



2022 ANNUAL 2023 REPORT



FROM THE BOARD OF DIRECTORS

VISIONING THE FUTURE

As we stand at the end of another fiscal year, I am filled with a sense of pride and anticipation. Your continued support has been the backbone of our success, and as the President of your Board, I am eager to share the strides we've made and the visions we hold for the future.

Growth and local partnerships

With the store expansion now a hallmark of our past achievements, we've looked toward fortifying our roots in the community. These partnerships not only ensure that our shelves are stocked with fresh, local produce but also strengthen the cooperative spirit of Harrisonburg. As we grow, so does our local community, creating a symbiotic relationship that we cherish deeply.

Vision for the future

As we continue to dream and design the future for FCFC, it is important to us that our members are a part of this visioning process. Understanding that the evolving economic, social, and cultural needs of our community will guide us, we eagerly invite our owners to voice their ideas and perspectives. Together, we can shape a future where our co-op plays a pivotal role in fulfilling these communal needs.

Deepening our commitment to equity

Our dedication to creating an inclusive and equitable space for everyone has not wavered. After review and refinement of our governance policies in previous years, this year we've taken additional strides. Through consistent evaluation of the board and closely working with the Equity and Justice Committee, we're refining our "Why?" to ensure that our co-op remains an inclusive space for everyone in our community.

A call to leadership

Remember, our co-op thrives on active participation. Whether you've been with us since 2011 or just became an owner, the FCFC board is a space where your voice can shape our journey. Consider attending our monthly meetings or better yet running for a board position. Your insights and skills could be the fresh perspective we need.

As always, none of this would be possible without you - our owners, customers, and community. Thank you for making FCFC not just a grocery store but a thriving community hub.

With appreciation,

Monisha Khanna, *Board President*

monisha@friendlycity.coop



Friendly Citizens;

This was the year of preparing for future growth. After settling into our beautiful, new expanded space, we started conversations about what we need to do to be able to keep our same friendly vibe while building organizational capacity, developing our team and strengthening all of our systems.

Vibrant, Local Economy

- Sales growth increased to 9%.
- 100% of our staff is paid a livable wage. Certified Gold by Harrisonburg/Rockingham Living Wage Campaign.
- New local vendors like Smoke in Chimneys, Three Springs Farm, Little Hat Creek Farm, Apalache Chocolate, and Better Carob.

Fair and Friendly Relationships

- Increased diversity of languages heard in the store.
- Shoppers raised over \$8500 for Backpack Coalition, Blue Ridge Area Food Bank, Generations Crossing, and Project Grows by Rounding Up at the Register. (Expanded program coming 2024!)
- 360° communication with owners, board, team and management to strategize for the future of the co-op. (Three Year Strategic Plan announced below)

Healthy, Informed Consumers and Producers

- Co-op Learning returned with classes on native plants, seasonal eating, organic gardening, beekeeping, mindfulness, & edible science. We also hosted store tours for groups of all ages, plus events, demos and sampling.
- SNAP Match continues to grow even with cuts to federal programs.
- Launched New Sunday Brunch Bar to rave reviews, and much fanfare!

Healthy Environment

- Added kitchen scraps to Black Bear Composting and have now diverted over 7.5 tons of waste from the landfill overall so far.
- Bulk sales increased by 14.1% over previous year and we have new bulk refill cleaning supplies!

Thanks for continuing to grow with us. We heard from everyone that no matter what – we need to stay the same friendly, clean, convenient, fun place that we've always been, so our Three-Year plan theme is:

**True to our Roots,
Feeding Our Soil
to Strengthen our Future**

In Cooperation,

Steve Cooke

FRIENDLY CITY FOOD CO-OP

GOOD FOOD



It all started with a desire to provide fresh, local and organic food to everyone in our community.

We know the economic, social and environmental importance of sourcing locally from farmers and

producers. There are locally sourced products in every department, and every aisle. We currently carry goods from

161 local producers, and that number is changing all the time. We added 18 new local vendors this year.



Sundays are for our New Brunch Bar...

In addition to our Monday-Friday Hot Food Bar our deli now offers Sunday Brunch Bar! Our talented staff uses mostly local ingredients to craft delicious menus each week. This year we also changed up our grab-n-go options to offer more meals for those with dietary restrictions. Our deli team continues to work hard to bring you flavorful, healthy meals made with local and organic ingredients.



FRIENDLY CITY FOOD CO-OP

GOOD COMMUNITY



At Friendly City Food Co-op, we're **all about community.**

Our aisles are where friends and families cross paths, & our cafe is a place where folks catch up. This year we hosted various social and educational events and sponsored local events, like the Levitt Amp series. We value our community partnerships with organizations like On the Road Collaborative, whose

\$33K
FOR ROUND UP
SINCE 2017

Emerging Chefs Program empowers our youth through hands-on learning opportunities in the kitchen. This year, co-op shoppers **supported these local non-profits:** Blue

Ridge Area Food Bank, Generations Crossing, Project Grows, & The Backpack Coalition by Rounding Up at the Register to bring positive change to our region.

The **SNAP Match** program continues to be impactful. Matching dollars spent with SNAP funds allows shoppers who use EBT to purchase twice as many fruits and vegetables as they previously could. Since October 2018 we've matched **\$166,704!**

\$70,414
MATCHED IN
SNAP MATCH
THIS YEAR



FRIENDLY CITY FOOD CO-OP

GOOD PLANET

DID YOU KNOW?

- We work with many local farms that are both local and organic/regenerative – Organic/Biodynamic/Permaculture farming is on the rise in the Shenandoah Valley.
- 99.9% of the food compost generated in our deli and produce department is picked up by Black Bear Composting, Vine & Fig or donated to local farmers to use as animal feed.
- We have 200+ bulk refill items in store including coffee, grains, snacks, spices, oils, honey, nut butters, new cleaning supplies, and more! We offer free clean jars for shoppers to use through our Glass Exchange program.
- Since 2021 we have been sending industrially compostable items (coffee cups, lids, flatware, hot bar boxes, receipts, etc.) to Black Bear Composting
- We recycle #1 & #2 plastics, tin, aluminium, paper, plastic wrap, & cardboard.



14%
**INCREASE IN
BULK SALES
THIS YEAR**

7.5
**TONS OF
COMPOST TO
BLACK BEAR
SINCE 2021**



FRIENDLY CITY FOOD CO-OP

YOU BELONG HERE

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

We believe a diverse community is a richer community. Which is why our Equity & Justice committee is working on our “What?” and “Why?” to ensure that the co-op remains an inclusive space for everyone in our community.

We welcome new owners at the co-op.

The more owners we have, the stronger our co-op becomes. There are many financial advantages to being an owner, but the real value lies in knowing that you are supporting local farmers who grow your food. You are also supporting the co-op’s values for sustainability and food sovereignty for all.



2,800+
CO-OP
OWNERS AND
COUNTING

**inclusive
trade**

100%
OF OUR
TEAM EARNS
AT OR ABOVE
LIVING WAGE



FRIENDLY CITY FOOD CO-OP

FINANCIALS

9.0%
INCREASE IN
SALES THIS YEAR

INCOME STATEMENT

| | FY 2023* | FY 2022 | FY 2021 |
|----------------------|----------------|----------------|----------------|
| Sales | 7,691,548 | 7,059,107 | 5,943,648 |
| Cost of Goods Sold | 5,016,246 | 4,551,913 | 3,808,251 |
| Gross Profit | 2,770,994 | 2,489,942 | 2,119,455 |
| Operating Expenses | 2,736,102 | 2,301,598 | 2,003,600 |
| Other Income/Expense | -62,585 | -7,664 | 168,360 |
| NET INCOME | -27,692 | 173,700 | 304,215 |

204
NEW OWNERS
THIS YEAR

BALANCE SHEET

| ASSETS | FY 2023 | FY 2022 | FY 2021 |
|---------------------|------------------|------------------|------------------|
| Current Assets | 1,209,714 | 1,162,624 | 726,995 |
| Fixed Assets | 1,481,950 | 1,657,468 | 1,819,169 |
| Other | 1,568,241 | 168,696 | 156,896 |
| TOTAL ASSETS | 4,259,905 | 2,983,991 | 2,703,060 |

LIABILITIES

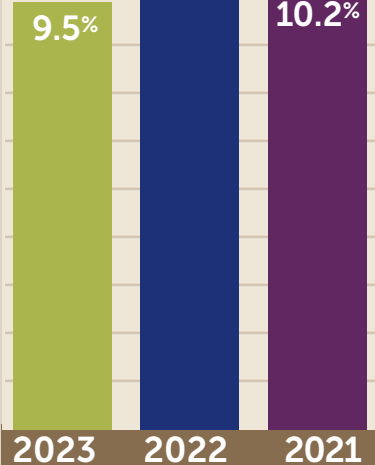
| | | | |
|--------------------------|------------------|------------------|------------------|
| Current Liabilities | 667,944 | 424,059 | 337,497 |
| Long Term Liabilities | 2,783,573 | 1,692,129 | 1,682,388 |
| TOTAL LIABILITIES | 3,451,517 | 2,084,342 | 2,021,081 |

EQUITY

| | | | |
|---------------------------------------|------------------|------------------|------------------|
| Owner Equity | 561,225 | 528,574 | 493,124 |
| Retained Patronage | 258,980 | 333,098 | 258,980 |
| Accumulated Deficit | (-----) | (10,928) | (70,125) |
| Total Equity | 808,388 | 872,600 | 681,979 |
| TOTAL EQUITY & LIABILITIES | 4,259,905 | 2,988,788 | 2,703,060 |

18.7%

**% OF SALES
INCREASE PER
FISCAL YEAR**



BOARD OF DIRECTORS

Monisha Khanna, *President*

Lindsay Martin,
Vice President

John Paul Ashenfelter,
Treasurer

Rebecca Golladay,
Secretary

Amanda Presgraves

Cheri Greenfield

Deanna Reed

Noel Levan

Paul Griffin