

Ukiah Natural Foods Cooperative

2016-2020 Strategic Plan

Our Vision: We envision a community in which everyone has access to healthy food, where Ukiah Natural Foods Co-op is a vital part of the local food system.

Our Mission: To sell trusted food, with knowledge and compassion.

Our Long-Term Goals:

1. **Economic Viability:** Be a thriving, successful, growing cooperative business.
2. **Local Sourcing:** Be a driving force in our local food economy.
3. **Staff Empowerment:** Be an employer of choice in our community, known for fairness, opportunity, and a great working environment.
4. **Community Outreach:** Be the responsive, local go-to resource for information and education about healthy food.

1. ECONOMIC VIABILITY

Goal: Be a thriving, successful, growing cooperative business.

Objectives:

- a) Expand our facilities to provide more of what our member-owners want.
- b) Accelerate the Co-op's visibility in the community as the premier place to eat, gather, and shop for local, organic, non-GMO products.
- c) Encourage community members and staff to join the Co-op and enjoy the benefits of being a member-owner.
- d) Strive toward a Co-op membership and customer base that represents the diverse makeup of our local community.
- e) Implement recurring organizational practices to assess and adapt to our changing market.

2. LOCAL SOURCING

Goal: Be a driving force in our local food economy.

Objectives:

- a) Partner with community stakeholders to bring in more local products from Mendocino County and the surrounding region.
- b) Help our customers strengthen their connection with local producers.
- c) Foster local producers' success by exploring the feasibility of new initiatives such as forward-contracts, grants, and loans.
- d) Increase Co-op visibility in the community as the place for the best selection of locally-grown food, where our buying power strengthens the local food economy.

3. STAFF EMPOWERMENT

Goal: Be an employer of choice in our community, known for fairness, opportunity, and a great working environment.

- a) Maintain high level of staff communications and involvement at all levels.
- b) Inspire staff to be champions of their Co-op, building strength from within.
- c) Strengthen staff training programs to support a deep understanding of our business, products, and best practices.
- d) Invest in professional development and provide our staff with opportunities for learning and advancement.

4. COMMUNITY OUTREACH

Goal: Be the responsive, local go-to resource for information and education about healthy food.

- a) Collaborate with schools, businesses, and community groups to educate more people about who we are and what we offer.
- b) Promote our niche as the place where shoppers can easily learn about healthy food choices.
- c) Leverage our customer feedback system to deepen the customers' connection to the Co-op.
- d) Increase our outreach through surveys, focus groups, and other means to understand how better to meet the needs of our diverse community.