Vision
A community free of poverty.

Mission
Hopelink’s mission is to promote self-sufficiency for all members of our community; we help people make lasting change.

In 2020, Hopelink served nearly 50,000* individuals within King and Snohomish counties through nine programs that help people meet basic needs for food, shelter, heat and transportation, in addition to providing adult education and financial capabilities classes, help finding a job and family development support in the form of comprehensive case management.

Hopelink’s unique Theory of Change model sees client needs and services on a continuum from stability to the ability to exit poverty; helping those in crisis meet essential needs, while also providing the skills and tools needed to create a path out of poverty for good. Clients are able to enter and exit Hopelink services at any point; utilizing one service or many.

This year’s Impact and Annual Report includes program data from Hopelink services provided in 2020, as identified by the organization’s community needs assessment. Also included is financial data for fiscal year 2019-20.

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*This figure speaks to the impact of the pandemic, in that the number of Medicaid patients requesting transportation to medical appointments dropped by 25 percent from the prior year as people delayed medical treatment. Hopelink also stopped documenting recipients of food bank services to improve safety and speed up the distribution process in response to significantly increased demand.

CEO MESSAGE

“Hopelink programs are up and running!”
During a time of incredible challenge, those words bring perhaps the greatest sense of relief as I think back on this last year.

In the end, our job was to take care of our community. In February 2020, we assembled our Coronavirus Response Team (CRT) to establish guidelines and core values to safely provide food, financial assistance, transportation and warm shelter. We were committed to being there for each other, as fear and uncertainty and grief began to take hold of every part of our lives.

We were committed to providing hope.
As news of the pandemic began to turn our world upside down in early 2020, our CRT committed to doing everything we could to actively communicate and follow the guidance of the Centers for Disease Control and local public health authorities – even as those guidelines continued to change.

And yet, we also had a job to do. Despite the challenges, we needed to find a way to continue the challenges, we needed to find a way to do what Hopelink has done for 50 years: serve our community.

We wondered, if we close access to our grocery store style food banks, how will we make sure families have enough to eat? And as those working paycheck-to-paycheck lost jobs overnight, how would we make sure they can stay in their homes until they’re able to go back to work?

For Hopelink staff, finding a way was never in doubt. We would be there, helping a community in crisis, for as long as necessary.

And then, as we closed our centers to public access and begin providing services differently to prevent virus transmission, the entire community opened their hearts even wider, asking simply, “How can we help?”

In this report, you will learn how Hopelink staff found a way to meet the needs of a community in crisis. And how the community, in turn, reached out to help Hopelink as never before.

There are times in our lives when the words “thank you” fall short. For me, 2020 is one of those times. My gratitude for this community, and for every single staff member who found a way to keep going as weeks turned into months, and then stretched into another year, runs deep. To each of you and to all of you, from the bottom of my heart, thank you.

Lauren Thomas  |  Hopelink CEO

Lauren Thomas  |  Hopelink CEO
A YEAR LIKE NO OTHER

The year began as so many others had for nearly five decades, with Hopelink staff looking forward to serving more people, touching more lives, and building an equitable community, free of poverty.

In mid-March, a global pandemic changed everything. Businesses closed. Jobs disappeared. Those living paycheck-to-paycheck because their jobs don’t pay a living wage realized they had a week – maybe two – to figure out how they would get by; how they would pay the rent, keep the heat on, buy groceries.

In many ways, Hopelink was built for times like this. Feeding as many as possible as quickly as possible. Providing the same services, but in different ways. Stepping up to the challenge. Working harder than ever before. Finding a way to meet the needs of a community in crisis.

This is the story of that time, and of those who stepped up to make a difference, every single day, and in so many ways.

RAPID CHANGES TO SAFELY SERVE A COMMUNITY IN CRISIS

FOOD ASSISTANCE

For many, the shock of losing a job overnight cut to the core of the most basic of needs: food. Ensuring that families would have enough to eat while Hopelink’s five grocery store-style food banks needed to temporarily close to public access meant finding a way to quickly – and safely – distribute food.

Staff immediately reconfigured the food program to instead pre-pack boxes – based on a menu that included a variety of shelf-stable and nutritious items – with a goal of providing at least 21 meals per box. By the end of the first two weeks, Hopelink had distributed 3,023 boxes of food along with fresh produce, or the equivalent of more than 63,000 meals, at outside entrances of agency centers.
To ensure that all food provided was completely safe, Hopelink suspended food donations – which usually comprise about 80 percent of all food distributed – and began purchasing food products directly. In April and May, supply chain concerns prompted two four-hour, drive-through, no-contact food drives, requesting a specific list of packaged food items to be included in food boxes. Community response was overwhelming, with cars dropping off an average of 100 pounds of food every minute.

In May, Hopelink began receiving fresh produce, dairy and meat products through the federal Coronavirus Food Assistance Program. In early summer, the Hopelink food program again began accepting fresh produce from local growers.

By year’s end, Hopelink had distributed the equivalent of 2,931,180 meals.

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FINANCIAL ASSISTANCE & ENERGY ASSISTANCE

Adequate shelter and warmth are essential for safety, health and stability. Yet for so many who lost jobs in 2020 – whether overnight, or months later when businesses that had tried to hang on were forced to close their doors – fear of eviction was constant.

And while the state’s eviction moratorium enabled renters to stay in their homes even if they were unable to pay the rent, the amount owed continued to grow.

Between mid-March and August, Hopelink received a record number of requests for emergency financial assistance. In response, 12 employees from other Hopelink departments quickly stepped up to help interview clients requesting assistance, in addition to fulfilling their other responsibilities.

In September – in response to a growing number of people struggling to cover rent over multiple months – the financial assistance cap was raised from $1,400 to $3,000.

By year’s end, Hopelink’s Financial Assistance Program had distributed a total of $1,459,746 in rental assistance; nearly $1 million more than in 2019.

And to help keep the lights on and homes warm, Hopelink distributed more than $3.7 million in energy assistance, an increase of nearly 30 percent over the prior year.
ADULT EDUCATION
The Adult Education Program did a full reset in April – mapping out a plan to conduct classes virtually for the rest of the year. Staff loaned out Chromebook laptops and classes began meeting twice weekly online.

HOUSING SERVICES & FAMILY DEVELOPMENT
Hopelink staff also quickly took steps to ensure that families in shelter, transitional and permanent housing would have not only the assistance they needed to maintain a safe, stable environment, but also the additional support required to help them cope with anxiety and manage the stress of uncertainty.

During April and May, Hopelink offered rent forgiveness for every family living at its housing sites. And in June, household rent was recalibrated to 30 percent of household income for all families, so that if families lost jobs and had zero income their rent dropped to zero dollars as well.

Losing such touch points as weekly community dinners at Hopelink’s Avondale site, staff looked for other ways to connect with residents in the new virtual reality; from Zoom meetings and frequent texting, to providing all families in housing sites with basic supplies – including toilet paper, garbage bags and laundry soap.

They also created take-home family movie night kits, and, in partnership with the YWCA, provided post-summer activity kits for kids.

EMPLOYMENT SERVICES
In addition to weekly sessions of one-on-one job coaching, Hopelink’s employment program staff responded to skyrocketing job losses with a new service targeted to those affected by the pandemic.

The new remote resume review service provided a one-time session over the phone, email or video, and included resume review, information on benefits and community resources, and access to additional job-coaching services for those who qualified. The resume review service also served as an introduction to the more comprehensive employment program.

FINANCIAL CAPABILITIES
In addition to going virtual with all client interaction, the Financial Capabilities Program also adapted to meet client needs during the pandemic by providing ongoing financial coaching and one-time consultations to address immediate needs.

More than 90 percent of families who exited Hopelink housing in 2020 achieved greater housing stability.
TRANSPORTATION

Faced with the need to continue providing rides to medical appointments while close in-person contact was discouraged, staff made immediate adjustments in transportation as well. Hopelink’s Non-Emergency Medical Transportation (NEMT) program – based at the Bellevue center – quickly implemented safety measures, developing satellite locations to ensure distancing for call center staff. Team members relocated to multiple Hopelink sites, settling into cubicles made available by staff who could work from home, as well as in training spaces and conference rooms.

Staff began screening callers for Covid-19 before scheduling trips. NEMT service providers quickly retrofitted vehicles with plex-glass shields, acquired PPE, increased sanitation measures and implemented hazard pay for their drivers.

NEMT began to see a reduction in trip volume as many doctors and mental health clinics converted to virtual appointments and hospitals paused elective surgeries. Trips needed to provide life-sustaining appointments such as dialysis and cancer care continued, while passengers were no longer grouped together unless part of the same household. Staff began scheduling trips to the pharmacy and for discharges from quarantine sites, as well as scheduling rides for clients transferring to care facilities.

For the Demand Area Response Transit (DART) program, staff quickly mobilized to create daily 10-hour shifts to clean and sanitize the vehicles, took additional steps to ensure the safety of drivers and passengers, and engineered on the fly to put safety barriers into the entire fleet of vehicles. Despite the pandemic, Hopelink’s DART drivers provided nearly 430,000 rides in 2020.

Hopelink facilitated more than 800,000 non-emergency medical trips to physician appointments, cancer treatments, dialysis treatments and more for Medicaid recipients in 2020.
KEEPING THE GOOD

In 2020, the need to quickly adapt service delivery in a way that would maintain quality, promote equity and ensure respect for all clients also provided an opportunity to discover new, more accessible ways of serving the community.

We learned that virtual classes can be a better option for students with childcare responsibilities. That online application processes and appointments are easier for those without reliable transportation. And that one-time options such as resume review or financial guidance can help jumpstart progress toward a larger goal.

And we learned that Hopelink staff can be relentless in finding a way to serve a community in crisis. Without missing a beat, they provided food and shelter, support to weather a devastating economic storm and tools to help those affected by the pandemic emerge even stronger. While much of the year required a focus on stability, ensuring that clients would be able to build a path out of poverty post-pandemic never wavered.

The pandemic magnified the impact of systemic inequities in our community.
A COMMUNITY STEPS UP

And finally, we were reminded that the generosity of the community we are proud to serve knows no bounds. Volunteers packed boxes, delivered food and tutored students online. Hopelink supporters – many new, some longtime advocates – reached out to offer record-breaking financial contributions throughout the pandemic, to help their neighbors weather the crisis.

At the end of the day, and at the end of an unprecedented year, we are grateful for what remains: the courage of those we serve, the commitment of those who support our work, and the compassion of a community that – in the midst of crisis – came together in extraordinary ways. We will never be the same, and in this case, that’s a good thing.

Hopelink Up and Running in 2020

Food Assistance
2,931,180 meals (equivalent) distributed.
291,680 pounds of fresh produce provided.
5.5 million pounds of food delivered.

Transportation
31,924 clients received NEMT services.
816,880 rides to medical appointments provided.
1,158,058 miles DART miles driven.
428,876 DART rides provided.
993 Mobility Management clients served.

Energy Assistance
$3,762,560 in energy assistance distributed.
9,284 clients received assistance.

Financial Assistance
$1,469,746 in financial assistance provided (includes eviction prevention).
3,098 clients received assistance.

Adult Education
150 students enrolled in English for Work with a completion rate of 77 percent.
62 students enrolled in the GED program.

Housing Services
395 individuals (113 families) were served.
91 percent of families that exited Hopelink housing, achieved greater housing stability.
5,658 hours of case management services provided to families in housing.

Employment Services
196 clients served through employment programs.
$18.39 is the average hourly wage of those exiting the program employed.

Financial Capabilities
57 individuals provided financial coaching.
106 financial consultations provided.
17 financial workshops attended by 196 people.

Family Development
352 clients (105 families) received Family Development services.
98 percent increased or maintained stable housing at exit.
2,631 hours of case management provided for clients not in Hopelink housing.
Employee Spotlight

Rhonda

Employment Specialist

Meeting one-on-one with Hopelink clients looking for help with their job search, Rhonda had mastered the in-person approach.

“I’d get my highlighter out and start circling key words on a job posting,” she said, “and then I’d give them a hard copy to take with them. Or we would sit together using laptops. It was very hands-on.”

Overnight, the coronavirus changed the process. What didn’t change was the Hopelink Employment program’s commitment and ability to serve clients.

Rhonda says the program was able to transition offsite very quickly, with Zoom, screen sharing and Google Docs replacing the yellow highlighter and in-person shared laptops. She made it a priority to work with each client based on the technology they had at home.

“We had to figure out how this was going to work and still be able to connect with them,” Rhonda said. “And we had to not only learn the technology – we sometimes had to teach them how to use it.”

In 2020, Rhonda worked with a number of clients whose jobs had been a casualty of the pandemic. Some hadn’t expected it to last, and assumed they’d go back to work soon.

“It took longer than they thought it would,” Rhonda said. “And many who lost jobs didn’t have experience in any other field of work – and those jobs were gone. Some realized they needed to be retrained.”

It’s likely that no one escaped pandemic stress in 2020, but those who lost jobs overnight often felt the brunt of the anxiety.

“I am so thankful that I have a job and that we could transition to virtual and still be able to help people, but the isolation can be a challenge. Finding other ways to connect with my team has been important.”

She also takes comfort in knowing she’s making a difference.

“It feels like the people this week have expressed their gratitude for helping them and just being there for them,” Rhonda said. “It really touched me … it meant a lot to me.”
It wasn’t yet gleaning season when the coronavirus pandemic began. That’s the brief window that enabled the Hopelink Harvest supervisor to quickly shift focus in mid-March, when food banks closed access to the public as part of a virus transmission reduction strategy, and run a critical new system, the food packing line at the Kirkland warehouse.

“It was terrifying at first!” Elena said. “I had no idea what to expect. There was a lot of fear at the beginning – no one knew what was going to happen. We were packing boxes like crazy … grocery stores were running out of things.”

But just as with Hopelink Harvest, Elena’s charge was to manage groups of people committed to feeding their community – whether outside on a farm, or inside a warehouse. She found a way.

At first, Elena worried about consistently filling the nine spots on the packing line, given the high demand for food coupled with Covid-19 concerns facing older volunteers. But after staff covered the first month or so – including Hopelink’s DART drivers whose ride assignments had dropped due to the coronavirus – Elena was able to rely on a consistent group of volunteers.

“The volunteers were so excited,” Elena said. “They have been rock stars … we would not have been able to do this without them.”

Elena continues to manage the Harvest program while also directing the packing line, and admits that although there are times when the work is physically grueling – she routinely walks at least five miles a day – it also feels good to be doing something to help.

“I’ve thought a lot about the term ‘essential worker,’” she said. “We are feeding people. And even though I’m exhausted and it’s been insanely stressful, my job is essential for our community. And that’s been so rewarding.”

Meanwhile, as gleaning season kicked in over the summer, the packing line became more stable and more efficient, and Elena was able to devote more time to Harvest. She is proud that even with smaller groups of socially distanced volunteers in the fields, the Hopelink Harvest program was able to glean nearly 300,000 pounds for local food banks in 2020.

Feeding the community during a pandemic is a new, often challenging task. But for Elena, the mandate is simple: “Let’s do this – it needs to be done.”
For the first 48 hours, we wondered: ‘Will drivers still want to do this, with the potential risks?’ But they did … they stepped up. The drivers are true heroes.”

As a Contracts Specialist for Hopelink’s Non-Emergency Medical Transportation (NEMT) brokerage service, Bill didn’t routinely interact with the drivers who are contracted to provide service to Medicaid recipients for the state Health Care Authority … until the coronavirus pandemic turned everything upside down.

To ensure safe distancing between workspaces, some NEMT office staff quickly pivoted to spend more time in the field. For Bill, that meant a chance to connect with drivers who not only continued to provide rides to kidney centers and other medical facilities, but also began driving people to Covid-19 testing sites.

Bill started putting together care packages for drivers – energy bars, hand sanitizer and masks, for example – but he also made it a point to let them know they were making a difference.

“I would tell the drivers, ‘you know when you watch the nightly news and people in New York are banging pots and pans during a medical staff shift change … they’re also talking about you – because you are a big part of the health care equation.’”

Bill said that his time in the field also illustrated the importance of what Hopelink does every day.

“It underscored the value of our mission,” he said. “In the field, you really see the challenges some of our clients face.”

Clyde, who serves as an NEMT Scheduling Supervisor, remembers immediately implementing internal safety guidelines – even before anyone really knew how serious the pandemic would become. His team began weekly tactical meetings to share ideas, which helped manage the stress of uncertainty.

Call center staff were spread out over several Hopelink locations to meet distancing requirements, and agents were trained to screen clients based on their Covid-19 status.

Looking back, Clyde is most proud of the way his team was able to rally together and weather the storm.

“With this pandemic, being able to manage new science and new information and write new guidelines so we could still provide a very vital service to the community was so important. I am proud of the fact that we were able to maintain our life-sustaining appointments and ensure that clients were served.”
Move-in day is the best part of Hannah’s job … the day a family gets the key to their own apartment after experiencing homelessness, and is finally able to take a breath, and a big step on their path out of poverty.

Unfortunately, that personal contact – and the chance to witness the joy of that moment – was another casualty of the coronavirus pandemic in 2020.

The March shutdown dramatically slowed turnover in the area’s rental housing market, so for a time, families weren’t moving into – or out of – Hopelink housing. When housing began to open back up in early summer, the process had changed by necessity.

“Now, a new family comes to the property, and we leave the door to their new unit unlocked,” Hannah said. “We leave the lease and everything else inside, and we finalize the move-in process with a phone call.”

Although she acknowledges the pandemic-driven process doesn’t feel as welcoming, Hannah is still focused on what that step means for the family, and for the Hopelink community.

“They’re still moving into housing,” Hannah said. “And in the middle of a global pandemic, that’s pretty amazing.”

In 2020, much of the rest of the process went virtual, with Zoom meetings for resident families and a virtual intake system requiring only verbal signatures for those hoping to move in – which Hannah says has actually helped reduce barriers for families in need of housing.

“It’s a big ask for families who are experiencing homelessness and don’t have reliable transportation to come to a housing site to fill out paperwork – and then if they’re not approved for several weeks, they have to come back just to do more paperwork,” she said.

The virtual option has worked well, and Hannah is hopeful that much of the streamlined process will carry over post-pandemic.

For her, the biggest challenge has been finding ways around the physical distance; between families and case managers, and between fellow staff.

“Our whole team is about relationships … building relationships with our families and with the community,” Hannah said. “I miss seeing people and meeting with them in person.”

And she looks forward to the day when she can again celebrate with families, as they open the door to their new home, and begin to take their next steps out of poverty.
Victor was less than three weeks into his new position as Hopelink’s Community Van Program Supervisor when the coronavirus shut everything down in March.

Immediately, ridership through the program that had provided trips to the food bank, community centers, weekend events and other activities dropped significantly; instead focusing on essential trips – such as to non-Covid-19 medical appointments or grocery stores.

But despite fewer trips due to pandemic restrictions – coupled with an older volunteer driver base who were now apprehensive about transporting passengers – Victor found a way to use the program fleet to support people isolated in their homes; “Instead of taking people to the food, we would take the food to them,” he said.

“We knew there was still a need, because we used to take people to the food bank. And I had some background in logistics, so I was wondering, ‘how can we re-route the food supply chain, so we could still service people without putting them at risk, and putting our drivers at risk?’”

Victor worked with the Hopelink food program to develop a plan and submitted a proposal to Rideshare partner King County Metro to provide food delivery to clients in Sno-Valley and Shoreline/Lake Forest Park. It was quickly approved.

Victor says the food delivery service has been a huge success.

“They would call to schedule a ride to the food bank, but because the food banks were (physically) closed, and you could feel the anxiety on that call, and then you would hear it disappear. When they talk to us, they just say thank you for everything we’re doing.”

The food delivery option also made it easier to recruit volunteer drivers, who appreciated having a contactless way to help their neighbors.

For Victor, the greatest reward is a simple one: “I’m just grateful that we’re able to serve more people,” he said.
When 2020 began, Lenise was looking forward to another year of Hopelink’s English for Work program; working with local employers and volunteer advisors and developing curricula for adult students preparing to enter the workforce.

In mid-March – just as students were about to begin mock interviews with potential employers – the governor announced the state’s first “Stay Home, Stay Healthy” order. Immediately, employers who routinely met with Hopelink students in person shifted to phone interviews. It was the beginning of a number of rapid adjustments that would enable the program to serve students for the rest of the year.

“Everything happened so fast,” Lenise said.

With Hopelink centers closed to the public as part of a virus transmission reduction program, she began working from home, keeping company with Finn, her affable Soft Coated Wheaten Terrier.

Meanwhile, in response to drastic – and immediate – job losses that threatened housing stability for tens of thousands of families in the Hopelink service area, Lenise was among a dozen staff pulled in to help provide emergency financial assistance support to many who were facing eviction.

The waitlist of people needing assistance was huge. Lenise worked her way through a long list of names; connecting with both current Hopelink clients as well as many who had never before asked for help.

“They were so relieved,” Lenise said.

Lenise also provided information about other Hopelink services – including food and energy assistance, as well as the employment program. It was an intensely busy time; juggling two jobs through July before returning full time to the Adult Education program.

Lenise expects the Adult Education programs to continue online through 2021, and is hopeful that an online option may be part of the broader program going forward.

“We’ve been able to reach people who hadn’t been able to physically attend class – whether because of kids’ schedules or transportation issues or something else,” Lenise said. “That’s been very positive.”
Theory of Change

Hopelink’s Theory of Change visually demonstrates the goals and objectives of its services within the community.

STABLE
Basic Needs Secure

EQUIPPED TO EXIT POVERTY
Resilient | Employable | Resource Adequate

DIRECT SERVICES & CONNECTIONS TO RESOURCES

Our Programs

- Food Assistance
- Financial Capabilities
- Transportation Services
- Energy Assistance
- Financial Assistance
- Family Development
- Employment Services
- Adult Education
- Housing Services

Hopelink’s Area of Impact

Nearly 50,000* clients served.

MAP KEY
- Full services available
- Transportation services

SNOHOMISH COUNTY

Shoreline
Kirkland
Redmond
Bellevue
Sno-Valley

KING COUNTY

Shoreline
Kirkland
Redmond
Bellevue
Sno-Valley

Shoreline:
Kirkland/Northshore:
Bellevue:
Redmond:
Sno-Valley:

HOPELINK HOUSING
Duvall Place in Duvall
Avondale Park in Redmond
Hopelink Place in Bellevue
Kenmore Place in Kenmore
Heritage Park in Bothell

NUMBER OF UNITS
8 units
59 units
20 units
11 units
15 units

TRANSPORTATION SERVICES
DART Transit
428,876 rides
Medicaid Transportation
31,924 rides
Mobility Management
993 clients

Nearly 50,000* clients served:

- This figure speaks to the impact of the pandemic, in that the number of Medicaid patients requesting transportation to medical appointments dropped by half from the prior year as people delayed medical treatment. Hopelink also stopped documenting recipients of food bank services to speed up the distribution process in response to significantly increased demand.

- Nearly 46,513 clients served.

- Nearly 50,000 clients served.
Financial Highlights
FISCAL YEAR July 1, 2019 to JUNE 30, 2020

OPERATING SUPPORT & REVENUE
FEES AND GRANTS FROM GOVERNMENT AGENCIES $53,774,922
CONTRIBUTIONS AND GRANTS $11,418,123
IN-KIND CONTRIBUTIONS $7,514,126
EARNED AND OTHER REVENUE $1,796,724 Including United Way $67,505
TOTAL OPERATING SUPPORT & REVENUE $74,503,895

OPERATING EXPENSES
PROGRAM SERVICES:
TRANSPORTATION $46,803,840
COMMUNITY SERVICES $20,328,325
SUPPORTING SERVICES:
MANAGEMENT AND GENERAL Including rental property activities of $133,156 $5,187,189
FUNDRAISING $2,035,972
TOTAL OPERATING EXPENSES $74,355,326 Including depreciation of $2,713,259

CHANGE IN NET ASSETS FROM OPERATIONS $148,569
CHANGE IN NET ASSETS FROM CAPITAL CAMPAIGN $(17,667)
CHANGE IN NET ASSETS $130,902

NET ASSET BALANCES
WITHOUT DONOR RESTRICTIONS $23,374,184
WITH DONOR RESTRICTIONS $17,178,012
TOTAL NET ASSETS $40,552,196

Audited financial statements are available for review at the Hopelink Administrative office.
The IRS Form 990 is posted on the Hopelink website at hopelink.org