



KERN BRIDGES YOUTH HOMES



Annual Report & Strategic Plan 2020



Table of Contents

Introduction from the CEO/Executive Director	2
Market Position/Profile/Description of the Business	4
STRTP's Trends	
Foster Family Agency Trends (source: Kern County DHS, Kern County Network for Children)	5
Kern County's Major Needs Are:	7
Adoption Trends	7
Strengths/Weaknesses/Opportunities/Threats	8
Critical Success Factors	8
Competition	9
Mission Statement and Current Organizational Structure	9
Current Strategic Services	10
Adoptions Annual Report	17
5 Year Plan Goals	19
Positioning	19
Fund Raising	21
Key Personnel	22

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 suffered great trauma: 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 suffered great trauma, and for children with serious emotional and behavioral difficulties. Care is provided in foster homes, adoptive homes, or STRTPs. 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. 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. Both group homes have been converted to Short Term Residential Therapeutic Programs (STRTP).

Primary Programs

Resource Family Homes/	STRTP	Adoptions	Supervised Visitation Program
Director - John Bacon, LCSW	Director - Robert Carter - M.S..	Director - Jim VanderZwan - LCSW	Director - Jim VanderZwan - LCSW
46 children placed on average.	Occupancy of 18 beds is 99%.	22 Completed adoptions in 2019/20 53 Completed adoptions in 2018/19 76 Completed adoptions in 2017/18 55 Completed adoptions in 2016/17 53 Completed adoptions in 2015/16 37 Completed adoptions in 2014/15 47 Completed adoptions in 2013/14	The SVP was opened on 8/31/20 and offers three indoor and one outdoor space for supervised family visitations. An average of over 480 hours of supervised visits per month are currently being provided

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 2019, 41 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 15,079 children in 2019, a rate of 59.1 children per 1,000 children, compared to California's rate of 52.6 children.
- **In 2019, an average of 8 Kern County children were victims of maltreatment each day.** In 2019, 2,741 children, 11.5 per 1,000, ages 0-17, were victims of abuse or neglect in Kern County. Kern's substantiated child maltreatment rate fell from 13.8 per 1,000 children in 2016, to 10.8 in 2019. Despite its sustained improvement, Kern's substantiated child abuse/neglect rate remains above the California's rate of 9.4 per 1,000 children.
- **As in prior years, neglect is still the most common form of maltreatment in Kern County. Among substantiated victims in 2018, 88% were neglected - meaning a caretaker failed to provide for the child's basic needs, 3% were physically abused, 2% were sexually abused, and 0.1% emotional abuse and 4% experienced caretaker absence or incapacity.** The remaining percentage includes a child being at risk or having had a sibling who was abused.
- **Children of all ages experience abuse and neglect, but the youngest children are the most vulnerable.** In 2019, 435 infants were the victims of child abuse or neglect in Kern County, a rate of 34.8 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 20.4 per 1,000.
- **The highest rate of fatal child abuse/neglect continue to be among the youngest children in Kern County.** In 2019, there were 2 child fatalities due to abuse or neglect of which were determined by law enforcement or the Coroner; and 14 severe/serious injuries due to abuse or neglect.
- **The rate of Kern County children entering foster care due to abuse or neglect decreased from previous year.** During 2019, 705 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 2.8 per 1,000 children in 2019, fewer than the 2018 rate of 3.4 per 1,000.
- **Number of Kern County children and youth living in foster care remained steady in 2019.** The number of children and youth in foster care decreased from 1,467 in 2018 to 1,450 in 2019 or 5.7 per 1,000.
- **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 2019, 87.5% did not re-enter foster care 12 months from the date of the earliest discharge to reunification or guardianship, compared to 88.8% statewide.

Market Trends in California

1. 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.

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. [Privatization in Kern County has been the case for the last 14 years via the contract to complete Resource Family Evaluations. Kern Bridges has held a county contract to provide this service for 14 years now. Our current contract runs through 2024. KBYH also secured the contract to provide a Supervised Visitation Program, which was opened on 8/31/20. Additionally, KBYH recently won the RFP to provide ISFC services for Kern County resource families. This contract will begin 4/1/21 and will serve up to 60 youth.](#)

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 STRTP, adoptions, Foster Family services now known as Resource Families, Intensive Services Foster Care \(ISFC\), and supervised visitation.](#)

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 \(CBI\) and the new COA Benchmark Initiative both which measure 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 resource homes that would consider placement of children who have been sexually exploited.
- 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. To date, the ISFC program has provided ISFC services to 32 clients with predominately positive outcomes.
- 3) Placements for young adults ages 18-21 known as Non-Minor Dependents (NMD): KBYH has been approved as an AB12 provider and has taken placements as such.
- 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.
- 5) Foster homes in a child's specific school district: There is an ongoing 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 required to complete the RFA process, which approves them for both foster care and adoption. This has changed how home studies (now called Family Evaluations) are 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 number of adoptions per year, however, due to COVID-19, the number of finalized adoptions decreased during the 2019/20 FY.

Strengths/Weaknesses/Opportunities/Threats

Our current strengths begin with our reputation and high standards, our ability to attract and retain competent staff, and our low staff turnover rate. Additionally, KBYH enjoys great relationships with dedicated and resourceful Resource families (foster families). KBYH was reaccredited by COA in 2018 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 children in Resource (foster) home. However, that is not the case with youth placed in our STRTPs. Currently we have no open STRTP bed spaces and had an overall 99% occupancy rate for fiscal year 2019/2020. 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 Medi-cal approval and expect that before March 21, 2021..

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 32 youth placed in STRTPs and we currently have no Kern County Group Home Residents.

New opportunities include recently completing a contract with Kern County for expanded ISFC placements and a contract to provide Supervised Visits for Kern County DHS.

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 9 foster family agency providers (plus Kern County), 3 other adoption agencies, and the other STRTP 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 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 forty one 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 approves resource family homes for children from birth to 21 years old in need of specialized care (FFA LIC#157202791). Currently, Kern Bridges has 32 resource family homes and an average of 46 foster children. This service represents 39% of Kern Bridges total revenues.

STRTPs (Short-Term Residential Treatment Programs) : Kern Bridges currently operates one 6-bed STRTP for traumatized boys aged 11-NMD (Almklov LIC#157200493) and one 12-bed STRTP for emotionally disturbed boys aged 11–NMD (Casa de Ninos LIC#157201294). Currently, Kern Bridges has 6 male youth at the Almklov House and 12 male youth at the Casa de Ninos Facility. These homes represent 71% of Kern Bridges total revenues.

Residential Treatment Program

The mission of Kern Bridges Youth Homes, Inc. (KBYH) is to provide responsive solutions and trauma-informed care to California’s vulnerable youth by providing safe homes, accessible services, and engaging in ongoing quality improvement. In addition to foster care and adoption programs and services, KBYH has two short-term residential therapeutic programs (STRTPs). KBYH’s Almklov House is a 6-bed STRTP and KBYH’s Casa De Ninos House is a 12-bed STRTP. 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. The purpose of the KBYH STRTP is to provide a safe, consistent,

stable, and secure trauma-informed and culturally responsive environment in which children and youth 11-17 plus NMD with severe emotional and behavioral difficulties can restore a sense of control and empowerment.

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. Our STRTPs are built on the principles that engaging families and exploring new avenues through adventure are fundamental to achieving and sustaining therapeutic gains in adolescence and young adults. Our treatment is focused on behavioral stabilization and skill development with the understanding that all interventions, activities, and supports must be transferable to the home and community setting. 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 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.

Kern Bridges Specialty Mental Health Services

Equally important, under the Continuum of Care Reform (CCR), all group homes are required to first obtain licensure as a Short-Term Residential Therapeutic Programs (STRTPs) by the California Department of Social Services (CDSS). Upon licensure, the STRTP must pursue a mental health program approval, Medi-Cal Certification, and a contract with a Mental Health Plan (MHP) within 12 months of initial licensure in order to directly provide the Medi-Cal Specialty Mental Health Services (SMHS) required to be a fully operational STRTP. In March of 2019, KBYH received their Provisional Licenses for both of their STRTPs. In March of 2021, KBYH received their Specialty Mental Health contract through Tulare County. And in September 2018, KBYH was accredited by Council on Accreditation (COA). Our SMHS team at KBYH is comprised of contracted doctoral level medical healthcare professional, mental healthcare specialists, mental health therapists, and a range of support and activities staff. When providing treatment, we are grateful to exhibit a strong team of quality personnel, where each member brings experience, education, and proactive care to our Special Mental Health Program.

The following array of services are available through our Specialty Mental Health Services Program

Assessment

The youth's assigned licensed, waived, or registered Therapist completes a Mental Health Assessment, which includes a biopsychosocial assessment, a mental status examination, and a Child and Adolescent Needs and Strengths Assessment (CANS) in line with county and state requirements, within five days of admission to the STRTP. The comprehensive assessment process drives the development of individualized, youth-centered, and effective treatment services.

Plan Development

The comprehensive assessment process helps us to identify the array of services and interventions needed to address the youth's identified needs and help them meet their goals for treatment and transition. The trauma-informed Treatment Plan development process includes partnering with the youth to identify their goals and preferences for treatment, identify areas of need and risk to prioritize, and identify the sources of strength and resilience that the youth can use to achieve their goals. The Treatment Plan is developed and modified only with the input and consent of the youth and CFT. Youth have a voice in their treatment and play an active role in the decision-making process. Their feedback drives the direction of the plan.

Individual, Group, and Family Therapy

Therapy, including individual, group, and family therapy, is a service activity that includes therapeutic interventions focusing primarily on symptom reduction as a means to reduce functional impairments. Therapy may be delivered to an individual or group and may include family therapy at which the client is present. Therapy at the STRTP will be provided by a licensed, waived, or registered mental health professional acting within the scope of their practice.

Individual and Group Rehabilitation

Rehabilitation services include activities related to improving, maintaining or restoring functional skills, daily living skills, social and leisure skills, and/or grooming and personal hygiene skills, obtaining support resources, and/or obtaining medication education. Rehabilitation services may be

provided in individual or group settings and are designed to address the functional deficits that result from a youth's specific mental health conditions and symptoms. Rehabilitation services must be related to the specific deficits of the youth and must be included on the Treatment Plan.

Rehabilitation services are medically necessary and do not include general enhancement or enrichment activities.

Collateral

Collateral services involve a significant support person in the youth's life and are provided for the purpose of addressing the mental health needs of the youth and achieving their Treatment Plan goals. Significant support persons include individuals such as biological and resource family members, placing agents, authorized representatives, natural support persons, and others involved in the youth's treatment and their life in the community. Collateral services may include consultation and training of the significant support person(s) to assist in better utilization of mental health services by the youth, consultation and training of the significant support person(s) to assist in better understanding of mental illness, and family counseling with the significant support person(s) in achieving the goals of the Treatment Plan. The youth may or may not be present for this service activity. KBYH may provide collateral support services as part of the CFT, as part of interaction with the education system, and with individuals who will live with the youth in their next placement. Collateral services may occur at the STRTP or in the community.

Intensive Care Coordination

Intensive Care Coordination (ICC) services are provided in collaboration with the youth's county of jurisdiction and the Child and Family Team (CFT). ICC services, delivered in the context of a CFT, ensure that the youth's treatment and services are planned and in collaboration with all people, systems, and agencies that are important to the youth's care and transition. ICC services include ongoing assessment of the youth's needs and strengths, planning treatment and monitoring responses to treatment interventions, identifying options for transition and available resources and services, addressing barriers to services, and coordination with CFT members about their roles in the youth's treatment, recovery, transition, and permanency.

Targeted Case Management

Targeted case management (TCM) is a service that assists the youth in accessing any needed medical, educational, social, prevocational, vocational, rehabilitative, or other community services. Case management service activities may include, but are not limited to communication, coordination

and referral; monitoring service delivery to ensure the youth's access to services and the service delivery system; monitoring of the youth's progress; placement services; and plan development. TCM services may be provided face-to-face or by telephone with the youth or significant support person(s) and may be provided anywhere in the community.

Crisis Intervention Services

KBYH is able to provide unplanned, timely crisis intervention services to youth experiencing acute mental health crises. Crisis intervention services are provided when a timelier response is needed than a regularly scheduled service or intervention, such as when the youth is experiencing acute symptoms or behaviors that may place them at risk of harming themselves or someone else. These services, which may be provided in person or on the phone to the youth or a significant support person and include crisis assessment, collateral, and therapy, are intended to safely resolve a crisis while maintaining a youth at the lowest level of care. Crisis intervention services may include assessment of mental health and safety needs, including suicide assessment and assessment of risk of harm to others, providing therapy to stabilize the mental health crisis to a point at which the immediate risk has passed, creating a detailed safety plan, coordinating with other staff or providers, and/or linkage to emergency psychiatric services as needed.

Changing Lives Through Adventure

KBYH STRTP's recognize the isolation related to the COVID-19 pandemic is causing both physical and mental health concerns for children across the world. As our communities make slow progress to reopen recreational activities after the coronavirus shutdown, we have made safe and strategic plans to get our boys back to being active. This past year, our boys were exposed to a myriad of enriching lifetime experiences despite the circumstances and challenges we faced. Leisure is the ideal time to do unique, adventurous, and inspiring activities both at 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 STRTPs are taking all the right steps to prepare for adventure. Our boys 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.. The journey must continue no matter what circumstance we face. All our accomplishments have had one simple goal- to give our boys a memorable and enjoyable life experience while in our care!

Attaining this goal is a major component of our treatment approach at Kern Bridges Youth Homes via our adventure program. 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. In the summer (2020), the boys living in our STRTPs explored a few amazing outdoor activities. Our adventures took us to many destinations which included January 2020, Rose bowl in Pasadena California. The boys living in our STRTPs witnessed history when they attended the 106th Rose Bowl Game that featured the Oregon Ducks vs the Wisconsin Badgers. The Rose Bowl Game is nicknamed "The Granddaddy of Them All" because it is the oldest operate bowl game in America. It has been the highest attended college football bowl game and it is a part of the Pasadena Tournament of Roses Associates "America's New Year Celebration," which also includes the historic Rose Parade. According to our boys, the crowd atmosphere was positively electric. They really enjoyed the college music bands, festivities, and all the food. There were tons of thrills and highlights throughout the entire game. The game came down to the wire with Oregon winning a nail-biter 28-27 over Wisconsin.



In addition, last year, our boys adventured to Santa Monica and Ventura beaches a lot due to the pandemic. While at the beaches, the boys rented bikes and scooters to ride the bike trails. Also, the boys have spent lots of time at River Walk Park and Buena Vista Lake. During these outings, our boys had the opportunity to fish and BBQ with our staff. And in the summer months, we rented Waterslide Jumpers for a few days which kept our boys busy at home. Despite COVID shutdowns, our mission continues to help them thrive by providing nurturing and healthy relationships through experiences that will last a lifetime.



Many of the boys living in our STRTPs have had limited exposure to activities as they have not been accessible to them over the years. This year we KBYH twas determined o expose our residents to a diversity of outdoor activities such as fishing, hiking, ocean kayaking, camping, and bike riding; to name a few. With that in mind, the most recent trips were definitely memorable, especially deep sea fishing because none of our boys had ever fished from a boat. Likewise, catching fish out of the Kern River Canyon was just as exciting. Being able to enjoy the beaches near the end of summer was relaxing and enjoyable for both our boys and staff. KBYH takes a lot of pride in creating unforgettable memories and creating first opportunities for those living in their STRTP's.



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 20th 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 14 years KBYH has been contracted to conduct evaluations of KCDHS' county and relative care providers. Additionally, KBYH provides



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

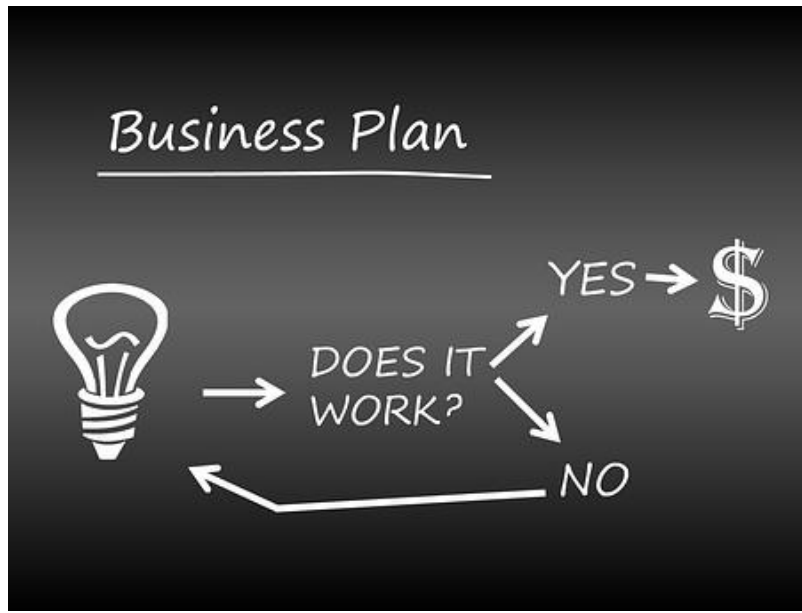
KBYH Adoptions has utilized online resources in order to match children in need of an adoptive placement with adoptive families. This has included the use of AdoptUsKids and the California Kids Connection matching websites.

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 \$10,000-20,000 annually.

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

MSW & BSW Internship Program: Kern Bridges accepts MSW and BSW students from California State University, Bakersfield, MSW students from USC, Phoenix University, National University, Arizona State University, Brnadman University, Chamberlain University, and Walden University.





5-Year Strategies/Action Plan 2019-2024

Strategic Products and Services

Due to the fact that both our STRTP and foster care programs represent 83.5% of current and projected revenues, these two programs are vitally important to Kern Bridges' future. As of 2020 STRTPs will account for 71% of our income. Our adoption program, once considered ancillary to these two programs, is now accounting for 16.5% of revenues.

Positioning

STRTPs - Kern Bridges is currently one of a few providers in Kern County that are under STRTP interim license.

Foster Care - Kern Bridges is one of nine 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 STRTPs and foster programs prices are fixed per the state's mandate. With STRTPs, the higher rating or level an agency achieves translates into greater services for the clients.

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



Progress for Five Year Plan Goals Adopted 2019/2024

1. Pay off all properties
2. Add new office space for SMH at both STRTP sites. [Update: This is no longer a State requirement and thus will be dropped.](#)
3. Install solar system on Stine Rd. buildings: [Update: After consultations it was determined that the donated solar panels would be a better fit at our Almklov site.](#)
4. Develop a master plan to provide continuing education for Upper Management, and provide incremental pay increases and education assistance for hourly RCCWs for specific certifications. [Update: This is under review.](#)
5. Become Medi-cal certified. [Update: This is expected to be accomplished before March 21, 2021](#)
6. Build Financial Reserves to \$300,000. [Update: In progress.](#)
7. Begin CEO search in January 2023 and decide by June 2023. [Update: TBD](#)
8. Further establish and develop ISFC services: [Update: A ontract has been signed and we are awaiting final approval.](#)
9. Implement a supervised visitation program to assist Kern County with visitation by family's who have children in foster care. [Update: A contract has been signed and services are now being provided.](#)

Fund Raising

Recent Annual Supporters (and/or events) include:

The AT&T Pioneers have supported the FFA program for over 30 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 over \$17,000 worth of donations this year.

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.

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

- Dan Marble, KBYH’s founder, who continues to faithfully make an annual financial donation
- Tracy VanderVeen, who makes an annual donation on behalf of her brother, Clarence Westra, who was a founding KBYH board member.
- Various community members who have answered our call for Supervised Visitation Program needs such as couches, TV’s, gaming consoles, outdoor play equipment, and miscellaneous toys.
- Alex Balfour, Director of Cushman & Wakefield, gave \$100 for one of our boy’s Christmas.
- Ira Cohen, Senior Vice President at UBS, continued to give multiple gifts and assists during the year
- Sandy Foster , General Manager of Velosio, gave multiple gifts throughout the year, as well as donating a brand new variable height desk and credenza for use in our Almklov STRTP
- InterAct Volunteers from Foothill and Golden Valley High Schools helped at our annual Christmas wrapping day.
- Harry & Ethel West Foundation awarded a grant \$5,000 (need to check amount)
- Dr Thurman committed to awarding up to two sets of braces a year to kids you need them at no cost to KBYH
- Participated in our first “Give Big Kern Event” and every Board Member provided some kind of donation. We finished with enough to pay for Seven of our kids to get drivers permits. At no expense to KBYH
- We happily had to send over 28 “Thank You” receipt letters for an untold amount because much of it was actual TV’s, Furniture, and various other items, which the IRS requires the Donors to value.

Key Personnel

CEO / John Bacon, MA Psych., MSW, LCSW / 21 years with KBYH

Ex. Vice President/Adoptions Director / Jim VanderZwan, LCSW / 21 years with KBYH

Ex. Vice President/STRTP Program Director / Robert Carter, M.S. / 21 years with KBYH

Vice President of Finances / Michael O’Doherty 2 year with KBYH

Human Resources Director / Kathy Irwin, / 23 years with KBYH

Social Workers

STRTP Mark Dominguez, MA / 12 years with KBYH

STRTP Ryan Buck, MSW, ASW / 2 years with KBYH

STRTP Stacy Knox, MSW / 1 year with KBYH
ISFC/FFA Joe Ortega, MA / 22 years with KBYH
ISFC/FFA Jennifer Robbins, MSW / 5 years with KBYH
FFA Ruth Jackson, MA / 17 years with KBYH
ISFC/FFA Mike Ramirez, MSW / 7 years with KBYH
ISFC/FFA Marina Hernandez, MSW / 4 years with KBYH
ISFC/FFA Carrie Wombacher, LCSW / 12 years with KBYH
ISFC/FFA Catherine Santerre, MSW / 3 years with KBYH
ADOPTION Martha Pantoja-Gonzales, MSW / 4 years with KBYH
ADOPTION Bianca Ruiz, MSW / 5 years with KBYH
SVP Cindy Perry / 2 year with KBYH (and 6 years as a KBYH Resource Parent)

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 / Vic Swall / Bakersfield Police Department

Member / Kim Clerou

Member / Loni Theresa Hill-Pirtle

Member / Day Smith



For a complete 990 visit www.guidestar.org

Financials

As of September 30, 2020 (End of fiscal year)

Total Current Assets:	\$1,213,216.28
Total Current Liabilities:	\$507,710.44
Total Current Checking/Savings:	\$643,197.06