



Flat Rock Homes
Community Services
Care Center

20
24



ANNUAL REPORT

- Restoring Hope
- Transforming Lives
- Living Faith





CEO's Reflections and Vision

Karen L. Kilgo, President and Chief Executive Officer

Reflecting on 2024, I am grateful for our progress and the unwavering support of our stakeholders, which makes our mission possible. Each year, we strengthen Flat Rock's foundation as we continue to provide compassionate, innovative care for people with intellectual and developmental disabilities. Thanks to our donors, partners, families, staff, and friends, we are making significant advances in service delivery, sustainability, and workforce development.

Facilities and Infrastructure: Building for the Future

In 2024, we had the privilege of receiving the former Seybert Memorial United Methodist Church property, donated in July to serve as the future home of our new Journeys Adult Day Support (ADS) Program. To date, we have secured \$1,577,200, representing 78% of the nearly \$2 million required to renovate the facility, which will support individuals throughout the four-county Bellevue area. The City of Bellevue has also contributed by installing a fire suppression junction as part of their public infrastructure initiative. Renovations are currently in progress.

We've made progress on the TRL Outdoor Therapeutic Center with a new playground fence, and the refurbished bell and school cornerstone will be dedicated in 2025. Additionally, thanks to support from the Ohio Department of Transportation, our expanded vehicle fleet now offers more reliable transportation for those we serve.

Sustainability: Strengthening Our Financial Foundation

We remain actively engaged with state legislators to secure appropriate Medicaid funding as part of Ohio's biennium budget process. Our Development team is committed to achieving consistent year-over-year growth in fundraising, while our billing and expense monitoring practices are structured to optimize revenue streams and ensure long-term sustainability.

We sincerely appreciate the dedication of our volunteers. Of particular note, the Methodist Nomads once again contributed time and expertise to various building and maintenance projects. Their efforts consistently save Flat Rock significant amounts in installation and maintenance costs each year. The ongoing commitment of these volunteers—and the inspiration they provide to new participants—remains essential to advancing our mission.

Service Growth: Expanding and Enhancing Care

Our dedication to growth remains firmly rooted in sustainable practices. With this perspective, we consistently assess opportunities for program expansion, such as the advancement of the Seybert Center, the Journeys Adult Day Support Program, as well as our supportive living and community initiatives.

Recruiting and retaining staff is essential for program growth and sustainability. Recruitment and retention have improved across all programs, and our voluntary turnover remains below state and national averages for Direct Support Professionals. We aim to be an employer of choice in our field and continue to integrate assistive technology to meet individuals' evolving needs.

Workforce Development: Investing in Our People

Flat Rock places great value on its dedicated team and remains committed to supporting them by offering competitive wages, fostering professional development, and cultivating a positive workplace culture. Over the past three years, our focus on sustainability initiatives and enhanced Medicaid funding has enabled us to increase staff compensation.

In 2024, we began preparing for our Best Christian Workplaces Institute staff engagement survey scheduled for 2025. This initiative will help us strengthen our organizational culture. Our leadership development training remains well-received and is vital for developing future leaders.

Shaping Tomorrow: Strategic Vision in Focus

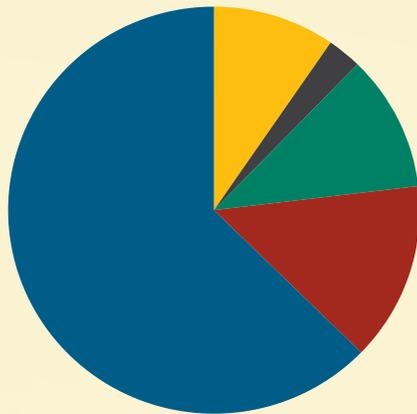
Looking ahead, our Board of Directors will meet in October 2025 to develop our strategic plan for 2026–2028, ensuring we continue to grow and improve thoughtfully and with purpose.

As we look toward the future, I want to express my heartfelt thanks to each of you. Your support in 2024 allowed us to create spaces where individuals are empowered, supported, and loved. Together, we are building a stronger Flat Rock that honors our legacy and embraces the promise of tomorrow.

KEY FINANCIAL DATA

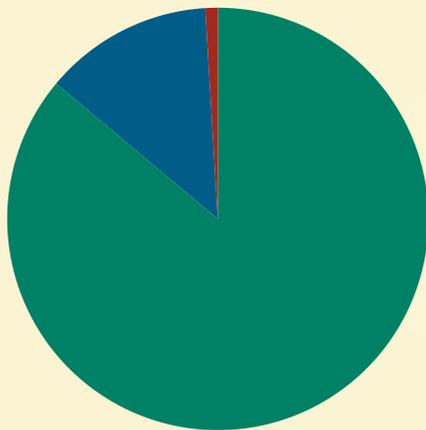


DONATIONS \$1,492,055



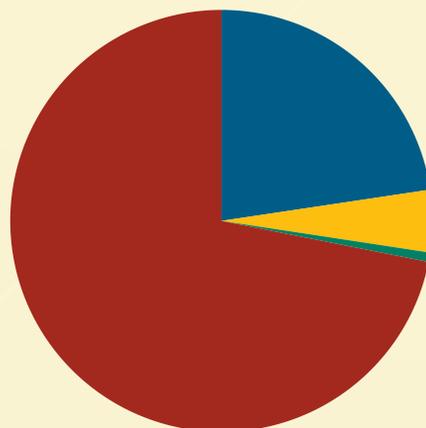
- Grants: \$143,166
- East Ohio Conference: \$40,000
- Designated: \$161,752
- Operating: \$211,917
- In-Kind: \$935,220

REVENUE \$11,069,149



- Service: \$9,474,094
- Contributions: \$1,485,617
- Other: \$109,438

EXPENSES \$9,855,798



- Administration: \$2,230,461
- Fundraising: \$470,837
- Day Program: \$70,710
- Programs: \$7,083,790

PROGRAMS AND SERVICES

Flat Rock Care Center – Intermediate Care Facility

Flat Rock Care Center serves individuals with complex diagnoses—including Autism, Down Syndrome, OCD, Bipolar Disorder, and seizure disorders—who also have behavioral and/or psychiatric needs. The facility features six interconnected, home-like residences, each housing up to six individuals. Residents receive 24/7 care, along with speech, occupational, and physical therapy.

Flat Rock Community Services – Supported independent living (group home)

Community residential homes that accommodate three to four persons.

Live as independently as possible with the help of supported living assistance.

Staffed residential services provide 24-hour, 7- days a week supervision.

Community-based programming promotes independence, self-worth, and important living and social skills.

Flat Rock Homes - Administration

Flat Rock Homes provides essential administrative leadership and operational support for the organization. This includes financial management, development, and fundraising efforts, and oversight services that directly support the mission and success of both the Flat Rock Care Center and Community Services programs.

Life Enrichment

Life Enrichment is a holistic program that supports health, wellness, and personal growth. Participants build daily living skills through engaging activities like art and music therapy, including crafts, painting, karaoke, and talent shows—all designed to encourage self-expression and connection.

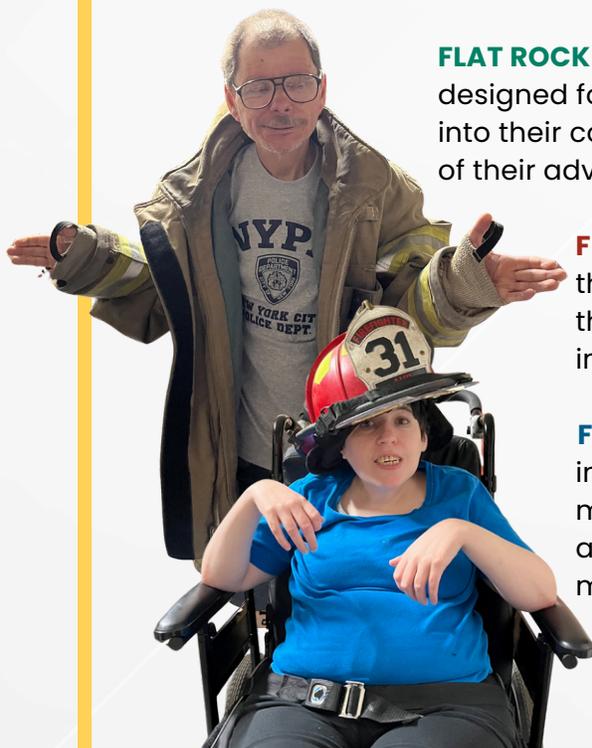


Origins, Frontiers, and Journeys - Adult Day Programs

FLAT ROCK ORIGINS—Located on Campus, this quieter program is designed for individuals who are still in the early stages of integrating into their community and exploring the world. Origins is the beginning of their adventure.

FLAT ROCK FRONTIERS—Formerly Flat Rock Adult Advantages, this established program is for individuals ready to explore their community and build more life skills. New Frontiers lie in front of them every day.

FLAT ROCK JOURNEYS - Based in The Seybert Center, is for individuals who are ready to enter the community and live more independently. Journeys will act as a hub with fun activities and skill-building tools, and as a launch point for more community integration.



LOOKING AHEAD TO 2025

Facilities/Infrastructure Goals:

The campus, facilities, and technology are maintained to effectively meet program demands and needs.

Sustainability Goals:

Ensure donations and program revenue are adequate to cover expenses and that all programs operate sustainably.

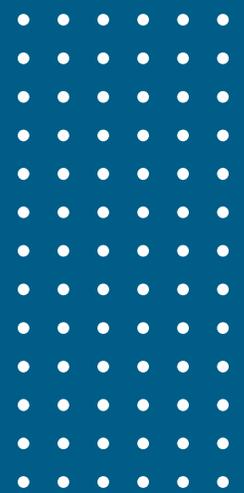
Service Goals:

Promote growth in FRCS's supportive living homes and community programs. Ensure services and assistive technology meet resident/consumer health needs as they age and enhance independence. Maintain sufficient staffing for program needs.

Workforce Development Goals:

We aim to provide competitive compensation and benefits, effective use of technology, sufficient staffing, and a strong culture of engagement.





Mission Statement

The mission of Flat Rock Homes is to provide outstanding services which transform lives of persons with intellectual and developmental disabilities, their families and persons with critical needs through a dedication to caring and excellence that demonstrates Christian values.



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