“The staff are fantastic. They care for my child and are proud of his accomplishments and support his difficulties.”
Dear friend,

I’m pleased to share with you our annual report for fiscal year 2019. This year was successful by many measures and we thank YOU for helping us achieve success. NECC had our fourth consecutive year of more than $1.5 million in fundraising. We also renovated our gymnasium to improve space and use, hosted 17 international ABA graduate students, graduated 95 teachers from our on-site master’s degree programs, and were invited to present 113 research studies across 16 different venues.

We enjoyed tremendous growth in our Public School Services programs. We now provide services and oversight in 70 school districts throughout the Commonwealth as well as in Vermont and New Hampshire. This means that 758 students remained in their local public school and received expert quality services, either through our Consulting or Partner Program Classrooms.

At the same time, we provided professional development training to 633 special education teachers and BCBAs through our ABAplus® online learning platform and other training programs, maximizing resources and disseminating our knowledge to educators near and far.

The organization is in the final year of its current five-year strategic plan, and so we have embarked on developing our vision for the future. Strategic planning means first listening. We reached out to parents, donors, corporate partners, and board members. By listening to you, we recognize what we are doing right and where we might adjust.

As we prepare for the future, one thing remains unwaveringly clear: We will never deviate from our commitment to providing the highest quality programs and services to children with autism and their families.

Sincerely,

Vincent Strully, Jr.
Founder, President and CEO
“We have been fortunate to have some of the most compassionate, energetic, dedicated and loving teachers during our time at NECC. They have embraced him and truly made his time in the residential program seem like his home away from home.”
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OUR MISSION
To transform the lives of children with autism through education, research, and technology.

OUR VISION
To be the global leader in the provision of effective, evidence-based educational services for the millions of underserved children with autism and their families.

“I especially like the family services department and their attention and dedication to helping my son become more successful outside of the school environment.”
A Brief History of The New England Center for Children

The New England Center for Children has been transforming the lives of children with autism worldwide for more than 40 years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>Vinnie Strully, Dudley Orr, and John Pangburn founded the Efficacy Research Institute (ERI) in Taunton and hired Kathy Foster. The school starts with 6 students.</td>
</tr>
<tr>
<td>1978</td>
<td>Dr. Paul Touchette establishes the research program.</td>
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<td>1979</td>
<td>NECA enters into first alliance to provide master’s degrees.</td>
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<td>1980</td>
<td>ERI takes over Spear Education Center in Framingham and becomes ERIF.</td>
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<tr>
<td>1984</td>
<td>First fundraising event held at Boston Pops.</td>
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<tr>
<td>1985</td>
<td>First professional research article published in <em>Journal of Applied Behavior Analysis</em>.</td>
</tr>
<tr>
<td>1987</td>
<td>First fundraising event held at Boston Pops.</td>
</tr>
<tr>
<td>1988</td>
<td>First private program established in the Middle East.</td>
</tr>
<tr>
<td>1989</td>
<td>Dr. Gina Green appointed as NECA’s Director of Research.</td>
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<tr>
<td>1990</td>
<td>Eunice Kennedy Shriver Center lab opens at NECA.</td>
</tr>
<tr>
<td>1992</td>
<td>NECA enters into first alliance to provide master’s degrees.</td>
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<tr>
<td>1993</td>
<td>First Partner Classroom established in the Ashburnham Public School.</td>
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<td>2000</td>
<td>NECC receives National Award for Model Professional Development from U.S. Dept of Education.</td>
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<tr>
<td>2001</td>
<td>NECC receives SABA Award for International Dissemination of Behavior Analysis.</td>
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</tr>
<tr>
<td>2004</td>
<td>NECC receives SABA Award for Enduring Programmatic Contributions in Behavior Analysis.</td>
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<tr>
<td>2005</td>
<td>NECC graduates its 1,500th master’s level staff from its on-site graduate training partnerships.</td>
</tr>
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<td>2006</td>
<td>NECC receives SABA Award for International Dissemination of Behavior Analysis.</td>
</tr>
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<td>2007</td>
<td>NECC opens school in Abu Dhabi.</td>
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<tr>
<td>2008</td>
<td>Michael S. Dukakis Aquatic Center opens.</td>
</tr>
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<td>2017</td>
<td>NECC receives SABA Award for International Dissemination of Behavior Analysis.</td>
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<td>2018</td>
<td>NECC graduates its 1,500th master’s level staff from its on-site graduate training partnerships.</td>
</tr>
<tr>
<td>2019</td>
<td>NECC graduates its 1,500th master’s level staff from its on-site graduate training partnerships.</td>
</tr>
</tbody>
</table>
WHAT WE DO

At The New England Center for Children® (NECC®) we provide caring, compassionate, effective ABA programs and services. Children with autism have a broad range of ability levels. We consider each child’s unique learning style before developing a realistic plan to foster individual achievement, self-esteem, and personal independence.

TEACHER TRAINING

NECC is committed to training and teaching the next generation of autism educators. We provide staff with initial training, ongoing professional development, and graduate program opportunities, at minimal to no cost. Some will stay at NECC to grow their career while others will move into the broader community to work in public schools or start their own programs.

STUDENT EDUCATION

Our comprehensive range of services includes home-based, day, and residential programs; partner classrooms in public school systems; consulting services; and autism curriculum software for teachers. Our team of highly trained educators are equipped to deliver effective programs in public schools and agencies.
RESEARCH AND TECHNOLOGY

The John and Diane Kim Autism Institute is home to our research center, where we study effective teaching techniques for children with autism. This data is published in top peer-reviewed journals and is also directed into the ACE® ABA Software System, our autism curriculum used by educators around the world.

FAMILY SUPPORT

We support families through orientation, training, and open communication about progress, challenges, and achievements. We run special programs, activities, and support groups to help parents and siblings spend quality time together in a safe and supported environment.

OUTREACH

Through media and government relations as well as a portfolio of special events, we increase support, raise awareness, and grow our network of compassionate advocates. These activities expand NECC’s reach, supporting better education and treatment options for children with autism.
“Incredible trained staff and all so personable, responsive, caring, supportive, and professional.”
"I appreciate the consistency provided across settings and the constant communication and willingness to adjust things when I feel that they’re not working."

LEADERSHIP

Vincent Strully, Jr., Founder, President and CEO
Kayla Abeling, MSEd, BCBA, LABA, Executive Assistant to the CEO
Michael S. Downey, MBA, CPA, Executive Vice President and Chief Financial Officer
Catherine M. Welch, MSEd, Executive Director - Southborough
Jared Bouzan, MEd, Chief Development Officer
Nicole Gardenier, MS, BCBA, Executive Director, ACE ABA Software System
Amy Geckeler, MS, BCBA, Executive Director of Global Consulting
Daniel Gould, PhD, BCBA-D, Executive Director - Abu Dhabi, UAE
Cammarie Johnson, PhD, BCBA-D, LABA, Director of Education Services
Susan Langer, MS, BCBA, LABA, Chief Program Officer
Bethany McCann, Esq., MSEd, Director of Enrollment and Family Support
Rachel McGrath, PHR, SHRM-CP, Director of Human Resources - Southborough
Heather Morrison, MS, BCBA, LABA, Director of Administration
Meghan Reidy, MS, Assistant Director of Administration
Jessica Sassi, PhD, BCBA-D, LABA, Clinical Director
Darcie Stawinski, MSA, CPA, Director of Finance

BOARD of DIRECTORS

Vincent Strully, Jr., Founder, President and CEO
John Y. Kim, Chair of the Board
Lisel Macenka, Vice Chair of the Board
James C. Burling, Esq., Director
Governor Michael S. Dukakis, Director
Marco Farsheed, Director
Neal J. Faulkner, Director
Katherine E. Foster, Director
Yie-Hsin Hung, Director
Harry M. Hutson, Jr., Director
Elizabeth Wetherbee Klein, Director
Alan Lobovits, MD, Director
RoseAnn Lovely, Director
Ben Niedermeyer, Director
Rabbi Jonah Pesner, Director
Stuart M. Rose, CPA, Director
Daniel Saul, Director
GLOBAL outreach
“NECC’s offerings are so broad — there is nothing I’ve asked about that they won’t help with, from self-help care, to academic challenges, to behavior modification, to home skills — the program is very inclusive and teachers are willing to help with all challenges.”

WHERE WE ARE

NECC and Abu Dhabi Programs
806 Students

Public School Services and Consulting
758 Students in 70 school districts
6 States: MA, NH, VT, ME, CT, NY
10 Countries (currently receiving services): Bahrain, Canada, India, Lebanon, Oman, Qatar, Saudi Arabia, USA, UK, UAE

Mohammed bin Rashid Center for Special Education (MRC-NECC)
212 Students

ACE® ABA Software System
8,000 Students served by ACE®
13,135 Students since its inception
28 States
13 Countries

Research
6 Research articles published
286 Total research articles to date
113 Research presentations
2,441 Total research presentations to date

Training
74 Interns
95 Graduate degrees earned by NECC teachers
377 Staff enrolled in graduate degree programs
633 Professionals received training by NECC staff
FOCUSING ON A CHILD’S FUTURE

Part of a child’s educational experience includes preparation for employment by exploring their interests and providing appropriate training. Working is good for health and wellbeing: It builds confidence and self-esteem, gives a sense of pride, identity, and personal achievement; increases opportunities for social interaction; and provides financial rewards.

**Road to Employment**

**AGE 14**
- Students begin attending the Career Development Center (CDC)
- Identify student preferences
- Assess student strengths
- Learn vocational skills
- Sample a variety of jobs within the CDC and school
- Build repertoire of skills

**SCHOOL-WIDE JOBS**
Students try out job roles within NECC including:
- Library
- Cafeteria
- Recycling
- Student store
- Business center

**PAID JOBS**
Students hold paid positions within NECC or with an employer partner in the community, from 2 hours per week up to 20 hours per week, preparing them for life when they graduate at age 21 or 22.

**VOLUNTEER JOBS**
Students participate in volunteer roles in the community, starting with 1 hour per week and increasing over time.

**GRADUATION/EMPLOYMENT**

Working leads to greater independence and an improved quality of life. In FY19, NECC had:

- 145 NECC students receiving vocational services
- 48 Students in volunteer/internship positions
- 22 Work sites

**Participating Organizations:**
- Ashland Thrift Shop
- Beaumont Rehabilitation and Skilled Nursing Centers
- Brookhaven Hospice
- Buddy Dog Humane Society, Inc.
- Chestnut Hill Farm
- Community Harvest Project
- Drumlin Farm
- Ecotarium Museum of Science and Nature
- Encompass Fitness
- Framingham Public Library
- Habitat for Humanity
- Homecare and Hospice at MetroWest Medical Center
- J. White’s Automotive
- Mass Audubon
- MetroWest Humane Society
- Milford Senior Center
- Natick Service Council
- News America Marketing
- Old Navy
- Pet World
- St. Anne’s Thrift Shop
- Starbucks
- Sun Life Financial
- TJ Maxx
- Walgreens
- Wegmans
- Whole Foods
- Worcester County Food Bank
FOCUSING ON OUR EMPLOYEES’ FUTURES

NECC has trained thousands of professionals who are now providing state-of-the-art care and services worldwide, whether through consulting, teaching, or their own programs. Many complete a graduate degree in special education or ABA and stay at NECC for their entire career, while others move on to help children with autism around the world.

Career paths at NECC

Intern, Teacher, Graduate Student

Stay at NECC to be a clinician, consultant, or educator

Partner Classroom teacher in an NECC public school classroom

Share knowledge globally via lectures, symposia, conferences, or other programs

Work at NECC’s Abu Dhabi School

NECC and MRC-NECC together comprise:

330 master’s level staff
19 PhDs
186 BCBAs
ANNUAL FUNDRAISING EVENTS

Fundraising events throughout the year provide important financial resources to improve the school and residences, and provide supplies, equipment, and opportunities for our students. We are grateful for the 2,000 individuals who participated in one of NECC’s six major fundraisers during the year.

TEAM NECC
FALMOUTH ROAD RACE
August 2018
Raised $20,905
Caroline Fearnley
Michael Gaughran
Jessica Gutfleish
Courtney Howe
David Klein
Lori McKenna
Matt McKenna
Emily McKenna
Lauren Wallis
Elizabeth Wright

THE “MIKE” GOLF
August 2018
Raised $89,830
Supported by Mike and Lori McKenna

CHILDREN OF PROMISE GALA
November 2018
Raised $779,806

TEAM NECC
BOSTON MARATHON
April 2019
Raised $51,474
Stella Adu-Gyamfi
Joseph Byron
Hannah Krueger
Marna Meltzer McMorris
Edward Pearson

5K WALK/ RUN FOR AUTISM
May 2019
Raised $246,437

CARLOS PLACIDO DUNKIN’ GOLF CLASSIC FOR AUTISM
June 2019
$194,820
All children need guidance on personal fitness, health, and wellness. At NECC, our gymnasium is full of adapted equipment so that every student, of every ability, has access to exercise opportunities and motor skill development.

At the 2018 Children of Promise Gala, a special appeal was made to support a full renovation of our existing gymnasium space, including new flooring, paint, an A/V system, basketball and volleyball courts, treadmills, stationary bikes, and adaptive tricycles, kettlebells, and much needed storage. Guests responded in a big way — collectively donating $116,000 for the effort.

$779,806 total dollars raised at the 2018 Gala, a 6% increase over 2017.

*The 2018 Gala took place in FY19. The 2019 Gala will be reflected in the FY20 Annual Report.

HONOREES

Community Autism Champion
Allen & Major, Inc.

Outstanding Alumnus
William Green

Educator of the Year
Jacqueline MacDonald, PhD, Regis College
WE ARE GRATEFUL FOR LEADERSHIP SUPPORT from Foundations and Corporations

Few foundations have made as lasting an impact at NECC as DCU for Kids. For more than a decade, DCU for Kids has supported NECC programs and initiatives, from enhancements for the ACE® to Health Services to Field Day and other student activities. Most recently, they provided resources to update educational technology at the Center.

A generous grant in 2019 enabled the purchase of full-feature communication devices, a dozen simple, single-switch communication devices, and iPads to be used by individual students in classrooms and in vocational training throughout the school. For our vocational students especially, these devices are necessary to organize their work tasks into sequential steps. We use several different apps to break down the jobs into simple instructions that students can work through. At the same time, their communication devices enable them to say things like “How can I help you?” or “Have a nice day!”
Thank you to our annual giving donors
Donors of $250 or more from July 2018 – June 2019

Founder $25,000+
Khalid and H.H. Sheikha
Kholoud Al Thani
Curtis and Diane Arledge
Chris and Melissa Beck
Betsy Dangel and Gary Mitchell
Tom and Ann Edwards
Ed and Mimi Fiorentino
John and Diane Kim
Elizabeth and David Klein
Joanne Hidaka and
Ben Niedermeyer
Carolyn Pruyne
Lucia Smigel
Robert and Michelle Smigel
Bellanca Smigel Rutter
Peggy and Glenn Tso

Benefactor $5,000-$9,999
Thomas and Christine Andrews
George and Kathleen Austin
Corey and Nikki Bialow
Thomas Brenner
Matt and Tara Brown
Andrew Budson and Amy Null
Patrick Caine
Larry Cetrulo
Lynne and Michael Coviello
Mike and Kelley Downey
Dennis Dyer and Lori Shaver
Toby and Barb Frey
Michael and Kerri Lutz
Jackie MacDonald
Frank and Patricia Nemia
Tom and Tracey Pacheco
Robert and Diana Parry-Cruwys
Stuart Rose and Margie Topf
The Saul Family
Jeffrey and Judy Scott
Bob and Jean Sheridan
Peter Tyson
Richard and Shannon Wilz
Becky Zorovic

Innovator $10,000-$24,999
Stella Adu and
Edward Adu-Gyamfi
Stephanie and Simon Butler
Joseph Byron
Michael and Dana Dunne
John L. DuPre' and
Colleen Lyons Dupre'
Neal Faulkner
Brendon and Robin Giblin
Alla Gordon
Peter and Margot Hanford
Yie-Hsin Hung and
Stephen Farinelli
Lisel and Mark Macenka
Mike and Lori McKenna
Jim McMorris and
Marna Meltzer-McMorris
Christine and Ed Pearson
Vincent Strully, Jr.
Cathy and Michael Welch
Donald and Melinda Wilson
Matthew and Dina Wosk
Pete and Melissa Zorn

Patron $1,000-$4,999
Daron Acemoglu and
Asu Ozdaglar
Alyssa and Brad Adams
Scott and Brooke Anderson
Heather Bellwin
Steven and Lori Block
Chris Blunt and Gretchen Nickel
Melinda and Michael Bogigian
Jared and Laurie Bouzan
Ron and Susan Buchi
Blythe Buchanan and
Linda Stevenson
Richard Budson and
Judy Bergman
Jim and Peggy Burling
Michael and Nicole Burwick
Paul and Sheila Byron
Jen and Ryan Carlson
Pete and Christy Christakis
Jonathan Cochrane
Alexandra Cohen
Andrew and Marisa Consigli
Danny Costa and Michael Costa
John Cronin
Bob and Glenda Cucher
Judy Cunniff-Serio and
William Serio
Bill Daly
Jed Davidson
Michael Davis
Alison and Tim Dean
Anthony and Maria DeMarco
Bill and Pam Dempsey
Ed DiGeronimo and Leslie Lussier
James and Laura Doherty
Mark Doten
James and Ginny Downey
Adam and Cathy Dunsby
Roy and Patricia Dwyer
Ami and Chris Edgren
Ronald and Dolores Edgren
Rich Emmett
Chris and Michael Evans
Judith Favel
Jerald and Janice Feldman
Joseph Figler
Selena Fink
Stephen and Marci Fisher
Kathy Foster and Leon Litchfield
Elaine Freedman
Tom and Annette Freyman
Jeff and Vanessa Gilbreth
Jennifer and Kevin Gillis
Oliver Hart and Rita Goldberg
Jonathan and Lori Gorski
Jon and Lynne Greer
Arlington and Karen Guenther
Craig and LeAnne Haba
Bob and Marcy Haber

“NECC has such a positive environment. The staff are all amazing and made me feel so comfortable despite having to make the most difficult decision of my life in placing my son.”

Daniel and Jeanie Kim
Dan Kinan
Tim and Caroline King
Charles and Brenda Larsen
John Lawton
Drew Lawton
Alan Lobovits and Lisa Rosenfeld
Rich and Kristen Locke
RoseAnn and Ray Lovely
Becky MacDonald
Bill and Amy Mack

Anthony Malloy
Thomas and Anna Maroselli
Rich Martin
Robin and Peter Martin
Joe and Ann Mazzini
AAFCPAs
Paul and Cathleen McGovern
Pamela and Stephen Morin
Michael and Dawn Nathanson
Keith and Samantha Newfield
Patricia Nichols
Andy O’Connell
Robert and Naomi Odenkirk
Michael and Louise O’Neil

New England Center for Children | 19
**NECC makes me feel like we are in the best program for a child with autism.**

Cheryl Pressley
Ron and Susan Prihar
Steve Prior
Charles and Monika Ramondo
Michael and Deborah Rich
Paul and Marybeth Riley
Andrew and Aviva Robinson
Edward Rossi
Jean and Sam Rousseville
John and Ann Rousseville
Ronald Runstein
Brett and Lisa Russ
Matthew and Lauren Himmighoefer
Joachim Hirsch
Héctor Ho Fuentes
Regina Hogan
Lindsay Hogan
Paul Cotto and
Courtney Howe-Cotto
Brendan and Susie Hughes
John Hurwitz
Harry Hutson and Mikey Russell
Melanie Hyde
George Jackson
Joshua Jackson
Erik Jacobs
Allyson and Andrew Jaffe
Cammarie Johnson
Shruti Kabadi
Holly and Jerome Kamlper
Maureen Kelly
Trisha Kennealy
Jeffrey and Emily Kenniston
Elizabeth Kensinger
Susan Kerley
Andrew Kim
Linda Klein
Ercan Korkmaz
Lemlem Korkmaz
Ericka Kostka
Zubeen and Anahaita Kotval
Crissy Kowalski
Andrea Krantz and
Harvey Sawikin
Ashley Kucharski
Sue Langer and Benjamin Keehn
Thomas Lauzon
Annette Lazili
Daryl and Jaclyn Leland
Phil and Susan Leonard
R. Adam Levy
Erik and Susan Littlejohn
Mark Longergan
Mike Lopez
Joan Louden-Black
Clare and Jon Mack
Christine MacManus
Cormac Macmanus
Dennis and Kelly MacMullin
Arlene Maidman
Kait Maloney
Joseph Maraia
Dominique Maribett and
Francis Perry
Tom Marra
Paul Mcanulty
Bethany and Michael McCann
Kelly McConnell
Gerald and Suzanne McCullough
Steve and Donna McDonald
Bob and Suzanne McDonald
Beth and Ken McGonagle
Matt and Alison McGowan
Rachel and Tim McGrath
Karen and Tom McGuire
Kyla McHaffie and
Matthew Cotter
Will and Michelle McKendall
Bethany McNamara
Sandy McQuade
Michael Meek
William Mercer
Jane Meyer
Rob and Maureen Meyerig
Erik Michaud
John Mino
Jeffrey Mittleman
Heather Morrison
Jeff and Sarah Morrison
Michael and Kimberly Morrissey
Katherine Morrissey
Christine Morse
Tom and Kacey Muldoon
Sean Mullally
Paul Muller
Greg Munroe
Allison and Jim Murphy
Peter Murphy
Robert Murray
Joseph Murray
Bob and Beth Nahill
Robert and Marianne Nemon
Jay and Stephanie Newman
Craig Nichols
Utah Nickel
Fatoumatta Njie-Jallow
Larry Nyborn
Mathew and Margaret O’Brien
Daniel and Mary O’Brien
Shawn and Jacquelyn O’Brien
Emer O’Connor-Keller
Ellen O’Dea
Eric and Linda Osseman
Senate President Karen Spilka
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Timothy Partridge
Mary Ellen Parzych
Phyllis Pearson
Steve Peck
David and Marlene Persky
Rabbi Jonah Pesner and
Ms. Dana Gershon
Mary Petty
Stephanie Pierce
Andrew Plourde
Joshua Potvin
Hillary and Mark Price
Archibald Reid
Meghan Reidy and
Joshua Schullman
Sue Dacey and Tina Render
Divino Ribeiro
Maurice Richard
Janice Richmond
Scott and Kristin Richmond
Maria Romero
Justin Rosen
Steve and Betsy Rosen
Jill DeBender and Joyce Rosenfeld
Michael Rosenfeld
Meredith and Alan Rosoff
Stephen Rossetti
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Marion Siltanen
Robert Silva
Stephen and Julie Smigel
Peggy Smith
Bruce Spenadel
David Spillane
Darcie and Adam Stawinski
David and Sharon Steadman
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David and Kimberly Todesco
Tracey Toran
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Scott Trinque
Angela Tsai
Nancy Tso
Kevin and Laura Twilliger
Stefanie Upshaw
Eduardo and Maribel Vazquez
Ali and Jesse Vennard
Kimberly Walter
Shannon Ward
Christy Warner
Jennifer Warrell
**FINANCIALS**

FY19 Donors **3,089**
Donations Received in FY19 **$1,814,878**
Fundraising events **6**
Total Event Attendees **2,009**
Total Event Dollars **$1,383,272**

---

**FY 2019 Annual Fund Allocation**

- **33%**
  - **Student activities**
  - Field trips/activities including: Sky Zone, bowling, transportation, gym memberships, Field Day, apple picking/farm trips, Special Olympics, prom, Halloween, team-specific celebrations and outings

- **3%**
  - **Individual student needs**
  - Specialized furniture for student/staff safety, student clothing, protective equipment for staff

- **9%**
  - **Off-hour activities**
  - Weekend activities at NECC Southborough, lifeguards for student/family events

- **14%**
  - **Staff support**
  - Parent and friend-sponsored events (staff dinner, appreciation gifts, food trucks etc.), healthy option vending machine, small reinforcers through team budgets

- **13%**
  - **Student equipment and materials**
  - Fitness equipment at school and residences, playground equipment, swimsuits and pool equipment, art and music supplies, minor capital improvements to school and residences

- **6%**
  - **Specialized IT**
  - Promethian boards, iPads, trial communication devices and specialized apps

- **19%**
  - **Research and staff training opportunities**
  - Conferences, staff salaries related to research, includes infant research project

- **3%**
  - **Vocational**
  - Transportation, job coach, supplies
FY 2019 Consolidated Financial Statement

Operating Revenue
$109,743,497

- Tuition: $103,094,241 (93.94%) (day, residential, adult, home-based, daycare, partner classrooms, international)
- Consulting: $2,821,148 (2.57%)
- ACE Technology: $969,616 (0.91%)
- Fundraising: $1,821,132 (1.66%) (grants, events, in-kind donations and contributions)
- Other: $277,522 (0.25%)

Operating Expenses
$106,555,988

- Program Services: $98,493,046 (92.43%) (day, residential, adult, home-based, daycare, partner classrooms, international)
- Administrative: $6,825,950 (6.41%)
- Marketing, PR and Fundraising: $1,236,992 (1.16%)