

A scenic mountain landscape at sunset. The sky is a mix of orange and blue. In the foreground, three hikers are on a rocky ridge. One hiker on the left is looking through binoculars. A second hiker in the middle is walking towards the right. A third hiker on the right is standing with arms outstretched, looking at the view. All hikers are wearing green jackets and backpacks. The background shows layers of blue mountains under a hazy sky.

# *Follow the Journey to Success*

ANNUAL REPORT 2015 - 2016

# SPAULDING YOUTH CENTER OVERVIEW

Spaulding Youth Center is a leading provider of educational, residential, therapeutic and foster care programs and services for children and youth with neurological, emotional, behavioral, learning or developmental challenges, including Autism Spectrum Disorder. Established in 1958, our campus is located on over 470 acres in Northfield, NH and welcomes boys and girls from ages 5 to 21. The professional staff instills study skills, social skills, independent living skills, vocational skills, and an appreciation of learning that helps a child reach his or her full potential. At Spaulding, we believe that every child deserves a childhood and a future.

## **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.

## **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.



*This report is published to present information about Spaulding Youth Center as well as its programs and services. We encourage you to visit our website at [SpauldingYouthCenter.org](http://SpauldingYouthCenter.org) or contact our Development Office by email [foundation@spauldingyouthcenter.org](mailto:foundation@spauldingyouthcenter.org) or by phone 603-286-7500 ext. 534 or on campus at 72 Spaulding Road, Northfield, NH 03276-4608.*

# LETTER FROM THE CEO & PRESIDENT AND BOARD CHAIRS

## *Dear Friends of Spaulding Youth Center,*

Throughout the past fiscal year, we have found ourselves surrounded by friends and supporters, enjoying the many wonderful ways that they contributed to everyone on campus.

Starting in fall of 2015, we began a wonderful relationship with one of our most comforting supporters, the Belknap Mill Quilters Guild. This 106-member organization has delivered over 50 handmade comfort quilts to the students and children at Spaulding Youth Center. After meeting a few of the grateful recipients during their first visit, this organization was inspired to make a pledge to create a custom comfort quilt for each residential student based on their preferences and interests. Each quilt requires 100+ hours to complete, which means over 5,000 hours has already been donated to provide comfort to those in our care. Each delivery of handmade comfort quilts is met with excitement, and each recipient leaves with so much more than just a beautiful quilt. The enhanced sense of self and pride at owning something created just for them are great strides towards success for some of our students. The impact of their donation is immeasurable and we are grateful for their time and talent.

Then this spring, Colcord Cottage decided to attempt the New Hampshire Fire Tower Challenge, which requires hiking the 15 active fire towers in NH that are accessible to the public. After hiking all 15 towers, the NH Division of Forests and Lands will send each student a Tower Quest patch, certificate, and a letter in recognition of their accomplishment. On April 23rd, the staff and students started the challenge and hiked to their first tower. Just a few short months later, they completed their last challenge with a celebratory, cabin campout night in Pittsburg, NH followed by a hike to their final tower on Mount Magalloway the next day.

Not only have the students relied on the support of their friends and trusted adults to keep going even when things get tough, but the Fire Tower Challenge has also been inspirational to everyone on campus, and even brought the residences together. Colcord students welcomed a student from Lambert for a hike, lending him a hand and waiting patiently as needed.

They also have welcomed Davis students, Community-Based kids and even Cutter Wiggins' younger children. This teamwork and cooperation provided a real-world demonstration of the success that our students strive for every day.

At the close of the fiscal year, we were proud to recognize staff who reached milestones during their tenure at Spaulding Youth Center, helping to make life here better in many wonderful ways. As of June 30, 2015, there were thirteen employees who celebrated 5 years at Spaulding Youth Center, seven employees who celebrated 10 years, three who celebrated 15 years, and three individuals who celebrated 20 years. These milestones are certainly a source of pride on our staff, but we would be remiss if we did not also recognize those who celebrated their 31 year, 33 year, 39 year and even 41 year milestones this year. These individuals have truly dedicated their careers and several decades to serving the children at Spaulding Youth Center and we are grateful for their service.

Inspired by these examples of heroic effort and unwavering commitment, we continue to strive to provide new and creative ways to continue delivering programs and services worthy of the Spaulding Youth Center mission. As we enter into the next year, we are excited to celebrate all the ways our friends and supporters contribute to our campus, recognize the many promising opportunities on the horizon, and look forward to welcoming the next phase of our success-filled future.

### *With heartfelt appreciation,*

**James R. Clement,**  
CEO & President

**Hali B. Dearborn,**  
Chair, Spaulding Youth Center  
Foundation Board of Directors

**Michael F. Ventura,**  
Chair, Spaulding Youth Center  
Board of Trustees



# LEADERSHIP

## Management Team

Spaulding Youth Center operates with the enthusiastic and passionate dedication of our leadership team. Each member brings a depth and breadth of specialized experience for their respective department. Together, the leadership team shares an unwavering commitment to ensure that Spaulding Youth Center fulfills its mission to help children and youth with neurological, emotional, behavioral, learning or developmental challenges, including Autism Spectrum Disorder, learn the academic and life skills needed to be successful in their homes, schools and communities.



*James R. Clements,  
CEO and President*



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*Amanda G. Champagne, MS,  
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*Crystal Welch,  
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## Board Members

The Spaulding Youth Center Board of Trustees and the Spaulding Youth Center Foundation Board of Directors are comprised of volunteers from the human services, corporate, investment, and philanthropic sectors of our state.



*Spaulding Youth Center Board Members (Not shown: Robert N. Snelling)*

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# AWARDS & RECOGNITION

## **Community Awards**

Spaulding Youth Center was proud to publicly recognize this year's community award recipients during our annual Thanksgiving luncheon for their extensive and ongoing support.

### **9th Annual Arthur H. Nighswander Community Partner Award 2015**

Belknap Mill Quilters Guild

### **11th Annual You've Got a Friend Award 2015**

David Moore



*9th Annual Arthur H. Nighswander  
Community Partner Award 2015*



*11th Annual You've Got a Friend  
Award 2015*

## **Academic Awards**

As part of the end of school year celebrations, Spaulding students were recognized for their academic efforts and accomplishments, including:

- **Elementary Student of the Year**
- **Middle School Student of the Year**
- **High School Student of the Year**
- **Elementary Most Improved Student of the Year**
- **Middle School Most Improved Student of the Year**
- **High School Most Improved Student of the Year**

In addition to these specific recognitions, each classroom awarded a medal for a Student of the Year and a Most Improved Student of the Year, classroom teachers recognized every student for academic accomplishments, and specialist teachers from Art, Physical Education, EChO and Media recognized outstanding students.



## **Staff Awards**

The Spaulding Youth Center School also recognized exemplary staff during the celebrations, including:

- **Teacher of the Year:** Jacob Kleckner
- **Related Service Provider of the Year:** Melissa McEvoy
- **Teaching Associate of the Year:** Brion Schaffnit
- **Support Staff of the Year:** Michael Freeman



# STAFF ACHIEVEMENTS

## Continuing Education Achievements

In addition to providing the highest quality education for our students, Spaulding Youth Center is committed to the concept of lifelong learning for our diverse staff. Our leadership believes professional development and continued knowledge advancement are fundamental components of a successful and thriving campus community. We recognize that the personal satisfaction and accomplishment of achieving academic goals is critical for every individual on campus, from our youngest student to our most tenured employee.



### Evie Stacy, MSAPRN, 2016 New Hampshire Nurse Practitioner of the Year

During the 23rd Annual Northeast Regional Nurse

Practitioner Conference, Evie Stacy, Spaulding Youth Center Medical Director, was named the 2016 New Hampshire Nurse Practitioner of the Year. Ms. Stacy's dedication to the health and well-being of Spaulding Youth Center students was highlighted along with the many other contributions to her Dartmouth Hitchcock office and the NH Nurse Practitioner Association. Since 2004, Ms. Stacy has played a critical role on our esteemed medical team here on campus.

## Paraeducator II Certification



In Spaulding School, a large majority of our 41 staff aides were awarded New Hampshire Department of Education Paraeducator II Certifications because of demonstrating a higher level of education and knowledge. The Paraeducator II Certification requirements align with the No Child Left Behind (NCLB) and Individuals with Disabilities Education Act (IDEA) and qualify an individual for employment in a Title I or Title II school. Therefore, this certification level includes higher standards than the Paraeducator I Certificate to ensure that students who need the most help are taught by highly-qualified teachers and paraprofessionals. Spaulding Youth Center has included this certification in our Professional Development Master Plan presented to and renewed with the NH DOE every three years.

## Residential Counselor Certificate

In our Residential program, nineteen of our residential staff recently earned the Residential Counselor Core Training Certificate from Granite State College. This program is offered twice a year through Granite State College and includes focused study in topics such as Autism Spectrum Disorder, Caring

for Children with Emotional Disorders, Understanding Trauma, and Promoting Positive Behavior in School-Age Children. By completing this intensive certificate program, our Residential staff are equipped to provide the highest quality support to the students who reside on campus.

## Funding Initiatives

In addition to these program-specific accomplishments, Spaulding Youth Center staff are also invited to utilize professional development initiatives. Spaulding Youth Center offers up to \$5,000.00 grants for individuals enrolled in degree programs. In the past year, twelve staff members applied and were awarded grant funds for this purpose towards a variety of degree programs, including Masters of Psychology, Masters of Special Education, Masters of Speech Language Pathology, Masters of Education, and Doctorate of Education. In addition, Spaulding Youth Center offers College for America funding for individuals in pursuit of an advanced degree. As part of Southern New Hampshire University, this accredited, nonprofit degree program is designed specifically for working adults with busy lives. Currently, six employees are working towards Associate and Bachelor degrees with another three employee requests currently pending approval. Finally, Spaulding Youth Center consistently organizes on-campus trainings throughout the year to support everyday interactions and positive reinforcement with students.



### Cindy Foley, Centers for Disease Control and Prevention's 2016 Childhood Immunization Champion Award

Each year during National Infant

Immunization Week, the Centers for Disease Control (CDC) Foundation and the CDC recognize individuals who make significant contributions toward improving community health through childhood immunization. One recipient is honored in every state and Cindy Foley was selected as the 2016 New Hampshire CDC Childhood Immunization Champion. Ms. Foley is the Spaulding Youth Center Primary Vaccine Manager and RN and is responsible to create a warm, calming and supportive environment to accommodate the special needs students on campus. Since routine medical procedures can be a challenge for our unique students, Ms. Foley has developed an exceptional approach, including performing practice sessions with each child to monitor facial expressions and body language and identify fears or anxieties specific to that student. This additional time and effort enables Ms. Foley to proactively desensitize the student for the actual vaccination and resulted in profound positive outcomes on our campus.

# HIGHLIGHTS FROM 2015-2016

## Campus Happenings

Spaulding Youth Center hosts countless holiday celebrations, special events, spirit day festivities and success ceremonies throughout the year. These events have become a staple in campus life as both students and staff look forward to the planning and celebration each year. Here are a few of our favorite snapshots from 2015-2016.



Author's Tea: 10/23/15



Thanksgiving Luncheon: 11/19/15



Multicultural Celebration: 12/18/15



Winter Carnival: 2/26/16



Science Fair: 4/15/16



Foster Care Day: 5/7/16



Arts Festival: 5/25/16



Field Day: 6/23/16



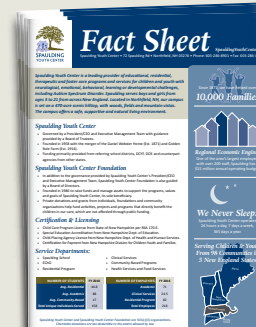
Awards Ceremony: 6/24/16

To read more about these annual events, please visit our new website at [SpauldingYouthCenter.org/news-events/happenings/](http://SpauldingYouthCenter.org/news-events/happenings/)

## Communications Enhancements

In the past two years, Spaulding Youth Center has undergone an intensive review and redesign of our basic communications channels, including refreshing and enhancing our market brand. As part of these efforts, our management team has worked tirelessly to develop key, strategic communications tools to better express all the programs and services we offer, establish a consistent brand and messaging to distinguish Spaulding Youth Center in the industry, and to improve information flow throughout campus.

Although we have successfully accomplished many projects during this time, perhaps the most notable is the new Spaulding Youth Center website. Not only did our website require a technology upgrade, but the content and organization offers a significant increase in usability for our site visitors. In addition, the new website showcases a majority of our key communications projects, which are displayed to the right.



# LEARNING WITHOUT LIMITS

On May 17th, Spaulding Youth Center hosted their annual fundraiser breakfast at the McAuliffe-Shepard Discovery Center and kicked off their latest initiative, Learning Without Limits. This technology-based initiative will provide each student access to relevant, adaptive technology so that they can be successful in their homes, schools and communities.



Garrett Lavallee, Spaulding Youth Center Assistant Principal and keynote speaker, shared his professional insights, personal experiences and Spaulding's current population's needs. "Technology doesn't know the challenges our students face. Technology doesn't understand the learning disabilities that our students might struggle through. It doesn't know the socio-economic status that they might come from. But it does provide an opportunity to level the playing field for our students," shared Mr. Lavallee. "In fact, using this technology for some of our students will be the only way they'll ever be able to tell their mom and dad that they love them."

As part of the program, Senator Andrew Hosmer of NH District 7 presented a NH State Senate resolution and acknowledgement of Gary Lavallee, Special Assistant to the CEO, a 39+ year Spaulding employee.

## Thank you to Our Learning Without Limits Donors!

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To learn more about this initiative and watch videos from the event, please visit our event page: [SpauldingYouthCenter.org/lwl](http://SpauldingYouthCenter.org/lwl).

## HEALTH



## TRUST



## RESPECT



## KNOWLEDGE



## SATISFACTION



# THANK YOU TO OUR GENEROUS DONORS

## Daniel Webster Legacy Society

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.

### Members

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## Spaulding Sunshine Society

### Leadership Circle of Giving

Spaulding Sunshine Society members are helping to transform lives of all entrusted to Spaulding Youth Center's care. We are pleased to honor the following benefactors for their inspired giving of \$1,000 or more per year for five consecutive years to the Annual Fund, including the current fiscal year.

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SUMMARY OF GIVING	FY 13 Year End	FY 14 Year End	FY 15 Year End	FY 16 Year End
ANNUAL FUND	\$77,056	\$200,534	\$139,456	\$185,600
RESTRICTED	\$76,451	\$15,257	\$19,404	\$30,608
EVENTS	\$28,851	\$27,170	\$42,025	\$106,650
ENDOWMENT	0	\$13,225	\$2,000	\$30,000
TOTAL	\$182,358	\$256,186	\$202,885	\$352,858



CONFIDENCE



AUTONOMY



HAPPINESS



# THANK YOU TO OUR GENEROUS DONORS

## 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.

## Gold Leaders

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**Gold Leaders:** \$10,000+

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Justine and Kelley White  
Sherm and Pat White

## Memorial Gifts

We are honored to recognize gifts given in memory of a loved one.  
*Those memorialized are shown in italics.*

*Charles B. Bragg*  
Julie Halley  
*Philip F. Cerveny*  
Christopher Busch  
David E. Horner Rentals  
Jerome Donnelly, D.M.D.  
Eleni Eliades  
Ruth Engelhardt  
Dr. and Mrs. Alfred Funke III

Barbara B. Harris  
Doris Joyce  
Donald and Candace LaFlam  
Sally Rowe  
Leo and Polly Sanfacon  
Larry and Karleen Shepard  
Joni J. Stover  
Dr. and Mrs. William Sutch  
Justine and Kelley White  
*Burt Randall Cooper*  
Jane Cooper Fall  
*Jean Freyman*  
Jon and Jacqueline Pounds  
*Don Hannan*  
Robert Gilman and Gloria Hannan  
*Charles J. James*  
Jonathan D. James  
*Carol W. Krueger*  
Joanne and Dom Christino  
Joseph and Ruth Cislowski  
Shelva Davis and Dean Lane  
William and Patty Forister  
Mark and Tammy Gersman  
Jeffrey and Rose Heintz  
Martin and Anne McClusky  
Barbara Renstrom  
Daniel and Hallene Shaffer  
Michael and Kristin Valente  
Howard and Elizabeth Wenk  
Paul and Corinna Young  
*Robert A. and Carol Krueger*  
Lois H. Reaven

*It is our intent to acknowledge all Spaulding benefactors. Please contact the Foundation Office at 603-286-7500 ext. 534 or [foundation@spauldingyouthcenter.org](mailto:foundation@spauldingyouthcenter.org) if you notice any omission or error. We deeply appreciate your generosity and are dedicated to providing proper recognition of your support.*

*Robert F. Leighley*  
Nancy Leighley  
*Warren C. Nighswander*  
Francis A. Hayman, Jr.  
Mary H. Leonard  
Margaret O. Nighswander  
*Christopher S. Richter*  
Monique F. Hardy  
Sterling and Marci Hardy  
*Clyde R. Seavey*  
Charlotte L. Seavey  
*Joseph Sodd*  
Barbara A. Campbell  
*Gilbert Taylor*  
Elizabeth A. Taylor  
*Helen M. Taylor*  
Elizabeth A. Taylor  
*John Bradley Thompson*  
Pamela and William Seed  
*John W. G. Tuthill*  
Barbara B. Broderick  
*Cornelia Walker M.D.*  
Samuel R. Walker II  
*Marjorie Winton*  
Victoria F. Blodgett

### ***Tribute Gifts***

We are honored to acknowledge gifts given in honor or in celebration of loved ones.

*Those honored are shown in italics.*

*Roland and Eileen Benoit*  
Ron and Chrisy Benoit  
*Jim Clements*  
Stephen Camann  
*Robbie Parker*  
Susan and Robert Parker  
*Walter and Shirley Strauch*  
Hyer Family  
*Carolyn Sutcliffe*  
Patricia A. Pond  
*The Duran Family*  
Jane S. Kirk  
*Anna Elsa Zopfi*  
General Electric

### ***In-Kind Gifts and Services***

We are pleased to recognize all who have given items and expertise to enrich the students' lives.

Belknap Mill Quilters' Guild  
Matthew and Kimberlee Cadreact  
Amanda Cavanaugh  
Wendy French  
Meadow Hartwell  
Mansfield Books and More  
Fran Marshall  
MetroCast Community Foundation  
Carol Moser  
Melissa Murphy  
R.C. Brayshaw & Company  
Superior Fence  
Town of Tilton, Parks and Recreation  
Mike and Tracy Ventura

### ***Volunteers and Community Service Partners***

Thank you to all who have given their time and talent to enrich the lives of Spaulding Youth Center students.

Kristoffer Wester Amundsen  
The Arts Alliance of Northern NH  
George and Nancy Calder  
Bev Clements  
Carolyn and Dennis Gaudet  
Stephen and Jane Handley  
LRGHealthcare  
Molly Lawlor  
Spencer and Caroline Martin  
Dr. James A. Miller  
New England Mountain  
Bike Association, Central  
New Hampshire  
New Hampton School  
New Horizons  
Harold and June Noreen  
Northfield Police Department  
Hans and Caroline Olsen  
Parent Information Center  
Pines Community Center  
Salvation Army - Laconia  
Alex Sanguily  
Tilton Police Department  
Tilton School  
Tilton Town Offices  
Tilton-Northfield Fire & EMS  
Town of Northfield  
WFTN

### **The Many Ways to Give to Spaulding**

Did you know there are many ways you can support the kids of Spaulding Youth Center?

The many options include contributing to our annual fund, attending and inviting others to events, requesting an employee charitable match, volunteering on campus and planning lifetime gifts.

One giving opportunity that is often overlooked is donating in-kind gifts. Spaulding Youth Center welcomes a wide variety of much needed and thoroughly appreciated materials for our everyday operations. These gifts can include arts and crafts supplies, educational materials, recreational equipment, and even food and refreshments for events, holidays and staff recognition.

### **Have an idea for an in-kind gift?**

Contact the Foundation office at [foundation@spauldingyouthcenter.org](mailto:foundation@spauldingyouthcenter.org) to discuss your in-kind gift and how it can be best utilized for our programs and services. However you contribute to the vitality of our campus, thank you for supporting the youth and students of Spaulding Youth Center.

# CONSOLIDATED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended June 30, 2016 and Comparative Totals for Year Ended June 30, 2015

	Spaulding Youth Center				Spaulding Youth Center Foundation, Inc.				Eliminations	2016 Consolidated	2015 Consolidated
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total			
Revenues, gains (losses) and other support:											
Tuition income	\$ 11,125,215	\$ -	\$ -	\$ 11,125,215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,125,215	\$ 10,891,016
Other student services	1,825,999	-	-	1,825,999	-	-	-	-	-	1,825,999	1,673,507
National school lunch reimbursement	61,498	-	-	61,498	-	-	-	-	-	61,498	64,572
ISO program	710,730	-	-	710,730	-	-	-	-	-	710,730	763,401
Management fee - Foundation	102,296	-	-	102,296	-	-	-	-	(102,296)	-	-
Interest and dividends	719	-	-	719	138,355	54,982	-	193,337	-	194,056	188,978
Change in split-interest value	-	-	-	-	(2,796)	-	-	(2,796)	-	(2,796)	(2,796)
Other income	28,489	-	-	28,489	(93)	-	-	(93)	-	28,396	38,226
Loss on disposal of assets	(8,540)	-	-	(8,540)	-	-	-	-	-	(8,540)	(25,329)
Net realized and unrealized gains (losses), net of investment fees for 2016 of \$64,814	-	-	-	-	(98,607)	(52,145)	-	(150,752)	-	(150,752)	12,980
Contributions received	-	198,963	-	198,963	215,600	136,945	-	352,545	(143,069)	408,439	287,471
Investment income from trusts	118,652	-	-	118,652	-	-	-	-	-	118,652	91,577
<i>Total revenues, gains and other support</i>	<b>13,965,058</b>	<b>198,963</b>	<b>-</b>	<b>14,164,021</b>	<b>252,459</b>	<b>139,782</b>	<b>-</b>	<b>392,241</b>	<b>(245,365)</b>	<b>14,310,897</b>	<b>13,983,603</b>
Net assets released from restrictions:											
For satisfaction of restrictions from endowment income	-	-	-	-	55,811	(55,811)	-	-	-	-	-
For satisfaction of restrictions from Fund for Success	250,000	-	-	250,000	-	(250,000)	-	(250,000)	-	-	-
For satisfaction of program restrictions	155,583	(155,583)	-	-	87,565	(87,565)	-	-	-	-	-
<i>Total net assets released from restrictions</i>	<b>405,583</b>	<b>(155,583)</b>	<b>-</b>	<b>250,000</b>	<b>143,376</b>	<b>(393,376)</b>	<b>-</b>	<b>(250,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses:											
Program services:											
Residential program	4,714,714	-	-	4,714,714	-	-	-	-	-	4,714,714	4,504,437
Education program	4,865,970	-	-	4,865,970	-	-	-	-	-	4,865,970	4,694,078
Program support	1,458,835	-	-	1,458,835	-	-	-	-	-	1,458,835	1,242,370
ISO program	683,217	-	-	683,217	-	-	-	-	-	683,217	776,376
Contributions to Spaulding Youth Center	-	-	-	-	143,069	-	-	143,069	(143,069)	-	-
General and administrative	1,998,900	-	-	1,998,900	208,339	-	-	208,339	(102,296)	2,104,943	2,309,511
Fundraising and public relations	-	-	-	-	35,487	-	-	35,487	-	35,487	16,383
<i>Total expenses</i>	<b>13,721,636</b>	<b>-</b>	<b>-</b>	<b>13,721,636</b>	<b>386,895</b>	<b>-</b>	<b>-</b>	<b>386,895</b>	<b>(245,365)</b>	<b>13,863,166</b>	<b>13,543,155</b>
Other changes in net assets:											
Transfer to Center unrestricted funds	183,433	-	-	183,433	(183,433)	-	-	(183,433)	-	-	-
Transfer to Fund for Advancement	(502,301)	-	-	(502,301)	502,301	-	-	502,301	-	-	-
Decrease in value of beneficial interests in trusts	-	-	(16,694)	(16,694)	-	-	-	-	-	(16,694)	(41,330)
	<b>(318,868)</b>	<b>-</b>	<b>(16,694)</b>	<b>(335,562)</b>	<b>318,868</b>	<b>-</b>	<b>-</b>	<b>318,868</b>	<b>-</b>	<b>(16,694)</b>	<b>(41,330)</b>
Increase in unrestricted net assets	330,137	-	-	330,137	327,808	-	-	327,808	-	657,945	674,598
Increase (decrease) in temporarily restricted net assets	-	43,380	-	43,380	-	(253,594)	-	(253,594)	-	(210,214)	(236,126)
Decrease in permanently restricted net assets	-	-	(16,694)	(16,694)	-	-	-	-	-	(16,694)	(39,355)
<i>Increase (decrease) in net assets</i>	<b>330,137</b>	<b>43,380</b>	<b>(16,694)</b>	<b>356,823</b>	<b>327,808</b>	<b>(253,594)</b>	<b>-</b>	<b>74,214</b>	<b>-</b>	<b>431,037</b>	<b>399,117</b>
Net assets, beginning of year	5,672,807	145,673	2,256,182	8,074,662	7,937,234	1,895,224	674,620	10,507,078	-	18,581,740	18,182,623
<i>Net assets, end of year</i>	<b>\$ 6,002,944</b>	<b>\$ 189,053</b>	<b>\$ 2,239,488</b>	<b>\$ 8,431,485</b>	<b>\$ 8,265,042</b>	<b>\$ 1,641,630</b>	<b>\$ 674,620</b>	<b>\$ 10,581,292</b>	<b>\$ -</b>	<b>\$ 19,012,777</b>	<b>\$ 18,581,740</b>

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

June 30, 2016 and Comparative Totals as of June 30, 2015

ASSETS	Spaulding Youth Center	Spaulding Youth Center Foundation, Inc.	Eliminations	2016 Consolidated	2015 Consolidated
<b>CURRENT ASSETS</b>					
Cash	\$ 1,763,316	\$ 192,105	\$ -	\$ 1,955,421	\$ 1,984,350
Accounts receivable, net of allowance for doubtful accounts of \$50,000 for 2016	2,261,060	-	-	2,261,060	1,495,671
Grant receivable	17,837	-	-	17,837	25,428
Due from Spaulding Youth Center	-	200,258	(200,258)	-	-
Contributions receivable	-	3,300	-	3,300	3,200
Prepaid expenses and other receivables	35,011	1,543	-	36,554	46,379
Food inventory	20,325	-	-	20,325	12,372
<i>Total current assets</i>	<u>4,097,549</u>	<u>397,206</u>	<u>(200,258)</u>	<u>4,294,497</u>	<u>3,567,400</u>
<b>PROPERTY AND EQUIPMENT</b>					
Land	7,100	376,126	-	383,226	383,226
Buildings and improvements	9,110,592	1,125,866	-	10,236,458	10,107,465
Vehicles	435,834	-	-	435,834	442,017
Furniture, fixtures and equipment	2,374,472	51,922	-	2,426,394	2,321,090
Construction in progress	32,709	-	-	32,709	21,781
	<u>11,960,707</u>	<u>1,553,914</u>	<u>-</u>	<u>13,514,621</u>	<u>13,275,579</u>
Less accumulated depreciation	5,569,886	584,072	-	6,153,958	5,731,319
	<u>6,390,821</u>	<u>969,842</u>	<u>-</u>	<u>7,360,663</u>	<u>7,544,260</u>
<b>INVESTMENTS AND OTHER ASSETS</b>					
Contributions receivable restricted to investment in building and other long-term assets, net	-	110,451	-	110,451	164,853
Beneficial interests in trusts	2,239,488	-	-	2,239,488	2,256,182
Investments	-	9,108,360	-	9,108,360	9,146,225
<i>Total assets</i>	<u>\$ 12,727,858</u>	<u>\$ 10,585,859</u>	<u>\$ (200,258)</u>	<u>\$ 23,113,459</u>	<u>\$ 22,678,920</u>
	<b>LIABILITIES AND NET ASSETS</b>				
<b>CURRENT LIABILITIES</b>					
Current maturities of long-term debt	\$ 388,550	\$ -	\$ -	\$ 388,550	\$ 207,585
Accounts payable	125,663	3,682	-	129,345	127,183
Due to Spaulding Youth Center Foundation, Inc.	200,258	-	(200,258)	-	-
Accrued expenses	411,126	-	-	411,126	626,268
Charitable gift annuities	-	885	-	885	1,831
<i>Total current liabilities</i>	<u>1,125,597</u>	<u>4,567</u>	<u>(200,258)</u>	<u>929,906</u>	<u>962,867</u>
<b>LONG-TERM DEBT, less current maturities</b>	<u>3,170,776</u>	<u>-</u>	<u>-</u>	<u>3,170,776</u>	<u>3,134,313</u>
<i>Total liabilities</i>	<u>4,296,373</u>	<u>4,567</u>	<u>(200,258)</u>	<u>4,100,682</u>	<u>4,097,180</u>
<b>NET ASSETS</b>					
Unrestricted:					
Net investment in property and equipment	2,831,495	969,842	-	3,801,337	4,202,362
Undesignated	2,854,500	90,845	-	2,945,345	2,304,997
Board designated	316,949	7,204,355	-	7,521,304	7,102,682
<i>Total unrestricted net assets</i>	<u>6,002,944</u>	<u>8,265,042</u>	<u>-</u>	<u>14,267,986</u>	<u>13,610,041</u>
Temporarily restricted	189,053	1,641,630	-	1,830,683	2,040,897
Permanently restricted	2,239,488	674,620	-	2,914,108	2,930,802
<i>Total net assets</i>	<u>8,431,485</u>	<u>10,581,292</u>	<u>-</u>	<u>19,012,777</u>	<u>18,581,740</u>
<i>Total liabilities and net assets</i>	<u>\$ 12,727,858</u>	<u>\$ 10,585,859</u>	<u>\$ (200,258)</u>	<u>\$ 23,113,459</u>	<u>\$ 22,678,920</u>



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[SpauldingYouthCenter.org](http://SpauldingYouthCenter.org)

## ***Spaulding Youth Center History***

With a history spanning 144 years, Spaulding Youth Center is one of the oldest organizations in the nation serving children in need. Since 1871, we have helped over 10,000 families.

### **The Daniel Webster Home**

The New Hampshire Orphans Home and School for Industry was founded by Chaplain Daniel August Mack and incorporated on July 7, 1871. The original homestead included part of Daniel Webster's Elms Farm in Franklin, NH and consisted of 183 acres. Eventually, this organization for destitute and homeless orphans was renamed to Daniel Webster Home. In 1960, the original site was purchased by the Sisters of the Holy Cross.

### **The Golden Rule Farm**

As a founder of the Good Will Institute in Nashua, Reverend George W. Buzzell received a gift of the 100-acre Roberts Farm, the original home of Mrs. Colby, Daniel Webster's sister. He established a cottage method of homing there in 1901 and this farm became known as the Bradley Memorial Home. In 1914, the Bradley Memorial Home was joined to the Golden Rule Homestead, increasing its size to 400 acres in the Pemigewasset Valley between Hill and Franklin. The resulting organization was called the Golden Rule Farm and was known as "New England's Own Boystown" serving boys from inadequate homes. Over the next decade, the need for orphanages was eclipsed by the need for a corrective setting for urban children, who at this time were sent to prisons and reformatories. Thus, the Golden Rule Farm made a transition from cottage care to rehabilitative care.

When the Franklin Falls Dam was built in 1939, the Golden Rule Farm was forced to move and the Boynton and Holquist Farms in Northfield were purchased as a new home. Later, "the top of the hill" along with a mansion were added to the farm. The original building was destroyed by fire and only the flag pole survived. The flag pole still proudly stands behind the Spaulding Community Center, which was originally built as the Pangburn School on the same site.

### **A Historical Union**

On June 16, 1958, the Daniel Webster Home and Golden Rule Farm merged, pooling assets and resources to create Spaulding Youth Center. The mission of this new organization was to provide care and treatment to youth with emotional and behavior problems, thus preserving a tradition of caring for needy children that began shortly after the Civil War.

