 **Strategic Plan 2023 – 2026 True to our Roots, feeding our soil to strengthen our future**

| **OUR ENDS**Shenandoah Valley has: * Vibrant, local economy
* Fair and friendly relationships
* Healthy consumer and producers
* And a healthy environment

**CO-OP PRINCIPLES*** Voluntary & Open Membership
* Democratic Member Control
* Member Economic Participation
* Autonomy & Independence
* Education, training & information
* Cooperation among co-ops
* Concern for Community

**FOUNDATIONAL STRATEGIES*** Grocer of choice, employer of choice, marketplace of choice.
* Outstanding customer service
* Balance fair prices for customers, fair wages for staff and fair prices to farmers.
* Green business practices
* Equity and Justice every day.

**BEHAVIORAL VALUES*** Friendly
* Learning organization
* Set each other up for success
* Collaborating for cooperative gain
* Environmentally aware
* Fun loving, passionate and positive
 | **MARKETING** | **PRODUCTS, SERVICES AND EXPERIENCES** | **TEAM****(Recruit, Train, Develop, Retain)** |  **SYSTEMS**  | **FINANCIAL AND INFRASTRUCTURE** |
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| **Goals***June 2026** ***Community understands co-ops, organic, local***
* ***Teach it, promote it, Advocate for it, sample it, talk about it, Normalize it.***
 | **Goals***June 2026** ***Lean into brand – local, organic, nutrient dense***
* ***Convenient, approachable, understandable, accessible***
 | **Goals***June 2026** ***Learning organization with deeper support for all***
* ***Build bridges to break down barriers***
 | **Goals***June 2026** ***Standardize Data integrity***
* ***Evolve away from paper based***
* ***Systems integration***
 | **Goals***June 2026** ***Grow sales to $8M***
* ***Maintain growth and freshness of expanded space***
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| **Strategies***By June 2024** *Promote the co-op glossary of terms – Co-op, Local, Organic*
* *Clarify and share Round up guidelines*
* *Refresh exterior branding – window vinyl, pylon sign*
* *Explore New advertising avenues*
* *Website ADA compliant - refreshed*
 | ***Strategies****By June 2024** *Next level customer service every day*
* *Deli Bakery execution & program is expanding, appealing, seasonal*
* *Focus on fresh departments: meat, cheese, bakery, produce.*
* *Regenerate sampling and demos*
* *Implement NCG core sets*
* *Good, better, best pricing*
* *Year-round garden center*
 | **Strategies***By June 2024** *Develop redundancy for key roles. Cross departmental support*
* *Create more opportunity for growth*
* Communications streamlined – one schedule, one info stream
* *Exciting, bite sized, memorable training programs*
* *Highlight benefits*
* *Clear evaluation process, timing*
* *Emergency Preparedness manual*
 | **Strategies***By June 2024** *IT systems foster communication and productivity*
* *Naming conventions for all depts.*
* *Streamline internal communications*
* *Owner data cleaned up and standards clarified*
 | **Strategies***By June 2024** *Grow sales to $7.8M ($8M by 2026)*
* *Stay profitable*
* *Credit card processing thru UNFI*
* *Balance labor costs and margins*
* *Repair damaged walls*
* *Clean up/maintain oxidized produce case*
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| ***2024 Metrics**** ***Customer Count to 20k/month***
* *New Owners >20 per month*
* *>10% of active owners voting*
* *Click throughs from social increase*
 | ***2024 Metrics**** ***Deli & Bakery Sales to $25k/wk.***
* *Margins >35.0%*
* *Average basket >$35*
 | **2024 Metrics*** **Wage % <21%** *(18% Ops, 3% Admin Support)*
* *Turnover <20%*
* *Diversity of staff closer to that of Harrisonburg*
 | **2024 Metrics*** *Owner data cleaned up*
* *POS data organized*
* *Managers and buyers know which reports to use for best data*
* *Reliable data for ownership metrics*
 | **2024 Metrics*** **Sales to $150k/wk. *(****$7.8M annualized)*
* **Net Income >1%**
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