



Friday, September 12, 2014
 Annual Meeting Agenda
July 1, 2013 – June 30, 2014 Fiscal Year

8:00 – 9:00	BREAKFAST	Magnolia Room
9:00	Greeting & Invocation	Jimmie Atmore
	President's Address	Lori Costantino-Brown
	Senior Vice President's Address	Charles Brown
	VP/COO Address	Cecilia Denmark
	Bridges of Canada	Lynda Lewis
	Bridges of New York	Karen Neis
	Orlando Bridge Residential Substance Abuse Treatment	Alice Powell
	Auburndale Bridge Residential Substance Abuse Treatment	Charlene Sears-Tolbert
	Jacksonville Bridge Residential Substance Abuse Treatment	Anthony Bowling
	Bradenton Bridge Transition & Work Release Center	Felishia Dexter
	Broward County Bridge Transition & Work Release Center	Norman Jenkins
	Orlando Bridge Transition & Work Release Center	Sammy Hill
	Jacksonville Bridge Transition Center	Michele Bateman
	Jacksonville Bridge Work Release	Jon Tate
	Turning Point Bridge Work Release	Pamela Wilcox
	Cocoa Bridge Work Release	Paul Biecker
	Lake City Bridge Work Release	Willie Dixon
	Santa Fe Bridge Work Release	Merrell Colchiski
12:00 PM	Lunch	Oleander Room
	Chaplaincy Services	Davidson & Twichell
	Human Resources	Yolanda Dorsey
	Quality Management – Operations	David Harris
	Financials	Htay Htay
	Quality Management – Programs	Michael Walker
	Behavioral Health	Jeanine Ricchetti
	Management Information Systems	Patrick Doliny
	Public Affairs	Kat Kuehn
	Closing Prayer	Scott Davidson
4:00 PM	BOA/CPM Joint Board Meeting	Azalea Room

Welcome!

BOARD OF DIRECTORS			
Bridges of America	<i>Lori Costantino-Brown Charles Brown Cecilia Denmark Michael I. Smith Dr. Grady McMurtry Samuel Pennington Thomas Gaines Gerald Holdsworth Ted Poitras</i>	Christian Prison Ministries	<i>Lori Costantino-Brown Charles Brown Dr. Grady McMurtry John Harris Samuel Pennington James Spence</i>
Lynda Lewis	<i>Co-Founder; Vice President</i>	Bridges of Canada	
Lana Swim	<i>COO</i>		
Karen Neis	<i>State Executive Director</i>	Bridges of New York	
Lori Costantino-Brown	<i>Vice President & CEO</i>	Corporate	
Charles Brown	<i>Senior Vice President</i>		
Cecilia Denmark	<i>Vice President & COO</i>		
David Harris	<i>Vice President</i>		
Htay Htay	<i>Chief Financial Officer</i>		
Jeanine Ricchetti	<i>Director of Behavioral Health</i>		
Michael Walker	<i>Clinical Director</i>		
David Burch	<i>Clinical Supervisors</i>		
Bill Coyle			
Philip Finkelstein			
David Stuart			
Yolanda Dorsey	<i>Human Resources Director</i>		
Gina Thomas	<i>Assistant Human Resources Director</i>		
Patrick Doliny	<i>Management Information Systems Director</i>		
Derek Parker	<i>Network Administrator</i>		
Jimmie Atmore	<i>Compliance Evaluators</i>		
Barbara Leveton			
JT McClelland			
Tyshawn Clerk	<i>Safety & Claims Specialist</i>		
Kathryn Kuehn	<i>Public Affairs Administrator</i>		
Scott Davidson	<i>Chaplaincy Supervisors</i>		
Ginery Twichell			
Sylvia Bird	<i>Executive Assistants</i>		
Mona Luis			
Charlene Sears-Tolbert	<i>Executive Director</i>	Auburndale Bridge Residential Substance Abuse Treatment	
Harry Morgan	<i>Assistant Clinical Facility Director</i>		

Felishia Dexter	<i>Facility Director</i>	Bradenton Bridge Transition & Work Release Center
Angela Mitchell	<i>Assistant Operations Facility Director</i>	
Elizabeth Darby	<i>Assistant Clinical Facility Director</i>	
Norman Jenkins	<i>Facility Director</i>	Broward County Bridge Transition & Work Release Center
Antonio Berrios	<i>Assistant Operations Facility Director</i>	
Yvette Torres	<i>Assistant Clinical Facility Director</i>	
Paul Biecker	<i>Facility Director</i>	Cocoa Bridge Work Release Center
Tina Daft	<i>Assistant Operations Facility Director</i>	
Anthony Bowling	<i>Executive Director</i>	Jacksonville Bridge Residential Substance Abuse Treatment Program
Tracy Hudson	<i>Clinical Supervisor</i>	
Michele Bateman	<i>Facility Director</i>	Jacksonville Bridge Transition Center
Robert Charlton	<i>Assistant Operations Facility Director</i>	
Judy Razzano	<i>Assistant Clinical Facility Director</i>	
Sheri Medious	<i>Clinical Supervisor</i>	Jacksonville Bridge Work Release Center
Jon Tate	<i>Facility Director</i>	
Javari Kelly	<i>Assistant Operations Facility Director</i>	
Robert Brown	<i>Chaplain Supervisor</i>	
Sheryl Johnson	<i>Lead Counselor</i>	Lake City Bridge Work Release Center
Willie Dixon	<i>Facility Director</i>	
Shirley Moon	<i>Assistant Operations Facility Director</i>	Orlando Bridge Residential Substance Abuse Treatment Program
Alice Powell	<i>Executive Director</i>	
Sammy Hill	<i>Facility Director</i>	Orlando Bridge Transition & Work Release Center
Kimberly Francis	<i>Assistant Operations Facility Director</i>	Orlando Bridge Transition Center
Hezekiah Newsome	<i>Assistant Clinical Facility Director</i>	
Jessie Lawson, Jr.	<i>Assistant Operations Facility Director</i>	Orlando Bridge Work Release
Karlette D'Aguiar	<i>Lead Counselor</i>	
Merrell Colchiski	<i>Facility Director</i>	Santa Fe Bridge Work Release
John Pucciarelli	<i>Assistant Operations Facility Director</i>	
Pamela Wilcox	<i>Facility Director</i>	Turning Point Bridge Work Release
Timothy Barfield	<i>Assistant Operations Facility Director</i>	
Beth Watson	<i>Senior Manager</i>	Sachs Media Group

Lynda Lewis, Co-Founder & Vice President

BRIDGES OF CANADA – BAR NONE SUMMER CAMP

50 Beds (Co-Ed)

Camp Financials

Fiscal Year Cost	\$231,117
Funds Collected via Donations	\$121,404
Fiscal Year Building and Grounds Improvements	\$286,651
Cost Saving Initiatives	\$6,600.00
Cost Per Camper	\$240.00

Bar None Camp Programs and Service Offerings	
Canoeing	Team Building Activities
Evening Camp Fires	Music Appreciation
Swimming	Arts and Crafts
Waterfall Swimming	Paddle Boating
Chaplaincy Services	Archery
Conflict Resolution	Bike Riding
Berry Picking	Obstacle Course
Fire Station Tours	Morning Staff Devotions
Woodsmen Museum Tours	Fishing
Team Sporting Events	Anti-Bullying Campaign
Community Partners, Services, and Agencies	
700 Club	Organo Gold
Fredericton Community Foundation	Gladstone Mission Church
Voice of Hope Ministries	Paul Gahan Racing
Smythe Street Cathedral	Jolly Farmers
Sunset Church	Cross Current Community Church
Scotchtown Farms	Edward A. McCoy and Sons

A. VOLUNTEERISM

- Bar None Camp is supported by a large group of volunteers who work approximately 2200 hours this year. These volunteers lead ground improvements efforts, transport the campers, and work within the camp kitchen.

B. GREATEST ACCOMPLISHMENTS

- Camper attendance was over 200 for the first time ever, with a total of 217 campers. Two of the six weeks of camp we had more than 40 campers attend.
- Summer cleaning efforts included clearing space for equipment storage and re-organization of supplies
- Inventory of all equipment
- Deck Building
- Volleyball Court
- Basketball Court
- Soccer Field
- Wood Shingle Installation
- Bunk Additions
- Clotheslines for clothes drying
- Canoe Trailer Donation
- Bike Donation
- Tour of Sarah Tracy

- Bunk construction at Sarah Tracy

C. HIGHLIGHTS OF THE YEAR

- Implementation of Business Plan
- Off-site activities: Woodsmen Museum, Berry Picking, Fire Station Tour, and Waterfall visits
- Organo Gold

D. SPECIAL PROJECTS OR EVENTS

- Staff Training and overall review of Bridges of Canada
- Introduced a structured schedule, menu, staffing chart and camper attendance roster
- Budgeting Strategies; Cost-Saving Initiatives

E. GOALS FOR THE 2014 – 2015 FISCAL YEAR

- Reach 300 Camper Participants
- Reduce summer operational budget by 50%
- Increase the percentage of campers who are children of incarcerated or previously incarcerated parents.
- Implement a vegetable garden to support the camp and generate additional camp funds.

BRIDGES OF CANADA SARAH TRACY CENTRE FOR WOMEN 26 Beds

Education & Job Training Certificate and Self-Improvement Certificate Completions – N/A

PROGRAMS & SERVICE OFFERINGS
Alternative Measures - teaches clients how to take responsibility for their actions
Anger Management
Bible Study
Bottle Family - discusses the effects of addiction on the entire family
Bridge Builders
Chaplaincy Services
Greenhouse Training
Grief Counselling
John Howard Society – rehabilitative and re-entry services to released prisoners
Organized Recreation
Therapeutic Community Concepts
COMMUNITY PARTNERS, SERVICES AND AGENCIES
Pastor Stephen Aubin – Gladstone Mission Church
Pastor Gary Gray - Local Evangelical Baptist Pastor
Tracy Taking Off the Pounds System (TOPS) – healthy weight management course
Village of Hope Food Bank
Women's Church Ministries

A. VOLUNTEERISM

- There are no clients currently eligible to volunteer.

B. GREATEST ACCOMPLISHMENTS IN PROGRAM/CLINICAL

- Developed a comprehensive family orientation.
- Reorganized the procedure for the clients' handling of chemicals
- Passed our audit with 100%.

C. GREATEST ACCOMPLISHMENTS IN OPERATIONS

- Managed to Staff Program Support with a less than skeleton crew – we have yet to operate with a full complement of 24/7 Program Support Staff. We keep the center operating 24/7 with food tech staff and others coming on board, doing what it takes to cover the schedule.
- Program Support Passed internal Audit

D. HIGHLIGHTS OF THE YEAR

- Had our greenhouse up and running for the Grand Opening with a huge crowd of over 200 attendees.

E. SPECIAL PROJECTS OR EVENTS

- Grand Opening was held on our Target Date.

F. GOALS FOR THE 2014 – 2015 FISCAL YEAR

1. Have our clients reach Phase 2 by early October 2014.
2. Develop and maintain successful volunteer cooking and instruction, personal physical training and food nutrition training (clients and staff)
3. Full capacity of 26 clients by June 30, 2015
4. Hire a Clinical Supervisor by October 30, 2014. We have had a hard time filling this position due to qualifications required; considering creating two part-time positions to fill the vacancy.

Karen Neis, State Executive Director

BRIDGES OF NEW YORK

Bridges of New York has been incorporated since 2003 and has had a strong presence in Nassau County since then. Our presence in Orange County began in 2007. We have created a reputation of being one of the safest and most trusted housing programs in New York. We work closely with the Department of Community Corrections (DOCCS) and the Department of Social Services.

Summary 2013 – 2014

- Two successful fund raising events:
 - Golf outing

- Bike run
- Received two grants (\$10,000 and \$15,000) from Senator Dean Skelos (R-District 9) that were utilized to complete house repairs and purchase computers, copiers, and printers.
- Initiated an e-mail campaign (monthly newsletter)
- Case managers from each house have been certified in MRT (Moral Reconciliation Therapy)
- Alarm systems were installed

Summary since May 2014 (when I began)

- Moved the programs into compliance with the DOCCS contracts.
- Created an audit tool for monitoring both houses
- Weekly staff meetings and trainings
- Increased client census to capacity
- Developed client and staff schedules
- Increased on-site volunteer services (self-help)
- Local clinic is conducting HIV/AIDS and TB Control education quarterly
- Overall clean-up
- Increased client accountability
 - Clients are signing in and out
 - Formal count
 - Daily facility inspections (inspection tools created)
 - Medication log has been revised; medication times implemented
 - Fire drills are being conducted

2014 – 2015 Forecast and Goals

Freeport and Newburgh Residences

1. Work toward separating the contract at the Freeport House by moving the parole clients to a different residence, thus allowing the self-pay clients to maintain and strengthen religious focus/church involvement.
2. Increase Value-Added Services
 - a. Employment Readiness
 - b. Bridge Builders
3. Recruit additional volunteer services to facilitate budgeting and parenting classes
4. Increase family involvement with formalized visitation and family education groups
5. Establish resident trust accounts

Bridges of New York Corporate Office

1. Opened September 1, 2014
2. Hire staff
3. Continue to work on Office of Alcoholism and Substance Abuse Services (OASAS) licensure
4. Seek funding sources
5. Search for properties for out-patient and residential services
6. Apply for Requests for Proposals for funding as they become available
7. Develop relationships with DOCCS and state legislators

Alice Powell, Facility Director

91 Beds (Male)

ORLANDO BRIDGE RESIDENTIAL SUBSTANCE ABUSE TREATMENT PROGRAM

Client Financials	
Total Clients Employed	192

Total Client Gross Pay	\$571,189.55
Average Client Gross Pay	\$2,974.95
Funds Collected for Court Costs/Restitution	N/A
Funds Collected for Child Support	\$8,115.17
Funds Collected for Subsistence (savings to tax payers)	\$219,567.35
Funds Collected for Savings	\$134,334.28
Funds Paid for Family Support	\$2,936.69

Education & Job Training Certificates		# of Completions
	High School Diploma	16
	Occupational Safety & Health Administration (OSHA)	9

Self-Improvement Certificates		# of Completions
	Yoga Tai chi	33
	Parenting	100

12 and 12 Workshops	High School Diploma
AA Big Book Meeting	HIV/AIDS Education
Addiction Education	Job Placement Assistance
Anger Management	Mapping Your Steps
Adult Basic Education	Meditation Training
Alcoholics Anonymous	Mentoring
Bible Study	Narcotics Anonymous
Bridge Builders	National Career Readiness
Changing Criminal Thinking	Occupational Safety & Health Administration (OSHA)
Chaplaincy Services	Parenting Education/Group
Community Re-Entry Services	Purpose Driven Life
Conflict Resolution	Ready 4 Work Program
Creative Arts	Self-Esteem
Credit & Debt	Smoking Cessation
Domestic Violence Education	Substance Abuse Treatment
Employability Skills	Therapeutic Community (TC) Concepts
Family Development & Reunification	Thinking for a Change
Grief Counseling	Transition/Re-Entry
Health & Fitness	Victim Awareness

Charlene Sears-Tolbert, Executive Director 64 Beds (Female)
AUBURNDALE RESIDENTIAL SUBSTANCE ABUSE TREATMENT CENTER

Client Financials	
Total Clients Employed	120
Total Client Gross Pay	\$307,765.59
Average Client Gross Pay	\$2,564.71
Funds Collected for Court Costs/Restitution	N/A
Funds Collected for Child Support	\$4,401.43
Funds Collected for Subsistence (savings to tax payers)	\$138,695.71
Funds Collected for Savings	\$79,680.41
Funds Paid for Family Support	\$1,077.54
Per Diem Cost Per Offender	\$58.36

12 and 12 Workshops	HIV/AIDS Education
AA Big Book Meeting	Job Placement Assistance
Addiction Education	Mapping Your Steps
Anger Management	Meditation Training
Alcoholics Anonymous	Narcotics Anonymous
Bible Study	Organized Recreation
Changing Criminal Thinking	Parenting Education/Group
Chaplaincy Services	Purpose Driven Life
Community Re-Entry Services	Recovery Maintenance Skills
Conflict Resolution	Self-Esteem
Domestic Violence Education	Sexual Abuse Survivor Support Groups
Employability Skills	Substance Abuse Treatment
Family Development & Reunification	Therapeutic Community (TC) Concepts
Grief Counseling	Thinking for a Change
Health & Fitness	Transition/Re-Entry
Relapse Prevention Planning	Victim Awareness
Relationships in Recovery	

Anthony Bowling, Executive Director 39 Beds (Male)

JACKSONVILLE RESIDENTIAL SUBSTANCE ABUSE TREATMENT CENTER

Client Financials	
Total Clients Employed	20
Total Client Gross Pay	\$34,681.69
Average Client Gross Pay	\$1,734.08
Funds Collected for Court Costs/Restitution	N/A
Funds Collected for Child Support	\$865.27
Funds Collected for Subsistence (savings to tax payers)	\$13,388.22
Funds Collected for Savings	N/A
Funds Paid for Family Support	\$75.00

ABC's of Finance	HIV/AIDS Education
Addiction Education	Job Placement Assistance
Anger Management	Life Transitions
Alcoholics Anonymous	Meditation Training
Bible Study	Money Sense
Bridge Builders	Parenting Education/Group
Changing Criminal Thinking	Purpose Driven Life
Chaplaincy Services	Recovery Maintenance Skills
Community Re-Entry Services	Self-Esteem
Conflict Resolution	Smoking Cessation
Domestic Violence Education	Substance Abuse Treatment
Employability Skills	Therapeutic Community (TC) Concepts
Expressive Arts	Thinking for a Change
Family Development & Reunification	Transition/Re-Entry
Narcotics Anonymous	Victim Awareness
Organized Recreation	Work Source Program

Felishia Dexter, Facility Director

BRADENTON BRIDGE TRANSITION CENTER (84 BEDS) AND WORK RELEASE (36 BEDS) {FEMALE}

Inmate Financials	
Total Inmates Employed	77
Total Inmate Gross Pay	\$536,358.26
Average Inmate Gross Pay	\$6,965.69
Funds Collected for Court Costs/Restitution	\$20,517.35
Funds Collected for Child Support	\$10,052.55
Funds Collected for Subsistence (savings to tax payers)	\$291,927.24
Funds Collected for Savings	\$177,737.57
Funds Paid for Family Support	\$13,449.88

Education & Job Training Certificates	# of Completions
American Culinary Federation Culinary Fundamentals (ACF)	28
High School Diploma	11
National Career Readiness (Florida Ready to Work)	4
Toastmasters & Competent Communicator	15
Other?	28

Self-Improvement Certificates		# of Completions
	Money Sense	40

Addiction Education	High School Diploma
Anger Management	Job Placement Assistance
Adult Basic Education	Mentoring
Alcoholics Anonymous	Narcotics Anonymous
American Culinary Federation® Culinary Fundamentals	Parenting Education/Group
Bible Study	Prison Fellowship
Bridge Builders	Ready 4 Work Program
Budgeting	Self-Esteem
Criminal Thinking	Serv-Safe® Food Handler
Chaplaincy Services	Sexual Abuse Survivor Support Groups
Community Re-Entry Services	Smoking Cessation
Computer Basics Course	Save Our Selves
Employability Skills	Substance Abuse Treatment
Expressive Arts	Therapeutic Community (TC) Concepts
Family Development & Reunification	Thinking for a Change
Grief Counseling	Toastmasters Chartered Gavel Club
Health & Fitness	Victim Awareness
Transition/Re-Entry	

Norman Jenkins – Facility Director

BROWARD COUNTY BRIDGE TRANSITION CENTER (112 BEDS) AND WORK RELEASE (50 BEDS); 10 PERMANENT PARTY {MALE}

Inmate Financials	
Total Inmates Employed	107
Total Inmate Gross Pay	\$963,255.43
Average Inmate Gross Pay	\$9,002.39
Funds Collected for Court Costs/Restitution	\$38,137.05
Funds Collected for Child Support	\$12,012.19
Funds Collected for Subsistence (savings to tax payers)	\$407,078.50
Funds Collected for Savings	\$244,501.30
Funds Paid for Family Support	\$19,589.80

Education & Job Training Certificates		# of Completions
	American Culinary Federation Culinary Fundamentals (ACF)	24
	Commercial Driver's License Certificate (CDL)	44
	Forklift Course	29
	High School Diploma	2
	National Career Readiness (Florida Ready to Work)	297
	Occupational Safety & Health Administration (OSHA)	0
	Toastmasters & Competent Communicator	79

Self- Improvement Certificates		# of Completions
	ABC's of Finance	61
	Computer (Keyboarding)	16
	ServSafe®	24

ABC's of Finance	High School Diploma
Addiction Education	HIV/AIDS Education
Anger Management	Job Placement Assistance
Adult Basic Education	Malachi Dads program
Alcoholics Anonymous	Narcotics Anonymous
American Culinary Federation® Culinary Fundamentals	Nurturing Parents Group
Bible Study	Purpose-Driven Life
Bridge Builders	Ready 4 Work Program
Changing Criminal Thinking	Serv-Safe® Food Handler
Chaplaincy Services	Smoking Cessation
Commercial Driver's License Certificate	Save Our Selves
Community Re-Entry Services	Substance Abuse Treatment
Computer Basics Course	Therapeutic Community (TC) Concepts
Conflict Resolution	Thinking for a Change
Domestic Violence Education	Toastmasters Chartered Gavel Club
Employability Skills	Transition/Re-Entry
Family Development & Reunification	Victim Awareness
Forklift Certification	

Sammy Hill, Facility Director

**ORLANDO BRIDGE TRANSITION CENTER (82 BEDS/54 WR BEDS) AND
WORK RELEASE (152 BEDS) {MALE}**

Inmate Financials - Orlando Bridge Work Release	
Total Inmates Employed	407
Total Inmate Gross Pay	\$1,919,227.76
Average Inmate Gross Pay	\$4,715.55
Funds Collected for Court Costs/Restitution	\$81,465.95
Funds Collected for Child Support	\$29,329.52
Funds Collected for Subsistence (savings to tax payers)	\$895,863.15
Funds Collected for Savings	\$247,938.40
Funds Paid for Family Support	\$15,209.52

Inmate Financials - Orlando Bridge Work Release (from TC)	
Total Inmates Employed	120
Total Inmate Gross Pay	\$931,331.59
Average Inmate Gross Pay	\$7,761.10
Funds Collected for Court Costs/Restitution	\$35,540.52
Funds Collected for Child Support	\$11,766.36
Funds Collected for Subsistence (savings to tax payers)	\$390,958.19
Funds Collected for Savings	\$205,896.70
Funds Paid for Family Support	\$21,255.80

Education & Job Training Certificates		# of Completions
	American Culinary Federation Culinary Fundamentals (ACF)	33
	High School Diploma	14
	National Career Readiness (Florida Ready to Work)	21
	Occupational Safety & Health Administration (OSHA)	31
	Toastmasters & Competent Communicator	19
	IC3 Computer Certification	2
	A+ Computer Repair Certification	5
	Smoking Cessation	24

Self-Improvement Certificates		# of Completions
	Money Sense	68
	Parenting Education	36
Re-Entry Skills	21	

A+ Computer Certification	High School Diploma
AA Big Book Meeting	HIV/AIDS Education
ABC's of Finance	Job Placement Assistance
Addiction Education	Mapping Your Steps

Anger Management	Mentoring
Adult Basic Education	Money Sense
Alcoholics Anonymous	Narcotics Anonymous
American Culinary Federation® Culinary Fundamentals	Occupational Safety & Health Administration (OSHA)
Authentic Manhood	Parenting Education/Group
Bible Study	Prison Fellowship
Bridge Builders	Purpose Driven Life
Changing Criminal Thinking	Ready 4 Work Program
Chaplaincy Services	Serv-Safe® Food Handler
Community Re-Entry Services	Smoking Cessation
Conflict Resolution	Save Our Selves
Credit & Debt	Substance Abuse Treatment
Employability Skills	Therapeutic Community (TC) Concepts
Family Development & Reunification	Thinking for a Change
Gardening in Central Florida	Toastmasters Chartered Gavel Club
Grief Counseling	Transition/Re-Entry
Health & Fitness	Victim Awareness
Tutoring (Peer to Peer)	Work Source Program

Michele Bateman, Facility Director

JACKSONVILLE BRIDGE TRANSITION CENTER (165 BEDS) {Male}

Inmate Financials – N/A – inmates are not eligible to go out and work

Education & Job Training Certificates		# of Completions
	American Culinary Federation Culinary Fundamentals (ACF)	10
	High School Diploma	13
	Toastmasters & Competent Communicator	17
Other?	Homebuilder's Institute PACT program	38

12 and 12 Workshops	Home Builders Institute® Pre-Apprenticeship Program
AA Big Book Meeting	Job Placement Assistance

Addiction Education	Life Transitions
Anger Management	Mentoring
Adult Basic Education	Money Sense
Alcoholics Anonymous	Organized Recreation
American Culinary Federation® Culinary Fundamentals	Parenting Education/Group
Authentic Manhood	Purpose Driven Life
Bible Study	Ready 4 Work Program
Bridge Builders	Recovery Maintenance Skills
Changing Criminal Thinking	Self-Esteem
Chaplaincy Services	Serv-Safe® Food Handler
Community Re-Entry Services	Smoking Cessation
Conflict Resolution	Save Our Selves
Credit & Debt	Substance Abuse Treatment
Employability Skills	Therapeutic Community (TC) Concepts
Family Development & Reunification	Thinking for a Change
Financial Freedom	Toastmasters Chartered Gavel Club
High School Diploma	Transition/Re-Entry
HIV/AIDS Education	Victim Awareness

Jon Tate, Facility Director

THE JACKSONVILLE BRIDGE WORK RELEASE (140 BEDS) {MALE}

Inmate Financials	
Total Inmates Employed	369
Total Inmate Gross Pay	\$1,539,673.04
Average Inmate Gross Pay	\$4,172.56
Funds Collected for Court Costs/Restitution	\$95,048.16
Funds Collected for Child Support	\$32,553.77
Funds Collected for Subsistence (savings to tax payers)	\$717,288.63
Funds Collected for Savings	\$198,317.44
Funds Paid for Family Support	\$12,401.73

☞ ☐ ← ☜	Life Transitions	# of Completions
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		223
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Alcoholics Anonymous
Bible Study
Bridge Builders
Chaplaincy Services
Community Re-Entry Services
Employability Skills
Family Development & Reunification
HIV/AIDS Education
Narcotics Anonymous

Pamela Wilcox, Facility Director

TURNING POINT BRIDGE WORK RELEASE (99 work release; 1 permanent party BEDS) {MALE}

Inmate Financials	
Total Inmates Employed	264
Total Inmate Gross Pay	\$1,254,404.59
Average Inmate Gross Pay	\$4,751.53
Funds Collected for Court Costs/Restitution	\$48,092.58
Funds Collected for Child Support	\$23,926.53
Funds Collected for Subsistence (savings to tax payers)	\$540,576.98
Funds Collected for Savings	\$201,380.46
Funds Paid for Family Support	\$10,956.21

Education & Job Training Certificates		# of Completions
	Commercial Driver's License Certificate (CDL)	4
	Forklift Course	27
	Computer Basics Course	9

Self-Improvement Certificates		# of Completions
	Life Transitions	80
	ABC's of Finance	15
	Nurturing Parent	5

AA Big Book Meeting	High School Diploma
ABC's of Finance	HIV/AIDS Education
Addiction Education	Job Placement Assistance
Anger Management	Life Transitions
Adult Basic Education	Mapping Your Steps
Alcoholics Anonymous	Mentoring
Bible Study	Narcotics Anonymous
Bridge Builders	Nurturing Parents Group
Changing Criminal Thinking	Prison Fellowship
Chaplaincy Services	Purpose Driven Life
Commercial Driver's License Certificate	Ready 4 Work Program
Community Re-Entry Services	Serv-Safe® Food Handler
Computer Basics Course	Sexual Abuse Survivor Support Groups
Credit & Debt	Smoking Cessation

Employability Skills	Save Our Selves
Forklift Certification	Substance Abuse Treatment
Grief Counseling	Therapeutic Community (TC) Concepts
	Transition/Re-Entry

Paul Biecker, Facility Director

THE COCOA BRIDGE WORK RELEASE (84 BEDS) {Male}

Inmate Financials	
Total Inmates Employed	90
Total Inmate Gross Pay	\$180,426.36
Average Inmate Gross Pay	\$2,004.73
Funds Collected for Court Costs/Restitution	\$11,900.74
Funds Collected for Child Support	\$1,896.90
Funds Collected for Subsistence (savings to tax payers)	\$80,517.10
Funds Collected for Savings	N/A
Funds Paid for Family Support	\$404.50

Addiction Education	Job Placement Assistance
Anger Management	Money Sense
Adult Basic Education	Purpose Driven Life
Bible Study	Substance Abuse Treatment
Changing Criminal Thinking	Therapeutic Community (TC) Concepts
Chaplaincy Services	Employability Skills
Community Re-Entry Services	Family Development & Reunification
Conflict Resolution	Transition/Re-Entry
Domestic Violence Education	Victim Awareness
	Work Source Program

Willie Dixon, Facility Director

THE LAKE CITY BRIDGE WORK RELEASE (151 WR; 5 PP) {Male}

Inmate Financials	
Total Inmates Employed	186
Total Inmate Gross Pay	\$571,607.43
Average Inmate Gross Pay	\$3,073.15
Funds Collected for Court Costs/Restitution	\$22,449.33
Funds Collected for Child Support	\$8,647.96
Funds Collected for Subsistence (savings to tax payers)	\$237,385.33
Funds Collected for Savings	N/A
Funds Paid for Family Support	\$4,322.96

Addiction Education	Job Placement Assistance
Bible Study	Mapping Your Steps
Chaplaincy Services	Purpose Driven Life
Community Re-Entry Services	Substance Abuse Treatment
Employability Skills	Therapeutic Community (TC) Concepts
HIV/AIDS Education	

Merrell Colchiski, Facility Director

THE SANTA FE BRIDGE WORK RELEASE (156 Beds) {Male}

Inmate Financials	
Total Inmates Employed	158
Total Inmate Gross Pay	305,109.30
Average Inmate Gross Pay	1,931
Funds Collected for Court Costs/Restitution	11,520.98
Funds Collected for Child Support	2,308.76
Funds Collected for Subsistence (savings to tax payers)	134,824.88
Funds Collected for Savings	N/A
Funds Paid for Family Support	3,560.64

Addiction Education	Job Placement Assistance
Anger Management	Life Transitions
Bible Study	Mapping Your Steps
Changing Criminal Thinking	Purpose Driven Life
Chaplaincy Services	Recovery Maintenance Skills
Community Re-Entry Services	Self-Esteem
Conflict Resolution	Save Our Selves
Domestic Violence Education	Substance Abuse Treatment
Employability Skills	Therapeutic Community (TC) Concepts
Grief Counseling	Transition/Re-Entry
HIV/AIDS Education	Victim Awareness

This was the third year of implementation of our unified chaplaincy model throughout the BOA system, during which there have been significant changes. Dr. Thomas Beckner became a Consultant and Fathers Scott Davison and Ginery Twichell assumed responsibility for the operations and oversight of Chaplaincy under the direction of Father Charles Brown.

Our team grew with the addition of four new Chaplains: one to improve ministry provision at the Jacksonville Bridge, and three Chaplains to provide services at the three new work release sites.

Chaplaincy has become an integral component of the Multi-Disciplinary Staff Team (MDST), thus resulting in a more comprehensive ministry and program. Chaplaincy has continued to forge ahead through the development/implementation of Chaplaincy Policies and Procedures as well as Quality Management standards/monitoring and development and implementation of a Volunteer Training protocol with Power Point. Some of our accomplishments during this Fiscal year include:

- Volunteers
 - Total Active Volunteers: **371**
 - Number of new volunteers who have become involved due to our collaboration with Volunteer Match: **5**
- Total served at our Family Days: **2632**
- Total backpacks distributed at our *Back to School Family Days*: **462**
- Total gifts distributed to the children of those we serve at our *Christmas Family Days*: **659**
- Re-Entry Initiatives
 - Re-Entry Fairs
 - MDST working individually with each client/inmate
 - Resource Directories (resources at county/state/national level)
 - Individual assistance as requested
- Total Community Partners and Networks: **151**
 - New community partners and organizations this fiscal year: **52**
- Total Anchor Programs: **43**
 - Examples include Worship (non-denominational, denominational, and services for other religions requested by clients/inmates), Bible Studies, Bridge Builders, Purpose-Driven Life, Malachi Dads, Quiet Time, Grief and Loss groups, Evangelism Explosion, Leadership classes, etc.
- Facility Chaplains have received training and are participating in the following components of the MDST:
 - Intakes
 - Client Reviews
 - Staffing Interventions
 - Re-Entry Plan Petitions
- Chaplaincy Awareness Events
 - Mayor's Council
 - Re-Entry Coalitions/Task Forces
 - Presentations to various church groups

- Participation on Homelessness Boards
- Community Awareness luncheons
- Participation in various community events
- Volunteer recruitment
- Fundraising - Chaplaincy has focused on increasing donations:
 - Monetary
 - Specific items needed at the facility
 - Grants from organizations such as Wal-Mart.

GOALS FOR THE 2013 – 2014 FISCAL YEAR:

- Assist site directors and Quality Management team to draft and receive approval of a new operational policy outlining the Multi-Disciplinary Team functions.
 - Completed and implemented
- Have all chaplains assist with facilitation of at least one “Thinking for a Change” cycle at the sites where it has been implemented.
 - This goal was revised to utilize more of the clinical staff rather than the chaplains. However, one chaplain assisted in the implementation of this program at their site.
- Increase attendance at Chaplaincy Awareness Events by 50% and double the net financial proceeds from that event.
 - Revised this plan to implement a more individualized approach focused on raising awareness of our program and chaplaincy in the community.
- At each site, establish an “anchor program” focusing on parenting and using facilitators trained in the selected curricula.
 - Malachi Dads (men) and Hannah’s Gift (women) were selected and approved. The national director for these programs is providing a workshop in November to train the chaplains. He will also assist in recruiting churches and volunteers to facilitate this curriculum.
- Complete revision and approval of Chaplaincy Policies and Procedures.
 - Developed Chaplaincy Policy and Procedures that are compliant with BOA, FLDOC, RLUIPA, and ACA standards.
 - The chaplaincy department is a member of the QM team and has participated in the BOA internal audits. This is to ensure that the spiritual component of our mission statement and philosophy is carried out. We have developed and implemented a compliance monitor instrument for internal audits by the Chaplaincy Supervisors.
- Conduct a Ministry Plan Review with each Chaplain/Site with a successful completion of the objectives with a score of 80% or better.
 - Completed. There was 100% involvement of the chaplains and a 95% percent successful completion of their goals.
- Develop and implement a Volunteer Orientation Training Protocol (Handbook) with Power Point.
 - The Training Protocol, developed to comply with all BOA, FLDOC, CARF and ACA standards, has been distributed to all chaplains for new volunteer training. Further, a Power Point has been developed to assist in ongoing training.

GOALS FOR THE 2014 – 2015 FISCAL YEAR:

- Implement a Volunteer Data Base to manage and track our volunteers.
- Implement the Malachi Dads & Hannah's Gift programs
- Increase the number of Active Volunteers by 10%, from 371 to 408.
- Conduct a minimum of one formal Chaplaincy Awareness Event at each site to promote community awareness of Bridges of America and our Chaplaincy.
- Increase the Re-Entry resources and linkage at all sites including conducting Re-Entry Fairs, developing Resource Directories, being involved with Re-Entry Coalitions/Task Forces, and developing a volunteer resource specialist (Orlando model).

{HUMAN RESOURCES}

YOLANDA DORSEY

HR Goals for 2013-2014

- (1) Finalize the implementation of the Employee of the Quarter – Met – Staff that go above and beyond the call of duty are now being recognized by Managers.
- (2) Finalize the implementation of the Mentorship Program – In-process – Although training has been a constant discussion, the Mentorship Program has still in the implementation stages.
- (3) Implement Bridges of Canada HR Processes – On-going – As we continue to hire and train staff, bring on new systems, transition to new offices, we will continue to bring our HR Processes up to BOA standards.

Other HR Accomplishments from 2013-2014

- (1) Implementation of the new Human Resources Information System (HRIS) Paycom.
- (2) Successfully staffed three new facilities which resulted in doubling the number of total employees.
- (3) Restructured Salary Rates

Here are the HR Goals for 2014-2015

- (1) Staff Bridges of Florida Regional Offices.
 - (2) Staff Bridges of New York Corporate Offices.
 - (3) Staff two new 432 bed facilities.
 - (4) Continue to staff and train Bridges of Canada staff.
-

David Harris – Chief Operating Officer, Bridges of Florida

Quality Management – Operations

2013-2014 Accomplishments

- Contracted with the Department of Corrections three additional Work Release Facilities: Santa Fe Bridge (156 work release beds), Lake City (151 work release and 5 permanent party beds), and the Cocoa Bridge (84 Work Release beds).
 - Ensured each facility met operational, safety, and state inspection requirements
 - Purchased furniture and equipment
 - Facilitated start-up needs
 - Staffed facilities according to contractual requirements
- Implemented 3M Electronic Monitoring on a total of 922 work release inmates
- Established the Regional Maintenance Technician position in the North, Central, and South
- Established weekly reporting requirements from all facilities to track bed vacancies, number of employed inmates, number of terminations and successful releases, percentages of empty beds, and projected inmate receipts.
- Established an Assistant Facility Director and Operations Supervisor Checklist to designate required tasks related to the daily, weekly, and monthly operations of each facility.
- Safety Coordinator became certified to provide CPR, First Aid, HIV and Bloodborne Pathogen Training to facility staff, resulting in a cost savings to the company by not outsourcing the staff trainings.
- Reorganized of BOA fleet/vehicles
- Added approximately 60 operational standards to the Work Release Monitoring Report to prepare the facilities for compliance on Department of Corrections and unannounced operational audits.
- Conducted a total of 45 internal audits on all Work Release, Transition Center, and Residential Substance Abuse Treatment Program contracts.
- Designated Fridays as PRIDE (Personal Responsibility in Delivering Excellence) Day at all facilities to enhance staff morale. All operations staff were issued a Bridge Pride polo shirt to wear on Fridays.

2013-2014 Goals	Met?	Explanation
Development and Implementation of Director/Executive Director Performance Measures <ul style="list-style-type: none"> • Escapees/Recaptured within 48 Hours • Inmate Terminations • Major Contraband Finds 	Yes	<ul style="list-style-type: none"> • Reduced total inmate escapes by 66% <ul style="list-style-type: none"> ○ 47 escapes in 2012/2013 FY ○ 16 escapes in 2013/2014 FY • Decreased inmate terminations by 19% <ul style="list-style-type: none"> ○ 724 terminations in 2012/2013 FY ○ 586 terminations in 2013/2014 FY • No major contraband findings

<ul style="list-style-type: none"> • Audits (DOC, DCF, Internal, ACA) • Budget 		<ul style="list-style-type: none"> • Only three facilities were required to submit a Corrective Action Plan in response to a Department of Corrections bi-annual audit • No facilities were required to submit a Corrective Action Plan in response to DCF Audits. • Budget tool implemented and budget restructuring completed with Facility Director collaboration
Improvement of Inmate Accountability <ul style="list-style-type: none"> • 100% Job and Furlough Checks • Unannounced After-Hours Audits • Inmate Accountability Training Module 	Yes	<ul style="list-style-type: none"> • Zero non-compliance findings by the Department of Corrections regarding job checks and furlough checks • Unannounced after-hours audits were conducted by the QM Compliance Evaluators at all BOA facilities. • Directors were trained in the Inmate Accountability Training Module
Development and Implementation of a Comprehensive Safety Program	Yes	<ul style="list-style-type: none"> • Implemented a comprehensive safety program and trained safety officers at each facility. As a result of the safety program, company-wide worker's compensation claims decreased.
Policy Revision <ul style="list-style-type: none"> • ACA Compliant • Updated • Develop annual review schedule 	Yes	<ul style="list-style-type: none"> • Developed an Annual Policy Review Schedule to ensure consistent review of policy content for accuracy and compliance with contractual standards.
Integrate Education/Vocation Program Coordinator with the Quality Management Section	In Process	<ul style="list-style-type: none"> • This position will be implemented once the Regional Offices are up and running.
Implement Staff Development Programs <ul style="list-style-type: none"> • Leadership Academy • Comprehensive audit findings review 	Yes	<ul style="list-style-type: none"> • Established the Leadership Academy for Directors, Assistant Directors, and Operations Supervisors; three modules were held for each level of supervision. • Conducted a comprehensive review of previous two years' audit findings to identify success and failure trends. These results were presented and discussed during Directors Meetings.

2014 – 2015 Goals

- Implement single-source food purchasing; training will be conducted on ordering processes and cost-reduction.
- Addition of *High Liability Areas*, *New Employee 40-Hour Orientation*, and *Prison Rape Elimination Act* training sessions to the Bridges Institute online professional development site.
- Establish three Regional Offices to oversee facility Programs and Operations
- Restructure the budget and allocations of facility expenditures

- Reduce the number of non-compliant operational findings on Department of Corrections bi-annual and unannounced security audits. The goal is zero findings company-wide.
- Continue the Leadership Training Program for all Facility Directors and upper management positions
- Prepare the Orlando Bridge Transition and Work Release Center for initial ACA Accreditation by April 2015

Quality Management – Programs

Michael Walker, Clinical Director

2013-2014 Accomplishments

- All program DCF licenses were renewed with an average score of 97%
- All programs passed bi-annual Florida DOC contract audits
- Contracts awarded to operate work release centers in Lake City, Cocoa, and Santa Fe
- Training was completed for 15 clinical staff members in the National Institute of Corrections evidence-based curriculum, *Thinking for a Change*.
- Staff at the Jacksonville, Bradenton, Auburndale, Turning Point, Broward County, and Orlando Bridge Therapeutic Communities completed *TC Immersion Training* to restore TC program fidelity.
- Training was conducted by Dr. Stanton Samenow in Criminal Thinking Errors.
- Continued to implement Multi-Disciplinary Staff Team (MDST) meetings at all programs to include participation by Classification, Operations, Clinical, Chaplaincy, Vocational, and Educational staff. MDST meetings provide assessment, treatment planning, and clinical intervention for BOA clients and inmates.

2013 – 2014 Goals	Met?	Explanation
Continue to increase clinical staff retention rate to 80%.	No	Currently we have increased the clinical staff retention rate to approximately 70%. There have been recent endeavors made to make more of an impact in the coming year.
Develop, implement, and train all clinical supervision staff on revised Clinical Supervisor Policy and Procedures Handbook.	No	The Clinical Supervisor Handbook revision was placed on hold due to new DSM-V criteria being scheduled for implementation.
Complete TC Immersion training for all BOA TC programs and maintain follow-ups for TC fidelity.	Yes	We have completed initial TC Immersion Training for all program sites. We will now set the goal of completing follow-up trainings at least once annually at all sites.
Attain 100% goal of license renewals in all facilities for DOC and DCF audits	Yes	100% of all DCF program licenses were renewed
Continue quarterly internal clinical reviews to increase the utilization of client exit surveys.	Yes	QM Operations & QM Clinical teams are now completing audits together. We have added the new work release centers and Bridges Correctional

		Treatment sites to our rotating quarterly QM Audit Schedule. (18 total program sites)
Attain CARF accreditation.	No	This has been tabled.

2014 – 2015 Goals

- Continue to increase clinical staff retention rate for established programs to 80%
- Develop, implement, and train all clinical supervision staff on revised clinical supervisor Policies and Procedures Handbook.
- Complete TC Immersion Training for all new program start-ups and maintain TC fidelity by conducting TC Immersion follow-up trainings at each TC site.
- Attain 100% goal of license renewals in all facilities for Florida DC and DCF audits
- Continue quarterly internal clinical reviews to increase TC fidelity and compliance with DOC contracts with 100% of the clients/inmates whose charts are audited completing the Client Satisfaction Survey.
- Increase utilization of Client Exit Survey to 100% of all program completers and review Client Survey data and Clinical Trends Report weekly in Monday QM Review meetings.
- Monitor the recidivism rates of the inmates in the MDST Pilot Program at the Broward County Bridge TC and review quarterly.
- Increase staff completion rates of mandated Ten TC Concepts Virtual Training to 100%.
- Review and develop updated Clinical audit instruments.
- Attain CARF accreditation.

{BEHAVIORAL HEALTH}

JEANINE RICCHETTI, M.S., LMHC

ACCOMPLISHMENTS

Developed a Mission – Position the programs to remain competitive in the new era of Data Driven, Health-Care Integrated, Evidence Based, Tele-Health Supplemented, Outcome Funded, Person-Centered, Multi-Disciplinary, Care-Teaming, Meaningful Data Mandated, Population-Health Focused, Behavioral Health Services.

DEVELOPED A VISION

Starting with the National Council of Behavioral Health Annual Conference in Washington DC I have been attending Webinars, Conferences, Seminars, and any related Workshop I can avail myself of. The most obvious result thus far is that I have learned a new “language”, as noted above. The deeper result, and hopefully a result that is just as obvious, is that I have become exponentially excited about the potential, with the help of Electronic Health Records and the federally mandated “Meaningful Data” gleaned from each record, to use highly specific meaningful data to drive BOA services in a way that will be ever so much more individualized, and therefore so much more effective and efficient.

RESEARCHED AND HELPED TO SELECT AN ELECTRONIC HEALTH RECORD

When Mr. Harris began searching for a program to replace 20/20 in the Trust Accounting and Fiscal Management areas, Mr. Walker and I knew that the time was right to push for an Electronic Health Record (EHR) that would be integrated as much as is possible with Security, Trust Accounting, Classification, Medical, etc.. This will save time by eliminating redundancy but more importantly by its very nature the chosen EHR will eliminate the unnecessary “silos” of different departments and by its very nature will foster

and encourage a true Multi-Disciplinary Teaming model and approach. While it still preserves the "Need to Know" mandate through multiple permission levels, it allows for the mandated meaningful data to be shared appropriately with the correct permissions among members of the Multi-Disciplinary Team.

RE-DESIGNED CORPORATE QM PROGRAM STAFF

As a result of a productivity study, reorganized the Corporate Supervisors and redesigned some of their responsibilities to free up one and a third Full Time Equivalent. Utilized the one and a third staff members to increase Regional Follow Up Training in the south and provide a second auditor to address the need to evaluate more than just the licensed requirements during a site/visit and audit, but also to evaluate the fidelity to the model and the customer satisfactions surveys.

BEGAN IDENTITY AND CULTURE CHANGE TO PREPARE THE LEADERSHIP FOR THE COMING SEA CHANGE

At the April Quarterly Supervisors Meeting, everyone had to choose and wear a button that said either, "I am a recidivism reductionist" or "I am a desister innovator" AND discuss why they chose that button and how it applies to their work.

Later we broke into groups. Each group used the definitions of "Evidence Based Practice" to discussed different tools, skills, and aspects of Therapeutic Community and to determine if and how TC is an Evidence Based Practice.

DESIGNED THE PYRAMID OF MOTIVATION

The Schematic Pyramid of Motivation encompasses both Therapeutic Community and Multi-Disciplinary Staff Teaming in one clear and progress set of motivational procedures. It was developed along with some of the health and wellness approaches mentioned later, as part of the submission to the DOC for the Transition programs in Everglades and Baker.

GOALS FOR FISCAL YAER 2014-1015

BUILD AN ELECTRONIC HEALTH RECORD

The EHRs of this decade are light years ahead of the Dinosaur EHR of even five years ago. They are designed with the future in mind and include room for development and evolution of their usefulness. They are meant to be expandable and reprogrammable. Once we build this Electronic Health Record it will bring us to a new level of quality and effectiveness. Of course this means that we have to build and design this record to meet our goals and needs.

DESIGN AND DEVELOP FLEXIBLE INTENSITY TRACKS

With the dearth of Meaningful Data that will be displayed at Multi-Disciplinary Staff Teaming in bar graphs with risk levels color coded, will come the need to provide more flexible and individualized tracks for our clients that are based on the sensitive screening and assessment information.

DEVELOP CRITERIA FOR ASSIGNING CLIENTS/INMATES TO APPROPRIATE TRACKS/INTENSITIES

For years that research has clearly demonstrated that to put a low risk person into a high intensity program actually INCREASES recidivism risk. With our first ethical mandate being always to do no harm, we must create more individualized intensities in our programs based on the severity of the client/inmate's defined issues.

For most of our programs that will mean increasing and decreasing the number per week of each of the following "tracks" Criminal Thinking, Substance Abuse, Chronic Health Condition Management, and Mental Health Issues to include Mild to Moderate Anxiety, Non-Acute Depression, Non-Acute Thought Disorders, and Post Traumatic Stress Disorder.

IMPLEMENT THE CEST, PHQ9, PHQ20 (or equivalents) AS SCREENING TOOLS

Using screenings that are more sensitive to the Severity of these issues will allow us to design person-centered truly individualized transition plans.

HIRE REGIONAL LICENSED PRACTITIONERS OF THE HEALTH ARTS (LMHC, LCSW, LMFT)

In order to monitor and train and at times assess the validity of the screenings and the appropriateness of a dual disordered clients/inmates transition plans and/or treatment plan, Master's Level Licensed Practitioners will be on staff in some cases regionally and in the larger TC's actually on staff. The new Clinical Salary Structure supports this plan, and allows for the required higher salary for Licensed Professionals. Ideally these clinicians will have experience with TC, Criminal Justice Involved clients and their families, and experience in the provision of Substance Abuse Counseling.

EXPLORE TRACKS FOR CHRONIC HEALTH MANAGEMENT and GENERAL HEALTH AND WELLNESS

Diabetes, Cardio-Vascular Disease, Hepatitis and other Socially Transmitted Diseases, Substance Abuse, PTSD, Schizophrenia, and many Behavioral Health disorders are chronic. To manage these disorders requires a specific set of learned skills. The chronic disorders are all affected by thought, behavior, decision making skills, pro-social skills, pro-social behaviors, emotional health, diet, exercise, and the ability to identify and to make use of healthy support systems. Managing a chronic health condition requires commitment, acceptance, diligence, discipline, as well as transportation, time for appointments, remembering of often multiple appointments, the coordination of appointments, etc.

HIRE REGIONAL TRANSITION CASE MANAGERS

The first two year out of prison former inmates are twelve times more likely to die, many from chronic health conditions.

Too many chronically disordered clients/inmates step out of the gate and suddenly resume the responsibility for managing a chronic condition. The hand off and the handling of this responsibility is critical to Population Health, public safety, recidivism reduction, and family reunification.

BECOME MEDICAID AND INSURANCE BILLABLE FOR ANCILLARY SERVICES

The EHR, the use of more sensitive screening to truly individualize care, the incorporation of health and wellness and chronic condition management, and the hiring of Licensed Practitioners are all necessary steps in becoming ready to participate in any fee-for-service billing.

EMBRACE THE FUTURE

The goals noted above are necessary, systematic, and in nature, academic. The true challenge, the one that keeps me going and motivates me to innovate, is this: to somehow make contagious my zest and passion for the sea changes that are upon us. My intention is to have everyone who works for Bridges to embrace the technological leaps looming before us knowing how much more effective and efficient, person-centered, and relevant our services will be.

While what we have been doing is not broken and does not need to be fixed, it most certainly and absolutely does need to evolve and to develop. We owe it to our stakeholders, the public, the families, our clients, and to ourselves. If it can be done better, then it is a moral imperative that we learn how and that we do it. We ask our clients to embrace change every day and it is my goal to ask the same of the staff, every day.

{MANAGEMENT INFORMATION SYSTEMS}

PATRICK DOLINY

Our chief aim is to be accountable and transparent.

- Drive efficiency through information systems & technology
- Support and innovate
- Thrive in innovation while upholding the People Process & Technology core structure.

2013 – 2014 Goals	Met?	Explanation
Disaster Recovery & Backup Project	Ongoing	We are through the second phase of four in this process. Once completed, we will have a robust data security system, complete with offsite archiving of essential data.
Client Network	Ongoing	Continued improvements of the client network stem from new GED courses available through subscriptions to GED Academy and Moodle courses created in house. Security and filtering is providing through an IBOSS Web Appliance and a corresponding GPO.
Department of Correction VPN	Yes	On-going collaborations with DOC in regards to VPN accounts and the potential savings on hardware, services associated with them.
Improvement in Service	Ongoing	Improvements in system uptime and integrity brought about through the use of virtualization.

GOALS FOR THE 2014 – 2015 FISCAL YEAR:

1. Implement a new Trust Account and Clinical System
2. Implement an Emergency Operations and Communication System
3. Implement a Social Intranet and File-Sharing System
4. Implement a formal Project Management Office (PMO) through the implementation of the IPACE (Initiate, Plan, Activate, Control, End) Methodology.
5. Implement a ticketing system for continued service improvements.

{PUBLIC AFFAIRS}

KAT KUEHN

2013 – 2014 GOALS	Met?	Explanation
Develop and implement volunteer database	NO	Due to staff changes and re-prioritization of projects in IT, these databases were put on hold. I plan on working in conjunction with MIS and Chaplaincy to
Develop and implement community partner database	NO	
Improve website user accessibility	YES	I worked in conjunction with the IT Department to revise the organization and content of the BOA website for more efficient access to information.
Improve web and social media exposure to result in an increase database of stakeholders	YES	Please reference the chart below. With the help of IT, we also added an automatic signature to all users' email that includes a link to the BOA Facebook, Twitter, and website.

Improve online archive of BOA historical media information, including online articles and news stories	YES	With the help of IT, we added an "In the News Page" to the website in which users can access News Archives, Newsletters, and current industry Publications and Reports.
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	SOCIAL MEDIA REACH	2012-2013	2013-2014	Percent of Increase
Bridges of Canada	Facebook Page www.facebook.com/bridgesofcanada	215	436	103%
	Constant Contact Email Subscribers	-	994	N/A
Bridges of America	Facebook Page www.facebook.com/bridgesofamerica	1,036	1387	34%
	Twitter @BridgesAmerica	132	191	45%
	Constant Contact Email Subscribers	2,465	3,964	61%

2013 – 2014 Accomplishments

- Volunteer Match – increased exposure and ability to recruit volunteers for facilities
- Holes in Time – able to download the book online for free
- Bridges of Canada Website – completely overhauled
- Added automated email signature to include links to social media and website.
- Added "current events" slider to main page of website to more effectively promote events, special news, and industry publications and reports.
- Added "Upcoming Events" on main page of website where stakeholders can access information and point of contact for events and trainings open to the public from the corporate office and all facilities.
- Redesigned a mobile version of the website (for cell phones and tablets) for easier user acces.

2014 – 2015 Goals

1. Develop and implement volunteer database.
2. Develop and implement community partner database.
3. Increase social media stakeholders by 25% overall.

{CHIEF FINANCIAL OFFICER}

HTAY HTAY

Bridges of America, Inc. and Affiliated Entities

Profit and (Loss)

2012-2013

2013-2014

Bridges of America, Inc.	\$	(676,516)	\$	(19,081)
The Orlando Bridge, Inc NS	\$	243,268	\$	227,724
The Orlando Bridge, Inc WR	\$	326,730	\$	285,239
The Orlando Bridge, Inc TC	\$	144,077	\$	181,387
The Polk Bridge, Inc.	\$	48,258	\$	26,568
The Turning Point Bridge, Inc.	\$	(110,853)	\$	(117,726)
The Broward Bridge, Inc.	\$	(214,947)	\$	(76,687)
The Bradenton Bridge, Inc.	\$	122,544	\$	204,538
The Jacksonville Bridge, Inc. WR	\$	(240,779)	\$	10,912
The Jacksonville Bridge, Inc. NS			\$	(229,814)
The Jacksonville Bridge, Inc. TC			\$	224,489
BOA - Community Re-Entry Services, Inc	\$	(49,654)	\$	117,188)
Bridges Correctional Treatment, Inc	\$	17,955	\$	(23,853)
The Lake City Bridges, Inc			\$	103,847
The Cocoa Bridges, Inc			\$	25,028)
The Santa Fe Bridges, Inc			\$	53,425
Net Profit(Loss)	\$	(389,915.48)	\$	708,752.00

Christian Prison Ministries, Inc. \$ (709,550.00) \$ 505,141.00

***Total Missions & Contributions \$356,187.00 401,319.00

Subsistence Income	2012-2013	2013-2014	Increased/(Decreased)
The Orlando Bridge, Inc.-NS	197,663	241,180	43,517
The Orlando Bridge, Inc.-WR	\$886,342	\$892,983	6,641
The Orlando Bridge, Inc.-TC	\$324,310	\$396,751	72,441
The Polk Bridge, Inc.	\$147,801	\$151,258	3,457
The Turning Point, Inc.	\$554,355	\$543,714	(10,641)
The Broward Bridge, Inc.	\$376,584	\$407,695	31,111
The Bradenton Bridge, Inc.	\$275,782	\$291,027	15,245
The Jacksonville Bridge, Inc. WR	\$698,404	\$719,981	21,577
The Jacksonville Bridge, Inc. NS	\$0	\$16,312	16,312
The Lake City Bridges, Inc	\$0	\$232,620	232,620
The Cocoa Bridges, Inc	\$0	\$73,188	73,188
The Santa Fe Bridges, Inc	\$0	\$136,066	136,066
Total	3,461,240	4,102,775	641,535

<u>Cost Per Offender</u>		<u>2012-2013</u>		<u>2013-2014</u>	<u>increase/(decrease)</u>
The Orlando Bridge, Inc - NS	\$	51.02	\$	52.86	\$ 1.84
The Orlando Bridge, Inc - WR	\$	33.39	\$	36.00	\$ 2.61
The Orlando Bridge, Inc - TC	\$	50.67	\$	51.90	\$ 1.23
The Polk Bridge, Inc.	\$	57.31	\$	58.36	\$ 1.05
The Turning Point Bridge, Inc.	\$	41.75	\$	43.55	\$ 1.80
The Broward Bridge, Inc.	\$	55.75	\$	55.44	\$ (0.31)
The Bradenton Bridge, Inc.	\$	50.81	\$	49.55	\$ (1.26)
The Jacksonville Bridge, Inc. WR	\$	41.31	\$	38.73	\$ (2.58)
The Jacksonville Bridge, Inc. NS					
The Jacksonville Bridge, Inc. TC	\$	-	\$	55.08	