



ENDURING COMMITMENT.
LIFELONG **IMPACT.**

2025 ANNUAL
REPORT



FAMILY & CHILDREN
SERVICES A SOURCE OF HOPE

CREATING TRANSFORMATIONAL CONNECTIONS

A Letter from Our Chief Executive Officer

At Family & Children Services, our work begins and endures within relationships.

Across every service and every interaction, one truth guides us: lasting change happens when people feel connected, understood, and supported over time. Relationships are not just part of what we do, they are how we do it.

This belief is not only organizational; it is personal. I started working at Family & Children Services 31 years ago as a home-based therapist. As a licensed clinician, I experienced working directly with children and families in their homes, walking alongside them through some of their most challenging moments. I have also experienced this organization as a staff member and understand both the demands of the work and the importance of feeling supported while doing it. That perspective continues to shape how I lead today.

Whether it's a child finding safety and belonging through adoption, a family accessing care through Medicaid-supported services, or a young person discovering trust through summer enrichment, each experience is rooted in connection forming the foundation for lifelong impact.

Our approach is intentionally relationship centered. Through trauma-informed care, we meet individuals with empathy, patience, and clarity. We create space where children and families can pause, reflect, and reconnect to themselves, to each other, and to their communities.

That same commitment extends to our staff. I know that the ability to build strong relationships with families depends on whether staff themselves feel supported. That's why we continuously invest in our team providing tools, training, and care.

When families are strengthened, children are cared for and protected. This becomes the foundation for lifetime success and we are here for the journey.

The future of our community depends on how we care for children and families today. This work requires a shared commitment, sustained investment, and a belief in every family. The Board at Family & Children Services is one of our partners in this work. Brian Hudson concluded his seven-year tenure as Board President at the end of 2025. Since 2019, Brian provided steadfast leadership and thoughtful guidance, including his support as I began my role as CEO. We are grateful for his commitment to Family & Children Services and the impact of his leadership. We are pleased to welcome Carrie Morrow as our new Board President beginning in 2026. Carrie has been a dedicated Board Member since 2016 and has supported the organization alongside her husband and children. We look forward to her leadership in this new role.

Together, families, staff, Board, and community, we are helping to build a system and a community where all children are safe, families are strong, and lasting change is possible. ■

Diane L. Marquess



Left to Right:

Brian Hudson, past Board President; Diane Marquess, CEO; Carrie Morrow, Board President

A NEW PATH FORWARD FOR YOUTH

In the years during and following the COVID-19 pandemic, Kalamazoo County faced significant staffing shortages in its secured juvenile detention facilities.

At the same time, youth who had committed less serious offenses often had nowhere else to go. Too many young people who needed guidance, structure, and support, not confinement, were left with limited options.

Because of community partnership and forward-thinking leadership, that reality is changing.

In 2025, Family & Children Services partnered with Kalamazoo County to reimagine Glen's House as a community-based alternative to secure detention. The program offers youth a safe, structured place to pause, reflect, and begin moving forward, while staying connected to their families, schools, and communities.

This local effort aligns with a broader shift across Michigan, including legislation passed in 2023 encouraging alternatives to detention and increasing reimbursement to counties that invest in community-based solutions. The goal is clear: improve outcomes for youth, reduce repeat offenses, and address the root causes behind behavior rather than defaulting to incarceration.

At Glen's House, that vision is already taking shape.

When a young person enters the system, a screening process helps determine the most appropriate next step. For those who come to Glen's House, the focus is not just on accountability but on stability, support, and opportunity.



**Images do not represent Glen's House clients.*



Chad A. Kewish, Circuit Court / Probate Court Administrator for Kalamazoo County, emphasizes the importance of these approaches.

"Developing programs to avoid youth from entering the criminal justice system in the first place positively affects both the youth and the community. The prognosis for youth diminishes greatly once they're in the system — not just immediately, but for their entire life. Community-based programs like Glen's House, which are proactive rather than reactive, keep kids out of the system and give them more hope for their future," said Kewish.

Every day, Glen's House is creating that hope by offering young people the chance to regroup, refocus, and choose a different path forward. The impact extends far beyond each individual youth.

Families are strengthened. Futures are rewritten. Our entire community becomes safer and more resilient.

As the program grows, other counties across Michigan are taking notice. What's happening here is more than a program; it's a model for how compassion, accountability, and community investment can come together to create lasting change. ■

HOPE CHANGES EVERYTHING

At Family & Children Services, we are reminded every day that the stories behind our work are rarely simple or neatly resolved. They unfold over time and are shaped by loss, resilience, and the steady presence of people who refuse to give up.

This year, our theme, **Hope is Contagious**, comes to life through one child's journey. His story reflects both the complexity of trauma and the power of unwavering commitment.



John* entered foster care at just seven years old after experiencing years of instability, substance exposure, domestic violence, and unmet basic needs. His early life was shaped by generational trauma and compounded by experiences no child should endure.

Over the next seven years, John moved through more than twenty-five foster care placements. Each transition reinforced a painful truth: nothing in his world felt certain or lasting.

His behaviors, which were often intense and sometimes unsafe, were not without reason. They reflected a child navigating overwhelming grief, fear, and disconnection. Diagnoses of PTSD, Reactive Attachment Disorder, and Major Depressive Disorder only begin to capture the depth of his needs. He cycled through services, hospitalizations, and residential placements, at times unable to remain safe even in highly structured environments.

For the staff who supported him, the work carried its own weight. Secondary trauma was real, and the challenges were constant.

**And yet, this is not a story of failure.
It is a story of persistence.**

It is a story of showing up again and again when progress was fragile, slow, or invisible. It is the story of professionals who balanced accountability with compassion, and of a system that continued to believe stability was possible. Most importantly, it is the story of a child who, despite every reason not to, kept cautiously reaching for connection.

At the heart of John's journey was consistent, specialized support, including a dedicated foster care worker who remained by his side through some of his most difficult moments. In a life marked by constant change, that relationship became a rare and powerful source of stability, demonstrating the lifelong impact of simply not walking away.

That same commitment was ultimately matched by an adoptive family who chose John, fully aware that the road ahead would not be easy or predictable. They met him where he was, creating space for honesty, struggle,



and growth. They understood that healing is not linear, and that trust is built slowly, often through setbacks.

Even in the months leading up to adoption, John's fears surfaced in powerful ways. But within those moments were opportunities for connection, for reflection, and for hope to take root.

When adoption day arrived in November 2025, it did not mark the end of John's challenges. But it marked something just as meaningful: permanence.

For the first time, John belonged to a family that chose him not for who he might become, but for who he already was.

His story reminds us that hope is not always found in clear milestones or easy outcomes. Sometimes, hope is endurance. Sometimes, it is the willingness to hold safety for someone who cannot yet hold it themselves. And often, it is found in the collective commitment of people who refuse to let go.

Hope is Contagious is not just a theme, it is something made real every day. It lives in the dedication of staff who continue despite the emotional toll, in families who open their homes and hearts, and in youth like John who begin, over time, to believe in the possibility of something different. Because of this work, and because of the support of this community, hope spreads.



**And for children like John,
hope changes everything. ■**

**Name and likeness were changed to protect the client.*

Stories like John's remind us that one family's enduring commitment can change the trajectory of a child's life forever. Every child deserves the safety and stability of a family, yet the need for foster families continues to grow at a heartbreaking pace. Foster parents provide far more than temporary shelter; they offer hope, healing, and the foundation for a lifelong impact that extends well beyond childhood. We remain committed to recruiting compassionate families willing to open their homes and lives to children who need them most. If you are interested in becoming a foster parent, email fostercareinquiry@fcsource.org to learn more.

BUILDING TRUST & CREATING CONNECTION

Trust-Based Relational Intervention (TBRI) is transforming how professionals and caregivers understand and respond to children who have experienced trauma. This attachment-based, trauma-informed approach is grounded in neuroscience, attachment theory, and sensory research. TBRI helps adults see behavior not as defiance, but as communication of an unmet need.

“At its core, TBRI proves that what may appear to be willful disobedience is often the result of a child’s brain and body responding to past trauma,” according to Allison Bland, Director of Operational Excellence at Family & Children Services and a TBRI Practitioner.

“Instead of asking, ‘What is wrong with this child?’ caregivers are encouraged to ask, ‘What happened to this child?’ and ‘What need is not being met?’”

“This shift in perspective is powerful,” she said. “Because of the brain’s neuroplasticity – the ability to change and adapt – consistent, safe, and nurturing relationships can help rewire neural pathways and support healing over time.”

TBRI is built on three core principles: **connecting, empowering, and correcting.**

First, caregivers focus on building trust through attunement, eye contact, and meaningful interaction. Next, they ensure a child’s physical and sensory needs are met, including nutrition, hydration, movement, and regulation. Only then can correction happen in a way that preserves connection and teaches appropriate behaviors.

This approach challenges traditional discipline models. While consequences and reward systems can be useful, they are not enough on their own.

For children who have experienced trauma, relationships are the foundation. Without trust and connection, correction alone rarely leads to lasting change.

Family & Children Services is committed to embedding these trauma-informed practices across the organization. With the support of grant funding, staff have become certified TBRI Practitioners, bringing this research-based approach directly to our teams and ultimately to the children and families we serve.

The impact of TBRI is expanding across our programs, from Foster Care Licensing and Adoption, to Residential Services, FACT, Case Management, and agency leadership. This shared framework ensures that families experience consistent, compassionate care no matter where they enter our system.

TBRI also equips caregivers with practical tools to support self-regulation. Trauma can disrupt a child’s ability to manage stress, but simple strategies like movement breaks, hydration, or calming techniques can help restore a sense of safety and control.

Ultimately, TBRI reminds us that healing happens with relationship. When children experience connection, empowerment, and compassionate guidance, they gain more than improved behavior. They gain trust, resilience, and the opportunity to thrive. ■



Allison Bland
Director of Operational Excellence

STRENGTHENING THE FOUNDATION OF CARE

Every day, the Family & Children Services team works alongside children, families, and individuals navigating trauma, stress, and crisis. In these moments, technical skills are not enough. The emotional health, resilience, and self-awareness of those providing care are essential.

That's why we began implementing the Emotional Quotient Inventory 2.0 (EQ2) model as part of a broader commitment to supporting the emotional well-being of our staff in 2025.

EQ2 is a research-based model that helps individuals understand and strengthen their emotional intelligence across areas such as self-awareness, relationships, decision-making, and stress management. Rather than focusing only on performance, EQ2 gives staff the tools and language to better understand their internal experiences and how those experiences shape their interactions with others.

For staff working in high-stress environments, this awareness is critical. In the middle of a difficult moment, EQ2 encourages a powerful pause: How am I taking care of myself right now?

By recognizing their own emotional state, staff can respond with greater calm and intention, rather than reacting based on stress or fatigue. This not only supports each employee but also leads to better outcomes for those they serve.

"This work tells staff, 'We see you. We know this is hard, and we're grateful you're here,'" said Alicia Cunningham, Family & Children Services Clinical Services Supervisor and EQ2 Trainer.

EQ2 also creates space for reflection. Through guided exercises and structured debriefing, staff can process challenging situations, identify triggers, and build strategies for the future. Over time, this strengthens self-regulation and reinforces a culture where emotional awareness is seen as a strength.

Family & Children Services is working to train supervisors across the agency in the EQ2 model, ensuring teams have consistent support and a shared language for navigating stress and professional boundaries. This investment helps build a more connected, psychologically safe workplace and one where staff feel seen, supported, and equipped.

With the inclusion of accessible tools, such as guided meditations and skill-building exercises, EQ2 allows staff to continue practicing these strategies beyond formal training.

By investing in emotional intelligence, Family & Children Services is strengthening the foundation of care across our organization. When staff feel supported and regulated, they are better able to show up with patience, empathy, and clarity, creating stronger relationships and more opportunities for healing. ■



Alicia Cunningham
Clinical Services Supervisor

"It shows that we are striving to give our staff the same care they provide to others," Cunningham added.

2025 FINANCIAL HIGHLIGHTS

Last year, our financial resources continued to reflect a strong alignment with our mission: supporting the safety and well-being of children, individuals, and families. Through thoughtful stewardship and strategic partnerships, we ensured that the majority of our funding directly supported those we serve.

A significant portion of our revenue, 62%, was provided through the Michigan Department of Health and Human Services, underscoring the importance of our public partnerships in sustaining critical services.

Payments to foster parents were 13%. Additional support came from a diverse mix of sources, including 11% from Community Mental Health entities and another 11% from our agency's restricted and endowment funds and grants. The remaining 3% was generated through service contracts, fees, and insurance reimbursements.

A strong network of public partners, community collaborators, and generous donors makes our work possible and creates a diversified funding base, allowing us to remain responsive to community needs while maintaining financial stability.

Our expenses reflect a clear priority: delivering high-quality, direct services to children and families. The largest share, 80% of our budget, was invested in the professionals who make our work possible, including social workers, clinicians, and foster parents who provide essential care and support.

Additional investments ensured that services remained accessible and effective. These included 4% for direct client assistance and specialized support such as nursing and professional services, 5% for maintaining safe and welcoming facilities, 3% for professional liability and property insurance, and 2% for staff mileage to reach families across our

MENTAL HEALTH CARE FOR ALL

In a landscape where mental health care is often limited by cost, coverage, and long wait times, Family & Children Services has made a clear and unwavering commitment: care should be available to everyone who needs it.

That commitment is reflected in a defining choice of our Counseling Center. Even though there are many therapists in the community, only a fraction are realistically accessible to Medicaid clients for outpatient mental health counseling, which is why the system feels so constrained.

Every therapist we partner with shares a deep commitment to serving individuals and families who are too often overlooked or underserved. It means meeting people where they are, and ensuring that access to care is never determined by insurance type. In a system where barriers can feel overwhelming, we are working intentionally and persistently to remove them.

In 2025, we took an important step forward by expanding our Counseling Center from three counselors to eight. This

growth was not just about increasing capacity—it was about increasing access. With more clinicians available, we are reducing wait times and moving closer to a community where timely, compassionate mental health care is within reach for all.

We know that mental health is not an isolated need, it is the foundation for stability. When individuals have access to care, they are better able to maintain employment, secure housing, and build meaningful relationships. They gain the tools to navigate challenges, strengthen resilience, and move forward with confidence.

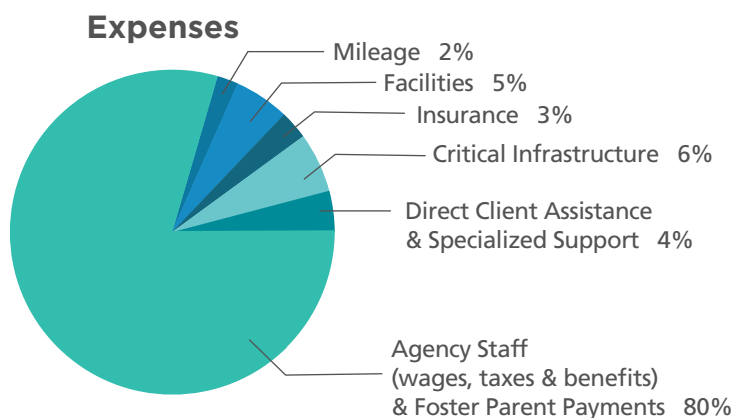
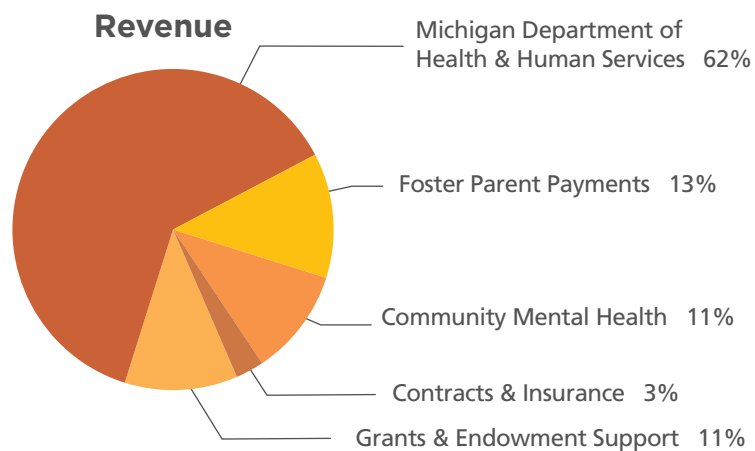
The impact extends far beyond each individual served. Families grow stronger. Communities become more stable. And hope becomes more possible.

Our work is grounded in the belief that everyone deserves that foundation. By expanding access, investing in compassionate providers, and remaining steadfast in our mission, we are creating pathways to well-being that can last a lifetime. ■

service area. The remaining 6% supported critical infrastructure, including technology, equipment, and communication systems that enable our teams to work efficiently and securely.

Every dollar entrusted to our organization translates into meaningful impact. We served more than 4,600 individuals in 2025, providing stability, care, and opportunity through foster care, adoption, residential services, mental health support, and family strengthening programs.

As we look ahead, we remain committed to responsible financial stewardship, continued investment in our workforce, and expanding our capacity to meet the growing needs of the communities we serve. Together with our partners and supporters, we are building stronger futures for children and families. ■



POSITIVE OUTCOMES FOR OUR COMMUNITY

At Family & Children Services, we believe real change happens through consistent support that adapts as lives evolve.

Our continuum-based model allows us to walk alongside individuals and families across multiple levels of care, managing long-term trajectories rather than short-term moments.

Each year, we serve more than 4,600 individuals, over half of whom are children. The majority live at or below 200% of the federal poverty level. Nearly half (47%) live with a physical or emotional disability.

Many face additional challenges, as 24% identify as LGBTQ+ and 18% are experiencing homelessness or housing instability.

These numbers reflect not just need, but the importance of staying committed to their needs.

- For families in crisis, our **family preservation** and **parenting support services** strengthen stability and prevent unnecessary separation to build a foundation not just for today, but for the future.
- When children cannot remain at home, our **foster care** and **adoption programs** provide safety, belonging, and permanence, especially for youth who need affirming, stable environments.
- Through **home- and community-based services**, **outpatient counseling**, and **residential care**, we support long-term mental health and healing—meeting individuals where they are and staying with them as needs change.

In a world where disconnection often shapes how care is experienced, our continuum creates something different: continuity, trust, and lasting change. ■



Maggie's Garden

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GIVING & GROWING WITH PURPOSE

For many years, Jim Woodruff marked the holiday season with a meaningful tradition — visiting Family & Children Services to make a generous donation in honor of his wife, Maggie.

After Maggie lost her battle with cancer in December 2023, Jim sought a lasting way to celebrate her life and passions. Her deep love for children and nature inspired a permanent tribute — Maggie's Garden.

Maggie's Garden is a welcoming outdoor space that blends natural beauty with thoughtful design. Created to encourage sensory engagement, accessibility, and connection with nature, it supports the physical, emotional, and social well-being of the children and families we serve.

The space has quickly become a valued extension of our Counseling Center, offering a peaceful setting for reflection and connection. For instance, a 12-year-old client found joy in picking green beans to share with his grandmother, who once loved gardening but can no longer do so.

Inspired by moments like these, staff and clients at Gail's House are planning their own contributions to the garden this year.



The Woodruff Family

At Family & Children Services, there are many ways to give. The Woodruff family chose to create something lasting — a living tribute that continues to grow, nurture, and inspire. ■

Please consider supporting Family & Children Services in a meaningful way. Our team would be happy to explore ideas and opportunities. Please contact **Courtenay VanderMolen, Director of Resource Development, at 269.488.7936.**

SPREADING JOY BY SHARING BOOKS

Emily Gardner, a dedicated member of our Board of Directors and Development Committee, understands the vital role reading plays in a child's development. She is also aware of the barriers many families face in accessing diverse, high-quality books.

Two years ago, she was introduced to Family & Children Services by board president, Carrie Morrow.

"I was immediately inspired by the organization's 'Hope is Contagious!' culture," Emily shared.

That sentiment inspired her to begin collecting books for our clients.

"What began as a small book collection effort for a Back-to-School picnic quickly grew beyond expectations,

with donations pouring in from friends and neighbors. I see the joy people have when sharing from their abundance proactively and meaningfully as well as the agency's joyful receipt during my weekly drop-offs," she said.

With more than 4,000 books collected, Emily's efforts highlight the myriad of ways individuals can make an impact on the lives of our clients and community. ■

If you have books to share or an idea of a way you can support Family & Children Services with your time and talents, please contact **Courtenay VanderMolen, Director of Resource Development at 269.488.7936.**

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This Annual Report recognizes those who gave between January 1, 2025 – December 31, 2025. While every attempt was made to report names accurately, please accept our apology if we have made an error. If you would like a change in the way your name is reflected in future reports, please contact the Development Office at 269.344.0202. Our most sincere appreciation to everyone who contributed to Family & Children Services throughout 2025.

- * Funds are held at the Kalamazoo Community Foundation
- ** Funds are held at the Battle Creek Community Foundation
- ^ All or a portion of this gift was made to the Summer Enrichment Program

IMPROVING LIVES TAKES MANY FORMS

The ways to support Family & Children Services are as diverse as the individuals and families we serve.

HANDLE WITH CARE Annual Fund is a unique safety net providing agency clients with basic needs and critical services where there is no other source in the community.

Our **Summer Enrichment** program provides opportunities for children served by the agency to participate in activities over the summer, including day and overnight camps, academic tutoring, art and music classes, sports, and more.

Holiday Giving matches client families and children with individuals, schools, community groups, and corporate donors to provide holiday gifts and gift cards over the holiday season.

Our **Year-Round Pantry** collects in-kind gifts from the community to support client needs such as blankets, bedding, coats, household items, personal care products, diapers, back-to-school items, toys, and books.

Visionary Club donors provide planned gifts to support future generations of children and families.

To make a gift, please contact **Courtenay VanderMolen, Director of Resource Development** at **269.488.7936**. ■



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