



# Friendship House Clothing Bank Board Assessment Committee Operational Analysis

August 3, 2019

# Executive Summary

The role of the Assessment Committee is to analyze each Friendship House (FH) Ministry to ensure it is fulfilling the FH Mission and Vision. As we reviewed the Friendship House Clothing Bank (FHCB), these questions were top of mind:

- Is it cost effective and does the ministry remain in line with FH's fiscal needs and goals; and
- Is it providing staff members with the best possible support, training, and development.

## Observations, Recommendations, and Next Steps

- The correlation between FHCB volunteers and \$ donors is low. Typically, we do not receive \$ donations from FHCB volunteers.
- Corporations consistently send volunteer groups throughout the year, and we recommend using FHCB to leverage those corporations and tap them as new, potential donors. (Sharon Gidumal is shifting her focus to business/corporate outreach).
- FHCB costs FH a significant \$ amount to operate (See Exhibit B). Despite the cost, the FHCB continues to pull heartstrings in our community, rendering value that far outweighs the operational costs. Here are a couple of examples.
  - Many people are introduced to the FH and its Ministries by volunteering at the FHCB. One woman enjoyed her experience so much, she began an annual \$10K general FH donation that continues today.
  - Our very own FHCB Manager, Robin Cross, became passionate about FH after first serving as a volunteer at FHCB.
- This presentation walks you through each step of the fulfillment process. Currently, the time it takes to fulfill an order is two weeks to as long as, one month. The Assessment Committee would like to find ways to improve this process in order to reduce order fulfillment down to a 2-3 day turnaround. We propose the following Next Steps:
  - The committee will spend a half day on August 21 volunteering alongside Robin, Cheryl Bryant, and the workers, to discover, suggest, and test, process improvements that will speed fulfillment. Final report at November board meeting.

**MISSION** A non-profit, faith-based corporation in service to those individuals and families experiencing or at risk of experiencing homelessness or displacement. Welcoming to all, Friendship House strives to serve as a sanctuary and a stepping stone to each person in need through the spiritual ministries of hospitality, education, empowerment, and community.

**Members:** Karen Chellquist, Brenda Dean, Gina Martinez, and ex-officio Kim Epehimer.

**VISION** Offer empowerment services to anyone experiencing homelessness or displacement in all parts of New Castle County, with dignity, love, grace, and compassion.

# Clothing Donations

How they come in

1

## Individual Drop-offs

Individuals load personal vehicles with contents of their home closets and drop at the clothing bank warehouse (or Scott's desk).

For all donation drop-offs, staff offers a paper receipt, if desired.

2

## Clothing Drive Drop-offs

Schools, Businesses, and Churches hold clothing drives and gets volunteer to drop donations at the clothing bank warehouse.

Rashita & Robin have access to volunteer scheduling calendar to coordinate van drivers.

3

## Donation Bin Pick-ups

Stationary bins reside at Journey of Newark and Elsmere Preschool; They calls FHCBC staff to request pickup (FH owns one van)

All donations are weighed (lbs.) on warehouse scale or guessed by staff

4

## St. John's Closet Pick-ups

Will call FHCBC staff for pickup of overflow inventory OR rather, will call to request additional inventory. (FH van driven by staff member or volunteer).

# Donation Management In-House

How items are sorted



All sorts are executed by staff or experienced / elite volunteers.

Most Mondays, B-grade gets sorted.

Clothes and shoes are hung on racks or folded in bins/shelving by gender, then size.

# Request Forms and Record Keeping

How orders are received and processed

**1 Request Form Received**

Request forms (Exhibit A) are **faxed, emailed, or phoned in**.  
On receipt, Request Forms are placed in the office In-Bin.

These steps may be performed by experienced volunteers.

**2 Data Entry**

Prior to data entry into NewOrg via office PC, staff member handwrites initials of requesting organization at bottom right of each form.

Receives 50-75 orders per week.

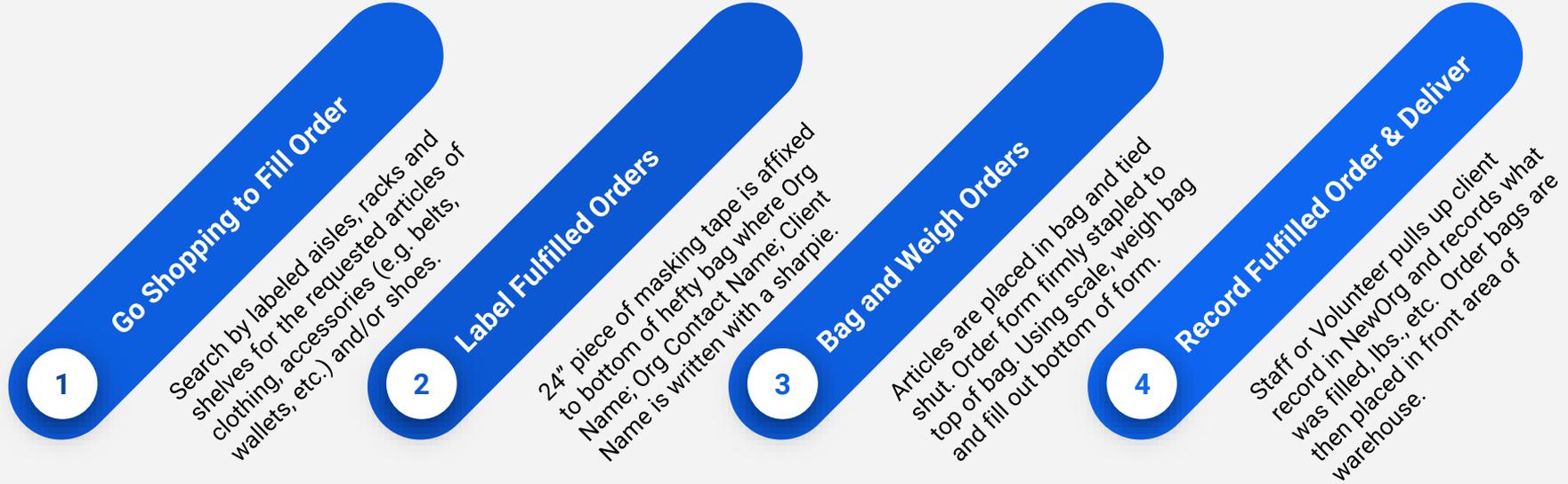
**3 Moved to Warehouse**

Staff member clips together no more than 12 Request Forms and places stack in basket/bin on warehouse floor.

Typical hours of work release women is 9am to 2pm; should be fulfilling 4 orders per hour.

# Order Fulfillment and Processing

How orders are filled



All steps are performed by staff members, and volunteers with little or no experience. Staff members train and guide volunteers thru the processes.

The goal is to fill requests in 2-3 business days; current turnaround is 14 to 30 days. Staff or Volunteer Drivers deliver Orders to organizations.

One (1) bag per client (there may be multiple clients on a Request Form); and no more than 10 pounds (lbs.) per bag.

# Additional Activities & Job Training

1

## One Season Warehouse

Only one season can be on the floor for shopping. Off season articles are stored on 2nd floor in bins and bags, sorted and labeled.

There are 900-1000 volunteers passing through the FHCB per year.

2

## Warehouse Season Swap

This is a big job for staff and experienced volunteers; requires heavy lifting via ladder to / from 2nd floor.

Cheryl Bryant is new full-time staff member (Monday-Thursday) who has primary responsibility for job training activities.

3

## On-the-Job Training

Time management, teamwork, and general skills development toward graduating to full-time employment outside FHCB.

Begin tracking orders placed by agencies, but never picked up.

4

## Job Training Activities

2-4 hours per week of one-on-one time with workers to assist with resume writing, online job searches, and job interview practice.

# EXHIBIT A

## FRIENDSHIP HOUSE CLOTHING BANK OF DELAWARE

### REQUEST FORM

Tel: 302.654.1390

Fax: 302.654.1076

Organization: Wilmington Empowerment Center

Date: 2-21-18

Staff Person: Paul Kiplog

Telephone: 302 652 8033

Client Name: Taylor R. Henry

Client's Phone: \_\_\_\_\_

DOB: \_\_\_\_\_

#### Clothing Requested

Name: Taylor Henry

Age: 56

Circle one  M  F

DOB: 6-7-1962

*collared shirts  
jeans & dress*

Shirt: large

Pants: 34x30

Skirt: \_\_\_\_\_

Dress: \_\_\_\_\_

Coat/Jacket: light

Shoes / Sneakers / Boots: \_\_\_\_\_

*walkers  
socks*

*hoddie*

Sweaters: large

Suits: \_\_\_\_\_

Blazers: \_\_\_\_\_

Underwear: 34

*belt*  
bater

Name: \_\_\_\_\_

Age: \_\_\_\_\_

Circle one  M  F

DOB: \_\_\_\_\_

Shirt: \_\_\_\_\_

Pants: \_\_\_\_\_

Skirt: \_\_\_\_\_

Dress: \_\_\_\_\_

Coat/Jacket: \_\_\_\_\_

Shoes / Sneakers / Boots: \_\_\_\_\_

Sweaters: \_\_\_\_\_

Suits: \_\_\_\_\_

Blazers: \_\_\_\_\_

Underwear: \_\_\_\_\_

Name: \_\_\_\_\_

Age: \_\_\_\_\_

Circle one  M  F

DOB: \_\_\_\_\_

Shirt: \_\_\_\_\_

Pants: \_\_\_\_\_

Skirt: \_\_\_\_\_

Dress: \_\_\_\_\_

Coat/Jacket: \_\_\_\_\_

Shoes / Sneakers / Boots: \_\_\_\_\_

Sweaters: \_\_\_\_\_

Suits: \_\_\_\_\_

Blazers: \_\_\_\_\_

Underwear: \_\_\_\_\_

#### SPECIAL NEEDS

# of Bags: \_\_\_\_\_

# of pounds: \_\_\_\_\_

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_



# EXHIBIT B

	2017	2018
	Clothing Bank	Clothing Bank
<b>Program Loans /Rebates</b>	0.00	0.00
<b>Fee for Services</b>	129.00	0.00
<b>Volunteer Stipend</b>	25.00	70.00
<b>Programming</b>	228.88	235.00
<b>Supplies</b>	4,554.20	4,541.29
<b>Gas &amp; Tolls</b>	410.34	441.37
<b>Total Program Expenses</b>	5,347.42	6,794.66
<b>Administration/ Fund-raising</b>		
<b>Advertising &amp; Publications</b>	0.00	0.00
<b>Fees</b>	0.00	0.00
<b>Bookkeeping</b>	1,000.00	0.00
<b>Fundraiser Charges</b>	0.00	0.00
<b>Postage</b>	49.00	0.00
<b>Printing</b>	272.50	272.50
<b>Total Administration/ Fund-raising</b>	1,321.50	272.50
<b>Major Asset Acquisition</b>		
<b>Property Improvements</b>	0.00	17,863.00
<b>Total Major Asset Acquisition</b>	0.00	17,863.00
<b>Miscellaneous Expense</b>		
<b>Bank Fees</b>	0.00	1.00
<b>Miscellaneous Expense - Other</b>	0.00	0.00
<b>Total Miscellaneous Expense</b>	0.00	1.00
<b>Total Expense</b>	134,399.55	145,423.43
<b>Net Income</b>	<b>-108,915.18</b>	<b>-127,992.42</b>