



Celebrating Success

Spaulding Youth Center & Spaulding Youth Center Foundation



Annual Report 2009 -2010

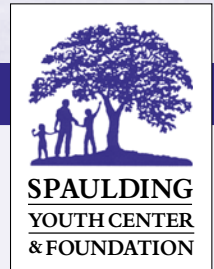
Our Mission

Spaulding Youth Center is dedicated to improving and enriching the lives of emotionally and/or intellectually challenged children, youth and their families.

Spaulding Youth Center Foundation is a private non-profit corporation created to raise and manage assets to support the programs, values and goals of Spaulding Youth Center.

Our Vision

Spaulding Youth Center exists to assist young people to achieve their dreams. Spaulding Youth Center will be a recognized leader working with public and private partners to provide financially secure, high quality programs and services designed to foster the promise of young people with specific developmental and behavioral challenges.



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 180 professionals provides around-the-clock intensive residential treatment, educational and foster care services, for children and youth ages 5-20, with a range of challenges including autism, neurological impairments, behavioral difficulties, emotional difficulties and learning and developmental disabilities.

Spaulding Youth Center Foundation

P.O. Box 247, Tilton, NH 03276
Tel: (603) 286-7500, Fax: (603) 286-7511
www.spauldingyouthcenter.org.

Spaulding Youth Center Executive Team

Susan S. Calegari, CEO and President
Frank Lossani, Chief Financial Officer
Randy Welch, Chief Program Officer

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 students 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, teaching them self-respect and to become responsible citizens of society.
- We work in a spirit of cooperation and collaboration.
- We encourage a culture that promotes an appreciation of our natural resources and environment.
- We believe that each child deserves a childhood which includes opportunities to learn, grow and play.
- We are committed to professional development and growth of all staff.
- We embrace inclusivity and diversity.

We Celebrate Success Together

From the CEO
& President

Dear Friends,

It is so important to take time to acknowledge and celebrate successes – big, small, individual and collective. Amidst the hubbub of everyday life, continued economic uncertainties and unpredictable events, it is especially gratifying to lead an organization whose staff and Board readily and regularly celebrate and honor students' achievements.

We at Spaulding take great pride in knowing we can count on the indomitable spirit of children to learn new skills and take on new challenges despite what may seem like insurmountable odds. Our students' accomplishments are as varied and individualized as they are. Martin proudly mastered personal hygiene skills. Carrie learned to control her anger and became a mentor for younger children. With the help of her teacher and a highly structured program, Lilly's academic testing scores increased significantly; while John and Tim learned about the give and take of being "brothers" in their new home with a loving foster family.

These student achievements are possible because of the expertise and passion of a stellar staff that is focused on helping children reach their full potential. Not only have families and referral sources praised staff for their dedicated work, but the organization has also received accolades for the quality of its services and programs.

In a rare year when onsite visits and performance reviews by state licensing and approval agencies coincided, the Executive Team was thrilled with the reports, all of which lauded the ongoing quality and continuous improvements at Spaulding. The icing on the cake was a much coveted five-year approval from the NH Department of Education for our special education school.



SYC has had a GREAT IMPACT on my son's life and on mine. I love the staff and the hard work they do day-to-day with the children.

Guardian



We also celebrate having navigated successfully through a turbulent financial year. Due to prudent budget management and the generous commitment of donors, businesses and grant funders, we ended the fiscal year in very solid shape.



Thanks to the staff, Board members, volunteers, donors, families and dear friends like you, together we celebrate a year chock filled with successes at Spaulding Youth Center.

With sincere appreciation,

Susan S. Calegari

A Message From Our Board Chairs

The policy of being too cautious is the greatest risk of all. – Nehru



Michael Ventura (left), Chair, Board of Directors and James R. Clements, Chair, Board of Trustees

We took our seats as newly elected Chairs of our respective Boards last October, making fiscal year 2010 a pivotal year for the Board leadership of Spaulding Youth Center and Spaulding Youth Center Foundation. Our tenure followed the extraordinary efforts of our predecessors who set the table for us to continue SYC's historic commitment to provide the highest quality programs and services to the students and families we serve.

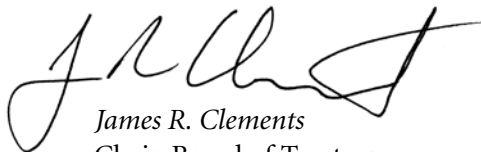
During these times of prolonged economic challenge and uncertainty, the support of children and youth education and social services are especially vulnerable and resources more limited than previously. We understand that our responsibilities and the decisions we make as Board leaders are ever more critical to boys and girls we help to learn, heal and grow, and to children in the future who will need Spaulding's programs and services.

At this year's joint Board Retreat, we put both our heads and our hearts into reflecting on the challenges and opportunities that lie ahead in fulfilling the mission of SYC. Under the guidance of our excellent Executive Team, our members left their familiar boardroom surroundings and spent time all over campus - talking with staff, meeting children, eating in the dining hall, visiting classrooms and residential cottages and seeing first hand the difficult, wonderful and transformative work that is being done at Spaulding by the children, their teachers, aides, therapists, nurses, counselors and families.

As a result of this experience and our continuing commitment to thoughtful change and growth at SYC, we appointed a Guiding Team of Board members and executive staff tasked with taking another hard look at the dream of building a new educational facility to assure that we continue to meet the needs of children and their families facing a range of challenges.

Our vision of a new school facility is only possible through the extraordinary efforts of staff, friends, parents, board members, the State of NH and other referral sources to maintain enrollment, recruit and retain top quality staff, and develop and implement highly regarded and effective programs and services.

We are deeply grateful to all for their loyal support and confident each of us will do what we can to help support the 'kids on the hill' now and for the future.


James R. Clements
Chair, Board of Trustees
Spaulding Youth Center


Michael Ventura
Chair, Board of Directors
Spaulding Youth Center Foundation



We will be
**FOREVER
GRATEFUL**
for how SYC
helped and
supported our
daughter.
Parent

Student Accomplishments and Program Highlights 2009-2010

In fiscal year 2010, the staff provided safe and nurturing residential treatment, educational and foster care services to 98 children and adolescents, ages 6 through 20, from 67 communities primarily across New Hampshire, but also from Connecticut, Maine, Massachusetts and Vermont.

★ An important measure of our success is gauged by tracking the number of our departing children who move to less restrictive settings. Eighteen of the 24 residential students who graduated or moved on during this year went to less restrictive settings such as their family or to a foster family. The outcome for our students in the Foster Care/ISO program, where enrollment continues to grow, was also very positive, with 8 of 9 day students leaving Spaulding for less restrictive settings.

★ Spaulding Youth Center's academic programs were evaluated this year by the New Hampshire Department of Education (DOE) Special Education Program Approval and Compliance Review process. A comprehensive visitation and case study resulted in our special education school receiving an outstanding report with many commendations and a 5-Year DOE approval, the longest approval duration that is granted in this review process. The report affirmed the positive impact of all the ongoing hard work focused on continuously improving our services and programs to achieve program excellence for the children and youth we educate.



Highlights in the long list of commendations cited were:

- The one campus philosophy is well implemented – SYC operates as a collaborative educational community school comprised of many different learners who benefit from interaction, partnership and shared experiences with each other
- Classroom access to and use of interactive technology provides expanded learning opportunities
- PBIS (Positive Behavioral Interventions and Supports) provides a collective culture of positive response and culture for improved student growth and behavior; transition planning and support of returning students to a less restrictive environment, as appropriate, is commended
- Ongoing professional development provided to faculty and staff has been effective
- The SYC administration, faculty and staff are professional, dedicated, and well trained. There is a clear sense of pride in the school.



LIST OF COMMUNITIES SERVED:

New Hampshire-
 Allenstown, Boscawen,
 Bristol, Campton,
 Canaan, Center Barnstead,
 Center Ossipee, Charlestown,
 Chocorua, Claremont,
 Concord, Dalton,
 Danbury, Derry,
 Enfield, Franklin, Gilford,
 Gilmanton, Gilmanton Iron Works,
 Henniker, Hillsboro, Hillsborough, Hiram,
 Hudson, Jaffrey, Keene, Laconia, Lisbon, Littleton,
 Loudon, Manchester, Marlborough, Merrimack,
 Nashua, New Hampton, New London, Newport,
 Penacook, Pittsfield, Plymouth, Portsmouth,
 Richmond, Rochester, Salem, Sanbornton,
 Sanbornville, Somersworth, Swanzey, Tilton,
 Wakefield, Washington, Weare, W. Lebanon, and
 Wilmot. **Connecticut-** Groton, Hartford,
 Manchester, Meriden, New Britain, Stamford,
 and Wallingford. **Maine-** Bar Mills, Bucksport,
 Hiram, Kennebunk, N. Vassalboro, Skowhegan,
 S. Portland, and Westbrook. **Massachusetts-**
 Westwood. **Vermont-** Mendon.

Making a real difference in the lives of Spaulding's children.

★ We saw an expansion of our successful vocational program activities designed to help our older students transition into the community and learn important skills for independent living. SYC students are 'out and about' 4-5 days each week, working in the community as volunteers; learning to navigate the world of public transportation- interpreting schedules, riding buses, subways and touring airports; doing laundry in a coin operated laundromat; shopping for clothes and food; visiting businesses and learning

to be a part of a working team. This field experience is supplemented by classroom teaching in areas such as completing job applications, paying bills and reading and responding to help wanted ads. These experiences are transformative for many students who are engaged as learners and community members and are developing a growing interest and confidence in the larger world around them.



★ SYC student participation in Special Olympics games & events increased during the past year. Our athletes, the *Spaulding Shooting Stars*, embraced the opportunity to participate in bowling, snowshoeing at Waterville Valley, track and field, soccer, and floor hockey. Our Special Olympians continue to be commended for their teamwork and good sportsmanship. The team rosters for our Special Olympics athletes totaled 76 students. SYC staff participated along side the students in supporting and cheering their efforts. In mid-winter, some very brave members of our staff and Board took the 'Penguin Plunge' in the frigid Atlantic Ocean to help raise additional funds for the Special Olympics program.

★ Not to be outdone in spirit or enthusiasm, our staff 'Wellness Team' organized enthusiastic staff participation in sports and healthy activities including basketball and softball competitions, African drumming, a house band, and numerous walks for fundraising events.



SYC taught me that **HELPING OTHER PEOPLE** is important.
Former Student

At our 2009 Annual Meeting very special community awards were presented to two well deserving recipients. MetroCast received the sixth annual 'You've Got a Friend Award' for their generous and creative support of Spaulding's students – from gifts in the form of grants, equipment, and on campus volunteers to turkeys for the annual Thanksgiving Feast. In presenting the award, Spaulding Youth Center Foundation Board Chair Mike Ventura remarked, "MetroCast's caring and generous support has enriched and made a real difference in the lives of Spaulding's children."

The second annual "Arthur H. Nighswander Community Partner Award" was presented to the Tilton-Northfield Fire Department for its exceptional service and invaluable partnership, ensuring that the children entrusted to Spaulding's care have a safe and protected environment in which to heal, learn, and grow. As Board of Trustee Chair Jim Clements stated when presenting the award, "The men and women in blue have been dear friends of Spaulding, whether during an emergency or during times of celebration."



Celebrating Generosity

The Spaulding Daniel Webster Society

“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

The Spaulding Daniel Webster Society was founded in 2001 to recognize and honor caring donors who have made gift provisions to Spaulding Youth Center through bequests, trusts, annuities, or other planned giving vehicles. Membership in the Spaulding Daniel Webster Society is open to anyone who would like to consider making a planned gift to Spaulding Youth Center. We applaud these individuals who, in their lifetimes, have made planned giving arrangements which will help to ensure that Spaulding Youth Center will serve children for many more years to come.

Founding Members

Arthur H. Nighswander, Esq.*

Henry Saltonstall, M.D.*

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* In Memoriam

The Spaulding Sunshine Society

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

The Spaulding Sunshine Society, established in 2004, is open to all donors who wish to 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.

Michael and Anne Ambrogio

AutoServ of Tilton

Charles and Carole Bragg

Susan S. Calegari

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Marcia W. Gamache

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Anne R. Lovett and

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Bob and Carol Snelling

Evelyn M. Stacy

Constance E. Stimson

Elsie P. van Buren

Kent and Mary Alice Warner

Dr. Robert O. Wilson

Spaulding is a wonderful place. The staff at the school and residences are very unique. They are **DEDICATED** and take care of the children **WITH LOVE**. I am so glad my son is part of SYC.

Parent



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Inspired by a Growing Circle of Friends

We are inspired by and grateful to individuals, businesses, civic organizations, faith based-groups, and foundations for their donations or grants which directly benefit the students at Spaulding Youth Center. Included below are gifts and grants donated to the Annual Fund, Angel Fund and special events.

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Jack Williams Endowment for
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Eva M. Montembeault in memory
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I am very pleased
 with the changes in
 my son's behaviors
 and attitude.

**THE STAFF DOES AN
 EXCELLENT JOB.**

My son really likes
 it at SYC and it has
 been very beneficial
 for him. Keep up the
 great work!

Parent



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My son and I would not be embarking on this future together had it not been for the **SUPPORT, GUIDANCE AND HELP from the staff at Spaulding. Parent at Court Hearing**



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This annual report is published by Spaulding Youth Center Foundation to provide a report to the community for the fiscal year 2010 (7/1/09-6/30/10). We welcome your comments and questions.

We invite you to visit our Web site www.spauldingyouthcenter.org or contact Laura Chaney, Vice President for Development, Spaulding Youth Center Foundation, P.O. Box 247, Tilton, NH 03276 (603) 286-7500 ext. 530, lchaney@spauldingyouthcenter.org.

Editor: Joanne Piper Lang • Photos: Gail Mayhew

SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

Consolidating Statement of Financial Position June 30, 2010 and Comparative Totals for 2009

ASSETS	Spaulding Youth Center	Spaulding Youth Center Foundation, Inc.	Eliminations	2010 Consolidated	2009 Consolidated
CURRENT ASSETS					
Cash and cash equivalents	\$ 713,753	\$ 425,412	\$ -	\$ 1,139,165	\$ 1,398,228
Accounts receivable	1,027,747	-	-	1,027,747	957,795
Due from Spaulding Youth Center Foundation, Inc.	70,919	-	(70,919)	-	-
Grants receivable	-	-	-	-	12,340
Pledges receivable, net	-	112,399	-	112,399	36,589
Prepaid expenses and food inventory	58,964	1,740	-	60,704	38,276
<i>Total current assets</i>	<u>1,871,383</u>	<u>539,551</u>	<u>(70,919)</u>	<u>2,340,015</u>	<u>2,443,228</u>
PROPERTY AND EQUIPMENT					
Land	7,100	376,126	-	383,226	383,226
Buildings and improvements	3,959,823	1,125,866	-	5,085,689	4,971,690
Vehicles	321,319	-	-	321,319	321,319
Furniture and fixtures	1,720,164	45,181	-	1,765,345	1,624,894
	<u>6,008,406</u>	<u>1,547,173</u>	<u>-</u>	<u>7,555,579</u>	<u>7,301,129</u>
Less accumulated depreciation	3,879,198	378,799	-	4,257,997	3,927,696
	<u>2,129,208</u>	<u>1,168,374</u>	<u>-</u>	<u>3,297,582</u>	<u>3,373,433</u>
INVESTMENTS AND OTHER ASSETS					
Beneficial interests in trusts	1,746,689	-	-	1,746,689	1,223,883
Investments	-	5,669,425	-	5,669,425	4,768,741
<i>Total assets</i>	<u>\$ 5,747,280</u>	<u>\$ 7,377,350</u>	<u>\$ (70,919)</u>	<u>\$ 13,053,711</u>	<u>\$ 11,809,285</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Current maturities of long-term debt	\$ 42,690	\$ -	\$ -	\$ 42,690	\$ 39,314
Accounts payable	111,621	4,673	-	116,294	154,118
Due to Spaulding Youth Center	-	70,919	(70,919)	-	-
Accrued expenses	421,245	226	-	421,471	391,205
Charitable gift annuity	-	6,217	-	6,217	6,601
	<u>575,556</u>	<u>82,035</u>	<u>(70,919)</u>	<u>586,672</u>	<u>591,238</u>
LONG-TERM DEBT, less current maturities	<u>44,912</u>	<u>-</u>	<u>-</u>	<u>44,912</u>	<u>88,554</u>
<i>Total liabilities</i>	<u>620,468</u>	<u>82,035</u>	<u>(70,919)</u>	<u>631,584</u>	<u>679,792</u>
NET ASSETS (See Note 6)					
Unrestricted:					
Net investment in property and equipment	2,041,606	1,168,374	-	3,209,980	3,245,565
Undesignated	1,270,382	1,009,565	-	2,279,947	1,815,586
Board designated	-	4,274,352	-	4,274,352	3,978,331
<i>Total unrestricted net assets</i>	<u>3,311,988</u>	<u>6,452,291</u>	<u>-</u>	<u>9,764,279</u>	<u>9,039,482</u>
Temporarily restricted	68,135	144,003	-	212,138	167,107
Permanently restricted	1,746,689	699,021	-	2,445,710	1,922,904
<i>Total net assets</i>	<u>5,126,812</u>	<u>7,295,315</u>	<u>-</u>	<u>12,422,127</u>	<u>11,129,493</u>
<i>Total liabilities and net assets</i>	<u>\$ 5,747,280</u>	<u>\$ 7,377,350</u>	<u>\$ (70,919)</u>	<u>\$ 13,053,711</u>	<u>\$ 11,809,285</u>

SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

Consolidating Statement of Activities and Changes in Net Assets Year Ended June 30, 2010 and Comparative Totals for Year Ended June 30, 2009

	Spaulding Youth Center				Spaulding Youth Center Foundation, Inc.						2010	2009
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Eliminations	Consolidated	Consolidated	
Revenues, gains (losses) and other support:												
Tuition income	\$ 8,123,513	\$ -	\$ -	\$ 8,123,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,123,513	\$ 8,356,615	
Other student services	714,405	-	-	714,405	-	-	-	-	-	714,405	861,783	
National school lunch reimbursement	78,410	-	-	78,410	-	-	-	-	-	78,410	79,472	
ISO program	325,481	-	-	325,481	-	-	-	-	-	325,481	485,613	
Management fee - Foundation	160,679	-	-	160,679	-	-	-	-	(160,679)	-	-	
Interest and dividends	4,303	-	-	4,303	130,397	16,899	-	147,296	-	151,599	156,392	
Change in split-interest value	-	-	-	-	(6,296)	-	-	(6,296)	-	(6,296)	(1,928)	
Other income	11,670	-	-	11,670	2,507	-	-	2,507	-	14,177	16,736	
Net realized and unrealized gains (losses)	-	-	-	-	411,271	70,399	-	481,670	-	481,670	(1,401,721)	
Contributions received	259,157	108,732	-	367,889	525,271	-	-	525,271	(325,459)	567,701	578,275	
Beneficial interest in trust	-	-	468,556	468,556	-	-	-	-	-	468,556	-	
Special events	-	-	-	-	48,814	-	-	48,814	-	48,814	42,301	
Bad debt recovery	-	-	-	-	-	-	-	-	-	-	36,266	
Investment income from trusts	73,948	-	-	73,948	-	-	-	-	-	73,948	65,547	
Total revenues, gains (losses) and other support	9,751,566	108,732	468,556	10,328,854	1,111,964	87,298	-	1,199,262	(486,138)	11,041,978	9,275,351	
Net assets released from restrictions	116,315	(116,315)	-	-	34,684	(34,684)	-	-	-	-	-	
Expenses:												
Contributions to Spaulding Youth Center	-	-	-	-	325,459	-	-	325,459	(325,459)	-	-	
General and administrative	1,617,686	-	-	1,617,686	333,472	-	-	333,472	(160,679)	1,790,479	1,411,649	
Fundraising and public relations	-	-	-	-	27,304	-	-	27,304	-	27,304	31,169	
Program services:												
Residential program	4,011,177	-	-	4,011,177	-	-	-	-	-	4,011,177	4,149,467	
Education program	2,512,386	-	-	2,512,386	-	-	-	-	-	2,512,386	2,993,873	
Program support	1,193,196	-	-	1,193,196	-	-	-	-	-	1,193,196	896,168	
Individualized Service Option	269,052	-	-	269,052	-	-	-	-	-	269,052	363,400	
Total expenses	9,603,497	-	-	9,603,497	686,235	-	-	686,235	(486,138)	9,803,594	9,845,726	
Increase (decrease) in value of beneficial interests in trusts	-	-	54,250	54,250	-	-	-	-	-	54,250	(226,833)	
Increase (decrease) in unrestricted net assets	264,384	-	-	264,384	460,413	-	-	460,413	-	724,797	(553,766)	
Increase (decrease) in temporarily restricted net assets	-	(7,583)	-	(7,583)	-	52,614	-	52,614	-	45,031	(16,609)	
Increase (decreases) in permanently restricted net assets	-	-	522,806	522,806	-	-	-	-	-	522,806	(226,833)	
Increase (decrease) in net assets	264,384	(7,583)	522,806	779,607	460,413	52,614	-	513,027	-	1,292,634	(797,208)	
Net assets, beginning of year as restated (See Note 6)	3,047,604	75,718	1,223,883	4,347,205	5,991,878	91,389	699,021	6,782,288	-	11,129,493	11,926,701	
Net assets, end of year	\$ 3,311,988	\$ 68,135	\$ 1,746,689	\$ 5,126,812	\$ 6,452,291	\$ 144,003	\$ 699,021	\$ 7,295,315	\$ -	\$ 12,422,127	\$ 11,129,493	



Spaulding Youth
Center & Foundation

