

Connecticut Junior Republic  
2015 Annual Report





The background of the page is an abstract painting. The top half features warm, textured brushstrokes in shades of orange, red, and yellow, suggesting a sunset or sunrise. A thick, white, textured line separates this from a large, bright yellow area below. At the bottom, there is a green, textured area that resembles a grassy hill or field.

**T**he mission of the Connecticut Junior Republic (CJR) is to provide care, treatment, education and family support for at-risk, special needs and troubled young people so they can become productive and fulfilled members of their communities.

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Advisory Council



# CJR at a Glance

## Organization

CJR is a private nonprofit agency governed by a board of directors and supported by fees earned for services and by the generous contributions of individuals, foundations, businesses and organizations. The CJR Board of Directors meets quarterly in the months of September, December, March and June. The Connecticut Junior Republic provides services for children, youth and families of any race, color and national and ethnic origin.

## Founded

1904, Litchfield, Connecticut

## Total Staff

326

## Website

[www.ctjuniorrepublic.org](http://www.ctjuniorrepublic.org)

The Connecticut Junior Republic is a charitable 501(c) (3) organization and contributions are tax deductible to the extent permitted by law.

## Accreditation and Licensure

- Council on Accreditation (COA)
- New England Association of Schools and Colleges (NEASC)
- Connecticut Department of Children and Families (DCF)
- Connecticut State Department of Education (SDE)
- Connecticut State Department of Public Health (DPH)

## Memberships

- Child Welfare League of America
- Children's League of Connecticut
- Connecticut Association of Nonprofits
- Connecticut Association of Private Special Education Facilities
- Connecticut Community Providers Association

## Regional Service Overview

*Administrative, Residential and Education Programs*

- 1 Litchfield

*Additional Residential Facilities*

- 2 CARE Community Residential Program, Waterbury  
3 Group Home, East Hartford  
4 Group Home, Winchester

*Community Programs*

- 5 Danbury  
6 Middletown/Meriden  
7 New Britain (two sites)  
8 New Haven  
9 Rockville/Manchester (two sites)  
10 Torrington  
11 Waterbury



# Executive Report

**The 2014–15 year was an eventful one, and a testimony to the hard work of our Board of Directors, staff and volunteers in achieving several significant milestones that strengthened and diversified the Connecticut Junior Republic’s continuum of care.**

*CJR opened seven new Child, Youth and Family Support Centers following contract awards from the Judicial Branch Court Support Services Division.*

*Thanks to a \$75,000 grant from CHEFA, CJR was able to hire the staff necessary to launch its new Wellness Center Program.*

In September of 2014, CJR opened seven new Child, Youth and Family Support Centers following contract awards from the Judicial Branch Court Support Services Division. These Centers provide an array of early intervention and “wrap-around” services and helped more than 1,300 vulnerable children, youth and families in the first 10 months of operation.

Thanks to a \$75,000 grant from the Connecticut Health and Educational Facilities Authority (CHEFA) in July of 2014, CJR was able to hire the staff necessary to launch its new Wellness Center Program. The official opening for the Wellness Center in Litchfield took place in May, with a keynote address by U.S. Senator Chris Murphy. A strong advocate for increased access to mental health services, Senator Murphy spoke eloquently about the need for CJR’s new Wellness Center, which is based in the Michael P. Mortara Family Center on CJR’s Litchfield campus, and licensed to provide services in most of the Junior Republic’s community program sites, as well.

As a result of this new program and the establishment in 2014 of seven new Child, Youth and Family Support Centers in sites across Connecticut, including Torrington, CJR is now helping more children, youth and families from Litchfield County and northwestern Connecticut than ever before in its history. This number is significant and is expected to increase as additional children and families are served by CJR’s Litchfield and Torrington Wellness Centers.

During the 2014–15 Fiscal Year, CJR initiated the process for re-accreditation with the Council on Accreditation. This process began in February with a self-study that concludes in December and will be followed by a site visit in January of 2016. All CJR programs, with the exception of the Cable Academic and Vocational Education Center (CAVEC), which is separately accredited by the New England Association of Schools and Colleges (NEASC), will be examined by the COA accreditation. CJR’s CAVEC successfully completed its Five Year Interim Evaluation with NEASC earlier this year.

In September, Patrick J. Boland completed his three-year term as President of the Junior Republic’s Board of Directors. During Mr. Boland’s tenure as President, CJR significantly expanded its services and continuum of care. In 2012, when Mr. Boland became president, CJR had a budget of just over \$14 million and served 1,430 boys and girls annually through 10 program locations. At the close of the 2015 Fiscal Year on June 30, CJR had an operating budget of approximately \$20 million and served more than 2,440 children through 12 program sites across Connecticut. Over the term of Mr. Boland’s presidency, the Junior Republic increased the number of youth and families helped by CJR’s combined services by more than 60 percent. Within this period, the Junior Republic also opened a second site in New Britain and two new program sites in Manchester, Connecticut, significantly increasing the number of children and families served by CJR in eastern Connecticut. We thank Mr. Boland for his outstanding leadership over the past three years and are delighted to report that he will continue to serve as a member of our Board of Directors.





**Daniel W. Rezende**



**Declan Murphy**

*In 2010, CJR helped approximately 950 children and families and had an operating budget of just under \$11 million. In 2015, CJR helped nearly 2,500 children, youth and families, and had an operating budget of \$20 million. In the same time period, the staff grew from 185 to 326, and CJR has expanded its program sites from 9 to 12 locations across Connecticut.*

At this time, we would also like to pay a special tribute to Greg Oneglia, who retired from the CJR Board of Directors in September after serving for 20 years, including three years as President. During his service as a member of the Board, Mr. Oneglia established the very successful *CJR Invitational* Golf Benefit, which has raised well over \$1.2 million in net proceeds since its inception. Mr. Oneglia also provided critical leadership for two successful capital campaigns. As a longtime member of the Board's Executive Committee, he has provided important guidance on numerous occasions as CJR's programs and leadership have transitioned and expanded in recent years. While we regret Mr. Oneglia's retirement from the Board, we are deeply grateful for his many years of service and honored by the important association that other members of the Oneglia family have had with the Connecticut Junior Republic as friends and supporters, including many years of service on the Board of Directors by Mr. Oneglia's wife, Catherine, and his father, Francis.

CJR's programs and services continue to develop to meet the needs of struggling children and families and we anticipate new opportunities to expand our continuum of care in the coming year. Such growth enhances the Junior Republic's ability to provide high quality, evidence-based care, treatment and education programs for an increasing number of young people across Connecticut.

Over the years, private support has been critical to the Connecticut Junior Republic's ability to provide the kind of comprehensive care, unique programs and intensive wrap-around services that can make a real difference to young boys and girls and their families in times of crisis. To those who support the Junior Republic's mission of service through contributions, grants and involvement in CJR events, we extend our heartfelt appreciation. The ultimate beneficiaries of your generosity are Connecticut's neediest and most vulnerable children.

Two handwritten signatures in black ink. The first signature is 'Daniel W. Rezende' and the second is 'Declan Murphy'.

**Daniel W. Rezende**  
*Executive Director*

**Declan Murphy**  
*President*



# Programs and Services

Between July 1, 2014 and June 30, 2015, the Connecticut Junior Republic helped nearly 2,500 boys, girls and families through a full continuum of care that included the following services:

## RESIDENTIAL PROGRAMS

For Boys:

- Litchfield Residential Programs
- East Hartford Group Home
- Winchester Group Home

For Girls :

- CARE Community Residential Program – Waterbury

## COMMUNITY-BASED PROGRAMS

- Danbury
- East Hartford (services provided in East Hartford are based in Manchester)
- Middletown/Meriden
- New Britain (two sites)
- New Haven
- Rockville/Manchester (two sites)
- Torrington
- Waterbury

## BEHAVIORAL HEALTH AND WELLNESS PROGRAMS

Based in the Michael P. Mortara Family Center on the Connecticut Junior Republic's Litchfield campus, CJR's Behavioral Health and Wellness Programs are now provided in seven locations across Connecticut:

- Litchfield
- Manchester
- Meriden
- New Britain
- New Haven
- Torrington
- Waterbury

## EDUCATION PROGRAMS

The Connecticut Junior Republic's Cable Academic and Vocational Education Center is located on the Litchfield campus and provides regular, special, vocational and alternative education programs, as well as enhancement, transition and related services.

## PARTNERS IN PROVIDING SERVICES

Collaborative relationships with a number of agencies are critical to CJR's ability to help at-risk, special needs and troubled boys and girls through a broad spectrum of care that meets the individual needs of each youngster and those of his or her family. During 2014–15, CJR's partners in providing care for boys, girls and families included:

- Connecticut Judicial Branch Court Support Services Division (JBCSSD)
- Connecticut Department of Children and Families (DCF)
- Connecticut Department of Social Services (DSS)
- Connecticut State Department of Education (SDE)
- Local Boards of Education, representing towns and school districts throughout Connecticut

CJR's residential and community-based programs are accredited by the Council on Accreditation (COA). Reaccreditation is required every four years by COA and attests that an organization is meeting the highest national standards and performing services that are needed by the community.

CJR's education programs are accredited by the New England Association of Schools and Colleges (NEASC) and licensed by the Connecticut State Department of Education.



Children and Families Served In 2014–2015\*



\*2,441 young people and their families received services through CJR programs, with some youths enrolled in more than one program or attending programs more than once. The number served does not include individual family members who also benefited from services provided to children served by CJR programs.



## RESIDENTIAL PROGRAMS

CARE Community Residential Program – Waterbury

84

Litchfield Residential Programs

73

Group Home – Winchester

Group Home – East Hartford

6

10

## COMMUNITY-BASED PROGRAMS

Waterbury

566

New Britain

314

Middletown / Meriden

145

Rockville / Manchester

185

East Hartford

52

Torrington

249

New Haven

236

Danbury

206

## WELLNESS CENTER PROGRAMS

164

## EDUCATION PROGRAMS

Cable Academic and Vocational Education Center – Litchfield

151



# Residential Programs

**The Connecticut Junior Republic provides five distinct residential programs to serve boys and girls who require residential care on a long- or short-term basis. Whenever possible, these programs seek to reunite young people with their families as soon as feasible. Intensive home-based, family-focused services are generally provided during residential care and following discharge for all youth.**

## Litchfield Residential Programs

### *Boys' Intermediate Residential Program (BIRP)*

**S**ince November of 2010, CJR has operated the Boys' Intermediate Residential Program (BIRP) for young men on its Litchfield campus. Funded by the Judicial Branch Court Support Services Division (JBCSSD), the BIRP is designed to engage youth and their families through individual and family clinical services that focus on identifying and developing inherent strengths within the family unit to improve the relationships among all members. Based upon a model of service developed by Dr. Gayle Dakof and Dr. Howard Liddle of the University of Miami's Leonard M. Miller School of Medicine's Center for Treatment and Research, this program integrates Multidimensional Family Therapy (MDFT) into its framework of services for boys and their families. The inclusive, family-focused therapeutic model is used throughout the program's four-month residential component and continues for an additional four to five months within the youth's home environment following discharge from the residential program.

This continuum of care is designed to ensure a smooth transition back into home, school and community for each young man served. The BIRP fully utilizes the outstanding educational and recreational resources on CJR's Litchfield campus and all students attend school at the Cable Academic and Vocational Education Center.

The Junior Republic's BIRP is the first residential program in the United States to fully integrate an evidence-based, family-focused, in-home intervention for this at-risk population of young men. During 2014–15, the BIRP served 34 boys and their families.

### *Therapeutic Respite and Assessment Center (TRAC)*

In November of 2012, the Connecticut Junior Republic opened a second residential program on its Litchfield campus. The Therapeutic Respite and Assessment Center (TRAC) is located in CJR's Litchfield-Colgate Cottage and serves up to eight adolescent boys, ages 14 to 17, for one to three months, depending on their needs. During 2014–15, the TRAC Program served nearly 40 young men. Students attend school at CJR's Cable Academic and

**94%**  
of the young men admitted to CJR's Boys' Intermediate Residential Program (BIRP) complete services.

Vocational Education Center and benefit from all the resources on CJR's Litchfield campus. Residential services include individual and family therapy that is designed to enhance protective factors, increase affective bonds and de-escalate crisis situations.

The TRAC involves families in programming from the beginning of each boy's enrollment. Motivational interviewing skills are used to prepare participating youth and families for each young man's return home and to ensure continued participation in support services that are arranged prior to a boy's return to his community. Services in the community begin immediately upon discharge from the TRAC Program and may include an additional three to six months of intensive home-based, family-focused care, such as Multi-Systemic Therapy (MST), which CJR provides through its community-based locations in Danbury and Torrington.

### **East Hartford Group Home**

The Connecticut Junior Republic has operated a group home in East Hartford since 1966. Funded by the Department of Children and Families (DCF), CJR's East Hartford Group Home provides a homelike residence and transitional living program for up to six adolescent boys. The program utilizes DCF's Post-Adoption Services and Supports (PASS) model of care. This model provides











# 95%

of the boys admitted to CJR's Therapeutic Respite and Assessment Center (TRAC) complete services.

intensive services in the areas of education and vocational assistance. As the majority of residents will live on their own after graduation from high school, the program emphasizes independent living skills using a DCF-approved life skills curriculum, which enables CJR's young men to be better prepared for independent living.

During the 2014–15 fiscal year, CJR's East Hartford Group Home served 10 young men. Most residents attended local high schools and were encouraged to participate in extracurricular activities. Two Group Home students were enrolled in college courses; one was enrolled at the University of Connecticut and one at Manchester Community College. All of CJR's East Hartford Group Home students participated in the Town of East Hartford's summer work program and one boy was employed in the community. Enrichment activities during the 2014–15 year included trips to Six Flags Amusement Park, Boston Celtics games, local baseball games and college tours.

## Winchester Group Home

The Winchester House—CJR's Winchester Therapeutic Group Home—serves boys ages 14 to 21, providing a physically, emotionally and psychologically safe environment for youth with complex mental health needs, all of whom are working toward more independent living. The staff at Winchester House is extensively trained to provide individual, group, family and milieu therapy for each boy. Based on individual educational and clinical needs, residents attend public and private schools, often in their hometown community. The boys are encouraged to participate in school activities and contribute to the community through volunteer work.

During the 2014–2015 fiscal year, six boys were served through the Winchester House. Residents continued to build skills toward more independent living, and this year, all of the boys participated in the local summer youth employment program. One resident secured employment in the community. All residents participated in life skills groups at the Winchester House. The boys also experienced other activities in the

community, including educational programs at the Wilderness School; trips to Lake Compounce and Brownstone Exploratory Park; and fishing at local ponds.

For many Winchester House boys, such activities represent a once-in-a-lifetime opportunity to participate in social and recreational events that they missed in their early childhood years. These experiences help the boys enjoy interests and activities and enable them to create new memories they will take with them when they transition to more independent living arrangements.

## CARE Community Residential Program – Waterbury

Located at CJR's Waterbury Program on Prospect Street, the CARE Community Residential Program accepts adolescent and teenage girls, ages 11 to 17, who are identified and referred through the Superior Court Juvenile Matters offices statewide. The program provides brief, transitional respite care, in a safe, homelike environment for girls in crisis who may or may not be court ordered to attend the program. This respite period allows for a rapid and critical assessment of the child and her family to determine their needs, stabilization of any crisis situations and comprehensive aftercare planning.

The goal of the CARE Program is to successfully divert adolescent girls from detention and long-term residential placements. A combination of relational and trauma-based intervention is used to assess, identify and develop individualized service plans to meet the diverse needs of referred girls and families. Following completion of the program, all girls are reunited with their families and referred to an intensive in-home family therapy program or a community-based support system. This ensures that the goals developed while a girl is in residence at the CARE program will be continued within her natural environment. During 2014–15, nearly 85 girls were served by CJR's CARE Program.

# 99%

percent of all young men who completed CJR's Boys' Intermediate Residential Program (BIRP) received intensive in-home services following discharge.

# Community Programs

**The Connecticut Junior Republic's community-based programs focus on addressing emotional and behavioral problems in a child's natural environment—including home, public school and town of residence.**

**D**uring 2014–15, more than 1,600 boys and girls and their families benefited from services provided through the Junior Republic's community-based programs in Danbury, East Hartford, Manchester (two sites), Meriden, New Britain (two sites), New Haven, Torrington and Waterbury. These programs served children as young as 10 years of age and provided an array of prevention and family-focused early intervention services. CJR's community programs also provided an important resource in the continuum of care for youths returning to their homes from residential placements and for those at-risk of requiring out-of-home care. An increasing number of CJR's community-based programs use evidence-based treatment models. All programs are closely monitored for outcomes and quality in collaboration with CJR's Performance and Quality Improvement (PQI) Department and the funding agencies (JBCSSD, DCF and DSS).

In September of 2014, CJR opened seven new Child, Youth and Family Support Centers after being awarded contracts for these programs from JBCSSD. The new Child, Youth and Family Support Center (CYFSC) model was adopted by the Courts in an effort to more efficiently provide services to juveniles with delinquency charges and status offenses, such as running away, truancy, breaking school rules and otherwise acting out. The CYFSC model incorporates research and evidence-based programs and services. Adherence to the fidelity of the program model and service delivery by highly qualified and trained staff are critical to ensuring positive outcomes.

CYFSC Program services range from assessment and service recommendations to more intensive support, including multi-modal, center-based care. Services provided by each CYFSC include crisis intervention, clinical assessment, family mediation, individual therapy, case management, educational advocacy, substance abuse treatment, support groups for parents, gender-specific, psycho-educational and skills-based groups, trauma-informed groups, cognitive behavioral interventions, anger management groups, as well as life skills and job readiness training, and aftercare following discharge from the program. A critical component of CJR's Child, Youth and Family Support Centers is the focus on providing strength-based, "wrap-around" services to meet the needs of the entire family. Average length of services is four months but the program is designed to meet the needs of individual families and involvement with the CYFSC may be shorter or longer, depending upon identified needs. Combined, CJR's seven CYFSC Programs served more than 1,300 children, youth and families in Fiscal Year 2014–15.

In October of 2014, CJR was awarded a contract to provide the Adolescent Community Reinforcement Approach/Assertive Continuing Care (A-CRA/ACC) Program in New Britain. This evidence-based, outpatient substance abuse treatment program is funded through a partnership between DCF and JBCSSD and provides 90 days of clinic-based treatment (A-CRA) followed by 90 days of community-based recovery support (ACC). Boys and girls, ages 12 to 17, are served although 18-year-olds may be accepted for treatment on a case-by-case basis. The goals of the A-CRA program component are to promote abstinence, positive social activity, positive peer relationships and improved relationships with family. The ACC program component includes home visits and case management for adolescents who have participated in treatment for substance abuse or dependence. Referrals are open to community providers, including the courts, schools and parents; self-referrals are also accepted. The new A-CRA/ACC Program is based at CJR's 29 Russell Street location with its Fostering Responsibility Education and Employment (FREE) Program and is anticipated to serve more than 70 young people and their families annually. The New Britain A-CRA/ACC Program is CJR's second—it has conducted its first A-CRA/ACC Program in Waterbury since 2013. The Waterbury A-CRA/ACC Program is funded by DCF.

# 91%

Average adherence rate of CJR's MST therapists—significantly exceeds the target of 80 percent adherence for this evidence-based model. High rates of adherence to the program model are proven to increase treatment success rates.









On a scale of 1 to 7, with 7 being the highest score, participants in CJR's Danbury Child, Youth and Family Support Center measured the strength and quality of their relationships with staff with an average score of

# 6.8





# 100%

of young people and families completing CJR's Danbury and Torrington MST Programs indicated that they had an improved network of supports at time of discharge.

Family involvement is emphasized and encouraged at all of CJR's community-based program locations. Each site holds annual Thanksgiving and holiday events that include the families of enrolled boys and girls. Every event is unique and makes use of the staff, community and site resources to create a warm and festive occasion for participating young people.

## Danbury

The Connecticut Junior Republic opened its Danbury office in 2004, and services provided in this location, as well as the number of youth and families served, have more than tripled since that time. More than 200 boys, girls and families were served through CJR's Danbury-based Multi-Systemic Therapy (MST) and Child, Youth and Family Support Center (CYFSC) Programs during 2014–15. CJR's Region 5 A-CRA/ACC Program, serving Danbury, Torrington and Waterbury, also provided substance abuse assessment and treatment services through its Danbury location during 2014–15.

Funded by the Judicial Branch Court Support Services Division (JBCSSD), MST delivers treatment in the youth's natural environment (home, school and community) and is designed to reduce criminal and anti-social behaviors while empowering the family to develop and use proactive parenting skills. All family members living in the home and anyone within the youth's sphere of influence are encouraged to participate. For a treatment period of three to five months, MST therapists are available to referred families 24 hours a day, seven days a week. Therapists visit the family home three to five times a week and have ongoing communication with the youth's school. During 2014–15, CJR provided MST for nearly 35 children and families through its Danbury location.

CJR's previously described CYFSC in Danbury served nearly 160 boys and girls, ages 11 to 17, who were referred by the Danbury Juvenile Court or area school systems, and by parents through Family With Service Needs (FWSN) petitions during 2014–15.



# 97%

of the boys and girls participating in CJR's East Hartford Teen Outreach Program (TOP) felt supported and accepted by their TOP facilitator;

# 84%

felt they learned how to deal with challenges;

# 87%

learned new skills through the program's community service projects.

Staff and students associated with CJR's Danbury location participated in a number of community service activities and events in 2014–15. In June, CJR's Danbury Program held its second annual wine tasting event at Tarrywile Mansion and raised nearly \$6,000 in net proceeds to provide scholarships for CJR students. Thanks to strong community support, proceeds were up by nearly 20 percent over the 2014 event.

## East Hartford

CJR's Teen Outreach Program (TOP) has served East Hartford Middle and High School students, ages 12 to 17, since 2009, and is funded by the Department of Social Services. This program consists of three interrelated components: supervised community service; group discussions; and activities related to key social and developmental tasks of adolescence. In each program component, youth work in small groups with a facilitator. Values, human growth and development, relationships, and dealing with family stress and issues relating to the social and emotional transition from adolescence to adulthood are discussed. In these sessions, participating boys and girls develop communication and decision-making skills. Service learning projects are planned with input from students and are then implemented within their

home environments. These projects combine education and community service and empower young people to be successful. The Teen Outreach Program is based at CJR's 112 Spencer Street offices in Manchester but actual program services are provided in the East Hartford Schools. During 2014–15, more than 50 young men and women participated in CJR's Teen Outreach Program in East Hartford.

## Middletown/Meriden

CJR's Middletown/Meriden Program opened in 2012 as a Family Support Center. This program was replaced by a larger Child, Youth and Family Support Center model in 2014. Located at One Colony Street in Meriden, the CYFSC is a multi-service "one stop" program, as previously described, for boys and girls, ages 11 to 17, who reside in the Middletown/Meriden region. During the 2014–15 year, the Middletown CYFSC served nearly 150 boys, girls and families.

## New Britain

CJR's New Britain Child, Youth and Family Support Center (CYFSC), located at 145 South Whiting Street, opened in September 2014, and replaced the Family Support Center that the Junior Republic had operated in New Britain since 2012. The New Britain CYFSC provides services as previously described for this program model. In its first year of operation, the New Britain CYFSC conducted exceptionally successful therapeutic groups and a summer enrichment program for young people. The summer experience included community service, truancy prevention education, as well as college tours and social activities. During 2014–15, the New Britain CYFSC served nearly 215 boys, girls and families.

CJR's New Britain site at 29 Russell Street provides additional programs for young people. During 2014–15, CJR's Fostering Responsibility, Education and Employment (FREE) Program in New Britain provided reentry support to adolescents, ages 15 to 19, who have been committed to the Department of Children and Families (DCF) as delinquent, and are returning to their communities from out-of-home placements, including public and private congregate care treatment settings, the Connecticut Juvenile Training School (CJTS) and youth correctional settings.

Services begin while a young person is in congregate care and continue based on individual needs. Daily programming focuses on an array of services to support participating adolescents' growth in all areas of functioning, including the development of life skills and well-being, as well as social, education, and vocational and employment experiences. Services accommodate a range of ages, but emphasize career development and independent living. CJR served 60 students through the New Britain FREE Program in 2014–15.

The previously discussed Adolescent Community Reinforcement Approach/Assertive Continuing Care (A-CRA/ACC) substance abuse treatment program is based at CJR's 29 Russell Street location in New Britain in 2014 and served 21 young people in 2014–15.





# 100%

of the young people served by CJR's Danbury and Torrington MST Programs were involved with prosocial peers and activities at the time of discharge.





# 90%

of the youth and families served by CJR's Danbury and Torrington MST Programs were able to sustain the changes they made through discharge.

## New Haven

The Connecticut Junior Republic began providing services in the New Haven Community in October of 2012, when it opened its Family Support Center. Located at 414 Chapel Street, the New

Haven Family Support Center was replaced by the larger Child, Youth and Family Support Center (CYFSC) model in September of 2014. At this time, CJR significantly expanded its office space in New Haven to accommodate the CYFSC model. The program served more than 236 boys, girls and families during 2014–15 and it is anticipated that this number will more than double in the coming year.

## Rockville/Manchester

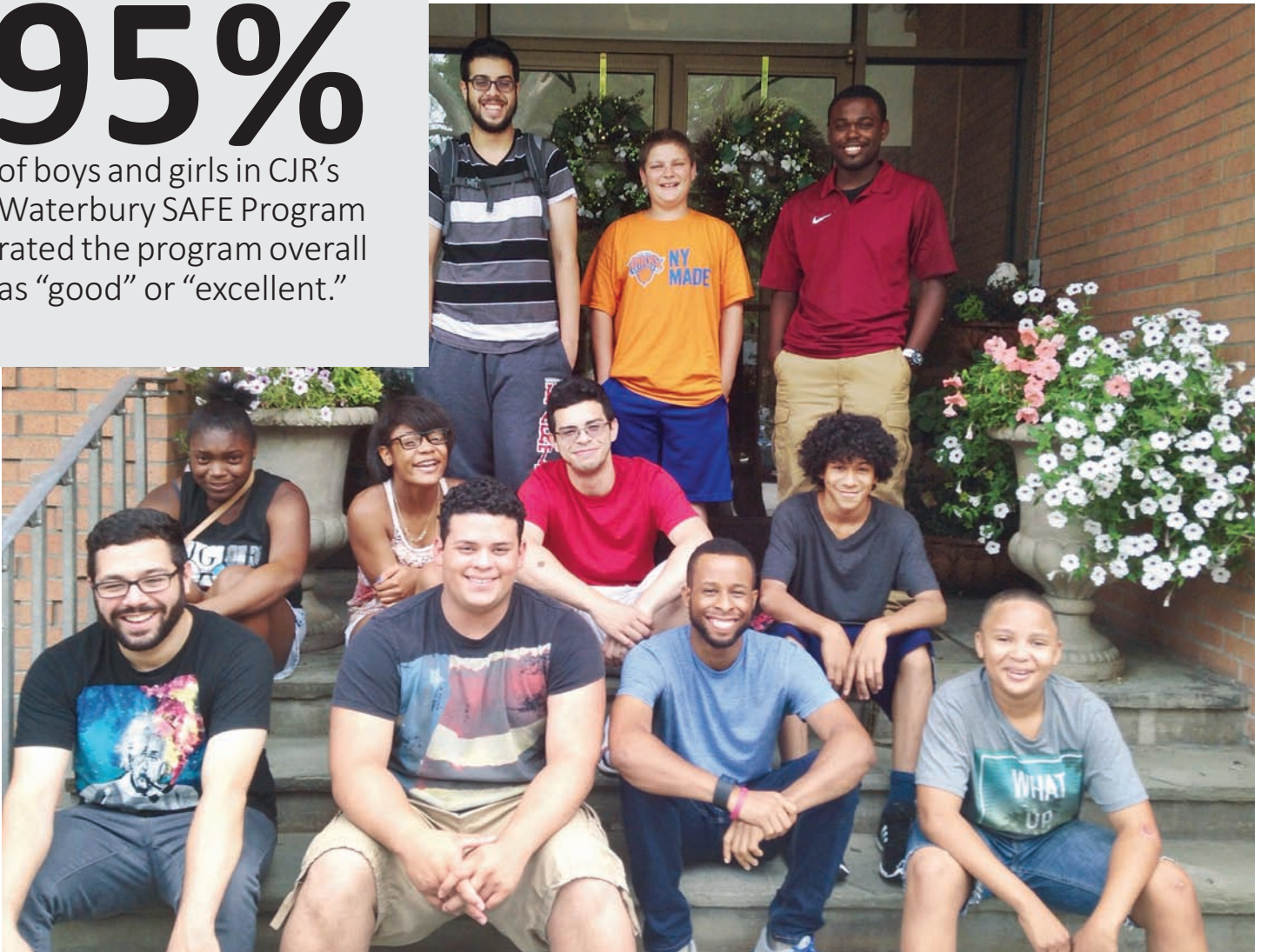
CJR opened its office at 112 Spencer Street in Manchester in January of 2014 to provide a Multidimensional Family Therapy (MDFT) Program for the area served by Rockville Juvenile Court. MDFT was utilized to provide intensive home-based therapeutic substance abuse treatment, similar to services described for the MDFT Program CJR conducts in Waterbury. During 2014–15, a total of 30 young people were served by CJR's Rockville/Manchester MDFT Program.

In September of 2014, CJR opened a new Child, Youth and Family Support Center (CYFSC) at 63 East Center Street in Manchester. The new CYFSC provides the same services as previously described for CJR's other Child, Youth and Family Support Centers and has quickly established links with local collaboratives and participated in community service projects.



# 95%

of boys and girls in CJR's Waterbury SAFE Program rated the program overall as "good" or "excellent."



During 2014–15, CJR's Manchester CYFSC served 155 children, youth and families.

## Torrington

The Connecticut Junior Republic opened its Torrington office in 2009 to provide a variety of services for boys, girls and families throughout northwestern Connecticut. Located at 168 South Main Street, CJR's Torrington Program provided Child, Youth and Family Support Center (CYFSC), Multi-Systemic Therapy (MST), Teen Pregnancy Prevention (TPP) and A-CRA/ACC substance abuse treatment programs during 2014–15.

CJR's Torrington-based Multi-Systemic Therapy (MST) Program provides intensive, home-based services to help parents improve their parenting skills and to help ensure that young people and their parents learn to function in healthier ways. In 2014–15, the Torrington MST program served 45 children and families with in-home services that help break the cycle of criminal behavior by keeping teens at home, in school and out of trouble.

CJR's Torrington office CYFSC opened in September of 2014 and provided services previously described for CJR's Child Youth and Family Support Centers. The Torrington CYFSC had particular success with some of its program components, including

therapeutic groups, a summer enrichment program and community opportunities to help participating boys and girls build job-readiness and vocational skills. During 2014–15, the Torrington CYFSC served nearly 120 children and families.

Replicated from CJR's highly regarded Success Always Follows Education/Teen Pregnancy Prevention (SAFE/TPP) Program in Waterbury, the Torrington SAFE/TPP Program was funded by the Department of Social Services and served 85 Torrington boys and girls during 2014–15. The program provided an array of academic, vocational, life skills and recreational programming, and is designed to help students avoid risky behavior by focusing on careers, educational opportunities and making responsible choices. Children enter the program in the sixth grade and continue through graduation from high school.

In October of 2014, CJR's Torrington SAFE Program staff organized CJR's second annual Torrington Wine Tasting event to benefit SAFE participants. The event raised approximately \$5,000 in net proceeds.

## Waterbury

Established in 1989 as one program serving approximately 60 boys and girls, the Connecticut Junior Republic's Waterbury Program on Prospect Street is its largest community-based



location and helped nearly 600 boys, girls and families through a variety of services in 2014–15, as well as nearly 85 girls through the previously described CARE Community Residential Program.

During 2014–15, programs ranged from early intervention and prevention services for at-risk youth to intensive in-home treatment for boys, girls and families. Funded by the Connecticut Department of Social Services, CJR's Waterbury Success Always Follows Education/Teen Pregnancy Prevention (SAFE/TPP) Program served nearly 70 middle and high school boys and girls by providing career-focused education and tutoring programs that offer alternatives to teen parenthood. The SAFE program stresses abstinence, responsible behavior, career goals and vocational training. The program also features family life education, after-school programming and a work-based learning summer experience, funded by important grants from the American Savings Foundation and the Frederick W. Marzahl Memorial Fund. A generous grant from the Elisha Leavenworth Foundation enabled CJR to provide an enhanced after school video experience for SAFE students during the 2014–15 school year.

CJR's Waterbury A-CRA/ACC Program is an evidence-based outpatient substance abuse treatment program providing 90 days of clinical-based recovery (A-CRA) followed by 90 days of community-based recovery (ACC). Serving young people, ages 12 to 17, the A-CRA/ACC model provides a combination of office and home-based services that focus on the unique needs of the youth and families served. Up to 72 youth and families are served annually.

Multidimensional Family Therapy (MDFT) was utilized to provide intensive home-based therapeutic substance abuse treatment for young people residing in the Danbury, Torrington and Waterbury court jurisdictions. The Waterbury-based MDFT Program served nearly 40 boys and girls in 2014–15. This program provides substance abuse treatment for young people who are identified as possibly requiring residential treatment. All services are designed to eliminate both substance abuse and anti-social patterns of behavior among the youngsters being served and their families. Services are offered for a 12-month period and although each phase of treatment has specific parameters, young people may move between phases as their specific life situation presents

CJR's Waterbury CYFSC served 277 children, youth and families and had a service completion rate of nearly

# 89%

changes and challenges. Unique to this model is an HIV prevention curriculum.

CJR's Waterbury Child, Youth and Family Support Center (CYFSC) is based on the Family Support Center established in 2008 and began providing services as a larger, more comprehensive service model in September of 2014. The CYFSC continues to serve boys and girls, ages 11 to 17, and their families, who reside in the Greater Waterbury region. During 2014–15, CJR's Waterbury CYFSC helped nearly 300 children and families through an array of services, including evidence-based group therapy, case management, educational advocacy, vocational education and summer programs.

During 2014–15, the Connecticut Junior Republic's Waterbury FREE Program (described previously in the New Britain section), served nearly 65 boys and girls between the ages of 12 and 17 from the Danbury, Torrington and Waterbury areas.

Popular events held at CJR's Prospect Street Waterbury Program included the annual Halloween party for CJR youth and DCF foster children. In June of 2015, CJR's Waterbury Program held the 14th Annual Scholarship Dinner, which raised nearly \$7,500 to provide stipends and scholarships for CJR students attending college, technical schools or specialized education programs.



# Behavioral Health and Wellness Center Programs

Licensed by the Department of Children and Families (DCF), the Connecticut Junior Republic's Behavioral Health Services and Wellness Center Program is based in the Michael P. Mortara Family Center on CJR's Litchfield Campus, with services increasingly available in most of CJR's community program locations. The Wellness Center is staffed by skilled clinicians, and resources include psychiatrists, marriage and family therapists, licensed clinical social workers and licensed professional counselors who specialize in helping youth and families address an array of concerns, including substance abuse issues; behavioral, conduct, family conflict and mediation issues; school-related issues; parenting issues; and trauma-related issues.

The CJR Wellness Center staff is trained to work with particularly challenging at-risk and special needs children and youth and their families. Referrals to any of CJR's Wellness Center sites may be made directly by the individuals seeking services; through another CJR program; or through other organizations in the community.

The Wellness Center Program began in autumn of 2013, when CJR received its first licensure from DCF for seven locations and began providing services on a very limited basis in Litchfield and Torrington. In 2014–15, CJR received a \$75,000 grant from the Connecticut Health and Educational Facilities Authority (CHEFA), a \$24,000 grant from the Children's Health and Development Institute in collaboration with JBCSSD, and a \$7,500 grant from the Union Savings Bank Foundation. These grants helped provide staffing, training in the Trauma Focused Cognitive Behavioral Therapy (TF-CBT) evidence-based treatment model, and marketing to launch the new Wellness Center Program, which opened officially on May 29, 2015. U.S. Senator Chris Murphy, a vocal advocate for greater access to mental health services, presented the keynote address at the Opening Celebration of the CJR Wellness Center Program. Attended by approximately 100 guests, the event also celebrated the re-opening of the Michael P. Mortara Family Center.

During 2014–15, 164 children, youth and families were served at the Wellness Center's offices in Litchfield, as well as at CJR's community-based program sites in New Britain, New Haven, Torrington and Waterbury. In addition to traditional therapy, CJR is now providing evidence-based TF-CBT therapy for young people referred by the courts at its Torrington, Litchfield, New Britain and Waterbury sites. The Wellness Center is also



developing services for its Meriden site as well as group therapy curricula and art therapy. For most of 2014–15, children and families from the Danbury region were served through CJR's Waterbury site. Licensure for CJR's Danbury site is anticipated by 2016.

During its first official year of operation, the CJR Wellness Center has seen a growing demand for services from families with children on the autism spectrum. Thanks to generous support from the Bachmann Family Charitable Fund, five clinicians had training that will assist CJR staff in meeting the needs of these children and families. Funding from the Bachmann Family Charitable Fund also allowed CJR to purchase sensory items and art supplies that were used in working with autistic children being served through the Wellness Center. The sensory items help autistic children remain grounded and ease anxiety during their sessions with clinicians and in school. A sand tray and art supplies allow youngsters with autism who are less verbal to use alternate ways to communicate with CJR staff.

It is anticipated that the Wellness Center will continue to grow as more therapists are recruited to provide services in the coming year and CJR continues to train and certify clinicians in the TF-CBT model. With the increasing demand for services from children and families affected by autism, CJR anticipates a need for continued training to support this population.

# Education

**Accredited by the New England Association of Schools and Colleges (NEASC), the Connecticut Junior Republic's Cable Academic and Vocational Education Center (CAVEC) is located on its Litchfield campus and approved by the Connecticut State Department of Education (SDE) as a non-public school and special education program.**

**B**oys served by CJR's Cable Academic and Vocational Education Center are referred by public schools throughout Connecticut. Regular, special, vocational and alternative education programs, as well as enhancement, transition and related services, are provided.

Many students referred to the education programs at the Junior Republic have a history of challenging behavior in the public education setting and may also demonstrate significant deficiencies in their academic and affective abilities. Most, but not all, CJR students require special education services and are diagnosed with specific learning disabilities, emotional disabilities, autism and attention deficit hyperactivity disorder. At CJR, inappropriate behaviors are addressed and students are taught how to conduct themselves in the educational setting as they become more proficient in their grade levels.

To provide students with an effective milieu of educational services in the least restrictive environment, and to ensure the development of requisite skills for school success, students are assigned to academic classes based on their skill levels and abilities. Remedial instruction and inclusion services are provided for every student whose Individualized Education Plan (IEP) requires such assistance and/or if the education staff determines such assistance is warranted. Students transition to and from different classes and work with several teachers on a daily basis.

Daily classes for all students include English language arts, mathematics, science (with a laboratory component) and social studies. At CJR, technology skills are introduced, applied and reinforced in the academic setting by integrating computer instruction with the academic curricula. Students may enroll in physical education and wellness classes and have the opportunity to participate in enhancement classes, including music and art.

A special education teacher collaborates with each regular academic and vocational teacher and assists in implementing the necessary modifications and accommodations as identified in each student's IEP.

Transition services are developed and coordinated through an interdisciplinary team. This team makes recommendations to each student's Planning and Placement Team (PPT) with regard to appropriate plans and courses of action that will assist each youth in developing and utilizing skills that foster independence and self-reliance.

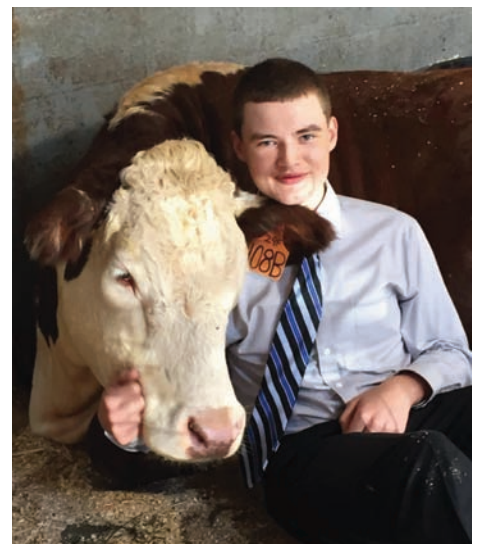
Parental support, discussion groups and advocacy are always available and provided by CJR on an as-needed or requested basis. Related services are provided by a doctoral level school psychologist, a master's level school counselor, a speech therapist and other professionals, as required by each student's IEP.

# OVER 90%

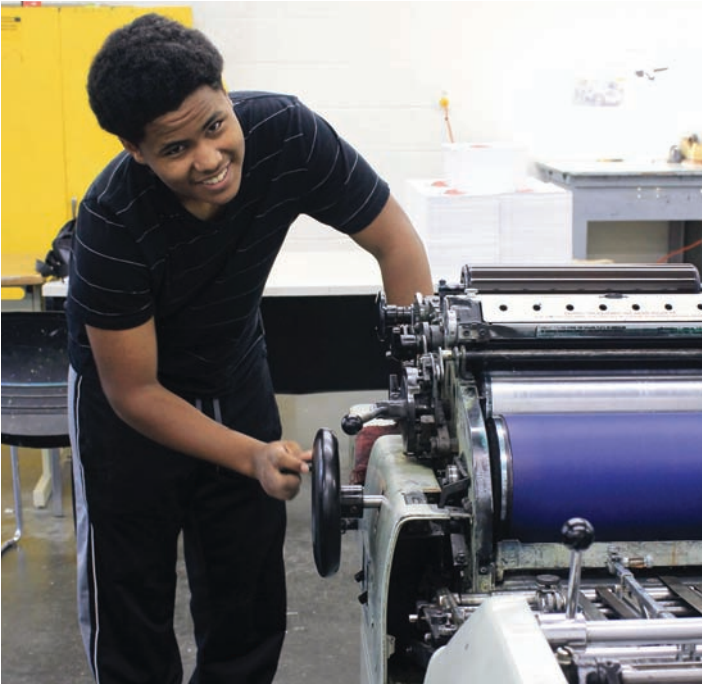
Average daily attendance rate  
at the Cable Academic and  
Vocational Education Center.

At CJR, it is acknowledged that each student learns at his own pace. All students possess different levels of previous knowledge and read, write and are competent in mathematics at various skills levels. To accommodate these differences, modes of instruction and methods of assessment are different for each individual, as deemed appropriate by the student's Individualized Education Plan. The ability of instructors to provide differentiated instruction and apply Multiple Intelligence Theory to their lesson plans is an integral component of the education program at CJR and critical to ensuring the success of students enrolled in the Cable Academic and Vocational Education Center.









Vocational courses combine theory and practical application. These classes help students discover the value of their academic studies while fostering work maturity, independent and critical thinking, and marketable skills. Boys develop a theoretical base for course content and apply that knowledge in practical ways in and out of the classroom setting. Students also develop and maintain an experiential learning portfolio, which integrates skills in the given trade with reading, writing, mathematics and independent living. The portfolio serves as a collection of each student's accomplishments, and may be used as a tool for instruction and assessment. Students may also opt to enroll in applied learning courses that integrate and synthesize academic and vocational skill development.

At the time of admission to CJR, students may enroll in a vocational course of their choosing. These classes offer students a variety of learning experiences appropriate to their capabilities and interests. The following classes are offered:

- Agriculture – Animal Science
- Agriculture – Plant Science, Horticulture and Landscaping
- Building Design and Drafting
- Creative and Fine Arts
- Culinary Arts
- Graphic Arts
- Power Mechanics
- Wood Technology

All students at the Connecticut Junior Republic have the opportunity to participate in an independent living synthesized curriculum. The independent living curriculum is a synthesized guide addressing academic, vocational and life skills based on the six primary principles outlined by the Ansell-Casey Life Skills Assessment for Independent Living. Students become proficient in career planning and communication; daily living; housing and money management; personal self-care; social relationships; and work-readiness skills. By engaging in various interdisciplinary thematic modules, students demonstrate an ability to contribute

During 2014–15, the Cable Academic and Vocational Education Center awarded

# 16

high school and

# 4

eighth grade diplomas to students.





to society by living independently and developing and strengthening their academic and vocational skills.

Transition services are a critical part of the CJR education program and assist students in identifying goals for post-secondary education and employment. They also help students develop the requisite skills to accomplish those goals. CJR staff guide students in directions that will help them realize their goals while preparing for the challenges they will face after graduation. As a part of transition services, students are evaluated and assessed in order to determine their ability and skill development.

During 2014–15, the Cable Academic and Vocational Education Center continued to operate at capacity with a growing number of referrals. A total of 151 students between the ages of 11 and 20 were enrolled and represented 47 Connecticut towns and school districts.

The CAVEC's Five Year Interim Evaluation with the New England Association of Schools and Colleges was successfully completed during the 2014–15 fiscal year, as well as re-licensing by the Connecticut State Department of Education—with no deficiencies or corrective actions required.

During 2014–15, the Cable Academic and Vocational Education Center focused on integrating evidence-based interventions and Scientific Research Based Interventions (SRBI) in its planning, operations and curriculum development. As a part of this process, the School's Positive Behavior Intervention and Support (PBIS) Plan and curriculum were enhanced through the implementation of evidence- and strengths-based interventions, and the integration of assistive technology. These enhancements support an increasingly diverse student population and allow for more formalized extra-curricular activities, with emphasis on special needs, elementary and residential students.

To ensure continuing quality improvement in the education programs, the CJR School developed a more formalized data acquisition, aggregation and disaggregation plan. This plan will support CJR's overall efforts to assess measurable outcomes and will help identify school-based evaluations that can be used to establish goals for student achievement as well as overall goals

for the education programs within the Cable Academic and Vocational Education Center.

Teaching and learning were enhanced as instructors focused on strength-based lesson plan development by utilizing differentiated educational strategies, Multiple Intelligence Theory and a more comprehensive approach that integrates each student's learning preferences, assessment skills and IEP recommendations and modifications. The School also enhanced a strengths-based Student Success Plan that is aligned with SDE requirements and includes admissions and enrollment management criteria; student learning, emotional and behavioral profiles; wellness goals incorporating related service providers; alumni services, including post-secondary educational and workplace support programs; and a continued collaboration with the Northwest Connecticut Community Technical College High School Partnership Program.

Thanks to a three-year, \$32,000 grant awarded by Alcoa Foundation in autumn of 2013, CJR was able to continue the enhancement of its Science, Technology, Engineering and Math (STEM) curriculum for at-risk and special needs students. The Alcoa Foundation grant also enabled CJR to utilize STEM goals as the overarching theme in developing and implementing curricula aligned with the Common Core State Standards (CCSS). The grant-funded STEM Coordinator played an integral role in facilitating the CAVEC Curriculum Development Committee charged with providing leadership as CJR prepares for the new SDE graduation requirements that are aligned with the CCSS. The Committee formed and piloted an integrated STEM, English Language Arts and American Studies Program during the school year, and used STEM to provide a structure for ongoing curriculum development.

The STEM Coordinator also chaired the School's Technology Committee and made recommendations for developing, implementing and evaluating technology policy aligned with best practices and facilitated extra-curricular activities with a STEM-based focus. Approximately 32 meetings with educational staff were conducted throughout the year to ensure ongoing emphasis on integrating technology and STEM into the curriculum.



As a result of the Cable Academic and Vocational Education Center's growing population of students with a primary disability of autism spectrum disorder, the integration of Applied Behavioral Analysis (ABA) principles and strategies across all educational services is increasingly important. Thanks to a generous grant from The Bachmann Family Charitable Fund, the Cable Academic and Vocational Education Center was able to significantly enhance its services for students on the autism spectrum during 2014–15. Grant funds enabled CJR to engage the services of a Board Certified Behavioral Analyst (BCBA) from the Institute of Professional Practice to work with staff and students. CJR students and staff celebrated Autism Awareness Month in April. This event featured school-wide participation and projects that highlighted the gifts, skills, abilities and contributions of students with autism.

With significant contributions from individuals, organizations and businesses, and entitlement grants, the Cable Academic and Vocational Education Center continued to develop and strengthen its Library Media Center as part of a focused effort to improve this important resource for its students. Circulation in the library was increased to approximately 1,400 books and publications and new computers were acquired as a part of this initiative.

Other noteworthy highlights of the 2014–15 year included a daily average attendance rate of over 90 percent and 35 percent student participation in CJR's Cooperative Work Education programs. Students enjoyed intramural weekly basketball games in winter, as well as Open House, Class Night, Achievement Day events and a festive holiday party with their families. Connecticut Lieutenant Governor Nancy Wyman was the keynote speaker at CJR's Graduation and Achievement Day ceremony in June.

The CJR School also provided oversight for the Waterbury-based classroom for the CARE Community Residential Program for girls, previously described. Educational services were provided for nearly 85 enrolled young women from communities throughout Connecticut. The CJR School supervised the development of daily lesson plans and Student Success Plans, as well as educational record keeping, data reporting and professional development for the CARE Program.

## Performance and Quality Improvement

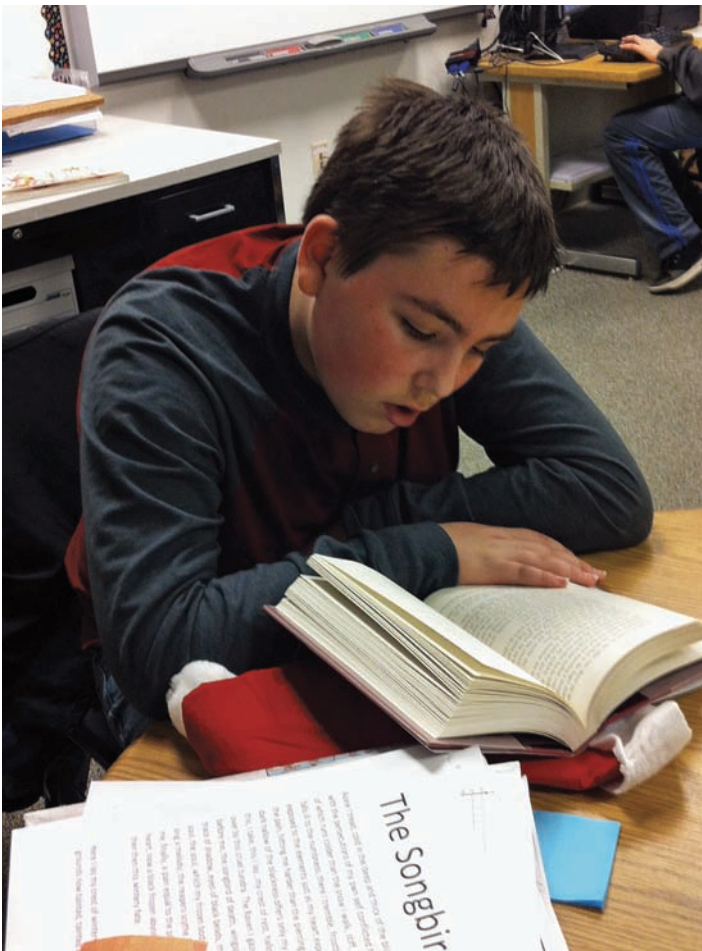
The Performance and Quality Improvement (PQI) Department supports the Connecticut Junior Republic's Long Range Plan and program-specific short-term plans by advancing the prudent use of resources and promoting effective and efficient service delivery. The PQI department is also responsible for overseeing timely and accurate collection, aggregation and reporting of client data; analyzing trends; monitoring outcomes; reviewing programs and addressing issues identified in these analyses to improve the quality of care provided; and maintaining accreditations and licensure. Children, youth and families—CJR's stakeholders—are all active members of quality improvement initiatives. At its core, this department helps measure the impact CJR programs have on the children, families and communities served.

Creating and implementing a new Electronic Clinical Record (ECR) throughout the entire agency was a primary focus of the PQI Department during the 2013–14 year. This major undertaking continued to be a critical priority throughout 2014–15, and one that is anticipated to continue into the future. In addition to creating immediate needs for staff training in the use of the new ECR, implementation of the system has required additional infrastructure, as well as the creation of new policies and procedures to address an associated surge in third-party billing for programs throughout the agency. Increasingly complex regulatory mandates, coupled with CJR's rapid growth and program expansion, have resulted in more extensive and immediate use of the ECR than originally anticipated. The transitions due to ECR implementation are intensive but necessary to maintain compliance with regulatory changes and to implement in best practices while providing the highest quality services to the children and families served by the Junior Republic.

To facilitate these transitions, a number of changes were made in the PQI Department during 2014–15. The ECR system administrator has taken on more responsibility in the implementation process and is now responsible for training, maintaining data collection and reporting, and provides ongoing education on the ECR for all staff. Additional information technology staff resources have also been devoted to support the ECR. The Wellness Center Program, which had started with extensive planning and procurement of necessary licensure by the PQI Department, was moved to another program department for administrative oversight as it continues to grow.

During 2014–15, the PQI Department was intensively involved in preparations for the Council on Accreditation (COA) reaccreditation. This process takes approximately one year and began in March 2014, as the organization started its extensive self-study. The process of internal review and documentation will culminate in a site visit from COA in January 2016. With 23 programs in 12 locations, the COA accreditation process is more complex than ever before, and all CJR stakeholders have worked diligently to achieve continued accreditation. As the longest continuously accredited agency in COA's history, CJR is fully invested in making this accreditation cycle a success.





# Financial Report

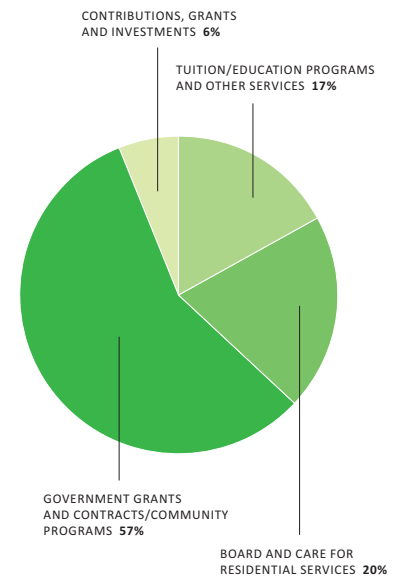
The Connecticut Junior Republic (CJR) consists of four not-for-profit corporations. Mary Buel Memorial, Inc., is the holding company that controls the activities of the three related entities. Connecticut Junior Republic Association, Inc., is the main operating entity, providing all programs and services. CJR Fund, Inc., manages all of the Connecticut Junior Republic's endowment assets for the exclusive benefit of the CJR Association. Buel Real Estate, Inc., holds title to and manages the real estate holdings for the exclusive benefit of the CJR Association.

## MARY BUEL MEMORIAL, INCORPORATED AND AFFILIATED ENTITIES COMBINED STATEMENT OF FINANCIAL POSITION JUNE 30, 2015 WITH SUMMARIZED TOTALS FOR JUNE 30, 2014

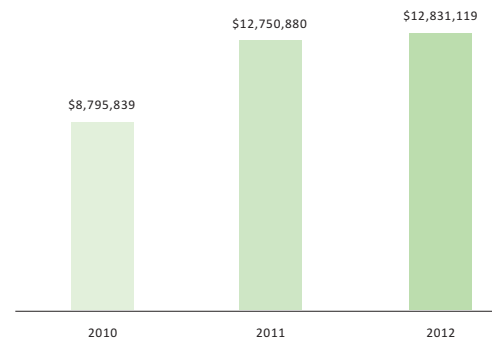
	Combined Totals	
	2015	2014
<b>ASSETS:</b>		
Cash	\$ 2,462,481	\$ 2,120,721
Tuition and other accounts receivable, net	675,170	532,646
Inventory	40,284	34,740
Prepaid expenses	60,417	134,710
Investments	16,334,507	16,074,681
Land, buildings and equipment, net	5,414,685	5,608,899
<b>Total Assets</b>	<b>\$24,987,544</b>	<b>\$24,506,397</b>
<b>LIABILITIES:</b>		
Accounts payable and accrued expenses	\$ 1,388,108	\$ 1,395,025
Notes payable	339,910	350,035
Deferred revenue	65,471	24,001
Annuity payable	90,600	100,556
<b>Total Liabilities</b>	<b>1,884,089</b>	<b>1,869,617</b>
<b>NET ASSETS:</b>		
<b>Unrestricted:</b>		
Board designated for liens related to government grants	6,750	29,003
Undesignated	22,703,629	22,369,811
<b>Total Unrestricted</b>	<b>22,710,379</b>	<b>22,398,814</b>
<b>Temporarily restricted for:</b>		
Scholarship funds	155,536	162,251
Program expenditures	75,952	38,501
Capital expenditures	91,236	8,091
Litchfield Aid—programs	70,352	29,123
<b>Total Temporarily Restricted</b>	<b>393,076</b>	<b>237,966</b>
<b>Permanently restricted:</b>		
	-	-
<b>Total Net Assets</b>	<b>23,103,455</b>	<b>22,636,780</b>
<b>Total Liabilities and Net Assets</b>	<b>\$24,987,544</b>	<b>\$24,506,397</b>

## FINANCIAL SUMMARY

### INCOME



## ANNUAL PROGRAM REVENUE





Operations for the fiscal year ended June 30, 2015 reflected an increase in net assets of \$466,675 from combined activities, primarily as a result of 1.6% growth in endowment fund assets due to positive fund performance and a 9.4% increase in Educational Services revenue.

During the fiscal year ended June 30, 2015, the largest source of revenue (94%) was payment for program services, specifically the provision of care, treatment and education of youths referred principally by the Judicial Branch Court Support Services Division (JBCSSD), the Connecticut Department of Children and Families

(DCF), the Connecticut Department of Social Services (DSS) and by local Boards of Education. Revenues for CJR's community and residential programs grew by 22% during the year due to significant program expansion and enhancements. Educational tuition revenue grew by 9.4% over the previous year, reflecting an enrollment that was maintained near capacity in CJR's education program.

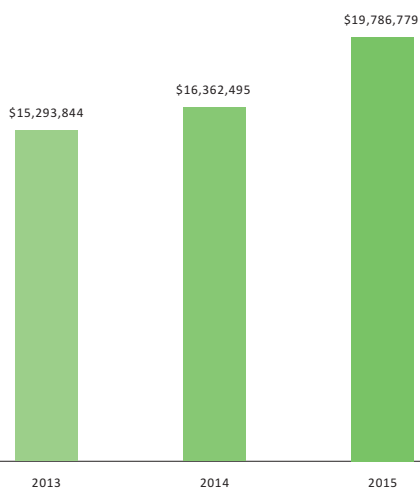
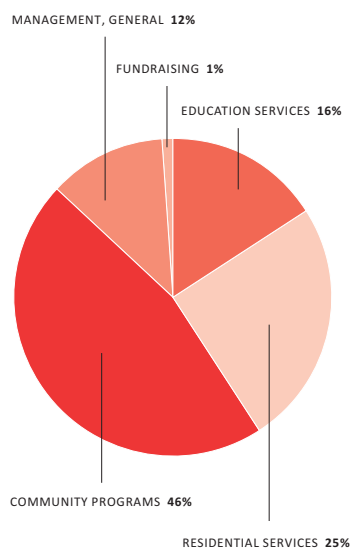
Expenses for the fiscal year ended June 30, 2015 totaled \$20,565,984. Expenses related to CJR's programs and services accounted for 87% of the total expenditures.

#### MARY BUEL MEMORIAL, INCORPORATED AND AFFILIATED ENTITIES

#### COMBINED STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2015 WITH SUMMARIZED TOTALS FOR THE YEAR ENDED JUNE 30, 2014

#### EXPENSES



	Combined Totals	
	2015	2014
<b>REVENUES, GAINS AND RECLASSIFICATIONS:</b>		
Contributions	\$ 331,488	\$ 220,463
Legacies and bequests	307,667	279,918
Indirect public support	114,356	107,132
Board and care—Litchfield and group home	4,294,636	4,438,857
Tuition—education program	3,586,671	3,278,056
Government grants and contracts	11,661,343	8,595,935
Third-party billings	244,129	49,637
Facility use fees	47,860	47,005
Special events	157,189	115,232
Other income	16,012	41,447
Investment income	10,202	7,540
Gain (losses) on disposal of assets	498	(5,619)
Realized and unrealized gains (losses) on investments, net	260,608	1,984,035
<b>Total Revenues, Gains and Reclassifications</b>	<b>21,032,659</b>	<b>19,159,638</b>
<b>EXPENSES AND LOSSES:</b>		
<b>Program Services:</b>		
Residential programs	5,047,585	5,233,735
Education programs	2,917,136	2,625,270
Campus program	372,945	395,574
In-home programs	1,277,727	1,345,041
Community programs	8,081,912	5,556,215
Wellness program	107,386	8,591
Grants to others—scholarships	12,475	12,070
<b>Total Program Services</b>	<b>17,817,166</b>	<b>15,176,496</b>
Management and general	2,546,717	1,954,965
Fundraising	202,101	170,361
<b>Total Expenses</b>	<b>20,565,984</b>	<b>17,301,822</b>
<b>CHANGES IN NET ASSETS</b>	<b>466,675</b>	<b>1,857,816</b>
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<b>22,636,780</b>	<b>20,778,964</b>
<b>NET ASSETS AT END OF YEAR</b>	<b>\$23,103,455</b>	<b>\$22,636,780</b>

# Development Report

**During 2014–15, the Connecticut Junior Republic was the grateful beneficiary of contributions from approximately 1,000 friends and contributors from communities throughout the state and beyond.**

Gifts, grants and donations of goods and services were made by individuals, businesses and organizations, including the Litchfield Aid of CJR, a charitable, voluntary, auxiliary organization, which has supported the Junior Republic since 1911.

The CJR Development Program provides opportunities for support and involvement through a variety of fundraising activities, including events, annual, major gift, and capital campaigns and planned giving.

Highlights of the 2014–15 year included:

- The donation of a record annual gift of nearly \$120,000 from the Litchfield Aid of CJR. This contribution included proceeds from the Aid's tremendously successful *High Style in the Hills* Gala Fashion Show, which was held on October 4, 2014, and netted in excess of \$80,000, as well as funds from the Aid's endowment and member contributions. These funds were used to support a variety of projects to benefit children and families served by CJR. Since its founding in 1911, the Aid has contributed an estimated \$2.4 million to the Junior Republic.
- A grant of \$75,000 from the Connecticut Health and Educational Facilities Authority was received in July of 2014, to help establish CJR's new Wellness Center Program.

An additional grant of \$7,500 was received from the Union Savings Bank Foundation to help establish Wellness Center services.

- A bequest of more than \$150,000 received from the Estate of Marjorie Goepfert, a longtime CJR friend, as well as significant legacies from special friends Fred and Ethel Gross (through the Gross Family Fund) and Harriett Kelm, totaling more than \$130,000.
- The 20th Annual *CJR Invitational* Golf Benefit was held on June 22, and raised close to record net proceeds of more than \$81,000. These proceeds brought cumulative net proceeds from this event to well over \$1.2 million—a great tribute to Founding Chairman Gregory Oneglia and Chairman Robert Phelan.
- Generous grants of \$26,700 from the American Savings Foundation and \$7,500 from the Frederick W. Marzahl Memorial Fund supported a work-based learning summer program for at-risk boys and girls enrolled in CJR's Success Always Follows Education (SAFE) Teen Pregnancy Prevention Program in Waterbury. A \$7,500 grant from the Elisha Leavenworth Foundation supported an enhanced after-school video production experience for SAFE students.
- The second \$10,000 installment of a three-year, \$32,000 grant from Alcoa Foundation was received in autumn of 2014 and enabled CJR to continue enhancing its STEM (Science, Technology, Engineering and Math) curriculum and educational opportunities for students.

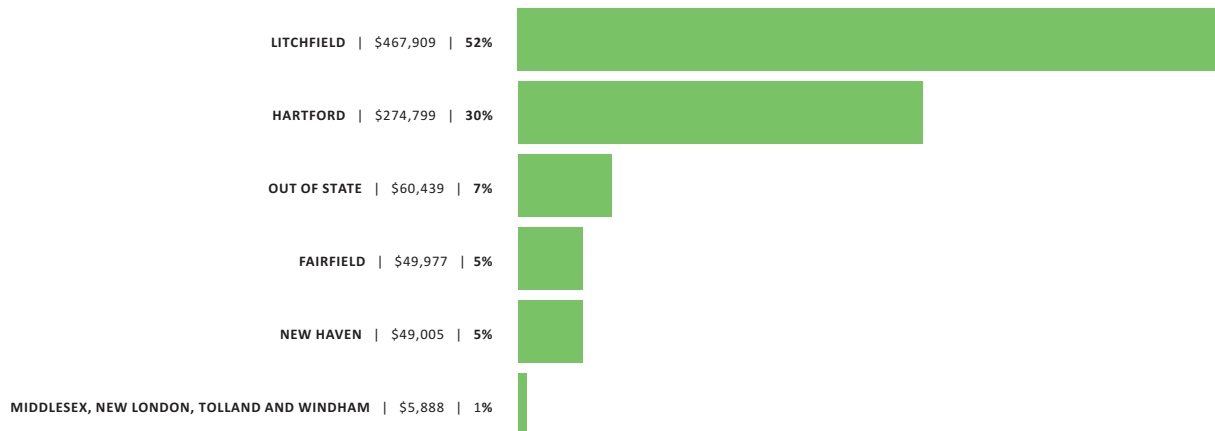




- A \$25,000 grant from the Sue B. Hart Foundation in memory of Owen S. Hart provided support for CJR's Vocational Agriculture Program and funded projects and equipment that will enhance the Animal Science and Plant Science classes for CJR students.
- A \$10,000 grant from the Bachmann Family Charitable Fund supported services for students on the autism spectrum attending CJR's Cable Academic and Vocational Education Center and their families, and also funded training for five clinicians associated with the Wellness Center as well as therapeutic aids for children on the autism spectrum served by the Wellness Center.
- The 2nd Annual *Cars for Kids* Automobile Show, held on Sunday, October 12, 2014, doubled the number of exhibitors, tripled the number of spectators and nearly quintupled net proceeds—with more than \$19,000 raised. Conducted in collaboration with the Valley Collector Car Club and the Litchfield Hills Historical Automobile Club, the 2014 event attracted a total of approximately 600 people to CJR's Litchfield campus. Based on this very positive momentum, it is anticipated that this event will continue to grow.
- More than \$20,000 in net proceeds was raised through events conducted by CJR's community-based programs. Wine tasting events held in Danbury and Torrington will support scholarships for CJR students and program services for youth associated with CJR's Torrington SAFE Program, respectively. CJR's Annual Waterbury Scholarship Dinner in June netted approximately \$9,000 for scholarships to benefit CJR students attending colleges and technical schools.
- In March of 2015, CJR launched a new website. The website is a resource for prospective and current employees and supporters; the Board of Directors; referral sources; parents; and for others seeking information about CJR programs and events. The website was funded by a generous grant from the David, Helen and Marian Woodward Fund, Watertown Committee.

#### 2014–15 PRIVATE SUPPORT BY COUNTY

TOTAL | \$908,017 | 100%



#### 2014–15 ALLOCATION OF CONTRIBUTED SUPPORT

TOTAL | \$908,017 | 100%



# In Appreciation

## The Buel Society

Named in honor of CJR's founding benefactress, Miss Mary T. Buel of Litchfield, The Buel Society recognizes those who have included the Junior Republic in their estate plans.

At the turn of the 20th century, Miss Buel left her land, farmhouse and funds to provide care and education for wayward and at-risk children. Over the years, others have included CJR in their wills, created charitable trusts, and made other planned gifts to benefit the Junior Republic and the boys, girls and families it serves. The vision and generosity of such special friends makes a critical difference to CJR's ability to enhance the scope and quality of its services for Connecticut's young people.

The Connecticut Junior Republic salutes the members of the Buel Society for their exceptional commitment to CJR's mission of service:

Anonymous (5)  
Mr. Harold N. Bemis  
Dr. and Mrs.\* Harold D. Bornstein, Jr.  
Mr.\* and Mrs. Peter R Cable  
Mr.\* and Mrs.\* Otto W. Goepfert  
Mr. Lester A. Hoysradt  
Ms. Eleanor Hubbard  
Mrs. Robert W. Joyce\*  
Dorothea S. LaBelle  
Mr. William R. MacDougall\*  
Mr. George L. Mayer  
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The Connecticut Junior Republic gratefully acknowledges the following for their support of the 20th Annual *CJR Invitational* golf benefit on June 22, 2015. This event raised more than \$81,000 in net proceeds. Since it was established in 1996, the *CJR Invitational* has raised more than \$1.2 million in cumulative net proceeds to benefit the Connecticut Junior Republic. Gifts are recognized in the following categories:

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## Cars for Kids

The *Cars for Kids* Automobile Show was established in 2013 with the leadership and support of the Valley Collector Car Club and the Litchfield Hills Historical Automobile Club.

The second annual event was held on October 12, 2014 and raised more than \$19,000 in net proceeds. Gifts are recognized in the following categories:

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\$5,000

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\$2,500

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\$1,000

#### SEBRING SPONSOR

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Warner Theatre



# Litchfield Aid of CJR

Established in 1911, just seven years after the Connecticut Junior Republic opened its doors to troubled boys in 1904, the Litchfield Aid of CJR is a charitable, voluntary organization dedicated to supporting the Junior Republic's work with at-risk, special needs and troubled young people.

The Aid fulfills its mission by advancing public awareness and knowledge of the services provided by CJR, and by raising funds which contribute to the improvement of CJR's facilities and programs, and ultimately, to the overall well-being of the children and families served by the organization.

The Connecticut Junior Republic salutes the members of the Litchfield Aid for their abiding friendship and generous involvement.

## OFFICERS

Pamela J. McCann  
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Vice President, *Norfolk*  
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Recording Secretary, *Goshen*  
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Barbara White, *Litchfield*

## High Style in the Hills

The Litchfield Aid of CJR conducted the *High Style in the Hills* Gala Fashion Show on October 4, 2014, at Fairview Farm in Harwinton and raised more than \$80,000 in net proceeds to benefit the Junior Republic. Co-chaired by Pamela McCann and Julith Sink, *High Style in the Hills* was the most successful fundraising benefit ever held by the Litchfield Aid, thanks to the leadership of Honorary Committee chairs, Declan and Deborah Murphy, and outstanding participation by members of the

Honorary Committee and the community-at-large. In addition to those who were involved on the event planning committees and as sponsors, a large number of Litchfield Aid members and other CJR friends served as models, ushers, and helped backstage with hair and make-up and other preparations for the runway.

## EMERALD SPONSOR

\$5,000

## RUBY SPONSOR

\$2,500

## PLATINUM SPONSOR

\$1,000

## GOLD SPONSOR

\$500

## SILVER SPONSOR

\$250

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Dr. Charles and Dale Staub  
Rev. Robert Tucker<sup>o</sup>  
Raymond and Heather Turri

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Becket by Bunny Donahue  
Bosson Optical, Michael Bosson  
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Alexander and Gina Duckworth  
Bill and Shirley Dunkin  
Robert and Diane Ebner  
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Goatboy Soaps, Lisa Agee  
Robertson and Kyra Hartnett,<sup>o</sup> Twenty2  
Ida's Bridal and Tuxedo  
Lawrence Jeffrey Estate Jewelers  
Litchfield Hills Wine Market, Mike Higgins  
Litchfield Organizing and Staging LLC, Helen Simko  
Litchfield Stereo and Design, Frank Barbieri  
LuLu Espadrilles, Lisa Horne  
John McKenna  
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Michael J. Tomasiewicz  
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*Director of Education and Student Services*

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*Director of Special Education*

Christopher H. Cook, BS  
*Director of School Operations*

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*Program Director*

**Therapeutic Respite and Assessment Center (TRAC) – Litchfield**

Jason T. Roberts, BA  
*Program Director*

**CARE Community Residential Program – Waterbury**

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*Program Supervisor*

**East Hartford Group Home**

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**Winchester Group Home**

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*Clinical Program Director*

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**MultiSystemic Therapy (MST)**

Alexandra Favale, MSW  
*Supervising Social Worker*

### EAST HARTFORD

**Teen Outreach Program (TOP)**

David Burgos, MDiv  
*Program Supervisor*

### MIDDLETOWN/MERIDEN

**Child, Youth and Family Support Center (CYFSC)**

Noemi Rivera, MA  
*Program Director*

### NEW BRITAIN

145 South Whiting Street

**Child, Youth and Family Support Center (CYFSC)**

Erin E. Byrne, MA, LPC  
*Program Director*

### NEW BRITAIN

29 Russell Street

**Adolescent Community Reinforcement Approach/Assertive Continuing Care (A-CRA/ACC)**

Lynne M. Goodwin, MS, LMFT  
*Clinical Supervisor*

**Fostering Responsibility Education and Employment (FREE)**

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**Child, Youth and Family Support Center (CYFSC)**

Danyell E. Jackson, MSW  
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## ROCKVILLE/MANCHESTER

63 East Center Street, Manchester

**Child, Youth and Family Support Center (CYFSC)**

Sharon L. McIntosh, MS  
*Program Director*

## ROCKVILLE/MANCHESTER

112 Spencer Street, Manchester

**Multidimensional Family Therapy (MDFT)**

Sandra Arguelles, MFT  
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## TORRINGTON

**Child, Youth and Family Support Center (CYFSC)**

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*Supervising Social Worker*

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**Multidimensional Family Therapy (MDFT)**

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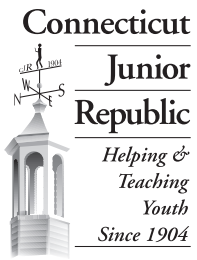
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By students enrolled in  
CJR's Torrington Teen Outreach  
Program (TOP)

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