

**Community Co-op Board of Directors’
2020 Annual Work Plan
Updated September 2020**

In addition to upholding the Board’s general responsibilities as outlined in the bylaws, Board policies and Co-op principles, the Board commits to the following annual Work Plan which was reviewed and revised by the Board on September 8, 2020.

Since March of this year, management, staff, members and shoppers have had to adapt to working and living with the Covid-19 pandemic. As a result, the Co-op has experienced a great deal of change. From changing shopping patterns and resulting layoffs, to a shift in disinfecting protocols, compliance with local and state mandates, and a swift launch of online shopping (CO-GO). The past six months were not anticipated when the Board drafted the 2020 Work Plan, so not surprisingly, we’ve shifted our focus from last year. While still planning for the future through a strategic planning process started in 2018, our focus through much of this year has been on day-to-day operations. In particular, the health of Co-op staff, Co-op members, Co-op shoppers and the overall health of our community.

With the help of Co-op management, the Board has been working on a strategic plan, or long-range vision, for the future growth of the Co-op. The Board continued to work on the plan at its 2019 Annual Retreat and will continue to fine tune the plan into the future.

The Board and Management have agreed that our immediate goals are: 1) managing our response to the Covid-19 pandemic; 2) better serving and meeting the needs of our customers; 3) improving staff experience and; 4) continuing to ensure the Co-op’s long-term financial sustainability.

PROVIDE FOOD AND GOODS

Meet the needs of our member owners and community

1. Prioritize the health of Co-op staff, Co-op member owners and Co-op shoppers.
2. Continue to offer online shopping (CO-GO) as an option for all our Co-op family.
3. Support our member benefit programs **Board Oversight**
 - Maintain current membership fee (\$35 lifetime).
 - Co-op Basics, monthly specials and coupons.
 - Enough Abundance to Share (EATS).
 - Working Members Program (program currently under review for possible change).
 - Distribution of member dividends when it is fiscally prudent.
 - Members wishing to participate in Co-op capital improvement projects earn interest from member loans.

4. Continue community engagement efforts. **Board Oversight/Giving Committee/Marketing**
 - Support causes and local non-profits.
 - Public school programs (such as Farm to School, Apple A Day and Coffee for Classrooms).
 - Participation in the Gallatin County 4-H Program (mentoring, auction, workshop/seminar).

5. Enhance member engagement efforts **Marketing/Membership Committee**
 - As part of the strategic planning process, determine effective and appropriate member engagement.
 - Assess how we can better meet member needs (through tools such as customer surveys).
 - Use social media, mailings and other methods to inform, educate and increase consumer awareness about the Co-op's commitment to high-quality food and goods.
 - Invite Co-op members to listen and participate in monthly Board meetings (which are currently being held via Zoom) thus increasing opportunities for the Board to interact with Co-op members. **Board Oversight**
 - Review draft five-year strategic plan when it becomes possible at an annual General Membership Meeting (GMM).

Be the best place to purchase high-quality food and goods

1. Compliance with local and state mandates with respect to Covid-19 pandemic.
2. Continue to investigate options for expanding food service and grocery.
3. Prioritize purchases of local and organic foods and communicate the benefits to members and the community.
4. Investigate national and local market trends and competition.
5. Increase the number of Co-op branded products.

Outcompete the competition

1. Seek out recognition for being the region's best grocery store. **Marketing**
2. Actively market what sets us apart from the competition. **Marketing**
3. Expand partnerships with other local organizations. **Giving/Marketing**
4. Make the Co-op the best place to work in Bozeman (continue to investigate and support staff benefits, livable wages, bonuses, recruitment, efficiencies, safe and desirable work environment and continuing education). **Board Oversight**
5. Participate in the ongoing community discussions regarding affordable housing and community growth. **Board Oversight**
6. Determine appropriate cash reserves. (*Determined by Finance Committee*)
7. Ensure and recruit diverse demographics and professional skillsets within the board. **Nominations and Processes**
8. Support and encourage board education (annual finance training, CCMA attendance, etc).

9. Support continued involvement with National Cooperative Grocers. **Management/Board Oversight**
10. Research, monitor and adopt innovative technology to keep the Co-op competitive and efficient in our market and within our competitive landscape. **Board Oversight**

PROMOTE SUSTAINABLE PRACTICES

Make environmental sustainability a continued priority

1. Require, recognize, maximize and celebrate green elements throughout existing operations, including any future expansions.
2. Active leadership in addressing climate change by participating in the “We’re Still In” Co-op climate commitment. **Is this still happening?*
3. Prioritize the purchase of local and organic foods and create strategies to advocate for the local food system and organic practices. **Board Oversight/Open and Local**
4. Continued commitment to bulk food and goods. ~~with the establishment of the new bulk room.~~
5. Support organizations committed to environmental sustainability.
6. Educate customers about the Co-op’s sustainable practices. **Marketing**
7. Continue composting program. **Management, Marketing**