

A close-up photograph of several bright yellow flowers, likely tulips, with green leaves. The flowers are in various stages of bloom, and the background is softly blurred.

Spring Lake Ranch
Therapeutic Community
Annual Report 2010

In a Word: **Determination**

In the August 2010 Management Report, Kes

says that we achieved a remarkable surplus for the year due to a late surge in the census that started in June. He hits the nail on the head when he says that we need to continue our strong marketing efforts to maintain a steady and continuous resident population. The surge was not the result of any "one defining action" or a "killer innovation." Rather, in the words of Jim Collins, author of *Good to Great*, the surge "resembles relentlessly pushing a giant, heavy flywheel in one direction, turn upon turn, building momentum until a point of breakthrough, and beyond."

The Breakthrough

I attribute our breakthrough to hard and smart work; taking one day at a time and seeing what we could make of it. Just as we ask our residents to get up and get involved in the work of the Ranch and Rutland, the staff and board did the same. When things didn't look so good, we knocked on doors and told anyone who would listen about the opportunities for recovery available at SLR. We made changes to our registration program, taking admissions calls in the evening and opening

ourselves to weekend admissions. We advertised on the radio and in print. We created a new website, which we launched in early spring. We put on two special publicity events, and we contracted with the VA. We built a new art room and used a gift to hire an artistic therapist. In addition to this, we finished our first round of outcome studies, created new resident surveys, and instituted a process to get real-time feedback from residents. We did all this with less; conservatively managing our finances with expense-side savings of over \$300,000.

The Beyond

It will not be luck or a grand program that will keep the surge going. It will take continuous hard and disciplined work. As we look ahead to this year, we will keep the momentum going by confronting facts about our outcomes and trying new approaches to improve our performance. Key to this will be professional development, support for our people in key clinical positions, and teaming in ways we have not before. Steady growth in the Rutland program is critical to improving resident outcomes and our financial health. We need a hub to our Rutland program in the same way that we have a main house at the Ranch. At the Ranch, we need to do a better job assessing needs at the outset and supporting people when they first arrive.

We will more appropriately staff a 24/7 program and create smaller learning and support communities which will give our tremendous energy more focus. We will keep the admissions, sales, and marketing ball rolling, and strive to maintain a wait list. Furthermore, we will support our staff by designing standards for key clinical positions and more effective evaluation tools and learning opportunities. Also, through increased fundraising and development activity, our new Development Director will reach out to our families and find ways to expand our donor base. Lastly, we will work hard and capitalize projects so that our buildings and grounds maintain their value and support the mission.

Turn Upon Turn

It is not time to relax, but time to build upon the work done earlier. It is time to compound the investments we made in the last year and continue the momentum moving forward. It wasn't one big push when we look back, it was an accumulation of hard and smart work in one direction. Decision by decision and disciplined act by disciplined act, our hard work will add up to noteworthy results in the year to come.



Jim Taggart, Executive Director

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ADMISSIONS & MARKETING **It's All Relative**

What a year, what a turnaround. As of this writing our 29 beds are full, one of which is a respite bed. There is an eight-person waiting list, which equates to a two- to four-week wait for a bed. The census has steadily increased over the summer, a direct result of the earnest efforts of the Marketing Committee. With this influx of interest we are able to raise the bar and take the time to better assess a prospective resident's readiness for the Ranch, and have the luxury of requiring longer lengths of stay.



This year's Harvest Dinner was as amazing (and delicious) as ever, despite chilly weather.

One of the most successful initiatives put in

place in this past fiscal year was the addition of on-call admissions. Specifically, we extended the admissions coverage to include evenings and weekends. Immediately, the value of this practice was evident.

Families felt more comfortable talking from the privacy of their homes, and we found our listening skills greatly improved when not constantly being interrupted by the goings-on of the Ranch during the day. Connections were more quickly established, and



hope instilled more deeply. This practice continues, including weekend and evening

tours and visits, despite the fact that we have run with a waiting list since June. Happily, Alice McGarey-Martin has joined the Admissions team, making it a little easier for us to balance Ranch life with a personal one.

Our major task at this point is managing the waitlist. This is not as easy as it sounds as there seems to be an insatiable demand, and families are desperately seeking help. Right now we are helping families to negotiate extended stays at hospitals and/or direct placement from the hospital to an IOP to wait for a bed. For our Dual Diagnosis prospects, we are working with the many treatment facilities with whom we have cultivated relationships over the last twelve months. We are recommending those with serious addiction issues stay longer in such facilities to get more clean time under their belts before addressing their psychological issues here at the Ranch.

As I am new to Admissions, there was, and seems always to be, a bit of a learning curve. To help me, the Resident Coordinators, the Heath Coor-



sionals, track leads, and most importantly, has helped us ascertain where our efforts have been successful and where they need work. Overall, this report alone clearly shows that the Marketing Committee's efforts in web redesign, radio spots, conferences, and clinical presentations have been extremely effective in getting our name out there

much appreciated by those that have received it. Not only will families feel more a part of the Ranch family and have a better handle on what goes on here at the Ranch, but I can sleep a bit easier at night knowing all the bases have been covered. And trust me, I really need my sleep! It looks like it's going to be a busy year in 2011!

Rachel Stark, Admissions Director

dinator and even the doctor have rallied to the cause. Every prospective admission is now circulated amongst this group and anyone who has a comment or concern can note it and I make sure it gets addressed, if possible. I am not sure how much this has improved the quality of admissions, but it certainly has taught me a great deal as to what to look for, and how certain risks can be mitigated.

This year we also implemented an Admissions Tracking Report. Here, initial calls are logged into a spread sheet noting date, caller and relationship to prospective, phone number, prospective details, and how they heard about SLR. This has enabled us to enhance our database of profes-

and clients in the door. We plan to use this report to further inform our ongoing marketing efforts and dollars.

Lastly, yet no less importantly, from the redesigned Resident Handbook, Alice and I have put together a Handbook for Families; a resource sorely needed and so very



RESIDENT SERVICES **The Name of the Game**

As part of our ongoing effort to improve our program and do the best we can to serve residents, we recently began a process to examine the Resident Services model and identify our strengths, weaknesses, and areas for improvement. We began this review by asking, more specifically, the following questions: What elements of the Ranch experience do residents report have been most helpful to their recovery? What aspects of the program do we feel are essential and part of the core values of what makes Spring Lake Ranch unique? What can be done differently to better organize ourselves to meet the needs of residents? How can we better support, supervise, and educate our House Advisors and Long Term Advisors in their work with residents? And, given the challenges of the multitasking model, how do we organize our work so that staff positions are more manageable, sustainable, and efficient?

What started as a conversation with Jim in our weekly supervision meetings has broadened to include discussions within the managers' team, the Resident Services team, the House Advisor group, and with Long Term Advisors. A core group made

up of Becki Bates, Bridget Scott, Jim Taggart, Jane Quigley, and myself have been driving the discussions and reviewing feedback from the different constituent groups. Our next step will be to review the Outcome Studies completed to date for resident feedback to see if our ideas help to solve the problems identified by residents in these surveys.

As of this writing we are still in the midst of these discussions, looking at different staffing scenarios and schedules, teaming structures, and new roles, especially for our Resident Coordinators and Long Term Advisors. It would be premature and presumptuous of me to outline any specifics of a model change in this report, but I do think it's worth sharing some of the big ideas of what we hope the new model might achieve and the direction we're likely to move in the coming months.



A new model of Resident Services program delivery would aim to provide:

- Increased opportunities for regular, ongoing dialogue and learning to better assist staff in working with people with mental and addictive disorders
- An increase in teaming, support, and supervision around helping residents to achieve treatment goals
- More assessment of residents' needs earlier in their stay and more collaboration with the psychiatrist and other team members in setting treatment goals
- Earlier involvement of the Rutland Program in the teaming structure to better provide a continuum of care for residents
- Greater consistency in treatment planning, coordination of care, and discharge planning for residents
- Increased coverage by Resident Services staff in the evening and weekends

These and other ideas will continue to be swirling around as we move into the fall. With a census of nearly 30 residents, it is important that we be organized to most efficiently and effectively meet the needs of residents and also structure staff workloads which are manageable and sustainable. Any ideas you may have are welcomed!

As for the year in review, several accomplishments are worth noting. You may remember from last year's report that we were in the midst of changing schedules and trying to offer more supports and activities for residents in the non-work program time of 4-10pm and on the weekends. We now regularly have two to three staff members available in the evenings for duty and activities, a full-time Recreation Coordinator, and five AA & NA meetings per week available for residents to attend. This change has provided more supports for residents in the evening hours, a time when many are



struggling with how to occupy their time and manage loneliness and other distressing feelings. There are still improvements which can be realized, including finding ways to increase resident participation in activities, but the accomplishment of additional staff presence is worth noting.

The Outcome Studies Committee has worked hard this year to develop a Resident Survey as well as a parent survey to solicit feedback about our program. Kes Boynton has been compiling the data from the resident surveys and we will be reviewing this information to better understand our residents' experiences and to improve the program.

A new educational group is now offered to incoming residents who have an identified substance abuse history. This was a result of the recommendations of the Addictions Committee last year, that all new residents have a basic understanding of the addictions process, and identify some tools in helping them to move towards sobriety. In the

year ahead we will continue to focus on how we can improve upon our addictions programming and aim for better outcomes for residents.

In May we said good bye to Pam Grace, who had so ably welcomed residents and their families to Spring Lake for over 20 years. Stepping into the role of Admissions Director has been Rachel Stark and also Alice McGarey-Martin, whose new role will combine admissions and outreach. We have found that the increase in availability of our admissions counselors, both during the day and into the evening hours, has resulted in a significant increase in our resident census. Last, but not least, we are very pleased to welcome back Sarah Knutson as a Resident Coordinator. Sarah has previously filled the roles of House Advisor and volunteer helping in admissions. We look forward to her able assistance in the days ahead, especially as we develop and continue to refine our program. Rounding out the Resident Services team, this report would be incomplete without appreciating the dedication and diligence of Becky Wilson, our Health Coordinator, and the experience and expertise Paul Sgaglia has brought to his role as Resident Coordinator nearly 20 years.

Lynn Pilcher, Resident Services Director

Monday, September 6, was Harvest Dinner at Spring Lake Ranch. The menu included homemade zucchini bread, homemade apple sauce, Ranch ham glazed with maple syrup, salads and side dishes made from Ranch-grown vegetables, home-pressed apple cider, hand-cranked maple ice cream, pie baked with Ranch apples, and more. As Lisa reminded us, every Rancher who was here this year contributed to that menu in one way or another, whether by weeding the garden, cutting wood for the Sugar House, stacking hay to feed the animals, helping gather sap, or helping to fix the navy trucks.

Our new Farm Department Head, Ryan Patch, has put in a tremendous amount of time and effort upgrading the farm accord-

WORK PROGRAM
Working for a Living



ing to holistic environmental and animal husbandry principles. He has simultaneously led the effort to bring in the hay, kept an eye on the farm equipment, helped our animals stay healthy and happy (I heard one of them singing “Old McPatch he had a Farm” the other day), and offered a meaningful ex-

perience for the participants on the ever-popular Farm Crew. He could not have done all this without the assistance and support of several people: the members of the Farm Crew, Patch’s hard-working partner, Delilah, the Farm crew staff – including the Farm Intern, Andy – and Bruce and Jeremy from the Shop Department. There’s something special about working with animals, some-

thing about being connected with a living thing and with the land, that lets you find the nurturer in yourself.

Speaking of the Shop Department, it’s hard



to overstate the value of the support that Bruce and his department offer to other crews: trouble-shooting a wiring problem when the navy truck won’t start, maintaining and re-building lawnmowers, re-plumbing sap tanks, dropping everything to



we can get the hay in, building a shaded area for the Gardens Crew (okay, it’s actually not done yet, but it will be soon), and building much-needed chairs for resident rooms. But it’s not all drudgery in the Repair Shop, no sir! Every fourth week, when

get
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it's Shop Crew's turn to summarize the week's work at morning meeting, they turn out little models and sculptures that impress the heck out of the whole community! There's something special about building and repairing things, something that lets you believe that you have the power to fix things that are broken.

Creativity is also a big part of the Gardens Crew, where the winter's projects focus in the sewing room. Each birthday and transition is an opportunity to design a unique cake that expresses something about that individual.

As winter ends, Ranchers flock to Gardens Crew to participate in the process of helping seeds grow into plants and bringing food to our table. For a month or so this



crew was so popular that we had to turn people away. Lisa and the Garden Crew

staff help each Rancher know that his or her contribution is important. There's something special about working in the Garden, something peaceful and hopeful that leaves you no doubt that who you are is valuable and that your work matters.

Woods Crew cuts firewood for the Sugar House, the Main House, and any other houses that have wood stoves.

They also coordinate the massive sugaring operation and take care of lawns and landscaping. How do they do all that? And how does Doug manage to look so unhar-

ried as he balances all these multiple priorities, and also acts as a Long Term Advisor? (Maybe he read the Serenity Prayer and figured out how to actually absorb its lessons?) Doug has done a great job of empowering residents to take on projects. He has also been supported this year by the Woods Crew Staff and by two Interns from the Rutland Program, Andy and Matt. They, in turn, have been supported by him. There's something special about Woods Crew, something about experiencing and believing in your own power.

The Work Program continues to be the core of the Ranch experience, providing the structure for the building of relationships and the sense of community upon which our unique approach is built.

A big problem for us this year has been inconsistent staffing. Somehow, we have to



figure out how to staff the work program adequately and consistently, regardless of what other things we are trying to accomplish.

I'd like to dedicate this report to some former Ranchers who passed on this year: Neil Lowenberg, Mike Bird, Dorsey Kennedy, Anne Field, Danny Goldstein, Mike McDowell, Dave Ioele, Freya von Moltke, and Charles Lynch. We also learned this year of the deaths of Ken Prough and Mike Hogan. These people are still very much in our thoughts. As I walk around the pasture or swim across the lake, I find myself thinking about living and dying. The question is not whether we will die, but how we will live in the meantime: To what extent will we feel ourselves a part of something that has ongoing value to the world? To what extent we will feel accepted and valued? To what extent will we feel connected to our fellow human beings? As Ranchers and as human beings, we work to tip that balance in whatever small amount we are able. That is what we can offer to one another, and that in turn is what can bring meaning to our own lives.

Becki Bates, Program Director



COMMUNITY **First and Foremost**

Spring Lake Ranch is in essence a “therapeutic community”, not a community which happens to offer therapy. Our residents’ participation as real and valued members of our community is in itself one of the most healing experiences they gain with us. This is an important distinction because it is tempting to graft on clinical therapies to the Ranch program which end up diluting rather than adding to our core strength.

What does it mean to be part of a community, and why is it so beneficial to our residents?

In modern societies even the average citizen is often alienated from his community, compared to traditional societies. This is



clearly unhealthy. We humans have evolved as social beings, and whatever our personal inclinations are, we need to feel we are a part of a greater social whole. This issue becomes even more acute when we

are suffering from mental illness. The illness itself tends to isolate and alienate the sufferer, plus there is the stigma attached to the illness which adds to the problem. This results in acute loneliness, painfully low self esteem and great frustration.

When residents come to SLR they really do join our community. This does not happen in a token way, which is the situation in psych hospitals or drug treatment centers. At SLR the distinctions between staff and residents are minimized to the greatest degree possible. We all work, eat, play, and live together. And these communal activities are kept as much like their “real” world counterparts as possible. By participating in our community our residents learn the practical work and relationship skills which prepare them for successful lives outside the Ranch, not for lives as chronic mental patients or substance abusers.

Besides the key factor of being *real* members of a community, our residents also benefit from being *valued* members of a

community. For many of them this is their first time to experience this and it tends to



have a dramatic therapeutic impact. The staff plays a key role here in exploring with the residents their strengths, and then encouraging them to share them with the community. Typically, as they gain strength and confidence, our residents go from being supported by fellow community

members to being supporters of fellow community members.

Place a true therapeutic community within a beautiful natural setting (which itself has its own powerful but more mysterious healing properties) and you have a model for mental health treatment which has served Spring Lake Ranch well for the past 80 years. I hope it will continue long into the future.

Kip McKay, House Advisor

RECREATION

Recreation at Spring Lake Ranch is a wonderful way for residents to come together outside the work program

to share in fun activities and get to know each other. Over the course of this year, recreational opportunities have grown and expanded. There are now activities avail-

able every week night, such as pottery, yoga, a viewing of Planet Earth, a ladies game night, and as usual, the Friday night town trip. The weekends continue to offer a variety of opportunities to residents such as hikes, movie trips, art gallery events, reading in coffee shops, bowling, rock climbing, and this summer saw the popular Summer Stage series, which brought residents and staff together to share their talents with the SLR community.

Not only has the availability of these trips

grown, resident involvement has also increased over this year. Trips are filling up at a record rate and residents are getting excited for the activities that are happening. Some trips offer residents the chance to step outside their comfort zone and

enable them to gain a sense of accomplishment. Residents who thought they couldn't make it to the top of the mountain will

come to me the next day expressing how great they feel that they completed the hike.

The weekends are not the only time that residents are coming forward to take a leadership role. We have one resident who is a certified yoga instructor teaching yoga to others two times a week. The Recreation Council is still going strong, with residents

wanting to take a more active role in the planning and completion of different activities, and the newly formed ladies game

night has proven an excellent opportunity for female residents to come together, get to know each other, and share in some laughs (oh, and some of my homemade cookies).

Overall this year at the ranch has been a rewarding experience that only seems to keep getting better. Every resident has something great to offer the community

and I always look forward to seeing what they will bring.

Ashley Potter, Recreation Coordinator



**And Now for Something
Completely Different:
*HAUSCHKA ARTISTIC THERAPY***

We are pleased that a pilot project of providing artistic therapy at the Ranch has been successful. We'll be looking to increase opportunities for residents and Rutland Program clients to participate as we move into the fall. Beatrice Birch, who hails from Copake Falls, New York, has been providing Hauschka Artistic Therapy since early summer, and we look forward to our ability to continue to provide residents and clients with this wonderful opportunity.

Talking with Bea about the folks participating, it is clear that, through the use of different mediums, she is able to explore and process with individuals the more internal aspects of their struggle. That, in turn, helps move their programming in more subtle directions. It is way too easy for us to make assumptions about how the resident perceives, and thus participates in, the process of achieving and establishing himself.

In related news, we have also just begun to evaluate equine therapy, another potential tool for our residents to explore their sense of self.



And Now A Word From *THE RUTLAND PROGRAM*

We've had to say good bye to a lot of good friends this year. There is a profound sadness that has settled over all of us involved with the Rutland Program, as each of us assimilates and privately processes the loss of people and pets we had thought would be present for many days to come. So we plant trees and place photographs around the Town House to remind ourselves how fortunate we were to have had the pleasure to have them in our lives at all.

And we remind ourselves also that there is much to look forward to as we continue to live our lives together. This year, that means tackling the challenges in the strategic plan. The really pressing matter this year is to outline the program standards and professional development that will enhance and support the work of the Rutland Program advisors.

We are growing in resident numbers and must maintain appropriate staffing levels. To that end, we are bringing in two new advisors to join the Rutland

Program team. It is crucial to understand how we wish their experiential learning curve to unfold, and how they can fit into the overall scheme.

Our offices at Royce Street and 26 Washington are already too small to house these two new advisors, who will be joining us in October, but I am confident that Jim will come through with the new hub (not to put too much pressure on him or anything).

There also seems to be a great deal of movement within the context of the program itself, whether into different living situations, school, work, thinking or perspective. I suppose that's the nature of our work. Residents are transitioning out of the program, some wholly and others par-

tially, as we experiment with the idea of effective long distance support, piloting the idea with a few of our existing clients.



From a staffing standpoint, Rebecca Swisher is about to take off for California, having worked hard for us in one capacity or another. She is going to miss us!

Thanksgiving and all the other holidays are just around the corner, though I am just realizing that we missed our "End of Summer Bash." We will have to think of some other way to mark the changing of the seasons.

The key is to get back into anticipation mode, embracing what we have had and what we will continue to have as the days unfold.

Jane Quigley, Rutland Program Director



May Day 2010

After crowning Ian and Rachel this year's king and queen, we got all dolled up and paraded up to the May Pole. That got our appetites going for a picnic back at the Main House, where (her majesty was not above taking her turn at the grill). We had some good-natured competition, like the three-legged race, and a water balloon battle royale. Another exceptional May Day, in grand Spring Lake Ranch tradition.



What a year we have just come through! Our census took a nosedive and stayed down through the winter and spring. Things began to pick up in July and by the end of the fiscal year we were full with a waiting list. While we are all relieved that our beds are full, the focus of the past year at the Ranch has been on

DEVELOPMENT

conserving resources, adjusting to some necessary cutbacks, and continuing to do aggressive marketing in every way we could think of to bring in referrals. In my job this meant a more intensive focus on the marketing and outreach work than in past years and initiating some new approaches in our fundraising. By the end of December our financial situation was distressing and there was a contingency plan in place. The Development Committee was charged with doing all it could to raise money to stabilize our situation. We began making plans for two special event fundraisers and an additional letter appeal to boost our giving totals.

The Development Committee came up

with several ideas for fundraising events and decided to go forward with two: A Vermont Landscapes Tour, and an afternoon concert with Bob & Louise DeCormier. While they were not large money makers, both events were successful in terms of attendance, exposure

of the broader local Vermont community to Spring Lake Ranch, and promoting goodwill. We had over 100 participants in each event. The Landscapes Tour included Jim & Anita Alic's, Betsy & Harry Welch's, and Ramsey Yoder and Denise McGinley's beautiful gardens and views. It also included the Ranch garden and two other neighbors and friends of the Ranch. I am very grateful to the Development Committee members who did all the planning, advertising, ticket sales, and organizing of each event. And a special thanks to Phyllis Wells for arranging for the DeCormiers to give a wonderful concert at the Northam Church. It was a heartwarming event.

In addition to the special events, we

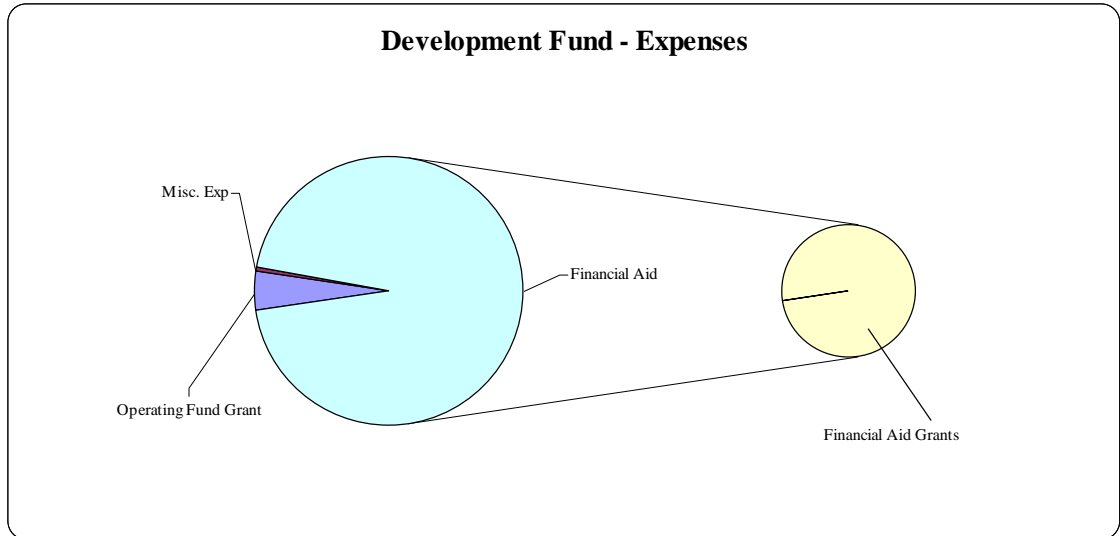
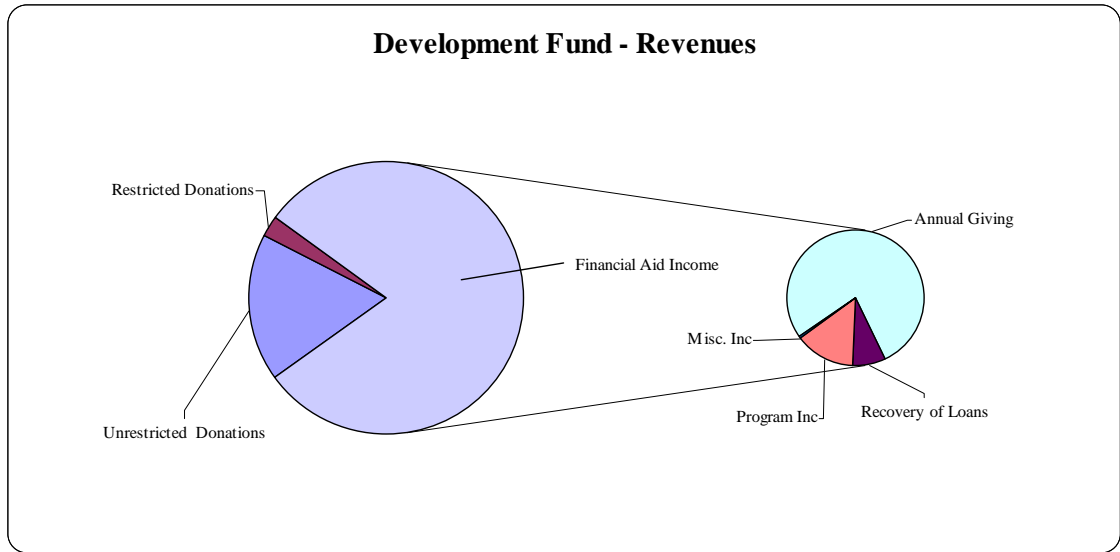
decided that it is time that we institute a second appeal each year. It may sometimes be a small, quiet appeal for something extra the program needs, or it may be a broad second appeal to all of our donors, as it was this April. Jim wrote an appeal letter laying out the challenges in the economy and in our census, and explaining the response the Ranch staff has made to meet those challenges. This appeal raised an additional \$35,450 which gave a big boost to our Annual Fund, which ended the year at nearly \$180,000.

In addition to a record 450 donations to the annual fund, we received two other significant donations this year. Susie Marson, who was a resident 44 years ago, and who attended our 75th anniversary gathering in 2007, made an unrestricted gift of \$50,000 to the Ranch. She received a settlement after a severe car accident and decided that she wanted to give a gift to SLR because it had been so helpful to her many years ago. Her example of such generosity is humbling. Another resident from many years ago, Charles Lynch, and his

wife Joan, made a bequest of \$10,000 to the Wells Endowment Fund. Charles was a resident in 1946 (yes, 64 years ago!) and he and his wife came and worked as House Advisors for a few months in 1984.

I want to end by expressing a special thanks to Pam Grace, who eased many parents' fears and welcomed so many hurting residents into the community that she so clearly loved. I am also grateful to Jim and Bridget for allowing me to make a major change in my work at the Ranch. After 20 years of working in Development & Fundraising I am excited to be making this change to Outreach Director and supporting Rachel Stark in Admissions. I welcome Steve Sebastian as he dives into the Development work. I know his special perspective as a parent of a former resident will be a compelling voice to our donors.

Alice McGarey-Martin, Outreach Director



'09 - '10 Development Net Surplus = \$127,986 '10 - '11 Sarcka Scholarship Account Balance = \$260,261

FROM THE BUSINESS OFFICE



Great Recession, ending with a flourish of admissions activity and exceeding the original budgeted surplus of \$68,000 in the Operating Fund. This, coupled with net gains in the Development Fund

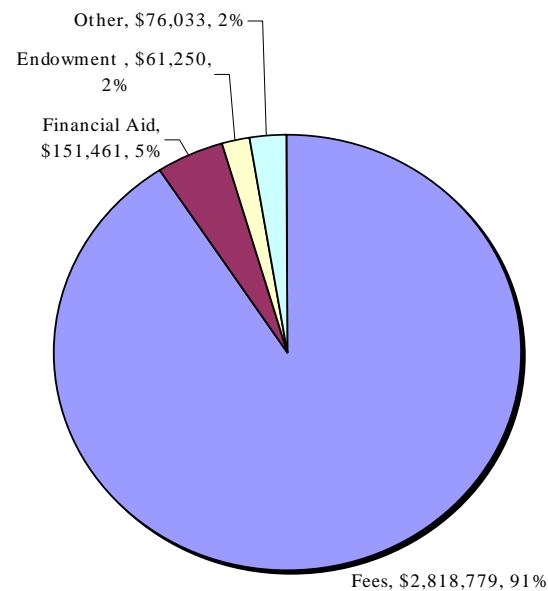
and a very modest gain in the Endowment Fund, covered the "paper" loss in the Plant Fund.

So, what is a paper loss in the Plant Fund, you dare to ask? The Ranch "expenses" about \$250,000

The year has been challenging from many standpoints, not the least of which was trying to make payroll and pay bills while revenues continued to dwindle. We reached a low point of having about \$50,000 in the Operating Fund bank account in early winter but enjoyed a gradual, if tenuous, recovery as the weather warmed.

Thanks to our prudent Contingency Plan, and with unbridled frugality from all, we muddled through the second year of the

Operating Fund - Revenues



each year by reducing the value of our physical plant. Slowly but surely the plant loses value through wear and tear; so we express this in the form of an expense, even though we don't actually lay out any money. It is called *depreciation*. However, we

do spend money for major improvements and new equipment. This is our Capital Expenditure (Cap Ex) budget. Supposedly, each year our Cap Ex expenditures should equal or exceed our depreciation, and then we wouldn't lose any overall value of our

assets. New stuff comes in as old stuff goes out.

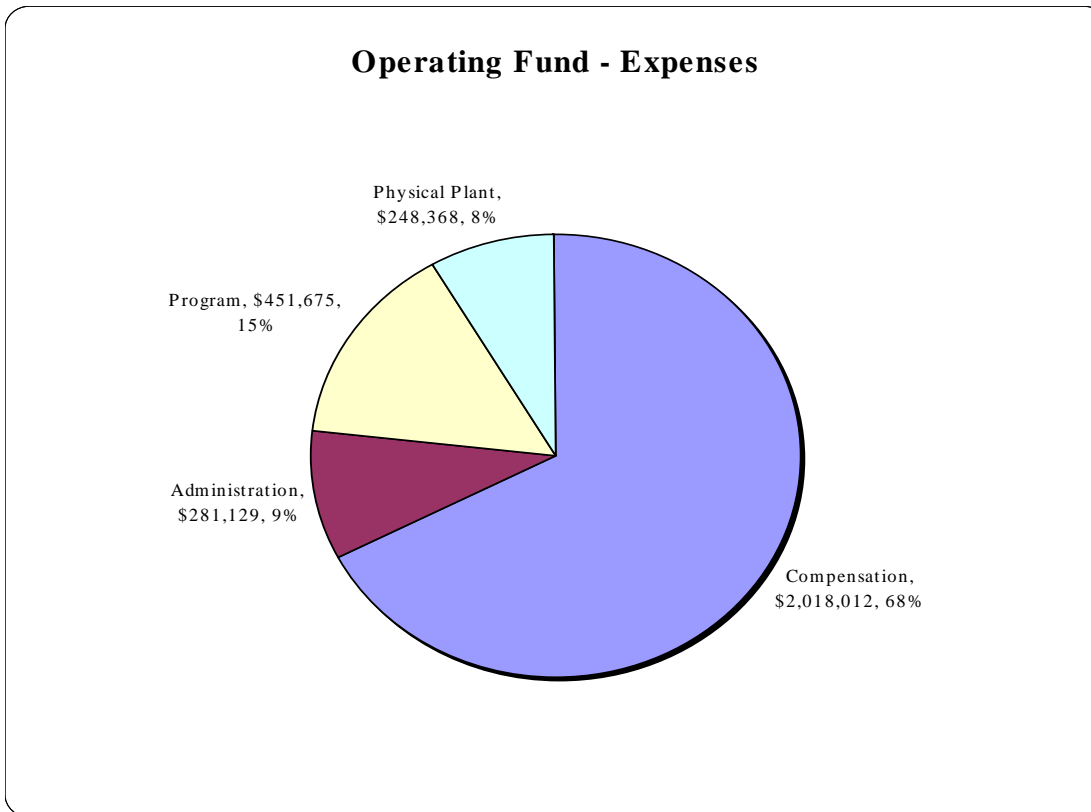
A significant part of the Contingency Plan included *not* spending \$110,000 on Cap Ex. So that means that depreciation exceeded Cap Ex by some \$140,000 and contributed a "paper" loss of that amount to the Ranch's Income Statement for the year. Since 1998 we have deferred (not spent in the Cap Ex budget) over \$700,000, mostly to deal with financial shortfalls. There are two inferences from this trend:

The value of our assets will go down unless we raise money and/or build something.

We have been neglecting the physical plant.

Food for thought.

*Kes Boynton, Business Office Manager
Jill Loeber, Business Office Assistant*



PHYSICAL PLANT **Keeping the Roof Over Our Heads & the Floor Under Our Feet**

It's hard to imagine that any year could be more challenging than the last, but it was!

Despite the economy, the hum of the Ranch was relentless. In an ongoing effort to make the place more attractive, functional, and safe, an art room and office space were created out of the old Greenhouse addition while re-roofing the entire structure (as well as the Director's house). A new fit-

ness center now resides on the stage of the gymnasium, and XL has numerous interior improvements with lots of help from its latest inhabitant, Rachel Stark, whose color schemes defy the imagination. The Ranch also has a beautiful new dock at Spring Lake.

With the help of the Work Program, the Lower Barn has been shored up and awaits



a new roof and extended overhang. New heating controls were scattered about the Ranch and have already paid for themselves in fuel savings. New security features were installed for the med room and important keys, while an additional locked closet was created out of thin air in the Main House for Resident property. The kitchen has a grown-up ice machine in the basement, as well as a badly needed new food processor. Some work was also accomplished at the Rutland Program in that one of the apartments at Washington Street was modestly renovated.



This past month, the septic line which glides down the side of Spring Lake Road

decided to become clogged, causing considerable consternation up the Hill. After days of searching for the seventeen cleanouts, long overgrown, a large stone was found jammed in at the base of one of them. The cleanouts have all been clearly re-marked and refitted with shut-off valves; so each can be checked without the problem of an occasional deluge.

Typically, most of our days are filled with fixing, patching, helping out the Work Program, managing the water system (special salute to Becki Bates, who continues to oversee this time-consuming and problematic area), vehicle maintenance, road and driveway repair, and, of course, interaction in various ways with our vibrant community.

Special thanks go to my incredible crew, which includes Pete Favreau (astronomer extraordinaire), Johnna Bruno (Housekeeper envied by our competitors), Jim Bauer (our newest, very talented, addition), our part-time stalwart, Justin Harrison, and our volunteer electrician, Andy Bird.

John Freeman, Physical Plant Director

'09 -'10 Capital Expenditure
Budget = \$200,000/Contingency Budget = \$90,000

	<u>Project</u>	<u>Exp. T/D</u>
1	Rutland Program	
2	<i>Washington St.</i>	4,275
3	<i>Royce Street</i>	0
4	Misc.	0
5	Cuttingsville Program	0
6	<i>Work Program</i>	0
7	Fitness Center	5,370
8	Art Room	941
9	Fencing	0
10	Brush hog	0
11	Cidar Press	0
12	Sap Tanks	0
13	Health Taps	0
14	Forest Management Plan (Cont.	0
15	Tractor Repair	2,067
16	Dock	2,257
17	<i>Physical Plant</i>	0
18	Technology	5,375
19	Med Room/Elliott Security	1,700
20	Furnishing	3,133
21	Carpeting	0
22	Equipment	1,770
23	Water System Upgrade	0
24	Heating/Controls	5,570
25	Septic Pumping Station	0
26	Maintenance Vehicle/plow	0
27	Road Sander	0
28	Tools & Equipment	0
29	<i>Kitchen</i>	0
30	Ice Machine	1,818
31	Processor	872
32	<i>Elliott</i>	0
33	New Roof	0
34	Painting	0
35	<i>Directors House</i>	0
36	New Roof	3,871
37	<i>Lower Barn</i>	0
38	New Roof	0
39	<i>Sarcka</i>	0
40	New Roof	0
41	<i>Green House</i>	0
42	Re-Design/Roof	39,117
43	Painting	0
44	<i>X-L</i>	0
45	Re-Design	4,941
46	<i>Pole Barns</i>	0
47	Siding	0
48	<i>Hanger</i>	0
49	New Roof	1,127
50	<i>Windows</i>	0
51	Godley/Park Ave./Cottage	0
52	<i>Vehicles</i>	0
53	Non-Resident Car	0
54		
55	Total	\$84,205



Spring Lake Ranch
Therapeutic Community
Working Toward Wellness

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