

# CHANGING

lives, changing communities

Minute Man Arc  
for Human Services, Inc.  
2024 Annual Report



MINUTE MAN  
Arc

# MISSION

Improving the lives of children and adults with disabilities by increasing lifelong independence, personal choice, and self-advocacy.



Minute Man Arc provides therapeutic and socialization programs across the life span for more than 1,500 children and adults with intellectual, developmental, and physical disabilities. Free parent/caregiver programs are offered throughout the year.

We strive to deliver exceptional therapies, innovative employment, warm and inclusive living opportunities, active recreation, and community involvement. Some programs take place in Concord, Massachusetts, but support is also integrated into home environments, job sites, and a wide variety of community locales.

## Children's Programs



- Early Intervention
- Extra Steps Pediatric Therapies
- TimberNook

## Adult Programs



- Employment Services
- Day Habilitation
- Residential Services
- Recreation and Family Services



# Dear FRIENDS

As I wrap up my three-year term as Chairperson of the Minute Man Arc Board of Directors, my six years on the Board, and my last year as an eligible Board member, I want to share some of my reflections.

First, I want to acknowledge all the employees of Minute Man Arc. Their dedicated care and service to our consumers make our organization great! Thanks to every one of you.

The Board of Directors consists of individuals with a solid commitment to Minute Man Arc. Each member brings a different background, experience, expertise, and knowledge to our Board. Most importantly, each Board member brings a steadfast commitment to the organization's mission, helping keep it strong and thriving. This has helped to keep Minute Man focused over the years to meet challenges.

I cannot say enough about the collaboration between Jean Goldsberry, the talented Minute Man Arc staff, and the Board. COVID-19 thrust unprecedented challenges on the organization in recent years. Yet, in many ways it challenged us to think differently and has propelled the organization forward. The challenges have strengthened the organization, administration, staff, and the Board.

This collaborative effort will serve us well as we move forward. The Board's overall commitment is to keep the organization strong and solvent.

To that end, this year we looked at Board development. We had our first annual Visioning Session in January, where we identified areas of focus as we move toward the future.

As a result of this focus, we added a new Development Committee. This committee sponsored the First Annual Employer Breakfast recognizing 30 employers who hire our consumers in local businesses. These employers provide invaluable opportunities for our consumers and we are immensely grateful to them.

I am thrilled to leave the Board in the very capable hands of Board leaders: Tom Judge as President, Hilary Taylor as Vice-President, Nadia Nedelcheva as Treasurer, and Clara Murphy as Clerk.

Their vision and leadership will undoubtedly continue our commitment to serving our consumers and the communities within which we operate.

It has been an honor to serve on the Board of Minute Man Arc, and I will continue to contribute as a Board member in my final term of service.

Gratefully,

A handwritten signature in black ink that reads "Debbie W. Flannery". The signature is written in a cursive style with a long, sweeping underline.

**Debbie Flannery**  
*Board President FY24*

## FY24 Board of Directors

Deborah Flannery, *President*  
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Nadia Nedelcheva, *Treasurer*  
Clára Murphy, *Clerk*  
Jeanine Calabria  
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Janice Smith  
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Britton Wilson

## Leadership Staff

Jean A. Goldsberry  
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*CFO*

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*Director of Operations*

Steven Bouffard  
*Director of Day Habilitation*

Alex Chatfield  
*Director of Early Intervention*

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*Director of Human Resources*

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*Director of Residential Services*

Sherry Kenin  
*Director of Extra Steps*  
*Pediatric Therapies*  
*Director of TimberNook*  
*Outdoor Experiences*

Rebecca Lynch  
*Director of Development*

Laurie Rebello  
*Director of Training and*  
*Quality Improvement*

Barbara Jean White  
*Director of Employment*  
*and Clinical Services*



# Message from the CEO

Early in the year, we struggled with staffing vacancies. To remedy this, we initiated some new ideas to attract candidates and doubled the staff referral bonus. As a result, we reduced openings by 50%.

More participants came back to services, and we had the workforce to support them. We had more jobs for consumers as we added new employers. We added new volunteer activities. With the staff vacancies nearly filled, we were truly coming back.

Outreach events made us more visible in the community. Arc in the Park brought new friends to our Oasis. We held meetings with families, developers, and various town housing authorities to discuss micro-unit and other innovative housing models. Today, we are known as an organization looking to create and expand housing options for families.

We upgraded many of our homes. Littleton House got a completely renovated kitchen, new flooring, and a new roof. Maynard House received a new kitchen and interior paint. Birch Hill Road was repainted and the floors refinished. The living room and dining room received new coats of paint at Roosevelt House. At Forest Ridge Road, we completed the pathway loop around our headquarters. Best of all, our house on North Road in Sudbury opened after two years of planning, permitting, and building.

We knew we were coming back by the increase in participants. We surpassed pre-COVID numbers in nearly all our programs. Early Intervention increased by 20%, Residential services by 12%, Adult Family Care by 8%, and Day Habilitation by 10%.

All of the expansion and success was due to our fabulous staff. We worked to show gratitude and appreciation for their work with celebratory lunches, birthday cakes, a Jenga tournament, and, of course, raises and gift cards.

Yes, this has truly been “the year of coming back.” As we look to 2025, we can see great enthusiasm and optimism throughout Minute Man Arc.

I continue to be grateful and proud to lead this wonderful and dynamic organization.

A handwritten signature in black ink that reads "Jean A. Goldsberry".

# Financial Report\* Minute Man Arc for Human Services, Inc. and Affiliates

Consolidated Statement of Financial Position. June 30, 2024

## Assets

Cash and equivalents	\$187,464
Accounts receivable	\$2,612,564
Prepaid expenses	\$67,554
Property, plant & equipment and mortgage acquisition costs, net	\$11,373,192
Security deposits	\$11,607
Restricted deposits	\$286,868

**Total Assets** **\$14,539,249**

## Liabilities and Net Assets

Accounts payable	\$342,045
Accrued expenses and other liabilities	\$1,263,856
Deferred revenue	\$44,101
Line of credit	\$274,000
Long-term debt	\$8,459,147

**Total Liabilities** **\$10,383,149**

**Net Assets** **\$4,156,100**

**Total Liabilities and Net Assets** **\$14,539,249**

Consolidated Statement of Activities, Year Ended June 30, 2024

## Revenues

Contract revenue	\$17,247,050
Commercial products and services	\$210,543
Contributions and fund raising	\$548,592
Other	\$1,513,050

**Total Revenue** **\$19,519,235**

## Expenses

Program services	\$17,736,561
Management and general	\$2,056,683
Fundraising	\$280,228

**Total Expenses** **\$20,073,472**

**Change in Net Assets** **(\$554,237)**

\* Financial report information for Minute Man Arc for Human Services, Inc. and Affiliate's consolidated financial statements are audited by Leonard, Melherin and Greene.

# Helping children **THRIVE**

**In Early Intervention**, the 20% increase in participants was partially due to the opening of the emergency housing shelter for families experiencing homelessness in Concord and Acton.

Families arrived in spring of 2023, and it didn't take long before our phones started ringing. Once we received our first referrals, Early Intervention staff visited the site, where they were inundated with questions from families who primarily spoke Haitian Creole. To assist with communication, we hired a part-time translator who helped us work with families as we conducted intakes. Staff and families met in a renovated former motel room, where beds and dressers were replaced with foam mats and chairs for parents and staff, and toys for the children.

**Extra Steps Pediatric Therapies**, located in Acton, continued to support older children (ages 3-22) by offering occupational, physical, and speech therapies as well as social skills groups. 45 children attended multiple, regular sessions throughout the year.

**Our popular TimberNook program** expanded into a local preschool/daycare, providing onsite programming, and continued regular outdoor sessions at the Nobscot Boy Scout Reservation in Sudbury. We continue to educate families and the community on the important benefits of child-led, outdoor, imaginary play, to children's physical and mental health.

TimberNook is one of the few outdoor programs that provides an environment where all children are welcomed and encouraged to thrive. Children of all abilities are welcome and the program successfully supports a high number of neurodivergent children who play and learn along with their peers. This year, we hosted 240 TimberNook campers!



## Little known fact:

**Of the approximately 1,500 individuals we supported in 2024, nearly 1,000 were children.**



# Living their **BEST LIVES**

The Greek philosopher Heraclitus once wrote:

“the only constant in life  
is change.”

That’s so true, especially this last year in Minute Man Arc’s adult programs. After two years of planning, our brand-new group residence opened in Sudbury. Known as the “North Road” house, finishing touches were completed on this fully accessible home for five adults. Residents moved from their home in Stow to their new residence which features an open floor plan, welcoming outdoor patio, accessible bathrooms for aging in place, state-of-the-art kitchen, and much more.



The group residence on Birch Hill Road became our first home for young men on the autism spectrum. After some renovations, four young men moved out of their family homes and into a place where they can become more independent. The Town of Stow’s leadership is actively seeking ways to include the young men, from providing volunteer opportunities to including them in town activities. Welcome home, all!



**Employment Services now supports 97 individuals who are employed by 36 businesses in the community.**

Over the year, individuals came back into their program, thanks to a shared grant supported by Massachusetts Congresswoman Lori Trahan to identify and work with individuals needing extra support after the pandemic. The Arc of Massachusetts, Arc of Opportunity, Incompass Human Services, and Minute Man Arc — all part of Trahan’s Third Congressional District — reached out to families with loved ones who had not yet returned to programs.

Our Day Habilitation program grew 10%, and continued to provide fun, innovative opportunities for participants during the day — from harvesting and canning tomatoes grown in our greenhouse to building bird baths from recycled materials.

**Our Adult Family Care program**

grew by 10% and we hope to continue expanding the program next year.

# Going GREEN

Thanks to a grant from the Commonwealth of Massachusetts, this year we purchased our first electric passenger vans. The vans arrived in May and were immediately put into use bringing individuals to and from our programs.

The two vans will be the first among many electric-powered vehicles in our fleet. We are investigating the viability of taking all our gas-powered vehicles offline in the future. Over time, we plan to replace approximately 40 of those vehicles with electric vehicles. The impact on the environment means we would significantly decrease the amount of exhaust emitted in our communities.

Our attention to our environmental footprint isn't just limited to the vans on the road.

For many years, going green has been an ongoing topic in our Operations Department meetings. From green cleaning supplies to reducing paper

Going green is a  
team effort:

**from the staff to the individuals we support!**

usage, all staff members take steps to make sure we're gently touching the environment around us. For instance, printing production has decreased steadily over the years (yes, we print fewer copies of this Annual Report!).



We know small changes make a difference. Lights in residences are switched off when individuals leave the room. Overhead lights in offices switch off automatically when rooms are empty. Several years ago, we started gradually replacing incandescent light bulbs and fixtures with LEDs across offices and homes. And while we will probably never be completely solar powered — we just don't receive the sunlight necessary to power what we need — we are now developing a plan for incorporating solar power into our energy stream.

We're always asking ourselves: "How can we green this?"

With nine group homes and three office buildings, we're conscious of energy costs and seek to lock in rates whenever possible. For instance, we purchase our energy at bulk rates with most state offices, educational institutions, libraries, and others.

And just like all of us at home, recycling has long been a standard practice; all our homes and buildings participate in recycling programs in their towns.

All of us at Minute Man Arc are conscious of the world in which we live, and we seek to be as kind as possible to the world around us.



# Why I WORK HERE

For more than 32 years, registered dietician Joanne Csaplar has worked closely with Early Intervention families on a topic both simple and complex: nutrition.

“There is a preconceived idea about dieticians,” says Joanne, who received a Master of Arts degree in Nutrition from Tufts University. “There’s an initial perception that I’m the food police. That’s why I like to call myself a pediatric nutritionist.”

So, how does she approach a delicate subject? First, she listens.

Joanne will walk through a family’s door and see how they’re all doing. “It’s not what I think they want or need,” says Joanne, who approaches each family with flexibility, humility, and humor. “First, I ask myself, what do the parents need to feel successful and how can I help them?” Just as each family is different, the answers vary.



“I tell parents: we are all human and we are all in this together. It’s important to share our humanness — our parenting.”

Parents celebrate the successes, such as when a child gets off a feeding tube. “Once the child is safe by mouth,” says Joanne, “I love supporting the family in getting the safety net away.”

Still, food is a sensitive topic. “Mothers — and it’s usually mothers — will often say there is a finger pointing and judgment they feel from professionals if their child is not gaining weight,” she said, who has received calls from crying mothers, worried they’re failing at their job. Joanne believes it’s her job to build them up.

“It’s a calling for me. It’s my own little ministry in a way. I can’t imagine doing anything else. If I could, I’d thank every family I worked with. I am who I am because of the families I’ve met.”

She credits the support of her peers in Early Intervention with keeping her positive and engaged. “I work with an incredible group of people,” says Joanne who describes her Early Intervention colleagues as competent, supportive, and caring. “We laugh a lot. We cry sometimes. It’s hard work, but I wouldn’t do anything else with my life. I’m always proud to say I work for Minute Man Arc.

After 32 years in her role, does she have plans to retire? Not soon, she says. In fact, “they’re going to have to stage a late intervention to get me to leave!”

# Why I DONATE

We give to Minute Man Arc to honor the memory of our son, John McCrystal.

John attended the Minute Man Arc Day Habilitation program from 2011 until his unexpected passing in December, 2022 at the age of 33. Periodically during those 11 years, we would ask him if he enjoyed going to Minute Man Arc. His unwavering response was always the same: "I LOVE going to Minute Man."

Minute Man Arc provided John with a sense of community. When choosing a day program for John to attend, we looked for a place where he would be safe and nurtured, and where he could have fun. Minute Man Arc provided all of that and much more. It offered a welcoming environment for him to pursue his passion for music, world geography, and plain old fun. It was his home away from home for the final 11 years of his life, and we will not forget that.

We also give to Minute Man Arc because we feel strongly that it is important and proper to do so.

Funding for human service programs is extremely tight. Unfortunately, human service organizations such as Minute Man Arc are among the first to see governmental funding cuts due to budgetary constraints. We prefer to make tax deductible charitable contributions to the agency as a way to control how our funds are spent.

By contributing to Minute Man Arc, we directly fund a local charitable organization that provides crucial human services to vulnerable members of our community, rather than funding the state and federal governments whose expenditure of our funds can be antithetical to our beliefs. Rather than letting the government decide how to spend our money, we support Minute Man Arc directly and let the

organization decide how best to allocate those funds for the benefit of the clientele. That is important to us.

We give to Minute Man Arc to keep John's name and memory associated with the organization that he loved so dearly and that provided him with such great care, support, and kindness. We want everyone at Minute Man Arc, both clientele and staff, to remember John and to remember how much the organization meant to him.

We give to Minute Man because we believe that John would want us to do so. He would want his name associated with the mission of Minute Man Arc, improving the lives of children and adults with disabilities. It is a noble mission — a mission with which we want the name and memory of our son to be associated.

We give to Minute Man Arc in memory of our beloved son, John. There remain lives to be improved.

*Anne and Mark McCrystal*  
Concord, MA



# Out and about in the **COMMUNITY**

There's a good chance you saw us out and about in 2024. Of course, you probably see our 42 passenger vans — including our two, new electric vans — rolling across our communities as we transport individuals to their programs or jobs and back home again. Evenings and weekends we're out at social events or doing activities such as grocery shopping.

In April, Employment Services participated in the **Patriots' Day Parade** in Concord. Wearing red, white, and blue shirts, 30 individuals, staff and family members marched in celebration of Concord's 249th birthday. "Everyone — from individuals to staff to families — had a great time walking and waving to onlookers," says Barbara White, Director of Employment Services and Clinical Supports.

The second annual **Arc in the Park music series** launched, with a variety of performers playing in our Oasis on summer Friday evenings. Trisha & Thara, the Acton high school students and musicians, sang crowd favorites and led an impressive sing-along. The students kindly found time between their summer jobs to perform in our Oasis. Local musicians Seth Connelly, Hatrack Gallagher, and Ric Mauré also performed, and the season ended late in October, just as the weather turned brisk and fall-like.

Our Oasis continues to be a verdant place to gather. Our Development Committee hosted our **First Annual Employer Appreciation Breakfast** in late June. All employers were invited,

and attendees feasted on quiche, fresh fruit, coffee, and juice. "Our employers mean so much to all of us," says Debbie Flannery, President of the Board of Directors. "Families are all delighted to know their members are working productively in the community. And you cannot possibly measure the pride our individuals have in knowing their work matters." Awards were presented to Quiet Platforms, Arlington Coal and Lumber, and GreenLabs in thanks for their vision, commitment, and partnership.



Of course, our **19th Annual Minute Man March** took place in September at Alcott School, and if you were in Concord center that day, you couldn't miss the 400 walkers who donned their festive tie-dye shirts and walked in support of the agency.

Finally, Minute Man Arc celebrated our **65th anniversary** at an event at nearby Carlson Orchards in Harvard, MA. Staff, donors, and individuals reminisced about our growth over the years, took a deep collective breath, and looked ahead to the future.



# 2024 Sponsors and Foundations

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# Our donors

**Minute Man Arc gratefully acknowledges the donors and business sponsors who enable us to improve the lives of children and adults with disabilities throughout the year. Thank you for your generous support.**

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