

# Marshall-Starke Development Center, Inc.

2022

# ANNUAL REPORT

Marshall-Starke Development Center, Inc.  
1901 PIDCO Drive  
Plymouth, IN 46563

## C.E.O.'s MESSAGE

As we look back on 2022, there is a lot to be excited about. We continue to adjust to what our new normal is in regard to operating within a post-pandemic world. Vigilance is still required to mitigate the risks associated with Covid but little by little we are moving back to a more comfortable routine. Programmatically we are seeing increases in individuals being served in all our programs which speaks to the community need as well as the quality of our services.

2022 was a busy year in many different areas. Earlier in the year MSDC was awarded an Employment Transformation Collaborative grant by the State of Indiana. This 2-year grant awards MSDC with \$100,000 to participate in a statewide Collaborative that will be used to guide us towards the transformation of our workshop into a more robust community employment program. Also, as part of these transformation efforts, MSDC will have the opportunity to access an additional \$400,000 to design and implement a new model of providing services. Another very exciting opportunity occurred when MSDC was asked to partner with the state to be a part of a federal grant. Indiana was awarded a 13-million-dollar grant to strengthen and build capacity in its Supported Employment programs. This is a 5-year demonstration grant and MSDC is one of only 4 agencies to be asked to be a pilot site. It is exciting to be a part of a grant that will help redesign how services and supports are being offered. And, lastly at the end of the year, MSDC was able to take advantage of some American Rescue Plan dollars from the state to take part in the Direct Service Workforce Initiative. As an agency, we were awarded \$326,073 to be used to strengthen agencies and retain Direct Support Professionals (DSP). We chose to use this money to provide retention bonuses for our DSP's to be paid out six times throughout the year in 2023.

As we look to 2023, I am confident that the momentum that we experienced in 2022 will continue. As you will read in the program reports, there is much to be excited about. We are so thankful for the support of the communities in which we are a part of, and I invite you to join us as we continue to empower individuals and families to reach their full potential.

## EARLY CHILDHOOD VOCATIONAL EDUCATION

Last year marked the 15<sup>th</sup> year of our collaboration with the North Central Area Vocational Cooperative and Ivy Tech College to offer junior and senior high school students a professional pathway for Early Childhood Education. Upon successful completion of the two-year program the students earn 12 transferrable college credits and a Child Development Associate (CDA) credential. Last year 32 students from five area high schools participated in the programs.

Thank you to all that supported Marshall-Starke Development Center/Manitou Training Center including:

Medwise

United Way

Marshall County Community Foundation



### Board of Directors

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## Parent Involvement and Family Engagement

Our programs' two generational approach focus equal attention on parents and families. At the time of enrollment parents are asked to share their dreams and goals for themselves, children, and families. Every enrolled family is assigned a Family Resource Worker (FRW). The FRW uses a strength- based approach, respectful and sensitive to diverse family lifestyles and systems, to encourage parent involvement. The FRW possesses an extensive knowledge of community resources to link families with needed services to promote well-being. So often, the FRW serves as a critical source for support and comfort when crisis occurs.

Parents of enrolled children serve on Policy Council. Policy Council functions as a leadership body responsible for the promotion of parent involvement activities, designation of recruitment, selection and enrollment priorities, and the review of funding applications including budget planning for short- and long- term goals and objectives.

During the 2022 school year we offered parents a variety of training opportunities in addition to family fun activities. Training topics are suggested by Policy Council and parents are directly surveyed at the start of school year around their interests and needs. Topics that yielded the highest percentage of parent participation included: The importance of Routines and Schedules in Home Life; Clutter Free Living; Emotional Well Being and Self-Improvement; Budgeting 101; The Importance of Sleep; and Transition to Kindergarten. Special family events included nature walks, Book Exchange, Trunk and Treats, Canvas and Chocolate and Game Night.

We Learned that "Dads like "to do" and are more likely to participate when a male involvement activity involves building, designing, designing and make something together. In 2022 "Dads" with their enrolled children made and wrote personalized MY DAD and ME books.



## Adult Programs

Community Crossroads

Supported Living

Community Employment  
Services

## Community Crossroads

Adult Day Program offer consumers a variety of services, such as: Pre-vocational, Group Facility, Group Community, Day Habilitation Individual, as well as Participant Active Care and Respite. Consumers have the flexibility to choose services that they desire as well as benefit from. Each day can be made up of a variety of services and is driven by consumer choice. Consumers participate in a large variety of meaningful activities with a focus on work skills, volunteerism, academic retention, exercise, social activities and daily living skills. Our enrollment is currently 168 individuals.

MSDC's Rochester site, Manitou Training Center (MTC) also offers a full range of services. MTC is a smaller facility, with an enrollment of 29 individuals. Some consumers desire the smaller environment in Rochester, so we do offer transportation to/from Rochester daily for consumers that choose to attend services at MTC. We do meld the consumers from both sites at times throughout the year, creating one big, happy family!

Currently, MSDC continues to offer piece rate work to our consumers in Pre-vocational Services through our Department of Labor 14C Certificate. Piece rate work that is obtained from contracted work through area companies is another way to encourage choice for our consumers in earning a paycheck in an environment that they prefer. Due to WIOA legislation, some consumers under the age of 24 may not be eligible to earn a paycheck unless certain restrictions have been met. When Community Employment is not a consumer's choice, the piece rate option is a way to build on work skills and allows the consumer a feeling of self-worth, by earning a paycheck.

We are pleased to be able to provide door-to-door transportation to/from our centers for individuals living in Starke, Marshall and Fulton Counties. We also offer pick-up-points for those that live outside of those counties. Many consumers are utilizing those pick-up-points from St. Joseph, LaPorte and Kosciusko counties. Each year since 2014, MSDC has applied for, and received INDOT grants that pay 80% of the cost of up to four new vehicles per year. In the 2022 INDOT Grant, MSDC was awarded 4 new vehicles. The INDOT grants have made a tremendous improvement in the safety and reliability of our fleet of more than 29 vehicles, all used daily to meet the needs of individuals with disabilities.

MSDC offers Employment Services to individuals with disabilities that are seeking community employment. Current enrollment in this program is 33 individuals. Our two Employment Services staff's goals are to prepare, obtain and retain work for individuals in community jobs. Most consumers will need on the job supports for a period of time, and then perhaps a small amount of follow-along support after the person is stabilized in a job.

## Head Start/Early Head Start Enrollment and Average Attendance

### Average Attendance for the 2021-2022 School Year

Our Head Start and Early Head Start programs maintained full enrollment throughout the 2021-2022 school year. The culminative enrollment was 239 children 0-5 years of age representing 25% of eligible children residing in our service area. The monthly average attendance ranges from 92%-95%.

## Community Employment Services

MSDC offers Community Employment Services to individuals with disabilities that are seeking community employment. Current enrollment in this program is 38 individuals. Our two Employment Services staff's goals are to prepare, obtain and retain work for individuals in community jobs. Most individuals will need on the job supports for a period of time and then perhaps a small amount of extended service support after the person is stabilized in a job. In fiscal year 2022-2023, 65 Individuals were served in Marshall-Starke Development Center's Community Employment Services. The majority of individuals were residents of Marshall and Starke county, followed by Fulton County.

Average hourly wage \$10.55

Average number of Individuals 36-38

22 Placements

### Current Employers

Lowe's	Taco Bell
First Federal Savings Bank	Indiana Berry, LaPaz
Knox Community Schools	Kroger's
Salvation Army	Goodwill
Hacienda Restaurant	
Culver Military Academy	
Marshall-Starke Development Center	
Modern Materials, Rochester	
McDonalds, LaPaz, Argos, Bremen	
Bell-Mart Lakeville, Bremen	
McDonald's Plymouth, Rochester	
Bourbon Street Pizza, Walkerton	
Indiana Berry, Lapaz	
Cabinet Works, Culver	
Dollar Gen., Ply, Knox, Hamlet	
North Judson Schools	

## Supported Living

2022 was a year full of ups and downs as we continued to navigate COVID-19 and staffing shortages. As we navigated through both challenges, we maintained our focus on providing the best residential services to those individuals living in our homes. We strive to help aide individuals with disabilities to live as independently as possible with staff support. 2022 blessed us with a full residential department (17) with no vacancies. This has allowed us the opportunity to investigate creative and innovative opportunities to expand our services that is currently ongoing. It is with great pride that we make a high priority to work diligently on empowering the individuals that we serve by ensuring the health, safety, and welfare of the individual, and to assist in the acquisition, improvement, and retention of skills necessary to support them to live as independently and successful as possible in their own home. To do this, we prioritize creative and innovative outreach for staffing prospects, as well as training and teaching opportunities for our current staff. The goal in this is for our staff to learn and feel empowered to provide to best services to help our individuals achieve the most promising of results. We were please to see progress in this in 2022 and ongoing.

nation's Head Start programs due to staff shortages. In order to maintain preschool services, and not close classrooms, we demonstrated ingenuity and resiliency, and many staff and managers assumed additional responsibilities to keep our classrooms open and staffed with qualified personnel.

The pandemic impacted the mental wellness of staff, children, and parents. The isolation experienced by children and their families contributed to heightened separation anxiety and pronounced delays in social and emotional development. On-site therapeutic services for children were ramped up. The program's licensed mental health consultant and social worker increased individual child observations to assist teachers with the development of individualized behavior intervention plans. Community mental health agencies to deliver on-site skills training and individual follow-along in the classroom. In response to these new challenges staff received intensive training around trauma informed practices and adult resiliency from our licensed mental health consultant. The program offered flexibility to families who reported a five-day school week as overwhelming and difficult to navigate.



## **Division of Children's Services: Head Start, Early Head Start and Early Childhood Vocational Education**

### **Introduction**

Marshall Starke Head Start, established in 1984, serves 148 children three to five years of age offering a high-quality center base comprehensive Pre-K program. Our Early Head Start program established in 2002, is home-base and serves 40 infants and toddlers inclusive of expectant mothers. Our service area is Marshall and Starke counties.

The combined enrollment is 188 children 0-5 years of age inclusive of children with diagnosed disabilities and expectant mothers. Our Head Start and Early Head Start programs address the needs of the whole child and the whole family and believe every child, regardless of circumstances at birth, has the ability to reach their full potential.

### **2022 Highlights**

In 2022 our Head Start and Early Head Start programs reinstated in-person services. Our programs are among the few Head Start Programs, during the pandemic, to maintain funded enrollment. Innovative recruitment strategies were used to compensate for the loss of conventional channels due to partnering offices and agencies operating remotely. American Rescue Plan (ARP) funds made possible the purchase of yard signs, car decals, brand clothing, renting of changeable copy signs throughout the service area to name a few novel recruitment strategies. We entered school bus in local parades decorating the bus with colorful balloons and banners. Head Start employees trailed the bus passing out novelties and recruitment fliers. We increased our presence in the community by serving on various advisory councils to heighten awareness of our programs.

Also, to our credit, we did not close classrooms as did the majority of

## Child Outcome and School Readiness Data

Data are collected in the fall, winter, and spring of the school year at approximately 10-week intervals.

At the conclusion of the school-year we “graduated “69 children to kindergarten. All the kindergarten bound children made gains across all domains of learning. In the domain of *Approaches to Learning*, which refers to motivation and behavioral aspects of learning, 100% of the children demonstrated skills at the intermediate and advance levels. The percentage of kindergarten eligible children demonstrating skills at the intermediate and advanced levels in each of the domains is: Creative Arts 95%; Early Math 78%; Language 92%; Literacy 82%; Logic and Reasoning 95%; Nature and Science 80%; Physical Development and Health 100%; Social and Emotional Development 98%; Social Studies 89%; and Technology 75%.

Outcome Measures for Early Head Start infants and toddlers showed developmental progress and growth throughout the year.



## Financial Information

July 01, 2020 to June 30, 2021

### REVENUE

Program Services	\$4,165,708.33
HS/EHS	\$2,099,694.47
USDA	\$ 48,001.40
Public Support	\$ 57,452.66
Other	\$ 149,219.84

### SOURCES OF REVENUE

State/Local Government	\$4,165,708.33
Federal Government	\$2,147,695.87
Other	\$ 206,672.50

### EXPENSES

Program Services	\$3,435,322.55
HS/EHS/USDA	\$2,092,998.87
Administration	\$ 596,738.07

# **Children's Programs**

**Head Start**

**Early Head Start**

**Early Childhood  
Vocational Education**

## **Preparation for Kindergarten**

Our Head Start and Early Head Start programs take a comprehensive approach to prepare children for kindergarten. The programs provide a variety of learning experiences to help children grow intellectually, socially, and emotionally. Learning objectives are individualized to address each child's unique needs. The programs provide health services, either directly or by referral, including immunizations, dental, medical, mental health, nutritional services are early identification of a health/learning concern. Transition activities engage parents in the planning process for their child's entry into kindergarten. The comprehensive two generational approach for parent and child centered services helps to prepare children and families for success in life.

## **Monitoring Reviews**

Our Head Start and Early Head Start programs are continuously monitored by county, state, and federal authorities. From March 7, 2022 to March 11, 2022 the Administration for Children and Families conducted a focus Area Two monitoring review of our Head Start and Early Head Start programs. The five day review examined 12 program management, planning, and oversight systems that are critical to high-quality service delivery. The review noted two areas of concern in Fiscal operations where program performance did not meet applicable Head Start Program Performance Standards, regulations, and policy requirements. Technical Support from the Office of Head Start was requested and received to aid in the drafting of a corrective action plan.

Local Health department and state fire and bus inspections reported to no findings. The licensing Office of Out of School Learning certified our Head Start program a quality rating of level three having demonstrated the knowledge and skill necessary for planning appropriate activities and opportunities that lead children toward school readiness. Furthermore, the quality rating of level three acknowledges a significant investment in professional development of staff and the incorporation of family and staff input into the program.