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PRESIDENTS MESSAGE



This year I am celebrating my 39th year with Bridges. Being part of this organization since day one, I remember all the challenges we faced. This past year was one of the hardest years this company has experienced. I never doubted that God would provide and see us out of it. Because of the great management team, I knew that we would be able to survive and come out stronger than before. It was an issue of faith, strength, and grace that pulled us through.

The team pulled together, and each facility stayed motivated while continuing to keep the bar raised high. No matter what challenges we faced, we met them head on, with professionalism and optimism.

This year made us stronger, with more achievements, vision and possibilities than ever before. It brought us to where we are now, looking forward to more opportunities for expansion in other states and the opportunity for our staff to move upward to management positions as new opportunities are solidified. Expansions that include Federal Opportunities with the Bureau of Prisons, current and future release of RFP's and ITN's, and forward movement in the service delivery to more clients needing our transition and substance use services.

Expansion of services inside the facilities is also taking place with co-occurring treatment being offered at our residential drug treatment facilities in Orlando and Auburndale, which includes service delivery through tele-psychiatry. We are hoping to expand co-occurring treatment to all our centers, reaching more clients who suffer from a dual diagnosis. With that goal, we see more mental health qualified staff employed at all our facilities to treat those individuals enrolled in programming. We look forward to expanding our family services by offering dual enrollment services to clients and families. By doing so, we are hoping to disrupt the likelihood of addiction and incarceration of their children which is at a 70% higher risk than those children who do not come from homes where the parent (s) suffer from addiction or are incarcerated. It's proven that individuals with families who heal together have a better chance to being successfully released and lessens the likelihood of reoffending. Family reunification is always an integral ingredient and the whole family in recovery is our vision for those we serve.

The Florida Department of Correction's new secretary, Mr. Mark Inch, supports re-entry and what community-based facilities offer to each inmate. Criminal Justice Reform has become political mainstream and is in the forefront of many conversations. We are hoping the Therapeutic Communities will be reinstated in the contracts during the upcoming legislative session.

At Bridges it was once said, "We do giants". This year was evidence that yes, "We Do Giants"! We saw all of our hard work and dedication come to fruition. We became better, stronger and offering more services to add to our current service delivery today. Not just to the clients, but to the families as well.

My heart is full of such gratitude. Our work is reflective in the client's eyes and gives hope for the future.

To my team, I thank you, lets continue to "Do Giants" together.

Sincerely,

A handwritten signature in black ink that reads "Lori Costantino-Brown". The signature is written in a cursive, flowing style.

Lori Costantino-Brown

BOARD OF DIRECTORS



Lori Costantino-Brown
President and CEO/Director
Bridges International



Father Charles Brown
Senior Vice President/
Chief Programs Officer/
Director
Bridges International



Yolanda Dorsey
Vice President/COO/
Chief Human Resource
Officer/ Director
Bridges International



Gerald Holdsworth
Treasurer/Director
Integrity Support Group



Dr. Grady S. McMurtry
Secretary/Director
President Creation Worldview
Ministries



Cecilia I Denmark
Director
CID Consulting Inc.



James McClelland
Director
Correctional Reentry and
Auditing Inc.



Thomas Gaines
Director
New Life Worship Center



MANAGEMENT TEAM



Lori Costantino-Brown
President and CEO/Director
Bridges International



Father Charles Brown
Senior Vice President/
Chief Programs Officer



Yolanda Dorsey
Vice President/COO/
Chief Human Resource
Officer
Bridges International



David Harris
Florida State Executive Director/
Chief QM Officer



Diana Larsen
Chief Administrative Officer
Bridges International



Michael I. Smith
Chief Financial Officer
Bridges International



Jon Tate
Director of Business Development
and Operations
Bridges International



Keunated Clarke MA, LMHC
Director of Programs Treatment
Program



Htay Htay
Comptroller
Bridges of Florida

BRIDGES OF FLORIDA FACILITY DIRECTORS



Terry Harmon MS, MCAP
Executive Director
The Auburndale Bridge
Residential Substance Abuse



Eric Martin
Executive Director
The Orlando Bridge



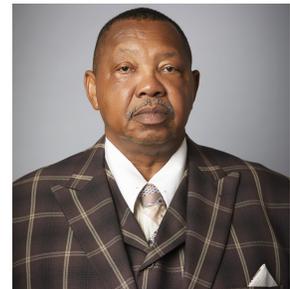
Paul Biecker
Facility Director
The Cocoa Bridge
Community Release Center



Angela Mitchell
Facility Director
The Bradenton Bridge
Community Release Center



Michele Bateman
Facility Director
The Jacksonville Bridge
Community Release Center



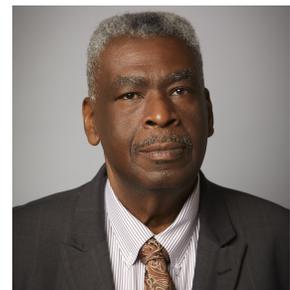
Willie Dixon
Facility Director
The Lake City Bridge
Community Release Center



Sammy Hill
Facility Director
The Orlando Bridge
Community Release Center



Wayne Ash
Facility Director
The Santa Fe Bridge
Community Release Center



Norman Vincent Jenkins
Facility Director
The Turning Point Bridge
Community Release Center

**The Auburndale Non-Secure
Residential Substance Treatment
Program**

**Executive Director: Terry Harmon MS,
MCAP**

Overview 2019/2020

**Auburndale (Female) 81) bed facility
(55) NS Department of Corrections Beds
(12) NS Department of Corrections Co-
Occurring Beds
(unlimited) Drug Court Beds**



One of the great achievements at the Auburndale Bridge this fiscal year has been the partnerships with employers for the clients, including six new employers and a 98% Employment Rate. Six client wages increased from \$8.46 per hour to \$9.25 per hour. Also, two clients received pay-raises from \$8.75 per hour to \$10.00 per hour. One client received permanent employment after completing the program.

Partnering with the Polk County Probation Office has been a remarkable benefit to the clients because of the free GED classes. Before COVID-19, 8-clients were attending GED in which 1-client received her GED before completing the program.

The goal of adding more informed Parenting classes has improved enrollment. The parenting curriculum that facilitates at TAB is "Practical Parenting," in which a total of 25-clients were enrolled and included five completions with certificates. Practical Parenting is accredited by The Department of Children and The Family Integrity Training Program. The certificate completions will satisfy open dependency child welfare cases. The more informed Parenting program provides detailed teaching and reinforcing excellent parenting skills for clients that are re-establishing a relationship with their child or children.

Our partnership with Aspire Health Partners continues to provide co-occurring mental health psychiatric services which include evaluations, counseling, and medication management through telepsychiatry services. It continues to enhance the Auburndale Bridges' ability to provide co-occurring treatment.

The percentage of clients participating in the Medication Assistance Treatment program increased by 57%.

Every client completes Moral Reconciliation Therapy before graduating. Our clinicians maintain 100% trained in MRT, helping the clients assess their current relationships and reinforcing healthy habits and behaviors. Thus far, 55% - of clients graduated MRT this fiscal reporting year.

TAB clients continued their community give back initiatives by volunteering their time at various locations throughout the fiscal year. Those efforts included clients volunteering at the Lakeland Goodwill Store 3-days a week assisting the Goodwill staff with pricing and inventorying items for sell. While another volunteered at the Auburndale Homeless Shelter twice a week serving meals to the less fortunate in the community.

THE ORLANDO BRIDGE

RESIDENTIAL SUBSTANCE

ABUSE TREATMENT PROGRAM

Executive Director, Eric D. Martin

Overview: 2019/2020

Orlando (Male)

(68) NS Beds

(22) Co-Occurring Beds

(10) Drug Court Beds

Opened: July 1, 2004



The Orlando Bridge Residential Substance Use Treatment Program had several great accomplishments for the 2019-20 fiscal year. Since July 1, 2019, The Orlando Bridge had 208 admissions and 113 of the admissions completed the program successfully. The Orlando Bridge's success rate for this reporting fiscal year was 61% successful completions. During the Fiscal year, TOBNS was awarded a community service award of \$14,000 in grant money from Home Depot. This grant will help fund facility enhancements by purchasing lights, paint, plants, and repair the deck surrounding the administration building. The Orlando Bridge also increased its donations of clothes, back 2 school supplies and Christmas donations from community partners by over 120 items, which is up from the past fiscal year.

The Orlando Bridge has increased family reunification efforts by providing clients the opportunity to visit with family members during extended visitation hours. This promotes family growth and helps to mend broken relationships. During this fiscal reporting year, 572 clients successfully completed and received certificates in educational, vocational, employability, betterment programs and substance use programming. The Orlando Bridge welcomed family and friends to quarterly completion ceremonies as well as two family day events. These family day events allow clients the chance to visit with family members and support systems and an opportunity to network with community partners. At the Back to school family day held in August, TOBNS helped clients and their children prepare for back to school by handing out 40 backpacks full of school supplies. During these special events, TOBNS staff has welcomed approximately 437 guests to the facility.

**THE COCOA BRIDGE
COMMUNITY RELEASE
CENTER**

Facility Director, Paul Biecker

Overview: 2019/2020

Cocoa (Males)

84 Community Release Beds

Opened: April 14, 2014



The Cocoa Bridge Community Release Center's greatest achievements for the 2019/2020 fiscal year has been achieving and maintaining 100% compliance on Bi-annual Contract Audits and Operational Review Audits conducted by The Florida Department of Corrections. Staff has taken ownership of audit and review standards and is performing at a high level of proficiency. Even during a year fraught with high turn-over rates, The Cocoa Bridge Team has maintained a high level of compliance.

The Cocoa Bridge is continuing to meet the employment needs of the inmate population. Through team efforts at the Cocoa Bridge, we have consistently maintained employability rates in the 90-percentile range. Job placements have resulted in long-term employment for our inmates, many of whom have never held gainful employment prior to their incarceration. The Cocoa Bridge is continuing to reach out to light manufacturing companies in the area to offer long-term employment opportunities to our inmates.

The inmates of The Cocoa Bridge have been an asset in the local community. They have provided 1,900 hours of volunteer service in the Cocoa and Port St. John communities. The inmates perform services for The Sharing Center of Central Brevard such as cleaning and light maintenance of The Sharing Center grounds and buildings; picking up curb-side donations of furniture, clothing and other items; refurbishing and cleaning donated items for resale in the thrift store or to use as donations to indigent families in the community; and assisting feeding the homeless and less fortunate in the soup kitchen. They also perform volunteer work for First United Methodist Church, Port St. John (FUMCPSJP) by assisting in setting up and taking down furniture, decorations and other items for community functions and celebrations such as The Pumpkin Patch for Halloween, Bethlehem Village at Christmas, Annual Church picnic for church members and the PSJ community. The Sharing Center reciprocates through food and clothing donations for the inmates. FUMCPSJ reciprocates by donating all the backpacks and schools supplies for the Back-to-School Family Day, Christmas gifts for the Christmas Family Day, and items for Easter Baskets in the spring.

Brevard Health Alliance continues to partner with The Cocoa Bridge to provide quality health care on an income-based scale to our inmates and their families who might not qualify for government funded health care. They receive a level of health care services commensurate with that of the residents of Brevard County with low-cost referrals to specialists for more advanced care. This is a level of care the inmates and their families might not otherwise have the opportunity to attain.

The Cocoa Bridge has maintained 100% compliance with completion of the Compass 100 Transition Self Study program as mandated by the Florida Department of Corrections. Supplementary classes in Life Management Skills and Financial Freedom budgeting are being offered to our inmates who wish to participate.

**THE BRADENTON BRIDGE
COMMUNITY RELEASE
CENTER**

Director, Angela Mitchell

Overview: 2019/2020

**Bradenton (Female) 120
Beds**

Opened: July 25, 2005



The Bradenton Community Release Center's most notable achievement for the 2019-2020 fiscal year is partnering with One-Stop Housing who provides housing for the inmates upon their release. Four (4) of Bradenton's inmates have signed new leases with one of the (4) properties in Manatee and Sarasota Counties owned by One-Stop Housing upon release. During this fiscal year, one of our biggest supporters Turning Point Organization, assisted our inmates with a \$1000 donation to apply towards housing upon their discharge from our facility.

Bradenton Bridge strives clinically to provide services to increase successful program completion. TBB increased their successful completions from 75% to 97.6% in the Outpatient Program and overall mandated program completions increased from 91% in the 18/19 fiscal year to 98% this fiscal reporting year.

The Bradenton Bridge continues to partner with our local churches to include EE Ministries (Evangelism Explosion) who donated to our Back to School Drive (Family Day) in August 2019. During this event we issued forty-four (44) book bags filled with school supplies to the children in attendance. EE Ministries also assisted in hosting our Christmas Family Fun Day during which 28 gifts were given to the children in attendance. Upon the implementation of Covid-19 related safety measures, The Bradenton Bridge put together a team of inmates who made and distributed cloth masks for other Bridge facilities. Our inmates continued to be involved in (GRIP) God Raising Incredible Parents program which resulted in a total of nine (9) inmates to receiving certificates upon completion of this program.

We are pleased to partner with 10 new employers offering our inmates beginning wages ranging between \$9 and \$11 dollars an hour.

The Bridges of Jacksonville Community Release Center

Facility Director, Michele Bateman

Overview: 2019/2020

Jacksonville (Males)

140 Community Release Beds-
Opened July 1, 2008

150 Community Release Beds
(FEMA) began January 2, 2019



The 2019/2020 fiscal year was the year of greater community participation for the Jacksonville facilities. With the coordination staff, (14) fourteen inmates volunteered and participated in two separate Habitat for Humanity events, helping to build two homes for the local community. (8) Eight Inmates also volunteered their time by feeding the homeless during holiday meals. Inmates participating remarked on how good they felt to help others and to give back.

Inmates enjoyed family days throughout the fiscal year, to include our Back to School and Christmas family day events. During these events, backpacks filled with school supplies and Christmas gifts were given away to the children in attendance. Inmates were afforded quality time to spend with their loved ones, playing games and other interactive activities provided during each event.

Towards the end of this fiscal reporting year both Jacksonville sites were also met with challenges. In March 2020, COVID-19 impacted the world and its economy. When Duval County was placed on a "Safer at Home" security level and many employers were impacted, many of our employed inmates were impacted as well.

On April 4, 2020 Jacksonville Bridge had 38 inmates laid off and a total of 40 inmates unemployed. By May 16, 2020 the facility had only 1 inmate unemployed due to being laid off. Throughout all of this the average hourly wage went from \$11.21 at the end of 2018/2019 fiscal year to \$11.03 at the end of April 2020.

On April 4, 2020 Bridges of Jacksonville had 23 inmates laid off and a total of 39 inmates unemployed. By May 22, 2020 the facility had only 3 inmates laid off and a total of 4 inmates unemployed. Throughout all of this the average hourly wage went from \$10.37 at the end of 2018/2019 fiscal year to \$11.44 at the end of April 2020.

These achievements are widely due to the excellent job done by our teams' ability to sustain long term partnerships built with the employers in the community.

The Lake City Bridge

Community Release Center

Facility Director, Willie Dixon

Overview 2019/2020

Lake City (Males)

151 Community Release Beds

5 Community Work Assignment
Beds

Opened: March 3, 2014



The Lake City Bridges Community Release Center's greatest accomplishments for the 2019/2020 fiscal year include continued partnership with employers, community pillars, and the strengthening of on-site programs, which increased employment, volunteer opportunity, and client's wellbeing.

The center has continued to cultivate a strong relationship with both Pilgrim's Pride and Homes of Merit including increased advancement opportunities within the companies. These two partners employ over 60 jobs to the inmate community here at The Bridges of Lake City. They have helped increase hourly wage from \$10.53 an hour last fiscal year to \$12.00 an hour this fiscal year for the inmates that are employed with them. These continued partnerships have allowed our inmate population to have a sense of accomplishment and community. These partners have increased the inmate's ability to provide for their families and help their communities post incarceration.

The centers continued partnership with Connect Church as well as our programs here at the facility such as hosting our first Alumni Dinner along with our substance abuse and life skills programs (which have been very successful). These programs have given the inmates the opportunity to volunteer and give back to a community that has given to them. Through Connect Church and Hands Across Lake City the inmates were able to help beautify the community while working on landscaping and cleaning projects. This has increased their self-worth and has had an impact on the inmates successfully completing the program.

Through these endeavors, the employers and community partners have demonstrated their continued belief in our inmates and our program by giving them greater opportunity through employment and community involvement projects. These efforts assist in successful reintegration into their communities. Our partners continue to show their belief that "A Man Can Change" by enriching the lives of our inmates.

**The Orlando Bridge Community
Release Center**

Centers (351) and (352)

Facility Director, Sammy Hill

Overview: 2019/2020

Orlando (Males)

**Unit 351- 152 Community Release
Beds**

**Unit 352- 136 Community Release
Beds**

Opened: April 1, 2008



I'm proud to report on the achievements and accomplishments made this fiscal year at the Orlando Bridge Community Release Center (Units 351 and 352). We partnered with five (5) new employers who offer great opportunities to our inmates for advancement and long-term employment: Ranger Construction Co., Con-Air Filtration Industries, U.S. Water Corporation, Ace Staffing, and Toufayan Bakery. Salaries with these companies range from \$12.00 to \$25.00 an hour.

Ranger Construction Co. is a major road builder, does site work, asphalt paving, and excavation. They are currently working on the High-Speed Rail Project running from Orlando to Miami and hired twenty-five (25) of our Inmates who are working on the project and are being trained on-site to operate heavy equipment.

U.S. Water Corporation has hired one of our inmates who is operating a Water and Treatment Plant in the city of Chuluota, Fla. This has opened the door for employment for other inmates who are licensed Water/Treatment Plant Operators.

Our Chaplaincy Department and The Orlando Bridge became members of the Central Florida Reentry Network which provides numerous services to include mentoring, housing, employment, legal, and other re-entry needs to inmates returning to surrounding communities.

Our facility was very fortunate to partner with Boys Town Central Florida who provides Parenting Education classes to inmates who are fathers. This is a six-week course and the inmates receive a Certificate of Completion at the end of the course. Four (4) courses were taught this year and Fifty-two (52) inmates successfully completed the course. This certificate satisfies DCF open dependency cases.

Staff continued to work with the men on their personal development while preparing them to return to their families. Three (3) inmates in total received their GED, and 11 inmates in total (6 at 351 and 5 at 352) passed sections of the GED course and are on their way to earning their diploma.

Our teams met with staff from the Department of Motor Vehicles and were able to secure identification cards for our inmates at no cost. This is an on-going partnership that provides a huge savings for the men in our program.

Both Units participated in two (2) successful Family Days which included our BACK TO SCHOOL FAMILY DAY resulting in 484 visitors attending this event and distribution of 110 book bags filled with school supplies to the children in attendance. We were very grateful for the donations that we received from Illuminate Church to make this event a success.

The Orlando Bridge's CHRISTMAS FAMILY DAY event resulted in 200 visitors and a distribution of 95 gifts to the children in attendance. The gifts were donated by Westwood Church.

The Orlando Bridge strives to increase successful program completions annually in our mandated programs. TOB351 Outpatient successful completions increased from 83.7% to 89.2% and TOB352 successful completions in the Outpatient Program increased from 91.1% to 93% this fiscal year. Overall mandated combined program completions from 351 and 352 increased from 93.6% in the 18/19 fiscal year to 94.9% this fiscal reporting year.

The Santa Fe Bridge

Community Release Center

Facility Director, Wayne Ash

Overview: 2019/2020

Gainesville (Males)

156 Community Release
Beds

Opened March 31, 2014



The Santa Fe Bridge continues to strengthen and develop in our efforts to meet our mission of helping men successfully transition back into society. The year has had its many challenges to include emergencies such as hurricanes and Covid-19. As a family and organization, we have experienced and weathered the storms and continue to have favor and look forward to greater prosperity.

During 2019-2020 year, we have met our Employment Goal of increasing our hourly rate from \$10.36 to \$10.56 based on monthly DOC Billing Report in Secure Manage. Additionally, Santa Fe has maintained an average of 88.5% employed throughout this fiscal reporting year.

TSFB strives clinically to provide services to increase successful program completion. TSFB increased their successful completions from 99% to 100% in the Outpatient Program, 95% to 100% in the Aftercare Program and maintain 100% completions in the Intervention Program. Overall mandated program completions increased from 98% in the 18/19 fiscal year to 100% this fiscal reporting year.

The Character Speaks program continues to be a success at Santa Fe, and with the approval from the Florida Department of Corrections, the program can potentially benefit other facilities. Our Religious service is a staple and we are looking forward to it resuming, offering more diversity of services and opportunities for our inmates in the upcoming fiscal year.

We have been able to maintain our program activities such as our Back to School bookbag give away and our Thanksgiving Day and Christmas programs, which resulted in 25 gifts given to the children in attendance. Our 5th Annual Black History Month Program was again well attended with over 40 attendees. The program consisted of a guest speaker, theme music, along with talent presentations by the inmates in the form of musical presentations and artistic impression. This year there were several alumni from the Santa Fe program that spoke and gave inspirational testimonies of how their experience at Santa Fe helped them in making a successful transition back into society. The program is always accompanied by a southern soul food meal. We have started other cultural celebrations which includes serving traditional food dishes representative of various cultural backgrounds. Easter Service was conducted via Audio ZOOM for the inmates along with a special Easter dinner meal.

Through the local community Food Bank, we have received donations in abundance. With the addition of the vegetable's donation and other staples our Food Service order expenditures have decreased by several hundred dollars a week.

The community food bank has been a true blessing to the center, it began with inmates volunteering hours to help handout food and supplies and turned into employment opportunities as well.

We have continued our volunteer and community involvement through our religious service partners. Inmates perform community service projects with our local church partners to include Orange Height Baptist Church helping with a community garden, and with Elliot Ministries assisting Neighborhood Housing & Development Corporation in revitalization programs which include cleaning yards, pressure washing and painting seniors' homes in a local Gainesville Neighborhood.

The Turning Point Bridge

Community Release Center

Facility Director, Norman Jenkins

Overview: 2019/2020

Pompano Beach (Males)

99 Community Release Beds

1 Center Work Assigned Bed (TL:100)

Opened: January 1, 2019



The Turning Point Bridge Community Release Center reopened in January 2019 with the award of the FEMA Contract. Working as a team, we were able to orientate 99 inmates within the first 6 months of reopening. During this fiscal year we were able to re-establish contact with prior employers and establish a working relationship with new employers resulting in long term job placement for inmates. December 2019 there was a total of 99 inmates with 96 inmates were gainfully employed.

Through our partnership with OIC (Opportunities Industrialization Center) of South Florida, Training and Education division, two of Turning Point Bridges inmates were part of the first graduating class of the OIC Workforce Academy. They both earned certification in Warehouse Logistics. Ten of Turning Point Bridge inmates have also earned their Food Service Certification and it would not have happened without their dedication to self-sufficiency.

In partnership with two of Turning Point Bridge's employers, Robmar Restoration, a General Contractor, fifteen inmates that have received safety equipment training which is a prerequisite of employment as well as on-the-job training in masonry. Through employer provided training, our second partner, Donovan Marine Warehouse, successfully provided training and forklift certification to a total of 16 inmates.

Currently, Turing Point Bridges have 19 inmates that received skill-based apprenticeships from the following employers: Pallet King , AJ Original, Brother Auto Care (ASE Mechanic Certification Training), Performance Glass, Imperial Fasteners , Precisions Metals Industries, Etech Electric, R and K Pump & Equipment, and Nova Auto Shop.

We are pleased to announce our new partnerships with Broward Health, a free and income-based clinic that inmates and their families can use. They provide services such as Adult and Pediatric Health and Dental, Medical, Behavioral Health and much more.

We are developed a partnership with Meredith Powers-Lupo, LICSW, Healthcare for Veterans Reentry Specialist of the Department of Veterans Affairs. Meredith helps incarcerated Veterans to enroll in the VA Health Care, get their DD-214, VA Housing (HCHV) and other Supportive Service Programs (SSVF).

Turning Point Bridge has implemented a bike borrow program. Inmates can borrow bikes for 30-60 days pending their own financial earnings to purchase their own. These bikes are either donated by inmates departing or left behind for more than 30 days after EOS.

CHAPLAINCY 2019/2020

ANNUAL REPORT

FR. GINERY TWICHELL



Through all the Challenges of FY 2019/2020 we have moved forward including staffing despite the impact of the COVID 19 Pandemic and required restrictions placed on all of us. We are very grateful to our President and our Board of Directors who helped us rebuild by restoring 4 of the Chaplain positions. Volunteers and Community Partners have returned resulting in increases in all activities and attendance; until volunteer services were suspended due to COVID 19.

“Ministry of Presence” may be the most powerful and appreciated act of ministry performed by our Chaplains, listening, praying, teaching, worshiping and other acts of service. The care-giving relationship is greatly strengthened when a person never finds themselves alone because of the chaplain’s own presence – or because of the Chaplain’s assurance that God is always there”. Chaplains bring calm to chaos, victory over despair, comfort in loss and sufficiency in need. Their very presence reminds our clients that God is very present with them and thus brings them HOPE.

Chaplains have continually sought to find ways to minister to our clients by giving back to the facility, and to each other, and providing Uplifting Events. This past Father’s Day, approximately 580 inmates and clients throughout our Florida facilities were treated to a BBQ feast at lunch &/or dinner, sharing from their heart about the relationship with their father, the mistakes they made with their kids and their commitment to being a responsible father now.

In Orlando, our Chaplains piloted an Internet-Virtual Activity Model utilizing our new/improved Audio System in our Society of St. Dismas Church Sanctuary, providing Bible Studies, Life Skills training, and Recovery support meetings, etc.

FY 2019/2020:

- ◆ 803 worship services with an attendance of 6428 – 32% increase.
- ◆ 493 religious and skills training activities with an attendance of 5,104 – 39% increase.
- ◆ 139 voluntary Faith Recovery program sessions with an attendance of 590 – 28% increase.
- ◆ 2,773 specialized pastoral care services to over 8,755 individuals – 237% increase.
- ◆ The overall total of activities is 5,129 with a cumulative participation of 32,297 – 47% increase.

Goals 2019/2020:

- ◆ Increase our Volunteer Corps for each site – 101 active volunteers - overall increase of 200%.
- ◆ Implement services and programs to improve: Relationship/Marriage Skills – Chaplain was certified as an instructor, Fatherhood Skills Training – awarded a National Fatherhood Initiative grant to pilot a new curriculum.
- ◆ Increase relationships with community providers – Facilitated the development of the Central Florida Reentry Network (community resource providers).
- ◆ Increase community church/organization partners - 68 partners – 200+% increase.

Goals 2020/2021:

- ◆ Increase by 15% Family Reunification programs/strategies with the skills to restore family relationships.
- ◆ Expand Recovery Support programs onsite, in the community and link to temporary sponsors by 10%.
- ◆ Improve Reentry preparation prior to release; providing Community Resource Handbook Guide, Linkages and planning prior to their release.

QUALITY MANAGEMENT TEAM 2019/2020 ANNUAL REPORT



The Quality Management Team faced a myriad of challenges during the 2019/2020 fiscal year. Due to the Covid-19 Pandemic, our company operationally and programmatically adjusted to the new normal and how we delivered services to our client population. After overcoming a challenging 2018/2019 fiscal reporting year, our team's ability to supply much-needed resources to the field changed. The team began to creatively address the field's needs, ensuring that services would be continued uninterrupted as staff and inmate's safety was at the forefront of every decision made.

The Bridges Quality Management Team provided guidance to the facilities in gathering vital statistical data for both the Florida Department of Corrections and Bridges organization that would potentially impact the daily overall operations based on effects from the Covid-19 pandemic. This included the circulation and adherence to Center of Disease and Controls and Florida Department of Corrections protocols regarding staff, visitors, inmates and overall facility functions. This included implementation of sanitation, social distancing, staff and inmate temperature readings, mask mandates, and other related requirements.

Despite the limited resources that are routinely provided from our community partners and robust volunteer base, our staff continued to be successful in provision of contractual services while working with an adjustment of schedules and restrictions of due to Covid-19.

As the Bridges Quality Management Team adapted to the COVID-19 Pandemic, we began auditing virtually and despite physical restrictions we have been able to maintain contractual compliance company-wide. The Quality Management team completed over 50 audits. The Quality Management Team in collaboration with The Department of Corrections began using Microsoft TEAMS in evaluating each facilities performance and contract compliance.

Our Program evaluators continued to audit each facility clinical programming and provision of adjusted program services. This included on site evaluations, clinical supervision, and oversight ensuring that services to the inmate and client population were rendered successfully as evidenced below:

Despite the limited resources that are routinely provided from our community partners and robust volunteer base, our staff continued to be successful in provision of contractual services while working with an adjustment of schedules and restrictions of due to Covid-19.

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Our Program evaluators continued to audit each facility clinical programming and provision of adjusted program services. This included on site evaluations, clinical supervision, and oversight ensuring that services to the inmate and client population were rendered successfully as evidenced below:

The Auburndale Bridge NS	75.0%
The Orlando Bridge NS	60.0%
The Bradenton Bridge	98.0%
Bridges of Cocoa	87.8%
Bridges of Jacksonville	76.0%
Bridges of Lake City	84.2%
Bridges of Orlando	93.1%
The Orlando Bridge	96.8%
Bridges of Santa Fe	100.0%

ORANGE COUNTY PORTAL 2019/2020 ANNUAL REPORT

Goals 2020/2021

- Increase our enrollment by 50% or above.
- Implement (1) one new evidence-based service to improve Reentry Preparation Skills by having the OCCRR Case Manager and Counselors trained in Moral Recognition Therapy (MRT).
- 100% OCCRR clinical staff will be ORAS trained.
- 100% of Case Managers will be SOARS certified.
- Improve knowledge and enhance relationships with community resource providers to facilitate client's reintegration into the community by having (2) two new MOA established with community partners.
- Host (5) five presentations to community and/or stakeholders to establish and maintain our role for the community



Orange County Portal

This year has been a very rewarding year for the Orange County Center for Recovery and Reentry (OCCRR). (29) twenty-nine individuals have been enrolled into the program surpassing the (25) twenty-five clients which were enrolled in year one of the grant. (5) five clients have successful graduates from the program for this calendar year thus far.

All staff are well verse and fully trained regarding the grant's eligibility criteria. Case Managers have been thoroughly trained on the Pre-Screening process, which enable the clients to have a consistent face while incarcerated prior to release.

The OCCRR referred (7) seven families to Bridges International Family Services Department. Family services needs were provided and addressed in kindly to (6) six out of (7) seven of the families through the utilization of Bridges International interns.

The OCCRR strived to develop additional relationship with community partners to assist the clients with their reentry needs. New relationship established this fiscal year include but are not limited to The Oxford House (utilized for clients transitional housing needs); the Orange County Public Defender's office (utilized to obtain referrals to OCCRR); and Home Depot (utilized for donations and linkage to The Orlando Bridge Non-Secure site for a refurbishing grant).

To continue the momentum of maintaining and educating the community regarding the services offered at the Orange County Center for Reentry and Recovery Portal, over 10 presentations have been conducted to stakeholders within the community regarding the services offered at Orange County Center for Recovery and Reentry OCCRR.

Securing stable housed has posed as a difficulty for many of the clients served at OCCRR. 5 (five) client were provided with finical housing assistance and linkages.

Strategies were developed to improve outcomes of client participation through incentive such as gift cards to Dunkin Donuts, Subway and McDonalds

All the clinical staff were trained and qualified to offer Batterers Intervention Prevention (BIP) to the clients and their families. BIP will be offered to those who qualify free of charge to meet requirements within child dependency cases and domestic violence cases.

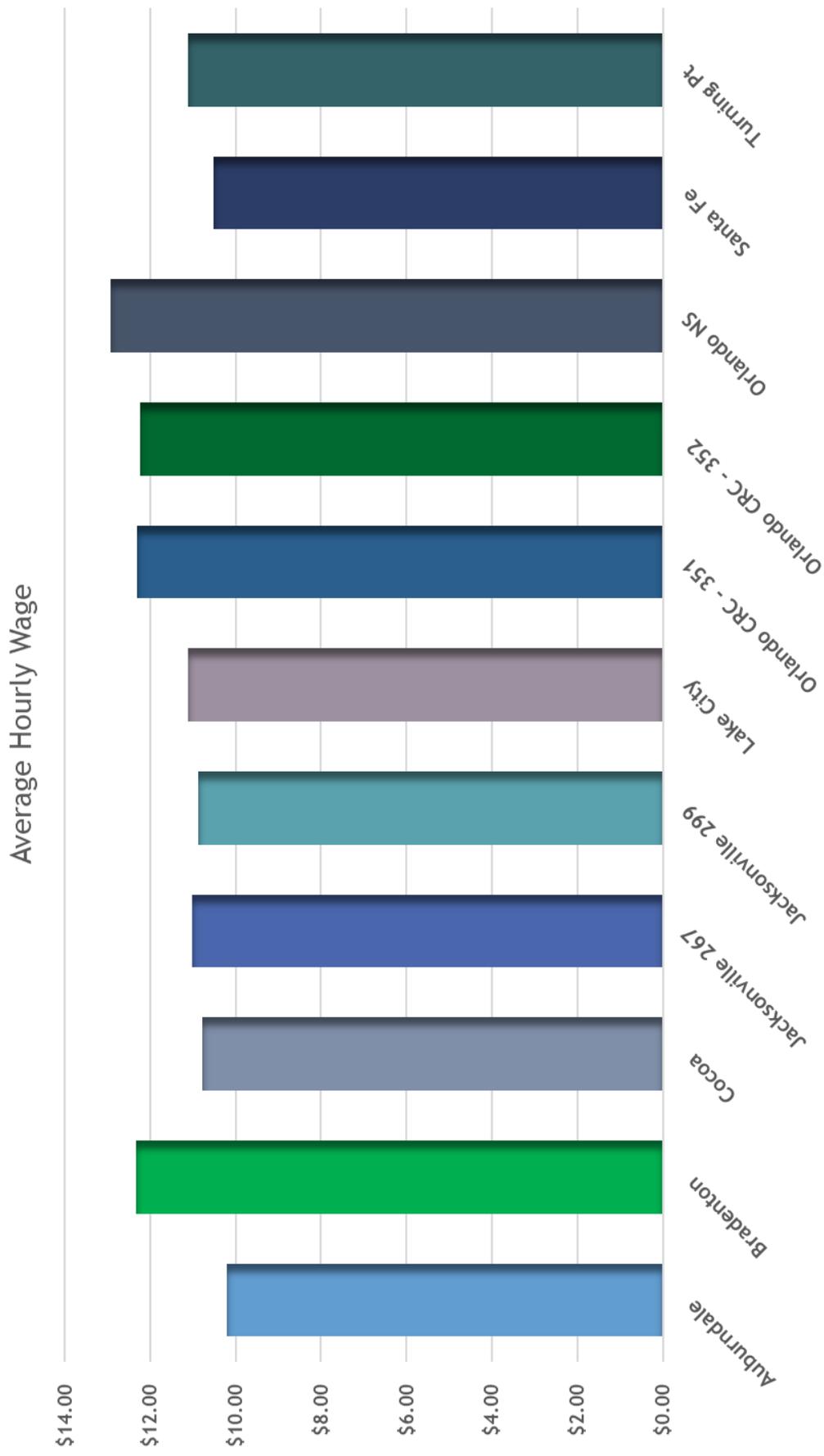
The staff has improved significantly as it relates to meeting the outcome measures identified within the grant. OCCRR increased the (Governments Performance and Results Act) GPRA's follow-up rate from 9% to 48%. All staff have been trained on the administration of the GPRA and the follow up requirements.

100% of the OCCRR team has been training on the utilization of EHRyourway and application of the electronic health record system is the primary source of record keeping.

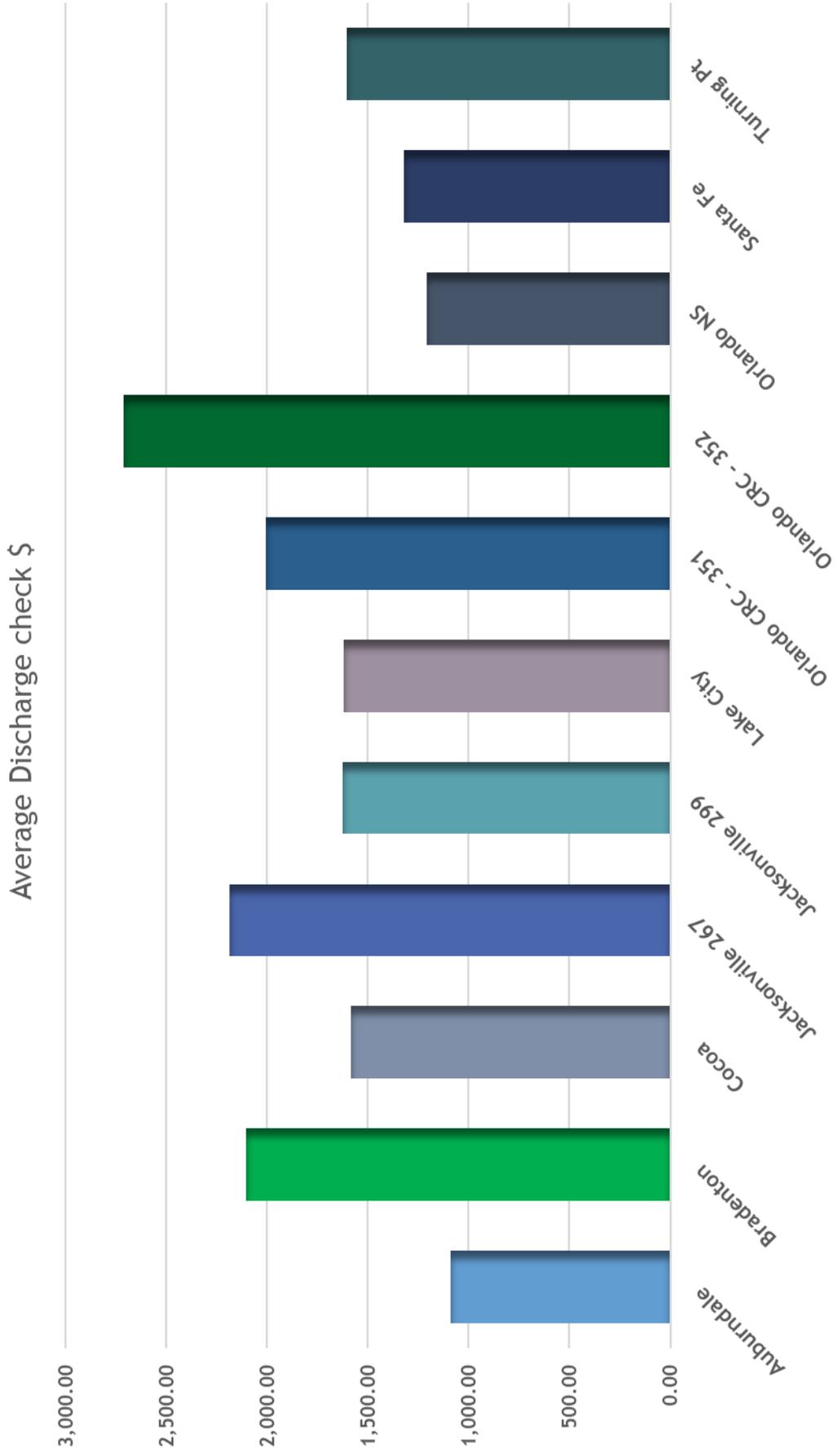
As COVID-19 advanced throughout the nation, alternative treatment engagement measure was explored through telehealth services. With assistance from the IT department, we can continue to provide individual and group services through communications technology to our clients and their families. By integrating Telehealth, we reassured our clients and stakeholders OCCRR's mission for Reentry services will continue during eventful times.

Lastly, the Substance Abuse and Mental Health Services Administration, SAMHSA, verbalized concerns of our enrollment numbers and service delivery. After frequent communication and demonstrating our competency, SAMHSA provided us with a grant continuation, with modification approvals made to the narrative regarding the number of persons served yearly and during the duration of the grant.

Average Client Hourly Wages earned, by Facility, 2019-2020



Average Amount Clients Received when Discharged, by Facility, 2019-2020:



Michael Smith, Chief Financial Officer

Trust Account Financials (2019/2020)

Funds Collected	Auburndale	Bradenton	Cocoa	Jacksonville 267	Jacksonville 299	Lake City	Orlando CRC 351	Orlando CRC 352	Orlando NS	Santa Fe	Turning Pt	Total	% Change 2018/2019
Total # Employed	70	258	206	371	323	391	396	317	155	369	202	3,058	(2.13)
Total Gross \$ deposited	252,359.50	1,964,966.54	1,457,407.52	2,544,170.26	2,578,575.66	2,867,244.90	2,667,715.83	2,699,441.41	678,348.38	2,188,811.73	1,593,875.20	21,492,917	3.28
Total Net \$ deposited	195,596.12	1,611,207.33	1,220,090.42	2,125,329.75	2,140,140.38	2,391,696.36	2,192,973.73	2,232,938.77	571,738.12	1,798,303.89	1,261,097.42	17,741,112	4.00
Subsistence \$ collected	90,146.96	911,211.22	666,597.63	1,163,234.97	1,173,893.30	1,272,183.20	1,192,101.84	1,134,104.26	213,526.98	1,041,614.98	701,776.87	9,560,392	8.60
Child/Family Support \$	2,807.12	108,716.31	106,966.09	150,473.44	143,959.41	202,327.21	173,400.21	165,480.10	6,520.12	155,250.23	62,045.69	1,277,946	(0.99)
Court Ordered Payments \$	0.00	149,555.02	109,738.56	178,880.52	172,267.66	208,847.08	189,704.52	177,667.56	0.00	171,359.07	108,158.11	1,466,178	6.19
Client Savings \$ Balances	0.00	167,088.88	125,452.19	219,409.54	222,645.41	246,908.84	229,200.60	251,479.97	0.00	191,334.36	132,127.55	1,785,647	2.38
# Clients Discharged	67	195	160	274	263	302	307	261	133	276	158	2,396	6.47
Discharge \$ Paid	72,901.10	410,164.40	253,506.70	599,075.95	427,091.21	490,043.76	615,884.73	708,092.81	160,407.60	365,202.45	253,652.59	4,356,023	3.53
Average Discharge check \$	1,088.08	2,103.41	1,584.42	2,186.41	1,623.92	1,622.66	2,006.14	2,713.00	1,206.07	1,323.20	1,605.40	1,818.04	7.27
Average Hourly Wage	\$10.20	\$12.34	\$10.77	\$11.02	\$10.87	\$11.11	\$12.32	\$12.23	\$12.94	\$10.53	\$11.12	\$11.44	2.34

