

A top-down view of a wooden table. On the left, a dark plate holds a vibrant salad with arugula, avocado, citrus segments, and shrimp. A silver fork rests on the plate. To the right, a glass jar is filled with a golden beer topped with a thick head of foam. Above it, another jar contains chopped almonds. The background is a rustic wooden surface.

Roanoke
c+op

medley

ANNUAL REPORT 2022



Bob Morris feeling Bubly! Bob has been with the co-op since 2001.

Our Ends

Roanoke Co+op exists so that our member-owners, customers, and the community benefit from:

- a) equitable economic relationships
- b) positive environmental impacts
- c) healthful foods and products
- d) inclusive, socially responsible practices
- e) educational resources

Board of Directors

board@roanoke.coop

Leila Tomasone, President
Michael Burton, Vice President
Matt Clark, Secretary
Gayle Havens, Treasurer

Brent Cochran, Ian Fortier,
Ron Marsh, Ron McCorkle,
Sandy Taylor

General Manager

Bruce Phlegar
bruce@roanoke.coop

From the Board

Leila Tomasone, Board President

It's a good day at Roanoke Co+op! This time of year feels like Spring in more ways than one. We're beginning to emerge from our cocoons with fresh new eyes. The world has changed in the last 3 years, and so have we. We have weathered a storm and grown stronger as a team.

We on the board have a whole new appreciation for the talent and systems we have in place at the co-op, in no small part due to staff and management's creative and democratic self-development. They make our job easy in some ways – always exceeding expectations – and hard in others – we must rise to their level and “lead” an already awesome team.

We are tasked with visioning for the co-op. That means we set a strategic direction through upward and outward education, which we use to craft our Ends policies, then delegate to and monitor the general manager.

We're excited to engage with our owners and share the benefits of co-op ownership. We want to communicate effectively with you and listen to your needs. One way we do that is through our quarterly owner letters.



We on the board represent YOU as owners. Please, tell us how we're doing! Your attendance at our monthly meeting is always welcome.

Whether you've been a co-op owner for a short time or a long time, there are ways to get involved. Attending and even speaking at a board meeting is one way. Another way is to become a board member! We hold our elections every year around the time of our annual meeting in May. If you love the co-op and our community and think you have valuable skills to add to our board, I invite you to reach out and learn more.

It is a pleasure and a privilege to serve Roanoke Co+op as a board member. I am grateful to our shoppers, owners and staff for the many ways you contribute to making this place into a thriving store, workplace, and community gathering space.

Working Together

Bruce Phlegar, General Manager

Looking back, 2022 was a good year in many ways, and in our 48+ year history we have been fortunate to have many good years. We have also experienced some difficult years, and thankfully they have been few and far between.

Last year marked the close of what I hope will be the most challenging period of both our long successful past and hopeful future. The pandemic, and the unique set of trials that accompanied it, tested our collective resolve. During that 3-year period, submerged by unfamiliar circumstances, we were asked to make decisions that would consequentially affect the lives of our staff and community. Time and again, we watched our co-op staff members rise to meet and solve each new and often unfamiliar challenge. Composed and resolute throughout, our staff and board repeatedly outperformed any reasonable expectation, and we became stronger together in the process.

Why do some groups faced with adversity naturally bind together and work for the greater good, and others faced

with the same set of circumstances choose a different path? Writing the first two paragraphs of this letter prompted me to answer that question for myself. I concluded in part, we are not different people. We all have similar potential and we all want to make our lives and the lives of those whom we love better. I believe, at least in our case, the difference is in how we have intentionally created a supportive, caring workplace. That strong culture, with no knowledge of the future, prepared us to weather the most difficult days of the pandemic. We emerged worn and stronger for the experience. Our organization succeeded during one of the most trying periods of the past century, largely due to our people's dedication to each other and to the cooperative.

An interesting thing happened on the way to the pandemic. Some years ago, my management team and I decided that our co-op should be widely regarded as the "Best Workplace in Roanoke". We noted at the time that even though our intent was noble the goal was well beyond our short-term reach. We set our bearing and worked to make our dream a reality.

Over the course of a sometimes bumpy 10 years, we focused on hiring and keeping good people and equitably rewarding them for their hard work and dedication to the co-op. Moving toward that goal changed, for the better, our inward facing relationships while improving the relationships that matter the most, our connection with our community.

Fast forward to 2022. I am proud to report that we increased our entry level pay from 2021's wage of \$11.25 to \$14 per hour in January of 2022 and again to a minimum of \$15 per hour in December of 2022. We are dedicated to provide our staff members a livable wage and benefits package that promote their wellbeing at work and at home. We continue monitoring the current rate of inflation and will make equitable upward adjustments to all staff members' wages as necessary. There are many positive accomplishments illuminated in the following pages, and we are very proud of them all. I am most proud of the people who, under very challenging circumstances, created the successes of 2022. Our board members, our staff members, and you – our member/owners – work together to assure that our co-op thrives, regardless of the challenges to come. We are focused on our bright future ahead.



minimum wage

\$15
per hour

\$1.64M
2022 total payroll

Top: Grandin store staff on Ugly Holiday Sweater Day, December.

Equitable Relationships

We pledge “Roanoke Co+op will create and sustain equitable economic (financial) relationships with its stakeholders. Financial dealings with our owners, our employees, local producers, businesses and the community at large will be fair and equitable.”

We added 179 new owners in 2022 and owner equity increased to \$550,020. At the end of 2022, Roanoke Co+op had a total of 5,689 owners. Sales to our owners topped \$3.36M, increasing steadily over the last three years. We purchased more from local vendors, a total of \$529k. From the 590 surveys collected from shoppers in 2022: 63% were owners, 99% felt welcome at the co-op, 98% ranked satisfied or above in overall satisfaction, and 96% were likely to return. We are also honored that 96% of our shoppers would recommend Roanoke Co+op to others.

Bottom Left: The Grandin Chillage in our parking lot on Grandin Road, October. Photo by Cloud Bobby Photography. Top Right: Wellness Team Member, Emma Schlosser.



2022 local economic impact:

\$2.41
in millions

34%
of total sales

patronage
returned
(2021)

\$10,459

5.4%

total owner
equity increase



 total owners **5,689**

 active owners **2,816**

 new owners **179**

Environmental Impact

Roanoke Co+op is a conscious corporate citizen. We partner with and support organizations that exemplify sustainable environmental practices, wisely manage our energy consumption, and promote recycling. Our Ends statement includes “Roanoke Co+op exists so that our member-owners, customers, and the community benefit from positive environmental impacts.”

In 2022, we were happy to host and sponsor Earth Day Roanoke. We also hosted a Roanoke Plawkers Clean Up Day in the Grandin Village in November. Organic foods make up 27% of our products, which promotes the practice of organic growing and production. We saw a modest decrease in energy consumption, using 4,935 KWH less in 2022 than the previous year. Our annual water usage dropped by over 17%. The 17.5 acres Roanoke Co+op owns on Blue Hills Drive is leased to the Harvest Collective. They are improving the quality of the soil while supporting other organizations who treat their land in an environmentally responsible manner.

Left: Produce Manager, Clark Foster, with a new shipment of Equal Exchange bananas, November. Top Right: The Harvest Collective and Friends, May. The Harvest Collective leases the co-op's property on Blue Hills Drive.





decrease in
kilowatt hours:

4,935



reduced
water usage:

17%



National Co+op Grocers



\$160k

Invested in federal advocacy
for strong organic standards

Reported in The 2022 Food Co-op Impact Report,
National Co+op Grocers.

National Co+op Grocers



100%

of NCG food co-ops have up-to-date
sustainability tracking software and support
to set goals and reduce carbon footprint.

Reported in The 2022 Food Co-op Impact Report,
National Co+op Grocers.

Healthful Foods and Products

Our community benefits from having access to a variety of healthy products that meet its needs. We also think it's important that our owners, customers and community benefit from a healthy, welcoming environment.

We now carry more products than ever before! 27% of our products are certified organic, 37% are certified non-GMO. From our surveys we know that 91% of shoppers are satisfied with the availability of healthful products, 92% are satisfied with the variety of products.

Organic Sales

\$2.26
in millions

32%
of total sales





**GMO
FREE**

4,498
non-GMO products

37%
of total products



“This is a superbly run cooperative, a fun place to visit and the best deal around on a great salad bar. You don’t need to be a member to shop or dine here.”



Les M. Google Review

**Customer
Transactions**

260k
in 2022



Inclusive, Socially Responsible Practices

Your co-op provides our community with an inclusive, socially responsible marketplace. We partner with local and global community members in promoting positive socially responsible practices and cooperative endeavors. Fair-trade and other socially responsible products and services are available and promoted at the co-op.

Change! for our Community raised over \$24k for 12 organizations in 2022. We are members of 8 different cooperative organizations, including Friendly City Food Co-op in Harrisonburg, Fredericksburg Food Co-op in Fredericksburg, VA, and the National Co+op Grocers (NCG).



448
Fair Trade Products

Right: (L to R) Vince Dower, Andrea Garland from Ride Solutions, and Clark Foster celebrate a successful month for Change! for our Community.

\$24,131

raised with register round up!

12

organizations supported



Education

We offer the members of our community the opportunity to be informed about nutrition, health and other sustainable living options. We offer the opportunity to learn about the cooperative business model and its principles as well as Roanoke Co+op's mission as defined in our Ends statement.

Our Weekly E-Deals email – which informs our customers of new deals, specials, Flash Sales, community events and more – reached a record breaking number of shoppers in 2022. Our website traffic grew to over 52k page views and 22k unique users. We have continued to educate our owners, employees, and the community by supporting like-minded groups offering educational opportunities, like LEAP and Clean Valley Council and Earth Day Roanoke.



**weekly e-deals
open rate**
33.68%
a 13% increase



staying connected



facebook
followers

10k+



instagram
followers

3k+

2022 Income Statement

| | Grandin | Downtown | Heritage Point | Admin | Consolidated |
|---------------------------------------|-------------|-----------|----------------|-----------|--------------|
| Net Sales | \$6,494,417 | \$455,316 | \$0 | \$0 | \$6,949,733 |
| Cost of Goods | 4,002,193 | \$273,493 | 0 | 0 | 4,275,686 |
| Gross Profit Margin | 2,492,224 | 181,823 | 0 | 0 | 2,674,047 |
| Wages, Benefits and Taxes | 1,015,465 | 120,380 | 0 | 517,693 | 1,653,538 |
| General Administrative & Occupancy | 580,641 | 62,104 | 20,495 | 201,736 | 864,975 |
| Total Operating Expenses | 1,596,106 | 182,484 | 20,495 | 719,429 | 2,518,513 |
| Net Operating Income | 896,118 | (661) | (20,495) | (719,429) | 155,533 |
| Other Income | 21,497 | 87 | 12,360 | (8,291) | 25,653 |
| Interest, Depreciation & Amortization | (98,540) | (11,784) | (3,672) | (7,200) | (121,196) |
| Net Income | 819,075 | (12,358) | (11,807) | (734,920) | 59,990 |

Net Income before CPA Review

2022 Balance Sheet

| | |
|-------------------------------------|--------------------|
| Cash | \$710,586 |
| Receivables | 7,389 |
| Inventory | 391,252 |
| Other Current Assets | 37,026 |
| Total Current Assets | 1,146,253 |
| Property and Equipment | \$1,267,276 |
| Other Assets | \$115,987 |
| Total Assets | \$2,529,516 |
| Accounts Payable | \$139,672 |
| Accrued Expenses | \$22,696 |
| Other Current Liabilities | \$63,017 |
| Long Term Liabilities | \$465,142 |
| Total Liabilities | \$690,527 |
| Owner Equity | \$609,961 |
| Retained Earnings | \$1,229,028 |
| Total Equity | 1,838,989 |
| Total Liabilities and Equity | \$2,529,516 |

Expense overview

| | |
|--------|---------------|
| 61.52% | Cost of Goods |
| 23.79% | Personnel |
| 11.57% | Operations |
| 1.38% | Miscellaneous |
| 0.88% | Marketing |
| 0.86% | Profit |

\$6,949,733

TOTAL SALES

Total sales

in millions





Roanoke
COOP

Grandin 1319 Grandin Rd, Roanoke, VA Downtown | Market Sq., Roanoke, VA

