

	Centro Esperanza
Application Completeness Check for 2026 HSAB Funding	Overhead and Operational Costs
Amount Requested	\$15,000
Questions	
Are all questions answered?	yes
Is the application signed? (this is a certification)	yes
Does the program have measurable outcomes?	yes
Is the agency a Human Services Agency?	yes
Is the agency overseen by a Board of Directors?	yes
Required Attachments	
BUDGETS	
1. Program budget for current fiscal year	Yes
2. Program budget proposed for next fiscal year	Yes
3. Budget showing the exact uses of the HSAB funding, to be included in the contract	Yes
BOARD OF DIRECTORS INFORMATION	
4. Board of Directors membership roster	Yes
5. Board of Directors City of Residence	Yes
6. Board of Directors Meeting Attendance Record	Yes
7. Board of Directors membership criteria	Yes
ORGANIZATION INFORMATION	
8. Current IRS Form 990, pages 1 and 2 (not required for churches)	Yes
9. Non-discrimination policy statement	Yes
PROGRAM INFORMATION	
10. Final Performance Report for 2024 Funding (if funded)	NA
11. Letters of support for the program - how many	3 letters
12. Policies and Procedures for the proposed Program, if available	Yes

City of San Marcos Human Services Grants
FY2026 Application

I. SUMMARY INFORMATION

Please spell out organization name and program name completely, without acronyms.

Applicant Organization: Redwood Community Center Inc., RCCI, doing business as – Centro Esperanza

Contact Name: Irma Devora Palacios

Telephone: [REDACTED]

Contact E-Mail Address: [REDACTED]

Website: [Redwood Community \(centroesperanzasmtx.com\)](http://Redwood Community (centroesperanzasmtx.com))

Mailing Address: 2045 Spruce Street, San Marcos, Texas 78666

San Marcos Service Address for this Program: 2045 Spruce Street, San Marcos, Texas 78666

Who is authorized to execute program documents? (Name, Title) Jason Palacios, RCCI Chair; Irma D Palacios, Center Director; Sulema Arrecis, Center Administrator

Program Name: **Overhead and Operational Costs Fulfillment**

Amount of Funds Requested: **\$15,000**

What percentage of the cost of this program is requested as funding through this application?

50% Budget Items **1 - 14, 16 - 20** and 20% for Budget Item **15** - Center Administrator Salary to administer SAFB Just In Time (JIT) Program.

II. QUESTIONS

All questions must be answered. Please type your answers. Application evaluations will be based on, but not necessarily limited to the criteria stated in each section.

OVERVIEW

1. Summarize the program for which funding is being requested, the services it provides, and the clients it serves.

Centro Esperanza, operated by Redwood Community Center Inc., seeks funding for its Overhead and Operational Costs Fulfillment initiative—critical infrastructure that sustains our bilingual community hub in San Marcos. This support covers utilities, insurance, facility maintenance, and partial staffing for programs such as the San Antonio Food Bank's Just In Time (JIT) initiative, wellness classes, and clothing and hygiene distribution—provided in partnership with SMTX Gives Back and Superior HealthPlan, respectively.

These foundational costs enable us to deliver consistent, high-impact services to low-income families, seniors, and rural residents. By investing in our operational backbone, this funding ensures our center remains open, safe, and equipped to meet evolving community needs with dignity and care.

COMMUNITY NEED AND JUSTIFICATION –15 POINTS

Evaluation: documentation and justification of the need for the program in the City of San Marcos.

1. Describe in detail the need for this program in San Marcos.

As the city expands, residents are increasingly burdened by financial instability, food insecurity, overdue rent and utility bills, medical expenses, and the challenges of navigating complex federal assistance programs. Centro Esperanza offers a consistent, bilingual space where individuals and families can access trusted guidance, vital resources, and meaningful relief.

Our ability to meet these needs depends on a stable operational foundation. Core expenses—such as electricity, insurance, facility upkeep, and staffing—are critical to maintaining a safe and functional environment. Without reliable funding for these essentials:

- Programs risk interruption due to facility issues, staffing shortages, or unmet safety protocols
- Community confidence may falter if services become inconsistent or inaccessible
- Staff capacity is stretched, limiting our ability to respond, adapt, or expand services

The urgency is reflected in local data:

- *According to the San Marcos Daily Record (3/30/2025), 27% of residents—approximately 19,000 people—live below the poverty line*
- *Many face compounding challenges, including household food scarcity, unpaid utility bills, rising healthcare costs, and difficulty accessing federal benefits*
- *Centro Esperanza is one of the few agencies offering consistent assistance, including referrals for utility aid and outsourced support for navigating SNAP, Medicaid, and other public programs*

Community feedback underscores the depth of need: families often visit not just one food bank, but several across the area each month, simply to gather enough supplemental staples to sustain their households. This pattern reflects both the scarcity of resources and the critical role our center plays in bridging those gaps.

This initiative ensures our team can continue providing free nutritional supplements, wellness programming, and individualized support in a space where dignity, access, and trust are prioritized. Operational funding is not just a necessity—it's the foundation that allows us to serve with integrity and impact.

2. Has the need for this program been increasing in recent years?

Yes— Centro Esperanza has experienced a significant rise in demand, with service volume increasing by over 10% in the past year. This growth is fueled by escalating grocery costs, rising housing market rates, utility expenses, medical debt, and broader economic instability affecting families, seniors, and unhoused residents. More individuals are seeking not only material assistance, but also trusted, bilingual support to navigate federal benefits and connect with essential community resources. This surge places dual pressure on our organization: while we reach more people, the cost of maintaining a safe and functional space continues to climb. Expenses for utilities, insurance, and facility upkeep are rising, and our programs continue to intensify the strain on infrastructure and staffing.

Our community depends on us for consistency—not just in services, but in presence. To meet growing demand without compromising safety, dignity, or access, we must reinforce the operational framework that sustains our work. Strengthening our core functions is essential to expanding our reach and remaining a trusted resource for San Marcos residents.

IMPLEMENTATION –15 POINTS

Evaluation:

- *The application demonstrates that resources needed to manage the proposed program are available and ready.*
- *Applicant has clearly defined objectives focusing on results and measurable outcomes vs. only program activities descriptions and numbers served.*
- *Past performance of programs funded by Human Services Grants has met expectations.*

1. Are all resources in place to be able to implement this program? If not, what is missing?

Yes—all essential resources are in place to execute and sustain the Overhead and Operational Costs Fulfillment initiative. Centro Esperanza is supported by:

- **Experienced personnel**, including a Center Administrator who manages logistics for the San Antonio Food Bank's Just In Time (JIT) program, and a Center Director who ensures compliance and operational continuity
- **Reliable facilities and equipment** that support smooth, uninterrupted service delivery
- **Professional financial oversight** provided by Schwartz & Associates Bookkeeping
- **Established community partnerships** that amplify program reach and strengthen local engagement

2. What specific, measurable outcomes or results do you hope to achieve with this program?

This program safeguards our physical facility—the central hub through which all services are delivered—ensuring it remains fully functional and accessible year-round. Key measurable outcomes include:

- **Maintaining public access** five days per week, serving 280–300 households monthly
- **Delivering core services**, including health education, emergency food distribution, and case-managed support
- **Operating the SAFB Just In Time (JIT) program** consistently through effective coordination
- **Upholding safe, welcoming conditions** that meet regulatory standards and community expectations

3. If funding is not available at the requested amount, what is the minimum Human Services Grant funding needed to be able to run this program?

If full funding is unavailable, we respectfully request a minimum of \$10,000 in Human Services Grant support. This foundational level of funding would allow us to maintain critical operations and preserve core services for vulnerable residents while we pursue additional resources. Centro Esperanza has a proven track record of maximizing limited funding with efficiency and integrity. Past Human Services Advisory Board Grant support has been implemented successfully, with outcomes that reflect our commitment to transparency, impact, and community trust.

IMPACT AND COST EFFECTIVENESS—15 POINTS

Evaluation:

- *Impact on the identified need*
- *implementation costs compared to impact*
- *use of available resources (financial, staff, volunteer)*
- *Impact compared to other applicants*

1. Programs can provide value by deeply impacting the lives of a few, with effects that may ripple through generations, or by providing smaller but meaningful impact to a larger group. Describe in detail the impact this program will have on the identified need and on San Marcos residents.

Centro Esperanza, operated by Redwood Community Center Inc., delivers consistent, year-round support to San Marcos residents facing food insecurity, financial hardship, and limited access to health and wellness services. This program fortifies the operational infrastructure that makes our work possible—covering essential costs such as utilities, facility maintenance, and administrative coordination.

The impact is both **far-reaching and deeply individualized**:

- We serve **280–300 households monthly** with nutritional food distribution, senior wellness programming, health education, and individualized resource navigation.
- For many, our center is a **trusted space** where they receive guidance to access federal benefits, manage medical expenses, and move toward long-term stability.

Unlike seasonal or short-term efforts, our services are built for continuity. We maximize available resources—professional staff, committed volunteers, and strong community partnerships—to deliver meaningful outcomes with efficiency. Our Center Director ensures compliance and operational integrity, while our Administrator manages logistics for programs like the San Antonio Food Bank’s Just In Time (JIT) initiative.

The value of this program is clear:

- **Implementation costs are modest** relative to the consistency and scale of services delivered.
- **Impact is both immediate and enduring**, helping residents meet urgent needs while building pathways to self-sufficiency.
- **Volunteer engagement and inclusive programming foster community ownership**, multiplying the effect of every dollar invested.

In a city experiencing rapid growth and widening disparities, sustaining this infrastructure is not just cost-effective—it’s essential. Centro Esperanza transforms vulnerability into opportunity, strengthening San Marcos through trusted, equitable service.

2. Briefly describe other funding sources, volunteers, or in-kind donations that will be used with this program.

The requested Human Services Grant funding is strategically reinforced by a diverse network of community-based support that enhances sustainability and cost-efficiency. These resources include:

- **Modest financial contributions** from private donors and periodic sponsorships, which provide flexible, supplemental funding to help sustain core operations
- **Volunteer engagement**, with 766 individuals contributing approximately 8,646 hours annually across distribution, administrative support, and event coordination—significantly reducing labor costs and expanding service capacity

Generous in-kind contributions—including food, hygiene products, school supplies, clothing, footwear, household goods, and other essentials—provided by individuals, small businesses, civic clubs, and faith-based organizations. These leveraged resources not only demonstrate deep community investment but also significantly reduce program costs while expanding reach and amplifying impact.

3. How many total annual unduplicated direct clients is this program expected to serve? What percentage will be San Marcos residents?

This program is projected to serve a minimum of **330 unduplicated households per month**, with an estimated **45.15% (149 households)** residing within San Marcos city limits.

This consistent service level reflects both the ongoing demand and our proven capacity to deliver high-impact programming at scale.

COMMUNITY SUPPORT – 15 POINTS

Evaluation:

- *A minimum of three letters of reference that indicate strong local support for the program and the agency's ability to implement it as described in the application. Letters must be in support of the specific program requesting funding, not the agency as a whole. Letters will preferably be from San Marcos residents as well as direct clients of the program.*
- *Evidence that volunteers play a vital role in the program or agency's operation.*
- *Evidence that board members are actively involved in and supportive of the agency.*

1. What actions do Board members take to support the programs of the agency?

Our Board of Directors plays an active and strategic role in advancing the success of our programs. Each member brings deep commitment and insight, helping to sustain and grow our impact across San Marcos. Their contributions include:

- **Strategic planning and program oversight**, ensuring alignment with community needs and grant objectives
- **Personal financial contributions and use of personal vehicles** to pick up or deliver donations—demonstrating proactive commitment and shared accountability
- **Event participation and volunteer recruitment**, fostering direct involvement and public visibility
- **Community ambassadorship**, leveraging personal and professional networks to secure partnerships and in-kind donations

This blend of financial, operational, and relational support reflects a highly engaged, mission-driven board—one that not only governs but actively champions the work on the ground.

2. Briefly describe the number and role of volunteers in the program or agency's operation.
Volunteers play a pivotal role in sustaining and scaling our service model, embodying the spirit of community-driven action. In **Fiscal Year 2024–2025**, we engaged approximately **766 dedicated volunteers** who collectively contributed **8,646 hours** of service. Their contributions span a wide range of operational and engagement functions:

- **Direct Service Delivery:** Assisting with food distribution, clothing support, and client check-in procedures
- **Event & Logistics Coordination:** Supporting the planning and execution of programs, wellness community gatherings
- **Administrative & Facilities Support:** Helping with record-keeping, maintenance tasks, and event setup
- **Community Engagement & Outreach:** Fostering welcoming spaces, building trust with residents, and strengthening neighborhood ties

This vibrant network of volunteers enhances our capacity and impact, while reinforcing a culture of shared responsibility and civic participation. Notable volunteer groups include: Guadalupe County and Hays County Court-Ordered Community Service Volunteers and Promiseland Church , whose ongoing support reflects the strength of our local partnerships.

COUNCIL PRIORITIES - 30 POINTS

1. How long has this program served San Marcos residents? (10 points if at least 2 years)

Since the grand opening of Centro Esperanza Community Center in **June 2013**, this program has provided uninterrupted, year-round service to San Marcos residents. For over a decade, we have consistently delivered relevant, culturally sensitive, and accessible support to meet evolving community needs.

2. Does the agency have an office in San Marcos? (10 points if it does)

Yes, the agency operates a dedicated office located at 2045 Spruce Street in San Marcos, Texas, serving as both our administrative center and direct-service hub. The physical accessibility of this location ensures that residents can easily access in-person support and participate in on-site programs.

3. Describe how this funding will create an increase in services or an increase in the number of people served. (10 points if creates an increase)

By offsetting fixed overhead and operational expenses, this funding will directly expand our capacity to serve more residents and enhance the delivery of existing programs. With operational stability secured, we project the following improvements:

- **5–10% increase** in the number of households served monthly
- **Expanded outreach and higher attendance** across food security, wellness, and educational programs
- **Greater scheduling flexibility**, allowing for extended service hours or additional program days
- **Increased equity in service delivery** to underserved populations

This infusion of support allows us to shift focus from survival to **strategic expansion**—bringing critical resources to more residents, more consistently.

Risk - 10 POINTS

1. How many years experience does the agency have in implementing a program of this size and complexity? (5 points if more than 5 years)

Our agency brings **over 12 years of proven experience** implementing complex, multi-faceted community programs. We have successfully managed grant-funded initiatives with multiple service components, demonstrating:

- **Dedicated Fiscal oversight**, with transparent accounting and reliable reporting
- **Consistent performance outcomes**, documented across years of impact assessments
- **Operational resilience**, adapting to changing community needs while maintaining quality service delivery

This track record reflects both capacity and credibility in managing resources responsibly and at scale.

2. What percentage of the program's funding is non-City? (5 points if at least 50%)

At least **50% of this program's funding** is derived from **non-City sources**, including:

- **Private donors and sponsorships**
- **In-kind goods and professional services**
- **Volunteer labor valued at a significant \$290,419.14 annual contribution - nearly \$300,000 (well over a quarter-million dollars)**
- **Supplemental grants and community fundraising efforts**

These diverse funding sources help reduce risk, support continued sustainability, and demonstrate strong community investment.

III. FUNDING RESTRICTIONS

By signing this application I certify the following to be true:

1. All Human Services Grant funding will be spent on San Marcos residents, except for school-based programs, in which case it may be spent within the San Marcos Consolidated Independent School District boundary.
2. Funding requested is not more than 50% of the total funding for the agency.
3. Funding will not be used to fund more than 20% of a full time position.
4. Agency has been in existence for at least 2 years. (This can include serving communities other than San Marcos.)

SUBMITTAL APPROVED BY:



Signature

7-17-2025

Date

Irma D Palacios

Printed Name

Center Director

Title

BUDGETS

Centro Esperanza – FY 2026 HSAB Grant Application Budget, Narrative & Financial Projection

RCCI Category/Subcategory (Refer to RCCI Profit & Loss by Schwartz Bookkeeping) Reporting Period: Fiscal Year (FY) 2024-2025 (July 1, 2024 – June 30, 2025)	Budget Profit & Loss Reporting Period: Fiscal Year (FY) 2024-2025 (July 1, 2024 – June 30, 2025)	Note: A 3% inflation adjustment was applied to operational line items except Line 15 – Fixed Allocation.	Projected Budget Profit & Loss Fiscal Year (FY) 2025-2026 (Serves as the basis for Centro Esperanza's request for calendar year 2026 HSAB grant funding from the City of San Marcos)
Ordinary Income/Expense			
I. Income:			
Direct Public Support -			
Grants	\$3,362.32	+\$100.87	\$3,463.19
Bluebonnet Lions	\$1,000.00	+\$30.00	\$1,030.00
SM Lions Club	\$10,000.00	+\$300.00	\$10,300.00
SMUUF	\$525.00	+\$15.75	\$540.75
Individual, Business Contributions - Other	\$13,505.00	+\$405.15	\$13,910.15
	\$28,392.32	+\$851.77	\$29,244.09
Fundraising Income -	\$807.05	+\$24.21	\$831.26
Government Grants -	\$7,437.68	+\$223.13	\$7,660.81
Indirect Public Support -			
United Way	\$7,540.60	+\$226.22	\$7,766.82
	\$7,540.60	+\$226.22	\$7,766.82
Investments -			
Interest-Savings, Short-term CD	\$163.88	+\$4.92	\$168.80
	\$163.88	+\$4.92	\$168.80
Miscellaneous Revenue -			
Other Types of Income	\$486.00	+\$14.58	\$500.58
	\$486.00	+\$14.58	\$500.58
Rental Income -	\$100.00	+\$3.00	\$103.00
Total Income:	\$44,927.53	+1,347.83	\$46,275.36

Centro Esperanza – In-Kind Leadership & Volunteer Contribution Summary

Contributor	Role Description	Hours per Year	*Texas Rate 2024	Estimated Value
Irma Palacios	Pro Bono Director – Strategic oversight, operations leadership, documentation, grant framing	1 Volunteers 2,080 hours (40 hrs/wk x 52 wks/yr)	\$33.59	\$69,867.20
Sulema Arrecis	Center Administrator – Full-time service: 50% paid, 50% volunteered; bilingual outreach, distribution coordination, admin continuity	1 Volunteers 2,080 hours total (1,040 paid + 1,040 volunteered)	\$33.59 <i>(volunteer portion only)</i>	\$34,933.60 <i>(volunteer portion)</i>
General Volunteers	Civic-referral contributors – participate through court-ordered service or faith-based commitments, assisting with site maintenance, basic distribution prep, and community-facing tasks under direct supervision	175 Volunteers. 1,757 hours Promiseland	\$33.59	\$59,017.63
		158 Volunteers 782 hours Court Ordered	\$33.59	\$26,267.38
				= \$85,285.01
Engaged Community Volunteers	Mission-aligned contributors – assist with client tracking, bilingual navigation, inventory documentation, community coordination, and frontline service refinement	431 Volunteers 1947 hours	\$33.59	\$65,399.73
Total Volunteers/ In-Kind Value		766 Volunteers 8,646 hours	\$33.59	\$290,419.14

***Source of Information – Texas Volunteer Rate:** Centro Esperanza and RCCI rely significantly on in-kind volunteer contributions to extend essential services across our dual-county footprint. To ensure transparency and accurate valuation, we use the official 2024 Texas volunteer hourly rate of **\$33.59**, published by **Independent Sector** in collaboration with the **Do Good Institute at the University of Maryland**. This rate represents the average value of volunteer time across the state and is updated annually to reflect labor market and philanthropic trends.

Centro Esperanza – In-Kind Leadership & Volunteer Contribution Summary

Centro Esperanza’s capacity to deliver essential services across a dual-county region is reinforced by a strategic blend of professional leadership and broad-based volunteerism. Over the course of the fiscal year, **766 individuals collectively contributed 8,646 uncompensated hours**, representing a total **in-kind labor value of \$290,419.14**, based on Texas’s 2024 volunteer valuation rate of **\$33.59/hour** (Independent Sector).

This investment includes:

- **4,160 hours of pro bono leadership**, with both the Pro Bono Director and Center Administrator each contributing **2,080 hours—50% of which was volunteered** by the Administrator.
- **175 Promiseland volunteers**, accounting for **1,757 hours** of community-based service.
- **158 court-ordered volunteers**, contributing **782 hours** toward operational support and program delivery.
- An additional **431 engaged community volunteers**, offering **1,947 hours** spanning health initiatives, bilingual navigation, events, and center programming.

This cumulative contribution—**valued at nearly \$300,000 (well over a quarter-million dollars)**—demonstrates Centro Esperanza’s ability to cultivate deep community trust, professional stewardship, and operational resilience to meet underserved needs across San Marcos and surrounding areas.

This in-kind investment not only offsets operational costs—it **amplifies Centro Esperanza’s capacity** to deliver high-impact, dignity-driven services where they’re needed most. The following expense projection outlines the necessary outflows to **sustain and expand** this impact.

Value of Volunteer Time by State (2014-2024)

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
US Total	\$34.79	\$33.49	\$31.80	\$29.95	\$28.54	\$27.20	\$25.43	\$24.69	\$24.14	\$23.56	\$23.07
Alabama	\$30.59	\$29.82	\$28.38	\$26.89	\$25.25	\$23.52	\$22.65	\$21.92	\$22.28	\$21.22	\$20.84
Alaska	\$37.13	\$35.51	\$33.60	\$31.34	\$30.30	\$28.19	\$27.88	\$27.45	\$27.80	\$27.51	\$26.59
Arizona	\$33.70	\$32.07	\$30.13	\$28.00	\$26.94	\$25.67	\$24.83	\$24.51	\$23.57	\$22.83	\$22.37
Arkansas	\$29.09	\$27.74	\$25.66	\$23.79	\$22.87	\$21.57	\$20.49	\$20.01	\$19.66	\$19.14	\$19.31
California	\$40.14	\$38.61	\$37.32	\$35.56	\$33.61	\$31.51	\$29.95	\$29.09	\$28.46	\$27.59	\$26.87
Colorado	\$38.74	\$36.36	\$34.36	\$31.51	\$30.31	\$29.50	\$28.02	\$26.78	\$25.97	\$25.96	\$25.68
Connecticut	\$38.43	\$36.44	\$34.56	\$33.35	\$33.28	\$32.07	\$31.05	\$30.24	\$29.29	\$27.77	\$26.79
Delaware	\$32.21	\$31.16	\$29.56	\$28.47	\$28.02	\$26.17	\$25.38	\$25.45	\$23.20	\$21.37	\$20.22
District of Columbia	\$52.06	\$50.88	\$50.00	\$50.48	\$48.67	\$44.14	\$41.72	\$39.45	\$39.17	\$38.77	\$39.86
Florida	\$33.00	\$31.61	\$29.41	\$27.68	\$26.32	\$24.93	\$24.04	\$23.33	\$22.70	\$22.08	\$21.61
Georgia	\$32.63	\$31.24	\$29.67	\$27.66	\$26.77	\$25.86	\$25.78	\$25.15	\$24.39	\$23.80	\$23.14
Hawaii	\$37.43	\$35.50	\$33.48	\$32.10	\$30.55	\$27.98	\$26.87	\$25.40	\$23.80	\$23.33	\$23.14
Idaho	\$32.48	\$30.12	\$27.79	\$26.11	\$24.24	\$22.54	\$22.14	\$21.83	\$21.10	\$20.97	\$20.21
Illinois	\$34.29	\$33.76	\$32.68	\$30.97	\$29.37	\$27.98	\$26.89	\$26.02	\$25.95	\$25.34	\$24.74
Indiana	\$31.05	\$30.16	\$28.84	\$26.76	\$25.67	\$24.85	\$24.13	\$23.73	\$23.38	\$22.69	\$22.34
Iowa	\$29.96	\$28.88	\$28.09	\$26.40	\$25.16	\$24.03	\$23.41	\$22.73	\$22.95	\$22.25	\$21.75
Kansas	\$30.86	\$29.69	\$28.50	\$26.87	\$25.48	\$24.70	\$23.35	\$22.56	\$22.14	\$22.02	\$21.64
Kentucky	\$29.47	\$28.53	\$26.85	\$24.83	\$23.10	\$22.18	\$21.42	\$21.17	\$21.38	\$21.16	\$20.29
Louisiana	\$29.14	\$28.70	\$27.39	\$26.33	\$24.80	\$23.51	\$22.76	\$22.30	\$22.77	\$22.67	\$22.73
Maine	\$32.13	\$30.55	\$28.89	\$26.77	\$25.56	\$24.21	\$23.12	\$22.53	\$21.61	\$21.31	\$20.54
Maryland	\$35.53	\$34.99	\$34.12	\$32.82	\$31.29	\$29.51	\$28.65	\$27.50	\$26.79	\$26.64	\$26.41
Massachusetts	\$42.00	\$40.97	\$39.19	\$36.38	\$34.97	\$32.96	\$32.15	\$31.17	\$29.88	\$29.00	\$27.82
Michigan	\$32.87	\$31.59	\$30.15	\$28.35	\$26.93	\$25.79	\$24.85	\$23.91	\$23.67	\$23.54	\$22.96
Minnesota	\$38.16	\$36.31	\$34.47	\$32.33	\$30.98	\$29.44	\$28.15	\$27.56	\$26.40	\$25.20	\$24.83
Mississippi	\$27.01	\$25.42	\$23.90	\$22.57	\$21.83	\$20.95	\$19.70	\$19.81	\$19.85	\$19.51	\$19.60
Missouri	\$32.07	\$31.16	\$28.66	\$27.21	\$25.96	\$24.65	\$23.96	\$23.21	\$21.57	\$21.31	\$21.30
Montana	\$32.15	\$30.84	\$27.87	\$26.48	\$25.23	\$23.66	\$23.09	\$22.42	\$21.04	\$20.44	\$19.89
Nebraska	\$31.96	\$31.07	\$29.50	\$27.44	\$26.40	\$24.97	\$24.01	\$23.40	\$22.25	\$21.51	\$20.62
Nevada	\$30.86	\$29.76	\$28.50	\$26.18	\$25.46	\$23.82	\$22.61	\$21.85	\$21.51	\$20.98	\$19.81
New Hampshire	\$35.76	\$34.64	\$32.54	\$30.75	\$28.84	\$26.23	\$25.76	\$25.52	\$24.90	\$23.79	\$22.98
New Jersey	\$36.97	\$35.50	\$33.82	\$32.39	\$31.41	\$29.49	\$28.82	\$28.32	\$27.46	\$26.70	\$25.68
New Mexico	\$28.69	\$27.38	\$26.95	\$24.32	\$23.34	\$22.31	\$21.20	\$20.58	\$19.77	\$19.91	\$20.13
New York	\$38.48	\$37.29	\$35.71	\$34.59	\$33.17	\$31.29	\$30.18	\$29.19	\$28.06	\$27.59	\$26.86
North Carolina	\$33.01	\$31.64	\$29.86	\$27.63	\$25.98	\$24.72	\$24.19	\$23.41	\$22.99	\$21.88	\$21.47
North Dakota	\$34.40	\$33.34	\$30.69	\$27.95	\$27.00	\$26.67	\$25.77	\$25.29	\$25.40	\$25.24	\$25.13
Ohio	\$32.42	\$31.18	\$29.17	\$27.07	\$25.47	\$24.60	\$24.05	\$23.33	\$22.99	\$22.06	\$21.46
Oklahoma	\$30.63	\$29.31	\$26.88	\$24.96	\$24.35	\$23.74	\$22.95	\$22.18	\$22.08	\$21.50	\$21.45
Oregon	\$36.44	\$34.74	\$32.37	\$29.75	\$28.22	\$26.39	\$25.40	\$24.89	\$24.15	\$22.75	\$21.99
Pennsylvania	\$32.28	\$31.30	\$29.78	\$27.98	\$26.67	\$25.41	\$24.94	\$24.35	\$23.89	\$23.40	\$22.63
Rhode Island	\$36.34	\$35.02	\$31.96	\$29.17	\$28.24	\$27.17	\$26.82	\$26.17	\$24.34	\$23.48	\$23.45
South Carolina	\$31.16	\$29.95	\$28.11	\$26.59	\$25.47	\$24.01	\$23.21	\$22.22	\$21.85	\$21.14	\$20.56
South Dakota	\$31.19	\$29.32	\$27.25	\$25.52	\$23.94	\$22.57	\$21.91	\$21.30	\$20.81	\$20.29	\$19.65
Tennessee	\$30.55	\$29.93	\$28.12	\$26.02	\$24.52	\$23.50	\$22.67	\$21.98	\$22.16	\$20.92	\$20.72
Texas	\$33.59	\$31.94	\$29.86	\$28.14	\$26.43	\$25.47	\$25.10	\$24.64	\$25.15	\$25.11	\$24.66
Utah	\$34.45	\$33.46	\$31.46	\$29.14	\$27.82	\$26.20	\$24.99	\$24.39	\$24.27	\$23.92	\$23.51
Vermont	\$34.39	\$32.73	\$30.04	\$28.14	\$26.85	\$25.18	\$24.60	\$23.71	\$23.29	\$22.79	\$21.91
Virginia	\$34.42	\$33.38	\$32.59	\$30.80	\$29.14	\$28.46	\$27.50	\$26.75	\$26.96	\$26.09	\$24.90
Washington	\$41.70	\$40.28	\$37.63	\$34.87	\$33.75	\$33.02	\$31.72	\$30.46	\$30.04	\$28.99	\$27.54
West Virginia	\$29.13	\$28.17	\$26.67	\$25.07	\$23.97	\$23.01	\$22.29	\$21.10	\$20.98	\$20.47	\$20.24
Wisconsin	\$34.00	\$31.86	\$29.97	\$27.87	\$26.96	\$25.66	\$25.12	\$24.00	\$23.06	\$22.48	\$22.24
Wyoming	\$31.69	\$30.06	\$28.49	\$27.13	\$26.05	\$25.53	\$24.60	\$23.17	\$22.13	\$23.13	\$23.46
Puerto Rico	\$17.32	\$15.82	\$14.87	\$14.11	\$13.74	\$13.16	\$12.64	\$12.71	\$13.26	\$13.33	\$13.41

RCCI Category/Subcategory (Refer to RCCI Profit & Loss by Schwartz Bookkeeping) Reporting Period: Fiscal Year (FY) 2024-2025 (July 1, 2024 – June 30, 2025)	Budget Profit & Loss Reporting Period: Fiscal Year (FY) 2024-2025 (July 1, 2024 – June 30, 2025)	Note: A 3% inflation adjustment was applied to operational line items except Line 15 – Fixed Allocation.	Projected Budget Profit & Loss Fiscal Year (FY) 2025-2026 (Serves as the basis for Centro Esperanza's request for calendar year 2026 HSAB grant funding from the City of San Marcos)
II. Expense:			
Banking -			
Bank Fees	\$80.00	+\$2.40	\$82.40
Contract Services -			
Accounting Fees	\$2,400.00	+\$72.00	\$2,472.00
Outside Contract Services	\$300.00	+\$9.00	\$309.00
	\$ 2,700.00	+81.00	\$2,781.00
Facilities & Equipment -			
Equipment Rental / Repair & Maintenance	\$25,566.57	+\$767.00	\$26,333.57
Rent, Parking, Utilities	\$7,627.57	+\$228.83	\$7,856.40
Miscellaneous Facilities	\$200.00	+\$6.00	\$206.00
	\$33,394.42	+\$1,001.83	\$34,395.97
Fundraising Expensses -			
Supplies	\$118.62	+\$3.56	\$122.18
Community Giving -			
Gifts & Grants	\$678.22	+\$20.35	\$698.57
Meals -			
Program/Event Meals	\$259.80	+\$7.79	\$267.59
Operations -			
Books, Subscriptions, Reference	-\$6.15	_*	-\$6.15
Supplies	\$3,341.38	+\$100.24	\$3,441.62
Telecom	\$4,173.56	+\$125.21	\$4,298.77
	\$7,508.79	+\$225.26	\$7,734.05
Other Expenses -			
Insurance (Liability, D&O)	\$7,632.75	+\$228.98	\$7,861.73
Other Costs	\$160.00	+\$4.80	\$164.80
	\$7,792.75	+\$233.78	\$8,026.53

Payroll -			
Payroll Expenses	\$13,388.43	+\$401.65	\$13,790.08
Professional Fees -			
Legal/Consulting	\$120.00	+\$3.60	\$123.60
Travel & Meetings -			
Conference, Convention	\$7.19	+\$0.22	\$7.41
Travel	\$26.87	+\$0.81	\$27.68
	\$34.06	+\$1.02	\$35.08
Other Expense -			
“Ask My Accountant”			
365 Microsoft Software BEST BUY	\$140.71	+\$4.22	\$144.93
TOTAL EXPENSE:	\$66,075.09	+\$1,982.25	\$68,057.34
Net Ordinary Income	-\$21,147.56	-\$634.43	-\$21,781.99
Net Other Income	-\$140.71	-\$4.22	-\$144.93
Net Income	-\$21,288.27	-\$638.65	-\$21,926.92

Organizational Program Budget Sustainability & Funding Overview

Prior and Current FY Projected Budget with Proposed Uses of HSAB Funding

Centro Esperanza’s Sustainability Strategy

Centro Esperanza’s financial resilience is anchored by three reliable annual gifts: \$10,000 from the San Marcos Noon Lions Club, \$10,000 from Guadalupe County United Way, and a \$5,000 leadership gift. These cornerstone contributions are further reinforced by consistent donor engagement—from \$3,000 mid-tier gifts to heartfelt \$100 community donations.

This diverse and dependable funding mix reflects strong public trust in Centro Esperanza’s mission of advancing equity and lasting impact. It enables the continuation and growth of programs like SAFB Just In Time, while ensuring stable infrastructure, staff capacity, and operational readiness to meet evolving community needs.

Strategically, **HSAB funding will sustain and expand access to essential services**—supporting infrastructure, outreach, and impact measurement systems that uphold Centro Esperanza’s accountability and extend its reach. As part of the projected FY 2025–2026 budget, the proposed HSAB investment complements ongoing commitments, reinforcing operational stability and enhancing direct service capacity during a period of rising community demand.

Category	FY 2024–25 Actual	Adjustment Note	Target FY 2025–26 Goal
Net Ordinary Income	-\$21,147.56	Opportunity to reduce shortfall via increased fundraising, diversified grants, or operational savings	-\$15,000.00 <i>(targeted reduction)</i>
Net Other Income	-\$140.71	Consolidate or reclassify one-time costs to minimize impact	\$0.00 <i>(neutralize loss)</i>
Net Income	-\$21,228.27	Position year-end loss as a target for reversal through strategic planning and resource alignment	-\$15,000.00 <i>(realistic goal)</i>

Executive Summary: Advancing Fiscal Resilience & Strategic Positioning

RCCI enters FY 2025–26 with a renewed commitment to fiscal responsibility and community accountability. While FY 2024–25 projections reflect a net ordinary income shortfall of \$21,147.56 and a total net loss of \$21,228.27, these figures are not setbacks — they are **strategic starting points**.

Rather than accepting these trends passively, RCCI is proactively reshaping them into opportunity through:

- **Diversified Funding:** Expanding community partnerships and donor networks; refining grant applications to maximize reach and alignment.
- **Operational Optimization:** Reviewing contract services, streamlining facility costs, and reinforcing fiscal discipline without compromising program integrity.
- **Mission-Driven Resource Alignment:** Focusing expenditures on essential services while consolidating discretionary and one-time costs.

As a result, RCCI has set a realistic goal of reducing net income loss to \$15,000 — a target that reflects resolve, innovation, and sustainability.

This budget not only reflects *what we spend*, but *why it matters*. RCCI invites the Human Services Advisory Board to see beyond the figures to the mission they empower. With your support, we can stabilize operations, preserve continuity of care, and deepen our impact in service to the most vulnerable in San Marcos.

Centro Esperanza – FY 2026 HSAB Grant Application Budget Narrative & Financial Projection

PROGRAM BUDGET Expense Items – (Refer to Schwartz Accounting RCCI Transaction Detail by Account) Reporting Period: Fiscal Year (FY) 2024-2025 (July 1, 2024 – June 30, 2025)	Actual Program Expense Subtotals Reporting Period: Fiscal Year (FY) 2024-2025 (July 1, 2024 – June 30, 2025)	Note: A 3% inflation adjustment was applied to operational line items except Line 15 – Fixed Allocation.	Projected Program Expense Subtotals Fiscal Year (FY) 2025-2026 (Serve as the basis for Centro Esperanza’s request for calendar year 2026 HSAB grant funding from the City of San Marcos)
1) ADT Security	\$ 1,507.59	(+\$45.22)	\$ 1,552.81
2) BENCHMARK Insurance Group NFP0124064-07 Directors & Officers Policy Premium Annual Renewal: FY 2024–2025 (May 25, 2024 – May 25, 2025)	\$ 916.00	(+\$27.48)	\$ 943.48
3) BENCHMARK Insurance Group 0002073802 Workers Comp Policy Premium Annual Renewal: FY 2024–2025 (February 14, 2024 – February 14, 2025)	\$ 605.00	(+\$18.15)	\$ 623.15
4) BENCHMARK Insurance Group NN1621435 Package Policy Premium Annual Renewal: FY 2024–2025 (Nov 17, 2023 – Nov 17, 2024)	\$ 6,902.81	(+\$207.08)	\$ 7,109.89
5) Bluebonnet Electric Cooperative	\$ 1,954.80	(+\$58.64)	\$ 2,013.44
6) Crystal Clear Water	\$ 1,214.34	(+\$36.43)	\$ 1,250.77
7) Dallas Frontier Waste Solutions	\$ 1,658.94	(+\$49.77)	\$ 1,708.71
8) Green Guy Recycling	\$ 1,162.98	(+\$34.89)	\$ 1,197.87
9) Row Business Solutions Full-service Digital Marketing Service: Provides broadband connectivity and strategic outreach tools that support Centro Esperanza’s virtual engagement, program visibility, and compliance communications.	\$ 1,200.00	(+\$36.00)	\$ 1,236.00
10) Schmidt Fire & Safety Co.	\$ 219.00	(+\$ 6.57)	\$ 225.57
11) Schwartz & Associates Bookkeeping Services	\$ 2,400.00	(+\$72.00)	\$ 2,472.00
12) Spectrum Mobile (Center Administrator)	\$ 685.00	(+\$20.55)	\$ 705.55
13) Spectrum Internet, Hotspot & Landline Phone	\$ 2,288.56	(+\$68.66)	\$ 2,357.22
14) Summit Pest Control	\$ 866.79	(+\$26.00)	\$ 892.79
15) CENTER ADMIN FT POSITION – Fixed Allocation Funding Breakdown: • Funded by GCUW: 80% • City of San Marcos Grant Cap: 20% Fiscal Coverage: • FY Coverage: July 1, 2024 – June 30, 2025 • Gross Annual Pay: \$11,917.84	\$ 2,483.52	(+\$ 0) FIXED Allocation	\$ 2,483.52

Aug–Dec 2024: \$934.82/month Jan–Jul 2025: \$1,034.82/month City-Funded Portion: City of SM Eligible Amount (20%) \$206.96/month × 12 months = \$2,483.52 Staffing Logic: Full-Time = 160 hrs/month Grant Funds = 32 hrs/month (20%) GCUW Funds = 128 hrs/month (80%) SAFB Just In Time Program Staffing Breakdown – 32 Dedicated Hrs/Month Monthly Workflow: • Pre-Distribution (App intake + voucher issuance): 4 days × 5 hrs = 20 hrs • Distribution Day: 1 hr setup + 2 hrs distribution + 1 hr breakdown = 4 hrs • Post-Distribution (Site clean-up, reporting): 2 days × 4 hrs = 8 hrs Total: 32 hrs/month aligned with 20% salary allocation Program Note: The SAFB Just In Time distribution model ensures fresh, time-sensitive product reaches the agency on or near scheduled delivery. This minimizes storage needs and maximizes product lifespan for participants. Items include produce, dairy, beverages, shelf-ready meals, and bread.			
16) Notary Commission – Certification & Supplies Vendor: American Association of Notaries (AAN) Coverage: 4-Year Commission Cycle – Sept 2025, 2029, 2033 Service Date: Initial Certification July 5, 2025 Components: Bond, Commission, Notary Stamp, Record Book	\$ 107.70	(+ \$ 3.23)	\$ 110.93
17) Microsoft 365 Software – Annual Renewal Subscription Vendor: Best Buy Renewal Cycle: April 18, 2025 2026 2027 (Ongoing Annual License) Purpose: Supports administrative continuity and secure cloud-based operations essential to grant compliance, board communications, and digital outreach initiatives.	\$ 140.71	(+ \$ 4.22)	\$ 144.93
18) Technology Protection – Monthly Membership Plan	\$ 2,149.20	(+ \$64.48)	\$ 2,213.68

Vendor: Best Buy – Geek Squad Service: \$179.10/month (\$2,149.20 annually) Purpose: Ensures continuity of operations by safeguarding essential hardware and software assets used in program delivery, fiscal management, and virtual communications. This plan provides rapid technical support and equipment recovery—key to sustaining uninterrupted service under grant initiatives.			
19) HP OfficeJet Pro – Equipment Purchase Vendor: Hewlett-Packard Purpose: Acquisition of multi-functional print, scan, and copy equipment essential to daily program execution, administrative reporting, and document delivery. Supports grant compliance tasks including recordkeeping, voucher issuance, meeting packets, and communications with stakeholders.	\$ 500.00	(+\$15.00)	\$ 515.00
20) HP Insta Ink & Paper – Monthly Subscription Services Vendor: Hewlett-Packard Service Period: July 2024 – June 2025 Subscription Breakdown: 3 Free Months (Jul–Sep 2024): Average value of \$86.58/month × 3 = \$259.74 Paid Service (Oct 2024 – Jun 2025): \$597.83	\$ 857.57	(+\$25.73)	\$ 883.30
TOTAL:	\$29,820.51	\$820.10	\$30,640.61

I. Program Budget – Prior Fiscal Year (FY 2024 – 2025)

Expense Category	Line Items	Subtotal
1) Security Systems	1	\$ 1,507.59
2) Electric, Water, Mobile, Internet	5, 6, 12, 13	\$ 6,142.70
3) Waste & Recycling	7, 8	\$ 2,821.92
4) Bookkeeping Services	11	\$ 2,400.00
5) Center Admin FT Salary (20%) - FIXED	15	\$ 2,483.52
6) Digital Marketing, Software Subscriptions & Technology	9, 17, 18, 19, 20	\$ 4,847.48
7) Fire Safety & Pest Control	10, 14	\$ 1,085.79
8) General Facility Operations	2, 3, 4, 16	\$ 8,531.51
TOTAL:		\$29,820.51

II. Proposed Program Budget – FY 2025 – 2026

Projected expenditures reflect a 3% inflation increase across core services and operational costs. This adjustment ensures forecasting of future needs while maintaining alignment with market conditions and cost-of-living trends.

Mirrors prior-year expenditures with strategic adjustments:

- **Inflation Continuation:** 3% increase applied across categories
- **Operational Stability:** Reliable funding of essential service areas
- **Program Expansion:** Supports growth of SAFB Just In Time distribution
- **Contingency Planning:** Builds in flexible reserves for market shifts
-

Expense Category	Line Items	Projected Subtotal (3% Increase)
1) Security Systems	1	\$ 1,552.81
2) Electric, Water, Mobile, Internet	5, 6, 12, 13	\$ 6,326.98
3) Waste & Recycling	7, 8	\$ 2,906.58
4) Bookkeeping Services	11	\$ 2,472.00
5) Center Admin FT Salary (20%) - FIXED	15	\$ 2,483.52
6) Digital Marketing, Software Subscriptions & Technology	9, 17, 18, 19, 20	\$ 4,992.91
7) Fire Safety & Pest Control	10, 14	\$ 1,118.36
8) General Facility Operations	2, 3, 4, 16	\$ 8,787.45
TOTAL:		\$30,640.61

These adjusted projections reflect not only inflationary trends, but Centro Esperanza's deliberate investment in core infrastructure, staffing capacity, and operational continuity—key components that sustain equitable service delivery and long-term organizational resilience.

The breakdown below details proposed uses of HSAB funding for calendar year 2026, mapped directly to program costs and strategic priorities.

III. HSAB Funding Allocation - Calendar Year 2026

Expense Category	Line Items	Projected Subtotal (3% Increase)	% of Total Budget from Projected 3% Inflated Subtotal	Requested Allocation from HSAB Funds
1) Security Systems: ADT	1	\$ 1,552.81	5.07%	\$ 760.67
2) Electric, Water, Mobile, Internet: Bluebonnet, Crystal Clear Water, Spectrum Mobile, Spectrum Internet	5, 6, 12, 13	\$ 6,326.98	20.66%	\$ 3,099.24
3) Waste & Recycling: Dallas Frontier, Green Guy Recycling	7, 8	\$ 2,906.58	9.49%	\$ 1,423.45
4) Bookkeeping Services: Schwartz & Associates Bookkeeping	11	\$ 2,472.00	8.07%	\$ 1,209.92
5) Center Admin FT Salary (20%) - FIXED	15	\$ 2,483.52	FIXED	\$ 2,483.52 (FIXED)
6) Digital Marketing, Software Subscriptions & Technology: Row Business Solutions, Microsoft 365, Geek Squad, HP Equipment, HP Insta Ink & Paper	9, 17, 18, 19, 20	\$ 4,992.91	16.30%	\$ 2,444.13
7) Fire Safety & Pest Control: Schmidt Fire & Safety, Summit Pest Control	10, 14	\$ 1,118.36	3.65%	\$ 547.76
8) General Facility Operations: Benchmark policies (D&O), Workers Comp. Package), Notary certification	2, 3, 4, 16	\$ 8,787.45	28.69%	\$ 4,299.31
TOTAL:		\$30,640.61	100.00%	\$15,000.00

HSAB Grant Funding Request Summary – Calendar Year 2026

Centro Esperanza respectfully requests a \$15,000 grant to support 50% of projected operational costs for FY 2025–2026, aligned with HSAB’s calendar-year funding cycle. The total projected expense across eight categories is \$30,640.61, inclusive of a 3% cost-of-living adjustment.

This investment will:

- **Power Core Operations:** Cover security, utilities, insurance, administrative support, and compliance tools essential to daily functionality.
- **Enable Program Delivery:** Sustain monthly SAFB Just In Time distributions for rural families in need.
- **Ensure Grant Compliance:** Adhere to the 20% salary cap for Center Administration through fixed allocation logic.
- **Maintain Financial Integrity:** Allocate all funds proportionally across categories, using inflation-informed forecasting and clean reporting standards.

This grant is not simply financial support — it is a partnership in continuity, dignity, and impact. HSAB’s investment will strengthen Centro Esperanza’s ability to serve San Marcos’ most vulnerable residents with efficiency, transparency, and care

BOARD OF DIRECTORS INFORMATION

2025 RCCI BOARD OF DIRECTORS

Jason Ezequiel Palacios, Chair

ASE and Ford Senior Master, Associates in Automotive, Senior Master Technician

FORD Senior Master Technician

Date on Board: August 2019

City and State Residency: San Marcos, Texas

Harry Stewart, Co Chair

Retired Air Force Veteran

Date on Board: August 2010

City and State Residency: San Marcos, Texas

Mary Johnson, Treasurer, Fundraising Strategist

Community Resident, Entrepreneur

Date on Board: February 2025

City and State Residency: San Marcos, Texas

Ellie Stewart, Board Member, Fundraising Strategist

Retired Banker

Date on Board: August 2010

City and State Residency: San Marcos, Texas

Irma Devora Palacios, Secretary, Center Director

Retired Radiologic Technologist, NCT Xray Instructor, Spanish Bilingual Associate, Community Health Worker, Notary

Date on Board: January 2009

City and State Residency: San Marcos, Texas

Josephine Anderson, Board Member

In-home Healthcare Professional

Date on Board: December 2022

City and State Residency: San Marcos, Texas

Evelyn McDaniels, Board Member

Retired Machine Equipment Operator

Initial RCCI Founder & Treasurer

Community Resident

Date on Board: January 2023

City and State Residency: San Marcos, Texas

Deedra Gonzales, Board Member

Retired Culinary Chef, Restaurant Manager & Homeless Shelter Manager

Date on Board: January 2024

City and State Residency: San Marcos, Texas

RCCI, dba – Centro Esperanza Community Center
2045 Spruce Street, San Marcos, Texas 78666
Quarterly Board Hybrid Meeting Packet
Tuesday, July 15, 2025

TABLE 3 *Quarterly Meetings Attendance Log: Board Members and Center Leadership Participation*

Fiscal Year: 2024-2025					
HYBRID Quarterly Meetings (IP) – In Person (T) – Telecommunications (V) – Virtual Attendance (W) – Written Communication [email, text]	3RD Date: 11/08/2024	4TH Date: 02/05/2024	1ST Date 03/31/2025	2ND Date: _07/15/2025_	% Attendance
1. Jason Ezequiel Palacios, Chair [REDACTED] San Marcos, Texas 78666 [REDACTED]	T	V	T	T	100%
2. Harry Stewart, Co-chair [REDACTED] San Marcos, Texas 78666 [REDACTED]	W	V	W	W	100%
3. Mia Johnson, Treasurer & [Donor Fundraiser] [REDACTED] San Marcos, Texas 78666 [REDACTED]	In-Coming Treasurer 02/06/2025 N/A	In-Coming Treasurer 02/06/2025 N/A	W	W	50% In-Coming Treasurer 02/06/2025
4. Irma Devora Palacios, Secretary & Center Director [REDACTED] San Marcos, Texas 78666 [REDACTED]	IP	IP	IP	IP	100%
5. Ellie Stewart, Board Member [Donor Fundraiser] [REDACTED] San Marcos, Texas 78666 [REDACTED]	W	V	W	W	100%
6. Evelyn McDaniels, Board Member [REDACTED] San Marcos, Texas 78666 [REDACTED]	IP	IP	T	T	100%
7. Josephine Anderson [REDACTED] San Marcos, Texas 78666 [REDACTED]	IP	IP	W	T	100%
8. Deedra Gonzales [REDACTED] San Marcos, Texas 78666 [REDACTED]	T	IP	T	T	100%
9. Sulema Arrecis, Center Admin [REDACTED]	IP	IP	IP	IP	100%

TABLE 4 (i) Board Member Position Extension Record

YEAR 2025					
Name	Affiliation	Board Position	Date on Board	EXTENSION "YES"	EXTENSION "NO"
Jason E Palacios		EXECUTIVE Chair	August 2019	"YES"	
Harry Stewart		EXECUTIVE Co-Chair	August 2010	"YES"	
Ellie Stewart		EXECUTIVE Treasurer	August 2010	"YES"	
Irma Devora Palacios		EXECUTIVE Secretary	January 2009	"YES"	
Josephine Anderson		Board Member	December 2022	"YES"	
Evelyn McDaniels		Board Member	January 2023	"YES"	
Deedra Gonzales		Board Member	January 2024		

Board Member Attendance According to BYLAWS 03/25/2019

An elected Board Member who is absent from 3 regular meetings of the Board during a fiscal year shall be encouraged to re-evaluate with the Chair of the Board or the Vice chair in the absence of the Chair his/her commitment to the Corporation/Organization. The Board may deem a Board member who has missed 3 meetings without such a reevaluation with the Chair or Vice chair in the absence of the Chair to have resigned from the Board.

TABLE 4 (ii) Tenureship Tracker: Current Board Composition and Historical Transitions

BOARD of DIRECTORS TENURESHIP AS OF PRESENT YEAR 2025					
Name	Affiliation	Appointment/ Nomination By	Board Position	Date on Board	Date off Board
Ezequiel F Palacios	Philanthropist	Appointment by Jim Byrn – RCCI Founder	EXECUTIVE Chair	January 2009	June 18, 2019 Deceased Date
Jason Ezequiel Palacios	Philanthropist	Irma Palacios to carry on Fathers LEGACY	EXECUTIVE Chair	August 2019	
Ellie Stewart	Philanthropist	Appointment by Jim Byrn – RCCI Founder	EXECUTIVE Co-Chair	August 2010	
Harry Stewart	Philanthropist	Appointment by Jim Byrn – RCCI Founder	EXECUTIVE Co-Chair	August 2010	
Evelyn McDaniels	Community Resident & Advocate	Appointment by Jim Byrn – RCCI Founder	EXECUTIVE Treasurer	Late 1980's	2019? <i>*Unknown</i>
Ellie Stewart	Philanthropist	RCCI Board – Treasurer (Evelyn McDaniels) Replacement	EXECUTIVE Treasurer	2020 vs 2021? <i>*Unknown</i>	
Irma Devora Palacios	Philanthropist	Appointment by Jim Byrn – RCCI Founder	EXECUTIVE Secretary & Center Director	January 2009	
Gladys Cornelius	Community Resident & Advocate	Irma Palacios	Board Member	<i>*Unknown</i>	June 30, 2019
Evelyn McDaniels	Community Resident & Advocate	Irma Palacios	Board Member	January 2023	
Rachel Garnes	Gary Job Corps Center	Irma Palacios	Board Member	<i>*Unknown</i>	October 4, 2019
Yvonne Abrego Natoli	McCoy's Business School TEXAS STATE UNIVERSITY	Irma Palacios	Board Member	May 2017	August 21, 2023
Bro. Jim Lanning	Redwood Baptist Church Pastor Emeritus	Appointed by Jim Byrn – RCCI Founder	Board Member	January 2009	<i>*Unknown</i>
Bro. Jim Lanning	Redwood Baptist Church Pastor Emeritus	Irma Palacios	Board Member	February 2019	July 31, 2023 Resigned due to Health Reasons Sept 13, 2024 Deceased Date

Josephine Anderson	Community Leader	Irma Palacios	Board Member	December 2022	
Deedra Gonzales	San Marcos Resident & Advocate	Irma Palacios	Board Member	January 30, 2024	
Mia Johnson	Community Resident & Advocate	Deedra Gonzales	EXECUTIVE Treasurer	February 6, 2025	
*Sulema Arrecis	Community Resident & Advocate	Appointment by Jim Bym – RCCI Founder & Bro Jim Lanning	Center Administrator	February 2019	

*CENTRO ESPERANZA STAFF

**Note: 2 Separate Catastrophic Events- Fire and Flooding destroyed center records*



NON-PROFIT BYLAWS

Non-profit Organization Name

Non-profit Purpose

Non-profit Type

Non-profit Address

Vice Chairperson

Board of Directors Size

Board Membership Rules

Consecutive Missed Meetings

Annual Missed Meetings

Board Elections

Board Elections Vote

Remove Member Vote

Interested Individuals

Board Special Meeting

Minimum Meeting Notice

Quorum Minimum Required

Meeting Minutes Delivery

Action Taken Without Meeting

Electronic Signatures

Minimum Committee Directors

Audit Committee

Legal Defense Fund

Authorized Document Signatories

Fiscal Year

Inspection Financial Statements

Amending Bylaws

Secretary Name

Articles of Incorporation

Date Bylaws Adopted

Copy of Deed – Redwood Community Center, Inc.



NON-PROFIT BYLAWS OF REDWOOD COMMUNITY CENTER INC., RCCI
dba CENTRO ESPERANZA

PREAMBLE

The following Bylaws shall be subject to, and governed by, the Non-profit Corporation Act of Texas and the Articles of Incorporation of Redwood Community Center Inc., RCCI dba Centro Esperanza.

In the event of a direct conflict between the herein contained provisions of these Bylaws and the mandatory provisions of the Non-Profit Corporation of Texas, said Non-Profit Corporation Act shall be the prevailing controlling law. In the event of a direct conflict between the provisions of these Bylaws and articles of Incorporation of Corporation/Organization, it shall then be these Bylaws which shall be controlling.

ARTICLE 1 – NAME

The legal name of the Non-Profit Organization shall be known as Redwood Community Center Inc., RCCI, dba Centro Esperanza, and shall herein be referred to as the "Corporation/Organization."

ARTICLE 2 – PURPOSE

The general purposes for which this Organization has been established are as follows: The Redwood Community Center has as its mission to improve the quality of life for the youth and adults of Northeastern Guadalupe County through providing recreation and education in a united concerned community environment. The purpose for which the Non-Profit Corporation is formed is set forth in the attached Articles of Incorporation.

RCCI, is a not for profit 501 (c) (3) service agency in the Redwood and Rancho Vista rural communities, as well as areas under the auspices of RCCI funders and partners. Our mission is to act as a catalyst to empower, promote and facilitate equality to address the health, wellness, welfare, social, cultural and recreational needs of the community. We believe in providing educational training and development opportunities that enable community members to build new skills, gain valuable knowledge, and participate in new experiences. Additionally, we welcome the exchange of ideas that moves to enrich lives.



The Corporation/Organization is established within the meaning of IRS Publication 557 Section 501 (c) (3) Organization of the Internal Revenue Code of 1986, as amended (the "Code") or the corresponding section of any future federal tax code and shall be operated exclusively for providing services that exist for the community by the community. Focus is to provide health and wellness programs, adult and youth education programs and basic needs referrals for the surrounding community.

In addition, this Corporation/Organization has been formed for the purpose of performing all things incidental to, or appropriate in, the foregoing specific and primary purposes. However, the Corporation/Organization shall not, except to an insubstantial degree, engage in any activity or the exercise of any powers which are not in furtherance of its primary non-profit purposes.

The Corporation/Organization shall hold and may exercise all such powers as may be conferred upon any non-profit organization by the laws of the State of Texas and as may be necessary or expedient for the administration of the affairs and attainment of the purposes of the Corporation/Organization. At no time and in no event shall the Corporation/Organization participate in any activities which have not been permitted to be carried out by a

Corporation/Organization exempt under Section 501 (c) of the Internal Revenue Code of 1986 (the "Code").

ARTICLE 3 – OFFICES

The principal office of the Corporation/Organization shall be located at 2045 Spruce Street, San Marcos, Texas 78666.

The Corporation/Organization may have other such offices as the Board of Directors may determine or deem necessary, or as the affairs of the Corporation/Organization may find a need from time to time.

ARTICLE 4 – DEDICATION OF ASSETS

The properties and assets of the Corporation/Organization are irrevocably dedicated to and for non-profit purposes only. No part of the net earnings, properties, or assets of this Corporation/Organization, on dissolution or otherwise shall inure to the benefit of any person or any member, director, or officer of this Corporation/Organization. On liquidation or



dissolution, all remaining properties and assets of the Corporation/Organization shall be distributed and paid over to Guadalupe County United Way (GCUW), Seguin, Texas, an organization dedicated to non-profit purposes which has established its tax-exempt status pursuant to Section 501 (c) of the Code. Article 4 of Bylaws is to remain in effect indefinitely throughout the existence of this Corporation/Organization. A copy of the Bylaws with Deed inclusive, has been submitted to Guadalupe County United Way (GCUW), Seguin, Texas.

ARTICLE 5 – BOARD OF DIRECTORS General Powers and Responsibilities

The Corporation/Organization shall be governed by a Board of Directors (the “Board”), which shall have all the rights, powers, privileges and limitations of liability of directors of a non-profit corporation organized under the Non-Profit Corporation Act of Texas. The Board shall establish policies and directives governing business and programs of the Corporation/Organization and shall delegate to the Executive Director and Corporation/Organization staff, subject to the provisions of these Bylaws, authority and responsibility to see that the policies and directives are appropriately followed.

Number and Qualifications

The Board shall have up to 7, but no fewer than 5, Board members. The number of Board members may be increased beyond 7 members or decreased to less than 5 members by the affirmative vote of all of those serving Board of Directors. A Board member must be a resident of the State of Texas.

In addition to the regular membership of the Board, representatives of such other organizations or individuals as the Board may deem advisable to elect shall be *Advisory Council Members*, which will not have the same rights and obligations, including no voting power, unlike the other directors.

Board Compensation

The Board shall receive no compensation other than for reasonable expenses. However, provided the compensation structure complies with Sections relating to “Contracts Involving Board Members and/or Officers” as stipulated under these Bylaws, nothing in these Bylaws shall be construed to preclude any Board member from serving the Corporation/Organization in any other capacity and receiving compensation for services rendered.



Board Elections

The Governance Committee shall present nomination for new and renewing Board members at the board meeting immediately preceding the beginning of the next fiscal year (July 1).

Recommendations shall be made known to the Board in writing before nominations are made and voted on. New and renewing Board members shall be approved by unanimously of those Board members at a Board meeting at which a quorum (4 persons) is present.

Term of Board

All appointments to the Board shall be for a term of 2 year(s). No person shall serve more than 25 consecutive terms unless a majority of the Board, during the course of a Board meeting at which a quorum is present, votes to appoint a Board member to 2 additional year(s). No person shall serve more than 50 consecutive years. After serving the maximum total number of consecutive years on the Board, a member may be eligible for reconsideration as a Board Member after 1 year has passed since the conclusion of such Board member's service.

Vacancies

A vacancy on the Board of Directors may exist at the occurrence of the following conditions:

- a) The death, resignation, or removal of any director.
- b) The declaration by resolution of the Board of a vacancy in the office of a director who has been declared of unsound mind by a final order of court, convicted of a felony, found by final order or judgement of any court to have breached a duty pursuant to the Corporation Code and/or Act of the law dealing with the standards of conduct for a director.
- c) A director has missed 3 meetings of the Board during a fiscal year;
- d) An increase in the authorized number of directors; or
- e) The failure of the directors, at any annual or other meeting of directors at which director(s) are to be elected, to elect the full authorized number of directors.

The Board of Directors, by way of affirmative vote of a majority of the directors then currently in office, may remove any director without cause at any regular or special meeting, provided that the director to be removed has been notified in writing in the manner set forth in Article 5 – Meetings that such action would be considered at the meeting.



Except as provided in this paragraph, any director may resign effective upon giving written notice to the chair of the Board, the president of the Corporation/Organization, the Secretary of Corporation/Organization or the Board of Directors, unless the notice specifies a later time for the effectiveness of the resignation. If the resignation is effective at a future time, a successor may be designated to take office when the resignation becomes effective. Unless the Attorney General of Texas is first notified, no director may resign when the Corporation/Organization would then be left without a duly elected director in charge of its affairs.

Any vacancy on the Board may be filled by vote of all of the directors then in office, whether or not the number of directors then in office is less than a quorum (4 persons), or by vote of a sole remaining director. No reduction of the authorized number of directors shall have the effect of removing any director before that director's term of office expires.

A Board member elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office.

Resignation

Each Board member shall have the right to resign at any time upon written notice thereof to the Chair of the Board, Secretary of the Board, or the Executive Director. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof, and the acceptance of such resignation shall take effect upon receipt thereof, and the acceptance of such resignation shall not be necessary to make it effective.

Removal

A Board member may be removed, with or without cause, at any duly constituted meeting of the Board, by the affirmative vote of all of then-serving Board members.

Meetings

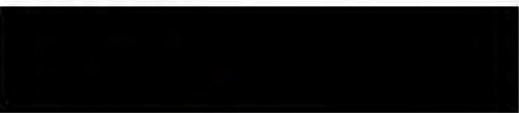
The Board's regular meetings may be held at such time and place as shall be determined by the Board. The Chair of the Board or any all regular Board members may call a special meeting of

ORGANIZATION INFORMATION

Request for Status Update on 990 Supporting Documentation, 2025 at 2:47 PM

Attached is a copy of the postcard return and the confirmation of filing for the FYE 06/30/2024. The 2024 extension filing is for the short year 07/01/24-12/31/24.

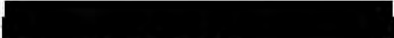
Abby Fritzler



Schwartz & Associates

This message contains confidential information and is intended only for the individual(s) named. If you are not the named addressee you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. E-mail transmission cannot be guaranteed to be secure or error-free as information could be intercepted, corrupted, lost, destroyed, arrive late or incomplete, or contain viruses. The sender therefore does not accept liability for any errors or omissions in the content of this message, which arise as a result of e-mail transmission.



From: ID Palacios **Sent:** Thursday, July 17, 2025 2:33 PM
Subject: Fwd: Request for Status Update on 990 Supporting Documentation

[Quoted text hidden]

3 attachments**Redwood FYE 06.30.24.PDF**

17K

**FYE 06.30.24 filing conf..PDF**

18K

**2024 extension.PDF**

14K

**Acknowledgement and General Information for
Taxpayers Who File Returns Electronically**

Thank you for taking part in the IRS e-file Program.

REDWOOD COMMUNITY CENTER INC
2045 SPRUCE STREET
SAN MARCOS, TX 78666

- [X] Your Form 8868, Application for Extension of Time to File an Exempt Organization Return for tax year ending December 31, 2024 is being filed electronically with the IRS by the services of Schwartz & Associates.
- [X] Your extension was accepted by the IRS on 05/15/25 and the Submission Identification Number assigned to your extension is 70045820251350060874.

Since you are filing your extension electronically, PLEASE DO NOT SEND A PAPER COPY OF YOUR EXTENSION TO THE IRS. IF YOU DO, IT WILL DELAY THE PROCESSING OF THE EXTENSION.

Acknowledgement Process

The IRS will notify your electronic return originator when they accept your extension, usually within 48 hours. If your extension was not accepted, IRS will notify your electronic return originator of the reasons for rejection.

e-Postcard Worksheet

Form **990-N****2023**For calendar year 2023, or tax year beginning **07/01/23**, and ending **06/30/24**

Name

Employer Identification Number

REDWOOD COMMUNITY CENTER INC**74-2609547**

Note: Form 990-N can ONLY be filed electronically, and is filed in lieu of Forms 990 or 990-EZ, if eligibility is met.

The following items are required for a complete electronic submission:

1. Employer identification number (EIN), also known as a Taxpayer Identification Number (TIN) **74-2609547**
2. Tax year **2023**
3. Legal name of organization **REDWOOD COMMUNITY CENTER INC**
 - Mailing street address **2045 SPRUCE STREET**
 - City or foreign province **SAN MARCOS**
 - State or foreign country code **TX**
 - Zip code **78666**
4. Any other names the organization uses (Doing Business As) **CENTRO ESPERANZA**
5. Principal officer name **ELEANOR STEWART**
 - Mailing street address **2045 SPRUCE STREET**
 - Street address line 2
 - City **SAN MARCOS**
 - Foreign province
 - State or foreign country code **TX**
 - Zip code **78666**
6. Web site address if the organization has one
7. Organization's annual gross receipts are normally \$50,000 or less **X**
8. Organization is terminated or in the process of termination



**Redwood Community Center, Inc. RCCI,
dba – Centro Esperanza**

POLICIES AND PROCEDURES MANUAL

Date Implemented: August 1, 2023

PERSONNEL POLICIES

Policy on Affirmative Action/Equal Employment Opportunity Statement

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza is an Equal Opportunity Employer and recruits, employs, retains, and promotes persons in all job titles without regard to gender, sexual orientation, race, religion, color, alienage or citizenship, national or ethnic origin, age, transgender status, marital status, veteran status, carrier status or disability, except where there is a bonafide occupation qualification for the job tasks to be performed. In such circumstances reasonable accommodations for qualified individuals with known disabilities will be made unless doing so would result in an undue hardship.

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza will also ensure that all personnel actions such as compensation, benefits, transfers, layoffs, recalls, transfers, leaves of absence compensation, and training will be administered in accordance with the principles of equal employment opportunity.



**Redwood Community Center, Inc. RCCI,
dba – Centro Esperanza**

Overhead & Operational Costs Fulfillment Program Policies & Procedures

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Implemented: August 1, 2023	Revised: January 1, 2025
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PURPOSE

The Board of Directors of Redwood Community Center, Inc. RCCI, has been doing business as Centro Esperanza. It has developed and enacted the following policies and procedures by virtue of the by-laws of the organization. This revised manual was voted on by the Board of Directors and becomes effective on January 1, 2025.

The purpose of this manual is to serve as a reference tool to guide supervisors in the administration of the company's **Overhead and Operational Costs Fulfillment Program** and to acquaint employees with the information they need to understand those policies, practices and procedures.

Since it is not possible to anticipate every situation that may arise in the workplace or to provide information that answers every question, circumstances will undoubtedly require that policies, practices, procedures and benefits change from time to time. Accordingly, the Board of Directors of Redwood Community Center, Inc. RCCI, dba – Centro Esperanza reserves the right to modify, supplement, or rescind any of its policies, practices, procedures and benefits at any time.

ACCOUNTING, AUDIT AND FINANCIAL MANAGEMENT POLICIES

Accounting Policies

It shall be the policy of Redwood Community Center, Inc. RCCI, dba – Centro Esperanza to create and maintain accounting, billing, and cash control policies, procedures and records which are consistent with Generally Accepted Accounting Principles (GAAP).

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza 's fiscal year reporting period runs from July 1 to June 30.

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza uses the accrual basis of accounting for all transactions consistent with General Accepted Accounting Principles (GAAP.)

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza accounting, audit, and financial management policies are designed to do the following:

- a) Protect and secure the assets of Redwood Community Center, Inc. RCCI, dba – Centro Esperanza.
- b) Ensure the maintenance of accurate, current and complete records of the financial results of each award.
- c) Ensure compliance with governmental and private funder reporting requirements.
- d) Bank accounts are established as required by donors and funding requirements.
- e) The Executive Board, in conjunction with the Board of Directors, must authorize all bank accounts and approve all check signers. The approval of signers shall be reflected in the Board of Director's meeting minutes.
- f) Bank transfers are scheduled and investigated to ascertain that both sides of the transaction are recorded.
- g) Compare expenditures with budget amounts for each award to ensure that costs do not exceed the budgeted amounts.

Cash Management

Consistent with 2 CFR 200.305 (*Federal payment. (a) For states, payments are governed by Treasury-State Cash Management Improvement Act (CMIA) agreements and default procedures codified at 31 CFR part 205 and Treasury Financial Manual (TFM) 4A-2000, "Overall Disbursing Rules for All Federal Agencies*), for non-federal entities other than states, payment methods will minimize the time elapsing between the transfer of funds from the United States Treasury or a pass-through entity and the disbursement by the non-Federal entity Redwood Community Center, Inc. RCCI, dba – Centro Esperanza whether the payment is made by electronic funds transfer, or issuance or redemption of checks, warrants, payment by other means. Redwood Community Center, Inc. RCCI, dba – Centro Esperanza will also minimize idle cash balances.

Payments

Checks

All persons approved to sign checks will formally be approved by the Redwood Community Center, Inc. RCCI, dba – Centro Esperanza's Executive Board of Directors, in conjunction with the Board of Directors.

The payee and check signer cannot be the same person. Other authorized persons shall sign reimbursement checks payable to a check signer.

Banks should promptly be notified of all changes of authorized check signers. All checks are to be pre-numbered and accounted for by a check custodian (used, voided, and not used).

Void checks are to be properly defaced and maintained.

Bank reconciliations to the general ledger are to be done monthly by the Treasurer.

ACH Payments

An ACH payment is a type of electronic bank-to-bank payment. The ACH system is a way to transfer money between bank accounts, rather than going through card networks or using wire transfers, paper checks, or cash.

Direct Deposits and Direct Payments

There are two main categories for ACH transactions: direct deposits and direct payments.

Direct Deposit is used for payments from businesses or the government to a consumer, particularly for payroll, as well as government benefits, tax refunds, interest payments, and more.

Direct Payment covers the electronic transfer of funds to make or receive payments, both by individual or organizations. Examples include purchasing a product or service, paying bills or supporting a not-for-profit organization.

All persons approved to access the on-line bank account(s) will formally be approved by the Redwood Community Center, Inc. RCCI, dba – Centro Esperanza's Executive Board of Directors, in conjunction with the Board of Directors.

The payee and check signer cannot be the same person. Other authorized persons shall sign reimbursement checks payable to a check signer.

Banks should promptly be notified of all changes of authorized check signers. All checks are to be pre-numbered and accounted for by a check custodian (used, voided, and not used).

Void checks are to be properly defaced and maintained.

Bank reconciliations to the general ledger are to be done monthly by the Treasurer

Payment of Bills

Two authorized persons should approve all bills. The Treasurer, and/or authorized person must approve, in writing, all invoices for payment via e-mail, initials, signature, or stamp.

Service provider monthly mailed or on-line billing statements – showing recent transactions, minimum payment due, and other relevant information, must be reviewed to ensure accuracy. This review must occur prior to the ACH payment for the billing statement. After the review is complete, the authorized person who performed the review must initial the billing statement, indicating the amount is correct and the billing statement can be paid.

Checks for payment are signed only when supported by an approved billing statement (checks will not be processed and signed in advance of proper invoicing approval procedures). Checks will only be used should there be ACH technical difficulties preventing payment directly from account.

Check authorized signers should compare supporting data/documents against checks presented for their signature.

The Center Administrator will be responsible for recording check disbursements occurring on site at the center and provide a scanned document to reflect the check disbursements to the Treasurer to ensure that the appropriate checks and balances are in place.

Debit card authorized users should compare supporting data/documents against debit transactions presented for their assigned debit card.

The Center Administrator will be responsible for recording debit card transactions occurring on site at the center and provide a scanned document to reflect the transactions to the Treasurer to ensure that the appropriate checks and balances are in place.

All costs must be considered reasonable. A cost is reasonable if it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs.

Cash Receipts

Someone other than the person making deposits is responsible for opening the daily mail, making a log of cash receipts, restrictively endorsing the payment, making note of any restrictions on the log entry, and account coding the receipt by receivable or revenue account.

The Treasurer or an authorized person should prepare all bank deposit slips, listing each item separately.

Receipts are deposited daily or kept in a safe. For all deposits the bank's stamped duplicate deposit slip should be attached to the remittance documentation.

The deposit log with the duplicate deposit slips should be forwarded to the contracted Certified Public Account for verification and data entry.

All cash should be deposited in the appropriate bank account based on funding restrictions.

SEGREGATION OF DUTIES

FOUR PERSON DISTRIBUTION OF DUTIES			
Individual A	TREASURER	Individual C Contracted Bookkeeping Consultant/CPA	
Open mail and prepare list of checks received		Provides financial queries requested	
Perform interfund transfers			
Prepare bank deposit			
Write/print checks			
Sign checks			
Approve invoices			
Void invoices and/or create credit memos			
Void checks and/or create debit memos			
Reconcile debit card charges			
Pays approved service provider bids/invoices			
Individual B	Center Director	Individual D	Center Administrator
Reviews service provider bids/invoices		Responsible for recording debit card transactions	
Handles written/emailed correspondence with service providers		Create invoices	
Sign checks		Enter records into general ledger	
		Physical access to undeposited funds	
		Handles deposits of undeposited funds	
		Open and review mailed bank statements Or - Review and print on-line bank statements	
		Reconcile bank statements	
		Handles verbal correspondence with service providers	

Individual A = Executive Board Treasurer or other top supervisor/board member

Individual B = Center Director or other top supervisor/board member

Individual C = Contracted Bookkeeping Consultant/CPA

Individual D = Center Administrator or other top supervisor/board member

Cash Disbursements

All cash disbursements should be made by check (NO AVAILABLE petty cash).

General Ledger Account Coding

All cash receipts and disbursements should be accounted for and reviewed by the Treasurer, or authorized person.

Funding from multiple sources may be kept in a bank account with other funding; however, it must be tracked independently. Redwood Community Center, Inc. RCCI, dba – Centro Esperanza will establish separate accounts for each grant within its chart of accounts and general ledger.

Supporting documentation should be noted as paid and include the check number, date paid, and general ledger account code.

An account for each payment is reviewed for accuracy.

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza Treasurer and contracted Bookkeeping Consultant or Certified Public Accountant will ensure that all costs paid through the utilization of external funding sources are recognized as ordinary, necessary, within the budget, are arms-length transactions, and do not deviate from established practices of the organization.

Revenue

Revenue is earned using the accrual basis of accounting.

Cost reimbursement grants or contracts earn revenue when the expenses are incurred (not committed).

Before Redwood Community Center, Inc. RCCI, dba – Centro Esperanza seeks reimbursement from a funder, it will ensure that the costs are considered allowable under the grant. Costs cannot be considered allowable unless they:

- a) are necessary, reasonable and allocable to that funder and within the grant period
- b) are adequately documented,
- c) have not been allocated to or included as a cost of used to meet cost sharing or matching requirements of any other grant award in either the current or a prior period, except when allowed by law or regulation.

Expenditures for each grant, loan, or contract are to be recorded according to the budget categories for that funding source. For each funding award, Redwood Community Center, Inc. RCCI, dba – Centro Esperanza will maintain records that allow for a comparison of outlays with approved budget amounts.

Collection of Delinquent Accounts

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza may utilize outside collection agencies if all past efforts to collect outstanding debt are exhausted. Upon approval from the Board of Directors, the Executive Director has discretionary authority to submit delinquent debts (over 90 days) to an outside collection agency.

Write-off of Delinquent Debts/Charges

Before writing off any delinquent debts, records must indicate that all efforts to obtain payment have been exhausted.

The Center Director of Redwood Community Center, Inc. RCCI, dba – Centro Esperanza has the discretion to approve debt write-offs of a board-authorized amount. Any amount above the board-authorized amount should be resubmitted to the board for approval.

If collection is made of a debt previously written-off as uncollectible, it will be recognized as revenue in the current period.

Financial Reporting Procedures

The contracted Bookkeeping Consultant or Certified Public Accountant will be responsible for compiling monthly and year-to-date reports by revenue source, expense code, and asset and liability account balances.

Financial reports are reconciled to the general ledger and accounting records prior to submission to the funding source.

If an expenditure is different from an external funding source's approved budget, prior approval must be obtained from the funding source prior to the submission of the financial report.

Monthly financial reports which analyze Redwood Community Center, Inc. RCCI, dba – Centro Esperanza’s financial position and the effectiveness of its management and programs will be presented to the Executive Board of Directors in conjunction with the Board of Directors and also presented and reported during the board meetings.

Periodic reports will be provided to all funders as requested or required by contract.

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza’s Treasurer and contracted Bookkeeping Consultant or Certified Public Accountant maintain records that identify the source and application of funds for all activities. These records shall contain information pertaining to awards, authorizations, obligations, assets, outlays, income and interest. Records will also include copies of contracts, invoices, proof of payments and allocation tracking when costs are distributed among several funding sources.

Investment/Banking Policies

The Redwood Community Center, Inc. RCCI, dba – Centro Esperanza Executive Board of Directors in conjunction with the Board of Directors will approve the placement of assets not needed for immediate operations assuring compliance with all contractual requirements and using the principles identified below.

Principles:

Minimize Risk:

The Executive Board of Directors in conjunction with the Board of Directors will define a minimum risk strategy that will be reviewed annually to ensure appropriate discharge of responsibilities to donors, lenders, and contractual relationships.

Maximize Investment Return:

Within the parameters defined in “minimum risk”, funds will be invested at the highest interest rate/return available at the time of decision.

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza will support local, women-owned and minority-owned banks and institutions, if economically feasible: “local” is defined as having a physical presence within Redwood Community Center, Inc. RCCI, dba – Centro Esperanza’s service area.

SAGE Bank will maintain advances of grant funds in the best reasonably available interest-bearing account.

Redwood Community Center, Inc. RCCI, dba – Centro Esperanza will keep all funds available not already invested in a federally insured bank.

Procedures:

Each quarter, the Center Director or his/her designee will review with the Executive Board of Directors in conjunction with the Board of Directors the projected cash needs of the corporation and the assets available for investment.

Each quarter, the Center Director will provide the Executive Board of Directors in conjunction with the Board of Directors or his/her designee with guidance regarding investments and institutions.

The Center Director or his/her designee will contact Sage Bank as needed to determine the best rate of return for investments.

Each year, the Executive Board of Directors in conjunction with the Board of Directors will define a policy for minimizing risk and review it annually.

Budget Principles/Procedures

The structure of the budgetary process should be made in accordance with the mission, bylaws of the organization and align with the requirements of any funding partners.

Budget Principles

The budgetary process shall comply with the organization's funding partners and in accordance with applicable state and federal laws.

The budgetary process shall comply with the guidelines and principles set forth by the Board of Directors.

Annually, each program area shall identify and develop a plan for its operation. Each budget must be approved by the Executive Board of Directors in conjunction with the Board of Directors or Center Director.

Procedures

The organization's Executive Board of Directors in conjunction with the Board of Directors or Center Director will prepare and submit an operating budget as part of the board meeting 30-60 days prior to the beginning of the new fiscal year.

Any differences in budget line items between the organization's operating budget and a funder's approved budgets will be resolved in negotiations between the Executive Board of Directors in conjunction with the Board of Directors or Center Director and the funding agency.

Adjustments in Budget/Spending Plans

Any adjustments or changes in spending policies/budget plans which vary by more than **20%** from the original approved budget must be initialed by the Center Director and submitted for approval to the Executive Board of Directors in conjunction with the Board of Directors.

These changes will be communicated in writing to funding sources or as required by contractual agreements.

If proposed changes are unsatisfactory to the funder, the Center Director will communicate this response to the Executive Board of Directors in conjunction with the Board of Directors, who may authorize:

Changing the budget/plan to one which is satisfactory to the funder; or

Entering into negotiations to develop a compromise satisfactory to the funder and the Executive Board of Directors in conjunction with the Board of Directors.

After all parties have approved the changes, the changes will be communicated in writing to all affected management staff.

Overhead and Operational Costs

Fulfillment Program Tasks

Timeline: December – 1 month Prior to January 1st of Award Year

- Utilize SEPARATE Sage Capital Bank Checking Account (City of SM Services Grant Acct) - strictly for City of San Marcos Human Services Advisory Board Grant Quarterly Electronic Funds Transfer reflecting HSAB Payment Request, once EFT is processed and confirmed then transferred to Business Money Market (due to best interest yield)
- Assigned designated debit card user(s), if applicable
- Arranged ACH payments to service providers using the bank account number (if this method of payment is accepted) and NOT the debit card number, expiration date, and card verification value-CVV number (if debit card gets lost or stolen, the payments would have to be regenerated with new debit card information. Using the direct bank account number (if accepted method of payment by service providers) ensures the ACH payment information remains the same at all times until account is closed)
- Maintain all purchase and credit receipts to submit to the Treasurer who is responsible for receiving all incoming bank summaries via mail or accessing the information on-line to ensure payments are accurately being paid and paid on time to prevent additional fees/charges.
- Accounting and Fiscal Business Records retention is for a permanent term
- Program accounting records will be accessible to board of directors and funder without the requirement of any prior notification having to be provided
- Meet grant program funding reporting timeline as requested by grantor/funder
- Quarterly or Special Meetings Grant Program Funding Reporting to Board of Directors

BUSINESS RECORD RETENTION SCHEDULE

ACCOUNTING AND FISCAL	TERM	CORPORATION	TERM
Accounts Payable Records	3	Certificate of Incorporation	P
Accounts Receivable Records	3	EIN	P
Audit Reports	P	Annual Reports	P
Audit Reports Internal	P	Contracts (After Expiration)	3
Bank Statements and Reconciliation	3	Correspondence (General)	3
Canceled Checks	3	Correspondence (Legal)	P
Check Registers	3	Insurance Policies (After Expiration)	3
Cash Receipts Book	3	Inventories	3
Expense Analysis & Distribution Schedules	3	Leases (after expiration)	3
Financial Statements	P	Legal Briefs	P
Fixed Assets Records	P	Licenses	P
General Ledgers	P	Partnership Agreement and Records	P
Invoices	3	Board Minutes	P
Journals/Cash Books	3	Office Equipment Records (after disposition)	3
		Profit and Loss Statements	P
PERSONNEL		Balance Sheets	P
Employment History	P	Property Records	P
Individual Employee Records	P		
Payroll Register	P	TAXATION	
Time Cards and Sheets	3	Annuity or Deferred Payment Plan	P
Unclaimed Wages (given to state after 3 yrs)	3	Payroll Tax Returns	3
Cancelled payroll checks	3	Withholding Tax Statements (W-2s)	3
Worker's Comp Insurance Records	P	Tax Bills and Statements	3
Training Materials	3	Federal Tax Returns & Work Papers	P
Employee Travel and Expense Reports	3	State Tax Returns & Work Papers	P
Interim Payroll Registers	3	Sales and Misc. Tax Returns	3
		Depreciation Schedules	P

This information provided has been determined to serve as the document retention policy set forth and approved by the Executive Board of Redwood Community Center, Inc. RCCI, dba – Centro Esperanza's organization.

(Numerals indicate number of years records should be stored, P = Permanently)

ACKNOWLEDGEMENT FORM

I, **Irma Palacios**, acknowledge that I have read the Overhead and Operations Costs Fulfillment Program Policies and Procedures, which is contained in this Redwood Community Center, Inc. RCCI, dba – Centro Esperanza Manual, and I agree to the terms and provisions contained in such policy.

Signature of Employee: _____



Title: Center Director

Date: January 1, 2025

I, **Sulema Arrecis**, acknowledge that I have read the Overhead and Operations Costs Fulfillment Program Policies and Procedures, which is contained in this Redwood Community Center, Inc. RCCI, dba – Centro Esperanza Manual, and I agree to the terms and provisions contained in such policy.

Signature of Employee: _____



Title: Center Administrator

Date: January 1, 2025

LETTERS OF SUPPORT



Owen Goodnight Middle School

1301 Highway 123 | San Marcos, Texas 78666 | [REDACTED]

Graciela Campos

1301 State Hwy 123

San Marcos, TX 78666
[REDACTED]

July 9, 2025

Dear City Human Services Grants - Human Services Advisory Board,

I am writing in strong support of Centro Esperanza Community Center's request for \$15,000 to support its Overhead Costs Needs Fulfillment initiative. As someone who has witnessed the center's impact firsthand, I can attest that this funding is essential to maintaining the critical services our community relies on—particularly families, youth, and seniors.

Core operational costs such as rent, utilities, insurance, and administrative support enable Centro Esperanza to deliver essential services, including food distribution, wellness and screening programs, youth mentorship, and cultural enrichment. Without this infrastructure, those programs cannot operate effectively.

Centro Esperanza has consistently demonstrated its ability to turn funding into meaningful, measurable outcomes. With this grant, the organization is fully prepared to implement the initiative with the same accountability and care it has shown throughout our partnership.

As an Administrative Assistant at Goodnight Middle School, I speak with families daily and often hear their concerns and needs. When parents reach out for support, Centro Esperanza is one of the first organizations I refer them to—because I trust they will be met with compassion and effective assistance. The center has become a vital partner for our district, offering emergency food, clothing, and household essentials to students and families with professionalism and empathy. Their team has earned the trust of both school staff and the families we serve, helping to foster dignity and long-term stability.

An investment in Centro Esperanza's overhead is an investment in community resilience, equity, and trust. I wholeheartedly endorse this funding request and respectfully encourage your full consideration.

Please feel free to contact me if any additional information is needed.

Sincerely,

Gracie Campos

GC

Daniela Garcia
[REDACTED]
San Marcos, Texas, 78666

Dear City Human Services Grants - Human Services Advisory Board,

My name is Daniella Garcia. I first visited Centro Esperanza Community Center on January 31, 2025, seeking emergency nutritional assistance for my family—myself (age 29), my husband (30), and our four young children, ages 7 years, 2 years, 1 year, and 6 months.

We had recently relocated from El Salvador to Texas under difficult circumstances. Our extended family separated across different cities—San Antonio, San Marcos, and Austin—without a clear plan for where we would ultimately settle. It was the Parent Liaison at DeZavala Elementary who first referred us to Centro Esperanza.

Since that day, Centro Esperanza has been a steady hand guiding us through hardship. Beyond the food and clothing distributions, as well as basic necessities – hygiene essentials, they offered respect, compassion, and reassurance in a time of overwhelming uncertainty. Their support helped us begin building a life here.

This letter is written in support of Centro Esperanza's request for \$15,000 in funding for the Overhead Costs Needs Fulfillment initiative—an investment that will ensure the center's core operations continue to serve families like mine. While the heart of the center lies in the services it provides, the soul of its success is built on something simpler: dependability. Every time a door opens at Centro Esperanza, someone is welcomed without question.

That kind of trust takes structure, stewardship, and unwavering commitment. With this funding, Centro Esperanza is well-equipped to continue its mission with the integrity and reliability it has consistently shown—maintaining essential behind-the-scenes costs like staffing, insurance, and utilities.

Centro Esperanza isn't just a place, it's a promise that help will be here tomorrow, and the day after that. Your support strengthens that promise and reinforces the stability that our community relies on.

Thank you for investing in what truly endures.

Respectfully,


Daniella Garcia
Community Center Client

Pauline Piña

San Marcos, Texas, 78666

Dear City Human Services Grants - Human Services Advisory Board,

We fully support Centro Esperanza's request for \$15,000 to help pay for its daily operating costs through the Overhead Costs Needs Fulfillment initiative. This funding is important to keeping the center running and ready to help families like mine here in San Marcos.

My name is Pauline Piña. I'm 86 years old and live with my husband, Candido Sr., who is 89. We've shared a long, full life together and raised three children—Candido Jr., Debbie, and Tom.

Our lives changed in a way we never imagined. We lost our son, Candido Jr., in a terrible car accident. Shortly after, my husband became very sick with kidney failure. I had to take on extra work to help make up for the income we lost. Our son Tom, who drove a truck, also took on more work to support us, but he was soon diagnosed with liver failure and had to stop working. Our daughter Debbie stepped in to help with everything. She managed the bills, doctor visits, and took care of both her father and brother. In just a few months, we lost both Tom and Debbie—Tom passed away from his illness, and Debbie was diagnosed with bone cancer four months later. She passed away in April 2025.

After losing our children, we became the legal guardians of our grandchildren and now take care of them full-time. It's been a painful time, but Centro Esperanza has been there for us. The center helped with utility bills, dental referrals for the kids, school supplies, clothing, and monthly food boxes. One grandchild needed clothes for a job interview, and the center provided those, too. I often stop by—not just to get help, but also to talk with the caring staff and volunteers who always take time to listen and lift my spirits.

Centro Esperanza is more than a place for resources—it's a place where people are treated with kindness and dignity. Their support has meant so much to us, and I know many other families feel the same. The team doesn't just hand out help; they know what they're doing and have the structure, experience, and care it takes to run everything well. We believe this grant will be used wisely. With it, they can keep doing what they do best, helping people with steady care and reliability. Covering basic costs like utilities, insurance, and staff pay makes it possible for them to keep showing up when people need them most.

Thank you for considering this request and for supporting a place that truly helps people.

Sincerely,

Pauline Piña



Candido Piña, Sr.

Clients of Centro Esperanza Community Center