MOSCOW FOOD CO-OP
General Manager Monitoring Report

General Manager's Monitoring Report – January 20, 2017
Policy Type: **Ends** Policy Title: A1 – Community/Services
I report compliance with all parts of this policy.
Melinda C. Schab, General Manager, Moscow Food Co-op

Policy Language

Building on the foundation of the Seven Cooperative Principles, the MFC shall:

1. *Promote the local, sustainable, and organic foods economy.*
2. *Be a workplace of choice for all employees.*
3. *Increase economic and cultural accessibility for all community members.*
4. *Educate our owners, customers, and the wider community about food and food systems.*
5. *Model environmental sustainability through our activities, facilities, products, and services.*
6. *Grow and expand to further our mission.*

Introduction

It is our foundation resting solidly on the seven co-operative principles and the co-operative values that defines our organization and our business model. Co-operatives are organizations formed by people when they see a need to employ a different economic *tool* to accomplish their shared goals. The economic functions of our co-operative impact the community, stakeholders, and society. Co-operatives accomplish their shared social goals through these economic activities.

Principle 1: Voluntary & Open Membership
Principle 2: Democratic Member Control
Principle 3: Member Economic Participation
Principle 4: Autonomy & Independence
Principle 5: Education, Training & Information
Principle 6: Cooperation Among Co-operatives
Principle 7: Concern for Community

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

The primary social impact of any co-operative should be through the impact it makes on its owners. The relationships between the co-operative and its owners are truly what create the co-operative difference. A co-operative is defined by and draws strength from its relationships. This difference can be expressed as a triple bottom line: we care for each other, we care for our community, and we care for the Earth.

While all seven of the co-operative principles are important, it is Principle 7, Concern for Community that is brought to life by the co-op's Ends. Ends are a statement of who

we are (our identity) and a description of the world we want to create by operating a successful natural foods cooperative.

Ends create a framework for measurements that provide our community with a tangible way to see the Co-op's value. Ends are visionary in nature and progress towards achievement is necessarily incremental and forward-looking. This is in contrast to Executive Limitations policies where compliance is determined by meeting a static set of criteria. With Ends, success must be seen as a series of purposeful steps that are inevitably driven by long-term plans. The outcomes of the activities to meet the Ends are ever evolving, for as we grow and change, we will adapt our business and community activities.

The Co-op doesn't exist in a vacuum. We rely on many partnerships and relationships with other organizations to accomplish this important work. We have formed a large number of collaborative relationships with other organizations. Working together enables us to do more in the community.

We are rooted in community.

Policy A1.1 *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 increase sales of P6 designated products (local sales are not tracked separately)

- 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 & P6 Sales

	2015 Purchases	2016 Purchases	2017 Purchases	2018 Purchases
Grocery	$230,825.00	$284,387.00		
Deli	$135,239.00	$147,871.00		
Wellness	$45,524.00	$58,080.00		
Meat	$32,140.00	$36,935.00		
Produce	$112,874.00	$113,229.00		
Total	**$556,602.00**	**$640,502.00**		

	2015 P6 Sales	2016* P6 Sales	2017 P6 Sales	2018 P6 sales
Total $	untrackable	$1,840,984		
Total %	untrackable	39.80%		

*tracking began in August 2016

- 2016 educational events that promote the local, sustainable, and organic foods economy the Co-op hosted and/or participated in

Annual Farmer Mixer	Palousafest
Cheese Madness	Pullman Farmers Market
Earth Day/Week events	Pulse Feast
Eat Local Week	Radio Night at the Pool
Fall Gathering	Seed School
Foor Summit	Sustainability Fair
Latah County Wellness Fair	Taste of the Palouse
Lentil Festival	Tasteful Thursdays
Love Your Farmer event	Tuesday Growers Market
Owners Weeks	UI Sustainability Showcase

P6 Parking Lot Party	

- Ongoing educational activities that promote the local, sustainable, and organic foods economy:
  - Classes & Workshops
    - 19 total classes offered, serving 132 community members
  - Co+op Explorers
    - Serving 235 children since May 2016
  - Co-op Kids
    - Serving an average of 15 kids each week
  - Crop Mobbing
    - 27 community members participated
  - FED
    - 48 days of food sampling, education, and recipes
  - Food For Thought Film Series
    - 7 films, serving 438 community members and partnering with 8 other community organizations
  - Good Food Book Club
    - 12 books on topics ranging from modern homesteading, eating animals, food systems, and current environmental issues. Specific titles are available in the online Community News
  - Principle 6 (P6) Cooperative Trade Movement Participation
    - Members of P6 envision a food system in which farmers, workers, and producers are valued and compensated fairly at each step of the supply chain.
    - P6 members view consumers as powerful participants in global and local economies: engaged, educated and empowered to use their purchasing dollars as a tool for social change
    - P6 members believe that by creating a values-based economy we contribute to healthy, just, and sustainable communities locally and globally.
  - Store Tours
    - 8 tours, serving 116 community members
- Education through marketing & publications
  - 24 editions of the e-newsletter
  - 12 editions of the online Community News
  - 4 quarterly editions of Rooted
  - moscowfood.coop
  - The Blog
  - Facebook
  - Instagram

- Merchandising
  - P6 logo calls out locally produced items at the shelf
  - P6 producer profiles for all vendors
  - Producer pictures in Produce and Meat
  - Signage in the Deli calls out locally sourced ingredients.
  - Sourcing priority given to local producers
  - Whenever possible, priority shelf space given to local producers
- In 2016, we worked with over 230 local producers and vendors
- Events that build and maintain relationships with local producers & vendors

2016 Food Summit	Pullman Farmers Market
2016 Farmer Mixer	Tuesday Growers Market
Love Your Farmer	Lentil Festival
Pulse Feast	P6 Parking Lot Party
Taste of the Palouse	Cheese Madness

- Relationships & partnerships with other community organizations that support the local, sustainable, and organic foods economy

Event	**Community Partners**
2016 Food Summit	Palouse Clearwater Food Coalition,
2016 Farmer Mixer	Sodexo, many local producers
Love Your Farmer	Moscow Farmers Market, PCFC, Rural Roots, UI Extension, WSU Center for Civic Engagement
Pulse Feast	US Dry Pea & Lentil Council, PNW
Seed School in a Day	PCFC, Sodexo
Taste of the Palouse	Many local producers & vendors
Pullman Farmers Market	Pullman Chamber of Commerce
Tuesday Growers Market	Palouse Grown Market
Lentil Festival	Pullman Chamber of Commerce, PNW
P6 Parking Lot Party	National P6 organization, many local producers & vendors
Eat Local Week	Buy Local Moscow
Tasteful Thursdays	Many local producers & vendors

Data shows accomplishment in the last year.

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 co-op will offer competitive pay and benefits

Data:

- Providing opportunities for staff to connect with one another enhances workplace culture. In 2016 we hosted the following:
    - 3 all-staff meetings
    - Regular department & management meetings
    - Weekly storewide Open Book Management huddles
    - Weekly department OBM huddles
    - Social activities planned by our Workplace Culture Committee
        - Pool party
        - Softball Team
        - Dress-up days at work
    - All Store Inventory
    - Co-operative Identity Workshop
    - Customer Service Classes

  - Workplace Culture Committee
  - Co-op Sustainability Committee
- Excellent workplace communication is essential to maintaining healthy, rewarding relationships with employees. We communicate in many ways:
  - Worker Bee (monthly)
  - GM Updates (as needed)
  - Log Books (as needed)
  - Department OBM huddles (weekly)
  - Storewide OBM huddle recap (weekly)
  - Updates from Marketing & Outreach (as needed)
  - The ways we communicate with owners are all available to staff, as well – e-newsletter, Facebook, online Community News, Rooted, Instagram, and more
- Robust training and development programs contribute to a rewarding work environment.
  - We invested over $36,000 on training and staff development in 2016
  - External development opportunities we utilized:

Consumer Cooperative Management Intensive	Rising Stars
Retail Basics Series 101, 102, 103	Convergence
Marketing Matters	Tech Connect
Stephanie Merriman Management Consulting	CDS Consulting
Provender Annual Conference	Trade Shows
Cultivating Cooperative Roots Conference	CCMA
ZingTrain Webinars	

- 78% of managers and department heads were internal hires
- Pay and benefits
  - Average non-management wage: $10.30
  - Insurance and retirement

2016 Benefits	# Staff participating	$ Spent
Health insurance premiums, 100% covered by the Co-op	77	$351,785
401k matching investments	72	$27,093

  - Staff discount 20%
  - Paid Time Off (from the Employee Handbook):

All regularly scheduled employees are eligible for paid time off; those with substitute status (those who work fewer than 12 hours per week) do not accrue paid time off. Paid time off begins to accrue immediately upon hire, but may not be used or paid out until after an employee's successful completion of the Initial Employment Period. Paid time off accrues for all employees as a percentage of time worked for the Co-op:

- ***0 – 2 years of service***: *PTO accrues at a rate of .06194 x each hour worked. For a 40-hour week employee, this amounts to approximately 16 days per year.*
- ***2 – 5 years of service:*** *PTO accrues at a rate of .08111 x each hour worked. For a 40-hour week employee, this amounts to approximately 21 days per year.*
- ***6 – 10 years of service:*** *PTO accrues at a rate of .10000 x each hour worked. For a 40-hour week employee, this amounts to approximately 26 days per year.*
- ***Above 10 years of service:*** *PTO accrues at a rate of .12000 x each hour worked. For a 40-hour week employee, this amounts to approximately 31 days per year.*
    - Compassionate PTO Bank
    - Work Perks
        - Co-op Bucks
        - Free Lunch Program
        - Bike to Work Program
        - Birthday Bucks
        - Anniversary Rewards Program
        - Staff Picks

Data shows accomplishment in the last year.

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

Interpretation
All co-operatives exist to serve the shared needs as 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 have to 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 discount, Student discount, & the FLOWER program.

	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				
2018				

  - The Co-op also offers other discount programs: Wellness Wednesdays, Owners Weeks, and the Participating Owner Program

	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					
2018					

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

	2014	2015	2016	2017	2018
Co-op Basics Items	0	42	200		

- Education to address cultural barriers
  - Co-operative Identity workshop for owners and staff
  - All classes (gardening, cooking, health & wellness)
  - Co-op Kids programming
  - FED & the Demo Program
  - Tasting events: Taste of the Palouse, Cheese Madness, the P6 party, and Tasteful Thursdays
  - Rooted Magazine, the e-newsletter, the Co-op's website, social media
  - *Cheaper by the Dozen*, *Gluten-Free Guide*, and other publications created by the Co-op
  - Store tours
- Outreach to address cultural barriers

- Working with WSU students:
  - AFS401
  - Earth Day/Week Celebrations
  - Center for Civic Engagement
- Working with UI students:
  - Vandalizing the Kitchen program
  - Bike Fix
  - Palousafest
  - Earth Day/Week Celebrations
  - The Sustainability Center
  - International Programs Office
- Crop Mobbing program
- Food for Thought Film Series
- Good Food Book Club
- Healthy Cooking on a Budget class series
- Fall Gathering
- Latah County Health Fair
- P6 Parking Lot Party
- Pullman Farmers Market & Tuesday Growers Market
- National Lentil Festival
- Member of both Moscow and Pullman Chambers of Commerce
- Radio Night at the Pool
- KRFP promotions/interviews
- Kenworthy Cartoon Series Sponsorship
- Work with the Headstart Program

Data shows accomplishment in the last year.

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

- 2016 in-store education about food & food systems:
  - Co-op Kids Program content
  - Co+op Explorers
  - Demo Program
  - FED Initiative
  - Cheese Madness
  - Taste of the Palouse
  - P6 information at the shelf
  - Tasteful Thursdays
  - Store Tours
  - Owners Weeks
  - All producer information available in-store

- 2016 beyond-store education about food & food systems:
  - Annual Farmer Mixer
  - PCFC Food Summit
  - Love Your Farmer event
  - Pulse Feast
  - Pullman Farmers Market
  - Tuesday Growers Market
  - National Lentil Festival
  - P6 Parking Lot Party
  - Crop Mobbing
  - Eat Local Week
  - Fall Gathering
  - Classes & workshops
  - Food For Thought Film Series
  - Good Food Book Club
  - Rooted content
  - The Beet Box content (blog)
  - FaceBook & Instagram content
  - E-newsletter content

- 2016 additional education for staff about food & food systems:
  - GM updates
  - Worker Bee content
  - OBM huddle education
  - Department meeting education
  - All staff meeting education

Data shows accomplishment in the last year.

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:
- Sustainability Committee
  - Established in January 2015, expanded to include interested owners in December 2016
  - Food Waste
    - Conducted two trash audits to determine the best approach to waste reduction. Composting was the clear winner.
    - Re-routed day-old bread from our compost to the Food Bank – in 2016 we donated 10,000 pounds of food to the area Food Banks.
  - Composting
    - Installation of a second composter, expanding the Co-op's ability to compost food waste.
    - Composting implemented in the Deli for customers and in the Break Room for staff.
    - We generated 12,000 pounds of compost which was donated to the Moscow Community Garden
- We've been using Co+efficient for just over a year to measure environmental impact
  - Co+efficient tracks things like energy usage and water usage, it also enables us to accurately track garbage produced, recycling generated, compost generated, cardboard bales recycled, and more.

        - In 2016 we used 40.5 kWh (kilowatt hours) of energy per square foot.
        - In 2016 we used 119.99 gallons of water per square foot, more than any of our peer co-ops. Water reduction will be the focus of the Sustainability Committee in 2017.
        - In 2016 we recycled 175,000 pounds of cardboard.
    - Ultimately, Co+efficient will allow us to produce our own Sustainability Scorecard (report) to share with owners and the community.
    - Our impact is reduced every time we choose to source a product locally
    - We promote the purchase of bulk foods as often as we can because they have the least amount of packaging
    - Our work with the NCG is supporting efforts to encourage manufacturers to choose the most sustainable packaging options they can.
    - We use the most environmentally responsible packaging available to us.
- Sustainability Education
    - Taught a worm composting class to owners
    - Offered composting education related to launch of composting in the Deli
    - Participated in Sustainability themed events:
        - Bike Fix
        - UI Sustainability Showcase
        - Earth Day/Week events
        - Sustainability Fair
        - National Lentil Festival (Smoothie Bike)
        - P6 Party (Smoothie Bike)
    - Provided educational content in Rooted, the e-newsletter, the Worker Bee, and online
    - The Food For Thought Film Series showed 7 films, each with a sustainability component. They were:
        - The Breach
        - The Starfish Throwers
        - The Last Crop
        - Plastic Paradise
        - Kombit
        - Bikes vs. Cars
        - Connected
    - Bicycle Benefits Program
        - Launched in May 2016, we brought this program to the Palouse and have expanded it beyond the Co-op. Our Bicycle Benefits community partners include One World Café, Hyperspud,

Backcountry Lark, Ampersand Oil & Vinegar, Book People, White Pine Exchange, and the Palouse Bicycle Collective.

- Rewards shoppers for using bicycles rather than cars for their trips to the Co-op with a 5% discount

Bicycle Benefits Program	New Participants Enrolled	Monthly Program Cost
May	22	$354.62
June	10	$81.32
July	7	$43.61
August	8	$55.62
September	8	$50.11
October	2	$55.41
November		
December	0	$18.94

- Dime in Time Program
  - The Co-op continues to offer an incentive program for re-using to-go coffee cups and reusable grocery bags. Each month a new community organization receives the donated dimes.

Dime in Time	# Reusable bags/cups	$ Donated
2015	63580	$6,385.00
2016	58710	$5,871.00
2017		
2018		

Data shows accomplishment in the last year.

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

Interpretation & Operational Definition
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

Community Contributions	
2014	$18,595.00
2015	$19,419.00
2016	$20,734.00

- Support through donated time, talent, and expertise
  - We've worked with many community organizations in support of common goals:
    - Palouse Clearwater Food Coalition
    - Kenworthy Performing Arts Center
    - Bicycle Benefits Program Partners
    - Pullman Farmers Market
    - Pullman Chamber of Commerce
    - UI Extension
    - Rocky Mountain Seed Alliance
    - PESC
    - Backyard Harvest

- Inland Northwest Broadcasting
- Buy Local Moscow
- Heart of the Arts, Inc. (1912 Center)
- Tuesday Growers Market
- Palouse Grown Market
- Uma Center
- Latah Credit Union
- The Campus Christian Center

- Ownership numbers

New Ownerships	
2014	1572
2015	1600
2016	1566

  - The Co-op's Business Partner Program has expanded to include partnerships with 92 local businesses
- Co-operative economy
  - Increases in customer count

Customer Count	
2014	527,442
2015	557,784
2016	572,132

  - In 2016 the Moscow Food Co-op joined the **Principle 6 Cooperative Trade Movement** (which is detailed earlier in this document)
  - We launched our own **Cooperative Community Fund**, called Seed Sowers, and raised $8224 to invest in the development of cooperatives. The interest earned on our investment is earmarked for enhancing our Community Contributions.
  - 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.
  - In 2015 I began working with a group of community members to preserve the local video store for our community. We officially formed the **Main Street Video Co-operative**. I continue to serve on the Board of Directors.
- Business expansion its business in ways that are fiscally responsible
  - Remodel of the Moscow Location
    - We need to invest in our current location as a precursor to opening a second store

        - We're working with the Development Cooperative on a comprehensive remodel plan that should be ready for Board approval this spring
    - Pullman Location
        - We joined the Pullman Chamber of Commerce and supported the Pullman Farmers Market
        - We've been actively addressing financial feasibility for expansion and operational readiness at our Moscow location
        - We've developed relationships with local builders, contractors, real estate agents, and developers in our investigation into Pullman property
        - We've updated our policies
        - We've updated our bylaws, pending approval
    - Campus Location at UI
        - We've been working with the Board of the Campus Christian Center on a coffee shop on their property since summer of 2016.
        - We're hoping begin renovating the space this spring and to open by August.

Data shows accomplishment in the last year.