



**Shangri-La**  
Enriching Lives Together

# ANNUAL REPORT

*2020-2021*

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Janet making bubbles during the 2021 Accessible Egg Hunt

*photo credit Amanda Loman, Salem Reporter*

Hello! Thank you for taking the time to read Shangri-La's annual report. I liken the past year to a dance -- one step forward, two steps back, and then a shuffle step to keep up with the constant changes.

The pandemic continues to affect, in a variety of ways, the individuals we support and our dedicated employees who are working diligently to provide quality services. Furthermore, Shangri-La has not been immune to the staffing crisis currently affecting so many industries. We cannot compromise the safety of the individuals we support, and therefore, at present, finding and retaining qualified candidates is our highest priority.

And yet, despite the seemingly uphill battle, I am proud that our team still makes time to celebrate. For example, in June, we celebrated a BIG legislative win that will result in \$17+/hour average wages for direct support professionals in 2022. We also celebrate you and remain thankful to have you by our side as we continue this dance.

*- Janet*

Janet Yousey, CEO

## AT OUR CORE

*Mission: the reason we exist*

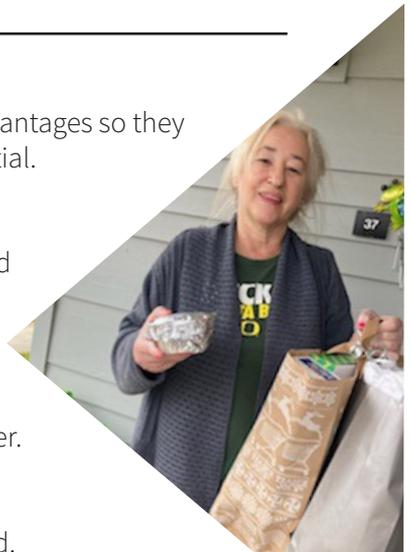
Serve individuals with disabilities or disadvantages so they may recognize and achieve their full potential.

*Vision: the change we hope to see*

Communities where all people are accepted for their abilities and celebrated for their successes.

*Values: how we do the work*

- Turn the pages. Don't just scan the cover.
- Show up and go the distance.
- Don't drive on an empty tank.
- Lead change in your corner of the world.



# 580

## INDIVIDUALS WITH OUTPATIENT MENTAL HEALTH NEEDS

- 11,904 instances of mental health supports.

# 314

## INDIVIDUALS WITH INTELLECTUAL OR DEVELOPMENTAL DISABILITIES

- 143 people received daily living supports in a group or personal home setting.
- 32 previously homeless individuals received housing assistance and case management.
- 43 individuals participated in a life enrichment day program.
- 96 individuals received employment supports.
- 22 individuals obtained employment at a community business.

# 71

## INDIVIDUALS EXPERIENCING CHRONIC MENTAL ILLNESS

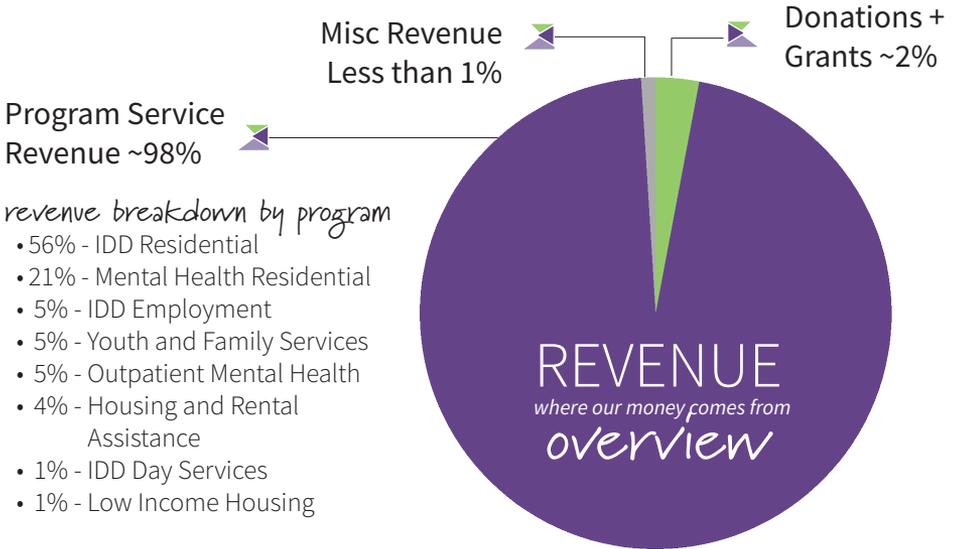
- 39 individuals received recovery supports in a group home setting.
- 32 people received rental assistance and case management.

# 1118

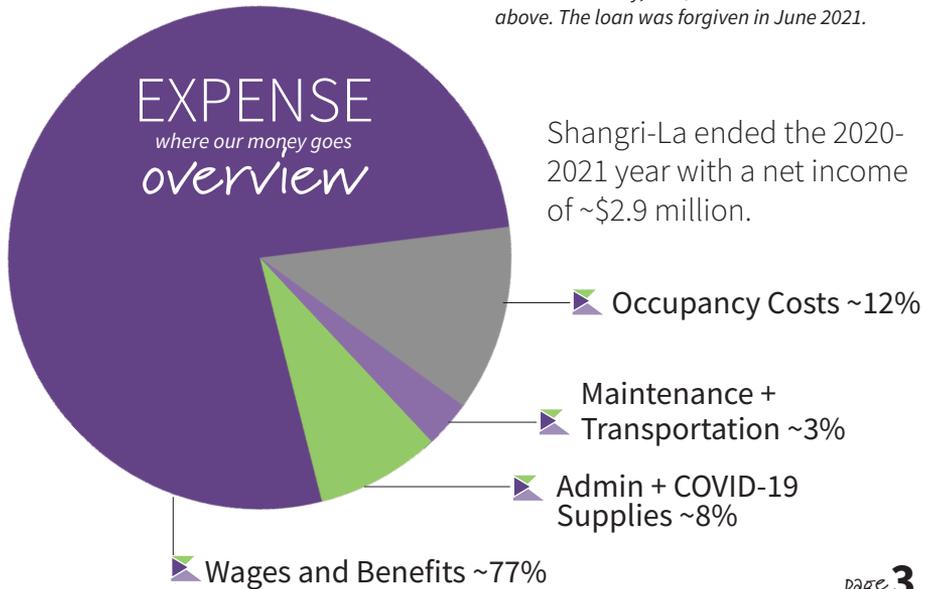
## PARENTS WITH BARRIERS TO SELF-SUFFICIENCY

- 50 parents obtained employment.
- 86 teen parents received support including GED assistance.

In 2020-2021, Shangri-La's monthly average revenue was ~1.96 million per month; no significant change from the previous year.



*In May 2020, Shangri-La received a ~\$3.3 million COVID-19 Paycheck Protection Program (PPP) loan. As a revenue anomaly, the \$3.3 million is not reflected above. The loan was forgiven in June 2021.*



# PROGRESS + PLANS

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## 2020-2021 Objectives and Outcomes

### OBJECTIVES

- Increase monthly revenue from \$1.96 million to \$2 million.  
6 of 12 months showed revenue over 2 million.
- Contain monthly operating expenses at or below revenues.  
12 of 12 months showed expenses below revenues.
- Decrease staff turnover from 41% to 39%.  
Ended the year with 39.8% turnover rate. (Industry average is ~50%.)

### OUTCOMES

In 2020-2021, we completed these projects and initiatives:

- Completed activities and training related to new organizational values (see our values at [www.shangrilaoregon.org/mission](http://www.shangrilaoregon.org/mission)).
- Developed standard operating procedures for key department and program functions.
- Implemented a new wage structure that better honors tenure.
- Increased many wage bands to better align with market comparisons.
- Paid off two loans for residential programs.
  - Continued to put aside \$20K/month to pay down the mortgage on Salem administrative building within 5 years.
  - Returned two paid holidays to employees.
  - Achieved Paycheck Protection Program (PPP) loan forgiveness.
- Convened employee-driven committees on diversity, equity and inclusion (DEI), and workplace respect and gossip.



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## 2021-2022 Areas of Focus

### OBJECTIVES

We anticipate these goals will change due to the ever-evolving pandemic and the staffing crisis, but as of fiscal year start, we aim to:

- Increase monthly revenue from \$1.96 million to \$2 million.
- Contain monthly operating expenses at or below revenues.
- Decrease staff turnover from 39.8% to 39%.

### ACTION PLANS

In 2021-2022, our projects and initiatives include:

- Launching employee retirement benefit.
- Re-establishing employee professional development program.
- Creating an advisory committee of individuals served to interact with the board of directors.
- Engaging leadership in emergency management training and purchasing generators for program locations.
- Begin working to move two residential programs that are in tsunami inundation zones.
- Moving forward with plans to evaluate mission impact (work was paused due to COVID-19).
- Purchasing a new Residential Treatment Home for adults with complex mental illness.



# YEAR IN REVIEW

2020 | SEPT 3



Porch-delivered cotton candy, video animal visits with the Mighty Paws 4-H group, and bingo were all part of Shangri-La's virtual state fair experience.

LABOR DAY WEEKEND

*Adding to COVID-19 and staffing shortage challenges, local wildfires saturated the air with smoke and left a few residential programs on evacuation alert. Many employees were also evacuated or displaced.*

OCT 14-15



Each person found just the right pumpkin for their liking during Shangri-La's traveling pumpkin patch. In addition to picking a pumpkin, each person received a sugar cookie and apple cider kit.

JAN 30



After much consideration, Shangri-La closed its ground maintenance and janitorial programs to allow for a singular focus on helping individuals with disabilities gain employment at community businesses. This was one of the crew's last jobs.

FEB



Over 20 of Shangri-La's 33 residential programs were left without power when an ice storm swept through the region. Downed trees caused \$15,000 in damage to Shangri-La properties.

NOV 15



Work began on some barrier-free home remodel projects funded by donors at the Better Together event in May 2020. The Jodelle Home in Keizer received a new concrete path and entryway ramp.

DEC 25



About 150 gift wishes valued at nearly \$3,100 (a new record for this project) were donated by Holiday Wishes Project supporters.

APRIL 3



Shangri-La's annual Accessible Egg Hunt returned drive-thru style with games, prizes, llama hugs, a photo booth, and window painting. Individuals participated in the activities from their vehicles as they made their way through Shangri-La's parking lot.

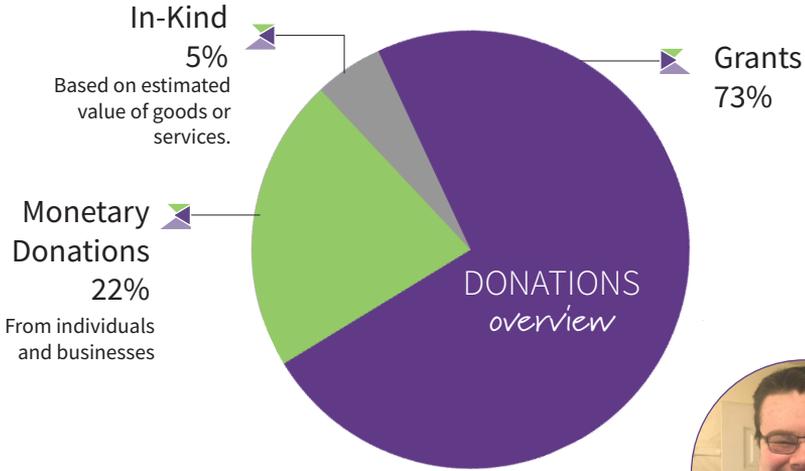
*photos courtesy Abigail Dollins, Statesman Journal*

MAY

2021



Better Together Week supporters raised \$21K to help open a new residential treatment home for adults with chronic mental illness.



## Better Together Giving Community

Shangri-La's community of monthly givers generated over \$23K. These are just some of the ways they directly helped individuals served in 2020-2021:

- Conor got new glasses after an eye surgery to ensure his eyes healed correctly.
- Household essential care packages were issued to several individuals moving into their own home or room at Shangri-La.
- 15 fire escape ladders were given to individuals living in their own 2nd-floor apartments.
- Iler Home in Newport received a stand mixer to help with baking adventures while staying home during the pandemic.



When asked what it meant to have this assistance available to him, Conor said, *"[It's] pretty amazing. I feel loved."*

*"I am learning to take care of my own space,"* said Ethan. "It feels good to know people care about me and my progress."

Annie said that she especially likes the new mixer because *"it doesn't make my arms tired from stirring."*



# LEADERSHIP

## *Board of Directors*

Michael Kemry, President  
Realtor; BST Realty, LLC

Jake French, Vice President  
Speaker and Author; Jake French  
Inspires

Jan Frank, Secretary  
Owner, West Salem Ace Hardware

Nick Bender, Treasurer  
IT Project Manager; Bonneville Power  
Administration

Lorissa Addabbo, Member  
CEO; Hope Orthopedics

Winifred Ju, Member  
Medical Consultant, Oregon Disability  
Determination Office

Allison Myers, Member  
Director; Oregon State University's  
Center for Health Innovation

Rae Reynosa, Member  
Business Manager, Chemawa Indian  
School

Eileen Wolfe, Member  
Training Manager, Department  
of Human Services  
Self-Sufficiency Unit

## *Executive Leadership*

Janet Yousey  
Chief Executive Officer

Andre Veillet  
Director of Finance

Holly Pharms  
Director of Human Resources

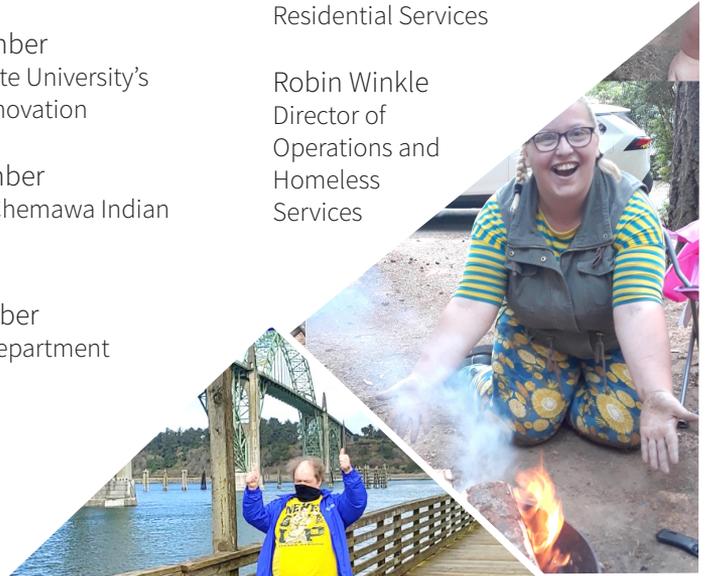
Ashley Erb  
Director of Community Engagement

James Linkekugel  
Director of Employment and Day  
Services

Mike Norman  
Director of Behavioral Health

Tiffani Olsen  
Director of I/DD and APD  
Residential Services

Robin Winkle  
Director of  
Operations and  
Homeless  
Services





# Shangri-La

Enriching Lives Together

Founded in 1963, Shangri-La is a 501c3 nonprofit human services organization dedicated to serving individuals with disabilities and families with disadvantages so they may recognize and achieve their full potential.

Services are provided in Marion, Polk, Yamhill, Linn, Lane, and Lincoln Counties. Shangri-La employs approximately 400 people.

## *Be Better Together.*

We truly are better together. Connect with us to learn how you can support current needs or invest in building an inclusive future for people with all abilities.

### GIVE ONLINE

[www.shangrilaoregon.org/give](http://www.shangrilaoregon.org/give)  
*Join the Better Together Monthly Giving Community with a monthly gift of just \$10.*

### CONNECT

Phone: 503-581-1732  
Email: [community@shangrila-or.org](mailto:community@shangrila-or.org)  
Facebook: @ShangrilaCorp  
Instagram: @ShangrilaOregon

### GIVE BY MAIL

Shangri-La  
Attn: CET  
4080 Reed Road SE #150  
Salem, Oregon 97302

### JOIN THE TEAM

*Shangri-La is a place for bright minds, kind hearts, learners and leaders.*  
View current career opportunities at:  
[www.shangrilaoregon.org/careers](http://www.shangrilaoregon.org/careers)