

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

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

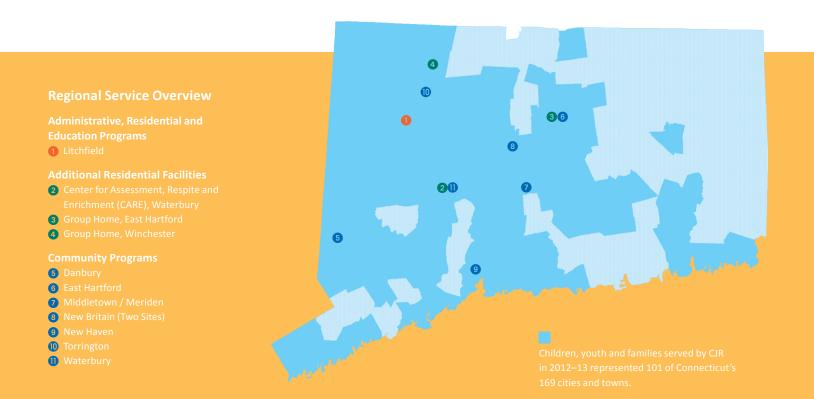
Website

www.ctjuniorrepublic.org

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



he mission of 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.



Executive Report

For the Connecticut Junior Republic, 2013 was yet another remarkable year. The exciting transformation of CJR's programs that began several years ago continued with the growth of programs and services on the organization's Litchfield campus and in other locations throughout Connecticut.

CJR's continuum of care now ranges from prevention and early intervention programs to intensive, family-focused services provided in the home, and, when necessary, short-term and long-term residential placement. Highlights of CJR's program growth and expansion during 2012–13 included:

- ► The official opening of CJR's second new residential program on the Litchfield campus – the Therapeutic Respite and Assessment Center (TRAC) in April of 2013.
- ➤ Consistent high demand for services provided by CJR's Litchfield residential programs, with waiting lists for both the new TRAC Program and CJR's Litchfield Community Residential Program (LCRP), established in 2010.
- ► The award of two new contracts from the Department of Children and Families (DCF) to establish Fostering Responsibility, Education and Employment (FREE) Programs in Waterbury and New Britain. These programs provide support, life skills and vocational services for young people returning to their homes and communities after a DCF residential placement.
- ► Capacity enrollment in CJR's Cable Academic and Vocational Education Center and a steady list of referrals for new students seeking admission.
- ► Attainment of necessary licensing and approvals to establish Wellness Centers for Children and Families in Litchfield, Meriden, New Britain, New Haven, Torrington and Waterbury. CJR plans to pursue licensure to open an additional Wellness Center in Danbury in 2014.

Significant progress was made toward the selection and implementation of an Electronic Health Record (EHR) system. It is anticipated that this system will be fully integrated by the end of calendar year 2014. This is a significant accomplishment for CJR as the attainment of this goal will enable the Junior Republic to further diversify its program services through third party billing, and will ultimately ensure that the organization is fully prepared to provide care for children and families who have new access to services through national healthcare initiatives currently underway.

Full implementation of the EHR will be closely tied to the opening of CJR's new Wellness Centers, beginning with the opening of the Litchfield-based center in early 2014. The Litchfield program will be based in the Michael P. Mortara Family Center.

To support the establishment and future growth of the planned CJR Wellness Centers for Children and Families, and to facilitate the implementation of the EHR, CJR made some strategic changes to its staffing that will expedite these program advancements.

Jennifer Grant, MSW, LCSW, who most recently supervised CJR's Multi-Systemic Therapy (MST) Programs in Danbury and Torrington, has been promoted to the position of Clinical Director. She will oversee the development and daily operations of CJR's Wellness Centers for Children and Families.

Julianne Torrence, MSW, LCSW, who has served most recently as Director of Performance and Quality Improvement, is now Director of Behavioral Health and Quality Improvement, with her

responsibilities expanded to include supervision and administrative oversight of the Wellness Centers and the ongoing Electronic Health Record system.

During 2012–13, the Junior Republic added several events to its established schedule of fundraising activities. Early in 2013, the Connecticut Junior Republic was approached by members of the Valley Collector Car Club regarding the possibility of establishing an annual automobile show on the organization's Litchfield campus. With the additional assistance of the Litchfield Hills Historical Automobile Club. this event was held for the first time on Sunday, October 13. The first year event was a solid success and it is anticipated that the Cars for Kids Automobile Show will become an annual fund- and friend-raiser for the Junior Republic.

On November 1, CJR held its first wine tasting fundraiser in Torrington.
Organized by the staff of CJR's Torrington SAFE Program, with support from other program locations, this community-focused event was also a great success and will be continued in the future. Both the car show and wine tasting events have viable templates that can be expanded and built upon for growing success in future years.

Thanks to a very generous grant from the David, Helen and Marian Woodward Fund this past spring, the Connecticut Junior Republic was able to move forward with plans to rebuild its website and it is anticipated that the new site will be complete by the spring of 2014. A major grant commitment from Alcoa Foundation in October is enabling CJR to enhance its STEM (Science, Technology, Engineering and Math) curriculum for at-risk and

special needs youth. This award will help CJR build on the STEM curriculum initiated in 2011 through a prior grant from Alcoa Foundation.

Significant grants from the American Savings Foundation, Frederick W. Marzahl Memorial Fund and the Union Savings Bank Foundation provided much-needed support for CJR's Work-Based Learning Summer Programs in Torrington and Waterbury.

During FY 2013, these grants, as well as other contributions and bequests, provided much-needed philanthropic support of nearly three-quarters of a million dollars. Combined with the measured but steady expansion of CJR programs and an increasingly diverse funding base, these funds enabled the Junior Republic to help a record number of children and families through its growing continuum of services and program locations. 2012–13 was one of CJR's most productive years ever, and has solidified systems and programs that will be vital to future growth and to fulfilling our mission of service in the years ahead.

David W. Agner



Board President, Patrick J. Boland (left), and Executive Director, Daniel W. Rezende

Patrick J. Boland
President

Daniel W. Rezende
Executive Director

Programs and Services

Between July 1, 2012 and June 30, 2013, the Connecticut Junior Republic helped more than 1,500 boys, girls and families through a full continuum of care that included the following services:

RESIDENTIAL PROGRAMS

- **▶** Litchfield Residential Programs
- **▶** East Hartford Group Home
- **▶** Winchester Group Home
- ► Center for Assessment, Respite and Enrichment (CARE) – Waterbury

COMMUNITY-BASED PROGRAMS

- Danbury
- ▶ East Hartford
- ▶ Middletown/Meriden,
- ► New Britain (Two Sites)
- ▶ 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 transition and related services.

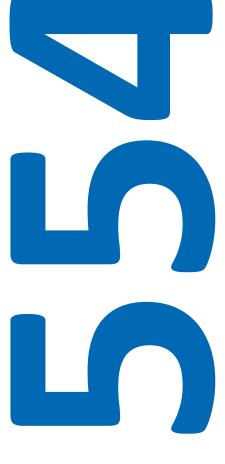
CJR's residential and community-based programs are accredited by the Council on Accreditation (COA). Re-accreditation is required every four years by COA and attests that an organization is meeting the highest national standards and performing services that are needed by the community.

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.

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 2012–13, CJR's partners in providing care for boys, girls and families included:

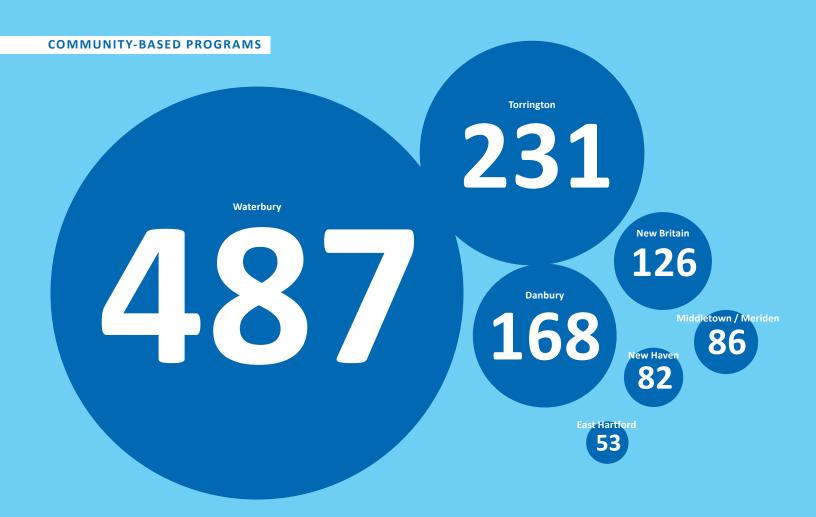
- ► Judicial Branch, Court Support Services Division (CSSD)
- Connecticut Department of Children and Families (DCF)
- Connecticut Department of Social Services (DSS)
- Connecticut State Department of Education (SDE)
- ► Local Boards of Education, representing towns and school districts throughout Connecticut.





RESIDENTIAL PROGRAMS





EDUCATION PROGRAMS

Cable Academic and Vocational Education Center – Litchfield 138

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 possible. Intensive home-based, family-focused services are generally provided during residential care and following discharge for all youth.

Litchfield Residential Programs

Since November of 2010, CJR has operated the Litchfield Community Residential Program (LCRP) for young men on its Litchfield campus. Funded by the Judicial Branch, Court Support Services Division (CSSD), the LCRP 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 LCRP 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 LCRP 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 2012–13, the LCRP served nearly 30 youths and their families.

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 2012–13, the TRAC Program served nearly 30 young men. Students attend school at CJR's Cable Academic and 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 Program involves families in programming from the beginning of each boy's enrollment. Motivational 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 programs 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 home-like 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 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 the Ansell-Casey Life skills curriculum, which enables CJR's young men to be better prepared for independent living.

During the 2012–13 fiscal year, CJR's East Hartford Group Home served nine young men. Most residents attended East Hartford and Synergy High Schools and were encouraged to participate in extracurricular activities. Group Home students





Opened in 2010, CJR's Litchfield Community Residential Program (LCRP) continues to meet or exceed all of its goals with regard to the functioning of enrolled youth:

87%

complete their course of Multidimensional Family Therapy.

90%

increase their educational and vocational functioning.

90%

decrease their substance abuse.



completed job skills training programs conducted by the High School Career Center in conjunction with the Capital Workforce Partners (CWP), and participated in intramural activities. In addition, all East Hartford Group Home students participated in the Town of East Hartford's summer work program and four boys were employed in the community. Enrichment activities during the 2012–13 year included trips to Six Flags Amusement Park, Boston Celtics games, local baseball games and college tours.

For the past 47 years, the Connecticut Junior Republic and its East Hartford Group Home have worked to establish strong, collaborative relationships with the public schools and the local community. Many of the members of the Group Home staff are from the East Hartford area and have strong ties to the community and local schools. Two members of the Group Home staff participate on the East Hartford High School's Governance Committee, working to improve school climate and academic achievement in the district.

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 2012–2013 fiscal year, six boys were served through the Winchester House, and many successes were celebrated along the way. Two boys transitioned to live more

independently with assistance from the Department of Mental Health and Addiction Services (DMHAS). A student who attends a local public school was able to join and participate on the basketball and football teams.

In addition to these transitions and accomplishments, the remaining residents continued to build skills toward more independent living. All residents participated in a "teen talk" group held at Planned Parenthood as well as 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, Brownstone Exploratory Park and fishing at local ponds. One student continued to volunteer at the Sharon Audubon Society and a second boy walked dogs for Roaring Brook Kennels in Canton.

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.

Many former residents and families maintain contact with members of the staff and use them as a support system after transitioning from the program. This speaks to the importance of relationships formed at Winchester House and the impact these relationships have on the boys served and their families.

Center for Assessment, Respite and Enrichment (CARE) – Waterbury

Located at CJR's Waterbury Program on Prospect Street, the Center for Assessment, Respite and Enrichment (CARE) is a short-term residential program for girls, ages 12 to 17. This residential program provides an average of two weeks of respite care, case management, clinical assessment and family mediation. The CARE program serves up to six girls at any given time and focuses on crisis intervention, assessment and family mediation.

During 2012–13, this CSSD-funded program served more than 110 girls from communities throughout Connecticut. Girls and their families were referred for services through Families With Service Needs (FWSN) petitions filed via the Juvenile Courts or the statewide system of Family Support Centers.

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 interventions are 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.

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.

During 2012–13 more than 1,200 boys and girls and their families benefited from services provided through the Junior Republic's community-based offices in Danbury, East Hartford, 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 family-focused prevention and evidence-based treatment services. CJR's community programs also provided an important resource in the continuum of service for youths returning to their homes from residential placements and for those at risk of requiring out-of-home care.

In 2012–13, CJR opened two new Fostering Responsibility, Education and Employment (FREE) Programs in New Britain and Waterbury. The FREE Program provides re-entry support to adolescents and young adults who are re-entering the community following an out-of-home placement. With the opening of the FREE Programs, CJR now provides services in 11 locations throughout Connecticut.

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 tripled since that time. Nearly 170 boys, girls and families were served through CJR's Danbury-based Multi-Systemic Therapy (MST), *Youth Equipped for Success (YES!)* programs and Family Support Center services during 2012–13.

Funded by the Judicial Branch, Court Support Services Division (CSSD), 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. They assist the family in obtaining services in the community and building a social support system. As the family develops links to the school, community resources and social supports, and is able to resolve conflicts independently, MST therapists become less involved. CJR staff in Danbury provided MST for nearly 40 children and families during 2012–13.

CJR's Danbury-based *Youth Equipped for Success!/Family Support Center (YES!*/FSC) Program serves boys and girls, ages 12 to 17, who are referred by the Danbury Juvenile Court. The *YES!*/FSC Program also provides services for youth referred from area school systems and by parents through Family With Service Needs (FWSN) petitions. The goal of this evidence-based program is to divert youth from further involvement in the juvenile justice system by increasing pro-social behavior patterns and stabilizing the youth's home and school environments. Consisting of in-home family services, office-based counseling and supervised pro-social activities in the community, the *YES!*/FSC Program provides counseling for young people after school. Transportation from school and home is provided for boys and girls by the Junior Republic during the week, and on weekend field trips, as necessary.

The YES!/FSC Program includes Multi-Systemic Therapy for those youths identified as requiring a home-based family intervention, and an array of cognitive and group-based interventions that target specific behavioral needs. These interventions include TARGET, a trauma-sensitive model; VOICES, a gender-specific model; ART, an anger control, skill streaming and decision-making model; MET/CBT, a substance abuse treatment modality; and Viewpoints, a group for boys that teaches social problem-solving skills.

Nearly 140 children and families were served by CJR's Danbury YES!/FSC Program in 2012–13.





East Hartford

CJR's Teen Outreach Program (TOP) is funded by the Department of Social Services, and is provided for East Hartford middle and high school students, ages 12 to 17. 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 developed 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. During 2012–13, more than 50 young men and women participated in CJR's Teen Outreach Program in East Hartford.



Middletown/Meriden

CJR's Middletown Family Support Center (FSC) is located at One Colony Street in Meriden, and has been in operation since 2010. The FSC is designed as a multi-service "one stop" program for Family With Service Needs (FWSN) boys and girls, ages 11 to 17, who reside in the Middletown/Meriden region. Funded by the Judicial Branch, Court Support Services Division, the FSC provides evidence-based services for children and their families to address status-type offenses, including truancy, running away from home and at-risk behavior beyond control of the parents or school system. Services are designed to stabilize the family, identify specific behavioral-based interventions for the youth, and to assess and advocate for the child's educational needs. Treatment

ranges from initial assessment and mediation services to a four-to six-month clinical program followed by one month of aftercare. During the 2012–13 year, the Middletown FSC served nearly 90 boys, girls and families.

New Britain

CJR's New Britain Family Support Center (FSC) is located at 29 Russell Street in New Britain and was established in 2010. Offering the same services as CJR's other FSC Programs, the New Britain Program served more than 120 boys, girls and families through an array of cognitive, behavioral group programming, family counseling, educational advocacy, case management and recreational services during the 2012–13 year.

In April of 2013, CJR was awarded contracts by the Department of Children and Families (DCF) to provide Fostering Responsibility, Education and Employment (FREE) Programs in New Britain and Waterbury. The FREE Programs provide re-entry support to adolescents, ages 15 to 19, who have been committed to DCF as delinquent and who 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. Between spring and the end of CJR's fiscal year in June, five students were served through the New Britain FREE Program.

New Haven

The Connecticut Junior Republic opened its Family Support Center in New Haven in October of 2012. Located at 414 Chapel Street, the New Haven Family Support Center served nearly 85 boys, girls and families during 2012–13.

Torrington

For many years, the Connecticut Junior Republic served boys, girls and families in Torrington and northwestern Connecticut from its Litchfield campus. In autumn of 2009, the Junior Republic opened an office in Torrington, located at 168 South Main Street, to provide *YES!*, MST and a new Teen Pregnancy Prevention (TPP) Program in the community.

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 2012–13, the Torrington MST program served nearly 40 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 also provides services for adolescents in Litchfield county through the CSSD-funded *Youth Equipped for Success!*/Family Support Center (*YES!*/FSC) Program. This early intervention program involves the entire family in addressing at-risk behaviors of referred boys and girls, and includes office-based counseling, psycho-educational and gender-specific groups, as well as pro-social after school activities, as described previously under CJR's Danbury *YES!*/FSC Program. Nearly 65 children and families received services through the Torrington *YES!* Program in 2012–13 and approximately 50 children were served through the Family Support Center services component provided in this location.

Replicated from CJR's highly regarded Success Always Follows Education/Teen Pregnancy Prevention (SAFE/TPP) Program in Waterbury, the Torrington SAFE/TPP Program is funded by the Department of Social Services and served nearly 80 Torrington boys and girls during 2012–13. The program provides an array of academic, vocational, life skills and recreational programming, and is designed to help students avoid risky behavior by focusing on educational opportunities and making responsible choices. Children enter the program in the sixth grade and continue through graduation from high school.

Waterbury Programs

Established in 1989 as one program serving approximately 60 boys and girls, the Connecticut Junior Republic's Waterbury Program on Prospect Street is now its largest community-based location and helps hundreds of boys, girls and families annually through a variety of services.

During 2012–13 CJR's Waterbury community program served nearly 500 children and families, and more than 100 girls previously noted through the CARE Residential Program at this location.

CJR provided eight programs in Waterbury during 2012–13, ranging 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 70 middle and high school boys and girls by providing education and tutoring programs that offer alternatives to teen parenthood, while stressing abstinence, responsible behavior and career education training. The program features family life education, vocational classes and a summer work-based learning experience, funded by generous grants from the American Savings Foundation and the Frederick W. Marzahl Memorial Fund.

CJR's Adolescent Substance Abuse Treatment Program (ASAT), a DCF-funded substance abuse outpatient treatment program, helps high-risk adolescents who demonstrate significant drug and alcohol issues interfering with their daily functioning and productivity. An individualized treatment plan that provides a broad range of clinical interventions, substance abuse treatment and case management is developed for each youth. Additional services, such as individual therapy, group therapy, family therapy, home visits, school meetings, parent or family therapy and support groups, and linkages to psychiatric consultation, including crisis assessment and medication management, are provided as necessary. The average enrollment period in this program is six months and last year more than 40 children and families were served. The program accepts referrals from DCF, CSSD, and public schools, as well as self-referred youth who meet the admission criteria.

Multidimensional Family Therapy (MDFT) was utilized to provide intensive home-based therapeutic substance abuse treatment for nearly 40 youths residing in the Danbury, Torrington and Waterbury court jurisdictions. This population includes male and female adolescents who are identified by the Juvenile Court as possibly requiring residential treatment.





The program identifies risk factors and provides strength-based practices to develop and initiate strategies to offset and 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, clients may move between phases as their specific life situation presents changes and challenges. Unique to this model is a parental substance abuse and HIV prevention curriculum.

The Juvenile Criminal Diversion Program, funded by DCF and the United Way of Greater Waterbury, provides gender-specific programming for nearly 40 adolescent boys and girls referred by DCF, Juvenile Court, area school systems and child welfare agencies. Specific services include group therapy models that provide an array of cognitive behavioral interventions and focus on issues of trauma and loss and decision-making skills. Individual and family counseling, case management, educational advocacy, and age-appropriate cultural and recreational programming are also part of the service delivery system. Youth remain in the program for 6 to 12 months.

Established in 2008, the Waterbury Family Support Center is the first of CJR's Family Support Centers, and is designed as a multi-service "one-stop" program for Family With Service Needs (FWSN) identified boys and girls, ages 11 to 17, who reside in the greater Waterbury region. This FSC provides the same services as CJR's Middletown/Meriden, New Britain and New Haven FSC Programs. During the 2012–13 year, CJR's Waterbury Family Support Center served 140 youth and families from the greater Waterbury region.

In fiscal year 2012, CJR's Waterbury FSC received a grant from The Leever Foundation to provide a Life Skills Nutrition Program for 60 boys and girls. This program continued during 2013, and empowers youth to eat healthfully and economically, and encourages them to contribute to the overall health of their families by advocating for the purchase and preparation of nutritious foods.

The Connecticut Junior Republic provided Multi-Systemic Therapy (MST) for a diverse population of at-risk youth and families in the Waterbury area, as well as through its offices in Danbury and Torrington. Funded by the Judicial Branch, Court Support Services Division, MST is based on the belief that parental figures are critical to successful outcomes in treating troubled boys and girls. CJR's MST teams in Waterbury served more than 90 youngsters and families during the 2012–13 year, and produced positive outcomes for some of the state's most at-risk juvenile offenders.

Popular events held at CJR's Prospect Street Waterbury
Program included the annual Halloween party for CJR youth and
DCF foster children; the Thanksgiving dinner for CJR boys and
girls and their families; and a festive holiday party, which
provided hundreds of youngsters and families with a joyous
afternoon of holiday food, gifts and celebration. In May of 2013,
CJR's Waterbury Program held the 12th Annual Scholarship
Dinner, which raised more than \$7,500 to provide stipends and
scholarships for CJR students attending college, technical schools
or specialized education programs.

During 2012–13, the Juvenile Case Management Collaborative (JCMC) served nearly 70 boys and girls between the ages of 12 and 17. Referred from the Connecticut Juvenile Training School (CJTS) and other residential treatment facilities, these youngsters resided in the Bristol, Cheshire, New Britain and Waterbury regions and received 24-hour aftercare supervision and family services while transitioning back into their homes and communities. The JCMC also monitored home visits for boys and girls on weekend passes while in active residential care. Life skills workshops were also provided. The focus of these workshops was to empower participating youths and to deter young men and women from becoming gang affiliated or involved in the sale or use of illegal substances. This program was phased out by DCF in Spring of 2013, and replaced with the new FREE Program, previously described. CJR was awarded contracts for both the New Britain and Waterbury FREE Programs.

Education

The Cable Academic and Vocational Education Center on the Connecticut Junior Republic's Litchfield campus is a private, special education school, accredited by the New England Association of Schools and Colleges (NEASC) and approved by the Connecticut State Department of Education.

Serving boys referred by local education agencies and public schools, CJR's Cable Education Center provides regular, special, vocational and alternative education, as well as transition and related services.

Most 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. Many, but not all, CJR students require special education services and are diagnosed with specific learning disabilities, emotional disabilities, autism and ADHD. 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.

All students have an opportunity to enroll in vocational courses of study at CJR. 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.

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 school psychologists, social workers, speech therapists and other professionals, as required by each student's IEP.

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. 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 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.

Transition services also support positive community participation and help students maintain good health. These services teach students how to be self-advocates; to communicate effectively with others; to develop and nurture positive relationships; and to be able to resolve conflicts productively.

In addition to receiving counseling from a doctorate-level school psychologist, each student meets with a masters level counselor to develop and implement a personal goal statement, which includes areas of social responsibility; intellectual and vocational achievement; physical health and growth; and life management. As part of the related services provided at CJR, students also participate in wellness seminars. These sessions are designed to help youths identify, address and develop effective strategies for dealing with life stressors and explore topics such as self-esteem and positive self-concept and anger management.

The Connecticut Junior Republic's Cable Academic and Vocational Education Center is accredited by the New England Association of Schools and Colleges (NEASC). During 2012–13,





the Cable Academic and Vocational Education Center continued to make progress in fulfilling the recommendations of the 2010 NEASC visiting committee. These recommendations included enhancing and better utilizing technology; improving curriculum development; and organizing professional development opportunities for staff.

During 2012–13, CJR continued the development and implementation of a Science, Technology, Engineering and Math (STEM) curriculum for the at-risk and special needs population served by the Cable Academic and Vocational Education Center. This project was made possible by a two-year, \$35,000 grant from Alcoa Foundation, awarded in 2011. Members of the teaching staff received critical training and guidance from a STEM consultant, and a STEM coordinator involved students in numerous STEM projects. IPads were incorporated into the curriculum to reinforce student learning. Other major technology enhancements included improving the infrastructure to accommodate wireless computers and assistive technology devices.

In the autumn of 2013, CJR was awarded a new \$32,000, three-year grant from Alcoa Foundation. The grant will enable CJR to further enhance the STEM curriculum in the Cable Academic Vocational Education Center.

During 2012–13, CJR's Cable Academic and Vocational Education Center served 138 students between 10 and 19 years of age. The average age of boys served was 15, and students were referred from nearly 30 towns and school districts in Fairfield, Hartford, Litchfield, New Haven, New London and

Windham counties. During the 2012–13 school year, the Junior Republic continued a collaborative program with the Torrington Public Schools to accommodate significant numbers of student referrals.

CJR's highly individualized education programs accommodated the needs of students with emotional, learning and intellectual disabilities, with speech and language and hearing impairments, multiple disabilities, autism, ADHD and other health impairments. CJR also served regular education students with non-educational stress.

Approximately one-third of the student body participated in after-school and extra-curricular activities sponsored by CJR. Activities included art lessons, sports, music lessons and high school credit retrieval and study skills, cooperative work study and vocational agriculture. A music program made possible by the Litchfield Aid of CJR enabled students to participate in music classes during the school day and after school. Students presented concerts for the holidays and at a Class Night event honoring graduating seniors.

By spring of 2013, the Cable Academic and Vocational Education Center had reached capacity enrollment of 74 students. On June 28, the students and staff celebrated Achievement Day and Graduation. Lieutenant Governor Nancy Wyman was the keynote speaker and scholarships totaling \$17,000 were awarded to CJR students and alumni. During the 2012–13 school year, high school diplomas were awarded to 20 students and five boys earned eighth grade diplomas.



Thanks to a generous grant from a local family foundation, which was awarded to CJR through the Litchfield Aid, the Cable Academic and Vocational Education Center was able to significantly enhance its services for students with Autism Spectrum Disorder (ASD). The Aid's grant enabled CJR to engage the services of a Board Certified Behavioral Analyst (BCBA) from the Institute of Professional Practice to evaluate the learning environment and to provide recommendations for making the education programs more conducive to learning and to provide extra-curricular activities for students with ASD. The BCBA also designed learning modules with instructional and assessment strategies for ASD students and conducted a Functional Behavioral Assessment and Behavioral Intervention Plan for two students who needed more intensive services. In addition, the BCBA provided professional development trainings for CJR staff on designing, implementing and evaluating effective transition services for students with ASD, and conducted Parent Training Workshops to assist parents in identifying and alleviating stressful situations in the homes of children with ASD; in making practical modifications and accommodations for the home environment; and in meeting the needs and empowering siblings of children with ASD.

Behavioral Health and Quality Improvement

The Behavioral Health and Quality Improvement (BHQI) Department supports the Connecticut Junior Republic's strategic plan and program goals by advancing the prudent use of resources and promoting effective and efficient service delivery.

Each component of the Quality Improvement program of the BHQI Department is interrelated and coordinated to provide a comprehensive review of the agency's services. The Quality Improvement program is responsible for overseeing timely and accurate collection, aggregation and reporting of client data, analyzing trends, monitoring outcomes, organizing staff training, reviewing programs, improving the quality of care provided and maintaining accreditations. Children, youth and families, members of CJR's Board of Directors and staff, referring agencies, funding sources and donors—CJR's stakeholders—are all active members of Quality Improvement committees. At its core, this department helps measure the impact CJR programs have on the children, families and communities served.

During 2013, CJR gave priority focus to obtaining a license that would allow for the opening of outpatient Wellness Centers. This effort commenced in spring with the support and involvement of the Board of Directors, teams of CJR staff, as well as CJR families. Awarded by the Department of Children and Families in September, this licensure includes five of CJR's satellite locations as well as the Litchfield campus. The new licensure allows the Junior Republic to accept referrals directly from the community for services that will be provided through six outpatient Wellness Centers for Children and Families throughout Connecticut.

During the 2012–13 fiscal year, the Behavioral Health and Quality Improvement staff also collaborated with CJR program managers on grant contract responses that led to the Junior Republic's selection by DCF to conduct the previously described FREE Programs in New Britain and Waterbury. In addition, the BHQI team coordinated the re-licensure process for CJR's DCF-funded Therapeutic Group Home—Winchester House—and the East Hartford Group Home, as well as the Litchfield Community Residential Program's Substance Abuse License through the Department of Public Health.

Financial Report

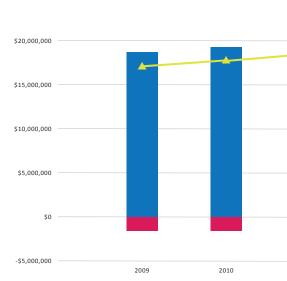
The Connecticut Junior Republic (CJR) consists of four not-for-profit corporations. Mary Buel Memorial, Inc., is the holding company that controls the activities of the three related entities. Connecticut Junior Republic Association, Inc., is the main operating entity, providing all programs and services. 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, 2013 WITH SUMMARIZED TOTALS FOR JUNE 30, 2012

	2013	Combined Totals 2012	
	2013	2012	
ASSETS:			
Cash	\$ 1,774,083	\$ 1,522,325	
Tuition and other accounts receivable, net	570,598	351,830	
Inventory	34,488	20,502	
Prepaid expenses	54,465	60,645	
Investments	14,093,400	12,481,430	
Land, buildings and equipment, net	5,916,478	6,031,036	
Total Assets	\$22,443,512	\$20,467,768	
LIABILITIES:			
Accounts payable and accrued expenses	\$ 1,125,019	\$ 994,925	
Notes payable	359,759	366,965	
Deferred revenue	69,539	· -	
Annuity payable	110,231	120,299	
Total Liabilities	1,664,548	1,482,189	
NET ASSETS:			
Unrestricted:			
Board designated for liens related to government grants	48,623	146,935	
Undesignated	20,472,510	18,620,001	
Total Unrestricted	20,521,133	18,766,936	
Temporarily restricted for:			
Scholarship funds	158,811	170,254	
Program expenditures	39,374	39,518	
Capital expenditures and website development	32,131	-	
Litchfield Aid – capital and program	27,515	8,871	
Total Temporarily Restricted	257,831	218,643	
Permanently restricted	-	-	
Total Net Assets	20,778,964	18,985,579	

TUITION/EDUCATION PROGRAMS AND OTHER SERVICES 18% BOARD AND CARE FOR RESIDENTIAL SERVICES 24% CONTRIBUTIONS, GRANTS AND INVESTMENTS 14% GOVERNMENT GRANTS AND CONTRACTS / COMMUNITY PROGRAMS 44% 5 YEAR CHANGE IN NET ASSETS

FINANCIAL SUMMARY



Operations for the fiscal year ended June 30, 2013 reflected an increase in net assets of \$1,793,385 from combined activities, primarily as a result of nearly 13% growth in endowment funds due to positive fund performance.

During the fiscal year ended June 30, 2013, the largest source of revenue (86%) was payment for program services, specifically the provision of care, treatment and education of youths referred principally by the Connecticut Judicial Branch, Court Support Services Division (CSSD), the Connecticut Department of Children and Families (DCF) and by local Boards of Education. The Connecticut Department of Social Services (DSS) also funded

community-based services for at-risk boys and girls in East Hartford, Torrington and Waterbury. Revenues for CJR's community and residential programs grew by 20% during the year due to program expansions in New Haven and Litchfield. Educational tuition revenue showed growth of nearly 15% over the previous year, reflecting a continuing increase in enrollment in CJR's education programs.

Expenses for the fiscal year ended June 30, 2013 totaled \$15,993,644. Expenses related to CJR's programs and services accounted for 88% of the total expenditures.

MARY BUEL MEMORIAL, INCORPORATED AND AFFILIATED ENTITIES COMBINED STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2013 WITH SUMMARIZED TOTALS FOR THE YEAR ENDED JUNE 30, 2012

EXPENSES
EDUCATION SERVICES 17%
MANAGEMENT, GENERAL 11% FUNDRAISING 1%
COMMUNITY PROGRAMS 44%

Liabilities		Assets		Net Assets	
_					
_					
	Liat	Liabilities	Liabilities	Liabilities	Liabilities Assets Net

	2013	Combined Totals 2012
REVENUES, GAINS AND RECLASSIFICATIONS:		
Contributions	\$ 263,698	\$ 275,585
Legacies and bequests	310,831	1,013,125
Indirect public support	105,683	102,688
Board and care – Litchfield and group home	4,287,486	3,005,132
Tuition – education program	3,250,482	2,827,101
Government grants and contracts	7,779,903	6,998,886
Special events	99,520	118,284
Facility use fees	50,738	55,053
Other income	17,175	31,605
Investment income	8,618	11,221
Annuity discount income	-	8,650
Gain (losses) on disposal of assets	(1,948)	(3,654)
Realized and unrealized gains (losses) on investments, net	1,614,843	(364,195)
Total Revenues, Gains and Reclassifications	17,787,029	14,079,481
EXPENSES AND LOSSES:		
Program services:		
LCRP & TRAC Residential	2,774,631	1,767,653
Education	2,655,763	2,564,337
Winchester group home	823,071	834,870
East Hartford group home	647,868	650,854
Danbury/Torrington programs	1,876,485	1,767,245
New Britain/New Haven/Meriden programs	1,426,888	779,135
OTR and EHTPP program	354,663	398,444
Waterbury programs	3,463,459	3,514,904
Grants to others – scholarships	12,600	12,300
Total Program Services	14,035,428	12,289,742
Management and general	1,788,201	1,735,175
Fundraising	170,015	200,514
Total Expenses	15,993,644	14,225,431
CHANGES IN NET ASSETS	1,793,385	(145,950)
NET ASSETS AT BEGINNING OF YEAR	18,985,579	19,131,529
NET ASSETS AT END OF YEAR	\$20,778,964	\$18,985,579

Development Report

Between July 1, 2012 and June 30, 2013, the Connecticut Junior Republic was supported by approximately 1,000 individuals, organizations, businesses and foundations from Connecticut and beyond.

Highlights of the 2012–13 year included the 18th Annual CJR Invitational Golf Benefit, which was held in June at the Torrington Country Club and raised \$59,000 in net proceeds through the outstanding leadership of event Founding Chairman Gregory Oneglia and Chairman Robert Phelan. A dedicated team consisting of CJR staff, students and volunteers, worked diligently to ensure that the picture-perfect day was memorable and successful.

With the funds raised through the 2013 event, the CJR Invitational has netted more than \$1.1 million to benefit CJR boys and girls since it was established by Mr. Oneglia in 1996.

At the 2012 annual meeting of the Litchfield Aid of CJR, checks totaling \$67,000 were presented to CJR by President Bibby Veerman. This gift included proceeds from the 65th Annual Open House Day Tour of Litchfield, as well as contributions from the Aid's approximately 150 members and funds from its

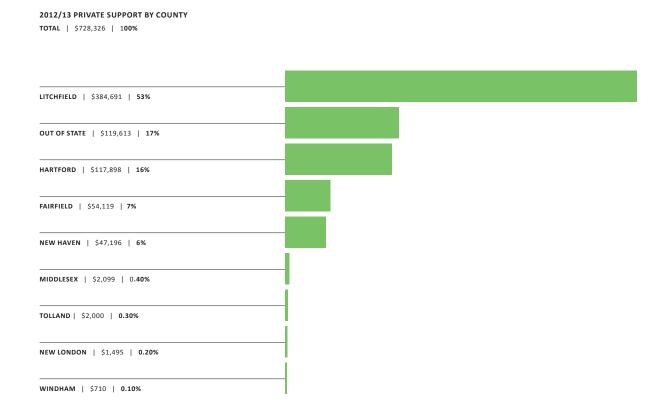
endowment. The Litchfield Aid's contribution for 2012–13 enabled the Junior Republic to make a number of improvements to its facilities and programs, and directly enhanced CJR's services for children, youth and families. Funded projects benefited boys and girls in the following locations and included:

Litchfield Campus:

- ▶ a drug and alcohol education course and a vocational training and work-based learning opportunity; exercise and recreational equipment for boys enrolled in CJR's residential programs;
- ▶ funds to support CJR's Alumni Scholarship Fund, which provides scholarship support to alumni of CJR's residential and education programs;
- ▶ musical instruction for boys enrolled in CJR's Cable Academic and Vocational Education Center.

Winchester House Therapeutic Group Home:

▶ pet therapy, summer day-camp experiences and a new gas grill.



Torrington Program:

▶ a gender-specific life skills program for girls; an after-school culinary arts experience; and an individualized sports and recreation program to introduce children to healthy activities that may be enjoyed over a lifetime.

Waterbury Program:

▶ the installation of a new sign prominently identifying the Junior Republic's presence in the community; mental health services to address trauma and victimization for girls in CJR's Center for Assessment, Respite and Enrichment (CARE) residential program; and individualized after-school sports, recreation and cultural activities.

New Britain Family Support Center:

► resources to help boys and girls with school uniforms and supplies, food, transportation and crisis care; funding that will enable students to create holiday food baskets for the most needy families served by the Family Support Center.

The Aid's 2012–13 contribution also included a \$10,000 anonymous gift from a local family foundation to provide services for children on the autism spectrum and their families through CJR's Cable Academic and Vocational Education Center.

During 2012–13, the Connecticut Junior Republic received a number of grants of \$5,000 or more from supporters to support specific programs and services. Grants from the United Way of Greater Waterbury, the American Savings Foundation and the Frederick W. Marzahl Memorial Fund, Bank of America, N.A., Trustee, helped provide prevention and early intervention

services for youth at CJR's Waterbury Program. A 2012 grant of \$10,000 from the Union Savings Bank Foundation funded a work-based learning summer program with a culinary arts and agricultural component on CJR's Litchfield campus for CJR's Torrington Success Always Follows Education (SAFE)/ Teen Pregnancy Prevention Program students.

A very generous grant from the Sue B. Hart Foundation in memory of Owen S. Hart enabled the Junior Republic to present the Sue B. Hart award to an outstanding student in vocational agriculture at the 2013 Achievement Day and Graduation ceremony and to make further improvements to the CJR Farm, including the addition of an aqua-culture program.

A major grant from the Watertown Committee of the David, Helen and Marian Woodward Fund was received in June of 2013 and has enabled CJR to begin the process of rebuilding its website. It is anticipated that the new website will be launched in spring of 2014.

In fiscal year 2012–13, CJR received several sizeable unrestricted bequests. These gifts were Board-allocated to the endowment and will benefit young people served by CJR for years to come. With prudent management, CJR's endowment provides much-needed annual income for the operation of programs and services. Such support is especially critical in lean times and also helps CJR provide innovative and need-responsive services such as wrap-around care for its most disadvantaged children and families.





In Appreciation

The Buel Society

Named in honor of CJR's founding benefactress, Miss Mary Buel, The Buel Society recognizes those who have included the Junior Republic in their estate plans.

At the turn of the century, Miss Buel left her land, farmhouse and funds to provide care and services 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 youth it serves. The vision and generosity of such special friends makes a critical difference to CJR's ability to build and enhance the scope and quality of its services for Connecticut's boys and girls.

The Buel Society was established in 1999, and CJR salutes its members for their exceptional commitment to helping at-risk, special needs and troubled children.

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2013 Contributors

The following section lists donors who contributed \$50 or more to the annual fund and special projects and programs in the categories shown. Contributors to the CJR Invitational Golf Benefit are listed separately. All contributions were received between July 1, 2012 and June 30, 2013, unless otherwise noted. The Junior Republic regrets that cost restraints preclude listing many other friends who made gifts of less than \$50 during this

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Gifts of \$10,000 and more

PRESIDENT'S CIRCLE

Gifts of \$5,000 and more

DIRECTOR'S CIRCLE

Gifts of \$1,000 and more

FOUNDERS

Gifts of \$500 and more

Gifts of \$250 and more

SPONSORS

Gifts of \$100 and more

Gifts of \$50 and more

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The Connecticut Junior Republic is a partner in Leave a Legacy Connecticut, a collaboration of organizations to promote charitable giving through wills and estates.

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