Building Stronger Communities Through Mutual Acceptance

2017 Annual Report

ONE SKY COMMUNITY SERVICES
ONE SKY COMMUNITY SERVICES
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Director of Administrative Services

Michelle Whisnant
Director of Compliance
CEO’S REPORT
Chris Muns......................................................... Chief Executive Officer

For the past 34 years One Sky Community Services has been supporting and providing services to individuals with Developmental Disabilities. Going forward we want the public to instead think of us as helping individuals with Alternate Abilities, focusing on what they can do, rather than what they cannot do. They just need a little extra help to achieve their dreams, and it’s our job to help them do so. Although, we had a number of challenges to deal with last year, we never allowed them to compromise our mission and dedication to those we serve.

YEAR-END FINANCIAL RESULTS:
Fiscal Year (FY) 2017 was a difficult year financially. We continued to deal with the impact of a $1.4 million annual cut in our Medicaid funding included in the state’s FY16/17 budget. Although we incurred a net loss of $542,000 our cash position remained strong, and we finished the year with nearly $1 million in cash.

STRATEGIC RESULTS:
One of the central themes of our efforts during FY 17 was to build stronger relationships within our communities and to leverage those relationships to build additional capacity to better support the needs of our clients. We did that by focusing on priorities identified in the Strategic Plan we adopted in the spring of 2014:

Development of an Outreach and Fundraising Program:
In order to expand our fundraising efforts, we needed to strengthen the public awareness of our mission and relevance to each of the 24 cities and towns we serve. To do that we created the role of Director of Outreach and Development to begin the process of defining and implementing a strategic marketing and fundraising plan.

Development of a Family Education and Advocacy Plan:
Before we could create a more meaningful and effective dialogue about the critical issues facing our clients within our community, we first needed to reconnect with our elected leaders and strengthen our relationship with the families in our area. To do so we created the role of Family Advocacy and Education Liaison to develop and implement a series of activities for that engagement. To further strengthen our connection with our families, we re-organized the Family Support Advisory Council, and put in place stronger by-laws and an operating agreement between the Council and One Sky.
Strengthening One Sky Futures/Developing New or Expanded Services:
We decided that One Sky Futures would no longer provide 24/7 program management services in a residential setting and to refocus our direct service programs on Enhanced Family Care, our CareerNet employment initiative and Transportation. Separately, we pulled together a project to expand our capacity to meet the housing needs of all our clients with medium to high behavioral needs. To better meet the needs of our clients, we reorganized our service coordination functions and consolidated all of our operations in our Portsmouth office.

Addressing our Data and Information Technology Needs:
Our data and information technology capabilities have not kept pace with the regulatory and administrative requirements we must meet on a daily basis. To address this issue we are in the process of implementing a new integrated on-line case management system.

Successfully Managing System Change was another top priority identified in 2014. While that continues to be a challenge, the changes we dealt with during FY 17 are significantly different than anticipated in 2014:

Managed Care
During the 2017 legislative session, the Governor and legislature approved a bill to delay the integration of long-term services into managed care until July 1, 2019. There is a growing sense that long term supports and services will never be integrated into Managed Care.

CMS Corrective Action Plan
The U.S. Centers for Medicare and Medicaid Services (CMS) has determined that the State of New Hampshire is not in compliance with its rules requiring Conflict Free Case Management (CFCM) and permitting service providers to bill Medicaid directly (the so-called “Direct Pay” rule). New Hampshire has until January 1, 2019 to address these concerns.

How these changes will impact us is yet to be determined. The NH Bureau of Developmental Services (BDS) is likely to mandate that no area agency providing case management services may also be a direct service provider. That would require us to divest ourselves of One Sky Futures. It is also likely that the largest service providers we work with will decide to bill Medicaid directly, which could significantly reduce the fees we are able to collect to cover general and administrative expenses.

Workforce Challenges
It has become increasingly difficult for our direct service provider partners to find and retain qualified direct support staff to work with our clients. The client budgets approved by the state do not allow them to pay competitive
wages, and with a statewide unemployment rate of 2%, they will continue to find it difficult to meet workforce needs.

**Intensive Treatment Services**
As of October 31, 2017 One Sky has 4 clients with significant behavioral issues in out-of-state programs, as well as 5 clients in programs outside of our service area. The state has allocated some additional dollars for room and board related expenses, but they are not sufficient to cover additional costs associated with the cost of home ownership (particularly here on the Seacoast) that organizations with appropriate program management expertise will incur to add capacity.

**LOOKING AHEAD:**
To address the losses we incurred during FY17, we have already taken steps to reduce our operational costs by $399,000. We have already identified specific budget cuts of $118,000 that will be implemented during FY18. We are working with our service provider partners to identify the remaining balance of $200,000 in additional budget cuts to bring us to a break even position.

We are expanding fundraising efforts by asking towns in our region to approve an annual allocation of funding to help support our clients. The Family Support Council is also expanding their outreach efforts, and One Sky will continue efforts to mobilize clients, families and supporters in anticipation of the 2018 election.

Calendar Year 2018 will be an important year for One Sky Community Services. We must re-apply for designation as an Area Agency and demonstrate once again to BDS that we can continue to be entrusted with providing individuals with Alternate Abilities in our region with the support, services and encouragement they need to achieve their dreams. To do so we will need to ensure that every employee of One Sky fully understands their role and responsibilities, is positioned for success, and feels empowered to act on behalf of the people we serve. There is no question in my mind that we are all up to the task.

Thank you,
During FY17, we made a concerted effort to expand our legislative outreach activities, inform family members about legislative matters and encourage and empower clients and their families to be more effective advocates for themselves. We did so by connecting legislators with clients and families through “meet and greet” receptions and meetings with legislators on the state budget and multiple bills that were important to those with Alternate Abilities. We also participated along with the other nine area agencies in the Pink Letter Campaign that resulted in 250 letters to the Governor on how state funding affects clients and families throughout the State, and we had over 85 people testify in person for additional funding. The budget approved by the legislature did include a $57 million increase for services to support individuals with Alternate Abilities. While an improvement over past year, these additional funds were still not enough to fully fund everyone who needed services during FY17 and will need services during FY18 and 19.

HB153 – PASSED……………This bill appropriated $2.1 million in additional funds to raise the reimbursement rate for therapists who provide early supports and services to children between birth and age 3. This is the first increase in rates in 10 years.

HB387 – DEFEATED……………This bill would also have provided Direct Support Professionals (DSP) serving all of our clients with the first increase in their reimbursement rate in 10 years. This bill was defeated by one vote in the full House

SB155 – PASSED…………… This bill delays the integration of long-term services into managed care until July1, 2019.

Looking forward we intend to focus on the growing shortage of trained and qualified Direct Support Professionals, funding not only for those on the waitlist, but those who are already receiving services. We will also be preparing our clients and their families for the 2018 statewide elections.

‘As the Family Advocacy and Education Liaison and a family member of One Sky, it is my goal to educate and facilitate for people with disabilities to live full lives in their community’
MARKETING AND DEVELOPMENT REPORT:
By Billie Tooley…………………………………Director of Outreach and Development

It has been an active and busy year for One Sky! We knew it was strategically important for us to build much-needed awareness about our organization, and re-establish and in many cases build new relationships throughout the region we serve. It was critical to our ability to raise funds for the One Sky Readiness Fund, and to help foster a better understanding of how individuals with Alternate Abilities should and can be better integrated into their community.

We began to reach out and engage other organizations and businesses to find ways to collaborate through special events and programming. Some of our accomplishments this past year:

- Awarded the **Nonprofit Business of the Year** by the Exeter Chamber of Commerce
- Received a **Year of Service Award** by Townsquare Media, which resulted in free public service announcements for three months – an in-kind donation worth $12,500
- Participated in **Market Square Day**, with a booth, displaying the artwork of many of our clients who successfully sold work
- Chosen by ** Provident Bank** to participate in their annual online fundraising event during the month of May and received over $1,400 for the Readiness Fund
- In collaboration with **Seacoast Media Group**, One Sky publishes monthly articles in all the seacoast newspapers highlighting the story of a different client each month; following up with interviews on the article with SMG’s EDGE radio program
- Held a fundraiser at **Flatbread Pizza** in downtown Portsmouth
- Participated in **Timberland’s Volunteer Fair**
- Participated in the **Hops and Hounds Fair** in Eliot, Maine with a One Sky booth and received a donation of $750 for staff volunteering
- Increased **Facebook** participation by actively posting information and pictures on every One Sky event and activity
- One Sky is now a member of the **Hampton, Exeter, Raymond and Portsmouth Chambers of Commerce**
- **Portsmouth Rotary Club** donated winter coats to many of our clients

Through this community engagement, we increased the size of our donor base and raised over $25,000 in contributions.

*Thank you very much to all our partners!*
ONE SKY READINESS FUND

Our main focus is and always will be to help individuals with Alternate Abilities and acquired brain disorders receive the best available supports and services to fulfill their potential and make their contribution to our community.

As the age of the individuals we support increases, so have their needs. At the other end of the demographic spectrum, more and more children are being diagnosed with conditions that qualify for the services we provide. Combined with the growing workforce and budgetary constraints facing New Hampshire we are in the midst of a highly challenging financial and service delivery environment.

The budgets for most of our clients have been stretched thin over the years. While the funds available to them have not declined, the increasing cost of providing them with the services they need has increased. On top of that the cost of services not covered by Medicaid or state dollars have also increased, placing a significant strain on any other resources they might have at their disposal.

The ONE SKY READINESS FUND was created in the early summer of 2016 to directly address those critical client needs that are currently not funded and will not be funded in the future, things like medical supplies, clothing, food, dental care, home modifications and emergency assistance. We decided to funnel all money that we were able to raise through our fundraising efforts directly into this Fund.

Those efforts have included connecting with foundations, local businesses and individual donors, as well as organizing and participating in community fundraisers and other unique forms of fundraising. This will continue as an ongoing effort each and every year.

For FY17 One Sky has raised over $25,000 and processed 13 requests for assistance with awards of over $5,000. As our ability to support more of our clients’ increases, we expect that the One Sky Readiness Fund will become an even more important resource to us in helping to meet their needs.
### Statements of Activities

#### Years Ended June 30, 2017 and 2016

<table>
<thead>
<tr>
<th>Changes in unrestricted net assets</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public support and revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medicaid</td>
<td>$23,430,606</td>
<td>$21,705,077</td>
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<tr>
<td>Division of Developmental Services</td>
<td>1,447,700</td>
<td>1,398,315</td>
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<tr>
<td>Contributions</td>
<td>26,749</td>
<td>44,467</td>
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<tr>
<td>Gain on sale of property &amp; equipment</td>
<td>-</td>
<td>168,134</td>
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<tr>
<td>Interest</td>
<td>485</td>
<td>3</td>
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<tr>
<td>Other revenue</td>
<td>669,325</td>
<td>671,806</td>
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<tr>
<td><strong>Total public support and revenue</strong></td>
<td><strong>$25,574,865</strong></td>
<td><strong>$23,987,802</strong></td>
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<table>
<thead>
<tr>
<th>Expenses</th>
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<tbody>
<tr>
<td><strong>Program Services</strong></td>
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<td></td>
</tr>
<tr>
<td>Service Coordination</td>
<td>1,011,732</td>
<td>1,119,687</td>
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<tr>
<td>Residential Services</td>
<td>3,650,797</td>
<td>2,034,855</td>
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<tr>
<td>Participant directed/managed/In-home</td>
<td>4,333,762</td>
<td>4,131,277</td>
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<tr>
<td>Early Intervention</td>
<td>1,097,377</td>
<td>1,002,276</td>
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<tr>
<td>Family Support</td>
<td>496,931</td>
<td>541,713</td>
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<tr>
<td>Respite Care</td>
<td>185,258</td>
<td>291,008</td>
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<tr>
<td>Combined Residential day programs &amp; community support</td>
<td>9,339,090</td>
<td>9,769,834</td>
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<tr>
<td>Independent Living</td>
<td>347,425</td>
<td>354,252</td>
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<tr>
<td>Day Services</td>
<td>3,262,626</td>
<td>2,768,057</td>
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<tr>
<td>Clinical Support</td>
<td>245,007</td>
<td>374,009</td>
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<td>School Services</td>
<td>173,524</td>
<td>170,279</td>
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<td><strong>Total program services</strong></td>
<td>24,143,529</td>
<td>22,557,247</td>
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<table>
<thead>
<tr>
<th>Supporting Services</th>
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<tbody>
<tr>
<td>General management</td>
<td>1,973,339</td>
<td>1,416,009</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td>26,116,868</td>
<td>23,973,256</td>
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</table>

| Change in Unrestricted Net Assets | (542,003) | 14,546 |
| Unrestricted net assets, beginning of year | 2,519,001  | 2,504,455 |
| Unrestricted net assets, end of year      | 1,976,998  | 2,519,001 |
## Statements of Financial Position
### June 30, 2017 and 2016

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash/cash equivalents</td>
<td>$943,243</td>
<td>$1,238,748</td>
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<tr>
<td>Client funds held</td>
<td>367,938</td>
<td>318,420</td>
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<tr>
<td>Accounts receivable/net</td>
<td>3,211,473</td>
<td>3,223,119</td>
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<tr>
<td>Prepaid expenses</td>
<td>48,770</td>
<td>27,685</td>
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<td><strong>Total current assets</strong></td>
<td><strong>4,571,424</strong></td>
<td><strong>4,807,972</strong></td>
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<tr>
<td><strong>Property and equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>253,200</td>
<td>253,200</td>
</tr>
<tr>
<td>Buildings</td>
<td>860,505</td>
<td>860,505</td>
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<tr>
<td>Leasehold Improvements</td>
<td>596,638</td>
<td>587,933</td>
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<tr>
<td>Vehicles</td>
<td>91,213</td>
<td>91,213</td>
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<tr>
<td>Equipment</td>
<td>417,220</td>
<td>410,691</td>
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<tr>
<td>Construction in progress</td>
<td>26,121</td>
<td>-</td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td><strong>2,244,897</strong></td>
<td><strong>2,203,542</strong></td>
</tr>
<tr>
<td><strong>Less accumulated depreciation</strong></td>
<td><strong>(1,299,937)</strong></td>
<td><strong>(1,201,908)</strong></td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td><strong>944,960</strong></td>
<td><strong>1,001,634</strong></td>
</tr>
<tr>
<td><strong>Other assets</strong></td>
<td>54,932</td>
<td>59,645</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$5,571,316</strong></td>
<td><strong>$5,869,251</strong></td>
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</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$2,618,059</td>
<td>$2,293,169</td>
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<tr>
<td>Accrued expenses and</td>
<td>372,723</td>
<td>347,071</td>
</tr>
<tr>
<td>other current liabilities</td>
<td></td>
<td></td>
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<tr>
<td>Deferred revenue</td>
<td>211,637</td>
<td>391,590</td>
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<tr>
<td>Client funds held</td>
<td>367,938</td>
<td>318,420</td>
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<tr>
<td>Technical assistance loan</td>
<td>23,961</td>
<td>-</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>$3,594,318</strong></td>
<td><strong>$3,350,250</strong></td>
</tr>
<tr>
<td><strong>Unrestricted net assets</strong></td>
<td><strong>$1,976,998</strong></td>
<td><strong>$2,519,001</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$5,571,316</strong></td>
<td><strong>$5,869,251</strong></td>
</tr>
</tbody>
</table>
In August of 2016, One Sky’s Board of Directors reviewed and discussed a proposal to refocus One Sky Futures on Housing, Employment and Transportation, with a particular initial focus on employment. Shortly thereafter, I was brought on board to better define what our employment value proposition might be. We also applied for and were awarded $75,000 in NH Tax Credits from the New Hampshire Community Development Finance Authority (CDFA). This money will be used to develop specific “proof of concept” pilot projects and hire the staff that will be necessary to move our employment initiative forward.

We also made a conscious decision to exit the business of providing 24/7 program management services in a residential setting at the homes we own in Newmarket and North Hampton. We are in the process of transitioning all of our Vendor PDMS programs to traditional PDMS programs managed directly by clients and their families.

Exiting the residential program management and Vendor PDMS service segments has enabled us to focus our management and staffing efforts in the areas of Enhanced Family Care housing arrangements and what we are now calling our CareerNet employment initiative. More specifically:

- We have improved the level of communication and cooperation within One Sky Futures and between One Sky Futures and One Sky Community Services.
- One Sky Futures’ staff and infrastructure are being reorganized to support a school transition program that is the centerpiece of the new CareerNet employment initiative.
- To reduce turnover and shortages, we are instituting a training program that we hope will become the benchmark for the Direct Support Profession in NH. By raising the training standards and qualifications for DSPs and instituting a Living Wage Pledge we can begin to foster the level of professionalism in this field that all stakeholders agree is necessary and are looking for.
- We have also begun to address the administrative and technology problems that have hampered our efforts, such as re-examination and confirmation of all existing budgets to determine their financial impact and viability, improved scheduling capabilities and implementation of a coordinated reporting and administrative processing system.
The key to independence for anyone – for individuals with Alternate Abilities or not – is to have a safe and secure place to live (a **Home**); a fair and sustainable source of income to support them in their daily living (a **Job**); and a reliable and affordable way to get back and forth from their home to their job (**Transportation**). There is still much that we need to do but by narrowing the focus of One Sky Futures to these areas, we believe we will have a much greater chance of creating a program that is more scalable, geographically unrestricted and therefore more financially viable and better positioned to meet the long-term needs of the people we would like to serve.

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**One Sky Community Services wins Community Award from the Exeter Chamber of Commerce as the Nonprofit Business of the Year**

Thursday, August 24, 2017 at the Blue Ocean Event Center, One Sky was represented by Chris Muns, CEO; Board Member David Brown and his wife Tracy; Ashley Wilson, Service Coordinator, Audrey Gerkin, Advocacy and Family Education Liaison; Cindy Blanchard, Service Coordinator; Susan Conners, Human Resources; Billie Tooley, Director of Outreach and Development
This event is our new tradition to encourage and foster a more enlightened understanding of the role those with Alternate Abilities can play in our community. We recognize 3 distinct groups of individuals and organizations – who in their own way- have demonstrated through their actions what, can be accomplished when we really do include everyone in our community.

**One Sky Client Honorees**
One Sky has selected three One Sky clients who have made noticeable progress in their journey to fulfillment.

- Daniel Desmond
- Nathan Gray
- Michelle Schladenhauffen

**One Sky Community Services Employees**
Honored for achieving a service milestone in their commitment and dedication to One Sky’s clients

- Martha Bonneau – 30 years
- Karen E. Tellier – 15 Years
- Tina Holmes – 15 Years
- William A. Northey – 10 Years
- Daniel R. Vorosmarty – 5 Years

**Circle of Caring 2017 Inductees**
Bob’s Clam Hut
For their unwavering support of and contribution to One Sky’s Client Picnic for the last nine years

- Portsmouth Yacht Club
To all the members for their wonderful support and participation, as well as the use of their facility for 24 years for the Annual One Sky Client Regatta
SPONSORS and DONORS:

Thank you again for your wonderful support!

The Provident Bank  Clark and Lavey  Eversource
Dennehy and Bouley  Datarisk  NH Healthy Families
Devine Millimet  Banfield Realty  Next Level Now
Tino’s Greek Kitchen  Well Sense  Exeter Hospital
Coca Cola Bottling NNE  PCG  Calypso Communications
Give With Liberty
Richard Bagley  David Brown  Robert Brown
Vivian Winham  Walter Kuchtyn  Bob/Cathy Herold
Gabrielle Grossman  Gerald Kotkowski  Chris Muns
Nancy Clayburgh  Kyle Trinward  David/Billie Tooley
Ellen Bennett  Paul/Sandra Montrone  Tom/Patience Chamberlin
Renee Estey  Kevin Cushing  Deb Crapo
William Scott  Patricia Chase  Anne Weidman
Rocco Van der Merwe  Steve Briggs  Davies Family
John Bohenko  Kizystof Kras  Marc and Wanda Dole
Robert Lister  Mary McCarthy  Peter Weeks
Ralf Amsden  William Hamby  Clara Hauenstein
Wayne Murray  Sandra Simons  Dick Desrosiers
Nathaniel Morgan  B. Bonds  Nevelle Owens
Kim McNamara  Martha Fenn King  Fred and Janice Iler
Elsie Synder  Pamela Gordon
Melissa Marquis  Rebecca Hafner  Donna Meuse
Kelly Touhey-Childress  Ashley Baker  Susan Conners
Nancy Splaine  Michelle Whisnant  Kathleen Valeri
Brian McDonald  Tanya Newkirk  Brandie Tweedie
Kelly Smith  Tanya Nardolillo  Kathy McGowen
Pat Novello  Richard Allen  Jane Church
Michael Shea  Emma Bloom  Robert Madison
Stephen/Andrea Kaneb  James Brow  Toni Trotzer
Valerie Fagin  Carol Drapeau  Timothy McCarthy
H. Ferrell  Burt Cohen  P. Fortin
Atinuke Cahill  J. Breslin  Larry Drake
Joan Jacobs  D. Gingras  C. Brigada
J. Dowd  Judith Green  Chet Bowen
Sheila White  Robert Lincoln  Thomas Sherman
R. Morse  Michelle/Justin Nadeau  M/M Carl Gabel
Christine Stafford  Beth Roth  Marie Gerth
Debra Mayer  Neil Oullette  Jean/Melvin Low
Kate Clark  Joyce Breault  Quandt Family Trust
Florence Corbett  Robert Read  Lularoe Amy Westerkind

and other numerous cash and anonymous donations
IN-KIND DONATIONS:
Community Toolbox  Amadeus  Market Basket
Hanneford’s  Walmart  Cola Coca Distributing of NNE
Townsquare Media  Rob Madison  Portsmouth Rotary Club
Bob’s Clam Hut  A & M Paints  Eastman’s Charter Boats
Wanda and Marc Dole  Torrid LLC  WB Mason  Seacoast Helicopters

FOUNDATIONS:
New Hampshire Charitable Foundation  Agnes M. Lindsey Trust

Market Square Day
June, 2017
One Sky artists included:
  Tom Owens
  Nathan Gray
  Michelle Schladenhauffen
  Erica Souza
  Laurena LeTourneau

One Sky Clients Picnic
June 2017
Stratham Hill Park
Stratham, NH
At One Sky Community Services the sky’s the limit! We believe in the communities we serve and the ability of everyone to make a difference. At One Sky we challenge ourselves to think outside the box so that we can do the best job possible. Our mission is to ensure that individuals with Alternate Abilities or Acquired Brain Disorders have the same opportunities to be successful and live a happy and fulfilling life just like everyone else in our community.

After all, we are ALL in this together....................under ONE SKY!

755 Banfield Road
Portsmouth, NH 03801
603-436-6111