



FORWARD

SECURING THE FUTURE

HI-HOPE SERVICE CENTER AND THE ENTERLINE FOUNDATION
ARE MOVING FORWARD TO SECURE THE FUTURE FOR
ADULTS WITH DEVELOPMENTAL DISABILITIES

We are delighted to announce that effective September 22, 2015, Hi-Hope Service Center and The Enterline Foundation entered into a long-term joint management agreement establishing a collaboration that further secures the future for adults with developmental disabilities. This agreement includes a significant, multi-year investment in Hi-Hope by The Enterline Foundation. This investment of financial resources and expertise positions Hi-Hope for the continued implementation of its strategic plan and allows us to develop a best-in-class, local service-delivery model for the individuals and families we support.

It is because of your faithful investment and engagement through the years that we are able to respond to this unique opportunity. With this agreement, we are building on Hi-Hope's reputation and legacy of service and success as well as The Enterline Foundation's investment in adults with developmental disabilities and the organizations that support and sustain them. We are moving forward with confidence into expanded support for these individuals and their families, extending our local impact by responding to quickly changing needs in our own community.

This packet provides an overview of this new collaborative agreement between our organizations. Included in the packet:

- **About** Hi-Hope, The Enterline Foundation, and our shared vision
- **Fact Sheet** detailing who and what, why and why now, when and where
- **Q&A** with answers to questions you may have about this agreement

Thank you for your support of and involvement with the work of the Hi-Hope Service Center and The Enterline Foundation. We are excited for the opportunity this new agreement will bring to you and your unique intersection with both our organizations.

With gratitude for your continued support,

Susan Boland Butts
CEO, Hi-Hope Service Center



WHY WHY NOW

Now, more than ever, we need creative, fresh, innovative solutions to support adults with developmental disabilities. The population is aging, with many individuals now outliving their caregivers, and demand for services is increasing in Gwinnett County and communities around the country. Shrinking tax dollars, a shrinking workforce, and high turnover rates among those providing direct support result in stretched resources. The resulting stress holds organizations like Hi-Hope back from taking risks, researching and applying best practices, and adopting new models which lead to sustainable solutions.

The combination of the expertise of the Hi-Hope Service Center and the funding and resource-sharing mechanisms of The Enterline Foundation, along with the natural synergies between the two organizations, expands the contribution of both organizations to the field. Together, through the development of a best-in-class, local service-delivery model achieved with the implementation of Hi-Hope's strategic plan, we will move forward to respond quickly to changing needs, learn about and share best practices, and serve as a resource to those working together for a better future for adults with developmental disabilities.

WHO WHAT

The Hi-Hope Service Center and The Enterline Foundation have entered into a formal, collaborative working relationship in the form of a long-term joint management agreement. This agreement includes a significant, multi-year investment in Hi-Hope by The Enterline Foundation. This investment of financial resources and expertise positions Hi-Hope for the continued implementation of its strategic plan. Through our four key goal areas of communication, work, integration, and access, we will secure the future for the individuals we support. In this way, we will further strengthen our local service-delivery model, fulfilling our shared purpose of connecting with and contributing to the sector that supports adults with developmental disabilities. The new agreement brings together the expertise and knowledge of the Hi-Hope Service Center, located in Lawrenceville, Ga., and the national grant making capabilities and resources of The Enterline Foundation, based in Buford, Ga. Together, they will make meaningful, substantial contributions to adults with developmental disabilities, their families, and the communities and organizations that sustain and support them.

CEO Susan Boland Butts will continue in her current role as CEO of Hi-Hope and will assume the additional role of CEO of The Enterline Foundation. A restructured Hi-Hope board, chaired by Larry Enterline, will support the combined efforts of the two organizations. The organizations will retain their existing, independent, nonprofit, tax-exempt status. They will work closely together to contribute to the field by:

- Further developing and expanding Hi-Hope's robust, **person-centered model** of serving adults with developmental disabilities through day, employment, and residential services. We will learn from the field, apply best practices, and freely share our knowledge and expertise.
- Awarding **grants to organizations**, local, regional, and national, that focus on serving individuals with developmental disabilities. We will identify those organizations that serve with distinction and engage in critical activities to support the changing and increasingly complex needs of this sector.
- **Facilitating communication and collaboration** by freely sharing information and resources with the families, communities, and organizations that sustain and support individuals with developmental disabilities. We will serve as a connector to those working for lasting change throughout the sector.

WHEN WHERE

Beginning September 22, 2015, the two organizations will be managed jointly from Gwinnett County, Ga., where both organizations are headquartered. The Enterline Foundation will fulfill its existing multi-year grant pledges and will continue to award grants to organizations nationwide. Hi-Hope will continue to provide local support to adults with developmental disabilities through day, employment, and residential services in Gwinnett County.



FORWARD

ABOUT BACKGROUND

ABOUT ADULTS WITH DEVELOPMENTAL DISABILITIES

Adults with developmental disabilities are valuable, contributing members to the communities where they live and are deserving of the opportunity to live, work, and play in integrated settings. These individuals are a vital resource to the community and make meaningful contributions that are often overlooked. The needs within this aging population are diverse and rapidly changing. As more and more individuals with developmental disabilities outlive their caregivers, innovative, integrated solutions are needed to ensure that local communities can successfully support and sustain them.

ABOUT HI-HOPE SERVICE CENTER

Hi-Hope Service Center, a 501c(3) private nonprofit, was established in 1960 and was initially a school for children with developmental disabilities. Headquartered in Lawrenceville, Ga., the center now supports 115 adults with developmental disabilities in three distinct programs: weekday community access, supported employment, and residential services. Hi-Hope operates with a staff of 85 and a volunteer board of directors. Its primary revenue streams are the Medicaid Waiver program, a State Grant-in-Aid contract with the Department of Behavioral Health and Developmental Disabilities, client fees, grants, and charitable donations.

ABOUT THE ENTERLINE FOUNDATION

The Enterline Foundation, a 501c(3) charitable foundation, is a national grant making organization established in 2001 for the purpose of improving the lives of persons with intellectual and developmental disabilities. Headquartered in Buford, Ga., its primary revenue stream is the charitable donations of its founder, Larry Enterline, and donations from other individuals. The foundation provides financial support and other resources to organizations supporting adults with developmental disabilities.

ABOUT OUR COLLABORATION

The Hi-Hope Service Center and The Enterline Foundation entered into a formal working relationship in the form of a long-term joint management agreement effective September 22, 2015. The collaboration between the two organizations combines person-centered, best-in-class, local services with national grant making capabilities and a vision for a national information and resources network that would serve families, communities, and organizations in the sector at large. The collaboration expands the opportunities for both organizations to make a substantial contribution to the developmental disabilities population, their families, and the communities that sustain and support them.

ABOUT OUR SHARED VISION

Our vision is one of lasting progress and sustainable solutions to address the range of needs among the adults with developmental disabilities population. We envision a world where these individuals are celebrated for their unique gifts. We want families to have open access to the resources and information they need to make decisions about best-in-class care for their loved ones. We imagine a world where local communities are actively engaged in learning from and receiving the meaningful contributions of adults with developmental disabilities by including them in the fabric of the community. Our initial focus will be to further strengthen Hi-Hope's local service delivery model of day, employment, and residential services and implement a strategic plan, moving forward together by elevating the conversation among all stakeholders.

“We are securing the future for adults with developmental disabilities, moving forward to meet changing sector needs.
~ Susan Boland Butts

WHAT IS THE PURPOSE OF THIS AGREEMENT?

The purpose of the joint management agreement between Hi-Hope and The Enterline Foundation is to secure the future for adults with developmental disabilities by expanding the impact of both organizations through natural synergies and collaboration. We are creating a strong foundation that addresses the changing needs of this population, beginning by further strengthening Hi-Hope's local service-delivery model through the implementation of our strategic plan. With this strong foundation in place, we will be positioned to make a substantial, lasting impact in the field, building on Hi-Hope's legacy and stepping into a leadership role in the sector by sharing what we learn.

As a part of our 2014 strategic planning process, we recognized the need for improvements in infrastructure to support the full implementation of four key goals. At the same time, we saw the opportunity to explore innovative approaches and a new model of collaboration in order to extend our immediate and long-term impact, beginning in the local community. The Enterline Foundation has a longstanding relationship with Hi-Hope and was a presenting sponsor of Hi-Hope's signature event in 2015. The foundation recognized the strength and potential benefit of Hi-Hope's full implementation of its strategic vision to the sector and has extended a significant multi-year investment to move forward on behalf of adults with developmental disabilities, their families, and the communities that support and sustain them.

HOW WILL THIS IMPACT HI-HOPE'S MISSION AND LEGACY?

The joint management agreement facilitates a long-term collaboration between our respective organizations that supports the fulfillment of Hi-Hope's strategic goals in the areas of communication, work, integration, and access for adults with developmental disabilities. The synergies between Hi-Hope and The Enterline Foundation:

- enhance the capacity of both organizations to fulfill their respective missions,
- facilitate greater learning from and service to the sector, and
- empower our organizations to expand impact, enhance service capacity, and extend support.

HOW WILL THIS IMPACT THE SUPPORT HI-HOPE PROVIDES?

We expect to build on the services we now provide, to improve the quality of those supports and to serve more individuals. We anticipate the implementation of initiatives intended to position Hi-Hope to be an employer of choice. As we build on the relationships The Enterline Foundation has with current and previous grantees, Hi-Hope staff will be able to access best practices from across the country. This exciting opportunity provides momentum for Hi-Hope to move forward to implement the four strategic goals identified in our strategic planning process last year. This will further strengthen and potentially expand the local support we provide. These goals include:

- **Communication:** Adults with developmental disabilities effectively communicate with others. This goal is focused on building on the solid foundation Hi-Hope has established in the area of assistive technology as a means for supporting individuals with communication needs. Our goal is to ensure that every individual who presents with a communication support need has a completed functional communication review, is paired with a communication system, and has trained staff members to support their use of that system.
- **Work:** Adults with developmental disabilities are employed in integrated settings and are compensated with competitive wages. Hi-Hope aims to triple the number of individuals we support who are working, providing opportunities for supportive or customized employment, a business owned by the individual, or a micro-enterprise.
- **Integration:** Adults with developmental disabilities are recognized as valuable, contributing community members. To achieve this goal, Hi-Hope intends to significantly increase community partnerships

with local organizations which provide a range of integrated opportunities for individuals to learn, volunteer, and engage in recreational activities.

- **Access:** Adults with developmental disabilities have multiple pathways to access services and supports. Hi-Hope intends to develop a fee-for-service business model for individuals who cannot access the Medicaid Waiver or state-funded program. Strong relationships and marketing activities will ensure that students leaving the public school system and other individuals in the community are aware of supports available at Hi-Hope.

HOW IS THIS COLLABORATION DISTINCT?

The combination of Hi-Hope's expertise and The Enterline's Foundation's resources and connections makes it possible for us to make a significant and lasting contribution to the larger field supporting individuals with developmental disabilities (DD). Working together, we will be differentiated by delivering best-in-class services, awarding focused grants to organizations nationwide, and freely sharing information throughout the sector.

HOW DOES THIS BENEFIT THE DD COMMUNITY?

By combining Hi-Hope's expertise and reputation with The Enterline Foundation's significant knowledge bank, resources, and commitment to the population, we multiply the effect either organization could have on its own. As we share information and resources with families, communities, and other organizations serving the population, we accelerate learning and insight, expand awareness, and more quickly identify innovative ways to serve individuals with developmental disabilities, their families, and the communities where they live and work.

WHAT IS THE LEGAL STRUCTURE?

A long-term joint management agreement between Hi-Hope Service Center and The Enterline Foundation is the basis for our collaborative arrangement. Both entities will retain their existing independent nonprofit, tax-exempt status (501c3). We are agreeing to come together to openly exchange ideas, information, and resources to benefit the larger community.

WHAT IS THE MANAGEMENT STRUCTURE?

Through a joint management agreement, Hi-Hope CEO Susan Boland Butts will assume the dual role of CEO of The Enterline Foundation while maintaining her current role. Over time, the capacity of the internal management team at Hi-Hope will be increased to ensure the successful implementation of the strategic plan. With the anticipated addition of staff support, the Hi-Hope management team will oversee and coordinate the work of the foundation.

WHAT IS THE GOVERNANCE STRUCTURE?

Strategy and operating philosophy will be set by two boards, a restructured Hi-Hope Board and The Enterline Foundation Board, with some directors common to each board. Members of the restructured board were elected September 22, 2015, and include individuals selected for their specific knowledge and skill sets, such as finance, fundraising, and subject matter expertise. We believe this structure will allow the boards to coordinate as much as possible while still ensuring the independence of both when that is necessary. Larry Enterline will serve as board chair, and Susan Boland Butts, CEO of Hi-Hope and The Enterline Foundation, will join the restructured Hi-Hope Board. Several advisory boards are envisioned to advise management in key areas, such as service delivery, fundraising, and sector development.

WHAT DOES THIS MEAN FOR HI-HOPE'S FUNDRAISING AND DEVELOPMENT EFFORTS GOING FORWARD?

Our initial financial assessment suggests that The Enterline Foundation investment will support approximately one-half of the implementation of our 2014-2019 strategic plan. Further commitments will be needed to secure the plan's full execution. Hi-Hope will continue to seek donations from our loyal and generous donors and the broader community through its annual fund, its signature event "Gwinnett's Kids Got Talent," and grant requests to local and regional foundations. It is our sincere hope that existing and future donors will be inspired by the investment of The Enterline Foundation and prioritize support for this important work in their charitable contributions.

