



Weavers Way Cooperative Association

Ends Report 2009-2010



“Whatever you do will be insignificant, but it is very important that you do it...
You must be the change you want to see in the world.”

—Mahatma Gandhi

Table of Contents

- Introduction to the Ends Report
- Global Ends: WW exists to provide commercial and community services for the greater good....
- Sub Policies
 - E.1: There will be a thriving and sustainable local economy.... Page 10
 - E.2: Our community will have access to high quality... Page 14
 - E.3: There will be active collaborative relationships with... Page 19
 - E.4: Members and shoppers will be informed about.... Page 24
 - E.5: Members and shoppers will actively participate.... Page 29
 - E.6: The local environment will be protected and.... Page 32
 - E.7: WW will have a welcoming culture of openness... Page 34

Global Ends (Adopted 3/2/04, Last Revised 10/6/09)

Weavers Way Cooperative Association exists to provide commercial and community services for the greater good of its members and community, to champion the cooperative model and to strengthen the local economy.

As a result of all we do:

- E1. There will be a thriving and sustainable local economy providing meaningful jobs, goods and services to our members and the community.
- E2. Our community will have access to high quality, reasonably priced food, with an emphasis on local, minimally processed and ethically produced goods.
- E3. There will be active collaborative relationships with a wide variety of organizations in the community to achieve common goals.
- E4. Members and shoppers will be informed about cooperative principles and values, relevant environmental, food and consumer issues, and the co-op's long-term vision.
- E5. Members and shoppers will actively participate in the life of the co-op and community.
- E6. The local environment will be protected and restored.
- E7. Weavers Way will have a welcoming culture that values diversity, inclusiveness and respect.

M3 – Delegation to the General Manager (Adopted 4/3/01, Last revised 5/5/09)

The board will instruct the General Manager through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the General Manager to use any reasonable interpretation of these policies.

Accordingly:

M3.1 The board will develop policies instructing the General Manager to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *board policies on Ends*.

M3.2 The board will develop policies that limit the latitude the General Manager may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *board policies on Executive Limitations*.

M3.3 As long as the General Manager uses *any reasonable interpretation* of the board policies on Ends and Executive Limitations, the General Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

M3.4 The board may change its policies on Ends and Executive Limitations, thereby shifting the boundary between board and General Manager domains. By doing so, the board changes the latitude of choice given to the General Manager. But as long as any particular delegation is in place, the board will respect and support the General Manager's choices.

Introduction to the Global Ends Report

The Ends Report is the annual review of management's interpretation of the Board's Ends policies (E) and is required by the Board Policy Manual's section on Delegation to the General Manager under section M3 and M3.1 (see Appendix for M3 policy) of the Board Policy Manual for the co-operative. The purpose of this report is to detail the effect that our actions have had on the local, regional, and global aspects of our Ends goals. 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. For example, when we say that agricultural education is important and we start a farm, we begin to meet other groups involved in this endeavor. New relationships are formed and we start to become involved in other programs.

The Ends report will be reviewed and used as a resource to build upon our annual business plan. The two must tie to each other, as the business plan for the co-op reflects the "means" and activities we will do in the next year or two, while the Ends are longer-term goals.

WW is a small cooperative grocery store and we are a small fraction of the "at home" food sector. However, as small as we might be as part of the sector, to our local community and suppliers, what we do everyday is important. From our Fair Trade fruits, coffee, spices, chocolates, and teas to the local direct farm products we purchase, these small amounts add up across the region and country as other co-ops follow similar missions. Unlike a business that operates to maximize the financial bottom line, WW balances the "triple bottom line" of profit, environmental/social concerns, and stakeholder (members and staff) concerns. It is always important to ask the questions, "If we did not do what we do, would anyone care?" and "What impact do we have and what is the end result?"

In the Ends, goals will be set when possible. In prior years, I have reported when appropriate which group is being served by the End and if we can quantify the goals. I have reviewed a number of co-operative Ends reports and have found that a blending of both quantitative and qualitative methods is more interesting to read and more illustrative of the larger picture of our efforts. For example, under E7 I believe it is important for the Co-op to have a long term quantitative goal, however, for our outreach and education I believe the board and members would be more interested in a more qualitative look at our outreach. We can add numbers to this End, but it is hard to measure the importance of each item and better to see the outreach and education as an entire entity of work in progress each year. While this may look like a laundry list, it provides a good look at the efforts undertaken to meet the overall Ends.

In evaluating performance towards achievement of the Ends, it is important that the GM answer, "How well are our expectations being met?" The exact measurement of Ends is a near impossible task. General Managers from different co-ops may have different methodologies and/or philosophies of how Ends will be interpreted. In this report, interpretations are mine with some input from staff. I welcome the input from Board, members, and staff on how to improve our Ends reporting and programs in meeting these Ends.

Glenn Bergman

Global Ends

Weavers Way Cooperative Association exists to provide commercial and community services for the greater good of its members and community, to champion the cooperative model and to strengthen the local economy.

G.M. Interpretation

The actions that we take as an organization will have a positive direct and indirect effect on our community and members. WW exists to provide both commercial and community services for our members and community. In as many ways as we can, we will strive to also keep the cooperative model as part of the local economy and our long-term strategy. Through all of these actions we will strengthen our community.

Operational Definitions (OpDef):

- **OpDef G.E.- 1:** Commercial Services: Our primary commercial service is to operate member-owned food stores for our members and community.
- **OpDef G.E.- 2:** Community Services: As part of our commercial services, we will also provide community services to members and local residents of our Northwest area.
- **OpDef G.E.- 3:** Champion the cooperative model: WW will contribute time, energy, money, and educational support to enhance the cooperative model.
- **OpDef G.E.- 4:** Strengthen the local economy: Support local and regional suppliers while providing a living wage to staff to increase local spend.

Data

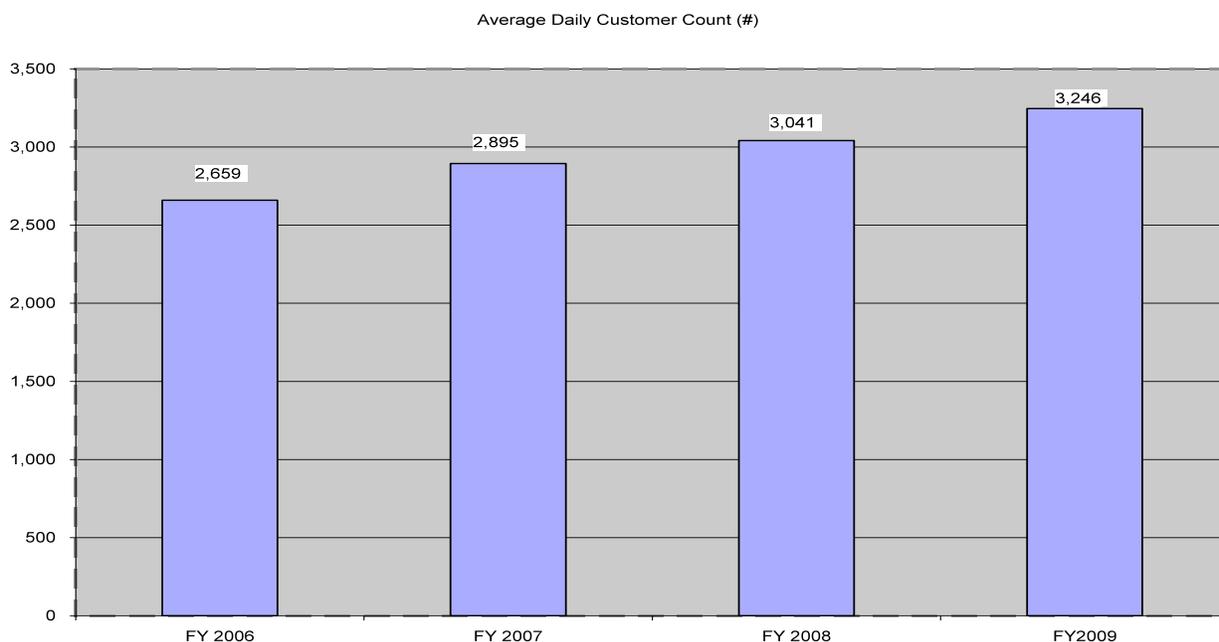
G.E. -1: Commercial Services

WW continued to provide a commercial grocery service that was owned by members but also increased access to the community in 2009. Sales continued to grow and are projected to increase this year by over 5%, even during a recessionary period. The net income for the Co-op was flat in 2009, as we looked to expand and personnel costs became too great for the present store profits to maintain. Actions were taken to reduce the benefit costs and work still needs to be done to increase the sales per labor hour across the board.

The Co-op is accessible to the surrounding community by car, foot, bike, and, to a lesser degree, by mass transit (we do have some members who shop using the train and bus lines). Finding parking can be challenging when school is in session, but we believe that when school is out of session the walk is no greater than from the parking lot to the back of a typical large box store.

WW expanded our home delivery service for seniors, and members in need of home delivery. We have operated the program on a sliding scale so that those who need our product can afford the service. This is a member-only service, as we do not recoup the cost of labor in total.

Over the last four years, average daily customer counts have increased 22%. Approximately 95% of the current customers are members. Visitors comprise about 5%, up from about 2% last year.



G.E. -2: Community Services

The seventh International Co-operative Principle states: “Concern for Community: Cooperatives work for the sustainable development of their communities through policies approved by their members.” This is also reflected in our Mission Statement: “We’re committed to the community.” Weaver Way continued to stress our community programs in 2009 and our partnerships with other community organizations.

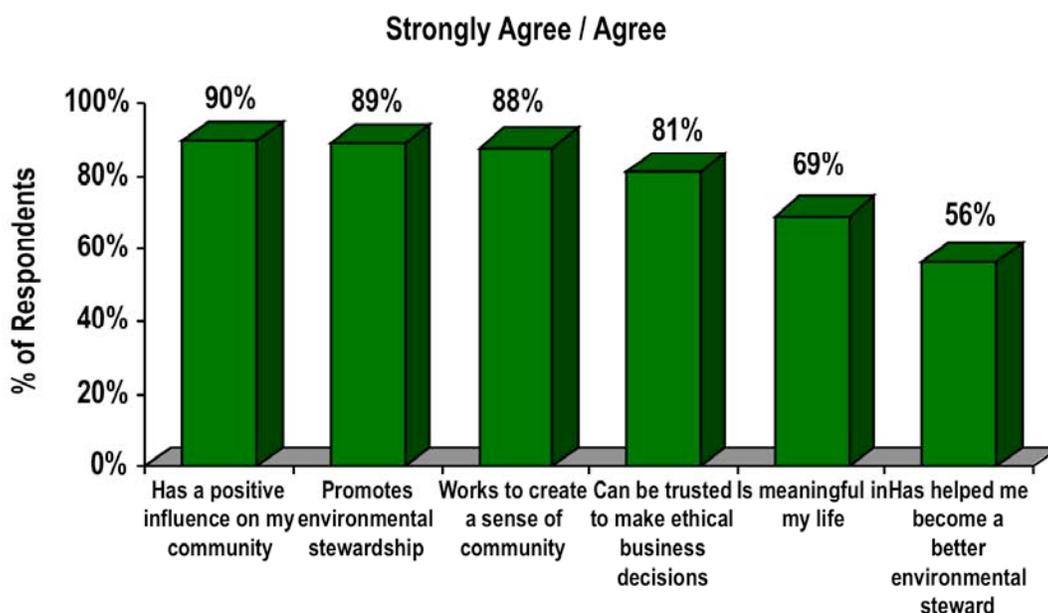
The Co-op’s “triple bottom line” mission of profit concern for our staff/members, and concern for our community is reflected in all of our efforts. From the monthly recycling program of No. 5 plastic to our collaboration with Morris Arboretum’s Fall Festival, the Co-op continues to be known for our involvement in the community. Friends of Carpenter Woods had monthly weekend volunteer work programs that included WW members receiving work credit for their volunteer efforts. This took place for at least 6 months and hours of volunteer time were diverted from the store to the Friend’s work.

In 2009, the Environment Committee was awarded a \$10,000 check by the City of Philadelphia-sponsored “Partnership Recycling Program” for the years of service to the program. These were funds left over from the program that had not been spent. While we do not have a count of the number of people who participated in recycling, we do have the service publicized throughout the community. The Environment Committee also gave away over 200 blue recycling bins, most of which were given out at the Ogontz store in West Oak Lane.

Working with a Co-op member, our HR manager organized a WW-sponsored free seasonal flu vaccine clinic at the Co-op. Members with proper certification received their Co-op hours by

providing their skill for this event. Over 150 people were served. Many of the people attending the clinic were not members, nor were they shoppers at the time. What we learned from this clinic was that there may be demand for and benefit from future “health-related programs” sponsored by Weavers Way utilizing the volunteer work of members who are health professionals or interested in health programs for the community. A meeting to discuss additional programs is scheduled and we hope to get some concept ideas for what might be a new committee of the Co-op.

During the 2009 Member Survey we asked how well WW meets selected features of our community programs. Of members who replied, 90% strongly agree/agree that WW “Has a positive influence on my community” and 89% stated that WW “Promotes environmental stewardship.” Our members also strongly see WW as a place that “Works to build a sense of community.” In short, we have had an effect on the community.



In 2010-2011, WW will continue to work on community program development through our committees and staff. For example, the potential for a health committee could play an important role in advancing our “meaningfulness” in the lives of our community members.

G.E.- 3: Champion the cooperative model

Our efforts in 2009 to support and expand the cooperative model in the Delaware Valley gathered some organizational structure this year. WW Board members took on the role of advancing the cooperative model by starting a Regional Co-operative Committee. This committee is made up of food co-ops from New Brunswick, NJ to Newark, DE and will expand to

Maryland co-ops in the future. A joint picnic meeting was held in the summer to allow each co-op an opportunity to meet with each other. Another site meeting was held in Newark, DE in the fall of 2009.

WW is working to assist new start-up cooperatives in Kensington, Lehigh Valley, CreekSide (Elkins Park), Doylestown, and South Philadelphia. The National Cooperative Grocers Association provided a grant of \$500 for us to pay for the regional meeting in the summer. Co-ops in operation and the start-ups were invited to these meetings. WW gave CreekSide \$4,000 in 2008 to pay for a market study and helped raise over \$800 in equity payments.

We have also advised the Mariposa Co-op with their expansion to a new site on Baltimore Avenue.

Through the NCGA (National Co-operative Grocers Association), we increased our investment in NCGA to \$42,118, an increase of \$24,100 from last year. At River Valley Co-op in Massachusetts, we have \$5,000 invested in their start up. We also continue to support Frontier Spice cooperative by purchasing and investing in the cooperative. Our coffee sales are mostly from Equal Exchange –a fair trade collective that supports cooperatives throughout Central America.

Lastly, we are continuing to work with Temple University and the University of Pennsylvania by providing time to present our co-operative business to graduate students each semester. I am working with the professors to find a way to get a session on co-operative businesses into the curriculum.

G.E.- 4: Strengthen the local economy

Our purchasing department met with all WW buyers to begin to set goals and find ways to measure our purchasing of local and regional product lines. A database is being developed to keep track for future reporting. Also, by purchasing from local suppliers, funds are recirculated in the community; enriching our community economically. Additional details on purchasing is provided in the sub-Ends to follow.

Through our human resources department, we continue to provide a good starting wage (living wage) with benefits that are supportive of a good standard of living. WW starting wage is 20-30% higher than other similar retail operations. By paying higher salary amounts to workers it has been reported that these additional funds are circulated in the community and often dispensed in the local community. Providing health benefits also means that staff will take better care of themselves and will visit a doctor more often when needed. These are also funds dispensed in the local health economy.

In 2009, we expanded our farm program to include a Community Supported Agriculture (CSA) Farm at Saul School. This farm not only produced \$50,000 worth of locally grown vegetables, but also employed two additional staff who live in Philadelphia, pay City wage taxes, and support the local economy by spending in the city. We also supplied part-time positions for a number of students through the course of the summer. Again, this shows how locally produced

food cannot only retain funds in the community, but also increased labor dollars. Our farm program employed four staff in total and a number of interns, producing a retail value in excess of \$100,000 in 2009. This is a 120% increase in sales in one year.

Our HR department continues to look to find staff who live close to our operations. We have partnered with the city to provide a matching grant for first-time home-buyers on staff to live near our locations.

End Sub Policies

E1: There will be a thriving and sustainable local economy providing meaningful jobs, goods and services to our members and the community.

GM Interpretation:

“Meaningful”, I interpret as being of special significance and quality. If WW offers a position, a product, or a service that these are all offered in a way that has a special quality or significance in the lives of our local community. The “local economy” is within a 50-mile radius of our business but also means the immediate focus on our community in the Northwest section of Philadelphia.

Operational Definitions

- **OpDef.E1.A:** WW will continue to provide positions that offer excellent benefits, starting wages, and an atmosphere that respects the employee.
- **OpDef.E1.B:** WW strives to support local and regional independent producers whenever possible. We also will continue to support certified “fair trade” programs. Long term we will study the positive economic impact WW and other co-op have on the local economy.
- **OpDef.E1.C:** WW provides services that assist in the vitality of the community.

Data

Data: E1.A: Provide excellent benefits

Too often, employers have a “casual” relationship with those they employ. Wages are low, often at the Federal minimum wage (currently \$7.25/hour), and benefits are either non-existent or reserved for only a very limited number of employees. The results of such treatment are not surprising: low staff morale, poor training, and extremely high turnover. Many of these “casual” jobs can be found at retail employers. At Weavers Way, we take the opposite approach, providing all of our regular employees a living wage and comprehensive benefits package.

All regular Weavers Way employees earn a minimum of \$10.00 an hour. Penn State University calculates a “living wage” for Philadelphia to be \$9.05 an hour (based on an adult with no dependents).

All regular Weavers Way employees qualify for the following benefits:

1. Paid time off: vacation, personal / sick, holidays, bereavement leave, and jury duty. We also operate a “leave bank,” time donated by other staff members that can be used by those suffering a medical hardship.
2. 401(k) Retirement Plan with co-op match
3. Employee discount on all purchases (currently 10%)
4. Other benefits include an annual bonus, education benefit, free coffee/tea, and home-buyer assistance.

In addition, all Weavers Way employees who work 25 hours a week or more qualify for:

1. Medical Insurance
2. Dental Insurance
3. Flexible Spending Accounts (FSA) and co-pay reimbursement (HRA)

Finally, full time employees also qualify for:

1. Life and Accidental Death and Dismemberment (AD&D) Insurance
2. Short- and Long-Term Disability Insurance
3. Optional supplemental and dependent life insurance

In addition to all of these benefits, the Co-op offers employees various social activities throughout the year. In short, Weavers Way does not have a “casual” relationship with our staff. Weavers Way employees are paid a living wage and are offered a benefits package that is difficult to match, even for much larger employers.

As our benefits costs continue to rise year-over-year, it is becoming necessary to protect the benefits package we offer by limiting it to employees who truly need the benefits. Throughout 2010, we will carefully examine our benefits package and will possibly make some changes to eligibility requirements.

	Conventional Grocers	Weavers Way
Starting Pay	\$7.25-\$8.50	\$10.00 (FT) \$8.50 (PT live at home)
Full time status hourly	38 - 40 hours/week	32 hours, 25 - 32 for part time
Management on the job	60 hours a week (6-10 shifts)	45-50
Benefits	Waiting period up to one year No benefits if part-time	Two months for full or part-time.

It is the strategy of the conventional grocery business to keep as much staff at “part-time” levels to avoid or forestall having to provide health care coverage. Conventional groceries expect high staff turnover and use this as a strategy in keeping staff off of benefits. Our research through interviews found that turnover percentages for conventional stores can be as high as 100% per year. Turn over delays the benefit start time. In one case, there were over 80 “front of the house” staff and only one was receiving health care benefits. This was due to turn over and part time status for the staff. The schedule was built to keep staff off of health benefits.

Current Weavers Way Staff			
Employment Level	Number	Percentage	Comments
Full time	50 (32hrs+)	60%	Full benefits
Part time	15 (20-32hrs)	18%	Partial benefits
Low Time	18 (below 20hrs)	22%	No health or dental
On Call	15	-----not part of total ----	No benefits
Turnover Rate (2009)	10 (full and part-time)	12% (of total staffing)	47% (Industry average)*

**Source: Workforce Management Survey on grocery store turnover for stores with at least \$2million annual sales*

Seventy-six percent of the staff are eligible for health benefits at the present time, and as far as we are aware, this is at least 60% higher than the average for stores our size.

Another measure of a meaningful position is one that provides an opportunity for pre-tax qualified retirement benefits. The Co-op provides these services through an employee-contribution 401K plan that is matched at 25%. The Co-op has worked to increase the number of staff enrolled and to adjust the portfolio for performance criteria.

401K plan	12/31/08	9/30/09	Comment
Enrolled	38	46	21% increase
Quarter Contribution	\$22,192	\$37,194	Not including match
Value of account	\$331,319	\$496,047	50% increase in 9mths

In my opinion progress was made in this area and we continued to find ways to provide benefits that made sense from a business and personnel standpoint.

Data: E1.B: Support independent producers

In 2009, our purchasing director met with all of the buyers at WW to better define the concept of “local” for each product area. We had set a goal of having our POS system programmed to keep track of local product and work continues in this area. The system is not up to date. Progress in this important area was not met this year as planned. This is an important area that needs staff attention and must be part of our priority goals going forward.

Data: E1.C:

Our primary service are the grocery stores we operate. In 2009, the Co-op opened everyday and never closed except for planned holidays. We provided home delivery primarily to members who were unable to come into the store for health or age-related reasons and have assigned one staff member part time to service these members' needs. Many of the members who require home delivery like being able to call the same person and to have a relationship with the staff member. These members are often homebound due to health or age-related issues and need to have one person who can identify their needs as a shopper. In a small way, this service helps the community and assists in maintaining people in their homes.

Using our purchasing knowledge and ability, we offer "Institutional Accounts" to allow for shopping by non-profits and small businesses looking for product we sell. We provide this service to assist with improving the food product offering at these institutions. The institutional accounts are a small part of our business (around \$3,000/month), however, the chefs and schools are appreciative of our ability to be flexible with them on small orders. Our purchasing department orders the product and adds a smaller margin on the product to allow the non-profit to afford the product. Examples of our institutional accounts are: Springside School, Wissahickon Charter, and Summit Day Care. This service is not a profit center and acts only to help our community provide hard-to-find healthy food products.

Weavers Way Community Programs (WWCP) provides programs related to farm and nutrition education at six area schools as well as the farm programs at the Stenton Manor Homeless Shelter, MLK High School, and the children's garden at Awbury WW Farm. These programs also add to the vitality of the community.

In my opinion progress was made toward this End.

E2. Our community will have access to high quality, reasonably priced food, with an emphasis on local, minimally processed and ethically produced goods.**GM Interpretation:**

The store will continue to have growing sales year over year. WW will conduct a survey of shoppers/members and learn if we are providing the services members are looking for in their co-op. The hours of operation make sense to the members. Our purchasing department will oversee that we continue to expand our local product line that is minimally processed (when possible) and, when available, is ethically produced. Community access to the store is increased. Locally and ethically produced is as important today as organic labeling was over the last decade. We will continue to have an emphasis on local product due to the important economic and environmental benefit of purchasing in this manner.

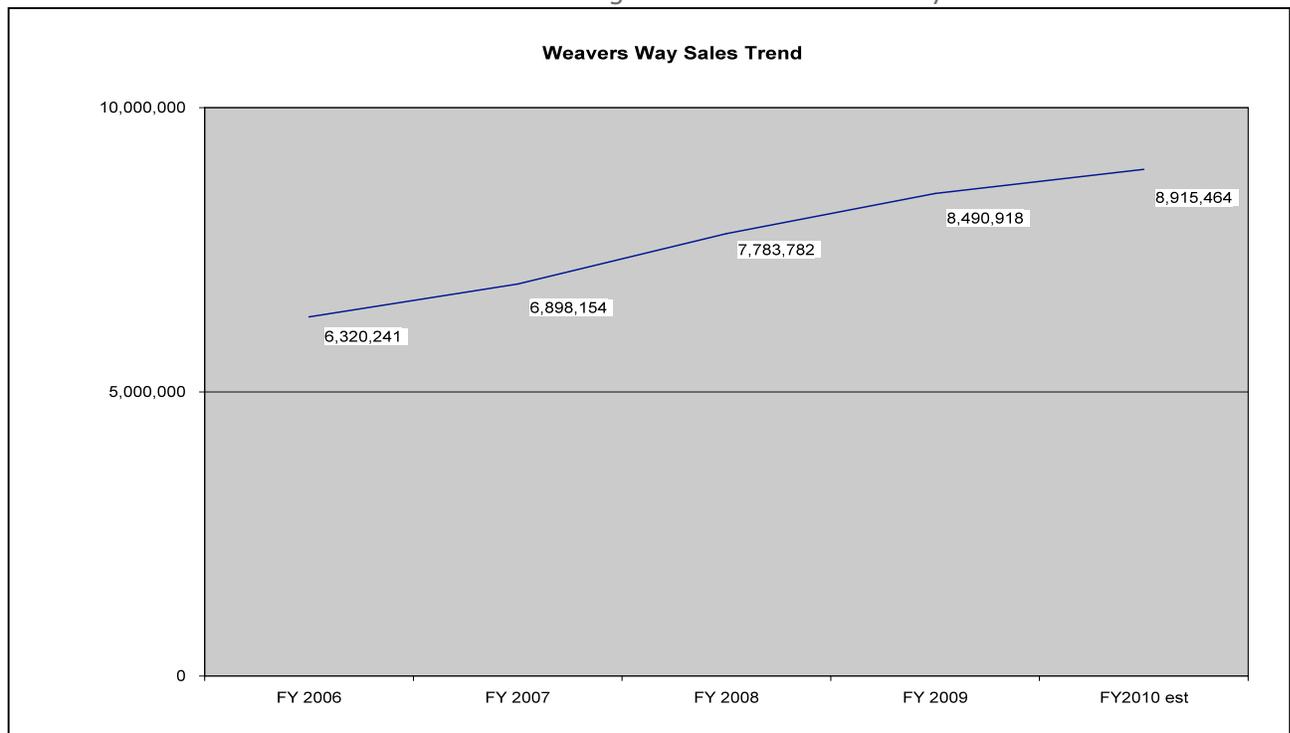
Operational Definition

- **OpDef E2.A:** Overall sales are greater than previous sales.
- **OpDef E2.B:** A survey is conducted each year. Members tell us if we are meeting their needs and if we are providing high quality products and there are reasonable prices.
- **OpDef E2.C:** The hours of operation of the co-op meet the needs of our members/shoppers.
- **OpDef E3.D:** Are we searching out local product and supporting local/regional producers.

DATA

Data: E2.A:

As the chart below shows WW has had over 40% growth over the last five years.



During the past recessionary year the sales trend for the last six quarters for 97 NCGA co-op members shows the following:

- 2 co-ops have had 10% negative sales
- 3 co-ops have had 5% negative sales
- 27 co-ops have had flat or negative sales between 0-4.99% -

- 29 co-ops have had flat or positive sales growth of 0-4.99% +
- 21 co-ops have had 5 to 9.99% positive sales
- 14 co-ops have had 10% < positive sales
- Weavers Way has had 5-9% positive sales for the same period. Sales growth from 2007 to 2008 was 11%. After January, 2009, our sales were 5% greater for the first six months and have recently been running at 9-11% greater for the last four weeks. If the economy improves, we believe that sales will continue to grow at 6-8% for the year. One important note is that there has been negative inflation in the “food at home” sector compared to last year. Previous years have shown 2-6% positive inflation in this sector.

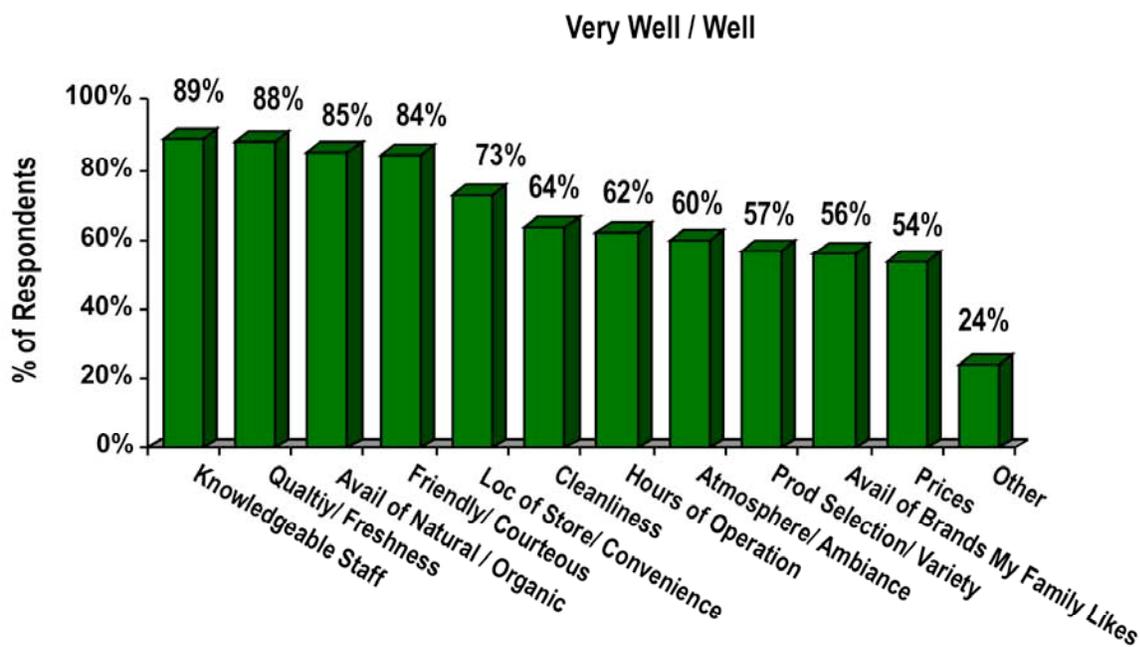
In 2008, with the opening of the Ogontz store, our plans were to have sales of \$500,000 per year. After one full year (July, 09) we found sales to be only \$100,000 for the year. The purpose of the Ogontz location is to provide a small corner grocery store providing healthier alternatives to the typical “corner store” unhealthy product line. The Mt. Airy store at Carpenter Lane continued to operate and serve the community on 3,500 sq.ft. of space. In 2010, we are expecting to top sales of over \$2,500/sq.ft. The industry average is around \$1,000 and any store with sales over \$1,500/sq.ft. is considered extremely successful and should begin looking to expand. WW operates at the 99th percentile of sales per square foot. We continued to have strong sales these last few years with growth about double the industry average.

Progress in this area of growth continues to be achieved. It is important in 2010 as we open a second large store that we meet the growth plans. The Ogontz store is still a mystery as to why sales are flat still after a year. Either we find a new product line or message, or we close or transfer the store to new ownership.

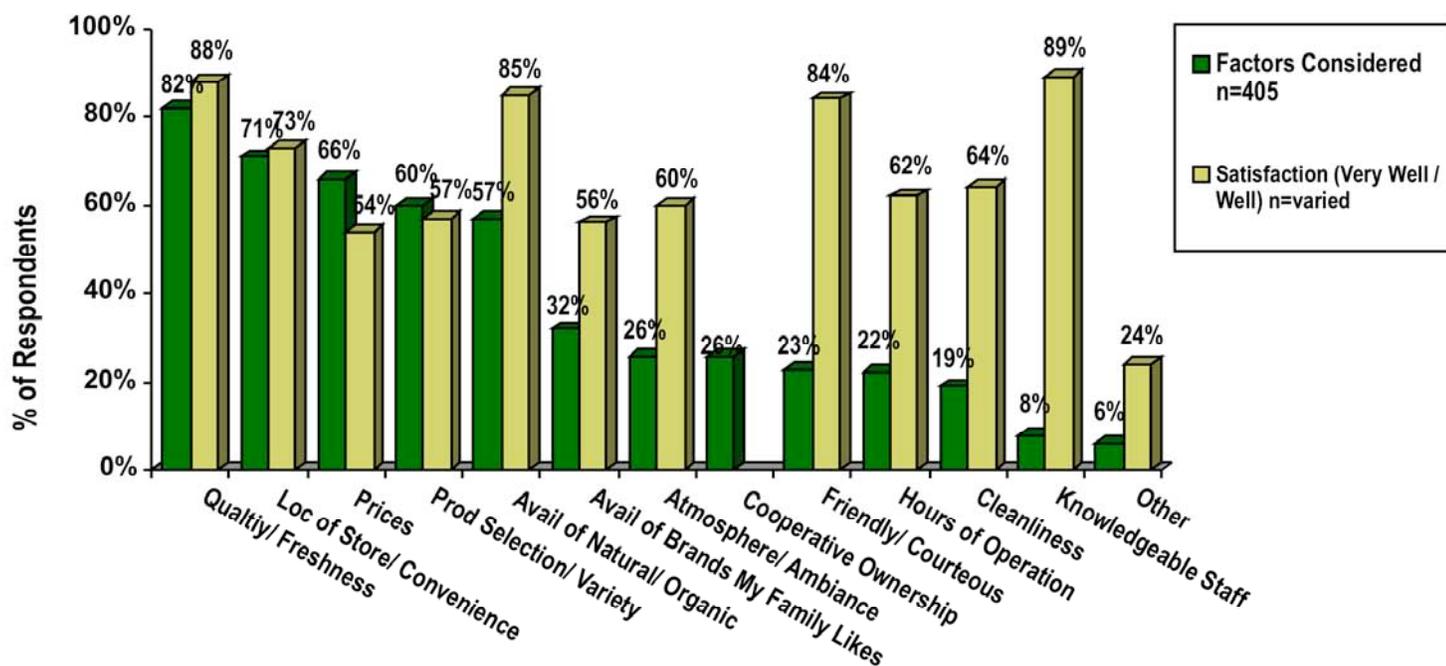
Data E2.B:

One way to determine if we are meeting the needs of our members in Ends 2, is to ask in a survey: “How well are we meeting your needs?” In the 2009 member survey we asked this question.

- o What does Weavers Way do well?



The Co-op was rated above 80% in: Knowledgeable Staff, Quality/Freshness, Availability of Natural and Organic Products, and a Friendly and Courteous Staff. Natural and Organic we interpret to include products that are minimally processed and are often local. Next year, we will have to ask specific questions that match the information needed for these Ends. Prices rated low at 54% and I see as a number that is troubling if we are ever to open the Co-op to a wider community. This is an important discussion in the co-op natural foods retail industry. Co-ops in areas similar to ours (Hanover Co-op, Hanover, NH; Onion River Co-op, Burlington, VT; Harvest, Boston, Mass; and Flatbush Co-op, NYC, NY) all struggle with the appropriate mix of product to allow for a wider product affordable to the community while also meeting the product philosophy of the co-op.



Besides pricing, we have made continued progress in the area of meeting our member and community needs.

Data E2.C:

Hours of operation have always been an access issue at WW. Our hours have been one of the most limited hours for a grocery store in Philadelphia or co-ops of our size. We opened at 9 a.m., seven days a week, and up until this year closed at 8 p.m. on weekdays and 6 p.m. on weekends. After receiving the 2009 survey results management made changes to the weekend hours to match the weekend day hours by adding four additional open hours (5% increase in hours). A vocal group of members would like the Co-op to open at 8 a.m. every day, especially during school drop-off, so members can shop after dropping off their children or pick up last minute items for the day on their way to school or work. This would add an additional seven hours, or 12% additional hours. Management will evaluate this after the opening of Chestnut Hill this spring.

Management added additional hours to the weekends, and I believe is meeting the needs of members in this way. As stated, additional morning hours will be reviewed in a year to determine opening earlier.

Data E2.D:

The Purchasing Department continues to add data to the Point of Service system to enable the Co-op to obtain data on local and regional producers, and local and regional suppliers. In 2009,

we hired one full-time and one part-time staff member to enable the co-op to enter data faster and to begin to get better data on local/regional products.

It is not easy to keep track of all local food. For example, we may purchase over \$1,300,000 from our grocery supplier, UNFI, and while they are local, Hanover, PA, most of the product line is not local. Purchasing needs to work on discerning what in their product lines is local and what is not local. The use of the POS system as a tracking system is better and more accurate than using the accounts payable addresses for this project.

Total purchases for the Co-op in 2009 were \$5,540,000. The following is a breakdown of local purchasing.

Product Line	Total Purchases	Total Local Purchases	Percentage
Produce *	922,500	265,000 (est)	28.7%
Other Products (all other) **	4,617,592	982,360	22%
Farm (Awbury, Saul, lots) ***	73,000	73,000	100%
Total	\$5,613,092	\$1,320,360	23.5%

* Produce includes apple cider.

** Other products includes locally roasted coffee, Martins produced sausage, and dairy.

*** Most of the farm produce was produced/grown in Philadelphia and sold through our CSA and farm markets.

The growth in local produce is directly related to our strategic move to put a staff member part-time on the task of local “foraging” for the produce department. He has also brought in eggs and products that can be sold through other departments. Purchasing local produce/products has a powerful economic influence on the community. The multiplier effect for agriculture is about 2.5 times the product, one of the highest multipliers of any sector in the economy. The multiplier effect is the concept that money spent locally provides for additional income for farmers and producers who spend part of their income in their local economy. This boosts the income of another supplier or person who works on the farm or with the producer. Incremental steps in local and fair trade products will continue to play an important role in our Ends goals as we find ways to source local products.

The following are our largest local suppliers and estimated amount of purchases for the year. Each of these shows how we could purchase another non-local product that would not leave any funds in this region.

Local Supplier (distance miles)	Product Line	Amount Purchased	Other non-local source
Ritter – Pa. Bell & Evans (50+/-)	Chicken/poultry hormone-free	\$160,000	UNFI – sourced product outside PA.
Paradise Organic (>50)	Organic Produce & local product	\$150,000 est	UNFI Produce – very little local product – western product
Merrymead Dairy (10)	Hormone-free milk products	\$144,000	Leigh Dairy – Dean Food
Goldberg Bakery (9)	Bagels, breads, other local breads	\$100,000	Rockland Bakery from NY
Natural Acres (70)	Organic and Pastured Meats	\$100,000est	UNFI – meat from west and imported (i.e., Bolivia)
Le Bus Breads (8)	Artisan Breads	\$100,000est	Rockland or Bake off product from UNFI
MOSHE (6)	Prepared foods	\$76,000	No source
Claudios Cheese (8)	Cheese, olive oils, vinegars, etc	\$75,000	UNFI and New York City sources
Martins Sausage (15)	Sausage products	\$65,000	UNFI – national brands
Various Orchards (20-150)	Apples, pears, peaches, herbs, cranberries, squash (winter), etc	\$100,000est	Produce Center – western product
Phila. Produce Center (15)	Produce, not local, conventional, though the distribution is local in Phila.	\$200,000	Other suppliers are outside the city and pay no wage tax to the city.
Esposito Meats (8)	Meat – conventional product no local	\$64,000	UNFI or other not local supplier

Progress has been made in documenting local product, but goals were not set by the buyers or purchasing department this year. Without set goals we are not meeting our member needs, though we know we are providing such product. More work needs to be completed in our POS and accounting system to document and capture data and then goals must be set.

E3. There will be active collaborative relationships with a wide variety of organizations in the community to achieve common goals.

GM Interpretation

The GM and staff will work to find community organizations that share common goals and enable WW to collaborate on meeting these goals. We have found that by collaborative relationship-building, WW can foster more community activities. Organizations working together have a greater effect than the sum of their individual efforts. Our non-profit arm, Weavers Way Community Programs (WWCP), was formed to help expand our ability to meet our

Ends by reaching out through the non-profit community for funding programs that meet our Ends and WWCP's mission.

Operational Definitions

- **OpDef E3.A:** Management will work in as many ways as possible to be a collaborator with as many non-profits and government organizations that make sense for our time and effort.
- **OpDef E3.B:** WWCP and WW will support each other in community programs.
- **OpDef E3.C:** WW Committees that relate to our business goals and also work in the community will be supported by the General Manager, and staff will be encouraged to volunteer their time to sit on these committees to support the volunteer efforts.

Data

Data E3.A:

Our efforts to meet our Ends and Mission have brought us together with many different non-profit organizations. WW is a unique organization that combines the seven-principles of a co-op and the triple-bottom line of profit, people, and community, all while running a community food store. These principles, Ends, and triple bottom line drive us to do more than just run a store. Our resources as a grocery store are limited. However, working with other organizations enables us to do more in the community. We also have a Board that has an "open-mind" that encourages community service of our members and staff. Because of these philosophical guidelines, we have formed a large number of collaborative relationships. While I do not want to just list each of these, I think it is important for the Board and members to understand the breadth and depth of our relationships.

Non-profit & Government: Environmental and Farm Related

- Wissahickon School: Recycling program and farming education – WWCP and Env. Com.
- Springside School: Recycling or kitchen scrap and farm education- Env. Com.
- Morris Arboretum: Fall festival – supplied apples and staff for sale and education – WW Produce
- MLK High School: ¼ acre farm and classes on urban agriculture -WWCP
- Fairmont Park Commission: Lease on Saul School land for our CSA and long-term planning committee
- William Penn Foundation: WWCP received \$25,000 grant towards our farm program
- Awbury Arboretum: 3 acre farm with children's garden (over 3,000 visitors in '09) - WWCP

- Waldorf School: Environmental film – Env. Com.
- PASA-Pennsylvania Assoc. of Sustainable Agriculture: attend annual meeting, donation – Farm Dept
- Pa. Extension Services: sit on advisory board and run a hoop house for education purposes – Farm
- Sustainable Springfield Township: presentation by WW and articles in Shuttle – Env. Com.
- Parkway School recycling program
- The Food Trust: WW is a co-sponsor of the Head House Farmers Market and attends two other Food Trust run farmer’s markets.
- Saul High School CSA with WW and Fairmont park: 55+ CSA members in first year, \$42,000 in sales
- Friends of Wissahickon (FOW): Assist with space in the Shuttle, member work credit, and fund raiser support
- Friends of Carpenter Woods: Member labor donated monthly on Saturday work days and funds (\$1,000).
- Pennsylvania Horticultural Society (PHS): Assist with prison City Harvest program and partner on the new USDA funded Community Growers Alliance to start in 2010.
- City of Philadelphia-Sustainability Council: Member of Planning Board
- Schuylkill Center for Environmental Education: member of the Board of Directors
- WWCP has a list of over 50 other education based organizations that interact with the farm program.

Non-profit: Health and Nutrition Related

- PUFFA: nutrition and food/quality of life related health issues-funded by Kellogg Foundation, staff member sits on advisory board.
- Stenton Manor Homeless Shelter: Farm and nutrition education
- Greenhouse Internists: Diabetic patients who attend education programs receive a percentage off their food at Ogontz.
- Marketplace: WWCP- area middle schools in Northwest Philadelphia: 4,518 children, 118 sales, 237 student participants, \$22,400 in sales, and \$6,600 total profit to Marketplace schools
- West Oak Lane Senior Center: Cooking classes and sessions on massage by members – Diversity Com.
- Gearing Up: provide office space for this new start up that uses bikes as a way to help women in transition.

Non-profit: Community Development

- WMAN/EMAN: support programs sponsored by both groups.

- Mt Airy USA: Assist with publishing center fold issues in the Shuttle four times a year. Sit on their annual fund raising event committee.
- Mt. Airy Business Association: Board of Directors
- West Oak Lane Business Association: Member of association.
- Chestnut Hill Business Association: Member and sit on the Marketing-Communications sub committee

Non-profit & For Profit: Art and Culture

- WW Film series: Video Library: 10 films
- Scribe Video: Showing films outside in the community. Sponsored Allens Lane Art Center show.
- Mt. Airy Artists Garage at 542 Carpenter Lane. Allowed local artists to use our garage space. This is a co-operative looking to get off the ground.
- Bike Club of Philadelphia: Board meetings monthly use 555 space at no charge.

Non-profit and government sponsored: Human Resources/Job Related

- Representative John Myers, Representative Curtis Thomas, and the Community College of Philadelphia: Job fairs attracting applicants from across the city.
- Pennsylvania Career Link and State Senator Vincent Hughes: Participated in a forum regarding employment of ex-offenders.
- St. John's Community Services: Hired an employee with an intellectual disability.
- Business Advisory Board of Martin Luther King High School (Foundations, Inc.): Sit on this advisory group- that works to place students in meaningful summer and after-school jobs.
- Mastery Charter School's Tenth Grade Internship Program: Giving students at Mastery's Pickett Campus a chance to learn business skills as they prepare for college. Intern/mentoring program.
- Springfield Township High School's Community Based Vocational Training Program: Giving a student with an intellectual disability the opportunity to learn valuable work skills. Currently working at WW one day a week.
- City of Philadelphia's Home Buy Now Program: Offering employees assistance in buying a home in Northwest Philadelphia.
- City's Department of Health: Organized a neighborhood flu vaccination event, providing flu shots to over 150 people from throughout Northwest Philadelphia.
- Pennsylvania School for the Deaf. Hired a student to work this summer. Staff members trained in basic American Sign Language.

Co-operative Collaborations

- Worked with CreekSide Co-op: two WW managers sit on Board of Directors.
- Start ups: Lehigh Co-op, Kensington Co-op, Doylestown Co-op: Buying club

- Expansion: Mariposa – shared information and proformas
- Swarthmore Co-op: Purchasing collaboration for products and Thanksgiving product.
- Lancaster Farm Fresh Co-op: WW purchases direct farm produce, dairy, and bread products

For Profit Collaborations

- WW Business Discount Program: still in operation, however, needs to be revamped with some businesses coming off and others added on to the list.

This is not a full list, but includes our most important collaborative groups and programs. The time and funds we expend towards these efforts help to make WW an important entity in the community and help us meet our Ends. While quantification of these goals is problematic beyond their simple enumeration, there is overwhelming evidence that these collaborations are many, varied, relevant, and important. Progress continues to be made in our programs.

Data E3.B:

In the co-op world there are few relationships similar to WWCP and WW Co-op. Most co-ops give to other agencies to get their mission work accomplished. For example one of the more popular methods for co-ops to support their non-profit programs is by setting up a foundation under the Twin Pines Foundation. The foundation process is a good method, but does not allow for a co-op to raise funds as a non-profit from outside funding agencies. Instead of this process, WWCP was formed to expand our non-profit initiatives.

WW provides administrative support services at a reasonable cost. WW handles Marketplace cash deposits, financial reporting, and payables. WW also maintains bank relationships for WWCP. WW also provides storage space in the warehouse for Marketplace and material ordering. The Farm Education program is supported with a full working farm and assistance with building a children's garden at Awbury.

WWCP set up farmer's markets and Marketplace stands that also have WW literature (i.e., *Shuttles*, membership brochures, and banners). This exposure helps to spread the brand name and mission of WW and WWCPs.

WWCP and WW work well together on some levels, but more synergy can and must be worked on as the WWCP group grows. It is important that we are lined up in our Ends and WWCP mission in the future. Progress continues to be made in this area and supports this End.

Data E3.C: WW Committees that relate to our business goals and also work in the community will be supported by the General Manager, and staff will be encouraged to volunteer their time to sit on these committees to support the volunteer efforts.

Our committee structure is an important way for WW to reach out and find ways to collaborate in the community. The stronger committees find ways to do this. In 2009, the following committees reached out to the community:

WW Committee/Staff	Current Relationships	Planned for 2010-14
Environment Committee Steve Hebden - staff	Excellent relationship with select schools. Recycling partners and the community.	Bike and alternative transportation
Education Committee Jon McGoran - staff	Local schools, Video Library, and speakers.	Membership Outreach person from staff will assist in helping the committee reach out more into the community
Membership Committee Kirsten Bernal - staff New outreach staff too	Excellent work on the changes to the work option program. More needs to be done with assisting the Membership Department with reaching out to current members, assisting with in house education of members, and learning more about what members want.	Same as above. The Membership Records Coordinator and the new Outreach person will work together in developing goals for the Membership Committee.
Diversity and Outreach Committee New outreach staff member staff	Some work was conducted in outreach in the Ogontz area, but not enough was done to meet the goals of E7 on diversity improvement for the co-op.	Same as above. The Diversity Committee working with the GM and staff members will need to work together to improve staff and membership diversity. This is an important goal for the future of the co-op's long-term health and viability.
Farm Committee David/Nina/Nicole - staff	Only a few meetings this year. Excellent meeting and goals set in November for 2010	Farm Committee is planning some events for 2010. Community outreach person will also assist in this area.

Progress was made this year in expanding the role of the Education Committee, however, more needs to be done with organizing the committees and especially the Membership and Diversity/Outreach Committee. To this End I plan to hire a consultant to assist management and the Board with incorporating the committees back into a functioning group.

E4. Members and shoppers will be informed about cooperative principles and values, relevant environmental, food and consumer issues, and the Co-op's long-term vision.

GM Interpretation:

Informing the members and community about our principles, values, consumer issues, and environmental issues I interpret to be all of the various levels of communication that we perform through: our in-store publications and posters; regional newspaper contacts; *The Shuttle*; press releases; articles in local, regional, and national press; our web site; the "E-newsletter"; blog sites that are working in conjunction with Weavers Way; and outreach through community events sponsored by Weavers Way or our partners. We also use new forms of communications such as Facebook, Twitter, and "instant e-mail."

Operational Definitions

- **OpDef.E4.A:** Measuring what is sent out as much as we can is an important part of our communications. Just sending out information is not enough.
- **OpDef.E4.B:** Survey our members on how they receive information and what is important to them.

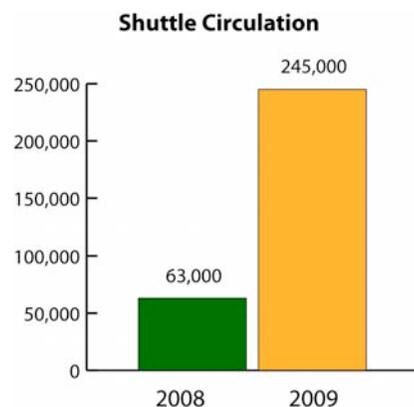
Data

Data: E4.A

The following is a written list of outcomes to meet this End. Weavers Way actively informs members and the wider community about the process we use for our own organization (cooperative principles and values), informs consumers about the power of choice, and anyone who will listen about environmental issues of which we should be aware and for which we should take responsibility, both individually and as a community. While it is impossible in any practical sense to accurately measure the extent to which our messages are disseminated, received or absorbed, it is possible to make meaningful inferences from the information we do have. Since some of our communications are a broad mix of many of our values, and others constitute a wide variety of more focused messages, it is similarly difficult to determine the proportions by which the different values are reflected within those messages, but a subjective content analysis of our communications strongly suggests that our core values are reflected therein.

We have accurate measurements of our own print and electronic media outlets, e.g., *The Shuttle* and our website and E-news, so we can make certain estimates of exposure with some degree of reliability. These exposures are generally of a very high value, in that they convey a broad range of our messages, and do so in a deep and textured way. The information contained therein is more detailed and the messages are given the time and space to convey a more nuanced understanding of Weavers Way and our values, and the depth and breadth of our programs and activities.

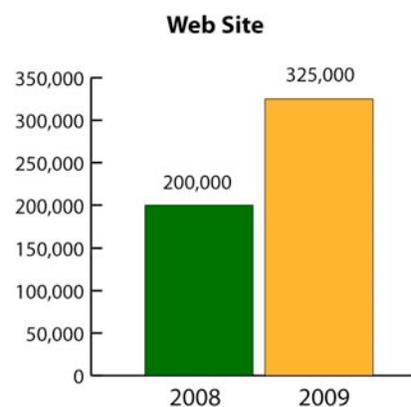
- *The Shuttle* has increased in circulation since last year and now ranges between 20,500 and 21,000 per issue, up from 5,300 last year, or 63,600 copies per year, and is now approximately 245,000 copies per year. We have also added color and enhanced the design, making it more appealing and effective in delivering our messaging. We have also added door-to-door distribution throughout 19119 and the area surrounding our Ogontz store, and expanded our bulk distribution throughout Chestnut Hill and the rest of Northwest Philadelphia.



- **WW E-newsletter** has been delivered 25 times so far in 2009, to a mailing list that has increased from approximately 2,400 subscribers to 3,945 (this increase is due to new subscribers and improved capture of e-mail addresses from new and current members).

As part of our support for CreekSide Co-op, we have also sent 25 CreekSide E-newsletters, to a mailing list that has more than doubled, from 800 to 1,645. While we know that less than 50% of these emails are read before being deleted, the list of recipients is self-selected, so of those e-mails that are opened, there is likely a high-degree of message consumption. We have also delivered monthly reminder e-mails to Shuttle advertisers (170) and, since instituting the door-to-door delivery, a monthly circulation check e-mail to members in single-family homes in 19119 (1,600).

- WW Website:** The Weavers Way website continues to grow, both in content and in traffic. With over 360 web pages, as well as PDF archives of *The Shuttle* and minutes of General Membership Meetings and Board Meetings, there is a large amount of content. Traffic to the website has increased substantially since 2008, with an average of close to 1,000 visitors each day (not including visits to the “Online Member Center,” formerly known as the “Work Calendar”). We are currently on a pace to have logged 325,000 visitors for calendar year 2009 (up from approximately 200,000 in 2008), with roughly 1.9 million page views for the



year. The extent to which our communication permeates the internet can be seen in the fact that our web pages have generated over five million search hits this year (meaning that over five million search engine searches – Google, Yahoo, etc. – have generated references to pages on our website). Many of these visits surely consist of current Weavers Way members, but our website also serves as an initial contact point for many nonmembers, previously unfamiliar with Weavers Way, our values, and our mission.

- Blog** In addition to frequent mentions on myriad blogs in the blogosphere, Weavers Way’s “Beyond Green” blog, by member Tom Laskawy, which covers issues of sustainability, has also helped generate traffic to Weavers Way’s website and has raised Weavers Way’s national profile. The blog receives about 1,800 visitors per month, with an additional 7,000 views each month via RSS feed. The blog also appears on numerous “blogrolls” throughout the blogosphere, including being one of a small group of blogs directly linked to by Ezra Klein, the *Washington Post’s* top political blogger. Beyond Green is linked to on an almost daily basis by many bloggers writing on food, the environment and politics, which drives traffic back to the Weavers Way site. In addition, when Laskawy’s work is cross-posted or featured on other sites, such as Grist, Slate, New Republic and American Prospect, the Beyond Green blog is prominently linked.
- Social Media** Weavers Way has established a presence on Twitter, and now has 281 followers.
- Public Relations:** Weavers Way has also worked proactively to establish a greater P.R. presence in the region, both to enhance our educational mission, and to establish increased awareness of Weavers Way in Mt. Airy, West Oak Lane, and Chestnut Hill. We have enjoyed substantial coverage in both print and broadcast media.

- **Neighborhood Weeklies** We have been featured frequently and prominently in our local weekly newspapers, including the *Chestnut Hill Local*, which remains a powerful voice in our community. We have also been featured in the new or revived *Mt. Airy Independent*, *The Germantown Chronicle*, and the *West Oak Lane Leader*. We have also been featured in the *Roxborough Star*, the *Falls* and the *Roxborough Review*.
- **News Weeklies** Weavers Way has also been featured in broader newsweeklies, including one story in *Philadelphia Weekly* (circ. 100,000) and several in *Philadelphia CityPaper*, (circ 73,000), as well as in Montgomery Newspapers' *Springfield Sun* and the *Bucks County Courier Times*.
- **Daily Newspapers**
 - *Philadelphia Inquirer* (circ. 290,000) featured Weavers Way in numerous stories over the course of the year, about products, programs and even minor (and manufactured) controversies related to expansion.
 - *Philadelphia Daily News* (circ. 114,000) ran a feature that recommended joining Weavers Way as a way to save money in a tight economy.
- **Other Print Media**
 - *GRID*, a new local monthly about sustainability issues, has featured Weavers Way both prominently and less so in numerous stories
 - *Philadelphia Business Journal* One prominent story and several mentions
- **Broadcast:** Weavers Way was featured prominently in stories on the radio on KYW-AM, WXPB-FM, WURD-AM and WHYI-FM, and on television on CBS3 and 6ABC.
- **National Co-op Publications** Weavers Way was also featured prominently in *Cooperative Grocer Magazine* and *CDS Solutions* newsletter.
- **Advertising:** Paid advertising has been limited this year, in part because of our budget and the business climate, and in part to conserve resources for a more aggressive advertising plan in conjunction with the opening of our Chestnut Hill store. We have purchased advertising in *GRID*, in the *Mt. Airy Independent*, and the *Chestnut Hill Local*, and we have a regular ad trade with the *Philadelphia Public School Notebook* (circ. 52,000, published quarterly).

One corollary of our print coverage is the online coverage that goes along with it. Many of these print stories are reprinted or archived online. Other miscellaneous online coverage takes the form of mentions in unaffiliated blogs (including Phillyblog.com, Green Philly Blog, DiggPhilly, and dozens of others) and inclusion in E-newsletters (including the Mt. Airy Business Association, Gearing Up, OARC, the Food Trust, and Foundations, Inc.).

Direct personal contact also features prominently in Weavers Way's efforts to spread our message and raise our profile and that of the cooperative model of business. Such personal interactions are obviously the most difficult to quantify or enumerate, but they include:

- The Marketplace program and our name in school brochures and mailings home.
- Farm Education events and activities- farmers markets that we attend weekly in season.
- The Education Committee's film series, workshops and lecture series.
- Sponsorship of events like the Philadelphia Folk Festival and Mt. Airy USA's Guess Who's Coming to Dinner, as well as official and unofficial mentions and credits generated by our charitable donations.
- Staff and management presentations during visits to and from schools and universities including Cheltenham High School, St. Joseph's University, Drexel University, and Philadelphia University.
- Community meetings in Chestnut Hill.
- Participation in events like the Chestnut Hill Fall for the Arts, Chestnut Hill Home and Garden Festival, Morris Arboretum's Fall Festival, and Chestnut Hill Hospital's Main St. Fair, Wadsworth Day event (where we received an award) and the Wadsworth Holiday Lighting ceremony, among others.
- Weavers Way's programs have been destinations in numerous tours, including the Urban Farm Bike Tour, American Public Health Association annual meeting policy tour, and the Moveon.org green jobs tour.

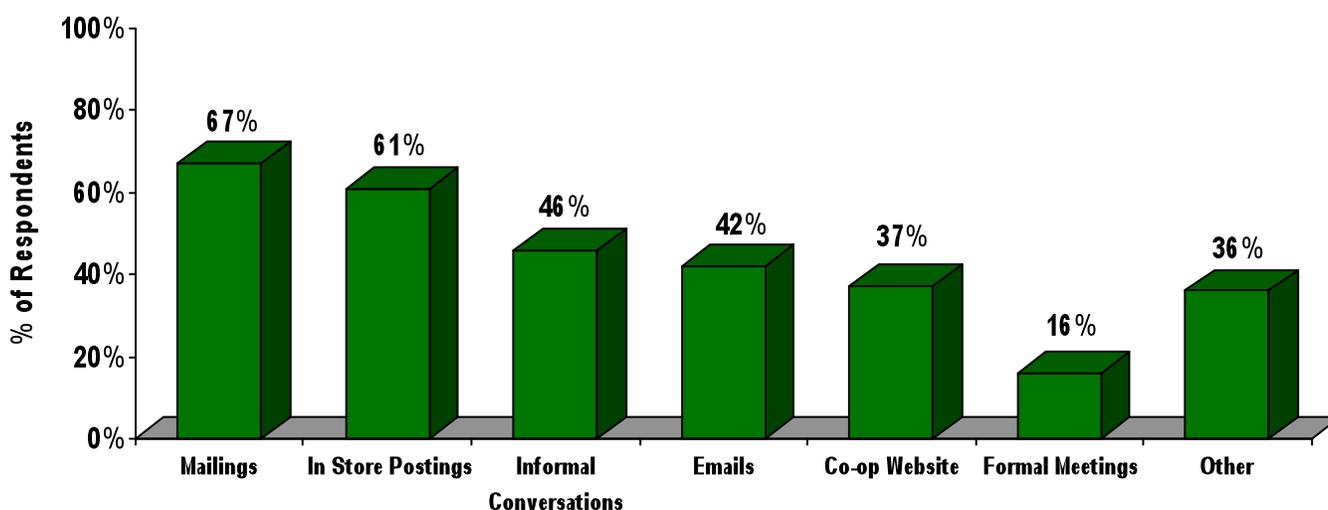
A very rough calculation of Weavers Way's communications efforts over a twelve month period would suggest roughly 900,000 internally generated exposures via the *Shuttle*, our website, our E-news, and Twitter, up from 325,000 last year. An even rougher calculation of externally generated exposures would include 2.3 million print exposures, several million more from local broadcast media, and millions of briefer and lesser-quality exposures via the internet (not counting visits to our website).

Progress continued to be made in this End sub policy. The use of the email newsletter, Twitter, and Facebook will help to expand the End. Wider distribution of the *Shuttle* in our market area also is important to meeting the End.

Data: E4.B

It is important to know how our members gather information that we are attempting to disseminate to them. Mailings are the most important method for gathering information (67%). Since most of our members live in the 19119 zip code (55%) we attempted to make sure that the *Shuttle* was delivered to every household in the zip code. In prior years, we have had substantial issues with the bulk mail service not sending the member’s newspaper to them. Members also state that “In store postings” are the second most important method of communication (61%). We were surprised to learn that e-mail and the website were less important ways of receiving information about the Co-op. Also the formal annual meetings that are only attended by a few hundred people in total are not important for information gathering.

What form of communication is important to you?



Progress towards meeting this End sub policy was met with our expansion of the *Shuttle* and better e-mailing systems. In store postings will also be stressed in all the stores in the future.

E5. Members and shoppers will actively participate in the life of the Co-op and community.

GM Interpretation:

Co-ops provide a special opportunity for owners to participate in the co-op and its mission. As part of the bylaws WW has required members to work in order to be a member of the Co-op. In 2009, the board and membership voted to allow non-members to shop at the Co-op and changed the work requirement to allow management to have a work option program. While this is a fundamental change in the Co-op’s requirements and how members will participate in the Co-op in the future, it is important that the Board and management continue to find ways for members to participate.

- **OpDef.E5.A:** The Co-op will provide opportunities for members to participate at different levels besides shopping.
- **OpDef.E5.C:** Work and volunteer programs as part of the Co-op's long history will be honored.

Data E5.A: A special part of WW is the member committees that have added to the ability of the Co-op to be more than just a grocery store. The vitality of the community is directly related to the Environment Committee programs. In 2009, the committee continued to provide recycling services even after the city cancelled the Partner Recycling program that had provided thousands of dollars in funds. Number 5 plastics were recycled on a monthly basis by volunteers. Over 400 people participated in the program and well over 1,000 pounds of plastic were recycled by this volunteer group.

Partnership Recycling Grants from the Environment Committee	
Neighborhood Interfaith Movement	\$900.00
Hill Freedman Middle School	\$270.00
East Mt. Airy Community Garden	\$400.50
Henry-Got Crops CSA	\$500.00
W.W. Community Stenton Program	\$500.00
Dignity Housing	\$300.00
Crefeld School	\$400.00
Winston/Willow Grove Triangle Park	\$214.54
Wissahickon Charter	\$500.00
Cherokee Community Garden	\$385.00
Mt. Airy Revitalization	\$300.00

In addition to the recycling, the Environment Committee gave out \$4,670 in grants to the community because of the volunteer efforts of the committee members running the Partner Recycling program in prior years.

Many of these grants also incorporated WW members in their community involvement. For example the NIM grant went to an organization that is headed by a WW member. The Henry Got Crops CSA grant also is a WW community program.

Classes and Presentations: Over 600 people participated in WW sponsored classes and presentations.

- Co-sponsored with Springside School a Nov. 5 talk by Farmer Brown on Industrial Animal Production and the impact of meat on the environment.
- Members of committee have visited Books through Bars twice to select and wrap books for prisoners.
- Members helped Parkway School in their recycling efforts.

- We made connection with Sustainable Springfield so they advertise our films and events.
- Presentations made about environmental dangers of gas drilling.
- Recycling buckets distributed at Ogontz store and elsewhere.

The Rutabaga Bike Collective was started as an offshoot of the Environment Committee. This group provides education on bicycling and refurbishes old bikes for sale or donation to the community. No data is available related to community service at this point.

Education Committee conducted 18 films and lectures in 2009 and over 447 members participated in these sessions. Many of these films were co-sponsored with the Environment Committee and others with local non-profits.

Members also participated in the Diversity and Outreach Committees health program at the West Oak Lane Senior Center.

Progress was made in this area, though much more can be done to engage members.

Data: E5.C

The bylaw change removing the volunteer work requirement as part of membership is an important shift in the Co-op's requirements and culture. During this important transition, management, working with the Membership Work Option sub committee, decided that volunteer work was important and that we would continue to stress member involvement in the operations of the Co-op. Not only does this involve members/shoppers in the life of the Co-op from an operational point, but if we are able to increase community volunteer programs in the future work program (as we did with the FOW and Carpenter Woods programs), it will help to make the community stronger. The members involvement is the life of the co-op. In the future we will capture data that measures: non-working members, working members, total hours volunteered in each department and in specific community programs, and the potential hours from members who are not working. In all areas of our membership education, we will continue to stress the importance of volunteer work and provide monetary incentives to those who do volunteer.

Progress was made in this area this year with our committee and decision to keep the program intact for the next year.

E6. The local environment will be protected and restored.**GM Interpretation:**

WW will work with WWCP and other community organizations to protect the environment within the Northwest region. Restoration of the land and air will be effected in a positive way by the actions of the Co-op food buyers, the Environment Committee, and actions we take in construction projects.

Operational Definitions

- **OpDef E6.A:** WW management will collaborate with local organizations that are engaged in environmental concerns.
- **OpDef E6.B:** Packaging material will be researched and changed as appropriate to meet environmental safety.
- **OpDef E6.C:** Local produce purchasing will stress either organic methods or integrated pest management techniques (IPA).
- **OpDef E6.D:** Construction of the Chestnut Hill location will take into account environmental infrastructure, recycling of construction material, and ways to increase building/operational energy efficiency

Data**Data: E6.A**

I have identified a number of environmental efforts in previous sub-ends that the Environment Committee, FOW, and the Friends of Carpenter Woods perform and WW collaborates. In 2009, as mentioned earlier, WW provided over 100 hours of volunteer labor towards Friends of Carpenter Woods restoration projects and it is our plan to continue to do this in the future. The farm staff, WWCP, and WW Farm Committee have worked to restore land for food production. In 2009, a 1/3 acre lot was cleaned and restored on Mt. Airy Ave. behind Fred's Foreign Car repair shop. That land produced leeks throughout the season. It had been an overgrown lot for years. Neighbors in the area commented about how wonderful it looked and how it improved their site lines from their homes. Also this year, another ¼ acre of land behind the Stenton Manor Homeless Shelter was cleared by WWCP. This land was also overgrown and had not been used for years for any purpose. Children and parents helped to farm the land and were able to eat the product from their small farm.

As listed above in the other sub-ends, the Environment Committee awarded thousands of dollars in grants to local organizations, mostly for environmental improvement and restoration

projects in the Northwest. The committee also supported recycling of electronic products with Valley Green Bank and the Chestnut Hill Friends projects in 2009.

Progress was made towards this sub End; additional organizations need to be identified and WW's involvement clearly articulated.

Data: E6.B

In 2009 we changed all of our prepared foods packaging and plastic bags to corn-based products that are recyclable and degradable. We have also researched biodegradable paper take-out containers for Chestnut Hill.

Progress was made in this area. Additional bulk offerings to recycle shoppers' containers will be looked at in Chestnut Hill.

Data: E6.C

The elimination of harmful pesticides and fungicides from the environment is an important part of our mission. Almost all of our local product incorporates either Intergraded Pest Management (IPM) or is Organic and is free of such harmful products. Apples and other fruit grown in the East requires controlling for pests and fungus. Our local produce buyer visits with each of the farms we purchase from and reviews their procedures. In cases where he finds that farms are not following proper procedures, we either do not purchase or drop the farm as a supplier.

All of WW farm production is IPM produced product and could, if we so desired, be Organically certified.

Progress was made in this area in 2009. A WW certification checklist needs to be developed as we expand our program.

Data: E6.D

During the planning phases of the CH expansion we have worked with our architect and construction company to follow LEED certified standards. The following are examples of the outcomes from following these standards on the expansion project:

1. We are reusing an old structure rather than taking it down and starting with new material. Recycling/reusing an old structure is considered the first level of proper LEED building.
2. Rain water catchment...all the rain water from the back part of the building structure, and a majority from the roof, will be diverted from the city system and allowed to seep into the ground.
3. We were successful in obtaining a grant of \$55,000 to install solar panels that will produce about 10 kilowatts of electric energy.
4. The building will be heavily insulated which is considered one of the most important energy saving return-on-investment actions.
5. I made a decision early on after reviewing the equipment and energy use to purchase all new equipment that would save about 25% in energy use.
6. Heat from the compressor system will be captured to pre-warm the hot water in the building.
7. The main compressor system we purchased is the most energy efficient available.
8. All demolition waste was recycled using a company that specializes in recycling construction waste.

I had hoped to install a geothermal system, but without a grant the pay back was about 20 years compared to the cost of a regular HVAC system.

Excellent progress in this area was made towards the construction as it relates to this End.

E7. Weavers Way will have a welcoming culture that values diversity, inclusiveness and respect.**GM Interpretation:**

E7 is a fundamental difference in the E1 from 2008. Management still believes it is necessary to measure certain aspects of diversity as it is reflected in our community. We must find ways to work with our staff and membership to be “welcoming” to other cultures and to provide

opportunities for diversity in our store operations, events, and future planning. Management will provide time for staff and members to meet to discuss and assist management in planning ways to meet this End.

Operational Definitions

- **OpDef E7.A:** WW began to use EEOC measurement standards to monitor our diversity hiring. This information will be published for staff and members to review and to use to assist us in becoming more diverse. Our HR Manager will monitor this data and will set goals.
- **OpDef E7.B:** We will work to match our neighborhood demographic diversity in our membership and in our staff. By 2014 our goal is 55% of the staff and 50% of management are non-Caucasian, and that 35% of our membership identifies as non-Caucasian at the Mt Airy store.

Data

Data: E7.A:

In the Ends Report for 2008, I reported that in 2009 we would begin collecting demographic data on our staff, something that had previously not been done. Since December 2008, all newly hired Weavers Way employees have been given the opportunity to “self-identify” their race and gender, using categories set by the Equal Employment Opportunity Commission (EEOC). This demographic data is kept separately from employee personnel files, in a confidential file in our human resources department. If employees choose not to self-identify, the EEOC approves of employers using “observer identification” in determining a person’s gender and race. Therefore, using data provided by staff and observer identification, we are able to determine the current diversity of staff as follows.*

*Note that the below data is for our regular staff, and does not include anyone “on call.” This year, we made the decision to put some of what we have called “paid cooperators” or “casual labor” on payroll, in order to comply with Department of Labor guidelines regarding certain statutory costs (unemployment and workers compensation). While these individuals are technically Weavers Way employees, they generally work very sporadic hours and do not qualify for any staff benefits. Our staff diversity data is more accurate leaving this group out.

Current Diversity of Staff, December 2009: Total Staff: 83; Total Management: 19

GENDER	MALE	FEMALE
All Staff	38	45
Management	8	11

RACE	BLACK/AFRICAN AMERICAN	HISPANIC/WHITE	LATINO	ASIAN	2 OR MORE RACES	OTHER
All Staff	12	64	4	2	1	0
Management	0	18	0	0	1	0

AGE	16-25	26-35	36-45	46-55	56-65	OVER 65
All Staff	17	16	15	13	21	1
Management	2	2	5	3	6	1

Points Derived from Data

- Overall, Weavers Way continues to have a very diverse staff and management team in two important indicators: gender and age.
- The staff and management team of Weavers Way continues to be disproportionately white.
 - Last year, 22% of the staff were non-white, this year only 23%.
 - Racial diversity in the Management team declined from 12% in 2008 to 5% in 2009 (decreasing from 2 to 1 staff member)
- Female to male management increased in 2009 from 53% to 58%. This is not typical of the grocery business, which is predominantly male in management positions.

Weavers Way is fortunate to attract some of the most talented applicants from Philadelphia, the suburbs, and even out-of-state. The Co-op's mission, coupled with our excellent benefits package, makes us a desirable employer.

Because we receive so many unsolicited applications, we have historically relied on "passive" recruiting, hiring people mostly who come to us through their own means (largely through referrals by current staff or Co-op members). Passive recruiting has resulted in a disproportionately high percentage of white employees. Improving racial diversity, therefore, requires relying less on passive recruiting, and instead adopting active recruiting in communities where the Co-op is less well-known. Working with the Philadelphia office of the Equal Employment Opportunity Commission (EEOC), Weavers Way has developed an active recruiting campaign that reaches out to communities throughout the city, including West Oak Lane, North Philadelphia, and East Germantown.

The chart below shows that, in 2009, the racial diversity of those hired has improved compared to those hired before 2009:

RACE	HIRED IN 2009	HIRED PRIOR TO 2009
WHITE	12 (63%)	52 (82%)
ALL OTHER RACES	7 (37%)	12 (18%)
TOTAL	19	64

While the racial diversity of newly hired employees has improved, more needs to be done. Affecting the overall numbers will take time, particularly in light of the historically low turnover in Weavers Way staff. The opening of the new store in Chestnut Hill will provide us an opportunity to affect the diversity of our staff as we hire new employees and seek to promote existing staff into new management positions.

Overall progress was not made in this sub-End that allows me to state that we are having successes. We want to do better in this area and will continue to find ways to improve our staff and member diversity.

Data: E7.B:

Our market area has a population of 59,800, of which 32% are white, 31% are between 35-64 years of age, and the median income is \$51,600. The opening of the Chestnut Hill store will change the overall demographics served and will be reported on next year. As reported above, the hiring for 2009 shows that we have increased our diversity hiring from a base of 22% to 37%. This is in line with our 2010 overall goals. Due to a lack of turnover, it will be difficult to get our staff to match our community diversity.

Non Caucasian	2009	2010	2011	2012	2013	2014
Staff Mt Airy goal	25%	35%	45%	50%	55%	55%
Staff Actual	23%					
Staff Ogontz goal	75%	75%	75%	75%	75%	75%
Staff Actual	66%					
Member owners goal	22%	28%	31%	35%	35%	40%
Member Actual	16%					

Member owners in 2008 self identified 18% non-caucasian and 16% in 2009. This is a change of 2% in the wrong direction. As an urban co-op our community comes from many different backgrounds. It is our goal to reflect this diversity through education, opening the Co-op to working and non-working members, and reaching out to the community. In 2009, a group of staff was formed to work on both staff diversity and community diversity. The Membership and Diversity/Outreach Committees will also need to be organized to assist the Co-op with meeting these goals.

Progress was not made in this area in 2009.