January 21, 2021
Policy A – Global Ends, last revised: June 14, 2016
I report compliance with all parts of this policy.
Unless indicated otherwise, this data is accurate as of January 21, 2021
I certify that the information contained in this report and any attachments is true.

General Manager

Policy Language

Policy A1.1 *Building on the foundation of the Seven Cooperative Principles, the Moscow Food Co-op shall: Promote the local, sustainable, and organic foods economy.*

Interpretation

Co-op stakeholders have an interest in local food and in supporting local growers and producers. The Moscow Food Co-op, which operates a community natural foods store, is thus charged with being a champion of the local, sustainable, and organic foods economy. The Moscow Food Co-op exists to serve its owners and the community while educating them about the importance of sourcing local, sustainable, and organic food.

With the introduction of P6 in 2016, we updated our definition of local. We define *local* as *grown within 250 miles of the Co-op and/or produced within the state of Idaho and/or produced within the state of Washington.*

Sustainable agriculture is legally defined by US Code Title 7, Section 3103. At the Co-op we rely on the University of California Sustainable Agriculture Research and Education Programs explanation of sustainable agriculture. We interpret *sustainability* with regard to food systems as the idea that *we must meet the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability* is, therefore, stewardship of human resources and natural resources.

The USDA defines the term *organic* with regard to food as that which *is produced using sustainable agricultural production practices*. The agency goes on to say that use of conventional pesticides; fertilizers made with synthetic ingredients or sewage sludge; bioengineering; and ionizing radiation is prohibited. Organic meats, eggs, and dairy products come from animals that have not received antibiotics or growth hormones. The Co-op relies on this definition and use of the USDA Organic label to highlight certified organic foods.

Promote is interpreted as meaning *contributing to the growth or prosperity of*. In the case of our Co-op's operations, *promoting* means that we actively seek to grow the local, sustainable, and organic foods economy by:

- Offering a broad selection to consumers
- Paying producers fair prices for local food & goods
- Actively promoting the value of buying local food and goods to the larger economy

Operational Definition

- The Co-op will increase purchases of locally sourced food and goods
- The Co-op will provide direct and indirect education for consumers about the importance of the local, sustainable, and organic food economy
- The Co-op will merchandise with an emphasis on local products & education
- The Co-op will build and maintain relationships with local producers & vendors
- The Co-op will establish relationships & partnerships with other community organizations that support the local, sustainable, and organic foods economy

Data

- Local Purchases:

Total Local Purchases	
2015	$556,602.00
2016	$640,502.00
2017	$662,924.25
2018	$778,741.00
2019	$802,520.94
2020	$927,133.33

- In 2020, the Co-op co-sponsored both the Palouse Clearwater Food Coalition (PCFC) Food Summit and Love Your Farmer, Love Your Food, as in past years. Additionally, Co-op staff served on the Food Summit planning committee and acted as facilitators in various capacities at the in-person event. The Co-op, as a co-sponsor, was featured prominently in all promotional materials for the Food Summit, a reminder of our commitment to the local food system and those working to strengthen it. During 2020, Melinda was asked to take on the role of co-leader of the Food Coalition.
- We co-sponsored two informative sessions on pollinators: Pollinators in Peril and the Pollinator Summit. Additionally, we offered 6 classes on topics such as Healthy Eating on a Budget, Kombucha making, red wine, craft beer, and meditation. From March – December 2020, no classes were offered due to the COVID-19 pandemic.
- Before the pandemic, we were in the process of converting the Food for Thought Film Series into a support program for local film screenings. When it is safe to gather again, we will re-visit the role of the Film Series program, and look for ways to support other local organizations in their education and outreach efforts regarding film programming.
- Co-op Kids and Mamas + Papas met in-person until mid-March 2020 and the onset of COVID-19. Until then, the programs were very successful, engaging many families with arts, crafts, and educational content. In late 2020, plans were in the works for Co-op Kids To Go, an outreach arts and crafts program beginning in January 2021 that includes information for parents (as in Mamas + Papas).

- Through features in Rooted (until production and delivery were paused due to the pandemic), posts on our Facebook and website, discussions with in-store staff, and our enewsletter, the Co-op continued to position itself as a source of knowledge and learning where shoppers interested in becoming more informed can learn from experts in topics like personal nutrition, food systems, and local food and drink.
- Among other things, Rooted has become known as an informative source on local farmers, the local food system, and the Co-op's partnership with important area non-profit groups. Due to an inability to deliver Rooted after the onset of the pandemic, as well as economic considerations regarding the cost of printing, production of Rooted was put on hold after the Spring 2020 issue.
- The Co-op has remained committed to building strong relationships and partnerships with other community organizations that support the local, sustainable, and organic foods economy, including both the Moscow and Pullman Chambers of Commerce and Buy Local Moscow.
- The Co-op received 54 neutral or positive media placements in 2020, including favorable coverage in trusted publications such as the Lewiston Tribune, Moscow-Pullman Daily News, Pacific Northwest Inlander and several features by student writers at the U of I Argonaut and the Daily Evergreen (WSU). We were averaging two, sometimes three media placements each week until Idaho declared the State of Emergency in response to COVID-19. At that point, the Co-op canceled all in-store events which limited the amount of press coverage we were able to secure.
- Until March 2020 and the rise of the pandemic, the Co-op continued to offer local vendors space in the store to table and sell their wares. Many small local companies took advantage of this opportunity to interact directly with Co-op customers.
- The Business Partner program continues to be a strong benefit to Co-op ownership, with over 60 local businesses offering owners a variety of discounts and deals. The list of participating business partners is consistently monitored and updated by marketing staff.

Data shows accomplishment in the last year and over the lifetime of this policy.

Policy A1.2 *Be a workplace of choice for all employees.*

Interpretation

The Moscow Food Co-op should be an excellent place to work.

Being a workplace of choice means that the Moscow Food Co-op is one of the best employers in the region – the regional workforce would choose to work at the Co-op over most competitors. To help achieve this, the General Manager is responsible for creating a rewarding work environment for our many talented employees.

As mentioned in the introduction to this report, it is the relationships between the co-operative and its owners that truly create the co-operative difference. A co-operative is defined by and draws strength from its relationships. Although the relationships between the co-op and owners are important, it is the relationships between the co-op and its employees that matter the most.

A rewarding work environment is one where the employer works to build relationships with employees by nurturing a healthy workplace culture, maintaining excellent workplace communication, offering robust development programs, and offering competitive pay and benefits.

Operational Definition

- The Co-op will nurture workplace culture by providing opportunities for connection between employees
- The Co-op will maintain excellent systems for workplace communication
- The Co-op will invest in staff development and training
- The o-op will offer competitive pay and benefits

Data:

- Providing opportunities for staff to connect with one another enhances workplace culture. We provide many different ways for staff to connect, ranging from weekly Open Book Management huddles (pre-pandemic), regular department meetings, annual staff parties (pre-pandemic), staff engagement opportunities in the staff breakroom, and through our internal communication platform Beekeeper.
- Excellent workplace communication is essential to maintaining healthy, rewarding relationships with employees. We communicate in many ways including regular posts to Beekeeper.
- Robust training and development programs contribute to a rewarding work environment.
    - We invested over $9,000 on training and staff development in 2020. This is a significantly lower amount than in previous years due to the pandemic. Most training opportunities were either free-of-charge or cost a nominal amount and none involved travel.
    - Over 84% of managers were internal hires
- Pay and Benefits
    - Effective July of 2020, the starting wage at the Co-op was increased to $11/hour.
    - Additionally, the Board approved a temporary pay increase ("Appreciation Pay") for all employees who worked hours during the local lockdown.
    - Insurance and retirement:

2020 Benefits	% of eligible staff participating	$ Spent
Health insurance premiums, 100% covered by the Co-op	100%	$312,359
401k matching investments	95%	$22,841

    - We continue to offer a 20% staff discount, generous Paid Time Off, and many additional work perks.

Data shows accomplishment in the last year and over the lifetime of this policy.

Policy A1.3 Increase *economic and cultural accessibility for all community members.*

Interpretation
All co-operatives exist to serve the shared needs and aspirations of our ownership. Our Co-op strives to meet these shared needs while also ensuring that all members of the greater community are welcomed. In order to achieve this, we must address and overcome real and perceived barriers, upholding the right of all persons alike to purchase healthful foods at the Co-op.

In its simplest form an **economic barrier** is nothing more than **affordability**. Economic barriers are the easiest to overcome.

Cultural barriers are more difficult to define. They consist of:

- The **perception of elitism,** which includes the notions that the Co-op is only for rich people, only for healthy people, or only for well-educated people.
- A **lack of knowledge about & comfort with natural foods** stemming from a lack of exposure to co-ops and natural foods.
- **Misperceptions about co-ops and co-op ownership** includes confusion about whether non-owners can shop, if non-owners must pay a surcharge, and general underexposure to the Co-op business model.
- **Confusion about industry political issues** including misconceptions about vegan & vegetarian lifestyles, about what Non-GMO means & why it matters, or about what free-range means.

All of the **cultural barriers** described above can only be addressed by intentional education and outreach that reaches beyond our current customer base.

Operational Definition

- The Co-op will actively increase affordability while maintaining financial fitness for our business operations.
- The Co-op will provide outreach & education to address issues of cultural accessibility, reaching out to under-represented segments of our larger community.

Data

- Affordability
    - The Co-op offers several programs that provide need based discounts to owners and customers:

	Senior Discounts	Student Discounts	FLOWER Discounts	FLOWER Participants
2014	$1,700.73	$0.00	$0.00	0
2015	$37,641.57	$15,758.10	$4,740.84	46
2016	$56,994.00	$21,968.00	$8,328.00	66
2017	$72,643.66	$21,220.85	$8,238.77	88
2018	$78,824.71	$23,763.17	$18,966.71	116
2019	$90,496.52	$21,325.07	$62,894.60	163
2020	$99,341.20	$19,635.36	$87,751.75	230

- The Co-op also offers other discount programs:

	Wellness Wednesdays	Owners Weeks	PO Program	Deli Rewards	Staff Discounts
2014	$ 7,100.00	$ 23,402.00	$ 56,915.00	$ 14,914.00	$ 94,482.00
2015	$ 6,400.00	$ 43,280.00	$ 56,831.00	$ 17,787.00	$ 102,902.00
2016	$ 5,538.00	$ 80,573.00	$ 52,306.00	$ 18,438.00	$ 98,788.00
2017	$ 5,398.57	$ 82,388.70	$ 54,950.28	$ 18,310.62	$ 97,102.67
2018	$ 4,382.36	$ 52,877.23	$ 53,195.90	$ 23,676.24	$ 96,762.32
2019	$ 4,071.13	$ 57,042.67	$ 51,861.60	$ 25,179.80	$ 83,796.18
2020	$ 3,325.60	$ 54,645.74	$ 52,249.56	$ 16,702.70	$ 85,527.41

- Co-op Basics Program (an Every Day Low Price program)

	2014	2015	2016	2017	2018	2019	2020
Co-op Basics Items	0	42	200	235	241	246	294

- Pre-COVID, we regularly provided education to address cultural barriers, including classes, the FED Program, and a variety of tasting events. Our educational programs connect shoppers with knowledgeable experts in fields like nutrition, home brewing, mental wellness, and winemaking. We have really missed being able to offer these programs during the pandemic and look forward to being able to offer these valuable in-person programs again in 2021.
- In 2020, we held educational and informative classes on specific topics such as wine and beer tasting, which were offered at a slightly higher price. Unfortunately, all in-person classes were put on hold in mid-March due to the pandemic.
- We also provide outreach to address cultural barriers, including working with students at both the University of Idaho and Washington State University. At the Co-op on Campus, we continued to provide an accessible, convenient location for University of Idaho student shoppers to purchase healthy snacks and meals, coffee and other drinks, and a variety of personal items. In an effort to alleviate economic barriers, we continued to offer a 10% discount every Friday on all items for student owners in both the campus and downtown locations.
- FLOWER continues to be an important outreach program, providing over 200 owners with a 20% discount each time they shop, increasing economic accessibility and providing financial assistance to those experiencing food insecurity.
- In 2020, we rolled out a program for shoppers to "pay it forward" by donating the cost of another person's annual ownership fee. These Equity Donation Cards are located near

the registers along with food bank and Alternatives to Violence donation cards.

- The Co-op participated in and hosted community food drives that directly benefit local food banks, thus increasing cultural accessibility.
    - In October 2020, we partnered with the Moscow Alehouse to host a food/supply drive in the Co-op parking lot benefitting Sojourners Alliance.
    - In November, we partnered with American Insurance on their Hometown Business Drive, during which shoppers donated over 822 pounds of pre-bagged food in just one week! Seeing the success of that drive, we began a new program: the Co-op Community Food Drive. From the time of its inception at the end of November through the end of December, Co-op shoppers donated $6,260 worth of food that was then delivered to food banks throughout the county. Because of the success and generosity of our shoppers, the Co-op Community Food Drive has become an on-going program.

Data shows accomplishment in the last year and over the lifetime of this policy.

Policy A1.4 *Educate our owners, customers, and the wider community about food and food systems.*

Interpretation

Our Co-op strives to be an influential champion of the local food system, and as such we are responsible for educating our community about food and food systems.

Food is simply the things that people eat. A *food system* is essentially everything from farm to table. *To educate* means that we provide accurate, thoughtful, and well-researched information with the intention of improving the knowledge base of our community and helping to create better consumers.

It is the goal of our Co-op to directly and/or indirectly educate consumers and community members about all aspects of local food from the farm to the table.

In-store education about food and food systems takes place in both formal and informal ways.

- Formal food education happens as part of the FED Initiative, as part on-site outreach and education programs, and with informative signage around the store.
- Informal food education happens when customers interact with knowledgeable employees.

Beyond-store education about food and food systems includes written and digital education and off-site classes, workshops, and outreach programs. Beyond-store education also includes education that occurs in partnership with other community groups who focus on the local food system.

Operational Definition

- The Co-op will provide in-store education for customers
- The Co-op will provide beyond-store education for the community
- The Co-op will provide food and food systems education for staff

Data

- The Co-op hosted 6 educational classes before the pandemic hit, including Healthy Eating on a Budget, Wine and Beer Tasting, Kombucha brewing, and Meditation. Class offerings were put on hold in mid-March due to COVID.
- We continued to educate customers and the community on food and food systems through our enewsletter, Community News, the Spring 2020 issue of Rooted, and in-store signage, as well as staff sharing their knowledge.
- Until the onset of COVID-19, we continued to offer weekly samples of our deli items to shoppers as part of our FED program. During the pandemic, we found other ways to share samples and information with customers and the community, including giving samples to curbside customers and including samples with marketing giveaways.
- Because we weren't able to offer our traditional Tasteful Thursday events in-store, we converted it to a virtual format. Each Thursday in November and December (except for holidays), we highlighted two local food and drink producers on our website and social media platforms, sharing their business's background and showcasing their products.
- As a continued commitment to offer education outside of our retail establishment, we once again co-sponsored the Food Summit and Love Your Farmer, Love Your Food. This year, we also co-sponsored an exciting new two-part event on pollinators, aiding Moscow's efforts of becoming a recognized pollinator-friendly city.
- We strive to educate staff about food and food systems whenever possible, including at department meetings and through our internal communication system, Beekeeper.

Data shows accomplishment in the last year and over the lifetime of this policy.

Policy A1.5 *Model environmental sustainability through our activities, facilities, products, and services.*

Interpretation
Our concern for community comes alive in our initiative to model environmental sustainability. On behalf of our owners, we are consistently & actively striving to minimize the Co-op's environmental impact. Our impact includes our direct resource consumption, the amount of garbage we produce, the amount of cardboard we recycle, the amount of compost we generate, and the environmental impact of the products we sell.

We consider sustainability to be an important piece of our business operations. Because A1.1 addresses our support of the local, sustainable, and organic foods economy, that data is not repeated here. The information below is in addition to our work on A1.1.

Operational Definitions
- Our Co-op will maintain an active sustainability committee that engages in meaningful work.
- Our Co-op will utilize NCG's Co+efficient program to track and publish metrics for the environmental cost of our business.
- Our Co-op will educate the community about sustainability issues.

Data:
- The Co-op's Sustainability Committee has been working on several ideas/initiatives:
    - Development of a municipal composting program
    - How to improve our own composting program
    - How to educate consumers about more sustainable shopping choices
    - Creation of a Master Recycler Program on the Palouse
    - The worldwide sand shortage and a glass-to-sand machine
- Tracking of our food donations got muddy once the pandemic hit. Our best estimate is that **we donated over 7,000 pounds of food** to area food banks, not including the food collected and donated through our targeting food drives. Volunteers from several local food banks regularly pick up food at the Co-op and deliver it to the food banks to be distributed as needed.
- Our ongoing composting partnership with PCEI diverted thousands of pounds of food from the solid waste stream.
- In 2019, we launched the **Sustainable Silverware Program** to eliminate single-use plastic utensils from our prepared foods areas. We continued to run the Sustainable Silverware Program during the pandemic.
- In 2020, we sent 2,128.5 pounds of plastic to TREX (via the Moscow Recycling Center) for repurposing into benches and decking material. For every 500 pounds received, we are eligible to receive a bench made from the recycled plastic. In 2020, we received our first three benches. Two of them were placed on the downtown Co-op's property and the third will go to the Co-op on Campus.
- We are currently enrolled in the online tracking system with TREX, so we will continue to submit the amounts of TREX plastic donated by Co-op shoppers. We will be eligible to

receive more benches, with the hope of being able to donate those to local parks and schools.

- We continue to utilize NCG's Co+efficient platform to track sustainability data.
- We continue to champion the Bicycle Benefits Program which rewards our shoppers for riding their bikes with a 5% discount. Although this program hasn't been actively promoted during the pandemic, we're looking forward to seeing additional growth in 2021.
- We continue to reward the reuse of cloth shopping bags and reusable coffee cups through our Dime in Time Program. We allowed the use of reusable shopping bags during the pandemic, but not mugs/tumblers, produce bags, or bulk containers.

Dime in Time	# Reusable bags/cups	$ Donated
2015	63,850	$6,385.00
2016	58,710	$5,871.00
2017	46,897	$4,689.70
2018	57,172	$5,717.21
2019	84,597	$8,459.70
2020	47,743	$4,774.32

- We offer education and information focused on sustainability in outlets such as Community News and the Good Food Book Club. Additionally, owners are able to join the Co-op's Sustainability Committee, which focuses on improving sustainability not just within the Co-op, but also city-wide.

Data shows accomplishment in the last year and over the lifetime of this policy.

Policy A1.6 *Grow and expand to further our mission.*

Interpretation

All of the possible options our Co-op has for future growth and expansion must be considered in relation to our mission statement, *Working Together to Nourish and Nurture our Community*. We must ask ourselves if a growth scenario supports our intention to work cooperatively in the nurturing and nourishing of our community.

The word community means many things. For our purposes, we are using an all-encompassing definition that includes all inhabitants of our region as part of our community, not just the smaller community of current Co-op owners. By *community* we mean anyone who lives in our region and may someday become a customer of our Co-op, including children.

Using this definition of community makes the challenge of nurturing and nourishing a big job.

Operational Definitions

- The Co-op will grow its support for community organizations
- The Co-op will grow its ownership numbers

- The Co-op will work to grow the co-operative economy
- The Co-op will expand its business in ways that are fiscally responsible

Data:

- Monetary support for community organizations – The Co-op continued to provide monetary support for mission aligned community organizations.

Community Contributions	
2014	$18,595.00
2015	$19,419.00
2016	$20,724.00
2017	$16,614.55
2018	$17,192.23
2019	$19,147.57
2020	$20,896.90

- We've donated countless hours working with many community organizations in support of common goals, such as the Palouse Clearwater Food Coalition, Buy Local Moscow, the Moscow Chamber of Commerce, FARE Idaho, Sojourners Alliance, and many regional food banks.
- Ownership numbers were hard hit in 2020. The minimal student presence, quarantine and mask orders, altered customers shopping habits, and economic reality of the pandemic all impacted ownership and equity numbers:

New Ownerships/Equity $		
2014	1572	$63,071.43
2015	1600	$65,747.98
2016	1566	$67,353.47
2017	1320	$65,422.30
2018	1370	$64,304.78
2019	1252	$63,113.00
2020	1040	$55,850.08

- Co-operative economy
  - Customer Count was hit hard by the COVID-19 pandemic

Customer Count		% Change
2014	527,442	
2015	557,784	5.8%
2016	572,132	2.6%
2017	555,597	-2.9%
2018	579,935	4.4%
2019	556,798	-4.0%
2020	343,475	-38.3%

  - Similarly, the Cooperative Community Fund only grew a small amount because of the reduction in customer visits and the larger economic situation.

Co-op Community Fund	
2016	$8,224.26
2017	$13,890.50
2018	$6,074.50
2019	$5,835.47
2020	$1,733.16

  - The Co-op continues to belong to **National Co-op Grocers**, a cooperative of natural foods cooperatives. This relationship provides training and support for our staff and our business. Our Co-op is also a member of the **National Cooperative Business Association** (NCBA).
  - Our Co-op does business with other cooperative businesses worldwide, including Maple Valley Cooperative, Organic Valley, Tillamook (Farmers Co-op), Cabot Creamery, La Riojana, Frontier, Equal Exchange, Once Again, LINC Foods, and several more.
- Over the lifetime of this Ends Policy, the Co-op expanded in several ways:
  - We opened our second location on the University of Idaho campus at 822 Elm Street in Moscow.
  - We completed a center store remodel in 2018 to improve both working conditions for staff and the customer experience.
  - We relocated our Bakery facility in January 2020 after a year's prep work.
  - In spring 2020, we successfully launched an e-commerce platform and started offering curbside grocery service. We're continually working to improve this service.

Data shows accomplishment in the last year and over the lifetime of this policy.