

Silver City Food Co-op

3-5 Year Strategic Plan

Silver City Food Co-op exists so that our community has:

End	Proposed Strategy	Tactics / Action steps	Measurement	Timeline for completion
Access to healthy, high-quality – especially local and organic – food	Create purchasing policy to ensure our buyers meet healthy food strategy	Check with other food producers and grocery stores for examples	Confirmation of continuous buyer education	Set policy: Jun. 2024; establish baseline: Dec. 2024
		Continuously explore new options	Biennial survey of customer food preferences	Biennial starting 2025
		Engage department heads in buying strategy		In progress
	Find avenues for gathering customer input	Invite suggestions through GG ads and articles	# of suggestions	Starting July 2024, and continuing each year
	Give local vendors priority	Encourage sales growth from local suppliers	20% or more sales growth within 1 year of baseline	Set baseline: Dec. 2024
		Communicate criteria for identifying products in store	Display in-store info about understanding food choices	Initiate: Dec. 2024; review quarterly thereafter
	Stock ecologically and ethically produced products	Develop signage, articles, other means to explain origin, quality, and rationale for selling them	Quarterly promos for select products	Due Sep. 2024
		Explore opportunities to expand co-op's reach	Create a definition of "local and communities" and set baseline	Set baseline: Dec. 2024; measure: Dec. 2025
		Broaden distribution to local communities	Measure outreach attempts and increased distribution	Attempts to recruit: 2026; review distribution: 2028
Financially sustainable store, while returning value to members	Provide financial return to members, while maintaining	Identify triggers for patronage return	Plan to include measurement	Plan due: 2026; initiate: 2029
		Develop financial plan for future investments	Finalized financial plan	Plan due: 2027; initiate: 2029

	consistent profitability			
	Develop plan for existing structures	Develop Bullard Street proposals with different outcomes, a “menu” with various possibilities based on market and financial return	2-3 different alternatives	Proposal due: Jul. 2025
		Create Quonset hut strategy	Board acceptance	Dec. 2024
	Develop and implement marketing strategy	Create new sales channels, utilizing past data and analytics to define strategy	Increases in audience, membership, and sales through diverse channels	Develop marketing strategy: Dec 2024
		Communicate financial benefit to being a member and develop value messaging plan	Increased membership	Communication and value messaging plan – Dec.2024
		Define financial success targets to be achieved by new marketing strategy	Improved net income	Initiate Jul. 2026; evaluate annually
A welcoming culture in our cooperative that values diversity, equity, inclusiveness, and respect	Offer foods to address specific ethnic preferences and dietary limitations	Research similar markets to learn best practices using data from NCG	Increased sales to target audience	Set baseline: Dec. 2024; strategy due: Dec. 2026
		Survey current and potential customers to determine market, e.g. WNMU culinary club and student life on food preferences	Survey results	Biennial starting 2025
	Increase diversity in staff members and offer training on diversity topics	Provide diversity training for all employees with mentoring to include diverse candidates	Report on occurrence and % of employee participation	Biennial starting 2025
		Identify in-store diversity champion	Person in the role	Track annually
		Outreach and recruiting to ensure Co-op hiring at a minimum reflects the diversity of the community	Meet or exceed local diversity target and utilize outside resources, including NCG	Initiate Sep. 2025; Evaluate: Dec. 2026
	Embrace cultural diversity through	Identify local community events and partner with community organizers to boost visibility	Track # of events, ads, and sponsorships co-op participates in	Begin tracking: Jan. 2024; add two events: 2025

	participation in local events	Being present in other social and cultural contexts, demonstrations, etc.	Track # of events with in-person participation	Start: Dec. 2026
Informed, engaged and empowered shoppers	Diversify outreach through enhanced use of all channels	Implement more use of digital media channels	Track engagement through all channels used (clicks, opens, views, etc.)	Pull data from 2023 to set baseline and establish plan by Dec 2024
		Repurpose GG content into FB and email newsletter	Monthly distribution	Start: Dec. 2024
	Offer educational classes and training. E.g., cooking, nutrition, recipes, garden	Cultivate partnerships with like-minded organizations and people (e.g. Commons, Farmers' Market, WNMU, Cooperative Extension, WILL, culinary club, 3 Wise Women, etc.)	Establish 2 new partnerships	Start date: Jul. 2026
		Create education / outreach plan		Plan start: Jul. 2025
		Identify people to offer training classes	# of trainers / teachers identified	Start: Jan. 2026
		Perform periodic outreach to members about education interests	Survey results	Biennial starting 2025
A store that provides excellent customer service by fostering a healthy workplace for the employees	Offer competitive salary and wages	Maintain wage scale that is above the median scale for New Mexico grocery employers.	Review with outside partner (likely NCG) assistance to measure effectiveness	Review due: 2025, then every 3 years thereafter
		Maintain wage scale that is competitive with other businesses in Silver City	Use local business metrics	Initiate: Jan. 2025, then every 3 years after
	Expand benefits to employees	Establish retirement Savings benefit	Review with outside partner (likely NCG) assistance to measure effectiveness	2024
		Provide health Care contribution/benefit		2026
		Expand PTO benefit, with Sick/Vacation leave replacing PTO		2026

		Gather information to determine potential direction of future benefits		2027
	Make progress toward being a preferred workplace	Organizational growth developing systems and training for employees (Kevin to clarify)	Review completed with outside partner (likely NCG) assistance to measure effectiveness in strategy	2025 and every 3 years ongoing
		Increase positions of responsibility and specialty throughout the organization with a focus on sustainability, community and new business development	Employee survey	Biennial starting 2025
A regenerative business that has a net positive environmental impact	Reduce waste, utilities, packaging, and energy costs	Develop a 3-5 year plan for reducing energy consumption, esp. solar	New usage baselines in Pope St. building	Plan due: Jun 2025; implement 2026 and measure: Jun 2028
		Perform cost/benefit analysis for alternative packaging	Decrease in plastics and other non-recyclable packaging	Dec 2026: cost / benefit plan due
	Increase recycling	Partner with local recycling groups	Track # and variety of recycled products	Review annually beginning Jan 2025

Latest revision date:

- 12/18/2023
- 1/12/2024
- 2/22/2024
- 2/26/2024
- 3/8/2024
- 3/22/2024

Timeline:

- | | |
|--------------------------------------|---------------|
| - Diversity training | Ongoing |
| - Purchasing plan | 2024 |
| - Improve food source identification | 2024 |
| - Content redistribution (GG) | 2024 |
| - Marketing / sales strategy | 2024 |
| - Benefits expansion | 2024 and 2026 |
| - Surveys (member and staff) | 2025 |
| - Bullard Street property plans | 2025 (plan) |
| - Diversity outreach | 2026 |
| - Salary enhancement | 2025 |
| - Environmental changes | 2025 (plan) |
| - Patronage | 2026+ |
| - Organization growth | 2026 |
| - Alternative packaging | 2026 |
| - Outreach and expansion | 2026 |
| - Education classes | 2026 |
| - Ethnic foods strategy | 2026 |
| - Financial plan/evaluation | 2027-2029 |