Annual Report
Fiscal Year 2020
July 1, 2019 - June 30, 2020

Serving children and families since 1922
The Marsh Foundation Continues to Evolve

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 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.

“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
On behalf of The Marsh Foundation Trustees, it is my pleasure to share some of the accomplishments and activities experienced this past fiscal year. Ever mindful of our mission to inspire hope, teach and care for children and their families, our caring staff and wonderful foster parents have the dedication and heart to get the job done. As Trustees, it is extremely rewarding to watch our youth benefit from the teaching, counseling and love they receive in our group and foster homes. In our homes, the youth receive compassion, guidance and a path towards independence. The three directors reporting to the Trustees are Kim Mullins, Executive Director of Child and Family Services, Jeff Grothouse, Executive Secretary/Treasurer and Robbie Breese, Principal of The Marsh Foundation School. Under the effective leadership of our directors The Marsh Foundation stands out among its peers. The feedback from our constituents is consistently and overwhelmingly positive.

Fiscal year 2019-2020 is now history. History was certainly made as The Marsh dealt with the coronavirus the last half of the year. New terminology like “social distancing” became the norm. Hand sanitizing and wearing masks became our new way of living. As schools and businesses were shut down, The Marsh did everything possible to keep our employees and students safe. We were able to continue educating our youth and providing their needed services in the face of the pandemic. In the midst of the pandemic, our employees and management staff pulled together to weather this storm. As trustees, we could not be prouder of their achievements under such adverse conditions. The front-line health workers treating the Coronavirus outbreak have been called heroes. We have our own heroes that continued to educate and treat our youth while under unprecedented stress.

The year was eventful just like we expected. The new addition with a gymnasium, dining hall and kitchen was opened. It will provide many additional physical activities for our youth and staff. The former dining room has been converted to a fitness room. We are very excited about the physical and psychological benefits provided by these improvements. School Principal Robbie Breese and Executive Secretary/Treasurer Jeff Grothouse have invested countless hours into this building project. Their efforts have paid huge dividends and their leadership helped make this dream become a reality.

Kim Mullins, Executive Director of Child and Family Services, continues to lead the way as The Marsh Foundation transforms from a Group Home entity to a Qualified Residential Treatment Program – also known as QRTP. A QRTP is a specific category of non-foster family home setting, for which public child welfare agencies must meet detailed assessment, case planning, documentation and ongoing review and permanency hearing requirements for a child to be placed in and continue to receive federal Title IV-E funding. The changes to Title IV-E were made under the Family First Preservation Services Act passed by Congress in 2019. Our trauma-informed treatment model will facilitate family participation in a child’s treatment program, includes family outreach, requires documentation of how the child’s family is integrated into the child’s treatment, includes requirements regarding post discharge services and discharge planning and family-based aftercare supports for at least six months after discharge from placement. These changes are in part a strategy to reduce the reliance on group homes. As a QRTP, The Marsh must be licensed and nationally accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), or others approved by Health and Human Services. To become a QRTP is a monumental task. Mullins and her staff deserve all of the credit for the work, time and effort invested to accomplish this significant change. As always, we exist to help children and their families. To that end, we will always strive to be the best we can be and continue to evolve to meet the ever-changing needs of youth.

The talent and leadership of Mullins, Grothouse and Breese has allowed The Marsh to be the first choice of many child care agencies across the state of Ohio. We serve on average 20 counties throughout western and central Ohio. Mullins always has the needs of our youth as the top priority. Breese, his teachers and staff create an atmosphere of learning unmatched in an alternative setting. The youth are challenged in positive ways and experience what a fun learning environment is like. Grothouse and his staff provide for the physical needs of everyone on the campus. With safety as a priority, the building and grounds are meticulously maintained. The new gymnasium and dining hall addition provides the opportunity for nutritional meals and healthy exercise. The Trustees value the leadership provided by them and truly appreciate the talented and caring employees who are dedicated to serving our youth and lead them in a direction to have a productive and meaningful life.

The drug and alcohol abuse problems in our society cause a tremendous need for foster parents. Our Foster Care program has hired additional employees and acquired resources to help meet the demand. We are always in search of qualified and caring foster parents. They can provide the loving atmosphere and nurturing that has been missing in the lives of our foster kids. The parents are an integral part of our mission. Currently, we have an office in downtown Van Wert for our foster program. For additional outreach we are in the process of establishing an office in Auglaize County to better serve the needs of our foster kids.

The behavioral and emotional issues of our youth are addressed by our residential treatment and clinical services. In addition to our foster homes, the youth live in on-campus homes and attend The Marsh Foundation School. The Marsh school is a chartered member of the Lincolnview Local School District system and both have enjoyed their mutually beneficial relationship. We believe George and Hilinda Marsh would be proud of the results of their generous gift over 100 years ago to establish a home for needy children. In George Marsh’s last will and testament, he provided the financial resources to create a foundation to benefit youth. We have learned from Marsh family history George’s wife Hilinda had a large influence on his desire to help youth. George’s last wish was for the foundation to become an instrument of enduring and every increasing benefit to mankind.

The Trustees are proud to present our Annual Report. We thank you for having interest in our organization and mission. We continue to be thankful for George and Hilinda Marsh and their vision to help children. The Trustees are ever mindful of this vision and pledge to fulfill the mission and perpetuate the Marsh family legacy.

Respectfully submitted,
Bob Gamble
The Marsh Foundation Board of Trustees
On-Campus Living at The Marsh

The Marsh Foundation campus features three 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.
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 $2,465,668
Investment Income $988,164
Foster Care $856,229
Commercial Properties $525,435
Home Farm $224,683
Bridges (The Ohio Dept. of Job and Family Services and Child & Family Health Collaborative of Ohio) $198,292
Contributions $14,365
Total Support & Revenue $5,272,836

Expenses

Child & Family Services $3,396,465
Foster Care $976,580
School Campus $831,764
Support Services $368,441
Commercial Properties $321,941
Bridges (The Ohio Dept. of Job and Family Services and Child & Family Health Collaborative of Ohio) $173,811
Total Expenses $5,954,293

*A complete audited financial report is available upon request.

Our Numbers

Clients Served

<table>
<thead>
<tr>
<th>Group Home</th>
<th>Foster Care</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>55</td>
<td>74</td>
<td>16</td>
</tr>
</tbody>
</table>

Counties Served

They are:

Auglaize, Clermont, Darke, Defiance, Greene, Hardin, Henry, Licking, Logan, Marion, Mercer, Miami, Paulding, Van Wert, Warren, Williams

Days in Care

<table>
<thead>
<tr>
<th>Group Home</th>
<th>Foster Care</th>
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<tr>
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<td>12,884</td>
<td>23,078</td>
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The financial information included with this fiscal year 2020 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, 2020 and expresses an unmodified opinion on those financial statements as of June 30, 2020 and for the year then ended.

Our Staff

Child & Family Services

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<th>Clinical</th>
<th>Administration</th>
<th>Part Time</th>
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<tbody>
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<td>5</td>
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School

<table>
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<tr>
<td>4</td>
<td>5</td>
</tr>
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</table>

Business Office/ Grounds & Maintenance

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<thead>
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<th>Custodial/Cooks</th>
<th>Business Office</th>
<th>Grounds/Maintenance</th>
<th>Part Time</th>
<th>Trustees</th>
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</thead>
<tbody>
<tr>
<td>4</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>
Each year, consumers are surveyed about their experiences at The Marsh. This includes the youth. Here are some of their recent comments.

“Thank you for your help improving. I don’t know how I could do it without you guys and you make me happy even if I am in foster care. And I am grateful for your patience and help and we will still stumble and fall but God is with us. I think that all of you are doing a great job taking care of us.”

“The staff showed continued commitment to the youth and her treatment goals. They all gave her the individual support she needed to achieve her goals.”

According to Petersen, one of her biggest lessons while in the group home was that she had leadership potential. “One of the most impactful ways The Marsh Foundation changed the way I viewed myself, is that it framed me as a leader. For the first time, I understood that I was a leader and I led the young women through my choices and actions. A person’s behaviors can change an entire culture,” she said.

The lessons she took with her were many. This isn’t to say that all of Petersen’s difficulties were immediately and permanently resolved. She said she has realized that her reactions to situations are often severe. “Words of affirmation send me soaring while criticism pummels me to the ground. Neither reactions are healthy,” she said. Though this remains my greatest struggle to date, it was at The Marsh Foundation I became aware that my mom’s words in her times of mentally-ill-mania damaged me and I had, and still have, a lot to heal from.”

When asked for words of advice for today’s youth, she said that suffering can lead to positivity. “Adversity will sharpen you,” she said. “Use those sharp edges to sharpen yourself and others, rather than cut people the way people cut you. The things we do don’t have to be big and grand. Most of our glory is not found on the stages or when everyone is watching. It is hidden in our rooms, during the times it is easiest for the trauma to show its face.”
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 three full-time academic teachers, all with their master’s degrees, two of which are in special education. There are also music, art and library instructors. 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!
The remarkable financial legacy of George and Hilinda Marsh remains a thriving foundation, licensed by the Ohio Secretary of State as a nonprofit 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 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
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

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

“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.”

—Jeff Grothouse, executive secretary/treasurer
The Marsh Foundation
About our cover: The Marsh Foundation’s new dining and fitness facility is now complete. An open house will be planned as soon as Covid restrictions allow. About our then and now photos: Former director, and current historian, Ron Bagley passed away at the end of 2020. His contributions to The Marsh are immeasurable. In 2018, the campus’ auditorium was renamed The Bagley Auditorium in his honor.