



*A Strategic Plan
For the Crooked Mountain Foundation
January 2004*

DEEPENING RELATIONSHIPS

A Strategic Plan

BUILDING COMMUNITIES

STRIVING FOR EXCELLENCE

For the Crotched Mountain Foundation—January 2004

INTRODUCTION

This document is the result of the efforts of many people who worked diligently in 2003 to help shape the future of Crotched Mountain. In the year we celebrate the 50th anniversary of our founding, it seems appropriate that we examine our mission, values and services today and where we want to be as an organization five and ten years from now. We attempt to identify challenges we believe we will face and the opportunities that we can influence or create to achieve our mission of service. In the end, we are confident about the continuing need for an organization like Crotched Mountain. To achieve the goals we describe in this plan will require continual major investments in programs, staff and facilities. We see this document as the starting point of many discussions and decisions that will need to occur throughout this period.

Through this strategic plan, Crotched Mountain affirms its commitment of a lifelong alliance to people with disabilities through goals that call for life sharing, relationships, community building, and

excellence in services. To achieve this we intend to make major investments in the amount and nature of our residential, educational and rehabilitative client supports and of our support to our staff.

To create this plan many stakeholders, internally and from diverse perspectives outside of Crotched Mountain, came together frequently in small groups and as a community. We opened up a dialogue, took the time we needed, and struggled with an appraisal of our shortcomings and our strengths. The board held more than forty additional meetings over a six-month period. Parents met on weekends. The student council met after school. We held charrettes, town meetings, focus groups and potlucks. Hundreds of people visited Crotched Mountain, toured all program and residential areas, listened to our questions and offered their reactions and suggestions.

For all of this help, we are already stronger and are very appreciative.

A Vision OF THE



Future

We begin by imagining that we have addressed the challenges we face today and will face near term. These include:

- serious staffing shortages in the health care professions, education and residential services
- retrenchment of the commitment by federal and state governments to adequately fund services to our most vulnerable populations
- growing demand for services as the numbers of people with disabilities increase
- incredible challenges for families to ensure that their loved ones have the supports they need over a lifetime to live with dignity, dreams, and hope.

Five years from now in 2009, the Crotched Mountain Foundation will have transformed itself:

Three of our new life sharing neighborhoods will be open.

- A family will celebrate the purchase of a new home by their daughter. She will live in a beautiful new house with her friend, in a neighborhood, in a community of mutual support and life sharing.
- Our first neighborhood will consist of lovely homes that have attracted staff, clients, and families to become part of an aesthetically beautiful living area. We will be enjoying special spaces for the arts and music, and our artists-in-residence program will be leading to new

expressions of creativity for our students.

- The second neighborhood will be a co-housing community with shared spaces and private residences. Social connectedness and mutual support will establish close ties and a stronger sense of belonging. Their gardens on Crotched Mountain will be producing their first crops to join with Sunnyfield Farm's Community Supported Agriculture (CSA) organic produce.
- Our Crotched Mountain construction crew will have completely renovated and expanded the Fox Meadow Lane community with updated interiors and new porches, covered pedestrian walkways, reduced automobile transportation, and highly personalized designs.
- Our fourth neighborhood, located away from Crotched Mountain, will be in construction.

The doors will open for classes at our new "green school."

- Kids will race into classrooms that will be brightly lit with new tools for learning, overhead lift systems, and windows on the world.
- The old school will be renovated to include a gallery and performance area. Our artist in residence will be working with her apprentices.
- A young man and his friends, recovering from brain injury, will spend the morning in the new jobs and skills center. Work and wages

will be part of their weekday.

- The Wonderworks Early Learning Center will be undergoing its rebirth with the addition of space for the older children and the expansion of our outdoor learning and play areas in our new community school.
- Crotched Mountain and its partners in the Center of Excellence for Life Sharing and Positive Behavior will be hosting the annual family and professional learning event. A lead presenter from our school will have just returned from her sabbatical studying the very best family support systems for children.
- The Monadnock area's wood industry will be supplying wood chips to fuel our new boilers to keep us powered with electricity and to provide abundant heat for our buildings, pools, and even to melt some of our walkways. Our recently protected lands will be the source of many of the wood chips.
- *Environmental Employment*, a subsidiary of Crotched Mountain, will be opening its new enterprise, a specialty recycling center.
- Our conservation organization partner will be completing the building of fully accessible trails from Sunnyfield Farm all the way to the top of Crotched Mountain. Many members of the Crotched Mountain communities as well as the Otterbrook Farm draft horses will have helped construct the trails.

OUR ROOTS -- 50 YEARS OF SERVICE

This is the 50th anniversary of the founding of Crotched Mountain Rehabilitation Center. Crotched Mountain's legacy of service, resources, and relationships is due to the vision and prudence of our founders, Harriet and Harry Gregg. They saw on a forested mountaintop, in a farm community, the opportunity for children with skilled nursing and developmental needs to find a place of caring, personal development, and well being. Many thousands have been supported with that blend of nurturance and rehabilitation and have



gone on to live lives of dignity, health, and success.

Today we are an organization that provides services to more than 2,000 people each year. Their ages range from infants who arrive with their parents in the developmental pediatric clinic, to children attending the Crotched Mountain School, to seniors over 90 years old who are able to continue to live on their own with the support of Crotched Mountain care managers. Our fulltime staff numbers more than 700. Over 75% provide direct services to

clients - teachers, teaching assistants, residential counselors, doctors, nurses, nursing assistants and many therapists. In addition to programs based at our campus on Crotched Mountain, we provide a diverse array of services to people in locations throughout New Hampshire and in communities in Massachusetts, Maine, and New York.

OUR STRENGTHS

We began our planning by assessing our strengths and challenges. While we perform many different tasks, in many places, and for a diverse population, we

share important traits that make us all part of Crotched Mountain: We start with a profound commitment to our mission of care giving. Crotched Mountain staff members respond with enthusiasm, warmth and expertise to all people affected by disability and other challenges. This is our chief strength upon which others rest.

These strengths were also identified:

- The Crotched Mountain community is a rare example of mutual support

and sharing. Caring and warmth is everywhere in the lives of our clients and the interaction between staff.

- Crotched Mountain has a strong commitment to its caring workforce. Staff ratios, salaries, and benefits are strong when compared to other organizations providing similar services.
- The commitment to people in need is deeply held by the board and staff. From community early childhood care to case management for senior citizens, Crotched Mountain is willing to “do what it takes” to support persons with significant vulnerabilities.
- The power of our clinical rehabilitation and education has few parallels. This is especially noteworthy if viewed among providers to low income people who rely on Medicaid. The skill of our staff in rehabilitation, community care, education, and outpatient services is stellar.
- The dedication of parents and families to Crotched Mountain is passionate. They expressed very strong support of our nurses, teachers, clinical staff and care providing staff.
- Our skilled nursing facilities are able to accept ever more medically challenging patients and residents.
- We enjoy a beautiful location that has been well protected.

THE CHALLENGES... WE MUST ADDRESS AS AN ORGANIZATION

In addition to these strengths, we identified important challenges to our survival as an organization and to provide needed services to people with disabilities:

- Families with children with

disabilities face uncertainties when transitioning from school. Waiting lists that are growing and service systems for people with disabilities are inadequately funded. This was the most frequently expressed concern of our parents. We need to build skills and capacity in transition planning and support.

- A shortage of nurses and clinicians is approaching critical proportions in New Hampshire, as in other states; 50% of current nurses in NH will retire in about ten years. Many of the payments Crotched Mountain receives have been capped or are being cut well below the cost of caring. Yet we must continue to attract and keep quality clinical and nursing staff that assist our clients.
- Senior citizens over 80 years of age are our fastest growing population group - many of them needing skilled nursing care and case management. Family caregivers are aging. Persons with developmental disabilities are living longer lives and will require more supportive care. There are at present too few places that provide the quality of care these people require. We must expand our case management, housing, and other care giving supports, especially to adults and older adults.
- Teens are our second fastest growing population. Today many teens are experiencing overwhelming stress and emotional difficulties. Autism spectrum disorders are occurring much more frequently than previously. We need to continuously build our skills in supporting people through gentle teaching and positive learning and living.
- The unfulfilled hope expressed by many persons with disabilities is for close and lasting relationships,

friends, partners and co-workers. But rapid turnover among direct care workers and use of shift-work places many people in clients' lives. We need to put relationships at the top of our agenda. Staff turnover and shift-work also affects service quality and costs.

- Crotched Mountain has, at times, been too inward looking and insular. We need to ensure that we are aware of and build services around the most current thinking.
- The Crotched Mountain facilities often do not meet the needs of today's clients. The residential

support needed to assure our personal well-being. Independence must be based on positive inter-dependence. Crotched Mountain must stand ready to provide more than just service; support must be mutually caring in its feeling and its reality. Relationships matter.

In this planning we worked to imagine a world where the complete diversity of people would find caring that was mutual and support that was shared. We participated in a dialogue that would aid our becoming more person centered in our thinking, strongly ethical in our approach to care giving, and better managers of our resources to further this vision.

...serving individuals with disabilities and their families, embracing personal choice and development, and building communities of mutual support.

homes are crowded; classrooms in the school are too small and limiting. Our campus infrastructure will require major investments.

- Increasing referrals of younger children with autism spectrum disorders, complex medical involvements, and behavior labels are challenging our abilities to provide the most effective services.

STRATEGIC VALUES AND VISION: BUILDING THE CROTCHED MOUNTAIN COMMUNITY

People with disabilities, as well as older persons, and individuals with long-term medical issues belong in the mainstream of community life. To succeed in life we all must have the

These are the values we espouse and strive to live each day:

- Crotched Mountain will support individuals and their families to gain health, development, personal choice, and control over their own lives.
- Crotched Mountain will offer a lifelong alliance to people with diverse and significant disabilities, ready to provide assistance when needed.

Our services will:

- Emphasize the individual's experience, providing personal assistance that reflects person-centered planning.
- Be designed in partnership with

individuals, families and community agencies resulting in well-planned transitions and care giving.

- Build trusting and mutually respectful relationships between and among caregivers and clients.
- Support individuals in having homes and belonging to communities.
- Reflect the highest standards of practice embodying person/family centered care that is safe, effective and evidence-based.

As an organization, we will

- Attract, train, encourage, reward and retain dedicated and productive employees who believe in the mission and embrace the values of the Crochted Mountain Foundation.
- Recognize the value of a workforce that is diverse in background and experiences.
- Value excellence in work quality, respect for one another, innovation and teamwork.
- Reflect a spirit of educated risk taking and embracing new business models.
- Be a “learning organization” in which people at all levels, individually and collectively, are continually increasing their capacity to produce results they really care about.
- Operate with integrity in governance practices and financial sustainability.
- We will strive to live in and promote healthy, sustainable environments that are energy efficient.
- We will be good stewards of the financial resources, land and heritage that have been entrusted to us.

THE MISSION OF THE CROCHTED MOUNTAIN FOUNDATION

An initial task was to reconsider the organization’s mission. With input from many stakeholders we created a new mission statement:

Crochted Mountain is dedicated to serving individuals with disabilities and their families, embracing personal choice and development, and building communities of mutual support.

This new statement directly addresses the role of families in service planning and delivery. It supports the values of personal choice, interdependence and community building. We believe it will be a valuable guidepost as we develop and implement new services and programs.

GOALS

We agreed to five strategic goals:

- I. Build safe and supportive communities that foster independence through interdependence, emphasizing relationships, individual choice and community connections.**
- II. Provide educational services that meet individual learning goals, needs, and styles.**
- III. Create and sustain healthy environments by providing our clients, staff, and community with places to live, work, learn and play that are beautiful, energy efficient, sustainable and protective of our land heritage.**
- IV. Offer medical, therapeutic and rehabilitative services that rely on advanced technical skills, are family centered, and foster personal relationships.**
- V. Strengthen our staffing capacity and financial resources.**





OUR JOURNEY

The work that is done every day by the staff of the Crotched Mountain Foundation is vital to the well being of individuals, families, and our communities. We approach these tasks with special strengths of caring and clinical and educational skill. Our evolution will follow our goals but be based on many steps, small and large.



Each step will build on our strengths and systematically address our challenges.

Goal One: Build safe and supportive communities that foster independence through interdependence, emphasizing relationships, individual choice and community connections.

Our first priority is to further strengthen the capacity for caring relationships among all of us in the Crotched Mountain community. Creating new opportunities for life sharing and community building is our starting point.

This past year

- A recent school graduate has moved in with a long time caregiver in a family home.
- We have opened a community farm for our students to engage with a farm family in a working community enterprise.
- We have opened up a family scale

persons with “behavioral reputations” through further training in “gentle teaching”.

- As we celebrate the completion of our accessible tree house, we are building an accessible “bob house” and plowing the lake for community skating. Plans are underway to build an accessible climbing wall!

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apartment for a young child who had been denied family support.

- We partnered with the Town of Greenfield and assisted their library in becoming fully accessible.
- This coming year we will expand the development of life sharing opportunities.
- New individualized client residential opportunities will be opened in what was formerly staff only housing and in other relationship-building settings.
- We will build our skills in support to

In the longer term

- We will become a life sharing community with unique capacity to support persons with the most significant disabilities and medical needs.
- We will use “co-housing” style development to build communities of mutual support.
- Family care giving will become one of our many different support patterns.
- We will become a “center of excellence in life sharing and gentle teaching.”

Goal Two: Provide educational services that meet individual learning goals, needs, and styles.

Our school facilities are outdated and undermine the work of our staff. We can do much better. We must build a new school while we continue to pursue excellence in our teaching.

This past year

- We earned re-accreditation with accolades from the New England Association of Schools and Colleges.
- We joined two schools; a community early childhood center and a special education school and found new economies in our management.
- We successfully integrated additional students including more students with autism and with significant medical disabilities.
- We partnered with public schools to send two special needs students who live at Crotched Mountain to first grade and to high school in the community, to include their vocational students in our work, and to constantly engage their middle school with our project-based learning.

This coming year

- Our new model of clinical teams assigned to classrooms gains another year of experience and is expanded.
- More staff receive training in “gentle teaching” practices.
- We are opening our newly renovated workout center with all new equipment and we are establishing a new teacher’s room.
- We are increasing our emphasis on our connection with the environment through a green science fair, an environmental play, and our new tree house.
- We are catching up on maintenance needs in the school that will make

it a more “livable” environment for the near term.

In the longer term

- We will build a “high performance school” that is an excellent learning and teaching environment.
- We will continue to develop our early childhood learning opportunities to reflect community needs and best practices in child development.
- We will build a gathering place – an auditorium – to permit the entire Crotched Mountain community to

operations so as to preserve a cultural landscape and to restore a former dairy farm to organic health.

- We became part of a larger partnership of H2E, Hospitals for a Healthy Environment, tracking our consumption and waste and improving our sustainability.
- We completed an energy audit to begin a conservation program.
- We expanded our recycling staff and facilities.
- By expanding our maintenance and housekeeping staff, we will

...providing our clients, staff, and community with places to live, work, learn and play...

enjoy the many experiences that bring us together.

- In the remodeled existing school building we will create studio spaces to bring focus to our work in the creative arts and develop an artists in residence program.

Goal Three: Create and sustain healthy environments by providing our clients, staff, and community with places to live, work, learn and play that are beautiful, energy efficient, sustainable and protective of our land heritage.

Our first priority is to assure that best practices in public and environmental health are constantly present in our work and living. Bringing together environmental and public health provides us with new opportunities to address very challenging problems.

This past year

- We recruited a farm family and rebuilt the Sunnyfield Farm making significant repairs to the farmhouse and barn and restoring livestock and agricultural

do better in “taking care of what we have”

This coming year

- We will receive from the Society for the Protection of New Hampshire Forests, the natural resources inventory of our environment.
- We will contract for the first steps in a campus plan for green development.

In the long run

- We will use “green building” strategies to create healthy buildings for living and learning.
- Through conservation easements we will protect the most important ecosystems.
- We will link with the larger community in establishing an accessible recreation agenda that promotes healthy exercise for everyone, and that provides our clients with an economic development opportunity.

Goal Four: Offer medical, therapeutic and rehabilitative services that rely on advanced technical skills, are family centered, and foster personal relationships.

The power of Crotched Mountain's rehabilitation and clinical services is unparalleled for people with the most significant needs. Creating new opportunities for rehabilitation, recovery and growth is a constant necessity and opportunity.

This past year

- We assembled a top quality physician and nurse teams.
- We further developed top quality therapist teams through the recruitment of physical therapists, speech therapists, recreational therapists, behavioral educators, psychologists, assistive technology staff, and case managers.
- We continued the development of high quality outpatient services and school outreach supports as well as dental and developmental clinics.

This coming year

- We are expanding our independent case management services for seniors and adults with disabilities across New Hampshire.
- We are improving our capacity to serve clients with emotional difficulties by offering more residential and program choices and in building our skills.
- We have expanded our medical residence to include supports to young adults.
- We are establishing an infection control nursing position.

In the longer term

- We will add vocational and social space and programs in conjunction with the Brain Injury Rehabilitation Center.
- We will become a "center of excellence" in support of the

rehabilitation and physical health of the clients in the Brain Injury Rehabilitation Center and the Children's Medical Residence.

Goal Five: Strengthen our staffing capacity and financial resources.

We must stabilize our financial capacity in support of the Crotched Mountain community. Prudent budgeting and financial management is our starting point.

This past year

- We substantially reduced administrative positions and costs. As a result, by the end of the year we had considerably improved our operating losses from prior years.
- Despite state rate caps and reductions, and reduced endowment support, we produced a budget that was on time, well communicated, and reliable
- We completed a consulting assessment of our revenue generation.
- We completed a successful fund raising effort for an accessible tree house.

This coming year

- We carefully created a budget that kept costs under control, particularly for overtime and temporary help. This has resulted in an expansion of service capacity and jobs.
- We added direct support positions including teachers, nurses, teacher's assistants, licensed nurse assistants, residential care workers, house keepers, and maintenance staff.
- We began a multi-year effort to improve revenue production.

- At the six month point we are on track.

In the longer term

- We will operate with a balanced budget.

- We will build a development capacity that is successful in augmenting the capital and operating changes that we have listed above.

We must emphasize the human resources side of our operations so as to assure the relationships and skills needed for the well being of those we assist. Improving staff retention is a necessary foundation. We must assure a working environment including compensation and personalized opportunity for learning and care giving.

This past year

- We expanded job types and number.
- We maintained benefits, including improved dental benefit, raised salaries.

This coming year

- We are having improved success in recruiting scarce positions including teachers, nurses, evening residential care givers, and clinicians.
- We are maintaining staff ratios and expanding facilities support.

In the longer term

- We will protect the health of our workers and clients by improving facilities in such areas as client lift systems, positive work/living environments, healthy facilities, and active living opportunities.
- We will establish an ongoing staffing plan that emphasizes key skills acquisition, and employee retention with such benefits as sabbaticals, new care giving roles and schedules, and staff/client learning opportunities.
- We will develop neighborhoods of houses and community assets that are affordable, accessible, and stable for both staff and clients as well as for community members.

CENTERS OF EXCELLENCE

Our very diversity is in some ways our greatest challenge. We serve the neediest individuals of all ages and all disabilities. Our staff members represent diverse professions and are distributed across the northeast. Crochted Mountain has a diverse and eclectic history that has resulted in many highly regarded activities, highly capable staff, and high quality resources. However, to some degree, this diversity of experience, while enriching our expertise broadly has made it difficult to answer more focused questions: “Are we able to maintain a



skilled workforce and quality of care for all client needs?” “How can we assure families that Crochted Mountain is among the best in providing the care that their loved one needs?”

In today’s world, saying that you are a world-class resource for everyone sounds grandiose and slightly specious. That is not to say that Crochted Mountain cannot continue to respond with all of its enthusiasm, warmth, and expertise to all people affected by disability and other challenges. However, to meet the most challenging needs of people and communities we must assure excellence of capacity in a few areas. These priority agendas will allow us to build on some of our obvious strengths in new and innovative ways. These focal areas or centers would then drive important

strategic agendas around building our capacity, improving our quality, integrating our programs and services, and taking pride in our accomplishments.

Our five-year strategic plan elevates three endeavors to be Centers of Excellence. Each Center of Excellence meets five criteria:

1. The Center responds to a pressing and unmet need of at least regional significance
2. Resources and expertise exist at Crochted Mountain to provide a

credible nucleus or starting point for the development of a Center

3. A leader can be identified or easily recruited to champion and be accountable for the development of the Center.
4. The Center provides obvious opportunities for an integrated set of responses involving several segments of the organization
5. The Center will impact individuals, families, caregivers, and clinicians at Crochted Mountain and in community settings.

As an objective, a Center of Excellence necessarily embraces ideas and objectives that have been separately articulated in the strategic

planning of different parts of the Crochted Mountain organization. As such, a Center has an integrative effect on the organization while responding to an area of family and community need in a comprehensive manner.

With these criteria in mind, we have identified three Centers of Excellence that we intend to develop into operational models over the next five years. They are:

- Relationships – Life Sharing and Positive Behavior
- Transitions – Supportive Planning and Decision Mapping
- Seamless Rehabilitation Services – A Lifespan Perspective

Our goal is to develop the first business plan for the Relationships Center of Excellence within six months and begin the process of staff recruitment and resource development to allow implementation on a timely basis.

FINANCIAL GOALS-- ADDRESSING THE CHALLENGES

Crochted Mountain faces significant challenges to maintain the high quality of services we provide and to undertake the strategic initiatives outlined here. There is volatility in current primary sources of funding: local school districts and state funding resources. These payers are under tremendous cost pressures. Increases in financial support from these and other payers will be difficult to achieve. Personnel costs, particularly for benefits, continue to rise. Furthermore, securities market volatility adds the extra challenge of protecting our endowment.

Over the past year, we undertook numerous measures to address these cost and revenue challenges. A significant revenue enhancement plan was developed and is being implemented that should result in material changes to the bottom line. We also undertook steps to reduce administrative costs. Continued improvements in efficiency and improved revenue collection remain important goals. With support from our endowment, our budget is in balance.

The Strategic Plan has identified numerous initiatives that will improve service quality. Some, such as reduced reliance on shift workers for residential care and more efficient energy utilization, will stabilize or lower costs. Others will require significant capital investment in programs, buildings and equipment. The largest shares of these expenditures will be for a new school and new housing communities. More detailed estimates of the size of these investments will be determined over the next year, but we expect that they could be upwards of \$20 million.

We project that these goals will be achieved through a combination of internally generated revenues, fundraising and grants from governmental and private sources and borrowing.

While the challenge of securing this financial capital is formidable, it is important to remember that we have in the past made investments in our campus of equal size. We believe these goals are within our capacity.

MEETING THE CHALLENGE THROUGH FUND DEVELOPMENT

The strategic plan calls for substantive changes to our programs, facility improvements and additions. A major source of funds that will enable us to achieve these objectives will be derived from externally generated funds from individuals, corporations, foundations, groups and organizations, and government.

As an alternative to the capital campaign we are proposing implementation of a series of discrete major gift campaigns built around the goals of the strategic plan. This will allow more manageable annual goals that are tied to the implementation of different projects. This strategy will allow the building of the donor pool and nurturing of donors throughout the period without the requirement of having a majority of prospective major donors in place at the start.

We anticipate that the strategic plan goals will be adjusted to match the

results of funding strategies. In any event, the overall objective for the Advancement Program is to increase the size of the pool of donors from which we can successfully solicit major gifts.

A CALL TO ACTION

The clients and families that contributed to the focus groups, surveys, and leadership of this strategic plan invariably began with expressions of strong appreciation to Crotoned Mountain for the positive impact that has been made in their lives. Some times those impacts were small but very important.

campus facilities, staff development, and program services. These will result in building wonderful communities of mutual support for people with disabilities and their families. The Board of Directors and staff are committed to the vision and strategic initiatives described in this plan. In this quest we will continue to seek the support of many individuals and organizations to help us lift Crotoned Mountain to the next level. Our future rests with the willingness of all of all our stakeholders to embrace these ideas. We are confident that together we will succeed in making this vision a reality. ■



Crotoned Mountain faces many threats, but Crotoned Mountain is worth fighting for. We have a great team: families, staff at all levels, board, and community colleagues and friends. With this plan we can protect hope, make possibilities of community building happen and keep the strategic promises that we have outlined.

The highest priorities in our plan call for significant investments in our

"You know, you help keep all the boys safe and fed and entertained and get them where they need to be, and you help them develop responsibility and you encourage them in all the right ways, you plan special outings to their liking, you help them keep their rooms clean and clothes washed, you look for (and find) lost hearing aids and work at staff coverage and staff development, you write IEPs and attend endless but important meetings. And with all of that, you still have to keep track of belts and hats and gloves, and you care about that! This is why, when I describe Crotched Mountain to my friends and family, I say it is a slice of heaven on earth! Big things and little things all matter according to their importance. Somehow, with caring for those with so many challenges, there is an aura of blessing upon the mountain. Not to mention, the facility is so beautifully placed, and you and others have hearts brimming with love and hope mixed together with incredible experience and talent and discipline!"

Crotched Mountain Trustees

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For More Information

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