



SPAULDING PRIDE

*annual report
2010-2011*

Our Mission

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

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

Our Vision

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

Spaulding Youth Center Executive Team



Frank Lossani, *Chief Financial Officer*
Laura S. Chaney, *Vice President for Development*
Susan S. Calegari, *CEO and President*
Randy Welch, *Chief Program Officer*



Values and Principles



We value the core principles of respect, responsibility and safety for our children, their families and staff.

We have a passion for our students and their families.

We offer our programs and services in quality, unique facilities designed to encourage excellence at every level.

We are committed to celebrating the uniqueness of each child, teaching them self-respect and to become responsible citizens of society.

We work in a spirit of cooperation and collaboration.

We encourage a culture that promotes an appreciation of our natural resources and environment.

We believe that each child deserves a childhood which includes opportunities to learn, grow and play.

We are committed to professional development and growth of all staff.

We embrace inclusivity and diversity.

Founded in 1958 with the merger of the Daniel Webster Home (1871) and the Golden Rule Farm (1914), Spaulding Youth Center is one of the oldest childcare facilities in the nation. Located on a lofty hill in Northfield, New Hampshire, the 470-acre site offers a safe, caring and supportive environment to allow youth to heal, learn, grow, and play. Today, a staff of more than 180 professionals provides around-the-clock intensive treatment, educational, community and foster care services, for children and youth ages 5-20 with autism or other neurological impairments and boys in grades 1-8 with emotional and behavioral challenges. Recognizing the value of community inclusion, Spaulding's treatment approach emphasizes supporting youth in transitioning successfully to their home community.

Spaulding Youth Center Foundation – 130 Shedd Road, Northfield, NH 03276
TEL (603) 286-7500 • FAX (603) 286-7511 • www.spauldingyouthcenter.org

“
My son was in your program. He is now 61 and has his own business which is a huge success. We owe a great deal to Spaulding for your guidance and care while he was with you. I am pledging a little money each month, what I can afford. I do hope it helps.
MOTHER OF A FORMER STUDENT

Pride in a Caring Community

Dear Friends,

From the CEO and President

I am so proud to be part of a caring community that dreams big dreams to enable young people to be successful.

In the past year, success came from many quarters. Spaulding was filled to capacity for many months and served more students than ever. Overall, students made at least a year's, if not more, academic growth in one school year. Our professional staff participated in several statewide initiatives to foster permanent connections for youth. The Boards launched the most ambitious building project Spaulding ever has undertaken, breaking ground for a new school and contributing and raising eye-opening advance and leadership gifts. Notably, we ended the year in the strongest financial position in recent memory.



There is a saying that 'success breeds success'. Yet, credit for these successes is due to so many—a stellar staff, engaged families, hard-working students, strong Board leadership and participation, big-hearted community partners, and the phenomenal generosity of friends like you.

With all of these accomplishments, I am most proud of the countless strides our students make each and every day, whether mastering long division, initiating a conversation unprompted, or learning empathy by helping serve a meal in a local food kitchen. The sense of pride a student discovers is immeasurable, as exemplified in the heartfelt words from Connor, a recent graduate:

Thank you to everyone at Spaulding for helping me overcome fears, control anger and frustration, giving me advice and time, keeping me company, teaching me so much, and helping me discover the true good person inside of me.

Thank you for helping Connor and countless other children and youth who come to Spaulding Youth Center to learn, heal and grow. I hope it makes you as proud as a peacock to know you have helped this young man and so many other deserving young people to discover the true good person inside.

With sincere appreciation,

Susan S. Calegari



“

I'm proud to be part of a team that truly cares about making a difference in children's lives.
SPAULDING STAFF

pride

Pride: noun/*pīd*/

A feeling of deep pleasure or satisfaction derived from the achievements of those with whom one is closely associated / A group of lions forming a social unit.



Message From Our Board Chairs

It is no coincidence that the theme of this Annual Report and Spaulding's Annual Meeting is 'Spaulding Pride.' There is a lot of pride happening on campus these days and deservedly so. We can measure pride of success in the 75% of students who successfully transitioned back to their families, foster homes, public schools and communities this past year. We can feel pride in the laying of a firm foundation that will support a new school with the capacity to serve 36 additional students when completed in spring 2012.

We cannot help but use this opportunity to express our deep admiration for the *above and beyond* commitment by so many who have helped lead us to this moment in Spaulding's history. Like a pride of lions—staff, citizens in communities across New Hampshire and beyond, philanthropic partners and Board members have fearlessly worked together to ensure that, at Spaulding Youth Center, there will always be a safe and loving place available to children and youth with special needs to learn, heal, play and grow.

For 140 years, children have received the utmost care during their time at Spaulding and its predecessor organizations. Spaulding continues to attract high quality staff with the expertise required to carry out this important work. Community leaders, civic organizations and faithful stewards, as you will read throughout this report, continue to generously commit resources critical for children's well-being. And Board members continue to provide extraordinary service and optimism. We are proud of the Boards' courage in committing to a new building project and committing significant personal financial support, time, knowledge, and passion, and for seeing Spaulding not as an institution but as a place where kids receive respect, care, and hope.

We invite you to visit campus. Come delight in the achievements of each student, observe wonderful staff, and witness what you have helped make possible through your contributions to the enrichment of so many deserving children. We are so very proud. Thank you.

A handwritten signature in black ink, appearing to read 'J. R. Clements'.

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

A handwritten signature in black ink, appearing to read 'Michael F. Ventura'.

Michael F. Ventura
Chair, Board of Directors
Spaulding Youth Center Foundation



Pride in Student Accomplishments and Program Impact

Annual Highlights 2010-2011

Outcomes

An important measure of our success is gauged by students who move on from Spaulding to less restrictive settings. Twenty of 24 students who graduated or moved on during this fiscal year went on to less restrictive settings. The outcome for our students in the Foster Care/ISO (Individual Service Options) Program was also very positive, with 9 of 11 children transitioning from Spaulding ISO services to foster care families or adoption.

Collaborative Work and Shared Leadership

Spaulding's involvement in New Hampshire state initiatives, projects and teams enhances the quality of the treatment and services we provide and offers our expertise to help in the development and adoption of best practices for services to children, youth and families. In 2011 Spaulding staff, families and students participated in:

- **NH STAR** – A coordinated system of care that supports children and families with mental health needs within their homes and communities.
- **Frameworks for Collaboration for Lifelong Connections for Youth and the Implementation Advisory Team** – A united system committed to meeting the individual needs of children, youth and families, in collaboration with community resources and natural supports. Services are family driven, collaborative, inclusive, outcome focused and community connected and the implementation plans support the permanency outcomes and goals of the collaboration.



- **NH Transition to Permanency for Youth Project** – Engages youth, their families and communities in planning for transition from residential treatment to community and a permanent family placement, helping youth make permanent connections with adults who will make a lifetime commitment to help them successfully navigate the transition to adulthood.

Academic Success

Fiscal year 2011 saw an expansion of resources, tools and training for teachers, specialists and aides to help students to initiate communication and learn critical academic and social skills. As a result of a Title I Grant, students now use iPads as a tool to express themselves.



The academic program also expanded its training and use of picture boards in the Picture Exchange Communications System (PECS), and added video camcorders to record and play back edited clips of students' social and vocational activities as a teaching tool.

Spaulding added two certified reading specialists to provide one-on-one tutoring in the Applied Behavioral Analysis (ABA) related Orton-Gillingham approach to reading. The 10 students participating in the Title 1 reading program averaged 1.9 years of growth as a result of their intensive reading treatment.

Who We Serve

In fiscal year 2011, a staff of over 180 professionals provided a safe, caring and nurturing environment with intensive treatment, special education and foster care services to 95 children and adolescents, ages 6 through 20, from 63 communities primarily across New Hampshire, but also from Connecticut, Maine, and Vermont. The New Hampshire student population represented 36 separate School Administrative Units (SAUs) from across the state.

List of Communities Served:

New Hampshire - Boscawren, Campton, Center Ossipee, Charlestown, Chocorua, Claremont, Colbrook, Concord, Dalton, Danbury, Derry, Enfield, Franklin, Gilford, Gilmanton, Gilmanton Iron Works, Hinsdale, Hudson, Keene, Laconia, Lebanon, Lincoln, Littleton, Londonderry, Loudon, Manchester, Nashua, New Hampton, New London, Newport, Northfield, Penacook, Pittsfield, Plaistow, Plymouth, Portsmouth, Raymond, Rochester, Sanbornton, Somersworth, Swanzey, Tilton, Washington, Weare, West Lebanon, and Wilmot.

Connecticut - Berlin, Groton, Hartford, Manchester, Meriden, New Britain, Stamford, and Wallingford.

Maine - Bar Mills, Hiram, Kennebunk, North Berwick, North Vassalboro, Skowhegan, South Portland, and Westbrook.

Vermont- Mendon.



Academic Success

Classroom teacher Garrett Lavalée was honored at the DCYF and DJJS 2011 Annual Conference receiving the 'Exemplary Leadership & Service Award in Juvenile Justice'. He was recognized for his outstanding leadership in empowering youth to make positive choices and for helping students make gains in their individual plans for success.

Garrett was cited for his "outstanding commitment to partnering with DCYF and DJJS, his ability to maintain objectivity while helping youth advocate for their own needs, and the patience, understanding and empathy he shows while setting necessary limits."



“

The school is excellent - with caring and knowledgeable staff.

AGENCY/COLLATERAL

Annual Highlights 2010-2011 Cont.

Campus Life and Wellness

Students continued the Spaulding tradition of participating in regional and state-wide Special Olympics and in demonstrating teamwork and good sportsmanship. Sports teams included bowling, soccer, floor hockey and track and field events with 53 student athletes on the team rosters.

Not to be outdone in spirit or enthusiasm, our staff 'Wellness Team' organized participation in sports and healthy activities including 'Zumba' dancing, hula hooping, a house band, basketball, kayaking and numerous walks and runs for community events.



2011 marked the start of a campus retail store run by and for students. Thank you to Manchester Harley Owners Group Chapter 1294 for providing funding to start this popular endeavor. Spaulding students are gaining valuable work experience in inventory, customer service and handling money.

Community Awards and Honors

Two very special community awards were presented at the 2010 Annual Meeting. **Uncle Hilde's Lumber Outlet of Tilton and Merrimack** received the seventh annual 'You've Got a Friend Award' for their generosity and support of Spaulding's students. Uncle Hilde's continued their commitment to helping children by presenting Spaulding with a side-by-side tandem trike, allowing students with mobility impairments to enjoy outdoor bike riding while developing coordination and balance skills. In accepting the award, owner Mark Hildebrand remarked, "I'll never forget the thrill of riding the tandem trike around campus with a delighted student. We get more back from our relationship with Spaulding than we give."



The third annual Arthur H. Nighswander Community Partner Award was presented to **The Pines Community Center of Northfield and Tilton** for the valuable community partnership that has developed with Spaulding students who volunteer at the Pines Center as part of a student career skills education program at Spaulding. When presenting the award, Jim Clements, Chair of Spaulding's Board of Trustees stated, "The opportunity to learn valuable trade and social skills while volunteering in a community setting has been an exceptional experience for our students".

Daniel Webster Legacy Society

*Ensuring a Promising Future
for Deserving Children*

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.

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CELEBRATING GENEROSITY

Please join us in thanking all who so generously give from their heart.

July 1, 2010 – June 30, 2011

“

Let us develop the resources of the land, call forth its powers, build up its institutions, promote all its great interests, and see whether we also, in our day and generation, may not perform something worthy to be remembered.

DANIEL WEBSTER

Legacy Gifts

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Spaulding Sunshine Society

Leadership Circle of Giving

Spaulding Sunshine Society members are helping to transform the lives of all who receive the services of Spaulding Youth Center. We are pleased to honor the following benefactors for their inspired giving of \$1,000 or more per year for five consecutive years.



“

Those who bring sunshine into the lives of others cannot keep it from themselves.

SIR JAMES M. BARRIE

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ANNUAL GIVING

Annual gifts, special event proceeds, goods and services provide opportunities that all children need to learn, play and grow, including clothing, equipment, programs and activities. We are grateful to the following individuals, businesses, civic organizations, faith groups and foundations for their gifts and grants that truly enrich the lives of the students at Spaulding Youth Center.

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Associates: \$250 – \$499
Supporters \$100 – \$249
Friends: up to \$99

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

Those memorialized are shown in italics.

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Jane Cooper Fall
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Casimir de Rham, Jr.
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Those honored are shown in italics.

Roland & Eileen Benoit's 61st Anniversary

Ronald & Christine Benoit

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David & Susan White

Anna Elsa Zoppi

Joanna A. Saltonstall

Mr. & Mrs. Thomas B. Saltonstall



IN-KIND GIFTS & SERVICES

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

Marion Abbott

Action Sports

Hannah Adler

Altrusa International of Laconia

NH Foundation Inc.

Altrusa International, Inc. of Meredith, NH

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Thank you to all who give of their time and talent to assist and create fun opportunities for Spaulding students.

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Bette Davis Cup

5th Annual Golf Tournament

Monday, June 6, 2011

Hundreds joined together to tee off on behalf of the children & youth at Spaulding Youth Center. We are grateful to the Co-Chairs, Committee members and Volunteers who tirelessly created the most successful tournament in its 5-year history. Under their leadership and with donations from players, friends and area businesses, this event netted over \$32,000 that is now directly benefiting Spaulding students.

Please join us in applauding everyone who helped make this event profitable and fun.

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Building a Vibrant Center of Learning



Success Under Construction, A New School For Spaulding

A New School for Spaulding

A new high-performance center of learning is under construction at Spaulding to help meet increasing demand for high quality special education programs and services. Once additional capacity is approved by the NH Department of Education, Spaulding's new school will offer classroom space for 36 additional students, allowing Spaulding to serve up to 100 students. The new facility is scheduled to open in spring 2012.

We are pleased to announce the names of those who have generously committed their support during the initial phase of Spaulding's campaign to build a new school. We look forward to others welcoming a visit from our campaign volunteers as we begin to move into the community phase of this important effort to create an inspired place of learning for generations to come at Spaulding Youth Center.

Advanced gifts received through June 30, 2011.



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Wednesday's Child
Arnold & Anne Wood in honor
of Thaddeus Humphrey

SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

Consolidating Statement of Financial Position June 30, 2011 and Comparative Totals for 2010

| ASSETS | Spaulding Youth Center | Spaulding Youth Center Foundation, Inc. | Eliminations | 2011 Consolidated | 2010 Consolidated |
|--|---------------------------|---|---------------------|----------------------|----------------------|
| CURRENT ASSETS | | | | | |
| Cash and cash equivalents | \$ 1,343,797 | \$ 436,781 | \$ - | \$ 1,780,578 | \$ 1,139,165 |
| Accounts receivable | 1,247,464 | - | - | 1,247,464 | 1,027,747 |
| Due from Spaulding Youth Center | - | 355,586 | (355,586) | - | - |
| Pledges receivable, net | - | 453,571 | - | 453,571 | 112,399 |
| Prepaid expenses and food inventory | 86,682 | 2,191 | - | 88,873 | 60,704 |
| <i>Total current assets</i> | <u>2,677,943</u> | <u>1,248,129</u> | <u>(355,586)</u> | <u>3,570,486</u> | <u>2,340,015</u> |
| PROPERTY AND EQUIPMENT | | | | | |
| Land | 7,100 | 376,126 | - | 383,226 | 383,226 |
| Buildings and improvements | 4,092,908 | 1,125,866 | - | 5,218,774 | 5,085,689 |
| Vehicles and equipment | 337,760 | - | - | 337,760 | 321,319 |
| Furniture and fixtures | 1,920,213 | 45,181 | - | 1,965,394 | 1,765,345 |
| Construction in progress | 1,293,662 | - | - | 1,293,662 | - |
| | <u>7,651,643</u> | <u>1,547,173</u> | <u>-</u> | <u>9,198,816</u> | <u>7,555,579</u> |
| Less accumulated depreciation | 4,167,855 | 412,695 | - | 4,580,550 | 4,257,997 |
| | <u>3,483,788</u> | <u>1,134,478</u> | <u>-</u> | <u>4,618,266</u> | <u>3,297,582</u> |
| INVESTMENTS AND OTHER ASSETS | | | | | |
| Asset held for sale | - | 454,000 | - | 454,000 | - |
| Beneficial interests in trusts | 1,967,124 | - | - | 1,967,124 | 1,746,689 |
| Investments | - | 5,284,454 | - | 5,284,454 | 5,669,425 |
| <i>Total assets</i> | <u>\$ 8,128,855</u> | <u>\$ 8,121,061</u> | <u>\$ (355,586)</u> | <u>\$ 15,894,330</u> | <u>\$ 13,053,711</u> |
| LIABILITIES AND NET ASSETS | | | | | |
| CURRENT LIABILITIES | | | | | |
| Current maturities of long-term debt | \$ 20,688 | \$ - | \$ - | \$ 20,688 | \$ 42,690 |
| Accounts payable | 623,534 | 5,205 | - | 628,739 | 116,294 |
| Due to Spaulding Youth Center Foundation, Inc. | 355,586 | - | (355,586) | - | - |
| Accrued expenses | 423,452 | - | - | 423,452 | 421,471 |
| Charitable gift annuities | - | 5,271 | - | 5,271 | 6,217 |
| <i>Total current liabilities</i> | <u>1,423,260</u> | <u>10,476</u> | <u>(355,586)</u> | <u>1,078,150</u> | <u>586,672</u> |
| LONG-TERM DEBT, less current maturities | 3,313 | - | - | 3,313 | 44,912 |
| <i>Total liabilities</i> | <u>1,426,573</u> | <u>10,476</u> | <u>(355,586)</u> | <u>1,081,463</u> | <u>631,584</u> |
| NET ASSETS | | | | | |
| Unrestricted: | | | | | |
| Net investment in property and equipment | 2,166,125 | 1,134,478 | - | 3,300,603 | 3,209,980 |
| Undesignated | 1,496,821 | 1,291,653 | - | 2,788,474 | 2,279,947 |
| Board designated | - | 4,742,449 | - | 4,742,449 | 4,274,352 |
| <i>Total unrestricted net assets</i> | <u>3,662,946</u> | <u>7,168,580</u> | <u>-</u> | <u>10,831,526</u> | <u>9,764,279</u> |
| Temporarily restricted | 1,072,212 | 242,984 | - | 1,315,196 | 212,138 |
| Permanently restricted | 1,967,124 | 699,021 | - | 2,666,145 | 2,445,710 |
| <i>Total net assets</i> | <u>6,702,282</u> | <u>8,110,585</u> | <u>-</u> | <u>14,812,867</u> | <u>12,422,127</u> |
| <i>Total liabilities and net assets</i> | <u>\$ 8,128,855</u> | <u>\$ 8,121,061</u> | <u>\$ (355,586)</u> | <u>\$ 15,894,330</u> | <u>\$ 13,053,711</u> |

SPAULDING YOUTH CENTER AND SPAULDING YOUTH CENTER FOUNDATION, INC.

Consolidating Statement of Activities and Changes in Net Assets Year Ended June 30, 2011 and Comparative Totals for Year Ended June 30, 2010

| | Spaulding Youth Center | | | | Spaulding Youth Center Foundation, Inc. | | | | Eliminations | 2011 Consolidated | 2010 Consolidated |
|---|------------------------|---------------------------|---------------------------|---------------------|---|---------------------------|---------------------------|---------------------|--------------------|----------------------|----------------------|
| | Unrestricted | Temporarily Restricted | Permanently Restricted | Total | Unrestricted | Temporarily Restricted | Permanently Restricted | Total | | | |
| Revenues, gains (losses) and other support: | | | | | | | | | | | |
| Tuition income | \$ 8,598,557 | \$ - | \$ - | \$ 8,598,557 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 8,598,557 | \$ 8,123,513 |
| Other student services | 1,103,996 | - | - | 1,103,996 | - | - | - | - | - | 1,103,996 | 714,405 |
| National school lunch reimbursement | 90,316 | - | - | 90,316 | - | - | - | - | - | 90,316 | 78,410 |
| International Organization for Standardization program | 532,075 | - | - | 532,075 | - | - | - | - | - | 532,075 | 325,481 |
| Management fee - Foundation | 239,371 | - | - | 239,371 | - | - | - | - | (239,371) | - | - |
| Interest and dividends | 5,001 | - | - | 5,001 | 116,822 | 22,964 | - | 139,786 | - | 144,787 | 151,599 |
| Change in split-interest value | - | - | - | - | (2,796) | - | - | (2,796) | - | (2,796) | (6,296) |
| Other income | 13,285 | - | - | 13,285 | 970 | - | - | 970 | - | 14,255 | 14,177 |
| Gain on sale of assets | 150 | - | - | 150 | - | - | - | - | - | 150 | - |
| Net realized and unrealized gains, net of investment fees of \$34,885 | - | - | - | - | 627,705 | 209,908 | - | 837,613 | - | 837,613 | 481,670 |
| Contributions received | 269,954 | 1,166,054 | - | 1,436,008 | 1,318,667 | - | - | 1,318,667 | (1,337,238) | 1,417,437 | 567,701 |
| Beneficial interest in trusts | - | - | - | - | - | - | - | - | - | - | 468,556 |
| Special events | - | - | - | - | 44,455 | - | - | 44,455 | - | 44,455 | 48,814 |
| Investment income from trusts | 76,716 | - | - | 76,716 | 17 | - | - | 17 | - | 76,733 | 73,948 |
| <i>Total revenues, gains and other support</i> | 10,929,421 | 1,166,054 | - | 12,095,475 | 2,105,840 | 232,872 | - | 2,338,712 | (1,576,609) | 12,857,578 | 11,041,978 |
| Net assets released from restrictions for satisfaction of program restrictions | 161,977 | (161,977) | - | - | 133,891 | (133,891) | - | - | - | - | - |
| Expenses: | | | | | | | | | | | |
| Contributions to Spaulding Youth Center | - | - | - | - | 1,337,238 | - | - | 1,337,238 | (1,337,238) | - | - |
| General and administrative | 1,630,198 | - | - | 1,630,198 | 552,481 | - | - | 552,481 | (239,371) | 1,943,308 | 1,787,922 |
| Fundraising and public relations | - | - | - | - | 31,468 | - | - | 31,468 | - | 31,468 | 27,304 |
| Program services: | | | | | | | | | | | |
| Residential program | 4,349,347 | - | - | 4,349,347 | - | - | - | - | - | 4,349,347 | 4,011,177 |
| Education program | 2,657,913 | - | - | 2,657,913 | - | - | - | - | - | 2,657,913 | 2,512,386 |
| Program support | 1,340,450 | - | - | 1,340,450 | - | - | - | - | - | 1,340,450 | 1,193,196 |
| Individualized Service Option | 361,493 | - | - | 361,493 | - | - | - | - | - | 361,493 | 269,052 |
| Bad debt expense | 1,039 | - | - | 1,039 | 2,255 | - | - | 2,255 | - | 3,294 | 2,557 |
| <i>Total expenses</i> | 10,340,440 | - | - | 10,340,440 | 1,923,442 | - | - | 1,923,442 | (1,576,609) | 10,687,273 | 9,803,594 |
| Grant transfer from Center to Foundation | (400,000) | - | - | (400,000) | 400,000 | - | - | 400,000 | - | - | - |
| Increase in value of beneficial interests in trusts | - | - | 220,435 | 220,435 | - | - | - | - | - | 220,435 | 54,250 |
| <i>Total other changes in net assets</i> | (400,000) | - | 220,435 | (179,565) | 400,000 | - | - | 400,000 | - | 220,435 | 54,250 |
| Increase in unrestricted net assets | 350,958 | - | - | 350,958 | 716,289 | - | - | 716,289 | - | 1,067,247 | 724,797 |
| Increase in temporarily restricted net assets | - | 1,004,077 | - | 1,004,077 | - | 98,981 | - | 98,981 | - | 1,103,058 | 45,031 |
| Increase in permanently restricted net assets | - | - | 220,435 | 220,435 | - | - | - | - | - | 220,435 | 522,806 |
| <i>Increase in net assets</i> | 350,958 | 1,004,077 | 220,435 | 1,575,470 | 716,289 | 98,981 | - | 815,270 | - | 2,390,740 | 1,292,634 |
| Net assets, beginning of year | 3,311,988 | 68,135 | 1,746,689 | 5,126,812 | 6,452,291 | 144,003 | 699,021 | 7,295,315 | - | 12,422,127 | 11,129,493 |
| <i>Net assets, end of year</i> | \$ 3,662,946 | \$ 1,072,212 | \$ 1,967,124 | \$ 6,702,282 | \$ 7,168,580 | \$ 242,984 | \$ 699,021 | \$ 8,110,585 | \$ - | \$ 14,812,867 | \$ 12,422,127 |

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Richard Wyman, *Laconia*
Barbara Zeckhausen, *Laconia*

* deceased



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*Thank you, everyone at Spaulding, for what you do for
a kid like me.*

9-YEAR-OLD GRADUATING TO A FOSTER FAMILY



It is our intent to acknowledge all Spaulding benefactors. Please contact the Foundation Office if you notice any omission or error. We deeply appreciate the generosity of so many and want to ensure proper recognition.

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For additional material, correction, or information on ways you can help make a difference in the lives of children at Spaulding Youth Center, please contact:

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