

**ANNUAL REPORT  
2016 - 2017**

*Continuing Growth • Evolving Services • Moving Into the Future  
because every child deserves a childhood*



# Letter From CEO & President and Board Chair

## *Dear Friends of Spaulding Youth Center,*

The past year has brought so many exciting changes and these wonderful evolutions have spurred further advancements on campus, across departments, within staff, and of course, with positive outcomes for the children we serve.

Our strong executive leadership team welcomed several talented and inspired additions to join our ranks and continue enhancing the programs and services offered by our organization. In January 2017, Susan proudly joined Spaulding Youth Center as CEO & President. The organization's mission, rich history and exciting future are extremely compelling along with the opportunity to serve children and families across New Hampshire and beyond its borders who so desperately require our help. Soon after, we were fortunate to find and attract an experienced financial leader in Todd Emmons and a proficient clinical leader in Robin Raycraft to guide our continued clinical evolution. Just after the close of our fiscal year, we also added Cheryl Avery as Director of Development and Community Relations who will play an instrumental role in enhancing partnerships and stewarding fundraising. Among other strategic employee placements, these additions to an already stellar leadership team proved exceedingly valuable to Spaulding Youth Center in the second half of fiscal year 2017. We anticipate this value will continue to grow exponentially as the entire team implements our long-term goals.



To improve and enhance employee teamwork and communications across departments, the executive leadership team introduced many new initiatives on campus. One example of these initiatives is our quarterly staff meeting. During these assemblies, staff members are briefed on recent developments from the executive team leadership, including program changes, department updates, financial outlook, campus operations, human resources and other important news. To close these meetings, we present the new Spaulding Spirit Award to a peer-nominated recipient for the most recent quarter. You can read more about this award and 2017 award winners in the Staff Achievements section of this annual report. With the close of the fiscal year, Spaulding Youth Center achieved

another strong step forward to modernize our organization. As of July 1, 2017, Spaulding Youth Center and Spaulding Youth Center Foundation merged and will henceforth operate as Spaulding Youth Center. Not only did this successful merger eliminate the need for our organization to support two 501(c)(3) nonprofits, but it also enabled a reduction in unnecessary administrative costs and efforts. Spaulding Youth Center proudly retained the legal authorization to continue the use of both Spaulding Youth Center Foundation and Daniel Webster Legacy Society as they are a part of our esteemed history and future.

Of course, the children and their successes are at the very heart and core of everything we do here on campus. Many of our educational and fun events, holiday happenings, and other exciting accomplishments are included in the pages of this annual report, but we invite you to visit our website at [SpauldingYouthCenter.org](http://SpauldingYouthCenter.org) to learn more about all that we do on campus to create a strong and active intensive, therapeutic environment. The work is demanding and rewarding and many days, when watching the children playing outside on our beautiful campus, we are humbled by all that our wonderful staff and exceptional children accomplish each day. They truly live by our guiding principle that every child deserves a childhood.



We warmly thank you for your support over the past year to help us foster success for our children and youth and their families. Without your continued consideration and financial support, we could not provide the superior educational, residential, clinical treatment and community-based services to help these children achieve the lifetime of success they deserve.

***With gratitude,***

**Susan C. Ryan, CEO & President**

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



# Leadership

## Management Team

The last fiscal year included exciting changes to the leadership team on campus. Starting in January 2017, Susan C. Ryan began her tenure as the Spaulding Youth Center CEO & President. Her enthusiastic and effective leadership produced several key strategic additions to an already strong leadership team. At the close

of our fiscal year, below is a snapshot of the leadership team members who each demonstrate a passionate dedication to our students each and every day.



*Susan C. Ryan, M.S.  
CEO & President*



*Todd C. Emmons, MBA  
Chief Financial Officer*



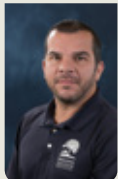
*Cheryl Avery  
Director of Development &  
Community Relations*



*Pat Seaward-Salvati, M.S.  
Admissions Director*



*Roger Bolduc  
Support Services Director*



*Dennis B. Galimberti  
Facilities & Grounds Manager*



*Colleen Sliva, M.S.Ed.  
School Principal & Special  
Education Director*



*Amanda G. Champagne, M.S.  
Director of Residential Services*



*Robin Raycraft  
Director of Clinical &  
Compliance*



*Darnelle Bjorck, PHR  
SHRM-CP, Human  
Resources Director*



*Arthur Greenwood  
Food Services Manager*

## Board Members

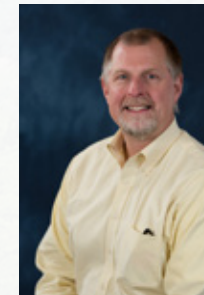
As part of the merger effective July 1, 2017, the Spaulding Youth Center Board of Trustees were merged into one governing Board of Directors and officers of this new combined board were elected at the time of the merger. By shepherding our organization through this merger, these individuals played a large part in the Spaulding Youth Center history and we are grateful for their guidance and leadership.



*Michael F. Ventura  
Chair  
Penacook*



*Hali B. Dearborn  
Vice Chair  
Belmont*



*Ronald L. Magoon  
Treasurer  
Franklin*



*Stephen McCarty  
Secretary  
Dover*

## Spaulding Youth Center Board of Directors

*Michael F. Ventura, Chair, Penacook  
Hali B. Dearborn, Vice Chair, Belmont  
Ronald L. Magoon, Treasurer, Franklin  
Stephen McCarty, Secretary, Dover  
Michael D. Bourbeau, Bow  
Patrick J. Clark, Tilton  
Suzanne H. Gottling, Sunapee*

*Terrance W. Humphrey, Franklin  
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Pamela F. Seed, Gilford  
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Walter A. Strauch, Sanbornton  
Peter C. White, Norwich, VT*



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 [donate@spauldingyouthcenter.org](mailto:donate@spauldingyouthcenter.org), by phone 603-286-8901 ext. 107, or on campus at 72 Spaulding Road, Northfield, NH 03276-4608.

# Staff Achievements

## Employee Milestone Accomplishments

Our staff is the most important element to the successes we accomplish every day on campus. We are proud to celebrate so many employees who have reached milestone years as part of their tenure at Spaulding Youth Center. We celebrate these individuals during our annual staff appreciation day and have created displays on campus to honor those who have celebrated these important milestones. With recent reports that individuals change jobs every 3-5 years, we are honored that almost half of our current staff's employment length has exceeded this most recent trend and many far exceed it. We appreciate the extraordinary service each of our employees provide to families and youth on our campus every day.

5 YEARS		10 YEARS		20 YEARS	
<i>Kayla Adams</i>	<i>Jamie Johnson</i>	<i>Chrisy Benoit</i>	<i>Nate Johnson</i>	<i>Karen Adams</i>	<i>Denise Elliott</i>
<i>Sasha Arcouette</i>	<i>Steve Jones</i>	<i>Jen Birney</i>	<i>Garrett Lavallee</i>	<i>Mel Bell</i>	<i>Debbie Flanders</i>
<i>Sue Bean</i>	<i>Jesse Kosman-Holland</i>	<i>Alecia Bitetto</i>	<i>Liz Macleod</i>	<i>Mike Bernier</i>	<i>John LaFoe</i>
<i>Liz Biron</i>	<i>Kristina Lindroth</i>	<i>Melissa Brown</i>	<i>Gina O'leary</i>	<i>Darnelle Bjorck</i>	<i>Michelle Lang</i>
<i>Shannon Bleggi</i>	<i>Denise Luneau</i>	<i>Kristin Cain</i>	<i>Holly Rios</i>	<i>Helen Camire</i>	<i>Linda Moreau-Pletch</i>
<i>Roger Bolduc</i>	<i>Tabitha Malone</i>	<i>Amanda Champagne</i>	<i>Brian Schaffnit</i>	<i>Scott Dunlop</i>	<i>Andy Raeside</i>
<i>Jen Cole</i>	<i>Heather Max</i>	<i>Donnelle Combs</i>	<i>Pat Seaward-Salvati</i>	<i>Tara Eastman</i>	<i>Jay Sterner</i>
<i>Cassandra</i>	<i>Melissa Mcevoy</i>	<i>Cheryl Consoletti</i>	<i>Colleen Sliva</i>		
<i>Durand</i>	<i>Stacie Nelson</i>	<i>Jon Crudo</i>	<i>Gary Stock</i>		
<i>Donna Fink</i>	<i>Jason Perkins</i>	<i>Jake Desjardins</i>	<i>Sue Thompson</i>		
<i>Cecile Fligg</i>	<i>Ken Peters</i>	<i>Yvonne Downes</i>	<i>Tracey Tully</i>		
<i>Travis Follansbee</i>	<i>Chelsi Poirier</i>	<i>Brian Doyle</i>	<i>Bill Wilson</i>		
<i>Jesse Gamblin</i>	<i>Thomas Poirier</i>	<i>Cindy Foley</i>			
<i>Kerry Glew</i>	<i>James Powell</i>	<i>Kristine Groz</i>			
<i>Steve Golden</i>	<i>Natalie Rocheleau</i>	<i>Wally Hall IV</i>			
<i>Arthur Greenwood</i>	<i>Aja Rule</i>	<i>Theresa Hemmer</i>			
<i>Chris Guilmette</i>	<i>Chris Sabbow</i>	<i>Lisa Jackson</i>			
<i>Kerrin Gullison</i>	<i>Mike Schaffnit</i>				
<i>Meagan Hecht</i>	<i>Briana Searl</i>				
<i>Lisa Huckins</i>	<i>Tonya Splett</i>				
<i>Katie Isabelle</i>	<i>Lynne Vanderheiden</i>				
<i>Holly Jamison</i>					



## 30 YEARS

*Ellen Belair*      *Doris Theberge*  
*Carol Sanborn*

## 40 YEARS

*Gary Lavallee*      *Lori Surowiec*

## Academic Awards

In addition to the many student awards recognizing their stellar academic achievements, the Spaulding Youth Center School also recognized exemplary staff during the celebrations, including:

## Spaulding Spirit Awards

The start of 2017 began a new exciting tradition to campus: the Spaulding Spirit Award! This peer-nominated award is designed to recognize an employee who exemplifies the mission and vision of serving our children and families, striving to go above and beyond, and earning admiration and celebration by their peers. All submitted nominations are reviewed by the executive leadership team and a winner is announced at the quarterly staff meeting on campus. Our first two Spaulding Spirit award winners were excellent examples of this work ethic and enthusiasm and we are proud to have these two ladies as examples of highly-regarded employees.



*Teacher of the Year: Rebecca Summey*



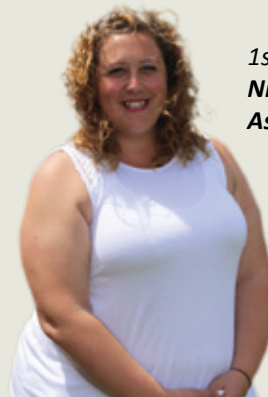
*Related Service Provider of the Year: Rachel Gregoire*



*Teaching Associate of the Year: Donnelle Combs*



*Support Staff of the Year: Eileen Gaudette*



*1st Quarter 2017  
Nicole Hilliker  
Associate Teacher*



*2nd Quarter 2017  
Tonya Splett  
Residential Assistant III*

# Campus By The Numbers

## Academic

In the school, every step leads to success. For students and staff, we hold weekly award ceremonies every Friday to recognize the many accomplishments during the past week. Throughout the week, students can earn Kotcha cards, which are awarded for being Safe, Respectful and Responsible or Making Healthy Choices. Staff also have the opportunity to win a prize for going above and beyond in their roles during the week. One example of going above and beyond is when three of our teachers, Tammy Johnson, Gina O’Leary and Rebecca Summey, completed a two-week intensive Orton-Gillingham (O-G) Method training to add to their already outstanding list of professional development accomplishments.



Student Receives Kotcha Card



Teachers Trained in Orton-Gillingham Method

## Community Awards

Spaulding Youth Center was proud to publicly recognize two community award recipients this year. *The Arthur H. Nighswander Community Partner Award* was presented at our annual fundraiser Experiencing Childhood to a long-time vendor and partner, Great Northern Cleaning. For 28 years, Great Northern Cleaning has been a trusted part of the Spaulding family and we deeply value their unwavering professionalism.



10<sup>th</sup> Annual Arthur H. Nighswander Community Partner Award  
Great Northern Cleaning

The *You’ve Got a Friend Award* was presented during our annual Thanksgiving luncheon to Art Swenson. Mr. Swenson is a talented local photographer who helped Spaulding Youth Center launch our annual school pictures program three years ago. With his help, families of our students receive a traditional fall school portrait package to commemorate the school year.



12<sup>th</sup> Annual You’ve Got a Friend Award  
Art Swenson

## Admissions

Beyond facilitating all new admissions, continued outreach and education, our Admissions Team attended several industry conferences, including New Hampshire Association of Special Education Administrators and Council for Exceptional Children.



<i>In FY2017, we are proud to share that we successfully transitioned a large number of our children and youth into less restrictive environments:</i>	NUMBER OF CHILDREN	FY 2017
	Academic	30
	Residential	23
	Community-Based	14

## Clinical

The past fiscal year has brought a few changes, specifically the culmination of a new focused vision for the future of the clinical department. With the experienced leadership of Robin Raycraft as Director of Clinical & Compliance, this critical department is poised to enhance our already effective and comprehensive therapy services by expanding our clinical and behavioral departments to continue meeting the ever-evolving needs of the children and families we serve every day.



# Campus By The Numbers

## Community-Based

Beyond hosting the 11th Annual National Foster Care Month Celebration, our Community-Based Program hosted two sets of Foster and Adoptive Care Essentials (FACES) trainings on our campus. We also successfully facilitated the adoption of 3 Individual Service Option (ISO) foster care children in FY2017.



## Dining Services

Our Dining Services team works hard seven days a week to provide nutritious and well-balanced meals for our students, staff and guests. Outside of serving lunch and dinner daily, Dining Services also maintains a generous coffee and tea bar throughout the day for staff. During warmer months, this department also plans outdoor cookouts so that the students and staff can enjoy the beautiful weather and fresh air.



## Experiential Challenges Outdoors (EChO)

As part of the planned lesson on explorer John Wesley Powell's epic 1869 trip down the Colorado River through the Grand Canyon, students learned about the necessary skills required for this expedition, including packing, planning, river travel and navigation, all by means of virtual simulation!

During spring, each class was encouraged to complete Powell's 930-mile trip by tracking their physical activity around campus via Unicef Kid Power Bands. These bands encourage kids to be active by counting steps and earning exercise-based rewards to help malnourished kids around the world. To wrap up this exciting curriculum, each class built a cardboard replica of one of Powell's boat and paddled Hermit Lake in it!



### Challenging Assumptions Through Adventure

All year, our Experiential Challenges Outdoors (EChO) program provides true adventure for our students every week. Below is a quick summary of all that the students achieved in the past year:



Mountains Climbed:  
**10**



Miles Paddled:  
**100+**



Water Intake During EChO:  
**200+ gallons**



Biking Distance:  
**170 miles**  
(to Boston and Back)



Zip Line Distance Ridden:  
**3,000 ft.**

Vertical Feet Reached on Climbing Wall:  
**6,000 ft.**

Flying Squirrel Flights: **150**

Smiles and Laughter Counted  
on EChO Adventure:  
**Countless!**



# Campus By The Numbers

## Facilities & Grounds

Our campus operations require a lot of support all year and around the clock. Here is an insider view of campus operations in FY2017:

- 30 acres of grass is mowed each week
- 600,000 kilowatt hours of electricity is used each year
- 65,000 gallons of propane is used each year
- 7,000 gallons of water is consumed or used every day
- There is approximately 7 miles of data cables in the school alone
- In FY17, Facilities & Grounds received thousands of minor and more extensive work orders, fulfilling 99% within the 12 month timeframe



## Residential

Our Residential Program focuses on typical living and fostering the fundamental philosophies of a family unit for over 75 children each year. By creating an intensive therapeutic environment for our children and youth, we are able to provide a coordinated and consistent approach that leads to great successes. Our 'one community' philosophy promotes interaction with peers through a four-part approach:

1. a place to call home in their own room and personal items
2. a cottage that mirrors typical living accommodations and home environment
3. after school activities to broaden their skills and experiences
4. community involvement to demonstrate and strengthen social skills



# Highlights From 2016-2017

## Campus Happenings

Our campus is a vibrant canvas of activities encompassing holiday celebrations, spirit day festivities, success ceremonies, academic culminations and everyday opportunities to truly experience childhood. Some of the happenings below are annual events and some were unique instances of celebration.



### Employee Appreciation August 17, 2016

Following the fiscal year close, all staff were invited to attend the annual employee recognition event to celebrate all employees and acknowledge those celebrating milestone anniversaries. We were extremely proud to recognize 26 employees who celebrated their milestone years of service at the close of fiscal year 2016.



### Wiffleball Tournament September 17, 2016

A team of Spaulding colleagues created a wiffleball team to play in a tournament hosted by NHTI Concord's Community College to benefit Emma, a 17-year-old girl with autism and a variety of additional medical needs. It was a great day of camaraderie and competition!



### Author's Tea October 21, 2016

Our annual Author's Tea was another resounding success as families and staff toured each classroom for personal presentations by students. As part of this event, students developed a theme to guide their projects then focused on writing, illustrating and preparing the materials for presentation. We are always amazed at the inspiring, creative and detailed projects on the big unveiling day!



### Thanksgiving Feast November 15, 2016

One of our favorite holiday traditions on campus, students, staff, supporters, community partners and friends joined us on campus for a traditional turkey dinner with all the trimmings. Students proudly served the feast which was prepared by Dining Services for over 217 attendees.



### Staff Holiday Open House December 14, 2016

All Spaulding staff were invited to share some holiday cheer and desserts at the annual Staff Holiday Open House. This seasonal event is a treasured opportunity to share special moments with colleagues and share warmest wishes with each other for the upcoming holiday season.



### Multicultural Celebration December 16, 2016

After researching holiday customs from around the world, Spaulding Youth Center students presented their projects to family and guests during the Annual Multicultural Celebration. This year's celebration ended with a special visit by Matt Bonner, professional basketball player for the San Antonio Spurs and community supporter who graduated from Concord High School.



### Dog Sled Demos February 28, 2017

As part of our annual Winter Carnival, our Experiential Challenges Outdoors (EChO) program arranged for students to enjoy a meet and greet with a dog sled team. Each classroom spent dedicated time with the dogs and discovered the magic of dog sledding with first-hand demonstrations.



# Highlights From 2016-2017



## Winter Carnival March 2, 2017

This year's carnival theme was Exploration and our classes researched explorers, types of explorations, and even designed and built their own cardboard sled. With the lack of snow and forecasted high winds, outdoor activities were moved into the gym and adapted to capture all the fun indoors. Carnival highlights included a cardboard sled contest and derby, an obstacle race, a three-legged explorer race, tug of war, and hula moose.



## Field Day June 22, 2017

As our annual end of school year celebration, the Spaulding Field Day is a favorite among students and staff complete with a giant inflatable climbing wall with a slide, tug-of-war competitions, water relays, a slip and slide, and more! We were excited to welcome Frank Edelblut, Commissioner of the Department of Education, to join in on the fun, meet with staff and swing with students.



## Science Fair April 14, 2017

Each class focused on a different aspect of science, worked together to conduct experiments and presented what they learned through the process. A wide variety of scientific topics were researched and the students who completed the necessary criteria for following the scientific method, writing a project summary, and creating a project display earned two medals and a ribbon.



## Awards Ceremony June 23, 2017

During this uplifting event, both students and school staff were recognized for their academic efforts and accomplishments. Not only did each classroom award a medal for Student of the Year and Most Improved Student of the Year, but overall trophies were also awarded for elementary, middle and high school students.








## Foster Month Celebration May 6, 2017

For the sixth consecutive year, Spaulding Youth Center was proud to serve as the host location for this statewide event planned and presented by the New Hampshire Division of Children, Youth and Families (DCYF) in cooperation with Wendy's Wonderful Kids, Bethany Christian Services of New England and the NH Foster & Adoptive Parent Association. Even with a rainy forecast this year, over 250 guests and volunteers attended for a full day of celebration, activities, networking and fun.

## Like, Follow & Share Spaulding Youth Center!

Spaulding Youth Center was excited to launch comprehensive social media communications in early 2017 to educate more individuals of our programs and services. Our social media platforms include the latest updates about campus happenings, employee recognitions and industry trends. Please use the information below to engage with us on your favorite social media platforms and help us to make new virtual connections.

-  @SpauldingYouth
-  youtube.com/autismyouthcenter
-  facebook.com/SpauldingYouthCenter/
-  linkedin.com/company/spaulding-youth-center/
-  plus.google.com/116139912643723571547

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

# 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**

Anonymous  
Gail Oberlin Bates  
Victoria F. Blodgett  
William A. Bradley, M.D. and  
Gail S. Bradley  
Susan S. Calegari  
Mr. George A. Carr, Ph.D.

Armand and Dorothy Duhaime  
Joseph E. "Jef" Fellows  
Marcia W. Gamache  
Jane Seaver Kirk  
Scott D. McGuffin, Esq.  
Barbara Ryan  
Samuel R. Walker II  
Peter C. White  
Anna Elsa Zopfi

### **Members in Memorium**

*\*Society Founders*  
Carol W. Krueger  
Barbara G. Luther  
Arthur H. Nighswander, Esq. \*  
Frederick C. Rozelle, Jr.  
Henry Saltonstall \*  
Richard P. Smart

Fletcher P. Thornton, Jr.  
Virginia S. Champlin Trust

### **Legacy Gifts**

Herbert Abbott Trust  
Arthur Britton Trust  
Melissa Cawley Trust  
Benjamin Cohen Trust  
Josiah E. Fernald Trust  
Alice P. Ford Trust  
Joseph P. Hussey Trust  
Benjamin Kimball Trust  
Henry Kimball Trust  
Abbie F. Moseley Charitable Trust

## ***Spaulding Sunshine Society***

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.

Anonymous  
Anne and Mike Ambrogi  
The Jack and Dorothy Byrne  
Foundation, Inc.  
Shirley M. Benson  
Carole A. Bragg  
Virginia S. Champlin Trust  
Jim and Bev Clements  
Hali Dearborn and James Caldwell  
J. Henry Hanhisalo Charitable Trust  
Audrey Hillman Fisher Foundation  
Terrance and Holly Humphrey  
IPG Employee Benefits  
Terry and Susan Judd  
Patsy and Skip Kendall  
Robert A. and Carol W. Krueger  
Arts Fund  
Anne Lovett and Stephen Woodsum  
Scott McGuffin, Esq. and  
Linda Haines, M. Ed.  
MetroCast Community Foundation  
David and Barbara Roby  
Stella J. Scheckter



*Spaulding Youth Center is a 501(c)(3) organization. Charitable donations are tax deductible to the extent allowed by law.*

Robert and Carol Snelling  
Evie Stacy, MSAPRN  
George and Sharon Tyler  
Kent and Mary Alice Warner  
Scott F. Warner  
Peter C. White Family

## 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:** \$10,000+

**Leaders:** \$5,000 - \$9,999

**Stewards:** \$2,500 - \$4,999

**Benefactors:** \$1,000 - \$2,499

**Patrons:** \$500 - \$999

**Associates:** \$250 - \$499

**Supporters:** \$100 - \$249

**Friends:** up to \$99

### Gold Leaders

AutoServ/Sakowich Foundation  
IPG Employee Benefits  
The Kennelly Charity Lead Unitrust  
Abbie F. Moseley Charitable Trust  
The Penates Foundation  
Jack and Marci Williams Endowment  
for Wednesday's Child

### Leaders

The Jack and Dorothy Byrne  
Foundation, Inc.  
Prisca Chen and Kim Adams Marvin  
Hali Dearborn and James Caldwell  
Martin Fairall and Family  
Greater Lakes Region Children's Auction  
J. Henry Hanhisalo Charitable Trust  
Terrance and Holly Humphrey

Anne Lovett and Stephen Woodsum  
Rite Aid Foundation  
David and Barbara Roby  
Todd A. Rodgers

### Stewards

Audrey Hillman Fisher Foundation  
Terry and Susan Judd  
MetroCast Community Foundation  
Mike and Tracy Ventura

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Ronald and Lori Magoon  
James and Kathryn Muirhead  
Stella J. Scheckter  
Robert and Carol Snelling  
Evie Stacy, MSAPRN  
George and Sharon Tyler  
Kent and Mary Alice Warner  
Schuyler Warner and  
Marianne Barber  
Scott Warner  
Susan Warner  
Peter C. White Family



# Thank You to Our Generous Donors

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John Weeks, Jr.  
WFTN

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Irwin Automotive Group  
Henry and Polly Kidder  
Spencer Martin, Jr.  
Kathleen McGuire  
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Richard Perreault  
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Frederick Smith  
Dr. James Squires  
Kate Thompson  
Tilton Trailer Rental Corp.  
Mark and Agnes Vaughn  
David and Susan White  
Pete and Kathy Woodward



*It is our intent to acknowledge all Spaulding Youth Center benefactors. Please contact the Development Office at 603-286-8901 ext. 107 or [donate@spauldingyouthcenter.org](mailto:donate@spauldingyouthcenter.org) if you notice any omission or error. We deeply appreciate your generosity and are dedicated to providing proper recognition of your support.*

## Friends

Anonymous  
Bath Womens Fellowship  
Roland Benoit  
Ronald and Chrissy Benoit  
Bruce Brown  
Dave and Anne Cioffi  
Susan Cohen  
Donald Cole  
John and Anita Cotton  
Brian Crathern  
Ami D'Amelio  
Derry Memorial Aux. VFW 1617  
David Dimmock  
Mr. and Mrs. Rodney Dyer  
Stephen Ensign

Robert and Lucille Evans  
Edward and Mary Jane Farmlett  
Barbara J. Foran  
Julie Halley  
Linda Hansen  
Sterling and Marci Hardy  
Carolyn and George Kelley  
Jane S. Kirk  
Herbert and Barbara Lauterwasser  
Nancy Le Roy  
Laurie Legard  
Nancy Leighley  
Mary Leonard  
Dr. Jonathan Mishcon  
Mizpah Rebekah Lodge #15  
Harold Noreen, Jr.

Dick and Cathy Pierce  
Jon and Jacqueline Pounds  
Mr. and Mrs. Peter Powers  
Lois Reaven  
Riverside Rebekah Lodge #22  
Carol Snow-Asher  
Stoddard Women's Fellowship  
Jane Storm  
Andrew Supplee  
George and Jannine Sutcliffe  
Elizabeth A. Taylor  
Town and Country Inn and Resort  
Sherman White

## Memorial Gifts

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

*In memory of Charles B. Bragg*

Julie Halley

*In memory of Burt Randall Cooper*

Jane C. Fall

*In memory of Monique Hardy*

Patty Kelly

John Rich

*In memory of Charles J. James*

Jonathan James



# Thank You to Our Generous Donors

*In memory of George F. Kelley*

Carolyn M. Kelley

*In memory of Robert A. and Carol Krueger*

Lois Reaven

*In memory of Warren C. Nighswander*

Mary Leonard

Francis Hayman, Jr.

*In memory of Christopher S. Richter*

Sterling Hardy

*In memory of Joseph Sodd*

Barbara Campbell

*In memory of Gilbert Taylor*

Elizabeth A. Taylor

*In memory of Helen M. Taylor*

Elizabeth A. Taylor

*In memory of John W. G. Tuthill*

Barbara B. Broderick

*In memory of Frank Ventura*

Franklin Savings Bank

*In memory of Cornelia Walker MD*

Samuel R. Walker II

*In memory of 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 Chrissy Benoit

*Shirley M. Benson*

Stephen Camann

*James and Beverly Clements*

Dr. and Mrs. R. Thomas Finn, Jr.

*Carolyn Sutcliffe*

Patricia Pond

Jannine and George Sutcliffe

*Jonathan White*

David and Susan White

Sherm and Pat White

## 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

Goodwill Industries of Northern

New England

Meadow Hartwell

Mansfield Books and More

Metrocast Community Foundation

Carol Moser

Melissa Murphy

R. C. Brayshaw and Company

Superior Fence

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  
Belknap Mill Quilters Guild  
Bev Clements  
Franklin Savings Bank  
Carolyn and Dennis Gaudet  
Stephen and Jane Handley  
Molloy Lawlor  
LRGHealthcare  
Spencer and Caroline Martin  
Dr. James A. Miller  
New England Mountain Bike Association - Central NH  
New Hampton School  
New Horizons  
Harold and June Noreen  
Northfield Police Department  
Northfield Town Offices  
Pines Community Center  
Salvation Army - Laconia  
Alex Sanguily  
TD Bank  
Tilton Police Department  
Tilton Town Offices  
Tilton-Northfield Fire and EMS  
WFTN

## *The Many Ways to Give to Spaulding*

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

The many options include but are not limited to 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 Development Office at [donate@spauldingyouthcenter.org](mailto:donate@spauldingyouthcenter.org) or 603-286-8901 ext. 107 to discuss your in-kind gift and how it can be best utilized for our programs and services. In whatever way you contribute to the vitality of our campus, we sincerely 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, 2017 and Comparative Totals for Year Ended June 30, 2016

	Spaulding Youth Center				Spaulding Youth Center Foundation, Inc.				Eliminations	2017 Consolidated	2016 Consolidated
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total			
Revenues, gains (losses) and other support:											
Tuition income	\$ 10,569,449	\$ -	\$ -	\$ 10,569,449	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,569,449	\$ 11,125,215
Other student services	1,916,897	-	-	1,916,897	-	-	-	-	-	1,916,897	1,825,999
National school lunch reimbursement	-	-	-	-	-	-	-	-	-	-	61,498
ISO program	672,992	-	-	672,992	-	-	-	-	-	672,992	710,730
Management fee - Foundation	55,592	-	-	55,592	-	-	-	-	(55,592)	-	-
Interest and dividends	512	-	-	512	143,417	48,743	-	192,160	-	192,672	194,056
Change in split-interest value	-	-	-	-	(2,363)	-	-	(2,363)	-	(2,363)	(2,796)
Other income (loss)	78,779	-	-	78,779	(10)	-	-	(10)	-	78,769	28,396
Gain (loss) on disposal of assets	1,848	-	-	1,848	-	-	-	-	-	1,848	(8,540)
Net realized and unrealized gains (losses), net of investment fees for 2017 of \$66,839	-	-	-	-	443,558	123,513	-	567,071	-	567,071	(150,752)
Contributions received	786	106,864	-	107,650	140,040	37,920	-	177,960	(88,855)	196,755	408,439
Investment income from trusts	98,625	-	-	98,625	-	-	-	-	-	98,625	118,652
<i>Total revenues, gains and other support</i>	<b>13,395,480</b>	<b>106,864</b>	<b>-</b>	<b>13,502,344</b>	<b>724,642</b>	<b>210,176</b>	<b>-</b>	<b>934,818</b>	<b>(144,447)</b>	<b>14,292,715</b>	<b>14,310,897</b>
Net assets released from restrictions:											
For satisfaction of restrictions from endowment income	-	-	-	-	43,512	(43,512)	-	-	-	-	-
For satisfaction of restrictions from Fund for Success	250,000	-	-	250,000	-	(250,000)	-	(250,000)	-	-	-
For satisfaction of program restrictions	85,692	(85,692)	-	-	56,547	(56,547)	-	-	-	-	-
<i>Total net assets released from restrictions</i>	<b>335,692</b>	<b>(85,692)</b>	<b>-</b>	<b>250,000</b>	<b>100,059</b>	<b>(350,059)</b>	<b>-</b>	<b>(250,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses:											
Program services:											
Residential program	5,080,789	-	-	5,080,789	-	-	-	-	-	5,080,789	4,714,714
Education program	4,284,676	-	-	4,284,676	-	-	-	-	-	4,284,676	4,865,970
Program support	1,644,216	-	-	1,644,216	-	-	-	-	-	1,644,216	1,458,835
ISO program	669,179	-	-	669,179	-	-	-	-	-	669,179	683,217
Contributions to Spaulding Youth Center	-	-	-	-	88,855	-	-	88,855	(88,855)	-	-
General and administrative	1,982,801	-	-	1,982,801	183,379	-	-	183,379	(55,592)	2,110,588	2,104,943
Fundraising and public relations	-	-	-	-	35,338	-	-	35,338	-	35,338	35,487
<i>Total expenses</i>	<b>13,661,661</b>	<b>-</b>	<b>-</b>	<b>13,661,661</b>	<b>307,572</b>	<b>-</b>	<b>-</b>	<b>307,572</b>	<b>(144,447)</b>	<b>13,824,786</b>	<b>13,863,166</b>
Other changes in net assets:											
Transfer to Center unrestricted funds	138,962	-	-	138,962	(138,962)	-	-	(138,962)	-	-	-
Transfer from Fund for Advancement	100,000	-	-	100,000	(100,000)	-	-	(100,000)	-	-	-
Increase (decrease) in value of beneficial interests in trusts	-	-	25,465	25,465	-	-	-	-	-	25,465	(16,694)
	<b>238,962</b>	<b>-</b>	<b>25,465</b>	<b>264,427</b>	<b>(238,962)</b>	<b>-</b>	<b>-</b>	<b>(238,962)</b>	<b>-</b>	<b>25,465</b>	<b>(16,694)</b>
Increase in unrestricted net assets	308,473	-	-	308,473	278,167	-	-	278,167	-	586,640	657,945
Increase (decrease) in temporarily restricted net assets	-	21,172	-	21,172	-	(139,883)	-	(139,883)	-	(118,711)	(210,214)
Increase (decrease) in permanently restricted net assets	-	-	25,465	25,465	-	-	-	-	-	25,465	(16,694)
<i>Increase (decrease) in net assets</i>	<b>308,473</b>	<b>21,172</b>	<b>25,465</b>	<b>355,110</b>	<b>278,167</b>	<b>(139,883)</b>	<b>-</b>	<b>138,284</b>	<b>-</b>	<b>493,394</b>	<b>431,037</b>
Net assets, beginning of year	6,002,944	189,053	2,239,488	8,431,485	8,265,042	1,641,630	674,620	10,581,292	-	19,012,777	18,581,740
<i>Net assets, end of year</i>	<b>\$ 6,311,417</b>	<b>\$ 210,225</b>	<b>\$ 2,264,953</b>	<b>\$ 8,786,595</b>	<b>\$ 8,543,209</b>	<b>\$ 1,501,747</b>	<b>\$ 674,620</b>	<b>\$ 10,719,576</b>	<b>\$ -</b>	<b>\$ 19,506,171</b>	<b>\$ 19,012,777</b>



# Consolidated Statement of Financial Position

June 30, 2017 and Comparative Totals as of June 30, 2016

ASSETS	Spaulding Youth Center	Spaulding Youth Center Foundation, Inc.	Eliminations	2017 Consolidated	2016 Consolidated
<b>CURRENT ASSETS</b>					
Cash	\$ 1,214,177	\$ 146,089	\$ -	\$ 1,360,266	\$ 1,955,421
Accounts receivable, net of allowance for doubtful accounts of \$120,000 for 2017	1,951,325	-	-	1,951,325	2,261,060
Grant receivable	9,673	-	-	9,673	17,837
Due from Spaulding Youth Center Foundation, Inc.	266,326	-	(266,326)	-	-
Contributions receivable	-	2,400	-	2,400	3,300
Prepaid expenses and other receivables	22,576	-	-	22,576	36,554
Food inventory	19,580	-	-	19,580	20,325
<i>Total current assets</i>	<u>3,483,657</u>	<u>148,489</u>	<u>(266,326)</u>	<u>3,365,820</u>	<u>4,294,497</u>
<b>PROPERTY AND EQUIPMENT</b>					
Land	289,383	376,126	-	665,509	383,226
Buildings and improvements	9,137,768	1,125,866	-	10,263,634	10,236,458
Vehicles	523,903	-	-	523,903	435,834
Furniture, fixtures and equipment	2,704,306	51,922	-	2,756,228	2,426,394
Construction in progress	215,641	-	-	215,641	32,709
	<u>12,871,001</u>	<u>1,553,914</u>	<u>-</u>	<u>14,424,915</u>	<u>13,514,621</u>
Less accumulated depreciation	6,103,406	617,883	-	6,721,289	6,153,958
	<u>6,767,595</u>	<u>936,031</u>	<u>-</u>	<u>7,703,626</u>	<u>7,360,663</u>
<b>INVESTMENTS AND OTHER ASSETS</b>					
Contributions receivable restricted to investment in building and other long-term assets, net	-	61,344	-	61,344	110,451
Beneficial interests in trusts	2,264,953	-	-	2,264,953	2,239,488
Investments	-	9,852,223	-	9,852,223	9,108,360
<i>Total assets</i>	<u>\$ 12,516,205</u>	<u>\$ 10,998,087</u>	<u>\$ (266,326)</u>	<u>\$ 23,247,966</u>	<u>\$ 23,113,459</u>
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Current maturities of long-term debt	\$ 397,291	\$ -	\$ -	\$ 397,291	\$ 388,550
Accounts payable	225,967	12,185	-	238,152	129,345
Due to Spaulding Youth Center	-	266,326	(266,326)	-	-
Accrued expenses	332,492	-	-	332,492	411,126
Charitable gift annuities	-	-	-	-	885
<i>Total current liabilities</i>	<u>955,750</u>	<u>278,511</u>	<u>(266,326)</u>	<u>967,935</u>	<u>929,906</u>
<b>LONG-TERM DEBT, less current maturities</b>	2,773,860	-	-	2,773,860	3,170,776
<i>Total liabilities</i>	<u>3,729,610</u>	<u>278,511</u>	<u>(266,326)</u>	<u>3,741,795</u>	<u>4,100,682</u>
<b>NET ASSETS</b>					
Unrestricted:					
Net investment in property and equipment	3,596,444	936,031	-	4,532,475	3,801,337
Undesignated	2,570,814	96,218	-	2,667,032	2,945,345
Board designated	144,159	7,510,960	-	7,655,119	7,521,304
<i>Total unrestricted net assets</i>	<u>6,311,417</u>	<u>8,543,209</u>	<u>-</u>	<u>14,854,626</u>	<u>14,267,986</u>
Temporarily restricted	210,225	1,501,747	-	1,711,972	1,830,683
Permanently restricted	2,264,953	674,620	-	2,939,573	2,914,108
<i>Total net assets</i>	<u>8,786,595</u>	<u>10,719,576</u>	<u>-</u>	<u>19,506,171</u>	<u>19,012,777</u>
<i>Total liabilities and net assets</i>	<u>\$ 12,516,205</u>	<u>\$ 10,998,087</u>	<u>\$ (266,326)</u>	<u>\$ 23,247,966</u>	<u>\$ 23,113,459</u>

# Spaulding Youth Center History

With a history spanning over 146 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.



# FY2017 Fact Sheet

*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. Spaulding serves boys and girls from ages 5 to 21 from across New England. Located in Northfield, NH, our campus is set on a nearly 500-acre scenic hilltop, with woods, fields and mountain vistas. The campus offers a safe, supportive and natural living environment.*

## Spaulding Youth Center

- Governed by a President/CEO and Executive Management Team with guidance provided by a Board of Directors.
- Founded in 1958 with the merger of the Daniel Webster Home (Est. 1871) and Golden Rule Farm (Est. 1914).
- Funding primarily provided from referring school districts, DCYF, DOE and counterpart agencies from other states.
- The Spaulding Youth Center Foundation Endowment was founded in 1986 to raise funds to support the programs, values and goals of Spaulding Youth Center, its sole beneficiary.
- Private donations and grants from individuals, foundations and community organizations help fund activities, projects and programs that directly benefit the children in our care, which are not afforded through public funding.

## Certification & Licensing

- Child Care Program License from State of New Hampshire per RSA 170-E.
- Special Education Accreditation from New Hampshire Dept. of Education.
- Child Placing Agency License from New Hampshire Dept. of Health and Human Services.
- Certification for Payment from New Hampshire Division for Children Youth and Families.

## Service:

- Spaulding School
- Experiential Challenge Outdoors (EChO)
- Music and Arts Program
- Residential Program
- Clinical Services
- Community-Based Programs
- Health Services and Food Services

NUMBER OF STUDENTS	FY 2017
<i>Avg. Residential</i>	46
<i>Avg. Academic</i>	80
<i>Avg. Community-Based</i>	19
<b>Total Unique Individuals Served</b>	<b>155</b>

NUMBER OF EMPLOYEES	FY 2017
<i>Academic</i>	71
<i>Clinical Services</i>	24
<i>Residential Program</i>	101
<i>Administration &amp; Support</i>	32
<b>Total Employees</b>	<b>228</b>

Since 1871, we have helped over  
**10,000 Families**



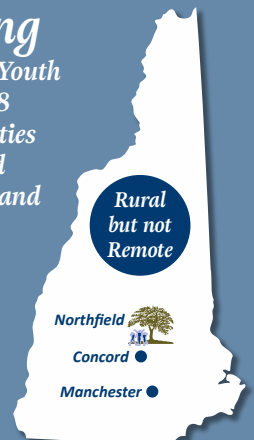
**Regional Economic Engine:**  
One of the area's largest employers with over 200 staff, Spaulding has a \$15 million annual operating budget.



## We Never Sleep:

Spaulding Youth Center operates 24 hours a day, 7 days a week, 365 days a year.

**Serving**  
Children & Youth  
From 98  
Communities  
Around  
New England





72 Spaulding Rd  
Northfield, NH 03276  
Phone: 603-286-8901  
Fax 603-286-8650

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

**Spaulding Youth Center** 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 nearly 500 acres in Northfield, NH and welcomes boys and girls from 5 to 21. The professional staff instills study skills, social skills, independent living skills, vocational skills, and an appreciation of learning that help a child reach his or her full potential. At Spaulding, we believe that every child deserves a childhood.

**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.

