



Maple City Market

2020 Annual Report

Message from the Board Chair

By Amanda Qualls

Last year, when I wrote to you all, I did so in the thick of the pandemic. In September of 2020, we were six months into shutdowns. Many businesses were still not open on regular schedules. Masks were, in general, the norm. It was a tough time to address the ownership of the Maple City Market, but there were rays of light as well. Staffing at the Maple City Market was stable, when many workplaces were struggling to keep staff healthy and on board. Very early in the pandemic, management instituted mitigation and safety procedures, and it was clear that many in our community—both owners and non-owners—saw Maple City Market as a leader in safely operating in a pandemic. The board, myself included, were also hopeful about where we might be in three months or six months or, indeed, a whole year on.

As I write to you one year later, I am both hopeful and discouraged, weary and energetic for more positive developments. We continue to be in a pandemic, but we have vaccines. Mitigation (from masks to plexiglass shields to distancing) continues, though with less regularity and consistency than in pre-vaccine times. We are in a liminal space at the moment, but progress continues bit by bit. One part of that progress was our recent execution of an in-person annual meeting. This was a welcome change from last year's zoom meeting, and we hope to offer an even bigger event next year!

Maple City Market has done and continues to do well in uncertain times. Financially, we are enduring, and even prospering. This

year, the Maple City Market Board of Directors approved the first ever patronage refund to owners, at the recommendation of Brad Alstrom, our General Manager. This is an exciting milestone and a great benefit, and we're excited to pass this patronage on to you.

The board has rolled with the punches over the course of the last year as well, meeting virtually or in person, as circumstances change. We have added two new members to the board, Leah Miller and Jama Yoder, and they each bring a wealth of experiences and interests in food and cooperative governance. The board has also seen one member step away, with Mark Seeley wrapping up just over one full-term on the board. Mark is exiting the board to tend to his growing business, OnMark Certification Services. We welcome our new board members, and thank Mark for his years of service!

MCM Ends Statements

Because of MCM, there will be a healthy community nourished and educated by:

1. EQUITABLE *economic practices.*

2. REGENERATIVE *environmental impacts.*

3. INCLUSIVE *socially responsible relationships.*



**Local farmer Kate Lind
of Sustainable Greens**

General Manager's Report

By Brad Alstrom

2020 was a year of change. The global pandemic impacted, and continues to impact, how we do business in numerous and unforeseeable ways. While we did see a substantial 8% drop in the number of customers, we more than made up for it with a 23% increase in the average basket size. We ended 2020 with 14% sales growth over 2019.

While the pandemic brought favorable financial results, the internal challenges were immense: late March panic buying; cleaning and sanitization protocols; PPE acquisition and use; unpredictable sales revenue; decline of prepared foods and bulk departments; setup and operating curbside service; supply chain issues and product shortages; compliance with state, county, and federal health guidelines;

increased internal and external communication; limiting number of customers and mask policy enforcement; contentious customers regarding mask and capacity rules; managing anxiety & fear in staff and customers; managing virus exposure and quarantines amongst staff.

The success of our co-op in 2020 was by and far a result of everyone working together to make our community and our grocery store safe and friendly places amid a global pandemic.



Local Vendors

In 2020, our local farmers proved to be huge assets. When our national supply chains were stressed with out of stocks at all time highs, our local vendors were still operating a full capacity.

An estimated 27% of MCM sales, or roughly \$650,000 came from locally & regionally produced products.

Some of our favorite local & regional vendors include: Clay Bottom Farm, Sustainable Greens, Horn of Plenty Co-op, Ridge Lane Farm, Kercher's Sunrise Orchards, Greenbridge Growers,

Singletree Farm, Half Moon Rising Orchard, Miller Poultry, Jake's Country Meats, Fischer Farms, Yoder's Meats, Rosewater Farm, John's Butcher Shop, Smoking Goose, Restoration Farm, Springside Eggs, Robinson Duck Eggs, El Popo Tortillas & Matilda Chips, Johan's Guac, Electric Brew, Crystal Springs Creamery, Heritage Ridge Creamery, Capriole Cheese, Tulip Tree Creamery, Broad Ripple Chips, Farming for Life, Fish Lake Organics, Hannar's Apiaries, Beachler's Sugar Bush, Farmer Dan's Honey, Circle Kombucha, Crossroads Kombucha, Raw Sustainable Living, Naturavilla Herbal, Skin Psalm, Sundance Botanicals, Heather Horst, Mother Comfrey Herbals, Soapy Gnome, and more!

Co-op Finances

The pandemic has served as an unfortunate financial boon for the entire grocery industry, and Maple City Market was no different. 2020 brought not only increases in sales revenue, but also profits and cash reserves. In May 2020, the co-op successfully applied for a federal Payroll Protection

Program (PPP) forgivable loan, providing an additional cash cushion. With the substantial profits we achieved in 2020, the co-op was able to issue its first ever patronage dividend in 2021 to co-op members, 20% of which was returned as a rebate to use as store credit on purchases.

2020 Year-end Financial Metric

Sales Growth: 14% compared to 4% in 2019

Net Profit: 6% compared to 2.2% in 2019

Current Ratio: 3.3 compared to 1.4 in 2019

Days of Cash: 45 days compared to 7 days in 2019

Total Patronage Dividend: \$104,000 with \$21,000 returned as rebate

Co-op Membership

In 2020, the co-op added 185 new co-op members and over \$16,000 in new member equity. 2,064 co-op members used the co-op during the year. Member purchases accounted for 78% of all purchases. On

average, our shoppers put \$33 of groceries in their basket on each visit.

Thank you, co-op members!

Co-op as Employer

Our employees are at the core of our business and they performed like stars in 2020. We increased productivity by 16% and average wage by 14%. In April 2020 we added a \$2/hour "hazard" pay for all employees, which became a permanent wage increase in 2021. The co-op made use of the federal Cares Act to provide employees paid leave for covid related illness, testing, and care of family members.

We ended the year with 22 employees, including 11 full-time and 11 part-time. Our turnover rate was 33%. Seven staff members on our current roster have worked at the co-op for *3+ years. Average tenure is 2.4 years.

Average Wage = \$15.34

Adam Hess
Aidan Bontrager
Bailey Harmon
Bekah Schrag
Brad Alstrom*
Brian Gish
Christopher Horst*
Daniel Schlabach
Erin Floyd*
Gretchen Krause*

Jillian Hoover
Joel Fath
Kami Barhydt
Neil Rippey
Petra Showalter*
Rhonda Parkhurst *
Rudys Guzman
Sarah Bender*
Sam Miller
Sorin Johnson



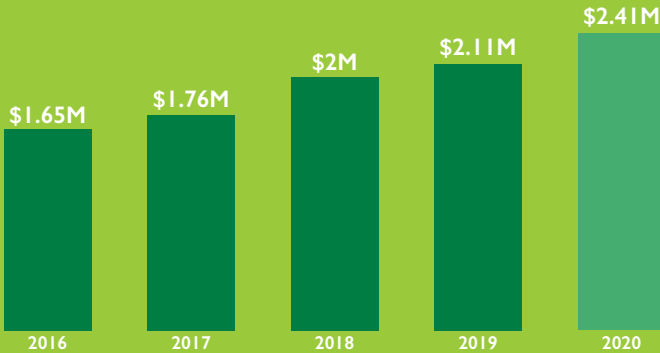


**Local farmer Ben Hartman
of Clay Bottom Farm**

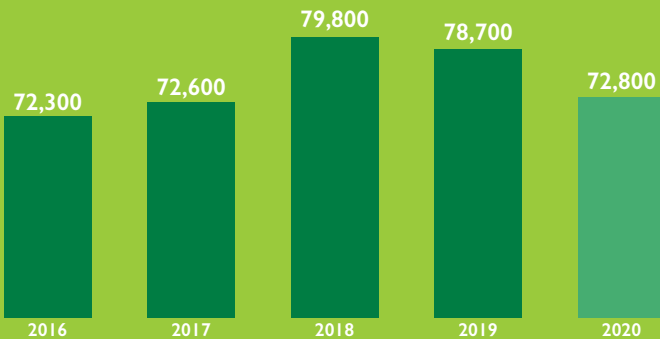
Member Equity



Annual Sales



Customer Count





Total Sales Revenue: \$2,406,880

Average Customers Per Day: 200

Total Transactions: 72,734

Average Basket Size: \$33.09

Percentage Total Sales By Department

- Grocery** 53%
- Produce** 18%
- Prepared Foods** 11%
- Wellness** 9%
- Meat & Seafood** 7%
- Wholesale** 3%



Balance Sheet Summary

Assets	2020	2019	2018
Cash & Equivalents	\$280,408	\$41,765	\$25,747
Accounts Receivable	\$14,371	\$6,305	\$8,209
Other Current Assets	\$166,150	\$131,744	\$131,480
Total Current Assets	\$460,929	\$179,814	\$165,435
Fixed Assets	\$127,184	\$140,398	\$125,103
Equity in Other Co-ops	\$46,709	\$46,742	\$43,989
Deferred Taxes	\$19,000		
Total Other Assets	\$65,709	\$46,742	\$43,989
Total Assets	\$653,822	\$366,954	\$334,527
Liabilities			
Accounts Payable	\$77,938	\$76,944	\$74,702
Patronage Dividend Payable	\$20,957		
Other Current Liabilities	\$64,880	\$51,931	\$59,526
Total Current Liabilities	\$163,775	\$128,875	\$134,228
Long Term Liabilities	\$93,721		
Total Liabilities	\$257,496	\$128,875	\$134,228
Equity			
Membership Equity	\$310,939	\$294,252	\$282,370
Patronage Dividends Retained	\$83,830		
Earnings	\$1,557	(\$56,174)	(\$82,071)
Total Equity	\$396,326	\$238,078	\$200,299
Total Liabilities & Equity	\$653,822	\$366,953	\$334,527

Income Statement

Income	2020	2019	2018
Sales & Returns	\$2,406,880	\$2,107,138	\$2,030,948
Cost of Goods	\$1,463,155	\$1,338,913	\$1,292,013
Gross Profit Margin	\$943,725	\$768,225	\$738,935
Expenses			
Personnel	\$554,206	\$492,009	\$494,218
Occupancy	\$66,698	\$65,329	\$76,748
Depreciation	\$11,307	\$8,366	\$9,662
Operating	\$93,960	\$74,221	\$87,264
Administration	\$38,327	\$49,729	\$45,400
Marketing	\$17,984	\$28,439	\$36,958
Member Discounts	\$20,289	\$14,952	\$13,613
Governance	\$9,990	\$13,742	\$15,132
Total Operating Expenses	\$812,761	\$746,787	\$778,995
Other Income & Expenses	\$18,702	\$3,842	\$15,061
Net Income	\$149,666	\$25,280	(\$24,999)



Petra, our Wellness Buyer



Co-op Board of Directors

Amanda Qualls, Board Chair 2015-2024

Darin Short 2018-2024

Rose Shetler, 2019-2022

Clayton Miller, 2019-2022

Gwen Gustafson-Zook, 2020-2023

Malinda Berry 2020-2023

Leah Miller 2021-2024

Jama Yoder 2021-2024