

ENVISIONING THE CO-OP
STRATEGIC ACTIONS—THE NEXT TEN YEARS
2009-2018

Note: Each section includes ideas for the Store as well as ideas listed as non-profit/with community partner. The ideas listed as non-profit/with community partner would only be implemented if there were interest among community partners to develop this type of project in conjunction with the co-op. Funding for these activities may be from grants or other sources.

Items written in Blue indicate a Board Action.

Items written in Red indicate progress which will be monitored by the Board.

Items written in Green indicate that the Board appreciates the ideas generated from the community and is passing those ideas along to the GM to use as he sees appropriate. These ideas will not be enforced by the Board.

				2009-2010	2011-2013	2014-2018
1.0	Local Food:					
	Store					
		1.1	Board establishes an Ends Statement regarding local food and steadily increasing local food sold at TPSS.	X		
		1.2	Board develops committee of volunteers to establish mileage standard, develop strategies for increasing local food supplies and sales, and work with the GM to develop reasonable ways to measure increase over time.	X		
		1.3	Produce: Increase the percentage of produce from local sources. Monitored by Board Ends Statement reporting.	Measure percentage of local for "baseline"	Increase by 10% of baseline	Increase by 20% of baseline

* Indicates moderate cost. ** Indicates moderate to significant costs, depending on decisions of committees or specifics determined in future.

				2009-2010	2011-2013	2014-2018
		1.4	Package Groceries: Increase the percentage of package groceries from local sources. Monitored by Board Ends Statement reporting.	Measure percentage of local for "baseline"	Increase by 10% of baseline	Increase by 20% of baseline
		1.5	Bulk Groceries: Increase the percentage of bulk groceries from local sources. Monitored by Board Ends Statement reporting.	Measure percentage of local for "baseline"	Increase by 10% of baseline	Increase by 20% of baseline
	Non-Profit/with Community Partners					
		1.6 [†]	Support the development of an entity that will assist local providers with meeting nutritional and other labeling requirements to sell in Co-op and in other retail outlets.		X	
		1.7	Develop community kitchen to coordinate job training and local food production		X	
		1.8	Support the development of new worker co-ops to produce food for co-op and elsewhere			X

[†] While these items are currently up to the GM to implement as he sees fit, they could become part of Board policy depending on the recommendations of the Local Foods Committee.

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2.0	Environment:					
	Store					
	Note: The Co-op recently had an energy audit completed in April, 2008.	2.1**	Decrease energy usage.	X	X	X
		2.2	Publicize decreases in energy use to customers	X	X	X
		2.3**	Establish a schedule for having an audit conducted and implementation processes ongoing		X	X
	Note: Currently the Co-op records for planning and tax purposes a “write off book”, which records the amount and value of unsold goods.	2.5	Use current information in “write off book” to determine baseline “food waste” at the Co-op	X		
		2.6	Develop and rank plans to reduce food waste (for example, start compost or expand donations)	X		
		2.7	Decrease food waste by % each year to reach zero food waste.		Decrease by 50% of baseline	Decrease by 90-100% of baseline
	Non-Profit/with Community Partners					
	Note: The co-op currently collects cell phones and batteries for recycling	2.8	Expand recycling center for items not recycled by county and city	Publicize recycling of batteries & cell phone	Expand to other items	

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3.0	Product Selection					
	Store					
	Note: Local Town and County regulations restrict the Co-op and other local businesses from carrying packaged beer and wine.	3.1	Board establishes a committee to work with elected representatives to change regulations to sell organic and local beer and wine		X	
		3.2	Board establishes committee to work with GM on corporate responsibility issues, with focus on fair trade.	X		
		3.3*	Develop signage highlighting local and "fair trade" products as well as information about producers.	X	X	
		3.4	Board establishes an Ends Statement regarding fair trade products.	X		
	Note: New POS system will have increased capability to identify the number and percentage of "fair trade" items carried and sold.	3.5	Committee conducts a "fair trade" audit to determine baseline and set "fair trade" expansion goals.	X		
		3.6	Implement committee's goals to increase fair trade products by % each year		X	X

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4.0	Staff					
	Store					
		4.1	Board established committee on living wage to work with the GM to review actions taken, discuss, and educate the staff and members about guidelines related to living wage at the co-op	X		
		4.2*	Monitor progress/compliance with committee's recommendations annually	X	X	X
5.0	Expansion					
	Store					
		5.1	Add coffee shop/juice bar in Takoma Junction Store		X	
		5.2	Add outdoor and indoor seating area		X	
		5.3	Increase number of "grab & go" items	X		
	Non-Profit/with Community Partners					
		5.4	Support the development of new co-ops, both food and non-food		X	X
6.0	Cost of Food/Accessibility					
	Store					
	Retail establishments like the Co-op have a net operating margin ranging from 1% to 3% of total revenues. Currently, the Co-op's net operating margin is less than one percent.	6.1	Establish a formal framework to compare Co-op "margins" with those of competitors. Conduct survey periodically (every 18 months – 2 years).	X	X	X

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		6.2	Include information in Annual Report submitted to membership about how the co-op insures the twin goals of keeping prices low while generating sufficient fund to meet on-going and emergency needs.	X	X	X
		6.3	Advertise low cost and value	X	X	X
		6.4	Board establishes Ends Policy to decrease costs for low income customers buying with food stamps or WIC coupons.	X	X	X
	Store/Non-Profit/Community Partners	6.5	Board established Ends Policy regarding volunteers	X		
		6.6	Establish appropriate volunteer opportunities and policies to manage volunteers	X		
		6.7	Publicize how members can volunteer for a discount		X	X
	Non-Profit/Community Partners	6.7	Establish a program or programs to reach out to low-income communities		X	X

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7.0	Community Education					
	Store/Non-Profit/Community Partners	7.1	Expand and establish community education programs			
			--Community Events	X	X	X
			-- Cooking Demonstrations	X	X	X
			-- Gardening Lectures	X	X	X
			-- Picnics	X	X	X
			-- Potlucks	X	X	X
			-- Drum Circles	X	X	X
			-- Films	X	X	X
			-- Fair trade & Corporate Resp.	X	X	X
			-- Learning Circles	X	X	X
			-- Community Environmental Issues	X	X	X
			-- Community Environmental Issues	X	X	X
8.0	Other					
		8.1	Board considers establishment of non-profit or more formalized partnerships with non-profit community partners to accomplish some of these goals		X	

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