

CHILDREN'S HOME OF JEFFERSON COUNTY

ANNUAL IMPACT REPORT



CHJC

2024- 2025



Human Services & Community-Based Programs

2024 – 2025

This annual impact report has been developed by Jaira Jenkins, After School Programs Administrator.

"Creating opportunities to enhance lives, one relationship at a time."

Table of Contents

CEO's Message	01	Spotlight on Excellence	08
Executive Leadership	02	Financial Performance	09
Agency Overview	03	Looking Ahead	10
Year in Review	04	Donor Recognition	11
Numbers with Purpose	05	Contact Information	13
Stories of Change	07		



Board of Directors

July 1, 2024 - June 30, 2025

Executive Committee:

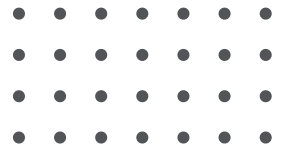
Gregory Dalpe - Chair
Lisa Parsons - Vice Chair
Jessica Hurlbut - Secretary
Stephanie Graf - Treasurer
David Mushtare - At Large

Members:

Michael Young
Lauren French
Rick Tague, AIA
Marc Piche
Jesse Roshia

Dr. David VanEenanaam

CEO's Message



Michelle L. Monnat, LMHC
President and CEO

It is with great pride I reflect on CHJC's accomplishments. This year marked the launch of our new three-year strategic plan, built around four key pillars: **Stability, Quality, Identity and Community Connections**, and **Program Enhancements and Innovations**. These guiding priorities shaped our efforts to strengthen every layer of our organization—from direct service provision to board governance.

Throughout this journey, we have re-centered ourselves around our core values:

- **Safety & Permanency** • **Respect & Compassion**
- **Integrity** • **Excellence** • **Stewardship**

These values, along with our enduring mission of “*Creating opportunities to enhance lives, one relationship at a time*,” have kept us grounded and focused. By listening strategically to the needs of our community, we have deepened our impact through a strengthened continuum of care, particularly in our core service area of children and families.

We are proud to have expanded access to youth services by embedding our programs within school districts across the North Country. Our collaborative spirit has led to new and renewed partnerships with organizations including **THRIVE Wellness and Recovery, Northern Regional Center for Independent Living, North Star Health Alliance, Fort Drum Regional Health Planning Organization, Stronger Communities NY, Watertown Family YMCA, United Way**, and the **Northern New York Community Foundation**.

One of our most meaningful new initiatives this year was the launch of our **First Responder Luncheons**, where we had the honor of hosting the Watertown City Police and Fire Departments. These events, with meals prepared by our very own Chef Chris Manning, were a heartfelt way to show appreciation for those who serve and protect our community.

This year, we reaffirmed our commitment to the incredible team that drives our mission forward. We enhanced employee benefits by introducing reduced-cost YMCA memberships, strengthening retirement packages, and embracing true flexibility—empowering families to prioritize their own needs while mindfully serving our community. To celebrate our staff, we hosted our first-ever Food Truck Summer Picnic, complete with family activities, live entertainment, service awards, and recognition. We also revived our annual Holiday Party and launched new Employee Awards tied to our mission and values. These initiatives reflect our belief that investing in our workforce is essential to sustaining excellence and compassion in every service we provide.

While we celebrate these successes, we remain committed to the work ahead. Our focus continues to be on supporting our neighbors, families, and friends—strengthening lives through compassion, innovation, and collaboration. None of this would be possible without the unwavering support of our community. Your belief in our mission fuels our progress, and for that, we are deeply thankful.

With gratitude,

“Creating opportunities to enhance lives, one relationship at a time.”

Executive Leadership



Michelle L. Monnat, LMHC
President & CEO

"My 'why' is simple: working at CHJC connects my personal values to a mission that matters—coming together to make a lasting difference for the people and community we care about. I hope we can build a stronger, more compassionate community – one future generations can thrive in."

Brooke Roes

Chief Operations Officer

"My 'why' is rooted in 18 years of growth and service at CHJC, being challenged, adapting, and working collaboratively to build stronger communities. I'm inspired by our mission-driven work and the meaningful change it creates for those we serve."



Austen LaBarge, LCSW

Director of Clinical Services

"My role at CHJC allows me to make a meaningful impact at the community level by helping shape the care and treatment provided across all teams within our organization. Every day, I see how our collective efforts contribute to building a healthier and safer community, something I could never achieve alone. It is through the dedication of our teams and the tireless commitment of our frontline staff that this vision becomes reality."

Ashley Burdick

Director of Compliance

"I find true fulfillment in ensuring our programs uphold the highest standards of care. By doing so, I help create the space for our incredible staff to focus fully on making a meaningful difference every day. This work is especially close to my heart, as it serves the very community where I was born and raised."



Jeffrey S. Aronowitz, M.D.

Medical Director

"I am proud to collaborate with a multidisciplinary team that works tirelessly to improve access to behavioral health and support services. Together, we advance the health and stability of children, families, and adults across the region."

Agency Overview

Founded in 1859, CHJC began as a small orphanage serving two children and has evolved into one of Northern New York's oldest human services organizations. For more than 165 years, CHJC has adapted to meet the changing needs of youth, adults, and families across the region. Today, our programs span a full continuum of family-centered services, including behavioral health, foster care and family permanence, care coordination, and after-school programming. With a dedicated team of over 160 employees, CHJC remains committed to helping individuals overcome adversity, build critical life skills, and thrive within their communities.



Honoring longevity: Chef Chris Manning and Dave Loomis with a combined 49 years of service.

Vision

We envision a community where individuals live and thrive in stable, safe, and emotionally supportive environments.

Mission

Creating opportunities to enhance lives, one relationship at a time.

Values

Safety & Permanency

All people have a right to be safe with a permanent environment to grow and thrive.

Respect & Compassion

We are kind and caring to everyone we encounter. We value everyone and treat people with dignity and professionalism.

Integrity

We build trust through responsible actions and honest relationships.

Excellence

We will strive for continuous improvement, challenging the status quo, and seeking opportunities to learn, grow, and advance best practices.

Stewardship

We recognize the magnitude of responsibility entrusted to us and will remain diligent stewards of resources, gifts, and services provided.

Leadership Team

Tara Bohon, SHRM: Human Resources

Krystle Flath: Finance

Malissa Hale: Administrative Services

Nate Nichols: Information Technology

Jim Watson: Facilities

Jeremy Felice: Therapeutic Crisis Residence

Jeffrey Schwind: Care Coordination

Melissa Shova: Preventative Services

Paige Wiley, MHA: Clinical Operations

Elizabeth Zeigler, LCSW: Foster Care

Diane Zikowitz: Community Based Services



"Creating opportunities to enhance lives, one relationship at a time."



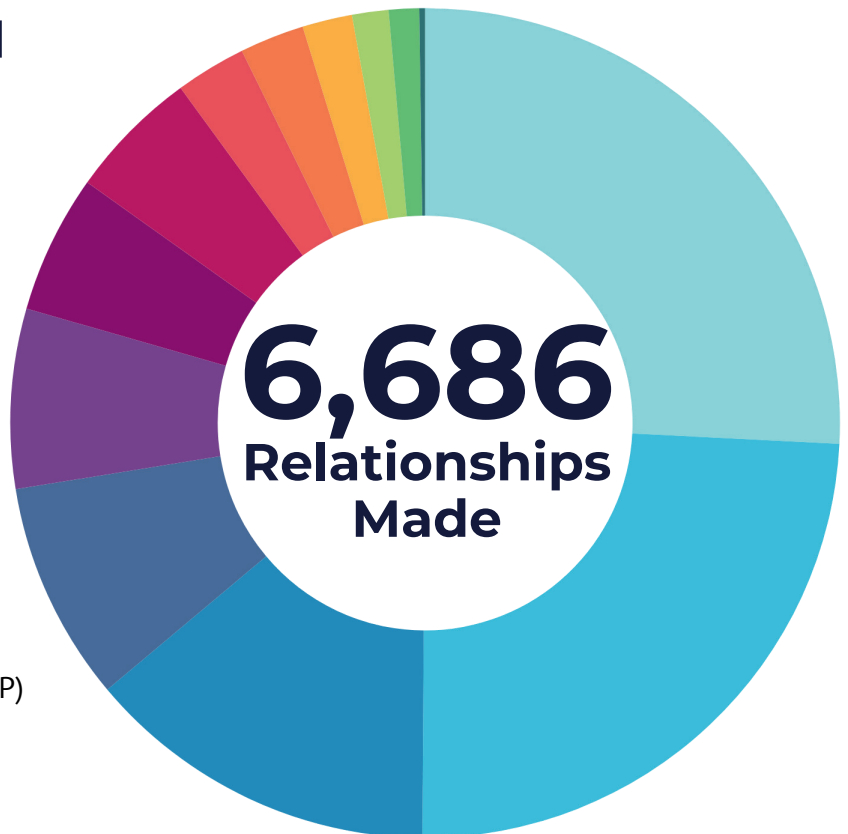
Year in Review

**July 1, 2024 -
June 30, 2025**

CHJC expanded behavioral health access by launching Home Based Crisis Intervention and opening three new satellite mental health clinics in Jefferson, Lewis, and St. Lawrence counties. To strengthen youth and family support, the agency introduced the Treatment Foster Care Oregon pilot, and TCRP became an OMH-Licensed Children's Crisis Residence. Technology upgrades, including the transition to new electronic medical record (EMR) and HR systems, improved service coordination and efficiency. CHJC also addressed staffing challenges through workplace culture initiatives, loan repayment support, paid internships, and enhanced employee benefits. Finally, trauma-informed practices, culturally responsive care, and comprehensive staff training in NCI and Mental Health First Aid strengthened the delivery of high-quality services across the organization.

Opportunities Created Across All Programs

- Community Clinic
- Crisis Outreach
- Adult Care Coordination
- Single Point of Access (SPOA)
- AYPYN (After School Program)
- SoZo Teen Center
- Children's Care Coordination
- Children & Family Treatment & Support Services (CFTSS)
- Therapeutic and Treatment Foster Care
- Community School Liaison Program (CSLP)
- Therapeutic Crisis Residence Program (TCRP)
- Youth Preventative Programs
- Home-Based Crisis Intervention (HBCI)



"Creating opportunities to enhance lives, one relationship at a time."

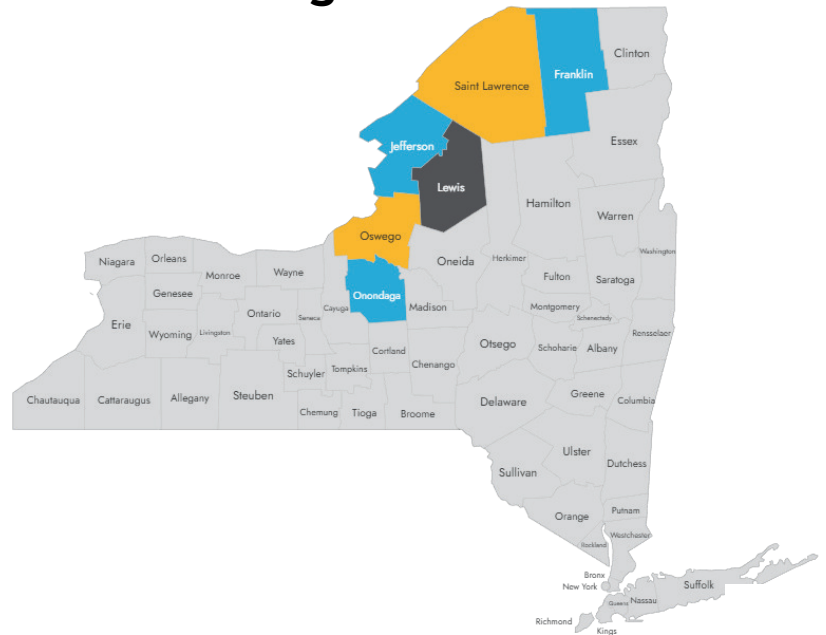
Numbers with Purpose

Outcomes at a Glance

CHJC programs have expanded access to behavioral health, family support, and youth development services across Northern New York. More children, families, and adults received help where they live and learn as service locations, crisis-response capacity, and youth enrichment opportunities continued to grow. This year's data reflects deep community reliance on CHJC and underscores the lasting impact of timely, relationship-centered support delivered through a holistic, wraparound approach.



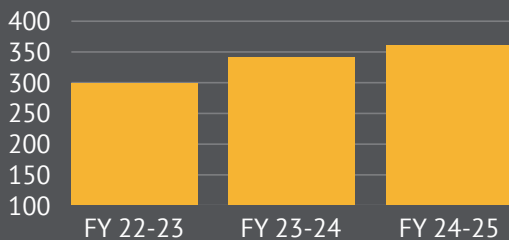
Counties CHJC has Reached Through Services



361 SoZo Youth from 21 Townships

Approximately **87%** of youth are considered to be "At-Promise Youth" - those who may be: living below the poverty line, homeless, or transient; involved in drugs or alcohol; abused or neglected; lacking social or emotional support; involved with delinquent peers.

Unique Youth at SoZo Teen Center Across Time



30% participated in programming 3+ times a week.

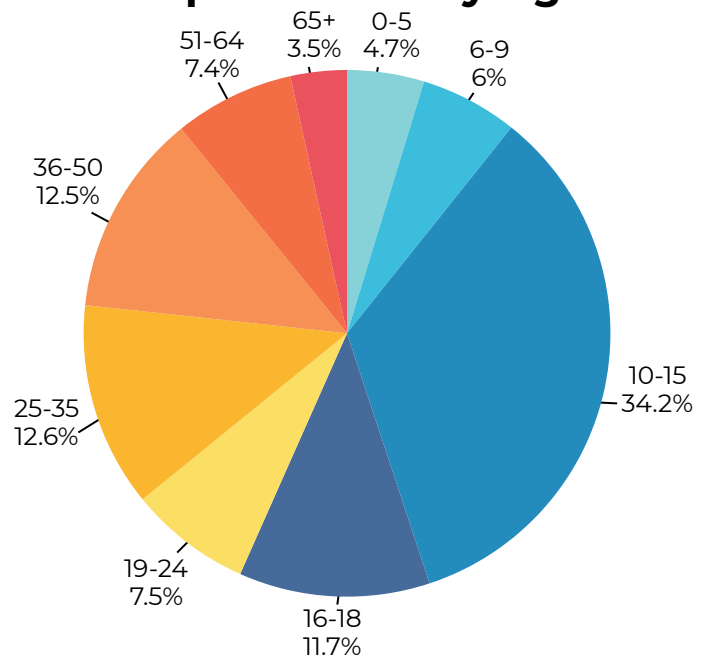
91% showed improvement in social-emotional skills.

93% showed improvement in 1+ core subjects.

Approximately **3,600** nutritious snacks and hot meals were served.

40% identify with groups historically underrepresented, including racially and ethnically diverse youth and those who identify outside traditional gender categories.

Unique Clients by Age



"Creating opportunities to enhance lives, one relationship at a time."



Data That Shows the Difference

The following measures show how CHJC teams have provided steady, real-time support to children, families, and adults throughout the year. These data points highlight the breadth of services offered and the many ways individuals have depended on CHJC for stability, problem-solving, and connection. Together, they offer a clearer view of how expanded access and coordinated, relationship-centered care have shaped meaningful outcomes and strengthened the lives of those we serve.

1,865 unique clients utilized **Crisis Services**.

Out of **468 AYPYN** youth, **220** were Army-connected, and **248** were community youth.

Staff **retention rate** of **53.6%**, outperforming the industry standard of **48.3%**.

89 youth received **Therapeutic Foster Care**, with **40** achieving permanency through reunification (**23**) or adoption (**17**). **25** new foster homes were certified this year, including **10** traditional and **15** kinship homes.

136 youth were admitted into the **Therapeutic Crisis Residence Program**.

The **Community Clinic** had **1,725** unique clients. **790** were walk-in appointments, averaging **15** per week.

Adult Care Coordination had **398** new enrollments and **338** successful discharges through graduation or connection to services.

126 youth were served through the **Community School Liaison Program** across **11** school districts.

126 youth were enrolled in **Children & Family Treatment & Support Services**.

Child Care Coordination had **129** new enrollments and **112** successful discharges through graduation or connection to services.

Stories of Change

A Second Chance at Family

George, age 10, reentered foster care after multiple disruptions and the looming risk of residential treatment. Through CHJC's Treatment Foster Care Oregon pilot, he found a nurturing home with clear expectations and unwavering support. No suspensions, only one crisis call, and steady progress in emotional regulation marked a remarkable turnaround. On June 27, 2025, George was discharged from TFCO and transitioned to a pre-adoptive home. His story is proof that consistency and compassion can rewrite a future.

From Homelessness to Healing

When a youth with Autism arrived in Watertown unhoused, CHJC's SoZo Teen Center became a lifeline. We provided daily hot meals, helped with school enrollment, and connected the family to additional CHJC services, housing, and community resources. At SoZo, the teen discovered friendship, found belonging, learned life skills, and a safe space to grow. His peers learned patience, empathy, and respect through their interactions with him, building diverse friendships. Today, the family is housed, the parents are working, and their son is thriving because every child deserves stability and belonging. SoZo utilizes adaptable programming to better meet the needs of their neurodiverse members. Community partnerships and CHJC cross-departmental collaboration have helped strengthen their response.

“

The Teen Center has been a tremendous support for me. After my mother's passing, they provided counseling and have always been there to comfort me when I needed it most.

”

-SoZo Member for 2 Years, Aged 16



George with his Treatment Team: Individual Therapist, Case Planner, Skills Coach, and Team Lead.

A Mother's Hope Restored

When a post-adoptive mother of five faced overwhelming behavioral challenges with one of her children, she turned to CHJC for help. Through our Therapeutic Crisis Residence Program, we provided a safe space and taught coping strategies that brought calm back into her home. With continued support from outpatient services and family programs, her child learned to manage stress and embrace healthy coping skills. Today, stability has returned and so has hope.

Recognizing Unconditional Support

Michelle Sullivan, Family Permanency Program participant, received New York State's Cura Award for "Caregiver of the Year" 2025. She exemplifies the strength of kinship care by balancing work, advocacy, and unconditional support helping the youth in her care rebuild confidence, improve academically, and reengage in positive activities.

A Fresh Start for Dignity

For years, one of our Care Coordination clients lived in a bedbug-infested apartment, robbing her of sleep and peace of mind. CHJC stepped in, advocating for a safe move and providing essentials like a new bed and fresh linens. The change of a clean, secure home restored her health, dignity, and hope. Sometimes, the smallest acts of care create the biggest transformations.

Spotlight on Excellence

At CHJC, excellence is lived every day by the incredible people who serve our community. This year, we honored team members whose dedication, compassion, and resilience have transformed lives and strengthened families.

Melissa Shova – Leading with Heart

Melissa, our first Employee of the Quarter, embodies what it means to go above and beyond. When a youth's safety was at risk during a winter storm, Melissa didn't hesitate to brave deep snow and ensure the child was safe. Her calm presence and unwavering commitment have made her a trusted guide for colleagues and families alike. Melissa reminds us true leadership is rooted in empathy and action.

Chelsea Suarez – A Lifeline in Crisis

As a Crisis Intervention Specialist, Chelsea has touched more than 70 lives in school settings, often preventing unnecessary hospitalizations and guiding families through their hardest moments. Her name is requested by districts across Jefferson County—a testament to her skill and compassion. One parent said it best: "Chelsea has truly impressed me with how she carries herself with us as parents and most importantly with our child. Employees like her are what make organizations have the biggest impact. My child is so excited to go to school today because she gets to see Chelsea!" Chelsea's work proves that hope can start with one caring person. Chelsea was recognized as a **2024 NYS Coalition for Children's Behavioral Health Employee of the Year**.

Jason Thompson – Building Bridges of Care

Jason's dedication as a Care Coordinator has earned praise from the OMH Hospital Connections Team and CHJC leadership. His ability to connect individuals with the right services at the right time reflects our mission in action. Jason's professionalism and persistence ensure no one feels alone on their journey to healing.



Eleshia Bennett – The Power of Empathy

Eleshia's gift is making people feel seen and valued. Families describe her as "amazing," "the best care coordinator we've ever had," and someone who "helped us navigate a lot of things." Her wisdom and positivity inspire trust, and her relentless focus on strengths transforms challenges into opportunities. Eleshia's impact earned her the **Jefferson County Youth Bureau Promising Ability in Youth Services Award**, a recognition well deserved.

Celebrating Excellence 2024 Employees of the Year

Rookie of the Year – Paige Wiley, MHA: Recognized for rapidly expanding access to care and improving clinic operations to better serve our community.

Supporter of Excellence – Ron Phillips: Celebrated for ensuring seamless technology and operational support empowering staff to deliver exceptional services.

Heart of Service – Michelle LaLone: Honored for her unwavering compassion and dedication to clients, consistently going above and beyond to meet their needs.

Legacy Leader – Lisa Hedger: Commended for nearly two decades of leadership and crisis care expertise, creating a culture of trust and excellence.

“

Clayton Hasty supports his staff, but more importantly, the students who are attending AYPYN at Indian River Middle School. We have been incredibly impressed with his vision for programming, his clear communication, and his ability to collaborate with our building.

–Angela Green, IRMS Principal

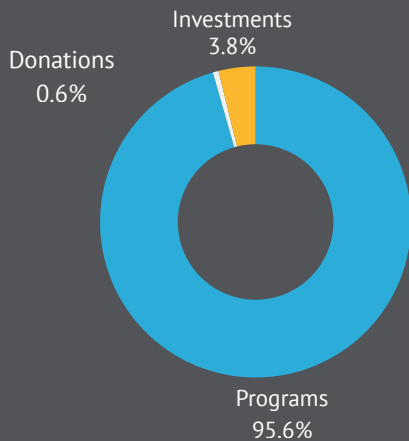
”



Financial Performance

CHJC's financial stewardship has ensured every dollar supports programs and services strengthening youth, families, and communities.

Through careful management, strategic investment, and transparent practices, we have built stability while expanding access to essential services across the region. Sound financial management has turned resources into measurable results.

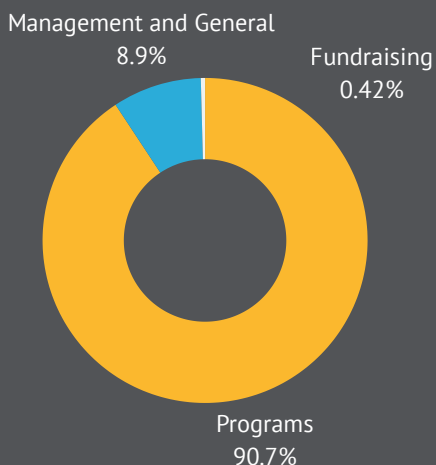


\$16,631,359

Total Revenue

CHJC's funding sources demonstrate a strong foundation built on program revenue, strategic investments, and generous community support.

▲ **8.06%** from Fiscal Year 23-24



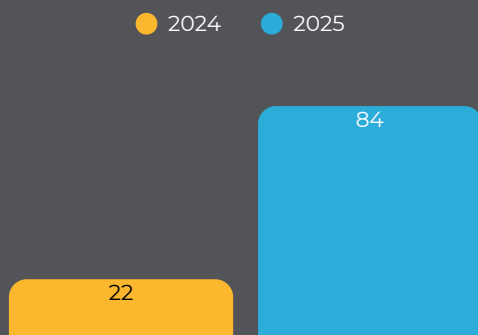
\$15,005,358

Total Expense

Decreased expenses reflect disciplined stewardship while sustaining high-quality programs and services. Spending continues to prioritize direct program delivery, with lean allocations to management, general operations, and fundraising.

▼ **1.93%** from Fiscal Year 23-24

Days of Cash On Hand



84.46

Days Cash on Hand

CHJC's financial position has strengthened through careful planning and disciplined management. Cash on hand increased through strategic reserve building and reduced expenses. This growth enhances organizational stability, ensuring sustained services and adaptability in complex environments.

▲ **278.24%** from Fiscal Year 23-24





Looking Ahead

Crisis Services Expansion

CHJC will expand its continuum of crisis care, including Home-Based Crisis Intervention and the launch of bi-county Mobile Crisis Response, increasing rapid access to support across the tri-county area.

School-Based Mental Health Growth

Partnerships with additional districts will strengthen early intervention and sustain growing demand for school-based mental health services.

Open Access in the Clinic

The Community Clinic will enhance open access, improve same-day availability, streamline entry to care, and meet NYS regulatory and quality metrics, maximizing revenue potential.

Lewis County Expansion

Expansion of clinical and crisis programming in Lewis County will extend vital services and reduce travel barriers for youth and families.

Organizational Stability

Guided by CHJC's Strategic Plan, our efforts to strengthen programs and partnerships reinforce our commitment to stability, innovation, and excellence in meeting community needs

Investing in Our Workforce

CHJC will strengthen recruitment, training, and retention to improve staff retention rates. Expanded professional development, enhanced benefits, and innovative supports underscore our commitment to our staff.

"Creating opportunities to enhance lives, one relationship at a time."

Donor Recognition

CHJC extends heartfelt gratitude to every donor whose generosity makes our mission possible. The individuals, families, and organizations listed here, as well as those who choose to give anonymously, have each played a vital role in strengthening youth, families, and communities across Northern New York. Their support reflects a shared belief in creating opportunities to enhance lives, one relationship at a time.



Safety Supporter

The initial touch of support makes a significant difference.

Susan Lucas | Morgan Archer | Amanda Blinebry | Kristy Auman
Ronald Kerr | Larry Blakemore | Joseph Cosmo | Debbie Jackson
Angela Stenfeldt | Timothy Sweeney | William Barden | Maris Brockway

Robin E. Dulmage | Wanda Enslow | Austen LaBarge | Barb Perez | Shirley Schell | Theresa Smith
Susan Aronowitz | Patricia Bazinet | Charles Commeret | Felder's Roofing | Karen Houppert | Marc Piche
Inkwell Graphix | Drew Laemmermann | Caitlin Cregg | Dana Van Hoesen | Dan Myers | Hilton Garden Inn
Lowville Elks Lodge NO 1605, Inc. | Tully's Watertown, Inc. | Elizabeth Bush | Cobbville Farm
Bill Elliott and Sons Tree Service LLC | Carthage Elks Lodge 1762 | Clayton Marina | Clayton Rotary Club
Jim McGuirk | Regina B. Hafemann | Danielle Pawlikowski | Berniece Jones Dann AI LLC | Anna Jane Van Slyke
Jacob Shew Electrical Heating Plumbing | SeaComm | The Arc Jefferson - St. Lawrence | Michael Young
Michelle Monnat | Michelle Pfaff | Robert L. Gardner | Bob Johnson CDJR | Hannaford | Mark Lavarney
O.D. Greene Lumber and Hardware | Watertown Elks Lodge No. 496 | Clayton Dental Office
United Methodist Church (Women) | Integrity Cost Consulting | Seaway Rental Corp.
Occupational Medicine Associates | D.A.F. Office Networks, Inc. | David Mushtare | Nicholas Gardner
Aubertine and Currier Architects, Engineers & Land | Jon and Virginia Lennox | TFC Consultants
United Rentals | PayPal Giving Fund | North Country Hearth and Home | Live More Ministries
Shoreline Permits and Consulting | Usherwood Office Technologies | Cream Cheese Festival Raffle 2004
Indian River Intermediate School | Ladies Auxiliary of Jefferson County Children's Home

Partners who help pave the way for children and families to find stability and hope.

Bernier, Carr & Associates, P.C. | St. Lawrence Federal Credit Union
Michael Simpson | Jerry Rose | Lauren F. French | Danielle Rafte
Samaritan Medical Center | All Souls Unitarian Universalist Church | Westelcom | MVP

Pathway Partner

Relationship Builder

These donors strengthen the bonds that transform lives, one connection at a time.

Alera Group, Inc. / Relph Benefit Advisors | Kyle Clark
Parker Gray | Waite Toyota | Papa Tino's Pizzeria
Kennedie's Kreations

"Creating opportunities to enhance lives, one relationship at a time."



Advocates who fuel CHJC's mission to create lasting opportunities for growth and healing.

Champion of Change

New York Air Brake, LLC | Genoa Healthcare | NRCIL
Main Island Construction | Watertown Sunrise Rotary Club
Gilroy, Kernan, and Gilroy | Purcell Construction Corp (Delaney Bay) | Debbie LaClair
Carthage Savings and Loan | AmeriCu Credit Union | Slack Chemical Co.
Black River Plumbing Heating and Cooling | Haylor, Freyer, & Coon Inc.
Lawman Heating and Cooling | Northern Credit Union | United Professional Advisors
Watertown Savings Bank | One Digital Retirement and Wealth | Clipper Inn LTD
Chick-fil-A at Watertown | Jefferson-Lewis Board of Realtors | Ken Tibbles Roofing, Inc.
Morgia Wealth Management | Bowers & Company CPAs PLLC Employees

Beacon of Belonging

These donors shine light into dark places, helping children and families feel safe and seen.

Morgan Stanley | OneDigital | Stewart's Foundation
Northern Glass Company | Northern New York Community Foundation
United Way of Northern New York



"Creating opportunities to enhance lives, one relationship at a time."



Contact Us

*Join us in building brighter futures.
Reach out to learn more.*

Administrative Office



(315) 788-7430



(315) 785-5637



<https://www.chjc.org/>



**Empsall's Building
PO Box 6550
211 JB Wise Place
Watertown, NY 13601**

Thank You



"Creating opportunities to enhance lives, one relationship at a time."