



2023–2024

ANNUAL REPORT







Please join us at our Annual Meeting!

Thursday, October 24th

5:00 – 7:30 pm

***at* STONEWALL FARM**

242 Chesterfield Road

Keene, New Hampshire

Enjoy complimentary drinks, appetizers & desserts!

The Annual Meeting is your opportunity to:

- Ask questions and voice concerns
- Elect new Board Members
- Learn more about our Co-op
- Enjoy good food & community!

← Prepared Foods Team watching the Eclipse
Cover photo: Mark Florenz *at* Archway Farm, Keene, NH

MONADNOCK FOOD CO-OP

Annual Meeting Agenda

5:00pm: Social Time *with* drinks & apps!

5:45 pm: Business Meeting (welcome *from* our Board of Directors & General Manager), Q&A, Cooperator of the Year, Election Results

6:45 pm: End *of* Business Meeting

6:50 pm: Presentation: *Local Farm Stewardship* *with* Amanda Littleton, District Manager, Cheshire County Conservation District

7:15 pm: Q&A *with* Amanda Littleton

7:30 pm: Closing Remarks

Please register at:

**MONADNOCKFOOD.COOP/
EVENT/ANNUALMEETING2024**



Have a question for our Board?

Please contact us at:

BOARD@MONADNOCKFOOD.COOP

DEIRDRE FITZGERLD
President, MFC Board of Directors

BOARD OF DIRECTORS REPORT **EMBRACING A CULTURE *of* STEWARDSHIP**

Good stewardship requires collaboration, cooperation, strong relationships, and a shared interest in caring for the people and environments that matter to us. It is an empowering force integral to our Co-op's core values — a shared responsibility that unites us in our mission.

As Member-Owners, you empower the Board of Directors to safeguard the Co-op's stability and future viability. We, in turn, are committed to empowering the General Manager and staff to ensure our Co-op's continued success through adherence to our Ends and Guiding Principles.

Once a month, the Board comes together with the General Manager to review our policies and practices for compliance, celebrate store and staff wins, and discuss the future. I continue to be impressed by the enthusiasm, diligence, care, and effective stewardship these nine elected representatives demonstrate.

This year, in addition to our regular duties, our top priorities were continuing our education as a board,

exploring the possibility of expansion and growth, recruiting new potential board members, and reviewing (and fine-tuning) our Bylaws. By the time you read this letter, you will have read the proposed changes to our Bylaws, perhaps attended an information session with members of the Board, and have made an informed vote.

This has been another successful year, and we owe it to the dedication and hard work of the General Manager and staff, the due diligence of the Board, the support of the larger community, and most importantly, to each and every one of you who help sustain the Co-op as active Member-Owners. Your stewardship is invaluable, and we thank you!

We are filled with anticipation about what lies ahead and eagerly look forward to celebrating our Co-op's continued success and growth with you.

If you'd like to learn more about the Board's work or have a question, please feel free to email us at:

BOARD@MONADNOCKFOOD.COOP

MICHAEL FABER
General Manager

GENERAL MANAGER REPORT **CONTINUING TO MAKE A DIFFERENCE** *in* **OUR COMMUNITY**

I am extremely pleased to share that we had a very successful fiscal year on many accounts. A huge thanks to everyone who made this possible, namely our shoppers, staff, local vendors, and our broader community. There are more details throughout this report but I want to share a few highlights.

Financially, we ended our year with a 2.96% net income, continuing our trend of being profitable and maintaining a solid financial foundation as we work to pay off debt that we incurred with our recent expansion.

Business NH Magazine selected our Co-op as the Business of the Year in the retail category, recognizing all the contributions we make to our community. This state-wide recognition was a great accomplishment for our store. I am extremely grateful to our staff who make our Co-op such a special place to come to each day.

Some highlights from last year include: the completed installation of our EV charging stations which we hope will help support the transition to clean vehicles; we

became approved to accept Women, Infants and Children (WIC) nutritional benefits helping to ensure that new parents have access to healthy food from an early age; we provided Emergency Disaster relief through our Farm Fund to help those who were negatively impacted by last year's severe weather, and we began planning the use of our Food Production Facility across the parking lot from our store and developed a set of plans and a timeline to begin using the space in our current fiscal year.

Our Co-op's growth since inception has been incredibly important. We've been able to support more local farmers and producers, provide more contributions to our community, offer more jobs and improve compensation and benefits to staff, to name a few things. Looking ahead we'll continue to explore ways our Co-op can continue to grow and increase the impact that it has on our region.

Thanks again for everyone's support this past year; none of this would have been possible without you.

monadnock

FOOD CO•OP

EVERYONE WELCOME





\$41K

FARM FUND GRANTS

\$108K

HEALTHY FOOD FOR ALL
DISCOUNTS



\$8.2M

LOCAL SALES

FARM FUND'S IMPACT *on* **LOCAL AGRICULTURE**

MEGAN LAFASO HERCHER
Community Coordinator

COLLECTIVE IMPACT *for* **OUR COMMUNITY**

The Monadnock Food Co-op Farm Fund, established in partnership with the Cheshire County Conservation District, is dedicated to supporting local farmers. Its mission is to promote sustainable food production and boost wholesale sales, fostering a thriving and resilient local farm economy.

This spring, we proudly announced the recipients of the 2024 Monadnock Food Co-op Farm Fund: Five Sigma Farm and Picadilly Farm. The Farm Fund awarded \$21,400 in grants to these outstanding farms. Since its inception in 2017, the Fund has distributed over \$193,400 to 20 farms, driving growth and sustainability within our local agriculture community.

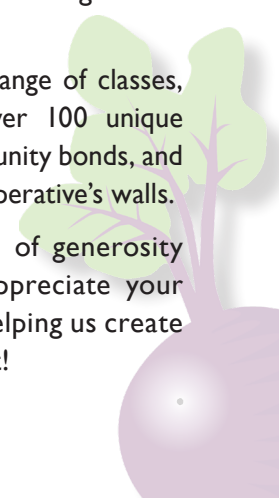
In 2023, we introduced a new funding category specifically for emergency disaster relief. This initiative aims to ease the financial impact of crop and livestock losses caused by severe weather. We successfully allocated \$20,000 to four local farms severely affected by adverse weather conditions.

Year after year, our Co-op shoppers display remarkable generosity. We are thrilled to share the extraordinary impact we've achieved together through our Round It Up program and donation and sponsorship initiatives.

This year, our Co-op and shopper's combined efforts have led to an impressive total of \$103,015 contributed to 101 community organizations. As a community owned and operated business, our dedication to giving back represents a significant portion of our expenses.

We have been able to offer a wide range of classes, community gatherings, and to host over 100 unique outreach events annually, fortifying community bonds, and extending our impact far beyond our cooperative's walls.

Together, we're fostering a culture of generosity within our community. We deeply appreciate your continued support and thank you for helping us create such a positive and far-reaching impact!



FRANK BEWERSDORFF
Finance Manager

FINANCIAL REPORT FISCAL YEAR 2024 CLOSES with **HIGHER THAN BUDGETED NET INCOME**

Our Co-op successfully finished another fiscal year on June 30, 2024. We experienced a busy and eventful year with significant growth and positive financial outcomes. Our total sales reached \$22,667,017, marking a 9.4% increase compared to the previous year. We exceeded our budgeted sales goal by 3.87%.

The number of check-out transactions continued to increase from 510,329 in FY 2023 to 549,736 in FY 2024, a robust rise of 7.7%. This equates to an average of 3,284 more shoppers per month.

Our Gross Profit Margin declined slightly to 37.31%, resulting in a Gross Profit of \$8,457,325 (calculated as Sales minus Cost of Goods Sold). The following page in this report provides a summary of the Income Statement, explaining how we allocated these margin dollars. Notably, personnel expenses were the largest budget item after the Cost of Goods Sold, amounting to 24.49% of total sales, above our budget target of 24%. The Net Income from operations was \$348,357 which is 1.53% of our Total Sales.

Our cash resources continued to yield returns above 4% and resulted in strong interest income. Furthermore, a New Hampshire State grant covered most of the expenses for the installation of our Electric Vehicle Charging Station. Both of these items helped to achieve \$322,465 of Other Income which resulted in a total net income of \$670,822, 2.96% of total sales.

Our Co-op Board has authorized a patronage refund of \$91,500. These refunds will be distributed to our Member-Owners in early October through charge accounts that can be utilized for purchases at our Co-op. The patronage refund for each membership account will be based on their total purchases made during FY 2024. The Retained Patronage for FY 2024 is \$365,900 which will increase our Co-op's reserves. The financial position of our Co-op remained strong during FY 2024. Our current ratio as of June 30th 2024 was 2.72, indicating that we had plenty of current assets to cover current liabilities. The debt-to-equity ratio improved to 3.15.

SALES GROWTH



TOTAL SALES



\$22,667,018

INCOME STATEMENT SUMMARY *for* FISCAL YEAR 2024

EXPENSES

COST OF GOODS	\$14,209,693	62.69%
PERSONNEL	\$5,550,055	24.49%
OPERATIONS	\$666,016	2.94%
OCCUPANCY	\$490,590	2.16%
MARKETING	\$487,330	2.15%
DEPRECIATION	\$461,541	2.04%
ADMINISTRATION	\$453,436	2.00%

INCOME

OTHER INCOME	\$322,465	1.43%
NET INCOME	\$670,822	2.96%

TOTAL SALES



FISCAL YEAR
2024

BALANCE SHEET SUMMARY

FISCAL YEAR *ends* JUNE 30TH

	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
Current Assets	\$ 4,065	\$ 3,680	\$4,475	\$4,943	\$7,883
Property & Equipment	\$ 9,183	\$ 9,249	\$9,524	\$9,349	\$6,223
Other Assets	\$ 7,383	\$ 7,312	\$7,228	\$7,094	\$6,967
TOTAL ASSETS	\$20,631	\$20,242	\$21,227	\$21,386	\$21,073

Current Liabilities	\$ 1,497	\$ 1,375	\$1,701	\$1,560	\$1,743
Long Term Debt	\$ 14,165	\$ 14,527	\$15,608	\$16,414	\$16,881
Total Liabilities	\$15,662	\$15,903	\$17,309	\$17,974	\$18,624
Membership Capital	\$ 964	\$ 898	\$832	\$761	\$698
Patronage Dividends Retained	\$ 2,689	\$ 2,322	\$1,939	\$1,538	\$1,019
Retained Earnings	\$ 1,316	\$ 1,118	\$1,147	\$1,113	\$732
Total Owner's Equity	\$4,969	\$4,338	\$3,918	\$3,412	\$2,449

TOTAL LIABILITIES & OWNERS' EQUITY	\$20,631	\$20,242	\$21,227	\$21,386	\$21,073
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round it up

DONATIONS JULY 2023 – JUNE 2024

<i>July.</i>	MFC FARM FUND	\$4,862.93
<i>August.</i>	MFC FARM FUND	\$4,485.97
<i>September.</i>	NOFA-NH	\$4,256.22
<i>October.</i>	CO-OP COMMUNITY FUND	\$3,761.01
<i>November.</i>	CORNUCOPIA PROJECT	\$4,661.00
<i>December.</i>	THE COMMUNITY KITCHEN	\$6,102.08
<i>January.</i>	MFC FARM FUND	\$5,350.49
<i>February.</i>	MFC FARM FUND	\$6,281.18
<i>March.</i>	KROKA EXPEDITIONS	\$6,373.96
<i>April.</i>	STONEWALL FARM	\$5,769.31
<i>May.</i>	MFC FARM FUND	\$5,807.05
<i>June.</i>	DAILY GOOD	\$5,630.31

FY24 TOTAL RIU DONATION \$63,341.51

to the nearest dollar! Collectively, these donations make a significant impact, raising funds for initiatives that improve the health of our community and support a vibrant, sustainable local food system.



Thank you for rounding UP your purchases

STEPHANIE WRIGHT
Store Manager

STORE MANAGER REPORT

LOCALLY FORTUNATE, REGIONALLY GRATEFUL

We are incredibly fortunate to be in the southwest corner of New Hampshire, where the Monadnock Region offers the Co-op unique opportunities to source locally crafted, grown, raised, and produced goods from some of the area's finest producers.

From the start, the Co-op has been committed to prioritizing purchases from local farmers and producers within our region and beyond. Our Co-op defines local as anything grown, made, or produced within 110 miles "as the crow flies" from the store.

This fiscal year, we are proud to report \$8,258,281.42 in local sales, representing over a third of our total annual sales. Our shelves feature over 4,000 local products across all departments, from locally raised meats, dairy, baked goods, produce and so much more.

Maintaining and strengthening our partnerships with local farmers and producers is essential to our mission of fostering a healthy, sustainable food system, supporting community growth, and ensuring the continued success

of our business. As part of our efforts to build these relationships, our team partners with the Cheshire County Conservation District to send out a bi-annual Producer Survey to our local network. The information collected in that survey helps our Produce Team create their Annual Grower's Meeting, focusing in on the hot topics from our local producers. This meeting helps us better understand the needs of our producers, and find ways the Co-op can better support their vital work.

We are deeply grateful for the partnerships we have developed with our local producers over the years and are excited to continue discovering and forming new ones. We remain dedicated to building stronger relationships and exploring new opportunities to enhance our local offerings within the Co-op's product lines. Thank you to our shoppers for your unwavering support of local products, and to our producers for making each year more remarkable.

SUSTAINABLE FACTS & STATS

Monadnock Food Co-op's
SOLAR PANELS
generated **66,470 kWh**
The equivalent of saving
108 BARRELS OF OIL

Monadnock Food Co-op's
UNIQUE EV
CHARGER USERS:
— **979** —



Thank you, Green Team, for the window mural!

JANE CLERKIN
Sustainability Coordinator

SUSTAINABILITY REPORT

WASTING NO OPPORTUNITIES *to* DO GOOD

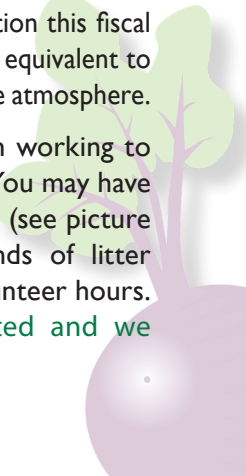
This year, we expanded upon our waste diversion initiatives to encompass both pre- and post-consumer waste. We began trialing an alternative recycling station in the front foyer which included brand specific TerraCycle bins: GoMacro, Lundeborg Farms, and Late July. We have seen the most interest in the Late July packaging drop off, so we will continue this service into the new year. The alternative recycling station also includes a soft plastic (bags, bubble wrap, etc.) bin which is recycled through TREX, who transforms the material into outdoor benches and decking. Stay tuned for more opportunities to recycle alternative waste this upcoming year!

In the back of house, we have started composting scraps from the meat department with Elm City Compost to cycle all the good nutrients back into local soils. We have also started recycling our old or broken electronics so their valuable materials can be repurposed. Finally, the **Green Team** and I have been fighting recycling contamination to ensure we are maximizing the benefits of all our efforts. New signs in the café as well as weekly sorting efforts have led

us to decreasing our contamination rates from over 22.5% to nearly nothing! Proper use of recycling bins is vital to the system working the way it is supposed to — so please, only #1 and #2 plastic, glass, and aluminum in the café recycling bin — please no paper boxes or compostable plastics. We are thrilled to announce that our Co-op diverts the majority of our waste out of landfills and into recycling and composting initiatives.

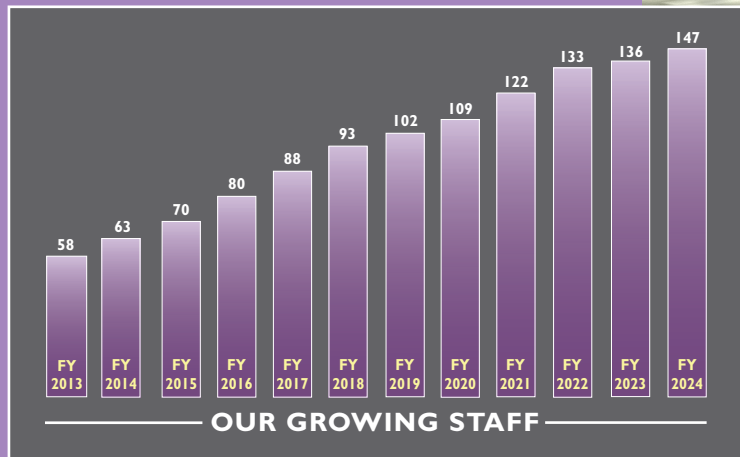
This November, we installed 62 panels onto the roof of our food production facility. They have generated 19,076 kWh so far, increasing our total solar production this fiscal year from 47,394 kWh to 66,470 kWh. This is equivalent to saving 108 barrels of oil worth of CO₂ from the atmosphere.

This summer, the **Green Team** has been working to keeping our community clean and inviting. You may have noticed a new mural on the front windows (see picture on previous page). Additionally, 80 pounds of litter were cleaned up over the course of 20 volunteer hours. **Thank you to everyone who participated and we hope to see you next year!**





Ralph celebrates
TEN YEARS with
our CO-OP!



SUE ELLS
Human Resources Manager

HUMAN RESOURCES REPORT *on* **IMPROVED PAY RATES, BENEFITS & STAFF SATISFACTION**

Our Co-op family keeps growing! We increased our number of employees to 147 by the end of our FY in June, an increase of 10% over last year. Several of our new employees are referrals by current employees who recommended us as a great place to work. Hiring continued to improve this year, and we are proud to have improved our base rate to \$16.00 per hour.

Gain Share bonuses totaled \$50,791 and were paid based on hours worked. Staff who were employed during the FY earned 24¢ per hour above their regular wage.

We invested heavily in professional development this year, sending 15 people to various National Co-op Grocers (NCG) conferences and two Produce employees to the Four Seasons conference. Two employees attended ECRS Catapult University, several toured Equal Exchange, our Cheese Buyer attended the annual Cheese summit in Vermont, our management team participated in a 5-week virtual training called 'Managing Effectively' and eight employees achieved ServSafe certification.

We are especially delighted when we are able to promote 21 staff members from within our store. Additionally, two

employees reached their 10-year anniversary and five folks celebrated 5 years!

We had several staff appreciation events this year: a Summer BBQ; chair massages at Thanksgiving; lunch the day before Thanksgiving; retirement planning sessions; co-op branded apparel; brunch the day before Christmas; a Winter party in January; lunch during Truckload sales; and ice cream from Frisky Cow to celebrate when we were honored with the NH Business Magazine Business of the Year award. We greatly appreciate all our staff's contributions that helped us accomplish so much this year!





KROKA EXPEDITIONS, *Round It Up* recipient in March 2024!