

# 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 food – especially local, organic and minimally processed	Create purchasing policy to ensure our buyers meet healthy food strategy	Check with other food producers and grocery stores for examples Share purchasing policy with members-owners	Confirmation of continuous buyer education	Set policy: Dec 2024; establish baseline: Jun. 2025
		Continuously explore new options for organic food sources	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 Jan. 2025, and continuing each year
	Give local vendors and organically grown food priority	Encourage sales growth from local and organic suppliers	20% or more sales growth within 1 year of baseline	Set baseline: Jun. 2025
	Stock ecologically and ethically produced products	Communicate criteria for identifying products in store	Display in-store info about understanding food choices	Initiate: Jun. 2025; review quarterly thereafter
		Develop signage, articles, other means to explain origin, quality, and rationale for selling them	Quarterly promos for select products	Due Mar. 2025
	Explore opportunities to expand co-op's reach	Expand grower supply through active outreach from partnerships and collaboration with allied organizations	Create a definition of "local and communities" and set baseline	Set baseline: Jan. 2025; measure: Jun. 2026
		Broaden distribution to local communities	Measure outreach attempts and increased distribution	Attempts to recruit: 2027; review distribution: 2029
	A financially sustainable store, while	Provide financial value to members,	Identify triggers for patronage return	Plan to include measurement

returning value to members	while maintaining consistent profitability	Develop financial plan for future investments	Finalized financial plan	Plan due: 2028; initiate: 2030	
		Expand product offerings at different price points	Annual price comparison with local grocers	Within 1 year of opening	
	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: Jan. 2026	
		Create Quonset hut strategy	Board acceptance	Jun. 2025	
	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: Jun. 2025	
		Communicate financial benefit to being a member and develop value messaging plan	Increase sales per member	Communication and value messaging plan – Jun.2025	
		Define financial success targets to be achieved by new marketing strategy	Improved net income	Initiate Dec. 2026; evaluate annually	
	A welcoming culture that reflects our community - valuing 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: Jun. 2025; strategy due: Jun. 2027
			Survey current and potential customers to determine market, e.g. WNMU culinary club and student life on food preferences	Survey results	Biennial starting 2025
		Enrich community connections	Build strategic partnerships to expand our vision and outreach	Outreach to 5 partners; partner with 1 or more	Dec. 2025; Jun 2026
Target charitable giving around organizations that align with co-op values			Identify organizations by end of year	Give away as needed	
Develop plan to make co-op a “hub” of the community			Develop strategy and tactics	Jan. 2027	
Embrace cultural diversity through participation in local events		Identify local community events and partner with community organizers to boost visibility	Track # of events, ads, and sponsorships co-op participates in	Begin tracking: Jul. 2025; add two events: 2026	
		Be present in other social and cultural contexts, demonstrations, etc.	Track # of events with in-person participation	Start: Jun. 2027	

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 2023/24 to set baseline and establish plan by Jun. 2025
		Repurpose GG content into FB and email newsletter	Monthly distribution	Start: Jun. 2025
	Offer educational classes and training. E.g., cooking, nutrition, recipes, garden	Cultivate partnerships with like-minded organizations to create education / outreach plan (e.g. Commons, Farmers' Market, WNMU, Cooperative Extension, WILL, culinary club, etc.)	Establish 2 new partnerships	Plan start: Jan. 2026; Track date starting: Dec. 2026
		Identify people to offer training classes	# of trainers / teachers identified	Start: Jul. 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 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
Maintain wage scale that is competitive with other groceries in Silver City			Achieve competitive salaries within 2 years and continue thereafter	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	2025
		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	Maintain staff turnover rate at less than xx %	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
	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 staff diversity and training 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 and local Chamber of Commerce	Initiate Sep. 2025; Evaluate: Dec. 2026
A business that reduces our impact on the planet	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 Jan. 2026; implement 2027 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 Dec. 2025

Latest revision date: 12/18/2023; 1/12/2024; 2/22/2024; 2/26/2024; 3/8/2024; 3/22/2024; 8/26/2024; 10/20/2024; 1/20/2025

**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