Minute Man Arc for Human Services, Inc.

Changing Lives, Changing Communities

2020 Annual Report
Minute Man Arc provides therapeutic and socialization programs across the life span for 850 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. Most 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 Outdoor Classroom

Teen and Adult Programs
• Employment Services
• Day Habilitation
• Residential Services
• Recreation & Family Services

Dear Friends,

Minute Man Arc has been a leader and innovator in the human services field for more than 60 years, but I cannot remember a time when leadership and innovation were in greater demand than in these current days. Our organization has done an outstanding job of balancing risk and reward while working through the COVID-19 pandemic.

Goals at the beginning of the year to create an Outdoor Oasis and Sports Pavilion and to make parking lot improvements at our Forest Ridge headquarters, have had to take a back seat as health and safety protocols took precedence in all our programs. Thank you to management, staff, consumers and families for going above and beyond in providing leadership, dedication, participation and support in delivering services.

Since mid-March, families have met on Zoom every Friday. Jean Goldsberry has given weekly status updates and folks have been able to share joys and sorrows, express frustrations, ask questions, provide feedback, and offer ideas. It is encouraging to see our organization work in these creative ways to further our mission. May you and those you love be safe and well.

Sincerely,

Maureen Waters Mara
Board President FY 2020

Maureen Waters Mara
Board President FY 2020
Message from CEO Jean A. Goldsberry

FY20: A Year Like No Other

As we entered FY20, Minute Man Arc was filled with great hope and promise, and we achieved much of what we planned. However, the COVID-19 pandemic brought significant change to the agency in March when we closed our doors for the first time in over 60 years.

Many projects were accomplished prior to suspending services. Emerson House was completely renovated following a flood on New Year’s Day. We obtained a group home in Sudbury and started renovations to make it completely accessible. Our children’s programs expanded beyond age three, setting us apart as the only Arc in Massachusetts with full lifespan services.

After three years of hard work by many, we successfully completed our capital campaign, enabling us to purchase our headquarters, add new programs, and soon will be expanding our parking lot and building an outdoor recreation oasis.

Things were truly flourishing at Minute Man Arc.... and then there was COVID-19. We shuttered our doors on March 13th and quickly began virtual services, developing a robust menu of classes to keep people connected, engaged and active. Despite stringent safety measures, a few individuals and staff became ill. We struggled to obtain PPE, but by banding together with other Arcs, we placed several large orders. We have been stockpiling food to guard against predicted food shortages.

A bright spot in what we have learned during the COVID-19 crisis is the amazing support we have had from our truly dedicated staff, risking their own health. We also learned how much our community cares about Minute Man Arc through the outpouring of support and gifts.

This was not the year we planned for, but it was the year we came together, pushing through and supporting one another. We learned how collectively resilient we are and how the organization gains strength from each of us which will carry us through the challenging year to come.

Leadership Staff

Jean A. Goldsberry
CEO

Eric Borrough
Director of Operations

Alex Chatfield
Director of Early Intervention

Mary Coleman
Director of Administration and Finance

Donna Ehrlich
Director of Human Resources

Andrew Forti
Director of Residential Services

Ryan Haskins
Director of Training and Quality Improvement

Sherry Kenin
Director of Extra Steps

Pediatric Therapies

Director of TimberNook

Outdoor Classroom

Stephanie Parish
Chief Development Officer

Joshua Weidenhamer
Director of Day Habilitation

Barbara Jean White
Director of Employment Services

Financial report* Minute Man Arc for Human Services, Inc. and Affiliates

Consolidated Statement of Financial Position June 30, 2020

Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and equivalents</td>
<td>$2,047,694</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>1,612,077</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>54,108</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>21,750</td>
</tr>
<tr>
<td>Property, plant &amp; equipment and mortgage acquisition costs, net</td>
<td>7,164,130</td>
</tr>
<tr>
<td>Security deposits</td>
<td>5,607</td>
</tr>
<tr>
<td>Restricted deposits</td>
<td>191,937</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$11,107,303</td>
</tr>
</tbody>
</table>

Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$179,638</td>
</tr>
<tr>
<td>Accrued expenses and other liabilities</td>
<td>730,270</td>
</tr>
<tr>
<td>Line of credit</td>
<td>0</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>6,745,233</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$7,655,141</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$3,452,162</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>$11,107,303</td>
</tr>
</tbody>
</table>

Consolidated Statement of Activities Year Ended June 30, 2020

Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract revenue</td>
<td>$13,830,695</td>
</tr>
<tr>
<td>Commercial products and services</td>
<td>112,329</td>
</tr>
<tr>
<td>Contributions and fund raising</td>
<td>797,889</td>
</tr>
<tr>
<td>Other</td>
<td>1,590</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$14,742,503</td>
</tr>
</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$12,986,141</td>
</tr>
<tr>
<td>Management and general</td>
<td>1,338,268</td>
</tr>
<tr>
<td>Fundraising</td>
<td>229,214</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$14,553,623</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$188,880</td>
</tr>
</tbody>
</table>

*Financial report information for Minute Man Arc for Human Services, Inc. and Affiliates consolidated financial statements are unaudited. Audited financial statements will be available after November 15, 2020.
Residents of Emerson House in Concord returned to a fully renovated abode in the spring, following a sprinkler leak in January 2020. Today, this residential home has a bright, new kitchen and dining area, upgraded bathrooms, improved entryway with ramp, refurbished hardwood floors and fresh paint throughout. These improvements were made possible through generous funding from the Trinitarian Congregational Church in Concord and the Cummings Foundation.

Another exciting addition to Minute Man Arc’s residential program is the opening of a new group home in Sudbury, slated for the fall of 2020. The five-bedroom, single level home is in a lovely residential neighborhood. The expansive layout has been totally renovated and there is a screened porch overlooking a large, landscaped yard. Through an agreement through a local partnership, the home will be given to Minute Man Arc, debt-free, in 30 years.

**Program Spotlight:**
**Emerson House Renovation and New Powers House**

Residents of Emerson House in Concord returned to a fully renovated abode in the spring, following a sprinkler leak in January 2020. Today, this residential home has a bright, new kitchen and dining area, upgraded bathrooms, improved entryway with ramp, refurbished hardwood floors and fresh paint throughout. These improvements were made possible through generous funding from the Trinitarian Congregational Church in Concord and the Cummings Foundation.

Another exciting addition to Minute Man Arc’s residential program is the opening of a new group home in Sudbury, slated for the fall of 2020. The five-bedroom, single level home is in a lovely residential neighborhood. The expansive layout has been totally renovated and there is a screened porch overlooking a large, landscaped yard. Through an agreement through a local partnership, the home will be given to Minute Man Arc, debt-free, in 30 years.

**Why I DONATE**

I am a mom of four crazy awesome kids who are my whole world. Being a mom has its challenges but for me I felt "I HAD IT DOWN." After I had my first son, it took me some time to adjust going from working to full time mom, but we found our groove and we rocked it. I went to all the baby doctor milestone checkups not thinking anything of it. Yes he’s crawling. Yes he has words. Yes he’s pointing. Growing confident in my “mom ability,” I had my second son. Same thing but a different personality as my first and own way of doing things but again we moved along the path I was familiar with. Again thinking "I HAD IT DOWN."

Growing more confident I had my third son. My Harlan. Just like my other two, he had his own personality. Looking back at the early months of his life, there were small things that were behind but it wasn’t until Harlan was about 13 months old that my “mom senses” started really going off. He never crawled or walked or did a lot of those milestone that I took for granted with my other kids. Harlan has always been my sweet sensitive child. Oh man when he hugs you or cuddles on you, can you feel the love coming from him. But my sweet guy, now 13 months old, was not able to chase his older brothers or really communicate. He was getting so frustrated and unhappy. I tried everything and would go to the ends of the earth for my kids but it wasn’t working. I felt "I DID NOT HAVE IT DOWN."

I was six months pregnant with my fourth baby when I started to realize Harlan was not progressing on the “typical” path. Coming to that realization was scary because this was a whole new world for me. I put a lot of blame on myself. Did I not do enough for him? Did I do something wrong? At about 15 months Harlan was referred to Minute Man Arc and we quickly got assigned an OT Specialist named Karin. Little did we know she was going to become our main buddy. Harlan is extremely stubborn and fought a lot of sessions at first. I won’t lie, it was hard for me to see him struggle but Karin was so sweet with him and also very good with me providing information to be able to help Harlan during his daily life. Karin and I agreed he would benefit from PT work as well and we quickly got Diane. Oh man did my stubborn Harlan fight her. But again Diane was really patient with his unwillingness. With each session Harlan would trust and give a little more. As time went on we added speech with Judy and education with Kathy. The support team didn’t just help Harlan, my whole family got to know them and see them on a weekly basis. For the last year and a half, they became family to us.

Harlan is a totally different kid from when we started. I felt like he was almost trapped in his own body and always frustrated. Now Harlan runs to my glass door yelling Karin’s here! Diane or Judy or Kathy’s here! Running, stable standing, yelling clear names - all the things that when we started I couldn’t picture him doing. He is so happy and loves his Early Intervention crew and I do too.

I can’t even begin to explain how much it means to me to have people that care and want to help my child as much as I do. When I realized Harlan was having delays, I felt lost as a mom, but now coming to the end of our time with Minute Man Arc, I do not feel lost or scared. I feel hopeful and supported. I’m so thankful for everything they did.

So that’s why I donate to the work they do. They change lives. Children’s lives and the lives of their moms and their whole families. My hope for any parent feeling lost or in need of help for their child is they get involved with Minute Man Arc. I don’t know what Harlan or I would have done without them!!!!

Anastasia Graham, Boxborough, MA
We call him “Dr. Eric”

Since the start of the pandemic, Eric Gbatu has been a front line worker for Minute Man Arc, willing to do anything that is needed to help keep our clients safe. When our first residential home was put on quarantine, Eric volunteered, without question, to go there even though it was not his regular place of work. There he stayed for 14 days without a break, and without the ability to leave for even an hour. He cared for the clients with compassion every day. He checked vitals and temperatures, kept everyone’s spirits up, even though they were all stuck inside.

When his own residential place of work was affected by the virus and had to be isolated and quarantined, Eric again volunteered to be that worker that was ready to jump right in and help. This time he was quarantined for 24 days.

Eric and the three other hard working staff spent every day, 24 hours a day, caring for and engaging with the residents. Eric always did this with humor and a friendliness that could make even the saddest person smile.

His engaging personality, responsible attitude and his flexibility to handle any situation helped keep the house going and flowing during this very stressful time. His daily health updates would be signed “Dr. Eric” and though this amused everyone who read them, clearly he also took great pride in being responsible for handling the very serious, stressful and time consuming task that he was given.

Eric deserves to be recognized for his achievements during this pandemic. It is people like Eric – hardworking and caring frontline workers - who are making it possible for Minute Man Arc to get through this unprecedented period of protecting some of the most vulnerable people in Massachusetts. Without the sacrifice of people like Eric, these times would be even darker and more trying.

We are grateful to Eric Gbatu for all that he has done for Minute Man Arc.

Program Spotlight:

Extra Steps Pediatric Therapies and TimberNook

Enduring many months of challenging COVID-19 limitations, our resilient children deserve every learning opportunity we can give them.

Children of all abilities have additional therapeutic options in 2020, thanks to two new programs at Minute Man Arc. Those requiring physical, occupational and speech language therapy, improved social skills and other supportive measures can turn to Extra Steps Pediatric Therapies. We have a newly renovated program site at 222 Main Street, Acton, MA for children with developmental disabilities, autism spectrum, sensory processing, language/speech disorders and so much more.

Additionally, Minute Man Arc offers a brand new outdoor, sensational classroom experience, year round, through the TimberNook program. Children flourish when given the time and space to play in sensory-rich, experiential learning environments. Bringing child-directed exploration and nature together at TimberNook results in a truly unique way to reach children at a key point in their development. With the Conant Woods in Carlisle as the classroom, children gain new skills, improve confidence and make friends while working on their fine and gross motor skills, attention, auditory processing, social skills and much more.

Enduring many months of challenging COVID-19 limitations, our resilient children deserve every learning opportunity we can give them.

Children of all abilities have additional therapeutic options in 2020, thanks to two new programs at Minute Man Arc. Those requiring physical, occupational and speech language therapy, improved social skills and other supportive measures can turn to Extra Steps Pediatric Therapies. We have a newly renovated program site at 222 Main Street, Acton, MA for children with developmental disabilities, autism spectrum, sensory processing, language/speech disorders and so much more.

Additionally, Minute Man Arc offers a brand new outdoor, sensational classroom experience, year round, through the TimberNook program. Children flourish when given the time and space to play in sensory-rich, experiential learning environments. Bringing child-directed exploration and nature together at TimberNook results in a truly unique way to reach children at a key point in their development. With the Conant Woods in Carlisle as the classroom, children gain new skills, improve confidence and make friends while working on their fine and gross motor skills, attention, auditory processing, social skills and much more.
With the arrival of clients at Minute Man Arc each day, one feisty redhead was quick to deliver a funny quip to whomever was within earshot. Her effervescent personality and larger than life sense of humor was guaranteed to make you smile or chuckle, and she never missed an opportunity to let you know what was on her mind.

Patty Rynn, a cherished member of the Minute Man Arc family, passed away on May 21st from COVID-19 complications. Patty enjoyed group outings with her friends and mastering clerical skills at her community jobs. She formed a beautiful bond with her Minute Man Arc roommates over the years. Patty was kind, compassionate and had an old-school charm about her, an uncomplicated simplicity. With a passion for birds, Patty loved to watch them fly by the front porch of her Pine Street residence and was devoted to her pet parakeet, Sunlight. After 15 years at Minute Man Arc, she is sorely missed by the many staff whose lives she touched. Patty is one lady who will never be forgotten.

2020 Sponsors and Foundations

**Premier Business Donors $2,500 and above**
- Abel Womack
- Enterprise Bank
- Greenfield Partners
- Lexington Knights of Columbus
- McWalter-Volunteer Insurance Agency, Inc.

**Supporting Business Donors $500-$2,499**
- All Staff, LLC
- Cambridge Trust Company
- Digital Insurance, LLC
- Hirsch Roberts Weinstein, LLP
- Insight Performance, Inc.
- Leonard, Mulherin & Greene, P.C.
- Locus Robotics Corporation
- Long-Term Pharmacy Solutions, Inc.
- Lythrum Farm
- Middlesex Savings Bank
- Newbury Court
- RhumbLine Advisers Corp.
- West Concord Union Church Sunday Fellowship
- Workers’ Credit Union

**Foundation Gifts $1,500 and above**
- Anonymous
- Acton-Boxborough United Way
- Amelia Peabody Charitable Fund
- Baker-Root Family Foundation
- Camden Foundation
- Concord Community Preservation Committee
- Concord-Carlisle Community Chest
- Cummings Foundation
- Daniel Raymond Nickerson Foundation, Inc.
- DCU for Kids Foundation
- Decibels Foundation
- Greater Lowell Community Foundation
- Haartz Family Foundation
- Harvard Pilgrim Health Care Foundation
- Helen G. Hauben Foundation
- John W. Alden Trust
- Maynard Community Chest
- Middlesex Savings Charitable Foundation
- Stow Community Chest
- The Sudbury Foundation
- Topol Family Foundation, Inc.
Annual Fund 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.

$2,500 +
Anonymous
Ann-Marie and James Babish
Morene Bodner and David Carlisle
Mr. and Mrs. Joshua Boger
Keith Bostic and Margo Seltzer
Elena and Robert Cronin
Catherine Doherty-Waldeck and Andrew Waldeck
Marjorie Findlay and Geoffrey Freeman
Mr. and Mrs. Thomas Flannery
W. Anthony Goldsberry
Mr. and Mrs. Kevin Hurley
Karen and Peter Kilmartin
Elaine Labrecque and Gary Vilchick
Mr. and Mrs. John L. Langan
Brian and Maridania Lemenise
Mr. and Mrs. David Mahoney
Michael and Clara Murphy
Andrew and Carolina Sutherland

$1,000 - $2,499
Dr. and Mrs. Reiner Beeuwkes
Talia Bigelow and Jon Loehrke
James F. Brincklow
CNR6
Mr. and Mrs. Robert B. Coit
Ms. Lisa Coney and Mr. Thomas Shively
Mrs. Nancy A. Conway
Mr. and Mrs. Michael E. Fitzgerald
Jean Goldsberry and Angela Neal
Andrea Harney

$500 - $999
Anonymous (1 donor)
Jacquelin and Robert Apsler
Mr. and Mrs. Andrew Berman
John Bingham and Katharine Preston
Sarah and Colin Campbell
Judi Cantor

$250 - $499
Ms. Esther Davis Almgren
Shrikanth Ananthakrishnan and Vilavalakshmi Meduri
Ms. Ann Bauer
Robert and Katherine Becker
Daniel Biales
Tim Brodigan

$200 - $249

$100 - $199

$50 - $99

$25 - $49

$10 - $24

$5 - $9

$2 - $4
Dr. Oswald Werner
Joshua Weidenhamer
Michelle Watt
Melita M. Teichert and William K. Sabine
Joanna Swain
Dr. and Mrs. Thomas Stinson
Mr. and Mrs. Alan Stein
Stephanie and Thomas Parish
Susan and William Plummer
Mrs. Denise Powers
Andy and Lauren Richard
Mr. and Mrs. William Roiter
Mr. Leo Rotman
Maureen Rynn
Jill and Michael Stansky
Dr. and Mrs. Alan Stein
Joanna Swain
Melita M. Teichert and William K. Sabine
Malcom M. Walsh
Michelle Watt
Joshua Weidenhamer
Dr. Oswald Werner
Barbara Jean White
Susan Wilkins
Mai Man Yeung and Siuman Lau
Emon Zaman

Anupama Ahuja
Elizabeth and Scott Akehurst-Moore
Maria Albarran and Hugo Rivero
Rebecca Allen and Roland Ouellette
Ms. Kimberley Alley
Mr. and Mrs. Robert Anctil
Susan Andrews
Carlin Andrus
Mr. and Mrs. Arthur J. Anthony
Cory Atkins
Ann Bailey
Mrs. Mary Kaye Balacco
Mrs. Mary Ellen Barbiasz
Ms. Marybeth Barker
Linda and Donald Barrows
Masa Bearse
Karen Bechtel Perkins and William Perkins
Ruth Talansky Bennett
Mr. and Mrs. Jeffrey Bergart
Elizabeth and Dennis Berk
Joan Bernhardt
Bernard Biales
Duane Bigelow
Leona Avey Bixby
The Blackey Family Foundation
Ms. Kathy Blauvelt
Sureen Bobba
Elaine Bonoma
Richard Boretti
Alex Bostrom
Ms. Susan Bostrom
Mr. and Mrs. Robert Boudrout
Anne Boyle
Mr. and Mrs. Larry Bregman
Rebecca and Joshua Bregman
Mr. Jeffrey Brem
John and Patricia Burgoyne
Ms. Juliet Burnett
Mr. and Mrs. William Burris
Mike Byca
Frances Cacciatore
Andrea Cardarelli
Denise Carr
Patricia Carr
Mr. and Mrs. Stephen W. Carr
Mr. and Mrs. William G. Casey
Karim Castro
Claudette and Stephen Cavelier
Kathryn Chadwick
Maurice and Rebecca Chagnon
Mr. and Mrs. Clark Chandler
Sachin Chandran
Alex Chatfield and Trish O’Hagian
Mr. and Mrs. Gary Chinchillo
Mohsina Chowdury
Mr. and Mrs. Patrick Clarke
Mr. and Mrs. Gary Clifford
Gregory and Kathleen Clute
Ms. Patrice Coletti
Sarah Coletti and Michael Biales
Concord Rotary Charitable Endowment, Inc.
Ms. Cheryl Cooke
Roger Corbin and Liz Serpa
Charles and Betsy Cornell
Ms. Anne Corrigan
Mr. Al Cote
Flavia Cote
Ms. Nancy Crowley
Richard Csaplar
Charelene Cunniffe
Ms. Elizabeth Cunningham
Maribeth Cusick and Jefferson Davis
Jean E. D’Amico and David A. Mark

Dante Club, Inc.
David and Belinda Dapice
Ms. Judy Davin
Mr. and Mrs. Thomas Dawkins
James and Marie Dawson
Dana Dayton
Janet Dayton
Judy Dayton
Dianne DeForge
Joyce and Matthew DeGreeff
Helen Demakes and Myron Gallagher
Ms. Susan T. Dunnigan
Mr. Michael Ebels
Peter Ehrenberg
Mr. and Mrs. George P. Elenbaas
Mr. Paul Enis
Julia Epperson
Mr. and Mrs. Richard Erickson
Lynne Espasto
Peter and Eileen Faber
Peter and Paulette Farmer
Mr. and Mrs. Peter B. Farrow
Julia Farwell-Clay

Ebi Masaledhan
Mr. and Mrs. Richard Mirel
David Model and Amy Etherington
Mr. and Mrs. Hal Moody
Mr. Derek Morse
Margaret Motyl
Ruth Munden
Mr. and Mrs. Paul Murphy
Eva Parish
Stephanie and Thomas Parish
Susan and William Plummer
Mrs. Denise Powers
Andy and Lauren Richard
Mr. and Mrs. William Roiter
Mr. Leo Rotman
Maureen Rynn
Jill and Michael Stansky
Dr. and Mrs. Alan Stein
Joanna Swain
Melita M. Teichert and William K. Sabine
Malcom M. Walsh
Michelle Watt
Joshua Weidenhamer
Dr. Oswald Werner
Barbara Jean White
Susan Wilkins
Mai Man Yeung and Siuman Lau
Emon Zaman

$100 - $249
Anonymous (2)
Raa Abdullah
Mr. and Mrs. William Adams
Mrs. Linda Ahern
Manun Ahmed

Peter DeRosa
Benjamin and Kristen Dick
Gretchen Dick
Paul Dick
Kirk Dinehart
Ms. Rachel Dines
Ms. Lauren DiPettrillo
Patricia Donahue
Vadim Drozin
Inza Duch
Mr. Nick Duch
Mr. and Mrs. Eric Duhamel
Ms. Sarah Duncan
Mr. and Mrs. John Ferguson
Shukti and Ken Fischl
Ms. Carrie Flood
Herriet Franklin
Eric Frere
Mr. William J. Fry
Kathleen Fuller
Ms. Karin Gaffney
Mr. and Mrs. David Gagnon
Mr. Patrick Gallagher
Thomas Gandek
Melissa and William Gardner
Edward Garney

Ms. Nancy Gerber
Kevin Gervais
Nina Gill and Daniel Murphy
Elizabeth and John Gilmore
Steve Goff
Brian and Laurene Goguen
Mark Goldberg
Gail Golden
Jesus Gomez-Navarro
Melissa Gordon
Mr. and Mrs. Lloyd Grace
Charles Green
Ms. Elizabeth Grieco
Upal Gupta
Mr. and Mrs. David E. Hadley
Ms. Susan Haering
Mr. and Mrs. Robert Hall
Ms. Norma Hanson
Jeanette Hargroves
Sean Harmon
Masroor Hasan
Russell Hatch
Anne Hayden and Ivan Burns
Mrs. Marianne Heer
Kim and Scott Henderson
Amy Hendrick
Joy Henning
Kristina Hepburn
Ms. Corinne Herlihy
Sarah and Trevor Herrin
Jeanne Hewitt
Andrea Heyda
Sarah Hindle
Dennis Hohengasser and Bill Johnson
Laura and Mark Howrey
Ms. Meghan Hurley
John Hurley and Anne M. Goggin
Joy Hurley
Minute Man Arc continues to grow and serve those with disabilities every day. We adapt, like our clients, to the bumps we encounter such as COVID-19 in 2020. But these events do not deter us from our mission, only make us more resilient and stronger. We cannot THANK YOU enough for your continued support.

We apologize if we have misspelled your name, but do let us know so that we may make the correction.

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. and Mrs. Keith Tucker</td>
<td>Mahmud Ullah</td>
<td>Bruce and Patricia Willard</td>
</tr>
<tr>
<td>Ms. Susan Tucker</td>
<td>Mr. and Mrs. Philip C. vanderWilden</td>
<td>Britton Wilson</td>
</tr>
<tr>
<td>Mrs. Barbee Tucker-Pigott</td>
<td>Sharon Veasie</td>
<td>Ms. Jana Wirch</td>
</tr>
<tr>
<td>Laura and Erik Tumasz</td>
<td>Mr. Matthew Verlinden</td>
<td>Dr. Russell Wolf and Dr. Martha Gilpatrick</td>
</tr>
<tr>
<td>Lucy Tumasz</td>
<td>Amit Verma</td>
<td>Mary and Donald Woodward</td>
</tr>
<tr>
<td>David Turcotte and</td>
<td>Thomas and Marlene Wachtell</td>
<td>Mrs. Edith Woolley</td>
</tr>
<tr>
<td>Margarita Zapata-Turcotte</td>
<td>Amanda Wagner</td>
<td>Sandra Wright</td>
</tr>
<tr>
<td>Mr. Dean Turcotte</td>
<td>Ms. Carol Wallace</td>
<td>Mr. Steve Wright</td>
</tr>
<tr>
<td>Ms. Deb Turner</td>
<td>Mr. Bill Watkins</td>
<td></td>
</tr>
<tr>
<td>Melissa and Jeff Tustin</td>
<td>Mellittia West</td>
<td></td>
</tr>
<tr>
<td>Shachi Tyagi</td>
<td>Priscilla Wilcox</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Minute Man Arc for Human Services, Inc.
35 Forest Ridge Road
Concord, MA 01742

P 978-287-7900    F 978-287-7901
www.minutemanarc.org