

March 20, 2017

Marvin Ellison, CEO
JC Penney
6501 Legacy Drive
Plano, Texas 75024

Mr. Ellison,

Greetings from Decorah, Iowa, a small town in Northeast Iowa that has been blessed to have JC Penney as a partner in our community for 95 years. Let me be amongst the first to thank you for your commitment to keeping this unique store as a part of your footprint for nearly a century.

We regret to hear of plans to close the Decorah, Iowa store. While I respect that making the decision to close any number of stores must be a difficult one, I would encourage you to reconsider your commitment to Decorah, Iowa. This store has achieved great things for your brand. Recent awards or recognitions include:

Founders Award, 2015
Top Profit in Region, 2015
Top store in company for Active Wars, 2015
Penney's Day Battle Regions 3 Winner, 2016
Father's Day Battle Region 3 Winner, 2016
Greet Squad, 2016

James Cash Penney said, "A merchant who approaches business with the idea of serving the public well has nothing to fear from the competition." Mr. Ellison, your Decorah, Iowa JC Penney store serves its public well. If you have not had the pleasure of visiting, we would welcome you. We would be honored to introduce you to our community and show you a store you should be proud of. I believe you will find a store with some of the best customer service within your company. Employees with passion for JC Penney, for their teammates, the customers, and a passion for this place. Your Decorah, Iowa team is active in the community and represents JC Penney with pride.

We know the face of retail and small towns is changing rapidly. You have an opportunity in Decorah, Iowa to build on a 95 year tradition. You have the ability to be a part of what will soon be a nationally registered historic downtown district. JC Penney has the power to keep our downtown and local retail community thriving.

More important than any mall anchor, your downtown Decorah, Iowa store has a connection to this community. I would suggest this connection is stronger than your corporate team realizes. JC Penney has the power to keep our downtown and local retail community thriving, as well as maintain a source of profit for your business. Continue your successful history here and be proud that you are a part of a rural downtown community.

Sincerely,