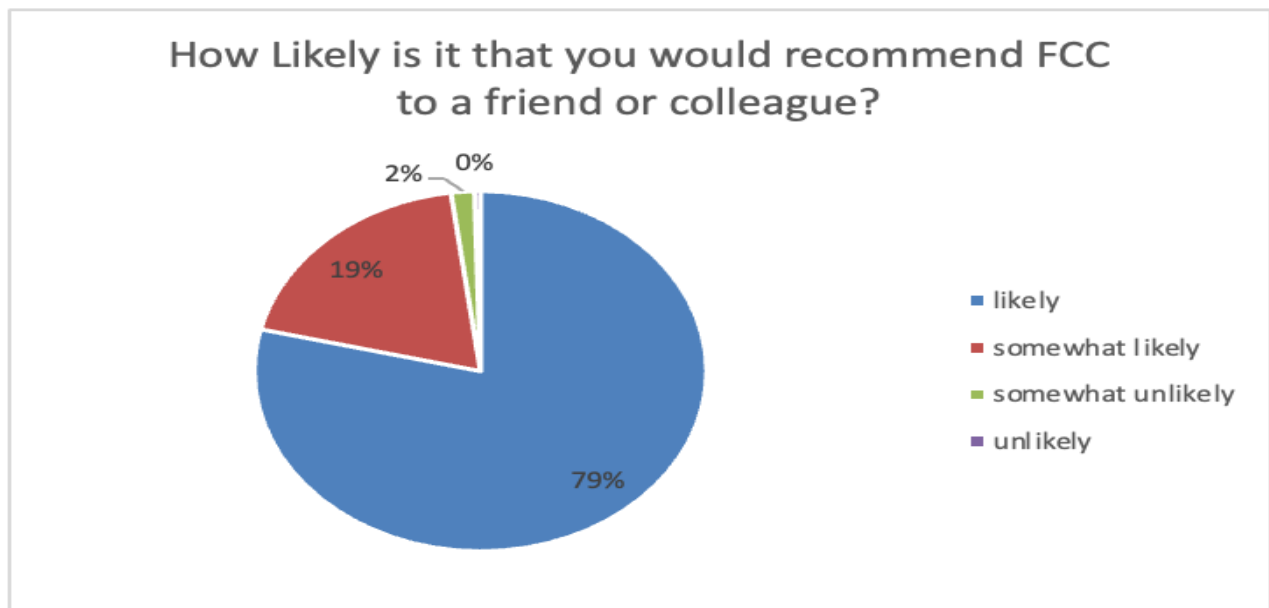
- Improvement of curbside ordering/delivery procedures and user experience
- Improved floor layout for the bakery and deli, with hot grab n' go items available at McCusker's starting in December 2022
- Paper feedback forms were reintroduced to both stores after being removed due to COVID
- Participation in NCG pantry staples promotions for members via mass mailing

*Ongoing initiatives: See Appendix E*

### Member/Customer Survey Results:

How likely are you to recommend the Co-op?

Co-op members and shoppers indicate that they are "very likely" to recommend FCC, at 78.75%, up from 2021. Participation in the Member/ Shopper survey was up significantly this year, from 141 in 2021 to 244 in 2022.

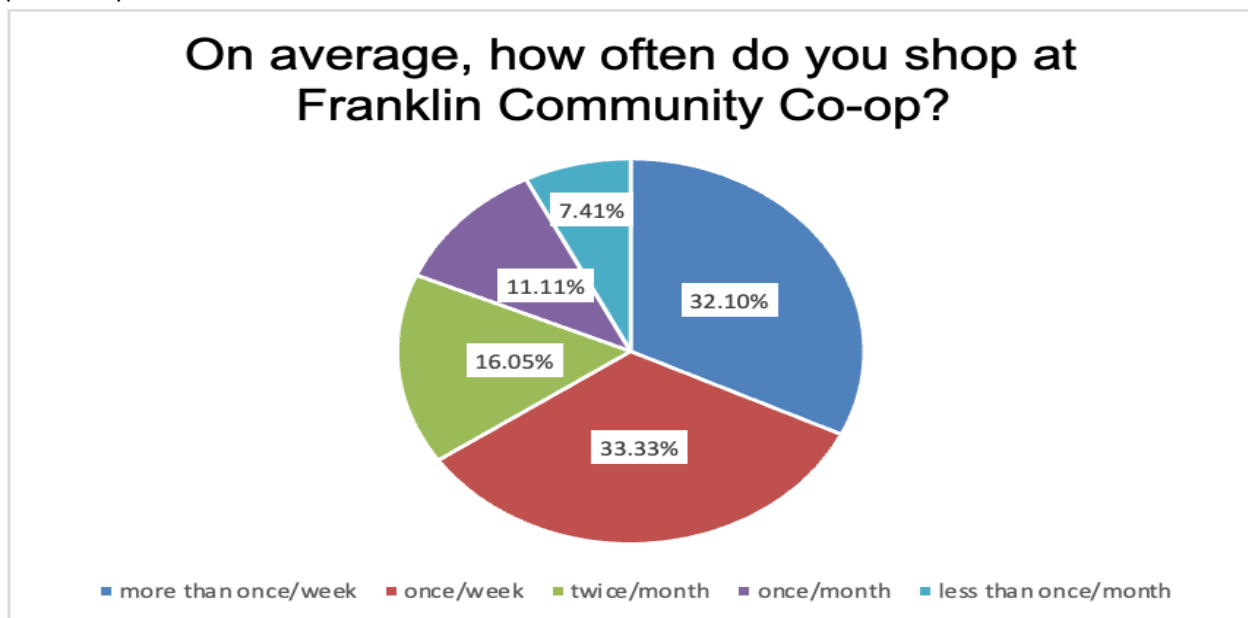


Measures of Satisfaction with Franklin Community Co-op: Comparison of 2016-2022 Survey Results	
Year	Likely to Recommend
2022	78.75%
2021	77.7%

2020	84.78%
2018	58%
2016	58%

#### Shopping Frequency at the Co-op:

The majority of FCC shoppers, 65.43%, report shopping at the co-op frequently, with respondents shopping at the Co-op weekly (33.33%) or more than once a week (32.10%).



#### Grocery Dollars Spent at the Co-op by Percentage:

Franklin Community Co-op shoppers spend most of their grocery budget at Green Fields Market, with 32.65% spending their dollars at the co-op stores in total. The primary competitors to FCC stores is Big Y and stores in the "others" category, which includes Market Basket, BJ's, and mixed/ varied shopping at multiple stores, including co-op's (GFM, MCC, River Valley, Brattleboro, Putney), Hannaford, and local farm stands including Atlas, Natural Roots, and Uppingil.

Answer Choices & Responses			
Green Fields Market	29.34%	Brattleboro Food Co-op	2.48%
Big Y	16.12%	Whole Foods	2.48%
Other (please specify)	12.40%	Market Basket	2.48%
Stop & Shop	9.50%	Trader Joe's	1.65%

River Valley Food Co-op	8.26%	Other food co-op	1.24%
Foster's	5.79%	Atlas Farm	0.83%
McCusker's Market	3.31%	Aldi	0.83%
Food City	2.89%	Online shopping	0.41%

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*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, Cooperation amongst cooperatives, 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 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 means 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 cooperative 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.

### Member Discounts and % of Sales:

Food For All percent of sales is up by 1.97%. The Working-Member discount has decreased since last year, from 3.95% to 3.59% in 2022. This continues a downward trend, likely reflecting the removal of in store volunteer opportunities since 2020.

Member Discounts				
	Food For All		Working Member	
	GFM	McC	GFM	McC
2022	\$83,285	\$6,176	\$41,741	\$6,176
2021	\$59,890	\$4,353	\$43,736	\$8,708
TOTAL 2022	\$89,461		\$64,243	

Co-op Principle with ICA definition	Operational Definition/ interpretation	Data
1st Principle: Voluntary & Open Membership	<ul style="list-style-type: none"><li>Articles of incorporation and bylaws provide legal structure consistent with the cooperative principle.</li><li>Our common practice is consistent with the cooperative principle.</li></ul>	<ul style="list-style-type: none"><li>Our articles of incorporation and bylaws call for open and voluntary membership of a cooperative.</li><li>Membership requirements are set by the members in the bylaws.</li></ul>

Co-op Principle with ICA definition	Operational Definition/ interpretation	Data
<p>2nd Principle: Democratic Member Control</p>	<ul style="list-style-type: none"> <li>• Bylaws authorize members to exercise their one member-one vote rights to elect a Board of Directors to represent them, &amp; to make bylaw revisions.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• An election was held, concluding on <i>March 6, 2022</i> in which the members elected representatives to the Board.</li> <li>• 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.</li> <li>• Board and Management account to our members through the Annual Report and Annual Meeting.</li> </ul>

Co-op Principle with ICA definition	Operational Definition/ interpretation	Data
3rd Principle: Member Economic Participation	<ul style="list-style-type: none"> <li>• The membership sets and controls the member equity requirement through the articles of incorporation.</li> <li>• The membership retains the authority both to set the equity amount and to control equity redemption.</li> <li>• The GM has been granted authority to operationalize the collection and disbursement of equity investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy L-4 membership.</li> <li>• Bylaws Article 2 &amp; 3.</li> <li>• Reference most recent L4 Membership monitoring report.</li> <li>• As noted in the data for the 2<sup>nd</sup> Principle, all members still have only one vote each.</li> </ul>
4th Principle: Autonomy & Independence	<p>From Anne Hoyt's Cooperative Grocer article:</p> <p><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>	Our co-op was formed by and is controlled by its members.

Co-op Principle with ICA definition	Operational Definition/ interpretation	Data
5th Principle: Education, Training and Information	<ul style="list-style-type: none"> <li>We provide regular educational initiatives so For members, elected Co-op leaders, managers and employees, and community members.</li> </ul>	<ul style="list-style-type: none"> <li>Education and training initiatives are detailed in Appendix A &amp; B.</li> </ul>

### Community Education Activities

As noted earlier in this report, in-person activities started again in 2022 in our stores and FCC community room. This followed a general “re-opening” in the community as the regional and broader global community began to provide in person opportunities for engagement following public health measures as we moved into a new phase of the Covid pandemic.

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

- Franklin County Food Council: Participation in planning activities
- Franklin County Community Meals program: donation, promotion, working-member volunteers
- Stone Soup Cafe: Working-member volunteers, promotion
- New England Farmers Union (NEFU): founding and current member, healthy food access support
- Food Bank of Western Mass: promotion, participation in regional planning
- CISA: Support through sponsorship, donations, promotion
- Center for Self Reliance: Donations of food, personal wellness supplies
- Farmer’s Markets, Greenfield & Shelburne Falls: Promotion and participation

Community, including Business & Environment:



- Greenfield Business Association: FCC is a member, and has a staff member on Board of Directors
- Greenfield Recreation Department: Support of Rec events like July 4th and Winter Carnival
- Connecticut River Watershed Council, Source to Sea River Clean-up: Support through Round Up and Working-Members
- 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:
- Greenspace Cowork: Sponsor of Business Breakdown monthly small business event

Member Engagement, events and organizations we partner with for working-member volunteer hours:

- Greenfield Community Farm/Just Roots
- Stone Soup Cafe, Greenfield
- Center For Self Reliance, Greenfield
- Franklin Area Survival Center, Turners Falls
- Franklin County Community Meals Program
- Recycling/Composting programs at the Franklin County Fair, Pumpkin Festival, Garlic & Arts Festival
- Great Falls Community Garden
- Area Senior Centers, music program
- The Literacy Project, Greenfield
- The Brick House, Turners Falls
- New England Learning Center for Women In Transition (NELCWIT)
- LifePath: Rainbow Elders, Food Delivery Program
- The Center for New Americans
- Free Fridge Project, Shelburne Falls
- Free Community Orchard, Shelburne Falls
- Nolumbeka Project Homelands Festival
- Greenfield Bee Fest
- Franklin County Regional Dog Shelter
- Montague Public Library
- Shelburne Falls Visitor Center
- GFM Live Music

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*E7 The Co-op will champion justice in Franklin County and beyond by demonstrating leadership on issues of racial and economic justice throughout all levels of our food system, increasing access to healthy food for people of every socioeconomic status.*

*E8 The Co-op will strive to become a fully inclusive, anti-racist, multicultural organization.*

E7 and E8 Overview and Interpretation:

FCC continues our work to identify and promote businesses owned and operated by Black, Indigenous, and People of Color. In 2022 we modified and streamlined our shelf tag system to help customers better identify “inclusive” brands to help values-based shoppers easily find these brands to support them. The co-op supports, sponsors and promotes equity focused organizations and community events, including the Greenfield Juneteenth community event, Nolumbeka Project Homelands Festival, and Collective Power.

In November, the co-op announced that it signed a purchase and sales agreement for the expansion of Green Fields Market. This expansion includes continuing an ongoing conversation around what products are carried in store that will be reflective of our community and accessible to all income levels.

FCC renewed and expanded our partnership with Federal Street Books which provides a discount on select books monthly that on racial and economic equity and justice. This partnership allows FCC to provide an incentive to our members to support a local small business and invest in education on critical community issues.

Member contributions in the form of community service to nonprofit organizations and important community led projects in Franklin County remain an invaluable resource that supports food equity and food access in our region.

## APPENDIX

#### Appendix A: Organizational descriptions for ongoing partnerships (E1)

- NFCA (Neighboring Food Co-op Association), marketing and educating consumers about cooperatives, healthy food access promotion, education about cooperative business model, Cave to Co-op Cheese, “Farm to Freezer” regionally sourced frozen fruits and vegetables (see [www.nfca.coop/farmtofreezer](http://www.nfca.coop/farmtofreezer))
- New England Farmers’ Union, collaborate and support on the legislative level in issues that affect farmers in our area, we are an organizational partner.
- Massachusetts Food System Collaborative, staff served on plan development and implementation committee, and continue in an industry advisory capacity <https://mafoodsystem.org>
- Franklin County Community Meals Program (FCCMP): Working in partnership with the community to alleviate hunger. We are a community supporter
- CISA: Marketing, public education, and farmer connections of local growers through the Local Hero program. We are a “Sustainer Supporter
- NOFA (Northeast Organic Farming Association) —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
- Just Roots: working 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 to provide educational outreach about expanding access to local food on every budget and legislative advocacy at the state and federal level on food access and security
- Franklin County Food Council: Working with other community leaders in the areas of food justice, food access, and sustainable food development within Franklin County to develop and support programs and initiatives in each of these areas
- LifePath, Inc.: Supporting their Rainbow Elders and food/ meal delivery program through working-member volunteers
- UMass Amherst: Staff serve in an advisory capacity as industry representatives for ongoing Food Science Department research into local Freezing for Retail initiatives and innovations
- Northeast Organic Family Farm Partnership: Regional partnership that draws attention to support small, local, organic dairy farms to provide opportunities and demand for products made with milk produced by these dairy farms
- Stone Soup Cafe: Providing nourishing meals for all in our community at their “Pay what you can” cafe

- The Brick House: Supports youth and family well-being by providing a place in Turners Falls for creativity and learning, growth and leadership, and strengthening community connection. Their program Youth Action Committee provides youth education on gardening and sustaining the environment and was a Round Up beneficiary
- Second Congregational Church: Working to provide community meals to all in our community through their community meals program
- Green Space Cowork: Provide ongoing support and collaboration of their Business Breakdown monthly small business series

#### Appendix B: Ongoing Partnership Activities/ Results (E1)

- Food-based community events, both at the co-op and events organized by other organizations
- Direct support to provide food, personal hygiene supplies, and other supplies as needed
- Direct support to the culinary education program for Greenfield High School
- The Community Share program, encouraging shoppers to donate additional items that benefit the 'needed items' lists provided by our local food pantry partners
- Working members volunteer at many local organizations, including Stone Soup Café, Center for Self Reliance, Congregational Church Community Meal Western Mass Food Bank, Free Community Orchard, community gardens, and Community Action

#### Appendix C: Ongoing Investments at FCC (E1)

- River Valley Co-op: Investment loan in 2005. First store opened in 2008 and the second store opened in 2021. 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 a 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 Katalyst 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 cooperative 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 nonprofits and cooperatives in our area.
- Greenfield Compost Co-op: Developed by the Franklin County Sheriff's office as an employment vehicle for recently-incarcerated persons, FCC has invested as a supporter of the growth of this developing enterprise, in the forms of both staff time and fiscal sponsorship.

#### Appendix D: Ongoing Initiatives That Support Local Food (E2)

- We created campaigns to expand consumer knowledge of local producers and partners and invited them to engage with our members and shoppers through sampling events.
- 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 prioritized purchasing from local farms and suppliers and restaurants to bolster the local economy when restaurants were forced to close, and when national supply chains were experiencing shortages and supply interruptions.
- We continued to support local businesses and to bring in new local products to reinforce the local economy and to provide an avenue for retail for other businesses unable to remain open for in-person shopping.

#### Appendix E: Ongoing initiatives regarding customer experience (E5)

- Ongoing collaboration with Greenfield Business Association to help foster and promote local shopping awareness and cross promote events in our communities. We have staff actively serving on the Board.
- Round Up at the Register program where customers can learn about the featured nonprofit in The New Beet, on our socials, and providing space for

organizations to display information in the window in the community room on Main Street.

- We showcase and promote local arts by featuring artist's work in our community room and upstairs in the Mezzanine at GFM. Consistent growth in the co-op social media presence and engagement.
- Continued movement towards standardized signage in stores for shelf labeling program highlighting local, inclusive, non-gmo, Gluten free products.
- Continued development of consistent branding and shelf signage throughout the store to provide a visually cohesive shopping experience.
- We continue to empower our staff to make changes, suggestions, and to follow through on their ideas.

#### Appendix F: Woman-Owned/BIPOC-owned industry standard definitions

How do you qualify as a woman-owned business?

To be eligible for certification, your business must be at least 51% owned, managed and/or controlled by one or more women. The benefits of certification include:

Qualifying for supplier diversity procurement programs so you can sell to corporations and governments.

What is a certified woman-owned business enterprise?

A WBENC-Certified WBE is a business that has gone through a rigorous and stringent certification process to confirm the business is owned, managed, and controlled by a woman or women.

What is the difference between WBE and WOSB?

The WOSB program limits certified organizations to specific NAICS codes whereas the WBE usually does not. Additionally, some WBE certified companies have no requirements on size whereas WOSB requires that the company meets the size standard as defined by the SBA.

WOSB certification is good for 3 years.

BIPOC criteria:

What qualifies as a minority-owned business?

For a business to be considered minority-owned, a minority individual must own at least 51% of a business or the stock. ... A minority individual is considered a U.S. citizen documented with at least 25% minority origin (Asian-Indian, Asian-Pacific, Black, Hispanic, or Native American).

How do I get certified as a minority-owned business?

To qualify for certification you must meet these qualifications: The business owners must be U.S. citizens. The business must be at least 51% minority-owned, operated, and controlled. (Per the NMSDC, a minority must be at least 25% Asian, Black, Hispanic, or Native American).