TRUE SERVICE INC.

REACHING OUT TO OTHERS

FINAL YEAR-END PROGRAM REPORT

Healing Communities - Station of Hope

FISCAL YEAR 2025-2026

July 1, 2025 - June 30, 2026

DOCUMENT STATUS

Board & Leadership Review Copy

Compiled from the submitted FY25-FY26 United Way year-end questionnaire.

REPORTING PARTNER

United Way of South Central Michigan | Capital Area

01 / EXECUTIVE REVIEW

Executive performance snapshot

For the fiscal year ending June 30, 2026, True Service Inc. reported the delivery of individualized stabilization and economic-mobility support through Healing Communities - Station of Hope. This report presents the results documented in the final year-end questionnaire submitted August 17, 2026. It does not combine results from the earlier 2024-2025 grant period.

33
UNDUPLICATED
Participants served

60
PRIMARY TARGET
Participants planned

55%
TARGET REACH
33 of 60 planned

What the reporting record establishes

The program supported people confronting overlapping barriers: housing insecurity, low income, disrupted family connections, justice-system involvement, unemployment, transportation limitations, and limited access to coordinated services. Program activities included case management, mentoring, life-skills coaching, financial empowerment, employment support, housing navigation, advocacy, and referrals to other providers.

What the results mean

The 33-person unduplicated count reflects actual reported program reach in the designated fiscal period. It is not a count of every contact, referral, event attendee, or individual reached by wider outreach. The submitted report identifies progress toward participant goals but does not supply verified aggregate counts for job placements, permanent housing outcomes, or family reunifications in this specific fiscal year.

INTERPRETATION STANDARD

Results and spending figures in this report are attributed to the organization's submitted year-end questionnaire; they have not been represented as audited financial statements or independently validated evaluation findings.

02 / PROGRAM FRAMEWORK

Purpose, population & approach

Operating purpose

Healing Communities - Station of Hope was designed to help individuals and families move from immediate destabilization toward sustained participation in employment, housing, family life, and community systems. The approach treated reentry, financial hardship, family disruption, and unstable housing as interconnected rather than isolated challenges.

Priority population

- Justice-impacted individuals and families. Participants seeking stronger community connections, pathways to employment, mentoring, and assistance navigating reentry-related barriers.
- Households experiencing financial insecurity. Residents whose earnings or resources were insufficient to sustain basic needs, including households identified as part of the ALICE population (Asset Limited, Income Constrained, Employed).
- People facing housing instability. Individuals requiring housing-resource identification, referrals, and stabilization planning rather than an unsupported claim of direct housing placement.
- Residents seeking economic mobility. Participants requiring workforce preparation, financial skills, entrepreneurship assistance, and individualized goal-setting.

Core service method

The submitted report describes a relationship-centered model built on individualized assessment, goal planning, ongoing contact, referral follow-through, supportive partnerships, and engagement in practical skill development. This style of service is particularly relevant to participants whose immediate safety, transportation, employment, and financial needs may interfere with consistent participation.

SCOPE OF THIS REPORT

This review describes the Healing Communities - Station of Hope program for July 2025-June 2026. Broader organizational initiatives in planning or development are not presented as completed services or fiscal-year outcomes.

03 / SERVICE DELIVERY

Program services delivered

01

Stabilization & resource navigation

Case management, referrals, essential resource connections, advocacy, and individualized support plans for people facing poverty, crisis, or housing uncertainty.

02

Workforce & employment readiness

Job-readiness support, workforce-development connections, mentoring, practical goal-setting, and assistance removing barriers that interfere with employment.

03

Financial capability & entrepreneurship

Financial education, economic mobility coaching, business-startup support, and referrals connecting participants to opportunities for self-directed income generation.

04

Family & community reconnection

Support for restoring social and family networks, mentoring, resource coordination, and community reintegration following incarceration or destabilizing life events.

05

Housing-resource navigation

Guidance identifying available housing resources, assistance navigating referral systems, and supportive planning when affordable housing options were limited.

SERVICE-COUNT LIMITATION

The source confirms these service categories but does not provide a complete, validated service-by-service count for FY2025-2026. No missing counts have been estimated.

04 / MEASURED PERFORMANCE

Participation and indicator review

Primary reach measure

The principal program indicator records 33 unduplicated participants served against a planning figure of 60. This represents 55% of the stated primary target, or a shortfall of 27 participants. The same submitted report explains that a grant modification anticipated a lower level of service and notes that the 33-participant result was consistent with that modification.

PARTICIPATION AGAINST PRIMARY PLAN | 33 / 60



Reported participant contact status

The agency reported the following contact-status percentages based on unduplicated clients. The source totals 99%, which may reflect rounding; these categories are not independently reconstructed as participant counts.



Desired contact level	**60%**
Not at desired contact level	**9%**
Engagement still in process	**30%**

Interpreting the program targets

Other indicator pages in the source show projected values of 60 and 200 for different questions and include inconsistent form labels. Accordingly, this report uses 60 only for the specifically identified primary participation comparison, not as a universal denominator for every outcome. Any cross-indicator analysis should be reconciled against the original grant agreement and approved modifications.

EVIDENCE STATEMENT

The outcome record confirms program reach and services accessed. It does not provide sufficient verified data to calculate FY2025-2026 recidivism reduction, employment placement, permanent housing placement, or family-reunification rates.

05 / COMMUNITY PROFILE

Geographic and economic reach

County distribution

The completed questionnaire identified 33 participants by county of residence. Ingham County represented the substantial majority of the reported participants, consistent with the program's regional service focus.

COUNTY	PARTICIPANTS	SHARE OF 33
Ingham	31	93.9%
Eaton	1	3.0%
County not recorded	1	3.0%
Total	33	100%

Household economic conditions

The submitted income table classifies all 33 reported participants at or below 100% of the Federal Poverty Level. This supports the program's emphasis on crisis stabilization, basic financial capability, resource access, and sustained economic opportunity. It is a reported categorical measure, not an independent assessment of household assets or income.

33 / 33 REPORTED IN LOWEST HOUSEHOLD-INCOME CATEGORY

Access and inclusion

The report describes services offered without distinction based on race, ethnicity, faith background, gender, disability status, or socioeconomic circumstance. It also identifies practical accommodations including flexible meeting formats, assistance with forms, transportation coordination, individualized planning, and referrals to disability-support resources when appropriate.

PRIVACY SAFEGUARD

This public-facing review uses aggregated information and does not reproduce participant names, case records, or individual household circumstances. Demographic subtotals with internal reconciliation issues are reserved for administrative verification.

06 / PARTICIPANT SUCCESS

Economic mobility in practice

Case illustration: moving toward business ownership

The FY2025-2026 submission includes an anonymized participant account illustrating a progression from crisis-related economic barriers toward entrepreneurship. The participant entered Healing Communities facing financial constraints, housing-related challenges, and limited access to resources needed for long-term stability.

According to the submitted account, True Service provided individualized support and connections to housing resources, referrals, mentoring, and financial empowerment coaching. The agency also assisted with business development activities including a business plan, financial projections, branding strategy, logo and tagline development, guidance concerning LLC formation, and connections to community collaborators.

RECORDED RESULT

The submitted questionnaire states that the participant successfully launched a business and was operating as a new business owner at the time of the year-end narrative. No revenue amount, survival period, or audited business outcome was supplied.

Why this approach matters

- Stability precedes opportunity. Addressing urgent housing and household resource barriers can improve a participant's ability to pursue employment or entrepreneurship.
- Individualization improves fit. Financial literacy, practical planning, mentorship, and appropriate referrals can be combined in a pathway tailored to a participant's goals.
- Evidence must match claims. A documented business-launch example is meaningful; it should not be generalized into an unreported business-startup success rate.

Confidentiality and use

The success account has been restated without identifying details. Any direct quotation, photo, participant name, or expanded case story should be published only after consent and internal disclosure review.

07 / FISCAL-YEAR REPORTING

Financial stewardship

Amounts disclosed in the year-end questionnaire

The submitted budget page records $5,000 as amount spent for the July 1, 2025-June 30, 2026 period. The report's separate agency profile lists a $10,000 total operating budget. A further set of budget-area fields lists rent/lease, outreach, and technology values totaling $21,000. These are distinct reporting fields and must not be added together or presented as equivalent financial measures.

SOURCE FIELD	REPORTED VALUE
Amount spent (grant expense field)	$5,000
Agency operating budget (profile field)	$10,000
Rent / lease (budget area)	$12,000
Outreach (budget area)	$6,000
Technology (budget area)	$3,000
Total of listed budget areas	$21,000

Required reconciliation before external publication

- Grant award amount. The actual grant-award value is not populated in the source budget page; $5,000 is identified there as spending, not the filled-in award amount.
- Budget-versus-actual distinction. The $21,000 set of budget areas exceeds both the $10,000 operating budget field and the $5,000 spending field; it may not be treated as actual program expenditure without ledger support.
- Accounting documentation. Public financial conclusions should be checked against the general ledger, grant agreement, expense coding, bank reconciliation, and the organization's approved fiscal-year statement.

08 / RESPONSIBLE DISCLOSURE

Fiscal interpretation and controls

How to read the reported figures

The financial numbers in the submitted questionnaire are useful disclosure points, but they do not constitute a complete statement of activities, statement of financial position, cash-flow statement, or independent financial audit. They are not sufficient to calculate fiscal-year surplus, unrestricted net assets, cash runway, or total program expense.

A useful reporting hierarchy

LEVEL	EVIDENCE CLASS	PUBLIC-REPORT TREATMENT
1	Confirmed from submitted form	Amount spent recorded as $5,000
2	Reported but requires scope confirmation	Operating budget recorded as $10,000
3	Reported classifications needing reconciliation	Budget areas total $21,000
4	Not established by this submission	Award value, complete revenue/expense statement, cash balances

Recommended approval checks

- Finance committee or CPA review. Verify each figure's accounting period, basis, and source documentation before reporting financial performance to external stakeholders.
- Board authorization. Approve the public-facing annual report and document version, date, and publication authority.
- Consistency across channels. Ensure the website, grant submissions, sponsorship materials, and fundraising counters reflect the same validated reporting period and approved outcomes.

EDITORIAL CONTROL

Until reconciliation is completed, this review presents the $5,000 figure solely as reported expenditure and the $10,000 and $21,000 figures as separate reported budget fields. It does not infer additional revenue or spending.

09 / IMPLEMENTATION ASSESSMENT

Barriers and service response

Constraints documented for FY2025-2026

- Staffing and leadership capacity. An intensive service model, limited personnel, volunteer dependence, and greater follow-up needs constrained total enrollment and created workload pressure.
- Housing availability. The scarcity of affordable housing, short-term housing options, and urgent assistance resources limited the speed of stabilization pathways.
- Transportation and access. Limited transportation options complicated attendance, appointments, employment-related activity, and access to referral services.
- Employment and economic barriers. Past justice-system involvement, economic insecurity, and the rising cost of necessities increased participant support requirements.
- Funding uncertainty. The source describes active pursuit of grants, sponsorships, and other support, while acknowledging that many prospective sources had not yet materialized within the reporting period.

Operational response

The organization reported adapting through more intensive individual case management, partner referrals, mentoring, advocacy, and service navigation. Rather than maximizing the number of contacts at the expense of participant support, the program emphasized depth of engagement with the 33 individuals documented as unduplicated participants.

Assessment

The submitted year-end record supports a picture of ongoing service delivery under significant resource constraints. It does not establish that the program achieved every projected output. A credible public report should preserve both the documented reach and the reasons given for lower-than-planned participation.

10 / ORGANIZATIONAL RESILIENCE

Partnerships, inclusion & continuity

Partnership-based service delivery

Healing Communities used relationships with community service organizations, faith-based institutions, local providers, volunteers, and other stakeholders to expand access to information, referrals, and practical support. The report credits these collaborations with helping the program continue serving participants despite limited staffing and funding. Specific partner contributions and dollar values were not itemized in the submitted source.

Inclusive access

The agency reported a commitment to culturally responsive services and individualized accommodations. Staff and volunteers sought to reduce participation barriers with flexible delivery, referral assistance, person-centered planning, and adaptation to disability-related needs. These practices align with the population served, including people with intertwined housing, income, transportation, and reentry barriers.

Continuity priorities identified by the organization

- Diversify revenue. Continue applications, foundation requests, sponsor cultivation, and individual donor engagement, with emphasis on sustainable and multiyear commitments.
- Strengthen staffing infrastructure. Protect service continuity, reduce reliance on a small number of personnel, and improve capacity for individualized follow-up.
- Improve measurement systems. Maintain coherent intake, service, referral, and outcome records so performance figures are reliable and comparable across grant periods.
- Expand appropriate partnerships. Build service, employer, community, and volunteer relationships that strengthen access to housing, training, financial support, and long-term stability.

FORWARD-LOOKING DISTINCTION

These are stated sustainability priorities or editorial implications from the FY2025-2026 reporting record. They are not represented as completed FY2025-2026 achievements.

11 / REPORTING INTEGRITY

Data quality and assurance review

Items requiring administrative validation

Participation target	Primary comparison: 60 projected, 33 actual. Other pages contain alternative projected values.	ACTION: Verify original approved indicator and modified target.
Contact percentages	60% / 9% / 30% total 99%.	ACTION: Confirm rounding and category definitions.
Demographic counts	Gender total = 19; age total = 38; unduplicated participants = 33.	ACTION: Reconcile before publishing demographic graphics.
County and income	County total = 33; income total = 33.	ACTION: Reconcile to case-management census.
Budget fields	Reported spending $5,000; operating budget $10,000; budget areas total $21,000.	ACTION: Map to ledger, grant period and budget basis.
Template labels	Several tables display older-year or irregular indicator headings.	ACTION: Check against submitted grant forms.

WHY THIS SECTION IS RETAINED

Transparent quality control protects donors, participants, board members, and partner agencies from unsupported or inconsistent comparisons. It is part of the review process and should be resolved before the edition is labeled board-approved.

12 / CONCLUSION & AUTHORIZATION

Final-year assessment

Assessment of the concluded fiscal year

For the twelve months ended June 30, 2026, Healing Communities - Station of Hope documented direct engagement with 33 unduplicated participants through a coordinated model of stabilization support, mentoring, workforce assistance, financial empowerment, housing referrals, and community reintegration. The program reported serving individuals living with substantial economic hardship, with the primary county distribution concentrated in Ingham County.

The operating record also documents significant barriers to growth: limited staffing, funding uncertainty, transportation access, housing scarcity, and the need for intensive individualized case management. The year-end outcome did not meet the nominal 60-participant primary target, and the submitted source does not establish comprehensive completed-outcome rates in several service areas.

The organization's continued partnership-based approach and the documented entrepreneurial participant example illustrate practical service contributions while underscoring the need for consistently validated outcome tracking and financial reconciliation. These considerations should guide the next reporting cycle, but they should not obscure the direct services documented for this completed fiscal year.

Review and authorization record

EXECUTIVE DIRECTOR / DATE

BOARD AUTHORIZATION / DATE

DOCUMENT-CONTROL STATEMENT

FY2025-2026 is a completed reporting period. This professionally formatted document remains an editorial review copy pending approval and validation of financial and demographic discrepancies. It has not been issued as an audited report or uploaded to the public website.

APPENDIX / DOCUMENTATION

Source record and definitions

Primary documentary source

True Service Inc. - Healing Communities - Station of Hope, FY25-FY26 Year-End Questionnaire. Reporting period July 1, 2025-June 30, 2026; submitted August 17, 2026 through the e-CImpact system for United Way of South Central Michigan, Capital Area. The 16-page source supplied to this review is the sole quantitative source for the FY2025-2026 results presented here.

Source-page guide

TOPIC	SOURCE PAGES
Agency identification and reported operating budget	1
Program goals, services, and delivery barriers	2-3
Unduplicated participants and contact measures	3-4
Access, equity, and disability accommodations	5
Sustainability plans	6
Anonymized entrepreneurship success account	7
Indicator actuals and projected values	8-13
Demographic information requiring reconciliation	14-15
Expenditure and budget-area fields	16

Definitions used in this publication

- Unduplicated participant. An individual counted once during the stated grant reporting period, distinct from contacts, sessions, attendance, or referrals.
- ALICE. Asset Limited, Income Constrained, Employed; a framework used in the source to describe households struggling to meet basic needs despite employment or labor-force participation.
- Reported. A figure or claim included in the submitted source; not automatically verified by independent review.