INTRODUCTION

“May you have a strong foundation, when the winds of changes shift.”

As a music fan, this Bob Dylan lyric has been swimming around in my head for some time. Change is inevitable. Change is necessary. And if you’re not rooted to something firm, tied to a purpose, it’s easy to lose your footing when those winds shift.

Our purpose is, as it always has been, creating a lifelong alliance for people with disabilities. That is our foundation, our anchor, our legacy. This Strategic Plan is an ambitious, exciting roadmap that builds off that legacy and takes Crotched Mountain through the next five years—and beyond.

I am convinced that Crotched Mountain is New Hampshire’s best-kept secret, a true force for good throughout the Granite State, and an organization we can all be proud of. And by “we,” I especially mean “you,” our friends and neighbors and donors and volunteers and staff who have helped sustain Crotched Mountain through over six decades of evolution, focused on the singular goal of making a difference in the lives of thousands of remarkable people in need.

A new chapter is about to begin for Crotched Mountain and I am excited about what lies beyond the horizon. The winds of change may always shift, but there is indeed a foundation we can rest on: Crotched Mountain.

Michael Coughlin
President and CEO
Crotch Mountain School offers a unique combination of world-class special education, full-time residential living, year-round accessible recreation, and a comprehensive suite of therapeutic supports. It is a learning and life experience like no other.

**By 2022 we will:**

- Grow our student population by 20% to reach more children with our expertise
- Launch a Vocational Transition Program to build real-world skills and help students on a path to greater independence
- Become the gold-standard for goal-oriented, evidence-based programming for all students
Whether it’s through our out-and-about, always-on-the-go Community Participation Services or the unique, family-like experience our shared home model offers, community is always at the core of our adult services.

By 2022 we will:

- Serve 20% more individuals in community-based services
- Expand home-sharing and integrated living opportunities for adults with disabilities
READY, SET, CONNECT!

Crotched Mountain’s ground-breaking autism treatment center for children blends clinical rigor with pure, unadulterated fun! This is a state-of-the-art school-readiness program, designed to place children on a path to a successful future—and the future is bright.

By 2022 we will:

- Meet the growing need for autism supports, increasing the number of children we serve by 20%

- Expand our services throughout the state with five centers, anchored by a flagship clinic that offers both Applied Behavior Analysis and Speech and Occupational Therapy
Through exciting sports experiences for people of all abilities, CMARS blends the thrill of skiing, cycling, kayaking (and much more) with the development of practical life skills.

**By 2022 we will:**

- Increase participation in CMARS activities by 15%, giving even more individuals access to exciting recreation opportunities.
- Boost volunteer engagement, bringing new people into the CMARS experience.
- Partner with five additional community groups and organizations to introduce new programs and make our existing ones even better.
Crotched Mountain’s ATECH Services offers person-centered assistive technology, focused on helping individuals achieve their life goals at home, school, work and play. ATECH Services is the largest provider of assistive technologies in New Hampshire and the Refurbished Equipment Marketplace offers excellent-quality, pre-owned medical equipment at incredible discounts.

**By 2022 we will:**

- Expand the ATECH customer base in New Hampshire and beyond, providing services and equipment to people throughout the country and around the world
- Serve an additional 750 individuals
- Achieve lightning-fast customer service, reducing wait times for customers to receive devices by 40%
- Implement cutting-edge electronic health record technology to strengthen patient communication and staff efficiency
An alternative to nursing home placement, CMCC connects older adults and people with disabilities with community supports. CMCC’s case managers work with families to craft customized, cost-effective care plans with one goal in mind: helping their loved ones remain in their home and independent.

By 2022 we will:

- Bring our services across state borders, reaching even more people
- Introduce a pioneering telemedicine model, which uses technology to provide long-distance clinical health services
- Cement our position as a leader in the field through strong collaborations with government and agency partners
- Connect more families to our services through private pay and case management consultation