

# 2022

## ANNUAL REPORT



**bridges  
to change**

# a message from the executive director



As we come to the end of 2022, it's been a time of reflection, growth and change. Bridges to Change, like so many other organizations, endured the start of the pandemic with trepidation, continuously shifting and changing with needs. This past year has felt like movement toward our next steps. Not only is that reflected in our goals and projects, but even in our identity. I have so much gratitude for everyone who came together to ask the question, who are we? And the answer to that was really amazing.

## **We provide housing to those who need it most.**

Bridges to Change has always believed in the power of housing to change someone's life. With the financial opportunity of Measure 110, we are positioned to provide even more safe places for people to call home. We are excited to launch into affordable housing development in 2023 as we contribute to solutions for the housing crisis.

## **We support recovery through the lens of lived experience.**

BTC looks at the breadth of lived experience among our staff as its biggest asset.

We have rely on the knowledge of our staff and clients to help drive the change within our organization and inform the decisions we make as we move into our future.

## **We promote well-being through behavioral health services.**

Our behavioral health services, from the start, have represented a service element requiring flexibility, growth and opportunity. We are so proud of the integration of mobile teams, telehealth and rapid access that this team has made in order for our clients to thrive.

## **We advocate for those who systems have ignored.**

Now more than ever, BTC is determined to not only participate in, but to lead systemic change. This can be seen in our contribution to the passing of M110 and our unwavering support of the most impacted communities. We will continue our fight for the rights of our communities and we hope you will join us as we work toward our vision of health and housing for all.

Monta Knudson  
Executive Director



# our impact



**749**

People who exited into  
**STABLE HOUSING**



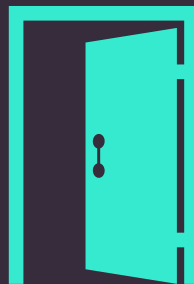
**1496**

People who were in BTC  
**PEER MENTOR SERVICES**



**575**

People who accessed  
**BEHAVIORAL HEALTH TREATMENT**



**972**

People who entered into  
**BTC HOUSING**



**36,103**

Number of  
**SERVICES ACCESSED THROUGH PEERS**

# measure 110

3

M110 is changing how we look at addiction. In a historic, paradigm-shifting win and arguably the most significant blow to the war on drugs, Oregon voters passed Measure 110, the nation's first all-drug decriminalization measure. This legislation confirms a substantial shift in public support to treat drug use with a health services approach rather than a criminal justice approach. In addition, because of M110, all 36 counties across the state launched Behavioral Health Resource Networks, comprised of peer services, housing services, and harm reduction services. Within these networks, many organizations are partnering like never before to integrate M110 into existing treatment services. Bridges to Change was awarded funds to expand peer, housing, and behavioral health services across four counties in Oregon. These funds are aimed at:

Increasing peer services in Multnomah, Clackamas, Washington, and Wasco county.

Increasing or maintaining housing services in the Tri-County area with 227 new beds.

Expanding low-barrier substance use disorder health care services.

Enhancing our administrative and operations support capacity.



# stabilization



Stabilization housing is our lowest-barrier program housing model that acknowledges housing-first models to wellness as important and necessary to our community. Through M110, BtC has been able to expand stabilization housing models by 4 new homes in the tri-county area.

Bridges to Change is also excited to announce a co-occurring stabilization house for female-identifying community members living in the tri-county area. This 18-bed stabilization house will enhance the connection to services and reduce gaps in care for women and female-identifying community members who want access to services and to maintain the connection to their existing providers.



## **Washington County**

- Men's Stabilization (Washington County Addictions Program Partnership)
- Men's Stabilization (M110)
- Women's Stabilization (M110)



## **Tri-County**

Women's Stabilization  
(CareOregon Partnership)



## **Clackamas County**

Men's Stabilization (M110)



## **Multnomah County**

Men's Stabilization (M110)

# rebranding



Many of you reading this have watched Bridges to Change grow over the years. It became apparent in 2019 that we had outgrown our previous mission and we were ready for a change. We embarked on a 3 year journey to find an identity that represented us: our clients, our staff, our supporters. We asked for feedback from everyone who comes in contact with BTC and were able to put together some really amazing new ideas.

## LOGO

"The logo indicates a passage of one point to the other; a journey. What we do is meet our clients when they come in and assist them in their journey to the next point - recovery."



## VISION

Health and housing for all.

## MISSION

We provide housing to those who need it most.  
We support recovery through the lens of lived experience.  
We promote well-being through behavioral health services.  
We advocate for those who systems have ignored.



## VALUES

- Compassion
- Integrity
- Transparency
- Equity
- Inclusion



# pdx recovery film festival

**60**

RED CARPET GUESTS

**300+**

FILM MAKERS

**165**

ATTENDEES

Bridges to Change was able to host its innagural PDX Recovery Film Festival this year on September 29, 2022 at Revolution Hall. We had an absolutely fantastic turn out. There were a total of 14 final films and 3 winners. We had submissions from all over the world and had the opportunity to hear three of them speak on a panel at the Red Carpet Dinner prior to the film screening.

Next year's event will be even better! We are coming back to Revolution Hall on October 1st for our second in-person PDXRFF. Stay tuned on our social media for how to join the judges panel, buy tickets and attend the

**PDX  
RECOVERY  
FILM FESTIVAL**

**REVOLUTION HALL**



# total rewards



BTC felt the impact of the pandemic in many ways, but most significantly through staff turnover and increased employee needs. It became clear that offering our staff a comprehensive benefit package was critical to retaining and attracting talent and to ensure we are able to support our community. Through an extensive staff survey, we gained insight on needs, preferences and engagement which led to the creation of our Total Rewards Package. This plan was launched on July 1st, 2022 through the support of HB4004, a bill aimed at addressing the behavioral health care workforce shortage through funding increased compensation and workforce retention strategies. It allowed us to provide deeply impactful one time bonuses to all of our staff. Since the launch of the Total Rewards Program, we have seen turnover rates reduce from 6.5% to 3.1%.

## Compensation

Direct financial compensation for the work you do!

- Competitive base pay
- Bonus plan – holiday & performance
- COLA adjustment annually
- Mileage – federal rate

## Development

Support for ongoing professional development.

- \$250 annual training allotment
- Staff/leadership onboarding
- Annual review tool
- Leadership Academy
- Scholarship Program – \$500 awards (3)

## Benefits

Physical, mental and financial health offerings.

- 100% Employer Paid Benefits
- Additional Voluntary Options
  - Buy-up/dependent medical
  - Dental
  - Vision
  - Flexible Spending Account
- Retirement – 403b
  - 5% Employer Match – No waiting period!
  - 100% vested from day one

## Wellbeing

Work-life balance and overall wellness programs.

- Generous PTO accrual
- 17 Paid Days: 10 Holidays, 3 Self-Care, 2 Volunteer, 1 Personal Holiday, 1 Birthday
- 8 Week Sabbatical (7yrs of Service)
- Paid Bereavement, Jury Duty & Donated PTO
- Employee Assistance Program
- Organization Wellness Program

## Recognition

Meaningful acknowledgement for your service!

- Organizational employee recognition program
- Personalized BTC swag
- Quarterly teambuilding events and fun annual events!

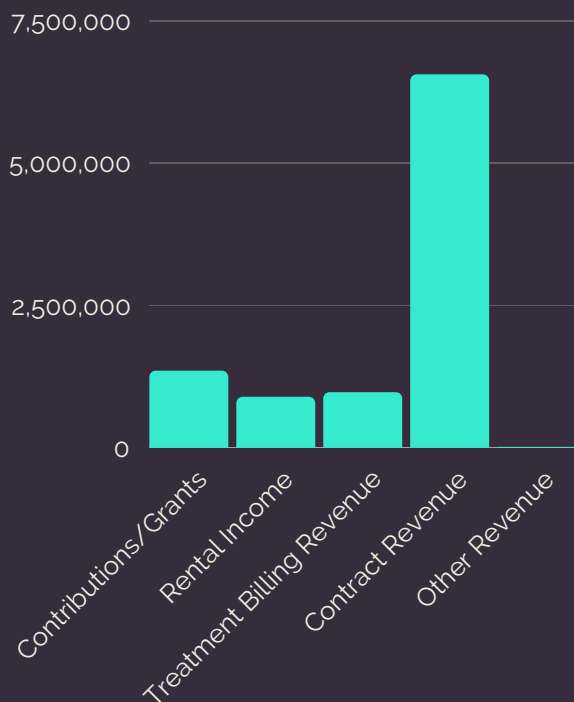


# financial statement



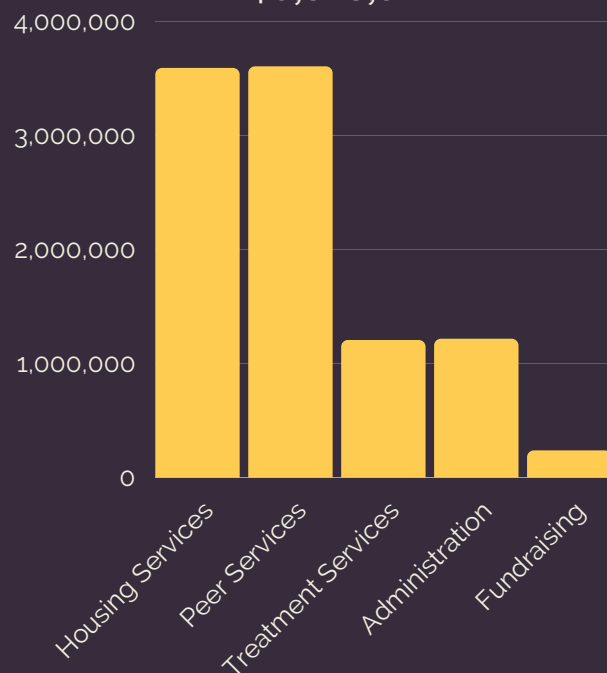
## Revenue

\$9,778,299



## Expenses

\$9,848,327



Bridges to Change ended fiscal year 2021-2022 with a small deficit of \$70,029. The primary driver for this deficit was the receipt of a restricted \$375,000 Measure 110 – Access to Care grant in fiscal year 2020-2021 that was expensed in fiscal year 2021-2022. Including the carryover, Bridges to Change ended fiscal year 2021-2022 with a \$304,972 surplus. This grant expanded peer services in Wasco County and funded our Recover Access Center's move to our larger facility in Gresham. Services have been further expanded through new Measure 110 – Behavioral Health Resource Network grants with the Oregon Health Authority that will have a significant impact on next fiscal year's financial statements. Despite some challenges with Telecare treatment and rent revenue, Bridges to Change's financial standing remained stable coming out of the pandemic.

## **The Board of Directors**

Judy Belk, President  
Center for Communication and Learning Skills

Dan Linn, Secretary  
Hello World

Janan Stoll, Treasurer  
Federal Public Defender's Office

Quisha Light  
Portland Water Bureau

Eric Knudsen  
Retired Law Enforcement

Kerri Nelson  
GLISS

### **Donate cash or goods**

Visit our website at [www.bridgestochange.com/donate](http://www.bridgestochange.com/donate) to give online and see what kind of goods we are accepting. You can also send a check to PO Box 16576, Portland OR 97292.

### **Join our monthly giving program: Housing Heroes**

Contribute every month to support our residents by setting up automatic monthly payments. Go to [www.bridgestochange.com/donate](http://www.bridgestochange.com/donate) and select Monthly

### **Giving Alternatives**

Fred Meyer Rewards: Sign up for the Community Rewards program by linking your Fred Meyer Rewards Card to Bridges to Change at [www.fredmeyer.com/communityrewards](http://www.fredmeyer.com/communityrewards). You can search for us by our name or by our non-profit number (#RV011)