

**BRIDGES**



**T O C H A N G E**

Board of Directors Manual

10.23.2023

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## **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.

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## **Vision**

Health and housing for all.

## **Values**

Compassion

Integrity

Equity

Inclusion

Transparency

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## **Tagline**

Creating hope through community.

## **What We Do**

Bridges to Change (BTC) is a peer-run, non-profit provider of housing, mentoring and treatment services to high-risk populations in the State of Oregon. BTC has community-based housing in five counties: Multnomah, Washington, Clackamas and Wasco; most of which have

supplemental mentoring services. These vary from permanent to program to outreach to stabilization. BTC staff is primarily made up of recovery mentors. BTC also offers substance use disorder treatment services with supportive housing. Bridges to Change has both an outpatient Substance Use Disorder (SUD) license and a mental health license. The average person engaged in any BTC service has been impacted by any combination of addictions, mental health issues, low socio-economic status, trauma, significant and persistent mental illness, or criminogenic risk factors.

BTC recognizes the need for support to be successful in a community. First and foremost, BTC values providing housing to individuals as a foundation in working toward self-sufficiency. With the basic need of shelter being met, participants are able to look for employment, engage in treatment and build recovery support. Many participants choose to utilize our peer mentors as a supplement to housing. Our mentors are essential in helping those we support access the resources they need. Even more significantly, mentors provide a real-life example, allowing those we serve to see hope in action with the success of a mentor who experienced the daunting challenges, they too must overcome to change their life. And finally, many participants enter services struggling with mental health, physical health and addictions issues, by providing treatment and referrals as necessary, BTC addresses the whole person to ensure the best possibility for success and self-sufficiency.

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## **Background and History**

Bridges to Change was founded in 2004 by Chuck Simpson and JoAnn Griffin. Originally, BTC began as a housing and mentor provider for individuals exiting incarceration, with one house and two mentors in Clackamas County. Bridges to Change has expanded steadily since that time and now boasts a variety of programs including mental health housing, prison re-entry services, stabilization programs, behavioral health treatment, a mobile outreach team, shelter services, a drop-in recovery club and culturally specific programming.

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## **Programs and Services**

BTC offers a unique combination of housing, mentoring, and treatment services to ensure the success of those we serve. Often the people we serve have been involved in multiple negative life experiences and have been profoundly impacted by addictions, homelessness, poverty, mental health or incarceration. Our services ensure an equally accountable and welcoming environment where individuals have to opportunity to grow and change.

All services are provided by experienced and trained staff including mentors, housing managers and addictions professionals. We place a priority on selecting quality staff, who have a personal connection, experience and passion for helping people change their lives.

## **Housing**

Bridges to Change provides transitional and permanent housing to individuals in five counties: Multnomah, Clackamas, Washington and Wasco. Our housing is funded through a variety of contracts to make it accessible and as low-barrier as possible. Visit [www.bridgestochange.com/housing](http://www.bridgestochange.com/housing) to read about each of our housing types.

### **Mentors**

Bridges to Change offers mentor services in all four counties. Our mentors are certified through the state and have the required 40-80 hours of education. Peer mentors identify as individuals with lived experience similar to the people they are working with, typically addictions, mental health, criminal justice involvement and houselessness. Read more at [www.bridgestochange.com/mentors](http://www.bridgestochange.com/mentors)

### **Treatment**

Bridges to Change is licensed to provide mental health and substance use disorder treatment. We serve people both in person and through telehealth. Our counselors are Certified Alcohol and Drug Counselors or Qualified Mental Health Professionals. Learn more at [www.bridgestochange.com/treatment](http://www.bridgestochange.com/treatment)

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### **Funding Sources**

Bridges to Change is a private not for profit agency with 501(c) (3) tax exempt status.

Bridges to Change operations and services are funded through;

- Service Contracts; private and public
- Grants; private and public
- Donation; private and corporate
- Billing of insurance for behavioral health treatment
- Rental income from residents
- Events: board, corporate and privately operated

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### **Board Service**

#### **Board Roles and Responsibilities**

*“Non-profit boards support the core purpose of all non-profits; nonprofit sector organizations exist to serve a social purpose, a constituency, or a cause. They have no individual owners who can claim organizational assets for their own benefit. In general, they seek to meet needs that neither private or government sectors address. To do so successfully, they must earn or raise sufficient funds to cover expenses and safeguard the organization’s future ability to continue to serve the mission.”* -Board Fundamentals, Board Source 2014

Our primary goal is to help individuals stabilize so they may participate in achieving employment, recovery, and self-sufficiency.

The Board of Directors supports the work of Bridges to Change and provides mission-based leadership and strategic governance. While the day-to-day operations are led by the BTC Executive Director, the Board-Executive Director relationship is a partnership, and the appropriate involvement of the Board is both critical and expected.

- Board members commit to the continuation of agency operations providing the high-level vision and oversight that fully reflects our mission.
- Board members are active in creating the sustainability, accountability and strategic plan of BTC through their active participation and community connections.
- Board members are BTC's Ambassadors to the community for our mission and the individuals we serve.
- The BTC Board of Directors uses a collaborative governance model that relies on the shared input of the board, executive director, staff and volunteers.

*“Serving on the board of a nonprofit organization involves serious obligations but also potentially significant personal satisfactions. On the one hand, it demands time, attention, and teamwork; on the other hand, it provides opportunities to contribute time and talent to a meaningful cause. To be effective and make a difference, board service requires knowledge and commitment. More than ever, it also requires accountability.”*

*-Board Fundamentals, Board Source*

#### **Board Members are expected to:**

- Attend and participate in meetings and events
- Participate in decision making, special projects, vision and strategy
- Represent BTC to stakeholders and act as an ambassador for the organization.
- Serve as a trusted advisor to the Executive Director.
- Put their passion into action and contribute through personal donation, fund raising, donor recruitment, volunteer recruitment.
- Review agenda and supporting materials prior to Board and Committee meetings.
- Hire, establish goals, and contribute to the annual performance evaluation of the Executive Director.
- Ensure BTC commitment to a diverse board and staff that reflects the communities BTC serves.
- Provide oversight, respective to their committee commitments
  - Review and approve financial and personnel policy and procedures.
  - Ensure compliance with state, federal, local and public sector contractor's laws, rules and regulations.

\*Please refer to the Board of Directors Agreement in the appendix for the detailed list of expectations.

## **Fundraising and Engagement**

BTC Board members consider Bridge to Change a philanthropic priority and make and solicit gifts that reflect that priority. Board members participate in cultivation events and the solicitation of major donors. Board members also support special events and reach out to their personal and business networks to ensure fundraising success.

## **Board Terms**

The term of office for board members shall be two years. A Board member may be re-elected two more times for a total of 6 years. The Board shall elect its own members, except that a Board member shall not vote on his/her own position.

**Executive Officers:** The Board of Directors shall elect the President, Secretary, Treasurer and member at large to serve one-year terms. The terms of officers shall run from the time of their election. An officer may be re-elected without limitation on the number of terms served.

**Committee Chairs:** committee chairs may be appointed by the President, the Executive Committee, or determined by vote of the committee members. Committee chairs are preferred to be active board members though not required. Committee Chairs do not have a minimum service date but agree to remain in their capacity until a replacement is found or project is complete.

**Committee members:** Committee members may be appointed by the Executive Committee, the Board, or determined by vote of the committee members. Committee members may or may not be active board members. Committee members do not have a minimum service date but agree to remain in their capacity until a replacement is found or project is complete.

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**Special Projects:** Special projects are time-limited, to perform the scope of work assigned.

## **Standing Committees**

### **Executive Committee:**

The Board of Directors elects an Executive Committee. The executive officers are the President, Secretary, and Treasurer. The Executive Committee shall have the power to make on-going decisions between Board meetings and shall have the power to make financial and budgetary decisions, to hear and resolve staff grievances, and shall communicate with and engage the other members of Board when such actions are taken. The Executive Committee shall meet in the interim between Board meetings with the Executive Director, shall set meeting agendas, hear staff grievances and be responsible for Board development.

### **Governance Committee**

The Governance Committee is responsible for nominating existing directors for successive terms, nominating officers of the board, annually assessing board performance, and recommending actions based on assessment. They shall review bylaws and recommend amendments. They are responsible for ensuring the Board's future leadership and membership.

## Finance Committee

The Finance Committee is responsible for developing, reviewing, and recommending BTC's fiscal policies and procedures, fundraising plans and the annual budget with BTC staff and other board members. The board must approve the budget and all expenditures must be within budget.

## **Development Committee:**

The Development Committee evaluates potential prospects for increased levels of contributions and cultivates major gift prospects. This committee sets the expectation for financial contributions from all members of the Board and provides leadership by making their own gifts. Additionally, the committee maintains and expands the donor list with the support of the Executive Director and staff. This shall be the main source of fundraising efforts for Bridges to Change and shall consist of at least one staff member and one board member.

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