



Fishline

Food Bank & Comprehensive Services

Year in Review
2019

Executive Summary

The year was certainly one of transitions, filled with the challenges of settling into our new building, unprecedented staff growth and learning from the new and unforeseen complications. The team rose to the occasion at each and every juncture, finding creative, client-centric solutions for each situation. Our volunteers have been, and continue to be, the bedrock of the agency. Without their patience and enduring commitment Fishline could never be the agency it is today. As we turn the page into 2020, the staff is united in our dedication towards moving forward and our belief in the agency's capacity to truly transform the lives of our neighbors in need.

Building:

Our market continues to inspire everyone who walks through our doors. Several associates that are involved in with food banks throughout the region are looking at the grocery store model adopted at Fishline as something to work towards in their own communities. We continue to look at ways to improve our service to our clients. One priority is the need to keep our abundance of fresh produce in premium condition for as long as optimal, providing the most nutritious food possible to those in need.

Our building has now crossed the one-year threshold, meaning maintenance agreements and the associated expenses for critical systems including the HVAC, elevator and generator equipment are now built into the 2020 budget and will create added costs to our partner agencies.

With the new, larger facility and the empty Annex we have the room to host larger Fishline events on our site. Many have commented that having the space to accommodate larger gatherings of volunteers at a singular event has given them a greater sense of community with their Fishline team.

Comprehensive Services Center (CSC):

The CSC, although off to a slow start, has successfully provided vital services to our clients and community. A total of 8,558 people were helped at the CSC, with an additional 1,365 clients helped through the PCHS Mobile Medical and Behavioral Health programs. Sandra attended a Trauma Informed Care trainings and has been working on how to incorporate those principles into our physical environment to create a warm, welcoming setting for our clients and is focusing on the lobby as the first area needing some attention and small changes.

In addition, she will be training our staff in Trauma Informed Care in early 2020.

Staffing:

This was a year of exceptional growth and change in our staffing. We lost some important team members this year, including: Mary Nader, Linda Burris, Cindy D'Ambruso, Courtney Nelson, Diana DeLeon and Emiley Stevens. We also gained some exceptionally dedicated team members, including: Andrea Benson, Brian Simmons, Ashley Siegel, Lidia Gamero, Chelina Logue and Robbin Rae. The new members have taken on the challenges of their positions and have brought new and refreshing ideas to the organization. Fishline continues to grow with their input, transforming us with new and innovative ideas while remaining wholly committed to the mission and values that have always been our foundation.

Our challenges in adapting to the expanse of space are being overcome through the thoughtful and intentional acts of each staff member to be seen throughout the building pitching in as needed and conversing with clients, volunteers and each other. We continue to work on creating a warm environment throughout, with the staff interactions being critical in overcoming the divide felt when we first moved into the space. One solution is bi-weekly 'All Hands' staff meetings, where all ideas, issues and concerns are discussed.

Clients and Client Programs:

With the additional space in the Annex, we were able to have both Christmas Child and the School Supply Backpack programs on site, easing the burden on both staff and volunteers. We plan to utilize the space for both programs again in 2020. Client Programs continue to evolve as we improve our tracking and metrics systems and are able to analyze needs and trends.

Client Demographics Stats of Note:

Seniors 55+	New	Returning	Total
2019	953	23,753	24,706
2018	890	21,495	22,385
% Change 2018 vs 2019	7.08%	10.50%	10.37%
2017	836	22,019	22,855
% Change 2017 vs 2019	14.0%	7.9%	8.1%
Disabled Clients	New	Returning	Total
2019	563	13,030	13,593
2018	545	11,803	12,348
% Change 2018 vs 2019	3.30%	10.40%	10.1%
2017	462	11,480	11,942
% Change 2017 vs 2019	21.9%	13.5%	13.8%

We are seeing an increase in the need for our services with both the Senior and Disabled populations. The increase in Seniors is 10.37% between 2018 and 2019, and an increase in the Disabled population is proportionate at a 10.1% increase.

Administrative:

This was the first year where managers were provided with their individual departmental budget, with the task of managing their spending according to their budgetary guidelines. We worked quarterly to adjust each budget with the end result being a good template to indicate departmental needs and spending in subsequent years. A full accounting of capital assets, fixtures, furniture and equipment is now in place with all items noted for location, record keeping and tracking.

A complete cost analysis and percentage breakdown by tenant is in place for determining partner usage fees and PCHS's triple net on a yearly basis. This allows for setting usage rates to operate in a revenue neutral manner while ensuring our operational expenditures are covered and shared equitably.

Newsletters and Other Marketing:

This past year's transitions delayed our quarterly Fishline Current with only two delivered in 2019. With the hiring of Robbin Rae, there is now a comprehensive plan in place. Robbin will be working with Alane as well as others in producing the Fishline Current, updating our social media and creating other engaging and impactful marketing campaigns that will be rolled out throughout the year.

Safety, Security and Culture:

Our new building brought about many challenges, one of which is the need for security while providing a warm and welcoming atmosphere. David Graves has worked with the staff throughout the year, moving security cameras to ensure sensitive areas are covered and providing key fobs to all personnel and providers. Sandra has

arranged to lead a Trauma Informed Care seminar this upcoming spring where we'll learn to view, understand and interact with clients experiencing difficulty in a more compassionate manner, diffusing potentially challenging situations. We are committed to creating Fishline as a place that provides a Culture of Hope.

An area of concern is the need for emergency preparedness and Fishline's place in the community should a disaster strike. Board members are spearheading the effort, connecting and working with the Kitsap County Dept. of Emergency Management to create a comprehensive emergency preparedness plan for our agency.

Donors and Donor Relations:

Working through the perception, that with our large building we are not in need of funds, was a challenge for 2019 that we are overcoming by inviting the public in for tours and explaining the far reaching extent of our programs. When donors tour our new facility they are often amazed at the depth of our services. This past year found us focused internally, strengthening our systems and our foundations, leaving us underexposed and underrepresented in the community with our donors and stakeholders. With the hiring of Robbin Rae as our Development and Public Relations Manager we are ensuring that we are connecting with donors, thanking them for their contributions, sharing our successes and challenges, and also engaging the Board in this process where applicable.

Local and Foundation Grants Awarded in 2019:

In addition to our amazing donors including individuals, churches, civic organizations and businesses, Fishline was also the recipient of some major grants that were awarded in 2019 allowing us to provide much needed services to our neighbors in need.

Muckleshoot Casino	Food for Thought	\$ 5,000
Muckleshoot Casino	Healthy Table	\$ 5,000
Stillaguamish Tribe of Indians	Food for Thought	\$ 2,500
Tulalip Tribe	Food for Thought	\$ 5,000
Kitsap Community Foundation	Kitsap Strong Collaborative Learning Academy	\$ 1,250
Lummi Indian Business Council	Food for Thought	\$ 1,000
Wal-Mart Foundation	Healthy Table	\$ 1,000
Poulsbo Garden Club	Fishline Garden	\$ 437
Kitsap Bank	Food for Thought	\$ 2,500
Bainbridge Community Foundation	Homeless/Housing Support	\$10,200
Squaxin Island Tribe	Food for Thought	\$ 2,500
Kitsap Community Foundation	Kitsap Strong Collaborative Learning Academy	\$ 2,500
Medina foundation	Unrestricted Funds	\$25,000
HHGP Grant- 2019 (awarded 2018)	Homeless Prevention and Support	\$39,204
EFAP	Market Food	\$13,878
FEMA	Market Food & Backpack Program	\$ 5,860

**Client Services-
Sandra Allen**

Sandra Allen, *Client Services Manager*; Ashely Siegel, *Case Manager*; Raelena Copus, *Front Desk Coordinator*; Chelina Logue, *Front Desk Coordinator*; Emily Klein, *HomeShare Coordinator*; Lauren Beck, *HomeShare Intake Specialist*; Andrea Hendricks, *Family Development Specialist*; Cynthia Van Boeyen, *BSW Intern*; Ayla Grant, *BSW Intern*

ACCOMPLISHMENTS

Collaborative Learning Academy (CLA): I completed a yearlong training facilitated by Kitsap Strong. The training focused on NEAR (Neuroscience, Epigenetics, Adverse Childhood Experiences [ACEs], and Resilience) Science. We covered how stressful life events, especially in early childhood, correlate with poor outcomes in life (i.e. mental and physical illnesses). We looked at the societal costs of ACEs and discussed in great detail how opportunities for building resiliency is essential for reducing, and even preventing, poor outcomes. We discussed the power of “hope”, which is the belief *that your future can be brighter than your past and that you actually have a role to play in making it better*. We analyzed how our agencies currently deliver services and discussed how we can be more trauma informed.

Trauma Informed Care (TIC): I attended a weeklong training on becoming a Trauma Informed Care (TIC) trainer. The training was hosted by Kitsap Strong and facilitated by *SaintA*, an agency in Milwaukee, Wisconsin whose mission is to *facilitate equity, learning, healing and wellness by restoring the connections that help children and families thrive*. I am now a SaintA certified TIC trainer.



Community Collaboration: While attending the Kitsap Strong CLA trainings, I developed professional relationships with the staff at Kitsap Strong as well as the ten other participating agencies. Many of these agencies also attended the TIC training. Both the CLA and TIC cohorts continue to meet monthly to foster further collaboration.

In fall of 2019, the City of Poulsbo created an Affordable Housing Task Force; Fishline is part of this task force. As we move into 2020, we will continue to meet quarterly to address housing needs.

Fishline continues to partner with ShareNet by providing case management for their clients seeking help with housing and financial assistance.



Client Services Programs: Christmas Child, Free Clothes Closet, Firewood, and Birthday Fairy. Marge and I worked together on mapping and wrote procedures for these programs. I also wrote job descriptions for future volunteer recruitment.

Committed to Serving Clients: 2019 was a year of changes for Fishline. As we adjusted to our new building and Comprehensive Services Center, staff and volunteers remained committed to serving our clients. I am pleased to report, that during this period of transition, clients continued to receive assistance with no break in services.



MGrowth: Our team continues to grow! We now have two part-time staff for our HomeShare program. Emily, our HomeShare Coordinator will focus on outreach and program growth and Lauren, our HomeShare Intake Specialist will facilitate matches of home seekers and home providers.

The Division of Aging and Long-Term Care moved to the CSC in June of 2019. Peninsula Community Health Services (PCHS) added mobile services for medical, behavioral, and addiction.



CHALLENGES

Comprehensive Services Center (CSC) Agency Collaboration: Interagency collaboration proved to be challenging due to confidentiality rules of the Health Insurance Portability and Accountability Act (HIPAA); however, collaboration is still happening, it just looks a little different than we originally envisioned. The good news is, offering a variety of services at one location is an effective way of delivering services. Interagency referrals have increased and many of our clients have received services from multiple agencies at the CSC. The following story exemplifies how collaboration might look while still adhering to HIPAA guidelines:



A single mom came to the CSC for counseling. The counselor noticed that the mom appeared very anxious and was having difficulty focusing during their appointment. The mom confided that she was preoccupied because she ran out of food stamps and had no money. She was worried about feeding her children. The counselor referred her to Fishline to shop at our food bank. At their next appointment the following week, the mom thanked the counselor for the referral and shared that the food was very helpful. The provider noticed that the mom's anxiety was down and that she was able to focus during their counseling session. Later the counselor shared that she also referred this person to our Christmas Child program

as well as Sound Works Job Center.

At no point in the referral process did the counselor share the name of the client or details of the client's situation with Fishline or Sound Works Job Center. We still do not know who this person is. What we do know is that this mother was able to access three essential services in one location.

Hiring, Onboarding and Training: Much of my time this year was spent interviewing, onboarding and training staff. And at one point, we had no case managers, which meant I was seeing every client that came in for assistance. As a result, many of my projects were put on hold in order to ensure clients received services while

rebuilding the client services team. The good news, we are ending 2019 fully staffed and I am super excited to start focusing on my projects again.

Goals

Consistency, Procedures and Tools: In 2019, I started working on writing procedures and creating training tools. Ideally, I would like to have Standardized Operating Procedures (SOP) for each task. I plan to continue to work on writing SOPs in 2020 with the goal of having a complete binder of SOPs by the end of the year.

New Client Programs: I would like to create programs that offer clients the opportunity to develop life skills and work towards their goals. (i.e. adult peer to peer program, GED classes, job clubs, parenting education, aptitude testing, and social opportunities)

Science of Hope: I am inspired by the notion that Hope is a powerful motivator for change. My goal is to measure Hope for clients and staff. Studies show that people who rate higher on the Adult Hope Scale are more driven to reach their goals, and employees with higher Hope scores are more productive. I am curious to see the correlation between hope and client outcomes at Fishline.

Outcomes: In 2019, I started working on measuring client outcomes. I will continue to work on this in 2020.

Trainings: Training staff and volunteers on Trauma Informed Care and Customer Services is a priority of mine this year. I will provide six training sessions, one training a month. The first training will be in April. Board members are invited to attend.

Community Resource Fair: I would like to plan an event at Fishline where agencies, churches, schools, first responders, and civic groups can come together to learn about services available in Kitsap County. This would be a networking opportunity. Kathy Smith said she would help with this. At this point, it is still in the brainstorming phase.

➤ Client Services Dashboard:

Client Appointments	YTD 2019	YTD 2018	YTD 2017	YTD 2016
Total Appointments	1022	1600	1578	1287
Total # Helped	819	1000	854	529
Total # Not Helped	72	382	245	297
Total # of Referrals	131	196	432	492

Top 5 Services Requested	YTD 2019	YTD 2018	YTD 2017	YTD 2016
Rent/Mortgage/Deposit	104	155	231	187
Utilities	97	208	361	278
Special (outside the box)	114	161	220	n/a
Gas/Auto	122	n/a	n/a	n/a
Information	214	n/a	n/a	n/a

HomeShare- Emily Klein

Major Accomplishments

- Stewarding the HomeShare program in its third year and helping to secure the program's continuation and expansion in 2020
- Facilitating eight matches in 2019; helping to connect clients with sustainable housing and community
- Increasing community awareness of the HomeShare program and connecting with individuals and partner organizations to promote HomeShare's mission; garnering enthusiastic support from the League of Women Voters, the Bremerton City Council, and the Bainbridge Island Senior Center, among many others

Major Challenges Overcome

- In its third year, the future of the HomeShare program was uncertain. Working closely with the Client Services Manager and Executive Director, I helped to make the case for its continuation, and we were funded for another year
- The HomeShare program's mission and message needed more clarity. I helped to hone the program's focus and updated our outreach and the language of our marketing materials to reflect a new emphasis on home sharing as a mutually beneficial arrangement that brings great value to Home Providers, as well as Home Seekers, and can be a great solution for seniors wanting to age in place
- When I came onboard, our computer and physical files were disorganized and difficult to navigate. I consolidated and organized files to streamline administrative processes and improve data tracking

Remaining Challenges

- Recruitment of participants! People are still uncertain about sharing their homes
- Data tracking. We are currently getting by with a spreadsheet and lots of word docs
- Mismatch between what Home Providers are charging, and what Home Seekers can afford to pay

Goals (top 3) for 2019

- Dramatically increase our participant pool to at least 30 providers and 100 seekers by end-of-year 2020; facilitate 20 matches during 2020 (marketing efforts will include hosting community forums, creating a video, developing a social media presence, partnering with Olympic College and area senior centers to support our outreach efforts, and increased outreach to local media outlets)
- Improve our data tracking
- Incorporate Intake Specialist role to provide client services and administrative support

Stats as of EOY 2019:

Current matches: 7 households (16 individuals)

Available providers (not currently matched): 5

Active seekers (Not currently matched): 14

Inquiries: 170

Completed intakes: 39 (31 seekers, 8 providers)

Completed matches: 8 (18 individuals)

Market & Facilities— Andrea Benson & Brian Simmons

Major accomplishments

- Brian and I developed a natural division of duties in the market that works well. We're a good team.
- Despite the short amount of time we trained with our predecessors, we managed to get through the Christmas holiday without too much confusion.
- We started opening the Market regularly on time. The clients love us for it!

Major challenges overcome

- Starting during the biggest donation season of the year posed its challenges. The huge influx of food donations from the community skewed our perception of what is typical during the slower times of year. During our adjustment period, we may have confused volunteers and clients with our generous limits and low Fishbuck prices. However, we learned quickly what we needed to do to meet clients' needs without compromising the variety of choices available to them.
- Each weekday has a different cohort of volunteers who have their own way of doing things in the Market. We struggled to make the Market our own while trying to be considerate of the differing opinions presented to us by the volunteers and clients. We continue to learn how to prioritize the needs of our clients while balancing the progress and changes we hope to make in the Market. Collaborating with the volunteers on Market improvements has been rewarding for all parties involved.
- With Brian leading the charge, we have developed a more effective and efficient method for product rotation to minimize waste. This was no easy feat and required diligence and consistency. Now there is more continuity with how things are done day to day.

Remaining challenges

- Produce storage for the summer months. We need to identify the produce cooler we would like to bring into the Market, and find the most efficient layout to accommodate the additional cooler.
- Checkout in the Market remains a pain point for both clients and volunteers. We still need to develop some tools and strategies to address these issues.
- More collaboration with the CSC to make sure Market staff and volunteers are knowledgeable about the ways in which CSC can help the clients with their unique needs. There remains a tangible divide between the Market and Client Services that I'd like to address.

Goals (top 3) for 2019

- Focus on community outreach and building relationships with businesses and individuals that support the Market. This also includes collaborating with other local food banks to ensure we are reaching as many vulnerable and at-risk community members as possible.
- Development of standard operating procedures and more comprehensive volunteer trainings.
- Get a strong grasp of the many different programs and areas of Fishline. Spend some time with Sandra in the CSC and understand how the Trauma Informed Care approach applies to the Market.

➤ Market Food Distribution Totals:

Food Distribution Totals	2019	2018	% Change
Total Pounds	1,143,766	1,013,735	12.8%
Total Value	\$ 1,910,089	\$ 1,692,938	12.8%

Food Donation Totals	2019	2018	% Change
Total Pounds	906,212	847,729	6.9%
Total Value	\$ 1,513,374	\$ 1,415,707	6.9%

Events – Kathy Smith

Tabling events were fairly steady with at least one event each month. We added a couple of new events this year Keyport Fest and Kitsap Pride Day. Emily attended Kitsap Pride Day to focus on the Home Share program as it is held in Bremerton. She received a lot of good feedback. This year we focused on the overall services that are now available at Fishline. Informing people about those services helps counteract the comments of “a nice new building” when they learn the depth of services provided in the building. We have provider’s information at our table as well as Fishlines. We hope to add a few more events to the calendar this year.

What constitutes an event has been an ongoing discussion. Getting final updates so all the information flyers are current has been an ongoing struggle. There have been some useful handouts that have gone away and other handouts that have not been updated with all the changes. Having ongoing training for tabling events and consistent “elevator” language will help get the overall message of Fishline out to the community with less confusion.

The community enjoys seeing Fishline at their events even if they aren’t always sure why we are there. (Pet’s Walk was one event questioned until they learned we accept pet food) By being out in the community and engaging in conversation, they realize we touch many parts of people’s lives and not just with food.

Development- Robbin Rae

Accomplishments:

- I started at Fishline in the middle of September and I feel my primary accomplishment for 2019 was using that last quarter to really dig into the culture of Fishline. Spending time with volunteers in the market and upstairs, getting to know volunteers and staff, and visiting with clients helped me get an understanding of their perception of the organization. I needed to watch and listen and really understand the programs and the magic so that I could start to conceptualize how to keep moving Fishline forward from a fund development/marketing/public relations stand point.
- My MAJOR accomplishment during 2019 was entering and thanking all the un-acknowledged donations dating back to March 2019. The online gifts from March through September and the cash/check donations from July through September needed to be entered and thanked. I got the gift processing and acknowledgement letters out and then set processes in place for moving forward. Checks are now entered by the date the check was written so that the information in Donor Tools is accurate for the date/year the donor intended. (Prior years some end-of-year checks were entered in January and so the database isn't always an accurate reflection of the donor's intention and giving habits.) Additionally, I developed a training manual for training volunteers to enter donations and print thank you letters. This became instrumental during the holidays so that we remained timely in thanking donors. My fundraising mantra has always been "Thank before you Bank!" – and while we enter and acknowledge gifts after the deposit is done, Fishline is now getting thank you letters out in a more timely manner.
- Another accomplishment was getting the end-of-year appeal out with the infographic & newsletter. The newsletter had been stalled for a number of months and working with Alane & Kristi we got it ready to go to print in mid-November. I compiled statistics from 2018 & 2019 and Nick designed an infographic to easily illustrate how Fishline impacts and serves the community. The reverse side was an appeal letter. There hadn't been an end-of-year appeal letter the prior year because of wrapping up the capital campaign, so I wanted something eye catching and a letter that spoke to the heart of "just because we have this big new building, doesn't mean we don't still need your help". Compiling the mailing list was a challenge (see challenges below), but the appeal went out with the newsletter December 5th. Direct mail appeals always impact giving in ways that are not transparent or trackable (for example, someone may have received the appeal and then went online to give) but the trackable donations are those that come back in the remittance envelopes sent with the appeal. 1,678 newsletters were mailed out to volunteers and donors. 652 are identified as volunteers (who may or may not also be donors – that identifying info was removed during duplicate reduction) and the remaining 1,026 were donors who had made a contribution to Fishline between January 1, 2016 and November 1, 2019. In pulling the mailing list I went back farther than I would normally because I wanted to capture most of the time the capital campaign had been run to ensure we were communicating with everyone who had a part in funding the building. We received 60 envelopes back totaling \$9,120.00. The average rate of return for a direct mail letter is anywhere from 0.5-5%. Our 3.6% rate of return is fair especially because some of the intention and purpose of the mailing was to communicate about our successes in the new building and about our partner providers sharing the space.

- I know you only asked for three, but something I feel was a success in 2019 was re-engaging Fishline with community groups, business leaders and media. When I started I wanted to see MORE Fishline in our community – present at events, mentioned in the local news, top of mind for local businesses. I started by attending Poulsbo Chamber of Commerce meetings. I introduced myself early on to the Chamber staff and utilized their membership list to increase the number and types of businesses who supported us during Christmas Child. I reached out to Nick Twietmeyer and Ken Park at NK Herald/Kitsap Daily News to develop relationships with them, and they have been good allies these last few months – first with an article about the building and partner agencies and subsequently promoting our events in “mini-articles”.

Major Challenges Overcome:

- Cleaning up the mail list for the end-of-year appeal and newsletter. Donor tools only has one way to export data and then it has to be manipulated in Excel to create reports, lists, etc. It has very little functionality as far as selecting what data to export. One can export a list of all donors who made donations within a time period, or every donor record in the database. (That’s it.) Once the data is exported it has to be sorted and cleaned in Excel to remove duplicates, check for “bad” names or salutations, (i.e. records have been added with “Dear” in the salutation field, or partners and spouses have been entered as Ron/Heather Smith/Jones). The volunteers are not in the system unless they have also donated – so those records have to be merged in and duplicates removed. I say this was a challenge overcome because the newsletter and appeal went out. There is still work to be done cleaning up the data we have and an item on my remaining challenges list is Fishline finding a better database system to help us grow.

Remaining Challenges

- Donor tracking software – not robust. No reporting tools. Doesn’t talk to other software like volunteers, auction etc.
- Streamlining food drive acknowledgment/appreciation

Goals:

- Cohesive annual fundraising campaign plan including:
 - direct mail asks
 - online/email asks
 - monthly themes for social media & community events that guide our communications
 - major donor tickle list to engage supporters in a way that provides opportunities for them to invest in deeper ways
 - Continue to research and apply for additional grants beyond what we’ve have traditionally requested.
- Start a planned giving program
- Increased media presence – letters to the editor, alerting the media to our “little successes” (for example milestones such as “the Fishline Birthday Fairy has gifted X# of birthday cakes and gifts this year!”)

Second Season Thrift Shop –Jan Henson

Facility 2019

- Our first full year at Poulsbo Village occurred in March 2019. This move proved to be good all around.
- The plentiful parking, ease of access, and drive-up donation area in the back have continued to delight customers and volunteers alike.
- The sales floor with no steps and 3-4-foot-wide aisles allows for all to have a pleasant shopping experience.
- The upstairs onsite storage is absolutely wonderful. The only thing that would make it better would be if we didn't have to carry everything up and down the stairs.
- We've tried to overcome the shortcoming space of the OUTGOING area in the back room by arranging for two pickups per day to take the unwanted inventory away. This works most of the time, and when it becomes unpassable inside, we have a little shed outside now to handle the overflow.
- The property management company for Poulsbo Village continues to be easy and accommodating to work with.

Status of Donations 2019

- Over-abundant donations keep us extremely busy sorting and trying to process it.
- There have been a few occasions when we've had to put a "FULL" sign out and turn donors away. This is a "first" for us at this location.
- We are now able to both hear AND see cars as they drive over a hose that dings and view the donor on the security cameras. It's like the old gas station alert system and works very well.

Signage, shelving, equipment 2019

- Minor purchases were made to upgrade and or repair some of the fixtures and equipment.

Volunteers 2019

- The need to increase the number of volunteers remains.
- In spite of adding new people, we finished out the year with the same ending number as the year before.
- A goal is to increase our numbers from the current 80 or so to 90-96, thereby being able to accommodate all the absences and keep the inventory moving.

Inventory Removal 2019

- Removal – ARC increased its pickups of our OUTGOING items from 4 to 5 days per week. Fishline does a second pick up on Mon-Fri. Another Fishline volunteer picks up on Saturdays.
- Second Season has a van which is used on the weekends and on an "as needed" basis for various hauling needs.
- The Closet continues to be given clothing that we remove from the sales floor due to overcrowding or because we don't sell certain items.

Marketing & Public Relations

- We were once again voted #1 in 2019 for Best Thrift Store in North Kitsap.
- We also had the honor of being nominated via King 5 News for Best Thrift Store in Western Washington. The winner of that was Bargain Boutique, which is operated for the benefit of Children’s Hospital and has 5 stores in Western Washington.
- Our presence on Facebook is promoted both by Fishline Web Marketing and by a Second Season volunteer.

Sales 2019

- **Grand total gross sales for 2019** were approximately **\$568,374**. Grand total sales for 2018 were approximately **\$478,942**, which equals an **\$89,432 increase** or about an 18.7% increase over the previous year.
- Our popular 1st and 3rd 50% off Saturday Sales sometimes have as many as 50 people waiting to enter the shop on Saturday morning.
- EBay sales have been discontinued due to lack of a volunteer and high postage prices.
- In August of 2019 we changed our pricing structure by **lowering** prices in an attempt to
 - 1) sell more inventory,
 - 2) process the donations faster, and
 - 3) increase profits.
- So, what happened with lower prices? Did the lower price structure do what we wanted?

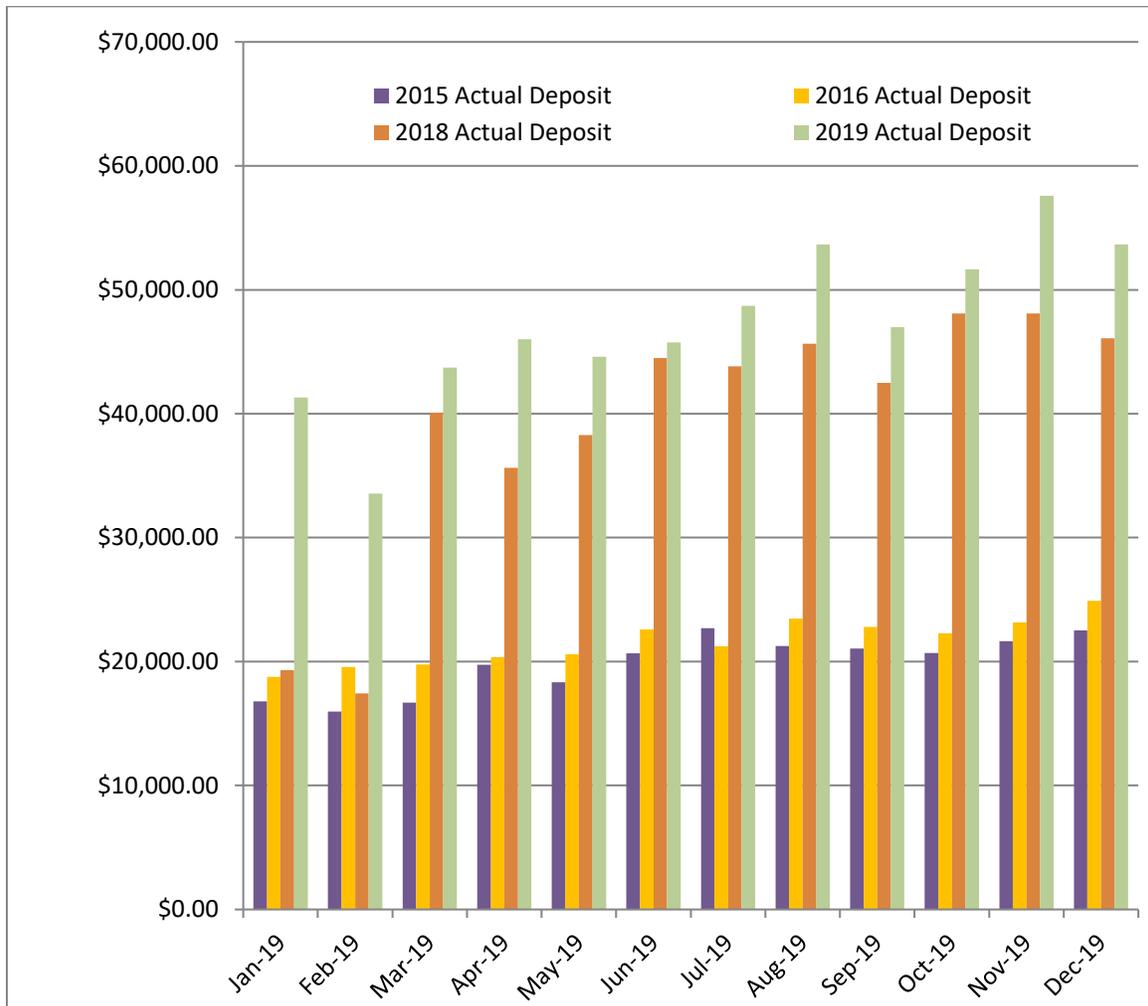
❖ YES! We had our highest sales month to date in August (which was exceeded by Holiday sales in November – see chart) and sales continue to exceed the same month of the year before.

Second Season Metrics Dashboard:

- Sales by category is listed below. 2018 is for comparison.

<u>Category</u>	<u>2018</u>	<u>2019</u>	<u>\$ Increase over 2018</u>	<u>% of total sales 2019</u>
Housewares	\$138,663	\$161,182	\$22,519	31%
Clothing (Women’s)	\$136,201	\$153,153	\$16,952	29%
Accessories – Shoes, Purses, Scarves, Belts	\$47,700	\$63,287	\$15,587	12%
Men’s	\$28,929	\$36,279	\$7,350	7%
Holiday *Oct-Dec best months	\$18,539	\$24,768	\$6,229	5%
Children	\$15,701	\$20,257	\$4,556	4%
Jewelry	\$17,090	\$17,980	\$890	3%
Books	\$16,149	\$17,920	\$1,771	3%
Craft/Sew	\$9,961	\$15,720	\$5,759	3%
Furniture (of note is that 74 days were without any furniture sales)	\$12,220	\$12,954	\$734	2%

➤ Sales by year: 4-yr sales bar chart, 2015-2019



Business- Marge Johnson

Accounting and Finance

Accomplishments for 2019-

- As an agency we are solidly grounded in our financial systems, including updated and strengthened financial processes.
- We continue to refine Quick Books, streamlining the accounts and structuring the classes for accurate and detailed reporting capabilities.
- We continue to refine the budgeting process to include the managers and a monthly departmental reporting process.
- We've developed a structure for continual monitoring of the CSC costs and expenditures with the ability to continuously analyze rate structures assessed on the partner agencies, ensuring that we remain as revenue neutral as possible.

Challenges-

- We're continuing to strive towards producing reports that suit the needs of all parties
- I personally depend on the Board Treasurer's oversight as I'm still learning the various and more in-depth aspects of the accounting process

Metrics & Stats

Accomplishments for 2019-

- We have in place solid processes for tracking year-over-year data, allowing us to make informed decisions based on trends and patterns.
- Systems are in place covering all client services programs tracking in-kind donations and the distribution to clients with a total of both goods and their value now included in our financial reporting.
- Systems have been strengthened in the collection and reporting of all volunteer hours and the corresponding value of donated volunteer hours.

Challenges for 2019-

- We struggle to develop consistent training systems and procedures that standardize and simplify our overall processes allowing volunteers to easily integrate into various positions.

CSC

Accomplishments for 2019-

- We have a solid year's tracking of all relevant expenses, allowing us to analyze the current rate structures and adjust them to a revenue neutral level.
- We've 'lived' within the building for a year and have begun to identify and make changes where needed. We've identified specific areas, including:
 - The need to create more welcoming environment in the lobby area
 - The need to move HomeShare into the Client Services wing where they can be an integral part of the Services group.
 - Creating more private work spaces in the 'Shared' area, allowing for more private, quiet work space for employees.
 - The need to create additional volunteer data entry stations in a professional setting.

- The need to incorporate elements that will create a warmer, more welcoming environment throughout the building for clients, staff, volunteers, our partners and the public

Challenges in 2019-

- It has been a struggle to have consistent communication with partner agencies regarding their needs, payments, etc. We are working on creating stronger relationships to solidify the communication channels.
(I have asked to be on and am currently a participant on the CSC committee as this will help to bridge this gap.)
- Temporarily the focal points of communication for any facility issues until Andrea and Brian have developed a comfort level with their market positions

Other Accomplishments

- We completed an overview mapping of client services processes in an effort to create standardization, eliminate redundancies and areas of conflict and to create a better understanding of the interaction and overlapping needs of each department. As we mapped the client services processes, any areas of confusion or conflict were flagged for mapping as a subset of the client services process.
 - We completed subset mapping of several areas to date including registration as well as the Christmas Child and Birthday Fairy programs.

Goals for 2020

- I've joined the Building, CSC and Market/Food committees so as to better integrate and standardize business best practices and SOP's into the background of all programs and systems.
- I've taken on oversight of the Fishline Garden programs, and was able to meet with Nikki Johansson and her team from Swank Grow and Share Farm. Andrea and I plan on working and collaborating together on this program and some of the exciting ideas that both Andrea and the Swank volunteers have put forward, including innovative ways to provide healthier food choices in the market. **Swank Farm is hoping to nearly double the produce they were able to provide last year.
- Continuing the process of developing SOP's based on best practices, integrating all of the various functions and stakeholders in the processes.
- Continuing the process of mapping our workflows to both create efficiencies, remove bottlenecks that impact both the client and volunteer experience and as a background for the creation and onboarding of an integrated and updated software system.

➤ Agency- Market and Program Statistics- 2019

	2019	2018	% Change
Unduplicated Household Visits	1,768	1,674	5.6%
Duplicated Household Visits	29,825	27,888	6.9%
Unduplicated Individuals Served	3,910	3,779	3.4%
Duplicated Individuals Served	69,376	66,020	5%
# Senior Clients	24,706	22,385	10.4%
# Disabled Clients	13,593	11,803	15.2%
Indiv./Drive Donations, Pounds	186,871	193,920	-3.6%
Other Market Donations, Pounds	14,945	12,582	18.8%
Produce Donations, Pounds	47,380	53,955	-12.2%
Grocery Rescue Total, Pounds	704,396	641,227	9.9%
Food Lifeline Total, Pounds	46,784	19,922	134.8%
Northwest Harvest Total, Pounds	75,476	53,276	41.7%
TEFAP Commodities, Pounds	67,915	38,854	74.8%
# of Clients W/Commodities	18,445		
Purchased Food (\$)	\$42,629	\$ 37,229	14.5%
Purchased Food, Pounds	24,774		
Food for Thought Boxes Distributed	2,779	3,590	-22.6%
Children Registered for Food for Thought	796	722	10.2%
# of Home Delivery Visits	483	257	87.9%
Home Delivery Clients Served	136		
NPA Boxes Distributed	429	367	16.9%
# of Clients w/Dietary Restrictions	1,491	1,649	-9.6%
# of Firewood Distributions/ Load	247		
Value of Firewood Distributed	\$ 6,175		
# of Clients Served- Piece of Home Program	33		
Value of Goods Distributed- Pieces of Home	\$ 531		
# Clients Served- Clothing Closet	456		
Value of Goods Distributed- Clothing Closet	\$ 24,338		
Birthday Fairy- # of Children Served	109		

Birthday Fairy- Value of Goods Distributed	\$ 5,535		
Christmas Child- # of Children Served	463		
Christmas Child- Value of Goods Distributed	\$ 69,450		

Volunteer Coordinator- Lidia Gamero

Since September of 2019 here is a list of my accomplishments, challenges, remaining challenges and goals for this upcoming year, 2020.

Major accomplishments:

- 90+ days as the Volunteer Coordinator: Learned the functions and assignments of a Volunteer Coordinator in addition to learning Fishline’s history and culture. I was also involved in helping during the onboarding of the new market staff.
- Second Season: I spent an entire week at Second Season learning about the volunteer opportunities and how to perform each task as well as trying to observe and understand why there is disconnect from the store and main building. In addition, I worked to build relationship with the volunteers.
- Market: Supported the market during their holiday rush and Christmas Child Program by learning, training and recruiting volunteers for the extra holiday help needed and permanent volunteer opportunities.

Major challenges overcome:

- Multiple organizational changes during the holiday season. It was hectic, confusing, mixed emotions due to the lack of direction, support and new to the organization.
- Learned how to utilize current communication methods to relay information to volunteers.
- Volunteer Program: Understanding and learning how volunteers impact the organization has helped create and start planning appreciations, trainings, and surveys in the upcoming months and years.

Remaining challenges:

- Volunteer Management Database: Finding ways to utilize functions in Volgistics to work effectively. This will help track volunteer hours and schedules and report more accurate statistics. We also need to review data and make sure our system is updated with correct information such as emergency contacts and that volunteer applications are on file.
- Assistance from upper management to continue professional growth in the organization and guidance to achieve projects successfully.
- Communication: The lack of effective communication amongst the team and volunteers creates confusion and gap to successfully succeed as a volunteer.

Goals for this upcoming year:

- Procedures/ training tools: Create and/or enhance the volunteer handbook and Culture of Respect Policy and Procedures. We continue to experience Culture of Respect infractions which may be due to the lack of sufficient customer service trainings (Trauma Informed Care) and onboarding tools.
- Volunteer Program: Determine how to enhance our volunteer experience to retain existing volunteers, improve messaging to attract new volunteers and create ways to appreciate volunteers more often.
- Recruitment: Attend community outreach opportunities to recruit prospective volunteers. Utilize social media, website and other avenues to attract additional volunteers.

➤ Volunteer Statistics- 2019

Volunteer Stats- Dec 2019	2019		2018	
	Hrs.	Value	Hrs.	Value
Total Volunteer Hours:	47,110	\$706,650	44,851	\$672,765
Total Volunteers with Service:	380		471	
Total Active Volunteers	405		551	