



Visions for Creative Housing Solutions Annual Report 2022



"It's heartbreaking to see your child living alone with nobody but Mom, Dad, and rotating LNA's. We knew that moving to Visions would give Katherine the only chance she was likely to get to be part of a real community. A year later, we are amazed at her personal growth, maturity and independence. It hasn't always been easy, nobody's life is, but it's wonderful she gets to experience the ups, downs, joys, and sorrows we all take for granted, and to do it with friends."

— Mike Ryan, Parent

Visions for Creative Housing Solutions, a public charity with the 501c3 designation, has been providing permanent, secure housing to individuals with developmental disabilities and other disabling conditions since 2014. Sunrise Farm, our founding site in Enfield, New Hampshire, now serves 11 residents. In 2021, we expanded into a second location—Green Street Commons, in Lebanon, NH—where another 11 individuals live in their own apartments. With as-needed 24/7 support, all residents maintain their living spaces and join in evening meals and communal activities. On property in Hanover, generously donated to us by the former nonprofit, Outreach House, a third Visions site is currently under development. Visions Hanover will provide a home to 12 more individuals. When it opens in May of 2024, Visions Hanover will offer studios and shared apartments. The majority of Visions residents maintain paid employment, and all of them volunteer in the community.

VISIONS FOR CREATIVE HOUSING SOLUTIONS

provides 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 provides a wide range of support services tailored to meet the needs of each resident. This support allows residents to lead independent lives and be productive members of their communities. Our wrap around services foster growth and independence by nurturing each individual's sense of well-being and self-worth.





LETTER FROM THE EXECUTIVE DIRECTOR

2022 has been a joy-filled, busy, challenging year! We celebrated the one-year anniversary of Green Street Commons and our first full year operating two sites. It has been an absolute pleasure to watch Green Street residents form their own mutually supportive community. There are so many wonderful ways that residents from both sites connect and collaborate—by joining hands for collaborative volunteer projects or fun community-based activities like our trip to Circus Smirkus and a whale watch excursion.

Maintaining consistent staffing levels so that each resident receives the support they need has been exciting, as well as challenging. As I hear about the staffing challenges being faced by other service providers, it makes me tremendously grateful for the wonderful staff who support our residents. This year we added a second nurse-trainer and a program manager, who helps us maintain the high standards expected by the state while supporting the excellent work of our house managers. 2022 has been a year of developing the management and administrative structures to best sustain the organization as we continue to grow. As we move into and through 2023, I am excited about the future and making our third site, Visions Hanover, closer to reality.

I am so thankful to our Board of Directors and all the people who stepped up at the beginning to get Visions off the ground. We had no idea we would develop something that would help so many; not just the people we serve, but those who are using what we have done as a model to develop their own options throughout our region and beyond. We could not have done any of this without your interest and support.



With sincere gratitude,

Sylvia Kluge Dow

MESSAGE FROM THE BOARD PRESIDENT

Greetings.

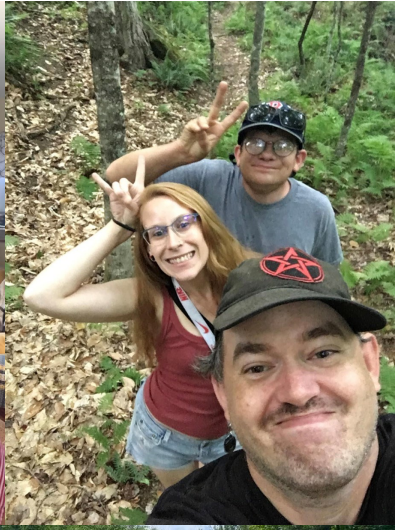
I have the distinct honor of starting my second three-year term and to continue into my third year as Visions' Board President. The Visions' Board, with two new members, continues to be actively engaged in supporting the 22 Visions' residents, as well as the dedicated management team, staff, and volunteers.

The Board, during its annual retreat, determined that the Visions' 2023 strategic goals will include:

1. Provide residents with high quality care and a compassionate community in which they can thrive.
2. Enhance the organization's fiscal health, while offering competitive salaries for staff.
3. Build Visions' third site in Hanover.
4. Maintain the key cultural elements of Visions as it expands from two sites to three.

Visions continues to provide a unique and successful model for providing a safe, permanent, and stimulating residential community for a very special population of Upper Valley adult citizens.

— Carl P. Thum, Ph.D.



Sunrise Farm residents were thrilled to host their first public Open House since 2019. Everyone thoroughly enjoyed sharing the joy and pride clearly evident during that event. During the summer, residents welcomed friends from Green Street to enjoy the in-ground pool and to explore the hiking trails nearby. And, as always, birthday and holiday celebrations throughout the year brought friends and family members together to share what life is like at Visions in this safe, rural environment.





Green Street Commons residents have all thoroughly enjoyed easy access to Colburn Park for summer performances and the Farmer's Market. They enjoy walking to Lebanon Opera House, AVA Gallery, the Lebanon Library, and nearby bus transportation for work and shopping. They hosted a fun evening of trick-or-treat and games for neighborhood residents, a one-year anniversary celebration for friends and families, and each resident has thoroughly enjoyed the opportunity for independence and adventure inherent in the process of establishing their own homes within a mutually supportive community of friends. As one parent has said, "my daughter has attained a level of independence and sense of purpose greatly exceeding what I had previously expected."



FINANCIAL HIGHLIGHTS—OPERATIONS

Visions has four main sources of operating funds: public sources (72%), resident room & board (11%), grants & donations (10%), and other revenue (7%). Seventy nine percent of these funds go directly to program services, with the balance going to program administration (17%), and fundraising (4%).

As is true for many employers and households, the Visions Operating Fund experienced challenges in 2022. These were related to the cost of wages, food, utilities, and general household goods for each site. By remaining fully staffed and continuing our commitment to paying a living wage with benefits, we continued to offer high quality services. The cost to do that rose, however, and significantly exceeded state fee reimbursement levels. We also had more than one resident in transition during the year, leading to a decrease in billable hours. All together that led to an end-of-year deficit and renewed commitment to diversifying our funding sources in 2023.

ENDOWMENT

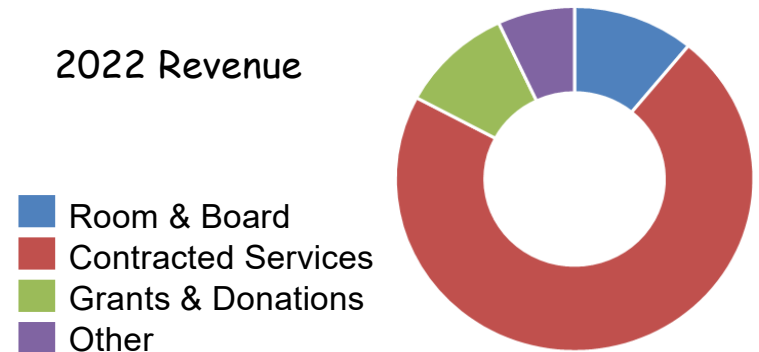
In honor of founding Executive Director Sylvia Kluge Dow's 65th birthday, an anonymous donor contributed \$65,000 to establish an endowment. The Visions Board of Directors is establishing guidelines and structure for that funding. Our efforts to build that endowment will begin in earnest after the completion of the Hanover Capital Campaign.

SOURCES & USES OF FUNDS FROM OPERATIONS—2022

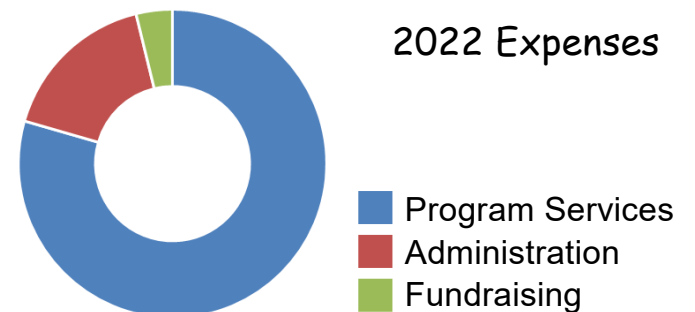
SOURCES OF FUNDS		2022	2021
¹ Resident Fees	\$204,991.16	11%	13%
² Contracted Services	\$1,345,027.00	72%	77%
³ Grants & Donations	\$191,369.46	10%	8%
⁴ Other	\$130,438.99	7%	2%
TOTAL SOURCES	\$1,871,826.61		
Uses of Funds			
Program Services	\$1,503,262.92	79%	80%
Administration	\$316,686.60	17%	17%
Fundraising	\$2,063.53	4%	3%
TOTAL USES	\$1,892,013.05		
NET OPERATING INCOME	-\$20,186.44		

Notes 1) Includes Room & Board, Rents & Fees, Respite, etc.
 2) Includes Medicaid
 3) Includes Donations & Pledges
 4) 2022 Includes American Rescue Plan Act (ARPA) funding

2022 Revenue

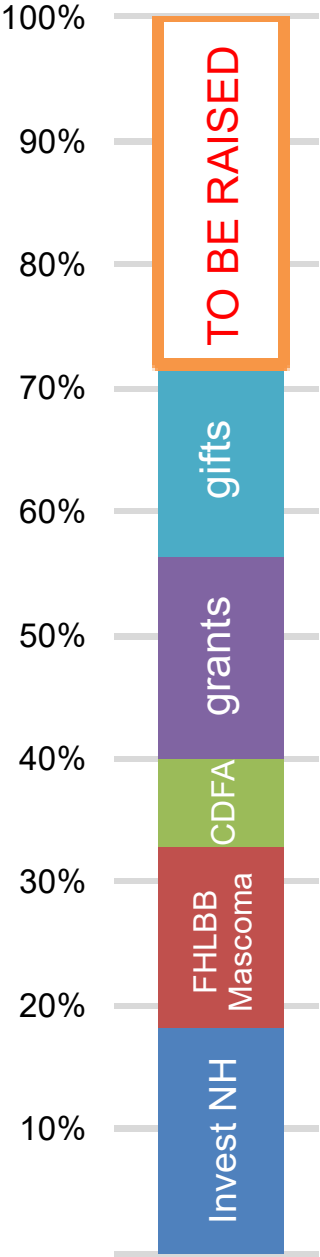


2022 Expenses



Hanover Capital Campaign Budget as of December 31, 2022		
SOURCES OF FUNDS		
InvestNH (workforce housing grant)		\$819,117
FHL Bank Boston (Affordable Housing Program)		\$650,000
CDFA Tax Credits		\$320,000
Net Private Gifts & Grants Received		\$1,330,054
To be raised during public phase		\$1,368,053
	TOTAL SOURCES	\$4,487,224
USES OF FUNDS		
Acquisition		\$1,834
Construction - Hard Costs		\$3,983,928
Construction - Soft Costs		\$204,016
Developer & Consulting Fees		\$16,774
Pre-development Expenses		\$280,672
	TOTAL USES	\$4,487,224

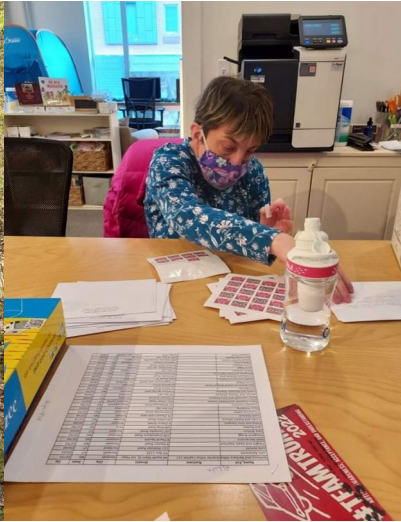
Hanover Capital Campaign Progress



HANOVER CAPITAL CAMPAIGN

The Hanover Capital Campaign successfully raised \$3,157,170 this year, clearly demonstrating our community’s commitment to ensuring high quality care for adults with developmental and similar disabilities. This amount exceeded our initial campaign goal of \$2.4m, however supply chain challenges and the cost of goods has risen significantly enough that final bids for the project almost doubled the projected cost, to the \$4,487,224 amount noted above.

Once complete, Visions Hanover — now projected to open in mid-2024 — will be a fully accessible permanent residence for 12 adults with developmental and similar disabilities. As 2023 began, the Hanover Capital Campaign Committee looks forward to launching the public phase of the campaign and raising the remaining amount needed to complete the project.



GIVING BACK...

Visions residents contributed 822 hours of their time as volunteers for other community organizations and activities this year. All residents are encouraged to “give back” and in 2022 100% of residents participated in these efforts. They collaborated with other advocates from around the state to raise money for Best Buddies by participating in their annual Friendship Walk. Other group volunteer efforts included helping veterans at the DV Farm in Gilsum, NH and roadside cleanup efforts during town Green-Up Day events. The organizations that Visions residents supported with their volunteer efforts in 2022 included Road to Independence, the Lebanon Library, Aurora Bakery, and both the Canaan and Lebanon Listen Centers. On a more personal level, residents also helped with dog walking for staff and residents.

1,745

Volunteer Hours Received

822

Volunteer Hours Provided by Residents

57

Toolkits Downloaded



...AND RECEIVING!

We are so appreciative of the amazing generosity shown by the many volunteers in our community. Our Board of Directors contributes countless hours and members of the Hanover Capital Campaign Committee worked tirelessly to move that project forward. This year we hosted two wonderful Schweitzer Fellows from Geisel School of Medicine, establishing an exciting collaboration with young medical professionals. Two Fellows from Tuck School of Business added their expertise to our financial forecasting and strategic planning processes and our gardens are glorious because of volunteers in Lebanon and Enfield. Family members also facilitated game nights and holiday celebrations. We are so enriched by the community that surrounds and engages with us!



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Individual Donors

42

Foundation / Trust Donors

22

Residents Receiving 24/7 Support

We would like to express our deepest gratitude to those who committed early to the Hanover campaign

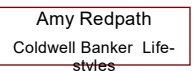
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