



**SPAULDING
YOUTH CENTER
& FOUNDATION**

Annual Report

REACHING NEW HEIGHTS 2012/2013

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.

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.

VALUES AND PRINCIPLES

- > We value the core principles of respect, responsibility and safety for our children, their families, and staff.
- > We have a passion for our work with youth and their families.
- > We offer our programs and services in quality, unique facilities designed to encourage excellence at every level.
- > We are committed to celebrating the uniqueness of each child.
- > We believe that each child deserves a childhood which includes opportunities to learn, grow and play.
- > We work in a spirit of cooperation and collaboration.
- > We are committed to professional development and growth of all staff.
- > We embrace inclusivity and diversity.
- > We encourage a culture that promotes an appreciation of our natural resources and environment.
- > We embrace the importance of family and youth voice so that families and youth are integral partners in helping youth achieve their full potential.
- > We believe that all youth belong in their home communities.

MANAGEMENT TEAM

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 Gary Lavallee, *Residential Director*
 Kay Romero, *Health Services Supervisor*
 Pat Seaward-Salvati, *Admissions & Foster Care/ISO Director*
 Colleen Sliva, *School Principal and Special Education Director*
 Jeremi Snook, *Chief Operating Officer*
 Doris Theberge, *Behavioral Health Director*



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 autism or other neurological impairments and boys in grades 1-8 with emotional and behavioral challenges. Recognizing the value of community inclusion, Spaulding's treatment approach emphasizes supporting youth in transitioning successfully to their home community.

Editor: Gail C. Mayhew
Photographs:
 Gail C. Mayhew,
 Lauren Parker

Spaulding Youth Center Foundation
 72 Spaulding Road, Northfield, NH 03276-4608
 (603) 286-7500, Fax (603) 286-7511
www.spauldingyouthcenter.org



From the CEO/President and Board Chairs

Dear Friends of Spaulding Youth Center,

Nothing can be more emblematic of this annual report's **Reaching New Heights** theme than the patriotic ritual of our students raising the American, State and Spaulding Youth Center flags each day. With a stunning backdrop of our spectacular new school, framed by lush farmland and forests, punctuated by the summit of Mt. Kearsage to the west, the flag raising ceremony is an occasion that never fails to stir our hearts and make us proud to be part of the Spaulding community. It also reminds us that this gorgeous 470 acre site is a haven of hope, a beacon for success and an inspiration for countless youth to reach new heights academically, behaviorally, therapeutically, and socially.

In the past year, we reached lofty heights in many ways. Spaulding served 117 unique students, more than ever before. With an average of 66 academic students, this is further proof that our plan to build the new school and increase capacity for day students is working. Students have made impressive strides in reading and academic test scores. More students are spending time in the community. By renovating the old school into a multi-purpose Community Center, we hosted more campus events, with the inaugural event hosting then-Governor John Lynch and the Executive Council at their September meeting. We also convened more colleagues and professionals for trainings and workshops. Due to prudent stewardship, the solid year-end financials are the envy of many nonprofits. And thanks to the intrepid Trustees and Directors who inspired very generous support from our many friends, we completed our Success Under Construction capital campaign by raising \$3,209,239, an amount which not only exceeded our goal, but also exceeded any past fund raising endeavor for Spaulding.



And things are looking up as we look to explore new program opportunities and continue to build capacity to grow. So proudly we hail the staff and students who are exceeding expectations and reaching new heights! It is our privilege to thank you, the growing circle of friends of Spaulding Youth Center, for helping us ensure that our staff, students and their families had a banner year.

With heartfelt appreciation,

Susan S. Calegari, CEO & President

James R. Clements, Chair, Board of Trustees

Michael Ventura, Chair, Board of Directors



This newsletter is published to present information about Spaulding Youth Center, its programs and services. We encourage you to visit our website at 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.

Reaching New Heights

BRIMMING WITH ACTIVITY

As we look back on fiscal year 2013, the strength of our high-quality programs for students stands out. The development and implementation of programs for an average of 66 students on any given day takes extraordinary collaboration, expert knowledge and many caring individuals. Exceeding expectations and reaching new heights is due to the support of our undaunted management team, our stellar staff, our dedicated board, our community partners, our enthusiastic volunteers and our generous donors - all helping to advance Spaulding's mission.

All departments were equally busy. The Foundation successfully completed the New School Campaign amid an array of other fund raising activities. The facilities and grounds department and contract vendors reconfigured office space and converted the old school to a multi-purpose Community Center. The staff in the accounting and finance department and the dining hall expertly kept pace with all these changes that resulted in an extraordinarily busy campus.

EMPLOYING EFFECTIVE PROGRAMMING

Spaulding continued to be a leader in the field of educating students with special needs. Our highly experienced and accredited staff is dedicated to helping students return to their homes and communities. They continuously evaluate, improve and adjust programs as needed for each student. They explore and employ leading-edge technologies such as interactive whiteboards, tablets and computers to open doors for students, especially those with communication challenges.

The proof is in the testing. As the academic staff excelled engaging students in meaningful ways, most students met or exceeded their expected growth in academic testing. Academic growth is assessed on a regular schedule with curriculum-based testing done once a month and the NW Education Association Measures of Academic Progress testing done annually. Six out of eight of our Title 1 reading students made at least three times the expected growth over the academic year!

A program that is gaining momentum on campus is PEEPS (People Encouraging Each Other to Participate and Speak Out). This student advocacy group run by students and supervised by behavioral health staff encourages students to speak out and make their wishes known. They explore residential students' interests and organize events accordingly. They also created a comprehensive handbook to welcome and inform new students of life on campus.



The LEAP (Life Education Advancement Pathway) program aimed at providing life and vocational skills for students to transition to successful independent living has been taking students off campus for activities such as accessing public transportation, shopping for groceries and ordering prescriptions. Some students are also in the community doing volunteer work.

COOPERATIVE RESOURCE SHARING

We welcomed more college interns than ever before and more outside groups took advantage of our spacious campus and Community Center. In September we were honored to host then-Governor John Lynch and the Executive Council for their public meeting. The statewide National Foster Care Day celebration hosted by the Division of Children, Youth and Families and Bethany Christian Services was held at Spaulding for the second year in a row. It was bigger and better than ever with 308 foster care family members and 61 volunteers spread across the Spaulding campus engaging in all manner of activities inside and outside.

Thanks to Spaulding I have grown up to be a mature young adult. I can be myself again. Spaulding changed my life. Student



SERVICE AREAS

New Hampshire:

Andover, Atkinson, Auburn, Bedford, Berlin, Boscawen, Bow, Bradford, Brookline, Campton, Center Barnstead, Center Ossipee, Charlestown, Chocorua, Claremont, Colbrook, Concord, Contoocook, Dalton, Danbury, Derry, Dover, Enfield, Farmington, Franklin, Georges Mills, Gilford, Gilmanton,

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SERVICE PROFILE

117 children and youth in 86 communities

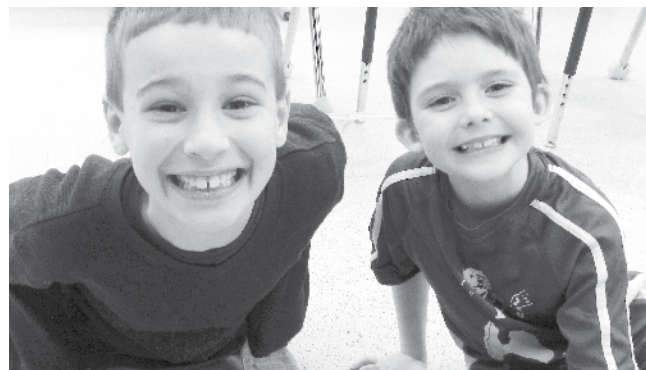
Community Awards and Honors Congratulations to award recipients at the 2012 Annual Celebration

- 6th Annual Arthur H. Nighswander Community Partner Award 2012 – Skate Escape
- 8th Annual You've Got a Friend Award 2012 – Franklin Savings Bank
- Trustee Emiritus - Stephen L. Handley

ABUNDANT FUN AND WELLNESS

Our wellness team organized fun-filled events and programs for staff and students that focused on the importance of healthy eating and daily exercise. Students' food choices are closely monitored and students and staff alike enjoy a healthy balanced diet provided by dining hall staff. Daily menus are peppered with mouthwatering salads, ever changing entrees, homemade breads, hearty soups and delectable desserts.

Climbing Mount Kilimanjaro - how is that for reaching new heights? The EChO staff each year challenges students with a virtual expedition. This year it was a race to climb Mount Kilimanjaro by keeping track of all types of exercises on a daily basis. Congratulations to Gina O'Leary's class which was the first to reach the summit.



COMPREHENSIVE STAFF DEVELOPMENT

All employees at Spaulding go through rigorous orientation and on-going training. As well as two days of orientation for all new staff, individuals working with children take three other courses: PCM (Professional Crisis Management), autism training and PRHE (Positive Relationships in a Healing Environment), a course developed in-house. With increased space available on campus, Spaulding Academy offered a free training through Granite State College for any professional (including non-Spaulding staff) working with special needs children and youth. The plan is to expand this program to offer more trainings on a regular basis.

STRONG COMMUNITY SUPPORT

As we've cultivated support and awareness in the community, our number of partnerships has grown. We are very grateful to our faithful partners who spend time with our students, bring awareness to Spaulding and donate much needed funds and supplies. Among the many supporters who are listed in this report:

- Manchester H.O.G. Chapter 1294 provided support through their own fundraisers, played kickball with our students and made the holidays extra special with their presence and their generous giving of gifts.
- Audrey and Tim Fisher held a summer cocktail party to introduce Spaulding to a group of friends in the Squam Lakes Region.
- Doctors James Mancini, Richard Talkington and Anthony Sacco provided free comprehensive vision exams.
- LRGHealthcare sent technicians to our campus weekly for lab draws and to administer EKGs, donated lab supplies, disposed of our sharps, and provided us access to their online lab system.

A Message to Our Donors to the Success Under Construction: A New School for Spaulding Capital Campaign

We are truly grateful for your support for a phenomenal learning environment for our students. Scores of children and youth will learn and grow at The School at Spaulding for years to come thanks to your kind generosity. The \$3.1 million goal for the new school capital campaign was surpassed with the total amount raised reaching \$3,209,239!

Please see the list of our generous supporters on pages 4 and 5.

*A place of wonder.
A place for discovery.
A place for success.*

**We are pleased to acknowledge
all Campaign donors.**

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It is our intent to acknowledge all Spaulding benefactors. Please contact the Foundation Office if you notice any omission or error. We deeply appreciate the generosity of so many and want to ensure proper recognition.

Spaulding Youth Center and Spaulding Youth Center Foundation are 501 (c)(3) organizations. Charitable donations are tax deductible to the extent allowed by law.

This Annual Report is published by Spaulding Youth Center Foundation to provide an account to the community for fiscal year July 1, 2012 – June 30, 2013.

For additional material, correction, or information on ways you can help make a difference in the lives of students at Spaulding Youth Center, please contact:
 Gail Mayhew
Director of Development
 (603) 286-7500 x532
 gmayhew@spauldingyouthcenter.org

Celebrating Reaching New Heights

July 1, 2012 – June 30, 2013

Please join us in thanking all who
generously give from their hearts.

LEGACY GIVING

Daniel Webster Legacy Society

Ensuring a Promising Future for Deserving Children & Youth

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.

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Spaulding Sunshine Society
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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Annual Giving

Annual gifts, special event proceeds, goods and services provide resources for after-school programs, special activities, clothing and equipment. We are grateful to the following individuals, businesses, civic organizations, faith groups and foundations for their gifts and grants that truly enrich the lives of children and youth at Spaulding Youth Center.



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Those memorialized are shown in italics

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*Those honored are shown
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**In Memoriam*

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

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We are grateful to the Committee Members, Volunteers, Sponsors and Golfers who made the Bette Davis cup so successful.



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I thank you with deepest and sincerest appreciation for the work you have done with my daughter. The nonjudgmental, caring, thoughtful and supportive approaches led to her success. Parent



SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

CONSOLIDATING STATEMENT OF FINANCIAL POSITION

June 30, 2013 and Comparative Totals for 2012

ASSETS	Spaulding Youth Center	Spaulding Youth Center Foundation, Inc.	Eliminations	2013 Consolidated	2012 Consolidated
CURRENT ASSETS					
Cash	\$ 854,385	\$ 240,999	\$ -	\$ 1,095,384	\$ 1,787,305
Accounts receivable, net of allowance for doubtful accounts of 2013 \$10,000; 2012 \$25,000	1,426,060	-	-	1,426,060	1,350,697
Due from Spaulding Youth Center Foundation, Inc.	8,360	-	(8,360)	-	-
Contributions receivable, net	-	17,042	-	17,042	59,426
Prepaid expenses	38,590	2,442	-	41,032	62,655
Food inventory	15,681	-	-	15,681	12,955
<i>Total current assets</i>	<u>2,343,076</u>	<u>260,483</u>	<u>(8,360)</u>	<u>2,595,199</u>	<u>3,273,038</u>
PROPERTY AND EQUIPMENT					
Land	7,100	376,126	-	383,226	383,226
Buildings and improvements	8,400,358	1,125,866	-	9,526,224	9,454,916
Vehicles and equipment	420,560	-	-	420,560	375,998
Furniture and fixtures	2,225,734	48,696	-	2,274,430	1,972,751
	<u>11,053,752</u>	<u>1,550,688</u>	<u>-</u>	<u>12,604,440</u>	<u>12,186,891</u>
Less accumulated depreciation	4,713,929	482,771	-	5,196,700	4,703,577
	<u>6,339,823</u>	<u>1,067,917</u>	<u>-</u>	<u>7,407,740</u>	<u>7,483,314</u>
INVESTMENTS AND OTHER ASSETS					
Contributions receivable restricted to investment in building, net	-	510,887	-	510,887	714,182
Asset held for sale	-	-	-	-	9,500
Beneficial interests in trusts	2,118,002	-	-	2,118,002	1,974,181
Investments	-	7,066,609	-	7,066,609	5,181,922
<i>Total assets</i>	<u>\$ 10,800,901</u>	<u>\$ 8,905,896</u>	<u>\$ (8,360)</u>	<u>\$ 19,698,437</u>	<u>\$ 18,636,137</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Current maturities of long-term debt	\$ 69,114	\$ -	\$ -	\$ 69,114	\$ 66,372
Accounts payable	97,210	704	-	97,914	147,717
Due to Spaulding Youth Center	-	8,360	(8,360)	-	-
Accrued expenses	519,951	-	-	519,951	494,670
Charitable gift annuities	-	3,378	-	3,378	4,324
<i>Total current liabilities</i>	<u>686,275</u>	<u>12,442</u>	<u>(8,360)</u>	<u>690,357</u>	<u>713,083</u>
LONG-TERM DEBT, less current maturities	<u>2,617,145</u>	<u>-</u>	<u>-</u>	<u>2,617,145</u>	<u>2,686,256</u>
<i>Total liabilities</i>	<u>3,303,420</u>	<u>12,442</u>	<u>(8,360)</u>	<u>3,307,502</u>	<u>3,399,339</u>
NET ASSETS					
Unrestricted:					
Net investment in property and equipment	3,653,564	1,067,917	-	4,721,481	4,730,686
Undesignated	1,670,648	65,885	-	1,736,533	1,454,262
Board designated	13,595	4,901,812	-	4,915,407	4,672,371
<i>Total unrestricted net assets</i>	<u>5,337,807</u>	<u>6,035,614</u>	<u>-</u>	<u>11,373,421</u>	<u>10,857,319</u>
Temporarily restricted	41,672	2,225,415	-	2,267,087	1,772,873
Permanently restricted	2,118,002	632,425	-	2,750,427	2,606,606
<i>Total net assets</i>	<u>7,497,481</u>	<u>8,893,454</u>	<u>-</u>	<u>16,390,935</u>	<u>15,236,798</u>
<i>Total liabilities and net assets</i>	<u>\$ 10,800,901</u>	<u>\$ 8,905,896</u>	<u>\$ (8,360)</u>	<u>\$ 19,698,437</u>	<u>\$ 18,636,137</u>

See Notes to Consolidated Financial Statements.

SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

CONSOLIDATING STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended June 30, 2013 and Comparative Totals for Year Ended June 30, 2012

	Spaulding Youth Center				Spaulding Youth Center Foundation, Inc.						2013	2012
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Eliminations	Consolidated	Consolidated	
Revenues, gains (losses) and other support:												
Tuition income	\$ 9,481,497	\$ -	\$ -	\$ 9,481,497	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,481,497	\$ 8,910,344	
Other student services	1,417,600	-	-	1,417,600	-	-	-	-	-	1,417,600	1,186,652	
National school lunch reimbursement	92,828	-	-	92,828	-	-	-	-	-	92,828	91,962	
ISO program	538,280	-	-	538,280	-	-	-	-	-	538,280	461,871	
Management fee - Foundation	120,610	-	-	120,610	-	-	-	-	(120,610)	-	-	
Interest and dividends	155	-	-	155	163,305	28,756	-	192,061	-	192,216	142,273	
Change in split-interest value	-	-	-	-	(2,796)	-	-	(2,796)	-	(2,796)	(2,796)	
Other income	15,506	-	-	15,506	276	-	-	276	-	15,782	20,387	
Loss on disposal of assets	-	-	-	-	-	-	-	-	-	-	(154,803)	
Net realized and unrealized gains, net of investment fees of \$39,343	-	-	-	-	305,101	104,774	-	409,875	-	409,875	2,949	
Contributions received	-	70,880	-	70,880	137,056	570,017	-	707,073	(28,482)	749,471	1,141,369	
Special events	-	-	-	-	28,851	-	-	28,851	-	28,851	45,316	
Investment income from trusts	91,362	-	-	91,362	5	-	-	5	-	91,367	92,657	
Total revenues, gains (losses) and other support	11,757,838	70,880	-	11,828,718	631,798	703,547	-	1,335,345	(149,092)	13,014,971	11,938,181	
Net assets released from restrictions:												
For satisfaction of restrictions from endowment income	238,874	-	-	238,874	(196,498)	(42,376)	-	(238,874)	-	-	-	
For satisfaction of program restrictions	163,936	(163,936)	-	-	73,901	(73,901)	-	-	-	-	-	
Total net assets released from restrictions	402,810	(163,936)	-	238,874	(122,597)	(116,277)	-	(238,874)	-	-	-	
Expenses:												
Contributions to Spaulding Youth Center	-	-	-	-	28,482	-	-	28,482	(28,482)	-	-	
General and administrative	1,739,897	-	-	1,739,897	193,628	-	-	193,628	(120,610)	1,812,915	1,847,355	
Fundraising and public relations	-	-	-	-	21,525	-	-	21,525	-	21,525	32,764	
Program services:												
Residential program	4,697,887	-	-	4,697,887	-	-	-	-	-	4,697,887	4,802,934	
Education program	3,527,437	-	-	3,527,437	-	-	-	-	-	3,527,437	3,021,123	
Program support	1,447,428	-	-	1,447,428	-	-	-	-	-	1,447,428	1,416,752	
ISO program	438,664	-	-	438,664	-	-	-	-	-	438,664	343,638	
Bad debt expense	55,659	-	-	55,659	3,140	-	-	3,140	-	58,799	56,741	
Total expenses	11,906,972	-	-	11,906,972	246,775	-	-	246,775	(149,092)	12,004,655	11,521,307	
Increase in value of beneficial interests in trusts	-	-	143,821	143,821	-	-	-	-	-	143,821	7,057	
Increase in unrestricted net assets	253,676	-	-	253,676	262,426	-	-	262,426	-	516,102	25,793	
Increase (decrease) in temporarily restricted net assets	-	(93,056)	-	(93,056)	-	587,270	-	587,270	-	494,214	457,677	
Increase (decrease) in permanently restricted net assets	-	-	143,821	143,821	-	-	-	-	-	143,821	(59,539)	
Increase (decrease) in net assets	253,676	(93,056)	143,821	304,441	262,426	587,270	-	849,696	-	1,154,137	423,931	
Net assets, beginning of year, restated (see Note 13)	5,084,131	134,728	1,974,181	7,193,040	5,773,188	1,638,145	632,425	8,043,758	-	15,236,798	14,812,867	
Net assets, end 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	

See Notes to Consolidated Financial Statements.



72 Spaulding Road, Northfield, NH 03276
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