



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

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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Arthur Greenwood, Food Service Manager

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and Special Education Director

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Chief Operating Officer

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Behavioral Health Director

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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.

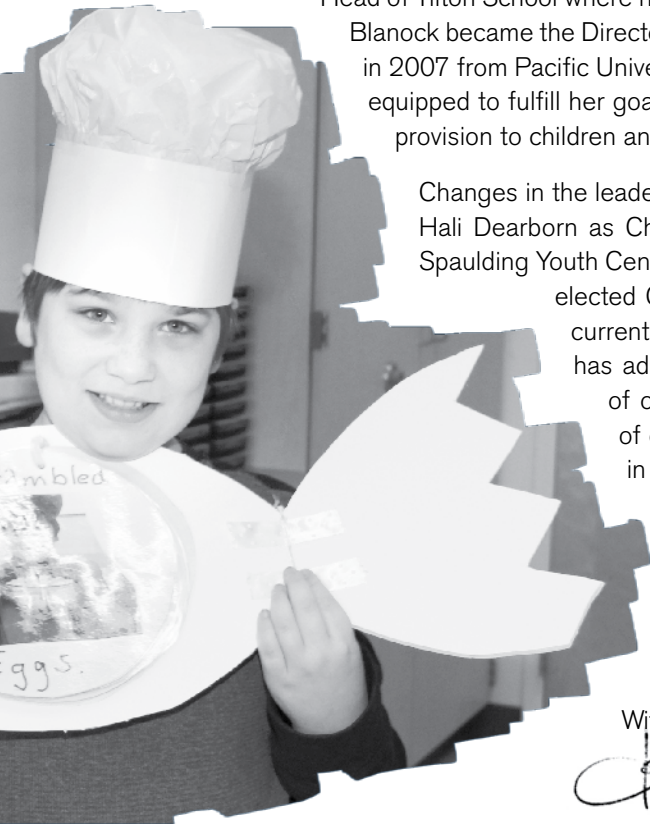
As the enclosed audit indicates we continued to exercise prudence. Financial decisions were influenced by our goals to provide exceptional services to our students and families, ensure the well-being of our staff and protect our physical resources while exploring options for new programs. As Board Chairs 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.

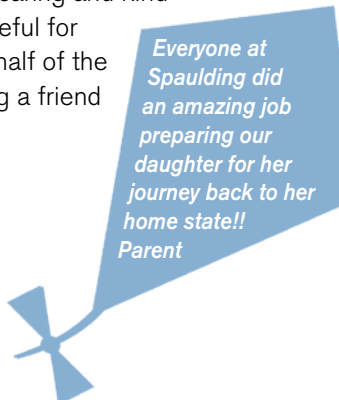
The Kotcha cards are awarded to students by staff all day long every day. When a staff member "catches" a student doing something positive, he/she fills out a slip of paper making the student eligible for a prize. The more entries the student has, the higher the chance of having his/her name drawn. The 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 or contact Gail C. Mayhew, Director of Development, 72 Spaulding Road, Northfield, NH 03276-4608; (603) 286-7500, ext. 532; gmayhew@spauldingyouthcenter.org.

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Vermont:

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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 re-
sources 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 gen-
eration, may not perform
something worthy to be
remembered."*

Daniel Webster

We are pleased to
acknowledge the fol-
lowing 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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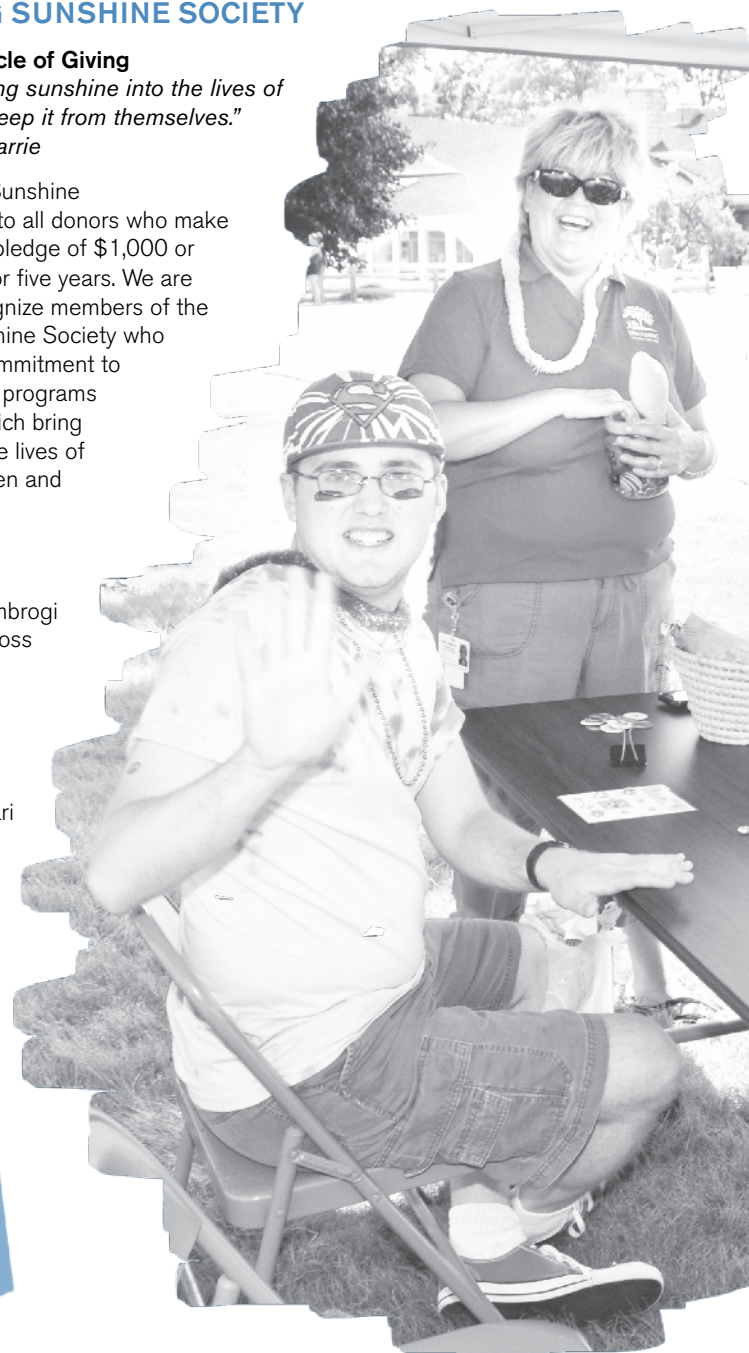
*"Those who bring sunshine into the lives of
others cannot keep it from themselves."
Sir James M. Barrie*

The Spaulding Sunshine
Society is open to all donors who make
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sunshine into the lives of
deserving children and
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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
students.
Donor*



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Those memorialized are shown in italics.

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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

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

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*Thank you for all
you've done for
my daughter.*

*I appreciate how
far above and
beyond the staff
have gone.*

Parent

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

Dean Anson
The Arts Alliance of
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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
CURRENT ASSETS					
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>	3,114,377	742,334	(566,889)	3,289,822	2,595,199
PROPERTY AND EQUIPMENT					
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
	11,374,147	1,553,914	-	12,928,061	12,604,440
Less accumulated depreciation	5,141,073	516,449	-	5,657,522	5,196,700
	6,233,074	1,037,465	-	7,270,539	7,407,740
INVESTMENTS AND OTHER ASSETS					
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>	\$ 11,644,963	\$ 10,231,464	\$ (566,889)	\$ 21,309,538	\$ 19,698,437
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
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>	1,131,632	6,064	(566,889)	570,807	690,357
LONG-TERM DEBT, less current maturities	2,556,108	-	-	2,556,108	2,617,145
<i>Total liabilities</i>	3,687,740	6,064	(566,889)	3,126,915	3,307,502
NET ASSETS					
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>	5,597,807	7,337,636	-	12,935,443	11,373,421
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>	7,957,223	10,225,400	-	18,182,623	16,390,935
<i>Total liabilities and net assets</i>	\$ 11,644,963	\$ 10,231,464	\$ (566,889)	\$ 21,309,538	\$ 19,698,437

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.				Eliminations	2014 Consolidated	2013 Consolidated
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total			
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
<i>Total revenues, gains (losses) and other support</i>	<i>12,964,216</i>	<i>73,155</i>	<i>-</i>	<i>13,037,371</i>	<i>812,896</i>	<i>386,746</i>	<i>40,220</i>	<i>1,239,862</i>	<i>(228,600)</i>	<i>14,048,633</i>	<i>13,014,971</i>
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)	-	-	-	-	-
<i>Total net assets released from restrictions</i>	<i>337,923</i>	<i>(52,923)</i>	<i>-</i>	<i>285,000</i>	<i>112,042</i>	<i>(397,042)</i>	<i>-</i>	<i>(285,000)</i>	<i>-</i>	<i>-</i>	<i>-</i>
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
<i>Total expenses</i>	<i>12,307,944</i>	<i>-</i>	<i>-</i>	<i>12,307,944</i>	<i>357,111</i>	<i>-</i>	<i>-</i>	<i>357,111</i>	<i>(228,600)</i>	<i>12,436,455</i>	<i>12,004,655</i>
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
<i>Increase (decrease) in net assets</i>	<i>260,000</i>	<i>20,232</i>	<i>179,510</i>	<i>459,742</i>	<i>1,302,022</i>	<i>(10,296)</i>	<i>40,220</i>	<i>1,331,946</i>	<i>-</i>	<i>1,791,688</i>	<i>1,154,137</i>
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
<i>Net assets, end of year</i>	<i>\$ 5,597,807</i>	<i>\$ 61,904</i>	<i>\$ 2,297,512</i>	<i>\$ 7,957,223</i>	<i>\$ 7,337,636</i>	<i>\$ 2,215,119</i>	<i>\$ 672,645</i>	<i>\$ 10,225,400</i>	<i>\$ -</i>	<i>\$ 18,182,623</i>	<i>\$ 16,390,935</i>



**SPAULDING
YOUTH CENTER
& FOUNDATION**

