

T.H.R.I.V.E. Association

Board Meeting Minutes: March 30, 2024 At 10019 Woodlake Drive, Dallas, TX 75243

Board Members:

Present: Victoria Walker and Torrey Mirow

Quorum Present: Yes

Proceedings:

Meeting is called to order at 2:00 PM by Chair, Victoria Walker.

- Both Ms. Walker and Mr. Mirow discussed at length implementing Lean Six Sigma strategies to create more lean operations for the Organization. As Ms. Walker and Mr. Mirow are both certified Lean Six Sigma Black Belts, they are uniquely qualified to assess and implement changes in the Organization that would minimize errors/waste and maximize efficiencies and resources. The next several board meetings will be dedicated to implementing lean principles to different aspects within the Organization's practices and policies that both Ms. Walker and Mr. Mirow have discussed at length that need revision and/or cessation.

- Since it's founding, it has been the Organization's policy to lend crafting supplies and crafting tools to volunteers who have the ability to craft but cannot provide their own crafting supplies (e.g. yarn/fabrics and/or crafting tools). These materials from the Organization were kindly donated and/or purchased by the Organization itself for the express purpose of accomplishing our mission to provide hand-made gifts to our homeless military veterans and their dependents. This lending process had operated via a check-out system whereby the Organization would keep track of which volunteer checked-out what, how much, and when. Then, the volunteer would return the checked-out yarn, fabric, etc. in the form of finished garments or would return the crafting tools upon completion of the garments for the Organization's mission. On it's face, this is a generous and good policy that helps both crafters and the veteran community that T.H.R.I.V.E. Association serves. However, both Ms. Walker and Mr. Mirow have found that this system has led to (and will continue to lead) to numerous problems, especially as the Organization continues to grow. There are multiple points of concern whereby this system has shown to be a liability for the Organization.

The entire process is predicated on the honor-system and when the Organization was smaller and just beginning (with only a small number of volunteers), this process seemed to function as intended. However, through the years and with the growth of the Organization and its volunteer base, the system has shown its ultimate weaknesses and pitfalls. When problems arise from this system, they are always confrontational in nature, time-consuming to manage/resolve, and require a level of policing that the Organization is ill-equipped to handle. Because of the inherent


laissez-faire nature of the check-out system and the lack of supervision, Ms. Walker and Mr. Mirow have found numerous instances of:


- Volunteers hoarding yarns/fabrics/tools without returning them.
- Volunteers moving or passing away without them or their family members returning the checked out materials.
- Unreasonable gaps of time between check-out and garment turn-in (e.g. 5-12 months).
- Discrepancies between the yardage of yarn/fabric checked-out and the amount used to complete the garments turned in (with remainders left unreturned).
- Unreal expectations and demands of materials that quickly escalate into confrontation or altercations (e.g. volunteers making demands as to what colors, types, and/or amounts that should be checked-out to them despite the Organization's available stocks on hand or the inappropriateness of the colors/types demanded).
- Unacceptable garments being crafted and turned in with checked out yarn/fabric (e.g. turning in completely unusable or unsalvageable garments because of errors in sizing, inappropriate color pairing, incompleteness, or too many unfixable, glaring mistakes).

Despite the Organization's best efforts to correct the individual problems as they arose while trying to maintain the check-out system in place, after much deliberation both Ms. Walker and Mr. Mirow concur that continuing to use the system as-is with the problems herein listed is untenable.

- It is not the Organization's intention to unduly burden the volunteers with the costs inherent in the sheer volume of materials required to craft the garments needed to accomplish our mission. Both Ms. Walker and Mr. Mirow discussed at length and agree that a system of providing materials and tools for volunteers to use is worth continuing. However, this would have to be implemented by in-person, on-site volunteering at the Organization's office crafting rooms that are supervised by staff and security cameras for the safety and benefit of both the Organization and the volunteers themselves. As the Organization is currently looking to relocate and expand its headquarters and does not presently have the capacity to host the expected volume of volunteer crafters, it has been decided that at this current time, the policy of volunteers using the Organization's materials via the current check-out system must be stopped and the new on-site system is on hold until the Organization's relocation is complete. Both Ms. Walker and Mr. Mirow.
- Meeting adjourned by: Victoria Walker at 5:00 PM March 30, 2024.
- Minutes submitted by: Torrey Mirow

All T.H.R.I.V.E. Association members in attendance below agree with all of the foregoing.


Ms. M. Victoria Walker


Mr. Torrey L. Mirow