



THE MARSH
FOUNDATION

Annual Report

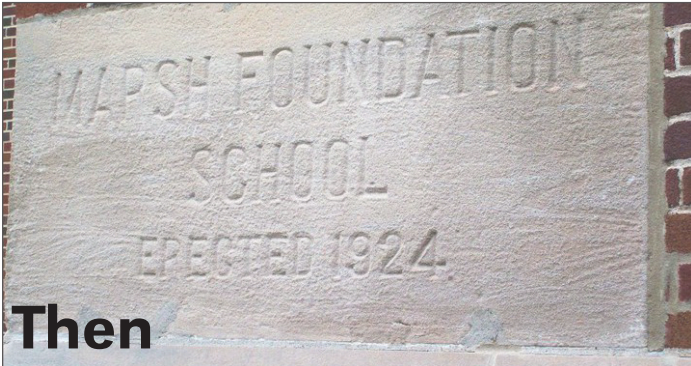
Fiscal Year 2021

July 1, 2020 - June 30, 2021



Serving children and families since 1922

The Marsh Foundation Continues to Evolve



Then

The Marsh Foundation’s mission is to inspire hope, to teach and to care for children and families. The agency is supported by an endowment established by a Van Wert family and has a long successful history reaching back to 1922.

Then

George and Hilinda Marsh and their daughter Katie, gave most of their substantial estate for the purpose of helping needy children and families. According to legend, George and Hilinda were traveling through Van Wert on a frosty winter night on their way home from the theater in Fort Wayne, Ind. when they noticed two small boys huddled together in a dark deserted doorway. Moved with compassion, Hilinda said, “There George, we could use our money when we need it no longer, to establish a home for little fellows such as those.”

The Marsh endowment, contributed more than 95 years ago, has provided resources for building a stately campus, assembling dedicated professionals, underwriting a successful orphanage for many decades and now for expanding services to meet the ever-changing needs of children and families.

Now

The Marsh Foundation is committed to meeting the needs of the youth it serves. Youth referred to The Marsh Foundation receive intensive treatment services to address a variety of behavioral and emotional issues. As a trauma informed organization, The Marsh Foundation provides a treatment framework that involves understanding, recognizing and responding to the effects of trauma. The organization’s Child and Family Services is headed by executive director, Kim Mullins, M. Ed., LPCC, and encompasses residential and clinical services.

The Marsh Foundation offers on-campus QRTP licensed group homes for males ages 7 to under 18, and 18 to under 21 with a mental or physical handicap. A specialized residential program provides services for male juvenile sex offenders. The juvenile sex offender treatment program at The Marsh was one of the first programs in the state to be certified by Ohio’s Department of Youth Services.

In addition to residential treatment, The Marsh Foundation maintains a strong network of foster homes. Both family, and when certified, treatment foster care are available. Some foster homes provide specialized independent living services. The Marsh Foundation also licenses adoptive homes for those interested in adoption.

The Marsh Foundation offers an array of clinical services to clients. Services can include individual counseling, group counseling, family services, community support programs and/or home-based services.

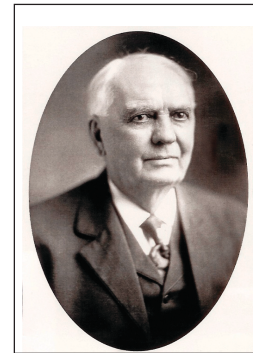
In addition, The Marsh is fortunate to be able to provide an on-campus school to those living in the group homes, in foster homes and special needs students from the community.



Now

“I depart this life in the hope that the Foundation shall become an instrument of enduring and ever increasing benefit to mankind.”

—George H. Marsh



George H. Marsh



Hilinda Marsh

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As we begin the New Year of 2022, it seems almost unbelievable that we are now entering what would be the third year of a global pandemic. Perhaps there was a sense of hope last year at this time that as we turned the page on 2020, this would all be behind us within a few months. But, that's not the case despite our best efforts to utilize masks, vaccines and mandates.

While fierce political controversies surround the pandemic, our goal in this letter is not to take sides in the debate. Instead, as another fiscal year drew to a close, and we move toward the beginning of a new year, let us take a moment to write this letter to each and every associate of The Marsh Foundation. It is exciting to be part of what is happening at The Marsh, and we are certainly looking forward to greater things in the months and years ahead. Every achievement, including those highlighted in the pages that follow, represents the determined effort of our directors, residential staff, school and family teachers, employees and foster parents. They have refused to be discouraged by economic downturns or to stand down in the face of hardship, overwhelming odds or a powerful invisible opponent to the mission they struggle to accomplish. Their courage, optimism and tireless energy is a source of inspiration to us. The Trustees are privileged to provide the moral and financial support that help make their efforts possible and look forward to putting our resources to work for the children and families across Ohio.

As preparations are being made to observe its centennial anniversary, the Marsh commemorated completion of the new ADA accessible cafeteria, dining hall (previously located in the basement) and gymnasium with an open house and tour of the campus. Robbie Breese, Director of The Marsh School, took advantage of the event to acquaint visitors with the new aerobic and physical fitness facility located in the space previously occupied by the cafeteria. The Marsh Foundation also hosted visits to the campus by Representative Bob Latta, and Judges Williamowski, Shaw, Zimmerman, Miller, and Administrative Counsel Charlotte Fowler from the Third District Court of Appeals.

The Marsh also used the occasion to celebrate the life of Mr. Ron Bagley. Mr. Bagley, who was employed by The Marsh Foundation, first as a teacher and then as the Director of The Marsh Foundation School until his retirement in 1991, completing 29 years of employment. Mr. Bagley showed incredible respect for The Marsh legacy by continuing to volunteer as the official historian for The Marsh until his passing in December, 2020.

The Federal Family First Prevention Services Act (Family First) was adopted in 2018 with a nationwide implementation set for October 1, 2021. Family First places emphasis on the use of evidence-based prevention services to alleviate the placement of children in foster care, and ensures appropriate settings are used for children placed in foster care. To comply with the requirements of Family First, the State of Ohio determined that group homes either needed to close or transition into a Qualified Residential Treatment Programs (QRTP). Due to the Marsh's ongoing desire to provide quality treatment for children, families and the county agencies that represent them, in 2019 The Marsh Foundation under the leadership of Kim Mullins, Director of Child and Family Services, began the process of transitioning from a group home facility over to a QRTP.

Trauma-focused residential treatment centers (QRTP) work with youth struggling with psychological and/or behavioral issues to provide live-in services for those who are too ill or require services

that are not available in a less secure environment. The 2018 Family First Act mandates that a QRTP receiving Federal funds must use a trauma-informed model, are staffed by licensed staff who can provide care consistent with the treatment model, and be nationally accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). These facilities offer around-the-clock supervision and a variety of counseling, education, and therapy sessions. To prepare for this transition, The Marsh implemented a comprehensive day treatment program, transitioned to an all-male campus, hired an additional counselor and arranged to provide access to 24-hour, on-call medical professional staff. The outcome of this considerable effort results in an enhancement to the treatment programs offered by The Marsh and provides a more comprehensive approach to family engagement and reunification.

In 2019, 424,000 children under age 18 entered foster care nationally. 15,000 of those children resided in Ohio. 6,000 are under the care of parents in foster homes with the remainder residing with friends or relatives. 2,600 children are waiting to be adopted (1,000 are teenagers). To help meet the need, an average of 40 children reside in foster homes licensed by The Marsh Foundation. Most are safely reunited either with their own family or an extended family. A significant number are adopted.

The downtown revitalization project underway in Van Wert, offered The Marsh the opportunity to acquire and relocate its local Foster Care and Adoption Center to Westwood Drive. The additional space provided at this location allows The Marsh to provide a more comprehensive range of training and services to families.

Of all the accomplishments, we would be remiss if we did not note the considerable effort made by Jeff Grothouse, Secretary and Treasurer, and the facility team to maintain the campus grounds and residence halls in pristine condition, and to complete renovation of the pond area so it can be fully utilized as a recreational facility.

The Marsh Foundation exists to inspire hope, to teach and to care for children and families. The Foundation started in 1919 with the passing of George H. Marsh and the establishment by him of a charitable trust for the benefit of disadvantaged children. In the words of Mr. Marsh "I depart this life in the hope that the Foundation shall become an instrument of enduring and ever increasing benefit to mankind." It is the mission of the Trustees to preserve that legacy. As the world experiences a vast array of tumultuous circumstances around the globe, our team of Trustees and Directors entered into a period of introspection. We are trying to understand and comprehend the challenges and opportunities before us and to determine how the Foundation can best serve our community and those entrusted to our care in the future. By investing in the time needed to undertake the development of a strategic plan, the team is working to lay out an incredible future for the Foundation. As the Foundation approaches the milestone celebration of its 100th anniversary, we will be putting our resources to work for the betterment of children and families. The commitment made by the strategic plan is to perpetuate the legacy of the Foundation's important work for the next 100 years.

*Respectfully submitted,
Gary Corcoran*

The Marsh Foundation Board of Trustees





On-Campus Living at The Marsh



The Marsh Foundation campus features three QRTP licensed homes. Each home can accommodate up to 10 youth. All homes offer private bedrooms for each youth.

The homes are staffed 24-hours a day, including awake-overnight staff, who are extensively trained. Youth attend school and counseling sessions on our campus.



Behavior intervention

As a trauma informed organization, The Marsh Foundation provides effective behavioral interventions which are trauma sensitive for children in care.

The Marsh Foundation utilizes The Teaching Family Model of Care, (TFM). TFM is an evidence-based treatment program that provides an individualized approach for all youth. The primary focus of the TFM is to teach appropriate pro-social behaviors and skills as alternatives to inappropriate or anti-social behaviors and responses. Teaching Family Model elements include: teaching systems,

self-determination, client advocacy, relationships, family-sensitive approach, diversity and professionalism. TFM strategies are integrated and well researched so that children and families can become increasingly self-sufficient.

The following TFM procedures are supportive teaching strategies which are designed to provide consistently positive, objective, calm responses to behaviors: effective praise, teaching interactions, preventative teaching, intensive teaching, problem solving, crisis intervention and verbal intervention.

Completion

Each youth in care has an individualized treatment plan with specific target areas. Throughout treatment, therapeutic intervention is focused on replacing maladaptive responses and implementing new learned skill sets to utilize within the identified discharge plan. By implementing this new approach and subsequent behavioral responses, it provides the youth with an alternative, healthy way to reintegrate into the existing family dynamic and preserve already established relationships and supports.



A commitment to excellence

Clinical Services

The Marsh Foundation offers an array of clinical services to clients. All youth placed in The Marsh Foundation program receive counseling services from our clinical divisions.

Services begin with a referral from a court system, a social service agency or a private party. Clinicians gather information and then diagnose the severity and nature of the situation. This involves a clinical interview with the client.

An Individual Service Plan (ISP) is developed with client input that includes a projection of the length of treatment, individualized therapeutic needs and objective measurement of outcomes. Plans can include individual counseling, group counseling, family services, community support programs and/or home-based services. Whenever possible, the youth's family members are included in their clinical treatment. A dedicated, full-time clinician also works with foster youth within the program.

In addition to the myriad of clinical services available, The Marsh Foundation offers psychosexual assessments and a specialized intensive treatment program for youth with sexual behaviors and/or sexual reactivity. In conjunction with being a trauma sensitive agency, the therapists are trained in multiple treatment modalities that include but are not limited to: Trauma Focused-Cognitive Behavioral Therapy, The Neurosequential Model, Dialectical Behavioral Therapy, Cognitive Behavioral Therapy, and Narrative Therapy. Being equipped with multiple clinical treatment modalities allows for an individual analysis of the comprehensive treatment needs that each of our youth and families deserve.



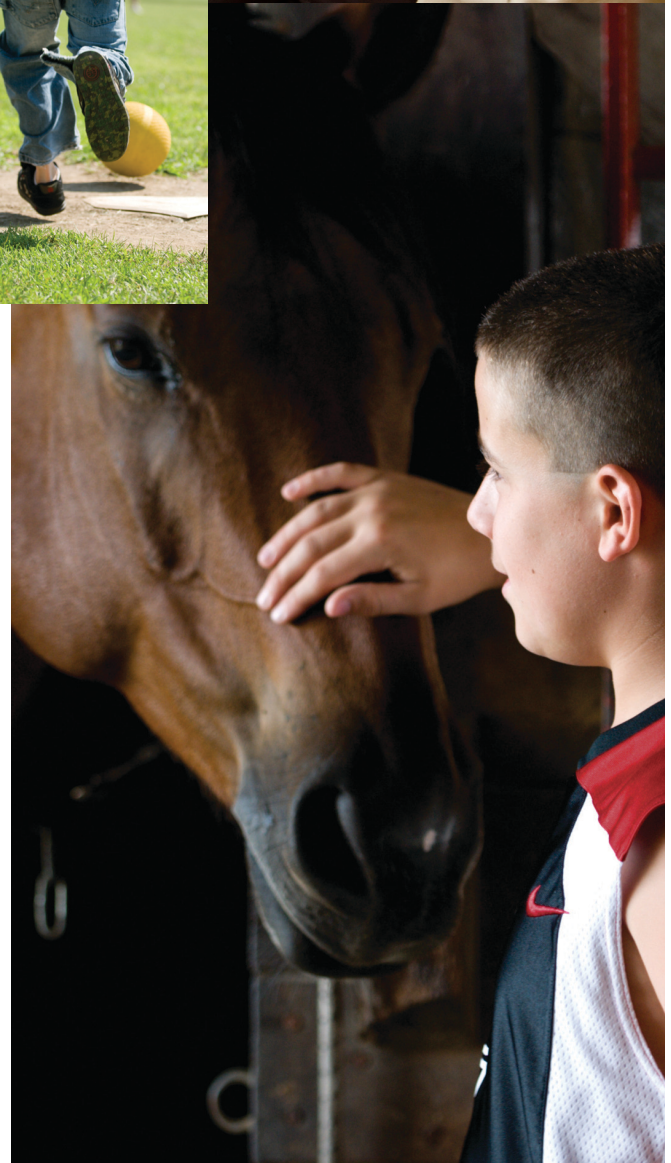
Campus Activities

The Marsh Foundation employs a part-time activities coordinator to plan and coordinate events and projects for the youth on campus. These activities are designed to contribute to a holistic approach in their overall treatment. Consideration is given to physical, emotional, social, intellectual and spiritual well-being, as well as respect for self, others and the world around us.

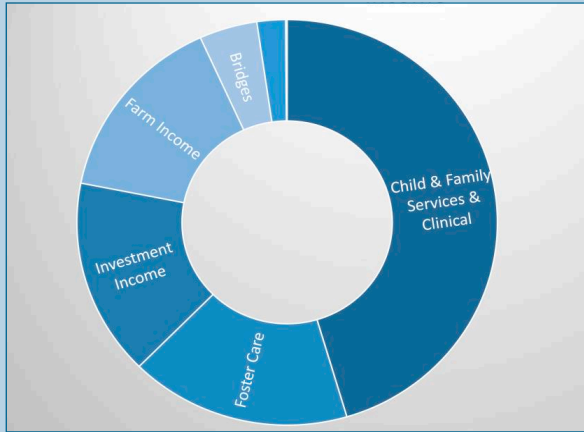
Youth participate in a variety of team building and community service projects. Many older youth participate in 4-H and present projects at the county fair. Several youth are in the local Big Brothers Big Sisters program.

Garden activities are a large part of the Independent Living Group's activities on campus. They utilize the renovated green house to start plants and raise a large garden throughout the summer. They then take their produce to the local farmers market and earn an income for their hard work. Projects have also been done in collaboration with the Master Gardener's Club in Van Wert County.

In the summer, the on-campus horse program is very popular with the youth. The program not only teaches them how to ride, but also how to care for the animals. Each weekday, youth spend time in the horse barn learning various responsibilities and about riding. A horse show concludes in the summer and provides an opportunity for the youth to showcase what they have learned.



Our Finances

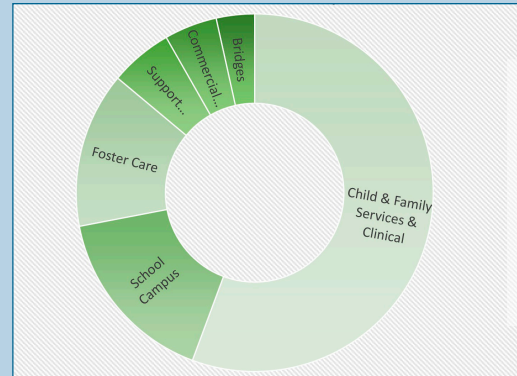


Support and Revenue

Child & Family Services	\$2,608,221
Foster Care	\$977,227
Investment Income	\$900,491
Farm Income	\$868,727
Bridges <i>(The Ohio Dept. of Job and Family Services and Child & Family Health Collaborative of Ohio)</i>	\$256,090
Commercial Properties	\$126,373
Contributions	\$6,540
Total Support & Revenue	\$5,743,669

Child & Family Services	\$3,539,629
School Campus	\$1,037,507
Foster Care	\$895,565
Support Services	\$360,782
Commercial Properties	\$304,340
Bridges <i>(The Ohio Dept. of Job and Family Services and Child & Family Health Collaborative of Ohio)</i>	\$220,724
Total Expenses	\$6,358,547

Expenses



**A complete audited financial report is available upon request.*

Our Numbers

Clients Served

Group Home	60	
Foster Care	57	Counties Served
Clinical		
Group Home	57	Total
Foster Care	34	19
Community	29	They are:
School		
Residential	41	Auglaize, Clark, Clermont, Darke,
Foster Care	1	Fulton, Greene, Hardin, Henry,
Community	6	Highland, Marion, Mercer, Miami,
		Montgomery, Paulding, Preble,
		Shelby, Van Wert, Williams, and
		Wood
Days in Care		
Group Home	8,948	
Foster Care	13,818	
Total	22,766	

Our Staff

Child & Family Services

Group Home	28
Foster Care	5
Clinical	7
Administration	7
Part Time	5
School	
Teachers	4
Staff	5
Business Office/ Grounds & Maintenance	
Custodial/Cooks	5
Business Office	3
Grounds/Maintenance	5
Part Time	4
Trustees	3

The financial information included with this fiscal year 2021 Annual Report is a summary from The Marsh Foundation annual financial statements which were audited by Bashore, Reineck, Stoller & Waterman Inc., Certified Public Accountants. Their audit report is dated October 22, 2021 and expresses an unmodified opinion on those financial statements as of June 30, 2021 and for the year then ended.

Evaluations

Each year, consumers are surveyed about their experiences at The Marsh. This includes the youth. Here are some of their recent comments.

“They were amazing.

They helped heal the relationships within our family.”

“Thank you for taking care of me. I really appreciate it.”

Notable Notes

Guardian Feedback

“Staff were communicative and formed positive bonds with the child, which greatly contributed to her success.”

“It has been a wonderful experience working with The Marsh Foundation and hopefully the staff are rewarded for the hard work and many hours they put in with the children and the progress they make!”

Marsh Foundation Programming Transitions

The Marsh Foundation has served children, youth and families for more than 100 years. Within this time frame the fundamental facets of helping those in need have remained intact. As you may know, the State has determined that group homes will either need to close or transition into Qualified Residential Treatment Programs. We, as an agency, value the work that we are able to do with children, youth, and their families. We also value the relationships that we have made over the years with multiple county agencies across the state. Due to our ongoing desire to provide quality treatment for children, families and the county agencies that represent them, The Marsh Foundation has decided to transition into a Qualified Residential Treatment Program (QRTP).

As a result of this transition process, a natural reevaluation of current programming, treatment modalities, rate and admission criteria had to be surveyed. After much evaluation and consideration, we as an

agency, determined that our admission requirements will be modified to comprise of an all-male campus. This was implemented on July 1, 2021. This decision was not made in haste and encompassed multiple facets of consideration regarding the youth, families and consumers that we serve. Overall, this change has gone well on campus.

With the change to QRTP licensed homes, we have implemented several treatment options to be available for the youth. A comprehensive Day Treatment program has commenced and proved to effectively engage even the toughest of youth. Along with this new consortium of group home therapies, and the addition of another full-time therapist, our clinical department has undergone all the necessary training to implement Trauma ocused-Cognitive Behavioral Therapy with their individual clients. In addition, to TF-CBT, our therapists are also certified and trained in the Neurosequential Model, Dialectical

Behavioral Therapy, Cognitive Behavioral Therapy, Narrative Therapy and many more. We have found that being equipped with multiple clinical modalities allows for an individual analysis of the comprehensive treatment needs that each of our youth and families deserve.

As we continue to undergo these significant, but necessary programming changes, we want to make it known how much we value the inter-agency relationships and collaborations that we have developed and had the privilege to be involve in throughout the years. While our milieu will be slightly different, our mission remains unscathed. We vow to continue the work that our proprietor bestowed upon us and as a collective agency of treatment providers, we will continue our pursuit to inspire hope, to teach and to provide the best care for children, youth and families.

If you have any clarifying questions, concerns or treatment inquiries, please feel free to contact Kelly Gross or Kim Mullins.

The Marsh Foundation School

The Marsh Foundation strongly believes that education dramatically increases a youth's chances of being successful in the future. That is why The Marsh School provides a dedicated staff and strong, flexible curriculum to those living on campus, in foster homes, as well as special needs students from the community. The school is a chartered member of the Lincolnview Local school system and is overseen by principal Robbie Breese, M. Ed.

Instruction

The school is staffed by four full-time academic teachers, a librarian, art instructor and school secretary. Core curriculum classes are offered to each student along with music, technology, art and physical education. Each student takes weekly piano lessons and participates in school-wide recitals. The art room is an exceptional example of student creativity and imagination. The walls are a painted mural and colorful art projects fill the room with character.

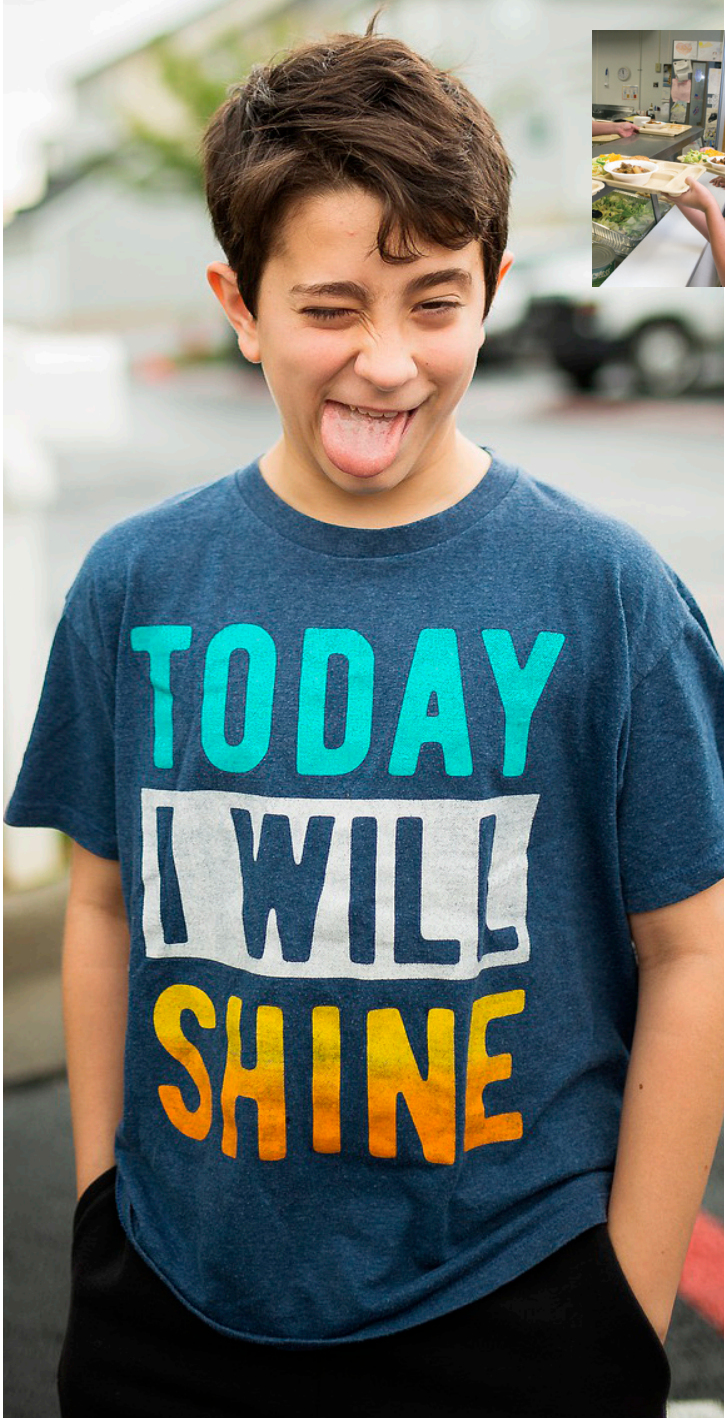
Academic teachers are assisted in the classroom by school family teachers who provide behavioral treatment in the classroom setting. They also provide a treatment bridge between the school and homes by monitoring and correcting behaviors and assisting with general academic functions. They are a vehicle for communication when the school day ends and students return to the house for the evening.

The difference

Students at The Marsh School attend for a variety of different reasons. Therefore, the staff members collaborate to meet a diverse range of educational needs. At the same time, students take the same standardized tests and have similar grading and graduation policies as other Ohio schools.

Because of the unique school structure, The Marsh School has the ability to tailor a student's schedule to help them earn the specific credits that may be needed for graduation. School staff routinely work with the youth's home school districts to ensure the best results for students.

Classrooms are no different than an average school in that they contain up-to-date technology and computers to assist students in the learning process. Various class workshops, such as a copper enameling art workshop, are an added bonus for students.





Foster Care & Adoption

The Marsh Foundation's Foster Care Program provides services to youth from birth to age 18 throughout Ohio.

Our trained foster parents provide care for youth of all ages who are in need of a safe placement. The goal of the Foster Care Program is to work directly with the youth and, whenever possible, their families to help them learn to deal with underlying issues.

Oftentimes, foster care is provided as a step-down service to youth within The Marsh Foundation's continuum of care. After meeting specific treatment goals within the group homes, youth can transition to Foster Care with the ultimate goal of permanent placement or reunification with family. However, The Marsh also serves community level children. This can include infants and toddlers who need a safe place to call home while their parents get needed help.

Different foster homes in our network offer specialized treatment options. A comprehensive independent living program is available to older youth who will soon be on their own. Budgeting, cooking and job searching skills are just some of the topics covered.

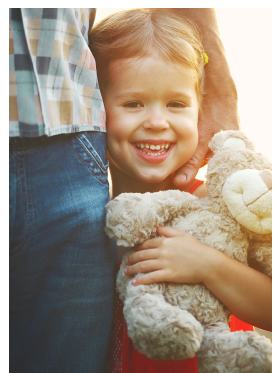
In addition, our clinical staff is highly involved with those in our foster homes and provide services as needed.

We need you!

Foster parents are needed. Parents can be married couples or single individuals. They receive 40+ hours of intensive training before having youth placed in their home and additional training throughout the year to maintain their license. Foster parents are also trained in the Teaching-Family model of care and make the decisions about which children are placed in their home. Consultants, assigned to each foster home, are available 24-hours a day, seven days a week. Substantial reimbursement is available to certified foster parents.

The Marsh is able to certify adoptive homes as well. This simplifies the process for those interested in adopting foster children and The Marsh can facilitate all required paperwork.

Contact us at 419.238.KIDS today!



A holistic approach

Business and Financials



Gary A. Corcoran



Gary L. Clay



Robert D. Gamble

The remarkable financial legacy of George and Hilinda Marsh remains a thriving foundation, licensed by the Ohio Secretary of State as a non-profit corporation. The original homestead of the Marsh couple and their daughter Katie (Marsh) Clymer still stands on campus.

The last will and testament of George H. Marsh directed a board of three trustees to oversee the foundation designed initially for orphan children of Van Wert and northwestern Ohio. The first three trustees, named on Sept. 6, 1921, were L.C. Morgan, H.L. Conn and O.W. Kerns. A total of 17 local citizen-leaders have served as trustees since the inception of The Marsh Foundation. Current trustees are Gary A. Corcoran, Gary L. Clay and Robert D. Gamble.

Investments and donations

The annual expenses of The Marsh Foundation are approximately \$5.8 million, of which approximately 54 percent is reimbursed from Title IV-E, Medicaid and county cluster payments. The other 44 percent is paid from the income generated from the assets of The Marsh Foundation.

The original restricted investment has retained its value measured by annual inflation rates by utilizing professional investment advisors and by contracting with local farmers to grow and sell corn, beans, wheat and popcorn on 2,600+ acres of The Marsh Foundation farm properties.

The Marsh Foundation also welcomes donations. Past donations have been earmarked for furniture

purchases, special trips and to assist in the renovation of group homes. Your giving will help continue the legacy of The Marsh Foundation. Charitable giving can be done in a variety of ways: cash donations, charitable trusts, life insurance or bequests in wills and living trusts. If you need more information, contact Jeff Grothouse, executive secretary/treasurer at 419.238.1695 ex. 120. He has been responsible for the Business Office since 2003.

A commitment

The management and staff of The Marsh Foundation do not take for granted The Marsh legacy, the successful history or its regarded position in child and family services. A recent audit by an outside professional agency concluded that the staff know and identify with the agency's mission and that job satisfaction is high, leading to long-term employment and stability for the youth.



The Marsh Homestead

The Marsh Foundation certifications and credentials

- Certified, Ohio Department of Job and Family Services
- Certified, Ohio Department of Mental Health and Addiction Services (OhioMHAS)
- Certified, Juvenile Sex Offender Program by the Ohio Department of Youth Services
- Accredited, Commission of Accreditation of Rehabilitation Facilities (CARF)
- Supportive Member, The Teaching-Family Association
- Member, Foster Family-Based Treatment Association (FFTA)
- Member, Ohio Children's Alliance
- Member, National Alliance on Mental Illness
- Eligibility, Title IV-E reimbursement
- Eligibility, Medicaid reimbursement for clinical services



From Our Point of View



Kim Mullins

Compassion and understanding

“The commitment of our staff is to support, encourage and recognize progress in the children we serve in an environment rich with heartfelt compassion and understanding. These dedicated adults teach and model strong character traits such as empathy, responsibility and trust. I feel privileged to watch and learn from so many talented and caring individuals.”

—Kim Mullins, *executive director*
Marsh Foundation Child and Family Services

“It is an honor for me to be part of an organization that is able to provide such great opportunities for our youth.”

Serving children, both today and tomorrow

“The pledge of the Business Office Division is to provide services that meet and exceed the expectations of the staff and children in the care of The Marsh Foundation. This dedicated staff provides meals, a safe clean campus environment, maintenance and repairs, bill paying and payroll. It is an honor to be part in the continuation of the Marsh Family Mission.

Today, The Marsh Foundation is very solid financially and I am very confident this Foundation will be financially solid for the next generations of children in need of the great work performed on this campus.”



Robbie Breese

Providing opportunities for success

“The Marsh Foundation School strives to meet the educational needs of our diverse student population. Our experienced staff does an outstanding job of providing a safe, conducive environment for student success in the school. We are committed to meeting the individual needs of our students as a collaborative unit. It is an honor and privilege for me to be a part of an organization that is able to provide such great opportunities for our youth.”

—Robbie Breese, *principal*
Marsh Foundation School



Jeff Grothouse

—Jeff Grothouse, *executive secretary/treasurer*
The Marsh Foundation

The Marsh Foundation
1229 Lincoln Highway
P.O. Box 150
Van Wert, Ohio 45891

Address return service requested



THE MARSH
FOUNDATION

Serving children and families since 1922

1229 Lincoln Highway, P.O. Box 150, Van Wert, OH 45891 | ph. 419.238.1695 | www.marshfoundation.org

About our cover: *The Marsh Foundation's new dining and fitness facility is now complete. An open house and ribbon cutting were held in the fall of 2021.*