



## North Kitsap Fishline Food Bank and Supportive Services

# Year in Review

## 2017

We began 2017 knowing we were heading into an important year for Fishline. Celebrating our 50th anniversary, moving forward with the construction of our new Fishline center, the expansion of our services in the Comprehensive Services Center and moving our thrift stores was slated for 2017 and 2018, and with the help of an skillful, engaged board, a passionate and bright staff team, over 300 incredible volunteers and the encouragement of a loyal community, we are well on our way to accomplish it all. Alongside, “Fishline Refresh” took a close, unflinching view of Fishline internals and fundamentals, and began the process of upgrading, strengthening and expanding the infrastructure so the new Fishline is ready to take the next step into its expanded mission.

**Executive Director**

**Mary Nader**

This report will describe the events and accomplishments of this year, and it’s girth and volume, nearly 40 pages worth, is a testament to the hard work invested by our team and the progress made. From a new building, to new information systems, to new staffing positions to revamped financials and procedures, very little emerged from 2017 the same as it started. As large and packed as this report is, it still does not cover all the projects currently underway. It has truly taken all our Village to make this kind of progress happen.

Interwoven throughout this narrative is a powerful implication—in this community, we are joining hands and hearts with thousands of neighbors who fight hard for us and are ready to jump into action to help with a moment’s notice. From that platform, miracles spring up and are a constant reminder that, when you are in the business of helping people, people help. When our new Center is opened this summer, it will stand as a testament to the power and compassion of our community—and the difference we can make when we are “neighbors helping neighbors”.

## 2017 Highlights

**A New Fishline:** Just two years into our time in our new location on Viking Avenue, it is obvious that we can no longer be contained within the 5,100 square feet of our current building. Food is in semi trucks in the parking lot. Programs are having to be administered outside, because there is no space for them inside. Offices, small to begin with, are being divided and subdivided to provide space for staff and volunteers. Perishable and non-perishable food storage, especially during peak capacity periods, is woefully inadequate and sometimes prompts disposal of viable food.

We have also believe that local access to basic and comprehensive services is a key to sustainable progress for our clients. Bringing these services together in the North Kitsap community, and building a way for these services to work cooperatively, is the most effective way to assure lasting improvements. The concept of the Comprehensive Services Center was created to further this method of social services, already showing promise on a smaller scale in the current Fishline.

These conditions compelled our Board to move boldly forward with the design and construction of our 15,000 square foot combined food bank and social services hub. Our community was consulted through two town-hall style meetings, data was collected from clients and partners, and local leaders to decide upon the right configuration and selection of services and programs that would reside within the new Fish. A colorful, practical metal building design was created by Rice Fergus Miller Architects. FPH Construction was awarded the building contract and began their work in late summer with the guidance of our owner’s rep and members of our board who lead the construction committee. The project remains on track to be completed Summer, 2018.

**The New Comprehensive Services Center:** On the second floor of our new Center, a unique and anticipated new way of providing Social Services will become reality, after many years of envisioning by our Client Services team led by Rae. For the first time in Kitsap County, a hub of care will be located at Fishline, drawing providers of critical human services together to work cooperatively in caring for our most vulnerable clients. Many partners have already signed on to locate with us, and others wish to join us but are limited by office capacity and parking. As we wait for the building to be constructed, partner providers meet regularly to create this new pro-

cess of collaborative care, working through issues like confidentiality, shared cultures, triage and security, and outcome measurements.

**Fishline Refresh:** To be ready for our expanded charter, many infrastructure systems and processes were pressure-tested and improved, including information systems, marketing branding and collateral materials, agency financials, HR and staffing, donor relations and funds development, and a new web site. Board members have led these efforts, extending the capacity of our staff and negotiating a number of agreements and upgrades that will be instrumental going forward. As we look forward to 2018, we plan an implementation of the new Salesforce platform, which Lucy and our team will help coordinate. We will also move forward with a compensation/capacity study to assure we are attracting and retaining great talent.

**Food Demand is Steady, Emergency & Supportive Service Requests Increasing:** The number of households seeking services remains similar to years past, (See Dashboards at the end of this report), a surprise given how fast our community is growing. 1080 new client households signed up for services in 2017, many of whom are considered NPA (No Permanent Address). This is an increase of 26% over 2016, but the total number of client households remains stable from year-to-year because many other households roll off of services. Though the number of visits also remained similar to past years, the number of non-food requests for help skyrocketed, up 22% from last year. The increase of 61% in the number of households we were able to assist was largely due to Rae and Sandra's ability to find a way to help, utilizing a variety of resources in addition to Fishline funding. Housing, illness/injuries, addiction and mental illness top the list of contributing factors for client instability.

**Our Staff:** Each member of our team has stepped up this year to keep up with the changing conditions of an agency in transition while remaining positive, kind and compassionate. They continue to innovate, grow their programs and extend the reach of our organization to touch many hearts and engage participation within our community. In any estimation, the staff we have brought together for this moment in time is a gift to Fishline and this community.

**Our Volunteers:** ....held it all together. Almost 300 passionate, energetic, talented neighbors found ways to move our mission forward, helped our clients feel valued and welcome, supported the staff and are our steady, organized force for good. Natalie's efforts at finding the right match for the kinds of talents and gifts brought by our volunteers has reached into all areas of our work, with volunteers helping with nearly every part of our organization. It is one of the most striking areas noticed by visitors—the positive and hard-working energy of the volunteers who help us each day. Our Board of Directors, all volunteers, have gone above and beyond this year, taking on projects and tasks that could not happen without their able direction and boots-on-the-ground action.

**Second Season Thrift Store:** A decision to move Second Season Thrift to a larger space ran into an obstacle when the new location was unable to pass inspection and allow our occupancy. Through quick action on the part of our board, we were able to locate a wonderful space in Poulsbo Village, where we will double our square feet of retail space and more than double work and inventory storage space. Our move in late February, into a space beautified, could not have happened without store manager Jan's amazing energy and dedication and the team of volunteers who have jumped in to help.

**Second Season Home Store:** A decision to sell the building on Third Avenue prompted a search for a suitable next home for Second Season Home. Efforts to locate an affordable next space are still underway, while some furniture inventory moves to Second Season Thrift. The Home Store volunteers, and their manager Felicia Kratzer, have been steady and committed, even as the possibility of the store closing looms. Because of their efforts, over \$210,000 in revenue was raised since its opening in September, 2014! That's a lot of couches! Beyond this incredible gift of support, the Home Store volunteers have been positive ambassadors for Fishline. Perhaps because of the homey, comfortable environment, we're told that many customers come to sit and talk with our volunteers and powerful bonds have resulted. Thank you, Home Store Team, for all you have done to support our mission!

# The Fishline Project Begins!



It all began with a signature—Board President Tom Eckmann and FPH Owner Mike Brown risking carpal tunnel as they sign each page of our construction contract.



The big hole in the ground.



The hole is no more! The foundation is poured with a cutout upon which a walk-in cooler and freezer will be placed.



The first of the steel framework that will hold our beautiful new metal building begins to take shape. It will take 6-8 weeks to construct the prefabricated metal structure.



The framework of the metal building takes shape



## The Market

Linda Burris



Lots of volunteers become temporary Woodchuckers when at Fishline!

### Firewood Program

**21 cords distributed in 2017; 12 cords distributed in 2016**

In April of 2016, we were able to add the entire St. Vincent's/St. Olaf's firewood program to Fishline's meager existing program. The St. Vincent's firewood storage facility was being repurposed and would soon be unavailable. Rather than terminate their program, they graciously agreed to combine their sources and labor force with ours, enabling us to significantly grow our firewood distribution.

As you see, this collaboration increased our distribution capability by 57% in just over 18 months.

Word of our firewood distribution program is spreading, and I get calls almost monthly from prospective new donors. Our Woodchuckers are a dedicated, hard-working team who work weekly to haul, cut, split and stack wood.

### New fresh food connections

- Bainbridge Island Safeway (2xweek) and Trader Joe's (1xweek) were added to our grocery rescue.
- Poulsbo Farmers Market gleaning program set a record: 3,983 pounds of produce and \$852.40 of cash donations.
- Tom Hall, Central Market, connected us with PacCoast Produce out of Tacoma, who agreed to add Fishline to their list of recipients for grocery rescue and/or "pennies on the dollar" purchase of 'failing' produce. They also agreed to deliver our orders, which will begin in Jan or Feb, 2018.
- Tom Hall's invitation to attend a Central Market staff meeting gave me an opportunity to explain Fishline to dept. heads who were unfamiliar with our organization, and to answer questions regarding what types of grocery rescue we accept. Meat and dry goods rescue from Central have increased since that meeting.
- The LDS Church Bishop's Warehouse in Bremerton has offered to be a regular donor of meat, produce and dairy when we encounter shortages.
- A new resident of Poulsbo offered to donate ~1 acre of farmable land to Fishline. The prospective source for labor to grow on this land could be through a Suquamish High School work-study grant. Discussions ongoing.

### What went well (in addition to the items listed above)

- Consistent presentation of a well-stocked, friendly, respectful 'safe place' Market for clients to shop.
  - Aspiring to inspire a Market environment where volunteers can learn, grow, take ownership of the outcome of each shift they work, and enjoy being a neighbor who helps neighbors.
  - Constant re-working of signage and product displays to reduce confusion and enhance the clients' experience.
  - Community support. The volume and consistency of donations and food drives, large and small, exceeded any prior years in my brief history at Fishline. Our food storage capacity as we close out the year is maxed, thanks to donor generosity.
  - Market volunteer teams seemed to exceed all expectations in the care and respect they gave our clients and one another.
  - Continued and enhanced our relationships with grocers, both here in Poulsbo,
- Fishline Year in Review 2017



Volunteer Joe Bell put hammer and nail to many projects this year, including these storage containers for the Clothing Closet.

as well as Bainbridge Safeway and Silverdale Trader Joe's.

- Created and published Fishline's 50<sup>th</sup> Anniversary Cookbook.
- Conducted newly formatted volunteer trainings that included roundtable discussions, power point presentations, featured speakers – all in a new venue at City Hall.
- Enhanced our presence at and increased our yield from the Poulsbo Farmers Market, thanks to our creative, dedicated volunteer team.
- Saw an increase in fresh food donations from Grow-A-Row, as well as from larger local farmers.
- Worked with Natalie to increase our community service volunteer opportunities and service group volunteer opportunities; reinstated an Easter Seals volunteer and job coach; continued providing tasks for our NK High School Special Ed team each Wednesday morning; saw 3 candidates from Coffee Oasis' Hope, Inc. successfully complete and graduate from the program. One graduate continues to volunteer 3-4 times/week.
- Persisted through a weeks-long freezer debacle, and finally convinced the manufacturer to replace the \$8,000 newly purchased lemon free of charge. That plus purchase of a new chest freezer gave us capacity plus sustainable temperatures – finally.



Volunteers stock the new after-hours pantry, artfully constructed by Dylan Vaughan



Paula and Leigh are Fishline's ambassadors each Saturday morning at the Poulsbo Farmer's Market, spreading hope and collecting fresh items for our clients.

- Gave the Home Store our small GMC van for their small-item p/u and delivery.
- Kept all 7 vehicles in our mini-fleet operational with regular maintenance and repairs, thanks to the generous free labor (parts only charges) at Ken's Northwest Auto.
- Worked with Mike Hill and with one of our master-carpenter volunteers to acquire and build, respectively, 2 storage sheds for the Free Clothing Closet.
- Worked with Natalie to install 2 "neighborhood cupboards." Our onsite Fishline cupboard provides clients' access to food afterhours, on weekends and during holiday closures.
- We collaborated with Poulsbo First Lutheran Church to install a downtown cupboard, a strategic location for many of our homeless clients who tend to congregate downtown. Pastor Kent Shane and his congregation agreed to build and install this cupboard. Both cupboards will operate on an honor system: "Take

what you need; leave what you don't." It is hoped that eventually both the neighborhood and the First Lutheran congregation will take ownership of keeping it stocked.

## Trends

In the last quarter of the year especially, as our construction became more visible to drivers-by, and news of how and why Fishline is expanding reached more people, I began to hear more and more positive remarks, encouraging comments and excitement about our plans.

This positivity manifested in the abundant donations we received during the holidays; in the curiosity and questions from donors, clients, and volunteers. It all started to feel as if the community was lifting us up and supporting this concept of being kind to one

another.

Clients' personal situations seemed a bit more difficult. Maybe they feel safer sharing their stories with us when we ask, "How are you today?" Or maybe their situations really are increasingly grim. Most notable though is the courage and strength with which they seem to handle what comes their way.

One of the most valid and valuable evaluations of how we're doing might be in the number of clients who decide to volunteer. It's through their eyes and their suggestions that we can improve the most.

### **Stories/What stands out**

The joy of children makes us happy. It's amazing what a little package of gummies can do to delight a 3-year-old. If we don't get the candy donated, a volunteer buys more to restock our stash. The little ones have all come to expect a treat at Fishline, so we've started a tradition we cannot fail to uphold. Their reaction makes anyone's day better – client onlookers, volunteers and staff. Each and every one of the children says thank you, and sometimes we get hugs. We just can't have a bad day after those transactions.

Not long ago, a homeless client ran out of gas as he rolled into Fishline. He needed to get to a job interview, so we were desperately looking for a gas can so that he could walk to the Shell station. Another client overheard our conversation, and spoke up, "I have a 5-gallon can in my car. I'll go get it." The man got the gas, and was on his way in no time. When I returned the gas can and thanked the client for loaning it, she said, "How could I not help? You all have done so much for us!"

A client and beloved former volunteer, who had recently found a job, thanks to help from Mr. Middlebrook of Soundworks, our onsite employment service provider, stopped by to say she may not be seeing me in the Market anymore. After just a couple of months at her new job, she was being promoted to a supervisory position, and would "now be earning enough to buy groceries *and* pay rent!" She was thrilled and nervous, and so happy!

Each Thanksgiving since I've been at Fishline, 2 local couples and their children donate turkeys. It started out with 50 turkeys, and the donation has grown every year. This year they purchased an entire pallet of turkeys from Costco, plus another pallet of pies and eggs for a total donation of over 2,500 lbs! Since they only had a small pickup truck, I felt compelled to offer them our box truck to pick up the pallets, so they wouldn't have to make two trips to get it all to Fishline. They took the offer, and delivered in one trip.

During Christmas week in the Market we set out a box of small toys (donated by a local discount store) by the entry door, and put a sign on it: "Free Toys! Limit 1 per child." A little 4-year old boy came in, and our checkout volunteer brought to the attention of mom and her little boy that he could choose any toy from the box that he wished. He'd just chosen a little Ninja action toy as I rounded the corner by Reception. He was clutching the toy and bouncing across the floor. I leaned down and said, "Oh, I'm so glad you found a toy!" – as he continued to bounce in my direction, held up the toy to show me, and hugged my knees at least 3 times in between happy-bounces. The bouncing and hugging continued until his mom patiently reminded him that they should probably start shopping.

## What went well this year

### **Food Drives**

## **Logistics & Procurement**

**Lucy Baker**

With Amy N. as Food Drive Coordinator, I can honestly say that with her assistance this year, we are better organized than in the past. We were able to coordinate with organizations and businesses throughout the community and, as a result of this, have some successful food drives.

I implemented a designated cell phone number, as well as specific business cards, both of which facilitate a point of contact. By funneling food drives through one person, it has been easier to organize what each food campaign requires and truly needs.

We do, however, still need help organizing and ordering new food drive posters and/or banners which will be instrumental in communicating our wants and needs for the community.

We also noticed that it takes a team of personnel to organize food drives and their availability to receive these donations. The biggest challenge was organizing the delivery of food drives to our food bank during off hours. We had to make special arrangements with either a staff member, Linda B. or a volunteer.

A goal to work on for these food drives would be:

- A designated Food Drive Log for all incoming food drive donations;
- Data entry into the Salesforce program of all food campaigns;
- Have an Events/Food Drive schedule in Salesforce so as to better organize food drives.

### **The Creation of Gift Cards for those with No Permanent Address (NPA)**

These gift cards are aimed specifically at our clients with No Permanent Address. One of our own homeless clients inspired me to create this program when I was asked if I had any McDonald's gift cards. I promised I would work on this by creating a new system through which we can feed these special situation clients. I was able to launch this process with donations from a beautiful couple who had ties to McDonalds and thus the program was incorporated into the NPA food bag that is issued twice a month. The gift cards are not only for McDonalds but, occasionally, can also include cards for Taco Time and Subway. Our NPA clients anxiously look forward to receiving these gift cards since they represent not only a hot meal of their own choice, but also a place in which they can freshen up, sit down, relax and get out of the inclement weather.

## **Various Programs**

### **Food for Thought**

This program continues to evolve and change. We made adjustments in the quality of our food by adding hummus cups, snacks, and a variety of healthier canned soups. Furthermore, I added a snack bag of a couple of food items for each counselor to be used while counseling students.

Over the years we have seen a drop in the number of sign-ups. Alane B. and I have made numerous efforts to advertise and canvas schools with flyers and advertisements in our market, local school newsletters as well as educating any new teachers and staff members with information regarding FAQ's concerning our Food For Thought program. We believe that one of the reasons why the FFT numbers are lower is that families, with school-aged children, are moving out of our geographical area due to the housing crisis.

Our 2018 goal for the FFT program includes finding a data entry volunteer and perhaps also help navigate this project.



## **Home Delivery**

This continues to be one of my favorite programs and I could not do it without the help of Anne W. and Michael. We have created some awesome ties with the clients, although some of them are no longer with us. We continue to help home-bound clients with food each and every week while bringing a smile to their faces, especially when we remember their birthdays, presenting them with a card signed by our staff members. These seemingly small gestures matter most to me personally, as well as to our home delivery team.

My goal this year is to do more outreach. Perhaps through greater advertising, I believe we can help more clients by reaching out to those who may need this very important service.

## **Wellness Program**

I have to shake the dust off this topic because it has been on the back burner for quite some time. I see Fishline growing in ways that seem to help clients when they are at their worst. I believe it is imperative to nourish wellness in our community. We have the opportunity to help folks evolve out of their despair and have clients recognize on their own, if they really need to use Fishline. My goal is to communicate and create a system whereby clients can truly help themselves evolve by breaking bad habits and reinvent themselves to live to their highest capabilities. I have a few programs I am reviewing and my hope is to have these launched in a very near future, either through Fishline or, perhaps, channeled through a different source. I am most excited about creating and seeing the realization of a true Wellness Program this year.

As part of “wellness”, Fishline has the opportunity to communicate to our existing and/or new clients in our community about who needs the most help from our organization; the sick, the elderly on fixed income, low-income students and, of course, the homeless. Do our clients fit into any of these categories? Perhaps clients will decide on their own accord “I really don’t need to go to Fishline”.

This subject and conversations on this issue has been mulling away in our community for some time now: “who goes to Fishline as a client and who shouldn’t”. Who decides this? Who wants to be the gatekeeper at Fishline? I certainly do not. Our community members have also been asking these questions of our staff and volunteers. We need to move in the direction of a more pro-active process to ensure that money donated by our community is being used to help the neediest in our area and that, in the end, it is not a free-for-all.



<b>List of Food Drives over 500 lbs.</b>	
Letter Carrier	16.238
Lions / Rotary	6.565
Point Casino	7.431
Safeway / NWH	5.735
Gateway Church	3.387
Pacific NW Title	2.456
Silverwood School	2.241
Gateway Church & Early Learning Center	1.997
Red Apple Giving Tree / Holiday Meal Deals	1.750
Forrest Rock Hills Neighborhood	1.513
Mike and Sandy Nelson Real Estate	1.275
Kitsap Physical Therapy	1.231
Cub Scout 4539 Pack	903
Poulsbo Middle School	903
NKHS (Honor Society)	863
PAWS	825
Cub Scouts Troops (4570/4563/4590/4555)	820
NK High School "Fill the Bus" 10/26-12/11	810
Cross Point Academy	747
Rae Hyra	634
Warren Harding Lodge #260 & Boys Scouts Troop1502	627
Vinland Lutheran Church & Youth Group	604
Olympic Outdoor Center	565
Dollar Tree	558
Chebonaroo at Slipper pig	524
City of Poulsbo	523
Liberty Bay Presbyterian	512
1 <sup>st</sup> Security Bank	506

Thanks to our supportive community, and the help our volunteer food drive coordinator, we received 166,277 pounds of food through community food drives and individual donors. As well as the yearly traditional drives held by long-time Fishline supporters, like the Rotary/Lions drive in late summer, our year of support from The Point Casino helped donate over 7,000 pounds.

Because of these generous donations, our food buying budget could be diverted from canned goods and boxed meals to fresh produce, dairy and eggs, a nearly daily need for our Market.

## Volunteers

### Natalie Vaughan-Wynn

## Introduction

If there's one thing I've taken away this year, it's this: The connection and commitment to a shared purpose that we provide through volunteer opportunities at Fishline has just as much power as any emergency services that we offer. Our volunteers aren't just a mechanism by which we fulfill our mission, their transformation accomplishes our mission. Our volunteer program is both a means to accomplish our mission and an outcome. I think you'll see this in stories provided below and the statistics provided above. We see and feel this every day and take pride in knowing that we have collectively created a place where people's lives are transformed through service to their community.

## Accomplishments

**Extra Effort to Accommodate Service Learners, Community Service Volunteers, and Groups:** This has been a team effort involving willing and capable "veteran" volunteers as well as my co-workers. The ripples that this creates in the community are incalculable. We have court-ordered volunteers who continue beyond their required hours because they love being here so much. We have donors who decide to contribute to Fishline because their kids get to volunteer as part of their youth group. It's wonderful!

**Increased Capacity through Delegation:** In my position I continue to parcel out many of the tasks I've inherited so that I'm able to dedicate a greater proportion of my time to higher-level responsibilities (and to those that require a staff person, like answering emails). I have volunteers conducting orientations, updating the market schedule, and making name tags. Next year, I plan to have a volunteer conduct exit interviews. My co-workers have also delegated tasks. Lucy legitimized the Food Drive Coordinator volunteer position through the drafting of a job description, dedicated email address, and phone number. This can serve as a model for other specific roles that can be entirely volunteer managed.

**Commitment to a Greater Degree of Communication:** I've received positive feedback on the frequency and content of our Volunteer Updates. One change from 2016 is that we're making the ED Report available (both through email and in hard copy). The "Current Volunteers" section of our website will continue to evolve and become a successful way for volunteers to access information.

**Creation of Guiding Documents:** In 2017, I drafted:

- A Volunteer Engagement Statement
- Youth Volunteer Guidelines
- Volunteer Appreciation plan
- A New Volunteer Orientation PowerPoint presentation



Helping connect children with the lessons of sharing and caring is one of our favorite things.

## **By the Numbers (can't get away from it!)**

- 14:** number of off-site events in which our volunteers participated (listed in the appendix)
- 36:** number of long-term volunteers who will have a dedicated brick on our pathway
- 9:** Stories on volunteerism written for our website, newsletters, and the local paper
- 19:** number of youth, civic, business, or church groups who volunteered in 2017
- 1:** Volunteer who passed away in 2017 (Kevin Tumey is remembered by all of his friends here)

## Challenges

To be honest, every day brings new challenges both large and small. I feel like our team is so solid, there's not much that we can't work out together. But, here are a few challenges encountered in 2017.

**Staff Transitions.** Having gained and then lost three people last year affected volunteers, programs, and our ability to engage in long-term planning.

**Safety.** In 2017 we spent quite a bit of time as a staff discussing issues like de-escalation, a bell-ringing protocol, and lock-down procedure (all precipitated by events). For me, the challenge last year was accepting that we are in a position where there is an elevated level of risk.

**Placing volunteers into new and transitioning programs.** I think we all spent time on the learning curve when the Free Closet launched and the Birthday Fairy program lost Tricia Beane, who was the person in charge. While in some areas we function like a well-oiled machine, other programs would benefit from oversight by staff, at least during critical points (like launching and restructuring). Many of us who have the program management experience lack the time to dedicate.

## New Projects/Programs/Trends

**Service learning:** I've developed a model that introduces elementary-aged kids to the concept of a free choice market. I explain Fishbucks, set up a mini market upstairs, let them shop, and then talk about their choices and why it's important for shoppers to have choice. This exposure has had positive ripples in the community in terms of awareness-building, donations, and I've documented step-by-step instructions on carrying out this activity so that anyone on our team (including a volunteer!) could replicate it.

**Court-ordered community service re-established:** Once I found out that Chelina (who has been here longer than Mary!) began as a volunteer working to pay off court fines, I knew we were on the right path. Despite the extra paperwork and handholding involved, offering this as an alternative to paying fines is critical to our mission.



Artists Kristi Tanaka and Jonathan "Fro" Perry, winners of this summer's art contest, turn graffiti into art on our tagged delivery truck.

**Box Truck Painting:** I think that this project was bigger than itself. While our truck turned out beautiful, our eyes were also opened to the great talent that our community has to offer. Afterward, we retained Kristi Tanaka (who painted the backside) as a graphic designer. We also held another successful art contest. I feel that this particular project set forth our ambition for artistic growth.

**More clients are volunteering.** Twelve new client-volunteers began in 2017—double the number we had in 2016. Each of these 12 is still volunteering. I believe that we've collectively created a welcoming environment that encourages clients to give back through volunteerism. Much credit is due to Sandra and Linda.

**Deeper volunteer involvement.** We've built on our foundation of market, office, and store shifts to deepen volunteer involvement in many other aspects of our work including work with committees and the board, special projects, and high-level professional activities like accounting, development, and graphic design. The hours that volunteers have logged through special projects has increased 712% from last year.



Betty, Harriet and Dan volunteer to help at The Point Casino's golf tournament benefitting Fishline. A sunny day, and the efforts of the Point's team, resulted in a sold-out event!

## **Outstanding Moments**

Attending the Northwest Harvest Conference last September was eye-opening. In meeting so many others involved in the emergency food system, I realized how progressive we are in almost every aspect of our work.

Being here the week before Christmas was a highlight. We had an incredible calendar of events, including music in the market, massages for volunteers, and clients giving back in unique ways.

## **Lessons Learned**

Identifying areas where volunteers can help can be done in a strategic way. The question is not whether a volunteer can fill the role or perform the task at hand (they can!). The questions are more nuanced and include whether a volunteer can do the said task consistently, whether my time spent recruiting, coordinating, and training is worth the value of the task they accomplish, and whether we have a plan b if their consistency is compromised.

promised.

At Mary's suggestion, reframing this position as manager of an entire department or program has helped me look at the big picture. I've written down the many facets of this job that have evolved in the past year, including external relationship building, the diversification of volunteer duties to accommodate Fishline goals, website management, and frequent writing. Having a sense of all that my job entails has helped me manage my time. Making time to network has incalculable benefits. Even through brief conversations with similar organizations, best practices, pit-falls, and other lessons can be gleaned.

## **Goals Part 1**

### **Programs:**

Building a framework that gives volunteers more opportunities to directly serve client needs that we're currently unequipped to fill (helping set up an iPad, for example). This could take the form of time-banking or something similar.

Growing our gardening capacity. I'm sure Linda will address this in her report so I won't go on and on, but I am excited to work with Kitsap County's new Americorps volunteer on gleaning efforts and on the numerous opportunities we have for increased availability of locally grown produce.

### **Geeky things:**

Categorizing Outlook contacts (currently have ~700) with the goal of improving targeted emailed communication.

Learning Salesforce

Building out the volunteer section of our website to include current volunteer profiles and open volunteer positions

### **Strengthening our volunteer community:**

Creation of a Professional Directory

Having a Volunteer Appreciation Party

Hosting regular meet & greets (volunteer beer, volunteer coffee)



## Resources Needed

**Continue to provide us with the time and space to professionally develop.** Fishline has benefited tremendously by what I've learned through spending time—even just a little!—with similar organizations. The opportunity to hear about others' best practices and pit-falls is invaluable. Thank you!

**Revamp the phone system.** We've had staff discussions about improving our phone system so that we're all not disrupted every time it rings while ensuring that calls and messages are responded to in a timely manner. One immediate change we could implement now would be sending calls directly to a message/voicemail before and after hours. Many of us come in early or stay late to perform tasks that go much more quickly without interruption. If we get the green light to do this, I can find a volunteer to help.

**Coffee or Beer with a Board Member:** I'd like to intentionally create more opportunities for volunteers and board members to interact. Will you let me know if there are some mornings or evenings in this next quarter that you could make yourself available to host an hour-long meet & greet?

## Stories

*The common thread in these stories is how our volunteer program transforms lives just as drastically as our dispensing of emergency services. More stories are available on our website and in my monthly reports. I'm also providing a preview of Volunteer Profiles (in the Appendix), which I plan to post to our website in the coming months.*

A family who recently immigrated to the U.S. began accessing Fishline resources some months ago. Slowly but surely they're getting on their feet. But, despite the husband's impressive background in banking, he was been unable to find a job. Then, he interviewed with Wells Fargo (whose employees also volunteers here in the food market once a week) and was told that if his English gets up to par, they'll hire him. He asked if he could volunteer in the market in order to practice his English. Of course we signed him up! His conversational English has improved drastically, he's enrolled in a formal English class, and he's since had several more interviews. Our market volunteers deserve high praise for chatting him up and welcoming him into our community.

All of us around here know Anna. She's a Polish physicist in her eighties who has strong opinions about, well, almost everything. Every now and then she comes in to chat with Sandra (or whoever is in the lobby). At some point in 2017, Anna decided that she wanted to volunteer. We all agreed that this would be good, but with her limited English, inability to stand for long periods, and lack of computer skills, what could Anna do? We posted her in the break room to flatten the plastic bags that are donated for a second round. Magic happens in that breakroom. Anna, who mainly is just plain-old lonely, gets to chat with fellow volunteers about her life in Poland, her late husband, and physics. She recently shared with me that her mind is always racing and added "you are like doctor and these plastic bags are like medicine. Smoothing bags calms my mind." I truly believe that we have a place for everybody here at Fishline.

**Volunteer-supported event list: (not counted: Food Drives, on-site events like Registration and our groundbreaking)**

Come to the Table, Feb 4<sup>th</sup>

Military Appreciation Day, March 11<sup>th</sup>

Stamp Out Hunger, May 13<sup>th</sup> (this is the only food drive I'm listing here)

VikingFest Parade, May 27<sup>th</sup>

The Point Casino Royale, June 10<sup>th</sup>

The Point Golf Tournament, Aug 11<sup>th</sup>

Kustom Kulture car show, Aug 19<sup>th</sup>



Lokalfest, Sept. 9<sup>th</sup>  
 The Point Harvest Dinner, Oct 19<sup>th</sup>  
 Slippery Pig Gobblefest, Nov 25<sup>th</sup>  
 Rock into Giving, Nov 11<sup>th</sup>  
 Poulsbo Orchestra Fishline Benefit Concert, Dec 3<sup>rd</sup>  
 Safeway's Hunger Bag Promotion, Nov/Dec  
 Poulsbo Farmers Market, April-Dec

### Partner list

Kitsap Community Resources, North Kitsap High School, Les Schwab, teract, Coffee Oasis, Leo's Club, Girl Scouts, Hope Youth Group, Pip-Squeaks, Navy Hospital, KMH, Vinland Lutheran, Farmers Insurance, sage Network Solutions, West Sound Princesses, Navy Youth Group, Wells Fargo, Massage Network Solutions,



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## **Summary Statement**

## **Client Services**

**Rae Rodriguez**

What a year! This year my management duties have expanded to working with our Comprehensive Services Providers to discuss and agree upon processes, ethics and practices, and to establish the Comprehensive Services Center Operations Manual. I have also managed staffing increases to our Client Services Team, have created a process for consistent Outcome Measures, and created Programs from those outcomes.

Accomplishments include the CSC organizing and I could not have done it without help from Paula and Tracy, both experienced, brilliant and strong women who have come along side me to venture into the unknown world of the unique collaboration and partnerships we need to develop in the CSC to truly transform lives. My biggest win this year is that the VISION of the CSC is staying true, we will help people by being hopeful, fostering trust, engaging them to be their best selves, and creating sustainability for our community.

The main challenge this year would be the change in staffing. We have a wonderful core staff, and we are looking forward to securing just the right people to help us move the mission forward as we bring the CSC to life this year.

A specific and personal challenge for me is managing the Culture of Respect Violations on my own, we had several managers helping with this and it has recently shifted to client services. Reprimanding angry or dishonest clients is highly uncomfortable, and at times, I feel we need a security guard or like member of the staff. I am hopeful that in our new center the Dispute Resolution Center will assist with some of these clients.

## **Comprehensive Services Center**

The development of the Comprehensive Services Center has grown, from an idea vetted out by a client survey and a wide scale town hall meeting, to a full-fledged team of willing providers meeting regularly to develop processes for creating collaborative services for our shared clients. While we were looking forward to Kitsap Mental Health (KMH) coming aboard they felt they needed more space for the services they want to provide in North Kitsap. The space allotted for KMH has been filled by Peninsula Community Health Services Dental.

We have nine providers at this time, Fishline, PCHS Dental, YWCA, Kitsap Sexual Assault Center, American Legion, Kitsap Community Resources & Housing Solutions Center, Sound Works Job Center, DSHS, and Kitsap Dispute Resolution Center. Other interested providers include Kitsap Immigrant Assistance Center, Compass Job Program, and the Air National Guard.

We have worked hard to acknowledge one another's strengths and individual agency cultures and are feeling quite comfortable as a new team of collaborative providers. We have arrived at a Vision Statement "Communities of Hope, Health and Opportunity". Much time and effort was used to discuss an intake sheet and a process for greeting clients and visitors at the front desk. Some agencies are working with clients that have experienced severe trauma and need special care to keep them feeling safe and to maintain their dignity. We are currently working with a 'mock' intake sheet to see how it might function for the new center. We have a process for clients who have appointments, for triaging emergency clients, for logging activity, and for de-escalation. We also discussed HIPPA requirements and have obtained a document that should provide the appropriate protection amongst the providers, HIPPA compliant and otherwise.

Next steps include discussions about lead case manager, team care, safety and security, boundaries, de-escalation, mandatory reporting, outcomes, dispute resolution with clients and amongst providers, lease and Memorandums of Understanding (MOUs).

The draft of the Business Associate Agreement (BAA) have been forwarded to the provider agency leads to review. MOU's and Leases should be signed in February/March. Move in is expected in June and prior to that we will have an open house meet-and-greet for all the CSC Providers and Community Agencies, Churches, Police/Fire, and Service Organizations will all be invited.

## Client Services Team

**Advocate** - This year we hired a new Client Services Advocate who has been a godsend to the team and to the clients as well. During her time here Sandra has quickly learned the “Fishline way” of out-of-the-box assistance, hope building, and collaboration on behalf of the clients. She also undertook some management roles in my absence helping to train our new Front Desk Coordinator. The Client Services Team is growing and we are adjusting our roles and responsibilities as we move along.

Now that the CSC is moving in a forward motion, I will be able to take back the management pieces, and will purpose to keep our team meeting on a regular basis. This includes our Advocate, Front Desk Coordinator, Family Development Specialist (hired by KCR), and working in tandem with the Housing Solutions Center Navigator. I will also manage the HomeShare Coordinator who will mostly work off site and in the field.

**Front Desk Coordinator** - Even with our amazing Advocate, our staff began to feel the pinch point of increased services and demand and we hired a Front Desk Coordinator to help solidify the practices at the front desk, triage clients, and train our volunteer CSA's. This person also took the load off the Advocate by scheduling appointments and issuing gas vouchers. The (Client Services Assistants) CSA's also took on more decision making and were able to provide laundry and shower vouchers and make exceptions for food. The three-month trial proved to us that the position is vital to our success.

**HomeShare Coordinator** - the HomeShare Coordinator accomplished 9 home share matches and completed our home share media and participant packets. She reached out to over 100 contacts for alternative housing, contracted with the RV Center to do free inspections, met with the Mayor of Poulsbo on several occasions, spoke at the County Commissioners Meeting, and arranged a local television interview with Commissioner Gilder to create awareness in Kitsap County about our housing crisis. While the HomeShare Coordinator worked tirelessly we often found barriers to our attempts to create alternative housing options, the land we found was zoned rural not urban, the donated RV had mold in it, the landlords are not willing to risk co-leasing their multi bedroom homes. While we were frustrated we know that the work needs to continue and so will hire a new HomeShare Coordinator in 2018 to continue our efforts with the county and homeowners to find relief for our homeless neighbors in need.

**Family Development Specialist** - Another change in staffing will take place in early February, 2018 with the addition of a Family Development Specialist hired by KCR and shared with Fishline. The FDS availability for last year was only one day per week and this created great struggle for our case managed clients and for the Advocate. This year that part time person will return to KCR Bremerton campus and we will have a new FDS at 30 hours per week, this will be a great WIN for our team, our clients and the community overall. We are very hopeful this will take the load from our Advocate and give her and the FDS each appropriate and adequate time with clients. The FDS will work with housing related clients and will manage our HomeShare and Safe Park programs.

## Client Stories

Culture of Respect Success Story! – Fred came in rather angry and very heightened in his reactions to others, we had to clear the lobby and call the police. Fred became one of the Culture of Respect Violators at Fishline, we were unsure if he could manage himself in a manner that we would all feel safe, nevertheless, we welcomed him back. He returned a couple weeks afterward and informed us that he was, reluctantly, taking medications, but says all the time how much he appreciates the services we provide, he is often happy, humorous and motivated to make the next steps. Our Advocate is helping him find ways to attend school. We have every hope for this young man and are looking forward to the day he is completely stable, I'm sure he will come in just to say hi.

## Programs

**Safe Park** – This fall we had, at one time, four women in the program. Generally the women are in the same age range, late 50's, disabled, and experiencing a life trauma. Due to great effort from the women themselves and our FDS Wendy Beckmark, one of our gals was able to move into permanent low income housing, we are so pleased. One has moved out of state, another has found a home share with an area resident, and the last one has just gotten a full time job, is attending college, and will soon afford housing of her own.



**HomeShare** – HomeShare resulted in 9 matches this year. We found that it is very difficult to match personalities, and some people would rather reside alone in their cars than share a home with a person they do not like. Generally the rents required for a room in a home still exceed the amount that is affordable by our home seekers. We are looking at options for Boarding Houses as a better fit for those people with limited incomes.

**Christmas Child** – The program served 404 children this year and we received in kind donations in the amount \$35,000.00. The program was hosted by the Faith Episcopal Church and we had plenty of space. Early sign ups really helped smooth the process, 52 businesses and organizations were involved in some way to make the program a success this year.

**Birthday Fairy** – The Birthday Fairy program served 174 children this year and we received in kind donations in the amount of \$7000.00; we also spent \$149.00 out of our budget for gift cards for teens.

**Clothing Closet** – 12,839 items of clothing were given away to help clothe 1047 family members. The Clothing Closet had to close for the winter since the only area available to them is outdoors and the weather is an issue. We hope this wonderful program can be held indoors in the current Fishline building when the CSC opens.

**Firewood Program** – Adjustments were made this fall season when we saw the need for firewood as a need for heat and identified it as utility assistance. The fire wood became an often desired item and so we created a screening process and vouchers for the clients so that we can ensure the clients truly in need are receiving it, this also gives us an opportunity to talk with them about other services they may not be aware of.

**Meet N Greets** – This year we invited Head Start, the County Health Department and Peninsula Community Health Center to meet with clients in the market and share eligible services with them. Next year our meet-and-greets will revolve around needs determined by outcomes and surveys, or by subject, such as mental health awareness. The first of the meet-and-greets will take place in January 2018 and cover Education and Employment as the lack of employment and insufficient income was identified as a contributing factor for many of our clients needing assistance with food and/or financial services.

**School Supplies**—Kathy Smith administered this program again this year, serving 188 students in our school district from K through 12 by providing backpacks of school supplies in time for the first day of school in the fall. We received almost \$6,000 in in-kind donations with the larger donors including First Lutheran, Faith Episcopal, North Point and St. Olaf's Churches along with the Kitsap Mustang Club and the Dollar Store. Over 60 hours of volunteer help, along with 70 hours donated by Kathy, made this program possible.



The Birthday Fairy's work (left) including a special cake made for a family of quintuplets. On the right, our Free Clothing Closet celebrated its first year of service to NK with a steady stream of grateful clients and a little time for volunteers to ham it up on "Housecoat Day".



## **Funding**

**ShareNet Funding** - In 2017 we began to manage ShareNet funding for Kingston area clients. ShareNet has been most gracious in allowing us to use our parameters for funding eligibility thus keeping consistency for all clients who come in for financial assistance. We saw two changes to ShareNets expenditures from when they utilized St Vincents to manage the funds. One is that we spent far less overall, the biggest reason for this being that we refer clients to other agencies for rent and utilities as often as possible. We also saw that the amount we spent on rent and mortgage increased significantly, this is due mostly to the high cost of rent, and to the fact that ShareNet had funds it was not accustomed to. ShareNet funding expenditures totaled \$12,397.56 and we were able to help 28 Kingston area households with these funds.

**Kitsap County Funding** - We found ourselves out of hotel funding by the end of October this year, a very sad reality has set in, there is just nowhere to house our vulnerable and rent burdened populations. We also had money left over from the salary for the HomeShare Coordinator due to her need to vacate the position early. This is the first year we have requested and received funding from HHGP for a salaried position and we are learning how to appropriately expend the new funds awarded for the position in 2018. We were also awarded our full request for direct client services so should better be able to assist with hotel funds, eviction prevention, and rental scholarships when needed.

**Donor Directed Funds** – Donor Directed funds give us the freedom to help clients when and how they need it most. Such needs included assistance for people in establishing and maintaining businesses, licenses to obtain work, emergency dental care for heart related issues, storage unit and moving costs for elderly handicapped couples, and ferry tickets for those fighting cancer.

## **2018 Goals**

The ultimate goal in tandem with the CSC team care model is to create new and wonderful opportunities like mentorships, pay it forward program, support groups and time-share (bartering) opportunities. Then, and only then, will I truly have succeeded in my work at Fishline.

Continue to network and collaborate with outside agencies, social workers, police, and mental health responders to create case management opportunities for our shared clients as far as the release of liability will allow.

I also have a personal passion for helping the homeless and I will engage with the HomeShare Coordinator as much as possible to increase alternative housing options.

I will increase and streamline communication amongst our Client Services Team and with the CSC Providers.

I will support and encourage a new software program.

I will engage in Team Building Activities and encourage the Board of Directors to utilize the Strength Finder Program for our Staff Retreat.

Continue to grow in management, project management and outcome reporting capacities.

Identify limits and parameters for clients in each need category including food services; ways clients can 'Pay it forward', or "graduate" from our services and perhaps even mentor to others how they rose above the food bank role.

## What went well this year

Four new CSA [Client Services Assistant] volunteers started in 2017. Almost every shift has a CSA volunteer, resulting in more coverage at the front lobby desk.

A new position, Front Desk Coordinator, was added to the Client Services team in September. Having a consistent person at the CSA desk proved to be beneficial for staff, volunteers, donors, and clients.

## Client Services Advocate

Sandra Allen

**STAFF:** Having the Front Desk Coordinator manage the CSA volunteers and daily front desk tasks, allowed the Client Advocate to focus primarily on client needs. As a result, the advocate was interrupted less while meeting with clients, providing a confidential space for clients to share their needs and stories. With more time to focus on client needs, the advocate was able to take an individualized, strengths-based approach while working with clients, and as a result, better referrals were provided to support both short-term and long-term goals. For example, a client might come to Fishline for help with a utility bill, but walk away with not only their utility bill paid, but with two referrals as well. We observed that our clients excel with the additional support from our partners at Kitsap Community Resources [KCR] and Soundworks. (Please read client stories at the end of my report for examples of positive outcomes).

With the same person working at the CSA desk on a daily basis, the desk became a reliable communication hub. Phones were answered instead of going to voice message and there was less confusion regarding meeting schedules and staff activity.

**VOLUNTEERS:** Having a staff member at the front desk meant CSA volunteers no longer had to call for help when busy or leave the desk to have their simple questions answered. The outcome, someone was always at the front desk to greet our clients and guests. When a problem occurred, there was a staff member at the ready to provide immediate help.

The sign-up process for programs such as Birthday Fairy, Holiday Gift Baskets, and Christmas Child were held at the front desk. Although, volunteers are heavily involved in these programs, having a staff member in charge of the sign-up process proved to be beneficial. The most notable improvement was with the Birthday Fairy Program. At one point, there was consideration to put this program on hold; however, we were able to keep this program in place with simple adjustments; we moved the sign up process to the CSA desk for the Front Desk Coordinator to oversee. The Front Desk Coordinator tracked client requests as well as maintained communication with the Birthday Fairy Program volunteers. Confusion surrounding this program diminished and our families continued to receive a much needed and appreciated service.

**DONORS:** The Front Desk Coordinator assisted the Director with donor deposits and thank you notes; as a result, thank you notes were mailed in a timely manner, often within 48 hours.

**CLIENTS:** Clients were greeted and assisted more quickly with having two people at the CSA desk. Having a consistent face at the desk was also beneficial. Repeat clients did not have to share their information again, and over time trust was established. Client confidentiality in the lobby improved and triaging services became more efficient.

Procedures were streamlined.

Significant improvements were made in triaging client services requests. For example, depending on urgency, clients either met with the advocate on the same day or were scheduled for an appointment. This eliminated the need to telephone clients to schedule appointments. The result, clients were assisted in a timely manner; and no more phone tag to schedule appointments.

Data for grant writing was recorded.

An effort was made to collect data and client stories to use for marketing and grants. Even though our tools for data collection need improvement (i.e. better software), we were able to use the information from our registration form and client services log to collect helpful data. One or two client stories were written each month and stored in OneDrive for the board and staff to access as needed. (Note, there is a link at the end of my report where you can access this year's sto-

ries).

Resources in the lobby were made readily available to clients.

Thank you to Lucy, who purchased hanging wall organizers for the lobby so resource pamphlets and flyers are easily accessible for clients. Now clients are able to independently access information regarding services in Kitsap County.

Positive relationships with partners were established.

The advocate worked closely with providers at Fishline such as the *Housing Solutions Center Navigator* and *Kitsap Community Resources Family Development Specialist* to serve clients in need of housing and/or case management. Collaboration also occurred with multiple providers within the community to ensure clients' needs were met. Some examples are:

- The advocate worked with *St. Vincent de Paul* and *ShareNet* to ensure utility bills and rents were paid.
- When working with at risk clients under 23 years old, the advocate often worked closely with the case manager at *Coffee Oasis*, helping our young clients access services such as food stamps, health insurance, employment, or gas to get to work.
- For clients with domestic violence issues, the advocate worked with the *YWCA Advocate* to protect privacy as well as provide services needed to become self-sufficient.
- A positive relationship was established with the landlords, which is essential since there are only a limited number of affordable places to live in North Kitsap.

### **Accomplishments or victories**

Clients received outside the box services. (What we call special services). We are fortunate at Fishline to have such generous donors. It is because of the generosity of our community that we are able to help our clients with unique services that are typically not provided by other agencies, for this I am proud of our donors and Fishline. Below are examples of how we helped and why the service mattered:

- We were able to help a client hear clearly for the first time in years. We paid her \$250 application fee for a program where she qualified for free hearing aids. After receiving her hearing aids, she came to Fishline to share a heartfelt thank you. Unable to hold back tears, she described the new hearing aids as opening her worldview, saying, "She had no idea how much she was missing until she could hear clearly again."
- We helped a single mother get a new tire for her car. A simple deed, ensured she would be able to get to work and provide for her family.
- We paid for car insurance so a construction worker could continue to work.
- Fishline purchased a portable bunkbed, typically used for camping, so a homeless single father of two could provide his children with a more comfortable and dignified place to sleep.
- We paid for a moving truck to help a Poulsbo resident in a domestic violence relationship relocate to California where her family lives. In California she will receive family support and have access to DV counseling; referral provided by the Client Advocate.
- When one of our clients lost a family member unexpectedly, we were able to pitch in for cremation costs. Our financial contribution relieved some of the stress, allowing the family to focus on grieving instead of trying to pay for a service that they simply could not afford.

Fishline provides a welcoming and judgement-free atmosphere.

It warms my heart when clients share that they feel comfortable when coming to Fishline because they don't feel judged. It is not unusual to have someone enter in tears and leave with a smile. This is quite the accomplishment and one to be proud of. For when this happens, trust has been established, which means the client will be back for services. Whether the need is simply food or more intensive case management, we want all of our clients to feel welcome and not judged; and in general, this holds true for most folks that come to Fishline.

One person in particular stands out as an accomplishment in this area. During his first visit to Fishline, he was so uncooperative that he was escorted off our premises by police. Knowing that he has a poor rapport with most other agencies in the area, we made sure to let him know that he was welcomed back on another day when he was able to interact respectfully with staff. About two months later, he came back to Fishline. Since his return, I have established a good rapport with this client and am slowly building trust. It has been about 6 months since he walked through our doors, and he is making positive steps forward in



his life; he has a job, is enrolled in school, and is paying his court fines.

The power of listening is the most understated service we provide. As an advocate, I realize the value of listening; it is a powerful communication tool for transformation. Listening matters because the client feels heard and in return he/she shares their information more openly and honestly. Better referrals are made and self-sufficiency becomes more obtainable. Sometimes just listening is all a person needs to feel better. One time a client said to me, "Now I can sleep tonight knowing that I've been heard."

Clients sign up to volunteer at Fishline.

One of my most favorite accomplishments this year was working with Natalie to help our clients find volunteer opportunities where they can share their skills and talents. When I hear a client say, "They need a purpose." I always invite them to volunteer at Fishline. Natalie did a fantastic job creating a space for clients to share their talents. The outcome has been beneficial for both clients and Fishline.

### **Challenges**

Staffing the CSA desk is challenging.

One of my main challenges this year was managing both the tasks at the front desk and the advocacy work.

Even though we ended up with four additional CSA volunteers this year, we had difficulty filling these spots, which meant most of the year we were struggling to keep the desk properly staffed. Multiple people sign up to volunteer as a CSA, only to quit after the first shift. Finding a person with the right skills, qualifications, and personality proved to be challenging.

Having a Front Desk Coordinator for three months proved to be extremely beneficial for Fishline, and for me in particular in my role as the advocate. The goal (or challenge) is to find the "right person" for the job.

### **New Ideas or Programs**

Timebank program.

Natalie, Rae, and I are very excited to start a new program; Timebank: an exchange system where the unit of value is the person's time. *It truly is the essence of neighbors helping neighbors.* Many of our clients have a burning need to make a difference and feel purposeful. Many have valuable skills. Many have time to help. What they don't always have is the opportunity or venue where they can share their skills or time; and when they do get the chance, magic happens. We've seen this in a small-scale form with a handful of our clients who volunteer at Fishline. One client set up her grooming truck in the parking lot where she provided free toenail trimming for dogs. Another client provided hand massages and facial waxing. What I witnessed was a true transformation. Both of these clients were in my office just months before with tears in their eyes and with a feeling of hopelessness. Now both smile and share how good it feels to provide a service that is needed. The effect goes deeper than just feeling good, both are feeling more confident, and both are working toward goals that have been on the back burner because they didn't feel worthy—now they do. The timebank system would allow these two clients to bank their time so that when they need a service, someone else is able to step in and share their talents and also feel purposeful.

### **Trends**

Affordable housing.

Finding affordable housing is difficult nationwide, and is a challenge in North Kitsap as well. Looking ahead, finding affordable housing will most likely become even more difficult. We recently learned that the owner of three affordable rental complexes in Poulsbo just sold all three. At this time, it is unclear if the owner will raise the rent or continue to offer affordable rental options. Another trend is homeowners are selling instead of renting. In the last year, many clients have come to Fishline for housing assistance, because they received a notification that the owner of their rental is selling and they need to move out. Finding another rental within the same price range is difficult—and unrealistic.

## Goals

Mental health and crisis intervention training.

We have a lot of clients who have mental health issues, most are easy to interact with and assist; however, there have been times when this is not the case. I want more training in this area so I can provide better services and referrals to this clientele. I would also like more training with helping people in a crisis. Most notably, learning tips on what is helpful to say and do as well as what things not to say and do when a person is experiencing a crisis.

I would like the agency to pay for these trainings and have Rae act as the advocate for our clients while I am attending the trainings.

## Client Stories

### **Unemployed to Earning \$80,000 a Year.**

John came to Fishline in August of 2016 for food. He was unemployed, with no income, and had transportation issues; he had no car and taking the bus was difficult because bus access was limited where he lived. We registered him for food, referred him to Soundworks for employment support, and gave him a bike so he could get around town with more ease. Over the next month, he came often to Fishline for food as this was his only source for food at the time. Later he received food stamps after the advocate helped him sign up for the program. In December of 2016, he shared he found seasonal work and would ride his bike daily from Poulsbo to Silverdale to and from work. During this time, Fishline provided help with warm clothes and bus tickets to get to work when the roads were too icy to ride his bike safely. After the seasonal job ended, he worked odd jobs to get by. He appeared thinner than he did when he came into Fishline for the first time, which he contributed to stress, long bike rides, and limited food. In the summer of 2017 he asked to meet with the advocate. He shared that he was done being poor and unemployed, and started looking for work in his field again—law. He is a paralegal and stopped working in the field a couple of years ago due to personal reasons (he never disclosed why to the advocate). He wanted to know if he could have ferry tickets to get to his job interview at a Seattle law firm. We paid for the ferry ticket and he went to the job interview. He later came to Fishline to share that the first interview went well, and he was waiting to hear back to see if he would get a second interview. Well, he did get a call back and had about three subsequent interviews. Fishline helped again with bus and ferry tickets during this time so he could attend his interviews. In October of 2017, he was hired and started in early November. The last visit he had at Fishline was to say, “Thank you for all the help, but could he have one more help?” He needed professional work clothes to work at his high-end law firm and all he had was the one suit that he wore for his interviews. He didn’t get paid until the 15<sup>th</sup> of the month and needed to have more than one suit to wear during this time. We were able to help him out by using donor funds to purchase a gift card at J.Crew in Seattle, where a sale was happening at the time. He said, “Thank you, and that he couldn’t have survived the past year without the continual support from Fishline.”

### **A Big Public Thank You!**

*This story is written by a client. His name has not been changed since he posted his message on our Facebook page. Only a few minor spelling edits were done. I wanted to keep the message authentic.*

Hi my Name is Keith Tinger and I would like to publicly thank Fishline Food Bank for helping me and my family. Stay productive members of the community.

The people at Fishline re so kind and compassionate. Every one of the "workers" treat me with dignity and respect. Fishline keeps my fridge stocked with delicious healthy food for me and my family And for the past 2 years.:)

Sandra and Wendy helped me get tied into prescription drug coverage (which I did not have before) one of my prescriptions was extremely expensive, and even covered the cost of that prescription twice. also tied me into a little bit cheaper health insurance, that raised my income by 10%. Which is huge when you are living on \$1,030 per month!:)

Linda and her crew of selfless volunteers in the market has supplied me with firewood numerous times to augment the ex-

pensive heat and to keep the house warm.

Once I got into a little trouble spending too much away on a family vacation for food and ended up with 0 dollars for two weeks and an empty tank of gas in my truck.

Fishline even helped get me through the month! Helped me pay my expensive electric and heating bill that was in arrears, helped put a little bit of gas and ferry fare for the truck, so I could get to work in Seattle playing music for people to enjoy. I would have been a mess!

Because of the stigmatism about using services shopping at food banks bring to some. Especially the young ones. I was "shy" to tell my story.

And am finally ready to thank you! A big public Thank You. With lots of Hugs to everyone at Fishline and Everyone who supports them!

Here is a link to my story. <https://www.gofundme.com/2ffmzt8>

To access more client stories, please go to this link: ----- <https://goo.gl/1dVKpm>

### **Client thank you notes**

Words cannot express how grateful I am for your kindness and generosity. Yesterday, I was touched beyond words to discover that my rent was mostly paid by your organization. I was still beaming with joy after having my power bill paid for. Tears of joy caught me by surprised. You brought hope back to my family. I simply want to extend my overwhelming gratitude for all of your support that you've given to my family—monetarily, mentally, and spiritually!

Sincerely,  
Poulsbo Resident

Thank you for caring about me. This past year has been really rough, and especially during the holidays because I'm alone at home. Coming here makes me so happy! I really appreciate the food, but feeling cared about is a new feeling that I love. Thank you for giving me a chance to rebuild my life.

Much love to you,  
Suquamish Resident

I really enjoyed working with you. Your genuine compassion for clients is heartwarming...such kindness while providing practical help. And of course, thank you for the patience and grace you continue to show me.

Blessings,  
Safe Park Client

## Donor Relations/ Fundraising/Capital

Mary Nader

A new level of fundraising activity evolved in 2017 to meet both to meet the current and growing need along with inviting donations to our Transforming Lives Capital Campaign. After a donor survey was completed, formalizing a Donor Relations Program has also been this year's emphasis. This includes a more formal communications plan for ongoing information updates along with a recognition program to acknowledge the major gifts received, especially for Capital.

**Donor Survey:** Our first email donor evaluation was implemented in 2017, the results of which would inform our Donor Relations planning. 300 donors received our email invitation, and over 100 responded with thoughtful, interested replies. Most donors shared their gratitude and respect for Fishline's role in the community and want to support us in the ways we need the most. They ask for regular communications (quarterly or monthly preferred), client impact stories and honest requests for help. Ongoing use of the Donor Survey will continue in 2018.

**Donor Relations Program:** With the requests of our donors in mind, an extended Donor Relations Program took root in 2017. Faster thank you letters, more personal contact with donors, regular connections with our mission, invitations to tour our facility that will become more formal tours in our new home, and a chance to target donations to specific programs have all been implemented this year. As well, a quarterly newsletter, our Fishline Current, was created to keep donors updated and engaged. In 2017, two additional appeal letters were sent, one for our Capital and the other as a yearly appeal letter. Our web site was updated to include a donor page for access to our financials, guidance for donors, and opportunities to learn more.

**Fishline's Community Newsletter:** The new Fishline Current went out to 1,800 donors and were on display at various spots in town as well as being sent to almost 1,300 email supporters and volunteers. A small team of volunteers and staff, led by Alane Basco-Yu, work on updates about our programs, our clients, our project, our stores and our needs which are then nicely written by volunteer writers. The graphics design talent of Kristi Tanaka has presented the content with a crisp, clean, visually-appealing layout. Our Fall and Winter issues were positively received. And they're having an impact—the client featured on our front page of the Winter issue was instantly sought out by readers to give her cleaning opportunities!

**Donor Recognition:** Creating an environment of gratitude, where donations big and small are welcomed, honored and shared, our Facebook site remains a wonderful venue to promote our partnerships and encourage more support from the public. But more direct recognition for major donors, foundations and organizations, especially those contributing to our capital campaign, is being developed. A plan for in-kind and financial donation recognition was created by our Funds Development Committee and will evolve as we get closer to our grand opening of our new center.

**Capital Campaign:** In the year of 2017, \$1,370,575 was raised for our building fund, named the Transforming Lives Capital Campaign. Through major gifts, foundation support, the generosity of the taxpayers of Washington and a brick/fish/plant fundraiser, \$1,091,250 was donated by nine foundations and organizations, while the remaining \$279,325 was raised through 94 individual and smaller scale donations. The Grants Committee worked tirelessly this year to identify and explore any and all capital funding opportunities and were instrumental in the money raised through foundations this year. The opportunity to purchase an engraved brick, stainless steel fish or plant or bench in our gardens was the launch of our public campaign with two mailings and regular invitations via FB and our web site has brought in new donors, wonderful messages and was a helpful incentive for auction sponsors!

**Video:** A new client testimonial video was produced this year by Joseph Graves, a young, talented videographer. It is a powerful reminder of the impact our services and our kindness has upon the many who count on us. You can view this video at: <https://www.youtube.com/watch?v=4ALdfh6yLz8>.

**Partnerships:** The year-long fundraising done by Liberty Bay Auto (\$30 donated for each car sold) and The Point Casino has highlighted the type of cause marketing and business partnerships that can be beneficial to giver and recipient alike and can result in significant resources to target specific needs. A partnership in 2018 and beyond with Peter and Colleen Crabtree will integrate Fishline donations into their packaged products, their restaurant items and through shared projects like summer meals for low-income children.





A year-long fundraiser, where the Point Casino focusses their efforts on a single charity, resulted in a stunning donation to Fishline's Capital Campaign. Three fundraising events, an amazing food drive and other assistance was generously donated to Fishline throughout the year and culminated in this check presentation at their employee's Christmas party.

## Second Season Thrift Store

Jan Henson

Second Season Thrift had another very satisfying and record breaking year, both in sales and business milestones. A continuing upward trend in sales and donations of household goods indicates how much Fishline is supported by the community. We could not experience this wonderful growth without the community's efforts to bring their donations of goods to us plus the various clothing drives held for Fishline's benefit.

2017 was a roller-coaster ride regarding the future of its location. From early 2017 until October 2017, the board had located a larger location at the other end of the current parking lot, which would have maintained the downtown core visitors. In October, the downtown relocation effort ended. By November, 2017, the board had hastened and procured an even better location in Poulsbo Village. Poulsbo Village provides similar amenities close by, such as restaurants, a drug store, a hardware store, fast food, lodging, and grocery stores. It's only about 1 mile from the current location. The new site has the most valuable amenity that the current downtown site cannot provide, which is parking! Onsite storage; a better work area; and double the floor sales space are also part of this new package.

### Financials for 2017

Sales increased by about 11% (\$29,583 gross) over 2016 for a grand total of about \$289,643 2017 gross compared to \$260,060 for 2016. We had some extraordinary Saturday sale days, the first in March, another in December.



Here's an early, and never-to-be-seen-again peak at the interior of what will soon become our new Second Season Thrift Store. Carpet has been removed and floors prepped while shelving is ordered and other shelving donated by Peninsula Paint. We will be doing business from this larger space by the end of February

### Monthly Sales

Jan-17	20,516.42
Feb-17	19,756.75
Mar-17	22,749.64
Apr-17	20,418.27
May-17	21,300.44
Jun-17	23,229.68
Jul-17	25,631.50
Aug-17	28,280.39
Sep-17	28,231.90
Oct-17	27,420.12
Nov-17	26,621.12
Dec-17	25,487.50
Total	289,643.73

### Sales by Category

Women's clothing	\$89,088
House wares	\$77,680
Accessories - Shoes, Purses, Scarves, Belts	\$31,618
Men's clothing	\$17,751
Holiday	\$13,363
Books	\$12,638
Jewelry	\$12,193
Craft/Sew	\$9,271
Children	\$8,596
Furniture	\$1,375
Ebay	\$2,789

**Shopping Experience** – Second Season Thrift Shop has become a repeated destination for many out-of-towners. The presentation of merchandise, great prices, quality of goods, and boutique atmosphere are a great draw. Our local and loyal customer base comes for those same reasons. Our regular shoppers include:

- An elderly couple who appears for every Saturday sale with a donation and then goes into the shop to find a “deal.”
- One who comes every Monday morning to check out what new jewelry was put out over the weekend.
- One who brings in some kind of chocolate treat for the volunteers and then spends an hour shopping.
- Many who come in to “scope” out the merchandise, and then line up for the Saturday sales to buy their “finds.” (They’re always warned that what they want may be already sold by the next day.)

**Advertising** - Newspaper articles about Second Season and its support of Fishline has local Poulsbo people as well as surrounding area residents bringing their donations to Second Season versus other organizations. These articles have stimulated interest in wanting to help those in need through Fishline.

**New Programs** - One of the programs started early in 2017 was a free Clothing Closet run by some volunteers at the food bank. This giving of clothing and linens to clients was a wonderful outlet of overstock from Second Season, but a very difficult operation for the volunteers to manage. The Closet was open was set up and taken down like a flea market - all outside under awnings. Snow, hail, rain & wind seemed to be the norm, but all was accomplished with good humor.

**Volunteers** - Our volunteers love being at the shop, and take great pride in being responsible for different categories of inventory. Everyone seems to find what they do best and then look forward to doing it. This includes making sure the mannequins are dressed appropriately; shelves are neat and tidy; clothing racks aren’t overly full, and dust bunnies are chased. I wonder why no one seems to want to wash the windows?! “Second Season Tidbits” is an email sent to all the thrift volunteers to keep them apprised of what’s going on in the store and remind them of procedures. The hottest tidbit waited for lately has been “When are we going to move?” That has been a roller coaster issue all year.

**Facilities** - Second Season Thrift has needed a larger space for several years. Its popularity as a great place to shop has resulted in crowded shelves and racks, which is both a blessing and a curse. It’s a blessing to have the problem of being overcrowded and overwhelmed with merchandise, and the curse is that we can’t give the merchandise a better and more favorable display space.

Local Poulsbo residents plus many on Bainbridge Island have truly embraced and supported Fishline’s cause of “neighbor’s helping neighbors” by bringing their gently used clothing and household goods to our shop. Clothing drives by different organizations have resulted in some wonderful amounts of clothing to keep our inventory levels high and of good quality. There have been times when these generous donations almost overwhelm our intake capacity, but our volunteers always manage to rise to the challenge of sorting through it all and keeping the shop’s inventory moving. There have been countless times when we wished for a larger shop to better accommodate the generosity.

Thanks to extraordinary efforts of Fishline volunteers, we expect to move into the Poulsbo Village location by mid to end February 2018. This is a much anticipated improvement to meet our needs.

The move to Poulsbo Village and a larger space will require more display fixtures, many of which have been donated.

Current fixtures and shelving will be reutilized in the new space as much as possible.

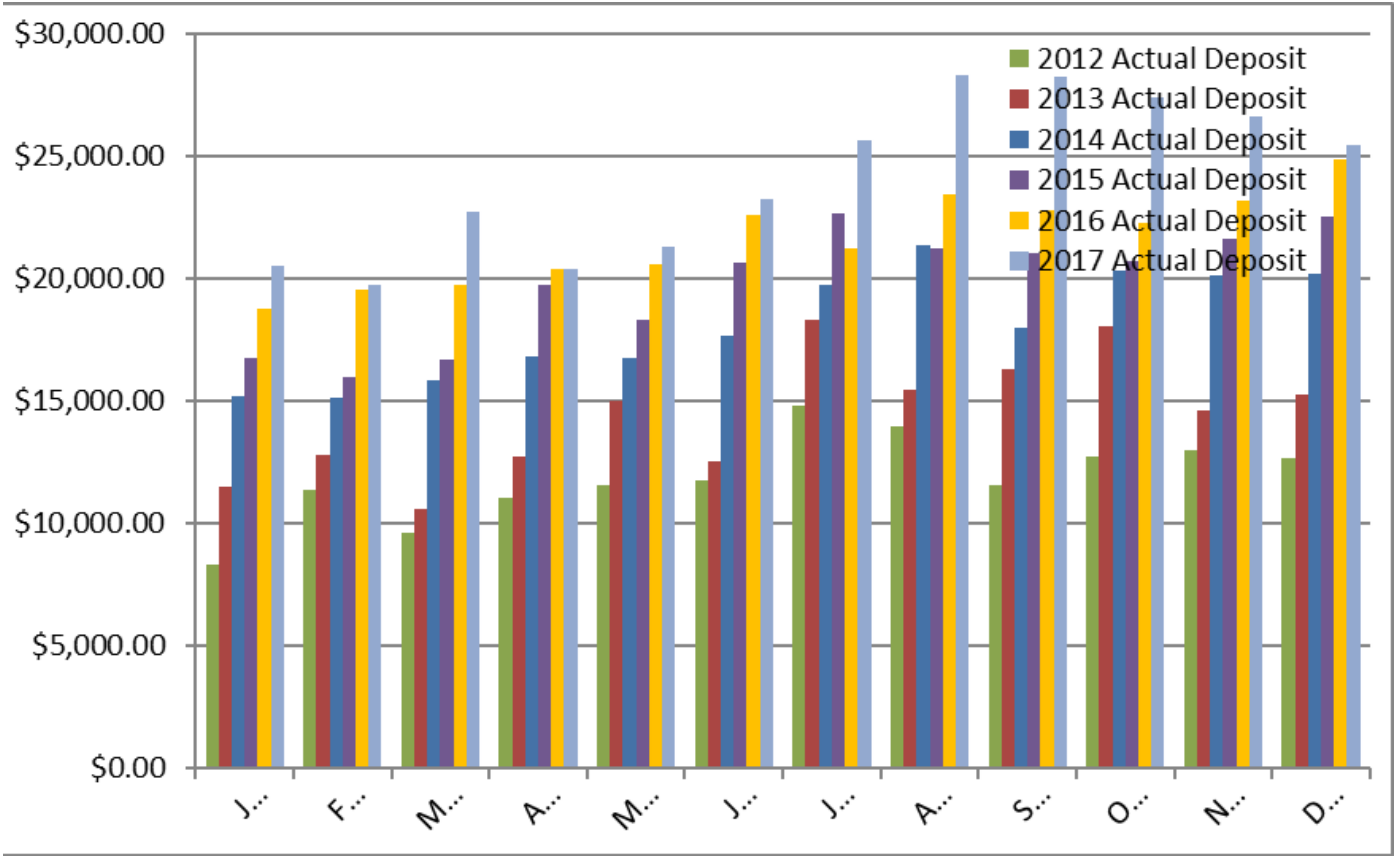
Many thanks to the Fishline board for their support and efforts to move the thrift shop into a larger and more adequate space. This has not been an easy task and has required many hours of their valuable time.

### **Challenges –**

- 2018 will be a year to make the public more aware of our move and where to find us.
- Volunteer work procedures will change in the new location due to reconfiguration of the work space. Volunteers will need to educate and adapt.

More volunteers will be needed to adequately cover the additional space of the new shop.

Increase of revenue will be our goal in order to meet the additional cost of a larger space.





## Shopper Satisfaction

## Second Season Home Store

Felicia Kratzer

Our return visitor numbers rose during the course of this year. It was helpful to begin tracking mid-year to see how many new visitors and how many returning visitors we had in the store each day. Many shoppers come in the same day each week to do their “walk through”, to see if there are any pieces of furniture that catch their eye.

Several returning customers own multiple rentals and are able to pick up nice furnishings at a fraction of the normal cost. They are always very happy with the selection that we have in the store and make sure to check often.

It is also a wonderful feeling that we have a few volunteers that started off as customers/donors.

## Clients

We did not experience as many requests this year as we did last year.

Our last client that needed assistance was recently able to move into a permanent home, the first in a long time. She needed the necessities and was able to find a bed, desk and side table that worked for her needs.

## Donations

We have watched the continuous flow of generosity from our community comes through our doors in the form of beautiful furnishings. It is never lost on us just how easily these donors could be giving to another organization or selling their items and keeping the funds for themselves. Time and again we hear how well respected Fishline is and the sense of pride that they have knowing the funds raised will go to help our neighbors in need.

Of course, we have had the undesirable donations that people try to bring to the store. However, our staff have gotten really good and diplomatically rejecting these items.

January: \$6,441.98/21 Sales Days = \$306.76 Daily Average  
February: \$3,730.33/ 20Sales Days = \$186.52 Daily Average  
March: \$6,475.98/23 Sales Days = \$281.56 Daily Average  
April: \$5,753.92/22 Sales Days = \$261.54 Daily Average  
May: \$6,702.17/21Sales Days = \$319.15 Daily Average  
June: \$6,354.61/22 Sales Days = \$288.85 Daily Average  
July: \$6,653.65/21 Sales Days = \$316.84 Daily Average  
August: \$6,763.25/23 Sales Days = \$294.05 Daily Average  
September: \$5,932.4822/ Sales Days = \$269.66 Daily Average  
October: \$7,871.69/21 Sales Days = \$374.84 Daily Average  
November: \$6,951.56/20 Sales Days = \$347.58 Daily Average  
December: \$4,723.14/20 Sales Days = \$236.16 Daily Average

## Marketing

This year brought about many changes. We worked to market our store in new ways, including print and online ads. We continued you utilize Facebook and Craigslist and through our concerted efforts we saw an increase in customers.



The generosity of our community is on display every day at our Home Store. Beautiful items, lovingly donated, are sold at a good price, making customers happy and the proceeds helps our clients.

### **Volunteer Staff**

This year, we retained most of our volunteer staff. We did have a few emergencies and vacations that took people out of rotation for a time, but once they were able they all returned to join the schedule again. Two of our volunteers began paying jobs and because of this were unable to continue to volunteer at the Home Store.

Most recently we have added three new ladies to our home store roster and couldn't be more thrilled about how well they jumped right in to tackle anything that has needed to be done.

### **Facilities/Equipment**

During the course of the year we updated our PC and our Square device. A new extender was added to the internet system to help boost our Square. The rain basin at the back of the building is routinely checked for blockages. We have had no major facility issues this year.

### **Planning Ahead**

2018 will bring many changes and challenges to our organization, we are all appreciative for the privilege of working with so many dedicated people. We will continue to work towards bettering our store and offering a welcoming place for our community to shop as decisions for our store's future continue to fall into place.

## PR and Social Media

Alane Basco-Yu

### Major Accomplishments

Newsletter  
Communications Schedule  
Email lists  
Giving Tuesday

### Challenges

Website updates

### New programs/projects

Newsletter  
Communications Schedule

### Goals

This year we revived our printed newsletter, “The Current” and I’m happy to be the editor of this project. We have a team of volunteers working with us, including a very talented young lady named Kristi Tanaka, an aspiring graphic artist. Distribution is scheduled to be quarterly and shares client success, program highlights, current needs, and community partners. Our mailing list includes all current and past donors, as well as copies available in local coffee shops, businesses and churches. We encourage readers to subscribe to our email list and to opt to receive electronic copies.

In the second half of the year I’ve worked more closely with Mary to adhere to a communications schedule. Being more mindful of how many “asks” we send out, as well as coordinating printed and digital communication more closely will position us better with donor relations. We have created our communications schedule for 2018.

In 2017 we merged our Paypal donor list and volunteer email list with our e-news distribution list. We have also been more careful to collect supporter and client email addresses at every opportunity available, including food drive and marketing events. The client service volunteers and staff continue to collect email addresses at client intake, with reminders about how we utilize these information to update them regularly.

In December we participated in an online only campaign called Giving Tuesday for our Holiday Needs in the market. This campaign typically happens nationwide and annually the Tuesday after Black Friday. Because this campaign was not originally in our communication plan for December, we sent out only two emails to our supporter list, and utilized Facebook only. We set a small goal of \$2500 for this since it’s the first time we participated, and raised \$3110. In the future we will make this event a part of our fund-raising schedule and align it with other campaigns we are running.

Nick completed the migration of our website from Wix to Wordpress and I have worked with the staff to update as needed. Natalie, our Volunteer Manager also updates the volunteer section of the site. One of the challenges of the new website is that some content was trimmed when the site was moved over. Some of this was intentional, for example the old landing page was very cluttered; some of it was not. A few times we have not realized that important information was missing until it was needed. I hope to spend more time monthly in reviewing content to ensure that it is valid and up to date.

One of my goals this year is to spend more time cultivating our blog or “News” section on our website. In past years we have utilized the blog to link a longer story from Facebook, list current needs, and share job openings. I would like to return to posting more regularly and including writing from our volunteers. When putting together the newsletter we found that we have many volunteers who are interested in contributing their writing. Since we just don’t have enough space in our printed newsletters, the blog

would be a good platform to share. During Kitsap Great Give in 2017, I received feedback that many people enjoyed reading our client stories that I shared in the 24-hour “ask” window, but wondered why they weren’t hearing those stories year round.

**Social Media:**

Our Facebook page, [www.facebook.com/nkfishline](http://www.facebook.com/nkfishline) has 1562 (last year 1344) likes.

Our Twitter page, [www.twitter.com/nkfishline](http://www.twitter.com/nkfishline) has 145 (last year 92) followers.

Our LinkedIn page [www.linkedin.com/company/north-kitsap-fishline](http://www.linkedin.com/company/north-kitsap-fishline) has 41 (last year 29) followers.





### **A Final Note**

Our Christmas Child program, inviting community members to shop for families in need, is one of our heartwarming services. Over 400 children received their most wanted and needed gifts under the tree because of the generosity of so many. The outpouring of kindness is extraordinary and inspiring. These are a few pictures of the staging area right before distribution.

# Dashboards

	YTD 2017	YTD 2016	% Change
New donors	267	N/A	N/A
•Over \$1,000	21		
•Over \$500	40		
•Over \$100	100		
All donors	596	N/A	N/A
*over \$1,000	79		
*over \$500	146		
*over \$100	334		
Capital Donors in 2017	101	20	+405
Monthly donors	31	N/A	N/A
Unrestricted donations			
• Individuals	\$183,078	\$195,381	-6
• Businesses	\$64,190	\$61,041	+5
• Churches	\$23,784	\$28,613	-17
• Civic Groups	\$38,696	\$46,061	-16
Grants	\$118,567	\$132,596	-11
Capital Donations	\$1,367,717	\$32,573	+3,362
Bricks sold	79	N/A	N/A
Fish Sold	15		
Garden Items Sold	4		

## Development

Holding onto steady operational donations in the midst of a capital campaign can be a challenge, but our community has stepped up to embrace Fishline's project while keeping our shelves full.

A new Donor Relations Program, that includes regular communications, invitations to get involved and Donor Tours as we get closer to the project's completion, has been initiated in 2017 and will continue in 2018.

A final push to invite more sales of bricks/fish/garden items will happen in the Spring and then their sales will stop at our Grand Opening.

We have largely exhausted capital grant possibilities with a renewed focus on operational support planned in 2018.

Our donor data base was substantially improved in 2017 but the software we use does not include robust reporting. Our new Salesforce platform will address many of these issues.

	YTD 2017	YTD 2016	% Change
Household visits	31746	31651	+3
Individual Visits	77093	78088	-1.27
Pounds Distributed	963818.8	934789	+3.11
Purchased Food	\$36214.58	\$38161.22	-5
Indv/Drive Donations	166277	181357	-8
Produce Indv. Donations	16029	24762	-35
Rescue Total	649072	587030	+10
New Client HH	1080	859	+25.73
Food for Thought kids	771	864	-10.76
Home Delivery clients	220	307	-28.34
Food Lifeline	24626	38506	-36.05
NPA Boxes	328	240	+36.67
Commodities	43160.1	41161.6	+4.86
Pounds from North-west Harvest	50,476	52,129	-3
Pounds from Food Lifeline	24,626	38,506	-36
Total number of Food Drives	87	n/a	n/a
Number of Holiday Meals	785	833	-6
Number of incidents reported at Fishline	25	28	-11

## Operations

- Purchased food remains lower than budget due to generous donations.
- The decrease in fresh donations is an area for focus in 2018.
- New client households is at a record level for Fishline. Primary trends include an increase in displaced renters, many more homeless clients and the lack of living wage jobs that can compensate for the increasing costs of living.
- NPA box increase is due to the year-long increase in homeless clients.

<b>Client Requests</b>	YTD 2017	YTD 2016	% Change
Total Requests	1578	1287	+22%
Helped	854	529	+61%
Not Helped	245	297	-17%
Referred	432	492	-12%

<b>Expenditures</b>	YTD 2017	YTD 2016	% Change
Evic Prev	\$18620.00	\$17472.68	+6%
Mortgage	\$375.87	\$0.00	—
1st Mo/Dep	\$7477.00	\$5010.90	+49%
Hotel/Shelter	\$5970.31	\$11371.61	-47%
Tent Site	\$60	\$0.00	
Utilities	\$15705.45	\$6367.06	+146%
Special Services	\$4224.35	\$4563.47	-7%
Shower/ Laundry	\$771.00	\$150.00	+413%
Ferry Tickets	\$223.00	\$150.00	+48%
Gas/Propane	\$75.00	\$2211.01	-96%

<b>Client Requests</b>	YTD 2017	YTD 2016	% Change
Gasoline	242	231	+5
Firewood	32	21	+52
Rent/Mortgage	231	187	+24
Special Services	220	N/A	N/A
Utilities	361	278	+30

<b>Contributing Factors</b>	YTD 2017	YTD 2016	% Change
Fixed Income	288	76	+279
Homeless	227	150	+51
Illness/Medical	184	89	+107
Income Insufficient	274	205	+34
Mental Illness	274	N/A	N/A
Underemployed	1	N/A	N/A
Unemployed	254	51	+398

## Client Services

- Frequency in requests for assistance are highest for homeless clients
- Special Services include one-time-only help with life necessities like a hearing aid for a senior woman, storage rent for a small businessman taken ill, or helping with the cost of a license needed for work.
- Fishline funds are only a part of the resources available to help our clients. The expenditures here relate only to Fishline funds. Those expenses covered by partner resources are extensive but not portrayed here—for example, the use of Puget Sound Energy and Salvation Army funds help with gasoline, utility bills and other heating sources.
- Donor-directed funds are donations for targeted use. These funds allow us to “fill in the gap” of our own funding criteria and help in new and impactful ways. The Soroptomist Fund focusses on women and children, for example.

<b>Volunteer Statistics</b>	<b>YTD 2017</b>	<b>YTD 2016</b>	<b>YTD % change</b>
<b>Total Volunteer Hours</b>	<b>42416</b>	<b>35749</b>	<b>+18</b>
<b>Active Volunteers (within last 3 mos.*)</b>	<b>286</b>	<b>253</b>	<b>+13</b>
<b>Total # of volunteers who served in 2017</b>	<b>390</b>	<b>346</b>	<b>+13</b>
<b>New Volunteers</b>	<b>166</b>	<b>150</b>	<b>+11</b>
<b>Volunteer Event Hours</b>	<b>1540</b>	<b>--</b>	<b>--</b>
<b>Volunteer Community Service Hours</b>	<b>384</b>	<b>267</b>	<b>+44</b>

*A note on the numbers: I've included the number of volunteers counted as "active" at the year-end (defined as any service within the quarter), as well as the total number of individuals who contributed hours in 2017 (whether or not they were active at the years end).*

**A note about the numbers:** *I'm hoping to develop a better way of counting "volunteers who have left." I've tried a couple different methods: 1 )reporting only the volunteers who let me know that they're leaving, and 2) looking to our data to see those with no hours to report in the current quarter but hours recorded the previous quarter. Both have shortcomings. Not all volunteers let me know that they're leaving but not all volunteers who appear to have left are really gone (some have extended illness or vacation). Also, I have been counting those who engaged in community service and completed their hours when perhaps I should count them separately. I'd appreciate any input on improving this metric.*