



## STRATEGIC PLAN 2009



8<sup>th</sup> and I, Arcata



4<sup>th</sup> and B, Eureka

Adopted September 24, 2009

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# **Introduction**

## **The Idea**

Operational decisions should be driven by a plan of where an organization wants to go, generally embodied in a Strategic Plan. North Coast Co-op has not had a comprehensive planning process for several years, and so the Board directed General Manager David Lippman to head up the work on a five-year Strategic Plan. In conceptualizing how we wanted to put that plan together, North Coast Co-op Board President Dave Feral and General Manager David Lippman envisioned an open and inclusive process. Rather than a top-down plan reflecting the vision of one person or a small group, we sought input from the Board, the Management Team, the employees and the members at large. This document is the result of that process.

## **The Themes**

Right before starting this process, Feral and Lippman both read “Raising the Bar” by Gary Erickson, who talked about the Five Aspirations that his Clif Bar Company strives to sustain. Inspired by Erickson’s approach, we shamelessly copied his five themes and added a sixth one that was most important to a cooperative:

- Serving our membership
- Serving our community
- Serving the environment
- Developing our employees
- Improving our financial position
- Developing the Co-op Experience

## **The Process**

We solicited input during the months of January, February and March in the following ways:

- In-store signage
- The March Co-op News
- On-line, using our website to solicit input and accept input via the weblog
- Easels with flip charts at both stores
- Solicit and encourage person-to-person input (including email) to management and Board members
- Member and Employee Forums

Dozens of employees and members participated in the forums; many more posted input on the in-store flip charts. Additional member input was gathered from our 2008 member survey, which had over 400 participants.

Input gathered above was collated and organized and presented at a strategic planning workshop on April 11, 2009. Members of the Board of Directors and the Management Team were expected to attend. Volunteer participation was solicited from the membership at large and the employees. We ended up with 30 participants representing many different segments of the Co-op community, with different levels of experience and history with the organization. Employee and member participation was based upon an

application process, though the number of applications did not exceed the maximum capacity so all timely applicants were accepted.

Participants spent the morning reviewing and discussing Cooperative Principles, Values, Vision and Mission Statement, followed by a SWOT (strengths, weaknesses, opportunities and threats) Analysis for our Co-op. After lunch we broke up into six groups with a maximum of eight per table. Each table discussed one of the values listed above, identifying the following:

- Member Input
- Vision
- Strategic Considerations
- Strengths
- Weaknesses
- Opportunities
- And a Big Hairy Audacious Goal

We ended with each group reporting back on what they came up with. This plan will document the ideas developed, and present some action steps to achieve those goals.

This plan has been presented to our Board of Directors for their review and approval. The Board asked the General Manager to provide timelines for implementation and ways to measure success. The General Manager will work to implement the Strategic Plan through an annual Operating Plan to include specific examples of how this plan is being supported, and will make a Strategic Planning Update Report to the Board on a quarterly basis.

# The Participants

## Board of Directors

Dave Feral – President of the Board  
Lisa Butterfield – Vice-President of the Board  
Steve Suttell – Treasurer  
Austin Beadle – Secretary, Employee Director  
Nate Wiesner – Employee Director  
Sarah Mora  
Wayne Hawkins

## Management Team

David Lippman – General Manager  
Cheri Strong – Bakery Manager  
Howard Julien – Operations Manager / IT  
Jeff Peacock – Controller  
Larry Crabb – Eureka store Manager  
Lisa Landry – Human Resources Director  
Melanie Bettenhausen – Member Linkages Director  
Ron Sharp – Merchandiser  
Sue Coulter – Arcata Store Manager  
Valerie Davis – Membership Director

## Members-at-Large

Chris Cople  
Lance Hardie  
Lynn Kerman  
Matthew Schmit  
Susan Opalach  
Timothy Silva  
Mo Burke

## Employees-at-Large

Hannah Earhart  
Laura Jones  
Lori Wilkins  
LoriAnn Asbury  
Torm Oakey  
Jacque Torres

## Facilitator

Holly O'Neill



# **Co-op Principles, Mission & Values**

**As a cooperative business, we adhere to these principles:**

- Voluntary and Open Membership
- Democratic Member Control
- Member Economic Participation
- Autonomy and Independence
- Education, Training, and Information
- Cooperation Among Co-ops
- Concern for Community

## **Our Mission**

The North Coast Cooperative is a member-owned community market guided by cooperative principles emphasizing a diverse selection of organic, bulk, and local food products. The Co-op provides consumer education so that shoppers can make informed choices. The Co-op promotes community building and environmental sustainability while maintaining financial stability. The foundation of our work is meeting member needs.

## **Statement of Co-operative Identity**

### **Definition**

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.

### **Values**

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.



**The original Rochdale Co-op on Toad Lane**

# A Brief History of North Coast Cooperative

- Began in February 1973 as Humboldt Common Market, a buying club run entirely by volunteers out of a small storefront in front of what is now Golden Harvest Restaurant on G Street in Arcata.
- August of 1973 we incorporated as Arcata Cooperative, Inc. and moved to the old Seely and Titlow building at 975 H Street (now Northtown Books). There were two workers earning \$1.16 per hour; sales were about \$1,000 per day. Our first Board of Directors was elected in October of 1973.
- January of 1976 moved to the old Safeway building on 13<sup>th</sup> Street (now Wildberries). The Co-op Bakery was built, a trucking operation begun and a variety of management structures were experimented with. By the fall of 1976 sales had grown to about \$6,000 per day.
- 1978, with sales of over \$11,000 per day, we lost the lease on the Safeway building and moved to the old Purity store at 811 I Street, our current Arcata location.
- In 1981 we moved our corporate offices and warehouse operation to 86 E Street in Eureka, and in 1982 opened the First Street Food Co-op in Eureka.
- In 1986 we moved warehouse and corporate offices to Jacobs Avenue.
- In 1988 we opened a third store in Fortuna.
- In 1992 the Fortuna store was closed and the warehouse operation sold to Mountain People's Warehouse. At that point sales were about \$25,000 per day.
- In February of 1997 the Eureka Co-op moved to 5<sup>th</sup> and L Streets while preparations were being made for a major remodeling project at the Arcata store.
- In August of 2000 the newly remodeled Arcata Co-op store and Corporate Offices opens. The remodeling project was plagued with problems and cost over-runs, creating a difficult financial situation for the Co-op.
- On September 29, 2006 the Eureka Co-op moved to its new location at 4<sup>th</sup> and B Streets in Eureka. New store sales were almost double what they were at the Fifth and L location.
- In Fiscal year 2009 – 2010 North Coast Co-op is expected to sell \$26,000,000 in groceries and related items.



957 H St, Arcata



5<sup>th</sup> & L, Eureka

# S.W.O.T. Analysis

Below you will find the notes from the SWOT Analysis performed by our Strategic Planning Workshop participants on April 11, 2009

## **STRENGTHS:**

1. Community ownership keeps the Co-op in good financial condition
2. Through education and community involvement the Co-op addresses change now
3. We acknowledge the experience of members and employees as a valuable resource
4. We are committed to providing excellent quality and diverse local, organic and whole foods products
5. The Co-op has a large and loyal membership (size matters)

## *MEMBERSHIP*

- 12,000 Members strong
- Member loyalty
- Good loyal membership base

## *PRODUCTS*

- Good connections with local producers
- Connections with local food suppliers
- Locally grown, locally sold
- Really good food
- Quality and diversity of products
- Excellent products
- Superior fresh food and prices
- Local organic product line
- Selling and supporting local vendors

## *EDUCATION*

- Education and information- organic, whole foods, gluten free, local, trusted sources
- Involved in community building and collaboration
- Education and outreach programs
- Addressing change now

## *FINANCE*

- Strong financial position
- Good financial position
- Customer and owner are the same (membership)
- Community owned
- Owning our Arcata store

## *EXPERIENCE*

- Employee expertise and experience
- Great employees
- Dedicated knowledgeable core group
- The Co-op is an established business
- History in community
- Active and unified BOD
- History in community
- The institutional experience of having been a successful Co-op for over 30 years. Historical perspective

## **WEAKNESSES:**

1. We have too much unclear communication and lack of clear communication
2. Members are not connected to the Co-op as a cooperative
3. Employee development has received low priority
4. Change is slow and unplanned
5. Customer service is inconsistent
6. The physical plant is environmentally dated and deteriorating
7. The Co-op has a lack of positive marketing and sales growth

### *COMMUNICATION*

- Too many voices: education, promotion, charity others
- Communication blocked
- Poor communication between staff and management
- Communication on all levels

### *MEMBER PARTICIPATION*

- Inability to recruit generation X, Y, Z
- Lack of member participation
- Member involvement
- Lack of member involvement
- Members under informed about Co-op structure

### *SERVICE*

- Inconsistent customer service
- Service external and internal
- Improve customer service

### *SALES*

- Unattractive physical appearance (coffee area entrance)
- Not as ecological as it could be
- Lack of full time marketing director (sales)
- Slow sales growth in Eureka
- Degrading deteriorating point of sales system
- Succession plan
- Slow to change
- Viewed as being too expensive
- Perception of high prices
- Perception that we are just another grocery store

### *POOR EMPLOYEE DEVELOPMENT*

- Following through with training
- Employees too informal and unprofessional
- Training: lack or inconsistent
- Low employee moral

## **OPPORTUNITIES:**

1. Strengthen local food shed to secure future supplies of safe food for all
2. Expand our sphere of influence through education and outreach about cooperatives
3. Stresses in the environment are motivating innovation
4. Rising interest in relationship between food and health

### *CO-OP OUTREACH*

- Market Co-op Brand
- Locally owned community operated
- Expand Internet presence
- Need based membership
- Better service
- Educating members
- Increase membership
- More education increasing always
- Reaching out to new generation of customers
- Student population
- Educating members about membership opportunities

### *INNOVATION*

- Building on our core values, adventure out in new innovative, even risky directions
- Partnering with holistic businesses and alternative resources
- Declining competition for retail dollars
- Think outside the box, cooperative child care
- Expand sales to rural areas
- Capitalist model is showing weaknesses

### *FOOD SECURITY*

- Economic development (vertical innovation)
- Incubate suppliers
- Many members interested in sustainability
- Food safety leadership
- Co-op taking strong/clear stance on progressive causes through reinvigorated Co-op affairs community
- Community food resources collaborative
- Threatened food sources
- Member said influence in the community
- Interest in local, organic food becoming mainstream

### *HEALTH FOOD*

- Growing awareness of need for healthy diet
- More health conscience people
- Encourage people to buy more whole foods

## **THREATS:**

1. Economic downturn forces changes in purchasing and buying
2. Natural disasters threaten the existence of the co-op
3. The competition is copying our product line
4. External forces require change in product integrity

### *COMPETITION*

- Competition
- Competition from other stores in our tradition market
- Local competition

### *REGULATIONS LEGISLATION*

- Product integrity
- Integrity loss in health brands
- Keeping local farmers farming
- Legislation actions regarding food security

### *ECONOMY*

- Economic melt down (changing economic base)
- Slow sales
- Greater economy
- Economy downturn
- Shopping non-organic to save a buck
- Recession
- Cost of employee benefits

### *NATURAL DISASTERS*

- No back up plan for natural disasters
- Global warning
- Over reliance on far flung distribution networks/depletion and cost of oil

### *APATHY*

- Internal disconnect between Co-op principles and actual job performance
- Poor image, staff moral, high prices
- Unwieldy decision making
- Aging infrastructure and buildings
- Perception that the Co-op is overpriced/more expensive
- Aging membership
- Arcata store and equipment is getting old

# **STRATEGIC INITIATIVES**

The vision statements to follow were developed by our Strategic Planning workshop teams on April 11, 2009. Those teams specified some of the action items while others are interpretations developed during the drafting of this document

## **SERVING OUR MEMBERSHIP**

### **VISION**

North Coast has a large and loyal membership who know that meeting member needs is the top priority of our cooperative

### **GOALS**

1. We continue to prioritize consumer education about the value of cooperatives and the connection between food and health
  - a. Improve in-store signage on important issues
  - b. Ensure appropriate staff to provide necessary member education opportunities
2. Enhance the value of membership by providing more ways for members to connect economically with the cooperative
  - a. Provide more accessible member discounts (vs. current member day) and member only specials
  - b. Establish patronage refund system
  - c. Revive Fair Share\* concept to ensure fair and equitable member investment in Co-op
3. Distinguish North Coast from conventional grocery stores by increasing member engagement and communications
  - a. Develop a mechanism for member input into marketing practices to help improve layout, merchandising and advertising.

\*Fair Share Members: While North Coast Co-op has a very low-threshold for membership (currently a \$25 lifetime fee) Fair Share members make a greater equity investment (currently set at \$300) reflecting a truer value of membership. In the past Fair Share members received member discounts in cash while others received discounts as additional paid in equity until Fair Share status was achieved.

## DEVELOPING OUR EMPLOYEES

### VISION

In ten years we have the best-educated, hottest, happiest work force in the county and our employees love the Co-op

### GOALS

1. Develop a first class training program for all employees with separate tracks for:
  - a. Customer service
  - b. Natural foods
  - c. Cooperative philosophy and history
  - d. Business skills and best practices
2. Provide professional development training to develop “bench strength” and train our future leaders
  - a. Develop a five year succession plan for key positions
3. Create greater employee engagement through
  - a. Improved employee recognition programs for improved morale.
  - b. Develop improved systems throughout the Co-op to cultivate participation and communication in the workplace.
  - c. Implement a profit sharing plan for all employees.
  - d. Ensure that all employees earn a “living wage” (by end of their probationary period).
  - e. See improved scores in Employee Satisfaction Surveys.

## IMPROVING OUR FINANCIALS

### VISION

We are financially strong and stable, with sufficient profits to meet our goals. Our focus on local food production results in the majority of the food we sell being locally and regionally produced, enhancing our profitability

### GOALS

1. To be strong enough financially to meet our strategic and operational goals
  - a. We are able to service and retire our debt and fund our capital needs
  - b. Provide patronage refunds to our members and profit sharing to our employees
  - c. Continue to support a variety of worthwhile community organizations with a focus on food and nutrition issues
  - d. Help fund the development of our local food shed
2. Encourage development of our local food shed by
  - a. Helping support the growth of local farmers, producers and co-ops
  - b. Merchandise and market our stores to promote local products
  - c. Educate shoppers on advantages of buying local
3. Implement patronage refund system (as opposed to sole reliance on discounts)
  - a. Emphasize unique value proposition of the Co-op – returning excess profits to our members
  - b. Serve the needs of our members by reducing their net costs on food
4. Emphasize service to members to increase loyalty and sales

## SERVING OUR ENVIRONMENT

### **VISION**

The Co-op is a leader for our community and our industry in environmentally responsible operations

### **GOALS**

1. Any construction or remodeling is done to the highest environmental standards that are practical
  - a. LEED standards are our guideline
  - b. LEED Gold certification will be pursued if appropriate
2. Support alternative transportation needs
  - a. Expand availability of bicycle parking for customers and employees
  - b. Encourage use of public transportation through reduced rate bus passes
3. Consistently provide meaningful education on environmental issues, food security and social justice (as relates to food and nutrition issues)
  - a. Expand consumer education through workshops, film series, forums
  - b. Develop consumer information centers in our stores
4. Reduce consumption of natural resources
  - a. Encourage re-use of bags and containers
  - b. Packaging materials are as environmentally responsible (recycled and/or recyclable) as feasible
  - c. Explore / implement, if feasible, installation of solar or other alternative energy technology

## DEVELOPING THE CO-OP EXPERIENCE

### VISION:

The Co-op is a positive, life-altering, nourishing and affordable holistic shopping experience enhanced by happy, informed and enthusiastic staff

### GOALS

1. Improve our members' shopping experience to encourage loyalty and generate excitement and engagement
  - a. Implement training programs in customer service, natural foods and cooperative structure to ensure high quality member/staff interaction
  - b. Improve store layout to make shopping easier and more enjoyable
  - c. Create user friendly signage and labeling to assist members and shoppers to make informed decisions
  - d. Provide more consumer education and information
  - e. Improve website effectiveness
  - f. Reach out to new generation of Co-op members and shoppers

## SERVING OUR COMMUNITY

### **VISION**

The Co-op provides leadership for the community in coming together to locally grow, produce, manufacture and distribute food

### **GOALS**

1. The Co-op helps administer a robust local food distribution system
  - a. Explore strategies to include land accumulation, farming, food production and manufacturing.
  - b. Encourage distribution practices to and from rural areas that use available resources, technology and sustainable practices
2. The Co-op provides leadership and resources for the development of small co-ops that meet specific community needs
  - a. This includes assisting new producer co-ops or outlying retail co-ops that could be part of North Coast Cooperative Inc. or separate independent entities
  - b. Formation of community buying clubs in rural areas could benefit consumers, the Co-op and producers in that area
3. The Co-op will provide leadership and advocacy regarding food politics
  - a. We monitor local, state and federal laws and policies that affect food security and organic standards
  - b. We provide education to our members and shoppers via our newsletter, website and in-store displays, with links to food action initiatives and organizations

Strategy	Goals	Measurement	Timeline
Meeting Member Needs	Prioritize consumer education about the value of cooperatives and the connection between food and health	Improved in-store signage on important issues	ongoing
		Ensure appropriate staff structure to provide necessary member education opportunities	ongoing
	Enhance the value of membership by providing more ways for members to connect economically with the cooperative	Provide more accessible member discounts (vs. current member day) and member only specials.	FY 2010-11 (w/new POS system)
		Establish patronage refund system	FY 2010-11 (w/new bylaws)
		Revive "Fair Share" concept to ensure fair and equitable member investment in Co-op	FY 2010-11
	Distinguish North Coast from conventional grocery stores by increasing member engagement and communications	Develop a mechanism for member input into marketing practices to help improve layout, merchandising and advertising.	FY 2009-10

Developing Our Employees	Develop a first class training program for all employees	Customer service	December 31, 2009
		Natural foods	February 28,2010
		Cooperative history and philosophy	January 31,2010
		Business "best practices"	June 30, 2010
	Provide professional development to develop "bench strength" and develop our future leaders	Develop a five year succession plan for key positions	Begin to address in FY 2010-11 Business Plan
	Create greater employee engagement	Improved recognition programs for improved morale	ongoing
		Improved systems to cultivate participation and communication in the workplace	ongoing
		Implement a profit sharing program for all employees	FY 2011-12
		Evaluate employee pay scale utilizing Living Wage Model	Spring 2010
		Ensure that all employees earn a "Living Wage" by end of their probationary period	FY2011-2012
Improved scores in Employee Satisfaction Survey		Spring 2010	

Improving Our Financials	Be strong enough financially to meet our strategic and operational goals	We are able to service and retire our debt and fund our capital needs	ongoing
		Provide patronage refunds to our members and profit sharing to our employees	FY 2010-11 FY 2011-12
		Support worthwhile community organizations with focus on food and nutrition	ongoing
		Help fund development of our local food shed	ongoing
	Encourage development of our local food shed	Help and support the growth of local farmers, producers and co-ops	ongoing
		Merchandise and market our stores to promote local products	ongoing
		Educate shoppers on advantages of buying local	ongoing
	Implement patronage refund system (as opposed to discounts)	Emphasize unique value proposition of the Co-op – returning excess profits to our members	FY 2010-11
	Emphasize service to members to increase loyalty and sales	Continued growth in sales and profitability	ongoing

Strategy	Goals	Measurement	Timeline
Supporting Our Environment	Any construction or remodeling should be done to the highest environmental standards that are practical	LEED standards are our guideline	As needs arise
		LEED Gold certification will be pursued if appropriate	As needs arise
	Support alternative transportation needs	Expand availability of bicycle parking for customers and employees	2010
		Encourage use of public transportation through reduced rate bus passes	2010
	Consistently provide meaningful education on environmental issues, food security and social justice	Expand consumer education through workshops, film series, forums, etc.	2010
		Develop consumer information centers in stores	2010
	Reduce consumption of natural resources	Encourage re-use of bags and containers	ongoing
		Packaging materials are as environmentally responsible (recycled and/or recyclable) as feasible	ongoing
		Explore / implement, if feasible, installation of solar or other alternative energy technology	2011

Developing the Co-op Experience	Improve our members' shopping experience to encourage loyalty and generate excitement and engagement	Implement training programs in customer service, natural foods and cooperative structure to ensure high quality member/staff interaction	see above under developing employees
		Improve store layout to make shopping easier and more enjoyable	ongoing
		Create user friendly signage and labeling to assist members and shoppers to make informed decisions	ongoing
		Provide more consumer education and information	ongoing
		Improve website effectiveness	2010
		Reach out to new generation of Co-op members and shoppers	ongoing

Serving Our Community	The Co-op helps administer a robust local food distribution system	Explore strategies to include land accumulation, farming, food production and manufacturing.	ongoing
		Encourage distribution practices to and from rural areas that use available resources, technology and sustainable practices	ongoing
	The Co-op will provide leadership and resources towards the development of small Co-op's that meet specific community needs	This would include assisting new producer co-ops or outlying retail co-ops that could be part of North Coast Cooperative Inc. or separate independent entities.	ongoing
		Formation of community buying clubs in rural areas could benefit consumers, the Co-op and producers in that area	2010
	The Co-op will provide leadership and advocacy regarding food politics	We monitor local, state and national laws and policies that affect food security and organic standards	ongoing
		We provide education to our members and shoppers via our newsletter, website and in-store displays, with links to food action initiatives and organizations	ongoing

**Appendix A: Notes from Planning Workshop Break-out Sessions** – These are the transcribed notes from the six groups developing the strategic initiatives for each theme. They are included “as-is”, not re-written or edited for clarity. *Several include reference numbers; these are referring back to the SWOT Analysis, see pages 8 through 11.*

## STRATEGIC PLANNING

### SERVING OUR MEMBERSHIP

#### MEMBER INPUT:

- Member needs should be the number one priority

#### VISION:

- Direct service and consumer education should take priority over conventional grocery practices

#### STRENGTHS:

- Maximize group objectives (# 2, 3, & 5)

#### WEAKNESSES:

- Address weaknesses (#1 & 2)

#### OPPORTUNITIES:

- (# 2 & 4) Capture them

#### THREATS:

- Ignore

#### BIG HAIRY AUDACIOUS GOALS:

- Revolutionize the value of Co-op membership
- Cost plus pricing for members only
- Annual membership \$20.00 (instead of lifetime)
- Set store layout based on education & common sense
- End manipulative marketing practices

## DEVELOPING OUR EMPLOYEES

### MEMBER INPUT:

- Better communication
- Better accountability
- Increase stock in business
- Increase training
- Fun

### VISION:

- In ten years we should have well trained, highly functional team with a purpose

### STRENGTHS:

- Experience of employees and members
- Customer service

### WEAKNESSES:

- Unclear communication

### OPPORTUNITIES:

- Employee development priority

### BIG HAIRY AUDACIOUS GOALS:

- We have the best educated, hottest, happiest work force in the county
- Our employees love the Co-op

## IMPROVING OUR FINANCIALS

### MEMBER INPUT:

- Price sensitive vs. Food sensitive

### VISION:

- Patronage system (as opposed to discounts)
- Emphasize local food shed
- Service to members

### STRENGTHS:

- Distribution of profits based on patronage (1 & 5)
- Weaknesses: (2, 5, & 6)
- Opportunities: (1 & 3)
- Threat: (1, 2, & 3)

### WEAKNESSES:

- Local sustainable food shed (4, 7, & 2)
- Strengths: (2, 4, & 5)
- Opportunities: (1, 2, 3, & 4)
- Threats: (1, 2, 3, & 4)

### OPPORTUNITIES:

- Optimize service to members (1, 2, 3, & 4)
- Weaknesses: (1, 2, 5, 6, & 7)
- Strengths: (1, 3, 4, & 5)
- Threats: (1, 2, & 4)

### THREATS:

- (1, 2, 3, & 4)

### BIG HAIRY AUDACIOUS GOALS:

- Majority of food we sell is local/regionally profitable

## SERVING OUR ENVIRONMENT

### MEMBER INPUT:

- Members who give input indicated they would like a decrease in non-reusable recyclable packaging.
- Decrease SKU's of GMO items while increasing GMO education and advocacy
- Increase energy efficiency and decrease carbon footprint
- Increase the convenience for alternative modes of transportation

### STRENGTHS:

- Community ownership keeps the Co-op in good financial position

### WEAKNESSES:

- Stresses in the environment are motivating innovation

### OPPORTUNITIES:

- Through education and community involvement the Co-op can address change
- External forces require changes in product integrity

### THREATS:

- The physical plant is environmentally dated and deteriorating

### BIG HAIRY AUDACIOUS GOALS:

- In the next five years, given our environment and the deteriorating condition of our physical plant, we will become Gold LEED certified
- We will support alternative transportation needs
- We will provide consistent valuable and meaningful education on environmental, food security and social justice

## DEVELOPING THE CO-OP EXPERIENCE

### MEMBER INPUT:

- Increase quality of customer service
- Make stores easier to shop in
- More education and information
- Increase clear labeling practices to allow shoppers to make educated choices
- Increase website effectiveness

### VISION:

- Positive customer service, affordable
- High quality knowledge, education, and empowerment
- High quality employee effectiveness and satisfaction
- Physical store layout accessible and structurally sound

### STRENGTHS:

- We have a large, loyal membership

### WEAKNESSES:

- Customer service is inconsistent due to poor communication

### OPPORTUNITIES:

- Create user friendly labeling to make a better shopping experience

### THREATS:

- Economic downturn is an opportunity to support o-op values

### BIG HAIRY AUDACIOUS GOALS:

- The Co-op will be a positive life altering nourishing and affordable holistic shopping experience enhanced by happy informed enthusiastic staff

## SERVING OUR COMMUNITY

### MEMBER INPUT:

- The co-op will increase outreach to rural communities
- Increase community events
- Increase involvement in local food production
- Maintain dialogue on community currency/ barter

### VISION:

- Locally produce manufacture and distribute food
- Community comes together to help itself
- Protect our rights to grow our own food without the government/corporations obstructing small scale and low tech food production and distribution

### STRENGTHS:

- Members
- Kitchen/food processing experience
- Knowledge of politics of farmers/manufacturers
- Network of customers/growers/organizers/educated entrepreneurial will
- Already in the works (“hasn’t coagulated yet”)
- Awareness of need/ability to listen

### WEAKNESSES:

- Leadership
- Fiscal challenges/not a top priority
- Education around need and how it will benefit members
- Not a dedicated staff person
- No business plan

### OPPORTUNITIES:

- Demand for local/safe food
- Remote location
- Need for efficiency/reduced food costs
- Spirit of volunteerism in current political climate
- Regional identity
- Climate/water for growing food
- Infrastructure of road systems and available land

### THREATS:

- Recession
- Global warming/natural disaster
- Government regulations/politics (manipulation by corporations)
- Climate of fear

### BIG HAIRY AUDACIOUS GOALS:

- The Co-op will administer a local food distribution system that includes land accumulation, food production, and manufacturing. Product distribution to and from rural areas using available technology and sustainable practices
- The Co-op will provide leadership into developing small Co-op’s that meet specific community needs
- The Co-op will provide leadership and advocacy regarding influence government politics (manipulating corporations) regarding food such as raw milk and organic farming