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2025-2026 Astoria Co+op Annual Report

Message from the general manager

By Matt Stanley



At Astoria Co+op, we take great service to our customers and community seriously. We measure the in-store experience through surveys generated at checkout, respond to comment cards in our front hallway, and listen and respond to customers through emails, phone calls, and online reviews. Every few years, we also commission a broader shopper satisfaction survey to learn more about customer preferences, shopping habits, and overall impressions of the co-op. This feedback helps us recognize what we're doing well and where we can improve.

But service isn't just about how we treat customers. It's also about how we treat one another. We call this internal service — the everyday practices, relationships, and communication that shape how staff experience working together and working for the co-op. We believe great service to our community begins with a workplace where employees feel respected, supported, and valued.

We measure internal service, too. Every two years, we survey our staff to understand their experience with their work, coworkers, supervisors, communication, and opportunities for growth. An independent HR consultant helps us interpret the results, identify opportunities for improvement, and share what we've learned with our team.

We recently completed our latest survey, and I'm excited to share the results.

In this Annual Report, you'll see two key measures: our Overall Engagement Score and Employee Net Promoter Score (eNPS). The engagement score reflects how passionate employees feel about their jobs, their commitment to the co-op, their motivation to contribute, and their willingness to recommend us as an employer. Our score was an extraordinary 89%.

The eNPS measures employees' willingness to recommend Astoria Co+op as a good place to work. It's calculated by subtracting the percentage of detractors from the percentage of enthusiastic promoters, producing a score between -100 and +100. Our score was an astonishing +93: 93% promoters and not a single detractor. These results are considered world-class by our independent HR consultant.

Beyond the headline numbers, several findings are especially meaningful to me. Ninety-four percent of respondents expressed pride in working at the co-op, 95% said they care about the results we achieve, and 93% reported that their manager treats them with respect. Our highest-rated engagement driver was alignment with the co-op's mission, values, and goals. These findings speak to the commitment our staff have to this organization and one another.

For me, these results point to two important takeaways: we have a workplace culture worth celebrating, and one worth protecting. A great workplace doesn't stay that way by accident. It takes continued attention, investment, and a willingness to listen and improve.

"Our highest-rated engagement driver was alignment with the co-op's mission, values, and goals."

And there are opportunities to improve. We're working to strengthen department-level communication and recognize employees more consistently. Staff value cross-training and internal promotions and want more opportunities for both. We also hear a clear desire for better pay and benefits, and we're committed to making progress each year. Recent additions include a floating holiday, paid jury duty leave, and new insurance benefits, including life and long-term disability coverage. We've shared the survey findings with our team and are working together on improvements.

continued on page 4

continued from page 3

While we're incredibly proud of these results, they aren't simply a management accomplishment. They reflect a culture created by our entire staff. Every team member shows up ready to support coworkers, work through challenges, and bring their best to the co-op. I can't tell you how proud I am to be part of this team.

I believe our members recognize how special this team is, too. When you think about Astoria Co+op, chances are you think about the people who work here. They're the familiar faces who greet you at the register, help you find a favorite product, prepare your lunch, or take a moment to catch up. For many, the co-op is more than a place to shop. It's a community gathering place, a third space beyond home and work where neighbors connect and relationships grow. Our staff are at the heart of that experience.

This commitment to service, both external and internal, connects directly to the vision established by our Board of Directors. One of our Board's Ends calls on the co-op to "Provide a fun, inclusive, and authentic community experience." We cannot fulfill that vision without a team that works well together, feels connected to its work, and cares about the people and community we serve.

We hear wonderful things about our staff from customers every day. Thank you to everyone who takes the time to share that appreciation. Your kind words mean a great deal to our team and remind us that the relationships we build here go both ways.

And that's what makes our co-op special. It's not just the food on our shelves or the services we provide. It's the people, the relationships, and the shared sense of belonging that make this a place we're all proud to be part of. Thank you for helping us create and sustain this special place for our community.

In cooperation,

Matt

Message from the Co-op Board President

Jennifer Teeter, Board President



Last year, I noted that the role of the Board of Directors is to represent our member-owners, provide strategic leadership for the cooperative, and ensure strong organizational performance. Throughout 2026, we continued exploring what those responsibilities mean in practice while implementing new formal procedures for board recruitment and elections.

In May 2026, we hosted our first-ever Board Candidate Mixer in the co-op seating area. This event, which will become an annual tradition, provides an opportunity for members to learn more about board service and connect with current board members. To support a transparent and accessible election process, all interested members received our new Election Handbook, and each candidate was asked to respond to the same set of questions for their candidate profile. Candidate profiles now also feature "Leader-Ship Stamps," highlighting incumbents' years of service and the steps new candidates have taken to prepare for board leadership.

I am pleased to announce that five candidates are seeking election this year for three open seats. This marks the first contested election in recent memory, an important milestone in our ongoing effort to strengthen member engagement and participation in the governance of our co-op.

Thank you,

Jennifer Teeter

Astoria Co+op Board President

Employee Engagement Highlights

An important part of a sustainable local economy is sustainable employment. We have about 50 people working here, and we've worked really hard to build a culture where people want to stay, grow and take ownership of the work. Our average tenure is approaching four years, and our employee engagement results are exceptionally strong compared with other co-ops.

The Co-op prioritizes investing in our staff, not just through wages and benefits, but also with opportunities to advance – all our department managers have been promoted from within.

86%

The extent to which employees feel supported to advance their careers or develop skills.



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89%

89% of co-op staff are highly engaged, meaning they feel passionate about their jobs, are committed to our organization, put discretionary effort into their work and are willing to refer the organization.

93%

93% of co-op staff would refer the co-op to a friend as a good place to work.

92%

92% of co-op staff said they believe in and put effort toward the co-op's mission, values and goals.

What staff survey takers said:

"I feel a sense of camaraderie with my coworkers. It's not just a job, but also an important part of my life."

"Overall, I think our team continues to mature and gel as a culture as we continue to grow our sales and impact in the community. There are more staff who truly care about the quality of their work than ever before."

"I really like that it is a relaxed working environment, but people know their jobs and do them well. I really enjoy interacting with our customers, and fellow employees. I like knowing that I am contributing to the community in a positive way."

Community Connection

Your Co-op values its community partnerships with local organizations, including the Clatsop Community Action Regional Food Bank (RFB)! We asked Chief Operations Officer Dusten Martin for a food bank update:

"The RFB is holding steady with elevated numbers of households and people receiving service.

- Meal sites served nearly 108,000 meals in fiscal year 2025-2026, a 36% increase over pre-pandemic levels.

- Pantries served nearly 32,000 households representing over 94,000 people in fiscal year 2025-2026, a 35% increase over pre-pandemic levels.

The RFB's volunteer force is holding strong, yet food supply is not keeping up with demand, especially on the nonperishable side. The RFB is purchasing more food than ever before to try and fill the gap. The greatest need is nonperishable food items, so either donations of those items or monetary donations to help with the acquisition of those items.

The RFB has been fortunate to receive some private grants and generous donations from community members to help bolster the food supply, but there is still a gap we are working every day at closing. Volunteer support from community members, organizations, schools and businesses has been helpful.

The RFB picks up donations from the Co-op multiple times per week and has for years. This is an important partnership, and we are grateful for it. The Change for Community program has delivered cash to the RFB, which help us to acquire and distribute food resources directly to folks in need and to our local network of nearly two dozen partner agencies which include food pantries, backpack programs, shelters and senior centers. In-store food drives such as the Field Day promotion are awesome and a massive help to our mission—receiving this great product not only helps to feed people, but it delivers a healthier, quality product to folks that often have some diet-related illness and challenges.

The Co-op has been a great supporter for years. Thank you to the staff and membership for the continued support."



40

The Co-op has donated to over 40 local organizations outside of Change for Community so far in 2026.

$275K

Funds raised for local nonprofits through our Change for Community program since 2018.

$37K

Oregon Food Bank contributed $37,640 worth of fresh fruit and vegetables to SNAP shoppers through Double Up Food Bucks so far in 2026.





65%

Co-op members account for 65% of sales.

1 of 3

1 in 3 dollars spent at your Co-op supports local producers. The Co-op orders directly from 113 local producers.

3.7M

Sales of locally produced products totaled $3.7M in 2025.



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Co-op Ownership

Everyone is welcome to shop at the co-op, but Owners Save More! The benefits of ownership include a $20 store coupon upon joining and an additional 10% off Co+op Deals items with every shop. They also save 10% when they special order a case of an item, and save 10% on meat and produce on the second Friday of each month. Thanks to our owners for helping us grow the co-op, keep more money in our community and invest in a business that will always be locally-owned!

$67K

Co-op owners saved over $67,000 in 2025 through Owners Save More on Co+op Deals.

$58K

E-coupon savings were about $58,000 in 2025.

4,660

The Co-op has 4,660 owners actively using the co-op each year.

464

464 new members have signed up in the last 12 months.

Employment

3.75

Average years of tenure for all employees.

7.08

Average years of tenure for management/admin employees.

2.92

Average years of tenure for all non-management employees.

Benefits

Benefits include healthcare, vision, dental, staff discount, the Employee Assistance Program, free long-term disability and life insurance policy. Voluntary benefits include accident, hospital indemnity, and critical illness insurance for staff and their families. Staff also get paid bereavement and jury duty, and a floating holiday.

54

Astoria Co+op employs 54 people, including 47 full-time staff members.

19.75/hr

Median pay for non-management employees.

Employee Bio

Meet Pat! For most of his adult life, Pat has been working in natural foods, including the Sacramento Co-op and now the Astoria Co+op with a couple big companies in between. "I'm as close to living the dream as I've ever been, working here at the co-op and living here in Astoria," Pat said. "My job is to help as many people as I can every day, and to be of service for whoever needs it in that moment."

What makes the Co-op a place you want to work?

Pat loves the people he gets to work with and the great local and organic food. "Another thing is all the neat customers I get to meet with diverse backgrounds and interests," Pat said. "We have so many people in the community I'm impressed with, and it's a fun community to engage with." He enjoys living in a town full of artists, musicians, writers and creative local business owners.

What do you enjoy most about your work at the Co-op?

"I am empowered to do the right thing in any given moment," Pat said. "To be of service to the older people in the community means a lot to me." From setting up children's programs to delivering groceries to elderly shoppers, Pat makes the co-op engaging and accessible for all ages. "I feel grateful to work here and I don't take it for granted," Pat said.



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Sustainability

We try to think about sustainability broadly. There are obvious environmental pieces—the solar array, EV charging, heat reclamation, waste reduction and the landscaping. But there's also the economic side: buying from local farmers and producers, creating markets for small businesses, making food accessible, and creating good jobs here in our community.

As a community-owned business, those things aren't really separate from one another. Our Board has asked us to create a thriving local economy, be a leader in environmental sustainability, and create an inclusive and authentic community experience. The grocery store is really the vehicle we use to pursue all three.

We certainly don't have everything figured out, and there's a lot more we want to do. But one advantage of the cooperative model is that we can keep asking, "How can this business create more value for the community around it?" rather than only asking how we sell more groceries.

454K

Pounds of CO2 emissions avoided through our solar panels.



Sustainability Committee

The Co-op formed a sustainability committee in 2026, bringing staff members and shoppers together to make small steps toward sustainability around the store and to help fill the local recycling gap. The committee also established partnerships with local businesses Fort George and Organically Grown Company (OGC), which deliver to us regularly and already have direct channels to recycling companies in the Portland area.

Fort George takes our plastic pallet wrap and plastic beer can toppers, while OGC takes our produce tags and now the plastic clamshells. Before the OGC partnership, our committee members and their families were loading up clamshells in their personal vehicles to take to Portland whenever they were making a trip!

Here are a few of the changes we've made:

- Clamshell, produce tag & beer can topper recycling
- Switched from paper to stainless steel cups
- Pallet wrap recycling
- Switched to #1 recyclable deli packaging from compostable (we don't have a local compost facility)
- Reuse delivery boxes instead of shopping bags
- Expanded access to reusable silverware



Kids Programs

Your co-op strives to provide a fun, inclusive, and authentic community experience for all ages! Your little ones are greeted with kid-sized shopping carts, free fruit, coloring sheets, and activity books as part of our Co+op Explorers program. This year, Cooper the Otter joined the team! He hides around the store so when kids find him they get to win prizes at checkout. He even hosted a coloring contest with a prize drawing this fall and plans to do another one this winter. Stay tuned!









Astoria Co+op

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About this Content
This content is based on metrics and other data collected by Astoria Co+op as of November 2026.