



**SPAULDING**  
YOUTH CENTER  
& FOUNDATION

Ensuring that  
every child has  
a childhood



## OUR VISION

Spaulding Youth Center exists to foster life success for young people. As a recognized leader, we will provide superior educational and community-based services, and treatment, as well as professional development opportunities for our employees and other specialists in the field.



Founded in 1958 with the merger of the Daniel Webster Home (1871) and the Golden Rule Farm (1914), Spaulding Youth Center is one of the oldest childcare facilities in the nation. Located on a lofty hill in Northfield, New Hampshire, the 470-acre site offers a safe, caring and supportive environment to allow youth to heal, learn, grow and play. Today, a staff of more than 200 professionals provides around-the-clock intensive treatment, educational, community and foster care services for children and youth ages 5-20 with neurological, emotional, behavioral, learning and/or developmental challenges including Autism Spectrum Disorder. Recognizing the value of community inclusion, Spaulding's treatment approach emphasizes supporting youth in transitioning successfully to their home communities.

Editor and Photographer: *Gail C. Mayhew*

### **Spaulding Youth Center Foundation**

72 Spaulding Road, Northfield, NH 03276-4608  
(603) 286-7500  
[www.spauldingyouthcenter.org](http://www.spauldingyouthcenter.org)

## OUR MISSION

Leverage our professional expertise to help young people with autism or other developmental and/or behavioral challenges learn the academic and life skills needed to be successful in their homes, schools and communities.

## SPAULDING MANAGEMENT TEAM

*James R. Clements*, Chief Executive Officer & President  
*Darnelle Bjorck, PHR*, Human Resources Director  
*Melissa Blanock, Psy.D.*, Director of Program Quality Assurance  
*Roger Bolduc, A.A.S.*, Director of Support Services  
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*Jeremi A. Snook, M.B.A.*,  
Chief Operating Officer  
*Doris Theberge, M.A., LCMHC*  
Behavioral Health Director  
*Crystal Welch, B.S.*,  
Director of Finance



Ensuring that every child has a childhood



## FROM THE BOARD CHAIRS

Dear Friends of Spaulding Youth Center,

Throughout this past year of increasing enrollment and leadership changes, board members and our diverse team of professionals have worked diligently to ensure that the needs of students, their families and the community are met while positioning Spaulding for the future.

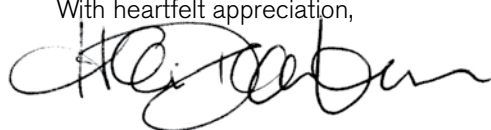
A fond farewell was bid to CEO/President Susan Calegari who retired in January after 12 years at Spaulding. Susan will be remembered for her inspiring leadership, her passion for helping students with special needs and for heading up a successful capital campaign which resulted in the opening of a state-of-the-art school. She left big shoes to fill and will be sadly missed.

Spaulding welcomed two new highly qualified professionals to administrative roles in January. Jim Clements joined Spaulding as the CEO/President after having served on the Foundation Board for 13 years, chairing it for five and serving on the Center Board for four. A lifelong educator and school administrator, Jim was most recently Head of Tilton School where he worked for 14 years earning the reputation as a thoughtful leader and enthusiastic advocate for young people. Dr. Melissa Blanock became the Director of Program Quality Assurance. Dr. Blanock received her Doctoral degree in Clinical Psychology in 2007 from Pacific University. With her extensive experience of direct service to children, families and schools, she is well equipped to fulfill her goals of improving data based procedures and ensuring the maintenance of a high level of service provision to children and youth across all programs.

Changes in the leadership of both boards took place in October. It is our honor and pleasure to have been elected - Hali Dearborn as Chair of Spaulding Youth Center Foundation Board of Directors and Mike Ventura as Chair of Spaulding Youth Center Board of Trustees. While we have both served on the Spaulding Boards for many years, being elected Chairs is a special honor that comes with important responsibilities that include tending to the current needs of the kids while planning for an exciting future. Throughout our rich history, Spaulding has adapted approaches and programs to meet the changing needs of young people. We are proud of our legacy of serving children and youth with special needs and earning the trust and respect of our students, families, partners and donors alike. In response to the continuing needs of young people with special needs in communities throughout New England, over 140 unique students were served this past year with an all-time high of 78 students in our academic program on several occasions.

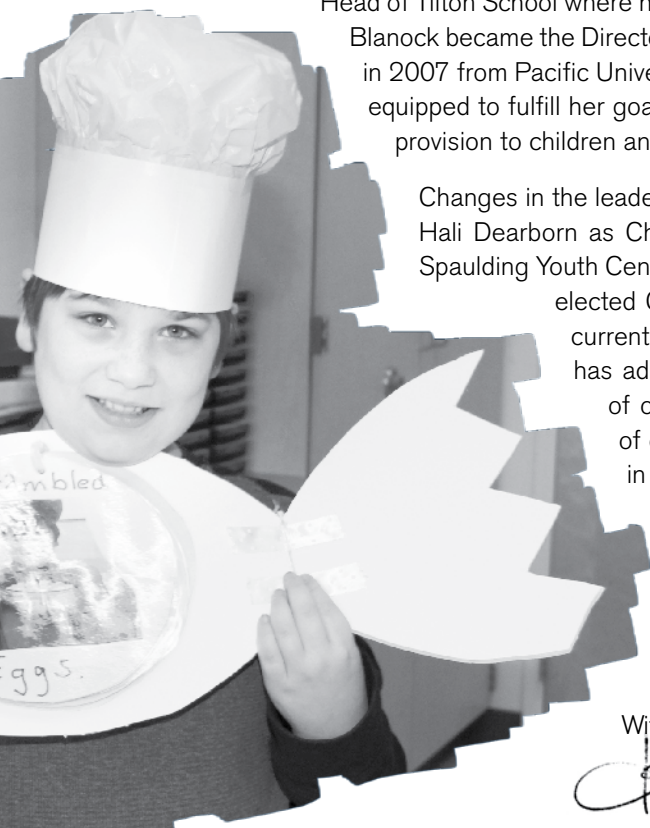
As the enclosed audit indicates we continued to exercise prudence. Financial decisions were influenced by our goals to provide exceptional services to our students and families, ensure the well-being of our staff and protect our physical resources while exploring options for new programs. As Board Chairs we are pleased that Spaulding continues to fulfill its mission ensuring that every child has a childhood.

With heartfelt appreciation,



*Hali B. Dearborn, Chair, Board of Directors*

*Michael F. Ventura, Chair, Board of Trustees*





## FROM THE DIRECTOR OF DEVELOPMENT

Dear Friends of Spaulding Youth Center,

Every day at Spaulding brings a smile to my face, but Thursdays are particularly special, when not only do I smile, but I feel my heartstrings being tugged. Thursday is the day that the School at Spaulding holds a short assembly to honor students who have strived to do their best all week. The assembly is part of the PBIS (Positive Behavior Intervention and Support) Program that is used extensively as a behavior management tool. As the students arrive at the Community Center for the assembly, the Spaulding moose mascot greets them. The kids respond by hugging, high-fiving, fist bumping or dancing with the moose.

My two favorite parts of the assembly are the classroom awards ceremony and the Kotcha Card contest. During the awards ceremony each recipient's name is announced and he/she is invited by the academic staff to the front for a handshake or a high five and then presented with a certificate. The certificate might say "Keith, YOU are our best behaved student, Charlotte, YOU completed all your homework, or Charles, YOU were kind to our new student." The kids love the certificates and the cheering and clapping that follows by their teachers and peers.

The Kotcha cards are awarded to students by staff all day long every day. When a staff member "catches" a student doing something positive, he/she fills out a slip of paper making the student eligible for a prize. The more entries the student has, the higher the chance of having his/her name drawn. The names of the winning entries are read out while the enthusiastic audience claps wildly and the child runs, skips and hops over to the treasure chest and selects a prize, which could be a sparkly ball, a page of stickers, a hair band, a racing car, or nail polish. It always surprises and pleases me to see how happy the kids are to be recognized by their peers and staff members and to receive a certificate or a very inexpensive prize.

When I think of each one of you who has touched us with your caring and kind generosity, my heart strings again feel the tug. We are very grateful for your partnership and support – it means the world to us. On behalf of the students, families, staff and board members, thank you for being a friend of the children and youth at Spaulding Youth Center.

With thanks and warmest regards,



Gail C. Mayhew  
Director of Development

*Everyone at  
Spaulding did  
an amazing job  
preparing our  
daughter for her  
journey back to her  
home state!!  
Parent*

Congratulations to all award recipients

### COMMUNITY AWARDS

#### 7th Annual Arthur H. Nighswander Community Partner Award 2013:

*James B. Manning, D.D.S.*

#### 9th Annual You've Got a Friend Award 2013:

*Jack and Marci Williams*

*Endowment for Wednesday's Child*



### THE SCHOOL AT SPAULDING ACADEMIC AWARDS

#### Teacher of the Year:

*Daniel Gilbert*

#### Specialist Teacher of the Year:

*Steve Golden*

#### Teaching Associate of the Year:

*Chelsi Flagg*

#### 1:1 of the Year:

*Michael Schaffnit*

#### Classroom of the Year:

*Classroom #37*

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This report is published to present information about Spaulding Youth Center, its programs and services.

We encourage you to visit our web site at [spauldingyouthcenter.org](http://spauldingyouthcenter.org) or contact Gail C. Mayhew, Director of Development, 72 Spaulding Road, Northfield, NH 03276-4608; (603) 286-7500, ext. 532; [gmayhew@spauldingyouthcenter.org](mailto:gmayhew@spauldingyouthcenter.org).

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### Connecticut:

Kensington, Stamford

### Maine:

Kennebunk, Norridgewock, South Portland, Standish, Westbrook

### Vermont:

Windsor  
Virginia: Centreville

## SERVICE PROFILE

140 children and youth in 66 communities were served in fiscal year 2014.

## GIVING

We are pleased to acknowledge our generous friends who have given to the Annual Fund, restricted funds, the New School Campaign and/or the *Susan S. Calegari Endowment Fund*. We are most grateful to the individuals, businesses, civic organizations, faith groups and foundations for their gifts and grants that truly enrich the lives of children, youth and their families.

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*"Let us develop the resources of the land, call forth its powers, build up its institutions, promote all its great interests, and see whether we also, in our day and generation, may not perform something worthy to be remembered."*

*Daniel Webster*

We are pleased to acknowledge the following individuals who have included Spaulding Youth Center Foundation in their bequests and/or estate plans. Legacy membership is open to all who want to ensure a promising future for deserving children, youth and their families.

### LEGACY GIFTS

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### Leadership Circle of Giving

*"Those who bring sunshine into the lives of others cannot keep it from themselves."*  
*Sir James M. Barrie*

The Spaulding Sunshine Society is open to all donors who make an annual fund pledge of \$1,000 or more per year for five years. We are pleased to recognize members of the Spaulding Sunshine Society who have made a commitment to help sustain our programs and services which bring sunshine into the lives of deserving children and youth.

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*A sincere thank  
 you for a wonderful  
 afternoon spent at  
 Spaulding. It was  
 moving for both of  
 us to witness the  
 work you do with  
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We are honored to recognize gifts given in memory of a loved one.

*Those memorialized  
are shown in italics.*

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*Carolyn E. Sutcliffe*

Patricia A. Pond  
Susan C. Bayer  
*Carolyn and Douglas Sutcliffe*  
Jannine and George Sutcliffe  
*James L. Taft*  
Robert Taft  
*The Lost Children*  
Priscilla U. Parsons  
*Mary Alice and Kent Warner*  
Carol Snow-Asher  
*Jono White*  
David and Susan White  
Sherm and Pat White



*I thoroughly  
enjoyed my visit at  
Spaulding and meeting all  
of you. What a great bunch of  
kids and a truly wonderful  
and dedicated staff!  
Donor*



## IN-KIND GIFTS AND SERVICES

We are pleased to recognize all who give items, services and expertise to enrich our students' lives.

Marion Abbott  
Dean Anson  
Aubuchon Hardware - Allenstown  
Aubuchon Hardware - Franklin  
AutoServ Dealerships  
Ron and Chrisy Benoit  
Shirley M. Benson  
The Blossom Shop  
Indian Bob  
Bill Burns  
Moir Campbell  
Gerry and Donna Chaput  
Citizens Bank  
Pat and Sukie Clark  
Concord Agway  
Concord Beef and Seafood  
Concord Community Music School  
Edward and Arabella Dane  
Den Brae Golf Course  
Melissa Dietz  
Eloise's Closet  
Fairfield Inn/Marriott  
Donna and Mike Fink  
First United Methodist  
Church of Gilford  
Garry's Service Center  
Christopher Gleason  
Linda and Ted Graham  
Becky Hebert  
Home Depot  
Paul Howard  
Sharon Kast  
Kay Jewelers Outlet  
Kohl's Department Store, Inc.  
Laconia Electric Supply, Inc.  
Dr. Anthony Ladds  
Lions Club of Concord  
Lions Club of Pinardville  
LRGHealthcare  
Corey and Cindy MacDonald  
Mansfield Books  
Masse Electrical Contractors

MetroCast Community Foundation  
New Hampshire Motor  
Speedway  
John and Heather Parent  
Plymouth State University  
Community Service  
Learning Center,  
Angel Tree Project  
Todd A. Rodgers  
Sovereign Grace Fellowship  
Together We Rise  
UNH Sigma Chi Fraternity  
Winnisquam Agway

*Thank you for all  
you've done for  
my daughter.  
I appreciate how  
far above and  
beyond the staff  
have gone.*  
Parent

## VOLUNTEERS AND COMMUNITY PARTNERS

Thank you to all who give their time and talent to enrich the lives of Spaulding students.

Dean Anson  
The Arts Alliance of  
Northern NH  
Bev Clements  
Carolyn Gaudet  
Stephen Handley  
Donna and Andrew Hosmer  
LRGHealthcare  
Lions Club - Concord  
James Mancini, OD  
Spencer and Caroline Martin  
MetroCast Community  
Foundation  
Jessie Munroe  
New England Mountain  
Bike Association,  
Central New Hampshire  
New Horizons  
Harold Noreen  
Northfield Police Department  
Northfield Town Offices  
Hans Olsen

Parent Information Center  
Pines Community Center  
Anthony N. Sacco, OD  
Salvation Army - Laconia  
Society of St. Vincent de Paul  
Floyd K. Sterner  
Richard L. Talkington, OD  
Tilton Police Department  
Tilton School  
Tilton Town Offices  
Tilton - Northfield Fire & EMS  
UNH Kappa Delta Sorority  
UNH Sigma Chi Fraternity  
Walgreens - Tilton  
WFTN

Ensuring that every child has a childhood



# SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

## CONSOLIDATING STATEMENT OF FINANCIAL POSITION

June 30, 2014 and Comparative Totals for 2013

ASSETS					
	Spaulding Youth Center	Spaulding Youth Center Foundation, Inc.	Eliminations	2014 Consolidated	2013 Consolidated
<b>CURRENT ASSETS</b>					
Cash	\$ 1,952,724	\$ 155,664	\$ -	\$ 2,108,388	\$ 1,095,384
Accounts receivable, net of allowance for doubtful accounts of 2014 and 2013 \$10,000	1,086,610	-	-	1,086,610	1,426,060
Due from Spaulding Youth Center	-	566,889	(566,889)	-	-
Contributions receivable, net	-	17,325	-	17,325	17,042
Prepaid expenses and other receivables	64,009	2,456	-	66,465	41,032
Food inventory	11,034	-	-	11,034	15,681
<i>Total current assets</i>	<u>3,114,377</u>	<u>742,334</u>	<u>(566,889)</u>	<u>3,289,822</u>	<u>2,595,199</u>
<b>PROPERTY AND EQUIPMENT</b>					
Land	7,100	376,126	-	383,226	383,226
Buildings and improvements	8,603,779	1,125,866	-	9,729,645	9,526,224
Vehicles and equipment	430,294	-	-	430,294	420,560
Furniture and fixtures	2,332,974	51,922	-	2,384,896	2,274,430
	<u>11,374,147</u>	<u>1,553,914</u>	<u>-</u>	<u>12,928,061</u>	<u>12,604,440</u>
Less accumulated depreciation	5,141,073	516,449	-	5,657,522	5,196,700
	<u>6,233,074</u>	<u>1,037,465</u>	<u>-</u>	<u>7,270,539</u>	<u>7,407,740</u>
<b>INVESTMENTS AND OTHER ASSETS</b>					
Contributions receivable restricted to investment in building, net	-	345,620	-	345,620	510,887
Beneficial interests in trusts	2,297,512	-	-	2,297,512	2,118,002
Investments	-	8,106,045	-	8,106,045	7,066,609
<i>Total assets</i>	<u>\$ 11,644,963</u>	<u>\$ 10,231,464</u>	<u>\$ (566,889)</u>	<u>\$ 21,309,538</u>	<u>\$ 19,698,437</u>
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Current maturities of long-term debt	\$ 79,251	\$ -	\$ -	\$ 79,251	\$ 69,114
Accounts payable	183,390	3,287	-	186,677	97,914
Due to Spaulding Youth Center Foundation, Inc.	566,889	-	(566,889)	-	-
Accrued expenses	302,102	-	-	302,102	519,951
Charitable gift annuities	-	2,777	-	2,777	3,378
<i>Total current liabilities</i>	<u>1,131,632</u>	<u>6,064</u>	<u>(566,889)</u>	<u>570,807</u>	<u>690,357</u>
<b>LONG-TERM DEBT, less current maturities</b>	<u>2,556,108</u>	<u>-</u>	<u>-</u>	<u>2,556,108</u>	<u>2,617,145</u>
<i>Total liabilities</i>	<u>3,687,740</u>	<u>6,064</u>	<u>(566,889)</u>	<u>3,126,915</u>	<u>3,307,502</u>
<b>NET ASSETS</b>					
Unrestricted:					
Net investment in property and equipment	3,597,715	1,037,465	-	4,635,180	4,721,481
Undesignated	1,802,073	150,490	-	1,952,563	1,736,533
Board designated	198,019	6,149,681	-	6,347,700	4,915,407
<i>Total unrestricted net assets</i>	<u>5,597,807</u>	<u>7,337,636</u>	<u>-</u>	<u>12,935,443</u>	<u>11,373,421</u>
Temporarily restricted	61,904	2,215,119	-	2,277,023	2,267,087
Permanently restricted	2,297,512	672,645	-	2,970,157	2,750,427
<i>Total net assets</i>	<u>7,957,223</u>	<u>10,225,400</u>	<u>-</u>	<u>18,182,623</u>	<u>16,390,935</u>
<i>Total liabilities and net assets</i>	<u>\$ 11,644,963</u>	<u>\$ 10,231,464</u>	<u>\$ (566,889)</u>	<u>\$ 21,309,538</u>	<u>\$ 19,698,437</u>



# SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

## CONSOLIDATING STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

**Year Ended June 30, 2014 and Comparative Totals for Year Ended June 30, 2013**

	Spaulding Youth Center				Spaulding Youth Center Foundation, Inc.						2014	2013
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Eliminations	Consolidated	Consolidated	
Revenues, gains (losses) and other support:												
Tuition income	\$ 10,438,695	\$ -	\$ -	\$ 10,438,695	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,438,695	\$ 9,481,497	
Other student services	1,549,496	-	-	1,549,496	-	-	-	-	-	1,549,496	1,417,600	
National school lunch reimbursement	96,413	-	-	96,413	-	-	-	-	-	96,413	92,828	
ISO program	527,017	-	-	527,017	-	-	-	-	-	527,017	538,280	
Management fee - Foundation	89,458	-	-	89,458	-	-	-	-	(89,458)	-	-	
Interest and dividends	450	-	-	450	149,466	69,039	-	218,505	-	218,955	192,216	
Change in split-interest value	-	-	-	-	(2,206)	-	-	(2,206)	-	(2,206)	(2,796)	
Other income	56,302	-	-	56,302	69	-	-	69	-	56,371	15,782	
Gain on disposal of assets	153	-	-	153	-	-	-	-	-	153	-	
Net realized and unrealized gains, net of investment fees of \$49,056	-	-	-	-	473,029	281,184	-	754,213	-	754,213	409,875	
Contributions received	119,912	73,155	-	193,067	192,504	36,523	40,220	269,247	(139,142)	323,172	749,471	
Special events	-	-	-	-	-	-	-	-	-	-	28,851	
Investment income from trusts	86,320	-	-	86,320	34	-	-	34	-	86,354	91,367	
Total revenues, gains (losses) and other support	12,964,216	73,155	-	13,037,371	812,896	386,746	40,220	1,239,862	(228,600)	14,048,633	13,014,971	
Net assets released from restrictions:												
For satisfaction of restrictions from endowment income	-	-	-	-	39,307	(39,307)	-	-	-	-	-	
For satisfaction of restrictions from Fund for Success	285,000	-	-	285,000	-	(285,000)	-	(285,000)	-	-	-	
For satisfaction of program restrictions	52,923	(52,923)	-	-	72,735	(72,735)	-	-	-	-	-	
Total net assets released from restrictions	337,923	(52,923)	-	285,000	112,042	(397,042)	-	(285,000)	-	-	-	
Expenses:												
Program services:												
Residential program	4,429,250	-	-	4,429,250	-	-	-	-	-	4,429,250	4,697,887	
Education program	4,252,325	-	-	4,252,325	-	-	-	-	-	4,252,325	3,527,437	
Program support	1,383,036	-	-	1,383,036	-	-	-	-	-	1,383,036	1,447,428	
ISO program	556,650	-	-	556,650	-	-	-	-	-	556,650	438,664	
Contributions to Spaulding Youth Center	-	-	-	-	139,142	-	-	139,142	(139,142)	-	-	
General and administrative	1,652,100	-	-	1,652,100	183,634	-	-	183,634	(89,458)	1,746,276	1,812,915	
Fundraising and public relations	-	-	-	-	17,189	-	-	17,189	-	17,189	21,525	
Bad debt expense	34,583	-	-	34,583	17,146	-	-	17,146	-	51,729	58,799	
Total expenses	12,307,944	-	-	12,307,944	357,111	-	-	357,111	(228,600)	12,436,455	12,004,655	
Other changes in net assets:												
Transfer to Center unrestricted funds	80,792	-	-	80,792	(80,792)	-	-	(80,792)	-	-	-	
Transfer to Center Board Designated funds	50,000	-	-	50,000	(50,000)	-	-	(50,000)	-	-	-	
Transfer to Fund for Advancement	(864,987)	-	-	(864,987)	864,987	-	-	864,987	-	-	-	
Increase in value of beneficial interests in trusts	-	-	179,510	179,510	-	-	-	-	-	179,510	143,821	
	(734,195)	-	179,510	(554,685)	734,195	-	-	734,195	-	179,510	143,821	
Increase in unrestricted net assets	260,000	-	-	260,000	1,302,022	-	-	1,302,022	-	1,562,022	516,102	
Increase (decrease) in temporarily restricted net assets	-	20,232	-	20,232	-	(10,296)	-	(10,296)	-	9,936	494,214	
Increase in permanently restricted net assets	-	-	179,510	179,510	-	-	40,220	40,220	-	219,730	143,821	
Increase (decrease) in net assets	260,000	20,232	179,510	459,742	1,302,022	(10,296)	40,220	1,331,946	-	1,791,688	1,154,137	
Net assets, beginning of year	5,337,807	41,672	2,118,002	7,497,481	6,035,614	2,225,415	632,425	8,893,454	-	16,390,935	15,236,798	
Net assets, end of year	\$ 5,597,807	\$ 61,904	\$ 2,297,512	\$ 7,957,223	\$ 7,337,636	\$ 2,215,119	\$ 672,645	\$ 10,225,400	\$ -	\$ 18,182,623	\$ 16,390,935	

