

# Annual Report & Strategic Plan 2018



# Table of Contents

|   |    |
|---|----|
| Introduction from the CEO/Executive Director  | 2  |
| Market Position/Profile/Description of the Business                                     | 4  |
| Group Home Trends   |    |
| Foster Family Agency Trends (source: Kern County DHS, Kern County Network for Children) |    |
| Kern County's Major Needs Are:  | 10 |
| Adoption Trends   | 10 |
| Strengths/Weaknesses/Opportunities/Threats  | 11 |
| Critical Success Factors  | 12 |
| Competition   | 12 |
| Mission Statement and Current Organizational Structure                                  | 12 |
| Adoptions Annual Report   | 19 |
| 5 Year Plan Goals   | 20 |
| Positioning   | 23 |
| Fund Raising  | 25 |
| Key Personnel   | 26 |

## Introduction from the CEO/Executive Director



KBYH serves children who are robbed of their childhoods, who frequently live each day not knowing if their parents are going to feed them, or if they will be sleeping in a park, or if they will ever attend school. Their parents have abandoned their responsibilities long before these children are removed from their custody. Most of our residents have been abused: physically, sexually, emotionally.... They come to our door with tremendous issues of rejection and neglect. They are truly wounded. Their spirits, and their souls have been severely traumatized.

In evaluating mental stability in individuals, the most profound issues are the ways in which they get, or more specifically, do not get their needs met on a variety of different levels. Our residents are children who are familiar with never fitting in, and of feeling as though they do not count. Their parents, enveloped in their own problems of substance abuse, domestic violence and mental illness, have made them feel as though they are deserving the neglect and the abuse they have suffered. They define themselves through their depravity, and their despair.

Many of our children come to us with just the clothes on their backs, and the pain in their hearts.

KBYH is committed to treating the soul, mind, body and spirit of these children. We remember wonderful experiences we had as children that our residents have never had. We remember what it

feels like to get a new bike, the great satisfaction and self-respect we would have as children to ride in our neighborhood and feel the pride of ownership. We also remember the quiet moments in our minds where we can listen to the music of our generation, and have time to reflect. We strive to provide these moments to our children who have rarely had the privilege to reflect on anything.

Before treatment of any kind is initiated, a child must learn trust, recognize kindness in the face of adversity, and let go of the demons of the past. In order for this to be facilitated, foster parents, adoptive parents and staff must be professionally trained, as well as, caring and loving.

Thus, the purpose of Kern Bridges Youth Homes is to provide a safe, stable and consistent environment for children who have been abused or neglected, and for children with serious emotional and behavioral difficulties. Care is provided in foster homes, adoptive homes, or group homes. In order for the services and care to be of high quality we provide support, training, and consultation by highly qualified trainers both from within and outside our agency. In addition we support community partners who provide auxiliary services by offering free use of our training facility.

The Goal of our Board and management team is to provide a professional and mutually rewarding relationship with all community partners; secondly, to continue to excel at attracting and keeping quality staff; thirdly, to uphold our high standards, and lastly, to continue to stress and maintain fiscal soundness.

John Bacon, MA Psych., MSW, LCSW

A tip of the hat to you!



## *The Organizational Plan 2019/2024*

### Market Position/Profile/Description of the Business

Kern Bridges Youth Homes, Inc. (Kern Bridges) was established in 1988 as a 501 (c) (3) nonprofit corporation providing foster homes to youth in Kern County, CA. It began with just a handful of foster homes, but has now grown to over 44 resource homes. In 1997, Kern Bridges opened its first group home, the Almklov House, which houses 6 children. In 1999 Kern Bridges acquired its adoptions license, and in 2001, Kern Bridges opened its second group home, Casa de Ninos Home, which houses 12 children.

#### Primary Programs

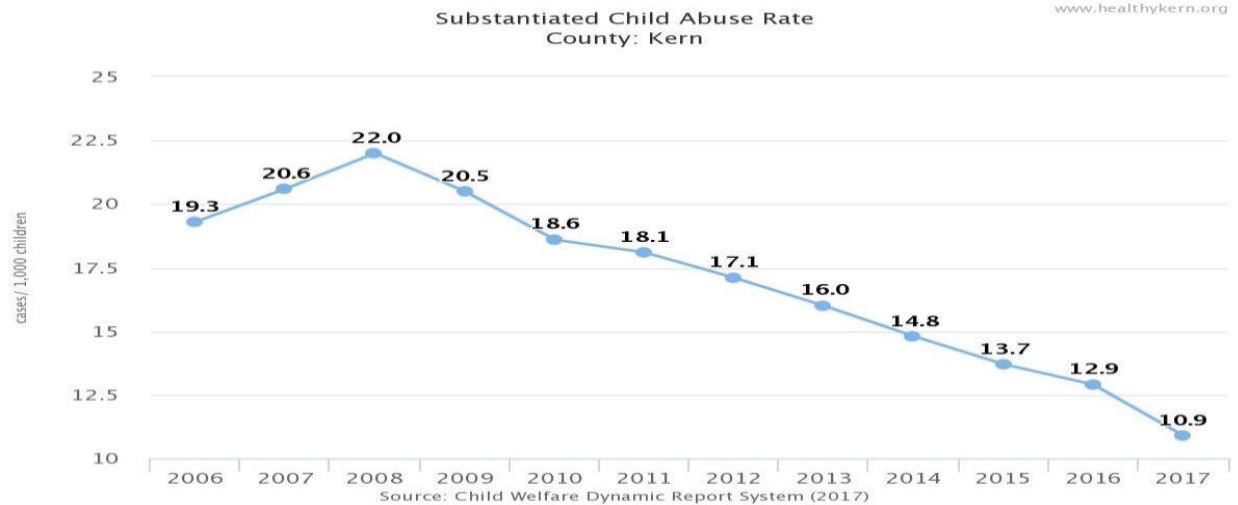
| Foster Family Homes/<br>Resource Families | Group Homes/<br>STRTP           | Adoptions   |
|---|---------------------------------|---|
| Director - John Bacon, LCSW               | Director - Robert Carter - M.A. | Director - Jim VanderZwan - LCSW  |
| 40 children placed on average.            | Occupancy of 18 beds is 99%.    | 76 Completed adoptions in 2017/18<br>55 Completed adoptions in 2016/17<br>53 Completed adoptions in 2015/16<br>37 Completed adoptions in 2014/15<br>47 Completed adoptions in 2013/14 |

### Child Welfare Issues & Services in Kern County (Source Kern.org)

Safety is a critical part of a child’s healthy growth and development. Children who grow up in safe and stable homes are more likely to be healthy, successful in school, and successful in life. Children who face challenges in their home environments such as abuse, neglect, and family violence are more likely to leave school early, become part of the criminal justice system, and in need of public assistance as adults.

- ➤ **During 2017, 49 children each day were referred to CPS with allegations of child abuse and neglect in Kern County.** Kern County recorded allegations of abuse and neglect for 17,928 children in 2017, a rate of 70.3 children per 1,000 children, compared to California’s rate of 54.1 children.

- ➤ **Kern’s substantiated abuse/neglect rate falls for 9th straight year, however, an average of 8 Kern County children were victims of maltreatment each day during 2017.** In 2017, 2,779 children, ages 0-17, were victims of abuse or neglect in Kern County. Kern’s substantiated child maltreatment rate fell to 12.9 per 1,000 children in 2016, to 10.9 in 2017. Despite its sustained improvement, Kern’s substantiated child abuse/neglect rate remains well above the California’s rate of 7.5 per 1,000 children.
- ➤ **As in prior years, neglect is still the most common form of maltreatment in Kern County. Among substantiated victims, 90% were neglected - meaning a caretaker failed to provide for the child’s basic needs, 3% were physically abused, 2% were sexually abused, and 5% in several other categories.**
- ➤ **Children of all ages experience abuse and neglect, but the youngest children are the most vulnerable.** In 2017, 522 infants were the victims of child abuse or neglect in Kern County, a rate of 38.0 per 1,000 infants. When compared to other race/ethnic groups, African-American children experienced the highest rate of child maltreatment in Kern County with 42.2 per 1,000 African- American children.
- ➤ **The highest rate of fatal child abuse/neglect continue to be among the youngest children in Kern County.** In 2016, 3 Kern County children died, 1 nearly died, and 8 suffered severe injuries as result of abuse and/or neglect. All three Kern County children who died in 2016 from abuse were young children under age 3 years.
- ➤ **The rate of Kern County children entering foster care due to abuse or neglect decreased from previous year.** During 2017, 873 children were removed from their family home and placed in an out-of-home placement in order to ensure child safety. The rate of children entering foster care was 3.4 per 1,000 children in 2017, a decrease from the previous year’s 3.7 per 1,000.
- ➤ **Number of Kern County children and youth living in foster care decreased in 2017.** The number of children and youth in foster care decreased by 29 children from 2016, to 1,602 in 2017.
- ➤ **Fewer Kern children who exited the Kern County foster care system re-enter into foster care after a year.** Of all Kern County children exited from foster care during 2015, 86.9% did not re-enter foster care 12 months from the date of the earliest discharge to reunification or guardianship, compared to 88.6% statewide.



### *Market Trends in California*

**Foster care costs:** A GF investment continues in support of the transition of children and youth from placements in group homes to STRTPs and Home-Based Family Care (HBFC). The budget assumes that higher costs due to higher STRTP and HBFC rates, increased as part of CCR, will be offset by fewer youth being served in STRTPs with shorter lengths of stay, and more youth served in HBFC. The delta between transitional costs and ongoing costs is to be “trued up” with counties at some point in the future. The 2019-20 budget estimates are based for the first time on actual county costs rather than projections, and the estimates assume fewer youth will transition to HBFC from group homes and more will transition to STRTPs than previously had been projected. The changes in the state’s estimates are reflected in the accompanying chart. Overall, the CCR estimate assumes California’s congregate care caseload will decrease to 2,509 cases in FY 2020-21.

**FFPRS:** State spending on the Foster Parent Recruitment, Retention and Support program ends, with the exception of funding to complete the conversion of Foster Family Homes to Resource Family Homes (RFA).

#### **2011 Realignment funding for child welfare and foster care**

The Budget estimates that counties will receive allocations totaling \$2.36 billion in 2011 Realignment base funding to their Protective Services Subaccounts, which with the exception of Adult Protective Services, fund county child welfare services including foster care. Additionally, counties will receive \$90.9 million in Realignment growth funding above their base allocations.

#### **CNI increase for foster care rates**

The CNI increase for foster care rates – i.e., rates paid to county and FFA approved resource families including ISFC families, to STRTPs, and for Transitional Housing Programs – is estimated to be 4.23 percent. The proposed Budget does **not** include funding for CNI increases for other foster care rates or rate components, including the Infant Supplement and Specialized Care Increments paid by

counties, as well as the components of FFA and ISFC rates for social work, social services and support, resource family approval and other operational and administrative expenses.

| Budget estimates of the percentage of cases that will transition from group home placements to STRTP and HBFC placements, relative to the 2016-17 “base year” caseload of 5,527 foster children and youth |         |         |         |
|---|---------|---------|---------|
| Placement Type  | 2019-20 | 2018-19 | 2017-18 |
| <b>STRTP</b>  | 55%     | 45%     | 45%     |
| <b>FFA</b>  | 19%     | 14%     | 14%     |
| <b>Resource family or kin</b>   | 18%     | 21%     | 21%     |
| <b>ISFC</b>   | 8%      | 19%     | 18%     |
| <b>Other</b>  | 0%      | 1%      | 2%      |

**1. Changes in State and Federal Funding:** *The Family First Prevention Services Act was signed into law as part of the Bipartisan Budget Act on February 9, 2018.* This act reforms the federal child welfare financing streams, Title IV-E and Title IV-B of the Social Security Act, to provide services to families who are at risk of entering the child welfare system. The bill aims to prevent children from entering foster care by allowing federal reimbursement for mental health services, substance use treatment, and in-home parenting skill training. It also seeks to improve the well-being of children already in foster by incentivizing states to reduce placement of children in congregate care.

**The Family First Prevention Services Act was signed into law as part of the Bipartisan Budget Act on February 9, 2018.** This act reforms the federal child welfare financing streams, Title IV-E and Title IV-B of the Social Security Act, to provide services to families who are at risk of entering the child welfare system. The bill aims to prevent children from entering foster care by allowing federal reimbursement for mental health services, substance use treatment, and in-home parenting skill training. It also seeks to improve the well-being of children already in foster by incentivizing states to reduce placement of children in congregate care.

***Part I. – Prevention Activities under Title IV-E***

*(Section. 50711)*

- States may use title IV-E to provide up to 12 months of mental health services, substance abuse treatment, and in-home parenting training to families at risk of entry of the child welfare system
- Qualified candidates include children identified as safe to remain safely at home or in kinship placement with receipt of services, children in foster care who are parenting, or parents or caregivers where services are needed to prevent entry into care.
- States must maintain a prevention plan for the child to remain safely at home or live with a kin caregiver that lists the services or programs to be provided.



- Services must be trauma-informed and should be promising, supported, well-supported practices as modeled by the California Evidence Based Clearinghouse for child welfare
- HHS to issue guidance on practice criteria and pre-approved services no later than October 1, 2018

***Part II. - Enhanced Support Under Title IV-B: (Sections 50721, 50722, 50723)***

- Eliminates time limit for family reunification services
- Requires states to implement electronic interstate case processing system to expedite placement of children in foster care by FY 2027
- Provides \$5 million in grants to states to assist with implementation of processing system
- Reauthorizes Regional Partnership Grants through FY 2021

***Part III Miscellaneous***

*(Sections. 50731, 50732, 50733)*

- HHS to establish model licensing standards for placement in a relative foster family home by October 1, 2018
- States to develop a statewide plan to prevent child abuse and neglect fatalities

***Part IV – Ensuring the Necessity of a Placement that is not in a Foster Family Home***

*(Sections 50741, 50742, 50743, 50744, 50745, 50746)*

- Title IV-E reimbursement for group homes will only be available for two weeks unless the child is in a qualified residential treatment program (QRTP), a setting that specializes in prenatal or parenting support, or supervised independent living for youth over 18.
- A QRTP must include a trauma-informed treatment model designed to meet the emotional and behavioral needs of children as identified by an assessment within 30 days of the child's placement.
- States may delay the congregate care provisions for up to two years while forfeiting reimbursement for prevention services.

***Part V. – Continuing Support for Child and Family Services***

*(Sections 50751, 50752, 50753)*

- 8 million dollars to be appropriated for competitive grants to support recruitment and retention of high quality foster families
- Reauthorizes the Stephanie Tubbs Jones child welfare services program, the Court Improvement program, and the John H. Chafee Foster Care Independence Program
- Expands until 23 Chafee supports for states that elected to extend eligibility for foster care to 21, and expands use of education and training vouchers for youth until 26

***Part VI. – Continuing Incentives to States to Promote Adoption and Legal Guardianship***

*(Section 50761)*

- Reauthorizes Adoption and Legal Guardianship Incentive Payment Program

***Part VII. Technical Corrections***

*(Section 50771, 50772)*

- Amends state plan requirement under Title IV-B to describe ways to reduce length of time to permanency for children under the age of 5 and to address developmental needs of all vulnerable children under the age of 5 who receive IV-E or IV-B services

***Part VIII. Ensuring States Reinvest Savings Resulting from Increases in Adoption Assistance.***  
*(Section 50781, 50782)*

- Delays Fostering Connections implementation of federal assistance for adoption of special needs children
- Children with special needs under 2 years old will be eligible for assistance if they meet existing requirements
- Requires GAO study on state reinvestment of these savings as a result of this delay

**2. Privatization of Services:** States and counties across the U.S. are embracing privatization as a strategy for improving the cost effectiveness of child welfare and youth services. In the past, noncompetitive quasi-grant arrangements typified the relationships between public agencies and private, not-for-profit child welfare agencies. Over the past few years, however, new types of arrangements—in which private agencies have assumed more responsibility and risk for what were formerly public functions — have become more common. [In Kern County this is of particular importance in the Adoption Home Studies. Kern Bridges has held a county contract to provide services for 12 years now. Our current contract runs through 2024. We hold contracts to provide foster services to youth from Kern County and Tulare County.](#)

**3. Customer Preference for “One-Stop Shopping”:** Bundling of services allows a provider to offer comprehensive evidence-based services through the continuum of care for a child with the goal of reducing both short-term and longer-term placement and service costs. The bundling of proven effective services may make the company more attractive to funders because of ability to match and mix services for participants. [Kern Bridges provides Group Homes \(soon to be STRTP\), adoptions, and Foster Family services now known as Resource Families.](#)

**4. Stakeholders and Grant Providers as well as the State and County Insist on Cost-Efficiencies and Evidence-Based Effectiveness:** There are requirements by the above mentioned entities to maximize cost benefit and demonstrate efficacy. Rigorous performance measures are required in service plans with clear outcomes defined and cost-maximization documentation required. The child welfare and youth services field is increasingly focused on scientifically proven strategies that will keep children from re-entering foster care and recidivating in the youth services system once they complete their initial programming. [KBYH participates in the California Benchmark Initiative \(CBI\) which measures key indicators and then compares your agency’s numbers with other agency’s providing similar services.](#)

**5. Funding Premium on Transitional Services (i.e. Youth Leaving Foster Care):** Children who have been a part of the foster care system benefit from a comprehensive set of services. These transitional services support human linkages among care entities. Whether it is graduating from high school, college or becoming employed, transitional services allow for a complete system and prevent major setbacks once placement services end for an individual. Research suggests these transitional services may have a strong relationship to both child welfare treatment outcomes and efficiencies. [KBYH provides AB12 services for Non-Minor Dependents \(NMD\).](#)

**6. Shift in Demand from High-Cost Residential Services to Lower-Cost Community-Based Prevention Services:** With the decline of institutional care models by funders in both child welfare and youth service market segments, newer community care models have emerged that reduce need for centralized infrastructure and offer the promise of reduced costs through effective prevention. The goal of immediate and long-term reduction in costs requires effective community programming and monitoring and must be subject to objective cost-benefit analysis to document cost savings to be credible. [KBYH is actively involved in AB 403 restructuring foster youth services in California](#)

#### Kern County DHS' Major FFA-Related Needs Are:

- 1) CSEC (Commercially Sexually Exploited Children) and human trafficking: This area of foster care continues to emerge and Kern County has indicated that it continues to need foster homes that would consider placement of children who have been sexually exploited. KBYH has positioned itself to be a front-runner on this issue, involving itself in CSEC work groups to determine how we might be able to meet the county needs.
- 2) Foster placements for teenagers, particularly youth with a high needs or youth transitioning out of residential treatment: As of October 2018, KBYH has been approved to provide Intensive Services Foster Care (ISFC). KBYH has focused its recruiting efforts on acquiring resource homes that are willing to provide ISFC-level services. Thus far four homes have been identified and in January 2019, KBYH accepted its first ISFC placement.
- 3) Placements for young adults under age 21 known as Non Minor Dependents (NMD): KBYH has been approved as an AB12 provider and has taken placements as such. This is a growing area for KBYH, with several NMD placements since this was approved.
- 4) Resource homes that accept sibling groups: Sibling groups of three or more are typically difficult to place and as such, KBYH has focused recruiting efforts on finding family families who would be willing to take placement of large sibling groups. As of January 2019, KBYH has 11 homes that would accept placements of three or more children.
- 5) Foster homes in a child's specific school district: There is an increasing need to place children such that they can continue in their school of origin. KBYH makes every effort to find homes that can support this type of arrangement and/or make advocacy efforts to ensure transportation arrangements are made to support the child's educational preferences and needs.

#### **Adoption Trends**

The advent of CCR/RFA has changed the dynamic of adoption-related services in that all resource families in California are now required to complete the RFA process, which approves them for both foster care and adoption. **KBYH has long required new resource families to be approved as such**, however, this is also now a requirement that pertains for county licensed resource homes. This has changed how family assessments (**now called Family Evaluations**) are now completed for county homes that KBYH is contracted to complete in a variety of ways including a shorter time frame in which to complete the Family Evaluation (30 days instead of 6 months), a process which no

longer utilizes the Structured Family Analysis Evaluation (SAFE) model, and a longer time frame between the completion of the Family Evaluation (FE) and an adoption finalization.

Overall KBYH continues to participate in a high number of adoptions per year, including a record high of 76 for the 2017-2018 FY. Also, KBYH has begun contracting with Kern County Probation to complete Family Evaluations for probation-related resource homes.

### **Strengths/Weaknesses/Opportunities/Threats**

Our current strengths begin with our reputation and high standards, our ability to attract and retain competent staff, our low staff turnover rate. Additionally KBYH enjoys great relationships with dedicated and resourceful Resource families (foster families). KBYH was reaccredited by COA this year and our high level of care and service provides short and long term support to children and non-minor dependents in need of out-of-home care..

Kern Bridges' weaknesses are that we are dependent primarily on the state budget for funding and the County of Kern for placement of foster children. Currently we have two open GH bed spaces and had an overall 99% occupancy rate for fiscal year 2017/18. Another issue that is common to all facilities throughout the State is the ever changing interpretation of AB 403 known as the Continuing Care Reform Act. The final regulations were released in January of 2019. Our Resource Family (aka Foster Family) Program received AB 403 certification in 2018. All paperwork for the Group Homes to become STRTPs was submitted, including revisions, to the State in 2018 and we are awaiting final approval as we are told we have been approved pending the points review.

Kern County Department of Social Services (KCDSS) is the primary source for children placed in Kern Bridges Youth Homes Resource Families. This is currently done out of choice rather than need or requirement. The state requirement is that 51% of our youth clients must be from Kern County (other counties have begun to use our services). We chose to accept children from other counties and we do receive placements. The trend, however, continues to be to place children as close to home as possible. The Group Homes experience the opposite. Kern County has only 62 youth placed in group homes and we currently have no Kern County Group Home Residents.

New opportunities include recently completing a contract with Tulare county to take placement of Tulare foster youth, completing an RFP to provide Kinship Support Services, taking placement of probation youth, and expanding KBYH's ISFC program.

### **Critical Success Factors**

The critical success factors are to maintain our quality; to develop and promote our niche; continue to provide the necessary support and training for our Resource Families (Foster Families) and to continue to maintain a working, professional relationship with all public agencies, which includes KCDHS, Superintendent of Schools and appropriate state and county agencies.

### **Competition**

Our competition is, of course, the other 11 foster family agency providers (plus Kern County), 3 other adoption agencies, and the other group home providers in town. The main advantage of the other foster care providers (excluding Kern County) is their statewide base. They place children in homes throughout Kern County, and if they do not have a home in this county, they will place the children in other counties.

### **Mission Statement and Current Organizational Structure**

Prior to 2015 our Mission Statement was: Kern Bridges is committed to providing physical, emotional, social, and mental health needs of abused and neglected children, as well as those children at risk of being abused or neglected.

In 2015 the BoD approved a change to our Mission Statement.

**Mission Statement-** Our mission is to provide responsive solutions and trauma-informed care to Kern County's vulnerable children by providing safe homes, accessible services, and engaging in ongoing quality improvement.

### **Legal Structure**

Kern Bridges Youth Homes is a nonprofit corporation filed under the same name. The officers of the agency, a President, Vice President, Treasurer, and Secretary, determine the direction of the agency through its board meetings.

It should be noted that none of the officers or board members work day-to-day in the business. This allows the agency to have access to expertise and advice at large cost savings, which directly impacts the bottom line and allows growth of the agency.

### **Management and Personnel**

At present Michael Conard, is the President of the Board. Under Michael and his predecessors, a strong team of very dedicated people who love to work for community needs has been formed. As Board president, his role is to identify strategic plans, corporate charity funding, and set agency standards.

John Bacon, MA Psych., MSW, LCSW is the CEO/Executive Director. John has been working in this arena for thirty-eight years. As Executive Director, his role is to identify community needs, develop and implement programs, and to design and operate the agency budget. A complete list of Corporate Officers and the Board of Directors is enclosed.

### **Current Strategic Products and Services**



**Resource Families (Resource Families):** Kern Bridges provides resource family homes for children from birth to 21 years old in need of specialized care (FFA LIC#157202791). Currently, Kern Bridges has 44 resource family homes and 42 foster children. This service represents 39% of Kern Bridges total revenues.

**Group Homes:** Kern Bridges currently operates one 6-bed group home for emotionally disturbed boys aged 11-19 (Almklov LIC#157200493) and one 12-bed group home for emotionally disturbed boys aged 11–19 (Casa de Ninos LIC#157201294). Currently, Kern Bridges has 6 children at the Almklov Group Home and 12 children at the Casa de Ninos group home. These homes represent 49% of Kern Bridges total revenues.

### **Residential Treatment Program**

Kern Bridges has two level 12 Short Term Residential Therapeutic Program (STRTP) with 24-hour awake supervision for boys. The programs provide intensive help for youth with serious emotional

and/or behavioral problems. Our programs provide care for children ages 11-19, with serve emotional trauma caused by prolonged abuse, neglect, or abandonment. The Casa de Ninos home is located in a rural area on the outskirts of McFarland California while Almklov House sits in beautiful Southwest Bakersfield.

Our programs offer a trauma-informed approach with a positive and well-structured environment. Living and learning in an atmosphere of positivity and support allows youth to develop the skills that Will enable them to become productive members of their families, schools, and communities. Our program focuses on finding avenues of success for each child while exploring the problems that have caused the child's past placement failures. We help youth develop self-management academic, physical, social/ emotional, and independent living skills while building confidence and maturity. We provide a full range of services from educational support to psychiatric evaluation. Our ultimate goal is for each child to leave our facility and reunite with their family or be placed in a lower level of care. We will be using a licensed psychiatrist, masters level clinician, and educational professional to provide monthly consultation, therapeutic intervention, medication evaluation, prescriptions, and staff education. We provide a full range of services while utilizing both The Sanctuary and Stop-Gap Models. Our goal is to help youth who have experienced the damaging effects of interpersonal violence, abuse, and trauma. We create a truly collaborative and healing environment that improves efficacy in the treatment of traumatized youth.

We provide on-site assessments, trainings, and implementation of support.

**KBYH would like to take this opportunity to thank the following people and organizations for donating their time, money, and efforts to help the boys living in our group homes.**

In the year of 2018, Junior Miss. Kern County, Jovi, and her parents along with a team of others donated Christmas stockings and gifts for our boys this past Christmas. They gave each boy at Kern Bridges Group Homes their own specialized sports team blanket along with a basketball, football, or soccer ball. In addition, Jovi gave a dynamite motivational speech for the boys. They were all touched, inspired and very gracious. KBYH would like to take this time to recognize Jovi and her entire team for such a wonderful gesture during the holidays. Thank you Jovi, you're such an extraordinary young lady filled with positive energy and very passionate about making a difference in your community.

Also, KBYH would like to thank AG Wise Enterprise, Inc. for their wonderful donation during Christmas. AG Wise and their team put together stockings for the boys living at the Almklov House. The stockings were filled with lots of candy and clothing items that the boys really enjoyed over the holiday break. Thank you, you truly have made a difference.

In addition, KBYH would like to express their appreciation and gratitude for Austin and Jessica Pennington and team. Both Austin and Jessica were voted in as new Board Members at KBYH in November 2018. Austin and Jessica were intrigued by the hard work and dedication KBYH is doing in the community. So, they decided to join the forces and help in every way possible and they hit the ground running by raising thousands of dollars and donations for our boys 2018 Christmas. The Pennington's and their team gave all 18 boys living in our group homes one of best Christmas holidays ever. The boys received every gift on their Christmas Wish List due to Austin and Jessica's contribution. Their contribution demonstrated a personal commitment that was extremely helpful and allowed our boys to have memories that will last a life time. Their assistance means so much to us, but even more to our boys. Furthermore, we want to thank you for the encouraging words that touched the hearts of our boys and lifted their spirits during the Christmas event at KBYH.

We also like to thank other donors who gave this past year:

- Alex Balfore, Director of Cushman & Wakefield, gave \$100 for one of our boys' golf lessons.
- Ira Cohen, Senior Vice President at UBS, gave us \$500 toward our Christmas Parade Float.
- Sandy Foster, General Manager of Velosio, gave us \$500 toward our Christmas Parade Float.
- A-C Electric Volunteers for their help at our annual Christmas wrapping day.

In conjunction with our therapeutic treatment program, our Casa de Ninos facility still provides gateway drug prevention and intervention services. The residents living in our homes see their group home therapist at least once a week and usually more often when there is a substance abuse crisis. Our therapeutic intervention focuses on "Harm Reduction" but its primary goal is abstinence. Residents that are involved in the Adventure program and have group and individual therapy sessions with Master's Level Counselors. These therapy sessions assist residents in preparing for



continued community treatment, either at inpatient or outpatient levels. Furthermore, the residents are drug tested frequently and are held completely responsible for their test results. These test results are scored on critical outcomes and are measured based on pass or fail. The program is highly incentivized so the residents can stay motivated and inspired to do their best. In addition, some residents have made special



contracts and have earned flat screen televisions and video game systems.

## **Recreational**

A major component of our treatment program at Kern Bridges Youth Homes is Adventure. In addition to the many therapeutic benefits that can be gained from participating in these activities, therapeutic recreation also allows residents to discover new and productive ways to fill their leisure hours or to process stresses and pressures. This past year, our Adventure Program took advantage of the beautiful weather in California. During the first week of the break, the boys went on a three-day camping trip in San Luis Obispo at the Dunes. For some of our boys, this was their very first camping trip. Many of them learned how to put together a tent and how to bait a fishing hook. The weather was unbelievably sunny so the boys were able to test the ocean waters and play sports such as beach football, frisbee and volleyball. The second adventure for the boys was Santa Monica Beach. Again, it was another beautiful day and the boys played on the beach the entire trip. Plus, the boys had a family picnic on the beach before calling it a day and returning back home.

In addition, our group home boys toured the California Science Center located in Exposition Park, Los Angeles. The Science Center itself was absolutely beautiful, spacious, and well maintained. Admission included access to the permanent exhibits such as the Space Shuttle Endeavor, prominent aircrafts, spacecraft and demonstrations. According to our boys, the main attraction was the Space Shuttle Endeavor. This Space Shuttle is a retired orbiter from NASA's Space Shuttle program and the fifth and final operational shuttle built. The actual tour was very informative, fun, and educational. It's by all means a great scientific achievement! The narrator and crew did a very impressive job of taking us through ideas about space and astronomy. Overall, this trip was a blast and a wonderful educational experience for our boys.

Also, there were many other adventures trips that took place this past year like many beach outing. We took our boys to Mondo Beach, fishing in Ventura California and at Shaver Lake, and a fieldtrip to the USS Battleship in San Pedro. In addition, the boys also had many activities at the group home such as swimming, basketball, board game tournaments, and inter-squad football games.

To conclude, our group home boys were exposed to lots of enriching life time experiences. Leisure is the ideal time to do unique, adventurous, and inspiring activities both at the group home and away. There have been many studies completed over the years regarding the positive benefits that physical activities have on both your physical and mental health. For individuals who previously spent much of their days acquiring and using drugs, or who responded to

stress by engaging in self-harming activities, learning healthy new pursuits can be a key element in promoting recovery and preventing relapse. In any event, Kern Bridges Group Homes are taking all the right steps to prepare for adventure. Our boys really enjoy all the travels that allow them to live in the moment and experience plenty of thrills. The boys create new memories in a rich location on trips that can be remembered for a lifetime. Every single adventure makes for an incredible escape where the boys have plenty of fun and enjoy many surprises along the way. We believe adventure brings out the best in our boys. Their comfort zones are shattered, their inhibitions are tested, and the boys are rewarded with incomparable feelings of achievement.

#### Where are they Now! Resource Family

Our program has stuck by its slogan, “Once a Kern Bridges Kid, Always a Kern Bridges Kid.” The majority of our former residents did eventually reunify with their biological parents or were placed with a Kern Bridges Resource Family upon discharge. Ricky Rainwater, one of KBYH group home poster boys has returned back to Bakersfield to live. Ricky was placed at our Almklov House in 2014 and later transitioned to our Casa de Ninos facility 2016. While living in our group homes, Ricky got into some trouble and was placed in a Juvenile detention center in Northern California. After serving his time in Juvenile Hall, Ricky was placed in another group home near his home town. In December 2018, Ricky was given permission by his probation officer to move back Bakersfield to live. Ricky was able to find a guardian and get AB- 12 services. Ricky is currently attending the Job Spot through Bakersfield College. The Job Spot has a foster youth educational support program that allow foster children obtain their high diploma while earning college units. This exciting new journey will present Ricky with countless new opportunities. Also, Ricky is currently seeking employment and hope to land a job soon. In addition, Ricky is currently studying the DMV booklet to obtain his driver license.



**Adoption Services:** Kern Bridges is licensed to conduct home studies (now called family evaluations) and approve families wishing to adopt foster children (Adoption LIC#157202794). Currently, these services represent about 16.5% of total revenues.



## Adoptions Annual Report

This is the Kern Bridges Adoption Program's 19<sup>th</sup> year. The Adoptions Program originally served to assist KBYH foster parents in adopting foster youth in their care. KBYH continues to provide this service, but also, for the past 12 years KBYH has been contracted to conduct assessments of KCDHS' county and relative care providers. Additionally, KBYH provides



post adoption services including a support group, adoption family camp, adoption lending library, counseling services, and assistance with resource access. The program currently consists of three adoption social workers, an adoptions compliance manager, and a director of adoption services.

KBYH Adoptions has utilized online resources in order to match children in need of an adoptive placement with adoptive families. This has included the use of AdoptUsKids and the California Kids Connection matching websites.

At the end of 2013, KBYH's Adoption program was awarded a \$100,000 grant from the Children's Home Society of California. These funds were used for a variety of projects, including infrastructure, training, post adoption support, adoptive family emergency funds, recruitment, and outreach. CHS has continued to support the KBYH adoptions program, providing grants of \$10,000-15,000 annually.

**Community Education:** Kern Bridges provides, under contract, Managing Aggressive Behavior training to county employees at the Jamison Center.

**MSW & MFT Internship Program:** Kern Bridges accepts MSW and MFT students from California State University, Bakersfield, MSW students from USC, and MFT students from Phoenix University and National University. [below picture: Two MSW Interns learn mask making technique.]



**5 Year**  
**Progress**

**Plan Goals**  
**2014/2019**

- a. Board of Directors members and senior staff to recruit members in the following professions: Medical employee of Catholic Healthcare West (CHW), College Professor of Cal State Bakersfield, Insurance industry executive, and Oil Industry Executive, Bakersfield City Government employee and Kern High School District employee. [Four new members joined the BoD this year. The above positions still to be filled are College Professor of Cal State Bakersfield and an Oil Field Executive.](#)
- b. BoD members to more actively fund raise and market the agency: [Great progress continues.](#)
- c. Fully implement Council on Accreditation (COA) standards and gain COA Accreditation: [Reaccredited July of 2018.](#)
- d. Build monetary fund reserves to \$300,000.00: [Current value of CDs is \\$127,014.75. There is an additional \\$46,003.67 in the Casa de Niño's building fund. Current total in checking and savings at calendar year end is \\$426,382.82.](#)

### **Short Term Progress in Implementing 5 Year Plan Goals**

- 1) BoD members and senior staff to recruit members in the following professions: Medical employee of CHW, Law Enforcement, College Professor of Cal State Bakersfield, Insurance industry executive, and Oil Industry Executive, Bakersfield City Government employee and Kern High School District employee. [One member retired from our BoD and four new members joined the BoD this year. The above positions still to College Professor of Cal State Bakersfield and an oil industry executive.](#)
- 2) BoD will engage community members of the differing careers listed above as opportunity allows. At each BoD meeting utilization of this task will be discussed. [On-going.](#)
- 3) During annual open house members from the above professions will be encouraged to consider joining our Board. After the open house each senior staff and BoD member will be asked if they made any progress towards encouraging a member of the above professions to consider joining our BoD. Open house completed. BoD recruitment continues. Next open house will be held once we are in full compliance with AB 403. [Open house was held in November 2018.](#)
- 4) A BoD recruiting post will be put on our web site and Facebook pages: [Completed](#)
- 5) BoD members to more actively fund raise and market the agency: [Progress made.](#)
- 6) BoD members will solicit Wishmas Tree donations during the Christmas Holiday season: [This was accomplished in all years.](#)

- 7) BoD members will be asked for commitments at the October BoD meeting: This was accomplished. [The By-Laws were changed to make four members the number required for a quorum.](#)
- 8) BoD members will spearhead at least one fundraiser in addition to those listed above: [This process has begun as the venue and other initial aspects are being discussed and determined.](#)
- 9) Fully implement COA standards and gain COA reaccreditation: [This was completed in 2018.](#) Next accreditation will be in July of 2023. The annual data submissions are sent to COA every year. With the new law AB 403 COA will require KBYH to be accredited as a Residential Treatment Center and as a Mental Health Provider. [This process has begun.](#)
- 10) All personnel will be involved in training for accreditation standards and will have an opportunity over the 5-year plan to participate on differing committees: Will be documented in file. [All personnel old and new have been trained and this is ongoing.](#)
- 11) Management team will discuss accreditation progress at weekly management meetings: [This is discussed at weekly management meeting and was accomplished.](#)
- 12) Build monetary fund reserves to \$300,000.00: [Current value of CDs is \\$127,014.75. There is an additional \\$46,003.67 in the Casa de Niño's building fund. Current total in checking and savings at calendar year end is \\$426,382.82.](#)
- 13) Resource family homes: The goal is to maintain the number of foster children placed at a minimum of 60 for the next five years. [This may be an unrealistic goal as new State laws and regulations have made it less cumbersome for minors with need for out-of-home care may more expeditiously be placed with relatives or non-related extended family members. Data provided at the beginning of this report shows the current trends.](#)
- 14) Adoptions: The goal is to complete a minimum of 5 adoption placements per month to reach 60 total per year. We currently have three full time adoption social workers providing adoption services. [This is being accomplished.](#)
- 15) Staffing: The goal is to maintain a well-educated, trained staff that can deliver our services at the highest standards. Kern Bridges must be proactive in hiring and reducing employee turnover.

### **2018/2019 Budget Year Goals**

In addition to the above 5-year strategic plan long term goals with short-term plans the following goals are adopted for the budget year 2018/2019. The primary budget year goal is to execute budget as adopted. The changes in laws and statutes affecting out-of-home care for youth has led the entire

State into a period of flux. It would not be prudent to make goals that require expenditures other than needed to maintain quality and compliance at this time.

Provide “riot proof” coverings to our Administration Building Offices to prevent future burglaries. – Completed at a cost of \$29,000.00 in December 2018.

## 5-Year Strategies/Action Plan 2019-2024

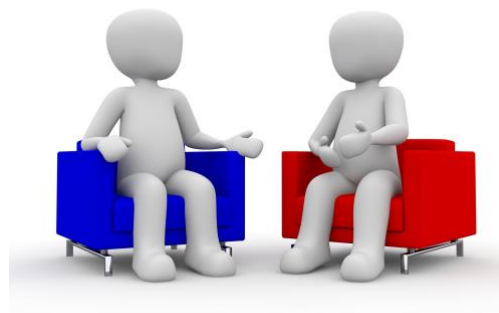
### Strategic Products and Services

Kern Bridges is now working on the 5-Year Plan for the years 2019 through 2024. In the spirit of complete transparency for our stakeholders we are sharing the strategies and goals being considered. Please keep in mind that the goals and strategies suggested may be deleted and/or modified and different goals and strategies may be added. Also bear in mind that the changes in laws and statutes affecting out-of-home care for youth has led the entire State into a period of flux. It would not be prudent to make goals that require expenditures other than needed to maintain quality and compliance at this time.

Due to the fact that both our group homes and foster care programs represent 83.5% of current and projected revenues, these two programs are vitally important to Kern Bridges' future. Our adoption program, once considered ancillary to these two programs, is now accounting for 16.5% of revenues. However, adoptions are only reimbursed at a cost basis so there is no reserve revenue generated from this program. All over payments are returned to the State of California at the end of each fiscal year.

However, adoptions are only reimbursed on an actual cash basis, so there is no reserve revenue generated from this program. All over payments are returned to the State of California at the end of the fiscal year.

Regarding the strategic goal of helping or teaching others so they can better serve their clientele, Kern Bridges' will continue to provide and expand our commitment to absorbing some of the cost for our employees educational advancements.



### Positioning

**Group Homes** - Kern Bridges is currently one of a few Level 12 Group Home providers in Kern County that are transitioning to STRTP.



**Foster Care** - Kern Bridges is one of eleven foster family agencies (plus Kern County).

**Adoption Services** - Kern Bridges is one of three private agencies that provide adoption services.

### **Rate Setting**

As with all group homes and foster programs prices are fixed per the state's mandate. With group homes, the higher rating or level an agency achieves translates into greater services for the clients.

Prices for the CEU program are comparable to others.

In the past fiscal year foster care rates were unchanged and group home rates rose 1.92%.



### **Five Year Strategic Plan Goals being explored for 2019-2024**

#### ***Further establish and develop ISFC services***

Lead FFA/Adoptions Director

#### ***Begin provision of emancipated youth services (housing, employment, etc.)***

Purchase 4-bedroom home or apartment complex via the Community Development Block Grants -  
Lead VP of Finance

#### ***Create the Ninos Fund for automobiles, housing, and other needs of former clients who are now NMDs via Consider establishing a fourth division of KBYH or foundation arm of the company***

Lead VP Finance

#### ***Pay off all properties***

Lead BoD

#### ***Install solar system on Stine Rd. buildings***

Lead BoD Secretary/Treasurer

#### ***Research Possibility & Feasibility to Purchase new Administration Building***

Lead CEO

#### ***Develop Education reimbursement for Upper Management Staff to obtain doctorates which dovetails into reorganization dependent on CEO replacement qualifications.***

Lead BoD

**Provide pay bumps for hourly RCCWs for specific certifications**

**Workers path to increased pay.**

Lead CEO & BoD Secretary Treasurer

**Become medi-cal certified**

Lead Director of Mental Health Services

**Financial Reserves**

Lead BoD & CEO

**Set process and time line for replacement of CEO as current CEO plans to retire in five year.**

Lead CEO & BoD Search Committee

**Major repairs to Casa de Ninos**

Lead Program Director & Finance VP

**Major repairs to Almklov**

Lead Program Director & Finance VP

**Major repairs to Office Bldg**

Lead Program Director & Finance VP

**Fund Raising**

Recent Annual Supporters (and/or events) include:

**The AT&T Pioneers** have supported the FFA program for over 25 years.



**The Children's Home Society of California** has provided \$10,000-15,000 annually for the last 4 years to continue supporting the KBYH adoptions program.



Wishmas Trees brought in \$16,000 worth of dnoations this year.



**Key Personnel**

CEO / John Bacon, MA Psych., MSW, LCSW / 19 years with KBYH

Adoptions Director / Jim VanderZwan, MSW, LCSW / 18 years with KBYH

Group Homes Program Director / Robert Carter, M.S. / 19 years with KBYH

Human Resources Director / Kathy Irwin, / 22 years with KBYH

Vice President of Finances / Michael O'Doherty 6 months with KBYH

**Social Workers**

GH Steve Kresha, MA, / 3 years with KBYH

GH Mark Dominguez, MA / 10 years with KBYH

GH Diana Cisneros, MSW / 2 years with KBYH

FFA Joe Ortega, MA / 19 years with KBYH

FFA Jennifer Robbins, MSW / 2 years with KBYH

FFA Ruth Jackson, MA / 14 years with KBYH

FFA Mike Ramirez, MSW / 4 years with KBYH

FFA Bibi Carrasco, BS / 20 years with KBYH

Adoptions Carrie Wombacher, LCSW / 9 years with KBYH

Adoptions Jessica Mosely MSW / 16 years with KBYH

**Board of Directors**

***President*** / Mike Conard / Dr. Technology

***Vice President*** / Kevin Danley / Attorney Young Woolridge

***Treasurer / Secretary***/ Jeff Petrini, A/C Electric

***Member*** / Stephanie Baker / Retired

***Member*** / Bill Slocumb / Slocumb Law Offices

***Member*** / Mike Nisser / Kern County Human Resources

***Member*** / Michelle Trujillo

***Member*** / Vic Swall / Bakersfield Police Department

***Member*** / Kim Clerou

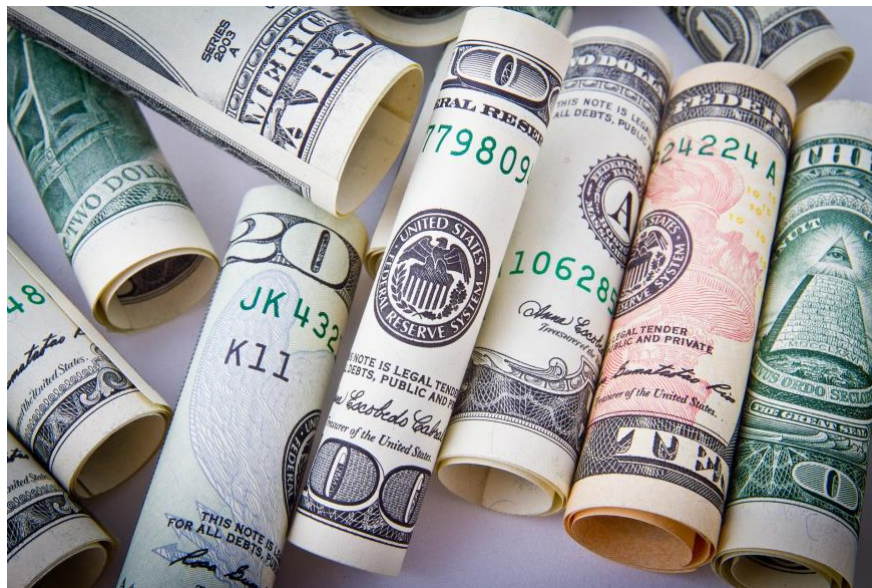
***Member*** / Jennifer Pennington

***Member*** / Austin Pennington

***Member*** / Loni Theresa Hill-Pirtle



# FINANCES



Salaries

Groceries

Outings

Allowances

Clothes

Toys

Health Insurance

Workers Compensation

Mortgages

Vehicles

Utilities

For a complete 990 visit [www.guidestar.org](http://www.guidestar.org)

EXTENDED TO AUGUST 15, 2019

**Form 990** **Return of Organization Exempt From Income Tax** OMB No. 1545-0047  
**2017**  
Open to Public Inspection

Department of the Treasury Internal Revenue Service  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)  
Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the 2017 calendar year, or tax year beginning **OCT 1, 2017** and ending **SEP 30, 2018**

|  |  |   |
|--|--|---|
| <b>B</b> Check if applicable:<br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Final return/terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending | <b>C</b> Name of organization<br><b>KERN BRIDGES YOUTH HOMES, INC.</b><br>Doing business as<br>Number and street (or P.O. box if mail is not delivered to street address) Room/suite<br><b>1321 STINE ROAD</b><br>City or town, state or province, country, and ZIP or foreign postal code<br><b>BAKERSFIELD, CA 93309</b> | <b>D</b> Employer identification number<br><b>77-0168444</b><br><b>E</b> Telephone number<br><b>(661) 396-2301</b><br><b>G</b> Gross receipts \$ <b>4,826,525.</b>  |
| <b>F</b> Name and address of principal officer: <b>JOHN BACON</b><br><b>SAME AS C ABOVE</b>  |  | <b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No<br>If "No," attach a list. (see instructions)<br><b>H(c)</b> Group exemption number ▶ |
| <b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527   |  |   |
| <b>J</b> Website: ▶ <b>WWW.KERNBRIDGES.COM</b>   |  |   |
| <b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶  |  | <b>L</b> Year of formation: <b>1987</b> <b>M</b> State of legal domicile: <b>CA</b>   |

**Part I Summary**

1 Briefly describe the organization's mission or most significant activities: **KBYH SERVES CHILDREN WHO FOR A MULTITUDE OF REASONS CAN NO LONGER LIVE WITH THEIR PARENTS.**

2 Check this box  if the organization discontinued its operations or disposed of more than 25% of its net assets.

|  |           |           |
|--|-----------|-----------|
| <b>3</b> Number of voting members of the governing body (Part VI, line 1a)             | <b>3</b>  | <b>11</b> |
| <b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) | <b>4</b>  | <b>11</b> |
| <b>5</b> Total number of individuals employed in calendar year 2017 (Part V, line 2a)  | <b>5</b>  | <b>60</b> |
| <b>6</b> Total number of volunteers (estimate if necessary)                            | <b>6</b>  | <b>50</b> |
| <b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12         | <b>7a</b> | <b>0.</b> |
| <b>7b</b> Net unrelated business taxable income from Form 990-T, line 34               | <b>7b</b> | <b>0.</b> |

|  |  | Prior Year | Current Year |
|--|--|------------|--------------|
| <b>8</b> Contributions and grants (Part VIII, line 1h)                                       |  | 213,157.   | 310,252.     |
| <b>9</b> Program service revenue (Part VIII, line 2g)  |  | 4,226,206. | 4,505,515.   |
| <b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)                      |  | 175.       | 175.         |
| <b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)           |  | 16,704.    | 10,583.      |
| <b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) |  | 4,456,242. | 4,826,525.   |
| <b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)                   |  | 0.         | 0.           |
| <b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)                      |  | 0.         | 0.           |
| <b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)  |  | 2,335,130. | 2,629,734.   |
| <b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)                     |  | 0.         | 0.           |
| <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>0.</b>               |  |            |              |
| <b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)                       |  | 2,157,705. | 2,166,968.   |
| <b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)          |  | 4,492,835. | 4,796,702.   |
| <b>19</b> Revenue less expenses. Subtract line 18 from line 12                               |  | -36,593.   | 29,823.      |

|  | Beginning of Current Year | End of Year |
|--|---------------------------|-------------|
| <b>20</b> Total assets (Part X, line 16)                             | 1,842,224.                | 1,845,389.  |
| <b>21</b> Total liabilities (Part X, line 26)                        | 743,285.                  | 716,627.    |
| <b>22</b> Net assets or fund balances. Subtract line 21 from line 20 | 1,098,939.                | 1,128,762.  |

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

|                               |   |   |
|-------------------------------|---|---|
| <b>Sign Here</b>              | Signature of officer<br><b>JOHN BACON, EXECUTIVE DIRECTOR</b><br>Type or print name and title | Date  |
| <b>Paid Preparer Use Only</b> | Print/Type preparer's name<br><b>NANCY C. BELTON, CPA</b>                                     | Preparer's signature  |
|                               | Firm's name ▶ <b>DANIELLS PHILLIPS VAUGHAN &amp; BOCK</b>                                     | Date  |
|                               | Firm's address ▶ <b>300 NEW STINE ROAD</b><br><b>BAKERSFIELD, CA 93309</b>                    | Check <input type="checkbox"/> self-employed<br>PTIN <b>P01234207</b> |
|                               |   | Firm's EIN ▶ <b>95-2972229</b>  |
|                               |   | Phone no. <b>661-834-7411</b>   |

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

732001 11-26-17 LHA For Paperwork Reduction Act Notice, see the separate Instructions. Form 990 (2017)

**SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION**

