



FY 2024

Ends Report

SACRAMENTO NATURAL FOODS CO-OP



ENDS 1

SNFC is the destination of choice in the Sacramento area for high quality, healthy foods, with an emphasis on locally-grown and regionally produced, organic, and ecologically-sound products.

The Sacramento Natural Foods Co-op has become a top destination for high-quality, healthy foods in the region by staying committed to locally grown, organic, and eco-friendly products. Strong regional partnerships, strict product standards, and a focus on sustainability have built community trust. With an emphasis on education, in-

volvement, and excellent service, the Co-op has cultivated a loyal customer base that values wellness and environmental responsibility. In FY2024, it achieved an 88% customer service score and 93% quality rating. The Co-op also earned Gold for Best Health Food Store and Silver for Best Grocery Store in the 2024 Sacramento Favorites awards.

FY	2020	2021	2022	2023	2024
Service	85%	75%	86%	82%	88%
Friendliness	91%	96%	93%	91%	83%
Selection	85%	93%	85%	83%	91%
Quality	85%	87%	83%	91%	93%
Organic	80%	83%	79%	83%	92%



ENDS 1

Organic Sales

We reached this goal by offering a diverse range of organic products, with **39.68% of our total sales coming from organic items**. Our commitment to quality is reflected in our focus on local, minimally processed foods, avoidance of artificial additives, and adherence to high ethical and sustainable standards for all animal products.

KEY ORGANIC SALES FIGURES INCLUDE:

Organic Bulk Products:
\$1,317,955.79

Organic Produce:
\$8,807,137.59

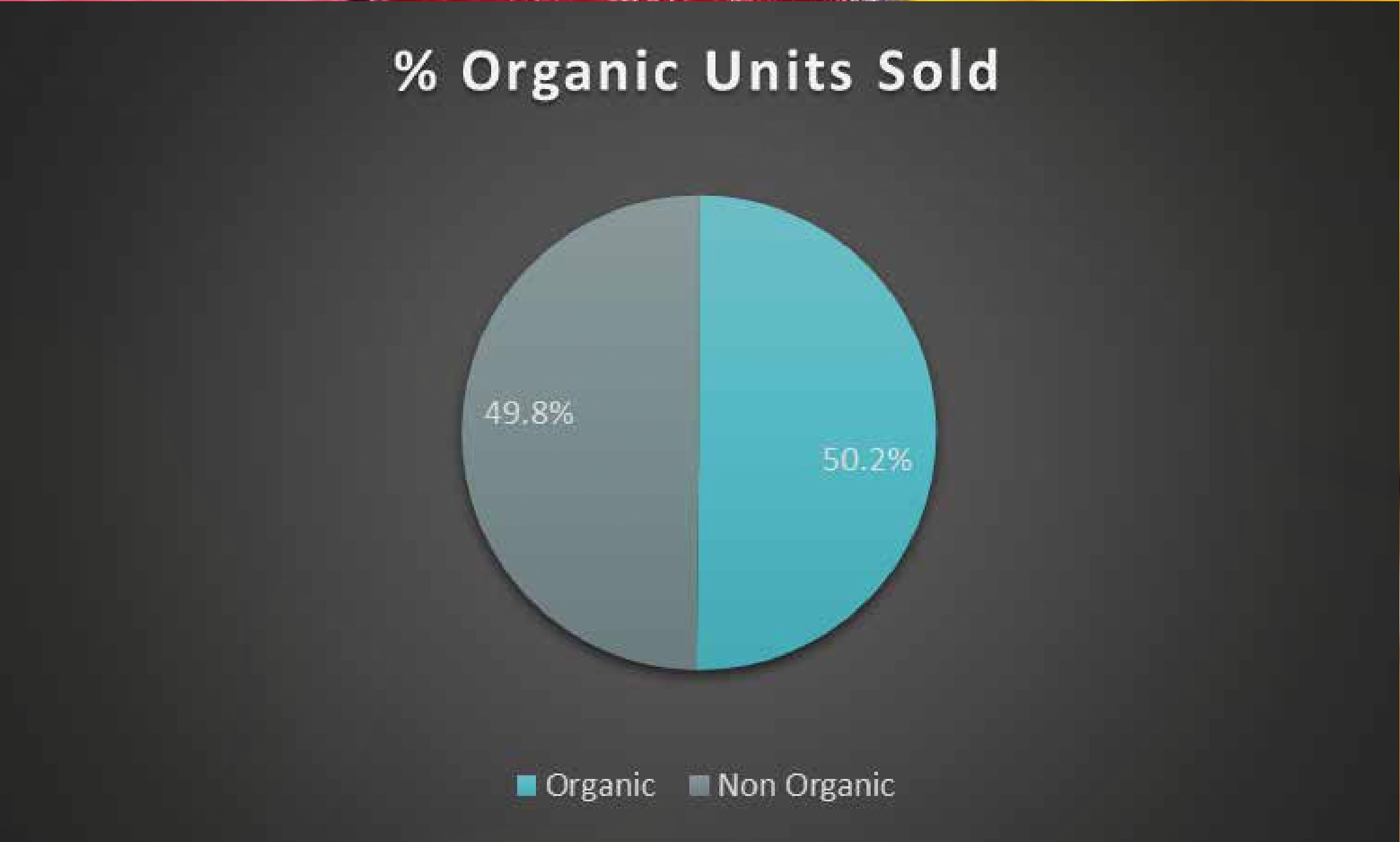
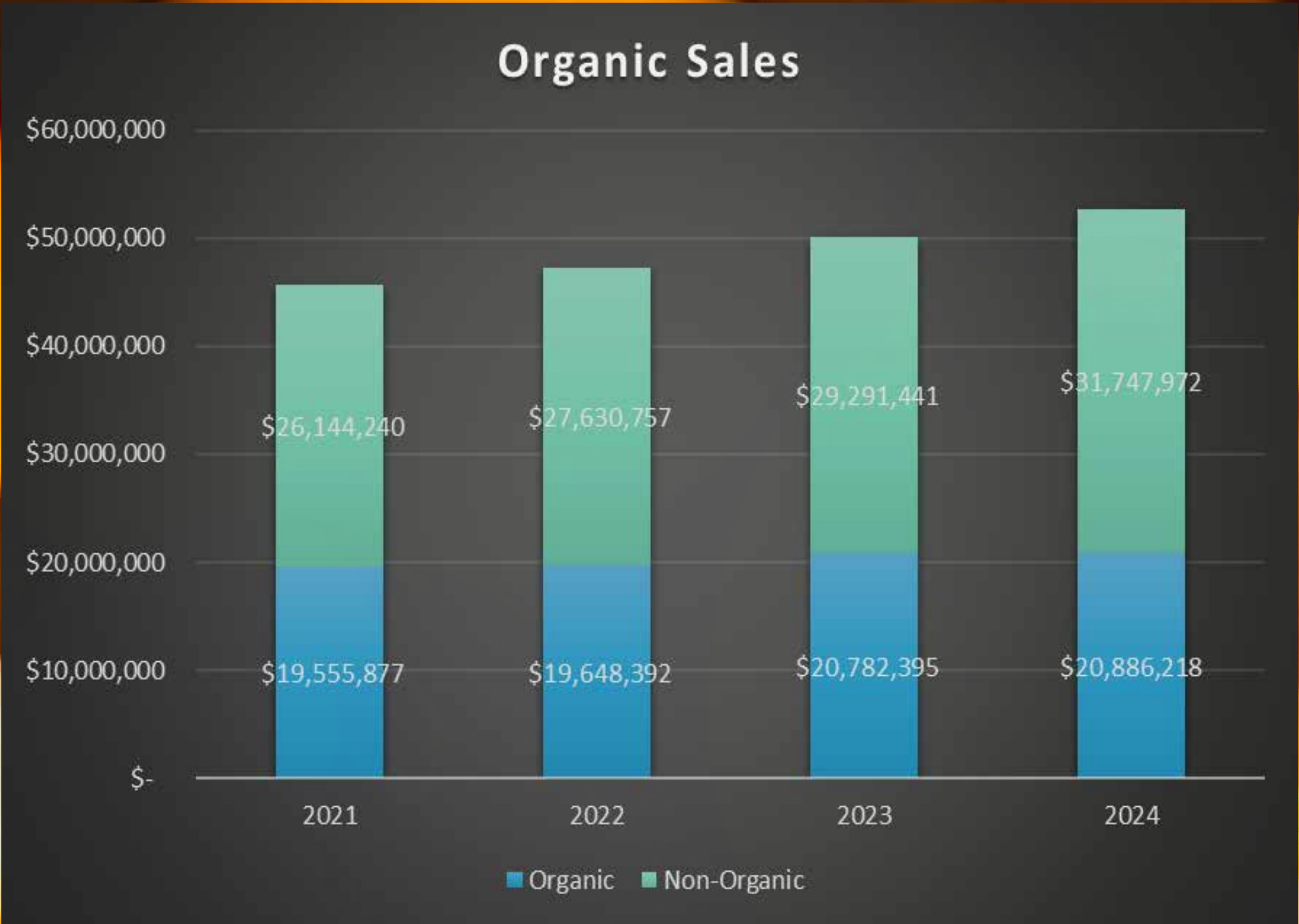
Organic Meat:
\$806,471.51



ENDS 1

Organic Sales

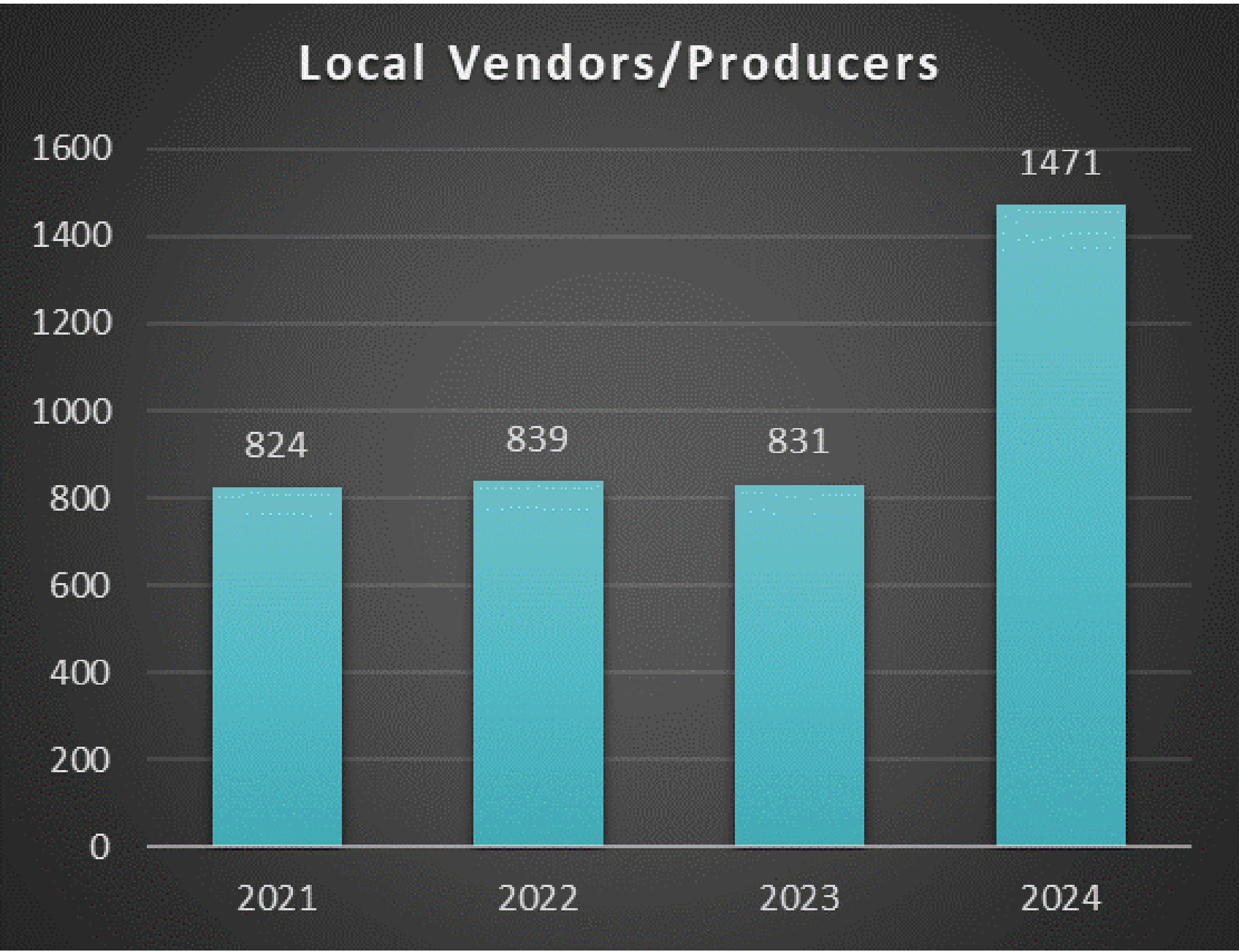
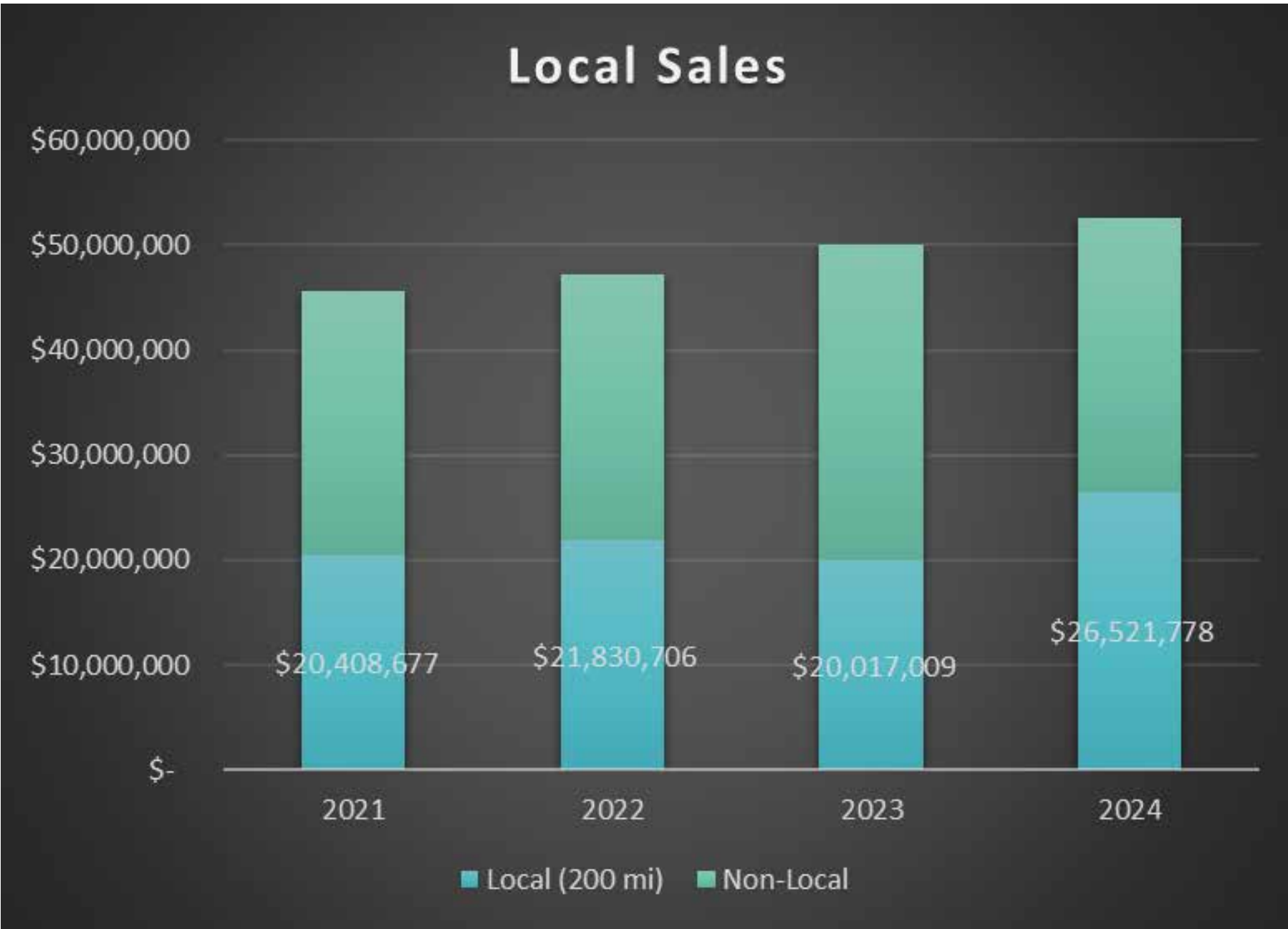
These numbers highlight our customers' strong preference for organic produce, which makes up the largest portion of our organic sales.



ENDS 1

Local

We prioritize local sourcing across all departments, especially in Produce, Kitchen, and Deli, while also supporting hyper-local producers in Wellness and Grocery. In FY2024, local sales totaled \$26,521,778, reflecting our commitment to regional partnerships. We worked with 1,471 local vendors, many of them small-scale or family-owned, helping strengthen the local economy and reduce environmental impact.



ENDS 1

Ecologically Sound Products

The Sacramento Natural Foods Cooperative offers ecologically sound products that are B Corp certified, Fair Trade, Regenerative or Biodynamic certified, and Cruelty-Free or Humanely produced.



Product Attribute	Sales \$	% To Total Sales \$
B Corp	\$2,078,389.08	4.06%
Fair Trade	\$661,299.30	1.29%
Regenerative or Biodynamic Certified	\$332,742.53	0.65%
Cruelty-Free/ Humanely	\$597,898.49	1.17%



ENDS 1

Co-op Everyday

This fiscal year, the launch of our Every Day Low Price (EDLP) Program marked a significant milestone in our commitment to delivering consistent value to our customers.

With total sales reaching an impressive **\$2,827,063.56** the program not only drove strong revenue but also provided substantial customer savings, estimated at **\$241,021.14**.

These results highlight the positive impact of our pricing strategy—enhancing customer loyalty while supporting our overall business goals.

ENDS 2

SNFC is a financially sustainable operation that supports and yields economic, social and environmental returns to its members and the community at large.

DATA:

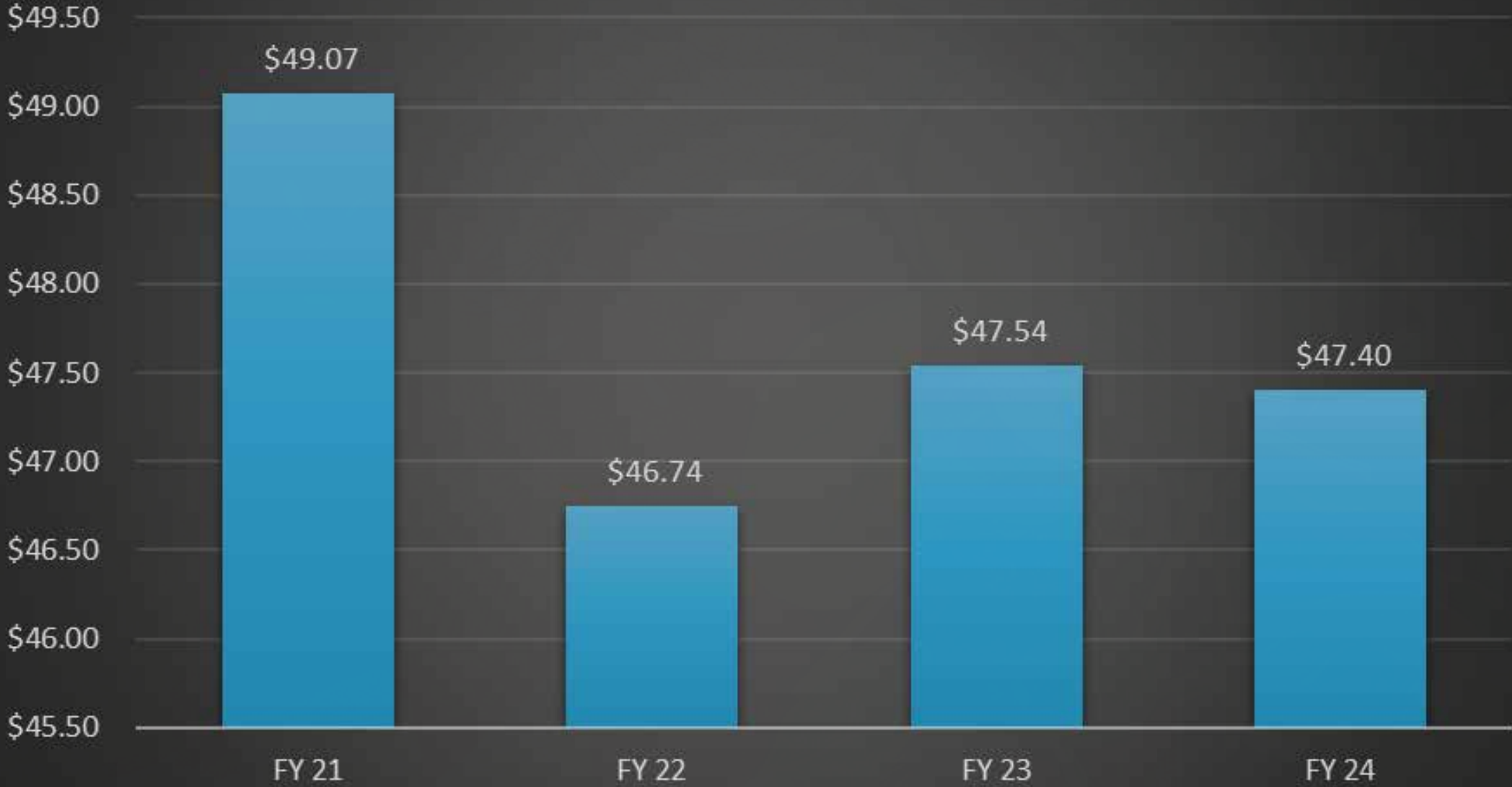
The Sacramento Natural Foods Co-op saw **5.11% sales growth this year**, driven by smart spending and community values. It invested **\$394K in upgrades**, supported local farms, paid fair wages, and prioritized sustainability, education, and inclusive governance.



Average Weekly Customer Counts
(Transactions)



Average Basket Size



ENDS 2

Member Discounts

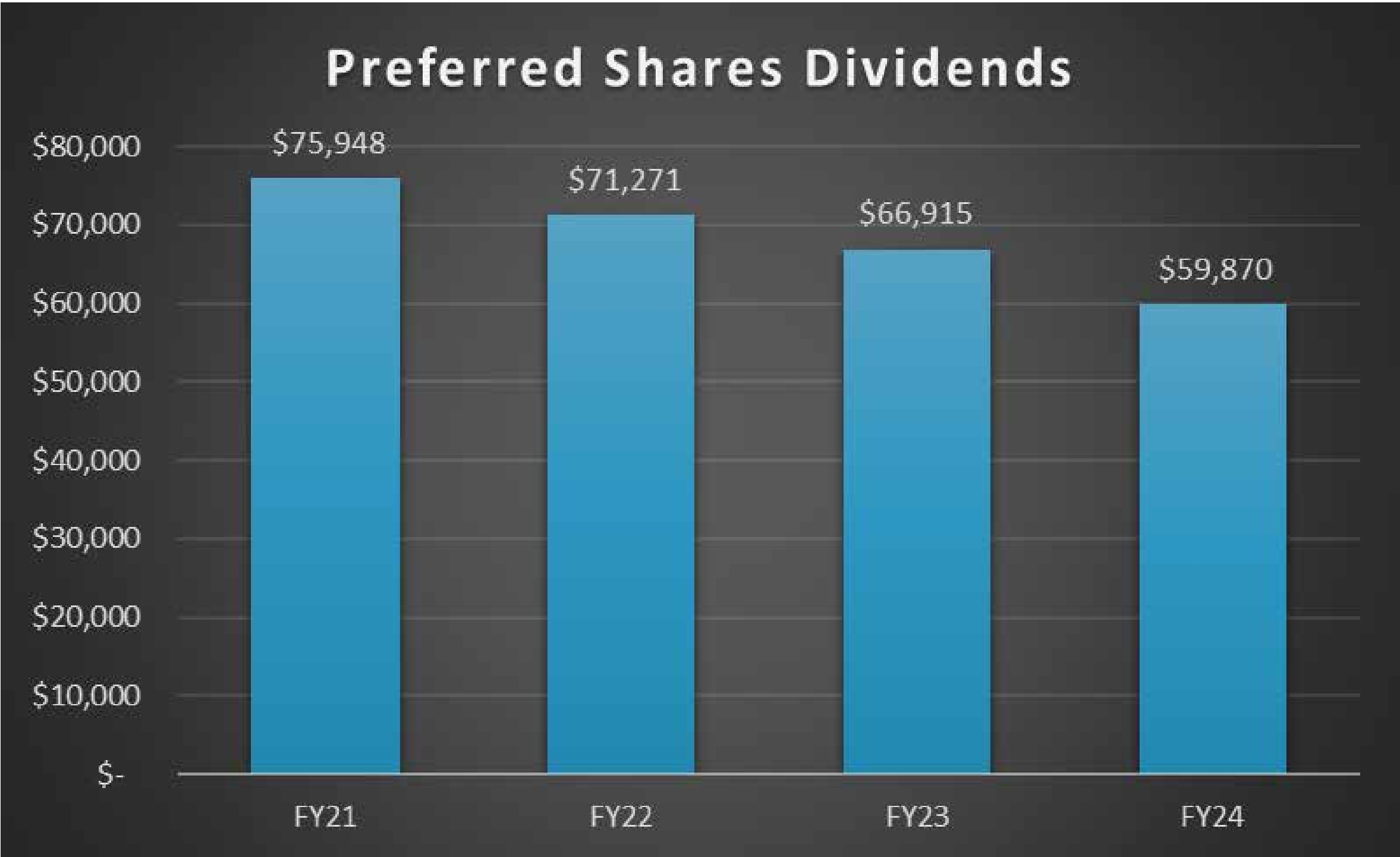
In addition to strong sales performance, the Sacramento Natural Foods Co-op continued to deliver direct value to the members. This year, members received a total of **\$473,466 in discounts**, reinforcing the financial benefits of co-op ownership. On top of that, **the Co-op distributed \$150,000 in patronage refunds**, sharing profits back with members based on their purchases. These tangible returns not only reward member loyalty but also reflect the Co-op’s commitment to cooperative principles and economic equity within the community.



ENDS 2

Preferred Shares

The Co-op continues to honor its commitment to member investors through Preferred Shares. The amount listed for each year reflects the payouts made for the previous fiscal year.

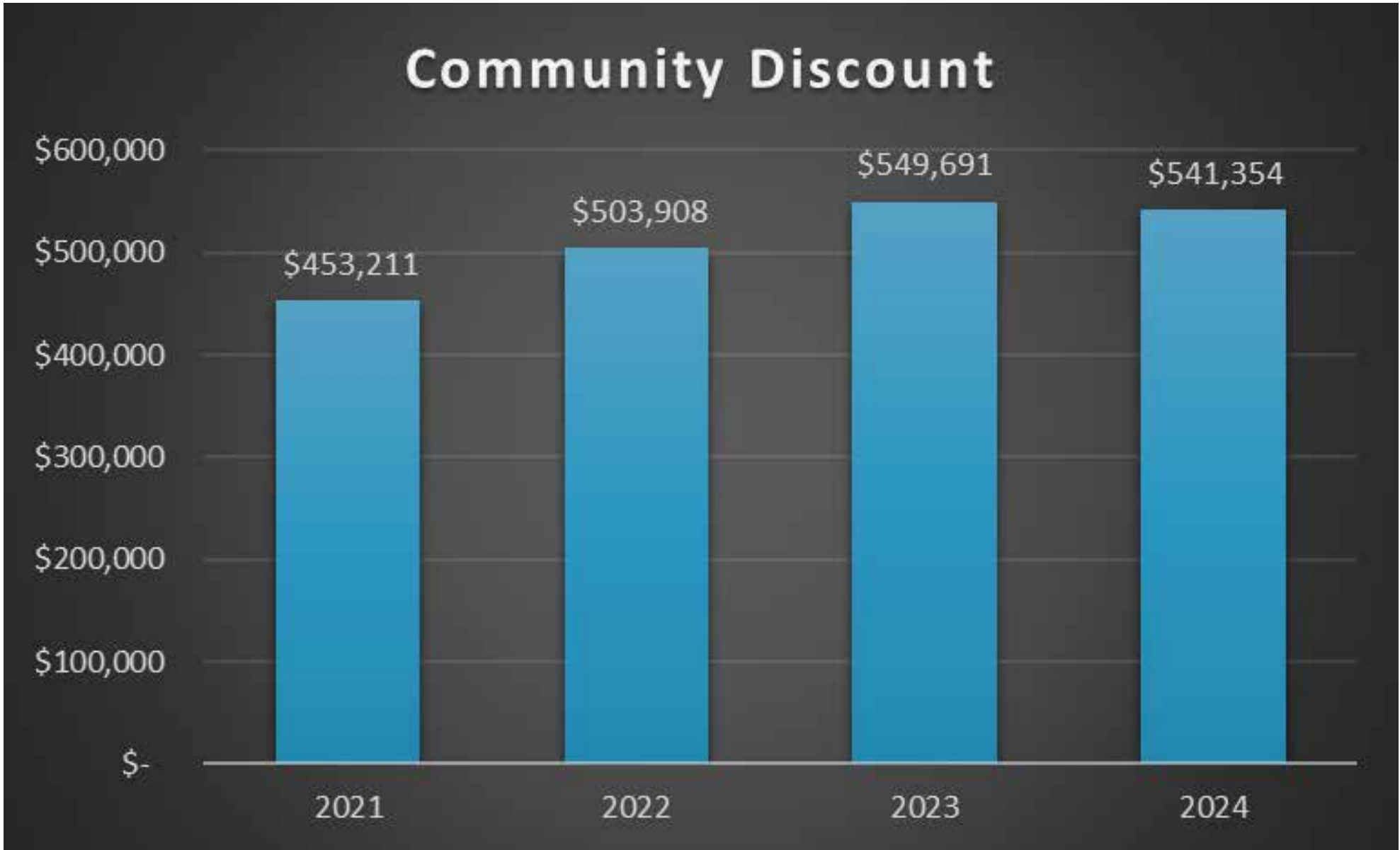




ENDS 2

Community Programs

Beyond distributing financial returns to members, the Co-op actively invests in the broader community through several impactful programs.



COMMUNITY DISCOUNT:
Our Community Discount Program provides ongoing savings to low-income shoppers, helping make healthy, organic food more accessible. Additionally, the Co-op supports local organizations through regular donations and sponsorships that uplift community well-being.

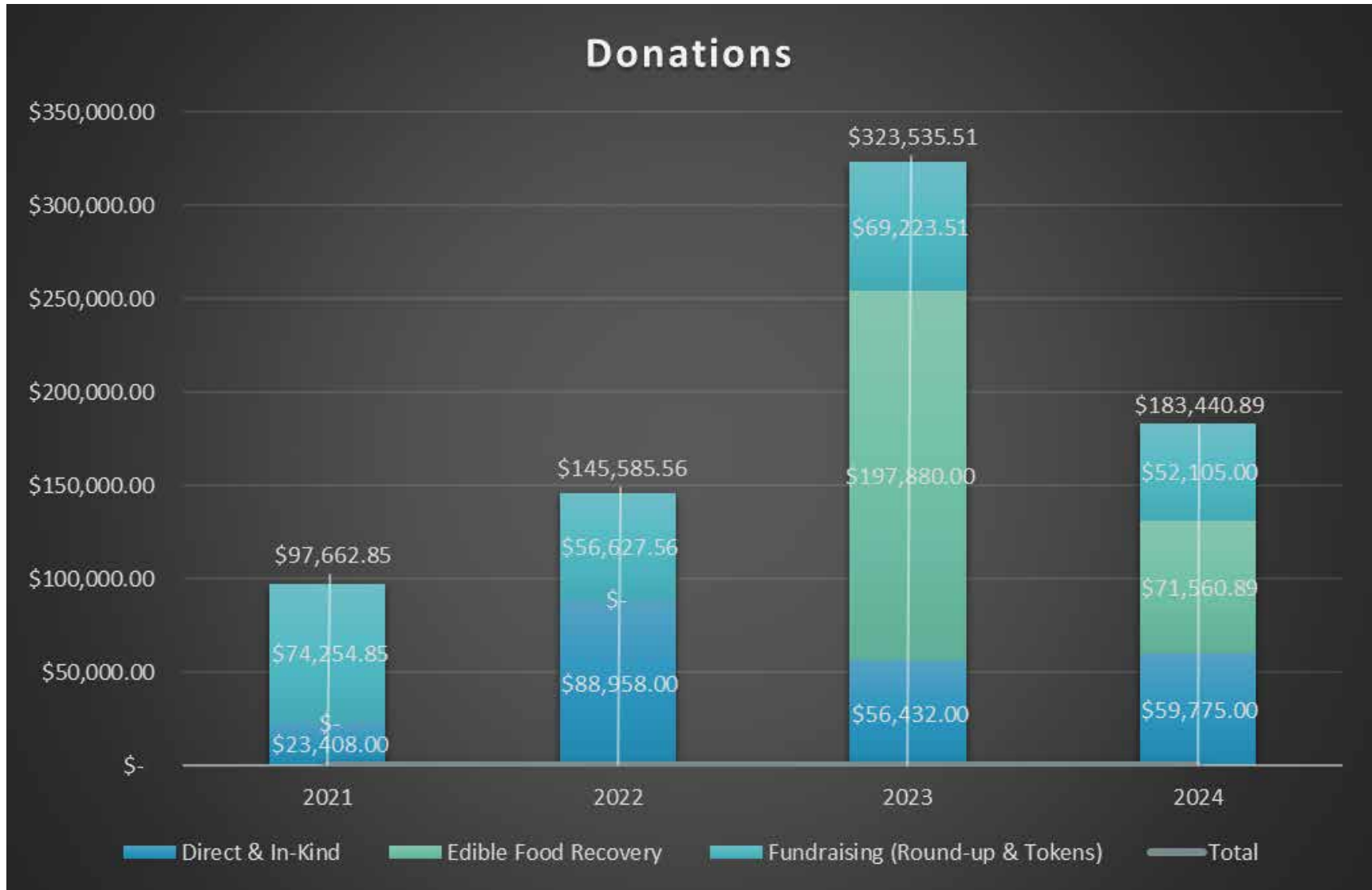


ENDS 2

Round Up Recipients

ROUND-UP AT THE REGISTER:

Through our Round Up at the Register program, shoppers have the opportunity to round up their purchases to the nearest dollar, with the extra change going directly to local nonprofits. These initiatives reflect our commitment to being not just a grocery store, but a community partner dedicated to equity, access, and shared prosperity.



Organization	Amount Donated
Sacramento Cooperative Community Fund	\$5,912.53
Three Sisters Garden	\$6,124.19
Meals on Wheels	\$6,997.69
Street Dog Coalition	\$7,641.46
Ujamaa Farmer Collective	\$5,310.02
River City Food Bank	\$6,218.18
Midtown Parks	\$4,036.07
Next Move Homeless Services	\$3,941.08
Splash Water and Wildlife Education	\$4,040.06
American River Parkway Foundation	\$4,031.92
Mustard Seed School	\$1,789.85
Park Fire R&R Fund	\$2,784.37
Soil Born Farms	\$3,752.97

ENDS 2

Waste Diversion



Waste Diversion & Recycling
230.07 tons
Cardboard Bales
198 tons
Recycling (Glass, Plastic, Metal)
5.80 tons
Diverted Food Waste - GRAS
33,280 lbs
Recycled Disposable Gloves
3,164.25 lbs
Edible Food Recovery
141,563.57
(includes weight & each)



ENDS 3

SNFC works to engage consumers in higher levels of participation in the Co-op.

DATA:

The Sacramento Natural Foods Co-op strengthens member engagement by fostering a sense of ownership and active participation. With strong member equity as its foundation, the Co-op encourages involvement through community events and open governance. In the past year alone, **members contributed 994 volunteer hours**—demonstrating a deep commitment to the Co-op’s mission and values.

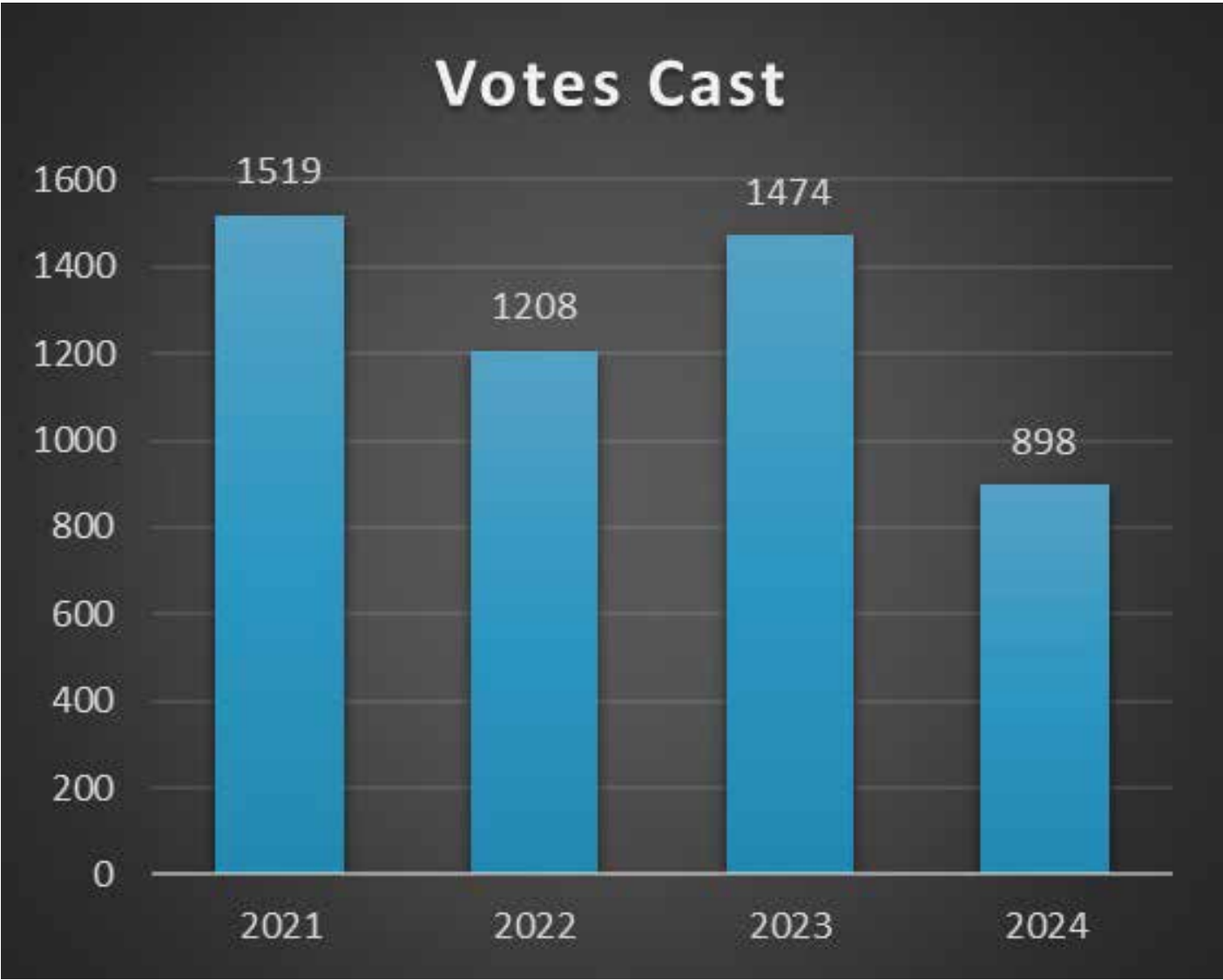


ENDS 3

Member Participation

CO-OP ELECTION:

Members also choose to be part of the co-op by voting in our annual election for the board of directors. While this year’s turnout was lower due to the transition to a fully online election, we expect participation to increase in future elections as members become more accustomed to the new system.



MEMBER QUARTERLY

One key initiative is the member quarterly newsletter—an informative publication that keeps members updated on Co-op news, events, and opportunities to get involved. We mailed out **29,811 copies** of the newsletter, helping to strengthen connections with our members.

IN-PERSON EVENTS

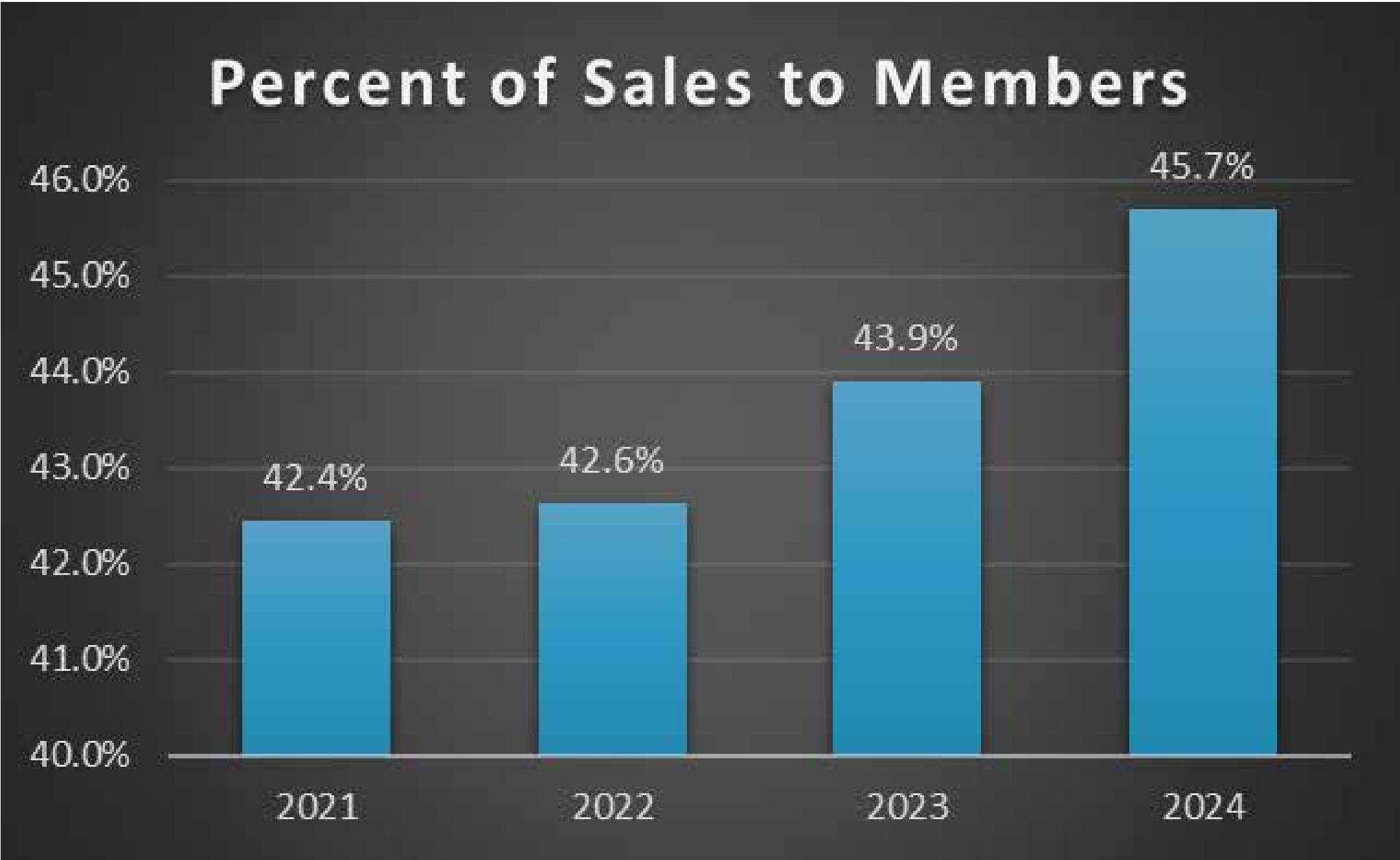
In addition to regular communications, we hosted several events to foster engagement, including **Sip and Savor with 130 attendees, two Wellness Fairs that each drew 80 participants, and our Annual Meeting, which welcomed over 20 attendees.** These efforts create meaningful touchpoints that encourage members and non members to stay connected and actively engaged in the life of the Co-op.



ENDS 3

Open Daily to Everyone

The Sacramento Natural Foods Co-op is open to everyone. In fact, most shoppers are not members, reflecting the Co-op’s commitment to accessibility and inclusivity within the broader community.





ENDS 4

SNFC SUPPORTS THE COMMUNITY BY:

- A.** Being a leader among local businesses & cooperatives nationally,
- B.** Educating its consumer base about food, food related issues, health and the environment,
- C.** Supporting the greater network of local farmers & regional production systems that emphasize seasonal availability,
- D.** Being a superior and highly sought-out workplace that promotes excellence, diversity and inclusion and fosters opportunities for participation, empowerment and growth.

ENDS 4A

Leadership & Participation

Five of our Board Directors attended CCMA 2024 in Portland, ME.

The GM attended several conferences and meetings with other General Managers to discuss strategic planning:

- Northern California Strategy meetings, once per quarter
- NCG Partnership, Spring and Fall meetings
- Meetings with other General Managers, P6

Various Co-op employees participated in regional & national conferences and enrichment programs, which include:

- | | |
|---|---|
| <ul style="list-style-type: none">• Natural Foods Expo (Department Managers)• California Alliance of Family Farmers Dinner• Full Belly Farm – Real Organic Project• HRCI – Ethical Decision Making• Sacramento Food Bank Empty Bowls• Sun Fed Ranch Tour• Extra Large Co-op Meeting: Puget Consumer Co-operative and Competitors• Full Belly Hoes Down• NCG Operations Meeting• ECO Farm | <ul style="list-style-type: none">• Consumer Cooperative Management Association Annual Conference• HRCI – Fostering an Inclusive Culture• HRCI – How to Coach• NCG Focus on Fresh• ECRS Ignite• Convergence• Cal Chamber Labor Law Best Practices and Legal Update• HRCI – Emotional Intelligence for Managers |
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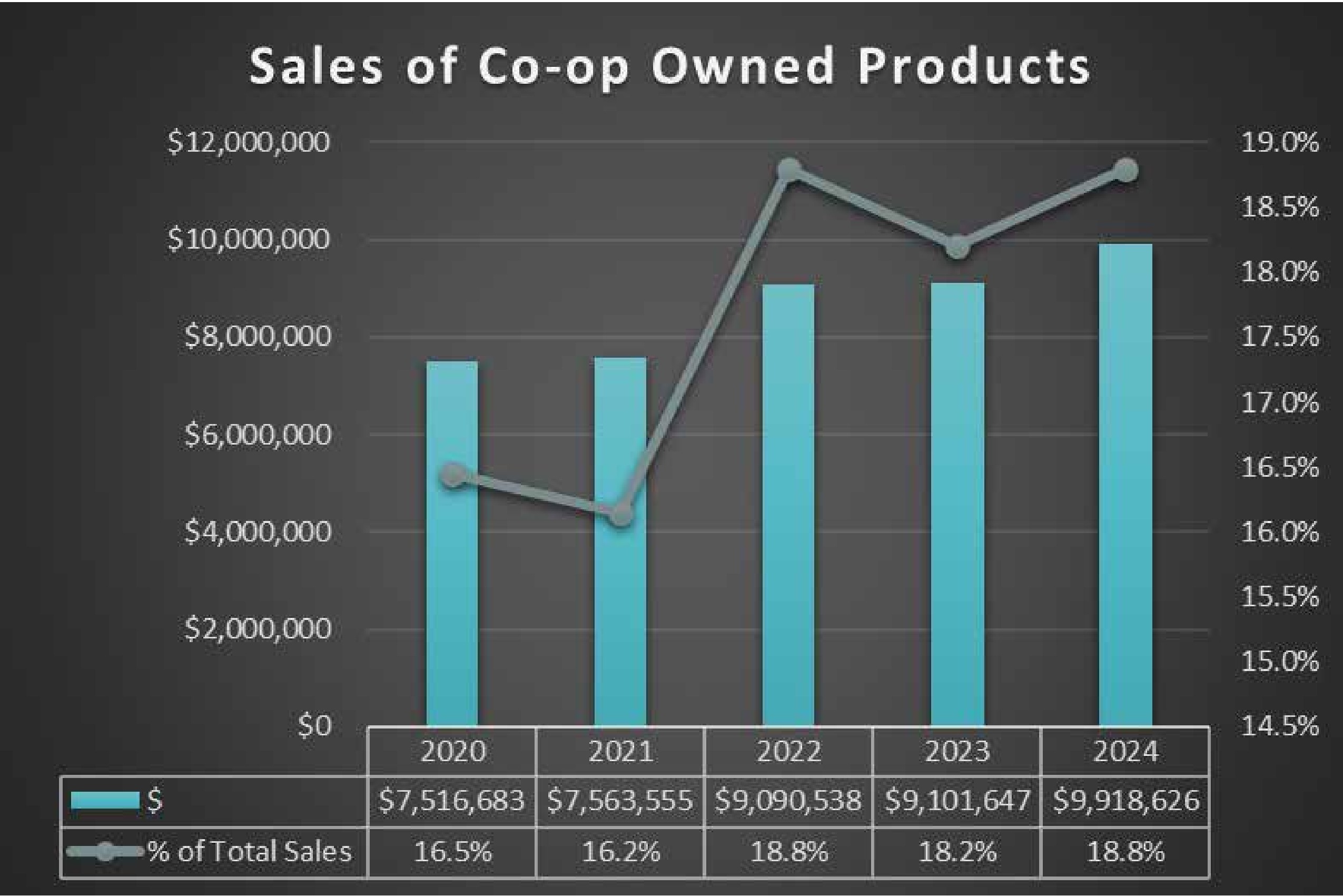
ENDS 4A

Sacramento Regional **PARTNERSHIPS & ALLIANCES**

- ECOS (Environmental Council of Sacramento)
Pachamama Coffee Co-op
River City Food Bank
Midtown Association
- Soil Born Farms
Sofia Home of the B Street Theatre
Ecological Farming Association
Rainbow Chamber



Cooperative Products





ENDS 4B

Education

Demonstrating a strong commitment to community education, the Co-op actively informs consumers about food, health, and environmental issues. It provides clear labeling, informative signage, and helpful materials in-store and online to guide shoppers in making informed, healthy, and sustainable choices.

In the past year, the Co-op hosted **160 vendor demos**, at least **30 in-house demos**, and offered **34 classes with a total of 441 attendees**. It also extends its educational reach through social media, engaging over **23,000 followers on Instagram** and **19,000 on Facebook**.

Additional tools like sales flyers, recipes in newsletters, on the Co-op blog, and on the website further support customers in making nourishing, value-conscious decisions. These efforts help foster a well-informed, connected, and empowered community.



ENDS 4C

Strengthening Regional Food Systems

The Sacramento Natural Foods Cooperative supports the community by strengthening the greater network of local farmers and regional production systems that emphasize seasonal availability.

We proudly work with **45 local farms** and **717 local producers**, ensuring that fresh, sustainable, and locally grown products are accessible to our community.



In FY2024, sales of local products totaled \$26,521,778.07, accounting for 50.39% of all store sales—a clear reflection of our community’s commitment to supporting local agriculture.

**FY2024 SALES OF
LOCAL PRODUCTS:**
\$26,521,778.07
accounting for 50.39% all store sales





ENDS 4C

In addition to these partnerships, we also support small-scale agriculture through the **Farmers Resilience Fund**—a grant program developed in collaboration with **California FarmLink**. This initiative provides direct support to small farmers and ranchers working to strengthen and sustain their agricultural enterprises, further reinforcing a resilient and thriving local food system.

Farmers Resilience Fund Recipients:

Midsummer Flower Farm	\$7,500
Killdeer Farms	\$6,500
Vitis and Ovis Farm	\$4,437
Sun Tracker Farm	\$6,500
Shared Abundance Organic Farm	\$7,000
Six O' Clock Farm	\$3,266
Azolla Farm	\$7,500

ENDS 4C

Blue Heron Farm

In FY2024, the Co-op continued to build on the momentum at Blue Heron Farm, generating **\$82,963 in sales.**

Labor Comparison Data

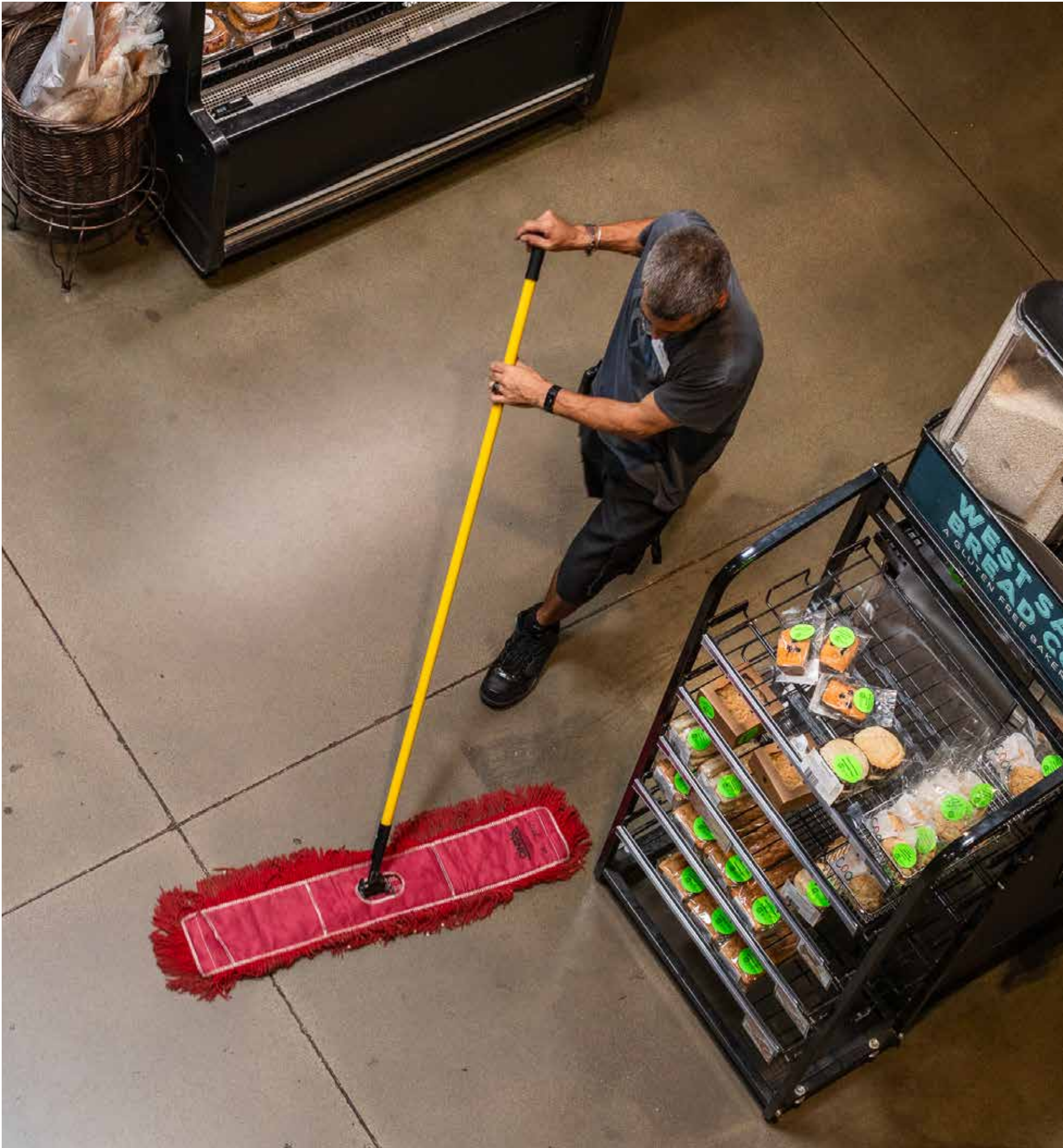
The Co-op’s turnover rate increased slightly from 2023 to 2024, reaching 40%. This rate remains lower than both the grocery industry average of 69% (National Grocers Association) and the co-op average of 59% (National Cooperative Grocers). It also falls significantly below the overall average turnover rate of 47% for all industries (Bureau of Labor Statistics).

This data suggests that SNFC employees are more likely to remain with the company than employees at other grocery stores and businesses in general.

The percentage of staff that were full-time in 2024 is 94%
Average length of employment: 4 years

Below is a chart of the previous year’s turnover rates:

YEAR	TURNOVER RATE
2024	40%
2023	34%
2022	53%
2021	64%



ENDS 4D

Competitive Salaries and Benefits

The Co-op’s pay scale for entry-level positions at the close of FY 2024 was \$17.50 - \$22.50/hour.

- FY 2024 Median Hourly Rate: \$20.00/hour
- California minimum wage 2024: \$16.00/hour
- Federal minimum wage: \$7.25



Based on the National Cooperative Grocer’s Livable Wage and Benefits Model Calculation, 100% of employees are being paid a livable wage in 2024 when calculating the regional expenses and offset by the salaries and benefits provided by SNFC.

In 2024, 94% of Sacramento Natural Foods Co-op employees were eligible for health benefits, reflecting the Co-op’s strong commitment to employee well-being. The Co-op offers comprehensive insurance coverage, including Health, Dental, Vision, Accident, Hospital, Life, and AD&D insurance, along with access to a Flexible Spending Account. Going above and beyond federal and state requirements, the Co-op covers 80% of employees’ healthcare premiums. Additionally, employees have access to two separate health insurance plans—both of which feature no annual deductible—making quality healthcare more accessible and affordable.

- **According to the Kaiser Family Foundation’s 2024 Employer Health Benefits Survey, the average annual deductible for single coverage is \$1,787. The Co-op continues to provide health benefits options with no annual deductible.**
- **The Co-op covers dental and Life insurance premiums at 100%.**
- **401k**
 - The Co-op invests in its employees’ retirement by matching their 401(K) retirement fund.
 - Employees covered by the Collective Bargaining Agreement: The co-op matches 100% up to 4% of eligible compensation.
 - All other employees: Co-op matches 100% up to 3% and 50% on the next 2% of eligible compensation.
 - Employees are welcome to join the 401(k) after working 250 hours of service within 3 months, and the Co-op’s contributions are 100% vested no matter the length of service the employee has with the Co-op.

- **The employee discount was 25% for all products, excluding alcohol, which was 15%.**
 - The employee discount is compounded with other discounts provided by the Co-op.
 - Compounded discount of 35% (non-member) or 40% (member) on Wellness Wednesday.
 - Compounded 30% discount for employee-members 4 times per year on Member Days.

ENDS 4D

Diversity

53% of employees
identify as a person of the global majority, a 6% increase from 2023.

45% of employees
identify as female, a 4% decrease from 2023.

49% of employees
identify as male, a 9% increase from 2023.

6% of employees
identify as non-binary, a 25% decrease from 2023.



Diversity Metrics for Management

49% of managers
identify as a person of the global majority, a 9% increase from 2023.

46% of managers
identify as female, a 2% increase from 2023.

51% of managers
identify as male, a 2% increase from 2023.

3% of managers
identify as non-binary, a 50% increase from 2023.



Employee Development



In addition to department/position training, the Co-op invested approximately 1,328 hours of onsite employee training and 253 hours of conference attendance for a total of **1581 hours of employee development in 2024.**

THESE TRAININGS INCLUDE:

- **Co-op Onboarding and Orientation, which covers the following topics:**

- Prevention of Harassment (SB 1343), Bullying and Bias
- Inclusion and Equity
- Customer Service
- Communication
- Product Standards
- Co-op History and Structure
- Marketing, Outreach and Branding
- Culture of Service
- Safety and Security
- Membership

- **Prevention of Harassment Training for Managers (SB1825) and Non-Managers (SB 1343) Bi-annual Renewals**

- **Managing Employee Performance**

- Management Skill Building and Mindset
- Effective Coaching and Performance Management
- Building a Culture of Standards and Service

- **Management HR Core Best Practices**

- Worker's Compensation – How to respond to workplace injuries.
- Americans with Disabilities Act and Fair Employment and Housing Act – How to respond to personal injuries and disabilities.
- Family Medical Leave Act and California Family Rights Act – How to respond when employees experience serious health issues or support others who are seriously ill.
- Employee Assistance Program – How to help employees manage and respond to life challenges.
- Employee/Labor Relations, Just Cause, and Weingarten Rights.
- Performance Management Tools and Resource
- Inclusive Language to be Welcoming to All.

- **OSHA - Forklift, Scissor Lift, and Power Jack training.**

- **Public Health - Food Handling Certification.**

- **Effective Management Techniques.**

- **Employee Focus Groups**

- **De-escalation and Service - Responding to disruptions and/or customers living with mental illness.**

ENDS 4D

Staff Engagement

In the commitment to fostering opportunities for participation, empowerment, and growth, the Co-op practiced the following:

ALL STAFF SURVEY -

An anonymous employee survey was conducted where all employees could offer feedback on various topics. The survey also measured the degree of importance for each question/topic so that management knew which areas were most important to staff and focused their energy on them.



STAFF NEWSLETTER -

We continued our practice of a weekly newsletter and continued to tailor the content to the most important changes and events that impact all jobs

DEPARTMENT HUDDLES -

We relaunched the department’s weekly huddle program, which management ended in 2021. Store management implemented new standards of identifying key points of interest to discuss at a weekly huddle and essential topics specific to each department. In addition to this, management invites employee feedback to help shape decisions, address challenges, and foster innovation. Store management identifies the questions that should be asked at each huddle and gathers employee feedback to bring back to the store management team on a variety of topics.



ENDS 4D

FOCUS GROUPS -

Scheduled sessions were conducted with staff to help provide input and ideas for strategic planning.



SERVICE-UP TRAINING -

Employees were invited to participate in developing and creating a new service training program. Employees from all over the co-op have become service ambassadors who will help train and foster a culture of service throughout SNFC, and the launch date for the training is in 2025.

SAFETY COMMITTEE -

While not required by law, SNFC believes it's essential for employees to help create a safe workplace. Representatives from all departments meet quarterly to review safety incidents and the Accident Prevention Program and recommend how to avoid future safety incidents to management. The safety committee members also work as safety advocates by communicating safety topics at department huddles.

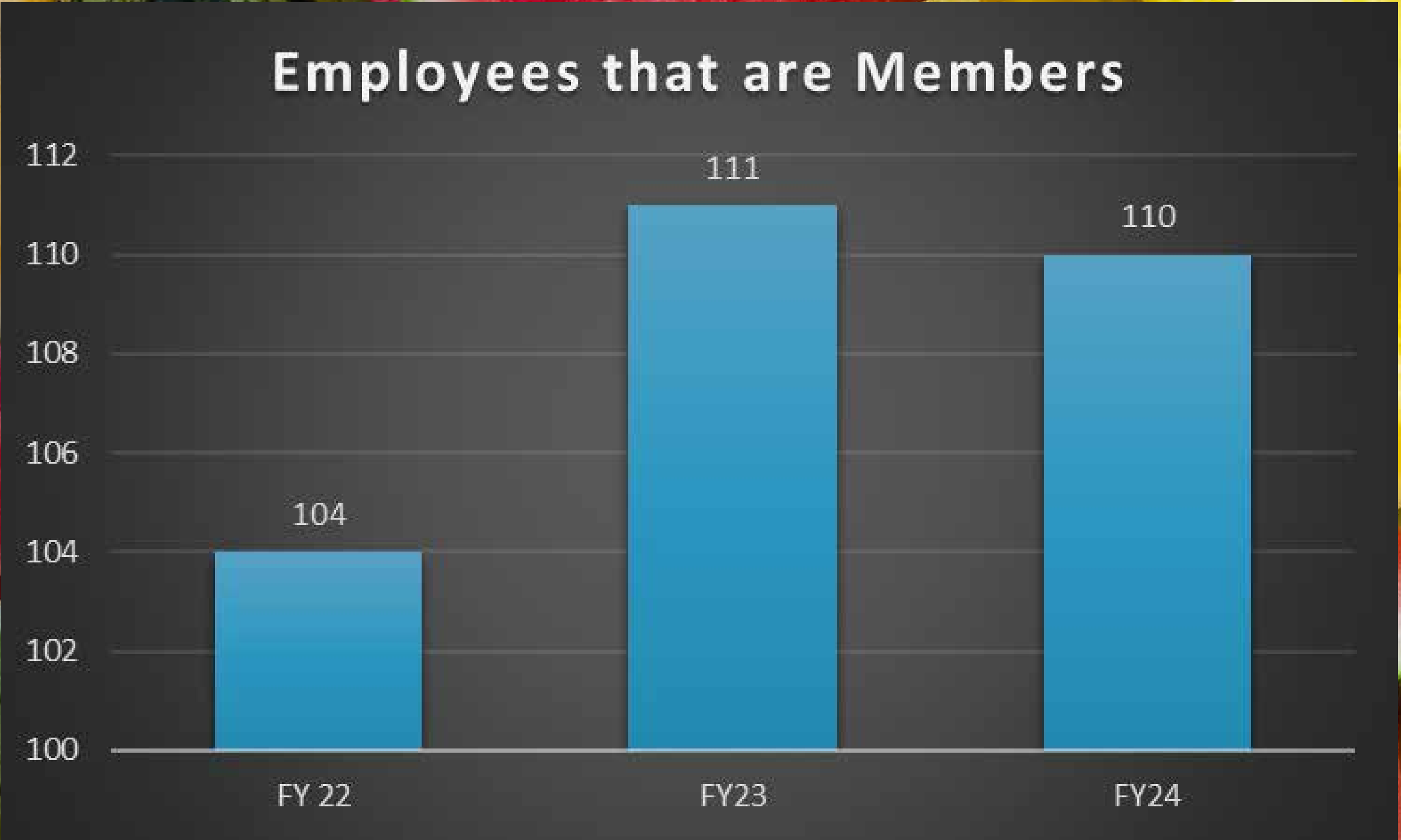


STAFF MINI GAME -

A Mini Game is where staff work together to compete against a past record of Member Joins or Weekly Sales in a given period, after which they receive a prize, usually in the form of store credit.

In 2024 co-op staff received a total of \$95 for our quarterly mini games. In November we saw increases in sales and membership, In February we saw an increase in sales that was above plan and an increase in membership, In May we had a record mini game and hit all three tiers for Sales, membership and service growth. In August we saw an increase in sales and membership.

Employees that are Members



ENDS 4D

Recruitment and Inboarding

WE RECRUITED FOR 52 POSITIONS AT THE CO-OP IN 2024.

- **5** positions were new to the Co-op.
- **5,326** applicants applied for positions at the Co-op in 2024.
- **82** applicants who applied in 2024 previously worked for the Co-op.
- **165** applicants who applied in 2024 were recommended by employees.
- **8** employees were promoted internally into positions of greater responsibility.

- **SNFC attended four job fairs in 2024 to attract a diverse pool of talent.**

- April 18th, 2024 Sacramento LGBTQ+ Career Fair-well-attended and dynamic community event that entices a diverse group of job seekers.
- June 6th, 2024 Sacramento 24th Annual Diversity Employment Day Career fair- qualified candidates from the Multicultural and Diverse communities from your area. This includes Multicultural, People with Disabilities, Women, LGBTQ, Mature Workers and Veterans.
- September 12th, 2024 LGBTQ+ Career Fair "You Betta Work" - LGBTQIA+ community and a diverse workforce that reflects the ethnic and cultural mosaic that characterizes Sacramento.
- October 9th 2024 PRIDE Industry "I Am Able Disability Job Fair" nearly 1,000 people with disability seeking employment and employment services

