



Board Meeting Minutes

April 13, 2020

Call to order: Zoom meeting ID 218 770 385 started at 4pm. This meeting was compressed to allow for an annual planning meeting starting at 5:15pm.

Members Present: Jeanie Smith, Larry Anderson, Marty Rathje, Gloria Gray, Harry Swanson, Terry Swanson, Rachel McGrew, Mike Smith, Diane Munns

Consent items:

- a. February 10, 2020 board minutes were circulated in advance and approved.
- b. The March 31, 2020 Financial Report and April 12, 2020 memo from Larry Anderson were circulated in advance. Donations from the fall 2019 newsletter have tapered down but general donations were strong, with slightly over \$4,000 raised. We received two grants both from the Chrysalis Foundation totaling \$8000. Despite the corona virus turmoil, we finished March with a modest surplus totaling \$281.67. Both reports were approved.
- c. A reopening team is defining interim guidelines to help us safely resume client services, materials receipt, pickups, and warehouse support. We expect a series of stages will occur and we need to be able to operate through each stage of the pandemic. Our goal is to describe new practices to share with our client agencies, workers, and donors.

Reports:

- a. Executive Committee:

Replacement(s) for Judy Bloom

Three people volunteered to take on the role of CFI-DVS client coordinator. Marty and Terry defined the client coordinator functions and discussed the job details with Laura Sands, Peg Smith, and Susan Seitz.

Bob Culbertson volunteered to be Warehouse manager and also would accept a position on the board. So we felt good about covering Judy's responsibilities and took a straw poll on Bob as a board member.

All agreed he is an excellent choice.

Grants update:

Jeanie did not have feedback on her February grant filings

IKEA dressers

We will not return any Kullen dresser kits to IKEA and instead will build the kits on hand. We will not order that style again from IKEA and will look for another source for children dresser kits.

Good 360

Christ Apostolic Temple (CAT) offered FreeStore a chance to partner with them in receiving donated goods from the CAT Good360 corporate community program. This collaborative agreement will allow FreeStore access to household goods, including bedding, furniture, flatware and accessories. We appreciate their offer and accepted if it does not create too many issues for us.

Warehouse update:

Larry visited Cube Smart Self Storage and said their facilities offer us a good opportunity to get out of the Delaware Avenue warehouse. We voted to authorize Larry to sign a contract to rent two of their units with occupancy in late April.

Annual meeting:

We will have a virtual annual meeting on May 11 using Zoom. We will postpone volunteer recognition depending on the state of the world until later this year. A copy of the meeting agenda is attached to this report.

b. Strategic Planning:

Website Development.

Deferred

Succession Planning.

Deferred

Review Funding Model.

Deferred

Volunteer Recruiting and Management.

Deferred

c. Spring newsletter update and timing.

The newsletter design is finished and will be mailed in April.

d. Fill the Mayflower.

This event is cancelled for 2020.

e. Handling of DV and non-DV client

Susan Seitz will schedule all requests from CFI-DVS. Laura Sands and Peg Smith will take all other DV requests from CIAC, ACCESS, Monsoon, Luna, Nisaa, and Ottumwa. Marty will schedule Saturday delivery teams. DV and Non DV client forms will have the same items and we will not have “set aside” for DV only on the warehouse floor.

Decision Items:a. Board Nominee

Marty nominated Bob Culbertson to the board and the board voted unanimously to confirm him. We're still looking for a board member with marketing skills.

Discussion items:a. FreeStore Financial Policies

Larry and Gloria discussed the idea to create a board policy because the board has fiduciary responsibility. Some board members questioned Gloria's first draft as too broad for our size corporation. A committee of Marty, Gloria, Larry, Rachel, and Chris will write a policy.

b. Process for reopening

Since the March 17 shutdown we have made exceptions for 1) CFI-DVS to pick up a small load for a shelter client and 2) special pickups at a LUNA storage unit and at St. Francis in West Des Moines. But we need procedures in place to reopen. Mike has written a Reopening Guide for our clients, donors, and workers to assure we follow safe practices during the pandemic. This guide will be shared to the public.

Deferred Discussion Items

- a. Future Technology and web developments
- b. Truck replacement
- c. Lawyer review of contracts

Annual planning meeting: Brooke Findley and Terry Hernandez from Chrysalis facilitated an annual planning review. Brooke will provide a separate set of minutes

Adjourn:

Next board meeting: May 11, 2020

Respectfully submitted,



Harry Swanson, Board Secretary

Attach: March 31, 2020 financial report and memo, Agenda for May 11 Annual Meeting



FreeStore Board Meeting Agenda
April 13, 2020
4:00 – 7:00 PM
Zoom Meeting ID: 218 770 385

1. Call to order
2. Consent items:
 - a. Minutes from February 10, 2020 – Motion and vote needed
 - b. Treasurer's report – (Will be sent)
 - c. Team for establishing a reopening process
3. Reports
 - a. Executive Committee –
 - i. Replacement(s) for Judy - Marty
 - ii. Grants update – Jeanie
 - iii. IKEA dressers - Marty
 - iv. Good360 - Marty
 - v. Warehouse update – Larry
 - vi. Annual meeting on May 11 but volunteer recognition postponed
 - b. Strategic Planning reports – defer to planning meeting
 - i. Website development – Marty
 - ii. Succession planning - Marty
 - iii. Review funding model - Jeanie
 - iv. Volunteer recruiting and management - Diane
 - c. Spring Newsletter update and timing - Diane
 - d. Fill The Mayflower – Rachel and Chris
 - e. Handling of DV and non-DV clients - Terry
4. Decision items:
 - a. Board nominee – Bob Culbertson
5. Discussion items:
 - a. FreeStore financial policies - Gloria
 - b. Process for reopening - Mike
6. Deferred discussion items
 - a. Future technology and web developments
 - b. Truck replacement
 - c. Lawyer review of contracts
 - d.
7. Annual planning meeting – Brooke Findlay



Financial Report

As of March 31, 2020



FreeStore, Inc.
2020 Budget Report
 As of March 31, 2020

<u>Description</u>	<u>2020 Budget</u>	<u>Actual Amounts</u>	
		<u>Year 2020</u>	<u>Jan 1 - Mar 31</u>
<u>Revenue</u>			
<i>Use of Cash on Hand</i>	\$17,349.00	\$0.00	\$0.00
<i>Fund Raising Activities</i>			
2019 Fall Newsletter	8,000.00	460.00	460.00
2020 Summer Newsletter	10,000.00	0.00	0.00
2020 Fall Newsletter	13,000.00	0.00	0.00
Third Fund Raising Activity and/or Grants	27,200.00	0.00	0.00
Birdies for Charity (10% bonus is added in August)	9,000.00	0.00	0.00
<i>Memorial and "In Honor of" Donations</i>	500.00	90.00	90.00
<i>Fill the Mayflower Event</i>			
Cash Donations	0.00	0.00	0.00
<i>General Donations (Excludes Fill the Mayflower, Amazon Smile & Benevity)</i>	14,000.00	3,340.70	3,340.70
Dressers for Kids Donations (Buy dressers only when funded)	6,000.00		780.00
<i>Grants</i>			
BWA FoundBWA Foundation	0.00	0.00	0.00
Chrysalis Foundation	7,500.00	7,500.00	7,500.00
Chrysalis Community Partner Emergency Fund	500.00	500.00	500.00
Polk County Community Betterment	0.00	0.00	0.00
Prairie Meadows Foundation	5,000.00	0.00	0.00
Domestic Abuse Coordinating Council	0.00	0.00	0.00
United Way of Story County	1,000.00	0.00	0.00
West Des Moines Churches Outreach Group	1,000.00	0.00	0.00
United Way of Central Iowa	0.00	0.00	0.00
The Sammons Group	0.00	0.00	0.00
<i>Other Sources of Revenue</i>			
Services to Outside Agencies Clients	9,000.00	2,970.00	2,970.00
Polk County Family Enrichment Services Clients	3,000.00	225.00	225.00
Sale of FreeStore Clothing	250.00	30.00	30.00
Amazon Smile Foundation	100.00	20.86	20.86
Benevity	1,000.00	0.00	0.00
Interest on Checking Account	135.00	13.25	13.25
Return on Investments (Stays in CFGDM Account. See page 4)	0.00	0.00	0.00
Miscellaneous	<u>200.00</u>	<u>0.00</u>	<u>0.00</u>
Total - Revenue	\$133,734.00	\$15,929.81	\$15,929.81



FreeStore, Inc.
2020 Budget Report
 As of March 31, 2020

<u>Description</u>	2020	<u>Actual Amounts</u>	
	<u>Budget</u>	<u>Year 2020</u>	<u>Jan 1 - Mar 31</u>
<u>Operating Expenses, Investments and Capital Expenditures</u>			
<u>Operating Expenses for Client Services</u>			
<i>Warehouse Operation and Maintenance</i>			
Operation			
Utilities (Electricity, Gas, Water, Sewer, Storm Drainage)	\$5,000.00	\$1,487.25	\$1,487.25
Telephone	1,200.00	288.63	288.63
Waste Disposal	2,100.00	488.60	488.60
Pest Control (Monthly)	1,200.00	160.50	160.50
Bed Bug Inspections (Quarterly)	700.00	0.00	0.00
Cleaning - Eleventh Street Warehouse (Monthly)	2,700.00	675.00	675.00
Cleaning - Delaware Avenue Warehouse (Odd Numbered Months)	1,200.00		
Warehouse Operation	900.00	43.65	0.00
Miscellaneous	100.00	0.00	0.00
Rent			
Eleventh Street (Mark Clark)(\$1,141.25 per month, plus snow removal share)	14,000.00	3,423.75	3,423.75
Delaware Avenue (Iles & McKinney, Inc.)\$1,200 per month, most months)	14,400.00	3,600.00	3,600.00
CubeSmart Self Storage (CubeSmart, Inc.)	0.00	0.00	0.00
Maintenance	400.00	0.00	0.00
Shop Supplies and Tools	500.00	230.13	230.13
<i>Purchase, Pick Up and Deliver Household Items</i>			
<i>Two FreeStore Trucks - Operation and Maintenance</i>			
Operation			
Fuel (2018 and 2019: 1,000 gal.; 2020: at \$3.25 per gal.)	3,250.00	824.99	824.99
Licenses and Fees	100.00	87.00	87.00
Insurance	2,300.00	0.00	0.00
Maintenance	2,800.00	346.19	346.19
Rental Trucks - Rental and Fuel			
Rental	200.00	0.00	0.00
Fuel	50.00	0.00	0.00
Dressers			
Kids (2020: IKEA 100 at \$60) (Buy when funded; FS pays shipping)	6,000.00	0.00	0.00
Tool Kits (No purchases needed in 2020)+A87:A101	0.00	0.00	0.00
Adults (Iowa Prison Industries) (No purchases in 2020)	0.00	0.00	0.00
Shipping & Miscellaneous	600.00	0.00	0.00
<i>Purchase Items for Clients</i>			
Bed Frames (2018 & 2019, 90; 2020, 100 at \$40)	4,000.00	0.00	0.00
Children's Bunk Beds (Complete) (2020, 10 at \$200)	2,000.00	0.00	0.00
Cribs (Complete) (17 at approx. \$82)	1,394.00	0.00	0.00
Bedding (Sheets and Pillows)	500.00	0.00	0.00
Mattresses, Box Springs and Bed Boards	1,500.00	0.00	0.00
Mattress Covers (300 at \$5)	1,500.00	692.47	692.47
Small Microwaves (200 at \$40)	8,000.00	0.00	0.00
Kitchen Items (Crock pots, cutlery, utensils, etc.)	1,000.00	137.06	137.06
Small Kitchen Appliances (Toasters, etc.)	1,000.00	39.52	39.52
Vacuum Cleaners (2018, 50; 2019, 70; 2020, 70 at \$50)	3,500.00	299.76	299.76
Clean Start (Cleaning Supplies Baskets) (200 at \$26)	5,200.00	957.56	957.56
Other Items	500.00	112.95	112.95
<i>Business Insurance</i>			
Property and Casualty	<u>3,400.00</u>	<u>0.00</u>	<u>0.00</u>
Total - Operating Expenses for Client Services	\$93,194.00	\$14,295.01	\$14,295.01



FreeStore, Inc.
2020 Budget Report
 As of March 31, 2020

<u>Description</u>	2020	<u>Actual Amounts</u>	
	<u>Budget</u>	<u>Year 2020</u>	<u>Jan 1 - Mar 31</u>
<u>Operating Expenses, Investments and Capital Expenditures</u>			
<u>Other Operating Expenses</u>			
<i>Fund Raising</i>			
Fill the Mayflower Event	\$700.00	\$0.00	0.00
2020 Summer Newsletter	2,200.00	0.00	0.00
2020 Fall Newsletter	2,200.00	0.00	0.00
Fund Raising Consulting Services	1,000.00	0.00	0.00
Miscellaneous	100.00	0.00	0.00
<i>Office Operation</i>			
Office Supplies	700.00	27.77	27.77
Publications	100.00	0.00	0.00
Bulk Mail Permit Fee	240.00	0.00	0.00
Postage	380.00	55.00	55.00
Printing and Advertising	300.00	979.11	979.11
Clerical Support (St. Timothy's Episcopal Church, WDM)	600.00	0.00	0.00
Technology Maintenance and Upgrading	1,000.00	0.00	0.00
Website Development	1,920.00	0.00	0.00
<i>Business Insurance</i>			
<i>Property and Casualty</i>			
Management Liability	900.00	0.00	0.00
<i>Miscellaneous</i>			
Purchase of FreeStore Clothing	250.00	0.00	0.00
Board of Directors' Expense	750.00	127.40	127.40
Volunteer Recognition and Thanks	0.00	81.36	81.36
Refunds and Miscellaneous Costs	0.00	82.49	82.49
Total - Other Operating Expenses	\$13,340.00	\$1,353.13	\$1,353.13
Total - Operating Expenses	\$106,534.00	\$15,648.14	\$15,648.14
<u>Capital Expenditures</u>			
Replacement Truck	\$27,200.00	0.00	0.00
Total - Capital Expenditures	\$27,200.00	\$0.00	\$0.00
Total Operating Expenses and Capital Expenditures	\$133,734.00	\$15,648.14	\$15,648.14
Results for the Year/This Period	\$0.00	\$281.67	\$281.67
Per Cent of Operating Expenses Used for Client Benefit:	87.48%	91.35%	91.35%

Investment and Other Financial Information

As of March 31, 2020

Investments

Certificates of Deposit

None

FreeStore Charitable Fund

Community Foundation of Greater Des Moines (CFGDM) (Long-Term Growth Portfolio)

\$258,955.92	Fund Balance - January 1, 2020	(Total FreeStore Investment: \$165,000.00)
0.00	Plus Contributions	(\$10,000 "bonus" from CFGDM is included in Fund Balances)
0.00	Plus Earnings Allocated to Fund	(credited quarterly)
0.00	Less Administrative Fees	(charged quarterly)
0.00	Plus Other Activity	
(35,337.82)	Plus Change in Investment Value	Change = -13.65%
\$223,618.10	Equals Fund Balance - March 31, 2019	(End Balance - Begin Bal.) / Begin Bal.
\$12,947.80	Withdrawable ("spendable") Cash - March 31, 2019 :	5.79%

Statistical Information (dollar amounts are included in the Budget Report)

		<u>Cumulative</u>	<u>2020</u>
Services Provided to Clients of Other Agencies		1,106 Clients	43 Clients
Services began in July, 2007	Billed	\$76,497.50	\$2,970.00
121 Agencies Served to date	Paid	76,572.50	2,970.00
	Refunded		0.00
Services Provided to Clients of Polk County Family Enrichment Center		202 Clients	3 Clients
Services began in May, 2013	Billed	\$15,480.00	\$225.00
	Paid	15,480.00	225.00
FreeStore Clothing Sales (Cumulative Account Balance and Current Year Sales)		\$5,070.38	\$30.00

	<u>2019</u>	<u>2020</u>
Grant Funds Received In:	\$28,810.00	\$8,000.00
General Donations Received In: (Excludes Memorial & "In Honor of" donations)	\$15,527.58	\$3,340.70
Number of Donations Received In:	110	26
Dressers Funded at \$60.00 each in 2020:	13	\$780.00

Birdies for Charity (Sammons bonus: 2018: 10% / 100% of donations; 2019: 10% / 100%)	\$9,050.90	\$0.00
(Transfers to/from Birdies in 2020 is uncertain. The Tournament is scheduled for early September)		

Statistical Information (continued) (dollar amounts are included in the Budget Report)

	2019	2020
Fill the Mayflower		
Cash Donations Received In:	\$0.00	\$0.00
Number of Cash Donations Received In:	0	0
Summer Newsletters (excludes Birdies for Charity, Memorial & "In Honor of" donations)		
Donations Received In:	\$9,927.00	\$0.00
Number of Donations Received In:	64	0
Memorial and "In Honor of" Donations		
Donations Received In:	\$1,247.00	\$90.00
Number of Donations Received In:	13	3
Miscellaneous Revenue (Gift cards, Benevity & Amazon Smile Foundation)	\$2,493.58	\$20.86
Fall Newsletters (Excludes Memorial & "In Honor of" donations)		
2018	2019	
Donations Received In:	\$8,560.00	
Number of Donations Received In:	23	
2019		2020
Donations Received In:	\$12,217.50	\$460.00
Number of Donations Received In:	114	8
2020		
Donations Received In:		\$0.00
Number of Donations Received In:		0
Interest on Checking Account(s):	\$206.65	\$13.25
	2019	2020
Totals of all Donations	\$47,479.08	\$4,670.70

Revenue Sources			
Sources	2019 (Full Year)	2020 (Year to Date)	
	Amounts	Per Cent	Amounts
Donations (except Birdies for Charity)	\$47,479.08	29.32	\$4,670.70
Grant Funds	28,810.00	50.22	8,000.00
Birdies for Charity	9,050.90	0.00	0.00
Services to Clients of Other Agencies	11,510.00	18.64	2,970.00
Polk County Family Enrichment Center	2,520.00	1.41	225.00
Miscellaneous Revenue	2,493.58	0.13	20.86
Sale of FreeStore Clothing	294.15	0.19	30.00
Interest on Checking Account	206.65	0.08	13.25
Cash on Hand	0.00	0.00	0.00
Totals	\$102,364.36	100.00	\$15,929.81

Operating Expense Funds Used for Client Benefit:	87.72%	91.35%
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Check Register

As of March 31, 2020

Bankers
Trust

<u>Check</u>	<u>Date Written</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
2870	January 7, 2020	Vonnie Salem (Reimb.)	Thank You Note Postage	\$55.00
2871	January 7, 2020	Aspen Waste Systems, Inc.	Waste Disposal Services - January Billing	156.26
2872	January 9, 2019	BankCard Center	Operating Supplies	11.51
2873		VOID		
2874	January 20, 2020	MacDonald Letter Service	375 Brochures	401.25
2875	January 20, 2020	WEX Bank	Truck Fuel	233.59
BC	January 21, 2020	Bankers Trust Co.	Net Analysis Fee	7.49
2876	January 27, 2020	CenturyLink	Telephone Service	96.21
2877	January 27, 2020	Des Moines Water Works	Water, Sanitary Sewer, Storm Sewer Service	104.08
2878	January 27, 2020	Mark Clark	Eleventh Street Warehouse Rent - February	1,141.25
2879	January 27, 2020	Iles & McKinney, Inc.	Delaware Avenue Warehouse Rent - February	1,200.00
2880	January 31, 2020	Genaro Mata	Clean Both Warehouses - January	425.00
2881	February 3, 2020	MidAmerican Energy Co.	Eleventh Street Warehouse Electricity and Gas	432.97
2882	February 3, 2020	Springer Professional Home Services	Pest Control - January	80.25
2883	February 3, 2020	Martin Rathje (Reimb.)	Waste Disposal	20.00
2884	February 4, 2020	Sam's Club	Membership Renewal	45.00
2885	February 10, 2020	Aspen Waste Systems, Inc.	Waste Disposal Services - February Billing	156.08
2886	February 10, 2020	BankCard Center	Operating Supplies	799.09
2887	February 10, 2020	Sam's Club	Membership Renewal	30.00
2888	February 25, 2020	MidAmerican Energy Co.	Eleventh Street Warehouse Electricity and Gas	419.25
2889	February 25, 2020	CenturyLink	Telephone Service	96.21
2890	February 25, 2020	Des Moines Water Works	Water, Sanitary Sewer, Storm Sewer Service	113.81
2891	February 25, 2020	WEX Bank	Truck Fuel	345.01
2892	February 25, 2020	Mark Clark	Eleventh Street Warehouse Rent - March	1,141.25
2893	February 25, 2020	Iles & McKinney, Inc.	Delaware Avenue Warehouse Rent - March	1,200.00
2894	February 29, 2020	Genaro Mata	Eleventh Street Warehouse Cleaning - February	225.00
2895	March 2, 2020	American Textile Co.	18 Twin & 144 Full Size Mattress Covers	594.90
2896	March 4, 2020	Martin Rathje (Reimb.)	Lunch for Mover Volunteers	81.36
2897	March 4, 2020	FedEx	Shipping - Mattress Covers (Chk 2895)	97.57
2898	March 4, 2020	Children & Families of Iowa	Refund (double payment)	75.00
2899	March 4, 2020	Bill Brentano (Reimb.)	Client Items	279.42
2900	March 4, 2020	Springer Professional Home Services	Pest Control - February	80.25
2901	March 6, 2020	BankCard Center	Operating Supplies	1,156.97
2902	March 6, 2020	Treasurer, Polk County, Iowa	Truck Licenses	87.00
2903	March 14, 2020	MacDonald Letter Service	1,500 Brochures	577.86
2904	March 14, 2020	Aspen Waste Systems, Inc.	Waste Disposal Services - March Billing	156.26
2905	March 23, 2020	WEX Bank	Truck Fuel	246.39
2906		VOID		
2907	March 27, 2020	Des Moines Water Works	Water, Sanitary Sewer, Storm Sewer Service	104.08
2908		Aspen Waste Systems, Inc.	Waste Disposal Services - March and April Billings	313.06
2909	March 27, 2020	Mark Clark	Eleventh Street Warehouse Rent - April	1,141.25
2910	March 27, 2020	Iles & McKinney, Inc.	Delaware Avenue Warehouse Rent - April	1,200.00
2911	March 31, 2020	Genaro Mata	Clean Both Warehouses - March	425.00
2912	March 31, 2020	CenturyLink	Telephone Service	96.21
Total Checks Written (January 1 - March 31, 2020)				\$15,648.14

Comparison of Checking and Investment Account Balances	
As of 12/31/2019	As of March 31, 2020
	<u>Location of Funds:</u>
\$432.32	MetaBank Checking Account (Checkbook Balance Reconciled to Bank) (Account is Closed) \$0.00
67,333.76	Bankers Trust Company Checking Account (Checkbook Balance Reconciled to Bank) 68,047.85
258,955.92	Community Foundation of Greater Des Moines (FreeStore Charitable Fund) 223,618.10
\$326,722.00	\$291,665.95
Difference, December 31, 2019 - March 31, 2020: (\$35,056.05)	The principal amount of funds held in the Community Foundation of Greater Des Moines is subject to market fluctuations. The original contribution of \$100,000 was made by The FreeStore on December 11, 2012. Additional contributions of \$50,000 on May 7, 2013 and \$15,000 on November 7, 2017 have also been made by The FreeStore. The Foundation added a \$10,000 "bonus" in August, 2013, on which The FreeStore receives investment income. The \$10,000 bonus cannot be withdrawn by The FreeStore.
FreeStore Memorial Fund	
Fund Balance on March 31, 2020: \$10,732.01	
(Memorial and "In Honor of" donations totaling \$90.00 have been received during 2020)	

Common Understandings

August 1, 2018

Areas of common understanding regarding the future of the FreeStore

- Our primary mission will be domestic abuse victims and those suffering from some trauma including domestic violence, natural disaster, victims of criminal assault, etc.. All clients will be serviced via referral from partner agencies.
- We will continue to be 100% volunteer but will evaluate this as we continue to review our mission and the status of our volunteer organization
- We need to expand our financial support to include ongoing support from one or two businesses.
- We need new, younger volunteers.
- Ideally we would own a facility that is large enough to meet all of our current and future needs.
- Harry and Terry won't be active at the FreeStore forever and a thoughtful succession plan is needed.
- We don't want to expand our mission beyond the Des Moines area.

2019 - 2020 FreeStore Board Goals

Category	Priority Number	Person accountable	Item	Progress
Assets	1	Pat McDermott	Web-site development • Finish new FreeStore website. • Incorporate into overall technology plan ○ Review of processes ○ Social media	Website due for completion on May 1.
		Ongoing operations	Dressers For Kids • Develop ways to replace dressers donated by United Way	Excellent response until dressers were recalled. Evaluating.
		Ongoing operations	Replace/Repair trucks • Decide to either replace one or more existing trucks and repair to good working order one or both trucks • Clean and finish box beds	• Decision to replace '04 but waiting for funding • '06 box bed refinished.
		Operations	Warehouse plan (Build/Buy/Rent) • Explore with existing landlord their plans for site, if any. • Resurface parking lot (Split Cost?)	• Main warehouse secured to 2030 • Discussion but no action on parking lot.
		Defer	Inventory management • Find ways to better match donations to warehouse space and client flow. • Establish guidelines on how to deal with excess inventory.	• Manage inventory through expansion of client agencies
		Defer	Procedures for access to building and trucks • Determine who has keys and access • Determine who should have keys and access	• List of drivers • Truck calendar developed • Driving test
Financial Stability		Part of succession planning	Review of financial procedures • Conduct informal audit	• Financial procedures developed
	3	Jeanie Smith	Review funding model and identify new approaches • Corporate sponsor? • Additional grantors? • Ways to encourage donors of goods to also give money • Replacement for charges to agencies	• In process
		Defer	Follow-up on driver (truck) training and requirements • Required training? •	• Done

2019 - 2020 FreeStore Board Goals

Category	Priority Number	Action by me to accomplish	Item	
Operations		Part of succession planning	Identify and communicate responsible persons (Fix or replace committee structure)	In process
	4	Dianne Munns Marty Rathje (Part of succession planning)	Better volunteer management - Emergency contacts identified - Volunteer coordinator position? - Background checks - Service Enterprise certification from Volunteer Iowa?	Little activity
		Ongoing Operations	Set and communicate volunteer-client boundaries and set interaction guidelines	Review of interactions. Allow transport of clients if at least one member of opposite gender present
	2	Marty Rathje	Succession planning	
		Defer	Evaluate need for paid staff	Deferred
		Defer	Construct a marketing/communication plan - Identify audiences - Develop plan for each audience - Develop appropriate technologies if needed	
		Defer	Volunteer record keeping - Communicate importance of accurate records - Identify responsible person (succession planning) - Technology option?	
		Ongoing operations	Process for recording incidents at warehouse, pick-ups or deliveries	Not done
Strategic Growth		Defer	Expand our client base - Are there ways to better serve existing clients? - Are there needy individuals/families in the metro we could assist? - Is there a way to expand to a larger central iowa geographical area? ie. Dallas county? Story county?	- Done as part of addressing abundance of goods - Expanded delivery to DV clients

FreeStore Strategic Plan

May 2020

4 Strategic Goal Areas

- Assets
- Financial Stability
- Operational Excellence
- Strategic Growth

Year One: May, 2018 to April, 2019	
Plan	Progress as of April 1, 2020
Assets	
Technology Plan – a general recognition that tech upgrades are needed to gain efficiencies, attract and manage volunteers and better engage our donors, current volunteers and clients. Particular emphasis on storage of documents in a secure, readily available place and a more robust website.	- Access database built and in use. - Cloud structure in place and many documents stored in SharePoint. Limited use at this point. - Website initial phase scheduled for completion May 1, 2020
- Procurement Management - What warehouse needs will we have in the short and long term. - How can we flatten out peaks and valleys of inventory? - What do we buy when donated items are not available? Buy from savings or from writing grants? - Transportation Study and Planning – When do we purchase replacement trucks.	- Warehouse change expected May 1, 2020 - Controlled via opening and closing deliveries to clients - Using grants when possible but are also using savings for critical items. - Approved purchase subject to availability of grant monies
Financial Stability	
- Liability concerns? See compliance bullet below. - What is our ideal cash reserve? - What is our strategic plan for our savings?	- Compliance committee formed
Operational Excellence	
Roles and Responsibilities – Emphasis on succession planning, establishing lines of responsibility and accountability. Need for better and broader communication. Establish an Executive Committee and other governing bodies (committees) as appropriate. Committee charge would be to be accountable for 1) coordination of activities, 2) Communication to all “need to know” parties, 3) Succession planning and 4) Raising of issues to the executive committee and board as appropriate.	- Executive committee formed and functioning - Communication about strategic planning effort sent to all FreeStore volunteers - New website should facilitate better communication - Wider use of volunteer wide communications - Use of Zoom enables more responsive coordination

• Policies and Procedures (compliance) – Identify areas of concern, decide appropriate practices and communicate appropriately.	• Compliance committee formed. • Operations Manual in place.
• Review mission and client interface	• November board meeting? • Mission statement revised.
Strategic Growth	
• (None this year)	• May see growth as part of mission review • Expanded agencies served.

Year 2 May 2019 – April 2020	
Plan	Progress as of April 1, 2020
Assets	
• Facility: Delaware (early Year 2) Evaluate alternatives • Facility: Main (Late Year 2) Begin negotiations on new lease or other options.	• Warehouse change expected May 1. • Conversations held with Mark Clark with assurances (not legal promises) thought 2030
Financial Stability	
• Fund Development Plan ○ Operating Reserve – Determine appropriate amount ○ Endowment – Review and determine if appropriate for us • Financial Standards and Practices - Review and document	• Not addressed • Under reviewed by a team led by Gloria Gray for review at August board meeting.
Operational Excellence	
• Diversity of Board and Volunteers	• Discussed but not addressed
Strategic Growth	• Due to abundance of material, expanded agencies served
• (None this year)	

Year 3 May 2020 – April 2021

Assets

- Transportation
 - Truck Purchase

Financial Stability

- Paid staff – consider if needed
- Operational Excellence(None this year)

Strategic Growth

- Long term plan