

CREATING HISTORY BY

Choosing Love

Annual Report 2023-2024



Heart Artist: Nicole, 11

MISSION

Supporting
exceptional children
and families toward
a successful future.

VISION

Spaulding Academy & Family Services exists to foster life success for young people. As a recognized leader, we will provide superior educational, residential and community-based services, and treatment; as well as professional development opportunities for our employees and other specialists in the field.



ABOUT US

Spaulding Academy & Family Services is a leading provider of educational, residential, therapeutic and community-based programs and services for families, and children and youth with neurological, emotional, behavioral, learning or developmental challenges, including autism spectrum disorder and those who have experienced significant trauma, abuse, or neglect. Established in 1871 as the New Hampshire Orphans Home and School for Industry, Spaulding Academy & Family Services is one of the oldest child care organizations in operation in the United States.

It is a tax-exempt 501(c)(3) nonprofit that was formerly known as Spaulding Youth Center from 1958 to 2020. Our scenic hilltop campus is located on over 500 acres in Northfield, NH and welcomes boys and girls from ages 4 to 22 from around the state of New Hampshire and beyond. In addition to programs provided on our Northfield campus, Spaulding's community-based programs include foster family licensing, Individual Service Option (ISO) foster care, ISO in-home services, child health support services, and more for children ages 0 to 20 and their family.



PURSUE EXCELLENCE:

Dear Friends of Spaulding Academy & Family Services,



Reflecting on another successful year at Spaulding, there were many accomplishments for us, both big and small. This past year, we were excited to update our strategic plan, which will help guide us in improving Spaulding in specific areas and ways. Taking on the theme, “Pursue Excellence,” we are focused on enhancing our current programming and considering new opportunities, recruiting and retaining excellent staff, maintaining and improving our campus to keep our community healthy and safe, and fostering core relationships that help us accomplish our goal of supporting exceptional students and their families towards a successful future.

Physical improvements over the past year include the new addition to Spaulding Academy, which was completed in August 2023. This dining space has quickly become a community meeting site. Students and staff come together to eat, gather, celebrate and laugh. With the sweeping views the space offers, it is easy to see why it is such a popular place to be! Additionally, the new Innovation Space and Speech and Language Suite helps keep Spaulding at the leading edge of child development and strengthens our connections with students, families and community members. We envision these spaces as hubs for collaboration and engagement, where ideas can flourish and relationships can grow.

This year our school focused on expanding the Choose Love Curriculum. We are excited to see these efforts support Social Emotional Learning and translate into measurable impacts for our educational goals and behavioral milestones. Implementing the program in the cottages and throughout our campus has been incredibly rewarding. Our students and staff are seeing the benefits of practicing courage, forgiveness, gratitude and compassion: the four pillars of the Choose Love equation. Embracing this movement and becoming the very first Choose Love Certified Program in the world is a key way

we remain at the forefront of providing exceptional programming and care to the students we serve.

This past year, our campus saw great amounts of joy and excitement as students dressed up for the Second Annual Prom at Spaulding, participated in the school Science Fair, learned to ride a bike, enjoyed a special visit from Santa, cheered on their local baseball team, attended gymnastics and karate lessons and so much more. To some, these might seem like small victories — experiences that can be taken for granted. But for our students and the families we serve, these milestones are life-changing. It is our mission to foster an environment where every student can thrive. Every day we make the extraordinary happen — Spaulding is making dreams come true — and we couldn't be prouder of our students and staff that bring these dreams into reality.

I am honored to be part of the Spaulding community and humbled to have been selected as the organization's new president and CEO. I am energized by the work that our dedicated staff does daily to ensure that every child in our care is provided with a childhood full of opportunities to learn, grow and play. It is my intention to build on the great work that has been done thus far and help enhance an environment that supports learning, compassion, innovation and success for all. I am excited about the coming year and believe that together we can make anything possible.

We also want to extend a heartfelt thank you to our generous supporters. Your contributions make a significant difference in the lives of our students and our community. We truly appreciate your commitment and partnership! We could not do what we do without you.

Thank you,

Meaghan Emmons, President & CEO

OUR STAFF

Leadership Team

Spaulding Academy & Family Services is a professionally managed 501(c)(3) nonprofit. Our leadership team and volunteer board share an unwavering commitment to ensure that Spaulding Academy & Family Services fulfills its mission to help children and youth with neurological, emotional, behavioral, learning or developmental challenges – including autism spectrum disorder and those who have experienced significant trauma, abuse, or neglect – learn the academic and life skills needed to be successful in their homes, schools and communities.



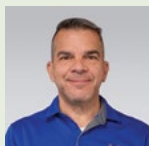
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MBA,
President
& CEO



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MS, MBA, Vice
President
of Family
Services



Bethany Earls
SHRM-
SCP, Vice
President
of Human
Resources



Dennis Galimberty
Support
Services
Director



Garrett Lavalley
M.Ed,
Principal
& Director
of Special
Education



Courtney Leighton
M.Ed,
Director of
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& Community
Relations



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MBA, Director
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SPAULDING BECOMES FIRST EVER

Choose Love Certified Campus



This July, Spaulding Academy & Family Services officially became the first ever Choose Love certified campus. We are incredibly proud of this achievement that will continue to impact, inspire and educate students for generations to come. The official certification was marked by a summer visit to campus from Scarlett Lewis, the founder of Choose Love, as Spaulding celebrated the monumental achievement. Lewis's visit also commenced the start of a series of four Choose Love masterclasses being hosted on campus throughout the 2024-2025 school year. Each masterclass will focus on a different pillar of the Choose Love equation and will work to ensure that all staff are properly trained to implement and teach the Social Emotional Learning program on campus.

The Choose Love Movement aims to educate students to act with thoughtful responses to daily challenges through open discussions and celebrations of successes. The certification provides a framework of tried-and-true best practices that foster a safe and compassionate environment.

The Choose Love Movement has been widely well-received throughout the campus. One 10-year-old Spaulding student jumped at the opportunity to thank Lewis in person. She proudly presented Lewis with three hand-made drawings as a show of gratitude and explained to the Choose Love founder that the movement was "filling her bucket." This student's testimonial is just one of many examples of the positivity and purpose the Choose Love Movement has provided for those on the Spaulding campus.

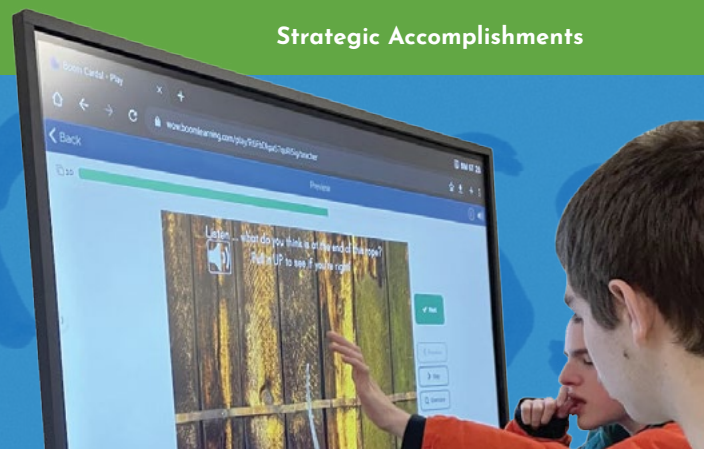
Spaulding is proud to work directly with the NH Department of Health and Human Services to further the program's reach across the state and country, working closely with Shannon Desilets, who leads the state's efforts as the NH Choose Love program director. As Spaulding looks to the future, the school aims to be a training hub and resource for other schools and organizations looking to adopt the movement.

Since the initial adoption of the Choose Love philosophy in 2022, the entire campus has seen astounding results, including a decrease in crisis behaviors in the classroom by 35 percent and a rise in standardized test scores.



THIS YEAR'S WORK

Strategic Accomplishments



Leadership Transition

The Board of Directors at Spaulding Academy & Family Services announced the retirement of CEO and President Todd Emmons in August 2024. Todd Emmons retired after seven years at Spaulding, the past four years leading as CEO.

Meaghan Emmons was named the new president and CEO of Spaulding. Meaghan Emmons, who served as the chief financial officer for Spaulding since 2022, has deep non-profit and executive experience in New Hampshire. She formally assumed this leadership role in August and is taking on a dual role of CEO and CFO until a new CFO is hired.

Prior to joining Spaulding, Meaghan Emmons spent nearly two decades with Granite Group Benefits and Alert Group, serving most recently as senior vice president of the company's finance and accounting team. She holds an MBA from Southern New Hampshire University and a Bachelor of Arts degree from Saint Anselm College. Meaghan Emmons is an active community volunteer. This includes working with UpReach Therapeutic Riding Center during mounted and unmounted therapy programs and with the New England Parkinson's Ride.

Adaptive Technology

This year, Spaulding became the first educational organization in the world to create custom virtual reality (VR) content for individualized learning. This accomplishment reflects Spaulding's commitment to fostering inclusive, individualized learning approaches to meet the unique needs of all students. This VR innovation is an exciting example of adaptive technology — technology modified to support a person with a disability or impairment. Great successes have already been seen on campus through the use of this technology: one student overcame their fear of fire drills by practicing virtually, while another student with limited mobility was able to experience the sensation of mountain biking, skiing and navigating a ropes course.

Spaulding's Director of Technology and Innovation, Charley Suter, works closely with each child's entire team to tailor unique approaches to support individual needs. Suter and his team are constantly looking for ways to harness technology to enhance learning and improve the lives of Spaulding students.

Thank you Todd!

As we reflect on the accomplishments of the past year, I want to take a moment to express our heartfelt gratitude to our outgoing CEO, Todd C. Emmons. Under his exceptional leadership, Spaulding Academy & Family Services has reached new heights. Todd has fostered a culture of collaboration and community that will resonate for years to come. He has been a strong advocate for our mission, demonstrating unwavering dedication to the children we serve. We are grateful for Todd's vision and the lasting impact that he will leave at Spaulding.

Thank you, Todd!

Michael F. Ventura, Chair, Board of Directors



THIS YEAR'S WORK

Academic Accomplishments



Focus on Social Emotional Learning Boosts Academic Test Scores

Spaulding student test scores in reading, writing and math have increased 50 percent over the last two years. Garrett Lavalley, Spaulding's principal and director of special education, attributes the increase to creating a community and culture filled with gratitude, forgiveness, compassion and courage. These are the four pillars of the Choose Love Curriculum. Spaulding aims to make students feel safe, loved and nurtured before focusing on academics. When students feel safe, appreciated and supported, they can better focus in the classroom.

The increase in academic test scores coincided with the introduction of 45 minutes of structured

daily Social Emotional Learning across all grade and developmental levels. The Social Emotional Learning curriculum is designed to help students acquire the knowledge, skills and attitudes to develop healthy identities and self-awareness, manage emotions, achieve goals and show empathy and compassion.

The focus on Social Emotional Learning has helped create an environment where students support each other and celebrate accomplishments. Transformative achievements have been seen by students as they help each other to co-regulate and set goals for themselves based on examples provided by others. The campus's increase in prosocial behaviors has led to a significant increase in test scores, supporting Spaulding's philosophy that when behavior is stable, academics grow.

The Four Pillars of love™ new hampshire





Staff Highlights

A great majority of successes celebrated on Spaulding's campus throughout the year can be directly attributed to the substantial efforts of our dedicated staff. The work across Spaulding is largely due to the collective effort of our team, who continuously overcome daily challenges to put student needs first while shaping their lives and guiding their development. While looking back on a year of accomplishments and life-changing victories, we want to share some sentiments of a few team members who make these daily successes possible.

“Doing the job I love”

“When I expressed my interest in becoming certified as a special education teacher, I was met with an extraordinary amount of support and guidance from the school's leadership team. Their belief and support not only provided me with the opportunity to transition into a teaching role, but equipped me with the necessary tools and resources to do so with confidence and knowledge. Over the past two years of teaching at Spaulding, I have had the privilege of witnessing tremendous progress among my students. This journey of growth and achievement is a testament to the supportive and collaborative culture fostered within our school community.” —**Meagan Hecht, Library Media Specialist**

“Working at Spaulding, I have students who struggle to be successful in a standard public school setting. I found that connecting with these students resulted in a huge impact to their behavior, relationships, their growth as citizens and as learners. I now can't imagine being as fulfilled or happy any place else. Connecting with students who historically struggle to make connections affords them the ability to open up the window and fly! Seeing kids who haven't experienced much success succeed is life changing, for them and me!” —**Tracey Tully, Special Education Teacher**

“If it's good for the kids, do it”

“The Choose Love initiative is a great example of using the best research-backed methods for teaching. In the past two years it has changed the culture of our school, nearly eliminated seclusion and restraints and dramatically boosted test scores. I think all of this success is due in large part to the fact that we have the best leadership team we've ever had. They are very student-centered and incredibly supportive of staff. When I asked to build a giant ropes course, suspended by 50' phone poles they said, 'If it's good for the kids, do it.' When I wanted a machine-built flow trail for mountain biking and a tree house with universal access, they said, 'If it's good for the kids, do it.' I should point out that this phrase isn't just limited to my program. When a lot of people on campus wanted to build the best adaptive playground in the state, guess what they said?” —**Jason Sterner, Outdoor Education Coordinator**

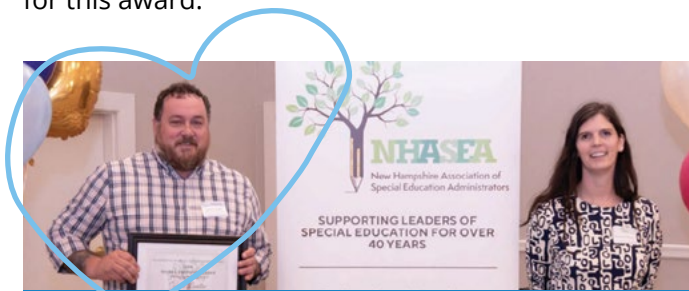
“I can't imagine being as happy or fulfilled any place else.”



Principal and Director of Special Education Honored as Emerging Leader of Special Education

Garrett Lavallee, Spaulding's principal and director of special education, was recognized at the NH Association of Special Education Administrators conference in June. Lavallee was honored with the Emerging Leader of Special Education for Private Providers award. The staff at Spaulding nominated the principal of two years with glowing letters of recommendation highlighting his positive impact on the school.

Lavallee began his career in special education at Spaulding in 1999 as a member of the residential team. Since then, his dedication and commitment to Spaulding and his students has led to not only his own personal success, but the success of Spaulding Academy as a whole. Lavallee believes that every child deserves a safe, loving environment to learn in. His devotion to this ideology is abundantly clear as Spaulding staff rallied together to nominate Lavallee for this award.



Lavallee's impact on Spaulding is far-reaching, continued and immeasurable, as he is a driving force of the implementation of the Choose Love Movement.

11-Year-Old Spaulding Student Presents to the Board of Directors

Austin — known as AJ — is an 11-year-old Spaulding student who faced monumental struggles prior to arriving at Spaulding Academy. Anger and impulsiveness were a constant issue for AJ, causing his early years to be marked by schools that simply were not equipped to provide the support he needed.

In 2022, AJ's struggles led to a month-long stay at an inpatient psychiatric facility, where he was able to receive medication and began to see progress in his behaviors and emotional regulation. Upon leaving the facility, AJ's school district would not allow him to return, causing his parents to turn to Spaulding Academy to continue his education and developmental progress. AJ's adjustment to Spaulding did not happen overnight, but his team worked to teach him to cope with and solve the problems he faced, rather than isolate him as his other schools had done in the past.

AJ's team worked with him to create a reinforcement system to prioritize his safety, completion of academic work and effective coping skills, leading to great improvements in his personal and academic life. AJ's parents attributed much of his newfound success to the extensive efforts of the Spaulding team and their inclusivity and willingness to create individualized methods of student support — something the family had not experienced at AJ's past schools.

AJ's progress was so significant that when the opportunity to tell his story in a presentation to the Spaulding Academy Board of Directors arose, he jumped at the chance, and excelled while doing it. Due to AJ's substantial advancements at Spaulding, he hopes to be able to return to public school in the near future. Due to AJ's substantial advancements at Spaulding, he has since returned to public school!

School Addition Becomes Hub for Collaboration and Connection

Last August brought excitement to the Spaulding campus with the completion of construction on an addition to the campus. This new addition provides the children and staff of Spaulding with ample space for learning, collaboration and dining. The new building houses the campus's Innovation Suite, Speech and Language Suite, new kitchen and cafeteria, classrooms, vocational classroom, calming and regulation rooms, bathrooms, conference rooms, offices and teachers' rooms.

Not only has this addition allowed those on Spaulding's campus to learn and live better, this space has created a place of collaboration and community for all. The new dining space has become the center of community meetings and connection as staff and students alike come together. The Innovation Suite allows creativity to flourish, featuring a 3D printer, virtual reality experiences and the campus's podcasting hub. As we look towards the future, we are excited and eager to witness the educational and communal advancements that this space brings.

THIS YEAR'S WORK

Residential Accomplishments



Proms Become Key Part of Spaulding Culture

Spearheaded by our Activities Committee, we were proud to host the second annual Spaulding Prom this spring, aimed to give our teens a taste of a quintessential youth experience. Our students eagerly anticipated this day for months after selecting a black and white theme, arranging catering by Subway and carefully curating outfits from our "Prom Attic," a well-stocked closet filled with generously donated prom attire.

Staff members assisted in the success of the glamorous night, setting up a hair, makeup and nail station to help students complete their distinguished looks. Students enjoyed a limousine ride through Spaulding's campus that led them to an elegantly crafted archway constructed by our maintenance staff.



Forty-six residential and day students danced the night away, enjoying all the fun and excitement of a classic prom.

Residential House Manager Salena Durette worked hard to ensure the special night was a success. Wishing to share the magic of prom with Spaulding's younger students, Durette and staff organized our first ever Junior Prom. Students selected their outfits, and even received finishing touches from older students who offered makeup services, before enjoying the night complete with snacks, a bubble machine and a dance party.

Roadside Attractions Contest

This year our students have enjoyed participating in a unique Roadside Attractions contest, where each cottage's residents competed to visit interesting destinations. This contest took our students on many exciting journeys, including a visit to the world's longest candy counter, the Meredith Sculpture Walk, the USS Albacore and the castle ruins in Chesterfield. The competition has been fierce but fun, while encouraging students to think outside the box and explore their local surroundings. Winners of the competition received sought-after prizes and all participants enjoyed bonding with their cottage residents and the opportunity to see new sights!

Sensory Party

World Autism Awareness Day is annually recognized on April 2, with the goal of raising awareness for the importance of helping improve the quality of life for those with autism so they can lead full and meaningful lives. Spaulding commemorated this positive day of awareness with a Sensory Party. Our residents enjoyed learning about sensory challenges using water tables, rice and bean buckets, a sand art table and a shaving cream table. This fun-filled event not only provided the children with invaluable memories of laughter and play, it was also packed with learning opportunities and helped to teach our students about the importance of inclusivity and positive awareness initiatives.



THIS YEAR'S WORK

Community-Based Accomplishments

Spaulding Gives Back to Foster Families During Foster Care Month

Every May, Spaulding Academy & Family Services celebrates National Foster Care Month. Spaulding works daily with the Division of Children, Youth and Families (DCYF) to provide foster home placements for children and youth. National Foster Care Month is the perfect time to show our continued appreciation and support for our amazing foster care families. These families go above and beyond every single day, opening their homes and hearts to children in need, and providing them with a safe, stable, loving home. This year, we celebrated our foster care families with gift bags filled with goodies, many of which were graciously donated by local businesses.

Students Apply Real Life Skills While Working in the Public

This year, Spaulding students worked to give back to the community while practicing their life skills working with local businesses through our vocational program. Students had the opportunity to learn and grow outside the classroom as they worked at organizations like Flipside Diner in Laconia, Market Basket and on campus grounds. Students built their workforce skills by completing activities such as cleaning, restocking, grounds work and office work. Those who participated in the vocational program benefited greatly from real world workplace interactions and showed great responsibility, maturity and growth throughout their time as workers.

Student Prepares for Independent Living as he Applies to Colleges

Those living on Spaulding's campus receive direct support and opportunities daily across different settings to prepare them for life beyond our campus. While each resident and student has their own unique and diverse set of needs, Spaulding staff work hard to create personalized avenues of support to best provide for each and every child in our care.

One Spaulding student has utilized his acquired skills to prepare for life after graduation ahead of his 18th birthday this December. This fall, this student took the initiative to learn about possible post-secondary opportunities as he works directly with his academic advisor at Central High School to complete his Common Application and FAFSA. He works hard to balance a busy and intense course load while also participating in his school's robotics program which consists of frequent practices and competitive weekend events, all while maintaining his desired GPA.

On campus, this student has worked directly with his team to determine the best practices for furthering his independent living abilities, preparing him for when he ultimately exits Spaulding's care. His impressive accomplishments and continued success are a direct result and reflection of the support he receives from the staff and team members here at Spaulding. We are confident he will continue to excel as he prepares to enter adulthood.

This Year...

6

children

adopted

12

children

reunited

1

child

in guardianship

1

child

soon to be adopted

16

children

remain in home

2023-2024

Campus Highlights



Authors Tea

Every fall, Spaulding students spend weeks writing, editing, illustrating and publishing their own unique literary works. The Spaulding community then comes together on campus with family and friends as the students share their final products while enjoying cookies and tea. This fun community-centered event allows students to immerse themselves in the role of authors and illustrators while exercising their academic and creative skills.

Field Day

Spaulding Academy's annual Field Day is an eagerly anticipated event on campus, as both a student and staff favorite. Students are given the opportunity to enjoy the sunshine while making memories alongside their peers and mentors. This year, the campus was adorned with slip 'n' slides, a bounce house obstacle course and even a dunk tank as students filled the air with laughter and joyful screams. This event not only fosters unity and togetherness, it works to break down barriers and strengthen bonds between students and staff.

Choose Love Talent Show

This February, Spaulding hosted their second annual Choose Love Talent Show. The talent show helped to teach students more about one of the four pillars

of the Choose Love equation: courage. Students bravely took to the stage to showcase their talents in a fantastic display of confidence and courage! Student talents ranged from gymnastics to solving math equations to dancing and singing. The annual talent show reminds students of the importance of showing support for their peers while also recognizing their own unique skills and talents.

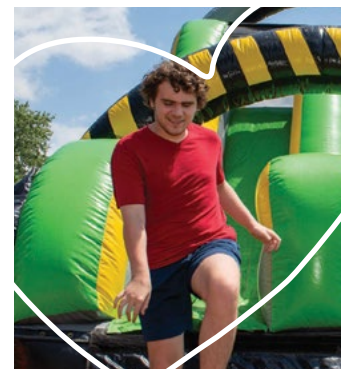
Annual Science Fair

The annual Science Fair allows students' imaginations to come to life, while exercising skills learned in the classroom. Students spend time preparing, practicing and analyzing their experiments so that when fair day comes, they proudly share their creations with family, friends and staff. This year's student experiments ranged from analyzing music's influence on plant growth to balloon-powered cars!

Winter Carnival

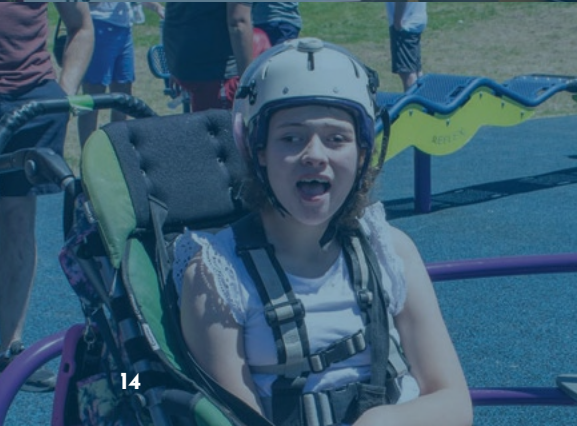
The annual Winter Carnival is an experimental learning event hosted by Spaulding Academy's Experimental Challenges Outdoors (ECHO) program. Despite the lack of snow this year, students carried on the tradition of using their creativity to create cardboard sleds. This year's sleds featured themes inspired by countries all over the world. Students enjoyed thinking outside the box to create skiers and snowboarders to take on handcrafted indoor slopes.

The annual Field Day event leaves students with a meaningful lesson learned: the power of creating cherished memories and the importance of building a community that resonates throughout the school year.





Since inception, we have supported **more than 48,000** exceptional children and family members toward successful futures.



THANK YOU TO

Our Generous Donors

We deeply appreciate your generosity and we are dedicated to providing proper recognition for your support. These acknowledgments represent all contributions between July 1, 2023 and June 30, 2024. It is our intent to acknowledge all Spaulding Academy & Family Services benefactors. Please contact the development office at 603-286-8901 ext. 107 or donate@spauldingservices.com if you notice any omission or error. We are honored to recognize donors who anonymously donate through Facebook, our website and other social media outlets. Thank you to the many individuals who donate time and talent throughout the year to benefit our children and programs. *Spaulding Academy & Family Services is a 501(c)(3) organization. Charitable donations are tax deductible to the extent allowed by law.*

Spaulding Sunshine Society

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.

Bea and Woolsey Conover
The Dearborn Family
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Robert A. Patrick
David and Barbara Roby
Rogers Family Trust Fund
George and Sharon Tyler
Mike and Tracy Ventura
Scott F. Warner
Patricia Weeks
Peter C. White Family
Jack and Marci Williams
Endowment for Wednesday's Child

Giving

We are pleased to acknowledge our generous friends who have given to the Annual Fund, restricted funds and/or the Susan S. Calegari Endowment Fund. We are incredibly grateful to the individuals, businesses, civic organizations, faith groups and foundations for their gifts and grants that truly enrich the lives of our children, youth and their families.

Gold Leaders

\$10,000+

George A. Carr Trust
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Jack and Marci Williams
Endowment for Wednesday's Child
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 Sherm and Pat White

Memorial Gifts

We are honored to recognize gifts given in memory of a loved one.

In Memory of Roland Benoit
 Ron and Chrissy Benoit
 In Memory of Charles B. Bragg
 Julie Hailey
 In Memory of Thomas Curren
 Anonymous
 In Memory of Jonathan M. Gagnon
 Laurie Gagnon
 In Memory of John Lavallee
 Gary and Mary Lavallee
 In Memory of Warren C. Nighswander
 Mary H. Leonard
 In Memory of Christopher S. Richter
 Sterling and Marci Hardy

In Memory of Gilbert Taylor
 Elizabeth A. Taylor
 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.*

Garrett Lavalley
 Billy and Debbie Curran
Spaulding Staff
 Linda Gosselin
Jason Sterner
 Ken and Eleanor Sterner
Jonathan White
 David and Susan White
 Sherm and Pat White

In-Kind Gifts and Services

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

Aaron Sylvain
 Bank of New Hampshire
 Delta Zeta Sorority
 Gina Wheeler
 Hali B. Dearborn
 Hart's Turkey Farm Restaurant
 Hermit Woods Winery & Eatery
 Hills Garrison Elementary School
 Home Depot
 Jean Clark
 Lake Effect
 Laurie Ann Mayhew Aesthetics

& Reiki Practice
 Let The Healing Begin
 Lucy Kilgore
 Lynn Leighton
 Malone, Dirubbo & Company, P.C.
 Melissa Mazalewski
 Merron Treadwell
 MnM Scoops
 Plymouth State University Office of Community Impact
 Sara Smith
 Smitty's Cinema Pub
 Tribal Glow Esthetics

THE WORK CONTINUES

Our Commitment

We continue to have a deep and recognizable societal impact. Our commitment to ensuring every child has a childhood has ripple effects evident in the successful, well-adjusted prior students who live active, independent and positive lives — despite the challenges they experienced prior to their time at Spaulding Academy & Family Services.





STAFF CELEBRATION

Thank you, Todd Emmons, for your continued dedication, support and impact.

This year, Spaulding Academy & Family Services announced the retirement of President and CEO, Todd Emmons. Todd's impact on the entire Spaulding campus, students and staff has been immeasurable and will continue to positively impact Spaulding for years to come. It is impossible to put into words the appreciation and gratitude that all of us here at Spaulding have for Todd. From the bottom of our hearts, thank you for everything, Todd. You will be missed!

As Todd embarks on his well-deserved retirement, we celebrate not only his remarkable career but also the countless contributions he has made to our team and community. With unwavering dedication, a spirit of collaboration and a deep compassion for others, Todd has inspired all of us to strive for excellence and embrace challenges with optimism. As a mentor, he has guided many with wisdom and kindness, leaving a profound impact on both individuals and the organization as a whole. Spaulding is a better place because of Todd's leadership and support; his ability to listen and uplift colleagues has created a warm and inclusive environment, making a lasting mark on everyone around him.

—**Garrett Lavalley, Principal & Director of Special Education**

Prior to Todd's leadership, the campus had become very impersonal and sterile. The campus was just existing, going through the motions. Todd's leadership and sentiment to campus brought life back to the Spaulding, campus began to thrive again. Todd allowed the campus to blossom. I often think of the time before Todd as a black-and-white picture. Under his leadership he transformed campus into a vibrant colorful place to be. These changes came from Todd's heart, care, and compassion for the staff and the students alike. Having been at Spaulding for a while, I am a firm believer that Spaulding has a CEO for a reason, a season, or a lifetime. Todd's time as a CEO impacted all of these areas. Spaulding needed him to change our business structure and lead with his heart, his time here was not long but enough to make a lasting change that can be for a lifetime for our students and our staff.

—**Amanda Champagne, Vice President of Family Services**

Not many can say they remember the first time they interacted with someone, but I can. I first met Todd on May 8, 2017 when he entered my new staff orientation to introduce himself as CFO. Many people at Spaulding can say they experienced this during their orientation, members of leadership joining to introduce themselves and explain their roles. However, on May 8, Todd came to orientation three times that day. He knew what he wanted and what Spaulding needed, and that was a new member of his finance team. He was determined, proficient and tenacious. From that day forward, I knew that Todd's mission was to strengthen our Spaulding community and strive for excellence. As my career flourished at Spaulding, so did Todd's. His compassion and dedication led him to the role of CEO, forever changing our culture with an emphasis on connection. Throughout my career and following his retirement, Todd continues to be one of my biggest supporters. His benevolence, empathy and determination empower me to be a stronger professional, parent and friend.

—**Bonnie Huestis, Clinical Coordinator of Community Based Programs**

Todd has been an incredible supporter and advocate in my career. He has a remarkable talent for recognizing potential in others and inspiring them to pursue their dreams. His leadership is always supportive and he's someone you can count on to listen when you need. With his wisdom and kindness, Todd is not just a boss, but a mentor. He is a leader whom we are truly fortunate to have had to guide us with heartfelt passion.

—**Nicole Keefe, Board Liaison & Communications Specialist**

Todd will have a lasting impact, not only on our campus but also on my personal career journey. His leadership has been a source of inspiration, encouraging creativity and fostering an environment where ideas could flourish. He has a unique way of putting people at ease, making it easy to feel both supported and empowered in our work. His belief in growth — both personal and organizational — challenged us to step beyond our comfort zones and develop new skills. I am truly thankful for the opportunity to have worked with him, and his influence will continue to shape my path moving forward.

—**Courtney Leighton, Director of Development & Community Relations**

I have seen many CEO's come and go in my time here at Spaulding but when I think about the impact Todd has left on our Spaulding community, I can't help but smile and feel blessed to know him, work with him and be led by his leadership. His personality, leadership and commitment to the organization has been nothing shy of AMAZING. He listens to what is needed and finds a way to get it done. He has a heart of gold and I know I am forever grateful that he gave a piece of that to Spaulding. Thank you for everything you have done for our community. You have been a light that will forever burn bright!

—**Cheryl Consoletti, Permanency Specialist**

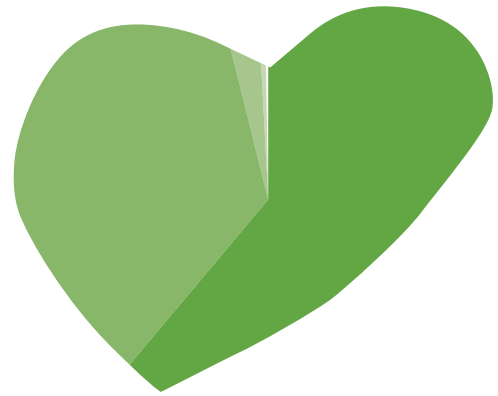


FINANCES

Revenues & Expenses



REVENUE		
Residential		19,196,232
Academic		11,003,937
Community Based		958,654
Gifts		192,985
Other		0
Total Revenue		31,351,808
EXPENSES		
Personnel		23,141,589
Operating		1,821,790
Program		1,099,810
Depreciation		1,033,619
Occupancy		704,226
Total Expense		27,801,034
NET		3,550,774



Regional Economic Engine: One of the area's largest employers with...

FACTS AND FIGURES

Spaulding Academy & Family Services

- Managed by a President/CEO and Executive Leadership Team with governance provided by a Board of Directors.
- Our legacy began in 1871 as the New Hampshire Orphans Home and School for Industry, which later was renamed as the Daniel Webster Home. In 1958, this organization merged with the Golden Rule Farm (Est. 1914) to become Spaulding Youth Center. To best represent the evolution of available programs and services, the organization became Spaulding Academy & Family Services in 2020.
- Funding primarily provided from referring New Hampshire school districts, Bureau of Children's Behavioral Health (BCBH), Division for Children, Youth and Families (DCYF), Dept. of Education (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 Academy & Family Services, 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.

Services & Programs

- Spaulding Academy, providing special education for grades K-12.
- Experiential Challenge Outdoors (EChO), providing adaptive adventure-based learning.
- Wide-Ranging Clinical and Behavioral Services, supporting our therapeutically-intensive programs.
- Community Based Program, supporting foster and adoptive families.
- Music and Arts Program, including visiting artists and special events.
- Residential Program, providing a safe and nurturing home away from home.
- Food Services, offering diverse options, special needs diets and a registered dietician.

Certification & Licensing

- First Ever Choose Love Certified Campus.
- 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 and Bureau of Children's Behavioral Health.
- Commission on Accreditation of Rehabilitation Facilities (CARF).

...over 300 staff, Spaulding has a **\$32 million** annual operating budget.

WE NEVER SLEEP

Supporting exceptional children and families toward a successful future.

Spaulding Academy & Family Services serves children and youth:

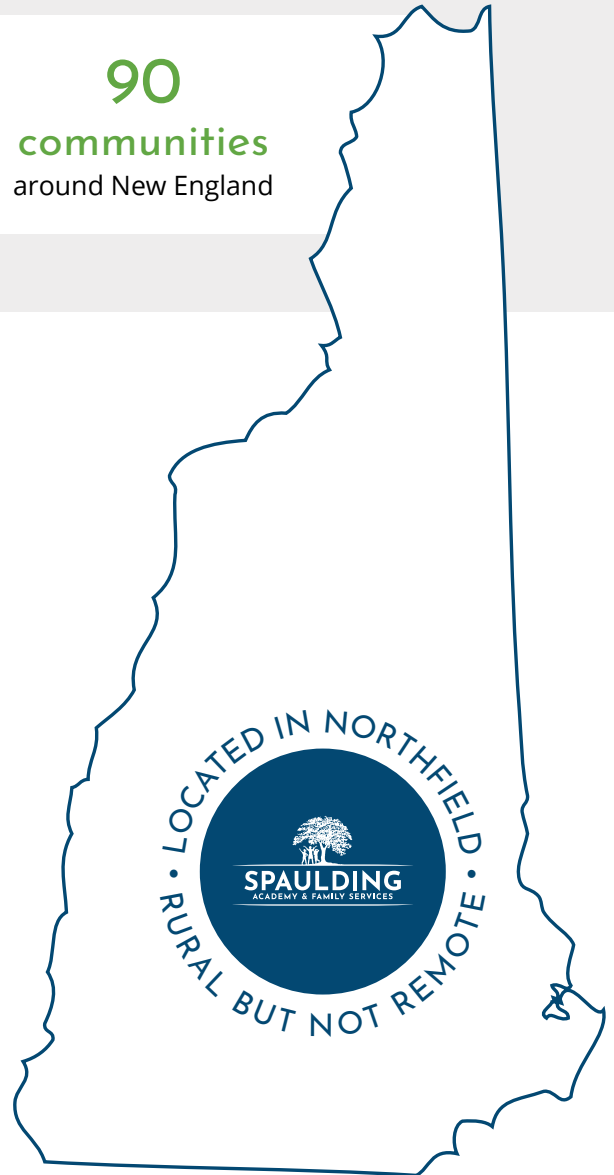
24
hours
a day

7
days
a week

365
days
a year

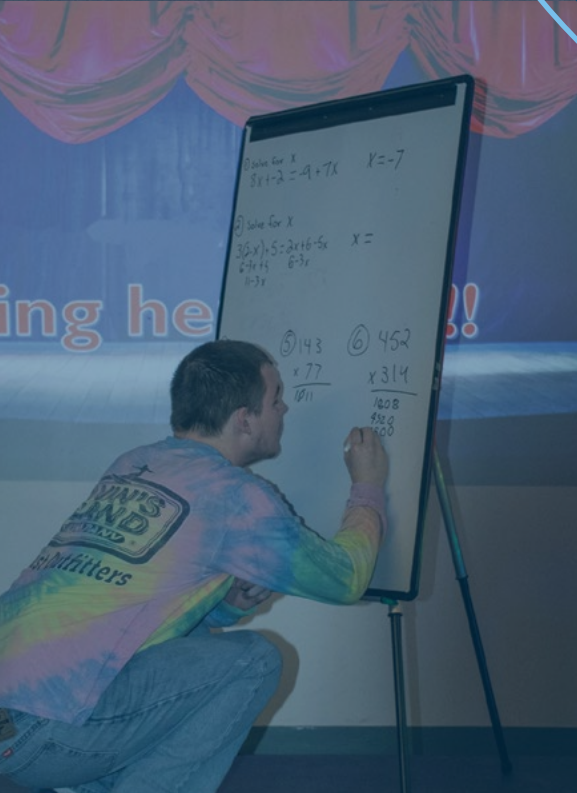
90
communities
around New England

STUDENTS & FAMILIES	FY 2024
Avg. Residential	47
Avg. Academic	72
Avg. Community Based	22
Students Served	173
Family Members Served	433
NUMBER OF EMPLOYEES	
FY 2024	
Academic	88
Health Services	23
Residential Program	106
Executive & Administrative Staff	22
Clinical, Behavioral Health & Case Managers	26
Community Based Programs & ISO	16
Facilities, House Keeping & Food Services	30
TOTAL FULL TIME EMPLOYEES	305





Thank you for supporting our belief that every child deserves a childhood.





LIKE, FOLLOW AND SHARE

Our social media platforms include the latest updates about campus happenings, video tours of campus, 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.

 @SpauldingNH

 [LinkedIn.com/school/SpauldingNH](https://www.linkedin.com/school/SpauldingNH)

 @SpauldingServices

 @SpauldingNH

This report is published to present information about Spaulding Academy & Family Services and its programs and services. We encourage you to visit our website at SpauldingServices.org or contact our development office at donate@spauldingservices.org, 603-286-8901 ext. 107 or on campus at 72 Spaulding Road, Northfield, NH 03276-4608.

