

JUST LOCAL FOOD COOPERATIVE ANNUAL REPORT 2016



2016 BY THE NUMBERS

118,356
local EGGS
 sold

56% of total
purchases made
by owners

Produce
from 22
local
farms 

Total Donations
\$1,004.00 


Over
33,000
pounds
of meat
and
fish
sold


165
new
owners

BOARD PRESIDENT'S REPORT

Rachel Hart-Brinson

Just Local Food Co-op has had a customer-only board now for almost two full years. We've spent that time researching best practices, establishing protocols, and implementing procedures. Most significantly, we hired a General Manager in March, 2016. We could not be more pleased with that decision. Maria Bamonti has been able to bring the co-op operations to a new level. Fiscal year 2016 was the best we've had in years—both in terms of sales and in terms of net profit. We trust the coming years will be even more successful.

In the meantime, the board is expanding its membership to seven from its current number of five. We feel this will allow for more input and person power as we look to the future of Just Local Food. We are pleased to have a number of qualified candidates running. Thank you for your willingness to participate in the governance of our co-op.

The coming year we will continue refining our processes. We will also spend time determining the vision for our future. And, we will work to help grow our membership. Community support is vital to our existence as a store. As we consider what we want to look like five years from now, ownership is a crucial piece. Look for information on a owner recruitment party plan. We will need hosts as well as invitees who aren't members yet. Please help us grow our community support so that we can grow our store.

FROM OUR GENERAL MANAGER

Maria Bamonti

2016 Strategic Highlights: Planning and Feasibility

- Strengthened ownership, board, management and staff
- Explored options for lease vs. own, existing building vs. new construction
- Developed lender recognized pro forma

2016 Operating Highlights: Strengthening Our Position

- Maintained and built profitability from operations at current store
- Conducted organizational and systems audit and prioritized areas to strengthen
- Developed and implemented plans to strengthen key systems

2016 Financial Highlights: Recovery from New Competition

- Paid off all long-term debt
- Sales volume returned to record setting levels
- Improved cash position by \$30,000
- Increased owner equity by \$20,000

As an owner, you participate in a democratic process where the power comes from the community, influencing our local families and providing a healthier way of life. That's what democracy looks like!

As individuals, as families, we create neighborhoods, and ultimately a community that thrives. As co-op owners it is our right, our duty, to participate in moving Just Local Food forward, through participation, advocacy and elections. In this democracy, when you shop, you're making a powerful choice. When you advocate for Just Local Food, you're participating in community advocacy and growth for us all. When you vote, you have a voice in the direction our world takes in healthy choices.

-Terry Meyer (JLF Board of Director)

*Just Local Food Cooperative
Democracy-Advocacy-Participation-Community
You, as an owner, ARE Just Local Food.*

Just Local Food Co-op
Balance Sheet
As of December 31, 2016

	Total	
	As of Dec 31, 2016	As of Dec 31, 2015 (PY)
ASSETS		
Cash	\$ 78,515.63	\$ 48,417.59
Current Assets	\$ 95,499.61	\$ 86,378.18
Total Current Assets	\$ 174,015.24	\$ 134,795.77
Fixed Assets	155,935.88	154,010.74
Accumulated Depreciation	-111,599.35	-96,119.35
Total Fixed Assets	\$ 44,336.53	\$ 57,891.39
Other Assets	\$ 3,508.40	\$ 2,577.17
TOTAL ASSETS	\$ 221,860.17	\$ 195,264.33
LIABILITIES AND EQUITY		
Total Current Liabilities	\$ 71,229.09	\$ 71,964.98
Total Long-Term Liabilities	\$ 0.00	\$ 8,306.37
Total Liabilities	\$ 71,229.09	\$ 80,271.35
Equity		
Preferred Stock	52,041.11	50,034.31
Member-Owner Equity	94,046.86	73,806.88
Patronage Dividends	48,082.40	48,082.40
Total Equity	\$ 150,631.08	\$ 114,992.98
TOTAL LIABILITIES AND EQUITY	\$ 221,860.17	\$ 195,264.33

Just Local Food Co-op
Profit and Loss
January - December 2016

	Total	
	Jan - Dec 2016	Jan - Dec 2015 (PY)
Sales	\$ 1,519,093.82	\$ 1,478,865.30
Cost of Goods Sold	\$ 1,040,342.34	\$ 992,110.11
Personnel Costs	\$ 309,958.44	\$ 298,544.30
Marketing Expense	\$ 25,061.26	\$ 32,803.91
Administration Expense	\$ 34,184.20	\$ 51,292.83
Store Operations	\$ 85,199.99	\$ 97,641.52
Coop Relations	\$ 3,273.48	\$ 3,921.28
Governance	\$ 3,096.00	\$ 7,842.75
Net Operating Income	\$ 12,480.29	-\$ 10,000.84
Other Income		
Total Other Income	\$ 3,761.78	\$ 4,318.76
Total Other Expenses	\$ 843.95	\$ 1,530.06
Net Income	\$ 15,398.12	-\$ 7,212.14

Looking Ahead: Ready for Expansion

- Increase number of owners to 1,500
- Develop financing strategy and resources
- Initiate owner loan campaign

Our board of directors and management team devoted 2016 to assessing our capacity for change, growth and expansion. We have identified that in 2017 we need to continue to strengthen the operations of the current store, building our cash reserves while simultaneously ready ourselves for expansion. We know to successfully grow, we will need additional owners to support increased sales, fund a capital campaign, and accumulate enough equity.

We spent significant time researching and comprehending the details that will allow us to grow. We used data from two market studies and conversations with multiple consultants to analyze the demographic characteristics and the competitive environment of Eau Claire. We used the data to project a sales level we could achieve. We developed preferred site characteristics; we want to be sure we are able to serve all your grocery needs, maintain our connection to local producers, successfully make the transition operationally (from a very small 1,200 square foot store) to a larger store, grow our ability to build community, maintain our customer relationships and our high level of service.

Many steps still need to be taken to achieve the goal of a larger store and we will continue to put one foot in front of the other as we work towards making this a reality. In the meantime, we will continue to work towards exceeding your expectations at the current store and will keep giving you our best.

Thank you for your continued support!

To successfully grow, we will need additional owners to support increased sales, fund a capital campaign, and accumulate enough equity.
