

OZARK NATURAL FOODS
Question & Answer – March 6, 2011
Owner Meeting Session
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OWNER MEETING SESSION

- ROBERT We're going to get started because it's a little bit after 12:30.
- Female I'm going to stir things up.
- ROBERT You're going to what?
- Female Stir things up, keep it light.
- ROBERT Well, I'm Robert Ginsburg. This is Bill Browner. We are what's left of the board, and unfortunately – [APPLAUSE] Well, thank you. The first 15 minutes will consist of my stand-up routine. We're a little bit hampered by the fact that neither Bill nor I were here during most of last year. We volunteered to fill in on the board when there was less than a quorum due to people that stepped down from the board. We'll do our very best to attempt to answer your questions, and unless Bill wants to say something, I'll open the floor.
- AUDIENCE [unintelligible] Can you hear me now? I'm wondering about the general manager being fired and rehired – wondering why that occurred?
- ROBERT I will do the best to try to share what I know of this. Again not being on the board [inaudible] the specifics of it. I think that the controversy and the actions that came about to fire the general manager were based on policy governance issues [unintelligible] the board is going to functioned. Are you familiar with the policy governance? No. Well – would you like to address this? Because you can probably say –
- NANCY STARR My name is Nancy Starr. I was the vice-chair of the board until a few weeks ago. How that came about was – as Robert started to say – we have policy governance, which is a system of governing principles, policies, to guide the board in how it function and to guide how the board supervises the general manager. Because in the policy governance system, the general manager is the sole employee of the board. So in this process of monitoring, it was

sometimes difficult because there were seven people on the board, and different people have different opinions. But we tried our best to follow these policies and from what the general manager reported to us, determine whether the policies were being followed.

And somewhere around the beginning of 2010, we had some problems in communication between the board and the general manager. Coming from both sides. And so in August, we had a mediation session, where we had a professional mediator help us and the general manager come to how can we better communicate with each other so that we know that the general managers understand better what the general manager's doing. And the general manager can better understand what we're doing. And then we were going to kind of revisit that in a couple of months to see how that all went. And at the end of those couple of months, we came to the conclusion that we, the general manager who was more forward-looking than we have. And at that point, we took a vote to terminate the general manager. And the voting was – seven people on the board, one person abstained. So six people and the vote was five to one.

The next morning, before we even had a chance to discuss this anywhere, or even let the general manager know what our decision was, one of the board members, the one that opposed that vote, went on Facebook with it. And said we had no reason for terminating the general manager – we felt we did. And because of all the – I want to use the word hoopla for lack of anything else to say that went on, we decided now would not be a good time to do this. So we didn't carry through our termination of the general manager. It's not like there was an actual, like we brought it to her and said, you're done, and then went to her and said, you're back. That didn't happen.

Do you have anything else. Do you want me to clarify that any better?

Q I'm just wondering how she reacted.

NANCY Yeah, and I think you'd have to ask her that.

AUDIENCE Can you repeat the question?

NANCY The question was – the original question or this question? This question. How did the general manager react? That's – you know, I can't answer that.

AUDIENCE It's really hard to hear in this room.

NANCY Can you hear me though?

AUDIENCE I can hear you. There's a lot of extraneous noise.

NANCY Yes. So is there anything related that somebody wants to ask, or should –

TOM I'd like to add something, Nancy, if I may. I'm Tom Wilkerson. I was on the board during the time that Nancy was describing. The actual vote on termination was four votes in favor, one vote against, and one abstention. For the record, that was the vote.

AUDIENCE The abstention was Paula Hill?

PAULA No, I wasn't here –

TOM Paula wasn't even there.

AUDIENCE I'd like to add something, please. My name is Julia Samson. I served two terms on the board of directors with Ozark Natural Foods. I was on the board when we initiated policy governance framework for the board. It's a difficult – the intention of policy governance was to keep the board centered on governing and over-arching policies for the co-op and not to "meddle" in the day-to-day business of the board [sic]. The board's function is to make sure that policies are in place so that the co-op functions smoothly, yet to give the staff and the general manager the leeway to carry that out. To make sure they carry that out. After all, it's the staff and Alysen has a national reputation, okay for excellence. So we don't know the ins and outs of the retail business and she does. So rather than trying to micromanage or get into the day-to-day business of how the co-op runs, that's really not the function of the board. We've switched over to policy governance in order that the board make larger policies and think of the bigger picture. It's not an easy situation to be on if you've served on boards that do the opposite. So I was just trying to give some insight into why we made the switch and what policy governance was about.

Q Well, I just would like to hear more from the board about the controversy and not so much the rebranding of what the story that's been told over and over again. And I would like to know if the general manager was doing proactive things to counter the actions of the board and if – there was a letter written? I heard a rumor that she wrote a letter to people trying to [break???] Tom Wilkerson? Is

this true? Before this? And that there was a movement by the general manager to counter actions of the board who were trying to get rid of her. Is that true at all?

GINSBURG

I can't really address that. I can't answer that. A letter – because I don't know. I think – I will say this much. Something was very clear to me. A line was drawn in the sand. It was a total disconnect. Ultimately – as realized by the fact that none of the people that were on the board are on the board now. And that line that was drawn in the sand, I think, is more than symbolic. It was - it represents a total breakdown between the general manager and board communicating.

Q

I'd just like to find out from the two board members that resigned, if they could tell us why they resigned.

NANCY

Well, I resigned very recently. I was going to stick it through. Hope to improve our communication. But the one board member who took it out on Facebook had legal advice, and one of those attorneys was sending emails to various board members, pretty threatening emails, and it got – for me, personally, it got pretty scary and made me very uneasy, and I didn't see very much hope for that changing. And I didn't want to be part of that anymore. So that was my [faded out]

Q

I just wanted to answer your question directly. You asked was it true that Alysen wrote a letter trying to get – a back door letter trying to get someone off of the board. And I saw the letter; it is true. And that was one of many, many things that were unethical that the board was concerned about. I was not on the board at that time.

TOM

You asked about the reasons for my resignation. And there were two. One was that I felt I could no longer trust the general manager, and the second was that I could no longer trust another board member. To me that signified an impossible and untenable environment in which to work, so I chose to drop the board.

Q

And speaking of that letter, I was a staff member at the time. I'm no longer with the co-op, and I helped write that letter, even though it was against one of my best friends, because I was loyal to the co-op. And I can tell you indeed, it was a very, very nasty letter. It was completely inappropriate, and it was completely unprofessional, and a cooperative is not supposed to suborn that kind of behavior, and I think it was inexcusable. Thank you.

- Q Has the current co-op board taken any action to protect our volunteer board members from prosecution?
- ROBERT Yes. I think what you're talking about is the sort of cloud that perhaps was sort of hanging over the board's head when they felt that there was legal action that would be taken against them.
- Q I'm talking about the two letters that were on the bulletin board at the co-op saying that the board members, and it specified which board members, were going to be sued, and that they could not count on the co-op to protect them.
- ROBERT And I think Tom Wilkerson's comments spoke to this. This was happening. And this was – the father of one of the board members, who was a lawyer, who decided to take upon himself to become involved in the situation. With direct communications with members of the board. And that board member has stepped down as well.
- Q So, but we are going to protect our volunteer board members?
- ROBERT Oh, you should understand. The board was already protected.
- Q Okay.
- ROBERT The board – I mean, the board is protected under the corporation. The board is protected by the legal counsel that Ozark Natural Foods has. But this gentleman was trying to make them believe otherwise. But that was not the case.
- Q And would your board not carry E&O insurance, directors and officers.
- ROBERT The directors are protected. They're protected legally. The point is they're not necessary protected from harassment.
- Q Are any of the old board members still on the board or is everybody gone?
- ROBERT We are old board members.
- Q No, no – I know, but elected board members.
- ROBERT I'm as old as they get.
- BILL No, there are no board members remaining that were elected last year or over the last three years. Now this year, we have seven

candidates. Apparently, we just found out today that one of the candidates dropped out, Tex Trumbo, dropped out.

All I can say is that the slate of candidates is very strong. There will be an election of a whole new board. They will be - we'll have to figure out who gets the three-year term, two-year term, one-year term. We've been talking with the candidates about that, thinking highest vote getter. But if there's only seven on the ballot and they all get the same number of votes, then we'll have to figure something else out. But again, they're communicating on where that's going.

NANCY

This past year, as vice chair, I was the one responsible for interviewing the candidates, talking with them, having them come to two different board meetings, and then we also had an orientation for them. So this entire slate of seven candidates is very knowledgeable about what's happened. They've got a good foundation about policy governance, so it should be a good board, no question about it. They've been to – what's the word, pre- - training, orientation, things like that that we hadn't done before. This was the first year we did that. And that's very helpful. They all know each other already; they've all had experiences with each other, so it should be a good, a good new board.

Q

[UNINTELLIGIBLE] I was a little confused about a letter from Jennifer Neill, in which she states that board members are volunteers and must trust management to help gather feedback and assist the board in finding its direction. It's vital that our board members are ready to work with our management team. In another section, it seems like - [UNINTELLIGIBLE] the board [UNINTELLIGIBLE] vision to make strategic plans for our future and has the responsibility to work with management to share [UNINTELLIGIBLE] representing. In reading this the first time through it sounded a little backwards. It sounded like the board needed to listen, needed to be responsive to management, and in reading the bylaws, I saw that and understood that, and having been on [UNINTELLIGIBLE] of other boards, that the manager is – answers to the board. And that the board, that she needs to establish relationships with the management and the board, rather than the other way around. Although of course, the board, being [UNINTELLIGIBLE] would also keep up open communications. And I'm afraid that some of that may be the crux of some of the problems we're having here, that management is not [UNINTELLIGIBLE] and is actually aggressive toward the board as well as some of our policies. Am I interpreting her letter correctly?

BILL

Well, the bottom line is just communication. It's a volunteer board. We all – those of who have served - come to it from all different sorts of backgrounds. And very few of us have grocery store training. Some do, but for the most part we're just folks like sitting around in this room. We get involved in something, that we should put our time to [UNINTELLIGIBLE]. But we invested a lot of energy, money, time in our management team over the last ten years, particularly since we moved into Evelyn Hills. And there's a wealth of knowledge there. And as we can tell by how well the store is doing, that obviously they know how the business works. So [SKIP] we have to rely upon their expertise when they come back to us and tell us things. If we have questions, obviously we want to be able to interact with them. But these happen civilly. These happen in a – where we're actually cooperating – board and management.

Obviously the board has the power to hire and fire the general manager. That's what the board does. That's the only power truthfully. It's very serious. We have a \$10 million a year business, 90 employees, 7,000 members. A lot of responsibility. Our hope, Robert's and my hope, is that with the new board, it's sort of a cleaning of the slate, and starting out on the right foot with teamwork and communicating, talking civilly. And we remember it's a grocery store; it's not a fiefdom, it's not – I just have to go back to my nine years on the board, my experience with management. It was totally different than what this board experienced. I'm just going on my gut, and I just feel like something got off course and it needs to be put back on course. And that's - it's not the first time it's happened at this co-op. There's been [coups??], that even though they were a lot smaller, they were a lot more dramatic than this.

ROBERT

I think all of this really cries out to something we should all be aware of. This is not a little business in the back of a building anymore. We are a big business. And the demands on the board, and the demands on the staff, are much greater than they've ever been. If we're going to look to the future, those demands require visioning. The board has a whole new responsibility, really in a lot of ways, and policy governance is the way we do business. And it's - we're going through growing pains right now, and it's not going to happen over night, I'll tell you right now. This board that we're about to elect, or defer to, as it were – there's seven candidates and seven positions. They're elected. I agree we've got some great candidates. I think that they're still going to be in for some rude awakenings in terms of what faces them. It's going to be very challenging. There's policy that needs to be looked at. I think

there's things in the bylaws that need to be looked at that are fundamentally in question in terms of how we do business. And when you superimpose that on the daily demands that come before the board and the management team every day, it's a lot to do. So this may involve a whole different way the board is elected, or appointed, or rewarded. I mean it truly may come to that, because there's a – it's not a board anymore that says, you know, I wish we had more cheddar cheese. That's not what's happening anymore. It's not about that.

Any other questions?

Q Hi, I'm David Orr. I'm wondering – I heard you say that there are seven openings, but I also heard you say that one person dropped out –

ROBERT There were eight candidates and seven openings. One dropped out, so there's seven and seven. Now there could be floor nominations.

Q Okay – all right, thanks.

Q We've heard so much talk about communication, I was wondering who's responsible for posting to the co-op's website? I was looking for minutes for the last three meetings and they're totally absent after December 2010. I have read through the other meeting minutes but am concerned about the questions that came to the floor with Alysen's abilities to manage in the fashion the team thought was – and I'm a little concerned, since we are such a big business, that we have the right team in place.

ONF Staff Hi, I post to the website. The reason that it takes a while to get the minutes up is because – with January's meeting, you have to wait till February's meeting to get them approved. Once it's approved and everyone looks at it, then we can post it. And the things that have been going on, it's just taking a little more time lately. But once we get the new board up and going, it'll just be the next month. Like the following month is when you'll see the minutes from the past month. So it just takes a month later to get that up.

Q My recollection is from the times that I've been on the board that we approved the minutes by email within a few days after the meeting.

NANCY Well, we kind of approved them a few days after the meeting. There's corrections and things that go on. It does – maybe it

doesn't take a full month, but it takes more than a few days. It takes a little bit to get it [ready??].

BILL They're officially approved at the following meeting, but there is back and forth in the interim, you know, if anything's being changed, typos, things to add.

ROBERT We have to add this up, obviously, we haven't come to any conclusive results here in terms of everything that happened. I do want to make one comment, in terms of communication, in terms of transparency, in terms of us being a co-op. These present some really serious challenges. A board cannot function under a microscope. This is my opinion. And I'm not going to be on the board anymore. The board has to have the ability to make decisions, come to decisions, and then communicate. In a transparent way. That's not the same as working under a microscope. And in that regard, I think this was one of the issues that came up about secrecy. All of these things are going to have to be addressed by the new board. And as I say, this is going to continue to [UNINTELLIGIBLE]. Thank you guys for participating in this. I got word that we have to move on to the next segment. Hopefully through chains of communication if you have more questions you will continue to pursue it. Thank you.

CANDIDATE SESSION

[off-mic]

Staff All right, we're going to do the last five give-aways.

[Audience inquiry re Trumbo and the board.]

AMBER Yeah, he dropped out – today, I guess. [That's valuable information.] Yeah, we were going to discuss that actually. We're getting ready to have the Question-Answer with the board candidates up here, and because we have a whole new board – usually not all the board members are re-elected every year, so we're going to have to stagger these in some way. And because there's not one extra candidate, we have decided to let these candidates determine how they're going to stagger those. So they'll do that with their first meeting. So . . . [inaudible audience

comment] Well, yeah, I mean, it's up to you. If you don't vote for all, then it will stagger itself. But . . . okay.

[inaudible comment]

AMBER Oh, I'm sorry. She asked if you should still vote for all seven, or if you only vote for a couple. You can vote however you want. So whoever has the most votes will have the longest term. But if it ends up that it's all the same, then they'll determine it themselves. Does that make sense? Okay.

Oh, yes? In the back?

[inaudible comment]

AMBER There were no nominations from the floor.

Q That's what I'm asking.

AMBER No, you can't write anyone in because there were no nominations from the floor.

Yes? Okay, hold on. No, we can start – I'll bring you the microphone. Or actually – we haven't started yet.

[OFF-MIC audio during set-up]

CANDIDATE Q&A

Q Kathryn, I understand you were on the board in '94, I guess it was. So I just want to know, since the co-op is in a very different position than it was in '94, and I think the demands will be much greater on the board members now, how you think your role will be different, or how you feel prepared to deal with this situation.

KATHRYN Your first name? Paula? I've been – I've owned my own business since 1988. Actually, I opened my own company, as a matter of fact, in 1992. So I've been in business for a long time. Before that I was in business with my dad, basically running it. He was a broker in Oklahoma and did not come over to Arkansas. So he carried the brokerage in Oklahoma and Arkansas, and I moved over here and handled all the business in Arkansas. I have been on other boards with churches and different other boards throughout my lifetime.

The main thing that I know about a board is that there's no room – it's not a place for a personal political agenda. I'm very much interested in having a cohesive unit, working for not just the people that come in the store, the people that come in the store that are owners. The owners are the ones that are basically the mainstream, and I think that we need to hear from all of you. And we do have opportunities there at the store for you to put in your input. And those things get looked at. They're not something that's just, oh, well, we've got a handful of this, that and the other. No, we look at every one of them. And I think that we have the management will work with me. I have known Alysen for a long time. Just a lot of people here that I've known for a long time, because we've been together shopping and working with each other on boards, or board management, or board staff. That kind of a relationship.

I don't see how anything could be better than a clean slate when it comes to the board at this time. I think it's a good thing. I think that we have people that are ready to work together, and ready to work closer with the owners, and closer with the staff, and closer with the management. This is what I think that I can bring to the board, and I think it's probably enough, and if I have more to learn, I am very open minded. So, Paula, I think that I answered your question. Is there anything I missed?

Paula [inaudible comment] Actually, you didn't answer my question.

KATHRYN Okay, go ahead.

Paula I get a feeling for where you're coming from, and you've given me a good description of how you plan to approach this –

KATHRYN M'hmm. Let me try again then on that question, if I didn't answer it.

[inaudible]

Paula Well, what I was asking was how you feel that your responsibilities will be different or greater from what you experienced on the board when you were there when we were just beginning to be big. And I just don't know – I don't think the board did much then. From what I understand from people who were active in the co-op then. And I think the board has a lot to do now. And so I just wanted to know how you saw your role as different this time. Specifically.

KATHRYN Well, okay. I'm going to start out by saying moving from one store to another, and experiencing the growth and the growing pains was a big responsibility. It was a lot of work. From getting together

to hire the architect, the new manager – all those things were a lot of hard work. And we all got together. And everyone had differences. And it was hard work keeping everybody cohesive. And that was very important. This time, with the new board, we have everyone working toward the same goal, instead of with their personal agendas. And I think it's going to be probably about the same. If not – if you want to look at it globally, there's no time like today. There's no time like now. I mean, people haven't been as conscious in general as they are now about our environment and our health. And I think the growth that's going to happen with the store is going to be very, very demanding, and I think that I'm very much up to the task. I have free time. I have experience. And I'm willing to take on whatever comes. And if that doesn't answer your question, please, let me know. Okay.

AMBER Thank you. Melissa?

Melissa Hey. Thank you, guys, for doing this. I just was wondering, it seems like we have a lot of capital access right now. We have a lot of money in the bank. So I was wondering if y'all would like seriously consider starting a micro lending program for our local farmers and members through the federal credit bureau? Like the relationship that we have – if you would consider using some of our capital for the cooperative economic benefit of our members. So that's just a request, nobody has to speak to it if you don't want to.

KATHRYN Okay, I thought you – I wasn't sure if you were addressing me or not.

Melissa No, no, but just as like a formal thing. I feel like we have – again, it's not just a lot of money, but part of the cooperative buy-in with our board is having some progressive and forward moving agenda items that serve our membership.

TUESDAY Okay, fine. I talked to that a little bit when I said that I wasn't just about Ozark Natural Foods cooperative; I was about all the cooperatives and what a great idea it is and how we should bring this into the future. That's a wonderful idea that you have. I think there are many things that we can do with our capital. And when you moved – she was just talking about moving to the Evelyn Hills Shopping Center. The goal was to stay open, and we have stayed open. And now we've got some capital to work with. But these are, I think, very unpredictable times as well. I think an element of caution is still necessary when we're talking about spending.

AMBER Anyone else want to answer that at all?

GARRETT I'm going to steal this so we can just pass it down. I feel like that would be something that would definitely be an option to look at. Sitting here, not having been on the board previously and truly understanding where we want to potentially go working with Alysen and kind of seeing what her vision is for the store as well, I won't say that that would definitely be something that we would do, but definitely appreciate the forward thinking, the idea, putting it out on the table so it's before us and we're at least thinking about it. Anybody else?

Karen Z I'm Karen Zaremba, Bean Mountain Farms and Herbal Simplicity. We already have a revolving loan fund we have forged. It's already in place. It's already loaning to the farmers; it's already loaning to small businesses that are sustainable. And I think that we need to find new ways to use any profits we have – either reduce prices in the store for owners or do something that is really beneficial to the farmers. Maybe they need a cooperative tool fund, so they can share tools that they need. Maybe we need to have trucks that pick up some of their produce. There's a farm committee, they have a lot of things going on that they're talking about, and I think we don't need another fund, but we do need a lot of support for our farmers.

AMBER Thank you, Karen. Nancy's next, then I'll get you.

Nancy Starr This is more a suggestion to the new board than a question. The old board had started to discuss things like where do we want – for the future – where do we want to spend the money that we have and how do we go about spending it. And this is something that would be an ongoing thing. And something that you could use for the board meeting that's called study and engagement. We did study and engagement at the beginning of 2010 to learn more about local agriculture and how to produce local producers. And that worked out very well. Our education with that is what gave Pauline and the produce department, I hope I'm right in saying, the impetus to go ahead and get more local produce available. So if the new board studies this and has even different people come to meetings and address a need, we have a need for this – or the next month could be we have a need for this – then you'll get a better idea of where to put that money.

AMBER All right. Did you want to comment at all?

TUESDAY Nancy, I do believe that we are only as strong as we are diverse, and your idea about inviting many people to come and participate is right on.

Q – John Newman It seems that a few years ago, except for the incoming candidates, we took away any question and answer period, any discussion period from the actual board meeting, and we started a little tiny sideshow for board questions, which we had earlier. My question to each of you is, if you're elected, which I hear there's a good chance, would you move the board Q&A back to – and now I'm talking about the board that's already installed – back to the business meeting? So that we can have some discussion in front of everybody.

GARRETT Personally, I think that's a very good idea. I know that when you're brainstorming you don't always think of questions until you hear somebody else throw out an idea. So the larger the group that you have, hearing questions, bouncing ideas off, somebody that may have not thought of a question, hears something and then thinks of something that they'd like to ask or to put forth, so I think that would be a very, very good idea. And something I would have absolutely no problem with doing to increase the visibility between the owners and the board. And then also just to have that many more eyes or ears thinking and looking at the co-op and where we want to go.

TUESDAY - harmony. Communication. Harmony. Mind. Body. Spirit. Mind. Board of directors. General manager. Body. The staff. The management team. Spirit. The ownership, which also includes all of the above. Communication. Harmony. That's where we need to be. We need to get balanced, and we need some harmony.

SUSAN I'm not sure what you were asking.

[off-mic]

COLLEEN She said she thinks that's a great idea. I think the better communication we have, the better we'll function. What is the question? He asked – John Newman asked if we as the new board would be willing to move the questions of the boards, the board itself, to the business meeting itself, to the open business meeting. I'm going to suggest that we do it before the business meeting, so we can talk about all this stuff. Because during the business meeting, we have specific things that are delegated so much time, and we only have so much time. I've been to previous meetings that just kept going on and on. It used to be that we had to wait for

the food, and that got old. So we changed that. And you don't think very well when you're waiting for the food, and hours go by and then you're getting irritable. So it's important that we have the food first. Perhaps we could have the questions of the board during the food? No? I can talk and eat at the same time, but I wouldn't be answering a question at the same time I was eating. But at any rate, I think it's a great idea. The more inclusive, the more discussion we get going, the better served we will all be.

LINDA Absolutely. Yes.

KATHRYN Think of all the questions and answers we'd have going on right now, if we'd timed this a little differently. Look behind you. Look around you. I think a lot of stuff got away from us today. And I'm thinking that of course, John, you're right on target. Thank you.

AMBER David?

Q – David I'm David Orr. I have a question. We've heard over the last year or two about great things happening in the future, and as an owner who hasn't been particularly engaged in the governance of the co-op but I have been a member of half a dozen food co-ops around the country over the last 25 years, and I think that there probably is a lot of knowledge and ideas that members have. It has not been clear to me how to engage in a discussion, find out what is being planned, have ideas being solicited from the members, and really just engage the members and the board in more of a give and take. It feels to me as someone who's been pretty much on the periphery of the organization that there's – that the board operates off in the ether somewhere, and it would be really nice to see more opportunities for this kind of give and take.

CYNTHIA I had not attended board meetings until maybe about six, seven months ago and did this regularly. And I found that really, if you attend board meetings, that's the best way to keep your pulse on what's going on. What's written in the minutes, as you know, can take a month and a half to find out and – but you mind say, I don't want to have to go to the board meetings. There's information in the *Nutshell* – I don't think there's quite enough, but that's my own personal owner opinion. There's the website, and you can generally find out a lot of information that's going on at the website. But I think that communication absolutely has to improve, and we need to look for other avenues in order to get information out to owners. But if you do have time, I believe it's the fourth Tuesday of every month – am I correct?

?

Yes.

KATHRYN

At seven o'clock. You should be attending these board meetings in the conference center of the Evelyn Hills Shopping Center. That's the way to make sure your board is doing what you want them to be doing. [off-mic] That's what I'm saying, we need to improve other channels of communication. There is the website, you can contact the board via email through the website, the email is there. But – does anybody know it off the top of their head?

Nancy

ONFBoard@gmail.com – so you can email the board there. That doesn't give you any information. But when you do that – whoever reads that first will send it on to all the board members and you will get a response from that. The other thing is the minutes are posted on the website and in the store, so if you don't go to the board meeting and you want to read the minutes, they're always posted in the store and on the website – a month after they've happened. So that's another way. But coming to the board meetings – you don't have to come to every board meeting if you can't, but if you come to one or two, you'll get a good feel of what's going on.

[off-mic]

GARRETT

Is this on? Yeah. One idea that I have is with the Internet that we have, I don't know why we aren't recording board meetings. And I'm not talking about if they're – it's an executive session, which is going to happen periodically with any board. But if it's a general, open meeting, why we're not recording that via a camera that's set up just like that over there, and then throwing it out on YouTube. Both of which cost – have no cost [inaudible]

CYNTHIA?

- I heard in the last board meeting, because I brought that up, that it seemed like a good thing to me, is that there is a lot of sensitive information, marketing strategies that we have to protect. It seems though, that recording might be a good method for internal purposes, to keep more accurate records. But we have to think about – we can't just make all that information public to everybody. Particularly competitors.

?

And the store also offers Dinner With The Board. Are we still doing that Amber? Dinner with the Board?

AMBER

Not lately.

?

That's something we should get started back up to then. That's one way. Nancy is waving furiously.

Nancy Dinner with the Board was a function of the Linkage Committee. And so when you all get together, there will be a new Linkage Committee. It only needs to be two people, and I can help you with that because I was one that did the Dinner with the Board. They're very good, because it gets owners either chosen at random or owners that want to come to them. And you sit in the deli seating area, the deli serves a wonderful dinner, and you get to talk with board members about what your visions are, what your questions are, and all that.

The other thing I want to answer to David is that the board is your representative. So the board becomes educated as to what happens, what goes on, and how to best move the co-op forward. So as an owner, a little bit you have to trust the board. You've elected them. You have to trust them to make the decisions without you knowing every detail of what goes on. Every detail of what goes on is detrimental. It's a he-said, she-said, we-said, they-said. And it – the board speaks with one voice. So in the long run, when the board comes to a decision, the board will tell you what that decision is. If you have something to communicate, you can always go to board meetings, you can use the board email, and you can read the minutes. But as far as a – for 7000 owners, it's not feasible to have a continuous back and forth with owners. That worked when the co-op had 12 owners and you all sat in someone's living room and did the discussing. But in a way you have to trust these people that you've elected to educate themselves and to learn and to come out with what's best for the co-op.

AMBER Did any of you want to answer that question as well?

SUSAN Yes, I was just wondering if you've belonged to several different co-ops, do you have any suggestions for getting together with people?

AMBER Are you talking to David?

SUSAN Yes.

AMBER Okay.

SUSAN I mean, he had a question [inaudible]

Q – David Well, for example, at some other co-ops I've been to, they have regular board – sort of an outreach event where you'll have tables set up on a Saturday afternoon when you have the highest volume of shoppers coming through, and it's really designed for people to

come and get information about the organization and also the board members can use it as an opportunity to get a sense of what's on the members' minds and you have a way to engage members more in a way that makes them feel a part of the organization beyond just being a financial contributor and stakeholder. But also gives them a sense that maybe they do have some skill or knowledge that they might actually want to get involved on some sort of board committee. But really the idea being that the average member sees more than just the food on the shelves and the people at the checkout stand.

SUSAN I think that's a great idea, and I appreciate it. I don't see why we couldn't do something like that.

[inaudible]

AMBER Did anyone else want to answer his question? If not, I'll move on to the next one.

COLLEEN Just a quick – as our tools for communication improve, our ability to communicate with our owners should improve. And I believe it is. And will continue to do so. The interactive aspect of the Internet is something we haven't fully realized yet. We really could take advantage of it, and I'd like to see that happen.

LINDA And, David, I love any opportunity as you suggested. That was a monthly, you said? At one of the co-ops, it was a monthly on a Saturday afternoon? So maybe we may be calling upon you for more insights. Good stuff.

KATHRYN David, I think that everyone here wants to be ready to communicate with all of the owners. And we have the tools that we have already in place for you to use. Your idea about the Saturday afternoon is a great one. And I think that that would make people who are hesitant to send an email because they think, oh, they'll never answer that. You know, face to face, that would be – I think would be a great thing. And it would make people feel closer, instead of being out there while we're in here, and we're running things and you don't know what's going on. That kind of thing. I think it's a great idea.

AMBER All right, we have another question back here, actually. Thanks.

Q Hi. Well, I guess this is like David. I've been on the periphery and I've – it must go to the question about communication. But I don't have a clue what's gone on. I mean, I read the *Nutshell* and so –

obviously there is a problem if an entire board resigned. And I don't know why they resigned, I mean, except that it's obvious that there was some sort of problem. And I didn't hear it talked about. And that concerns me, and maybe it's just me. And maybe everybody else, all the other 7000 members, know what went on and what the problems were and why there were problems. But I don't know. And I've been concerned. And I appreciate – I see Nancy standing up, and I appreciate that she's been answering some of the questions and that. But if there was some way besides just the minutes on the board or – you know, just to know what's going on. And I take responsibility because I didn't go to board meetings and I don't really know, but it'd still be nice to know. Without stirring up – you know, tearing off scabs and stirring things up. But I don't have a clue. Thanks.

SUSAN

I think we all agree that the minutes, the reporting of the minutes could be better. The letting people know everything that's gone on in the meeting, with the minutes, could be better. As far as what happened, it happened. It's done. I think we need to get excited about the future and really not dwell on the past. We're a cooperative, and I think we need to cooperate. There's a lot of good ideas. Our team is out there with – I've learned in the last several months from going to board meetings – there are fantastic ideas out there. So I think what we need to do is – we all agree – get a lot more out in the *Nutshell* so that – I was on the periphery until last September, and I was in shock at all that I was missing. And I think we all want to make sure you're not missing things, that you will get things. But I don't think we need to worry about last year at all. Thank you.

TUESDAY

If you have a really good television show that you watch on a particular Tuesday night, perhaps you should give it up and come to a board of directors meeting. It's a lot more fun.

CYNTHIA

I knew about some of the things that were going down, before they actually happened. A lot of what happened was in executive session, that's why it's really not – shouldn't necessarily be public information. This is not necessarily the forum to discuss everything that happened. But if anybody wanted to know, I think they deserve to know what they can know, and I would be happy to talk to you.

Q – Nancy

I'd like to address how to be more in contact with the board? One of the other things that Linkage Committee did, which whoever becomes Linkage Committee might want to start again, at the Owner Appreciation Weekends, we did Coffee with the Board on

Saturday morning. And this is the kind of thing like David was talking about. And there'd be at least a couple of board members there and the deli would have coffee and tea and scones and things. And any owner can stop by there and talk to a board member about anything they want to talk about. So that would be another good thing to continue on, that's a good way of communication.

Q - Hi, I'm not an owner, but I'm representing one trying to get some information and so I'm going to ask this question. I could be wrong, but my understanding is the board of directors hires the management. And so the question I haven't heard answered or really haven't been spoken to, are each of you – and this is to each of you – are you currently happy with current management?

TUESDAY Have you ever known any employee to be really totally happy with their manager? Hardly ever happens. I think we have one of the strongest, most dedicated managers in any co-op or business model that I've worked in. Alysen Land, our general manager, is very fair. She's a hard worker. She is completely dedicated to the co-op principles. She has helped really institute some large national organizations that deal with cooperatives and organization. If you went and asked the staff how they felt about their jobs at Ozark Natural Foods – oh my goods, that happened. We had a survey, and we talked about that in board meetings, and it was really, it was really eye-opening how positive a staff we have at Ozark Natural Foods.

GARRETT I think for me, I would definitely say the numbers that we saw up here today that showed the growth over the last 10, 11 years, really has to be a reflection of those that are working in the store, leading the store, and I think that also goes to the board, also Alysen as the manager, and then those that are out there on the floor each day checking people in and out at the register, having a good attitude, having a hospital environment for people to come in over and over again. And I think that all trickles back up to the people in charge setting the tone for how the rest of the store is going to operate. So I would currently say right now, I am definitely excited about the direction the co-op is going. With those that are leading. Based on my experience every time I walk into the co-op. And then also based on the numbers that we saw today as far as how the co-op is continuing to go year over year with growth. Not only in members but also in dollars. And the impact that they're able to have on the community because of that.

CYNTHIA I also have to say that I am very proud of what Alysen Land has done and the management team that follows her direction for the store. And I think that it is – we have evidence of what they have accomplished. I also understand that as a board member, it is our role to have a critical eye and to be constantly checking the manager against her manager limitations and the end statements. And that our role is very explicitly defined – I’ve got a whole book here of what our role is and what we are to do and what we are to use to measure our manager against. It is my role to use a critical eye and not only praise, and I assure you that I will do so.

COLLEEN Well, so far, so good. That’s what I think. And by the numbers, she’s doing great. I have enjoyed the interaction so far, it’s all been very respectful, professional, and I appreciate that. Until I find otherwise, I am extremely pleased. As an owner. Who shops there. And has shopped there for some time, I’m very pleased.

LINDA I also have had a wonderful experience – the staff, the management. I know that we as new board members will have monitoring reports and things that will tune us in and so – here we go. I hope we can continue a wonderful and make it even better, if that’s possible.

SUSAN There was a recent, I believe – no, in 2008 was the owner survey? No, the employee survey? They do an employee survey, if you’re talking about – I think it’s every two years?

AMBER Yeah, so the last one was in 2009, and then in 2010, they made us do a small one. So –

SUSAN And we’re coming up to one this year?

AMBER Yeah, we’ll do another full one this year.

SUSAN If you’re talking about how employees are with the management, the last survey of employees were all above average compared to other cooperatives. And we’re about to do another one this year, I believe. But we all have a lot to learn. And things – again, communication in all directions has to be opened up more, I think.

KATHRYN I think that because she’s been here for so long, Alysen is –inside and outside the business – she is the one for us right now. And I would hate to see that change. We are very happy with her. We do have these avenues of checkpoints and things like that that have to be maintained, and that’s part of our job, but yes, so far I agree, I concur, we’re all very happy with Alysen and the management.

- Q Yeah, I'm just curious, I've been in areas that have had Whole Foods Markets, and we have a friend that lives in an area that has a Whole Foods Market, and they jokingly call it the whole paycheck. So I'm wondering where the co-op wants to be. Does the co-op want to be a Whole Foods? Or does the co-op want to be an affordable place to shop?
- SUSAN One thing that has been discussed about Whole Foods, as I understand it, I could be wrong, is that they do serve some dirty food. And one thing that – no? [off-mic] Well, you know, I wasn't aware of this till I went to a board meeting. But they actually go shopping nwith the same shopping list at our store and at the Whole Foods in Tulsa – is that right?
- Amber? Yes, Tulsa.
- SUSAN - and the last one I heard reported was like \$6 or \$8 difference. I think it was like \$176 at our store and \$184 – am I close to the figures there?
- Amber? I don't remember what the numbers were.
- SUSAN I just remember that the whole shopping cart, just shy of \$200 was very, very close – you know, buying from our store and buying from Whole Foods. And I think that's fantastic. And I wish that was in the *Nutshell* because I was totally pleased when I heard that.
- Q Whole Foods is not an affordable place to shop.
- ? No, it's not.
- BARRETT My statement would be this. Over the last 60 years as the American political system has created – subsidies. Thank you. Subsidies. Sixty years ago, the average family spent 40% of their paycheck on food. As we've continued to subsidize food to make what's not even actually food sell as food and spent 17% on a check? There's a huge shift in our paradigm of what we think we should be spending on food. If you're going to compare shopping at something that's conventional versus non-conventionally grown? It's not – you're comparing apples and oranges. It's not a fair comparison. If you're looking at buying food that is grown without tons of chemicals, without tons of fertilizers, pesticides, things like that – when you grow an acre of that? Your yield is going to be much less than if you have something that has been engineered to survive everything, including pesticide. You're going to spend more on that. There's just no round about it. I think we need to change our paradigm of

how we use our food and how we view our overall paycheck and get back to looking at, you know what? If we want healthy food, we're going to have to spend more. That's just the way it's going to have to be. And we can't view – well, I can go buy a bag of Fritos at Walmart for 88 cents and not – and spend \$3 at the co-op. That's just the way it's going to be.

TUESDAY

It's my intention to look at every possible avenue we can look at in these times, these hard economic times, these hard times to have a meal on a table with our family. It's my very intention to look at every possible way to make our co-op an affordable place to shop. Even if we just work up programs that talk to bread, milk, eggs, beans, and rice. Which we do right now. But even more. With more focus and more intention on being a cooperative and not a whole paycheck store. Yeah. That's my intention. And I know that there are a lot of owners out there who are concerned about growing food costs, not just with the co-op but across the board. Food is becoming unaffordable, and being we are a community business, we need to look at every possible angle we can to keep our food affordable. To keep food.

CYNTHIA

Basically, I could rant and rave for about an hour, you know, just touching off of what Garrett just said about subsidies. We are not paying the true price of food for conventional food. You are paying something more closer to the true cost of food, and I have farming friends, and they can't even make it on what we pay for their food generally. Some farmers go out of business locally because they can't afford it. They live so meagerly to put food on our tables that compete with – unfairly – with subsidized conventional food. And I can't say enough about what Garrett has just said that we have this false idea of what we have to pay for food. The American family pays an average of 7% of their income, whereas the world – I can't remember what the statistic is, but I know it's over 25%. Is it 20%? It's at least 20 in Europe. In Europe. And of course, developing world, I'm sure it's much, much more. I think what's going to have to change, particularly as petroleum gets much, much, much more expensive is we're going to have to change the way that we buy – we might have to buy more local – we have to change our attitudes about how much of our disposal income can be spent on food. And I'm sorry that's – we're going to have to change.

TUESDAY

To go a little further, if you have a moment more. If you spend very much money at the physician's office, you'll find that the costs there are going up too. The fuel is going up. A lot of things are going up that are impacting the cost of food worldwide, not just with natural

food stores. And the fact that we offer something that is going to save you money on your physician's bill and on your healthcare bill, it's something that can kind of factor in, if you will, that would be of benefit to your attitude and your mindset as far as our prices go. But we are working, we are working to stay more local. So that we can provide better prices because the transportation won't be as lengthy to get things here. So that's a good thing.

SUSAN

I'm sorry, I misunderstood your question, and I just want to apologize for that. I think I'm so used to – or I've been hearing so much about Whole Foods coming close and our being possibly in competition. But I do think what Cynthia said is true. We're just not used to spending what people all over the rest of the world spend on food, and it's a decision we have to make. Do we want good, clean food – we're going to have to pay more. But as far as our co-op – yes, we all want to try at least to get the basics that have already been mentioned down cheaper.

COLLEEN

This was the number one issue that was brought up by everyone I spoke with when I was campaigning for this board position. And I think it's a valid one. Those of us with limited resources – it's very important, and I think it's an issue we should address specifically on key items that are essential. Everything else that's a luxury or convenience, you can pay that. You're expecting to pay that. But key items, we should really focus on. But we do have to achieve a balance. We are a food store. We have to be able to absorb a hit if something happens. It's food. It's spoilable. It happens. It has happened. It could happen again. This is the resource for our future possibilities. We have to hand it carefully and cautiously. To achieve these lower prices on key elements, it's going to require participation of the membership, so we know specifically what we should reduce so they are happy. It's going to be a process, but let's not forget that cushion that we have right now could go quickly. And will. And at some time it may be a lot thinner than we have right now. When we need it. So let's keep as best as we can and still dream and achieve those visions.

LINDA

He raised the question about Whole Foods, also known as your whole paycheck. I guess I hadn't heard that one before, that's interesting. And if we wanted Ozark Natural Foods to be, have that same little motto, I guess. And I think we're all kind of at different spots of the spiral. We may get somebody coming into the store for the first time that their doctor sent them in, like where do you get Vitamin D or whatever, and someone sends them to Ozark Natural Foods. So I think we – I almost see everybody at a different spot of

the spiral, and some people may spend a lot of their paycheck. And so it may be in a wonderful other dialogue for the board to open up as to basic needs, you know, that we've got to have versus other, more fun things that we can buy at the store. And how do we price things accordingly. So it's an interesting other dialogue I think to be had.

Q I'm just wanting to go back to the topic of happiness with the management? And I wanted to bring up a point of view that I don't think was addressed. And I was a cashier for Ozark Natural Foods for a year and a half. And, it was awesome. I'm not going to lie. I still go in – I had to leave to go to college and I still go in and talk with all of the people who were my managers before. And we still have really good relations, and I still have all of the friends that I made from there. So it's a great community both in the actual city but also for the very workers that are there. And granted, you know, everybody has problems, that's what comes from having multiple people in one place, it's a human thing. But they're very well equipped to handle those problems and to really address them and really to figure out what needs to be done to make everybody as happy as possible. And that's all I wanted to say. [APPLAUSE]

AMBER Any statements with that?

Q Well, I feel like my comment is an afterthought, but the gentleman who asked the question about the wanting to know if the prices at ONF are going to skyrocket or if we're going to be in comparison to Whole Food, I really feel like it was a parallel question. And it was presented as a parallel question, or singular question, and it wasn't. It created a false standard. Whenever you look at that, and you say, I'm going to go ahead and preach to everybody, that's me – whenever you look at the cost of Whole Foods or another big box chain and you say, well, they're selling their pasta at 86 cents and ONF is selling their pasta at \$3, what have you, you have to understand too that you're factoring in global impact, local impact, health impact. It's not just a single question of where the dollars are being spent. There's more being spent than just monetary. And so I think some of the board answered that question. I know it seems a little bit of afterthought, since you've all said that, but I wanted to add to that. It seemed like a very singular, easy question – are we going to save money, are we not? But it's not just an issue of saving money and what it's costing out of your billfold or your bank account. It's physical, it's global, it's – socioeconomic. So anyway, that's it. Preaching the choir.

Q

Well, I got here kind of late due to personal exigencies. Did any of the board members who resigned give any reason? [off-mic] Well, it seems kind of strange to me because, you know, it leaves me wondering what happened? Did they receive visits from unsavory characters from New Jersey? Or why did they resign suddenly and not tell anybody. This has a smell to it, that's all I can say.

Okay, now what I'd like to know from the board members – first of all, would any of you not run for the board if you knew that the voting results were to be made known? Just raise your hand if you would not run if the results – because I was told this, because the reason the results are withheld from us is because it would prevent board members from running. I don't – so nobody seems to be affected by that, that's running, so I just thought I'd make that point.

And then, my question for the board candidates would be, do you believe that, first of all, the board should publish a newsletter independent of management? And also, should the board not form a committee to run the elections rather than have the elections run by the very people under whose governance they fall? Thank you.

TUESDAY

You said that you came late to the meeting. It must be time to wrap this Q&A up, my voice is leaving. I spoke earlier to the importance of harmony and I think by having fractioned newspapers, several different perspectives of the *Nutshell*, the *Nuthouse*, perhaps the *Cracked Nut*, all the different nuts – no, I think we should speak with just one newsletter. And harmony and balance, that's what we're looking for – harmony and balance.

COLLEEN

I know that I will personally, and I do believe I've heard from other board members here, potential board members, the candidates here, that we are going to work as hard as we can to improve the communication with the membership. This is important. But it is a participatory thing. You have to communicate with us as well. We can't chase you down. It's going to require people showing up to a dinner with the board or writing an email or making some form of communication to initiate on their own to do so. And even if they do so, they cannot be alone in their requests. We cannot spend all of our time dealing with one person. It's got to be a bunch of people who want this thing. So we'll go that direction. So it's important that we have the participation that we need to truly function well as a board for you. We need to hear what you have to say, what your opinions are, what your input is. So please, take

heart that we are going to try our best, but we need you as well to give us your input.

SUSAN I understand what you're saying from a legal point of view. Is it right that the employee calls the meeting for prospective employers. But they have the addresses. They have the means to do it. There's no - other than sending things out and arranging for this meeting, they have no influence over who runs, over who is elected. They really do not. So as far as the legal - I think that was your question, wasn't it really? The legal ramifications of the employees arranging for this meeting? But everything is all aboveboard and very fair. And they just have everybody's addresses because of the *Nutshell* and it works. Everything is fair and on the up and up.

AMBER Not only that, there's a lot that goes into event planning, and we wouldn't expect the board candidates and the board members to do that on top of working their jobs and such.

CYNTHIA You had asked about what had gone on with the other board members. Most everything had happened within executive session. They're only supposed to know those actions until they've been released - that they have by certain individuals. And there are two sides to the story. I'd be happy to give you an objective account in another forum. There was another lady here, but I guess she's left. But if anybody wanted to stay afterwards, I would give you the two sides of the story, if you would like. Just because I feel like it's your right to know what happened.

AMBER All right. I think we have time for one more question. David?

Q - David Thanks. I really appreciate the comments from Colleen and others about trying to find ways of addressing the needs of people of limited financial ability. There is, I think, a perception in the community and to some extent I share this perception that Ozark Natural Foods is a place where only the well off can really afford to shop. I find - but it's one thing for the perception. The reality of where most people choose to shop has to do with the location. And I would like to see Ozark Natural Foods become more of a community destination because I think when more people understand the points that you've made about the hidden costs of food, the needs of our local producers to be able to make a reasonable return on their work, that we have a really compelling story to tell. And I think that not only is there a need for better communication with the members and the shoppers, but it would really behoove us as an organization to improve and target certain

communications to the community at large. As a nonprofit organization, cooperatives are required, or most of them anyway, to do education as a major component of the typical functioning. And I would say that that – all the good things about the co-op I really appreciate, but one thing that I think we could do a lot better at is educating people as to why these costs on certain items are high. But I think we also need to take to hard that from a merchandising standpoint, a lot of people are going to come in – if you get them to come in, the casual shopper, they're going to have sticker shock. And so maybe a merchandising approach needs to be considered where you have maybe some sort of a special, eye-catching shelf tag and a special pricing structure that allows for basic items to be affordable in a way that other – that the competitors aren't doing. Make it be a special part of the outreach that Ozark Natural Foods does care about the situation that many of us are in. I've just talked to a manager at Harps last night who said that Harps is about to have a store-wide major price increase. I think that this is a time that ONF can really step forward and not only bring in more people but also help to educate people as to what's going on. Thank you.

CYNTHIA

I'm going to jump in here and also respond to that. I think it's great. I hope that – I would love to see you participate in some of this outreach, you seem like you're a very educated individual in these manners, particularly having talked to the Harps manager. What's your profession? [off-mic] Excellent, excellent. Okay. What we all have to remember is that we vote every day. And not at the ballot box, but with those products that we buy. I'm going to talk about my favorite brand of chocolate, although chocolate is now a luxury for me. Everybody. Don't think it's just yourself. Everybody is – it is expensive for me. So you sometimes have to pay a little more. And that makes the vote for that to eventually be less expensive. And I think that's something we need to educate people on. Once more people buy it, it becomes less expensive because there's just – I mean, supply and demand.

AMBER

Okay, we just have a couple of minutes left.

LINDA

Just wanted to ask you a question. When you talked with the gentleman at Harps, or it may have been a lady, anyway, did they give you an idea of why the major price increase were going to go on? Did they specify – did they say?

Q – David

No, actually – he said that he wasn't sure. But I gathered that it has to do with the fact that they're buying a lot of their grocery items

through the Associated Wholesale Grocers, the Best Choice people. And those costs are going up across the board.

LINDA Located where? The Best Choice people where are they located.

Q – David Kansas City is where AWG is located. They have like three or four deliveries per week to Harps stores.

LINDA Okay. So they're staying fairly local – Kansas City. I'm just thinking about, you know, everything is going to be going up because of transportation. People have to get it there. To the place where they are loaded onto the trucks for the transportation. So I think a lot of that has to do – I think all of the price raising that you're going to see is going to have to do a lot with transportation. And petroleum products are also a large ingredient in pesticides and herbicides as well. So those are going to go up. Which are going to raise the cost of general food. At some point, if petroleum gets way too expensive, we may be cheaper than foods that are being processed and grown with pesticides and petroleum products in their ingredients. Because that – even plastic is getting – have you noticed plastic? You know, it's going up. Everything's going up. Anything that has to do with petroleum. So I think that might be the main thing that Harps, and I suppose all the stores – if Harps is telling you that, probably a lot of stores are telling you that. So I can see a time where good organic food will end up being less expensive. But right now – supply and demand. Just like she said. Supply and demand will help lower the cost. So if more people start thinking about safer food, organic food, and the demand goes up, the supply will become less expensive. I guess that's it.

AMBER All right. That concludes the question and answer with our board candidates. Thank you for staying.