



The Guild
FOR HUMAN SERVICES



Annual Report

2020-21



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Welcome



Dear Guild Community,

The ability to adapt to uncertain and varied conditions is a hallmark of The Guild's strength. This year, despite the prolonged nature of the COVID crisis, The Guild showcased that strength by earning CARF Accreditation; purchasing two new residences; vaccinating more than 700 people against COVID-19; enhancing our inclusive community; and achieving nearly all three-year strategic plan goals.

Yet, we are keenly aware that this strength has been earned with perseverance through challenges. In the pages ahead, we highlight the learnings that have come from this tumultuous time. With every loss, there has been renewal, and for every obstacle overcome, there has been inspiration.

Through it all, The Guild's staff, residents, students, and families showed unparalleled resilience. Our community partners stepped up in innumerable ways to protect the health and safety of those in our care. Our donors and philanthropic partners supported our increased needs and the ongoing enhancement of The Guild's programs. The Guild's community came together with as much vitality as ever before. And for that, we are forever grateful.

Thus, it is with gratitude that we honor The Guild's community — including those who are with us in person, across a distance, or remain with us in our memories. Thank you for lending your gifts, strength, and resilience to The Guild's community.

With gratitude,

A handwritten signature in black ink that reads "Thomas P. Corcoran".

Thomas P. Corcoran
Chair, Board of Trustees

A handwritten signature in black ink that reads "Amy C. Sousa".

Amy C. Sousa
Chief Executive Officer

“The Guild teachers are the most amazing and caring people!”

— Sue T.,
Mother of
Youth Resident



About The Guild

Headquartered in Concord, Massachusetts, The Guild serves more than 140 people with intellectual and developmental disabilities annually through educational, residential, and clinical programming.

Offering flexibility within structure, The Guild promotes the development of academic, social, vocational, and independent living skills through a private, 365-day, special education school serving up to 80 students; 9 group homes for 65 youth; as well as 12 residential homes for 60 adults diagnosed with intellectual disability, autism, and other developmental challenges.

Brandeis Offers a Second Home for Staff



COVID-19 brought isolation and loss for everyone, but essential workers, like The Guild’s direct care staff, were hit particularly hard. From the pandemic’s beginning, it quickly became apparent that many staff members would need to sacrifice time with their families and loved ones to care for our students and residents. As houses entered periods of quarantine, staff often slept on air mattresses or in sleeping bags to mitigate the spread of the virus.

This was not a sustainable solution. The Guild needed a long-term housing alternative to ensure that staff were both safe and comfortable during quarantines. Michael Clontz, Chief Operating Officer,

and Ivette Rodriguez, Chief Financial Officer, put their heads together and made an important connection: Jan’s Janitorial, the company that has provided cleaning services for The Guild for 20+ years, also serviced Brandeis University, which had sections of unused housing with students gone over the summer and winter breaks.

“Jan’s Janitorial was able to get us connected with folks at Brandeis, and we found that they had been looking to develop community-based partnerships. We matched what they needed and vice versa,” says Michael.

“There were many times during the pandemic when I know I felt that there was more we could do to prevent transmission of the virus, so it was truly an honor to help The Guild staff given their dedication to your residents.”

With help from Lois Stanley, Vice President of Campus Operations with Brandeis, the university set up free lodging for Guild staff to stay in between shifts during periods of quarantine. They turned unused residential dorms into apartment-like accommodations for staff.

Lois says that Brandeis was pleased to be able to help when Michael reached out. “There were many times during the pandemic when I know I felt that there was more we could do to prevent transmission of the virus, so it was truly an honor to help The Guild staff given their dedication to your residents,” she adds.

Michael says the operation was particularly impressive given that the university had scaled back to a small number of on-campus students when they brought up the idea. “Even though they were trying as a campus to mitigate exposure to COVID-19, they still welcomed our staff and worked to get everything set up for them, which was great,” he explains. “Brandeis has been incredibly supportive and accommodating to us.”

Pelmeds Leads The Guild's Vaccination Efforts

March 2020 saw offices shut their doors for an undetermined length of time. For Bhuren Patel, that wasn't an option.

Bhuren is the president of Pelham Community Pharmacy, or Pelmeds, The Guild's longtime pharmacy partner that specializes in delivering medications to individuals with intellectual and developmental disabilities. When news of the pandemic broke, Bhuren quickly staggered his staff's shift schedule so they could minimize overlap and continue administering medicine to their clients.

As more information about COVID-19 became available, the focus shifted to obtaining personal protective equipment. "That became my full-time job, basically from the end of April 2020 through the summer. I was sourcing all of these items for our customers, which they couldn't find anywhere," Bhuren says. Luckily, he eventually found a contact that supplied millions of gloves, gowns, masks, and other protective equipment for his clients.

With the development of the vaccine, Pelmeds pivoted again. Many mass vaccination sites were unrealistic for individuals with intellectual and

developmental disabilities because they required long wait times in the winter weather. Bhuren and his team stepped up and offered to travel to The Guild's residences to vaccinate students and adults directly.

"Thanks to our partnership, our staff and residents were among the first in congregate care to be vaccinated," says Maureen Costello-Shea, Chief Program Officer with The Guild. "The skill, compassion, and patience of Pelmeds' staff made it easy for our residents to receive their vaccinations seamlessly."

"It took a lot of coordination, making sure the staff was available to help with the clients

and that we had enough vaccine," Bhuren recalls. He adds that he and Maureen would often be e-mailing in the early morning hours or late at night, sorting out logistics for the upcoming clinics. "I've talked to her more in the last year than I did in the ten years I've worked with The Guild," he says.

Bhuren says that The Guild staff also worked hard to make residents feel comfortable and confident that receiving the vaccine would protect them. "Seeing things like that made all of this worthwhile for us. It was touching to know that we've impacted lives positively," he adds.



The Guild Expands Housing For Youth and Adults

In July 2020, The Guild announced that it would open two new group homes in Bedford for 14 youth. Since then, The Guild has been readying these homes for occupancy, not only for students displaced by the closure of a peer school but also for existing Guild students to provide more cohesive programming.

In August this year, Pine House students moved into the new home in Bedford with an additional 1,000 square feet of space. The second Bedford youth home will open in the fall. Over the summer, students voted on their favorite name for the new house, and the winning name was Walnut House!

Meanwhile, the old Pine House was converted into an adult house for women and was renamed Waltham House — our 12th and final adult group home for the foreseeable future. Three recent Guild School



graduates transitioned to Waltham House this fall and are enjoying their new home.

This expansion of youth and adult group homes allows The Guild to reduce the age ranges in several Guild homes and increase the number of supervisory and clinical staff members available to support houses.

We are grateful to Hayden Roc, The Guild's Director of Facilities, for his unwavering dedication to the construction and regulatory approval processes, as well as The Guild's education and residential leadership teams for their work in making each transition as smooth as possible for students, residents, and staff. We look forward to introducing our residents to the Bedford and Waltham communities!

“Thank you so much for all you have done for our family and our daughter. Her success has a lot to do with your amazing school and staff.”

— Beth R.,
Mother of Youth Resident

Celebrating Immigration Experiences through Suitcase Stories



The Guild is committed to advancing equality, representative diversity, and a culture of inclusion. A vital component of that effort is to share the diversity of The Guild's community through the exploration of differences as well as common humanity in safe, positive, and nurturing environments. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions within and among members of our community.

Last fall, The Guild invited staff to share and celebrate their experiences with immigration through the Suitcase Stories project, a collaboration with the International Institute of New England (IINE). International migration affects everyone, whether a newcomer to the U.S. or a relative, friend, or colleague of immigrants.

IINE worked with a cohort of Guild staff to help them explore their unique migration journeys. The project culminated with a special webinar and video series this past spring, where four Guild staff shared personal, real-life experiences:

Estella Ngufor, a Residential Manager, shared how the norms of moving to a neighborhood in the United States were vastly different from her upbringing in Cameroon.

Linda Grace, a Residential Assistant who grew up in Uganda, shared the challenges of navigating the public transportation system and highways in Massachusetts for the first time.

Muyani Kasune, a Residential Manager born in Zambia, shared his story of resilience and having an unyielding and tenuous spirit as he navigated his way through New York City.

Mustapha Abdulai, Director of Adult Residential Services, who was born in Ghana, shared his experiences of living with people of a different faith for the first time in his life.

The feedback from the event was heartwarming:

“Thank you for sharing such powerful stories. As a fellow African, I agree we need to share our stories for others to know and appreciate our differences.”

“Your stories remind me that we can gain so much in our work connections if we take time to listen to each other.”

You can view each of their stories on The Guild's website. The Guild will continue to celebrate a culture of diverse staff, residents, and students through stories, trainings, and programming.

The Guild Launches LEAD Training Program



- Learning fundamental frameworks and theories essential to The Guild's mission;
- Developing specific skills and competencies in communication, conflict management, supervision, crisis management, and data-driven interventions; and
- Meeting with a mentor from The Guild leadership team to share in experiences and learning.

Thirteen participants across The Guild's programs were selected for the inaugural LEAD class.

Cassandra May, Teaching Assistant, says that participating in the LEAD program has given her the opportunity to meet and collaborate with colleagues across different divisions within The Guild. "It's been a great experience as a TA because I have the chance to learn about the back end of the company and how things are shifting," she adds.

Last fall, The Guild received a grant from the Sudbury Foundation to support the development of leadership training for Guild employees. The goal was to create a program to build out leadership and management skills for employees who want to advance their careers as non-profit leaders.

Designed with the International Institute of New England, The Guild launched the Leadership Employee Advancement and Development (LEAD) training program in August. Through LEAD, The Guild hopes to

continue a pipeline of staffing stability for youth and adults with disabilities; support the career advancement of English language learner workers at The Guild; and advance the diversity of The Guild's leadership to benefit people with intellectual disabilities.

Participants will be part of a 16-week training program and will build their skills and knowledge as a non-profit leader by:

- Gaining knowledge about non-profit organizational structures, finances, and accreditation;

Learning through the Power of Adventure

The first COVID-19 lockdown in the spring of 2020 left many struggling with the unknown. Adults with disabilities across the state were particularly affected with day program closures upending their usual routines. Instead of leaving each day to participate in these programs, residents with The Guild remained at their residences. In addition to managing pandemic protocols and logistics, residential managers created programming to build structure during the day.

When The Guild learned about Waypoint Adventure, it was a natural match. The non-profit, which uses adventure-based programs to enhance social skills and character development in individuals with disabilities, worked with The Guild to set up small group classes. Many of The Guild's adult residents who lost day programs participated in hiking, kayaking, and outdoor and indoor rock-climbing activities throughout the pandemic.

"Waypoint has been great for our residents since we started. They really enjoy doing the activities and being out in the community," says a Lead Residential Assistant with The Guild.

Waypoint's model focuses on building each activity around a central objective,

like working as a team or making social connections. "We want participants on our programs to link learnings from the trip to their everyday life," says Steve Dasman, Program Manager with Waypoint.

Steve adds that Waypoint programs help build confidence in participants. He recalls watching one resident on a recent kayaking outing enjoy the day despite being initially nervous and hesitant. "That was particularly rewarding to see," he notes.

For The Guild's residents, having the chance to get outside with Waypoint also meant they could see their friends from other residences during a time of incredible isolation.

"There's an inherent closeness, connection, and community that The Guild brings to every outing that you don't see with other day or residential programs," says Steve.

"We want participants on our programs to link learnings from the trip to their everyday life."



The Guild's Student Athletes Compete in Special Olympics

On a sunny day last June, a group of students laced up their sneakers and headed out to a local track in Marlborough to compete on The Guild's first-ever Special Olympics Track & Field team. Athletes participated in events from 25-meter walks with assistance through the 200-meter dash and softball throw.

Geoff Garfinkle, Director of Community and Vocational Education, says that participation in Special Olympics events instills joy and confidence in athletes. He adds that their involvement complements their work in school, their residences, and the community. "Through Special Olympics, our athletes display the culmination of skills acquired through related services, such as Occupational Therapy, Speech, and Adaptive Physical Education," Geoff says.

Due to COVID-19, The Guild's team competed as a cohort. Times and distances were submitted to Special Olympics Massachusetts for heats with other athletes in the region. Representatives from the Concord Police Department presented athletes with their awards during a ceremony at The Guild School.

"I liked the activities — my favorite was the racing. I think more people should do Special Olympics because it's fun!" says one of the Guild student athletes.

While the event was part of a pilot program, The Guild is excited to announce that it is now officially considered a Local Program within Special Olympics Massachusetts. This status grants The Guild full participation in all Special Olympics events and programs.

The Guild looks forward to expanding its Special Olympics program to up to 17 Olympic-style sports in the upcoming year. "Like Special Olympic athletes all over the world, Guild athletes inspire their communities to open their hearts to a wider world of human talents and potential," says Geoff.



"Participation is not just about the sports themselves, but the programs create a real sense of belonging, inclusiveness, and celebration of all abilities and differences."

Giving back with Gaining Ground



If you ask Guild School student Austin to list his favorite foods, snap peas wouldn't necessarily make the cut. Unless that is, if they are freshly picked from Gaining Ground, a nonprofit organic farm in Concord where The Guild has been volunteering since 2016.

"One of the first places we contacted when we moved our location to Concord was Gaining Ground. They have a really great mission statement, and they're right down the street from us," says Shawn Massak, Employment Services Manager with The Guild.

The farm relies on more than 1,000 volunteers throughout the year and donates all of its produce to area meal programs, food pantries, and shelters. The need for Gaining Ground has only grown, with 17% of the state now considered food insecure, compared to 9% before the pandemic.

While students learn foundational agricultural skills through tending the community garden at school, working at Gaining Ground exposes them to new skillsets and a larger environment. With

COVID-19 restrictions, The Guild has been able to send one student volunteer group each month. Each day brings a new set of tasks around the farm, from planting seedlings and digging up potatoes to creating dried flower centerpieces and weeding produce beds.

Shawn says that it's great for students to do something new each time since most full-time employment opportunities require the same flexibility. "Students gain experience managing different responsibilities and being able to adapt, but the work itself also has value in that it's giving back to the community," he adds.

Erin Espinosa, Farm Education Manager with Gaining Ground, says that their farmers always look forward to working with Guild students. "When the farm to-do list feels overwhelming, the Guild students re-energize our farmers with their enthusiasm for nature, curiosity of farm practices, and fun conversation."

As for the students, many can't wait for their next visit. "It feels good. I like working there and volunteering," says Austin.



Aaron's Culinary Dreams

"Aaron" knew from an early age that he wanted to become a chef. With help from The Guild's vocational services program, that dream is getting closer each year.

Diagnosed with a severe developmental disorder at a young age, Aaron was recommended for residential treatment and came to The Guild in 2015 when he was 14 years old. The Guild's staff quickly learned of his goal to master the culinary arts and developed a programming ladder to help him reach it. He started by working with a job coach and taking on shifts in the coffee shop and cafeteria. Eventually, he could follow a checklist of tasks independently and no longer needed to work with his coach.

When Aaron turned 18, vocational services staff began to focus on what outside training

was available for him. He completed a monthly program at Bunker Hill Community College that required him to get up early and commute by himself. While there, he earned his ServSafe food safety certification. The Guild's staff worked with him on job applications and interviewing skills upon completion of the program.

Shawn Massak, Employment Services Manager at The Guild, says, "Aaron woke up a full hour before most of his housemates and walked to the bus stop, took one bus to another, and then took a train to campus. He took the class very seriously and was the first student to finish his ServSafe exam."

Completing this certification boosted Aaron's resume and helped him get a part-time job. For over a year, he has worked over 20 hours

a week in the kitchen at a local assisted living facility. To his credit, he has continued to work throughout COVID-19.

"I'm just really impressed with Aaron and his ability to maintain a job through one of the most difficult times in recent history," Shawn adds.

Aaron just applied for and was accepted into the Inclusive Concurrent Enrollment Initiative (ICEI) Program, a state-funded grant program that provides opportunities for students ages 18–21 with intellectual and developmental disabilities to be part of an inclusive college experience. This fall, he will be taking Culinary Theory at a local community college and continue on his path towards becoming a chef.

*A pseudonym is being used to protect student privacy.

For Ryan, Art is More Than a Hobby

It started with doodling. When Ryan was little, he would fill up pages with doodles while waiting during his family members' appointments. By the time he was in third grade, he had won the top prize in a town-wide art contest.

Today, Ryan boasts an impressive collection of landscapes, animals, plants, and beaches to his name. He works with oil paints and watercolors to create beautifully detailed scenes. "Painting makes me feel great," he says. "I love mixing and blending the colors."

Soon, Ryan will be able to share his talents with the community. He has developed informational brochures, business cards, and a nearly complete website to promote his work. Having the opportunity to commercialize his art and learn about financial management will build the foundation for him to gain competitive employment. Along with his art instructor, he'll manage operations and marketing to run a successful business.

Ryan also works two days a week at a local university through Jan's Janitorial. The Guild has additionally been supporting him in a

position taking inventory of medical supplies for adult residences. Ryan's mother, Donna, says she's grateful that The Guild has stepped in and assisted him in these employment opportunities. "As we pull the art business and his other paychecks together, we'll be able to give Ryan a sense of where his finances are in real-time, which has always been the goal," says Donna.

Boris Fomo, Associate Director of Adult Residential Services, has worked with Ryan throughout the years and says he's seen a tremendous amount of growth in him. "It's amazing for someone like me who's known him for years to see him building up his resume. I believe that his best days are ahead of him when it comes to employment," says Boris.

Ryan hopes to launch his website soon. He'll be able to sell prints, tote bags, greeting cards, and more through the site. "These are the goals that he's had since he turned 22, so it's really exciting to see things coming together," says Donna.



"As we pull the art business and his other paychecks together, we'll be able to give Ryan a sense of where his finances are in real-time, which has always been the goal."

Harvard MPH Student Conducts Research with The Guild

Last fall, The Guild posted a practicum project opportunity with the Harvard T.H. Chan School of Public Health, focusing on gaps in psychiatric services for individuals with intellectual and developmental disabilities (IDD) experiencing mental health crises. Practicum projects help advance the work of the host organization as well as provide a real-world learning experience for a Master's student.

The Guild selected Andrew Chun for the project. Andrew, who recently completed a Master of Public Health (MPH) degree, is interested in closing the treatment gap in mental health services. Now in his third year of medical school, he plans to become a psychiatrist.

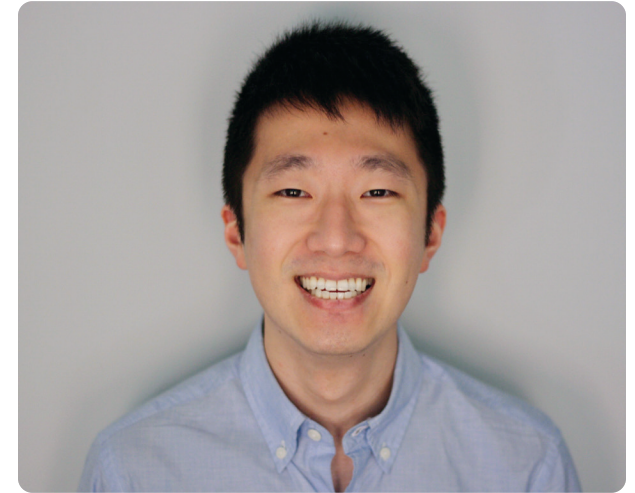
His project, *Crisis Care for Individuals with Intellectual and Developmental Disabilities*, sought to identify opportunities to improve care for individuals with intellectual and developmental disabilities (IDD) when they experience mental health crises. His research focused on addressing Guild, state, and regional gaps in psychiatric services. To evaluate the current landscape of crisis care for individuals with IDD, Andrew centered his

approach on a mix of secondary data, peer-reviewed literature, key informant interviews, and The Guild's internal records.

The most important findings included:

- Diagnoses of IDD are increasing in frequency, but the availability of specialized mental health services for this population remains limited.
- An intermediate level of care is needed between residential group homes and inpatient units, which may be respite, Community Based Acute Treatment (CBAT), or a long-term stabilization unit.
- A significant number of youth with IDD require more intensive long-term settings than The Guild can provide.
- Mental health services are especially limited for young adults with IDD.

The assessment concluded that “although The Guild, Massachusetts, and the New England region have many strengths in supporting individuals with IDD, more work must be done to fully meet their needs during crisis.” The Guild will continue to evaluate how it can refine its internal services to meet the need for acute services for



Andrew Chun

individuals with IDD.

We are grateful to Andrew for his work and wish to congratulate him on receiving the Sun Memorial Award from The Harvard T.H. Chan School of Public Health.

July 2020–June 2021 Guild School Graduates



Derek Bramante



Samuel Chan



Samuel Gonzalez



Shomik Littlefield



Tyler McKinney



Elton Motanya



Korey Myers



Matthew O'Donnell



Ben O'Malley



Lorenzo Reed



T.J. Sheppard



Kendall Shock

Leadership

Senior Leadership

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Chief Executive Officer

Jennifer Magnuson, MA, BCBA
Chief Clinical Officer

Michael J. Clontz, MSW, LICSW
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Maureen Costello-Shea, MEd
Chief Program Officer

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Nazli Kibria, PhD*

**elected September 2021.*



New Trustees

This year, The Guild welcomed Andrea Kraemer, Esq. (left) and Nazli Kibria, PhD (right) to the Board of Trustees. Andrea is an employment law attorney and founding partner of Cohen Kraemer Law, LLC. Nazli is a Professor of Sociology and Associate Dean of the Faculty of Social Sciences at Boston University.

“You’ve kept our sons and daughters safe, you’ve enabled them to grow in ways we couldn’t have imagined, and you have cared for us parents with timely, useful, and joyful communication.”

— Danny W., Father of Adult Resident

“Korey has grown and matured with the help of The Guild. He deserves a lot of the credit, but he would not have gotten there without the support and assistance from all of the great staff and team members.”

— Bryan M., father of Guild student

Financials

Statement of Financial Position

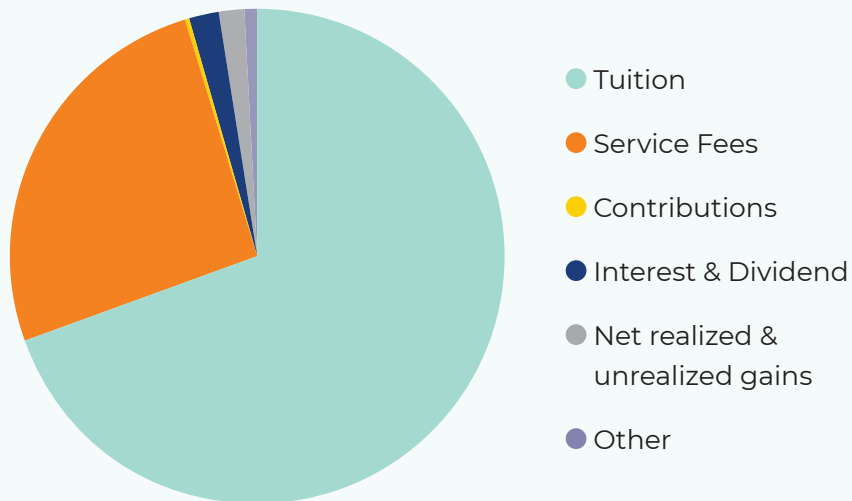
Assets	2021	2020
Cash	\$4,876,153	\$1,742,818
Accounts Receivables	\$3,864,443	\$3,002,016
Investments	\$15,485,329	\$14,322,531
Prepaid Expenses	\$46,296	\$43,377
Property & Equipment	\$25,062,942	\$22,393,233
Other Assets	\$41,973	\$41,973
Total Assets	\$50,533,268	\$41,545,948
Change in Net Assets	\$8,987,320	

Financial Activities

Revenue	2021	2020
Tuition	\$26,478,496	\$23,125,975
Service Fees	\$9,730,952	\$9,316,910
Contributions	\$175,061	\$177,868
Interest & Dividends	\$118,389	\$210,431
Net Realized & Unrealized Gains	\$3,286,736	\$239,521
Other	\$214,615	\$218,520
Total Revenue	\$40,118,545	\$33,289,225

Expenses	2021	2020
Guild School	\$23,760,827	\$21,013,685
Adult Residential	\$10,861,983	\$9,613,416
G&A	\$1,973,707	\$1,905,856
Fundraising	\$48,320	\$42,829
Total Expenses	\$36,644,837	\$32,575,786
Income	\$3,473,708	\$713,439

Total Revenue \$40,118,545



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Individual donors

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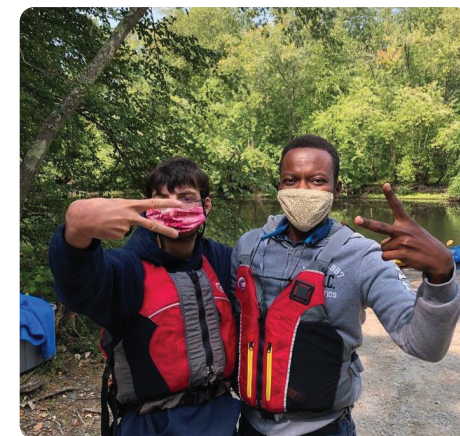


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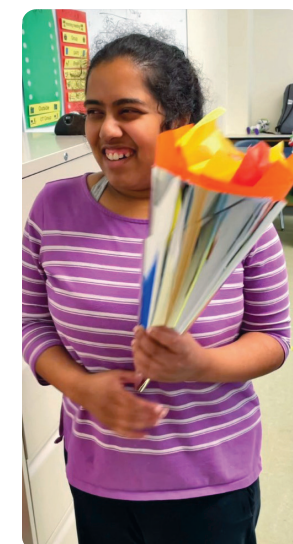
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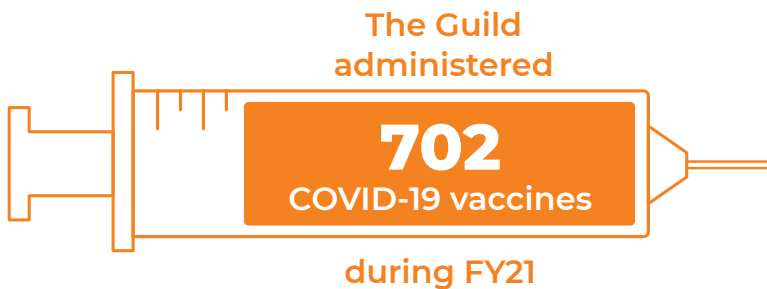
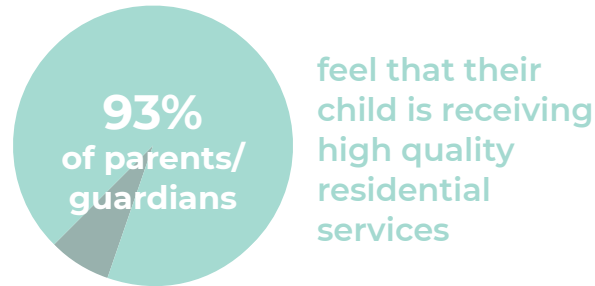
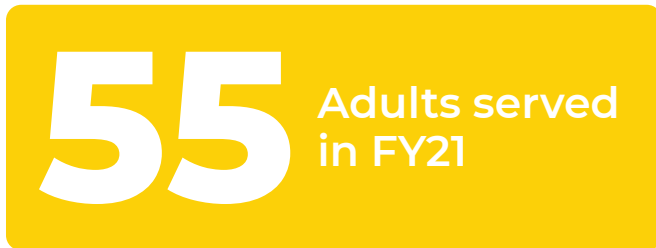
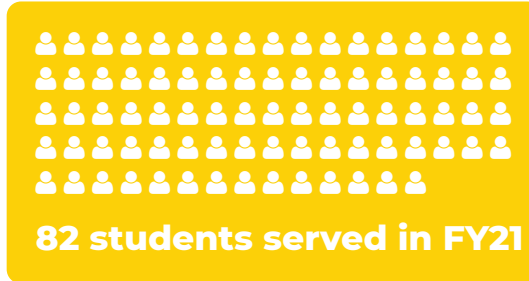
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Disabilities Providers
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Providers' Council
Revival Café + Kitchen
Special Olympics Massachusetts
Waverley Oaks Athletic Club
Waypoint Adventure



The Guild at a Glance

The Guild's students are from



“ Thank you to all the Guild staff who helped Tyler make progress. We’re so proud of Tyler and grateful for The Guild’s work!”

— Julie M.,
Mother of Youth
Resident



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The Guild

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