



BRIDGES FOR
WOMEN SOCIETY

Annual Report
2019-20



BRIDGES

FOR WOMEN SOCIETY

Message from the Board of Directors

We are excited to present the Bridges for Women Society's Annual Report for 2019-20.

Bridges has been through a very eventful year. The team has developed and implemented new programming under changed funding models. New team members have been added, taking the organization in new directions with programs and services.

Working together, the Board and Staff team have seen the need for new funding models and new collaborations to support the women the agency serves. A strategic plan work plan outlined the focus required to move Bridges into new, more sustainable funding models and service delivery methods.

One series of important initiatives saw the staff team implement new technology tools to ensure clients and staff could connect through the internet during the last few months of this fiscal year when the pandemic impacted program delivery and client access.

The Board is enormously impressed by and grateful for the incredible Bridges Team for meeting the challenge of the pandemic head on, while also adjusting to the changes in their own lives. It takes great skill and care to be able to care for ourselves in this work and our clients at the same time, especially when faced with such an unprecedented challenge.

Bridges had 92 clients attend BEP, BOP and CORE programming. In addition, the Urban Indigenous program and community programs offered Indigenous women the opportunity to develop skills to support them with connecting to their heritage and setting new directions. These programs were facilitated by the wonderfully skilled and compassionate team of Facilitators at Bridges. This team was supported by the IT, community outreach and administrative team who learned new ways to ensure Bridges services were delivered seamlessly.

The Bridges Counselling team worked hard to stay connected with clients offering the supports so very needed when the impacts of isolation were felt. A team of volunteer partners ensured that clients could access counselling and pre-employment programming through a loaned computer program. Community members donated PCs and laptops and 2 partners refurbished them to be loaned to clients.

Bridges' signature fund raising luncheon was held honoring International Women's Day and 230 community members attended and were able to enjoy panel presentations from 4 feminists who profiled their work in art, song, advocacy and community connection. Our connection with community was never more important than throughout this past year and we were pleased to sit on a number of government panels discussing needs.

The Board of Directors added new members and the Board's skills were strengthened as a result. The Board is excited by the year ahead and recognizes that change will continue. The Leadership team led the organization with heart and wisdom ensuring the staff and clients were supported as and when needed.

The Board of Directors and the Agency are dedicated to challenging ourselves to learn and talk about the important issues of race and our role in making change. The Board will be participating in the same cultural training as the staff, to ensure that we are all a part of these difficult conversations so that we can lead through participation and real action.

As we do every year, and as often as we can, we send a heartfelt thanks to the staff team at Bridges and our partner organizations who weather change with grace and always find the creativity to support our clients. In these ways some of the most vulnerable members of the community are provided with what they need to build better lives for themselves and their families. Because of this the future is bright!

Alison Watson, Board Chair



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ANNUAL REPORT 2019-2020

Welcome to the Bridges for Women Society's Annual Report for fiscal year 2019-20. The staff team and Board of Directors are excited to share their work with you. Bridges has a Vision and Mission that guides the work of the dedicated team at the agency.

Vision

Women affected by trauma, violence, abuse or neglect have the choice and opportunity to break free from the cycles of violence, poverty and isolation, and to achieve safety, health and personal control in their lives.

Mission

Bridges is a feminist, strength-based, gutsy, innovative, trauma-informed community agency. Our healing, education and employment programs inspire a diversity of women impacted by trauma, violence, abuse or neglect to reclaim their lives and build economic security.

By drawing on its extensive knowledge of the impacts of trauma on employability, Bridges provides expertise and resources to a diverse range of individuals, organizations and allies in order to break the cycles of violence, poverty and isolation faced by the people we serve.

OUR PROGRAMS

Bridges for Women Society (BFWS) delivers high quality, trauma informed pre-employment training for women and persons identifying as women, recovering from abuse or violence. These programs provide Bridges' clients with opportunities to learn new skills, build and maintain healthy relationships, and work through trauma and trauma responses with the caring support of a professional counsellor and facilitators trained in somatic experience facilitation. Programs are offered on-line and face to face with financial support provided by a variety of funding sources. Additional supports are provided for women needing transportation to classes and/or daycare funding. These programs are very much in need.

According to Ending the Violence Association of BC over half the women in BC have experienced physical or sexual violence since the age of 16.... that's more than one million women in our province.

In fiscal year 2019-20, Bridges had approximately 92 women attend a BEP or CORE program with 75% of them graduating from the program. These women had all developed plans for employment and moving forward with their lives; they remarked on how much more confident they felt in their ability to take charge of their lives.



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The programs offer women curriculum that covers topics such as:

- Creating Safety
- Online Safety
- Resume Writing
- * Workplace Values
- * Boundaries
- * Interview Prep
- * Resiliency
- * Communications
- * Conflict Styles
- * Healthy Thoughts
- * Skills & Strengths
- * Healthy Relationships

To support clients to develop an understanding of employer expectations and opportunities, Bridges also provided a variety of opportunities to introduce clients to employers and the community. We hosted several career panels, an employer forum and visits to employers such as BC Transit and FunctionFox. Clients also go through a career exploration component.

“It is a beautiful and humbling experience to be part of the community that builds in a classroom setting - to see women realize they have more in common than in difference, despite their diversities and life experience. The support and empathy they show each other, and themselves, by the end of the program makes my heart sing!!”

Wendy Schultz, Program Facilitator

All of this programming comes with one to one counselling to support clients as they work through the impact of trauma on their lives. Counselling services are part of an integrated approach to working with women who have experienced trauma, abuse and neglect in their lives.

“Bridges looks at trauma as resulting from disrupted and injured relationships in both childhood and adulthood. Causes can be ongoing or sudden overwhelm due to violence, addiction, and lack of safety and resources.”

Gwen Davies, Counselling Coordinator

The Bridges’ Employment Program for both group and one-to-one counselling is funded through a contract with the Ministry of Advanced Education, Skills and Training.

Bridges also offers counselling programs through WorkBC, Crime Victims Assistance, Residential Historical Abuse Program, Urban Indigenous programs, First Nations Health Authority. Bridges continues to develop new revenue streams and is actively looking for ways to expand online counselling through WorkBC and First Nations Health Authority.

For fiscal 2019-20 Bridges supported 375 clients and delivered 1,235 one to one counselling sessions under the programs noted above. An additional 51 sessions were delivered under Crisis Intervention.

Bridges for Women Society has developed and maintained sound relationships with a number of Indigenous communities and offers programs for First Nations women in their home communities. This past year a program was offered at Tsartlip Nation for 11 women.



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Bridges also offered an Urban Indigenous program beginning in February 2020 with graduation planned for July 2020. Bridges' Indigenous programs include recognizing and understanding the impacts of trauma using the BEP curriculum as well as programming on culture and identity; activities include guest speakers on world view and traditional ways of being.

We experienced challenges (during COVID-19) when hosting guests to provide our clients with hands-on cultural activities but we were able to share drumming and songs, did 'show and tell' to share traditional arts like beaded jewelry and cedar work and provided personal stories of healing, self care, and the cycle of abuse.

“Through the uncertainty, fear and changes that Covid-19 brought these women truly showed unwavering determination and commitment to their healing journeys. I was absolutely in awe of all the incredible self-reflective work these women did, and what an honour it was to witness their resiliency in action.

Bridges is truly an agency that rolls with the punches and for this I am very grateful!”

Rachel Lavrisa, Bridges Urban Indigenous Facilitator

The online program provides an opportunity for women to engage in the Bridges Employment Program from the security of their own communities. The online program is delivered via Moodle, a secure learning management system. In June, we upgraded to a beautiful and efficient Moodle site and have received excellent feedback from students.

Our students work through the program over a six-month period or longer. They receive bi-weekly coaching sessions to inspire and support them to move towards their identified goals. If required, they are sent a laptop, kindly donated by reuse tech.

The Bridges for Women online program, BOP, continues to serve women living in Campbell River and the North Island, which includes, Sayward, Port Alice, Gold River, Cortez Island and Quadra Island. Our amazing partners, North Island Employment Services (NIEFS), are an incredibly caring and resourceful team, who truly understand and support their clients along the full journey of healing from trauma towards employability.

The online program has grown from 4 to over 20 students throughout the year, with several due to graduate this Fall. Due to the online nature of this program most of our students have maintained a steady pace and continue to progress. Although, we were unable to offer the in-person support group this year, it is our goal to continue to work with the Campbell River Women's Centre and offer the women's support group online and to continue to improve the online program, expanding our service delivery and reaching many more women in their home communities.

“It is amazing to see each woman choose to attend the program. With time, commitment, and persistence, they transform those inner scripts and walk confidently in their own truth.”

Christine Anacleto, Online Program Coordinator



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In 2018, Bridges received a grant from WAGE (Women’s and Gender Equality Branch – Federal program) to research Bridges’ Indigenous programs and provide a blueprint for use by other organizations when developing programs for Indigenous women who have experienced trauma.. To date an Advisory Committee has been formed, is meeting and a research assistant is being hired to support the Bridges Consultant.

“One of our programs in our promising practices project is *Sisters’ Stories*. These stories will be used to review and adapt the Indigenous Women’s Bridging Program. It will allow Bridges to identify how the program improves the outcomes of the women involved...it will identify ways to be better aligned with the needs of Indigenous women. This is a unique and powerful program. “

Brianna Waldman, Evaluation Coordinator

OUR PEOPLE

The team at Bridges for Women Society is a mix of compassionate and caring women who bring their varied skills and professional expertise to support the organization in the design and delivery of programs and services. As of the end of fiscal year 2019-20 team consisted of:

- 5 program facilitators – Kirsten, Wendy, Briana, Rachel, Christine
- 4 counsellors – Gwen, Mary, Kristin, Charlene
- 1 WAGE researcher - Brianna
- 1 community engagement coordinator – Liz
- 1 accountant – Elizabeth
- 1 IT & operations analyst - Dipti
- 1 programs director – Patricia
- 1 intake and outreach coordinator - Frances
- 1 fund development manager - Heather
- 1 counselling and intake manager (vacant)
- 1 admin assistant - Tracy
- 1 executive director (interim) - Val
- 1 manager, Westshore & HR - Carrie

The Bridges team is grateful to be supported by a host of talented volunteers who lend a hand with food preparation, event photography, events, policy development and much more. Of particular note this year was the efforts of a volunteer (staff member Liz Reed’s Mom) who made a supply of beautiful face masks for personal protection of staff and clients. In addition, two vendors refurbished computers and laptops for our newly developed computer loan program and community members donated a total of 32 computers for our use with clients.

All organizations must change to grow and adapt to the needs of its clients, staff and the environment it exists in. Bridges had this experience this fiscal year. When the Executive Director needed time away the Board of Directors appointed 3 senior staff members to form a Leadership Team to guide the organization. The team at Bridges never lost a step continuing to deliver quality services to clients and



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support each other to work through the challenges that a change of this type creates. An interim Executive Director was contracted in January 2020 and the organization structure was strengthened, new roles were designed and operations were streamlined to increase organization effectiveness. Role clarity was achieved when two new leadership roles were confirmed – Director, Programs and Manager, WestShore Operations & HR Projects. In addition, various team members took on added responsibilities to deepen knowledge of IT operations and accounting practices and reduce the reliance on contractors.

The Bridges team believes in continuous improvement and continuous learning. During this fiscal year the team identified a need to be better informed about Canada’s history with its Indigenous peoples. With the agency offering so many programs and services in community and to urban indigenous clients it was felt that a deepened understanding of the challenges faced by First Nations women was important for the staff team. Working with an Indigenous Elder who facilitates a cultural competency and humility program has allowed for conversations about racism, oppression and white fragility. Once both online study and face to face and Zoom seminars are completed the focus will shift to organization policy, processes and program curriculum changes. This learning will be an ongoing commitment by the entire Bridges team and the staff look forward to working with the Board of Directors as things progress.

One additional focus of the team this year is an ongoing conversation regarding the Black Lives Matter movement and broad-based oppression and racism within white dominant culture. This important work will continue through fiscal 2020-21.

With these new roles and team members came new ideas for improving organization performance. New ways of working included a new intake process with online assessment and the automation of some processes.

During this fiscal year, 251 people contacted Bridges to seek out services. These clients were either admitted into a Bridges program, or if not ready, referred to a partner organization for the services needed. Eligibility for entry into a BEP or CORE program is dependent upon criteria set in our contract with funders and stability indicators assessed by the intake team guiding the determination of client readiness to engage in programming. As is always the case, clients can have any number of issues preventing them from being ready to enter a Bridges program. Primary barriers include lack of childcare, mental health instability, lack of suitable housing, currently in an abusive relationship, or new in recovery. Clients who don’t intend to go on to find employment are also ineligible. On average a total of 25 clients assessed monthly are determined to be in-eligible for program entry. This highlights the need for clients’ readiness and community services to support potential clients to get to a stage of readiness. Client ages range from 19 to 72 years of age with the majority of clients entering programming being between 20 to 30 years of age and a group in their 50s.

“Our goal of providing women with supports to self-empowerment and the space to heal is a reflection of our community’s capacity for resilience, strength and compassion. As we continue to forge ahead into the uncertainly brought on by the events of 2020, there is no doubt that Bridges for Women will plan an integral role in the lives of the women we serve.” Frances McBride, Coordinator – Intake & Outreach



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COMMUNITY ENGAGEMENT & OUTREACH

Victoria and surrounding communities have a diverse population and numerous industries offering varied employment opportunities. In addition, a variety of funders offer grants to organizations like Bridges for Women Society to help with the design and delivery of programming.

Presently, Bridge's programs are funded primarily by provincial government ministries. While these ministries are strong supporters of the Bridges programs the team is working hard to develop other more sustainable methods of program funding. Members of the leadership team have been invited to present and participate on a number of government panels geared to strengthening relationships with ministry funders and partner organizations. Relationships with these organizations and others in community are critical to Bridges' success and the success of our clients.

In March, Bridges hosted its signature fund raising event – the International Women's Day Luncheon. This event was sponsored by a number of supporting organizations, worked by a group of dedicated volunteers, and MC'd by local celebrity Robin Farrell from radio station Ocean 98.5. A total of 230 people attended this event, enjoyed a tasty lunch, had fun with a silent auction and were enlightened by a panel of 4 exceptional speakers who shared their stories, their art and discussed research about living with trauma, oppression and finding ways for survival and prosperity. Parliamentary Secretary Mitzi Dean also spoke, highlighting the work the province is doing to provide space for learning and funding for program development. The event was a fabulous success and profits totaled \$23,000. And immediately following this event a small team from Bridges presented at the Women's Fair.

On December 3, 2019, two of the Bridges' staff team presented at a Stream of Consciousness event, to both an in-person and on-line audience. The title of the event was Understanding the Impacts of Trauma and Caring for Ourselves. Bridges received positive feedback from the event and were approached by other organizations to present.

“Highlights of the year include the continuation of so many wonderful relationships – individuals, local businesses and community partners. These efforts showed creativity and a commitment to having fun while making a difference. Various supporters ran marathons, donated proceeds from dance and spin classes to name a few activities that supported Bridges.”

Liz Reed – Community Engagement Coordinator



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Bridges for Women Society maintains its community profile in other ways as well. We have an active voice on *Facebook* and *Twitter* and use our website to post jobs, comment on current events, share information about trauma responses and program supports. In addition, Bridges has strong relationships with media outlets such as Black Press, CHEK TV, and the Times Colonist. Articles regarding the Bridges response to support clients during the pandemic were written by both publications and onsite interviews were also done to profile our work.





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Bridges has a long-standing partnership with Camosun College in providing upgrading for students. Instructors work with clients both in person at the Victoria downtown location and on-line developing English, computer and math skills. This relationship has been in place for 8 years.

Bridges works in partnership with other organizations as well. Relationships with GT Hiring, Worklink BC, Victoria Sexual Assault Centre, Beacon Community Services First Nations Health Authority, and North Island Employment Foundation Society (NIEFS) and others are vital in providing supports for our clients to move forward in their lives.

THE BRIDGES PANDEMIC RESPONSE

In late February, Bridges senior team began tracking the information provided by Provincial Health Officer, Dr. Bonnie Henry regarding the spread of the Covid-19 pandemic in B.C. Staff were updated daily by the Executive Director and in mid-March of 2020, the Leadership Team decided that the Bridges offices needed to be closed. Programs were transitioned to delivery via online and staff quickly adapted to learning new skills for program delivery. Counselling services were transitioned to delivery using a secure and confidential online platform. Counsellors were responsive to the emerging needs of clients during this stressful time. Some of the needs identified during the transition was access to technology, childcare issues and resulting limited ability to access Bridges' programming.

Sixteen clients started BEP in January, 2020 and despite the sudden and unexpected changes brought about by the pandemic, 7 clients would go on to graduate. This newly bonded group were able to reconnect online, further through a Facebook group and then working on Zoom. They embraced staying together to continue to learn and grow even though they were no longer in person and were, for the most part, deeply uncomfortable with being in an online environment.

Their graduation was a beautiful, intimate, and heart-warming ceremony held on Zoom with graduates and facilitators – Wendy Schultz and Kirsten Moline.



Program transitions were aided by the upgrading of the MOODLE learning platform. The Westshore/Sooke BOP was launched as a new program using this creative way to support clients experiencing challenges due to lack of day care and the need for home schooling. This new BOP allows for clients to study on their own schedule accessing the curriculum through the MOODLE platform. The



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facilitator touches base weekly to support learning and a counsellor is also assigned as a supporting resource. Great challenges call for great innovation!

“Due to the determined spirit of the Bridges staff and with IT support we were able to start the group on time. There were some expected learning curves with the new site but overall – we love it!!”

Briana Mikkelsen, Facilitator/Counsellor

New costs were identified relating to online program delivery and sources of funding supporting transitions during the pandemic were located. Bridges was very successful in finding supports from both levels of government and local charity organizations.

Staff check-ins were held weekly and Leadership Team members monitored staff and client situations to ensure the necessary supports were identified and implemented. Bridges quickly developed a remote working policy and guidelines using WorksafeBC resources. IT server capacity was upgraded and new laptops were purchased for staff.

“The staff at Bridges demonstrated compassion and an unwavering focus on their commitment to clients during the initial stages of the pandemic. They adjusted programs, dealt with personal struggles and the stress caused by the uncertainty of this unprecedented time. They are truly a team of exceptional women.”

Valerie St. John, Interim Executive Director

Bridges formed a new Occupational Health and Safety Committee to monitor the situation and develop measures for office re-opening. A safety plan was developed, shared with staff and posted for our clients and the public to access.

“The work of this committee has, and will continue, providing leadership and direction with regards to pandemic response safety protocols, violence in the workplace assessments and response plans, fire and disaster response plans and more. As Bridges continues to evolve this committee will become an important fabric of our operations.”

Carrie Everett, Manager WestShore Operations & HR Projects

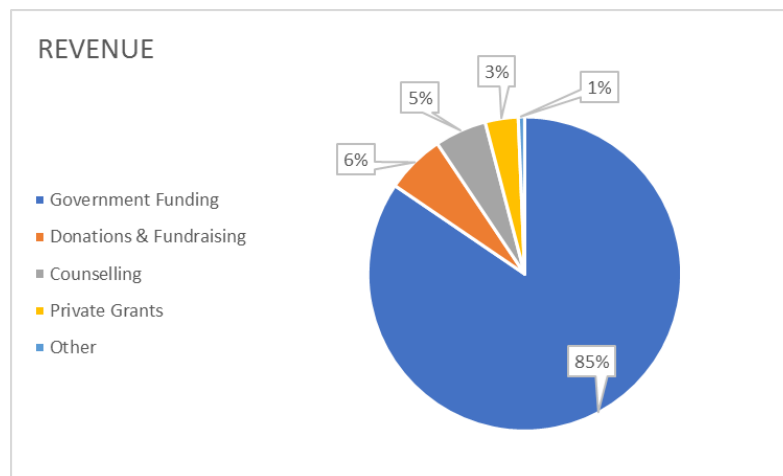


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FINANCIAL PROSPERITY

Bridges for Women Society operates within a tight funding envelope. The majority of revenues are provided by the Ministry of Advanced Education, Skills and Training for the provision of BEP and CORE programming. Contracts with partner providers such as NIEFS for BOP service delivery and GT Hiring for

Counselling services also provide program income. Various time limited grants are applied for and received, such as United Way grants or one time amounts from Ministry of Mental Health and Addictions, as well as specific research and development grants such as the Women’s and Gender Equality (federal) 5 year grant.

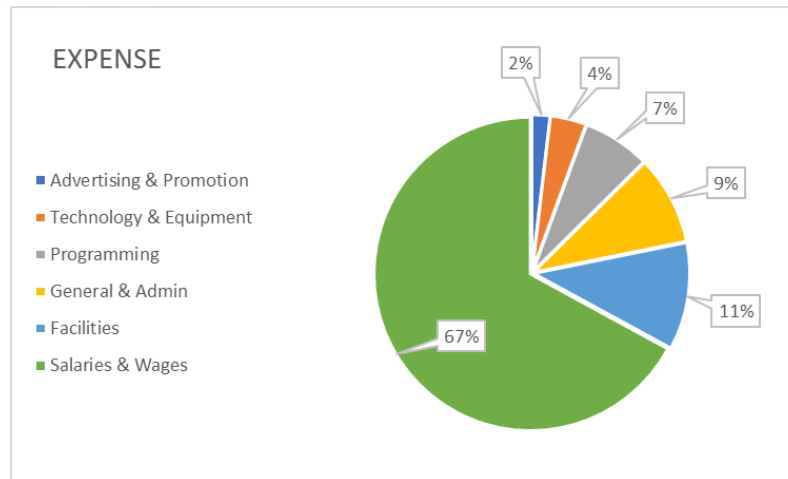


The challenge is that all of these funding sources are not long term or sustainable funding that Bridges can count on year in and year out. Bridges new Manager, Fund Development is working to develop a more reliable funding base for Bridges to stabilize annual operations. She is focusing on building new relationships, and supporting the Leadership Team to look at new funding models such as the development of a social enterprise series of products and services. For example, the *Bridges to Healing* workbook is a popular item and has just been updated for sales.

Another endeavour planned is to assess the feasibility of a Healing & Education Centre model that partners with end- to- end service providers supporting Bridges clients through all stages of healing and recovery at one site. The expansion of online services to other communities around the province is also being contemplated.



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“Our network of partners in government, foundations, service groups and local businesses quickly mobilized to ensure we had the necessary resources to sustain our life-changing programs during the onset of the pandemic. The richness of this support is a testament to the 33 years of outstanding work carried out by current and former staff, board members and volunteers. Fundraising in a time of economic uncertainty is not easy but we are innovative, resourceful, and infinitely adaptable. We got this!”

Heather Forbes, Manager, Fund Development

The Bridges operation depends upon the skills and commitment of a highly trained staff team. The majority of annual expenses is in the area of staff compensation, benefits, training and development. This focus is an important one for the agency to recruit the best talent and retain the team needed for service design, delivery and agency operations. A review of compensation and benefits is underway to ensure Bridges is well placed in the marketplace. It is important to monitor changes in the market that impact the agency’s ability to hire and retain a strong staff complement. While Bridges provides staff with cost of living adjustments when possible annually, sometimes that is not enough.

The next most impactful budget item is space rental. Recently, space needs were reviewed given the transition of service delivery to online, the increasing costs of rent and the slow return of staff and clients to the office. The Board is being asked to consider a number of options geared to reducing costs and supporting service delivery while things settle and in preparation for any other developments such as an increase in COVID-19 cases.

Late in 2019 a review of financial processes was conducted by the new Director, Finance. Many processes were changed to ensure efficiencies were developed wherever possible. A new budget



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process was designed and implemented that provided the Leadership Team and the Board with a much clearer understanding of planned spending aligned with the Strategic Plan. Monthly financial reporting was re-vamped and decisions are now better supported from a financial perspective. And, the annual review conducted by Grant Thornton had Bridges receiving a gold star!

“Bridges for Women Society operates within very tight margins and clear and timely financial information is critical for decision making. The implementation of new processes and financial formats for budgeting and forecasting have made an important difference in supporting operations and planning.”

Elizabeth Skillings – Director, Finance

BRIDGES LOOKS TO THE FUTURE

The team at Bridges has come through another year of challenges and successes! As programs continue to evolve and team members learn from each other, the result will always be a wonderful experience for our clients. With the uncertainty of the impacts of the pandemic requiring the team to revisit service delivery issues on a regular basis, innovation continues to be an important aspect of day to day life at the agency.

During the past year a number of new Directors have joined the Bridges’ Board bringing fresh perspectives and varied professional skills. The team looks forward to the input of the new Board as they continue to meet new challenges and focus on delivering quality services and supports to some of the most vulnerable members of our community.



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Message from the Interim Executive Director

At Bridges, we are often awed by the resiliency that our clients demonstrate over and over again. This year, we witnessed the Bridges' staff and Board's resiliency in the face of a great deal of change.

We began this year with an interim contract with the Ministry of Advanced Education, Skills and Training (AES) and then in July 2019 we entered a 2-year contract under Skills Training for Employment.

Though we are no longer a part of WorkBC, Bridges has close relationships with WorkBC centres on southern Vancouver Island, providing supports for their clients and referring clients to their programs. We continue to work with North Island Employment Foundations Society (NIEFS) in Campbell River to deliver our online program.

In March 2020, Bridges developed adaptations in response to the COVID-19 pandemic. At that time, there were 5 classes in progress; they all transitioned to an online environment, with an initial focus of supporting clients who trauma symptoms emerged during the measures implemented by the province. While providing safety is a key element of the work that Bridges does, this became imperative during this trying time.

We had several discussions with our primary funder and revised our outcome targets as a response to the diminished labour market. During this time, we also were successful in our applications for COVID-19 emergency supports to move our programming to a virtual environment and to support staff in working at home.

Our Promising Practice research project, funding through the federal government (Women and Gender Equality) entered its second year. A project plan was completed after consultations with former participants and facilitators. In the fall of 2020, we will begin the first of 8 Indigenous programs that will be the basis for the research. We will offer programs for South Island Indigenous communities as well as for Urban Indigenous women.

During this year, we developed a work plan based on our Strategic Plan. In addition to planning for programming in a global pandemic, we continue to work towards the goals we developed and strengthen our foundation.

Bridges thrives because of the commitment, caring and vision of staff, Board and volunteers. We are grateful for the clients who remind us every day of being resilient and showing up to do their healing work even when it is difficult. We understand that we are a part of a larger community that supports women on their journeys; thank you to the employers, organizations and individuals who also walk alongside the clients.

With gratitude,

Patricia Rawson



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Missing from Photos: Briana, Frances, Kristin, Elizabeth



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