



Boys Republic

Annual Report For Fiscal Year 2013

President's Message

*Dennis Slattery
Board President*

I'm Dennis Slattery and I'm a proud, long serving Board Member, and this year's President. I want to bring you up to date on recent activities and reacquaint you with important members of the Boys Republic family, as well as long standing BR traditions.

Trades and Job Skills:

A Boys Republic tradition has always been to prepare students in a trade. Currently, students can learn printing, masonry, food services, landscaping, welding and cabinetry. Because of the generosity of the Boone Family Foundation and many others, a recent initiative is the Max L. Scott Teaching Bakery. In a learning environment outfitted with commercial-quality appliances, students will learn the fundamentals of the baking trade. The food they prepare will be served at Boys Republic and sold on a limited basis to stores and restaurants.

Fully Accredited High School:

Experience has shown us that our students' long-term prospects for success as responsible, contributing citizens are greatly enhanced if, when they leave Boys Republic, they are

functioning academically at age/grade level (please see "Our Outcomes", page 5). Through a long standing collaboration with the Chino Hills School District, Boys Republic has a fully accredited, 4-year high school, currently under the leadership of Carl Hampton, principal.

Steve McQueen Car Show:

Since 2008, and growing every year, the Steve McQueen Car Show is gaining local and national attention. The show was attended by 4,000 spectators. Thanks to the many volunteers led by Ron Harris, Chad McQueen and Peter Dunkel, this year's show netted \$200,327 for the agency's programs.

Committees of the Board:

Boys Republic is blessed with a collaborative hard-working Board. The Board sets policy, provides direction, and works hard not to micromanage. A major renovation of the BR website has been undertaken by the Development Committee.

Staff and Senior Staff:

After 45 years, Max Scott tossed the mantle of leadership to Chris Burns, and the transition has been

seamless. Agency-wide, the average tenure of service at Boys Republic is 12 years. Of 148 direct care staff, 73 have been with us for ten years or longer. Our staff attrition rate has been between 13-15% annually over the past nine years. In contrast, similar agencies in California have an attrition rate of 75-80%.

Financial Affairs:

Finances remain strong, and the endowment has benefitted from the recent strong equity markets. The community responds to our Development efforts, and Development Director Jerry Marcotte works hard to insure that our development costs per dollar raised are well below national averages.

Treatment Philosophy:

Recognizing the limits of an individual-focused mental health approach, Boys Republic relies on peer influence and the power of the group. Daily sessions within each cottage are the venue where real change occurs.

I'm proud to serve and be a part of Boys Republic.



Executive Director's Message

Chris Burns
Executive Director

2013 marked the second renewal opportunity for Boys Republic's willingness to put its singularly unique treatment model to the test by the State Department of Social Services (CDSS). The Waiver Pilot Project initiated in 2007 and extended in 2010 was recently audited by an Independent Evaluator and her findings, along with the reaffirmation of the eight county partners, led to a second extension approved by the legislature and our State partners. The Legislature has recognized the impact of the Waiver project and the baseline data it is providing for CDSS in its efforts to ultimately reform the industry's rate setting methodology. In doing so, it hopes that the information learned from this Waiver project can be utilized in looking at larger system reforms. So, it begs the question – what is it that is unique to Boys Republic that makes this data set so potentially helpful for those charged with remaking the system?

The philosophical treatment model that places such incredible emphasis on personal accountability for one's choices and responsibility for self and others is certainly the cornerstone of Boys Republic. The functioning "Republic" under the leadership of an elected student government continues to be the mechanism that both shapes and sharpens a sense of responsibility toward the community that is so effective in concretizing the personal treatment gains that are made on a daily basis through group counseling efforts. In addition, a variety of vocational training environments work in tandem with Boys Republic's WASC accredited high school to prepare students for a successful transition into their neighborhood school or the work world upon their return to the community.

However, each of these program elements is highly dependent upon the program element that truly marks Boys Republic's distinctiveness within the field . . . the staff that work here. Continuity and the ability to provide an environment with stability are absolutely critical for the young men and women in our care to feel safe and able to trust that the staff members who are guiding them down very difficult and challenging roads will be there throughout the journey. Beyond continuity however, is the experience and skill development that comes from years of working within the theoretical model and in the direct mentoring that is able to be passed along to newer employees who join the agency.

When Max Scott retired in 2010 he had begun his 46th year of service to the agency and the youth in our care. One of his greatest legacies was ushering in a generation of staff members who embraced the mission of Boys Republic and committed themselves to careers dedicated to impacting the lives of our students. This year, I begin my 21st year with the agency — quite steadfast in the modern work environment where rapidly shifting, multiple career changes represent the norm. However, at Boys Republic, this tenure is matched and surpassed by some 48 current staff members who have served the agency even longer.

The composition of this group is noteworthy in its diversity. For example, we have an Associate Director serving in his 38th year and an Admissions Director in his 37th, with nearly 30 years dedicated to diligently selecting the students of Boys Republic, one interview at a time. The Treatment Directors who guide the implementation of the philosophical model and provide oversight to the process occurring with the cottages



have 43, 39 and 33 years of experience respectively. One hundred-fifteen years of accumulated experience and wisdom is being imparted to a core of equally passionate younger staff who recognize that something special occurs here and have begun their commitment to the endeavor. This incredible level of commitment extends to the staff dedicated to teaching their students and apprentices the work skills and job habits that will make them employable upon their graduation from the program. Thirty-nine years from our Print Shop Instructor - 34 & 32 years from the duo charged with the annual production of Della Robbia wreaths, and 37, 35 and 24 years respectively from our Painter, Electrician/Plumber, and our ROP Masonry instructor.

The examples go on and on. With so much experience, a natural concern would revolve around how you continue the operation of a program predicated upon the experience of its staff when those folks eventually retire. Not to worry – these incredible staff have mentored the next generation proficiently and have 71 experienced, impactful, Boys Republic flag-bearers who have 15 or more years applying the model. This tenure is noteworthy and reflective of Board and Executive leadership that has supported a work environment that values the quality of staff over mere quantity. It represents the basis for the approval and ongoing evaluation of the State Waiver Project. Further, it reflects a work environment where student achievement is infectious and draws the dedication of quality individuals who seek to remain employed where the impact of their efforts is obvious on a daily basis.



Who We Are ... And What We Do . . .

Boys Republic is a non-profit, privately-endowed agency providing both residential and non-residential youth services to disadvantaged, at-risk young people from throughout California. It operates a total of nine programs — currently, all in Southern California: a 200-acre residential campus, school, and farm in Chino Hills; three residential group homes for boys in Los Angeles, Pomona and Santa Ana; a Girls Republic group home in Monrovia and non-residential day treatment centers and schools in the cities of Monrovia and Chino Hills. Our Aftercare and Independent Living Program serves all of the agency's facilities.

Total capacity for all Boys Republic facilities is 256 including 220 residential beds and the capacity to serve as many as 36 young people (and their families) in day treatment centers. Boys Republic provides diverse programs of educational, psychological, vocational and family reunification services. These programs include:

- Educational on-grounds public school (accredited by Western Association of Schools and Colleges)
- General testing and assessment
- Psychiatric and psychological assessment therapy
- Individual professional counseling
- Group, single and multi-family counseling
- Family preservation, family reunification counseling
- Medical, dental and nutritional care
- Nationally-recognized independent living program
- Athletics, recreation, physical fitness
- Educational and vocational counseling
- Vocational training (ROP)
- Work experience, employment training
- Substance abuse education, counseling
- Structured 24-hour residential services
- Intensive day program
- Aftercare services for all graduates
- Transitional housing program accommodations

Fiscal Year 2013 Milestones

Since its founding in 1907, Boys Republic has helped more than 30,000 abused, abandoned and at-risk boys and, in recent years, growing numbers of young women as well. While they come from all social strata, all racial and ethnic backgrounds and from diverse family situations, many share pertinent case history characteristics. In FY 2013:

- Boys Republic/Girls Republic served 547 young people in residential and day treatment programs.
- Approximately 80% of incoming students have been in other placements.
- More than 60% of the boys we treated have histories of physical or sexual abuse.
- Nearly all students — about 95% — were referred with emotional and/or behavioral problems.
- Fully 80% of the boys and 50% of the girls entering residential programs are from one-parent homes.
- One student in nine is virtually homeless, having no parents or family to which he/she can return.
- The average length of stay for residential students was eight months.
- Nearly three out of four new students came to Boys Republic below academic grade level.
- Formal family counseling sessions numbered more than 1000; most included entire families.
- One hundred percent of the student body earned school credit including a significant number of students who advanced one full year or more academically.
- Upon graduation, more than 80% of residential students returned to the home of one or both parents. The rest either returned to the home of another relative or were emancipated through our Independent Living Program and utilized Boys Republic aftercare services to live on their own.
- Fifty-four students were awarded scholarships following graduation, totaling \$46,606. An additional 97 graduates received a total of \$98,602 in financial assistance in the form of grants and aftercare administered by Boys Republic's Aftercare Program.

Our Outcomes . . . Results You Can Count On

We know from experience that successful student outcomes are largely dependent upon our ability to retain mature, knowledgeable staff at all levels. Here's why:

At Boys Republic, we ask students to be open to criticism -- troubled teens are here to learn better skills and attitudes. But, it works both ways; we also expect staff to be open to criticism from students. Why is this important? *Direct care staff must model appropriate behavior we expect students to learn*, including truthfulness, following through with commitments, and responding appropriately to constructive criticism.

We're convinced that this kind of moral candor is essential to help troubled teenagers grow into responsible adulthood. And we realize that it often takes years of practice for staff to become the reliable role models that we hope our students will emulate. The experience of our staff makes Boys Republic a stronger agency.

We developed a set of standards to evaluate, among other things, what degree of conventional, independent functioning our students maintain after graduation. Evaluation takes place at regularly scheduled intervals, over a one-year period following a student's graduation. The table (below, right) shows a two-year average of self-reported student outcomes in four key areas under which we are committed to helping our students achieve success.



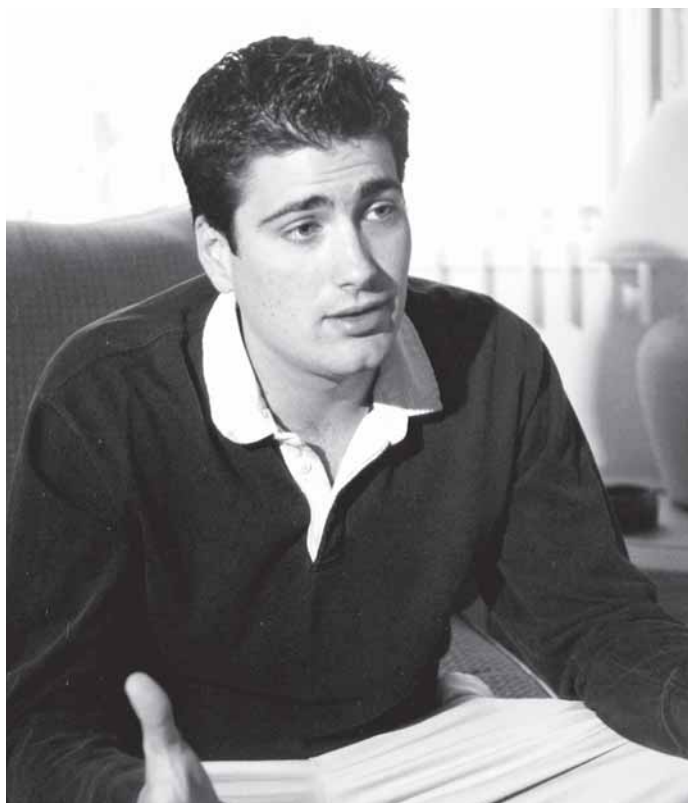
Fiscal 2013 Student Outcomes*

- **Law Abiding Citizen:** Graduates will be arrest-free after 12 months.
- **Productive Member of Society:** Graduates will be attending school, working or in the military.
- **Acceptable Living Arrangement:** Former students will have an acceptable living arrangement 12 months after discharge.
- **Not on Welfare:** Graduates will be free of welfare or other institutional support.

	Law Abiding Citizen*	Productive Member of Society	Acceptable Living Arrangement	Not On Welfare
All Graduates	88%	84%	95%	97%
Chino Hills Campus	87%	84%	95%	96%
Community Residences	90%	82%	96%	96%
Monrovia Day Treatment	92%	96%	96%	100%
Independent Living Program	93%	75%	93%	96%

* Outcome data are based on student self-report

** Excludes minor traffic violations.



Ben Mason

Ben Mason Recognized as Boys Republic's 2013 Alumnus-of-the-Year

Since graduating with honors from Boys Republic in 1996, Ben Mason has taken the agency motto "Nothing Without Labor" to heart. He has combined entrepreneurial spirit, technological savvy, and old-fashioned elbow grease to create a thriving livelihood.

Equipped with a bachelor's degree in marketing from San Diego State University, Ben founded "Stay San Diego" (www.staysandiego.net), a real estate and management firm where he heads both the sales and marketing departments. His newest endeavor is in the technological arena. He's developing a full-scale manufacturing facility in Mexico for the production of magnesium batteries.

Ben has served on several public boards and committees in San Diego and has taken part in shaping the growth and revitalization of its downtown urban core, over the last eight years.

For his steadfast adherence to the spirit of "Nothing Without Labor," his ingenuity in creating business opportunity and for service to the community, Ben was awarded recognition as Boys Republic 2013 Alumnus-of-the-Year.

Vanessa Williams Served as 2013 Della Robbia Campaign Chair

Multi-faceted actress and musical recording artist Vanessa Williams added her award-winning voice to the chorus of those charitable individuals who each year help to promote Boys Republic and Girls Republic through the Della Robbia wreath campaign.

Ms. Williams' critically acclaimed work in film, television, recordings and the Broadway stage has been recognized by every major industry award affiliation including a Golden Globe, Grammy and an Oscar for *Best Original Song*

Ms. Williams has also built a resumé in philanthropy that is almost as impressive as her performing credits. A strong advocate for equal rights, Vanessa recently received the Human Rights Campaign "*Ally for Equality*" Award for her humanitarian contributions.

Her autobiography, "You Have No Idea," was a New York Times Best Seller in 2012.



Vanessa Williams



Abused Livestock Find Healing Sanctuary At Boys Republic Farm

Over the past year, Boys Republic students provided board and care for three skittish, yet grateful, horses and 104 plucky roosters. Under an agreement with the Inland Valley Humane Society, abused, abandoned or neglected livestock are placed in the healing environment of Boys Republic's farming operation. As a work experience project, students help to grow crops, feed and clean up after the unfortunate creatures, until they've regained their health and can be either adopted or returned to their original owners.

The agreement provides Boys Republic a per-animal rate of \$20 per day for board and care. For the 2012-2013 reporting period, Boys Republic received \$19,415.

The Inland Valley Humane Society is a private, non-profit organization providing animal care and control services to the local region.

The Gift That Gave Twice: Furniture Donation Creates Student Work Experience Project

When Friends of Steve McQueen Car Show volunteer Peter Dunkel, owner of Dunkel Bros. Machinery Moving, Inc., urged associate Joseph Thinsen to donate approximately 200 surplus beds and entertainment centers to Boys Republic, the gift provided an important benefit. Worn furniture in the main campus dormitories needed replacement and the better quality, donated furniture would provide a uniform, yet non-institutional look.

Yet the gift furniture provided a second benefit, as well: each bed needed modification before it could be installed — a perfect job for Boys Republic's students. At minimal cost, fifteen students used materials from the donated entertainment centers to fashion headboards for the beds. Students gained valuable experience cutting, assembling, staining and finishing, and installing 146 replacement beds, enough to outfit the entire campus.



Above, a pay-crew student installs one of 24 modified beds in McCormick Cottage. At Boys Republic, all students must choose some area of work. Participation in a pay-crew work assignment is considered a privilege to be earned.

Building Renovation Project Makes Substantial Gains

By the close of the 2012-2013 fiscal period, the Building Renovation Project was well-positioned for success. The agency made substantial progress in both its funding campaign and in the project's work activities.

Estimated costs for renovating six dormitories, an aging but structurally-sound gymnasium, and a new, student-operated bakery are approximately \$2.2 million. With that figure as a funding goal, a generous and broad-based philanthropic community had generated \$1,408,044 only two years into the three-year campaign.

"Donors are interested in seeing that their philanthropic dollars are placed where they will do the greatest good," said Chris Burns, Boys Republic's Executive Director. "We're grateful to be among the charities they've chosen to support."

Work commenced in all six dormitories; the work activities were scheduled to coincide with Boys Republic's receipt of funding. The overall project is coordinated by Boys Republic's Plant Superintendent, a licensed contractor himself. For the most part, subcontractors from each of the trades have been hired to perform the renovation work.



DORMITORY RENOVATIONS: Bathroom facilities in four of the six campus dormitories were completed. Labor for the project was donated by Kenyon Plastering, Inc., which sponsors the Help From Above Foundation.

Bathrooms in four of the dormitories were completed (photos above), carpets were replaced in all six dormitories, and painting commenced in four of the buildings.

Architects completed their work on plans for a new Teaching Bakery that converts 826 sq. ft. of existing cafeteria space. The Bakery establishes a new vocational training

site for enrolled students to learn how to operate commercial bakery equipment, while also providing significant ongoing cost savings for this residential campus' food services program.



LOWE'S HEROES: A volunteer group of Lowe's employees spent a day helping Boys Republic's masonry students prepare the footings for the agency's baseball field dugouts. As part of a community involvement program, Lowe's employees volunteer time and expertise at non-profit agencies local to their stores. In the photo at right, a masonry class student demonstrates for volunteers how to wire together reinforcement rod.



Main Campus Improvement Projects Are Student Learning Experiences

A cornerstone of Boys Republic's approach to working with troubled teenagers is our insistence on involving students in the care and improvement of the facility that serves them — we take every opportunity to turn a project into a learning experience for our students. *It's all about the kids.* Two recent projects centering in Boys Republic's athletics fields offered our students an opportunity to collaborate with

both Boys Republic physical plant staff and community volunteers.

The existing baseball field dugouts were in a state of disrepair; the design offered no protection from the elements. It was Lowe's Heroes Day at Boys Republic and eight employees from one of the company's local home improvement centers helped build footings for improved baseball field dugouts, designed by Boys Republic masonry students. Baldy View ROP and Roscoe's Famous Deli contributed toward building materials.

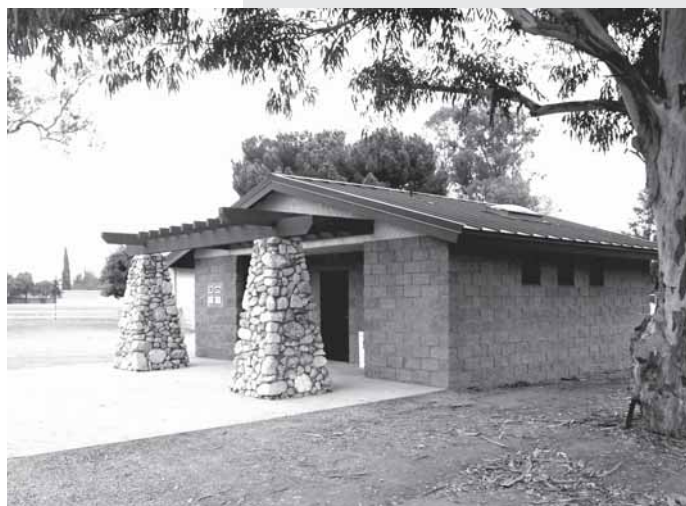
Visiting athletic teams, as well as

car show guests and others, will now find a hospitable restroom, just adjacent to the football field. The smart-looking facility was inspired by plans borrowed from the City of Chino Hills; it attracted both financial and material support from Baldy View ROP, Roscoes Deli, and Lowe's Home Improvement Centers. It was constructed by Boys Republic physical plant staff and masonry students.

NEW DUGOUTS offer athletes better protection from the elements.



MASONRY STUDENTS and physical plant staff built restrooms in close proximity to the athletic fields.



Board of Directors

The primary governing body of Boys Republic is a Board of Directors that, by tradition, is made up entirely of volunteer citizens from communities served by the agency. The Board is self-perpetuating, electing its members from the ranks of Southern California's leaders in business, professional and civic life. Many directors remain associated with the agency for decades. (The dates in parentheses following each name indicate the beginning year of service.)



Mrs. Lynn Bosen
(1997) President, Orange County Auxiliary



David Brahms
(2009) Attorney, Brig. Gen USMC Ret.



Ms. Mella Brienza
(2009) President, Pasadena Auxiliary



Jay Davis
(2011) Attorney, Retired



Larry Edgar
(2007) Certified Public Accountant



Bruce Eisenhower
(1999) Managing Director, Eisenhower & Company



Bud Green
(2006) Alumnus, Retired



Bruce Himes
(2011) President, Western Water Works Supply Company



Mrs. Tina Javid
(2011) Public Affairs Mgr. So. Cal Gas Co.



Timothy J. Kay
(2000) Partner, Snell & Wilmer LLP



Doug LaBelle
(2009) Retired



Gary Larson
(2006) Retired



Joe Mendoza
(2011) Deputy Director, LACo Dept. Parks and Recreation



Michael Miramontes
(2005) Alumnus, President / CEO, QuickClass, Inc.



Miles Petroff
(2011) Retired, Verizon



Jeff Seymour
(1989) Superintendent,
El Monte School District



Dennis Slattery
(1997) Board President;
Investment Counsel



Larry Walker
(2006) Auditor/Controller,
Treasurer/Tax Collector,
San Bernardino County



John F. Watkins
(1970) John F. Watkins
Associates

Directors Emeritus



Mrs. George N. Boone
(1984) Civic and
Cultural Affairs



Mrs. Ernest Bryant III
(1973) Rancher



Mrs. Neil S. Fine
(1972) Retired



Gene Gravely
(1994) Licensed Real
Estate Loan Consultant



Robert M. Key
(1978) Retired



**Ms. Vilma Kennedy
Palette**
(1982) Training
Consultant / Volunteer
Coordinator / Motivational
Speaker



Gordon A. Schaller
(1988) National Managing
Dir. and Chief Estate
Planning Officer, My CFO,
Inc



Mrs. Neile McQueen
(2004)
Performing Artist

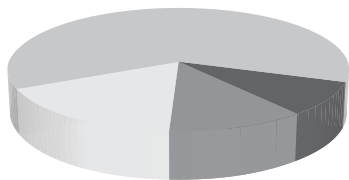


Terre Wellington
(1999) Regional Vice
President, Kohl's

Boys Republic 2013 Financial Highlights

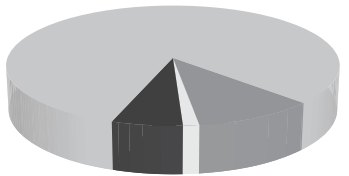
Revenue	2013	2012
Board and Care	\$13,247,285	\$13,710,306
Della Robbia Sales	1,738,740	1,769,325
Agriculture	78,848	79,567
Total Revenue	\$15,064,873	\$15,559,198
Expense of Operations		
Program Services	\$17,163,558	\$16,308,559
Management & General	1,192,789	1,216,457
Fund Raising	264,007	264,941
Total Operating Expense	\$18,620,354	\$17,789,957
Gain (Loss) from Operations	\$(3,555,481)*	\$(2,230,759)*

**Operating deficit offset by income from Boys Republic Endowment Fund*



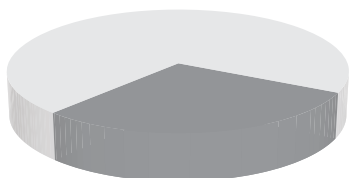
2013 Total Revenues

Service Fees	62.4%
Contributions	17.2
Investment Income	11.6
Wreath and Miscellaneous	8.7



2013 Operational Expenditures

Direct Child Care	82.1%
Administration	6.0
Development	1.4
Physical Plant	10.5



2013 Service Fees

Service Fees	71.1%
Boys Republic Subsidy	28.9