

## **Introduction**

In the mid-1950s, few mentally retarded children in Indiana, and indeed the United States, had an opportunity for any kind of education that would help them achieve their intellectual and vocational potential. Clark County was no exception. A small number of very severely retarded children might be cared for at state institutions such as Muscatatuck State Development Center in North Vernon. But the education of children with Down's syndrome, cerebral palsy, learning disabilities, and other forms and sources of retardation were left to the discretion of local school officials. In most cases, superintendents determined that such children had limited learning capacity and excused them from attending school. Such a decision left it to parents to take whatever measures they could to educate and stimulate their children.

Many parents were unwilling to accept this situation. In communities across the nation they formed grassroots councils to advocate for state and federal legislation requiring public-supported special education for their children. These efforts spawned national advocacy groups such as the United Cerebral Palsy Association, Inc., created in 1949, and the National Association of Parents and Friends of Mentally Retarded Children (later known as the Association for Retarded Citizens of the United States), organized in 1950. Many local councils created classes and schools to educate their children until achieving the goal of free special education.

In typical Hoosier fashion, Indiana lagged behind the nation in addressing the challenges that faced mentally retarded children and their families. But in 1956 a dedicated band of citizens stepped forward and organized the Indiana Association for Retarded Children, now The Arc of Indiana. The following year, the Association

spearheaded passage by the Indiana General Assembly of the landmark Senate Bill 13, which authorized a study of issues related to mental retardation in Indiana. In 1961, with the Association's support, the General Assembly created the Division of Mental Retardation within the Department of Mental Health and empowered it to initiate a broad range of services to mentally disabled citizens.

Much has changed since the creation of the Indiana Association for Retarded Children and the passage of S.B. 13 more than a half-century ago. Community-based organizations have replaced large-scale residential facilities as primary service providers, and the spectrum of services provided to both children and adults with mental and developmental disabilities has expanded immensely. Public schools are now required to provide the fullest possible range of services for children with disabilities. Services delivery at both the local and state levels has become increasingly professional, and funding mechanisms have become much more complex. But throughout these decades of change, local organizations such as New Hope Services have played a vital role in helping people with developmental disabilities to achieve their full potential. This book tells the story of those dedicated parents and community advocates who pioneered the movement to better the lives of Clark County's mentally disabled children and, in the process, gave birth to an organization whose growth during the past five decades has surpassed anything they might ever have imagined.

## **Chapter One**

### **The Movement Comes to Clark County**

This advocacy movement appeared in Clark County in the spring of 1958 when a group of parents of mentally retarded children began meeting at the Indiana University Southeastern Extension Center in Warder Park in downtown Jeffersonville. By late June they had organized the Clark County Council for Retarded Children, formed a steering committee, and elected temporary officers. The initial officers were Mrs. Charles (Barbara) Teeple, Clarksville, chairman; Mrs. Marshall Graebe, New Washington, vice chairman; Mrs. Robert Graul, Jeffersonville, secretary; and Mrs. Carl Leach, Jeffersonville, treasurer. Other steering committee members were Mrs. Houston Morlan and Mrs. Frank (Mildred) Williams, Jeffersonville, and Mrs. Charles J. Myers, Sellersburg.

With the assistance of Jeffersonville attorney David P. Varble, Jr., the Council was incorporated by the State of Indiana in August as the Council for Retarded Children of Clark County, Indiana, Inc. The articles of incorporation defined the Council's mission through the statement of six purposes: 1. To voluntarily assist mentally retarded children and adults through study and research of the problems and causes of mental retardation. 2. To develop a better understanding and a more wholesome and helpful attitude on the part of the public and parents toward mental retardation. 3. To serve as a clearing house for information about mentally retarded children. 4. To voluntarily assist parents of the mentally retarded in meeting their problems. 5. To assist agencies responsible for the care of the mentally retarded. 6. To raise funds necessary to accomplish these objectives.

The articles created a ten-member board of directors, which included all of the steering committee officers, with the chairman becoming the president and the vice chairman becoming the vice president. The other six directors included Mrs. Morlan, Varble, Richard Rembold of New Albany, and Miss Margaret Ann Hartlage and Mrs. John Jarboe, both of Jeffersonville. The new organization quickly began to recruit members, raise funds, and organize a class for the fall semester. Board members met with Jeffersonville Superintendent of Schools Harold Schulte to discuss use of school facilities, and Barbara Teeple and David Varble appeared on a WHAS radio program hosted by Phyllis Knight to raise public awareness of the Council's goals.

These efforts quickly bore fruit. At the September meeting the treasurer announced that nearly \$270 already had been raised. It was also announced that Sigma Phi Gamma sorority had expressed interest in supporting the Council's efforts and that the proceeds from a turkey shoot scheduled later that month in Charlestown would be donated to the Council. But the most important announcement was that the Council's first class would begin October 1 at Ewing Lane Elementary School in Jeffersonville. The class would serve fifteen children and meet for two and a half hours, five days a week. Parents would pay tuition of one to three dollars per week, but that fee could be waived in cases of economic hardship.

Enrollment applications were distributed and received in September, and applicants were tested to determine appropriate class placement. The board reviewed four applications and selected Mary Rutherford as the first teacher, at a salary of \$40 per week. Members also established a lending library containing materials about mental retardation, prepared an application to the WHAS Crusade for Children for a grant to

help fund the class, and met with Schulte, Clarksville Superintendent of Schools Vance Collins, Clark County School Superintendent William E. Wilson, and officials of the Indiana Department of Public Instruction to discuss expanding special education programs in the local public schools.

The Council's first class opened on October 1 with fourteen children, ranging in age from six to seventeen. Over the next few months, the Council established a committee to handle school problems, investigated ways to provide transportation for children whose parents had difficulty getting them to school, and refined its WHAS Crusade for Children grant application. Tri-Kappa sorority and the Jeffersonville Business and Professional Women's Club also added the Council to the list of agencies which they supported.

The success of the first class generated a demand for a second one. After the Charlestown Township trustee announced in December that he would be able to provide a room for "trainable children," the Council advertised for applicants for a new class to start the next semester. In January 1959 the board voted to open a second class in Charlestown, with Mary Lou Risinger as the teacher.

Over the next few years, the Council strove to expand services, raise its public profile, and increase its treasury. At the beginning of the 1959-1960 school year, the Council began purchasing student lunches from local public school cafeterias. In July 1959 it conducted its first annual summer all-star basketball game, which pitted stars from the Jeffersonville and Providence high schools against stars from Clarksville, Charlestown, Silver Creek, Borden, New Washington, and Henryville. The event remained a summer athletic highlight well into the 1960s. By September 1959 the

treasury stood a \$3,828. Meanwhile, organizations such as Beta Sigma Phi sorority and the Oak Park Woman's Club joined the Council's donor list.

In early 1960 it became apparent that the Ewing Lane and Charlestown classrooms were inadequate for the Council's long-term needs. In March the board began investigating the availability of space at the Indiana Army Ammunition Plant, located along State Road 62 between Jeffersonville and Charlestown. When that search proved fruitless, the board explored construction of a new facility, hoping someone would donate a site. The goal was a building large enough to house classrooms for children and a sheltered workshop to provide structured work opportunities for older youth and adults. The need for additional space became more urgent when the Council decided in September 1960 to conduct two classes in Jeffersonville, with the children grouped according to ability.

Meanwhile, after periodically discussing the transportation issue, the board of directors applied in November 1960 for a WHAS Crusade for Children grant of \$8,256 to buy a small bus. The Crusade approved the grant, and in December the Council acquired a nine-passenger Chevrolet Carryall to serve children at both Jeffersonville and Charlestown.

The fall of 1960 also brought progress toward expansion of special education in the Jeffersonville Public Schools. At its September meeting the Council learned that the system now had two classes for the educable mentally handicapped and that "the School officials, in time, are hopeful that the students in the outlying county might be grouped into classes sufficient in number for training and [to] warrant a classroom program." The

following spring, the Council discussed establishing a class for educable retarded children.

The following years saw advances on several fronts. In the fall of 1961 enrollments in all classes reached thirty-one. By 1962 space at Ewing Lane was insufficient, and the Council's Jeffersonville classes moved to Parkview Junior High School. Meanwhile, interest in creating a sheltered workshop gained momentum. In April 1962 the Jeffersonville Jaycees expressed interest in helping the Council on the matter, and the board discussed concepts for a workshop program. According to the board minutes, two alternatives emerged: "Was it to follow the lines of rehabilitation of young adults or was it a day care project to give the persons a place to work under supervision." The following month the board appointed a workshop committee chaired by Houston Morlan.

The need for more classroom space and the desire for a sheltered workshop had the additional effect of fostering a movement to build a facility to house all of the Council's activities. In September 1962 the board asked for help from the WHAS Crusade for Children. The WHAS Moral Side of the News panel of ministers, which allocates Crusade funds, responded that the Council must show concrete evidence that land was available and that the agency had a plan for the structure's long-term use, funding, and maintenance. The board immediately accepted an offer by Robert Blythe to donate a tract of land on State Road 62 between Jeffersonville and Charlestown as the school site.

Plans moved slowly but steadily over the next year. Fundraising began in April 1963, when the Council joined the Clark County United Fund and asked it to help finance

the building. In July, after a month of discussion within the Council, the board voted to name the facility New Hope School, reflecting its mission to bring new hope for productive lives to the children and adults the school would serve.

In September 1963, building committee chairman Lester Myers presented the board with a construction plan. It called for a steel building measuring 70 by 72 feet. This space would house two classrooms measuring 30 by 30 feet each, a workshop 30 by 70 feet, and administrative and storage space. Myers recommended that the structure be purchased from Butler Steel Company and designed according to blueprints drawn by Jeffersonville architect C. J. (Jack) Garner. The estimated cost was \$19,729, exclusive of donated labor and ground. Witten Brothers Construction Company of Charlestown committed to donate equipment, and Plumbers and Pipefitters Union Local 605 agreed to donate labor. The board accepted Myers' plan and authorized him to go with President Houston Morlan to present it to the Moral Side of the News panel and to request construction funds from the WHAS Crusade for Children.

The Moral Side panel responded with a challenge: The Crusade for Children would donate \$9,000 if the Council could raise \$10,000 by May 1, 1964. This challenge galvanized the Council into action. With support from county government, the United Fund, civic organizations, and public-spirited individuals, the Council not only met the \$10,000 goal but exceeded it by \$2,000. The Crusade for Children followed through with its commitment, and by July a total of \$19,000 had been deposited into a building fund. Meanwhile, the local ironworkers, electrical workers, and carpenters unions joined the plumbers and pipefitters in volunteering their labor to erect the building.

But even before the funds were deposited, the building campaign began experiencing problems. In June 1964 the Council learned that the only workable building site on the Blythe tract was too close to an adjoining railroad track, making the tract unusable. That problem was solved a month later when the Clark County 4-H Board agreed to give the Council a long-term lease on three acres on Highway 62 between Jeffersonville and Charlestown. The building was ordered in August; the state of Indiana issued a building permit in September; and the foundation was poured in November. But bad weather slowed construction during the winter of 1964-1965, and the consequent heavy construction demand during the 1965 building season made it impossible for union carpenters to volunteer and forced the Council to contract for carpentry work. Numerous smaller problems delayed completion of the project until the fall of 1966.

New Hope School finally opened in September 1966 with two classes. The board of directors conducted its October meeting at the school and voted to open a sheltered workshop about the first of the year “when a qualified director is hired.” In November the Council learned that it would receive \$9,000 in tax funds from the city of Jeffersonville and \$12,000 from the WHAS Crusade for Children to support the workshop. A month later the Council conducted an open house to introduce New Hope School to the community at large.

## **Chapter Two**

### **Challenges and Crises**

While completion of New Hope School represented the fulfillment of a dream, it also created new challenges. Among the most significant was a need for a higher level of policy and administrative leadership. For nearly a decade, the Council had been led primarily by a board composed of parents whose primary qualification was a deep commitment to help their children achieve their full potential. Establishment of an educational program and construction of New Hope School were tributes to that commitment. Nevertheless, operation of a facility, planning a workshop, developing an appropriate curriculum, and providing sound financial management required administrators and board members with a broader range of professional skills. The Council did not allow a shortage of such skills to deter progress in program development. But as the challenges came more complex and the directors hired professionals to assist them, conflicts erupted within the board and between the board and administrators over the development and implementation of agency policy. The result was a period of considerable internal instability.

With completion of the new facility, establishment of the sheltered workshop became an immediate priority. In January 1967 the board began reviewing applications for workshop director. But it proved difficult to find the right person, and the position remained vacant for an extended period. Meanwhile, demand for a workshop continued to grow, so the Council finally established one without a director. By November it was operating with nineteen clients under the board's direction.

While it waited to find the right candidate to direct the workshop, the Council board hired Ramona Kuhn, a former Jeffersonville High School art teacher, as director of New Hope School. Upon assuming her position in 1967, she took measures to enhance curriculum and instruction and initiated a volunteer program to involve more people and strengthen community ties to New Hope. But Kuhn's efforts displeased some directors, and by the June 3, 1968, board meeting, when elected officers were to take control, outgoing President Lee Simpson asked to go on record that Kuhn should not be rehired for the coming school year. Moments later, newly elected President John Bowen, a Charlestown banker, requested the resignations of the outgoing officers and directors. The result was an almost complete turnover in the board of directors.

Unfortunate though it was, this event brought to the board several new members who possessed a broader vision for New Hope's future and the professional skills to achieve it. Along with Bowen, they included builders William Crace and Lawrence Prather and local school officials Newton Hatfield, Norman Colglazier, and Norman Lewis. They soon were joined by Mary Vanderpool, a specialist in early childhood education; attorney Ronald Fifer; engineer James Munich; Clark County School Superintendent Russell Allen; and civic volunteer Delilah Allen.

Meanwhile, the board had concluded that New Hope needed a full-time executive director. After the transfer of power, President Bowen reported that the board had received nine applications for that position. The board reviewed the applications and then interviewed L. Dean Burkett, a thirty-two-year-old social worker at the St. Joseph County Council for Retarded Children in South Bend. Following the interview, the board

offered Burkett the position. He accepted the offer and assumed his new post on September 1, 1968.

Burkett served as executive director for less than a year, but during his tenure New Hope made numerous improvements in staff, services, facilities, and administrative procedures. The agency added a speech and hearing therapist, entered into an agreement with the Clark County Mental Health Association to establish a testing program, expanded transportation services, and worked with the WHAS Crusade for Children, the Clark County Council, and Clark County United Fund to strengthen the agency's financial situation. In January 1969, in an effort to make educational opportunities more accessible to younger children, the board opened a satellite classroom for preschool children at Grace Presbyterian Church on Eastern Boulevard in Clarksville. The following May the Council dedicated a 1,728-square foot addition to the school that contained two new classrooms. The \$10,000 project was paid for by an anonymous donor.

Meanwhile, Burkett encountered a firestorm of criticism from parents over incidents of alleged mistreatment of children. The first instance occurred in March when the school nurse undressed some children to examine them during a suspected louse infestation. The excitement subsided when the board enacted a policy for dealing with health situations that might require disrobing a child. A more serious crisis erupted the following month when a few parents complained that a teacher had taped their children's mouths shut for talking and taped them to their chairs for other misbehavior. At that time, special education professionals advocated such tactics to modify unacceptable behavior by retarded children. But that explanation failed to satisfy many parents, who

demanded Burkett's resignation and made the controversy public through an advertisement and several letters to the editor in the *Evening News*.

Fueling the fire was the fact that New Hope lacked the space—despite the new addition—to serve all Clark County children, a gap partially filled by Joseph Rauch Center in New Albany, which by mid-1968 served eighteen Clark County children. This prompted several parents to support a merger between New Hope and Rauch. Burkett resigned in the midst of the controversy to take a new position in South Bend. He was succeeded immediately as interim executive director by Hoyt D. McPherson, an experienced rehabilitation professional who had been advising the board through his capacity in another organization.

Despite the instability created by the controversy and Burkett's resignation, the board of directors survived a vote of confidence by defeating a slate backed by the angry parents at the Council's annual election of officers and directors on May 19. Meanwhile, the use of taping to modify student behavior was discontinued, and by midsummer the crisis began to subside. But the board of directors took seriously the proposal to merge with Rauch Center. In July the directors defeated a resolution to appoint a joint committee to study mergers, but it then voted to meet with the Rauch board to discuss the issue informally. Contacts were made, but in August the board received a letter from the chairman of the Rauch board stating that his agency was not interested in pursuing the matter further.

Meanwhile, the Council board reviewed applications for a permanent executive director, and in July it offered the position to Richard L. Risinger, who apparently

declined the offer. Later in the month McPherson expressed interest in assuming the position permanently, and the board hired him on a one-year contract.

## **Chapter Three**

### **A New Era Dawns**

McPherson's tenure as executive director saw significant growth and improvement in virtually all phases of New Hope's operations. Fall classes began in September 1969 with seventy-one students enrolled and five more on a waiting list, and for the first time in the school's history all major staff positions were filled with persons holding college degrees and state certification. The workshop was now operating a small manufacturing program, and in October the board voted to sell its items under the name "Hope Kraft Products." McPherson also worked with the board to make improvements in fiscal reporting and organizational structure that had held up receipt of a \$12,494 WHAS Crusade for Children grant for the workshop. The agency reapplied for the grant in December, as requested by the Crusade, and it was approved later that month.

A very important development early in McPherson's tenure was the hiring of David Weber as program director in August 1969. Equipped with a master's degree in psychology, managerial training at Indiana Bell, and advanced study in special education at Indiana State University, Weber assumed responsibility for expanding workshop operations and overseeing the educational program. His appointment followed legislation enacted by the Indiana General Assembly earlier in the year that required the state's public school systems to serve all educable mentally retarded children by 1973. A political objective which the Council had sought since 1958 was now achieved.

Over the next two years, McPherson and Weber worked closely with the board of directors, the Greater Clark County Schools, and state and local funding agencies to expand services for the community's mentally handicapped citizens. During the late

summer and fall of 1969 they negotiated an agreement under which the Greater Clark School system would help pay the salaries of two special education teachers to serve trainable mentally retarded students at New Hope School.

Officials also began studying ways to address the space needs created by the inevitable increase in the number of students who would be served at all levels. The WHAS Crusade for Children grant received in December 1969, along with support from the Indiana Department of Mental Health, made it possible to more than double workshop enrollment and to provide services of a social worker and speech and hearing therapist. But expansion of services required more space than was available at the Highway 62 facility. Likewise, the need to serve more children with a broader range of ages and disabilities necessitated more classroom space for both New Hope School and the public school system.

Near the end of 1969 the board learned that the Prather School, which had been closed earlier in the year, was available for classroom or workshop space. In early 1970 the board considered moving the workshop to Prather. But a short time later, McPherson and Weber learned that the former Grace Brethren Church on West Utica Street in Sellersburg was for sale. After evaluating the building, they and the board determined that it had an advantage over Prather School as a workshop site because it would give New Hope a presence in the central and western part of Clark County, an area previously under-served because of travel distance to Charlestown. The facility also had sufficient space for future expansion of preschool programs into the Sellersburg area.

The Council purchased the building, and the new workshop opened in Sellersburg on July 1, 1970, under the supervision of workshop director Douglas Hammond. A

major benefit of the move was that it allowed New Hope to move into assembly and other forms of light manufacturing that provided means to train and place mentally handicapped individuals into meaningful work in private business and to give those not capable of outside employment an opportunity to work and learn according to their abilities. By mid-August the workshop had twenty-one mentally handicapped employees ranging from fifteen to thirty-three years in age and was processing paper refrigerator gaskets and baffles for Presque Isle Paper Products, Inc., of Louisville, which had a contract with General Electric Appliance Park.

The decision to move the workshop to Sellersburg left Prather School available for classroom use. In March 1970 the Council began negotiating with the Greater Clark Schools to transfer three classes of educable mentally retarded children from New Hope School to Prather. In May the parties came to an agreement under which Greater Clark Schools would operate two classes for the educable mentally retarded and one for the trainable mentally retarded at Prather School, with the Council providing general oversight to assure the provision of continuing services for all children in the system. With the expansion of workshop and educational services, the Council's operating budget by mid-1970 was approximately \$100,000, and funding sources included Clark County government, various state agencies, WHAS Crusade for Children, special federal project grants, and private donations.

The success of the efforts by the Council and the Greater Clark County Schools to expand educational opportunities for mentally retarded children of school age became clear in the summer of 1971 when the school corporation hired Weber as its special education coordinator on a shared-time basis with the Council. In addition to overseeing

Greater Clark's existing classes for the handicapped, Weber was to survey needs of the handicapped and make recommendations for new programs. He also continued with the Council as a program development consultant and as liaison with other Clark County school systems and the Indiana Departments of Public Instruction and Vocational Rehabilitation.

One of Weber's immediate responsibilities for the Council was to help New Hope School develop programs for preschool children, using the space vacated by the transfer of school-age children to classes conducted by the school corporation. By October, it was hoped, he would begin helping the Clarksville and West Clark Schools corporations to develop their own special education programs.

Between the fall of 1971 and early 1975 the Council focused its efforts on developing preschool programs, expanding the workshop, and developing new facilities. In 1972 John Yuschak replaced Hoyt McPherson as executive director. During Yuschak's tenure of approximately two years, New Hope and the Council used various outreach methods to attract parents of children who might benefit from New Hope's services, especially preschoolers. "We know from surveys in other counties of this size there are a lot more retarded children . . . that are missing," he commented during an open house in November 1972.

Yuschak knew that most parents of retarded children would not enroll their children in special education until they had been turned down for regular public school classes. So he worked with the Clark County Medical Society, the Clark County Welfare Department, and other agencies to develop a program to help parents cope with the stresses of rearing mentally handicapped infants, toddlers, and other preschool

children and to provide the early stimulation needed to prepare them for subsequent regular or special education classes. Efforts to expand preschool education were stepped up in 1973 after the public schools assumed full responsibility for educating children between ages six and eighteen.

The Council also became an active proponent of “mainstreaming.” After his election to the Indiana House of Representatives in 1973, Richard Wathen cooperated with board member Ronald Fifer, a fellow Republican, to obtain legislation requiring the public schools not only to provide special education, but to place retarded children, to the extent of their ability, into classrooms throughout the school system rather than segregating them in a facility for the retarded.

Another development during Yuschak’s administration was the advent of Special Olympics, which New Hope administered into the mid-1980s in cooperation with the public schools and other organizations in nearby counties. The program began about 1972 with track and field events conducted at the Jeffersonville High School athletic field. In 1975 basketball for both men and women was added to the program, and the New Hope men’s team won the state championship in 1976.

## **Chapter Four**

### **New Hope Comes to Wall Street**

Workshop operations also grew significantly under Yuschak's leadership. In the fall of 1972 the Sellersburg facility served about 35 students, but by late 1973 it was inadequate. The Council's administrative operations were also outgrowing the office space at New Hope School. A solution to the space problem appeared almost immediately when Indiana University Southeast moved from Jeffersonville to a new campus at the foot of the Knobs outside New Albany. That move made the IUS library at 725 Wall Street available.

Through the efforts of board president Charles M. Coffey, a former WHAS television reporter who recently had become public relations director for IUS, New Hope leased the library for use as a workshop and administrative offices. The new facility, which became known as New Hope Center, was occupied in January 1974. Two months later, the Council purchased the building from Indiana University.

The move to the Wall Street center opened a new era in more ways than one. Shortly after the center opened, a serious policy rift occurred between the board of directors and the workshop staff. As a result, nearly the entire workshop staff was dismissed and replaced. Among those hired to rebuild operations were James Richardson, who became workshop director, and David Ramer, who was appointed contract procurement and placement manager. Richardson, Ramer, and their newly hired colleagues had barely begun their assignments when Yuschak resigned to accept a new position. He was succeeded as executive director by M. A. Hyder Shah, who was himself abruptly fired in early 1975.

These events both reflected and heightened a period of tension for the board, staff, and clients alike, particularly in the workshop. Throughout 1974 Richardson worked with Ramer and their new colleagues to ease tensions by attracting new subcontracts, improving vocational training, and creating new employment opportunities for higher-functioning adult clients. In addition to the longstanding contract with Presco-Tech (formerly Presque Isle Paper), Ramer negotiated contracts with Robinson-Nugent, Highway Press, Haas Cabinet Company, and Indiana Bell. The workshop also offered training in shipping and receiving, janitorial work, sewing, and home economics--fields that would help many clients find outside work in restaurants, janitorial service, and other minimum wage jobs. As a result of their efforts, Richardson succeeded Hyder Shah as executive director in February 1975, and Ramer became assistant director.

Partly because of increases in federal and state funding for rehabilitation and vocational education, the second half of the 1970s was a time of rapid growth for New Hope, particularly in the workshop. In April 1975 the workshop employed approximately 60 mentally retarded individuals, including Scott County, which had recently become part of New Hope's service area. By early 1979 the number had increased to 125.

The major impetus for the workshop's growth in client employment was rapid expansion and diversification of the subcontracting program. In 1976 New Hope contracted with Allied Material and Towel Company of Louisville to process wipe rags for local industrial firms. This project involved removal of buttons, zippers, and collars and was worth \$50,000 annually. The same year, New Hope landed a major contract with Lyemance International Corporation, a manufacturer of chimney dampers. David

Ramer recalled that this was “a very good contract because it was a total operation from beginning to end, bringing in parts, assembling and packaging them, and shipping them out to retail markets.” Lyemance eventually established a permanent office at New Hope, and it remained a major contractor for more than two decades.

As subcontract operations grew, so did support services designed to help client employees become or remain self-sufficient. In 1976 the Indiana Department of Mental Health awarded the Council a \$50,201 grant to provide training and practical work activities to help workshop participants obtain and keep unsheltered jobs and to develop the social skills necessary to live successfully in the community. For the more severely disabled, who would not be able to obtain outside employment, the grant provided a variety of day activities that would further enrich their lives.

New Hope’s preschool services also grew substantially during the second half of the 1970s. In the fall of 1976 the Council launched a retardation prevention program aimed at expectant mothers. Its objective was to reduce the chance of mental retardation through an informational program that stressed the need for good nutrition, genetic counseling for those with a family history of mental abnormalities, immediate treatment for venereal disease and German measles, avoidance of drugs and alcohol during pregnancy, and other factors that might cause mental retardation. The program also offered training sessions to help parents learn how to stimulate the growth and development of newborn children.

In 1978 New Hope School received a grant to hire a registered nurse to create a formal Infant Stimulation and Parent Training program to serve parents in both Clark and Scott counties. The following year it established a support program for the parents of

students having problems ranging from permanent retardation to temporarily arrested speech development.

While rapid growth enabled New Hope to assist many more people, it also created new problems. Government grants were subject to audits that necessitated more sophisticated tracking of income and expenses. Federal Occupational Safety and Health Administration regulations required careful storage and training in the use of hazardous materials. Wage and Hours Act policies demanded precise recording of employee client hours and required that those employees be paid the federal minimum wage. Operation and maintenance of five or six buses was also a costly service. These factors demanded increasingly higher levels of sophistication in internal administration and financial management.

An early step toward addressing these challenges came in February 1975, at the time of Richardson's promotion to executive director, when the board appointed an administrative committee. Composed of Council members, staff persons, and a board member, its functions were to serve as a forum for parental complaints, to review and suggest new programs, to help establish day-to-day policies, and to assist in the selection of new personnel. A major intent in the committee's creation was to free the board to focus on long-term policy, planning, and financial issues.

Efforts to improve the Council's administrative capability accelerated in July 1976 when James Dunn, an engineer with ICI Americas, succeeded Coffey as president of the board. He took immediate action to strengthen the board's committee structure and to provide each member with fuller decision-making information. For the remainder of the decade, the board worked with William Mattingly, a certified public accountant

with the Jeffersonville firm of Kaelin and Byrne, to develop a budgeting and financial control system that would help track the income and costs of all programs and services and improve day-to-day financial management. The board also developed new policies and procedures and personnel manuals and a vehicle use policy and instituted a package of insurance and retirement benefits for staff. In November 1978 the Council was accepted for membership in the Indiana Association of Rehabilitation Facilities, Inc. (InARF), whose accrediting regulations require periodic inspections and evaluations designed to assure high standards of quality for program services and operational administration.

To further improve administrative operations, the board and the administration continued to recruit and promote competent professionals to staff the organization. When Richardson resigned in June 1977 to become executive director of Cedar Lake Lodge in Louisville, David Ramer succeeded him. Earlier the same year, the Council hired James Bosley away from a Louisville rehabilitation agency to serve as work adjustment coordinator. Three months after Ramer became executive director, Bosley became director of adult services, with full responsibility for workshop operations. When Ramer resigned as executive director in August 1979, Bosley immediately succeeded him. Meanwhile, Karen Woepfel, who had joined the agency as a part-time speech therapist about two years earlier, became preschool director in January 1978, rose to financial director in September 1979, and was promoted to associate director in 1981. Succeeding Woepfel as preschool director was Carolyn King, a specialist in early childhood education, who served in a succession of responsible positions for two decades. Rebecca Mackey Ramer arrived in April 1978 as work activities coordinator and served during the

1980s as workshop director. Bonnie Dietrich Long joined the staff as executive secretary in November 1980 and eventually rose to vice president for human resources.

A major consequence of the agency's growth during the 1970s was that it now served an increasingly adult population. In September 1979 the combined clientele included 136 participants in the workshop and 51 in the preschool. Nevertheless, it was still called the Clark County Council for Retarded Children, Inc. In October 1979, while the Council was in the process of amending its bylaws, it changed its name to Association for Retarded Citizens of Clark County.

## **Chapter Five**

### **Building for the Future**

The growth of the late 1970s presented New Hope's leadership with significant new challenges, and the new challenges also demanded new leadership. In July 1980 Jeffersonville pharmacist Ronald Grooms became Association president, succeeding James Dunn, who had served since 1976, with a one-year break filled by long-time parent leader Ruby McKean. Over the next three years, Grooms, Bosley, and the board of directors embraced the tasks of streamlining the agency's administrative procedures and expanding facilities to serve a growing clientele. They wasted no time in getting started.

At its July 1980 meeting the board empowered Grooms to appoint a planning committee to establish goals and objectives. The committee was officially constituted in August, with board member Allen Greer as chairman. It soon developed, and the board adopted, a series of measurable goals that focused on maintaining a sound fiscal administration, increasing community and parent awareness of New Hope services, improving working conditions at the workshop, providing adequate facilities for preschoolers, providing comprehensive training and placement programs, and assuring full compliance with governmental regulations. Reevaluation of agency goals and objectives soon became a regularly scheduled item on the board's agenda.

The need for expanded facilities was particularly urgent. Workshop enrollment stood at 143 in the fall of 1980 and reached 150 in February 1981, when the Association hired John Watkins away from Rauch Industries as workshop director. The demand for additional space continued as Watkins secured several major new contracts and instituted procedures to reduce idle time and increase productivity. Similarly, the preschool served

35 students at the end of 1980 plus thirteen in the infant stimulation program. At the February 1981 board meeting the preschool committee reported that the facility's enrollment was at full capacity, with no vacancies. Compounding the need for new facilities was growing service to Scott County. In January 1981 one-third of preschoolers and one-sixth of workshop clients were from that county, and Scott County government was not meeting its funding commitments.

As the 1981-1982 fiscal year began, the Association was operating on an annual budget in excess of \$800,000 and suffering from severe growing pains. In July 1981 the board began exploring expansion options in earnest. Bosley reported that a 16,000-square foot facility in the Jeffersonville Industrial Park was available for use as a workshop and requested permission to pursue a grant from Indiana Rehabilitation Services (IRS) to purchase the facility and to finance its remodeling and equipment. The following month, the board established a building committee to examine all expansion alternatives and gave Bosley the power to list New Hope Center for sale. After considering several options, ranging from relocation to expansion and remodeling, the board voted on November 19, 1981, to purchase a lot on Spring Street behind 725 Wall Street and to expand the existing facility.

The expansion project moved steadily over the next year. In December 1981 the board agreed to offer \$30,000 for the Spring Street lot, and the offer was accepted the following month. In January 1982 the board changed the agency's corporate name to New Hope Services, Inc., a name which was more consistent with its identity in the community. In February the board engaged New Albany architect Chester Michell to prepare expansion and remodeling drawings, which the building committee reviewed in

April. Bids were let in the fall, and in November the board selected Koetter Construction Company, which had submitted a low bid of \$660,047, to build the facility. Meanwhile, in September New Hope received a \$722,592 grant from IRS to finance the remodeling, purchase new equipment, and expand services and staffing. A second IRS grant of \$27,813 enabled New Hope to upgrade the vocational rehabilitation program by creating staff positions to serve forty-four additional clients and to rehabilitate fifteen.

The board completed negotiations with Koetter Construction in January 1983, and ground was broken for the 12,500-square foot, two-story addition in the spring of 1983. Improvements included administrative and program staff offices, an elevator and restrooms, warehouse space for storing materials and completed projects, and major expansion of workshop production space. Construction proceeded through the summer of 1983 and was completed in August.

The addition was completed none too soon. By the spring of 1983 the workshop had 162 clients and subcontract work with between eight and ten companies at any given time. In addition the preschool had an enrollment of thirty-seven children plus nineteen in speech therapy and some fifty-two in the Homestart program, which provided in-home services to infants and toddlers at risk of developmental disabilities. While most of these services originated at New Hope School, much of the administrative support came from offices on Wall Street. The cost of administering and delivering the entire range of New Hope's services by the spring of 1983 was slightly more than \$1 million.

## **Chapter Six**

### **New Growth and New Directions**

The decade after completion of the addition witnessed significant growth and change for both New Hope Center and New Hope School. Workshop operations mushroomed. Subcontracting grew rapidly with services such as assembly and subassembly work, packaging, parts inspection, bulk mailing, envelope stuffing, and parts reworking. New production capabilities included hand-scraping, wood cutting, and light duty drilling. An even more significant source of growth was a series of wholly-owned subsidiary manufacturing ventures developed during the mid-1980s. Shortly after completion of the workshop expansion, New Hope Center began manufacturing wooden shipping pallets for General Electric. The Center purchased nail guns and industrial saws, trained clients to use them, rented a warehouse for dipping pallets, and began shipping them to GE plants throughout the nation. In April 1988 New Hope won a contract to assemble and ship 7,000 pallets for ICI Americas, Inc., at the Indiana Army Ammunition Plant in Charlestown. When the contract was announced, executive director James Bosley called it a message to the community “that we can compete in the competitive bidding system and that our clients can do the work.”

In January 1984 New Hope established a screen printing business and began printing wood signs, plastic banners, T-shirts, caps, jackets, bumper stickers, decals, and a variety of other products for athletic teams, political candidates, real estate companies, and numerous industrial and commercial firms. Among the first customers were commercial professional screen printing firms, such as Louisville-based Southern Graphics, which contracted with the agency to handle work they could not otherwise

deliver to their customers in a timely manner. The agency also landed contracts to print plastic banners for Pepsi-Cola, KFC Corporation, and the Transit Authority of River City. Within eighteen months of its initiation, the screen printing business had become a profit center, despite the need to hire a sales and managerial staff, and by the end of 1987 it was bringing in approximately \$160,000 annually, equivalent to all of the workshop's subcontracting income. Screen printing remained a major source of workshop income for the next seventeen years.

Another important venture was the manufacture of sports clocks. New Hope obtained rights from Indiana University, University of Kentucky, University of Louisville, and other colleges and high schools to produce circular clocks with the school's colors and logotype. The workshop's staff artist designed the faces; client employees made and transferred decals to a piece of pressed board and coated them; and the agency put them up for sale through area stores such as Allied Sporting Goods. The sports clocks remained a popular item until 2001, when changing economic realities and sheltered employment policies necessitated suspension of the operation. Less successful from a business point of view was a landscaping and lawn care business established in 1986. New Hope purchased commercial mowers and other landscaping equipment and gave client employees extensive training in lawn care techniques. However, the program became neither a commercial success nor a viable placement vehicle and was suspended after about three years.

By the beginning of 1988 the workshop was serving approximately 180 client employees who received wages of about \$140,000, up from \$80,000 in 1985. This growth required significant expansion of staff, especially in sales and marketing, shipping

and receiving, quality control, and production supervision. But it also enabled the workshop to support more intensive vocational training and related services such as vocational evaluation, work adjustment, and job placement for clients capable of working outside the sheltered workshop environment and to provide a broader variety of day activities and work opportunities for those with severely limited social and work skills.

New Hope School also experienced significant growth during the middle and late 1980s, but in different ways from the workshop. As it had for several years, the school continued to provide services such as the Homestart early intervention program for high risk children; a classroom program for high risk toddlers, using extended infant stimulation techniques; and a half-day special education program for older preschool children with developmental delays, that emphasized individual needs and high parental involvement. By 1988, the school served approximately 100 preschool children.

But delivery of preschool services took a new turn when New Hope extended local services to neighboring Scott County. In 1985 the agency opened a preschool classroom at the First Christian Church in Scottsburg. This meant that young children no longer had to take a long van ride to Charlestown. The satellite center began with about a dozen children. Julia Bobsin was the interim director and Sandra Johnson was the first teacher. The pupils ranged in age from eighteen months to four years, and classes met from noon to 3:30 p.m. The program focused on developmentally delayed children who were provided with individually tailored educational plans that stressed communications, gross and fine motor skills, social cognitive skills, and self-help skills.

The Scottsburg center was greeted with immediate enthusiasm from parents and community leaders, and by late 1986 a movement was underway to establish a permanent

facility to serve the entire county. New Hope staff conducted a needs assessment which showed that Scott County had very high teen-age pregnancy, unemployment, and school dropout rates and that a large percentage of families received Medicaid, food stamps, and Aid to Families with Dependent Children. Since these were important risk factors for premature births, infant deaths, developmental delays, malnutrition, educational underachievement, and child abuse, New Hope proposed a center that would house all available children's services under one roof. Thus was born the concept of Kids Place. Public officials in Scottsburg, Austin, and Scott County joined with local business and civic leaders to raise local funds, while New Hope Services secured a \$375,000 construction grant from the Indiana Department of Mental Health and additional grants from the Ronald McDonald Foundation, the WHAS Crusade for Children, and the Mary and Barry Bingham Foundation. Designed to serve approximately eighty children, the \$650,000 facility opened in October 1988 and was dedicated in November.

In addition to the developmental services that Scott County children had been receiving from New Hope for many years, Kids Place added several new services, including some provided by other agencies. A licensed child care program was added so that children with special needs could attend programs with "typical" preschoolers. The Scott County Health Department co-located in the facility for several years and offered numerous health services, particularly immunizations. The federally-funded Women, Infant and Children (WIC) program, which provides food vouchers and nutritional counseling to women with infants and small children, also co-located in the facility. The health department eventually left Kids Place, but it established a children's health clinic in its place. New Hope became the Scott County WIC sponsor in 1995. During the

decade after it opened, Kids Place added teen parent programs, school-aged child care, family preservation and support services, prenatal care coordination, and pregnancy testing.

Just weeks after it opened, Kids Place received the Governor's Showcase Award from Gov. Robert Orr at the annual Governor's Conference on Mental Health, where the center won praise as a model for delivery of developmental services to children throughout Indiana. More important from a local perspective, Kids Place became a model for delivery of children's services within Clark County. In 1990 New Hope and the town of Borden began planning for an integrated services center which would serve children in the western part of the county. They received a \$277,000 Community Focus Fund grant from the Indiana Department of Commerce to finance the center, and the town purchased an acre of ground from CSX Transportation, Inc., for the site. Construction of the new center, designed in the style of a turn of the century train station and dubbed Kids Station, began in early 1992 and was completed in the late summer.

Like Kids Place, Kids Station offered a broad range of services through several different providers. New Hope provided both preschool and school-age child care and an infant-toddler program to improve language, motor, and social skills for children between birth and age three who were developmentally-delayed reasons such as premature birth, illness, or genetic defects. Hoosier Valley Economic Opportunity Corporation (now Community Action of Southern Indiana, Inc.) established Head Start classes to serve low-income children between ages three and five. The Clark County Health Department provided child health services and nutritional counseling through the WIC and Maternal Child Health programs.

Meanwhile, New Hope's leadership had concluded that the integrated, one-stop services concept should become the model for delivering the agency's full range of child and family services. But the New Hope School on Highway 62 was now hopelessly obsolete and totally incapable of being adapted to this model. In late 1991 New Hope and the city of Charlestown applied for a \$500,000 Community Focus Fund grant to help fund construction of a proposed 9,500 square foot center, which was expected to cost \$650,000. New Hope and the city would have to raise the remaining \$150,000. The Department of Commerce approved the grant in February 1992. The WHAS Crusade for Children provided a \$50,000 grant to assist with the match; the community raised additional funds; and New Hope took out a loan for the balance. Selected as the site was a portion of the Charlestown Square, on which stood three buildings that could be remodeled and expanded to create a single facility. Chester Michell was retained to design the project, which became known as Kids Square.

Ground was broken in April 1993, and construction was completed the following December. Kids Square opened in January 1994, with New Hope providing its full range of services for children and families, including early evaluation and screening; early intervention services programs such as Homestart and speech, occupational, and physical therapies; summer enrichment; and family support and preservation assistance, including education, counseling, and resource and referral services for parents and teen parents. Kids Square also became the Clark County coordination site for both First Steps, a state-mandated program of comprehensive early intervention services for young children with special needs and their families, and Step Ahead, a state initiative to coordinate services

for all children and their families, for which New Hope became a model collaboration project.

Kids Square involved three program partners. Hoosier Valley moved its Charlestown Head Start classes into Kids Square. YMCA of Southern Indiana provided child care programs. And the Clark County Health Department provided WIC services and a Maternal Child Health well child clinic. When the transition to Kids Square was completed, New Hope closed the facility on Highway 62.

During the mid-1990s the town of Clarksville built a new town hall. As part of the complex, town officials decided to provide a child care center and approached New Hope Services about becoming a partner in the project. To finance the project, the town put up \$150,000 to match a \$500,000 Community Focus Fund grant. Construction on the 9,500 square-foot facility, known as Kidsville, began in 1994 and was completed the following year. New Hope provided child care, early intervention, and family support and preservation programs, while Hoosier Valley moved its Clarksville Head Start center to Kidsville.

New Hope Services moved north again when it partnered with the town of Austin and Morgan Packing Company to establish Kids Place Austin. Morgan donated the land; the town received a \$500,000 Community Focus Fund grant; and New Hope raised a \$50,000 match through local fundraising efforts. The 9,000 square-foot facility opened in 1996. New Hope provided early intervention, child care, special preschool, and family support services, while Ohio Valley Opportunities sponsored Head Start classes, and the Scott County Literacy Council offered a family literacy program.

Kids Place Austin was not New Hope's initial presence in the community. By 1988 public support for Kids Place and steady growth in the number of Scott County clients at the workshop in Jeffersonville had convinced the agency's board and administration that it was time to establish a workshop in the adjoining county. During the summer New Hope requested a grant from the Indiana Department of Mental Health to build a 15,000 square foot adult vocational training and work center in the Austin Industrial Park. The project moved slowly until July 1990, when the Mental Health Department approved a \$541,237 construction grant. Two months later town officials donated three acres for the project, which had become known as Futures Unlimited. Meanwhile, a campaign began to raise a \$130,000 local match.

The ground breaking for the 17,500-square-foot facility occurred in March 1991, with completion anticipated by July 1. Unexpected construction problems, plus an opportunity to apply for a \$450,000 grant from the Indiana Office of Vocational Rehabilitation for equipment and staff, delayed the facility's opening until October 1991. Formally named Futures, UnLTD, it opened with thirty-eight adult clients, and by February 1992 the number had grown to fifty-two. By the end of the year, the Austin center was providing a full range of vocational training and manufacturing services, including subcontracting and production of sports wall clocks.

## **Chapter Seven**

### **A Work in Progress**

The rapid expansion of New Hope's facilities and services during the late 1980s and the first half of the 1990s triggered tremendous growth in the agency's client base and budget. In 1991, just three years after New Hope celebrated its thirtieth anniversary, it served 250 infants and children and 217 adults in all four locations in Clark and Scott counties. By 1995 it provided early intervention and various therapies to 272 children, child care to 365 preschool and school-age children, and family support and preservation services, including the teen parent program, to 168 youth and parents. In addition, it served 3,829 persons through WIC services, prenatal care coordination, and pregnancy testing. Similarly, the agency served 208 adults through vocational training and daily work services and an additional 60 with job placement and supported employment. Many of those clients also received vocational evaluation, transition services, work adjustment, and transportation assistance. Agency income climbed from just under \$2.6 million in 1991 to nearly \$4 million in 1995.

As in the past, this period of growth created challenges of its own. Administering an increasingly complex organization required an even higher level of professional skill and a more efficient organizational structure. In December 1991 William R. Davis joined New Hope as director of adult services. Two years later he advanced to associate executive director and director of adult services, and Carolyn King became associate executive director and director of children's services. In 1994 John Broady, a certified public accountant, joined the administrative staff as chief financial officer and Bonnie Dietrich Long was promoted to administrative director. The

following year, the agency experienced a complete restructuring with creation of New Hope Child & Family Services and New Hope Industries as divisions of New Hope Services, Inc. King became executive director of the former and Davis executive director of the latter, while Bosley assumed the title of president and chief executive officer of New Hope Services, Inc.

This structure remained largely intact until the summer of 1997, when the agency shifted from a supervisory structure using service area directors across sites to facility-based supervision across sites. At that time, King was appointed senior vice president for long-range planning and resource development and Davis was designated senior vice president and chief operating officer, with administrative responsibility for all facilities. After King resigned in 1998 to take a new position in Scott County, the organizational structure was again altered somewhat, with Broady being elevated to vice president and chief financial officer, Long becoming vice president for human resources, and Marcia Hubbert replacing King as vice president for research and development, with responsibility for directing New Hope's new status as a state-designated community housing development organization (CHDO).

The board of directors decided to explore the housing development field in 1995 as part of a plan to expand the agency's adult services program. At first housing was perceived as a service that could be combined with the existing array of services. But after the flood of March 1997 inundated the town of Utica and other southern Indiana communities, the Indiana Housing Finance Authority asked New Hope Services to direct a flood mitigation program for flood victims in Clark, Floyd, Harrison, and Scott counties. By early 2000 New Hope had built eighteen homes, most of them in the new

High Meadows subdivision, which was developed for Utica residents who were unable to return to their former homes because of federal flood plain insurance regulations.

Rapid expansion was accompanied by some financial strains. Growth in both revenues and funding sources required major accounting improvements, including implementation of an updated financial record keeping and information system and adoption of a new payroll system. These improvements came at a substantial cost. More problematic was a succession of new state and federal initiatives that caused significant fluctuations in funding sources, payment procedures, and eligibility requirements. These initiatives involved their own guidelines, paperwork, and rules and regulations and created increased administrative costs. Compounding the situation was a substantial loss in revenue when Hoosier Valley Economic Opportunity Corporation suffered severe financial reverses in 1995-1996 and suspended lease payments on its Head Start classrooms at Kids Square, Kids Station, and Kidsville.

In the 1995-1996 annual report, President James Bosley characterized New Hope as a “work in progress.” It was an apt description of New Hope’s continuing efforts to restructure itself to respond effectively to the ever-changing challenge of serving a growing clientele in an era of declining government financial support for human services. During the late 1990s New Hope’s board of directors and administration became even more proactive in collaborating and cooperating with other private organizations to develop new resources, programs, and services for the mutual benefit of the participating agencies, their clients, and the community as a whole. The agency’s participation in federal and state “welfare to work” and workforce development programs and the Southern Indiana Transit Advisory Group, whose mission is to improve coordination of

public and human services transportation in Clark and Floyd counties, are just a few examples of such collaborative efforts.

While the 1990s ushered in a new era of growth for New Hope Services, the agency also witnessed the symbolic passing of its founding generation. In 1993 it mourned the death of both Mildred Williams, who served as secretary for over twenty years, and Ruby McKean, a long-time board member and president of the board for a year during the late 1970s. Mrs. Williams and Mrs. McKean were the last active survivors of that group of parents whose commitment to their children's well-being motivated them to organize the Clark County Council for Retarded Children in 1958 and to build New Hope School nearly a decade later. It is doubtful if any of those pioneers could have imagined the structure that now stands on the foundation they laid some forty-five years ago. But Mrs. Williams and Mrs. McKean lived to see and participate in building that structure and in shaping the vision that would continue to inspire the agency's leadership as it entered the twenty-first century.

## **Chapter Eight**

### **A New Century and New Horizons**

The waning years of the twentieth century and the opening years of the twenty-first brought a new series of challenges for New Hope Services, Inc. The magnitude of these challenges, caused largely by a series of economic, technological, and political changes, is not readily apparent, however, in a cursory look at the agency's annual financial reports. Annual revenues and expenses rose steadily, as income grew from just under \$4 million in 1995 to more than \$4.7 in 1997, jumped to \$6.7 million two years later, and reached \$7.6 million in 2000. Expenditures increased accordingly as the agency faced growing costs and continued to enhance services. New Hope experienced a slight deficit in 1997 as expenses fell just short of \$4.8 million. But it recorded slight surpluses each of the next three years, as expenses barely exceeded \$4.9 million in 1998, passed \$6.5 million in 1999, and topped \$7.1 million in 2000.

A close examination of annual service data, however, provides glimpses of significant new trends that would be in full bloom by fiscal year 2002. Total annual services soared from 3,829 persons in 1995 to 4,678 by 1997 and then hit a relative plateau, increasing to 4,736 in 1998 and to 4,880 the following year before dropping to 4,458 in 2000. Most of these figures reflect persons served through WIC program. More revealing are statistics for the agency's more traditional services. Adult employment services such as sheltered employment and job placement remained steady, with between 308 and 316 participants from 1997 to 2000, while participation in Adult Developmental Activities declined from 30 to 21 during the same period. On the other hand,

participation in Adult Community Enrichment Services (ACES), a retirement alternatives program, increased from 12 in 1997 to 29 in 2000.

In the Early Intervention program for children, participation rose from 208 in 1997 to 239 in 1999 and then fell to 202. A somewhat different pattern appeared in the child care program, where participation dropped from 572 in 1997 to 473 the following year, rebounded to 500 in 1999, and reached 605 in 2000. Significant growth also was recorded in the combined Healthy Families and Family Support and Preservation programs, which grew from 120 participants in 1997 to 484 in 2000.

But numbers alone do not tell the entire story, especially in light of significant shifts in the agency's program structure over the next two years. When the realities behind the statistics are examined in greater depth, they reveal several major trends. First, the housing development program witnessed major expansion and diversification and became a significant new source of revenue. Second, federal and state budget cuts, funding shifts, and changes in service delivery policies triggered significant contractions in child development services. Third, in the area of adult services, sweeping economic and technological changes and the movement away from facility-based services resulted in the elimination of some long-standing workshop programs and an increased emphasis on community placement. Fourth, initiation of the increasingly complex management systems required to administer New Hope's financial and human resources and to evaluate program performance significantly increased costs. Finally, the agency benefitted during this volatile period from unusually stable leadership.

Although conceived as an opportunity to expand adult services, New Hope's housing program became a stand-alone operation during the late 1990s, after the agency

responded to the State of Indiana's request to develop replacement housing after the Ohio River flood in 1997 displaced many Utica residents from their homes. To handle this operation, the agency created a separate not-for-profit entity known as New Hope Developmental Services, LLC. The purpose of this move was two-fold: First, to protect New Hope Services and its traditional programs from any liability that might result from construction problems; Second, to provide an organizational structure more suitable to the unique needs of a housing development program.

By mid-2000 nearly all of the homes financed through the flood mitigation program had been completed. Meanwhile, in the spring of 2000, New Hope received a grant from the Federal Home Loan Bank of Cincinnati to provide home ownership counseling to prospective home buyers and help subsidize low-interest mortgages through Republic Bank & Trust Company of Louisville. In August 2000 the Indiana Housing Finance Authority (IHFA) awarded a \$459,000 grant for home ownership counseling and down payment assistance to approximately forty potential home buyers in Clark and Scott counties. By early 2003, New Hope had built and sold forty-three single-family houses, more than any other similar agency in southern Indiana.

While most of these houses are in the new High Meadows subdivision in Utica, others are located in Floyd, Harrison, Scott, and Washington Counties. Regardless of location, emphasis is placed on high-energy, low-maintenance construction. Reflecting New Hope's mission and requirements of the Americans with Disabilities Act, each house can be adapted to serve families with special accessibility needs. Every home includes at least one accessible entrance, so it can be visited by all guests, regardless of their physical mobility needs.

The single-family housing program opened a new line of services and met a real need for flood victims and prospective low-income home buyers. But New Hope's leadership soon realized that it offered very little for the agency's traditional clientele, particularly mentally retarded and developmentally disabled adults capable of living independently. For most of these individuals, apartment living was more appropriate. The answer to this need came in 1999 through a tax credit program administered by the IHFA. This program allows for-profit corporations, in partnership with community-based organizations such as New Hope, to sell federal tax credits and to use the proceeds to build housing for under-served groups such as the homeless, other low-income citizens, and people with disabilities.

New Hope's first venture into the tax credit program began in February 2000, after months of study and planning, when it joined with Zion Properties, LLC and Generation Homes, Inc. to break ground for Highland Glen Apartments, a 64-unit complex located southwest of the intersection of Interstate 65 and State Road 56 in Scottsburg. The site was cleared in early 2001 and construction began in May. Although Highland Glen experienced early construction delays, it was completed and fully leased by early 2002. Meanwhile, in the spring of 2001, again in partnership with Zion Properties and Generation Homes, the agency received approval for Quartermaster Court, a thirty-two-unit apartment complex at Tenth and Mechanic streets in Jeffersonville, opposite the former Jeffersonville Quartermaster Depot, which has since been redeveloped as Quartermaster Station, a multi-use commercial complex. By mid 2002 Quartermaster Court was at capacity.

New Hope's venture into housing proved highly complex and posed many new problems. But agency leaders recognized the long-term benefits and moved ahead in search of new opportunities. In mid 2000, with the support of city government and a \$50,000 pre-development loan from IHFA for a feasibility study, the agency began exploring a combined rehabilitation and new construction project in the former Pleasant Ridge public housing complex in Charlestown. A construction contract was approved in February 2002, and work on seven new homes was underway by July. The same year, New Hope ventured beyond its traditional service area and again joined with Zion Properties and Generations to initiate two tax credit apartment projects in central Indiana—Forest Glen, a thirty-seven-unit senior citizen project in Elwood, in Madison County, and River's Edge, a thirty-nine-unit apartment complex in Clinton, in Vermillion County. Both projects were under construction by early 2003, with Forest Glen opening in June and River's Edge following in May 2004.

In January 2003, meanwhile, the agency completed plans for Willow Trace, a \$3.3 million senior citizens complex situated on a vacant 3.5-acre tract on Spring Street near Dutch Lane in Jeffersonville. Partnering again with Zion Properties, New Hope broke ground for the project during the summer and the project was completed in September 2004. Consisting of thirty-six single-story units, Willow Trace includes a clubhouse, a hairstyle center, and a lending library. Every unit is accessible to those with disabilities and is available to persons fifty-five and older whose income does not exceed 60 percent of the area's median income.

New Hope made its last foray into single-family housing in the summer of 2003, when it received a \$500,000 grant from IHFA to build ten houses in Twin Oaks, a small

Henryville subdivision developed by Gregory Furnish. The agency quickly received applications from a sufficient number of qualified prospects, and in August the board approved the purchase of the first five lots. Construction began in the fall, and agency partnered with local banks to provide affordable loans and provided homeowner counseling to potential buyers. Three houses were ready for sale by March 2004, and the final house was completed a year later.

The impact of the housing program has been enormous. In 1998 New Hope's housing expenditure amounted to barely \$32,000. In just two years, the figure jumped to more than \$1.4 million, and housing accounted for the largest single item in the agency's budget. By 2001 the housing program had generated construction valued at more than \$9 million, and within two years more than 200 apartments had been completed or were under construction. By June 30, 2005, the end of the 2005 fiscal year, revenue from the sale and lease of housing accounted for over 17 percent of New Hope's income.

The growth of the housing program contrasted dramatically with the agency's traditional children's services. After a period of rapid expansion during the 1990s, these programs began to feel the pinch of federal, state, and local budget cuts and funding shifts. As funding declined, many parents made other child care choices, which resulted in declining enrollments in New Hope's child care centers. By early 2001 virtually every area of Child and Family Services was affected, and over the next two years agency leadership was forced to eliminate some services and reduce or consolidate others.

Reductions in child care funds through the federal Temporary Assistance for Needy Families (TANF) program severely affected enrollments at Kids Place in Scottsburg, Kids Place Austin, and KidsVille in Clarksville. As a result, the two Scott

County facilities began competing with each other, ultimately forcing the agency to consolidate services at the Scottsburg facility. Meanwhile, when New Hope's five-year lease on the KidsVille site expired in early 2003, the Clarksville town council decided to reclaim the structure rather than allow it to revert to New Hope ownership. The Southern Indiana YMCA briefly considered operating the facility, but the town would not grant a lease for more than a year, forcing the suspension of child care operations at the facility.

A similar situation applied at Kids Station in Borden, where the town likewise chose to retain the facility. However, its licensed capacity was so low that New Hope barely broke even at full capacity, and so few families secured vouchers for child care assistance that Kids Station rarely operated at more than 70 percent of capacity. While the town did have another use for the structure, the town board ultimately allowed New Hope to negotiate with another provider to continue child care services in the building.

The Southern Indiana YMCA began providing child care services at Kids Square in Charlestown in 1994. However, New Hope's operations at that facility and the other four child care facilities were seriously affected by changes in funding procedures and service delivery policy for Early Intervention services provided through the state's First Steps program for young children. At the outset New Hope therapists provided services such as speech therapy through the child care centers. But in 2000 the State of Indiana initiated the "Natural Environment" policy, which requires that all children be served where they normally would be, such as in their homes, rather than in a facility or group setting. The state also began encouraging therapists to provide services independently and bill the state directly, making it impossible for the agency to retain qualified speech therapists. As a result, New Hope discontinued Early Intervention services in January

2002, leaving the YMCA Child Development Center as the sole tenant of Kids Square. In early 2005, New Hope sold the facility to a local medical practice.

New Hope's Adult Services program was significantly affected by a growing emphasis on community placement and one-on-one training and by technological changes that made it economically unfeasible to continue certain workshop programs. In 2001, Indiana Vocational Rehabilitation Services, New Hope's primary referral source, determined that sheltered employment would no longer be considered a successful closure for its consumers. This meant a drastic reduction in the number new referrals to the agency's workshops. At the same time, the State began transferring Medicaid-eligible consumers from Title XX to a special Medicaid pool. Known as Medicaid Waiver, this program is much more complex than Title XX, requiring a waiver case manager (WCM) who is responsible for developing a detailed plan of care for each consumer, for documenting that the plan has been followed, and for ensuring that the agency bills only for those services outlined in the consumer's plan of care. All eligible consumers were converted to Medicaid Waiver, but the cost of conversion was substantial because of the additional layer of bureaucracy represented by the WCM.

Faced with rising costs and a dwindling stream of workshop participants, New Hope found it increasingly difficult to maintain productivity in the workshop. Changing economic realities were largely responsible for the termination in mid 2000 of New Hope's twenty-five-year relationship with Lyemance International, which had employed the agency's consumers to manufacture chimney dampers. The following year, a combination of declining referrals and technological changes forced suspension of the screen-printing business. As CEO James Bosley explained, "Screen print was . . . set up

to provide training services . . . to make consumers more job-ready. As this business became more automated, we were unable to provide the appropriate training to make these consumers placement ready. The kinds of machines and computers used are very expensive, and the amount of business we were bringing in did not justify this expense.”

Sheltered employment remains an option for those who have reason not to seek employment in the community. For the most part, however, these are consumers who function at lower levels. This places a significant strain on workshop staff, who must train lower functioning consumers who may have a difficult time reaching production levels expected when a bid was submitted.

As sheltered employment declined, New Hope focused more resources on supported employment and job placement in the community. It began assisting individuals in selecting, obtaining, and maintaining appropriate employment by providing services such as evaluation to determine work interests, job search training, transportation training, job coaching, and long-term follow-up. Moreover, as the disabled population ages, there is a growing need for supported living and retirement opportunities for those who need and desire them. The Residential/Supported Living program provides support services that allow consumers to live as independently as possible in safe homes such as Quartermaster Court. Similarly, Adult Community Enrichment Services (ACES) provides a variety of structured, supervised leisure-time activities for developmentally disabled adults in the moderate to mild functional levels for whom typical work activities are no longer a major priority.

As New Hope’s experience with the Medicaid Waiver suggests, the numerous financial, technological, and administrative changes necessitated a more vigorous

strategic planning process and the institution of new management systems and practices. In 2000 the board of directors adopted vision and mission statements, both of which are still in effect. The Vision Statement reads: “For all in our community to be unencumbered by barriers to a quality life.” The Mission Statement reads: “To provide hope through services which are responsive to individual needs.” Acting upon these historic ideals, the agency developed statistical outcome measurements that are employed annually to evaluate the success of agency programs and functions.

Strategic planning also became a more continuous process, involving a broader range of stakeholders. In 2002 the fiscal department completed integration of all payroll activity to one software program. The Human Resources department expanded the agency’s resource library, developed an annual training calendar for employees, and conducted compliance reviews at each facility. Growing concerns nationally about workplace safety prompted expanded training opportunities on topics ranging from first aid and CPR to workplace violence and crisis intervention and training. These and other administrative activities are essential to the agency’s operations, but they also drive up the cost of doing business.

In the midst of rapid changes, New Hope maintained a high degree of leadership stability between 1998 and 2003. Nine of the agency’s twelve directors in 1998 were still active five years later, including architect Chester Michell, bankers Robert Courtney and Patrick Daily, financial advisor Sandy Ringer, printing company owner Jack Leuthart, real estate executive Charles Reisert, Jr., human resources consultant Gary Steedly, attorney James N. Williams, and CEO James Bosley. Likewise, there was virtually no turnover in the upper management ranks. Vice president and housing director Marcia

Hubbert resigned in late 2001 to start her own business, but she returned several months later as vice president and chief operating officer of New Hope Housing Development LLC. Veteran data management officer Dennis Christoff was promoted to the new post of vice president of utilization and information and long-time social services administrator Pam Cotton was appointed director of case management, but other top administrators remained in place. This stability assured the agency's guidance through a period of difficult change by leaders capable of keeping the agency focused on its historic mission.

## **Chapter Nine**

### **Continuity and Change**

The half-decade between New Hope's 45<sup>th</sup> anniversary in 2003 and its 50<sup>th</sup> anniversary in 2008 witnessed both remarkable continuity and significant innovation, as the agency adhered to its historic mission while focusing on the demands of the future. Although consumer numbers fluctuated from year to year, reflecting changes in state and federal funding policies, the program structure remained quite stable in both the Child and Family Services and Adult Services divisions. Housing services provided a small but steady source of income; the agency completed multi-family complexes already underway; and it acquired the vacant Masonic Orphanage in Jeffersonville. But except for a second section of Forest Glen in Elwood, no new multiple-family complexes were initiated, and the agency ceased development of new single-family housing. Meanwhile, New Hope continued to benefit from long-term leadership stability in both its board of directors and upper management.

Programmatic and administrative stability did not forestall other initiatives to expand New Hope's services and to improve stewardship of resources. Reflecting national concerns about misuse of financial resources in both the corporate and not-for-profit spheres, the board of directors adopted a Best Corporate Compliance Practices policy in the fall of 2003. About the same time, the agency launched an extensive capital improvements program to increase space and upgrade existing facilities to meet changing program and administrative needs. To finance these improvements and assure its long-term financial viability, New Hope launched its first-ever fund development in 2004. By 2007 it had raised nearly \$1.3 million. Meanwhile, as more and more citizens joined the

Information Revolution, the agency created its own Website, [www.newhopeservices.org](http://www.newhopeservices.org), which instantaneously provides detailed information about all agency programs and services. In 2006, to create another new revenue stream, New Hope opened the New To You Thrift Store on Lewis and Clark Parkway in Clarksville.

In the wake of the transition from Title XX to Medicaid Waiver funding and the growing emphasis on enabling disabled citizens to become as independent as possible, participation in New Hope's Adult Services programs continued to slide. The sharpest drop occurred between 2003 and 2005, when the combined number of consumers served by New Hope Industries and Futures UnLTD fell from 348 to 261. New Hope Industries, the larger of the two facilities, lost over 60 participants, while Futures lost about 20, with the bulk of the losses at both locations coming in sheltered employment. Meanwhile, supported employment remained fairly stable, as numerous consumers found it an attractive alternative to sheltered employment, and participation in New Hope Industries' ACES program for retirees increased as the agency's older consumers found socialization and independent living preferable to vocational training.

As overall numbers declined, New Hope redoubled its efforts to help adults with disabilities to attain their maximum level of independence by developing personal, social, and vocational skills. Through the Work Assistance Program, employment specialists at the job training centers at New Hope Center and Futures UnLTD aided consumers in determining their work interests, sharpening their job-seeking skills, and obtaining transportation. They also provided job coaching, resume-writing assistance, and follow-up. Through these efforts, nearly forty consumers had attained steady employment at twenty-six locations throughout Clark and Scott counties. Employers included Wal-Mart,

Scottsburg Plastics, Holiday Inn-Lakeview, Riverton Trucking Company, Scottsburg Bowling Lanes, Sellersburg Public Library, and numerous restaurants, supermarkets, and other organizations and businesses.

The pattern of sharp decline followed by a period of relative stability also characterized Child and Family Services. Because of changes in the local demographic structure, combined participation in the Family Support and Preservation and Healthy Families programs fell from 1,483 in 2003 to 831 in 2005, rose to 945 in 2006 and dipped to 863 the following year. But declining population did not discourage innovations that improved service. In 2005, through the Family Support and Preservation program, New Hope partnered with Quinco, a behavioral health care firm based in Columbus, to provide coordinated case management and counseling for children and families in crisis. More recently, the program expanded to make counseling available to all elementary school children in the Greater Clark School Corporation. Similarly, the number served by the WIC program in Scott and Jackson counties dropped from 3,384 in 2003 to 2,825 in 2005 before rising to 3,000 in 2006 and 3,391 in 2007. In October 2007 the state asked New Hope to administer the WIC program in Clark County, which will raise the agency's WIC numbers significantly for the 2008 fiscal year.

Although New Hope had lost the Early Intervention (EI) program in Clark County, it continued to provide both EI and child care in Scott County. Participation in EI actually increased from 24 in 2003 to 29 in 2005 and then jumped to 41 each of the next two years. But it was a different story in child care, as participation plunged from 185 in 2003 to 121 in 2005 and then continued downward to 105 two years later.

Meanwhile, as participation in long-standing child and family programs stabilized or tapered off, family and child services leaders were becoming increasingly alarmed by the incidence of child abuse and neglect in Indiana, a problem dramatized by fifty-three fatalities at the hands of a parent, guardian, or custodian during the 2006 fiscal year. Analysis of case data revealed two notable findings: First, most perpetrators were natural parents in two-parent families and that most were white and under the age of thirty. Second, the majority of fatalities were preventable and were caused by four major stress factors—family discord and marital problems, domestic violence, lack of parental skills, and drug dependency.

In response to the findings, the state of Indiana, through the Community Partnership for Protecting Children, contracted with New Hope in September 2006 to assume responsibility for the Child Advocacy and Parental Support (CAPS) program and provided a \$580,000 grant to administer it for eighteen months in Clark, Floyd, Scott, Harrison, and Washington counties. Assisted in each county by a volunteer steering committee composed of representatives the Department of Child Services, school systems, mental health agencies, and other referral organizations, CAPS seeks to prevent abuse and neglect through a broad range of services including case management, counseling, parental education, and financial assistance to families in crisis. In extreme cases, where the courts are considering termination of parental rights, another program—Home Builders—provides very intensive case management that can involve from fifteen to twenty hours of assistance by New Hope specialists each week. As New Hope’s 2007 annual report observed, “Home Builders is, in a very real sense, a last chance effort to keep the family intact.”

CAPS significantly increased New Hope's range of Child and Family Services programs. By the end of the 2007 fiscal year, CAPS had served 360 participants, with 206 from Clark County alone. Home Builders served eleven participants, seven from Clark County and two each from Scott and Washington counties. During CAPS' first year, only one child-abuse fatality occurred in New Hope's territory. This was certainly a positive note, but as the 2007 annual report added, "one [fatality] is still one too many."

CAPS also had a positive impact on New Hope's financial performance. After peaking at almost \$6 million in 2002, total revenue dropped to just over \$5.9 million in 2003 and remained fairly stable over the next three years, especially as the sale of new housing tapered off. But with the addition of the CAPS grant total income jumped to \$6.5 million in 2007, the highest level since 2001, when it reached \$7.6 million, just before changes in state and federal funding policies began eroding revenue.

By the end of 2006, New Hope's housing development program was winding down, and by June 2007 occupancy rates at the apartment complexes in Jeffersonville, Scottsburg, Clinton, and Elwood exceeded 90 percent. In the spring of 2007, after months of discussion with the Elwood Housing Commission, New Hope initiated construction of Forest Glen II, a ten-unit complex of one- and two-bedroom apartments for senior citizens. Its completion in 2007 brought the number of units under New Hope's management in Elwood to forty-five. Meanwhile, New Hope bought the former Masonic Orphanage, located at the intersection of Park Place and Utica Pike in Jeffersonville. Situated on a two-acre lot, the large, ranch-style structure has ten bedrooms and six bathrooms. Several potential uses for the facility are being explored, including a group home for children, particularly for autistic or special needs children

under the age of twelve. But no decision has been made, and the ultimate use will be determined largely by available funding.

Leadership stability remained a hallmark for the period between 2003 and 2008. Marcia Hubbert resigned in 2006 and her responsibilities were divided among other members of the executive team. Pam Cotton was elevated from director of case management to vice president for social services. Otherwise, New Hope's executive ranks remained unchanged. Meanwhile the board of directors replaced only two members and added a third. In mid 2004, banker Robert Courtney, who had served for ten years, resigned because of professional and family obligations and was succeeded by Ralph Wilson, a certified public accountant with the Louisville accounting firm of Harding Shymanski & Company PSC. A year later, he was elected treasurer. Attorney James N. Williams left the board in 2005 and was followed by Bradley Walker, a financial consultant with Hilliard Lyons, a prominent Louisville brokerage firm. A Louisville-area native, Walker had worked for several West Coast brokerage firms before joining Hilliard Lyon and brought substantial experience in financial management to the board. To fill the void in legal talent created by Williams' departure, the board elected Jeffersonville attorney David A. Lewis, a former board president, to a three-year term in June 2007.

While continuity and stability characterized many aspects of New Hope's corporate culture between 2003 and 2008, the period also witnessed several noteworthy innovations. In mid 2003, like many other not-for-profit governing boards across the nation, the New Hope directors adopted a Best Corporate Compliance Practices policy to prevent and detect possible criminal conduct by employees and other agents. The policy

commits the agency “to promote a professional business environment in which the best corporate compliance practices can be maintained and to take appropriate actions to comply with applicable laws, regulations, and accounting principles.” To enforce the policy, the agency committed to “make proper voluntary self-disclosure of apparent violations of law, . . . [to] cooperate in government investigations of alleged wrongdoing, and . . . [to} make corporate decisions and conduct operations in a responsible, professional, and legal manner.” Appointed to oversee the compliance program was Dennis Christoff, vice president for utilization and information. Although Christoff keeps the board apprised of occasional legal issues, the agency has remained remarkably free of situations that violate the compliance policy.

A major side effect of changes in state funding policies was a decision in early 2004 to withdraw from Metro United Way, an important funder of Clark County services for decades. The source of the problem was the state’s decision three years earlier to shift Early Intervention (EI) therapies and services to more public, less restrictive environments. Without the services and revenue provided by the EI program, it became economically unfeasible for New Hope to operate its child care facilities—Kidsville, Kids Station, Kids Square, and Kids Place-Austin—at a break-even level, which finally necessitated their closure. Without the child care centers, New Hope could not qualify for enough United Way funding to justify the cost of meeting its requirements.

After withdrawing from United Way, the board of directors boldly launched “New Lives, New Futures, New Hope,” the first capital campaign in the agency’s history. Providing the internal spark for the campaign was director and former chair Sandy Ringer, who had extensive professional experience in both the business and not-for-profit

sectors. Through an earlier position at Jewish Hospital in Louisville, she was acquainted with David Fleming, a prominent Louisville fund-raising consultant. She and CEO Jim Bosley recruited Fleming to assist in organizing the campaign and together they persuaded Ronald R. Carroll, a retired banker and former board chair, and Pamela Lumley, a leading local real estate agent, to co-chair it. The initial goal was \$1 million, but it soon was raised to \$1.25 million, and within a year the campaign had raised over \$500,000, including a \$100,000 gift from the Paul Ogle Foundation. To recognize donors, the board created “The McKean-Williams Society,” named for long-time pioneer board members Ruby McKean and Mildred Williams. By mid 2007 over \$830,000 had been raised, and in January 2008 the campaign topped out at \$1,295,748.94. Along with the Ogle Foundation, New Hope employees also committed well over \$100,000, and forty other individuals, businesses, and organizations made gifts of at least \$5,000.

New Hope’s leaders did not wait long to begin implementing the campaign’s improvement goals. The program got a head start in 2003 when Edwina and Arthur Anderegg offered to sell their dental laboratory at 731 Wall Street, next door to New Hope Center, to New Hope. They offered it at very attractive price and then made a large gift from the proceeds, earning them recognition as the first members of the McKean-Williams Society. Renovation began immediately, and the first phase of what became the Anderegg Wing opened in mid 2003. Initial upgrades included a new facade that integrated the two structures, a new lobby and reception area, and new signage.

Two years later the agency initiated additional improvements to the Anderegg Wing, including extensive renovation of the interior, reconstruction of the exterior brick work, and development of the Paul Ogle Senior Center on the lower level. Reflecting a

realization that many older consumers depended upon aging parents and might one day have to move into group homes or other institutional facilities, the objective of the Senior Center is to enhance their independent living skills by using a simulated apartment that includes bedroom, bathroom, living room, kitchen, dining, patio, and garden modules. Soon after it opened in 2006, Vice President Pam Cotton credited the facility with improving consumer morale, increasing job satisfaction, and creating a better work environment. “Our consumers are very happy with the improvements, which feature a comfortable, home-like environment,” she observed. “Our people love coming to work. The Senior Center is just fabulous.”

The final component of the Ogle Senior Center was completed in 2007 with the opening of Café Phoebe, named for Phoebe Curry, manager of the New Hope Job Training Center, who has been with the agency for over twenty-five years. At Café Phoebe consumers may dine and socialize with their peers in a bright, cheery environment. As the 2007 Annual Report observed, “This new addition becomes an essential component to enhance the lifestyle experiences of our consumers.”

Capital improvements were not limited to New Hope Center. Between 2005 and 2007, using funds raised mainly in Scott County, the agency invested over \$125,000 in enhancements to Kids Place in Scottsburg. The centerpiece was an exterior renovation that transformed the backyard into a fully-equipped playground that meets all specifications of the Americans with Disabilities Act. The facility has learning and play areas arranged along a circular bicycle-tricycle trail, allowing typical children to play and develop friendships with those who have disabilities. The project also included landscape, fencing, and drainage improvements. Commenting on the playground’s

importance, Kids Place Director Jean Robbins observed, “This new area enables all of our kids to play together outside and have a variety of choices. For children with behavioral problems, the playground is a delightful diversion from the rigors and structure of the classroom.” A less dramatic but very significant capital initiative to improve daily operations was the purchase of a low-floor minivan and two lift-equipped, fifteen-passenger vans to provide more individualized transportation.

Along with improving programs and facilities, the capital fund drive significantly heightened New Hope’s public profile. Shortly before it commenced, the agency took advantage of the accelerating Information Revolution and installed its own Website. Completed in late 2003, the site not only provided a comprehensive overview of New Hope’s services and participation criteria, it also gave prospective donors an opportunity to make financial gifts. As the campaign progressed, Fleming helped the agency to develop a marketing strategy that incorporates the tagline “New Lives, New Futures, New Hope” and consistent use of the colors gold, purple, orange, and green in program brochures, stationery, and other publications, including “hopelines,” a newsletter that appears three times annually. The most dramatic expression of the marketing scheme was the incorporation of “New Lives, New Futures, New Hope” in the façade of New Hope Center, where it boldly proclaims the agency’s mission to passersby on Wall Street.

New Hope’s fund-raising efforts took a new direction in the fall of 2006 with the establishment of the New-To-You Thrift Store and Donation Center in a former retail building at 1005 Lewis and Clark Parkway, in the heart of Clarksville’s commercial district. In addition to providing a new stream of income to support existing programs and services, the store is intended to provide employment for agency consumers. To

make it more competitive with established thrift stores such as Goodwill Industries, the agency committed to accept furniture and provide free curbside pick up of donated items.

New Hope took possession of the building in October, and the store opened in December. By March 2007 sales averaged about \$850 monthly, with an eventual goal of \$1,300. The enterprise experienced a rough period during the spring, but with a change in management, an infusion of new inventory, and an adjustment in hours, business improved significantly. By early 2008 New Hope had achieved two successful placements for consumers employed at New To You, and expansion to other locations is under consideration.

Although the store represented a new departure in New Hope's fund-raising strategy, it also expressed an entrepreneurial streak that has characterized the agency for decades, especially during the heyday of sheltered employment. That entrepreneurialism surfaced again in October 2007 with the purchase of the Radiation Center, a 10,000-square-foot, one-story structure at 1302 Wall Street, from Dr. Aftab Chaudhry and Dr. Naverd Chowhan.

The purchase represented an opportune convergence of price and location. The property was appraised at \$1.14 million, but the owners offered it for \$700,000, representing a contribution of \$440,000. Situated adjacent to the Claysburg Tower senior citizens complex, the building is just two blocks from Clark Memorial Hospital and about six blocks north of New Hope's corporate headquarters. As CEO Jim Bosley explained, "We had an excellent opportunity to acquire a large structure, in our neighborhood, at a terrific price and in the process create another location to accommodate our programming growth."

Renamed New Hope Commons, the facility's first occupant was the Clark County WIC program, which moved from the Clark County Health Department to New Hope in October 2007. Future plans anticipate transferring the Family Support and Preservation, Health Family, and Employment Services programs to New Hope Commons and creating a senior center to serve Claysburg Tower residents. Remaining space may be leased to other businesses and organizations until required by New Hope programs.

As New Hope Services completes its first half-century, it is in many ways a very different agency from that created fifty years ago. During the early years, its programs emphasized educational therapies in segregated classrooms and employment in a sheltered workshop. Classroom therapy and sheltered employment represented important expressions of the vision of New Hope's founders, who as parents of children with disabilities wanted fair and equal educational opportunities for their children. But over time it became apparent that such approaches also constrained participants' contacts with the larger community and limited their opportunities for independent living and employment and ownership of personal property.

During the 1970s, New Hope gradually shifted its emphasis and developed new services to keep pace with the national trend toward independence, and it continues in that direction more than three decades later. Although some consumers remain in facility-based, sheltered employment, many more have attained opportunities for community employment and independent living that the founders never could have imagined. As CEO Jim Bosley explained, "They are afforded the same options we all deserve. The vision of equal educational opportunities has been expanded, magnified, broadened, and placed on a birth-to-senior continuum." Thus in a very real sense, he

added, “The current mission is most consistent with the vision of the founders,” whose first objective was to enable their children to realize their fullest educational potential.

As New Hope embarks upon its second half-century, it will again encounter political, economic, and technological changes that pose new challenges. In times of challenge, organizations and their leaders all too often get so caught up in surviving the struggle that they lose sight of their original purpose. This is not the case with New Hope Services, Inc.

Finding qualified staff may become more difficult, and demands for greater accountability, individualized care, and better service delivery will increase, especially for the benefit of consumers with more severe and profound disabilities. But the belief that such demands can be realized is inherent in the very concept of hope, and realizing that hope is what New Hope Services is all about.

This is not always an easy task. New Hope Services offered hope that these things were possible. It gave participants an opportunity to work for a paycheck and to socialize with their peers while living at home with their parents. But as parents grew older, many participants became wards of the state unless their families were able to make arrangements for their future.

## **APPENDIX**

### **Chairs and Chief Executives of New Hope Services and Predecessor Organizations**

**President, Clark County Council for Retarded Children, 1958-1979**

Mrs. Charles (Barbara) Teeple, 1958-1959

Huston Morlan, 1959-1960

Charles Teeple, 1960-1964

Dr. Hassi Shina, 1964-1967

Lee P. Simpson, 1967-1968

John Bowen, 1968-1969

Norman Colglazier, 1969-

John Gelhaus, -1974

Charles M. Coffey, 1974-1976

James Dunn, 1976-1978

Ruby McKean, 1978-1979

**President, Association for Retarded Citizens of Clark County, 1979-1981**

James Dunn, 1979-1980

Ronald Grooms, 1980-1982

**President, New Hope Services, Inc., 1981-1995**

David A. Lewis, 1982-1984

Jerry L. Stephenson 1984-1986

John Leuthart, 1986-1988

Dean Quillett, 1988-1990

Gary Steedly, 1990-1994

Sandy Ringer, 1994-1995

**Chair, Board of Directors, New Hope Services, Inc., 1995-Present**

Sandy Ringer, 1995-1997

Ronald R. Carroll, 1997-1999

Robert Courtney, 1999-2002

Patrick Daily, 2002-2003

James N. Williams, 2003-2004

Patrick Daily, 2004-2006

Sandy Ringer, 2006-2007

**Executive Director, New Hope School/New Hope Center**

L. Dean Burkett, 1968-1969

Hoyt D. McPherson, 1969-1972

John Yuschak, 1972-1974

M. A. Hyder-Shah, 1974-1975

James Richardson, 1975-1977

David Ramer, 1977-1979

**Executive Director, Association for Retarded Citizens of Clark County, 1979-1981**

James A. Bosley, 1979-1981

**Executive Director, New Hope Services, Inc. 1981-1995**

James A. Bosley, 1981-1995

**President and Chief Executive Officer, New Hope Services, Inc., 1995-Present**

James A. Bosley, 1995-Present