

# GET OUT AND VOTE

## 2015 BOARD OF DIRECTORS

The Board Perpetuation and Elections Committee is pleased to present you the slate of candidates for the 2015 board election. We would like to take this opportunity to remind members about the role of the board and their responsibility to represent all members.

The East End Food Co-op utilizes the Policy Governance model to manage the Co-op. Under this model, the board of directors does not make decisions on how Operations should get work done. Instead the board focuses on defining the Co-op's Ends, vision, and operational oversight. The board does this by establishing policies that clearly state the goals of the membership that elects them. These policies work on the basis of limitations—they do not say which means can be used to fulfill these ends, but rather which cannot. The policies provide a way for the board to examine the activities of the Co-op. Through monthly and annual monitoring and reporting, the board decides if the policies have been followed and if there has been sufficient

progress towards our goals.

All board members are bound by our Code of Conduct policy which, among other things, requires that directors demonstrate unconflicted loyalty to the interests of the Cooperative's owners. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, membership on other boards or staffs, and the personal interest of any director acting as an individual consumer or member. Under the Co-op's bylaws, directors shall be under an affirmative duty to disclose their actual or potential conflicts of interest in any matter under consideration by the board or a committee. Directors having such an interest may not participate in the decision of the matter nor, unless the board or committee otherwise directs, in the discussion of the matter.

A copy of the policies and bylaws are available on the Co-op website under the board section or at Customer Service by request.

**Thank you for participating  
in this year's election!**

If you have questions or thoughts to share about elections, please email [eefc.election@gmail.com](mailto:eefc.election@gmail.com).

### VOTING INSTRUCTIONS FOR EEFCC BOARD OF DIRECTORS

THANK YOU IN ADVANCE FOR CASTING YOUR VOTE IN THIS YEAR'S BOARD OF DIRECTORS ELECTION.

Please take some time to learn more about the candidates on the reverse or in the store. After you have read their statements, please complete the ballot below.

• Mail it to the Co-op (7516 Meade St., Pittsburgh, PA, 15208) so that it is received by **September 30th ... OR**

• Drop it off at the customer service desk before the end of business hours on **September 30th ... OR**

• Cast your ballot at the **Annual Meeting on September 12th** at the East End Cooperative Ministry.

#### A FEW THINGS TO REMEMBER:

• We can only accept one ballot per membership number.

If a household has a membership, only one vote is allowed from that household. If there are multiple votes from one membership number, ALL will be disqualified.

Please follow the member number instructions below.

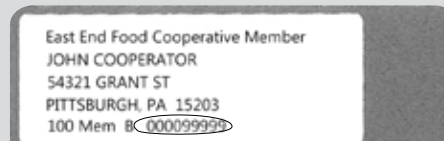
• Do not allow anyone else to fill in your ballot or deposit it in the ballot box for you.

Proxy voting is not allowed per the East End Food Co-op Bylaws and Policies.

If you are unsure of your member number, please call Customer Service at 412-242-3598.

**BALLOTS WITHOUT A COMPLETE MEMBER NUMBER WILL NOT BE INCLUDED IN THE FINAL COUNT.**

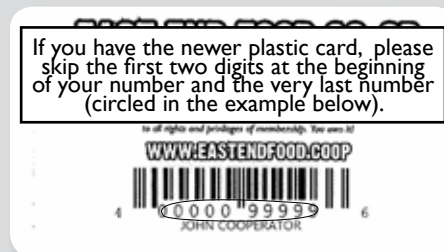
### FINDING YOUR MEMBERSHIP NUMBER



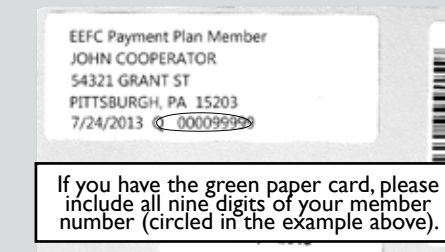
If you have the brown paper card, please include all nine digits of your member number (circled in the example above).



If you have the older plastic card, please skip the first two digits at the beginning of your number and the very last number (circled in the example above).



If you have the newer plastic card, please skip the first two digits at the beginning of your number and the very last number (circled in the example below).



If you have the green paper card, please include all nine digits of your member number (circled in the example above).

### EAST END FOOD COOPERATIVE 2015 BALLOT

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MEMBERSHIP NUMBER  
(REQUIRED, SEE ABOVE FOR INSTRUCTIONS)

MEMBER NAME (OPTIONAL)

DATE

#### VOTE FOR BOARD OF DIRECTORS

- Fill in the box to the left of the candidates of your choice.
- Vote for up to three candidates, but no more than three.

- Mark Frey (Incumbent)
- Dirk Kalp (Incumbent)
- Alice Leibowitz
- Caldwell Linker
- Thomas Pandaleon



## CANDIDATES FOR

# 2015 BOARD OF DIRECTORS

Members can complete a ballot, located on the reverse, and mail it in or drop it off at Customer Service. Ballots will also be available at Customer Service and at the Annual Meeting on September 12th (more information on inside). Ballots must be received before the end of business hours on September 30th.



**Mark Frey  
(Incumbent)**

**What experience and skills (professional or business) or unique perspectives would you bring to the EEFC Board?**

I'm an incumbent that has served on the Board for the past 5 years, and I bring a lot of experience from my time already served on the Board. I'm a software engineer, and I think a lot of lessons from the tech world (in terms of knowledge sharing, collaboration, growth and entrepreneurship) could translate well to a retail grocery sector that's not very accustomed to some of this kind of thinking. I also have direct experience working on a CNG farm, so I have some (admittedly minimal) familiarity with local food production infrastructure successes and failures.

**What do you think are some important short-term goals for EEFC?**

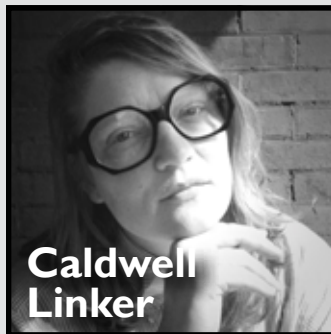
It is my belief that the Co-op could do a better job of accentuating its strengths in the face of a competitive marketplace. There are lots of places to get healthful, sustainable and local food now (which is a huge win!). We should strive to communicate our differences — how and why we are different from (and better than) other options available to our members, shoppers, and community.

**What do you think are some important long-term goals for EEFC?**

EEFC should continue to focus its strategic resources (time, money, skills development) on either in place or second store expansion. A larger economic footprint in our region, be it through a larger store or another store, is the most important thing our co-op can do to expand our ability to foster outreach- and infrastructure-based ends work.

**Why do you want to be on the board of directors?**

Our co-op is a valuable alternative to local and national for-profit 'natural/organic' retail food stores. Money spent at the co-op stays in our region and our community. Our policies guide purchasing and inventory that builds trust as a consumer — unlike other chain groceries, I rarely find myself having to analyze the 'clean'-ness of a product, or second-guess the motivation for stocking it when I'm at the co-op. I want continued access to this kind of business, and I want others to know about and build a relationship with it, too. Expanding our footprint can help this to be.



**Caldwell  
Linker**

**What experience and skills (professional or business) or unique perspectives would you bring to the EEFC Board?**

As an employee at the Co-op for almost 3 years I developed a deep love and understanding of EEFC. I have also spent time working at other Co-ops (including wheatsville) and several grocery stores both natural and conventional including Giant Eagle, Earth Fare and a store that is now a whole foods (I moved around a lot before settling in Pittsburgh). This has given me a lot of knowledge and insight about the retail food market. I have also worked with community based organizations like The Kelly Strayhorn theater providing me knowledge about the sometimes difficult balance between serving the needs of a community and funding/profits. I have a deep thirst for knowledge and how things work, so every job and experience I have had, I have learned from.

**What do you think are some important short-term goals for EEFC?**

Creating a cohesive, identifiable, unique and appealing "brand identity" is crucial in our tricky market. Identifying what we do better than anyone else, and getting the word out about that is how we will thrive. The face of our Co-op is the employees. Ensuring they have adequate training, compensation, and a safe work environment in which to thrive and build lasting relationships with members/customers new and old is critical. Finding new and creative ways to stop financial waste as well as creating an environment of fiscal accountability at all level. Better disability access.

**What do you think are some important long-term goals for EEFC?**

Expansion. Growing lasting bonds with local vendors, media, community, and member/customer base. Being clear in Co-op principles, and maintaining those, and our unique identity, at all costs. Finding creative and innovative ways to encourage more member/owner participation. Facilitating an phenomenal shopping experience. In many ways short and long term goals are interchangeable, and a dynamic and flexible board, staff, administration, and member base needs to be able to focus on short and long term objectives in the most efficient and effective ways possible to stay relevant in a rapidly changing world and market.

**Why do you want to be on the board of directors?**

I deeply love and value our Co-op and its community and want to find ways to be more actively involved. Two mantras guide where I put my energy; "The personal is political" and "Think globally, act locally." I truly believe that actions made on a small level can have ripple effects and massive impact. I want to see our Co-op live up to its fullest potential as a community resource and vehicle for positive social change, something I think we are not even close to yet. My unique perspective and talents can help us reach that.



**Dirk Kalp  
(Incumbent)**

**What experience and skills (professional or business) or unique perspectives would you bring to the EEFC Board?**

EEFC member since 1985, board member about 30 years, depth of understanding of our business operation/finances, navigated some fiscally challenging times, served as board treasurer for decade or so. For dozen years prior to EEFC, member of Semple Street Co-op in Oakland, served on that board in its last years, learned what it takes for a co-op business to fail. Grew up on fruit/vegetable farm, worked in grocery store in high school, did organic farm certification, and served on the Future of Westmoreland County Agriculture Board. Been involved in starting some technology ventures, experiencing both modest successes and failures.

**What do you think are some important short-term goals for EEFC?**

Very broadly and in the context of our EEFC Ends Policy Statement, our short term goal/focus is "to create a sustainable member-owned business and to create a resilient food infrastructure." We've had some modest success at this evidenced by the growth in our cooperative business venture — sales, membership, staff, parking congestion, etc. We've built direct and mutually supportive relationships with local farmers and suppliers as first steps towards resilience. True sustainability and resilience will evolve from embracing a more expansive and inclusive definition of "our community" and engineering the ancillary pieces of the food infrastructure to achieve resilience.

**What do you think are some important long-term goals for EEFC?**

Again in the context of our Ends, the long term goal is to instantiate that "creative vision to transform the future" and "create a vibrant, dynamic community of happy, healthy people." I believe that consumer ownership and the cooperative business model are the unique and foundational elements key to realizing our goals/ends. Once we succeed in creating the resilient food infrastructure, we can move onto applying our cooperative model to other domains where consumer needs are not being adequately met. Some of these could be healthcare, education, transportation/mobility, housing, repair services, etc.

**Why do you want to be on the board of directors?**

I am interested in figuring out how to sustain and replicate our cooperative business model across our greater community to achieve a regionally resilient food infrastructure, using that success as insight on applying that learning to other domains. There are many interesting challenges to explore. What kind of organizational structure is most effective in meeting unique consumer needs in each sub-community/neighborhood — should it be loosely or tightly coupled? What is our capacity for growth and expansion? Will it be driven by a methodical plan or opportunistic? How do we contain and minimize risk? What does governance look like?



**Thomas  
Pandaleon**

**What experience and skills (professional or business) or unique perspectives would you bring to the EEFC Board?**

1. Member - Greenstar Co-op, Ithaca, NY, 1979-1989;
2. Member - Alternatives FCU, Ithaca, NY, 1980-present;
3. Member - EEFC, 1989-present;
4. Member - EEFCFCU, 1993-present (President, Loan Officer);
5. Parkinson Foundation of Western PA, (Board member, President)
6. Chamber Orchestra of Pgh., Board Member, 1/15-present;
7. Attorney in general practice, 1993-present;

**What do you think are some important short-term goals for EEFC?**

The most important short-term goal for our co-op is to re-establish opportunities for substantive Member participation in the daily life and governance of the co-op. These opportunities, such as (1) the terminated "volunteer" or Member-labor program, and (2) at-large Member service on committees, which has been allowed to fade, are essential distinguishing elements of what a good consumer food co-op is. With a rejuvenated culture of participation, which will take time, decisions such as the ones our co-op will make on Expansion, will become true community decisions, rather than decisions made, as more recently, by a select few.

**What do you think are some important long-term goals for EEFC?**

Our task as a co-op is to create the future of our co-op, and consumer food co-ops generally, by adapting intelligently to the changing socioeconomic, environmental circumstances we find ourselves in, while simultaneously preserving what is better about co-ops. Our cooperative runs a natural foods store for its Members. That is our natural food store's essential difference. But we are a co-op first and foremost. Thriving as a co-op is our primary long-term task, especially in an economy where the pressure to become something less, something watered-down in the interest of commercial efficiencies, is powerful.

**Why do you want to be on the board of directors?**

I am concerned that we are headed in a direction that is stripping away the best qualities of our Member-driven organization. Shocked by the termination of the Volunteer Program last July, I became an activist. While our co-op is not a collective, a few major decisions are properly made collectively, given our co-op structure and traditions. The "Expansion" and Volunteer program decisions should be made by our Members, as in other food co-ops nationally. While all Members need not participate to the same degree, the nurturing of a true participatory culture is the co-op "difference" I will work towards.



**Alice  
Leibowitz**

**What experience and skills (professional or business) or unique perspectives would you bring to the EEFC Board?**

Co-op Experience:  

- Involved in the Willimantic Food Co-op since 1990;
- Lived in Nottingham housing Co-op;
- Staff member at the Eagle Heights Food Co-op;
- Participated in ten-week training through the Cooperative Development Institute;
- Trained developing co-ops in conflict resolution.

Board experience:  

- Served on the board of directors for the Windham Whirlers, Lavender Country Folk Dancers, and the Transcending Boundaries Conference;
- Consulted with/trained the board of directors of the Spanish Speaking Center, the Spanish Community of Wallingford, and the West End Community Center.

**Skills:**

- Extensive experience leading inclusive community dialogs and large-group decision-making processes;
- Twelve years' experience managing a small business.

**What do you think are some important short-term goals for EEFC?**

- Undergo a member-led process for deciding whether and how to expand the physical store.
- Reinstate ways for member-owners to invest their labor — as well as their money — in the Co-op.
- Become a fully GMO-free store.


**What do you think are some important long-term goals for EEFC?**

- Expand our mission to include making food available to low-income residents of Greater Pittsburgh.
- Increase employee ownership and decision-making power in the Co-op, by empowering employees to form a worker collective or by becoming a multi-stakeholder co-op, where workers as a group have the same number of votes as consumers as a group.
- Use our membership in national organizations as leverage for policy change. For example, if food co-ops across the country refuse to buy GMO products, that can pressure suppliers to become GMO-free. National organizations could also lobby for better legal recognition of co-ops as a unique business entity.

**Why do you want to be on the board of directors?**

I am strongly committed to increasing member leadership of the Co-op. A co-op is only a co-op if its members determine its fate. I would like to offer my community inclusion and group process skills to make this possible.

**Want to learn more about the candidates?  
Come hear them speak at this year's Annual Meeting!**



**2015**

**ANNUAL MEETING**

**Date:** Saturday, September 12th  
**Time:** 5:00 - 8:00 PM  
**Venue:** East End Cooperative Ministry  
 6140 Station St, Pittsburgh, PA 15206

This event is FREE, but RSVPs are requested.  
 Stop by Customer Service to reserve your space, or call 412-242-3598

More information will be available on our website soon at  
[www.eastendfood.coop/co-op/membership/member-events](http://www.eastendfood.coop/co-op/membership/member-events)