

**Annual
Report
2005**

Boys Republic



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Boys Republic

Annual Report For Fiscal Year 2005



President's Message

Dennis Slattery
Board President

Keeping Faith With Donors -- Margaret Fowler Would Be Proud

Americans are the most generous people on earth. Our citizens support schools, churches, disaster relief, and a potpourri of other just causes. Across different income classes, statistics show that Americans give about 5% of their disposable income to charity. No other country comes close.

Boys Republic is a beneficiary of this bountiful spirit, and could not exist without private philanthropy. Since 1923, the Della Robbia® wreath program has always been, and

remains, the foundation of our development efforts. The cost to maintain a young person on Boys Republic's Chino Hills campus is about \$75,000 per year. More than 50% of this cost is provided by annual gifts and endowed funds.

An important index of the efficiency of charitable institutions is the ratio of funds earmarked to operate programs. At Boys Republic the amount of overall expenditures vs. the funds which go to underwrite programs is about 1.9% vs. 98.1%.

Forbes.com recently published a list of 100 charities and showed various efficiency ratios. The average expenditures allocated to operate their programs was about 82%.

Most organizations comparable to Boys Republic have an entire development staff. Boys Republic has a development staff of **one**. Jerry Marcotte. Jerry has ably filled this position for the past 14 years. Good work, Jerry.

Margaret Fowler would be proud.





Executive Director's Message

*Max Scott
Executive Director*



SELF-GOVERNANCE: Since its earliest beginnings, Boys Republic's guiding principles have required youth to be respectful for the rights of others and accountable to their peers through a system of student government.

I first came to Boys Republic 40 years ago, when I saw a great opportunity in California to expand a successful adolescent treatment model that had been developed in Utah. In Utah, I was privileged to participate in groundbreaking work with my mentor, Dr. Lamar T. Empey. Dr.

Empey pioneered a new approach to the rehabilitation of young offenders. That approach placed an emphasis on the development of personal responsibility within a framework of positive peer relationships.

Dr. Empey's "Provo Experiment in Delinquency Rehabilitation", funded by the Ford Foundation, provided empirical evidence (four year follow-up of experimental and control groups) that adolescent youths can effectively and responsibly govern themselves. I was attracted to Boys Republic when I learned that it had embraced a very similar Boy Government treatment approach dating back to 1907. Once here, thanks to Frank Graves, the former Executive Director, we were able to incorporate key features of the Provo Experiment. The results were extremely positive. The research conducted by Dr. Empey had already proven that Boys Republic's approach to treatment was not only revolutionary but conceptually sound as well. Delinquent attitudes and values were changed, and the participants became good citizens.

An approach increasingly favored in American corporations is a management style called "peer deliberations". In this approach to management, employees are fully involved and informed, and they help make decisions for the company. This may be a relatively new concept in corporate management, but it has been the basic philosophy at Boys Republic for nearly 100 years. We have long asserted that it is critical to involve the young people in decisions which affect their lives. If we ignore them, or discourage their participation, the flow of information is disrupted, the level of cooperation declines and the results are unsatisfactory. In the rehabilitation process, we view students as equals. We not only value their insights and observations — we depend upon them. We hold students accountable for their actions, and we hold the staff accountable too. We encourage students to evaluate and criticize the behavior of all agency staff. This



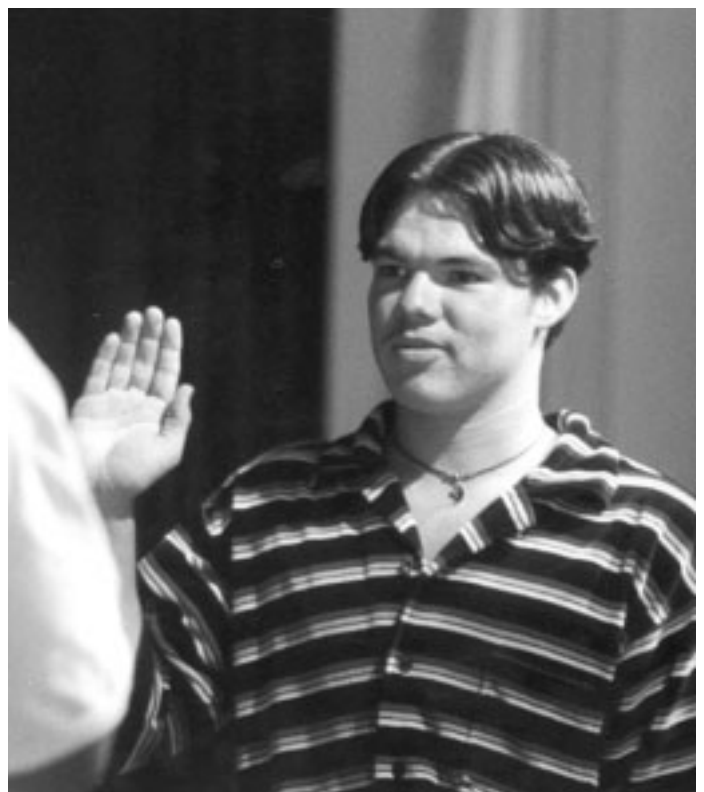
equality of exchange between students and staff is most evident in the daily group discussions in each living unit. Staff who are late for work, fail to keep commitments, or cannot be trusted will be held accountable by the students and staff in that group. At Boys Republic, the standard for good citizenship is the same for staff and students.

Many years ago a jurist from the community (Judge Osborne) was called to act as judge of the Junior Republic Supreme Court in a difficult case. The best young football player was in detention, and the students and staff were questioning whether he should be released for one day to play for the Republic team. After heated arguments pro and con, the Boy Judge of the Republic arose and said: "Your Honor, just one thing more. In most schools and colleges, nowadays, a fellow has to meet a certain standard of scholarship in order to be a member of any athletic team. Now here at the Junior Republic, our standard is citizenship; and if a fellow can't keep out of jail he has no business to play on the football eleven." Judge Osborne was deeply impressed. As he later recalled, "Those words sent a thrill through me as I sat on the bench; they thrill me as I repeat them." Judge Osborne went on to say "I hope to live to see the day when in every school and college in the land, alongside of the standard of scholarship, may be raised the standard of citizenship."

Our Board of Directors has supported the development of an uncommonly democratic institution. Truth, personal responsibility and self-reliance permeate the agency at all levels, from the students to the Board. Our staff are unique individuals who can accept criticism from students without becoming defensive or hiding in adult and authoritarian roles. At Boys Republic (and Girls Republic too), equality is of paramount importance. We all eat together. There is no executive dining room, no preferred parking for administrators, no dichotomy between treatment staff and other staff, and no difference

throughout the agency in employee benefits. We are privileged to have a staff that values this approach. I want to take this opportunity to thank our staff for their commitment to our students, for their support of our peer-oriented philosophy and for their high personal standards of citizenship.

OUR STANDARD IS CITIZENSHIP: Citizenship in the Boys Republic community can be gained or lost. Students are sworn-in to citizenship once they have demonstrated a willingness to live by citizenship standards.



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 2005 Milestones

Since its founding in 1907, Boys Republic has helped more than 25,000 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 2005:

- Boys Republic/Girls Republic served 516 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.
- Approximately 80% of the girls in our residential program were physically or sexually abused.
- Nearly all — 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.
- Sixty-seven students were awarded scholarships following graduation, totaling \$82,684. An additional 29 graduates received a total of \$11,388 in financial assistance in the form of grants and loans administered by Boys Republic's Aftercare Program.

Our Outcomes ... High Standards You Can Measure

Success comes to those who earn it. Boys Republic's motto, "Nothing Without Labor", neatly gives expression to a guiding tenet, central to the youth agency's treatment philosophy. At Boys Republic, students are encouraged to take responsibility for the decisions and forces that shape their lives.

One has only to spend a day at any of Boys Republic's programs to witness responsibility in action. Students, who come from backgrounds of multiple failures, abuse, abandonment and neglect actively build better lives than the ones they inherited through a dynamic involvement in school, work experience, self-government, and daily group interaction.

Helping young people forge better lives is a noble, satisfying endeavor. But, how well do Boys Republic's programs work? Do they actually help troubled kids turn themselves toward positive, conventional lifestyles? Do behavioral changes made, while in the program, last once a student leaves our care?

The proof's in the pudding. We developed a set of standards geared toward evaluating, among other things, what degree of conventional, independent functioning our student were capable of maintaining after graduation. The research works in close coordination with our aftercare follow-up program. Evaluation takes place at regularly scheduled intervals, over a one-year period following a student's graduation.

The chart below shows student outcomes in four key areas under which we are committed to helping our students achieve success.



Student Outcomes: Fiscal Year 2005

- **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	87%	81%	83%	94%
Chino Hills Campus	83%	84%	82%	95%
Community Residences	94%	87%	88%	88%
Girls Republic	100%	100%	100%	100%
Monrovia Day Treatment	92%	92%	92%	92%
Independent Living Program	86%	55%	71%	92%

* Excludes minor traffic violations.

Aftercare Program Update

Over the past 15 years, Boys Republic has developed a broad array of programs to help its graduates in transition to home or community. Known as the Aftercare Program, the cost for these services is borne entirely by Boys Republic.

The Aftercare Program serves more than 300 students, each year. At an approximate cost of \$320,000, this averages about \$1,066 per student. Boys Republic regards this as a modest investment when you consider highly positive outcomes for fiscal year 2005: after a one-year follow-up period, 87% of our graduates had remained arrest-free, 94% were living independent of institutional support and 81% were in school, employed or in the military.



JOB SEARCH: Community resource counselor, Mike Perry, helps a student at the Employment Development Department.



COLLEGE ENROLLMENT: Aftercare counselors help BR graduates with the logistics and extensive paperwork involved with enrolling in college.

Aftercare Program Statistics -- fiscal 2005

Community resource counseling: Professional counselors walk the graduate through the process of enrolling in school, locating an apartment, or obtaining employment.

Family reunification counseling: Professional family counselors meet with the graduates and their families to resolve any conflict or obstacles to the students' remaining at home.

Aftercare assistance awards: Small stipends help students attempting to establish themselves on their own with funds for bus transportation, food, rent deposits, clothing for a job interview or tools necessary for employment.

Exceptional medical and dental care: We treat students with disfiguring medical conditions not covered by conventional forms of reimbursement but which, if left unresolved, would act as an obstacle to employment.

Educational and vocational scholarships: Carefully-monitored scholarship awards help students continue preparation for adult working responsibility.

Transitional Apartments: Homeless graduates live in Boys Republic-owned apartments, while acquiring the work experience and financial resources to live on their own.

	# Students Served	Approximate Cost
Community resource counseling	337	\$142,435
Family reunification counseling	227	\$94,990
Aftercare assistance awards	29	\$11,230
Exceptional medical and dental care	2	\$2,200
Educational and vocational scholarships	67	\$82,684
Transitional Apartments	6	\$35,528

Transitional Housing Program

Now in operation for nearly one year, Boys Republic's Transitional Apartments Program has begun to fulfill its worthy mission. Fully ten percent of the agency's students are effectively "homeless" as they transition to life on their own. The Transitional Apartments Program provides for these students the same support and opportunities as would be available to youth from intact families.

Young adults — even those coming from conventional homes — continue to need guidance and intermittent family support well past their eighteenth birthday. Acquiring such adult life skills as planning a budget, finding and keeping a job, or maintaining an apartment are learned, over time, through a process of trial and error. Families provide a safety-net and on-the-spot instruction as their children learn responsible adult skills.

The Transitional Apartments Program was designed to fulfill that same role for homeless kids. In the Apartments program, students have a temporary, 6-12 month, real-world opportunity to practice the vocational skills and acquire the financial resources they will need to establish themselves independently. Though primarily intended for newly-graduated students, the program also provides a safety-net for graduates who have been out on their own, but need temporary respite due to loss of an apartment or job.

Eighteen year-old Juan Plascencia works full-time for a local window manufacturer. The \$5,500 he has paid in "rent" to live in the Transitional Apartments will be returned to him in increments when he's ready to be entirely on his own.

Juan took full advantage of Boys Republic's continuum of services, completing both the residential and independent living programs, graduating from high school, and earning a vocational certificate through the agency's masonry program.



Moe Raheem arrived at Boys Republic with no high school credit and little family support. A determined survivor, he completed the residential and independent living programs and graduated from high school.

Moe moved off-campus and worked for a supermarket for three years, when his career goals changed. He expressed an interest in becoming a physical trainer. Boys Republic provided him with a scholarship to earn a personal trainer license. In the meantime, he moved into the Transitional Apartments to save money as he launches his own business.



Duplex Apartment is one of four at Chino Hills Campus



Day Treatment . . . Great Results for Less

New Endowment Seeks to Augment Day Treatment Funding

Back in 1978, Boys Republic pioneered a new type of service — an intensive day treatment program. It was intended for boys and girls who were at-risk of school failure or deepening juvenile justice system involvement, but who could still live at home.

Now operating in Monrovia as the Monrovia Day Treatment Program, twenty enrolled students spend weekdays, 10 hours per day, in a highly structured school setting. The program emphasizes clear expectations, accountability, and parental involvement. Over the past year, the program served 36 young people and their families.

Our goals for these students are simple: We want to prevent their being placed outside of their homes. And we want to return them to grade



level so they can continue education at their local schools.

The results (please see “Student Outcomes”, page 5 of this publication) have exceeded our expectations. Of those students

completing our day treatment programs, more than 90% either earn a high school diploma or return to their neighborhood school academically at grade level, while continuing to live at home and remaining arrest-free.

And there's an added bonus . . . Day treatment costs only one-fourth as much as residential treatment. We estimate that as many as one-third of the young people in residential placement, statewide, could be appropriately served in day treatment programs, were they available.

Boys Republic is so committed to the concept of day treatment — and so encouraged by its results — that, year after year, we have subsidized these programs by more than fifty percent over any service fees we receive from state and county sources.

While public funding streams come and go, the need for effective prevention programs, like Monrovia Day Treatment, has remained constant. Recognizing this need, Boys Republic's Board of Directors recently authorized the stabilizing factor of a Day Treatment Endowment.



KEY INGREDIENT: Transportation between school and home is essential to operating a successful day treatment program.



ACADEMIC SUCCESS: Long-term adjustment back into neighborhood schools is largely dependent upon whether a student feels capable, academically.

Boys Republic News Briefs



Alumnus of the Year

Jason Moore, age 24, was named “Alumnus of the Year” at Boys Republic’s Annual Award Ceremony, last September. He earned the alumnus honor for the exceptional quality of his time as a student at Boys Republic and for his accomplishments afterward.

By the time Jason came to Boys Republic as a street-kid, he was ready for a change in lifestyle. Unit Supervisor Dan Kennan said, “Jason saw Boys Republic, very early, as an opportunity, not punishment. He set personal goals and worked with Boys Republic to pursue those goals.”

Jason immersed himself deeply in the program and was elected a highly effective mayor at the agency’s main campus. He used the student government process to develop interpersonal skills.

Boys Republic aftercare provided Jason with an automobile and college tuition at Chico State University, where he did well academically. Jason recently married and now works as a counselor at Boys Republic’s community residence in Los Angeles.

BR staff hope he will make a career of it.

BR Wins Top Trowel Competition

A team of students enrolled in Boys Republic’s masonry class took first place overall in the Masonry Industry Training Association’s (MITA) “Top Trowel” competition, held last June. Many of Boys Republic’s students prepare for a career in the trades; the Top Trowel competition serves as a fun way to receive acknowledgement for their skills.

Students from several high schools compete in teams of six, demonstrating skill in four different projects. Competitors are given 1½ hours to complete their projects, which are judged by professional contractors for accuracy, level and plumb.

The masonry course, held year-round at Boys Republic, is a partnership between the Baldy View Regional Occupation Program, Boys Republic, and several local building suppliers. The course teaches basic masonry technique, including mixing mortar and concrete, use of hand tools, setting and leveling block, and blueprint-reading. Many graduates of the course have gotten jobs in the masonry trade.

Says instructor Steve Perez, “It’s real rewarding when they start to pick it up and you have to shoo them out of class — they don’t want to leave.”



Board of Directors

The primary governing body of Boys Republic is a Board of Directors which, 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



Robert L. Carter
(1986) California Parole Official



Bruce Eisenhauer
(1999) Managing Director, Eisenhauer & Company



Richard Fuller
(2004) Principal, Fuller Consulting



Robert Gonzalez
(2002) Business Owner



Gene Gravely
(1994) Licensed Real Estate Loan Consultant



Roger H. Gray
(1998) Mediator/Teacher



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



Robert M. Key
(1978) Retired



Mrs Louise Laub
2004 President, Pasadena Auxiliary



Arden R. Miller
(2000) Alumnus, Insurance Broker



Thomas Owenson
(2004) Management Consultant



Mrs. Linda Roebuck
(2002) Store Manager, Target



Jeff Seymour
(1989) Superintendent, El Monte School District



Dennis Slattery
(1997) Board President, Investment Counsel



Mrs. Neile Adams Toffel
(2004)
Performing Artist



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



Terre Wellington
(1999) *District Manager, Kohl's*



Lincoln Wood
(1997) *President Los Solteros*

Directors Emeritus



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



Mrs. Ernest Bryant III
(1973) *Rancher*



Mrs. Neil S. Fine
(1972) *Retired*



Frederick W. Griffin
(1975)
Management Consultant



Frank L. Mallory
(1958) *Advisory Counsel Gibson, Dunn & Crutcher*



The Hon. Irwin J. Nebron
(1990) *Judge of the Superior Court, Retired*



Ms. Vilma K. Palette
(1982) *Training Consultant / Volunteer Coordinator*



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

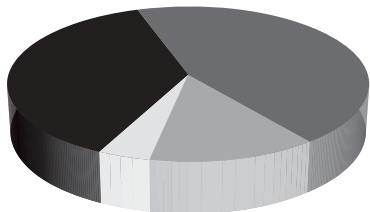


Mrs. Francis M. Wheat
(1979) *Civic and Environmental Affairs*

Boys Republic 2005 Financial Highlights

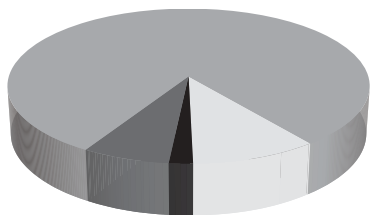
Revenue	2005	2004
Board and Care	\$7,123,426	\$7,330,325
Della Robbia Sales	1,955,839	1,906,082
Agriculture	21,375	29,974
Total Revenue	\$9,100,640	\$9,266,381
Expense of Operations		
Program Services	\$13,649,748	\$13,314,164
Management & General	1,137,548	1,247,426
Fund Raising	294,833	208,086
Total Operating Expense	\$15,082,129	\$14,769,676
Gain (Loss) from Operations	(\$5,981,489)*	(\$5,503,295)*

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



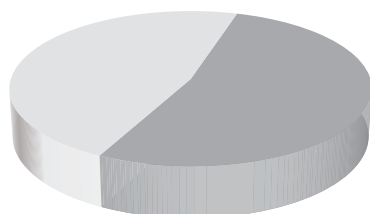
2005 Total Revenues

■ Service Fees	44.6%
■ Contributions	4.2
■ Wreaths and Miscellaneous	13.5
■ Investment Income	37.6



2005 Operational Expenditures

■ Direct Child Care	80.9%
■ Administration	7.0
■ Development	1.9
■ Physical Plant	10.1



2005 Service Fees

■ Service Fees	47.2%
■ Boys Republic Subsidy	52.8

Fiscal Year 2005 Special Friends

July 1, 2004 - June 30, 2005

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(\$25,000 or more)

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