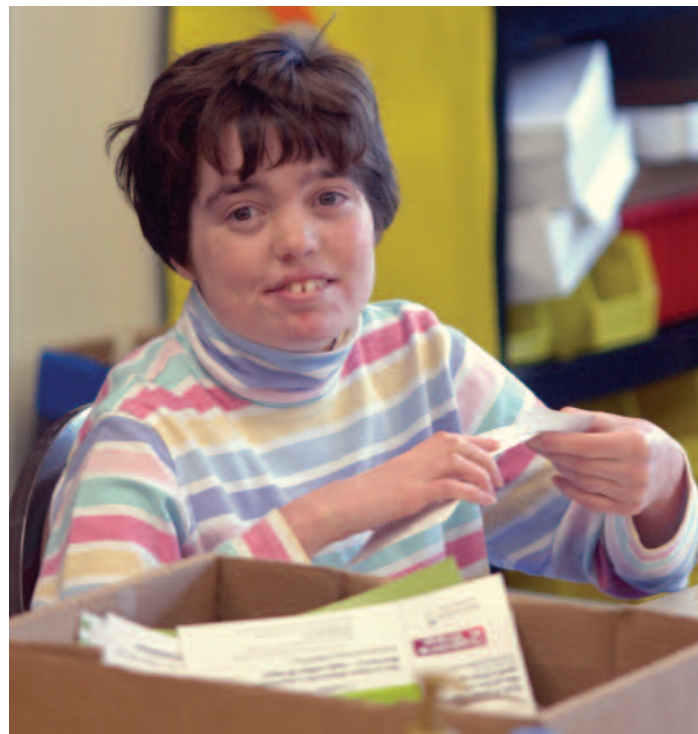




*Annual Report 2007*



CROTCHED  
MOUNTAIN

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

**ON THE COVER**

*The paths to progress come in many forms at Crotched Mountain as therapy is woven into the fabric of daily life and on-the-job training promotes skills that can be applied in a variety of settings.*



*Occupational therapy options include the SaebFlex®, a glove with spring loaded fingers that isolates precise muscles for fine movement to focus the effectiveness of mobility exercises.*



**Therapy on the Mountain**

Skills gained through all therapy sessions are constantly being reinforced in daily living settings. Dressing, eating meals, socializing and recreation are all opportunities for our therapists to incorporate activities that help practice new skills in meaningful ways.



*Crotched Mountain's therapy pool encourages our patients to challenge themselves in a fully supported environment.*

# Letter from the President



**T**HE RECURRING THEME of 2007 has been one of building, strengthening and streamlining our programs and facilities for the people we serve and their families. In every corner of our campus we have brought progress in the form of new construction, renovation and reorganization.

Students with autism now have renovated classrooms with heating and lighting concepts especially designed for kids whose learning success is dependent on their sensory surroundings. New vocational classrooms will afford more practical and on-the-job training for our students. Additions to our Fox Meadow residences include new porches and ramps, as well as new roofs and siding.

We are serving twenty-four people on a daily basis in adult work and day programming from a building in Greenfield that is being renovated with \$190,000 we received as a Community Development Block Grant. The grant will create a clubhouse and venue for this community integration program. At Sunnyfield Farm, we were gifted an adjoining property and we are now able to hay a total of 100 acres.



*Linda Beliveau, assistive technology technician, works with Danny as he learns to make choices using a touch screen monitor.*



Almost a mile of new underground piping now brings hot water from our woodchip-fired district heating system to nearly every building on our campus. Over the last year we spent \$100,000 on wood fuel from a local sustainable source, instead of the \$350,000 we anticipated spending on oil. We blasted tons, literally, of granite to make way for the new Maintenance Facility and Skills Center, and we completed the first 1,200 feet of our new wheelchair accessible trails system. In each of these projects, green building and sustainable design were the mandates we followed.

## ***It Takes a Neighborhood***

We are moving toward a groundbreaking for our first neighborhood of mutual support that will greatly diversify the residential options we provide for our clients and staffing. Architectural designing and engineering studies are underway. We were awarded a \$620,000 allocation from the New Hampshire Community Development Finance Authority that will enable New Hampshire corporations to convert tax obligations to donations in



***Architect's model of our proposed 26-unit co-housing project.***

support of construction of the first neighborhood. In phase I, we are planning a 26-unit, \$7 million co-housing project that will involve public and private funding. There is already interest from the State of New Hampshire and national funding sources, as well as among staff who want to be part of this new community.

## ***New Communications System***

Campus-wide, a new phone system replaced our aging PBX system with state-of-the-art IP Telephony from Cisco Systems. The new network infrastructure supports voice, data, video conferencing and security cameras on one cable with a secure Wireless Guest Network for students, parents, interns and general campus visitors.

This computer-driven phone system offers E911 Emergency Response (first responder information including building location) and a campus-wide paging system.

In addition to technology and service, our new relationship with Cisco Foundation resulted in a \$120,000 gift of equipment and opportunities for on-going partnerships. Thank you, Cisco!

## ***Challenges and Change***

Our negotiations with the New Hampshire Department of Health and Human Services regarding our Medicaid reimbursement rate have concluded with the awarding of a new and higher reimbursement rate. Commissioner

Toumpas has indicated that the Department highly values the work accomplished by Crooked Mountain Foundation and its hospital units.

The challenges brought on by a large embezzlement have given way to new financial controls and systems in place so that nothing like that can ever happen again. Not for a day, during or after we discovered the theft, did we lose our focus on the well-being, education and rehabilitation of the children and adults we serve. And we recently received compensation from our insurance policy which lessened the blow.

Your support and confidence in all cases mean a great deal to us. Many of you have expressed your affirmation in phone calls, letters and gifts. Your encouragement of our mission to embrace personal growth and to create communities of mutual support is leading us in some exciting new directions.



***Kyle and Caitlin enjoy Dutton Brook trail, the first completed section of four miles of accessible woodland trails we're building.***

We are grateful to all of our donors and friends, the people we serve and their families, and our staff and Board for your generosity, your guidance and your involvement. Together we create the vision for tomorrow based on the accomplishments of today.

DONALD L. SHUMWAY  
PRESIDENT AND CEO



**A student at Crotched Mountain School since he was eleven years old, Joe Ramsay's graduation was attended by his father Bob, his mother Cindy and his sister Katie.**

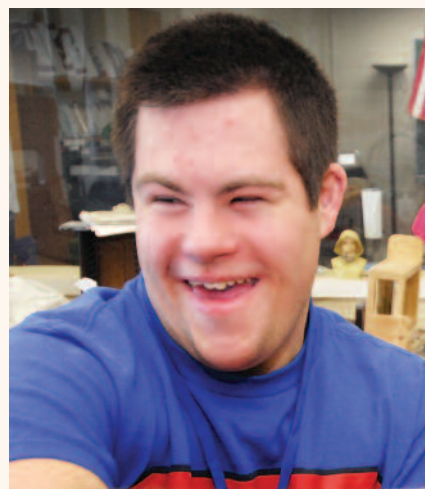
## Joe Ramsay's Remarkable Transition

**W**HEN JOE RAMSAY turned 18 and had been a student at Crotched Mountain for seven years, his parents, Bob and Cindy, began meeting with transition specialist Denise Yerardi and others to plan for the day Joe would leave the Mountain.

Over the next three years, Joe's transition team met more than 20 times formally and informally, with dozens of phone calls in between, to talk about how Joe would integrate back into his community of Londonderry, New Hampshire. The Londonderry school system, where Joe had begun his education, and the Moore Center in Manchester, the area agency serving Joe, were both important players on the Crotched Mountain transition team.

Joe's interests, his skills and his goals were all part of the decision-making

that begins long before a student's graduation at age 21 or 22. Vocational classes, on-the-job training and a variety of work experience help each student identify his own aptitudes and affinities.



"Crotched Mountain was outstanding from our first visit," Joe's dad, Bob Ramsay, recalls, "beginning with the camaraderie between students, the car-

ing staff and the wide array of activities right through transition planning."

Joe enrolled in Crotched Mountain School as a day student at age 11 and over the next ten years became the independent young man he is today. He currently works at Market Basket in Londonderry, New Hampshire, where his "regular customers" choose his register line because they enjoy his sense of humor.

### **An Environment for Independence**

Crotched Mountain provided an environment where Joe could succeed on many levels. Nonverbal when he arrived, Joe soon began speaking single words. He learned to use the telephone to call his home room and let them know he had arrived at his destination. Eventually, he could cross the campus by

himself. He learned to write his name. And most important, he made friends.

For many kids at Crotched Mountain, progress is sometimes measured in ways that seem insignificant at first glance, but really are the essence of being human.

For Joe, one of these milestones was haircuts. They were his worst nightmare. He would cry, and no one but his mom could touch his hair. Don Tilton, his health studies teacher at Crotched Mountain, worked with Joe, showing a video of grooming, talked about other kids' hair, and asked Joe's best buddy, Justin, how he felt about haircuts. Gradually, Joe became de-sensitized about his hair and today he routinely goes to the barber. "I learned that I had underestimated Joe," his mom, Cindy, smiles.

Joe's parents were at Crotched at least once a week, making sure he could attend after-school basketball, baseball and dances. "He was crowned prince of the Valentine Dance one year, and he still has the crown," his dad adds. When he woke in the morning, his first word was, "School?"

### **Partners Make Perfect**

Joe's parents worked in partnership with case manager Sheila Harwood and Joe's teachers, Mark Tanner and Armand Comtois. They swam with Joe in the pool and became certified Special Olympics volunteers. Cindy went to occupational therapy sessions to learn the exact steps with Joe as he struggled to tie his shoes.

From the beginning, Bob and Cindy used the same key words, phrases and signs that were used at Crotched Mountain so they could reinforce at home what Joe was learning at school. A communication book and a speaking

device, programmed each day by school staff and reprogrammed each evening by his parents, enabled Joe to elaborate on his life in either setting.

This partnership guided Joe's development from a child who required constant attention and motivation to the young man who greets you with a firm handshake and an eye-contact "hello." His on-task concentration increased from 10-15 minutes to more than two hours. The boy who once could not

*Joe loves to interact with my friends now. He was never able to independently communicate before being at Crotched Mountain. I'm just so proud of him.*

—Joe's sister, Katie

complete one job could now complete three or four, all the while interacting appropriately with customers and staff. He learned to be safe in the community, to watch for traffic and to work within a busy environment.

### **From Classroom to Community**

"Joe's years at Crotched Mountain introduced him to the larger community," his dad emphasizes. "He went on field trips to Boston Harbor, rode the subway, attended *The Nutcracker*. He went to the mall to buy his own greeting cards and birthday presents."

Joe also spent time at Crotched Mountain's Sunnyfield Farm, learned the importance of recycling, and worked at

the local Stop & Shop and a wood pellet factory as part of on-the-job training.

In the last six months before graduation in June 2007, Joe spent one day a week at Crotched Mountain School and the other days in his community, working and volunteering. Joe's parents also played a major role in finding the right person to be Joe's aide in negotiating all of his community experiences. Today, Joe wakes up and says, "Work!" He makes his bed, attends to his own grooming, knows his schedule and lays out his clothes the night before.

### **A Meaningful Life**

Joe practices basketball on Sundays. Tuesdays he volunteers at the police station and Wednesdays he's at the Best Western Hotel, where he cleans the game and exercise rooms and then swims in the pool. Thursdays he volunteers at the VA in Manchester where he helps with the mail, and Fridays and Saturdays he dresses in a white shirt and tie to bag groceries at Market Basket. He finds his time card and punches in and out on his own. "Joe likes to feel productive," notes his mom.

When his family attends Monarch hockey games, Joe is always invited to march with the Londonderry School Band, next to Max the mascot, who has also become his friend. The grin on Joe's face when Max comes into the stands to escort him out on the ice says it all!

"Joe's successful transition from Crotched Mountain to a productive place in his community has been a three-way synergy between Crotched Mountain School, the Londonderry School System and the Moore Center," Bob Ramsay emphasizes. "We were guided to the Mountain for a reason, and it's been a blessing for all of us."

# Noteworthy Activities



**Good Health Through Good Art**  
**THE ARTS—NEW PATHWAYS TO HEALTH** continue to be an energizing and engaging part of healing, recovery and rehabilitation with residencies in drumming, weaving, dance, writing and photography. The program is an initiative of the Vermont Arts

Exchange, the Massachusetts Cultural Council and the New Hampshire State Council on the Arts, with support from Jane's Trust and the Kenneth B. Schwartz Center, and funding from the NH Charitable Foundation, the Cogswell Benevolent Trust, the Badger Family Fund and individual gifts.

**Teaching Children With Autism**  
**THE AUTISM LEARNING COLLABORATIVE** is changing the way we teach children with Autism. Two completely renovated classrooms, designed to address the educational needs and learning styles of fourteen students, take into consideration acoustics, lighting and other aspects of physical space to reduce stress, allow for therapies and increase opportunity for learning. The students are supported by specially trained learning facilitators who follow them across all



settings—from home to school and back again. Parents and families are involved as well, creating a meaningful flow of life that surrounds the student with consistency, grounding in the latest developmental research and a holistic approach to learning.

## Primary Care Medical Home

For families of children with disabilities and complex medical conditions, coordinating care between a number of specialists can quickly become unmanageable.



**CARL COOLEY, MD**, medical director at Crotoned Mountain, is pioneering a better way called the primary care medical home. This model of primary care provides a family-centered home base of support, care coordination and planned chronic condition management. Through Crotoned Mountain's Center for Medical Home Improvement, Dr. Cooley, Director; Jeanne McAllister, RN, MEd, MHA; and the CMHI staff support a new way of thinking about primary care for people of all ages nationwide. Primary care practices implementing the Medical Home model have seen emergency room, hospitalization and specialty visits decrease while patient health status has improved.

## Traveling Man

This past summer, **DR. COOLEY** put a different perspective on "nationwide," when he bicycled from the Pacific to the Atlantic coast, a total of 3,582 miles in 52 days through 11 states and one Canadian province.



## Benefiting Crotoned Mountain

The **ANNUAL GALA** and **CROTONED MOUNTAIN GOLF CLASSIC** were joined by an additional Golf Event and a new Bike Race to realize over \$150,000 in net event proceeds during the last 12 months. Two hundred fifty Gala goers enjoyed a black and white ball and buffet to benefit the Children's Specialty Hospital and 144 golfers played in our annual tournament in support of Crotoned Mountain School. Howard and Carol Stoner and Stephen and Gretchen Bates hosted the Crotoned Mountain Autumn Classic at Cyprian Keyes in Boylston, MA, introducing a very exciting new event; and the Eastern Fat Tire Association held its first Hampshire 100, the state's premier endurance mountain bike race that included Crotoned Mountain in its 100 kilometer course.

## Assistive Technology Subsidiary

**ATECH** has become an affiliated program and subsidiary of Crotoned Mountain, greatly expanding the provision of assistive technology services, products and expertise to NH residents. With locations in Laconia and Concord, ATECH serves individuals, schools and organizations by adapting, making or modifying products, equipment and processes to be more accessible to all people with disabilities.

## Clint Hilliard Lecture Series

Nationally-recognized motivational speaker **ANN FORTS**, who has Down syndrome, shared her 12 keys to a positive and productive life as part of the Clinton Hilliard Lecture Series open to the public at Crotoned Mountain. Also featured were **DAN HABIB**, producer and director of the award-winning film *Including Samuel*; **IRA BYOCK, MD**,

a nationally-recognized authority on palliative and end-of-life care and author of *Dying Well* and *The Four Things That Matter Most*; and **TYLER WALKER**, a University of New Hampshire student, member of the US Disabled Ski Team, and double amputee since the age of four, who shared his experiences in skiing competitively, adaptive sports and adventuring.

## Sorting, Shredding and Bailing



Each week, 18 students are involved in the recycling program at the **CROTONED MOUNTAIN SKILLS CENTER**. They help sort, shred and bail paper; separate metals; deconstruct electronics and furniture; prepare plastic bottles, aluminum cans and glass for shipping; and perform a variety of other work that contributes to an effective recycling operation. A not-so-hidden benefit is the opportunities that recycling has created for students and adult residents of Crotoned Mountain to participate in meaningful vocational experience, on-the-job training and serious interaction with each other and staff. The statistics are impressive. In the past year, these efforts resulted in the avoidance of \$21,000 in tipping fees, the realization of \$15,000 in revenues and more than 200 tons of material not in the landfill.

## Commencement Honors

Twenty **CROTONED MOUNTAIN SCHOOL** students received diplomas, certificates of completion and celebratory wishes from fellow students, teachers, family and friends at Graduation. Graduate James Piet '82, who is now a Crotoned Mountain director, inspired students with his own life lessons and encouraged each student to contribute to society in his or her own unique way.

## Dancing Honors

**THE NH CHAPTER OF THE NEWCOMEN SOCIETY** honored Crotoned Mountain with its highest award to an organization for its history, vision, mission and values. The history of Crotoned Mountain was documented through an original song and lyrics presented by staff, a wheelchair dance production by adaptive dance students Chelsea Fernandes and Jenny Ventre to a composition by fellow student Joey Beauregard, and personal testimonials by Crotoned Mountain directors James Piet, Cindy Yuknewicz (also the parent of a former student) and Ben Gayman.

# Financial Statements

JULY 1, 2006 - JUNE 30, 2007

## Consolidated Statements of Financial Position (in thousands)

Fiscal Year Ending June 30	2007	2006
Cash and Other Current Assets	\$2,504	\$2,134
Net Accounts Receivable	6,434	5,028
Property, Plant and Equipment	39,936	29,909
Unrestricted Investments		
at Fair market Value	24,504	28,231
Funds Held by Bond Trustee	5,342	2,549
Other	2,475	1,954
<b>Donor Restricted Assets</b>		
Investments—At Fair Market Value		
By Donors, Specific Purposes	24,110	20,384
By Donors, Permanent Endowment	7,947	7,941
Beneficial Interest in Perpetual Trust	10,277	9,485
<b>Total Assets</b>	<b>\$123,529</b>	<b>\$107,615</b>
Current Liabilities	4,445	8,055
Long Term Liabilities	31,497	11,910
Other Long Term Obligations	0	500
Pledge Payable	0	0
Capital Advance Notes Due HUD	4,729	4,729
<b>Total Liabilities</b>	<b>\$40,671</b>	<b>\$25,194</b>
<b>Net Assets</b>		
Unrestricted Net Assets	40,536	44,615
Donor Restricted Funds		
Temporarily Restricted	24,098	20,381
Permanently Restricted	18,224	17,425
<b>Total Net Assets</b>	<b>\$82,858</b>	<b>\$82,421</b>
<b>Total Liabilities and Net Assets</b>	<b>\$123,529</b>	<b>\$107,615</b>

Complete audited financial statements are available upon request.

## Guide to Consolidated Statement of Financial Position

**Net Assets:** Unrestricted net assets represent sources that are currently available for support of the operations of the Foundation and affiliates. Temporarily restricted net assets represent resources that may be expended by the Foundation based upon donor restrictions. Permanently restricted net assets represent funds restricted by the donor to be maintained by the Foundation in perpetuity.

The Foundation is the beneficiary of several irrevocable charitable perpetual trusts administered by others. In accordance with Statement of Financial Accounting Standards No. 116, Accounting for Contributions Received and Contributions Made, the Foundation has recorded as an asset the fair market value of its interest in the trusts as of June 30, 2007, of \$10.3 million and \$9.5 million as of June 30, 2006.

## Guide to Consolidated Statements of Operations

Revenues for fiscal year ended June 30, 2007 were up 8.1% or \$3.5 million over the prior fiscal year. The increase is due to a rise in reimbursement rates and volume of services at Crotched Mountain Rehabilitation Center. Expenses increased 13.2% or \$6.5 million over the prior fiscal year. Salaries and wages increased 10.3% or \$2.9 million due to increases in staff, annual merit increases and market adjustments for the positions shown to be more difficult to hire for. Benefits increased 21.5% or \$1.7 million. This resulted in a \$3.1

## Consolidated Statements of Operations (in thousands)

Fiscal Year Ending June 30	2007	2006
Room & Board, Tuition,		
Special Services (net)	\$34,556	\$32,085
Care Management/Program Service	6,740	5,681
Rental Income, Net	1,267	1,101
Grant Revenue	302	298
Other Operating Revenue	1,780	1,457
Net Assets Released Due to Satisfaction		
of Donor Restrictions	1,776	1,621
<b>Total Revenue, Gains, Other Support</b>	<b>\$46,421</b>	<b>\$42,963</b>
Salaries and Benefits	40,582	36,006
Contracted Services	3,739	3,315
Supplies and Other	8,059	6,963
Depreciation and Interest	3,703	3,251
<b>Total Expenses</b>	<b>\$56,083</b>	<b>\$49,535</b>
<b>Loss From Operations</b>	<b>(\$9,662)</b>	<b>(\$6,572)</b>
<b>Non-operating Income (Expense)</b>		
Contributions to Outside Organizations	0	(51)
Contributions and Bequests	455	1,114
Development Expenses	(576)	(639)
Income from Outside Trusts	791	295
Investment Income	1,094	977
Net Realized Gains on Investments	3,072	2,514
Other Non-Operating Income	353	(428)
<b>Total Non-Operating Income</b>	<b>\$5,189</b>	<b>\$3,782</b>
<b>Excess of Revenues Over Expenses</b>	<b>(\$4,473)</b>	<b>(\$2,790)</b>

million increase in the overall net loss from operations of \$9.67 million in FY2007, up from \$6.57 million in FY2006. Crotched Mountain has hired a new Chief Financial Officer, and, together with the Board of Directors and the President, has embarked upon a series of cost reduction efforts. The objective of these efforts is to establish best practices, and reduce costs and operating losses to a long term sustainable level while maintaining our critical mission of serving others. Started in 2008, our cost reduction efforts are expected to have the most impact in 2009 and beyond.

*Note: In addition to the unrestricted amounts above, the Foundation received and expended Restricted Funds in fiscal 2007 as listed below.*

Restricted Fund Activity	2007	2006
Contributions and bequests	\$1,417,000	\$1,876,000
Income from Outside Trusts	0	0
Investment Income	187,000	157,000
Net Realized gains on investments	5,097,000	2,634,000
Net assets released for operations	(1,776,000)	(1,621,000)
Net assets released for capital expenditures	(80)	(544,000)

Excess of Revenues Over Expenses (Restricted)	2007	2006
	\$4,924,920	\$2,502,000

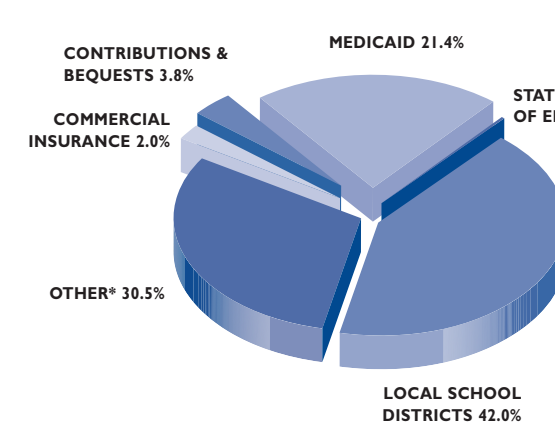
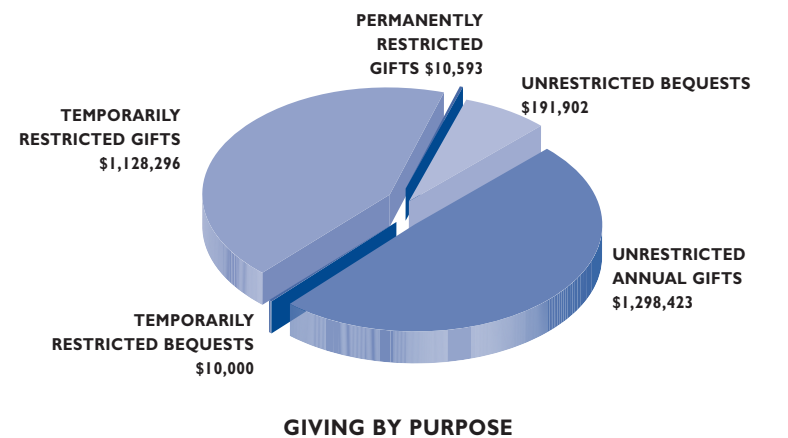
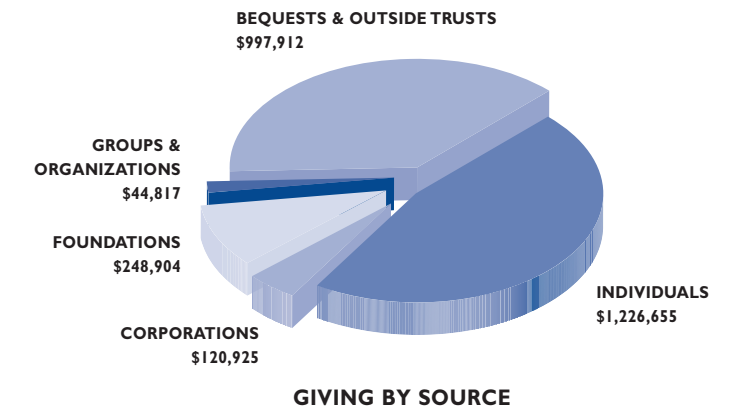
# Sources and Allocations of Support

THESE CHARTS depict Crotched Mountain's fundraising efforts for fiscal year 2007 and illustrate how the funds were used. Throughout the year we receive restricted and unrestricted gifts. Restricted gifts are typically used for specific programs, projects and equipment and originate from sources such as bequests and planned gifts, as well as from special events and other programs and specific solicitation efforts. Unrestricted gifts are primarily received through direct mail and general fundraising programs and are used to meet needs of the highest priority.

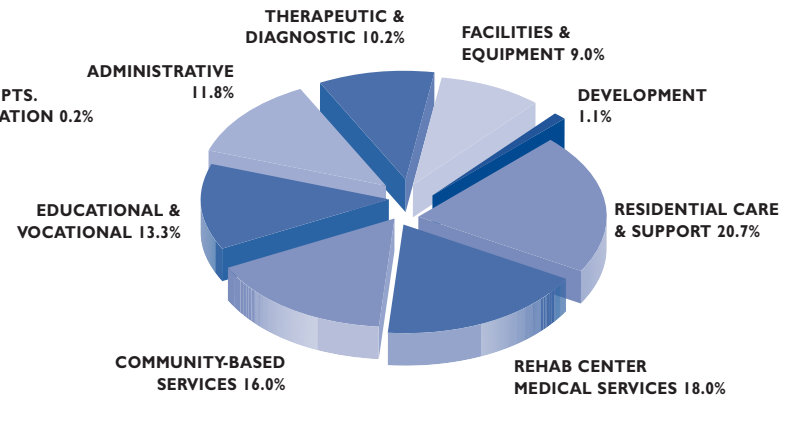
## How You Can Help

Crotched Mountain continues to need your help to make our wonderful and effective services and programs available to the thousands of children and adults we serve each year. If you would like to make a gift to help individuals with disabilities, we would be grateful. To learn more about the various ways to make a gift, including information about potential tax advantages, please contact:

Patricia Whitney, Director of Annual Giving  
Crotched Mountain Foundation  
One Verney Drive  
Greenfield, NH 03047  
800.394.3311, ext. 1482



\* Other includes departments of social services and mental health and self-pays.





CROTCHED  
MOUNTAIN

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