

# BUSINESS PLAN



## Bikes that give back

*Supporting homeless youth  
and our community through bikes, business, and relationships*

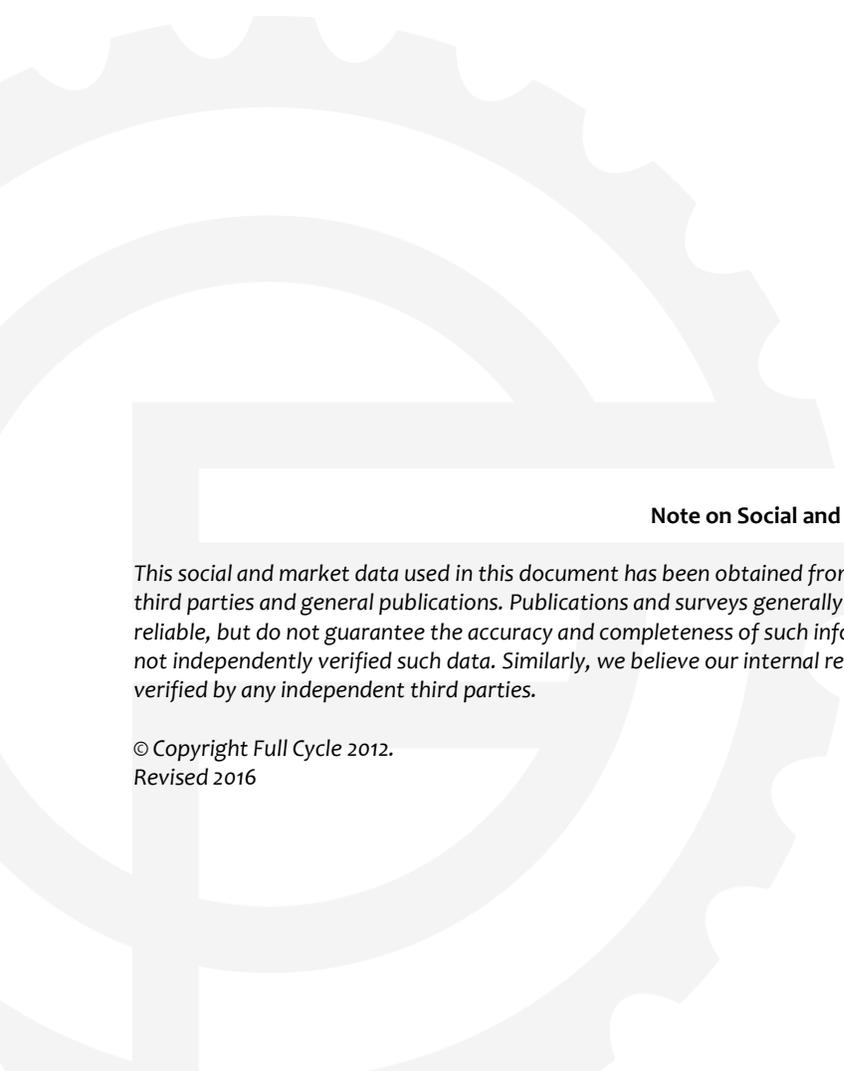
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An Enterprise of  
 **PILLSBURY UNITED  
COMMUNITIES**

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A large, light gray gear graphic is positioned on the left side of the page, partially overlapping the text. It has a complex, multi-toothed design with a central hub and several concentric rings of teeth.

### Note on Social and Market Data

*This social and market data used in this document has been obtained from our own research and surveys or from studies conducted by third parties and general publications. Publications and surveys generally state that they have been obtained from sources believed to be reliable, but do not guarantee the accuracy and completeness of such information. We believe all such information to be reliable but have not independently verified such data. Similarly, we believe our internal research and surveys are reliable, but none of them have been verified by any independent third parties.*

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# EXECUTIVE SUMMARY

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Full Cycle, a multifaceted Twin Cities nonprofit program, connects with and supports homeless youth, our community, and our Earth through bikes, business and relationships.

Since inception in 2002, Full Cycle has had over 47,000 interactions with homeless youth. Although we began as a street outreach program, by 2010, the success of Full Cycle Bike Shop and paid internship program eventually resulted in the rebranding of our aggregated efforts under the “Full Cycle” name. Full Cycle has recently completed a three-year strategic plan which focused on program growth, youth interactions, staffing, marketing, financial support, volunteers and structure. These key strategic initiatives are proving successful in ensuring Full Cycle meets its vision of becoming one of the nation’s most successful social enterprises impacting homeless youth. Currently, we have four integrated strategies as well as three additional projects to meet the needs of homeless young adults on a spectrum ranging from survival to independence: Street outreach, Groveland Food for Youth, free bike appointments and our paid internship program at the Full Cycle Bike Shop. These efforts allow youth to establish strong relationships with supportive staff members who connect them to community resources and support services, helping young people achieve independence and reach a place in their lives where they dare to dream about a future beyond the constraints of homelessness.

## Integrated Strategies:

### 1. Paid Internship Program

Each year through the paid internship program, 20-24 homeless youth learn bicycle mechanics and basic business skills while gaining practical job experience. “I want to use my Full Cycle experience to go to school and try to get a business degree and start an in-home garage shop,” expressed one graduate of the program.

### 2. Free Bike Appointments

Through over 200 annual bike appointments, homeless youth learn to build and maintain their own bicycle—often the first bike they have owned and generally their primary means of getting around. As one youth noted, “Whenever I don’t have bus fare, I’ve got a bike that gets me where I need to go.” Free bike appointments serve as a non-clinical opportunity allowing staff to build trusting relationships and make connections to other resources.

### 3. Groveland Food for Youth (GFFY)

GFFY is a year-round food shelf that experiences approximately 2,000 visits annually from homeless youth accessing food, parenting supplies and connection to additional resources. We staff the food shelf by paying homeless and at-risk youth during its operation. The design of the food shelf is unique in that it employs youth, and focuses not only on food but other parenting supplies such as diapers, wipes and baby food critical to homeless youth and their families. GFFY permits visitors to choose their items, and employs low-barrier and hassle-free access policies. As the first youth specific, low barrier food shelf in Minnesota, the success of this model has resulted in its duplication several times over in both Minneapolis and St. Paul.

#### **4. Street Outreach**

Street outreach activities, begun in 1998, were the beginnings of Full Cycle. The program became official in 2002. Each year through street outreach workers, we encounter over 2,500 homeless young people and provide them information, resources and referrals to Full Cycle programs and other local programs focused on helping homeless youth. In addition, we provide basic needs such as food, parenting supplies, transportation, and employment opportunities. Our street outreach activities are part of a collaborative effort presently involving 11 organizations and agencies under the name “StreetWorks Collaborative.” The Street Works Collaborative has been in existence for over 15 years and is recognized and well respected as a national model for multiple agencies collaborating street outreach efforts.

#### Additional Projects:

##### **1. Borrow a Bike Program**

Full Cycle’s “Borrow a Bike” project allows partnering agencies to keep a small fleet of Full Cycle bikes on site at their agency. Bikes are loaned out for a period of six months during the prime cycling season to be used by homeless youth accessing those agencies as a means of healthy transportation and recreation. This initiative also supports the program by connecting youth with other Full Cycle services and opportunities. Many young people who use Full Cycle borrow bikes through their agency end up scheduling appointments at Full Cycle to get a free bike of their own or apply for an internship.

##### **2. Full Cycle Food Delivery (FCFD)**

Starting in 2012, Full Cycle hired back Internship Graduates to deliver food and conduct outreach by bike to homeless youth at local youth-serving agencies during the prime cycling season. The food is donated by local businesses or grown right in Full Cycle’s backyard garden. FCFD combines work at the bike shop with GFFY by using bikes to build job skills in the areas of bicycle delivery and street outreach while getting fresh food to young people who need it.

##### **3. Full Cycle Gardens**

In the alley behind the Full Cycle Bike Shop you’ll find our own little oasis. Generous seedling donations each spring from Uproot Farm have allowed us to keep our five raised garden beds full of fresh produce. Interns and staff help plant and harvest, FCFD Riders deliver produce to local shelters, drop-in centers, and food shelves. In addition, all participants are welcome to take fresh vegetables.

## Youth Contacts – Deep and Wide Impacts

We perform extraordinary and impactful work. Our various strategies and the elements comprising those strategies result in a huge number of contacts with homeless and at-risk youth, many of which are recurring contacts offering the opportunity for deep connections and meaningful impacts. For example, we had the following contact and service experience with homeless youth in 2015:

	<b>Youths (non-duplicative)</b>	<b>Encounters or Visits (duplicative)</b>
Street Outreach	3194	5077
Groveland Food for Youth	341	1145
Free bike appointments	107	292
Bike Shop internships	17	
<b>Total</b>	<b>3659</b>	<b>6514</b>

In the table above, “non-duplicative” contacts represent the number of homeless youth with whom we have direct contact through the indicated program. “Duplicative” encounters and visits represent the number of times we have interactions with homeless youth, including repeat contacts with individual youth. Our high number of duplicative visits demonstrates the program’s ability to develop and maintain positive and trusting relationships with a population for which this is typically a challenge. It also demonstrates the need for multiple interactions and services to address homeless youths’ wide-ranging and complex struggles.

## Earned Income through Our Bike Shop

At Full Cycle Bike Shop, we provide quality and affordable used bikes and repair services. Youth interns learn both bike mechanic and basic business skills and play a significant role in running our non-profit bike shop. In 2015, Full Cycle bike shop served an estimated 700 unique customers. Revenue has steadily grown over the years as indicated below:

	<b>Bikes Sold</b>	<b>Bike Shop Revenue</b>	<b>Bike Shop Revenue as a Percentage of Total Income</b>
<b>2008</b>	18	\$1,820	1.4%
<b>2009</b>	40	\$6,315	2.4%
<b>2010</b>	95	\$23,591	7.1%
<b>2011</b>	109	\$31,068	8.8%
<b>2012</b>	140	\$61,312	15%
<b>2013</b>	171	\$67,277	13%
<b>2014</b>	222	\$96,810	16%
<b>2015</b>	238	\$118,000	17%

As Full Cycle continues to grow and evolve, we continue to focus on new strategies to improve upon our business model. Our goal to run a more efficient, highly professional and increasingly profitable bike shop is never ending. This year’s strategies included increasing shop staff in the area of graduate and seasonal mechanics, tracking demand for product and accessories then increasing and expanding shop product accordingly. Full Cycle also put more energy into social media and marketing strategies which included seasonal sales and more regular customer contacts. Full Cycle also began participating in a dealer incentive program through Quality Bicycle Products (our shops major distributor) that focuses on increasing margin and profitability.

## Our Management

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**Founder & Executive Director.** In founding Full Cycle, *Matt Tennant* was able to combine his passion for youth work and community service together with his lifelong love of cycling to connect with and develop trusting relationships with young folks on the street. Matt's determination, hands-on approach and resourcefulness have allowed him to make the most of the opportunities that Full Cycle has had. In addition, Matt's pace and sense of focus have brought steady and thoughtful growth in the Full Cycle program primarily by recognizing the program's strengths, staying true to its original mission, and listening to the voices of the people being served by the program. As Executive Director, Matt also strives to network and partner with people and businesses in the community in a respectful way that utilizes everyone's strengths and expertise to most efficiently solve problems and support the program, homeless youth, and the community at large.

**Youth Services Manager.** *Rita Van Allen* manages Full Cycle's homeless youth programming which includes: Youth Internships, Free Bike Program, Groveland Food For Youth, Street Outreach, and Full Cycle Food Delivery & Gardens. She is responsible for training and supervising frontline youth work staff including our classroom instructor and Street Outreach Workers as well as all youth intern participants. Rita also contributes to the overall financial and program development of Full Cycle.

**Bike Shop Manager.** *Blake Boesen* oversees the continued growth and development of the bike shop in line with our strategic objectives. Key elements include maintaining partnerships, marketing of the business, developing and supervising shop staff including Graduate Mechanics and Phase 2 Interns, and furthering our business goals within the bike shop through proven strategies and vendor programs.

# SUMMARY FINANCIAL INFORMATION

Pillsbury United Communities  
Full Cycle Division  
Income and Expense Statement  
(Unaudited)

12 Months Ending December 31,  
2015

## Income

Foundations/ Corp.	\$ 285,949.
Individual Contributions	73,110.
Contributions In-kind	66,982.
Government Income	151,992.
Earned Income	118,000.

### Total Income

\$ 696,033.

## Expense

Personnel Expense	358,096.
Professional Fees	33.
Direct program expense & youth stipends	49,075.
Telecommunications	6,869.
Program Evaluation	4,977.
Office <sup>1</sup>	14,001.
Occupancy	41,001.
Transportation & Travel	7,071.
Staff & Volunteer Expense	1,503.
Other Expense	6,874.
In-kind Expense	67,132.
Depreciation	7,269.
Allocations <sup>2</sup>	75,126.

### Total Expense

\$ 639,027.

## Net Surplus / (Deficit)<sup>3</sup>

\$57,006.

<sup>1</sup> Includes: IT, Evaluation, Equipment and Connectivity

<sup>2</sup> Allocations represent a share of the operating expenses, depreciation, executive and governance, finance, IT, HR, asset management and contract management of Pillsbury United Communities allocated to us in connection with our use of personnel, resources and space provided to us by Pillsbury United Communities.

<sup>3</sup> Operating *deficits* have in the past been funded by Pillsbury United Communities. A small saving assessment (margin) is budgeted each year to manage division deficits. Operating *surpluses* ensure access to working capital for larger program purchases or building/ shop upgrades.

# DETAILED BUSINESS DESCRIPTION

## Who We Are

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Full Cycle is a nonprofit social enterprise serving homeless young people ages 23 and under who need stable housing, vital skills and access to critical community resources in the Minneapolis-St. Paul metropolitan area. Our mission is to connect with and support homeless youth, our community, and our Earth through bikes, business and relationships. As we realize our vision of being one of the nation's most successful organizations impacting homeless youth, Full Cycle continues to set the standard and serve as a replicable model for other organizations and social enterprises working with homeless youth.

### Our Core Values consist of:

**Commitment:** We are committed to providing meaningful and rewarding experiences that reflect our mission to the young people we work with and the customers we serve. We are committed to creating innovative ways to address youth homelessness. In turn we expect the young adults we work with to be committed to making a shift in their lives toward independence.

**Personal Accountability:** People depend on Full Cycle and our team's commitment to work hard, take action, and follow through. We hold ourselves accountable as individuals and as a team for our responsibilities, commitment and the choices we make. We hold the young adults we work with responsible for the choices they make and how those choices affect their quality of life and the world around them. When we are unable to achieve our goals we are honest about why, we learn from our mistakes and move forward.

**Integrity:** Our actions speak louder than our words and define us. The work we do is honest, consistent and results in open and trusting relationships and high quality services.

**Optimism:** We operate under the belief that our young people and our community can overcome personal and societal struggles. We know that we are capable of creating positive and sustainable solutions to these challenges and optimism is necessary.

**Gratitude:** We are grateful for what we have and make the most of it. We are thankful for and seek out opportunities to create a positive impact on individual lives, the health of our community, and the world.

**Humor:** We believe it is possible and even necessary to laugh and have a good time while respecting and making space for a full range of experiences and needs. Humor is a great tool to balance stress and fear; it gets us through the day and keeps us coming back.

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In furtherance of our mission and as part of a strategic planning process we have identified the following as some of our most significant near-term strategic objectives for Full Cycle:

- Broaden our reach and impact on youth homelessness issues primarily by growing our partnerships and collaborations with other community organizations focused on serving homeless youth in Minneapolis-St. Paul, and continue managing those partnerships and collaborations in which we are presently involved.

- Expand the range of skills imparted to our bike shop interns, including business-management skills, primarily by (i) adding new products to the bike shop and new intern responsibilities, Interns will also manage partnerships with agencies participating in our Borrow a Bike program; and (ii) upgrading and redesigning certain aspects of the physical space and protocols in our bike shop to provide for a more professional experience for our interns and better customer experience as well. Increase public awareness of Full Cycle and youth homelessness issues generally, principally through a rebranding effort, overhauled Internet website at [www.fullcyclebikeshop.org](http://www.fullcyclebikeshop.org), social media and a press campaign conducted in concert with special events.
- Increase our public support by introducing new elements to our current main fundraising event known as “The Thrivent Tour.” In particular, we intend to make it easier to donate to Full Cycle year-round.
- Develop a more rigorous system for measuring and communicating our immediate and long-term impact on youth homelessness and our interns in particular, and communicate our interns’ successes after graduating from a Full Cycle internship, in a way that acknowledges the unique life circumstances of each of our individual interns.
- Create a scaling impact plan for process documentation of the Full Cycle model in furtherance of our vision to offer a national model for dealing with youth homelessness in urban areas.
- Create a comprehensive fund raising plan focusing on diverse streams of funding with an emphasis on growing our individual and corporate support.

## Keys to Success

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To meet our near-term strategic objectives and to succeed in satisfying our mission, we believe we must:

- Provide consistently excellent professional social services to all youth we contact, and most particularly those youth involved in our internship program.
- Expand our marketing and brand so as to be better positioned to obtain more grants and donations, more recognition and referrals, more used bike donations, and help more homeless youth.
- Identify and hire additional staff, and create additional Graduate positions so that we may increase our days and hours of operation making us more accessible to our customers in an effort to increase intern work hours allowing them more experience and a bigger paycheck while also increasing shop revenue and program sustainability. This would also permit management to pursue our other strategic objectives and initiatives and, ultimately, better serve homeless youth.

## Organizational Matters

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We are located at 3515 Chicago Avenue, in Minneapolis, at the intersection of Minneapolis’ Powderhorn and Central neighborhoods. We are a program of Pillsbury United Communities, a nonprofit and tax-exempt 501(c)(3) organization based in Minneapolis. Pillsbury United Communities’ mission is to create choice, change and connection for people from all walks of life in order to positively address economic inequalities in our community. Pillsbury United Communities provides us with office space, office materials and supplies, and administrative support. Our bike shop is located in the building adjacent to Pillsbury House, and we lease that building from Pillsbury United Communities. Our program employs approximately 6 full-time staff members in addition to our paid intern, seasonal and graduate positions.

## STAFFING STRUCTURE

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Our day-to-day operations are managed by our Executive Director and founder, Matt Tennant. As a program of Pillsbury United Communities we are subject to the supervision and control of such organization, including its own Executive Director and Board of Directors and operate under their 501 c3 status as a non-profit organization. In addition to our Executive Director, we critically rely on the skills and expertise of certain other individuals. The Full Cycle staffing structure including current positions and staff is set forth below.

**Founder and Executive Director.** In founding Full Cycle, *Matt Tennant* was able to combine his passion for youth work and community service together with his lifelong love of cycling to connect with and develop trusting relationships with young folks on the street. Matt's pace and sense of focus have brought steady and thoughtful growth in the Full Cycle programs primarily by recognizing the program's strengths, staying true to its original mission, and listening to the voices of the people being served by the program. As Executive Director, Matt also strives to network and partner with people and businesses in the community in a respectful way that utilizes everyone's strengths and expertise to most efficiently solve problems and support the program, homeless youth, and the community at large.

**Youth Services Manager.** *Rita Van Allen* manages Full Cycle's homeless youth programming which includes: Youth Internships, Free Bike Program, Groveland Food For Youth, Street Outreach, and Full Cycle Food Delivery & Gardens. She is responsible for training and supervising frontline youth work staff including our classroom instructor and Street Outreach Workers as well as all youth intern participants. Rita also contributes to the overall financial and program development of Full Cycle.

**Bike Shop Manager.** *Blake Boesen* oversees the continued growth and development of the bike shop in line with our strategic objectives. Key elements include maintaining partnerships, marketing of the business, developing and supervising shop staff including Graduate Mechanics and Phase 2 Interns, and furthering our business goals within the bike shop through proven strategies and vendor programs.

**Lead Mechanic.** *Valerie Scheffler* ensures our service department contributes to our growth through excellent customer service, the continued development of graduate staff and Phase 2 interns, and assisting with inventory management.. She also assists with partnerships, connecting with our community, evaluating the services and products we offer to customers, and developing new strategies and methods within the program.

**Classroom Instructor.** *Essie Schlotterbeck* is responsible for the development and implementation of both the bike mechanic and business curriculum for Phase I interns. Essie is also responsible for connecting interns to future employment opportunities, following up with our graduates and tracking their outcomes post-graduation. Essie also helps to organize graduations and special events for Full Cycle.

**Street Outreach Worker.** *Jendeen Forberg* has over ten years of street outreach experience and specific expertise in gay, lesbian, bisexual, and transgender (GLBT) issues and resources. Jendeen performs the majority of our street outreach functions and also staffs Groveland Food For Youth.

**Street Outreach Worker.** *Ran Mruz* conducts street based outreach, but is also responsible for site based outreach at the shop with youth interns and free bike appointments. Ran also focuses on community partnerships as well as our food delivery program.

## Why We're Here

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On any given night, an estimated 4,080 Minnesota youth experience homelessness. This includes an estimated 2,211 minors age 17 and younger, and 1,869 young adults aged 18-21. These numbers are considered conservative estimates; the actual number of unaccompanied youth is likely considerably higher.

Homeless youth face significant challenges to meeting their basic needs since they have no permanent address, many shelters require that they be in the presence of an adult, and they do not have valid identification to visit a food shelf. The majority of the young people Full Cycle works with have been cut off from traditional support systems and opportunities to become self-sufficient, independent adults. The causes of this widespread yet often unnoticed problem are varied, and the difficulties these youth face are frequently exacerbated by abuse and victimization, mental health problems, substance abuse, delinquent behavior, difficulty with school and involvement with the foster care and criminal justice systems.<sup>4</sup>

### A Full Cycle Success Story

*Marcus was too often cut off from what he needed. Having lived through a childhood in foster care, Marcus didn't have stable shelter and relied on his bike to get around. When he came to Full Cycle he recognized the value of building relationships, honing his networking skills and utilizing resources to help secure a safe home and save money. The experience of being a Full Cycle intern became what Marcus called 'a catalyst for the rest of his life.'*

**For Marcus, success meant building a stable life through connection.**

To deal with these community issues, we engage in a variety of innovative outreach-based activities that we have been developing for over 15 years. Today at Full Cycle, we focus our efforts on four distinct strategies, each of which is designed to address unique challenges faced by homeless and at-risk youths in our community and provide them with not only a system of support, but the beginnings of a professional network that will continue to afford them access to opportunities to achieve and sustain independence from life on the streets and social services. In particular, we:

- Provide employment and skills training for approximately 20-24 homeless young adults annually through paid internships at *Full Cycle Bike Shop*. Full Cycle has also created Graduate positions that employ an additional 6 youth internship graduates annually. These positions include a Graduate Mechanic, Graduate Classroom Assistant, and four Graduate Food Delivery Riders.
- Reach and establish meaningful contact with homeless youth through approximately 200 *free bike appointments* annually that serve as a non-clinical opportunity whereby we can build a relationship with youth and connect them to area resources.
- Operate the *Groveland Food for Youth* food shelf, located at the Groveland Food Shelf in Minneapolis's Central neighborhood, three days each week by staffing the food shelf with paid homeless youth workers.
- Engage in and coordinate *street outreach* and educational activities under our "Street Outreach" program, in partnership with the StreetWorks Collaborative and other community organizations and agencies

A more comprehensive summary of our programs, activities, and our strategic objectives is set forth below.

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<sup>4</sup> *Id.*

## Our Bike Shop and Internship Program

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In 2002, Matt Tennant initiated a set of efforts that over time evolved into the Full Cycle Bike Shop, internship program and related activities. The program began informally with Matt bringing parts and assembling bikes for the youth at a local shelter while conducting street outreach activities. In the midst of changing a tire or cleaning a chain, kids who had been guarded and withdrawn began to open up and talk with him.

*“I realized these kids wanted to learn and that they let go of stress when they worked on something. Knowing that reliable and affordable transportation will always be a barrier to homeless youth exiting street life and that trusting relationships occur more naturally in a nonclinical environment where youth can relax and be themselves, Full Cycle launched in 2002.” Matt Tennant*

Then, in 2004, a Minneapolis transit strike resulted in a rush of bike requests since many youth had been entirely dependent on the bus system to get around. Without transportation, the kids would be unable to honor appointments with case managers, meet healthcare professionals, get to school, or get to their jobs (and would eventually lose those jobs)—a one-way ticket back to the streets. Out of this experimentation and confluence of events came the idea for a free bike program and eventually a full-service bike shop and internship program. Thus began a program that we believe is poised to become a national model for successful social entrepreneurship.

Currently, our Full Cycle Bike Shop strategy consists of two main components: (i) our full-service Full Cycle Bike Shop and the related paid internship program, providing employment and skills training for approximately 20-24 homeless young adults as well as 6 additional Graduate positions; and (ii) partnerships with other community organizations, designed to further our outreach and educational activities and increase the visibility of our Full Cycle Bike Shop.

In addition, Full Cycle has taken on additional projects to further engage internship graduates and community. These include:

### **1. Borrow a Bike Program**

Full Cycle’s “Borrow a Bike” project allows partnering agencies to keep a small fleet of Full Cycle bikes on site at their agency. Bikes are loaned out for a period of six months during the prime cycling season to be used by homeless youth accessing those agencies as a means of healthy transportation and recreation. This initiative also supports the program by connecting youth with other Full Cycle services and opportunities. Many young people who use Full Cycle borrow bikes through their agency end up scheduling appointments at Full Cycle to get a free bike of their own or apply for an internship.

### **2. Full Cycle Food Delivery (FCFD)**

Starting in 2012, Full Cycle hired back Internship Graduates to deliver food and conduct outreach by bike to homeless youth at local youth-serving agencies during the prime cycling season. The food is donated by local businesses or grown right in Full Cycle’s backyard garden. FCFD combines work at the bike shop with GFFY by using bikes to build job skills in the areas of bicycle delivery and street outreach while getting fresh food to young people who need it.

At our bike shop, located at the juncture of Minneapolis' Powderhorn and Central neighborhoods, we provide quality and affordable used bikes and repair services, including a variety of maintenance tune-ups, overhauls and specialty repairs, five days per week homeless youth involved in our internship program help to staff the shop. In 2015, our bike shop served an estimated 700 unduplicated customers during 1995 total transactions. In 2010, Full Cycle set a financial goal of earning 15% of its total budget by 2015. Since then, earned income has continued to grow each year allowing us to surpass our 15% goal as we end 2015 at 17%.

We believe the prospects for continued growth of our bike shop operations and revenues are bright.

Minneapolis is regarded as one of the top cycling cities in the United States, and even though Full Cycle chose its location based on community need and impact as opposed to optimal financial success, the proximate neighborhoods we serve do not contain other bike shops at this time, which minimizes competitive pressure.

The revenues we generate from our bike shop will further the sustainability of our nonprofit operations as a whole by diversifying our funding sources. Since the 2008-2010 recession and the resulting cuts in government funding and philanthropic giving, social enterprise continues to be an area of keen interest for many nonprofit ventures hoping to bring a greater element of business focus to their operations and enhance the sustainability of their social causes. Overall, we believe that the combination of greater awareness of the social mission behind our business and lack of competitive pressure will benefit our venture. The continuous supply of quality used bicycle donations and the broader community's commitment to cycling, for enjoyment, transportation and lifestyle, also helps ensure a sustainable future for our bike shop that will benefit all of the programs and services we deliver.

Most importantly, our bike shop serves as the primary means for us to do our most innovative and in-depth work with homeless youth. Each year through a six-month paid bike mechanic internship program, 20-24 homeless youth learn bicycle mechanics and basic business skills, such as interviewing skills, sales, résumé preparation, customer service principles, and overall professionalism, all while gaining practical job experience and earning money. Graduates of the Full Cycle Internship Program are eligible for ongoing employment opportunities through six additional Graduate positions that have been created and implemented throughout the years as shop grows and demands more staffing. Even though homeless youth generally wish to be self-sufficient, most do not have positive role models to guide them or the life experience to know how to interview for a job, earn a salary, manage their money, or keep a job.

Many do not even have positive adult references, making it difficult to find employers who will take a chance on them. Our internship program bridges these gaps by providing them an income and teaching them about much-needed practical life skills. More importantly, an internship at Full Cycle is often the beginnings of both a professional and social network that will continue to provide opportunities that foster independence and long term self-sustainability.

The internship program includes two three-month phases. Phase one takes place in our off site classroom directly across the alley from our retail bike shop. It consists of three-hour sessions, three days a week, focusing on bike mechanics and business skills. In recent years, we have taken our phase one interns to Quality



*“I think Full Cycle is a great program to be in. It’s a safe and comfortable environment, you learn a new trade and you get paid to do it. It’s not just about building bikes; there are a lot of resources behind Full Cycle. If you need help with anything, they will help you.” - Internship graduate*

Bicycle Products, Inc. (QBP), a Minnesota based, wholesale distributor to the cycling industry that has been a longstanding supporter of Full Cycle. At QBP, our interns are put into a real life office and interviewing environment and practice their interviewing skills and preparation. Phase two allows youth to use the knowledge and skills learned in phase one to actually help run a bike shop with regular hours and provide repairs, tune-ups, and sell used bikes to the public. In other words, phase one is like going to school, whereas phase two is about going to work. Upon graduation from Phase II, youth interns become eligible to apply for Graduate positions at the shop. Full Cycle currently has six Graduate positions that offer youth ongoing employment opportunities.

While there are many other youth-entrepreneurship and social enterprise programs in the Minneapolis-St. Paul area, the Full Cycle Bike Shop is one of the only such program that serves homeless youth. The internship program gives homeless youth direct opportunities to develop employment skills, including a reference from several professional adults who can vouch for their skills and experience. For those youth who are disconnected from traditional support systems, a Full Cycle mentor may be the only adult in a street youth's life who will say something positive about that youth and is committed to serve as a professional reference and advocate for employment, education, and housing opportunities.

We began our bike shop and internship program in 2008. From inception through 2015, we have enrolled over 130 youth as interns. Of the 20 to 24 youth who begin our internship program in the course of a year, approximately one-half complete both phases of the program and approximately 75% complete at least phase one. Ordinarily, those youth who do not complete one or both phases of the internship program leave for reasons relating to some change in life circumstance on the streets or with the adults in their lives. Many times these changes are positive, such as finding full-time employment, enrolling in High school or college, or securing stable housing out of state.

Our internship program is also unique in that it seeks to incorporate and educate participating youth about other social ethics that we, as an organization, believe in: recycling and "giving back." Our bike shop generally promotes recycling through the acceptance of in-kind donations of used bikes and, if a particular bike fails to meet our donation criteria, we facilitate the recycling of bikes to keep them out of our landfills. Full Cycle also pays a charge to have all unusable rubber products recycled and most food & produce from our delivery program that has gone bad gets composted. In addition, our interns collaborate directly with other community-based service providers through a series of "Pay It Forward" projects that are part of every internship experience. The aim of the Pay it Forward Projects is to develop an appreciation for civic engagement. Some of our past Pay It Forward Projects have included building fleets of bikes to donate to area youth shelters and drop-in centers, building bikes for younger children and taking them to programs working with kids, or making food carts to distribute food downtown Minneapolis to people in need. These projects empower our interns to recognize that they have the ability to give back and help others, even though they themselves are not having all of their needs met.

At the conclusion of each of the two internship phases, we ask our interns to rate their experience with Full Cycle. In addition, we also evaluate each intern and his or her successes after the completion of the program. Our evaluations of the interns typically focus on personal growth (i.e., issues such as connectedness, emotional growth, self-identity and self-esteem), technical bike and mechanic abilities, general business and job skills (e.g., preparation for and performance in mock interviews, the ability to share self experiences and prepare a résumé). We intend to focus identifying evaluation criteria and prepare tools to measure the successes, strengths and weaknesses of our internship program.

Finally, because approximately one-third of our interns have earlier received a bike from us in connection with our free bike program, and that program is primarily known through word of mouth among street youth and our street outreach efforts, we are actively developing ways to encourage and facilitate having our interns "spread the word" and educate other about our internship program. Two of Full Cycle's additional projects,

Food Delivery and Borrow a Bike have also proven to be highly effective ways to do community outreach through the voices of our Graduate Food Delivery Riders and our signature borrow bikes with orange grips and pedals. We believe these strategies will help us grow our internship program and keep it strong, while simultaneously helping our participating interns develop public speaking skills and confidence. We are also interested in generally increasing the number and quality of our contacts with graduates of our internship program, which we believe will be helpful in promoting Full Cycle and in better understanding the successes and challenges faced by our interns after graduation. Currently, we organize rides, graduation events and periodic reunions to reconnect with our graduates.

## Free Bike Appointments

Through our free bike appointments, homeless youth are able to learn how to build and maintain their own bicycle—often the first bike they have owned and generally their primary means of transportation. Transportation for these youth, who most frequently do not have any resources with which to purchase a bike or consistently access public transit, is critical to permitting them the opportunity to find, show up for, and maintain employment. Transportation is similarly critical for being able to visit healthcare professionals, make social work appointments, and attend school.

These free bike appointments, in addition to providing a working bicycle, serve as a non-clinical intake and means of community outreach. While building the bicycle, youth establish and strengthen relationships with supportive staff members, experience the exhilaration of building something with their own hands, separate themselves from the stress and threats of the streets, cultivate a sense of pride of accomplishment, and solve a serious personal transportation problem. On our side, we are able to become familiar with the participating youth and refer them directly to appropriate community resources. The bike appointments also help ensure that the youth have been introduced to our Full Cycle Bike Shop and internship opportunities. In fact, we estimate that approximately one-third of the youth who enroll in our internship program on an annual basis (see above) have earlier received a free bike from us through our free bike appointment service.



*“Whenever I don’t have bus fare, I’ve got a bike that gets me where I  
“need to go.” - Free Bike Youth*

In 2015, our free bike appointments yielded contact with approximately 107 homeless young adults aggregating 292 total visits. In 2015 we gave away a total of 162 bikes. Since its beginnings in 2008, Full Cycle has given away over 1,000 bicycles. We give away bikes (i) directly as part of our free bike appointment program, (ii) through our “Pay it Forward” projects that are part of our internship experience (discussed above), and (iii) in partnership with other youth-focused community organizations.

## Groveland Food for Youth

In 2002, we initiated a collaborative venture with The Groveland Food Shelf, located at 1900 Nicollet Avenue,

Minneapolis (the intersection of Nicollet and Franklin Avenues), which makes it easy for at-risk and homeless youth to access the food shelf's resources by employing low-barrier and hassle-free access policies.

Our venture with Groveland Food Shelf was undertaken in response to our Founder Matt Tennant's discovery, in the course of his street outreach work, that many food shelves were administered in such a way that they prevented homeless youth from accessing them. Specifically, food shelves were, and even now continue to be, predominantly operated for the benefit of local residents who can demonstrate that they reside within a prescribed neighborhood. Of course, many if not most homeless youth lack not only the necessary forms of identification, such as a driver's license, but also lack "residency" as that term is ordinarily understood. As a result, most homeless youth were, and remain, unable to access the resources and assistance obtainable at most local food shelves. Through some creative thinking, Groveland Food Shelf and Full Cycle were able to obtain certification of Groveland Food for Youth based on culture-specific criteria (i.e., homeless youth culture) as opposed to geographic residence. Accordingly, homeless youth who patronize our food shelf are not required to provide forms of identification or proof of residency. Groveland Food For Youth became the first youth specific, low-barrier food shelf in Minnesota and broke the mold for how food shelves could meet the needs of a very specific population. Due to its success and effectiveness, this innovative model has been replicated several times over throughout the Metro area and outlying suburbs resulting in at least 10 other youth specific food shelves to increase access and meet the needs of this population.

Today, Groveland Food for Youth operates year round during prescribed hours on two days each week. During the course of 2015, approximately 341 homeless youth accessed Groveland Food for Youth aggregating to approximately 1145 visits (including repeat visits) to the food shelf by homeless youth. We operate the food shelf by identifying homeless and at-risk youth who staff the food shelf during its operation and are thereby able to earn some money in the process. Because a sizeable number of homeless young adults have small children of their own, we have worked hard to ensure that baby and infant care supplies are available at the food shelf as well. In addition, and differently from the manner in which food shelves are ordinarily operated for adult patrons, homeless youth who patronize Groveland Food for Youth are able to essentially shop the food shelf. Permitting youth patrons to select their food and family care items (diapers, wipes, and hygiene products) is important because it allows youth to decide what works for them and their families.

## Street Outreach

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Our beginnings as an organization developed out of our participation in the StreetWorks Collaborative, a nationally recognized collaborative effort presently involving 11 organizations and agencies that coordinate street-based outreach efforts to homeless youth. The StreetWorks Collaborative was established in 1994 by Freeport West to help assure access to a broad range of resources and opportunities for homeless youth and youth at risk of becoming homeless, and has become a national model and the largest youth-serving collaborative in Minnesota. The deceptively simple driving idea behind the StreetWorks Collaborative is that no single group or program can provide for the global needs of street youth or homeless teens. Instead, the StreetWorks Collaborative belief is that open communication, connection and coordination among homeless and at-risk youth, community stakeholders and existing community agencies, each with their own particular focuses and strengths, provide a greater chance for success and a pathway out of homelessness.

In our work with StreetWorks Collaborative, we formerly operated under the name "Street Survival." Today, however, we have generally re-branded all of our programs and related activities under the Full Cycle name. Our street outreach program, which we initiated in 2002, focuses on providing basic needs such as food, parenting supplies, transportation, employment, and housing opportunities while also connecting youth to additional resources throughout the community and metropolitan area, including services provided at GFFY and Full Cycle Bike Shop.

Our street outreach program is non-clinical, strengths based and operates under several philosophies of positive youth development including harm reduction and trauma informed care. Our trained outreach workers spend time in designated neighborhoods throughout the city, approaching and engaging youth in conversation and educate homeless and at-risk youth about resources available to them and offer a direct connection to those resources. In our efforts with the StreetWorks Collaborative, our outreach workers are required to partner with an outreach worker from a different organization or agency that is also a member of the StreetWorks Collaborative. Traveling in pairs like this provides the outreach workers with greater safety and facilitates the sharing of knowledge and the capabilities of each individual worker and the particular program with which he or she is affiliated. Over time, this transmission of knowledge permits outreach workers to refer youth more appropriately to other members of the StreetWorks Collaborative and other non-participating organizations or agencies. In addition to making resource referrals, our outreach workers carry with them certain items commonly needed by homeless youth, such bus passes, diapers, non-perishable food items and vouchers or stored-value cards for area merchants, to make them available to homeless youth when appropriate.

We generally operate our street outreach program, as described above, five to six days per week on a year-round basis. Currently, we have the full-time equivalent of 1.5 employees involved in our street outreach activities. In 2015, we had approximately 3642 contacts with homeless and at-risk youths in connection with our street outreach program, aggregating to 6514 total encounters (including repeat contacts) with homeless and at-risk youth.

## Our Youth Contacts

As explained elsewhere, our various programs and the elements comprising those programs result in an extraordinary number of contacts with homeless and at-risk youths. For example, we had the following contact and service experience with the homeless youth in 2015:

	2015	
	Youths (non- duplicative)	Encounters or Visits (duplicative)
Street Outreach	3,642	6,514
Groveland Food For Youth	341	1,145
Free Bike Appointments	107	292
Bike Shop internships	17	n/a
<b>Total</b>	<b>4,107</b>	<b>7,951</b>

In the table above, “non-duplicative” youth contacts represent the number of homeless youth with whom we have direct contact through the indicated program. Non-duplicative contacts provide an indication of the *breadth* and *scope* of our activities and impact. In contrast, “duplicative” encounters and visits represent the number of times we have interactions with homeless youths, regardless of the identity of the particular youth with whom we engage. In this regard, duplicative encounters provide an indication of the *depth* of the relationships we form. We believe multiple opportunities to communicate with homeless youth, earn their trust, and eventually assist them are critical to our on-the-ground success, and that our relatively high number of duplicative encounters indicates that homeless youth believe we are a resource worth coming back to—that our programs are successful in meeting their goals.

### A Full Cycle Success Story

*Tina always wanted to have a job. But constantly moving amongst family members and shelters meant she was never able to work. Life was stressful and chaotic when Tina became a Full Cycle intern. Her transformation began as she gained confidence in her newfound job skills, and found stability in the supportive atmosphere of Full Cycle. Upon completion of the internship program, Tina had three job interviews lined up, and she has since been able to move into her own apartment.*

**For Tina, success meant opportunity for herself, and her career.**

Involvement in our internship program in particular has made a profound difference in the lives of over 130 youth who have participated in the program since 2008, helping them reach a place in their lives where they dare to dream about a future beyond the constraints of homelessness. Together, our street outreach efforts, Groveland Food for Youth, our bike shop and its related internship program, our free bike program, additional projects and our numerous community partnerships, allow homeless and at-risk youth to establish strong relationships with supportive Full Cycle staff members who connect them to community resources and support services providing basic needs, transportation, employment opportunities and supportive relationships—all indispensable first steps to establishing independence.

## Community Partnerships

We frequently partner with various businesses and community organizations to further our outreach activities (i.e., educate homeless and at-risk youth about community resources and assistance that may be available to them), educate the general public about youth homelessness issues, and to spread the word about our bike shop. For example, we have recently partnered with:

- **Minneapolis Public Schools** to support ongoing bike related initiatives and events at several different schools.
- **University of Minnesota** as part of their annual Re-usa Palooza fall sale which focuses on refurbished and repurposed items for students returning to campus.
- Each of the following youth service providers: **Youth Link, Pillsbury House & Theatre, Erik's Bike Ranch,** and **Youth Farm** for a “Borrow a Bike” program under which our partner organizations will be bike-borrowing “hubs” for youth in the Twin Cities metro area.
- **Free Bikes 4 Kidz** in partnership with Allina to donate bikes and help repair donated bikes in an effort to give over 10,000 bikes to children in need before the holidays.
- **St. Joseph's Home for Children** to teach a series of bicycle repair and maintenance classes to youth housed there.
- **Five area youth serving agencies, five local businesses, and 3 community gardens** through Full Cycle Food Delivery to make healthy food accessible to more young people and also provide ongoing employment opportunities for FC graduates.

## How You Can Support Full Cycle

As a program of Pillsbury United Communities, we have intentionally established a diverse stream of funders and feel fortunate to have supportive relationships with several local enterprises, including Quality Bicycle Products, Incorporated (QBP), a Bloomington-based bicycle parts and accessories distributor, Donaldson Corp., and Thrivent Financial for Lutherans. Foundation and government grants continue to play a major role in funding Full Cycle, including: Greater Twin Cities United Way, and Department of Human Services/ Office of Economic Opportunity. A full list of our donors and supporters can be found at our website, [www.fullcyclebikeshop.org](http://www.fullcyclebikeshop.org), under the “About” and “Thank You to Our Supporters” buttons.

Currently, our sources of support and income are approximately as follows: 42% from foundations, 22% from governmental sources, 4% from private corporations, 14% from individuals, 17% from our bike shop, and 1% other.



Through the six month paid internship, homeless youth learn bicycle mechanics and basic business skills and gain practical job experience. They gain access to resources that help them achieve independence and reach a place in their lives where they dare to dream about a future beyond the constraints of homelessness.

You can support Full Cycle in any of the following ways:

- Donate a bike, purchase a bike and accessories from our Full Cycle Bike Shop or bring your bike in for maintenance. You can also encourage others to patronize our bike shop.
- Make a tax-deductible donation to Full Cycle. You may donate in person at our bike shop (address below), by mail, or through our website at: [www.fullcyclebikeshop.org](http://www.fullcyclebikeshop.org) (Donate).
- Support our annual Thrivent Tour in September by riding, volunteering, sponsoring the event, or sponsoring a youth intern rider.
- Refer youth to our programs.
- Volunteer to assist us with existing fundraising or supporting events, or help create or host your own fundraising event (e.g., bike drives, food drives, fundraising parties, etc.).

For more information, contact Matt Tennant at (612) 718-7521 or [tennantm@puc-mn.org](mailto:tennantm@puc-mn.org). You may also visit our website at <https://fullcyclebikeshop.org/> or visit us at our bike shop at 3515 Chicago Avenue S., Minneapolis MN 55407.

### A Full Cycle Success Story

*A true dreamer with big personal goals, Jay had something to prove – and also had the odds stacked against him. From a young age, Jay battled familial substance abuse and periodic homelessness, making finding or maintaining employment nearly impossible. Yet he pushed himself to finish high school, and got his first legitimate job from Full Cycle as an intern. Embracing the chance for independence and stability, Jay turned his intern stipend into new opportunities, enrolling in college and landing a second job in a peer outreach position.*

***For Jay, success meant receiving the tools and support he needed to reach his potential.***



Since 2003, Full Cycle has been connecting with and supporting homeless youth, our community and our Earth through bikes, business and relationships. We don't always know if Full Cycle changes young people's lives, but we do know that young people's lives can only be changed with opportunities like Full Cycle.

