

Board Retreat
October 19th, 2013

Day 1:

Members in attendance: Quinn, Sundari, Kyle, Xavier, Andrew, PD, Rhonda

History of BFR through parties

December 2011 -12,000 lb party 60 volunteers

February 2012 - 250,000lb party 90 shifts/week

Annual reports - we serve ~5,000 people but there are ~15,000 people under the poverty line in Boulder County, signaling that BFR has room for sensible expansion and growth

Obstacles to future growth in Boulder operations

Corporate Roadblocks with Safeway and King Soopers

Natural Grocers seem to have more store autonomy to make decisions to partner with BFR

These "roadblock stores" seem to have a more decisive corporate ladder

Are we lacking Scale?

CFS is able to take more food and shoulder the liability of doing so

We need to bridge a communication gap with our recipient organizations before bringing on more food capacity from new stores

Room for Expansion:

Should we be concentrating on recipients, or should we be concentrating getting more sources of food for distribution? Do we assume that the recipients can absorb the incoming food? Third Question: Do we have the systems in place to get volunteers where they need to be?

We need to examine our relationships with grocery store managers.

There seems to be a general mistrust of our volunteers. Problems of consistency and safety.

Bettering our relationships with store managers will increase our poundage moved as quickly as bringing on more stores

Proposal: have quarterly or biannual meetings with store managers to check in.

Proposal: Lengthen the amount of time we spend training our volunteers. Reexamine those programs.

What do we ask from the stores in order to better consistency?

What happens to those volunteers that are missing shifts? Phone calls?

What do we need to accomplish with our own (board) structure in order to better our relationships with stores?

Can we go to stores around mid-November (after the volunteer survey) and work out a system for the stores, then troubleshoot the issues that they've been having with our service

November board meeting: come up with a plan to meet with Store Managers

Prioritize building relationships with stores we now work with before expanding

Also build the groundwork with the new Trader Joes

How do we build legitimacy/ID for our volunteers?

T-shirts for volunteers to buy, ID cards, name tags?

Action Steps for the First Six Months of 2014

Put in real systems in the Donors, Better our training for volunteers, and maybe try to rope in Trader Joes

Markers for success--how to evaluate when we move forward

Follow up survey with grocery stores: "Do you believe that our process have improved over the last

3-6 months"

Check in during March to evaluate these systems changes

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Show me the money! (Budget talk)

We've wound up spending more than we thought we would -- buying insurance, paying for group exemption, hiring Allison

We're set to have \$30,000 in the bank at the end of the year, without any more fundraising

Our income from individual donors has dropped substantially

Events funding has soared to replace it (Thanks, GRUB!)

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Board Member Decisions

We need our board together for discussion of 2014's budget

Discussion of Michael Lecesse

See: "Board Questions from Michael Lecesse" Google Doc

Vote on Michael as a new board member: Yes: 4 No: 0

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FRoCO Vs. BFR Umbrella

1. Increase the legitimacy of BFR's operations, as it's now under a state-wide organization
2. We will be able to have a greater presence in politics
3. FRoCo will take DFR and CSFR's liability off of BFR

Will BFR sacrifice our beauty as a local organization in order to expand FR programs
FRoCO could help stimulate the creation of rescues by providing "incubator support" for 2 years an coordinators on the ground

Are there many cities in CO that can actually support this style of human powered food rescue?
And can we turn down those cities without supportive infrastructure?

We can refer those people to organizations like Community Table that are doing truck based rescue

There's room to be

Will other cities across CO be able to fundraise? Will we be able to fundraise for BFR and FRoCO?

We'd be asking the same people for money. With such higher expenditures, this could be difficult.

What is the mission of FRoCO? What is the intention? Is it needed?

Will froco be able to fundraise on a national and state level?

What is the role of FRoCO?

providing startup assistance and support to new food rescues

What do new food programs need to make them sustainable and effective?

- need immediate non profit status
- need a mix of paying staff members
- need effective recruiting staff
- need a committed team in the cities
- need a campus based organization

If a community wants to do food rescue with other means of transportation does FRoCO or BFR allow this ?

What are the core components of BFR and FRoCO?

- just in time direct produce redistribution
- bikes?

Does Bike powered food rescue provide funding that other organizations can't receive?

Does BFR want to support the creation of FRoCO for a period of time?

What measurements can we use to determine its effect?

Will FRoCO be more legitimacy if DFR and BFR are up and running well?

Is there really a need for FRoCO? Are there other organizations out there that could be an umbrella for small 501(c)3s? EX: the Earth Island Institute can shelter other organizations.

How do we feel if we were to take out \$30,000 from BFR to give to FRoCO, leaving BFR with ~\$11,000

That's a big move, what if we give FRoCO \$15,000, instead?

Can we expect to get that money back? Probably. Let's conceptualize it as a loan, so we can expect that money back.

What about giving a \$10K grant to FRoCO from BFR, for FRoCO to do with what it wishes.

"skunkworks" project: Jan1-Jun1 FRoCO is an entity within BFR, then becomes its own organization on June 1st. It's accountable to BFR before its release, then has stipulations on its own existence to ensure success

Check in: how much time does the BFR board really want to spend time developing FROCO while we have our own challenges in Boulder?

Proposal: Create a framework for FROCO to exist Yes: 4 No: 0

October 20th, 2013

Day 2:

Members in attendance: Quinn, Sundari, Kyle, Xavier, Andrew, PD, Rhonda

Yes, Kyle. Tell Us About Our Finances...

(More budget talk)

2013's spending will nearly quadruple 2012's

Causes: Group exemption, hiring Allison, general liability insurance,

Removing our "expansion" or "growth" costs, our spending is exactly the same 2012 and 2013

Implies that our spending has been healthy, and we need to be critical of our "growth" expenditures

ex: are we actually growing with extra spending?

To some degree, the maturation of BFR and it's board development has rewarded us with grants from more

traditional foundations

Action: Assemble a grant schedule during the December board meeting

Trailer Sponsors - \$500/year for "This trailer is sponsored by..." OR varying sponsorship levels for various packages

It's important to maintain a stable stream of individual donations to create consistent revenue

We should build a database of our donors, and keep in better touch with those people

It could be successful to maintain those relationships and ask for money semi-frequently

We should devise a plan to raise \$12,000 in 8mins like Bridgehouse did.

Spending on Staff

If FRC is going to be looking at large goals and priorities, do we really need an ED and Volunteer Coordinator (VC)?

Yes, because we still need an ED to manage growth and relationships in Boulder

The volunteers need some serious facetime, so the VC is great for maintaining our operations

Executive Director

If Hana is going to give BFR another year, need we consider another ED for 2015?

Who's going to do this job for \$30,000/year w/o benefits?

This is a good job for someone just out of college, who's idealistic, has lots of energy, and a little experience.

What are other organizations paying their ED?

Need we create a buffer in the budget for ED's salary in order to provide for their health care? Can we create a stipend for this?

Volunteer Coordinator

What do we do with our internship program?

Cut the internship program
Have ED run the internship coordinator
Have the VC run the internship program

Quinn supports that she gives 7 hours/week being an Intern Coordinator

It'd be possible to give the Intern Coordinator duties to the VC and pay the VC for 15-20 hours/week

To find qualified VC, we're looking at paying \$12.50/hour or \$13,000/year

We need to look into an Americorps Award program, and perhaps provide a stipend for the VC

A 600hr term of service over 40 weeks (school year plus some) works out to 15 hours/week and earns a scholarship of \$1486

We should do an impact analysis for our work. If we increase our budget by 20%, we should plan on getting more than a 20% increase in impact. How can we measure and display that impact?

What's our cost per pound of food moved? How's that compare to other organizations like CFS?

Budgeting for FRC

BFR is expected to spend ~\$55,000-60,000 in 2014

We've discussed giving between \$3,000-\$15,000 to the startup of FRC **in addition** to BFR's budget

What's the timeline for FRC to become financially independent? is 6 months realistic?

Afternoon Session - Sunday

Sunday Afternoon (Boulder Public Library)

Budget Reserve - 20% to 50% of total expenditures for a year was discussed.

2013 Nov-Dec Fundraising Campaign - Goal of \$10,000 by end of the year.

- Discussion on Crowd sourcing campaign
- What is the best way to source donors..
 - discussion on past donors...how should we contact them?
- Need to utilize social media better than we have been using it in the past.
 - tactics - facebook, crowd sourcing
 - Need background work:
 - Metrics - Pounds, Marginal Cost
 - Video
- Past Donors
 - Schedule a Board Phone-a thon to select donors
- New Donors
 - Volunteer Network
 - Letter writing
 - email (news letter format)
 - Phone contact
 - Prizes / Contest
 - Matching gifts with employees
 - Presentations to organization - Churches, local organizations
 - Direct ask
- Holiday fundraising ideas

- Dates November 14 - Dec 31
 - Timeline w/o
 - 10/21
 - Volunteer meeting : brainstorming
 - Press release - Whole Foods Pearl
 - 10/28
 - Phone calls - volunteers
 - Lists
 - website changes
 -
 - 11/4
 - 11/11
 - website changes with fundraising goal - thermometer
 -
 - 11/18
 - Launch newsletter - and direct campaign for fundraising
 - Press coverage
 - Grocery Prgram
 - KGRU - Daily / Weekly
 - Letter writing campaign - 20 -25 volunteers letter writing
 - 11/24
 - Direct Appeal Emails
 - 12/2
 - 12/4 Weds & Thurs - Phone banking
 - 12/9
 - 12/14 finals start
 - 12/16
 - 12/20 finals end
 - Volunteer Outreach
 - Email addresses from 5-10 family friends
- Corporate Food Campaigns
- co working space - Jennifer from Agora
 - Bill @Miragen / Rusty
 - Sterling Rice
 - CU Engineering - Rhonda
 - BVWH - Boulder valley women's health

Meeting Concluded at 3:30 pm.

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AGENDA

1) Strategic Planning for Boulder Food Rescue: 10:00-11:50

a Introduction: (10:00-10:10)

- What do we hope to accomplish and what are our benchmarks for success? (Kyle)
- Andrew Maguire: Introduction and group norms for the retreat.(Andrew)

b. Boulder Food Rescue: Now and 2014 (10:10-10:40)

- What is our impact and growth within BFR? (Nora)
- What obstacles do we face in Boulder? (Kyle)
- What grocery stores do we want to recruit, what programs do we want to operate, and what agencies do we want to work with in 2014? (Group)

c. Boulder Food Rescue Budget: 2013-2014 (10:40-11:20)

- What are our expenditures year-to-day and what will we be January of 2014? (Kyle)
- Based on our 2014 goals, what increases in expenditures do we anticipate? (Group)
- What do we need to do as a board to accomplish those goals? (Group)
- Sign the Board Member Statement of Agreement. (Group)

d. Boulder Food Rescue: New Board Member (11:30-11:50)

- Michael Lecesse: Overview of qualifications and discussion. (Group)
- Vote on Michael Lecesse as a BFR Board Member.

2) Strategic Planning for Food Rescue of Colorado: (12:00-2:30)

a. Food Rescue of Colorado: Overview (12:00-1:00)

- What is the basic framework of FROCO? When would it take place? (Kyle)
- What will FROCO allow us to accomplish that is otherwise unattainable? (Kyle)
- What potential does FROCO possess as a statewide organization? (Kyle)
- What are the pros and cons of making this transition? (Group)
- Does this transition ensure the sustainability of BFR? (Group)

b. Food Rescue of Colorado Financial Relationship: (1:00-1:30)

- When could we expect FROCO to be financially independent? (Group)
- How much money is BFR willing to contribute to FROCO in the first 6 months? (Group)
- Does FROCO need staff immediately? (Group)

c. Decision:(1:30-2:30)

- What are the remaining questions or concerns?
- Is there anything else that we need to consider?

Vote on proposed changes.

Sunday:10:00-11:50 (Alfalfas Community Room)

Sunday: 12:00-1:30 (Lunch and hike on Boulder Creek path)

Sunday: 1:30-3:30 (Boulder Public Library)

1) Financial Planning (Sunday) 10:00-11:50

Opening: 10:00-10:10: What do we hope to accomplish by the end of the day? (Kyle)

a. 2013 Expenses (10:10-10:30)

- Overview of 2013 expenses year to date. (Kyle)
- How much money do we expect to spend in the next two and a half months? (Kyle)
- Where will we be by the January of 2014 with no fundraising? (Kyle)

b. 2013 Revenue: (10:30-10:50)

- What are our major sources of revenue this year? (Kyle)
- Why are individual contributions important to our overall fundraising strategy? (Kyle)
- Where does the largest portion of our individual donations come from? (Kyle)

c. 2014: Staff Expenses: (10:50-11:30)

- How many staff hours do we need in order to accomplish our goals in 2014? (Group)
- What is our Executive Director worth? (Group)
- How much do we expect our payroll to be in 2014 within \$5,000? (Group)

d. 2014: Other Major Expenditures: (11:30-11:50)

- Based on our 2014 goals, what spending do we anticipate for the organization? (Group)
- Within the range of \$5,000, how much do we expect to spend in 2014? (Group)

2) Lunch and Retreat: 12:00-1:30

3) Fundraising Goals of 2013 (Sunday) 1:30-3:30

a. Fundraising Goal: (1:30-1:40)

- Where do we want to be by January 1st of 2014? (Group)
- Why is that desirable? (Group)

b. Individual Donations Campaign (1:40-2:00)

- In November, what fundraising tactics will we use to accomplish our goal? (Kyle)
- What are the best tactics of individual solicitations? (Kyle)

c. Action Steps: (2:00-2:10)

- What three tactics do we want to execute in November? (Group)
- Who is taking leadership on each tactic? (Group)

d. Individual Plans: (2:10-3:10)

- What is the outline for each tactic, what is the timeline? (Group)
- What do we need to accomplish before November to implement each tactic? (Group)

4) Closing: (3:10-3:25)

- After the decisions on Saturday, the budget projections for 2014, and our fundraising campaign for 2014, what have we accomplished this weekend? (Kyle)

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