

Tuesday, September 9th, 2014—Final Petition Results sent to DNF Board with cc to all 205 signers. Plus some early response and fallout. Geoff acknowledges receipt of the petition and promises to set up special meeting, apparently for a vote on a new Board, but unclear what his phrase “proper issues,” includes.

In time-chronological order (not reverse email reply order)

Date: 9/09/2014 12:58 PM [Tuesday after petition close Sunday evening]

From: Root

To: Geoff Wolf, DNF Board President; DNF Board

Cc: 205 DNF Petition Signers

Subject: FINAL RESULTS: DNF member petition to remove Board

FINAL RESULTS: DNF member petition requesting resignation of all Board members; or their removal

Dear Geoff and DNF Board Members:

With this email Pat and I share the results of our member-initiated petition that asks for the resignation of all seven members of the DNF Board for reasons now well established in our written, verbal and meeting exchanges. Geoff, I will be contacting you to make arrangements to hand you hardcopies of the online and paper signatures; both original signatures and summary reports. All signatures have been verified by Evid for authenticity against the DNF master member list, with any anomalies resolved as to validity of membership (new or old) and currency of equity payments. These results are shown in the table below.

We understand that our efforts have led to some discordance and disagreement among some DNF members; and there have been strong feelings and thoughts expressed on all sides. In fact, this is often the nature of direct democratic action by the people; and since we are by our very design a democratic institution as a member-owned and run co-op, we should see the vigorous expression of ideas and viewpoints as a positive development. Whereas, perhaps there wasn't much involvement at all before this issue of merger came up threatening the very nature of what it means to be a “local co-op”.

Let's now all focus on what the original vision of DNF has been and seems to have faded over time. That can be characterized by three intrinsic attributes with the words “local” and “cooperative” and “democratic”. We have a very fine little co-op store in our 40-year-old *Durango Natural Foods Co-op*, with excellent dedicated staff; all of which we should be proud as member-owners and DNF employees.

We also appreciate the depth of involvement of Board members in the running of DNF over the years, with all its ups and downs. At the September 22nd Board meeting we want to honor your volunteer service to DNF for however long each Board member has served. We wish for a smooth transition with voluntary resignations by all seven members at that meeting, as the petition states, and Pat and I will be ready as interim leadership. We will focus on stability; governance and management structures and processes; and the enhancement of membership involvement and empowerment.

The petition results have been amazing with respect to the interest by members, old and new, in their engagement with DNF management that 205 signers have expressed. In fact, DNF gained 27 new

members over the 10-day period of this petition drive. Much of that is due to Pat's efforts to directly engage DNF members on site, while encouraging interested customers to actually join DNF as new members. We couldn't be more pleased and we want to express our gratitude to everyone involved and ask that you keep that enhanced interest up as we move forward. Finally, rather than sinking in to contentiousness, let's focus on healing past our differences and look forward to a bright future as a community co-op.

Here are the petition results:

September 8, 2014 Summary Report		FINAL RESULTS DNF Petition to Remove Board Petition closed midnight September 7, 2014				Root Routledge Pat Blair	
Petition Medium	Total Signers	Less Non-Member Signers	Total Member Signers	Less Members with Past Due Equity Payment	Current Member Signers	Percent of Current Membership	
Online Petition	59	2	57	9	48		
Paper Petition	146	9	137	1	136		
Total Petition Result	205	11	194	10	184	14.3%	
Total DNF Current Membership					1291		

Petition signers have been verified by DNF master member list and confirmed by Evid Moore, DNF staff
 27 new members joined DNF during the petition period, from 8/28 through 9/7/2014
 "Non-member signers" are people who intended to join, but did not join in time to count
 "Members with Past Due Equity Payment" were past due prior to 8/28/2014
 "Current Member Signers" were current during the petition signing period
 "Total DNF Current Membership" includes all new members through the petition period

We hope to see all of you at the September 22nd Board meeting.

Sincerely,
 Root Routledge
 Pat Blair

Date: 9/09/2014 9:51 PM [Tuesday after petition close Sunday evening]
 From: Mike Robinson
 To: Root
 Cc: Geoff Wolf, DNF Board President; DNF Board; Editors & Reporter, *Durango Herald*; *Durango Telegraph*; 205 DNF Petition Signers
 Subject: RE: FINAL RESULTS: DNF member petition to remove Board

Thank you Root and Pat for your dedicated hard work. Great job lets make it count. And let's get Kimberly Wiggins back her job if she is interested!

Mike Robinson

Date: 9/10/2014 10:03 AM [Wednesday after petition close Sunday evening]
From: Root
To: Mike Robinson, Pat, Kim, Guthrie
Cc: DNF Board; *Durango Herald*; *Durango Telegraph*; 205 DNF Petition Signers
Subject: RE: FINAL RESULTS: DNF member petition to remove Board

Thank you Mike for your positive feedback.

Even though 'someone' has taken over the 'Members' posting board' by the DNF bathroom to post several negative letters and none positive about the petition alongside the petition posting through the signing period, those represent a very small group of members. I've read most of them and have received several, to which we respectfully reply. However, we've received numerous positive comments from the online petition comments section, in person when Pat was talking to members and customers collecting petition signatures, and other letters like this one from Mike Robinson.

Yes, Kim wants her job back and she very well deserves it, having made a courageous decision to look after the interests of the DNF members rather than kowtow to this autocratic Board's dictates on secrecy. Too much management damage has been done to our DNF organization, especially the unbelievable management stupidity of firing one of our most competent senior managers with a skill set no one else has. Then loading up poor Brian with all the responsibilities for two jobs; the job he had and now Kim's job as well, by 'promoting him to General Manager' and just thinking it will all take care of itself. Brian doesn't even have the skill set to do her job. That has not only crippled us in terms of organizational functions that need to be performed to keep DNF healthy and stable; it has driven fear into the organization. Several staff members were even afraid to sign the petition to remove this board because they felt they could be fired and need their job. That is an outrage!

One of the great management gurus of the last half of the 20th century, Edwards Deming, had his famous 14 points for a healthy organization that produces high quality services and products. One of the most important was to "drive fear *out of* the organization". Organizations where 'hire and fire' is the rule, with fear rampant, suffer from an unnecessary organizational illness and it damages performance and creativity, as well as the general wellbeing of the organization's internal culture.

It's about management collaboration and building effective team work where employees don't live their jobs in fear, and are willing to participate with confidence, even if they have ideas that are new or don't fit the current paradigm. It's building an organization founded on trust and integrity; the very opposite of the behavior by this current Board, as demonstrated repeatedly by their actions.

This old paradigm from the past century of the 'stern father' manager who dishes out rewards and punishment has got to go. Even one negative letter said, "Of course she was fired; for insubordination!" This is simply founded on management ignorance and hammers damage into an organization. I'm speaking from experience having served in management at major corporations like Weyerhaeuser and Hewlett Packard, where innovative positive management teambuilding was the norm. I've been an

industrial management consultant for over two decades; this is where the future is. We need to bring forth a modern management style of this century, not one popular decades ago in the last century.

This is what Pat and I will bring to DNF. We will work as a collaborative supportive management team with Brian and Kim to help build our staff team to address the challenges we face; not some 'high level' policy group looking for something 'high level' to do—like sell DNF and fire senior managers out of spite and punishment for 'stepping out of line'. It's time for passing on the gavel to a more modern perspective on our co-op management. Let's accomplish this in a dignified way as the September 22nd Board meeting; where the Board has been respectfully asked to step down. Does it need to get nastier than that? This Board no longer holds legitimate power or authority. They were all elected in small voter turnout elections (we ask the Board to bring the total vote counts on the previous elections with them); and now there are 184 active current DNF members (205 total petition signatures) who want this Board fired.

This is directly in the spirit of co-op democracy and Board accountability to the co-op members—ask for and read the Board Member application packet and you will see these statement there. The members have organized to take back their organization; this is the results. We need to quickly repair the damage that has been done before it seriously degrades further DNF's business performance and staff morale, causing more permanent damage. There's nothing to negotiate; there's nothing to mediate; there's only a full and complete change for a more positive future.

Root Routledge

Date: 9/10/2014 3:28 PM [Wednesday after petition close Sunday evening]
From: Victoria Robinson, Board Secretary
To: Root
Cc: DNF Board
Subject: RE: FINAL RESULTS: DNF member petition to remove Board

Hi Root,

That 'someone' is me and I would appreciate you to state the facts correctly. The letters I posted on the DNF member bulletin board, not the Root Routledge bulletin board, were letters sent to the DNF Board of Directors mostly showing support for a discussion of the possible merger opportunity. The letters are dated Aug. 25, 2014, and are a response to the Board's email informing the member/owners why the merger is no longer being discussed. These member/owners wanted their voices to be heard as all of the member/owners of the coop have a right to. I believe that once more of the coop's member/owners hear the actual truth and not your version there will be more support for the current Board. If letters are posted regarding your petition against the Board, they were posted by member/owners.

In Cooperation,
Victoria Robinson
Secretary DNF Board of Directors

Date: 9/11/2014 2:40 PM [Thursday after petition close Sunday evening: Geoff acknowledging receipt]

From: Geoff Wolf, DNF Board President
To: Root & Pat
Cc: DNF Board; Editors & Reporter, *Durango Herald*; *Durango Telegraph*
Subject: RE: FINAL RESULTS: DNF member petition to remove Board

Re: DNF Petition

Dear Mr. Routledge and Ms. Blair:

The DNF Board of Directors recognizes the submission of your recent petition on September 9, 2014. Although the Board has not yet verified the signatures contained within the petition, at this point we will rely on your representations and accept it as meeting the criteria in Section 3.2 and Section 3.9 of the adopted Durango Natural Foods Bylaws. Pursuant to these sections, a special meeting will be called at least 60 days, but no more than 90 days of September 9, 2014. Only proper issues will be considered during the meeting. See Sections 3.2 and 3.9, Bylaws. The Board will decide the date, time and place of the meeting, as required in Section 3.3 of the Bylaws. Notice and ballots will be as provided in Section 3.4 of the Bylaws.

Sincerely,
Geoff Wolf
President, DNF Board of Directors