



FISH'S ANNUAL REPORT
TO THE COMMUNITY

2017-2018

MISSION

*Showing the love of Christ by connecting people with
food, resources and hope.*

President's Letter

Dear Community Supporters of FISH:

Throughout 2017-2018, the Governance Committee led the Board through several strategic planning sessions that resulted in a three to five year plan for FISH's future. Within that process, FISH's Board members and staff reviewed policies and procedures, reevaluated programs, and reassessed operations. As a result, the fiscal operations were realigned and each member of FISH's staff was called upon to do more with less.

The need to add new Board committees was identified and the current committees were strengthened by developing a better definition of their purpose, setting goals and creating mechanisms for measuring the progress toward those goals.

Because of the work done in these foundational areas, the Community of our donors and supporters can be assured that FISH's organization is strong, vital and growing.

Marcus Bowman, Treasurer of the Board and Chair of the Finance Committee in 2017-18, has included some financial details later in this Annual Report. For the purposes of this overview, there are some notable changes within FISH's financial structure. The Finance Committee and FISH staff have initiated a new fund accounting system that is more standard for not-for-profit accounting. It also increases transparency and produces analytical financial information useful for planning. The Committee also established an Endowment Fund using FISH's stock portfolio that was started and has been enhanced periodically by a generous local donor.

The Development Committee was formed and has already had a huge impact on the FISH's fundraising. It is the Development Committee who worked with Winegar's to create the Cherry Nibble ice cream that nets FISH \$1 for every quart sold. The Committee is diligent about finding creative ways to fundraise and food raise for FISH.

FISH has increased the use of Social Media to keep the Community informed and to promote volunteer opportunities. The staff is committed to expanding the use of this popular communications tool in the future.

FISH went through a state inspection earlier this summer and the Food Bank and the Food Pantry continue to receive kudos for cleanliness and efficiency of operations. During 2017-18 FISH's Pantry distributed more than 550,000 pounds of food to the working poor in Kittitas County.

FISH's congregate meal service was renamed Open Table in 2017-18 and served more than 10,000 meals to families, senior citizens and others looking for hot food and companionship.

FISH has made a great deal of progress on all fronts during the past fiscal year. We are grateful to all who supported those efforts and continue to help with time, talent and treasure.

Sincerely,



Rick Haberman
Chair, FISH Board of Directors 2016-2018

VISION

*That every person in Kittitas County has...
a full belly, a full heart, a full life!*

Board of Directors

BOARD OF DIRECTORS 2018-2020

Marcus Bowman, Chair
Jeff Duncan, Vice Chair
Norm Redberg, Secretary/Treasurer
Diane Briggs, Member
Gayl Curtiss, Member
Rick Toomey, Member

COMMITTEES OF THE BOARD

Communications, Diane Briggs, Chair
Development, Gayl Curtiss, Chair
Executive, Officers of the Board:
Finance, Norm Redberg, Chair
Governance, Rick Toomey, Chair

Each member of the Board is required to serve on two Committees. However, Committee members are not limited to Board members. Community members with interest in the purpose and activities of any Committee are invited to speak with the Committee chair or contact the Executive Director at FISH.

Staff

Peggy Morache, Executive Director
Lori Fritts, Open Table Food Service Manager
John Poyner, Operations Manager
Dan Roe, Open Table Food Service Manager
Elise Warren, Development and Community Outreach Manager

FISH also hires seasonal employees to help with various programs such as Picnic in the Park, the summer meals program that provides meals for children during the school break.

Treasurer's Report

"In the past fiscal year, FISH was able to increase its revenues by 3.5% and, perhaps more importantly, cut its total expenses by 9%"

When I joined FISH's Board in June 2011 as Treasurer, there was no proper accounting system. Checkbooks balances and expense categories were tracked in Excel. There was no process to account for donated fixed assets and, for the most part, policies and procedures to govern the organization did not exist.

Seven years later, a solid financial history exists back to June 2011, FISH has seed money for a building project, an endowment account has been started which is invested in high-quality securities, and the 2018-19 operating budget projects a surplus at the end of the year.

FISH has a committed Board of Directors who are ready to expand, governing and policy documents that are in place, and an Executive Director with long experience in managing nonprofit organizations.

During 2017-18, the staff and Executive Director cut any fat from FISH's budget and put the organization on the path to financial sustainability. In the past fiscal year, FISH was able to increase its revenues by 3.5% and, perhaps more importantly, cut its total expenses by 9%.

Prior to the fire that caused the relocation of FISH to Mercer Creek Church's campus, the Board had made a decision that FISH could no longer be a small Food Pantry covering expenses month to month. This past year, as the Board reviewed programs and processes, the need for non-fundraising revenues became a clear priority. That has been and will continue to be a primary focus for FISH in the immediate future.

Publicly supported nonprofits, such as FISH, are required to file IRS Form 990 annually. That report is open to the public and details FISH's revenues and expenses. FISH is not audited annually, but financial oversight and monthly review is conducted by the Finance Committee of the Board and by the full Board at



Fish Assets

FISH's financial situation is sounder now than it was before the fire. Before the fire in 2014, FISH's total assets were \$367,000. Today assets total \$492,000.

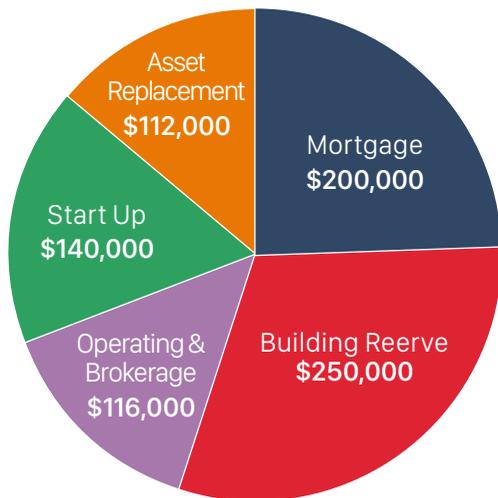
their monthly meetings. Additionally, FISH's financials are partially reviewed and overseen by the agencies from which it receives grants including the Washington State Department of Agriculture and the Office of Superintendent of Public Instruction.

As a long-standing member of the Board and Treasurer of FISH, I can assure our community supporters that I have never been more excited about the future of this organization. Our work is not done, but with a little bit of perseverance and continued wise management and stewardship, we are on the verge of becoming an organization that can be a model for the nonprofit community in its financial management and transparency.

Sincerely,



Marcus Bowman



Funds Distribution

When the building burned, FISH collected insurance money which was added to proceeds from the sale of the old building site totaling \$818,000. After the mortgage on the destroyed building was paid, the remaining monies were distributed between a reserve account to use *for a new or remodeled building someday, and some in operation and brokerage accounts. Some money was needed for the start-up in a new location and replacing assets damaged by the fire. This chart shows the exact distribution of those funds.*

Executive Director's Letter

GOING FORWARD—FISH'S FUTURE

The fiscal year ending in June 2018 was a clarifying time for FISH. The Board of Directors made the bold choice to reject the status quo of a nearly 50-year-old agency and instead move to a new strategic plan that called for an assessment of all facets of programs, operations and governance.

This process began with the tedious, but requisite, work of assuring the fundamentals of policies, procedures and bylaws were in place to support growth and organizational change.

MORE RESOURCES FOR CLIENTS

The plan included a reassertion of FISH's mission of "Showing the love of Christ by connecting people to food, resources and hope." Connecting resources was determined to be the weak link and collaborations with community agencies were cultivated or made stronger. A "Resource Board" was established at FISH that features current classes, programs or other opportunities that may help clients with quality of life issues. Agencies such as 2-1-1, WorkSource, Hopesource and Kittitas County Public Health have begun monthly information tables at FISH. Staffed with professionals who are able to answer client questions or offer direction or support specific to their situations, these bring new value to clients needing more help than meals or groceries.

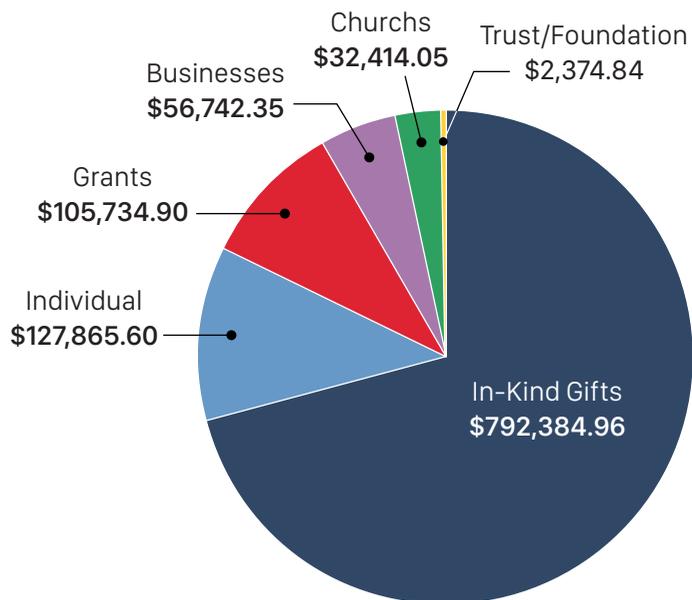
ADDING MORE SERVICES FOCUSED ON MISSION

Adding consistent revenue sources that are within the Mission of FISH was identified as a priority for the organization.

Renaming FISH's meal program as Open Table and identifying it as a food service supplier led the way for a partnership with Elmview that added Meals on Wheels and Senior Nutrition to FISH's programs. Negotiations during the winter of 2018 culminated with Open Table providing the food service for those two community programs beginning July 1.

Senior Nutrition daily meal service was relocated to FISH and became part of the congregate meals served there. Participants in Senior Nutrition enjoy eating

Contributions 2017-2018



meals with neighbors of all ages including families with children. The singing and music are standard features of the Wednesday meal at FISH has added a new and lively enjoyment for the Senior meal program. It's so much more than good, nutritious food for all who come to those meals.

Through Meals on Wheels and Senior Nutrition, Open Table is connecting an average of 1150 people to food each month.

SENIOR NUTRITION

Nutrition services provide a vital link in maintaining the health of older Kittitas County residents by preventing premature institutionalization and improving their overall quality of life. Aging and Long Term Care provides funding through the federal Older Americans Act that is administered by Elmview. Open Table furnishes the meals for anyone 60 years of age or older. While preference is given to anyone with economic need, anyone 60 or older is eligible and may register at FISH. Participants are provided an opportunity to contribute to the cost of the meal. Meals must meet nutritional standards by providing a minimum of one-third of the Recommended Dietary Allowance (RDA)

MEALS ON WHEELS

Home Delivered Meal Services are available to people, age 60 or older, who are homebound by reason of illness, incapacity, or disability, or who are otherwise isolated. Because homebound meal recipients are typically older and more frail, they are usually referred to the program by a hospital, a family member, or other referral service, but anyone may apply. Open Table home-delivered meals serve a hot meal five days a week brought by staff or volunteer drivers. In addition, nutrition education is provided.

For more information, visit FISH between 12 and 1 Monday through Thursday or call 509-925-5990.

"Everyone who needs services from FISH has a story.

FISH wrote a grant that presented a collaboration with the Kittitas Valley Ministerial Association (KVMA) to reinforce the Ellensburg Cold Weather Shelter (ECWS) operations. The grant requested funding for a Cold Weather Shelter Coordinator to support the members of KVMA by taking much of the burden for ECWS from them and giving it to the new paid position. FISH will supply food service for the Shelters and provide an infrastructure for the position and operations. The Kittitas County Commissioners and the Homeless and Affordable Housing Committee agreed to fund the grant and FISH and KVMA are working together to assure that the Ellensburg Cold Weather Shelter is sustainable for years to come.

STRENGTHENING PROGRAMS – SUMMER MEALS

A determination of the need to realign programs was part of the overall plan for the future. The OSPI Summer Meals program was an obvious area of evaluation. This program had been a financial drain on the organization since its inception. While the Board believed in the need to feed children through the summer, they determined that a complete overhaul of the program was necessary if it was to continue.

Reducing the geographical area served was the first step in redesigning the program. The decision to focus strictly on Ellensburg was made as a matter of control and not from a lack of recognizing the need in other parts of the County. It was a difficult but necessary decision.

FISH staff consulted with Patrick Garmong, Food Service Director, for the Ellensburg School District and Mr. Garmong helped create a template for a new approach to Summer Meals. His expertise in food service and staffing were instrumental in the overall success of this year's program. The food service moved from a complicated hot meal menu to a very simple brown bag lunch. The bag lunches met the State's rigid nutritional guidelines and greatly decreased the cost and the need for volunteers to support the program.

FISH staff collaborated with the City of Ellensburg Parks and Recreation Department, Kittitas Environment Education Network and students from Ellensburg High School to provide activities in the Park where meals were to be served. The program was renamed Picnic in the Park.

This summer was a huge success with nearly 7,000 children and young adults served.

Upper County volunteers filled the gap by creating a commendable volunteer program that provided food for their children. It was very effective and efficient in keeping the efforts local and sustainable. In 2019, FISH will be looking at various options to add Kittitas back into Picnic in the Park.



2018-2019 ANTICIPATION AND CHALLENGES

These steps forward are only the preamble to a new chapter in FISH's story. Approaching our 50th Anniversary as a community resource, it's an ideal time to begin reinforcing some areas and reinventing others. Each of us on FISH's team is eager to keep moving forward. There will be challenges, of course, and space is one of those. So much growth involves more people to keep things running. FISH is committed to a bare bones existence using as few paid staff as possible. Remaining creative in doing more with less has been and will continue to be a test for the staff and volunteers.

SERVING KITTITAS COUNTY'S WORKING POOR

We love the work we do. "Neighbors helping neighbors" isn't just a tagline for us, it's a reality every day. FISH serves the 24% of Kittitas County who are the working poor. The people who daily choose between food and the other necessities of life. We serve others too, but people who are not residents of Kittitas County make up only 1% of the total provided food, resources and hope by FISH.

Everyone who needs FISH's services has a story. Those stories are on our website periodically. Take the time to read them as you can. You may recognize some of them. Others may cause you to stop and say "thank you" for your many blessings.

We are grateful to each of you who support our work.



Peggy L. Morache
Executive Director