

2020 ANNUAL 2021 REPORT



FROM THE BOARD OF DIRECTORS

A MEMORABLE YEAR

As a board, the heart of our work is providing support and accountability for the general manager. Since the beginning of the pandemic, we have been blown away by Steve's dedication and commitment to ensuring a safe and healthy environment for all staff and customers, adapting quickly as guidelines changed - and then changed again. The FCFC team is truly incredible, and we want to express our continued gratitude for each one of them. In reflecting on 2020-21 fiscal year, here are a few highlights from a board perspective:



Steve Cooke has been General Manager of the co-op since it opened in June of 2011.

■ Celebrating a successful store expansion project!

And in the middle of a pandemic! The new store is beautiful and spacious and it has been so meaningful for us as a board to support FCFC through the entire process (over many years!) of planning, an owner loan campaign, and then construction this past year.

■ Welcoming two new board members

in December, Deanna Reed and Monisha Khanna, who have diversified our board and given us meaningful insights from a Harrisonburg native (Deanna) and a more recent transplant (Monisha), both who love this community and believe FCFC can have an impact in the neighborhood and beyond.

■ Encouraging and empowering Friendly City Food Co-op to become a fully inclusive space

with a focus on anti-racism – this has meant doing our own individual work, closely examining our governance policies and bylaws, and designating a board rep to join the staff equity team. We know this is a long-term commitment and we have lots more work to do.

Finally, a word of thanks to our owners and customers. You have been flexible, understanding, and supportive throughout the many changes of the past year. FCFC exists for you and because of you, and we thank you for helping to make our co-op a friendly and safe space for all.

With gratitude,
Lindsay Martin
Board President



Greetings Friendly Citizens!

Fiscal year 2020-2021 will be remembered as the year of our expansion, as we took over the full space that was originally envisioned as our store over 10 years ago. While many have proclaimed that our store doubled in size, because that's how it feels inside, our sales floor grew from 4600 to 6400 square feet (nearly 40%.) The project took 9 months to complete in multiple phases, which allowed us to stay open and continue to provide essential nourishment to our community in the midst of a worldwide pandemic.

Our thanks go out to Harman Construction, Blueline architects, LISC (Local Initiatives Support Corporation,) all of the local sub-contractors, suppliers, and especially our owner lenders, without whom this project could never have been accomplished. We have a tremendous amount of gratitude for our board of directors, who kept a watchful eye over the project. We are particularly grateful to our whole team, who endured, survived, and smiled through masks (and sometimes earplugs) throughout the whole adventure.

We added new windows along the south wall; built a glorious, new kitchen; expanded our fresh produce zone; increased our meat/seafood options; and enlarged our café seating area which now enjoys the southern exposure of those new windows. New tables and chairs on the patio offer more seating for dining al fresco on nice days, or meeting with friends and family. When that was complete, we re-aligned our aisles from east-west to a north-south configuration so we can bring that bright sunlight through the whole space.

And then we took a nap!

When nap time was done, we rolled up our mats, and got to work sourcing all kinds of new products to fill that meat case, and the extra space on our new shelving. New local items you have got to try include: frozen pizzas from Billy Pies, Nightingale ice cream sandwiches, The Shack barbecue sauces from Staunton chef Ian Boden, Flow alkaline water from a spring in Augusta County, and hyper-local ciders from Sage Bird Ciderworks, which you can almost see from our back loading dock. Of course, there are plenty more, but you're going to have to come in and explore for yourself to find your new favorites!

In Cooperation,

Steve Cooke
General Manager

FRIENDLY CITY FOOD CO-OP

GOOD FOOD

It all started with a desire to make fresh, local and organic food available to all in our community. **We saw the importance of sourcing locally from farmers and producers.** There are local products in every department, and every aisle.

The deli has expanded its offerings since opening in the newly expanded space. They now serve breakfast sandwiches which can be heated in the new panini grill for eat in or take out. There are also family-sized Heat & Eat meals for takeout in the deli case along with sandwiches, soups, salads, and desserts.

127+
NO. OF LOCAL
VENDORS



co·go

In October of 2020 we added Co-Go, an online shopping service, which has proven very popular with our customers. It's easy to use and you

can now find over 4,700 items online, and more are being added all the time. You can also

specify Curbside Pickup, so that you don't have to come inside the store.

2,568
CO-GO
TRANSACTIONS

GOOD COMMUNITY



We've seen tremendous support from our shoppers and owners as we've blossomed into a cooperative enterprise which offers social and educational resources; sponsors local events; and donates to groups and organizations who are making a difference in and around our community.

\$17.5K
FOR ROUND UP
SINCE 2017

The co-op provides educational opportunities covering a diverse range of topics including: the importance of eating local, supporting local farmers and producers, and focusing on positively sustaining our community and planet.

The **SNAP Match** program continues to have a positive impact. Matching dollars spent with SNAP funds allows shoppers to purchase twice as many fresh fruits and vegetables as they previously could.

The program saw an **increase of 223%** this year!

\$30,155
MATCHED IN
SNAP MATCH
PROGRAM



FRIENDLY CITY FOOD CO-OP

GOOD PLANET

DID YOU KNOW?

- We've switched to recyclable or compostable packaging and containers for use in our deli whenever they are available and affordable.
- Non-food compostable items generated by our operation are now picked up by Black Bear Compost.
- 98% of the food compost generated in our deli and produce departments is donated to local farms.
- We encourage customers to bring reusable containers to fill in our bulk section. In the coming year, we plan to offer even more bulk products, such as shampoos, soaps and detergent.
- Green elements used in our expansion construction include non-toxic or low VOC (Volatile Organic Compound) paint; sealed concrete floors which don't require toxic wax or wax-removal products; and

recycling (as much as possible) of the construction debris generated by demo of the existing interior.

78K
POUNDS
CARDBOARD
RECYCLED

98%
OF OUR FOOD
COMPOST
GOES TO
LOCAL FARMS



WE BELIEVE IN:

LOCAL FOOD
NON-GMO FOODS
ORGANIC
FAIR TRADE
WELLNESS
ECO-FRIENDLY
SUSTAINABILITY

FRIENDLY CITY FOOD CO-OP

EVERYONE WELCOME

When we say everyone is welcome at the co-op, we mean everyone – regardless of race, nationality, gender, sexual identity, sexual orientation, or religion. Everyone.

We believe a diverse community is a richer community.

Although you don't have to be an owner to shop at the co-op, there are many benefits to joining.

The more owners we have, the stronger our co-op becomes.



989

**NO. OF OWNERS
WHO RECEIVED
PATRONAGE
DIVIDEND**

83%

**OF OUR
TEAM EARNS
AT OR ABOVE
LIVING WAGE**



From June of 2020 through March of 2021, the co-op underwent construction, clean-up, and reorganization – to recreate our co-op as you see it now. Through all of it, the store remained open. **We continue to be amazed** at how flexible and understanding our shoppers are. The patience and appreciation that were shown throughout the process made it all worthwhile for us.

FRIENDLY CITY FOOD CO-OP

FINANCIALS

INCOME STATEMENT

10.2%
INCREASE IN
SALES THIS YEAR

	FY 2021	FY 2020	FY 2019
Sales	5,943,648	5,394,461	4,926,744
Cost of Goods Sold	3,808,251	3,562,710	3,256,274
Gross Profit	2,119,455	1,825,958	1,663,647
Operating Expense	2,003,600	1,797,739	1,622,213
Other Income/Expense	168,360	37,37,796	36,520
NET INCOME	284,215	59,015	77,854

BALANCE SHEET

210
NEW OWNERS
THIS YEAR

ASSETS	FY 2021	FY 2020	FY 2019
Current Assets	726,995	1,136,973	851,124
Fixed Assets	1,819,169	474,889	406,602
Other	156,896	114,388	107,079
TOTAL ASSETS	2,703,060	1,726,250	1,364,805

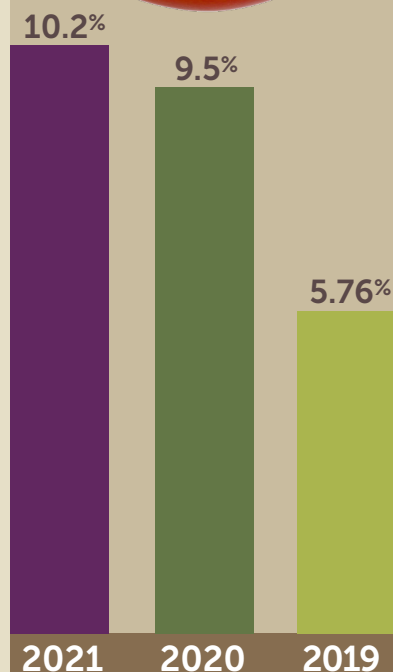
LIABILITIES

Current Liabilities	337,497	467,413	510,445
Long Term Liabilities	1,682,388	882,753	568,002
TOTAL LIABILITIES	2,021,081	1,357,923	1,078,447

OWNERS' EQUITY

Member Equity	493,124	453,674	424,824
Retained Patronage	258,980	138,928	114,979
Accumulated Deficit	(70,125)	(224,275)	(253,445)
Total Owners' Equity	681,979	368,327	286,358
TOTAL EQUITY & LIABILITIES	2,703,060	1,726,250	1,364,805

**% OF SALES
INCREASE PER
FISCAL YEAR**



BOARD OF DIRECTORS

Lindsay Martin, *President*

Jennifer Walsh,
Vice President

John Paul Ashenfelter,
Treasurer

Angelo Arecchi, *Secretary*

Allie Jensen

Deanna Reed

Kelly Hilliard

Monisha Khanna

Noel Levan