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Message from the CEO

For Hopelink, the second year of a global pandemic brought home the significance of what we do every day. Throughout 2021, as our community continued to weather shifts and changes in the world around us, Hopelink remained a steady and reliable source of support for our neighbors.

We are grateful that we were able to continue to provide all Hopelink services over the past year, while ensuring the safety of our clients, staff and volunteers.

The past year also was one of innovation. In 2020, we learned how to turn on a dime to respond to a community in crisis. In 2021, we realized that as fallout from the coronavirus lingered, remaining nimble and responsive was paramount.

To that end, we continued to fine-tune our processes. We took specific steps that position us well for the years ahead – both in technology and in furthering our commitment to creating a more equitable community, free of poverty.

We renewed our partnership with King County Metro that will provide competitive wages for our team members, advance technology in our bus system and deepen our commitment to safe and reliable transportation across King County.

In addition, our Non-Emergency Medical Transportation program finalized technology upgrades that will improve service to clients, while easing the scheduling process for providers.

We also implemented a new client database called “The Link” that will enable us to build newer, more flexible ways for clients to enroll in and access Hopelink services.

As we continue to elevate the critical importance of ensuring that our work is deeply rooted in Equity, Diversity and Inclusion principles, we added new staff roles to support our ongoing advocacy efforts.

In the end, this report is about the “why” of our work. Those who turn to us for support are part of our community. They are the reason we have been here for more than 50 years. Our work matters because those we serve matter.

Over the past year, we are fortunate to have served our community in partnership with many other organizations. We have not been alone in our work. We are grateful for our partners, donors, funders, leaders, staff and volunteers.

Thank you for sharing this journey with us.

Dr. Catherine Cushinberry
Hopelink CEO
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 2021, Hopelink served nearly 50,000 people within King and Snohomish counties through nine programs that help people meet basic needs for food, shelter, heat and transportation as well as provide 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 2021, as identified by the organization’s community needs assessment. Also included is financial data for fiscal year 2020-21.

2021 board members
Drew Magill
Board Chair
Penny Sweet
Board Vice-chair
Geoff Deane
Board Past Chair
Terry Lukens
Board Secretary/Treasurer
Chere Bautista
Mark Berry
Angela Birney
Racheal Chhong
Manka Dhingra
Chris Gehkre
Paul Graves
Doris McConnell
Aaron Morrow
Tana Senn
Nicky Sheriff
Byron Shutz
Vandana Slatter
Lillian Strothers
Maria Trujillo

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

Introduction: Our why
Food, shelter, warmth, financial assistance, help finding and preparing for a job, a ride to a doctor’s appointment – these are the Hopelink services that have not only been helping our neighbors and changing their lives for decades, they are the services that have helped support a community in crisis, every step of the way.

The coronavirus pandemic entered Year Two in early 2021. As the economic fallout continued to take a disproportionate toll on workers in lower-wage jobs, it also laid bare generations of systemic inequities that touch every part of our world.

It reminded us that basic needs, a community that cares for each other and an opportunity to not only gain stability, but to thrive, are never more important than when we are challenged by events beyond our control.

As each of us found our way through a global pandemic, we also realized that the programs and services Hopelink provides every day – in partnership with donors, funders and other community agencies – are exactly what we might put in place to weather the storm that began in early 2020.

This report includes stories and statistics about Hopelink’s impact during 2021. It also will serve to illustrate how our work and our vision of an equitable community, free of poverty, are truly making a difference for those we serve.
Moving forward, providing HOPE

HopeLink’s area of impact

Nearly 50,000 clients served. 1.2 million rides provided.

<table>
<thead>
<tr>
<th>Hopelink Housing</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duvall Place in Duvall</td>
<td>8 units</td>
</tr>
<tr>
<td>Avondale Park in Redmond</td>
<td>59 units</td>
</tr>
<tr>
<td>HopeLink Place in Bellevue</td>
<td>20 units</td>
</tr>
<tr>
<td>Kenmore Place in Kenmore</td>
<td>11 units</td>
</tr>
<tr>
<td>Heritage Park in Bothell</td>
<td>15 units</td>
</tr>
</tbody>
</table>

5 Centers across King County:
- Shoreline
- Kirkland
- Bellevue
- Redmond
- Sno-Valley
FOOD ASSISTANCE

Food is essential. When someone is hungry, it’s impossible to focus on anything else. Steps toward stability and building a stronger foundation may falter. Hopes and dreams feel miles away. And a lack of access to food can threaten physical health as well; particularly for children.

6.4 MILLION POUNDS OF FOOD GIVEN OUT TO OUR COMMUNITY.

Throughout 2021, Hopelink continued to partner with local food programs to feed a community in crisis, safely providing fresh, nutritious food at all five food banks to anyone who requested it. During a time of significant job loss and financial uncertainty, our neighbors were able to receive food every single week – including home delivery when needed.

TRANSPORTATION

Safe and reliable transportation can be fundamental to keeping a job, getting enough to eat and accessing medical care – all vital to stability. And for some of our neighbors, access to transportation can make the crucial difference between being homebound and isolated, or healthy and active.

792,000 TRIPS AND OTHER SERVICES PROVIDED.

Throughout 2021, Hopelink continued to ensure access to transportation services, collaborating with small business partners and continually monitoring and modifying coronavirus protocols to ensure safety. We served over 37,000 clients with Medicaid transportation and provided more than 428,000 DART (Dial-A-Ride-Transportation) rides. Hopelink’s Mobility Management program helped 1,300 clients with transportation planning resources.
In 2021, we provided 2.6x more financial assistance than in 2019, before the pandemic.

ENERGY ASSISTANCE

$5 MILLION PROVIDED IN ENERGY ASSISTANCE.

For some of our neighbors, energy bills and rent pose not only a significant source of stress, but a monthly threat to stability. Counting the days, juggling bills and delaying payments – while hoping this isn’t the month the power is turned off or an eviction notice appears on the door – can make it difficult to focus on anything else, let alone map out a plan toward your goals.

For others, getting through the first year of the pandemic required a patchwork of economic puzzle pieces to cover expenses; a safety net that by 2021, had disintegrated. Electric bills spiked because families were home, and even with an eviction moratorium, rent obligations continued to accumulate.

2,042 INDIVIDUALS HELPED WITH FINANCIAL ASSISTANCE.

In 2021, Hopelink helped ensure that families were able to stay home and stay safe, providing energy assistance through Puget Sound Energy and the federal Low Income Home Energy Assistance Program (LIHEAP), as well as financial assistance support. For some, it was one less thing to worry about. For others, knowing their entire heating cost for the winter or several month’s rent were covered gave households a chance to take a breath, recenter and plan their next steps toward financial stability.
ADULT EDUCATION

Entering the American workforce can be a daunting task for immigrants and refugees, while adults who have not yet attained a high school credential often face additional barriers in their job search.

196 STUDENTS ENROLLED IN ADULT EDUCATION CLASSES.

Through English for Work and GED preparation classes, Hopelink provided instruction and tutoring throughout 2021 to help clients gain – and maintain – steady employment, which is a building block of stability. Hopelink also partnered with local businesses to conduct mock interviews for English for Work students.

EMPLOYMENT ASSISTANCE

For adults who are able to work, finding a job that aligns with their interests, goals and skills is a vital step on the path toward stability and out of poverty. For some of our neighbors affected by the economic fallout of the pandemic, finding work that offered greater stability was a goal.

74% AVERAGE INCREASE IN INCOME FROM ENTRY TO EXIT.

In 2021, Hopelink staff continued to provide weekly one-on-one job and career coaching to support those who were looking for work — including a “resume review” option that was implemented in 2020.
100% of Family Development clients were able to maintain or establish stable housing.

“I didn’t believe I could do this. I have a home now, and I know that if I can do this, I can do better. And I will do better.”

- Hopelink Client

Housing is a building block. At Hopelink, housing provides the foundational stability that is essential to every next step. Hopelink housing, along with case management, connects families to the resources that will help them reach the goals and dreams they set for themselves.

**359 PEOPLE PROVIDED WITH HOUSING.**

When families don’t have housing, none of the other steps that are essential to stability can fall into place. Basic needs – food, warmth, even sleep – take precedence over anything else. Planning a future, or looking for a job without an address, a shower, or a place to safely leave your belongings becomes impossible.

**1 IN 3 HOUSEHOLDS INCREASED INCOME BY AT LEAST 30%.**

In addition, Family Development case managers work with families outside of Hopelink housing, partnering with other organizations to provide resources that will help clients improve stability and reach even higher. Both the Housing and Family Development programs plant seeds whose impact may not be realized immediately, but will grow and thrive well into the future, and for generations to come.
Financial skills can be the difference between living with financial insecurity and charting a solid financial path forward. Hopelink’s financial coaches and one-time consultations continued to support clients’ financial goals in 2021.

20 workshops helped further financial education.

Workshops included such topics as building and keeping good credit, obtaining and reading a credit report, understanding credit scores and “money mindset” and savings goals. In addition, Hopelink held quarterly credit workshops to help immigrant and refugee students in English for Work classes feel confident and safe about using credit in the United States.

Advocacy

A key initiative of Hopelink’s 2018-2022 Strategic Plan, advocacy is essential to our vision of an equitable community, free of poverty. By engaging our elected officials and advocating for innovative public policy solutions, we are committed to addressing systemic barriers and the root causes of economic inequality.

In 2021, advocacy efforts included:

- Hosting voter registration tabling events at all Hopelink centers to encourage clients to participate in the 2021 elections, while providing non-partisan election information in a number of languages.
- Adding a full-time Policy and Advocacy Manager position with responsibility for leading this work.
- Leading a group of Non-Emergency Medical Transportation (NEMT) brokers from across the state to request an administrative rate increase, which resulted in a **$735,000 annual revenue increase** to better serve our 44,000 NEMT clients.
- Reviewing a total of 131 bills and signing on in support of 65 of them. Twenty-four of the measures were signed into law. Most of the supported legislation aimed to mitigate the impact of the COVID-19 pandemic on our community, understanding that the pandemic has had a disproportionate impact on low-income communities and communities of color.
- Supporting Washington’s comprehensive, landmark child-care legislation, the “Fair Start for Kids” act, sponsored by Hopelink board member Tana Senn. The new law – which took effect July 1, 2021 – will help make high-quality childcare more affordable and accessible for families, strengthen prevention and early intervention services, and stabilize and expand the child-care workforce and supply.

“In the U.S., you belong. There are a lot of people who care about you. You belong to neighborhoods, to the city, to the region.”

- Hopelink Client
Equity, Diversity & Inclusion (EDI)

At Hopelink, we believe that every person who walks through our doors should feel welcomed, included, respected and safe. As we listen to our clients’ experiences of injustice and inequity, we seek opportunities to advocate for change. We are committed to doing our part to build an equitable community, free of poverty.

With a goal of addressing the broader issues that perpetuate poverty – including institutional racism – Hopelink maintains an ongoing commitment to furthering systemic change in our communities.

In addition to advocacy efforts aimed at weighing in on proposed legislation that would affect the communities we serve, Hopelink’s Equity, Diversity and Inclusion work continues to take on the systems that create and maintain poverty, while also prioritizing internal efforts to lead by example.

In 2021, Hopelink developed an Action for Equity Initiative that sets an ambitious course of goals, actions and expectations going forward.

During the initial phase of the initiative, Hopelink created a diversity council comprised of staff to advise the EDI Director and participated in a two-day Racial Equity Adaptive Leadership training conducted by Leadership Eastside. Hopelink also rolled out core EDI training to all staff, with nearly 100% participation.

In addition, EDI efforts initiated or expanded in 2021 include:

- Actively supporting public policies and working with local authorities (cities, school districts, police departments) to advocate for the elimination of systems of racism and oppression.
- Including messaging about our systems change commitment, actions and results in published materials, social media and meetings with the Hopelink board of directors, staff, partners and community.
- Staff participation in workshops to better understand potential accessibility issues facing staff, clients and community members with disabilities who interact with Hopelink centers, programs and communications.
- Rollout of the LanguageLine program – including Interpreters on Wheels – which provides interpreter services in 240 languages and makes it easier for Hopelink clients to connect with an interpreter and access services.

“Now we have a place that we can stretch out, and we can shower, and now that we are here, we can eat when we’re hungry. On the streets, we couldn’t buy warm food. We came here to escape from violence in our country, and we are so grateful to be in a country that takes you in. Everyone we have met has been great to us; we have been treated so well. Today … we feel free.”

- Hopelink Client
Conclusion: Our work matters because people matter

This report is about outcomes; not just in the traditional, measurable sense, as the data in this report illustrate, but also in their collective impact on our world.

No one expected the 2020 pandemic to linger throughout the year that followed. Early on, getting through the crisis was a one-day-at-a-time commitment. Hopelink staff turned on a dime to make sure those affected by the response to COVID-19 would have access to food, heat and other essential needs.

Days turned into weeks, months, and now years. Over time, innovative approaches to the way we connect with the community and with those we serve became routine. We learned how to serve our clients in ways that worked best for them and would help them weather a global pandemic. We were reminded again of why our work is so important and essential for our community.

What does it mean to feed a community during a pandemic, or make sure an older adult is able to keep the heat turned on, or ensure that a family is able to stay in their home when someone is laid off from a job? It means the fabric of our community is stronger; that the foundational elements that enable each of us to aim higher and reach further become a possibility for those we serve.

In 2021, as we continued to serve our neighbors – including those affected by the fallout of a global pandemic – we never lost sight of our unwavering vision of a more equitable community, free of poverty. Our work matters – for those who turn to us for support, for the broader community we share, and for the equitable, diverse and inclusive future we are committed to building together.

Appendix A - Client Demographics

The charts below were created using census data or from information provided by clients who receive Hopelink services (not including transportation or food program clients).
## Appendix B - Financial Highlights

**FISCAL YEAR JULY 1, 2020 TO JUNE 30, 2021**

### OPERATING SUPPORT & REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees and Grants from Government Agencies</td>
<td>$57,860,355</td>
</tr>
<tr>
<td>Contributions and Grants</td>
<td>$13,158,992</td>
</tr>
<tr>
<td>In-kind Contributions</td>
<td>$7,554,565</td>
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<tr>
<td>Earned and Other Revenue</td>
<td>$1,929,914</td>
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<tr>
<td><strong>Total Operating Support &amp; Revenue</strong></td>
<td><strong>$80,503,826</strong></td>
</tr>
</tbody>
</table>

### OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services:</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>$46,022,165</td>
</tr>
<tr>
<td>Community Services</td>
<td>$23,772,100</td>
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<tr>
<td>Supporting Services:</td>
<td></td>
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<tr>
<td>Management and General</td>
<td>$5,784,702</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$1,969,469</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$77,548,436</strong></td>
</tr>
</tbody>
</table>

Including depreciation of $1,983,282

### CHANGE IN NET ASSETS FROM OPERATIONS

$2,955,390

### PAYCHECK PROTECTION PROGRAM LOAN FORGIVENESS

$4,029,268

### CHANGE IN NET ASSETS FROM CAPITAL CAMPAIGN

$(13,900)

### CHANGE IN NET ASSETS

$6,970,758

### NET ASSET BALANCES

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Without Donor Restrictions</td>
<td>$30,788,820</td>
</tr>
<tr>
<td>With Donor Restrictions</td>
<td>$16,734,134</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$47,522,954</strong></td>
</tr>
</tbody>
</table>

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

“I’m moving forward, and I can’t even believe it sometimes. I’m doing good. I can raise my head up. And I am so proud of myself.”

- Hopelink Client