

Fort Wayne Rescue Mission Ministries

Finance Committee Meeting Minutes

February 1, 2018

Committee Members Present: Pastor Donovan Coley, Jeff Musick, Jim Swift, Tim Kuhnen, Jeff Ostermann, Ben Langel, Sam Hardy, Sam Schenkel
Committee Members Absent: Rudy Mahara,

Guests: David Bannach – New Head of Treasure House

The meeting was called to order at 4:07PM. Meeting was opened with an opening prayer from Donovan and then the entire committee read the Mission Statement and Vision Statement. Jeff Musick then introduced David Bannach who was recently hired to run Treasure House. David is a pastor out of Michigan and was looking to relocate and also has significant experience running and operating a thrift store. David discussed that he is looking to do two main things to start; 1) Building the team and 2) Increase production. For building the team, they are down 1 employee, but that is already up from being down 4 employees when he started. He is looking to hire an assistant manager for the sales floor and he has also aligned their open/close schedule with that of the mission. For increasing production, he is focusing on turning the items on the floor. Last month, they added 33,000 pieces out to the floor and has established a 4 week rotation with the final week of the item being at 50% off. They are increasing their recycling efforts and have created a higher focus on the “round up for donation” programs at the register that allows the customer to round their total to the nearest dollar for a donation. They are also focusing more on social media to drive foot traffic and re-establishing the Donations that Do cooperation with local churches.

Donovan then presented his 4 WIG’s that came from the breakout sessions at the Board Retreat. Those are:

- 1) By October 31, 2018, we will increase resident retention through the beginning of Phase 3 to baseline percentage plus 25%.
 - Residents have a 75% success rate if they make it through Phase 2
- 2) By October 31, 2018, to have a 95% retention rate with their full-time staff
 - Applied to be one of the Best Places to Work in Indiana. We had 67% response rate from the employees compared to an average response rate of 40%
- 3) By October 31, 2018, engage 600 major donors with 25% identifying TRM as one of their top 3 charities.

- We have over 1800 donors that have given to TRM for at least 15 years in a row.
- 4) By September 30, 2018, we would have raised 80% of the funding for the Capital Campaign

We discussed the financial update on the performance of TRM through the fiscal YTD. Although TRM is profitable, that is because of additional support from the Foundation. The finance committee urged Donovan and Jeff to be very focused on “righting the ship” and making sure that the capital campaign is not cannibalizing the operations. Ostermann suggested that for the next finance committee meeting for Donovan and Jeff to come with a plan for how the remainder of the fiscal year is going to look. Donovan committed to significant oversight and management on expenses given that revenues are currently down.

Jim Swift discussed the new market tax credits. We have not heard yet on the credits, but we discussed the possibility of bringing in additional expertise on getting tax credits above and beyond the ones from Fort Wayne. Donovan also discussed the progress on the capital campaign and he believes that we should be able to hit \$20MM while still in the quiet phase with the assistance of the new market tax credits. We are still hoping for an additional \$3MM from the public phase as well. Sam Schenkel discussed the need to get formal bids on the building project so we can start nailing down firm numbers to be targeting.

Jim Swift closed the meeting in prayer and the meeting was adjourned at 5:50pm.

Respectfully Submitted

Tim Kuhnen
Treasurer