



Visions for Creative Housing Solutions
2021 Annual Report



The mission of Visions for Creative Housing Solutions, Inc. is to provide residential options, services, and supports designed to meet the needs of adults with developmental disabilities and similar disabling conditions. We are dedicated to fostering growth and independence through vocational, social, and recreational opportunities.

Visions for Creative Housing Solutions incorporated as a nonprofit in 2014. We provide wrap-around support services for 22 residents, 11 at each of two sites in Enfield and Lebanon, New Hampshire. A third site, centrally located near Dartmouth College in Hanover, is in the early stages of development.

Visions' founding location and business offices are located at Sunrise Farm in Enfield, in a safe, 80-acre setting with an in-ground swimming pool, hiking trails, and flower and vegetable gardens. Once the family home of founding director Sylvia Kluge Dow, Sunrise Farm was originally owned and operated, beginning in 1955, as Kluge's Inn on Sunset Hill by Sylvia's family. Each Sunrise Farm resident lives in their own home on site, either in the "Main House", an attached apartment, a separate house on site known as the "Little House," or in one of four efficiency apartments. Each Sunrise Farm resident has access to common social areas, the pool, and the main farmhouse kitchen where optional family-style meals are offered every evening.

Visions second site, Green Street Commons in Lebanon, opened in the summer of 2021. There, residents live in shared and single apartments in two fully renovated buildings just a short walk from Colburn Park. Green Street residents all have access to shared common areas and a family style meal is offered in the dining room each evening.

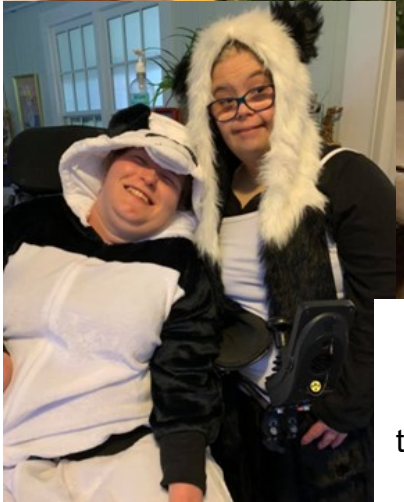
In response to our ever-growing wait list, work has begun to develop a third site in Hanover, on property generously donated to the organization by the former nonprofit, Outreach House. The Hanover site will include a brand new, fully wheelchair accessible building with shared and single apartments for additional 12 residents. That site is expected to begin welcoming residents in late 2023 or early 2024.

In addition to providing a comfortable, safe, and affordable home, Visions offers a wide range of support services designed to meet the needs of each resident so they can create independent lives for themselves and be productive members of their communities. Visions provides support with employment, transportation, health and medical oversight, life skills development, relationship building, and social and recreational opportunities. These wrap around services foster growth and independence by nurturing each individual's sense of well-being and self-worth.



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<http://www.visionsnh.org/>



Double the number of residents equals double the fun!
Special thanks is due to staff mentors for supporting each resident as they enjoy holiday gatherings and community explorations near and far.





Letter from the Executive Director

When I think back over the past year, the fact that our organization has doubled in size, that we're working on developing a third site in Hanover, and the growing interest in and accolades for the work we are doing, sometimes I have to pinch myself.

My husband Dave and I started this effort, in collaboration with other families we had met in the special needs community, simply because we knew that we needed to ensure a permanent place for our two daughters to live and be cared for as we continue to age. Perhaps if I had really thought about it, I might have realized how great the need was and how daunting a task it would be to make this happen, but at the time we founded Visions it

was simply to make sure that our adult children and the children of people we knew would have a safe place to call their own. My oh my, what a journey it has been.

Now, with two sites serving 22 residents and a third in development, our ever-growing wait list has 43 individuals on it and I have received countless inquiries over the past year from other families, communities, and organizations throughout New England and beyond interested in our model. There are times when I have to admit to feeling completely overwhelmed and other times when I am overjoyed, as I interact with residents and their families and think about all we've accomplished.

The need for permanent housing options for adults with disabilities who want to live on their own, in their own spaces but with 24/7 access to supports, is so great that we can't possibly do it all ourselves, as one Upper Valley based organization. My hope for the future is that in sharing our "vision" of a financially sustainable model where residents with a range of needs live, as independently as possible, as a mutually supportive extended "family" with staff available as needed, others will be able to replicate what we do.

The New Hampshire Supported Housing Toolkit on our website, funded by the New Hampshire Housing Finance Authority, is a good start but I know that more needs to be done. Even with the Toolkit freely available with detail about our process, financial model, and lessons learned, it is not easy to get something like Visions started. More than one initially enthusiastic cadre of parents has found the challenges to establishing something like Visions too much to tackle.

That is why I look forward to a time when all three Visions sites are open, staffing patterns have been established, and I can focus on helping others to replicate what we do. It's not surprising that so many adults with disabilities and their families yearn for something like Visions. A place where people with special needs can live in a mutually supportive community. A place where they are encouraged and challenged to make choices about who they live with, where they work, and how they spend their leisure time. A place where there are always opportunities for privacy and independence, while the "safety net" of having 24/7 supports ensures a baseline of health and safety. A place where they can enjoy lives with the same range of choices as their non-disabled peers.

It takes a village! I could never do this on my own. From the bottom of my heart, I thank you each for all of your support for and interest in our vision,

Sylvia Kluge Dow, Founder and Executive Director





Sunrise Farm residents enjoyed fresh eggs from the hen house, welcomed two pygmy goats, and enjoyed a range of fun activities in 2021, from selling artwork at the Enfield Market to a book signing event at SPARK! celebrating publication of Brandon Kilton's *Curse of the Silver Skull*, and lots of outdoor activities including hikes, swimming, kayaking, and skiing. Visions is dedicated to ensuring that every resident leads a rich, full, active life.





Green Street Commons opened in August 2021. Welcoming 11 new residents and training the staff to support them during the initial few weeks was challenging and joy-filled! For most Green Street residents, this is their first time living away from home and the families that have supported them. Learning to shop and cook, making new friends, and meeting the challenges of increased independence have kept everyone busy. With a full house ribbon cutting, an inaugural pizza party, adjustments to individual work and volunteer schedules, and engaging in community activities...everyone has had plenty to do!



Financial Highlights

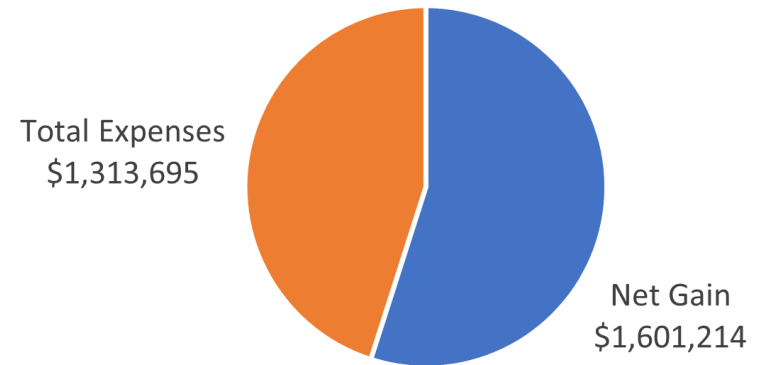
Visions has four main sources of operating funds: public sources (77%), resident room & board (13%), grants & donations (8%), and other revenue (2%). Eighty percent of these funds go directly to program services, with the balance going to program administration (17%), and fundraising (3%).

Currently, inflation combined with COVID-related staffing shortages pose the greatest risk to our success. While we have increased salaries, we still face significant overtime obligations that make reliable forecasting a challenge.

Nonetheless, our model, serving residents with a range of support needs and supplementing public funds with fundraising efforts, allows us to offer better salaries than if we relied solely on public sources. As a result, we have more skilled and engaged professionals who provide better continuity of care. This consistency, in turn, reduces stress on both the individuals in need of support and their families.

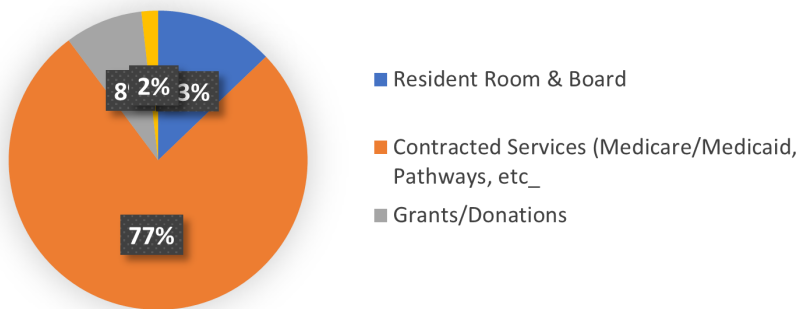
2021 Total Revenue

\$2,914,910



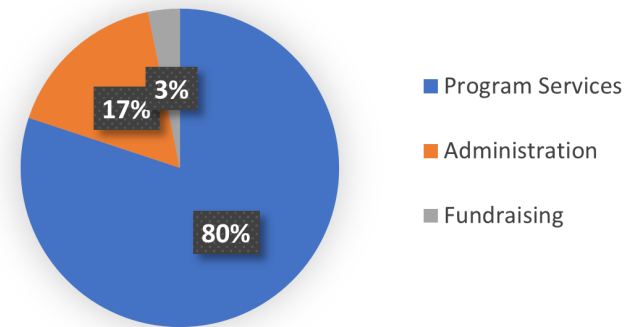
*Total Revenue for 2021 came to \$2,914,910. After expenses of \$1,313,659, the net gain for the organization came to **\$1,601,214** dedicated to our capital campaigns for Lebanon and Hanover.*

Sources of Funds



Public sources are the primary sources of funding for Visions' day-to-day operations, followed by the amount each resident pays for room and board, grants, and individual donations

Uses of Funds



80 percent of all funds raised go directly to program services.



Volunteers contributed hundreds of hours of service to Visions in 2021!
 In particular, we want to thank all of the Sunrise Farm and Green Street family members who came together to support the opening of Green Street Commons and made our holiday celebrations a success. Sincere thanks is also due to the wonderful Master Gardeners who helped turn the front of the Green Street property from a dirt-packed construction zone to a pleasant, perennial garden and provided a contemplative space for the bench contributed by Bruce Bergeron of Jakes Market & Deli. Thank you also to Hypertherm, the Upper Valley Waldorf School, and the Dartmouth College Tuck School of Business.



We couldn't have done it without you!





We are so grateful for the generosity
of the individuals, local businesses, and grant-makers who have supported us over the last year!
Without you we couldn't be turning our vision into reality. The donors listed here each contributed \$500 or more.
THANK YOU!

Adimab, LLC.
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Thank you for helping us make Green Street Commons a reality!

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 Fred & Cynthia Williamson
 Jacqueline Williamson
 Michael Wilson

\$25,000 and up:
 Dobles Foundation
 Dartmouth-Hitchcock
 First Nonprofit Foundation
 Kettering Family Foundation

\$50,000 and up:
 William Black
 Jack and Dorothy Byrne
 Foundation
 Emily Landecker Foundation
 Peter and Jane Kitchel
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 Timken Foundation

With Special Thanks
 to our Funding Partners:



Our Vision: 3-5 Year Strategic Priorities

- ⇒ Use lessons learned from Green Street move-in as Hanover opens in 2023
- ⇒ Board Recruitment: refine roles & expectations
- ⇒ Make effective use of Committees & Volunteers
- ⇒ Enhance fund-raising efforts, focus on capacity building
- ⇒ Hire professionals for FT positions, additional training for existing staff
- ⇒ Set up Admissions Team for vetting and accepting residents
- ⇒ Hire Development Director and CFO
- ⇒ Executive Director Succession Planning
- ⇒ Consider expansion opportunities: Outreach Services? More sites? Dual Diagnosis?

Board of Directors - 2021

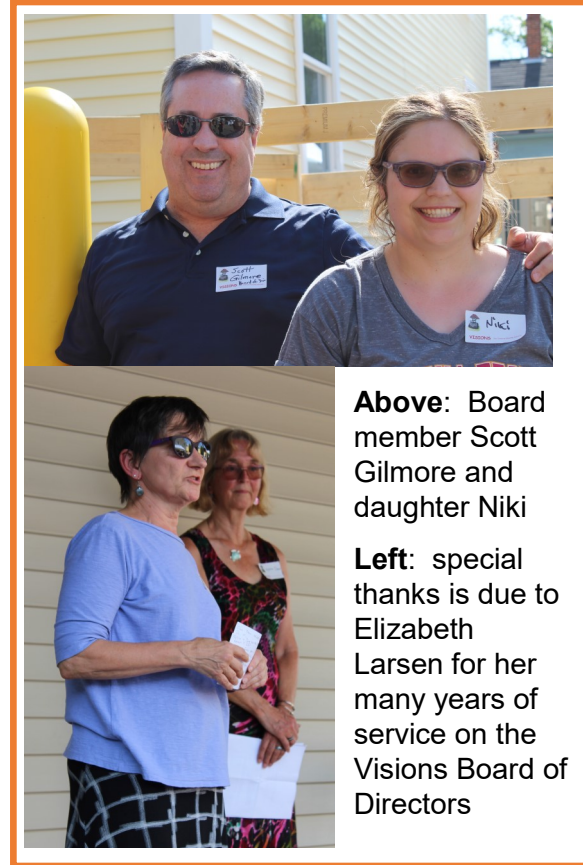
Carl Thum
President

Carol Andrew
Secretary

Fred Williamson
Treasurer

Members at Large

William Black
Scott Gilmore
Bobbi Gross
Marie Stansfield



Above: Board member Scott Gilmore and daughter Niki

Left: special thanks is due to Elizabeth Larsen for her many years of service on the Visions Board of Directors

Greetings.

Entering my second year as Board President, I am pleased to share the excitement and enthusiasm the Board, staff, volunteers, supporters, and residents feel about Visions. Through hard work and dedication, we are serving a special adult population in our Upper Valley community. And we are successfully growing to provide additional opportunities for new residents. Visions is expanding from one site to three sites: Green Street opened its doors in the summer to eleven residents, and the Hanover site will provide a home and community to another eleven residents in 2023. This is requiring a lot of planning and responding to new and increased challenges as Visions grows. One of our current Board priorities is the "quiet phase" of fund raising efforts, for the Hanover site, effectively coordinated by Kim Estes and Lucinda Brown.



I'd like to make special mention of the Board's October full day, in-person retreat, graciously hosted by the Shaker Museum in Enfield, NH. This was a return to an annual Board event, as well as capturing several of the Board's on-going priorities. It was an excellent opportunity for us to spend time together, as well as discussing key 3-5 year operational and strategic planning goals, a sustainable financial plan, Board membership, succession planning, and the resident selection policy and process.

The future of Visions looks bright.

— Carl Thum, Board President

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