

# The Honest Weight Food Co-op

## Proposed 2011 - 2014 Strategic Plan

Proposed by the Ad Hoc Strategic Planning Group,  
18 September 2011  
Facilitated & Prepared by Teri Bordenave, Consultant

The *Thalia* Group LLC  
*Tools for Navigating Change*

## **Honest Weight Food Co-op Proposed 2011 - 2014 Strategic Plan**

### Our Process:

The Co-op contracted with Teri Bordenave, of The Thalia Group LLC, to facilitate our planning process. Teri worked closely with the Strategic Planning Task Force - comprised of Co-op staff, Board members and owners - to design and implement the actual planning process, survey, focus groups, planning retreat and membership meeting.

Survey - 153 Shareholders, 140 Members and 7 Staff responded to an electronic survey seeking your input - no one took the survey on paper that was made available in the Co-op store.

Focus Groups - 54 individuals participated in the 4 general and 1 staff specific discussions.

Planning Retreat - 40 individuals were invited to participate in a day long retreat, working with the issues surfaced in the surveys and focus groups, and generated a set of proposed goals and related work plans to propose to the Co-op community in October.

### Proposed 2011-2014 Strategic Plan Goals:

*As directed by the HWFC membership, Honest Weight continues to pursue a new store location at 100 Watervliet Avenue. The process of the design and construction of the new store shall be informed by and consistent with the new strategic goals being proposed below.*

1. Strengthen our governance structure in order to improve continuity in achieving our strategic goals.
2. Continue to establish financial targets, with monitoring and reporting systems, to grow financially and support the new store move/construction.
3. Pursue profitability consistent with our values as articulated in our Statements of Conscience and our mission.
4. Ensure that the communication is consistent, timely and that it reaches all parties throughout the Co-op.
5. Form the 501(c)3 to implement the education/outreach mission of the HWFC, both internally and in the community.
6. Implement a dynamic, responsive leadership/management structure for more effective operations of the Co-op store.

### Goal Work Plans:

Each of these six goals has a detailed Work Plan.

## Honest Weight Food Co-op 2011-2014 Strategic Plan Work Plan

**Goal:** Strengthen our governance structure in order to improve continuity in achieving our strategic goals.

Strategy	Group/Individual with Primary Responsibility	N '1 1	D 1 2	J 1 2	F	M	A	M	J	J	A	S	O	N
1. Establish an Ad Hoc Committee to examine governance structure.	Board	X												
2. Identify SWOT (Strengths, Weaknesses, Opportunities, Threats) of current governance model.	Ad Hoc Committee		X											
3. Re-evaluate what level/scope of decision-making should be retained by membership with an eye toward streamlining the process & supporting the Strategic Plan goals.	Ad Hoc Committee			X	X	X								
3.a. Redefine/establish the scope of owner authority.	Ad Hoc Committee						X	X	X					
3.b. Recommend scope/s of authority to be re-delegated to Board, if any.	Ad Hoc Committee						X	X	X					
3.c. Recommend issues/proposals for Bylaws changes needed to support these changes to Bylaws Panel.	Ad Hoc Committee								X					
3.d. Identify core capacities and skills needed collectively to support that level of authority.	Ad Hoc Committee						X	X	X					
4. SWOT analysis of increasing number of shareholders eligible to vote.	Membership Committee	X	X											
5. Explore strategies to increase number of shareholders eligible to vote (proportion of ownership).	Membership Committee			X	X	X								
6. Explore/Recommend strategies to increase actual participation in major decisions (voting) referenda.	Membership Committee			X	X	X	X	X	X					
7. Explore strategies to institutionalize the importance of understanding, documenting and referring to policy & process at all levels of the organization.	Board/Membership Committee/CMT/ Leadership Team/ Staff	X	X	X	X	X								
8. Board reviews & considers the recommendations on these issues and then asks the Bylaws Panel to craft language for proposed changes.	Board									X	X	X		
9. Bring recommendations to owners for vote.	Board/Bylaws Panel													X

## Honest Weight Food Co-op 2011-2014 Strategic Plan Work Plan

**Goal:** Establish financial targets, with monitoring and reporting systems, to grow financially and support the new store move/construction.

Strategy	Group/Individual with Primary Responsibility	N '1 1	D X	J '1 2	F	M	A	M	J	J	A	S	O	N
1. Develop & adopt next fiscal year budget.	CFO with CMT/ Leadership Team & Board for owners to approve	X	X	X										
2. Departmental accountability to budget (Sales/ COGS/Staff Labor/Owner labor) weekly, monthly, & quarterly.	Department Managers	X	X	X	X	X	X	X	X	X	X	X	X	X
3. Institute Open Book finance program, including reporting to, communicating with and educating owners semi-annually.	CFO & CMT/ Leadership Team							X						
4. Utilize the national Co-op network, as needed.	CFO & CMT/ Leadership Team	X	X	X	X	X	X	X	X	X	X	X	X	X
5. Monitor/adapt to competitive landscape (price image, customer service, product knowledge, go local) on a monthly basis.	CFO & CMT/ Leadership Team	X	X	X	X	X	X	X	X	X	X	X	X	X
6. Develop a sound business plan annually.	CFO & CMT/ Leadership Team			X										
7. Develop a sound marketing plan annually.	Marketing & CMT/ Leadership Team			X										
8. Review financial policies yearly.	CMT/Leadership Team/CPA				X									

Note: By implementing these ideas in our current space, we'll establish robust systems as we move to our new space.

*Drafted by Duke, Elaine, Leif, Drue*

## Honest Weight Food Co-op 2011-2014 Strategic Plan Work Plan

**Goal:** Pursue profitability consistent with our values as articulated in our Statements of Conscience and our mission

Strategy	Group/Individual with Primary Responsibility	N '11	D 1	J' 1 2	F	M	A	M	J	J	A	S	O	N
1. Consolidate values & Statements of Conscience.	Ad hoc mission committee	X	X	X										
2. Evaluate buying & selling policies/enforcement.	Ad hoc Committee - then owner approval	X	X	X										
3. Develop process to determine authority to deal with operations conflicts.	Membership Committee/ owners?	X	X	X	X									
4. Improve quality of education programs and develop system of evaluation and accountability for outreach and education before it would go to the non-profit.	Nutrition Education committee/ nonprofit(HWCI)/ owners	X	X	X	X	X	X	X	X	X	X	X	X	X
5. Develop strategies for neighborhood outreach.	Outreach	X	X	X	X	X	X	X	X	X	X	X	X	X
6. Cultural competency training for staff & owners.	Human Resources Coordinator						X	X	X	X	X	X	X	X
7. Ongoing customer service training for staff & owners.	Leadership Team			X	X	X	X	X	X	X	X	X	X	X
8. Publicize the more significant of our annual 5% donations to community groups.	Marketing Coordinator (Jennifer)	X	X	X	X	X	X	X	X	X	X	X	X	X
9. Maintain and strengthen owner labor program as evident in annual budget. Effort in training, retention, and increase perceived and actual value of work. Improve relations between staff and owner labor.	Member Coordinator (Nate)/ Membership Committee	X	X	X	X	X	X	X	X	X	X	X	X	X
10. Support local & organic - research new sources.	Department Managers	X	X	X	X	X	X	X	X	X	X	X	X	X

*Drafted by Rebecca, Donna, Nan, Judith, Ginny, Lynne, Nickleson, Duke, Kathy, Alan*

## Honest Weight Food Co-op 2011-2014 Strategic Plan Work Plan

**Goal:** Ensure that the communication is consistent, timely and that it reaches all parties throughout the Co-op.

Strategy	Group/Individual with Primary Responsibility	N '1 1	D 2	J 1	F	M	A	M	J	J	A	S	O	N
1. Create a Co-op-wide Communications Plan that addresses/includes the following areas:														
2. To strengthen communication between leadership and staff, we will a. obtain/create email addresses for each staff person b. encourage use of <a href="mailto:cmt@honestweight.coop">cmt@honestweight.coop</a> c. encourage use of staff newsletter.	HR/IT	X	X											
3. To strengthen communication between the board and the owners, we will make the newsletter available via email.	Board/ Communications Committee		X	X	X									
4. To address communication between owners and board, we will develop and implement a bi-weekly meeting time.	Board			X	X	X	X	X	X	X	X	X	X	X
5. Develop strategies to strengthen/increase owner - owner communication.														
6. Develop & implement strategies designed to increase the timeliness of all Co-op communication efforts.														

*Drafted by Jenn Grainer, Hoby Ebert, Jeff Marden, Dave Filkins, Karen Roth, Nicole Baily, Bob Linn.*

## Honest Weight Food Co-op 2011-2014 Strategic Plan Work Plan

**Goal:** Obtain approval of the HWFC membership of by-laws, mission statement, business plan, and application of 501(c)3 designation by the IRS in order to implement the education/outreach mission of the HWFC, both internally and in the community. Research grants for public education of nutrition and the use and consumption of locally grown, natural and organic foods and products. Make application for same where appropriate.

Strategy	Group/Individual with Primary Responsibility	N '1 1	D X	J' 1 2	F	M	A	M	J	J	A	S	O	N
1. Draft bylaws for the nonprofit organization.	Nonprofit Committee* - Board	X	X	X	X									
2. Conduct grant research.	Nonprofit Committee	X	X	X	X									
3. Draft mission statement.	Nonprofit Committee - Board				X									
4. Develop business plan.	Nonprofit Committee			X	X	X								
5. Present/seek approval from owners.	Bill						X							
6. (If approved by owners) File for 501(c)3.	Nonprofit Committee - Board							X	X	X				
7. Obtain/submit grant proposals to fund nonprofit's work.	Nonprofit Committee - Board									X	X	X	X	X

\* Honest Weight Community Initiative (HWCI) is the name given to the non-profit initiative; the HWCI Committee is the group moving this development work forward. Includes management involvement.

*Drafted by Bill, Gene, Maria, Nan, Jessica, Marwin, Rob*

## Honest Weight Food Co-op 2011-2014 Strategic Plan Work Plan

**Goal:** Implement a dynamic, responsive leadership/management structure for more effective operations of the Co-op store.

Strategy	Group/Individual with Primary Responsibility	N '1 1	D 1 2	J 1 2	F	M	A	M	J	J	A	S	O	N
1. Hire new leadership team.	Board/Hiring Committee	X	X	X										
2. Formulate and implement storewide (ongoing) training program for the new leadership team, department heads and other staff.	Board/Leadership team			X	X	X	X	X	X	X	X	X	X	X
3. Conduct a baseline climate analysis/study of staff and owner-worker satisfaction prior to the new leadership team beginning, and another one approximately one year after the new team began.	CMT	X	X											
4. Conduct an ongoing financial analysis - status vs goals.	Leadership team			X	X	X	X	X	X	X	X	X	X	X
5. Institute a method of communicating issues from staff/owner-workers to leadership team, such as open door policy, regular staff meetings in each department with leadership team, etc.	Leadership team			X	X	X	X	X	X	X	X	X	X	X

*Drafted by Ned, Roman, Paul, Mary Ann, Tom.*