May 28, 2021
Policy B1 – Financial Condition & Activities, last revised: May 3, 2021
I report compliance with all parts of this policy unless otherwise noted below.
Unless indicated otherwise, this data is accurate as of May 28, 2021
I certify that the information contained in this report and any attachments is true.

General Manager
Attachments:

1. Q1 2021 P & L
2. Q1 2021 Cash Flow
3. Q1 2021 Balance Sheet
4. Q1 2021 Budget vs. Actual

Policy Language

With respect to the actual, ongoing financial conditions and activities, the GM must not cause or allow the Cooperative to be unprepared for future opportunities, the development of fiscal jeopardy, or key operational indicators to be below average for our industry.

Interpretation & Operational Definition:

This policy empowers and authorizes the General Manager to manage the financial affairs of the co-operative in working toward the achievement of the Co-op's Ends. The policy requires the GM to accomplish these Ends while diligently exercising fiscal responsibility. Fiscal responsibility has been clearly defined by the Board of Directors in the cub-policies below.

Per our operating agreements with National Co-op Grocers, some financial key indicators have targets/minimums that are established by NCG.

- All financial data used in this report comes from the CoMetrics database which calculates our performance on a twelve-month rolling average. Therefore, some of the numbers will not match-up exactly to what is in our own Quickbooks (QB) database & documents.

Data: Compliance with the primary points of all the sub-policies will demonstrate compliance.

Policy Language

The GM must not:

B1.1 Allow sales growth to be inadequate relative to market conditions.

Interpretation & Operational Definition:

The General Manager must ensure that sales growth is adequate to meet the needs of the business and the long-term goals of the organization. Business expenses increase over time as wages increase, the cost of benefits increases, rent and utilities expenses increase, and cost of good increases.

We compare sales against the same period of the previous year. In the case of sales decline or stagnancy, the General Manager will provide information on the context of that decline, information on all the possible causes, and any proposed remedies. Furthermore, the General Manager will work with management to develop and implement an action plan in order to course correct.

Sales Growth

Formula: (sales from this period – sales from the equivalent period last year)/ (sales from the equivalent period last year)

Definition: When measuring quarterly sales, this measure will compare to the same quarter of the previous year. When comparing annual sales, it will use the current and previous year performance.

Analysis: Sales growth is a key measure of health in a business. **The minimum growth required by NCG for compliance is 3%**

Data:

- The tail end (hopefully) of the COVID-19 pandemic continues to disrupt business. We experienced a sales decline in Q1, posting **Sales Growth of -6.6%** compared to Q1 2019. Our sales decline was worse than both the national and corridor averages for our peer co-ops. We continue to be **out of compliance** on this metric.

	Moscow Food Co-op	National Average	Corridor Average
Sales Growth	-6.6%	-2.7%	-4.8%

Explanation/Action Plan:

- We're continuing to experience the impacts of COVID – fewer students, fewer in-person events around town, fewer out-of-town visitors, etc.
- To improve hot bar consistency and efficiency, we're going to shift from daily theme-based menus to a modular assortment designed to give customers flexible and rotating options for putting together "bowl meals". Look for these changes to be in place before July 1. We'll be ensuring there are multiple grains, vegetables, and protein options available every day with an assortment of sauces. The idea is to keep all items simple enough that they can combine with the other dishes well but keep in rotation particular favorite dishes that fit in with this scheme. A sample lineup might include:
    - Quinoa, coconut rice
    - Simple roasted chicken, sriracha tofu, and curried lentils
    - Steamed veggies, honey roasted carrots, and sesame green beans
    - Sauces like cilantro-lime sauce, peanut-ginger sauce, and pesto
    - For breakfast, we're going to focus on handheld options: burritos and egg muffins.
    - We will keep pizza day for now.

Data indicates non-compliance.

Policy Language

B1.2 Allow operations to generate an inadequate net income

Interpretation & Operational Definition:

This sub-policy directs the General Manager to inform the Board if sales do not generate adequate net income to finance operating expenses. There is the possibility that sales may not cover operating expenses even if the Co-op experiences positive sales growth. Adequate net income is defined here as enough income to cover operating expenses.

Net Income %

Formula: (income statement total) / (net sales)

Definition: Measures income generated by each dollar of sale. This ratio includes other income, other expenses, and taxes.

Analysis: A low net income could indicate (among other things) low sales compared to fixed expenses, low gross profit dollars, and/or high variable expenses such as a portion of your personnel expense. To assess a co-op's finances, you will want to consider whether the net income is increasing or decreasing. **NCG requires 0.5% for compliance.**

*Note: patronage dividends may affect this ratio.

EBITDAP

Formula: Net income before interest expenses, federal, state, county, and city income taxes, depreciation, amortization, and patronage rebates.

Definition: Measures the core earnings of a business, regardless of debt, tax levies, depreciation/amortization, and patronage rebates. EBITDAP is essentially net income with interest, taxes, depreciation, amortization and patronage added back to it. This ratio can be used to analyze and compare profitability between co-ops by eliminating the effects of financing and accounting decisions.

Analysis: Allows you to make better comparisons with peer co-ops, regardless of the amount of loans, taxes, depreciation, and patronage rebates. Consumer and worker co-ops that pay a patronage dividend will show less net income, so EBITDAP is an important profitability measure. **NCG requires 1.50% for compliance.**

Margin Minus Labor (MML)

Formula: (gross margin/net income) – (gross personnel/net income)

**Gross Personnel is wages plus benefits plus taxes

Definition: The percent of revenue available to pay all other expenses, after paying for the cost of goods and gross wages.

Analysis: In addition to being a good profitability indicator, this ratio is also useful for comparing companies that have different product mixes. It is a better comparison than either margin or personnel expense alone.

Prior to opening a full-sized second location, we need to achieve a stable MML of 14% or higher.

Data:

- Q1 2021 **net income** = -2% thus we are **out of compliance** with NCG requirements.
- Q1 2021 EBITDAP = 0.5%, thus we **out of compliance** with NCG.
- Q1 2021 MML = 14.6%. There is no minimum for compliance with NCG on this metric.

	Moscow Food Co-op	National Average	Corridor Average
Net Income	-2.0%	3.7%	-1.2%
EBITDAP	0.5%	7.6%	1.3%
MML	14.6%	13.4%	13.3%
Margin	41.5%	38.0%	38.6%
Labor %	27.4%	25.2%	25.5%

Action Plan/Steps to bring us into compliance: Although net income continues to be negative, it is trending in the right direction (and beat what we predicted in the budget for Q1). EBITDAP was positive in Q1 which was a significant improvement. Prepared Foods sales continue to struggle, but we are seeing some improvements. We're continuing to make progress on these key indicators and are not changing our recovery tactics at this time.
Data indicates noncompliance.

Policy Language
B1.3 Allow liquidity (the ability to meet cash needs in a timely and efficient fashion) to be insufficient.

Interpretation & Operational Definition:
This sub-policy requires the General Manager to keep the Board informed of the Co-op's relative liquidity and its ability to meet cash needs. Liquidity can be measured in two useful ways: Quick Ratio (cash assets in relation to the claims upon them) and Current Ratio (non-cash assets in relation to the claims upon them). The Co-op's Net Income (addressed above) is the best measure of our ability to meet cash needs. However, Days of Cash and Cash on Hand are also important metrics to watch.

Quick Ratio

Formula: (current assets – inventory) / current liabilities
Definition: Measures short-term debt-paying ability. The quick ratio, often referred to as the acid-test ratio, is obtained by subtracting inventories from current assets and then dividing by current liabilities.
Analysis: 1.0 ratio means the company has $1.00 in current assets less inventory to cover each $1.00 in current liabilities. **The NCG requires a quick ratio above 0.7 for compliance**. The Moscow Food Co-op's long-term goal is 1.88.

Current Ratio

Formula: current assets / current liabilities
Definition: Measures debt-paying ability. Current assets are the sum of assets that typically convert to cash within 12 months. Current liabilities are the sum of amounts owed by the company and due within 12 months.
Analysis: 1.0 ratio means the company has $1.00 in current assets to cover each $1.00 in current liabilities. Look for a current ratio above 1.0 **The NCG requires a current ratio above 1.25 for compliance.** The Moscow Food Co-op's long-term goal is 3.22.

Days Cash on Hand

Formula: Calculated by taking the average cash for 2 quarters. Divide that by the average daily amount of Cash Expenses. Cash Expenses are calculated by adding together COGS + cash operating expenses – depreciation/amortization + interest expense + taxes.
Definition: Measures the approximate number of days of cash the co-op currently has on hand.
Analysis: Days Cash on Hand, another liquidity measure, provides an indication of vulnerability. If too few days are on hand, a co-op may not be able to weather an emergency, such as a competitor opening up next door or the loss of utilities for a week. The **NCG requires a minimum of 10 days of cash for compliance**. Cash savings are critical for future growth opportunities.

Inventory Turnover

Formula: cost of goods sold (annualized) / average inventory
Definition: Number of times that you turn over (or sell) inventory during the year. Measures inventory liquidity.
Analysis: Generally, a high inventory turnover is an indicator of good inventory management. But it can also mean there is a shortage of inventory. A low turnover may indicate overstocking, or obsolete inventory.

There is no NCG-established minimum for compliance on this metric. In general, we'd like to see inventory turns between 18 and 24 per year, the standard range for grocery stores.

Data:

- Q1 2021 **Quick Ratio** = 0.9, **exceeding the NCG minimum for compliance**
- Q1 2021 **Current Ratio** = 1.3, **exceeding the NCG minimum for compliance**
- March 31, 2021 **Cash on Hand** = $982,821 (no NCG target)
- Q1 2021 **Days of Cash** = 34, **exceeding the NCG minimum for compliance**
- Q1 2021 **Inventory Turns** = 13.6 (no NCG target)

	Moscow Food Co-op	National Average	Corridor Average
Inventory Turns	13.6	14.6	18.2

Data supports compliance.

Policy Language

B1.4 Allow solvency (the relationship of debt to equity) to be insufficient.

Interpretation & Operational Definition:

This sub-policy directs the General Manager to maintain the appropriate balance of debt to equity so that the needs of the business are met. The Board-established target for Debt-to-Equity is 1 and is interpreted as *in compliance* if the Moscow Food Co-op has a Debt-to-Equity ratio of **less than 1**.

Debt to Equity

Formula: (debt/equity)

Definition: Shows the ratio between capital invested by the owners and the funds provided by lenders and other creditors.

Analysis: Comparison of how much of the business was financed through debt and how much was financed through equity. A higher debt/equity ratio means that a company has been aggressive in financing its growth with debt. Too much debt can put your business at risk, but too little debt may mean that you are not realizing the full potential of your business and may actually hurt your overall profitability. **The NCG-established target for compliance is a Debt-to-Equity ratio of less than 3.**

Data:

- Q1 2021 debt-to-equity = 1.1, **just missing the Board's target for compliance.** Our current debt includes our PPP loan which is awaiting forgiveness. Once our loan is forgiven, we will meet the compliance requirement on this indicator.

Data indicates noncompliance.

Policy Language

B1.5 Allow growth in ownership and owner paid-in-equity to stagnate without cause

Interpretation & Operational Definition:

This sub-policy requires that the General Manager work to increase cooperative ownership and to ensure that invested owner equity dollars are sufficient to pay for some capital equipment expenditures.

Our goal for FY2021 is 3% growth in ownerships.

Data:

- In Q1 2021, we welcomed 350 new owners.
- Total paid-in-equity grows year-over-year. Owner Equity Dollars are calculated as they are paid in through the POS system. Currently there is neither a Board-established target nor an NCG-established target for this.

Data supports compliance.

Policy Language

B1.6 Allow an event of default under the Cooperative's loan agreements.

Interpretation & Operational Definition:

This sub-policy requires the General Manager to confirm that the Co-op has not defaulted on the terms of any loans, and that all loan payments are current.

Data:

- All Adaama loan payments are current.

Data supports compliance.

Policy Language

B1.7 Allow late payment of contracts, payroll, loans or other financial obligations.

Interpretation & Operational Definition:

This sub-policy requires the General Manager to confirm that payments of any contracts, payroll, and other payables are met in a timely fashion. The General Manager will provide the Board with a report in the event that the Co-op is unable to meet any financial obligation.

Data:

- All financial obligations have been met in a timely fashion.

Data supports compliance.

Policy Language

B1.8 Incur debt other than trade payables or other reasonable and customary liabilities incurred in the ordinary course of doing business.

Interpretation & Operational Definition:

This sub-policy prohibits the General Manager from incurring any debts for the Cooperative other than payables, payroll, and other reasonable liabilities encountered in the regular operation of the business. Should the General Manager believe incurring debt is necessary to the health of the organization; a proposal would be made to the Board of Directors.

Data:

- In May 2020 we received $553,000 in PPP funding and are awaiting forgiveness.

Data supports compliance.

Policy Language

B1.9 Acquire, encumber or dispose of real estate.

Interpretation & Operational Definition:

This sub-policy explicitly states that the General Manager is not authorized to enter into any agreements regarding real estate without explicit Board approval. This includes renting and purchasing buildings or property. Approval for such authorization would be requested and approved in Executive Session.

Data:

- No new lease agreements or rental contracts have been executed.

Data supports compliance.

Policy Language

B1.10 Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

Interpretation & Operational Definition:

This sub-policy directs the General Manager to ensure that the Moscow Food Co-op pays taxes and other government payments/filings accurately and in a timely fashion.

Data:

- According to internal Moscow Food Co-op procedures, and in compliance with various taxing authorities, all Moscow Food Co-op taxes have been paid in a timely manner and filed accurately.

Data supports compliance.

Policy Language

B1.11 Use restricted funds for any purpose other than that required by the restriction.

Interpretation & Operational Definition:

This sub-policy prohibits the General Manager from using any restricted funds for purposes other than the intended use. Restricted funds would be those that have been set aside for an intended purpose.

Data:

- Moscow Food Co-op funds have not been earmarked or restricted.

Data supports compliance.

Policy Language

B1.12 Allow financial record keeping systems to be inadequate or out of conformity with Generally Accepted Accounting Principles (GAAP).

Interpretation & Operational Definition:

This sub-policy requires the General Manager to ensure that the Co-op's financial systems conform to GAAP. Regular appraisal of our accounting practices is provided by the Co-op's tax accountant. The Finance Manager also regularly utilizes the network of other NCG Finance Managers. As of January 2018, NCG requires an annual financial review of all business units.

Data:

- Our 2019 financial review was completed by Wegner CPAs. This report was shared with the Board at the August 2020 Board Meeting.
- Nothing concerning was found.
- We're currently engaged with Wegner to perform a financial review of our 2020 financials.

Data supports compliance.