

BI·RITE

EAT GOOD FOOD

VISION 2024

Who We Are

Feeding our community, with food that you can *trust*, is what we *love* to do!

At Bi-Rite, we believe cultivating relationships with producers, farmers, and our neighbors is critical to building and sustaining a vibrant community. By learning about where our food comes from and how it is produced, we're able to pioneer and inspire Good Food practices and teach our learnings to our guests so that we all are empowered to eat better.

We are passionate about the craft and heritage of Good Food. It's truly our pleasure to share with you the flavorful food we've made or hand-selected for each of our businesses. From our famous Salted Caramel ice cream to our bold Moroccan-inspired meals and fresh sushi rolls made with real Dungeness crab, our food tastes like it should. We want you to be delighted by each tasty bite.

We hope we will exceed your expectations. Whether you step inside our businesses or order online, you will be treated like an honored guest with personal and attentive service. And, if you have any questions about any of our products—including how to cook them—our knowledgeable staff is here and eager to help.

By engaging with our businesses, you are playing a key role in helping us get closer to achieving our mission of Creating Community Through Food.

Here's to stimulating your palette and discovering new possibilities!

Our Vision for the Future

In 2013 we decided to define the scope and nature of our work over a much longer time frame than ever before imagined at Bi-Rite. We know who we are, but we want to envision where we're going. Below is the BRFOB vision for the year 2024, broken down into the key components of our business: service, food, staff, vendors, guests, our community, the environment, and our financial and business scope.

The BRFOB Vision—What we see in 2024

Service

- Our service mission guides our every interaction, building long lasting, trusting relationships. Our regularly measured service is constantly improving. We are more regularly achieving our service mission in the following ways:
 - Staff have personal and consultative relationships with our guests, each other and our suppliers.
 - Our shopping experience is more convenient and comfortable without losing our personal touch.
 - New guests are made to feel as welcome as veteran guests.
 - Guests who visit or support our businesses have fun and feel good, even waiting in line. Their experience inspires all five senses and inspires an emotional connection to our community.
 - Guests are more regularly recommending us to their friends.
 - Our guests know how important and unique our vendor relationships are.
- We love and celebrate food not just because of its amazing flavor but also because of how vital it is to growing, sustaining and connecting a community. Because we so clearly adhere to our food values, our guests TRUST us.

- There is always a discovery to be made at Bi-Rite no matter how food experienced you are, driving our guests to return regularly.
- Each business feels like a Bi-Rite business: there is cohesion between the service experiences at all of our business locations.
- Our physical locations are not impediments for our guests' ability to get our product when they want it.

Good Food

- A mission to have better food:
 - Our kitchens are core to who we are and are the beating heart of our operations, producing amazing food on a daily basis while playing an integral role in reducing our waste and ensuring our sustainability.
 - Our product mission guides and distinguishes us. It ensures that the food we sell is always the best tasting, traceable, seasonal, and the most sustainably and responsibly produced food.
 - Who produced it, how it was produced, where it was produced, when it was produced and how it tastes are the questions we ask when we are deciding if a product meets our specifications.
 - Our celebration and support of traditionally-made foods from around the world is preserving unique cultures and maintaining bio-diversity.
 - Our purchasing mission guides how much of our spending is done locally, not just on food, but also on supplies and services.
 - PUBLIC Label has continued to expand and is regarded as a model for a transparent and responsibly produced in-house label. The exceptional quality of Public Label is a draw for our guests to come shop with us.
- Great food is still core to who we are:
 - We are the champion of the GOOD food movement and are the first to sell many of the future stars.
 - We have continued to expand what we make in house and grow on our farms.
 - Our farms are not only a great source of ingredients, but also a source of education and inspiration.
- Change is welcome and ever-present:
 - Our kitchens are nimble and are able to develop menus that change frequently and seamlessly with the offerings the season provides us.
 - We have seamless logistics for rolling out new products. The time saved is spent developing and sourcing new product.
 - We have created 2-3 more "salted caramel" equivalents between the three retail businesses, and have created a "salted caramel" exclusive for the Divis scoop shop, which has become its own destination.
- Promotion & Education:
 - We are doing all we can to educate our community on healthful and sustainable food and its true value and cost. We are a leader in building a viable local food system that is efficient and varied enough to meet both the needs and desires of our community.

Our Staff

- Our work environment is amazing:
 - We are a great place to work and are widely recognized as such.
 - Staff members across departments and the businesses feel connected to each other as one family. They actually cross over and work in sister businesses so they have an understanding of how the other businesses run.
 - Staff shop at all the businesses.
 - Our work environment is supportive, challenging, inspiring, empowering, rewarding, fun, exciting, educational, and personal. Our staff members are proud and feel appreciated and well-rewarded.
 - All our staff is empowered to suggest and make change happen.
- Our staff is diverse and are inspired to greatness:

- We hire from within the communities we operate whenever we can.
- We have an awesome team who loves what they do and loves coming to work. They are engaged, inspired, passionate, and hard-working.
- We have a healthier staff than ever before.
- Everyone understands the organizational structure and the potential career opportunities within the BRFOB. There is a clear path of growth and development and the appropriate resources are available to achieve goals.
- Line staff members are often cross-trained to work in multiple depts.
- There is a successor identified with a development path for all positions from GM to Director to Supervisor to owner.

Our Vendors

- Whenever we can, we prioritize and support our commissary, our bakery, our farm, and any other businesses we establish.
- We continue to build deeper, closer relationships with the people who grow and make the food we sell.
- We share our vendors' stories with our community so they understand how special the product is.
- Having a deeper, closer, symbiotic relationship with our vendors is vital to us. To that end:
 - We visit more of our vendors, and we have even made time to visit our international partners. Our staff is encouraged to participate in the vendor visits.
 - Many of our vendors have visited us. They spend time connecting with our staff at meetings and with our guests, doing demos or classes at 18 Reasons.

• Our Community

- We are optimistic and intentional builders.
- Our work is rooted in meaningful, local relationships.
- We prioritize support for organizations and programs at the intersection of FOOD, YOUTH, and EDUCATION, with a lens towards historically-underserved populations.
- We provide our time, food, space, financial support, expertise and passion.
- We actively listen to and collaborate with the community to adapt to their needs - we step back to step up.
- We effectively measure our impact using tools such as: community-inclusive evaluation, dynamic data-tracking, and annual business goals.
- Our work creates a healthier, more equitable, and thriving future for our community.

Our Environment

- We respect our environment: our business practices improve livability in our neighborhoods and create a balanced coexistence with our soil, water and air.
- We are coming closer to realizing a closed loop resource system, a system with no waste, modeled after nature:
 - Food and supplies are resources. We respect and nurture these resources, are thrifty with them, fix them before we throw them away, and buy only what is necessary.
 - We measure our waste and have reduced it as a percentage of output. We prefer to reuse than recycle, because even recycling and composting is wasteful.
 - We measure our energy, fuel and water consumption and have taken measures to reduce our use.
- We teach what we have learned about environmental stewardship to our community.

Overall Financial Goals & Scope

- All of our businesses are financially healthy, and together, we all play a part in ensuring that each business succeeds. In partnership with each member of our community, we operate in a financially sustainable manner that enriches the lives of our staff, our guests, and our suppliers. Financial health in 2024 means:
 - We have an appropriate debt-to-equity ratio.
 - We have increased our inventory turns, which have helped increased margins, improved product freshness, and improved cash flow.
 - We are appropriately staffed and technologically equipped to meet our financial goals without compromising service to our guests.
- We know the score as we go: Our finance department efficiently and effectively keeps the score and delivers it to our team in a way that empowers them with the info they need to adjust and refine their operations without detracting from their ability to provide great service and curate great product.
- We have kept our openness to expanding our family at a rate that is sustainable, comfortable, and challenging. By the end of 2024 we likely have 1-3 new unique businesses that support and enrich the Bi-Rite Family and the neighborhoods they operate in.

BRFOB Core Values



LOVE: We value relationships-- with the people we work with, the people who raise our food, and the people that we feed. We're drawn to food because food brings people together. We exist to serve, and genuinely find pleasure in sharing food with our guests.

PASSION: Food is our life, and sharing it gives us energy. We recognize that knowledge is a two-way street, and that we can always be better. The more we learn, the more we want to know; we're in a constant state of improvement.

INTEGRITY: We act conscientiously, always thinking about the impact of our decisions. We value and emphasize transparency – not just with the products and services we provide, but as a business through our actions, procedures, and protocols.

The BRFOB Mission Statement

Creating community through food

The BRFOB Service Mission Statement

We welcome each and every member of our community as a guest in our home.
We serve seamlessly, we inspire, we surprise, we feed and are fed.

The BRFOB People Mission—(Under Development)

The BRFOB Training Mission Statement

Bi-Rite training is a challenging and rewarding journey that cultivates the critical skills necessary for success in any workplace. Trainees and trainers are equally responsible for the results of training – a dynamic process and conversation which fosters growth, strengthens our culture, and reinforces sound operations.

The BRFOB Community Mission

We are making a difference by empowering youth, strengthening community, and creating resilience.

The BRFOB Product Mission

We cultivate genuine, dynamic relationships with the numerous and varied individuals responsible for our food. In the ever-evolving food landscape, we make educated decisions and push the boundaries of responsible sourcing. We inform our guests about the true cost of food and advocate a positive impact on our food system. By celebrating craft and heritage, we preserve diversity, traditions, and taste. As a result, our food is honest, memorable, and full of flavor!