

Kitsap Community Food Co-op Identity

Mission Statement

The Kitsap Community Food Co-op connects our local community with quality food, products and access to information that promotes a healthy future for our families and our planet. Together we work toward a world where mutually beneficial relationships exist between producers and purchasers.

Vision Statement

Food	We sell the highest quality food at a fair market price
Local	We provide local food and products
Community	We are committed to building strong ties within our community
Education	We educate ourselves and the public
Welcoming	We provide a welcoming environment to everyone
Ownership	Members are more than just customers, members are owners
Volunteerism	We encourage members to help out and give back
Dynamic	We listen to our community and work to meet their needs
Ecological	We commit to sustainable practices

Core Principles

Communication	We are dedicated to mutual understanding
Good Stewardship	We are grounded, visionary, and responsible in our decision-making
Integrity	Our words and actions are congruent
Cooperation	We have the willingness to step up and the wisdom to step back. We work together with patience and flexibility for a common purpose
Professionalism	We are accountable for our actions and decisions. We work responsibly with appropriate transparency
Optimism	We enjoy our work and hold a deep belief in the abilities of our collective power. We continue to look to new sources of inspiration. We see mistakes and conflict as an opportunity to grow
Commitment	We are the co-op and the co-op is us. It's a priority – it's where we give time, money and resources

Brief History of the Coop

The Kitsap Community Food Co-op began with meetings of a small group of individuals who sought to bring a cooperatively owned grocery store to Kitsap County. The group incorporated in September 2009 and immediately began taking memberships. The Kitsap Community Food Co-op leadership has worked closely with experts in cooperative development from the Cooperative Development Services (CDS), Northwest Cooperative Development Center (NWCDC), and Food Coop Initiative (FCI).

In 2011 we signed a non-binding Letter of Intent to locate our store at the former Bremerton Junior High School campus located on Wheaton Way, in Bremerton, WA. The City of Bremerton along with other partnerships intend to convert the school into a Youth Wellness Campus with the food co-op as one of the anchor tenants.

The co-op continues to reach toward our membership goals in order to open our store, while simultaneously defining our identity in the Kitsap County community.

How the Plan was Developed

After a review of the previous process of strategic planning used by the Kitsap Community Food Co-op and researching how other organized co-ops approach their planning process, a new procedure was introduced in November 2011.

Feedback was requested from the membership and community at large in order to better understand the needs of our ownership. We performed two surveys, requested feedback in events, made an email address available and promoted this request for feedback on Twitter, Facebook, via email and in person. We simultaneously recruited for member-owners who would make up the Planning Team who would process this data and thus develop the plan.

Six member-owners volunteered to participate in the Planning Team, which was facilitated by Kristina Kruzan, Vice President. Board members were also invited to attend. The team met on December 18 and 29, 2011, and January 2, 2012. The data gathered was summarized and presented and the team decided on the major Themes that were present in the feedback information. From there, they developed Goals, and also an initial list of tasks for each goal. The Planning Team would turn over this document to the board for further development of additional tasks, timeline and accountability, and then the whole Strategic Plan will be delivered to Member-Owners at the Annual Meeting.

Planning Team

Ann Mariella – *Member-Owner*

Constantina Mead – *Member-Owner*

Erika Anderson – *Member-Owner*

Jean Clark – *Member-Owner*

Jane Singleton – *Member-Owner*

Deb McDaniel – *Member-Owner*

Facilitated by Kristina Kruzan, Vice President of the Board

Theme: Finances

Goal: Kitsap Community Food Co-op strives to be financially sound by adhering to strict accounting standards, using money entrusted to the co-op responsibly, offering a fair return on member-owner investment and sharing resources with like-valued organizations.

Tasks:

- Increase the frequency of financial reporting to owners in clear language
- Make opportunities available to the member-owners to increase their understanding of the financial controls and structure of the co-op

Theme: Education

Goal: Provide educational opportunities consistent with co-op mission & values to member-owners and community.

Tasks

- Increase educational opportunities with sensitivity to the diverse needs of our member-owners and community
- Develop and implement education and learning programs that provide a strong foundation for volunteer & employee continuity and professional development

Theme: Marketing

Goal: Kitsap Community Food Co-op's multifaceted marketing strategy will increase member-ownership, improve community awareness and expand demographic reach.

Tasks

- Utilize member-owner feedback, demographic data, etc to develop branding and focus marketing efforts
- Provide member-owners with message points that allow them to effectively market the co-op
- Delegate recruitment of volunteers & owners to every member-owners and volunteers
- Create and launch a targeted advertising program that utilizes demographic-specific delivery mechanisms

Theme: Community

Goal: Kitsap Community Food Co-op will be a community where people know each other, share a thread of common values and have a sense of belonging.

Tasks

- Increase dialogue with the community at large by 25%
- Identify & pursue partnership opportunities that provide benefit to the co-op

Theme: Member-Ownership

Goal: Kitsap Community Food Co-op seeks to understand and provide for the needs of our members and inspire their loyalty and participation

Tasks

- Use diverse mechanisms to openly communicate with member-owners
- Develop programs that encourage a diverse base of member-owners
- Increase the number of member-owners that are volunteering by providing structures that empower them to act
- Use consistent, clear communication that includes collaboration with and recognition of member-owners

Theme: Volunteers & Employees

Goal: Kitsap Community Food Co-op will encourage loyal employees and consistently active volunteers

Tasks

- Improve volunteer base by providing clearly defined roles and responsibilities that empower individuals to take action for the benefit of the coop
- Ensure employee compensation is competitive in the marketplace and appropriate for business continuity

Theme: Supporting the Environment

Goal: Kitsap Community Food Co-op promotes environmental stewardship across community food production efforts, purchasing, waste management, construction, and transportation

Tasks

- Engage in community efforts that promote local food production
- Develop and implement a recycling and waste management program
- Encourage alternate transportation
- Use LEED certification to identify 'green' construction standards and implement where practical