



# Final Report

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## Five Year Strategic Plan 2014-2018

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April 29, 2019

# Five Year Strategic Plan (2014 – 2018)

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## Overview

The 2014-2018 Strategic Plan spanned fiscal years 2015-2019 (calendar years 2014-2018), which ended March 30, 2019. The strategic planning process began in February 2013 at the annual leadership retreat, where the Board of Directors and General Manager reflected upon what they had learned from the five-year strategic plan written in 2009 and started looking ahead to the next five-year planning cycle. A Committee was selected to work out the framework and logistics for a Strategic Planning Workshop, that involved members and staff in the process. Goal statements were presented in member and employee forums and feedback compiled and presented at a Strategic Planning Workshop. Co-op members, board, and staff participated in a day-long, participatory process, exploring the Co-op's mission and vision, and further developing long-range goal statements, and identified strategies for achieving those goals. The Strategic Planning Workshop led to the 2014-2018 Strategic Plan.

A new mission was developed:

*North Coast Co-op is a member-owned organization guided by the cooperative principles. As a leader in our community we emphasize a diverse selection of products while engaging members through consumer education, community building, and environmental responsibility.*

The goal areas were:

- A. *Develop our Local Foodshed—Collaborate in sustainable, local, and regional food system development that addresses gaps in food production, storage and/or distribution.*
- B. *Invest in Our Future—Strengthen our leadership position in the community by investing in opportunities that significantly serve our members to ensure a viable co-op for our future.*
- C. *Educate and Advocate—Engage our members to make positive changes around essential local and national issues which affect our community's future, and advance our mission, principles and cooperative values.*
- D. *Enhance the Co-op Experience—Foster and develop talent, leadership, engagement and passion, creating an inspiring environment at our Co-op.*
- E. *Promote Environmental Responsibility—Continue to improve the environmental practices in our day-to-day operations.*

An account of how well we achieved the strategies, goals and objectives is contained within each goal area on the following pages; however, measurable objectives or benchmarks were not set for many of the strategies so much of the report will simply be on actions taken.

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## A. Develop our Local Foodshed

1. Provide support for a viable network that grows, processes, manufactures, and distributes food in our area in order to build a stronger local & regional food system.

2015

- Marketing & Membership Director participated in the Humboldt Business Challenge as a judge, tasked with providing business coaching through the ideation, business plan and implementation phases.
- Offered in-kind support to the participants through assistance in meeting our product and packaging guidelines, retail shelf space and promotion of product.
- Hosted a local vendor symposium to share Co-op's level of support and to understand local vendors' needs.

2016

- When the Ray's in Hoopa closed, we engaged with Hoopa Valley Tribe to determine if Co-op could operate a grocery store in their community. Our General Manager served on their advisory committee during the development of their tribally owned grocery store. The Hoopa Valley Tribe opened their own tribally governed and operated grocery store on March 6, 2019.

2017

- Launched a new "Local" campaign, which redefines "Local" to be limited to only Humboldt, Del Norte and Trinity counties, rather than 250 miles.
- Added local bread to the sandwich offerings in the Delis at both stores.
- Worked on plans to expand our Eureka Deli operation to include more healthy and organic prepared foods options with an emphasis on local.
- The City of Blue Lake engaged us in a potential build to suit warehouse/storefront. After more than a year passed, and our financial situation declined in 2018, we told the City of Blue Lake that we were not in a position to expand our warehouse (since then our Ten Pin warehouse operation has been closed).

2. Collaborate with organizations that partner with producers to:

- Strategically address gaps in our regional food distribution system.
- Increase diversity and quantity of local & regionally produced food.
- Serve a greater number of people with healthy, local food choices.

2014

- Formed a strategic partnership with Northcoast Regional Land Trust to support their work in preserving working agricultural lands, as well as developing best ranching practices to ensure salmonid survival and proliferation.

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2015

- Partnered with Humboldt Food Policy Council to identify policy issues around local food production by serving as a voting member of the collaborative; a partnership that still exists today.
- Partnered with Humboldt Transit Authority to install a bus stop at our 4<sup>th</sup> & B Street location.

2016

- Partnered with Humboldt Food Policy Council to host a Food Summit, with 300+ in attendance.

2017

- Returned to hosting Eat Local Challenge sign-ups in stores during Local Food Month, signing up 430 participants.

2018

- Provided 90 percent of the staff resources needed for Local Food Month and hosted sign-ups.
- Marketing & Membership Director attended 90 percent or more of Humboldt Food Policy Council meetings as a voting member and we sponsored/donated or actively promote Humboldt Food Policy Council events via our social media and print advertising as appropriate.

## **3.** Create guidelines for producers that will help them understand what we need as retailers, and continue to refine systems to assist in their development process.

2014

- Developed a new Vendor Application that clearly outlines our requirements for product placement on our shelves, including essential documents, permits, and our GMO Policy Brochure.

2016

- Revamped new Vendor Application and posted it on our website.

2017

- Developed a local vendor package that includes how to coordinate a sales promotion, how to merchandise for maximum exposure, free in-store demos, priority in-store promotion and inclusion in Co-op external advertising (ex: special feature in *Co-op News*).

2018

- Engaged more than 10 local vendors in utilizing our local vendor package to promote their products.

## **4.** Cultivate partnerships that expand our region's agricultural base, and provide consumers with local products year-round, offering fair prices to our shoppers and producers.

2014

- Participated on a committee of local businesses to address the viability of Redwood Meats and possible next steps when their facility was shut down by the USDA. They were able to get back online with the assistance of a consultant, paid for in part by the Co-op's monetary contribution of \$1,000.

2014 - 2018

- Continued our partnership with Northcoast Regional Land Trust to support their work in restoring agricultural ecosystems.

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- Continued to host our Annual Farmer Meetings, in which we commit to purchasing specific crops and help in refining farmer plans each year. Farmers use the information to gage how much seed to buy and this process assures they have a market for specific produce at the Co-op.

## B. Invest in Our Future

1. Develop a diversified business model, with revenue sources that complement our current retail stores, helping us retain and increase our accessibility and distinction in the marketplace.

2015

- The annual board retreat agenda included time to discuss diversification with current and potential future competition in mind.
- Added juice, smoothies, local Kombucha and local nitro coffee on tap at both locations.

2017

- Met with a local grocery delivery company to assess a possible partnership.
- Developed and implemented a revenue-generating system, whereby non-local vendors are charged a fee for demos conducted by Co-op staff.

2. Create a framework to analyze ideas, needs, partnerships and investment ideas on an ongoing basis.

2017

- Hosted two combined board/management retreats to discuss, in part, combining business and strategic planning.

2018

- Formed a strategic plan committee with representatives from management, the board and members who were voted to the committee at the strategic plan kick-off event. The 2019-2023 strategic plan was written to reflect shared operational business and governance goals and was adopted by the membership at the October 21, 2018 Annual Membership Meeting.

3. Develop and promote programs that help our members purchase reasonably priced foods and other basic goods, in the face of changing economic and environmental conditions.

2014

- The Ten Pin Warehouse building was secured for forward buying, allowing for reduced prices for shoppers.
- Developed in-house Co-op Basics program to provide everyday low prices to shoppers on organic basics and used the warehouse to buy those items in large quantity.

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2015

- Developed a Wellness Wednesday program to allow shoppers to enjoy 10% off bath and beauty, supplements and vitamins on the first Wednesday of every month.
- Expanded the Ten Pin Warehouse operation to include La Riojana cooperatively owned wine, wellness items, and harder to store items like natural charcoal.
- Rebranded our Co-op Basics program to match National Co+op Grocer's Co+op Basics program, which increased our offerings of lower priced pantry staples (up to 230 products).
- Redesigned and rebranded our sales flyer to be more in alignment with National Co+op Grocer's Co+op Deals program. We focused on the best sales with the lowest price image—while reducing paper and increasing electronic access via website and email delivery—resulting in increased percentage of sales of sale items and reduced costs (labor, printing and mailing) of the flyer.

2016

- Implemented a pilot Co-op Access Program (CAP) and determined to assess after one full year.

2017

- Developed and tested member-owner coupons with good results.
- Allowed employees to use their membership discount in addition to their employee discount and other member benefits.

2018

- Introduced member-only sales.
- A proposal for a permanent CAP program was written and submitted to the board with no adoption due to cash crisis. Pilot CAP participants are still receiving discounts.
- Stayed in the Ten Pin warehouse until 2018, when we were no longer in a cash position to carry the overhead. With National Co+op Grocers having created a Co+op Basics program (modeled off a few co-ops' success), as well as the Co+op Deals program, we no longer needed to forward buy to provide affordable pricing for our shoppers.

### **4. Continue to improve our current facilities and create a long-term plan with growth, efficiency, and sustainability of our operations in mind.**

2014

- A Facilities Manager position was created to oversee the Maintenance Department, bring janitorial work in-house and to develop a facilities plan.
- We sealed the Quonset hut roof at the Arcata store as a stop-gap.

2015

- Restructured our Facilities Department to include an in-house Janitorial team, saving nearly \$50,000 per year.
- Retrofit of the Eureka store parking lot lights to new, brighter LED's, creating a safer parking lot for our customers and employees.
- Painted exterior of both stores, adding the sprout logo for increased brand identity.
- Upgraded Arcata administrative office space.

2016

- Maintenance Team continued updating lighting, converting equipment, minimizing leaks, and increasing efficiencies wherever possible.
- Developed a position for a Sustainability Coordinator to be supervised by our Facilities Manager.

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- Began using new compostable packaging in Prepared Foods departments.
- 2017
- Hired a Sustainability Coordinator.
  - Replaced the roof condenser and A/C unit for administrative offices in Arcata.
  - Replaced two refrigerated produce tables in Arcata and rerouted the refrigeration lines from underground to ceiling drop.
  - Developed a Net Zero Impact Plan for Eureka remodel.
  - Added fresh signs to the exteriors of both stores, bringing branding and store appearance more in alignment.
  - Repaired areas of the Arcata parking lot where customers were tripping and/or overturning shopping carts.
  - Replaced the Dutch gutters with seamless gutters on Arcata roof to stop leaking in Dairy and Bulk backstock.
  - Developed a system for scheduling and tracking equipment maintenance.
  - Installed three-compartment waste bin with signage and examples indicating which items go where and educational information about their impact on the environment.
- 2018
- New roof was installed in Arcata June 2018.
  - Implemented equipment maintenance schedule and tracking system.
  - Facilities is now included in the strategic planning process.

- 5.** Extend the economic development assistance we currently offer to local farmers and food producers, to other types of local producers and manufacturers who can provide items our members need. We were not presented with the opportunity to do this and/or were not in an economic position to do so.

## C. Educate and Advocate

- 1.** Develop a standard process to introduce, examine, adopt and implement education and advocacy campaigns consistently and effectively.
- While we have not yet developed a standard process, several policy and advocacy issues were brought before the board for review and potential endorsement. Each of those items was relayed to the membership via the *Co-op News* with opportunities to provide feedback to the board and/or to provide individual support for the initiative.

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### **2.** Collaborate and partner with organizations that play an active role in initiatives that strengthen our food system, address food security, protect our natural resources, and promote the cooperative model.

2014-2018

- Engaged with the farming and educational community to strengthen sustainable agriculture exposure for school children, through Know-Your-Farmer, Harvest of the Month and Pumpkin Patch.
- Over the five years of this strategic plan, the Cooperative Community Fund granted \$100,275 to 73 community groups for their work in democratic cooperative principles, community development and food security.

2014

- Showed our support for the Humboldt Food Policy Council (HFPC) in joining the California Food Policy Council.

2016

- New membership with the Sustainable Food Trade Association.

2017

- Began discussions with Cooperative Community Fund advisory committee regarding starting a non-profit arm of the Co-op.
- Became a strategic partner with Cooperation Humboldt.
- Signed on to the international statement in support of the Paris Climate Agreement.
- Worked with a sustainability consultant to determine best practices and create a net zero-waste impact plan for waste disposal. Began incorporating the plan into our operations.
- Established a contract with Local Worm Guy to expand current practice of picking up pre-consumer compost to include post-consumer materials that include compostable plastics, paper products, limited office pack, and other compostable materials.

2018

- A plan was developed for increasing our Cooperative Community Fund by conducting monthly fund drives for community groups, with CCF a feature for one month, beginning January 2020.
- Building our relationship with Twin Pines Foundation with \$76,165 invested.
- Upcycled used items for reuse to SCRAP and HSU, including glass to a local building company.
- CCF granting committee recommended, and the General Manager signed onto, transferring all CCF HAF investments into a new socially responsible fund at HAF to be more in line with Co-op values starting January 2019.

### **3.** Continue to serve our members and our community through educational opportunities and programs.

2014

- Partnered with Humboldt Food Policy Council (HFPC) to bring Michael Dimock, Executive Director of Roots of Change, to speak at a HFPC event and then to our own Annual Membership Meeting to speak about sustainable food systems.

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- Provided monetary and staff support to update the Discovery Museum grocery store, branded as the Co-op to increase education to parents and children about farm-to-plate and healthy eating.
- Advocated for our members to support the GMO labeling bill SB1381.
- Made a big push to pass Measure P to ban GMOs in Humboldt agriculture.

2015

- Launched a new website with information about our stores, our cooperative structure, our history, our board of directors, our election process, our offerings and savings and our community support.
- Member Action Committee hosted educational presentations at their monthly meetings.
- Provided free Cook & Save classes to identify recipes based on sales items.
- Partnered with Community Alliance with Family Farmers to bring back the Eat Local Challenge and supported a social media campaign to bring awareness to local food.
- Partnered with the Humboldt County Department of Health and Human Services to provide free, basic cooking classes geared toward low-income families.

2016

- Compiled a new membership handbook.
- Toxicologist Julie Layshock presented at our Annual Membership Meeting regarding plastics in our environment.
- Business Partner Program was launched as a member benefit.
- Began using new compostable packaging in Prepared Foods departments.

2017

- Added time to board agendas for educational presentations.
- Member Action Committee hosted film screenings with good turnout and educational dialog.
- Hosted first annual Strawless Summer and Forkless Fall waste reduction incentives.
- Installed bulletin boards, referred to as the “Board board,” at both stores to keep members and employees informed about board and committee meetings.
- Adopted a racial equity statement.

2018

- Staff volunteered to participate in racial equity interviews with a consultant as a next step in the Co-op’s commitment to racial equity work.
- Member-Only sales implemented January 2018.
- Launched Co-op Instagram account.
- Created an HSU student handbook that includes a map with directions to the Co-op.
- Store tours were tested by the Membership Coordinator in August and planned for implementation in FY19, but with dramatically reduced staff, tours are on hold.
- Kids activity book has been cut from the budget due to the financial crisis.
- Hosted Zero Waste Day event at Co-op with local organizations and the City of Arcata.
- Created bring your own durable shopping infographics.
- The recipe database was implemented but with no list creation tool or comment system which have been cut from the budget.
- Increased education regarding bulk shopping with new storewide Arcata bulk list and “guide to Zero Waste Shopping at the Co-op.”
- The Demo Department started ‘Co-op Inspirations’ that demoed recipes with a focus on whole foods and local produce.

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## D. Enhance the Co-op Experience

### 1. Cultivate best practices as an employer by building employee expertise and providing opportunities for employee development.

2014-2018

- General Manager attended several National Co+op Grocers conferences for “Direct Reports”, nationally and for the Western Corridor.

2014

- Provided training or resources to attended conferences for employee development in the following areas: building leadership skills, produce excellence, multi-store operations, human resources, IT, and deli operations.
- Beer and Wine buyers attended trade shows for those departments.
- IT Manager attended a National Co+op Grocers conference for IT.

2015

- Eureka Deli leadership team attended Deli OPS 101.
- Cross-trained as many staff as possible.
- Implemented monthly Employee Forums where employees are invited to engage in dialog with the Management Team.

2016

- Several employees attended Expo West to see what is new in the natural and organic industry.
- Merchandising Manager and Assistant attended Convergence to learn about new products and industry standards.
- Bakery Manager attended a training for Baked Goods.
- CFO attended a National Co+op Grocers conference for accounting and finance.
- Supervisors attended a training on accountability. This built a foundation of knowledge with training in basic skills: professionalism, leadership, safety, being a supervisor, and compliance.
- Revised employee orientation to include more comprehensive understanding of what it means to be a member and an employee of the Co-op.
- Developed training programs specific to each department to ensure that new hires understand their roles and responsibilities.

2017

- HR Director developed a training program and schedule for FY18.
- Wrote Standard Operating Procedures for functions in many departments.

2018

- Marketing & Membership Director attended National Co+op Grocer’s Marketing Matters.
- Moved to new integrated HRIS, using same system for payroll as is being used for time clocks.
- Time & Attendance in process of being moved to HRIS platform.
- Reporting tools are being fine-tuned in new HRIS platform.
- Recruitment, onboarding and benefits enrollment now in new HRIS platform.

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- New HR training video site was developed for employees to access training videos when it works for their schedule.
- With HR Director on leave and HR staff reductions, the development of an employee recognition program that honors significant employee anniversaries will need to be incorporated into FY20.

## **2. Continue to provide support for an enjoyable workplace culture that emphasizes cooperation, learning, safety, healthy communication, and compassion towards others.**

**2014-2018**

- Participated in the Shoes for Crews program, contributing \$10 toward the purchase of non-slip shoes for each employee (up to twice per year).
- Continued with our Safety Committee meetings monthly, which include staff at all levels.

**2014**

- Workers' Comp MOD (Experience modification calculation) went down from 123 to 88 (assessed based on the previous three years), which means our insurance premiums went down.
- Developed an in-house Wellness Program whereby employees can get wholesale price on selected wellness products.
- Workshops were given on getting a good night's sleep, compassionate communication and retraining the brain to reframe your life.
- Safety Committee was restructured to be action oriented.
- Provided Healthy Communication training for new and existing employees who wanted a refresher.

**2015**

- Provided the required sexual harassment training, as well as a healthy communications workshop.
- Added unarmed, uniformed security personnel at both stores leading to employees and members feeling safer and a decrease in theft.

**2016**

- Negotiated a contract with the Union that increased wages, improved procedures, reduced health care costs, and the process was cooperative.
- Rewrote job descriptions of administrative staff and managers (including wage adjustments) and restructured where necessary to ensure employees understand their roles, responsibilities and expectations of supervisors.
- Hired internal candidates wherever possible to provide opportunities for advancement and retain institutional knowledge.

**2017**

- Created a monthly employee newsletter called the Co-op Thymes.
- Co-op News became a longer publication produced quarterly instead of monthly.
- Reduced our MOD from 95 to 86 by creating a culture of safety.
- Created a safety slogan and logo developed via staff contest.
- General Manager congratulated each employee on their annual employment anniversary with the Co-op and thanked them for their service.
- Computer stations were dedicated to training, which allows all Prepared Foods personnel to attend ServSafe training online to ensure no food borne illnesses occur.

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- Distributed and reviewed new job descriptions and department structures with administrative staff and managers and implemented new wage scales.
- Provided real-time coaching, rather than waiting to address issues during annual reviews.
- Did away with annual reviews for bargaining unit employees and emphasized in-the-moment accountability using progressive discipline.
- Empowered supervisors to celebrate successes with employees by providing resources for gifts and other recognition.

2018

- Saw an increase in percentage of member employees over previous years. At year end, 83% of employees were members, up from 75%

### **3. Provide customer service which exceeds our members' expectations.**

2015

- Partnered with Humboldt State University to conduct a full-scale shopper survey to gather statistical data on how well we were serving our customers and had more than 800 respondents.
- Used the shopper survey data to identify areas for improvement in customer and overall service in our stores.
- Provided mandatory customer service training and required employees to sign a customer service contract.

2017

- Promoted the Co-op as an excellent employer and marketed our exceptional business model through our recruitment methods.
- Provided training for supervisors on how to select and interview the best candidates.
- Hired employees who are naturally outgoing and enthusiastic about the Co-op, its products and the services it provides.

2018

- Development of a specialized customer service training is on hold until HR Director returns from leave.
- National Co+op Grocers conducted a peer audit of the stores which included feedback on customer experience.

### **4. Nurture the skills and ability of the management team and board; develop leadership and communications skills to cultivate a healthy organization.**

2014

- Board was provided opportunities to attend trainings through the Cooperative Board Leadership Development and California Center for Cooperative Development.
- GM and Managers participated in follow-up coaching calls to practice leadership and coaching skills.

2016

- Board and Management attended a tour to learn together at Freshwater Farms Reserve.

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2017

- Leadership development training program was created for management team.
- Two board/management team retreats to develop communication and shared expectations.
- Leadership development training program was initiated for management team.
- Management team retreat to develop communication.
- Management team participated in all-day workshop on leadership and management focused on:
  - o System development to improve feedback loops.
  - o Team building & trust building amongst the management team.
  - o Get us all on the same page with how we approach the management of our own teams.

2018

- Nominating Committee developed an orientation outline for new board members.
- Three board members attended the California Co-op Conference.
- Management team members attended at least one board or committee meeting per month each.

## E. Promote Environmental Responsibility

**1.** Develop a 20-year Statement of Sustainability that expresses our commitment to organizational standards for environmental responsibility.

2014

- Greenway Partners was engaged to discuss the process for creating a 20-year Statement of Sustainability with associated goals, involving stakeholders.

2016

- Statement of Sustainability developed and adopted.

**2.** Form a Sustainability Committee to determine objectives and monitor progress on our goals toward zero waste, carbon neutrality, energy conservation, and improved bicycle and pedestrian accessibility, as expressed in our Statement of Sustainability.

2014

- Began researching how to provide electric car charging stations.

2015

- Sustainability Committee formed utilizing strategic partners and met monthly to develop Statement of Sustainability and to identify the measurable objectives of this goal.

2016

- Hosted an intern who participated in the Sustainability Committee and evaluated our progress.
- Sustainability Committee folded and new Earth Action Committee of the board took its place.
- Hosted volunteers who surveyed shoppers about bus routes in Eureka.

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2018

- Planning for durable incentives is in progress.
- A transportation survey was conducted in Arcata by the Marketing & Membership Department and completed in September.

## **3. Communicate our progress with our employees and our members on a regular basis.**

2014-2018

- Entered our waste and energy data into National Co+op Grocer's Co+efficient data tracking program.

2016

- Won a Sustainability Star award from National Co+op Grocers.

2017

- Articles for *Co-op News* and *Co-op Thymes* telling of achievements in water reductions, switching to LED lighting and other sustainability efforts.
- Sustainability Report included with Earth Action Committee meeting packets.

2018

- FY18 Sustainability report included in annual report.

## **4. Partner with organizations that work to:**

- Strategically reduce emissions.
- Raise community awareness and support for alternative forms of transportation.
- Educate our local and national community on strategies for improved environmental responsibility.

2014-2018

- Continued partnering with the North Coast Environmental Center's Coastal Cleanup Day by organizing and encouraging employees and members to participate in a morning of picking up trash at the beach.
- Continued Partnering with Humboldt Bike Month Coalition by hosting bike energizer stations at both stores and promoting Bike Month.

2014

- Took the Green Business Pledge to set waste reduction goals within our departments and to investigate water conservation opportunities in our operations and formed a strategic partnership with Zero Waste Humboldt.
- We ordered 1,900 bags from Kokotat, made from their scrap material and offered them at a reduced price to our shoppers.
- Supported the Yes on P campaign to ban GMOs in Humboldt County agriculture and saw it successfully pass.
- We were able to switch to a Bisphenol A (BPA)-free register receipt paper made with a vitamin C-based thermal coating.
- Supported the City of Arcata's efforts to build a bike boulevard designed to reduce emissions and increase healthy lifestyle.

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## 2016

- Sent members of Maintenance Team to a Zero Waste Business Council score card training seminar to better evaluate our efforts.
- Engaged Zero Waste Humboldt in conducting a packaging audit in our Prepared Foods Departments to understand our options from production to end-of-life disposal.
- Worked to determine incentives for employees and/or shoppers to bike or bus to work.
- Investigated the possibility of installing an electric vehicle charging station at either of our stores.
- Hosted a discussion forum following a presentation on plastics in the environment and received lots of good ideas for reducing our impact.

## 2017

- Saw the installation of additional stop signs at 8<sup>th</sup> & I Streets after letter writing to City of Arcata, making the intersection safer for pedestrians and cyclists.
- Supported new Bay Trail between Arcata and Eureka to encourage multimodal transportation between our communities.
- Partnered with City of Arcata and Humboldt State University's Waste-Reduction and Resource Awareness program for Zero Waste Day event at the Arcata store.
- Engaged with Zagster Bike Share Program and the cities of Eureka and Arcata for parking stations at both of our stores.

## 2018

- Sent letter to Arcata City Council in support for a more pedestrian and bicycle friendly Plaza area, up to and including the areas around the Arcata store.
- Zagster stations installed at both stores in Q2. Arcata was free, Eureka was \$4,000. Both cities are taking liability for Zagster bikes and riders.

## Conclusion

Over the course of the last five years, even with leadership turnover at the management level, we have persevered in meeting our strategic plan goals. The strategic plan served as a through line as institutional knowledge left the Co-op, making it possible for new leadership to continue the trajectory established in prior years. While we did not fulfill all the strategies identified, our achievements over the last few years have resulted in positive impact for the Co-op and the community.