Support through Life’s Most Difficult Journeys

At Crotched Mountain, people come and people go. But that doesn’t mean we lose touch. The reach of our supports go far beyond our Greenfield campus. People who come to Crotched Mountain for rehabilitation or education leave here to follow their own life paths in their communities. With residential, recreational, assistive technology and care management services state-wide, Crotched Mountain remains a vital part of the picture for many. In this year’s Annual Report, we’ll highlight a few of our past patients and students and tell you about their lives beyond the physical place called Crotched Mountain and how we strive to build a lifelong alliance with people with disabilities.

For me, an ongoing success story that keeps getting better is that of Brenda Henderson. Brenda had a stroke in the fall of 2006. She was admitted to Crotched Mountain Specialty Hospital in January 2007, and began a long journey of intensive rehabilitation that enabled her to return to her own home in May 2008. While a patient, Brenda received physical, speech, cognitive and occupational therapies to address aphasia and other cognitive and physical issues that she still works on today. But this story isn’t about her time at Crotched Mountain; it’s about how she returned to her community and has since built a life that is different from before and is ripe with opportunity, challenge and reward.

Brenda lives independently in her own home with the help of a number of home- and community-based supports coordinated by Deb Burke of Crotched Mountain Community Care. Supports include personal care services that assist...
Brenda with housekeeping, shopping, errands and medical appointments. And even though Brenda needs few modifications to support her physically, her global aphasia, which interferes with receptive and expressive language, makes communicating difficult. Her aide helps her understand and communicate with others in the community.

Deb also advocates for Brenda in her transactions with Social Security, Medicaid, fuel assistance, therapeutic services and other health care. All of these supports empower Brenda to live her life as she chooses. And, as Brenda reports, she chooses to enjoy the Red Sox—sometimes at Fenway Park. She likes to follow other sports and explore house decorating trends and ideas. As an avid reader, her love of books helps her to continually improve her receptive language skills, as well as her ability to express herself.

Brenda’s work with New Hampshire Vocational Rehabilitation is ongoing, as she identifies jobs that fit her skills and interests. She served as a volunteer driver for a time and enjoyed that immensely. She says she’d also like to work with animals, or be a companion to people who are unable to get out into the community. When asked what she would most like others to know about her, Brenda replied, “I like to be with people. I love to socialize!”

In addition to family and friends, Brenda finds companionship at her church and through a brain injury support group she attends. According to Deb, “Brenda has so much to offer in energy, intelligence and attitude. She is a joy to be around”

“I like being positive and not giving up,” says Brenda, who kept her positive attitude following a diagnosis of breast cancer in 2011 that was successfully treated. “Brenda is loved by all who have the privilege of knowing her. She works so hard at making her daily life a success despite her challenges,” adds Deb.

“My goal was to live in my own house again like I did before my stroke and I am, thanks to the help I received from Crotched Mountain and from so many other organizations and people.”

We’re thrilled that Brenda’s life is filled with such pleasures and that her independence has allowed her to resume her interests and pursue new goals. Please enjoy the other profiles included in this report—Chauntelle, who continues to make amazing progress after a brain injury, and Joe, a recent graduate of Crotched Mountain School who has found support, friendship, livelihood and more in his new community.

Watch Brenda’s appearance on NH Chronicle when WorkcampNE, a teen volunteer organization, helped make repairs to her home: wmur.com/new-hampshire-chronicle/friday-august-8th-work-camp/27431582

Brenda’s positive can-do attitude shines in so many ways.
HAVE YOU EVER NOTICED that time flies when you’re doing something you enjoy? It’s true for most of us and Chauntelle Alkinburgh, a former patient at Crotched Mountain Specialty Hospital, is no exception.

Chauntelle was admitted to Crotched Mountain in the fall of 2008 after a car accident in which she sustained serious injuries including a brain injury. Her prognosis wasn’t good upon admittance. Her Functional Independence Measurement (FIM), which measures six domains of functioning on a scale of 1 to 7, was 1 in every domain, indicating a need for total assistance with all activities of daily living. She remained in a coma for six weeks. When she was discharged, almost a year later to the day, her FIM scores were all 6s and 7s, indicating full independence. She reports it was a year of hard work and, surprisingly, a lot of pleasure.

Chaun, as her family and friends call her, doesn’t remember much about the first couple of months. “My family tells me I first spoke on Christmas when I wished my cousin a Merry Christmas over the phone.”

“When she spoke those words we were both shocked and thrilled,” recalls Chaun’s mother, Georgia, who reports the family was given very little hope for Chaun’s recovery by the medical staff where Chaun received trauma care following the accident.

One of Chaun’s earliest memories when emerging from the coma is of the therapy pool and the enjoyment of being in the water. Prior to the accident Chaun was a physical education teacher and swim coach, the kind that “likes to get right in on the activities with my students.” An athlete who loves to move—on a bike, on the soccer field and in and on the water as a swimmer—Chaun

Thanks to Crotched Mountain Accessible Recreation and Sports, (CMARS) Chaun’s life has been filled with enjoyable and challenging activities including biking, kayaking, swimming and skiing.

Chaun still works to increase mobility in her left hand and improve her balance with this simple catch and throw exercise.
credits recreation therapy for much of her motivation and progress in recovery.

Sarah Graham, CTRS/L, one of Chaun’s recreation therapists, accompanied her to water movement therapy and other recreational activities around the campus, including bowling and yoga. There are many good memories of milestones attained. One of her favorites took place at Sunset Lake, a nearby waterfront area owned by Crotched Mountain. She swam out to a floating dock and back with her left arm still not fully functional. “That was a pretty exciting accomplishment because I was a lifeguard and swim instructor before my accident and it really felt like I was making progress.”

Another activity that made time fly for Chaun was Cognitive Therapy, which began three months into her rehabilitation. “Cognitive therapy helped me remember things from before the accident. We did activities that really exercised my brain and helped it recover. And I learned memory strategies that I still use today,” says Chaun. “I missed it when I advanced out of the class.”

Her biggest physical challenges were balance and walking, which she still works on today. Her physical therapist Jen Forkey, MSPT, CBIS, recalls that working through the pain in her left arm was a significant consideration in therapy. “That slowed her down, which was against her nature.”

Jen says Chaun was at her best when encouraging others. “It helped her see how far she had come. She even coached me as I trained for a triathlon!”

Prior to leaving Crotched Mountain, Chaun moved to an apartment on campus where she was responsible for planning and preparing meals, keeping her schedule and living as independently as possible. “I didn’t want to go at first. I didn’t want to leave my friends on the unit,” says Chaun. But it wasn’t long before she got the hang of managing the details of her daily life and going back to visit her friends on the Specialty Hospital unit.

Both Chaun and Georgia still keep in touch with friends they made at Crotched Mountain. “Patients, family members and staff were like one big family. We all knew each other and cared about each other,” says Georgia. Even Chaun’s young niece and nephew became regulars at the Specialty Hospital, accompanying their aunt to speech therapy sessions to cheer her on.

Since leaving Crotched Mountain, Chaun has kept in touch with CM’s recreational offerings through Crotched Mountain Accessible Recreation and Sports (CMARS), enjoying biking, kayaking and skiing. Kristin Harris, CMARS program director, notes that “Chaun gets a lot of satisfaction, joy and sense of accomplishment in her participation, in addition to the positive benefits of a good workout. It’s much easier to be motivated and work hard if you’re doing something you love.”

And, ever motivated to further her recovery, Chaun also enrolled in pottery classes at the Sharon Arts Center near her home to strengthen and increase mobility in her left hand. The colorful and functional evidence of her skill is on display all around her parents’ home, where Chaun lived after her discharge.

This fall, Chaun moved back to Troy, New York, close to where she lived at the time of her accident and an area where many of her family members live. She has an apartment and plans to continue to pursue her interests in photography and pottery, renew her driver’s license and explore employment opportunities where she can use her Masters degree in Health Education. “Family is very important to me. I’m looking forward to having so many friends and relatives close by,” Chaun remarks. “We’re sad to see her go,” adds Georgia with tears in her eyes. “But we know that it’s time for Chaun to move ahead with her life. She’s ready now.”

An athlete who loves to move—on a bike, on the soccer field and in and on the water—Chaun credits recreation therapy for much of her progress.
Joe’s Got People

At Crotched Mountain, our mission to forge lifelong alliances with the people we serve is paramount. Sometimes those alliances involve services, sometimes advocacy and sometimes friendship. Joe Reed, a 2012 graduate of Crotched Mountain School (CMS) who now lives in Conway, acquired some very close friends—some would even say family—for a lifetime.

Joe came to Crotched Mountain School as a residential student in 2006. At the time, Joe had difficulty communicating his needs and would sometimes resort to aggressive behaviors. Colleen Elliott, Joe’s classroom teacher for six years, remembers that it was through focusing on coping and communication skills that Joe learned to regulate his emotions and make better choices. He began to experience success.

“When he first arrived, he barely spoke. He was afraid to form relationships and express himself,” Colleen recalls. “When he left, he was big man on campus. He would chat up a storm, smiling from ear-to-ear.”

No one knows this transformation better than Tim Hogue, community transition coordinator at CMS, who was a para-educator when he met Joe. “The first time Joe and I connected,” Tim remembers, “it was Thanksgiving vacation, and we built model cars together. He was pretty quiet; we didn’t say much to each other.”

As months passed, Tim and Joe continued to spend more time together. Tim, a former carpenter and locksmith, is a skilled craftsman.
He wondered if Joe might take an interest in carpentry. “I’ll never forget the look on Joe’s face when he saw the workshop,” says Tim. “His face lit up! The first thing he wanted to build was an armoire. He’d seen one in someone’s room.”

It turned out Joe had a real knack for woodworking. Not only did they build an armoire, they built a chest of drawers and a desk and chair all from oak harvested at Crotched Mountain. The pieces furnish Joe’s bedroom.  

As Joe’s social and coping skills evolved, so did his relationship with Tim. One weekend, Tim asked Joe if he’d like to spend the weekend with Tim and his wife, Rachel. “Joe seemed a little uncertain, so I dropped the idea,” says Tim. Until about 18 months later. Joe was finding he was ready for more independence and out of the blue asked Tim, “Can I still come live with you?”

Tim and Rachel rallied. Joe spent weekends with them while they became certified foster parents. In 2010, Joe moved in with Tim and Rachel. “He became a member of the family. He had his chores—laundry, cooking and helping around the house,” says Tim. And they traveled to Mississippi to visit Rachel’s large family where, she reports, “Joe was welcomed with many warm hugs.”

After graduation in 2012, Joe returned to his home area in Conway, New Hampshire. He lives in a group residence operated by North Country Independent Living (NCIL). Wendy Oster, program manager, says that Joe has created an active, interesting life for himself.

With staff support, Joe is employed five days a week at Attitash, a nearby ski resort, where he works in hospitality. He delivers Meals on Wheels. He volunteers at the local community kitchen, and at Habitat for Humanity on Thursdays, where he joins a regular crew of volunteers currently building a block of apartments. Doug Morehouse oversees the building project. “We’re always happy to see Joe. He works hard and when he finishes one task he asks for another. And boy, does he love lunch!” Doug says laughing.

When Joe’s not volunteering, he hikes, fishes and is designing and building a coffee table with NCIL staff psychologist Dr. Bob Sisson. Ultimately, Joe says he wants to live independently. He demonstrates his commitment to this goal by listing all the things he’s mastered already and those he still works on—starting with making his bed and doing his laundry to shopping, cooking and getting to work and other appointments.

“He’s got people,” observes Tim. “There were key staff members at CMS who were there for Joe over the long term. It was just what he needed.”

It seems that everyone got what they needed. Recently, on the day before Joe’s birthday, they met at Joe’s house. Along with presents and a huge piece of mud pie, there was a birthday card from Tim and Rachel. It read, “Happy Birthday Son, Love Tim and Rachel.”
Noteworthy Activities

Bowling Alley Gets Rehab

Crotched Mountain School enjoys a newly renovated bowling alley, now known as the **MARY & WILLIAM KIERNAN LANES**. The work was made possible by a legacy gift made by Mrs. Kiernan. “Seeing the looks on the faces of the students made me very happy that we could help,” said Mrs. Kiernan.

Science Fair Proves Fun and Factual

Many folks turned out to see the exhibits at this year’s Crotched Mountain School Science Fair. From testing soap bubble longevity in varying weather conditions to Mountain Dew bottles that glow in the dark, the experiments our students conducted were imaginative and educational.

The following awards were presented:

**Individual Awards**

- **First Place** - RICHARD for his Biodiesel Fuel experiment
- **Second Place** - SHANE for his Air Ball experiment
- **Third Place** - HUNTER for his Mystery Stain Remover experiment

Classroom Awards

- **First Place** - PENNY CRANDALL’s middle school class for their Structure of Paper Towels experiment.
- **Second Place** - AMI O’KEEFE’s class for their Solar Powered S’more Oven.
- **Third Place** - Tie: MARIE WILSON’s class for their Gummy Bear Expansion experiment and JESSICA GRANGER’s class for their Viscosity experiment.

Bruins Game Raises $27,000

On Sunday, February 9, the Crotched Mountain Wild, a team of employees and friends of CM, took to the ice against the Boston Bruins Alumni before a crowd of more than 650 fans in the fourth annual Bruins Alumni Classic. Nearly $27,000 was raised in support of the CMARS program. “We are honored to support the CMARS program, which provides hundreds of sports experiences each year to children and adults with disabilities,” says RICK MIDDLETON, Bruins Alumni captain. “Every time we’ve played the Crotched Mountain Wild, it has been a great day on the ice for a great cause!”

**ACH YEAR, ATECH Services in Concord evaluates, recommends and oversees the programming and use of hundreds of communication devices for people with autism across New Hampshire. Following an initial evaluation, ATECH specialists often have multiple follow-up appointments over extended periods of time to adjust both software and hardware to custom-program a device to an individual’s changing needs. Needless to say, that’s a lot of travel for ATECH therapists and for families, teachers and others who work with ATECH clients. With the recent purchase of three Doubles for remote consultation this is no longer the case. The Double is an iPad mounted on a remote-controlled mobile platform that allows for two-way visual and audio communication. The Doubles were funded by the **DOUG FLUTIE JR. FOUNDATION FOR AUTISM**, which provides resources and information to families and others who support people with autism. “We’re thrilled to be able to increase and ease access to vital services with these devices,” said ATECH director DENNIS BRADLEY.

**Telling via Telemedicine**

Endless forms of communication are possible with the Doubles.

**Ready, Set, Connect! participant Max and ABA therapist Kelly Vigneault help ATECH speech language pathologist Phyllis Watson test out the Double.**

**Students Joe and Krista break in the new lanes.**

**Bruins alumni Terry O’Reilly and CMS graduate Joe Gilbert, who dropped the first puck.**

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Awards and Honors

Physical Therapist Jennifer Forkey, MSPT, renewed her Certified Brain Injury Specialist (CBIS) certification. Kristin Kostecki, a program coordinator in Residential Services, received a BS in Human Services from Springfield College. Benjamin Cayes, CTRS/L, recreational therapist, earned his BS in Recreation Management and Policy from the University of New Hampshire. He also earned his national certification in Therapeutic Recreation from the National Council for Therapeutic Recreation Certification. Geoff Garfinkle, CTRS/L, director of Therapeutic Recreation, was reappointed for a second three-year term on the Board of Directors at the Greater Peterborough Chamber of Commerce and remains an active Advisory Board Member for the Department of Recreation Management and Policy at the University of New Hampshire. Liz LaRose, director of Marketing and Communications, was named president-elect of the Yankee Chapter of the Public Relations Society of America. Donald Shumway, president and CEO, received awards for leadership and service in his work on behalf of people with disabilities. He received the Sandy Garrity Award from Gateways Community Services; Champions of Mental Health Lifetime Achievement Award from Riverbend Community Mental Health Services and the Leadership Award from One Sky Community Services. Cynthia Hicks, residential counselor, received her BA in Child Psychology from Southern New Hampshire University.

Quality Designation Earned

Crotched Mountain Specialty Hospital (CMSH) achieved a critical benchmark in its mission to provide the highest quality healthcare and rehabilitative services to our patients. CMSH became the first rehabilitation hospital in New Hampshire to achieve ISO 9001 compliance from DNV Healthcare. This designation has long been a mark of continuous quality management and improvement in manufacturing and other business settings and is easily transferable to the healthcare industry with its emphasis on patient safety and satisfaction through innovation and best practices. “This is a huge accomplishment of which we are very proud,” said Donald L. Shumway. “Congratulations to our staff and board members who have worked tirelessly over the past three years to make the organizational and cultural changes needed to achieve this highly regarded quality management program.

Tree Farm of the Year

Hillsborough County Conservation District named CM the 2013 Hillsborough County Tree Farm of the Year. A certified tree farm for 27 years, the tract includes a total of 1,247 acres on Crotched Mountain, with portions within Greenfield, Franconia, and Bennington. CM received the award for its commitment to provide outdoor recreation while maintaining natural beauty and maximizing diversity.

Accessible Trails Are Feeling The Love!

The TD Bank Charitable Foundation donated $15,000 to Crotched Mountain Foundation to support the maintenance of our fully accessible trails—this, in addition to the more than 30 bank employees who volunteered their time and energy to CM during a recent TD Bank Day of Caring event.

Caring Gets Things Done

We keep volunteers busy at Crotched Mountain, where we are grateful to host a variety of corporate, civic and other community volunteer groups every season of the year. Volunteers from TD Bank, Liberty Mutual and Greenfield Congregational Covenant Church donated time and energy over the spring, summer and fall to paint, plant, maintain trails and buildings, visit with patients and students and make CM a more beautiful, warm and welcoming place.

A Liberty Mutual volunteer goes for the stubborn leaves!
Philanthropy and Financial Report

**July 1, 2013 - June 30, 2014**

The most important message you’ll receive in this report is summed up in two words: Thank you. While this page conveys important data, what it really tells is a story about people—people engaged in the true spirit of philanthropy—extending goodwill to fellow members of our shared communities. This report also provides us a platform to extend our broad and heartfelt gratitude to all of you who make Crotched Mountain a philanthropic priority.

With thanks to over 1,600 individuals, businesses, corporations, foundations and trusts, we celebrate an outstanding milestone: nearly $3.3 million in charitable donations. Your commitment to the programs and services of Crotched Mountain underscores the value of our mission to offer a lifelong alliance to people with disabilities. Indeed, your support directly influences the success of our Strategic Plan’s key initiatives for its School, Specialty Hospital, and Community Services, such as:

- Providing School teaching staff with training in cognitive behavioral strategies that help students with significant emotional and behavioral disabilities learn new skills that enable them to succeed in school.
- Adding new state-of-the-art patient monitoring equipment in the Specialty Hospital that provides doctors and nurses timely access to information vital to making life-saving clinical decisions.
- Providing oral health services to adults with disabilities who often haven’t seen a dentist in years. Added benefits include improved diet and increased participation in community activities, leading to overall improved physical and emotional health.

In equal measure, nearly 350 volunteers have improved the lives of our students and clients by dedicating over 5,800 hours of their time, labor and compassion. It’s impossible to put a dollar value on this commitment. We extend our deep gratitude to all our volunteers for their essential contributions.

With this glance back at the successes of 2013-2014, we look ahead to bold plans for 2014-2015. Key among them is a multi-million dollar initiative to fund projects that will ensure the perpetuation of Crotched Mountain’s world-class integrated services for our clients.

Dedicated to serving individuals with disabilities and their families... embracing personal choice and development... building communities of mutual support. This is the mission you support, these are the results your contributions made possible. Thank you.

Kathleen Cragin Brittan
Vice President of Development
Crotch Mountain Honor Roll
Contributors, July 1, 2013 - June 30, 2014

We are deeply grateful to all those who choose to be a part of our commitment to children and adults with disabilities through their contributions to Crotched Mountain.

INDIVIDUALS

PHILANTHROPIST’S CIRCLE
50+ Years
Prudence and John Giffin

FOUNDER’S CIRCLE
40+ Years
Patricia and Richard Schuren
Dorothy and Richard Verney

CHAIRMAN’S CIRCLE
30+ Years
Gloria and Joseph Allis
Richard C. Beeman
John S. Gikas

Throughout these lists you will see comments we received as part of our recent donor survey. We are grateful for all the positive feedback and encouragement. Our donors are generous in so many ways!

G. Steve Chirigos, Col., USAF, Ret.
Dr. Stanwood B. Churchill
Marie and William Cole
Ann and Ronald Cole
Ann and Thomas Connors
Maude and William Cooper
Martha and Bernard Corson
Celebration R. Cranin
Christo Dadasis
Eugene M. Darling, Jr.
Irene P. Davis
Ralph A. D’Ella
Virginia and George Delude
Reva and Robert J. Dennismore
Robert J. Devaney, Jr.
Jean and Richard DeVincentis
Josephine and Richard Digilio
Lorraine and Arthur Dion
Henry L. Doody
Irene C. Dubois
Joel L. Ekstrom
Jane and Donald Estes
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James F. Farquhar
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Susanna Favreau
S. Jean Fernandez
Ira G. Fisher
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Arline and Nicholas C. Marro, Sr.
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Richard J. Mitropoulos
Richard K. Murphy
Beverly and David Norton
Geraldine and Thomas O’Brien
Winifred and Dr. Charles O’Neil
Anne and Thomas O’Reilly
Barbara and Ernest Pantos
Joanne and George Pappas
Lena Pappas
Rachel and Gerard Paquette
Joanne Perkins
Rose and William Perry
Albert C. Peterson
Yvonne Petit
Louis F. Petroni
Bruce D. Philbrick
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Rev. John Past
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Mabel C. Richardson
Sylvia and H. Rome
Julene and Alan Rosenman
Ruth Roundy
Eleanor C. Russell
Nancy and Dr. Eckart Sachsse
Deborah K. Sack
Lucille C. Savage
Lois and Lawrence Scammon
Norma and Joseph Schults
Frances and Richard Smith
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Kathryn and Henry Stober, Jr.
Wilma Strachan
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Margaret Walker
Jane W. Waterhouse
Linda and John Wesley
Sandra and Howard Weston
Ruth B. Whipple
Frederick E. Whitaker
Eleanor and Allen Winecour

PRESIDENT’S CIRCLE
20+ Years
Anonymous
Nancy T. August
Deborah J. Babson
Charlotte and Reynold Belletete
Bonnie B. Bennett
Denise and John Byrne
Audrey Carvalho
Eileen and Richard Connor
Arthur H. Dyer
Shirley and William Franchi
Anne and Edmond Garfinkle
Carol and Benjamin Gayman
Richard E. Jacobs
Helen C. Kingsley
Debora and Robert Kizik
Mary Frances and Don Lawler
Enid Lubarsky
Our Supporters Have Spoken

ALL OF CROTCHEDED MOUNTAIN’S SUPPORTERS should have received our first-of-its-kind survey seeking suggestions on ways to improve our fundraising. We thought our closest friends might welcome the chance to tell us how they prefer to practice charitable giving, but we did not anticipate the quantity and depth of your responses. We are thrilled!

The survey sought opinions on the timing, frequency and methods of our fundraising requests and communications. We’ve received a tremendous number of responses, and every one is a highly valued set of instructions and suggestions on all aspects of our philanthropic mission.

The majority of respondents now receive communications tailored to individual preferences. Anonymous responses, when pooled together, are equally helpful in our efforts to find ways to fundraise more wisely.

Now that you’ve told us how much you appreciate the survey, we plan to keep the dialogue going. A survey will be distributed regularly, but please don’t wait! Contact us at any time to share your thoughts and suggestions. And look for some of your wonderful survey comments throughout the Honor Roll in this Annual Report.
There are many worthwhile charities in the world today but many of us need to make the difficult choice of where those dollars will be sent. Crocked Mountain has helped me feel I am taking part. I believe a very small part, in a greater good.

Paul Pepin
Nancy Jo and William Perry
Lynn and Daniel Perry
Anne D. Peterson
Nancy and Richard Peterson
Augusta and Amb Joseph C. Petrone
Anita B. Phillips
Tyler B. Phillips, Sr.
Gail and Ben Plummer
Priscilla and Richard Posier
Jean and Raymond Pool
Helen and Stephen Ulicny
Dorothy and Bruce Ullrich
Doris and Jerome Underwood
Ernest R. Underwood
Linda and Frank Underwood
James C. Van Dongen
Kathleen and Bruce Varney
Lucinda and James Varnum
Roland P. Vigneault
Nancy and Irwin Walcher
Barbara and Alfred Ward
John T. Webb
Dina and John Weber
Kathleen and William Weibel
Karen Weinberg-Karin
Kathy Weiner
Beverly and Thomas Westheimer
Nancy and Douglass White
Patricia C. Whitney
Sandra and Kevin Whitney
Suzanne A. Whitney
Pamela A. Wiggin and
Carol A. Barker
Nancy P. N. Wilbur
Barbara and Gerald Wilkins
SMSGT. Ryan Willey and Family
Ron Beaulieu
Mary J. Beaver
Susan J. Beeman-Hollins and
Robert J. Hollins
Raymond Benoit
Marlyn and Robert Bergevin
Doris and Ralph Bodette
James F. Bogue
The Boland Family
Jonathan F. Bourne
Sen. Peter Bowman
Kenneth Braccio
Tammy and Michael Branca
Carl P. Briggs, Jr.
Frederick G. Briggs
David J. Brill
Kelley M. Brooks
Eleanore F. Brooks and
James J. Griffin, Jr.
Joanne R. Brown
Lawrence A. Brown
Diane L. Burdick
Constance M. Bureau
Pauline L. Calderwood
Ram and Brian Canty
Sanford K. Carlisle
Donna M. Carlson-Blastos
Elizabeth Gillan Caulo and
Peter Caulo
The Caveney Family
Ruth and Wesley Cobb
William E. Cohane, Jr.
Ann and Melvin Cohen
Sharon L. Colbroth
Ann and Christopher Conway
Gardner D. Cook
Elizabeth Coolidge and Jeffrey Stolz
Sr. Marie M. Couture
Lucila H. Crocker
Kim and Chris Curran
Ann Curtis
Joyce and William Dacier
James Daly
Maria A. D’Amico
Guy A. Daniels
Nancy and Roy Davis
Mario DeCarolis
Carol M. Decker
Jeanine and Roger Denoncourt
Doris M. Desautel
Fernette and Brian Donovan
Barbara Dubray
Dorothy A. Dudley
Dorothy and Donald Durbar
Kathleen and Michael Etzel
JoAnn S. Eurch
Donna B. Evans
Lucia P. Ewing
Tom Ewing
Christine and Neil Falcone
Christine and Eric Falkenheim
Eleanor B. Fallon
Mary and Tim Felz
Holli E. Field, Jr.
Augustine J. Fiori
Stacy Fiske
Christine and Woodbury Fogg
Lisa and George Foote
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Your organization appears to be run in an excellent manner and is so valuable. Keep up the good work!

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A Celebration of Life and Love
Contributors, July 1, 2013 - June 30, 2014

Gifts of Estate celebrate the legacy of cherished friends of Crotched Mountain while providing for the future well-being of our unique programs and services. Gifts are also made by friends of Crotched Mountain who wish to remember someone special. We are pleased to recognize the following individuals whose lives we celebrated over the past year.

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Keep doing great work! Also, you need not send me any reminders. I won’t forget you.

I promise!

---

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  - NH KOPS Honor Society
  - Barbara A. Quinlan
  - Mr. and Mrs. Edward J. Quinn
  - Laura and Michael Redmond
  - Leona R. Whitney

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### Crotched Mountain truly is ‘Miracle Mountain’ and has been for many years. Our daughter, Colleen, was at Crotched Mountain 1965-68, and Miracle Mountain was part of her healing! Thank You!

- Joseph G. Pavick
  - Lynn and Daniel Perry
- Dr. Karen Pendleton
  - Christine Emma Linderman
  - Linda and Willis Ottery
- Francis A. Petit
  - Yvonne Petit
- Fran Pasek
  - Robert F. Hanratty
  - Dr. Howard E. Pratt
  - Cristina and David Lewis
  - Mary Leadbeater and Michael Strack
Volunteers

Each year we are blessed to receive the gift of volunteer time, energy and talent from individuals, businesses, groups and organizations. These volunteers play a big role in the lives of our students and clients in so many ways, and their service is an inspiration to us all. For their generous commitment, we thank each and every person and applaud the businesses and organizations that make volunteerism a corporate value.

Individuals

Nancy Annis
John Adams
Tom Badgley
Ann Barry
Heather Bierschenk
John Boardman
David Brittan
Diane Brown
Keith Brown
Mick Brown
Nathan Brown
Laurie Bryan
Jared Burnett
Robert Celona
Jennifer Cistelio
Katie Cleasby
Trudy J. Seucy
Anna Tulley
Jeanne and Philip Tulley
Patricia and Donald Painchaud
Janet and John Pickels
Anita Postaljan
Revolabs, Inc.
Mike Egan
Bill Ferguson
Carole Ferguson
Dr. Janis Stoklosa
Donald Wood
Minnie E. White
Dr. Janis Stoklosa

Of the forty significant charities we give to, Crotched Mountain is the only one to send this type of survey. We commend you on this effort to streamline!
Jennifer Tulley
Katie Sutherland
Mary Suprenant
Anita Stevens
Peggy Stokes
Alex Stack
Peter Spain
Patrick Spain
Alex Stack
Peggy Stokes
Anita Stevens
Mary Suprenant
Katie Sutherland
Jennifer Tulley

We’re extremely pleased with Crotched Mountain and wish we could give more.

Organizations and Groups

Conval High School
Girls Hockey Team
Ingrid Aho, Andrea Daragon, Hannah Garfinkle, Lily Grisafi, Sam Hanlon, Casey Kania, Jordan Kania, Anna Kilian, Jen Lehrman, Steph Leandri, Sarah Letourneau, Catherine Long, Sarah Perreault, Olivia Thomas, Emily Ward, Maryssa Williams, Taryn Wing, Samantha Yeaw

I am 84 and have reason to contribute to many needy charities. I am blessed and happy to do what I can.

Dallas High School
Calvin Bates, Yoshikai Chiba, Max Clary, Tucker Desisto, Peter Dunphy, Jordan Ferreras, Danny Figueroa, Harry Flores, Mark Franklin, Michael Grill, Nicolas Lermeux, Hyelan Love, Sebastian McLinden, Brianna Moore, Charley Neisner, Cein Oszdelorman, Michelle Robinson, Benjamin Simon, Benjamin Wright, Si Yi Zhou

Grand Valley State University
Anna Bennison, Margaux Brisnois, Tina Daniels, Ellyn Gonier, Rachel Jozwick, Ashley Martin, Chelsea Meloche, Allison Thaler, Bailey Tucker, Parker Stockwell, Alison von Werder

Greenfield Congregational Covenant Church
Liberty Mutual - Serve With Liberty

Manchester Central High School Key Club

Monadnock Quilters’ Guild

Public Service of New Hampshire
St. Anselm's College
Sean Casey, Matthew Gunzelmann, Michelle Robinson, Ashley Scoville, Rachel Silverman

St. Anselm’s College Jazz Band
Anthony Ciampi, Staci Herman, Elise Homan, Nora Ann Walsh

TD Bank Day of Caring
Jackie Blask, Elexa Bonogofsky, Erin Burke, Elaine Burnham, Eileen Carr, Tracy Delisio, Joseph Desmond, Monka Diab, Elaine Donaway, Stacey Donlon, Kathy Dunkley, Stacey Ellis, Michele Gagnon, Tammy Griffin, Michele Gendell, Tom McCullough, Emily Ward, Maryssa Williams, Taryn Wing, Samantha Yeaw

How You Can Help
Crotched Mountain continues to make our exceptional 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 achieve their goals, we would be most grateful.

Many companies will match the generosity of employees who give to charitable organizations, thereby increasing your gift to your special charity. If you are interested, please see your human resources office for further information on how a gift to Crotched Mountain could double, or even triple.

For more information about the various ways to make a gift, including a personal illustration of the many favorable charitable tax advantages, please contact:

The Development Office
Crotched Mountain
One Verney Drive
Greenfield, NH 03047
800.394.3311

Great care has been taken to ensure the accuracy of this report of donations made to Crotched Mountain during the fiscal year July 2013 through June 2014. Please report any errors or omissions to us at 800.394.3311, as we would like the opportunity to apologize and correct our records.
## Consolidated Statements of Financial Position

*(in thousands)*

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Other Current Assets</td>
<td>$6,904</td>
<td>$4,357</td>
</tr>
<tr>
<td>Net Accounts Receivable</td>
<td>10,105</td>
<td>12,919</td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>34,218</td>
<td>35,566</td>
</tr>
<tr>
<td>Unrestricted Investments at Fair Market Value</td>
<td>16,615</td>
<td>14,850</td>
</tr>
<tr>
<td>Other</td>
<td>779</td>
<td>824</td>
</tr>
</tbody>
</table>

### Donor Restricted Assets

Investments at Fair Market Value:
- By Donors, Specific Purposes | 27,039 | 22,923 |
- By Donors, Permanent Endowment | 8,017 | 8,018 |
- Beneficial Interest in Perpetual Trust | 9,885 | 8,815 |

### Total Assets

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$113,560</td>
<td>$108,272</td>
<td></td>
</tr>
</tbody>
</table>

### Current Liabilities

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,697</td>
<td>8,882</td>
<td></td>
</tr>
</tbody>
</table>

### Long-Term Liabilities

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>30,951</td>
<td>31,856</td>
<td></td>
</tr>
</tbody>
</table>

### Other Long-Term Obligations:

- Fair Value of Interest Rate Swap | 1,301 | 1,312 |
- Charitable Gift Annuity Liability | 61 | 72 |
- Capital Advance Notes Due HUD | 4,729 | 4,729 |

### Total Liabilities

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$46,740</td>
<td>$46,851</td>
<td></td>
</tr>
</tbody>
</table>

### Net Assets

- Unrestricted Net Assets | $20,389 | $20,891 |
- Temporarily Restricted Funds | 28,384 | 23,698 |
- Permanently Restricted Funds | 18,046 | 16,832 |

### Total Net Assets

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$66,819</td>
<td>$61,421</td>
<td></td>
</tr>
</tbody>
</table>

### Total Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$113,560</td>
<td>$108,272</td>
<td></td>
</tr>
</tbody>
</table>

Complete audited financial statements are available upon request.

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## 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, 2014, of $9.9 million and $8.8 million as of June 30, 2013.

### Note

In addition to the unrestricted amounts above, the Foundation received and expended restricted funds in fiscal 2014 as listed below.

<table>
<thead>
<tr>
<th>Restricted Fund Activity (in thousands)</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and Bequests</td>
<td>$1,261</td>
<td>$1,082</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1,887</td>
<td>612</td>
</tr>
<tr>
<td>Net Realized Gains on Investments</td>
<td>1,767</td>
<td>750</td>
</tr>
<tr>
<td>Change in Net Unrealized Gains or Losses on Investments</td>
<td>2,378</td>
<td>1,822</td>
</tr>
<tr>
<td>Net Assets Released for Operations</td>
<td>(1,106)</td>
<td>(672)</td>
</tr>
<tr>
<td>Net Assets Released for Capital Expenditures</td>
<td>(287)</td>
<td>(569)</td>
</tr>
</tbody>
</table>

### Excess of Revenues Over Expenses (Restricted)

<table>
<thead>
<tr>
<th>Fiscal Year Ending June 30</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,900</td>
<td>$3,025</td>
<td></td>
</tr>
</tbody>
</table>