

**CITY OF SAN MARCOS HUMAN SERVICES GRANT
FY 2026-2027 APPLICATION**

I. SUMMARY INFORMATION

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

Applicant Organization: San Marcos Head to toe

Contact Name, Title: Barbara Montana President / Founder Sylvia Muzzy / Vice President

Telephone: [REDACTED]

Contact E-Mail Address: Headtoe2019@gmail.com Website: Facebook Head to toe

Mailing Address: P O Box 3121 San Marcos TX 78666

Do you have a location in San Marcos where people can walk in and ask questions about the program?

If so, what is the address? _____

Who is authorized to execute program documents? (Name, Title) Barbara Montana President or Sylvia Muzzy VP

Program Name Head to toe San Marcos

Amount of Funds Requested: 15,000.00

What percentage of the cost of this program is requested as funding through this application? 50 percent

II. SHORT ESSAY 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.

Head to Toe is a community-based program serving students of all grades in San Marcos. Since 2014, the program has helped reduce barriers to education by ensuring children from low-income and at-risk families start the school year prepared, confident, and equipped for success. The program provides comprehensive back-to-school support, including backpacks, school supplies, hygiene kits, new clothing, shoes, haircuts, and meals during distribution events. Students are identified through partnerships with local schools, including counselors, attendance clerks, and Communities In Schools (CIS), ensuring services reach those with the greatest need.

COMMUNITY NEED AND JUSTIFICATION –20 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.

Head to Toe addresses a significant and ongoing need in San Marcos, where many families face financial hardship due to rising housing costs, food insecurity, low wages, and increasing prices for basic necessities. For households living paycheck to paycheck, the expense of backpacks, school supplies, clothing, shoes, and hygiene items can be overwhelming, especially for families with multiple children. Without these essentials, students may experience embarrassment, reduced self-confidence, attendance challenges, and difficulty focusing in the classroom. Local school counselors, attendance clerks, and Communities In Schools (CIS) regularly identify students who lack the basic items needed to begin the school year prepared, demonstrating the documented need within the community. In recent years, inflation and the rising cost of living have further increased demand for assistance, making it more difficult for families to provide these necessities on their own. Head to Toe helps reduce these barriers by providing comprehensive, no-cost back-to-school support to approximately 450 students, ensuring they enter school equipped, confident, and ready to succeed while strengthening families and supporting educational success throughout San Marcos.

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

Yes, the need for this program has absolutely increased in recent years. When Head to Toe began in 2014, the program served approximately 125 students. In 2025, the program served 450 students, demonstrating significant growth in demand over time. This increase reflects rising economic challenges for families in San Marcos, including higher costs of living, inflation, and increased prices for school supplies, clothing, and basic necessities. Schools and community partners continue to identify more students in need each year, confirming that financial hardship is affecting a growing number of families. The steady rise in the number of students served clearly illustrates the expanding need for comprehensive back-to-school support within the community.

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, the core resources necessary to implement this program are in place. Head to Toe has operated successfully since 2014 and has an established system for student referrals, family intake, volunteer coordination, and appointment-based distribution. The organization maintains strong partnerships with local schools, including counselors, attendance clerks, and Communities In Schools (CIS), to identify students most in need. A dedicated volunteer base supports event operations, and community partners provide space for distribution and additional support services. However, while the operational structure and community partnerships are established, additional financial resources are needed to fully sustain and expand the program. Rising costs for school supplies, clothing, shoes, hygiene products, and food have significantly increased overall program expenses. Although the program has historically operated with approximately \$20,000, that amount is no longer sufficient to meet growing demand and maintain service quality. Increased funding is needed to serve approximately 500 students and ensure that each child continues to receive comprehensive, high-quality support. We are parents so we know how to stretch the dollar but we are really stretching it. It has gotten harder to make sure we get good quality backpacks, shoes and clothing with the prices going up and we want to make sure we keep giving the best to our kids. If we give a backpack that will break in a week we didn't serve our purpose because then parents are trying to get another one.

2. What specific, measurable outcomes or results do you hope to achieve with this program? To continue providing essential materials for our students in our community to be able to go to school with their heads held high feeling confident and have everything they need to start the new year without a beat. Head to toe wants to make sure we make all our families feel loved and supported.
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? 7500.00

IMPACT AND COST EFFECTIVENESS –20 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. Head to Toe creates both immediate and long-term impact for San Marcos families by removing critical barriers that prevent students from starting school prepared and confident. While the per-child investment is modest, the impact is meaningful and far reaching. When a child begins the school year with properly fitting clothing, new shoes, a backpack filled with required supplies, hygiene essentials, and a fresh haircut, it strengthens self-esteem, promotes attendance, and supports academic engagement. These basic necessities directly affect a child's confidence, classroom participation, and overall readiness to learn. For families facing financial hardship, this support also relieves significant economic stress, allowing limited household income to be used for rent, utilities, and food rather than school preparation costs. By serving a larger group of students comprehensively, Head to Toe addresses a widespread community need rather than focusing on a small number of individuals. The ripple effect extends beyond the individual child to families, classrooms, and the broader San Marcos community. Teachers benefit from students arriving prepared. Schools see improved readiness and engagement. Families experience increased stability and support. Over time, reducing barriers to education contributes to stronger academic outcomes and healthier community development.
2. Briefly describe other funding sources, volunteers, or in-kind donations that will be used with this program. We have been 100 percent volunteer based since the founding of our organization. From the fundraiser we have a concert team that helps organize ticket sales, promoting etc. To the distribution team we get with the schools, call families, shop for clothes, supplies, backpacks. Then we have a haircut team that gets the hairstylist everything they need to donate their time to make sure our kids get the haircut they need. We have a volunteer team for our food for our families and for our volunteers. It's a lot of work but so worth it.
3. How many total annual unduplicated direct clients is this program expected to serve? What percentage will be San Marcos residents? This program is expected to serve 500 total unduplicated direct students this fiscal year and is predicted to steadily increase each year going forward, with approximately 100% being San Marcos residents, identified through partnerships with local schools within San Marcos CISD.

4. Please list the agencies with which you partner to provide this program's services. The Connection church has let us use their church for the past 5 years.

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?

Head to Toe Board members play an active and hands-on role in supporting the organization's programs. Board members attend regular meetings to provide oversight, review financial reports, approve budgets, and ensure accountability in the use of funds. They assist with strategic planning and help guide program growth to meet increasing community needs. In addition to governance responsibilities, Board members actively participate in program implementation. They assist with fundraising efforts, help secure donations and in-kind contributions, coordinate volunteers, organize supplies, and support outreach efforts with schools and community partners. Many Board members are present during distribution events, helping with setup, intake, guiding families through stations, and ensuring the event runs smoothly. Board members also serve as ambassadors for the organization by promoting the program within the San Marcos community, strengthening partnerships, and advocating for continued support. Their active involvement ensures strong leadership, fiscal responsibility, and successful program delivery each year.

2. Briefly describe the number and role of volunteers in the program or agency's operation.

Head to Toe relies heavily on volunteers to successfully operate the program each year. Approximately 30–50 volunteers assist with planning and distribution activities. Volunteers help organize and sort backpacks, school supplies, clothing, and hygiene kits prior to the event. During distribution, volunteers manage check-in, guide families through each station, assist students in selecting backpacks, distribute hygiene items and school supplies, support the haircut station, serve food and refreshments, and help transport items to families' vehicles. Volunteers also assist with setup and cleanup. Our annual concert fundraiser we have volunteers getting donations and sponsors set up to take down and promote.

COUNCIL PRIORITIES - 20 POINTS

1. How long has this program served San Marcos residents? (10 points if at least 2 years) We have served San Marcos since 2014 (12 years).

2. In what ways does your agency actively conduct outreach to engage San Marcos residents in its programs and services? How will San Marcos residents access those services? (up to 10 points)

Head to Toe actively conducts outreach through established partnerships with San Marcos schools and community organizations. The program works directly with school counselors, attendance clerks, and Communities In Schools (CIS) staff to identify students and families who are most in need of assistance. These trusted school personnel help ensure

that outreach efforts are targeted, equitable, and reach San Marcos residents experiencing financial hardship. Once students are referred, Head to Toe contacts families directly to gather necessary information, including grade level and clothing and shoe sizes, and to schedule an appointment for distribution day. The organization also utilizes word-of-mouth, community relationships, and social media platforms to increase awareness of the program within San Marcos. San Marcos residents access services primarily through school-based referrals and direct communication from the program coordinator. Services are provided at no cost and are delivered through an organized, appointment-based distribution model to ensure accessibility, efficiency, and a respectful experience for families. This approach ensures that residents who need assistance are identified and supported in a timely and effective manner.

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)

Head to toe started back in 2014 (12 years)

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

Approximately 50% or more of the program's total funding comes from non-City sources. Head to Toe leverages community donations, in-kind contributions (including facility use and donated goods), and significant volunteer labor to support program operations. The organization's volunteer-driven model substantially reduces staffing costs, allowing a large portion of program value to come from non-City financial and in-kind resources. This diversified support structure ensures that City funding is maximized and supplemented by 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

2-26-26

Date

Barbara Montane Escobar

Printed Name

President / founder

Title

Current Fiscal Year Program Budget (500 Students)

| Budget Category | Description | Total Amount |
|-------------------------------|---|---------------------|
| Program Supplies | Backpacks, hygiene kits, school supplies, clothing, shoes | \$20,000 |
| Personnel | Staff coordination, volunteer management, distribution day staff | \$5,000 |
| Food & Family Support | Hot dogs, snowcones, refreshments on distribution day | \$1,500 |
| Haircuts & Community Services | Volunteer barbers/stylists, supplies | \$5,000 |
| Administrative & Reporting | Data tracking, office supplies, insurance, other admin costs, storage | \$2,000 |
| Total Program Budget | | \$33,500 |

Proposed Next Fiscal Year Program Budget (550 Students)

| Budget Category | Description | Total Amount |
|-------------------------------|--|---------------------|
| Program Supplies | Backpacks, hygiene kits, school supplies, clothing, shoes | \$25,000 |
| Personnel | Staff coordination, volunteer management, distribution day staff | \$10,000 |
| Food & Family Support | Hot dogs, snowcones, refreshments on distribution day | \$5,000 |
| Haircuts & Community Services | Volunteer barbers/stylists, supplies | \$10,000 |
| Administrative & Reporting | Data tracking, office supplies, insurance, other admin costs | \$10,000 |
| Total Program Budget | | \$60,000 |

HSAB-Only Budget Table (\$15,000 Requested)

| Budget Category | Description | HSAB Amount |
|-------------------------------------|--|-----------------|
| Program Supplies | Backpacks, hygiene kits, school supplies, clothing, shoes | \$9,000 |
| Haircuts/ Personnel | Staff coordinating volunteers, contacting families, managing distribution day, stylist | \$5,000 |
| Food & Family Support | Hot dogs, snowcones, refreshments for families during distribution events | 0 |
| Administrative & Reporting | Data tracking, office supplies, insurance, HSAB reporting | \$1,000 |
| Total HSAB Funding Requested | | \$15,000 |

Board of Directors Information

Membership Roster

| Name | Position | City of Residence |
|-------------------------|---------------------|--------------------------|
| Barbara Montana Escobar | President & Founder | San Marcos, TX |
| Sylvia Muzzy | Vice President | San Marcos, TX |
| Teresa Wilson | Treasurer | Martindale, TX |
| Lisa Lopez | Co-Treasurer | Kyle, TX |
| Melissa Luera | Secretary | San Marcos, TX |
| Ema Diaz | Member | San Marcos, TX |
| Hortencia Garza | Member | San Marcos, TX |
| Melinda Banda | Member | San Marcos, TX |
| Cindy Soliz | Member | San Marcos, TX |
| Judy DeLeon | Member | San Marcos, TX |

Meeting Attendance Record (Current Fiscal Year)

| Meeting Date | Barbara Escobar | Sylvia Muzzy | Teresa Wilson | Lisa Lopez | Melissa Luera | Ema Diaz | Hortencia Garza | Melinda Banda | Cindy Soliz | Judy DeLeon |
|--------------|-----------------|--------------|---------------|------------|---------------|----------|-----------------|---------------|-------------|-------------|
| 05/10/2025 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 08/15/2025 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 11/20/2025 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 02/14/2026 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Board Membership Criteria

Head to Toe seeks board members who are committed to the organization's mission. Membership criteria include:

1. **Commitment to Mission:** Members must support Head to Toe's goals and values.
2. **Attendance:** Members expected to attend at least 75% of meetings.
3. **Term Length:** Standard term is 2 years, with renewal option.
4. **Conflict of Interest:** Members must disclose conflicts and adhere to policy.
5. **Community Representation:** Reflect the needs of the local community.
6. **Volunteer Engagement:** Actively participate in events, fundraising, and program support.

04/01/2025

2024 e-file Activity Report

Page 1

03:29 PM

Floyd Green Jr CPA PC

Client 87345566 - San Marcos Head to Toe
US Even Return.....\$0

EIN: 87-3455662

Activity

US - ACCEPTED 04/01 (Current Status)
Submission ID: 580738202509100h51fk

Previous Activity

- 04/01 Sent to the IRS
- 04/01 Sent to Lacerte
- 04/01 Received at Lacerte
- 04/01 Ready to Send
- 04/01 Passed Validation

tbazan2008@yahoo.com

**Electronic Notice (e-Postcard) for
Tax-Exempt Organization Not Required to File
Form 990 or 990-EZ**

Form **990-N**

2024

Electronic Filing Only – Do Not Mail

For the 2024 calendar year, or tax year beginning 1/01, 2024, ending 12/31, 2024

Check if applicable
 Termination

Organization name and address
San Marcos Head to Toe
PO Box 3121
San Marcos, TX 78666

Employer identification number
87-3455662
Telephone Number
512-618-9574

Other names the organization uses

Website:>

Check > if the organization's gross receipts are normally not more than \$50,000 (\$5,000 for a 509(a)(3) supporting organization)

| | | |
|--------------------------------------|----------------|-------------------------------------|
| Principal Officer Information | Name | Teresa Wilson |
| | Address | PO Box 3121 San Marcos, TX 78666 |

Form 990-N, also known as the e-Postcard, must be filed electronically with the Internal Revenue Service. There will be no paper form accepted by the Internal Revenue Service.

Do Not mail this form to the Internal Revenue Service.



Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
P.O. Box 2508
Cincinnati, OH 45201

SAN MARCOS HEAD TO TOE
PO BOX 3121
SAN MARCOS, TX 78666

Date: 03/01/2022
Employer ID number: 87-3455662
Person to contact: Name: Customer Service
ID number: 31954
Telephone: 877-829-5500
Accounting period ending: December 31
Public charity status: 509(a)(2)
Form 990 / 990-EZ / 990-N required: Yes
Effective date of exemption: November 4, 2021
Contribution deductibility: Yes
Addendum applies: No
DLN: 26053424006222

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,

Stephen A. Martin

Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements



DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE
CINCINNATI OH 45999-0023

SAN MARCOS HEAD TO TOE
325 LADYBUG LN
MARTINDALE, TX 78655

Date of this notice: 11-08-2021

Employer Identification Number:
87-3455662

Form: SS-4

Number of this notice: CP 575 E

For assistance you may call us at:
1-800-829-4933

IF YOU WRITE, ATTACH THE
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 87-3455662. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear-off stub and return it to us.

When you submitted your application for an EIN, you checked the box indicating you are a non-profit organization. Assigning an EIN does not grant tax-exempt status to non-profit organizations. Publication 557, Tax-Exempt Status for Your Organization, has details on the application process, as well as information on returns you may need to file. To apply for recognition of tax-exempt status under Internal Revenue Code Section 501(c)(3), organizations must complete a Form 1023-series application for recognition. All other entities should file Form 1024 if they want to request recognition under Section 501(a).

Nearly all organizations claiming tax-exempt status must file a Form 990-series annual information return (Form 990, 990-EZ, or 990-PF) or notice (Form 990-N) beginning with the year they legally form, even if they have not yet applied for or received recognition of tax-exempt status.

Unless a filing exception applies to you (search www.irs.gov for Annual Exempt Organization Return: Who Must File), you will lose your tax-exempt status if you fail to file a required return or notice for three consecutive years. We start calculating this three-year period from the tax year we assigned the EIN to you. If that first tax year isn't a full twelve months, you're still responsible for submitting a return for that year. If you didn't legally form in the same tax year in which you obtained your EIN, contact us at the phone number or address listed at the top of this letter.

For the most current information on your filing requirements and other important information, visit www.irs.gov/charities.

IMPORTANT REMINDERS:

- * Keep a copy of this notice in your permanent records. **This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you.** You may give a copy of this document to anyone asking for proof of your EIN.
- * Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- * Refer to this EIN on your tax-related correspondence and documents.
- * Provide future officers of your organization with a copy of this notice.

Your name control associated with this EIN is SANM. You will need to provide this information, along with your EIN, if you file your returns electronically.

If you have questions about your EIN, you can contact us at the phone number or address listed at the top of this notice. If you write, please tear off the stub at the bottom of this notice and include it with your letter. Thank you for your cooperation.

Keep this part for your records.

CP 575 E (Rev. 7-2007)

Return this part with any correspondence so we may identify your account. Please correct any errors in your name or address.

CP 575 E

9999999999

Your Telephone Number Best Time to Call
() -

DATE OF THIS NOTICE: 11-08-2021
EMPLOYER IDENTIFICATION NUMBER: 87-3455662
FORM: SS-4 NOBOD

INTERNAL REVENUE SERVICE
CINCINNATI OH 45999-0023
[Barcode]

SAN MARCOS HEAD TO TOE
325 LADYBUG LN
MARTINDALE, TX 78655

HEAD to TOE SAN MARCOS

NON DISCRIMINATION POLICY

Non-Discrimination Policy Statement
Head to Toe provides equal access to its programs and services for all individuals. We do not discriminate on the basis of race, color, national origin, religion, gender, gender identity, sexual orientation, age, disability, or socioeconomic status.

Head to Toe Program Policies & Procedures

1. Program Overview

Head to Toe provides comprehensive back-to-school support for elementary students in San Marcos and surrounding areas. The program serves children from families experiencing financial hardship, providing backpacks, school supplies, hygiene kits, clothing, shoes, haircuts, and meals during organized distribution events.

2. Student Referral & Intake

- Students are referred by school-based partners, including Communities In Schools (CIS) staff, school counselors, and attendance clerks.
- Once referred, Head to Toe contacts families directly to confirm participation and collect:
 - Student name and grade
 - Age
 - Clothing and shoe sizes
- All student information is kept confidential and used only to coordinate program services.

3. Family Communication & Scheduling

- Families are notified of the distribution date, time, and location in advance.
- Appointments are scheduled to minimize wait times, particularly because haircuts and other services are provided during the distribution.

4. Distribution Location

- Head to Toe currently partners with The Connection Church (Broadway location) for distribution events.
- The program is exploring additional locations to accommodate growth and ensure accessibility for more students.

5. Distribution Day Procedures

1. Families sign in upon arrival.
2. Families complete a volunteer waiver, acknowledging all services are provided by volunteers.
3. Each family is assigned a volunteer who guides them through all program stations:
 - Backpack Station: children select backpacks
 - Hygiene Station: toothbrush, toothpaste, deodorant, razors, soap, etc.
 - Haircut Station: provided by volunteer barbers/stylists
 - School Supplies Station: grade-appropriate supply boxes
 - Bible Distribution: optional
 - Clothing & Shoes Station: packaged last to reduce weight for families; volunteers assist with carrying items to vehicles
4. Food & Family Support: hot dogs and snow cones are provided as families leave.

6. Volunteer Oversight & Safety

- All program services are delivered by volunteers, supervised by Head to Toe staff and board members.
- Volunteers sign agreements acknowledging program expectations.
- Families sign waivers to acknowledge volunteer-based services, reducing liability risk.

7. Program Values

- Treat all students and families with dignity and respect.
- Ensure equitable access to program services.
- Maintain organization, efficiency, and safety throughout all program activities.
- Provide a welcoming and supportive environment for children and families.

February 9, 2026

Barbara Saucedo
[REDACTED]

San Marcos, Texas 78666

To the Human Services Advisory Board,

It is with great pleasure and deep respect that I write this letter of recommendation for Head To Toe, a nonprofit organization that has made a lasting and meaningful impact on the students of San Marcos CISD.

Founded in 2014, Head To Toe was created with one powerful mission: to support student success by meeting essential needs. Through strong community partnerships and dedicated volunteers, they connect students with back-to-school necessities that many families struggle to provide. What began as sponsorship for 125 students has grown into a remarkable program now serving more than 500 SMCISD students each year.

Each sponsored child receives far more than supplies—they receive dignity, confidence, and a sense of belonging. A fresh haircut, a new backpack filled with school supplies, a first-day outfit, and new shoes may seem simple, but to a child, these gifts represent care, encouragement, and the belief that they are worthy of success.

As a former Parent Liaison for SMCISD and someone who proudly served our district for 18 years, I have witnessed firsthand the difference Head To Toe makes. I have seen children arrive at school smiling, standing taller, and ready to learn because of the love and support they received through this program.

Beyond the tangible items, Head To Toe creates an experience rooted in family, joy, and community. Their events are welcoming and family-friendly, filled with activities, volunteer engagement, and fellowship—often ending with a shared meal that brings everyone together. It is a beautiful reminder of what can happen when a community unites for its children.

Head To Toe is not just providing school essentials; they are investing in hope, confidence, and brighter futures. I wholeheartedly and without reservation recommend Head To Toe for your support and consideration.

Sincerely,

Barbara Saucedo
[REDACTED]

Thalia Frazier

School Counselor

1001 E. Highway 90
San Marcos, TX 78666
[REDACTED]

9th February, 2026

Head to Toe

HSAB Grant - Letter of Support

To Whom It May Concern,

I am writing on behalf of San Marcos CISD's Rodriguez Elementary School to express our enthusiastic support for Head to Toe's application to the Human Services Advisory Board (HSAB) Grant.

Head to Toe has helped to support our underprivileged youth since Rodriguez opened its doors in 2019. Providing our students with back to school supplies, clothes, hair cuts, hygiene products, and shoes.

Moreover, our school has since partnered with Head to Toe for our annual Rodriguez Gives Back charitable event. From our initial event in 2023, Head to Toe has come to our event to provide hygiene products to families during the holiday season.

It goes without saying that we have witnessed Head to Toe's unwavering commitment to ensuring our students start the school year off feeling confident. Furthermore, their commitment to our community goes beyond their annual event. Head to Toe is truly committed to providing support to the underprivileged youth in our community so that they may achieve educational excellence year in and year out.

Sincerely,

Thalia Frazier

----- Forwarded message -----

From: Jessica Urbizu <[REDACTED]>

Date: Fri, Feb 27, 2026 at 9:57 AM

Subject: Support Letter

To: Barbara Montana <[REDACTED]>

To whom this concerns

Head to Toe is an amazing organization just when I thought I wasn't going to be able to get supplies for my two kids in the district due to financial stresses. I got a text message from them that was given due to recommendation of services from the Dezavala elementary school. For school supplies, shoes, clothes, and haircuts, and even asked if I needed food. It was very difficult for me to attend any of the other back to school events around the city due to having no support with my four children. My children's ages are 8,4,3,1 so taking them out is a stressor in itself. But with all their volunteers they helped me keep an eye on my kids while feeling welcomed and loved. With the increase of need for assistance with supplies each year Head to Toe needs all the funding they need to continue providing the Desperate Services they offer. Please find it in your heart to provide them the needed funding they have requested in their application. Thank you.

Sincerely Jessica Urbizu

Head to Toe Final Performance Report

Program Overview

Head to Toe provides comprehensive back-to-school support to elementary students in San Marcos and surrounding areas. Services include backpacks, school supplies, hygiene kits, clothing, shoes, haircuts, Bibles, and meals during distribution events.

Students Served: 450

1. Program Goals

- Ensure all participating students have essential school supplies, clothing, and hygiene items for the new school year.
 - Provide a safe, organized, and supportive distribution experience for students and families.
 - Engage the community through volunteer involvement and partnerships with local schools.
-

2. Outcomes & Impact

| Outcome | Target | Actual Achieved |
|---|--------|-----------------|
| Students receiving backpacks, school supplies, and hygiene kits | 450 | 450 |
| Students receiving complete clothing and shoes | 300 | 300 |
| Students receiving haircuts | 450 | 300 |
| Meals provided during distribution | 450 | 450 |
| Families positively engaged / satisfied | 90% | >95% |

Additional Highlights:

- Partnered with local schools and CIS staff to identify students in need.
 - Maintained efficient, appointment-based distribution to minimize wait times.
 - Volunteers assisted families throughout the event, ensuring items were carried safely to vehicles.
 - The Connection Church generously provided space for distribution events, enabling a safe and welcoming environment.
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3. Funds

- **Program Supplies:** backpacks, school supplies, clothing, shoes, hygiene kits
- **Food & Family Support:** hot dogs, snowcones, refreshments

4. Lessons Learned / Improvements

- Rising costs of supplies and clothing are making the \$20,000 allocation increasingly challenging needing \$30,000 for this next year
 - Appointment-based scheduling and volunteer guidance greatly improved the distribution process and family experience.
 - Expanding referral sources to include school counselors and attendance clerks enhanced equity and reach.
 - Planning for a larger or additional location may be necessary as the program grows.
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5. Program Sustainability

- Head to Toe relies on volunteers, in-kind donations, and community partnerships to maintain program delivery.
 - The program has successfully operated for over 10 years, demonstrating long-term fiscal responsibility and community impact.
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6. Conclusion

HSAB funding allowed Head to Toe to maintain quality services for 450 students, ensuring they had the tools, clothing, and support needed to start the school year successfully. The program continues to demonstrate efficiency, transparency, and positive impact, and HSAB support remains critical to sustaining these outcomes.