

Agency	Salvation Army
Program	Emergency Assistance
San Marcos Service Address	1346 Thorpe Lane, Suite B
Requested	\$50,000
Recommended	\$0

Application Completeness Check for HSAB	Salvation Army Emergency Assistance
Questions	
Are all questions answered?	Yes
Is the application signed? (this is a certification)	Yes
Does the program have measurable outcomes?	OK
Is the agency a Human Services Agency?	Yes
Is the agency overseen by a Board of Directors?	Yes
Required Attachments	
BUDGETS	
1. Agency budget for current fiscal year	Yes
2. Agency budget proposed for next fiscal year	Yes
3. Program budget for current fiscal year	NA
4. Program budget proposed for next fiscal year	NA
5. Budget showing the exact uses of the HSAB funding	Yes
BOARD OF DIRECTORS INFORMATION	
6. Board of Directors membership roster	Yes
7. Board of Directors Meeting Attendance Record for current year	Yes
8. Board of Directors City of Residence	Yes
9. Board of Directors membership criteria	Yes
ORGANIZATION INFORMATION	
10. Organizational chart with names and titles of staff	Yes
11. Current IRS Form 990, pages 1 and 2 (not required for churches)	Yes
12. Non-discrimination policy statement	Yes
Preferred Attachments - 3 Letters of Support	
Letters of support from members of the San Marcos Community	Yes
Attachments if Applicable	
Latest audit or CPA signed review, if applicable	Yes
Policies and Procedures for the proposed Program, if available	
Note: We are not requiring Texas Secretary of State registration	

**City of San Marcos Human Services Grants
FY 2025 Application**

I. SUMMARY INFORMATION

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

Applicant Organization: The Salvation Army for San Marcos Texas

Contact Name: Lisa Cruz Telephone: 512-754-8541

Contact E-Mail Address: lisa.cruz@uss.salvationarmy.org Website: www.salvationarmyusa.org

Mailing Address: 1346 Thorpe Lane Ste B San Marcos Texas 78666

San Marcos Service Address for this Program: 1346 Thorpe Lane Ste B San Marcos Texas 78666

Who is authorized to execute program documents? (Name, Title) Lt. Col. Art Penhale, TX Divisional Commander

Program Name: Emergency Programs

Amount of Funds Requested: \$50,000

***What percentage of the cost of this program is requested as funding through this application? 13%

II. QUESTIONS

All questions must be answered. Please type your answers.

OVERVIEW

1. What is the agency's or organization's mission?

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

2. Briefly summarize the program for which funding is being requested and the services it provides.

The Salvation Army San Marcos & Hays County (TSA San Marcos) provides emergency assistance for anyone who resides in The City of San Marcos & Hays County. We provide financial assistance with rent, utilities, shelter (up to 3-day lodging), prescription medicines, food, clothing, and transportation based on the availability of funds.

COMMUNITY NEED AND JUSTIFICATION - 20 POINTS

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

The Salvation Army's Service Extension helps meet the needs of basic emergency assistance during times of crisis and emergency. These needs include help with utilities, food, clothing, medication, and transportation. If these needs are unmet, families in our community will face for example, their electricity being disconnected which in turn will cause more late fees, reconnection fees and hardship to where this family may not be able to reconnect their electricity or recover from hardship. With temperatures becoming more extreme, this is a

significant health hazard. We have seen people face eviction if their utility bills are not paid. We can assist with these emergencies almost immediately if funding is available.

The Salvation Army also assists the homeless and clients without income obtain their IDs. We give direction and counsel so that they can get the documents needed to obtain their ID and/ or birth certificate. Without proper identification, individuals struggle to find work or housing causing more people to stay or become homeless. According to the US Census the poverty rate in Hays County is 10.3% and the unemployment rate is 33%. The median gross rent than the state as a whole. There is minimal low income housing. 11.4% of the population is disabled. 10% don't have health insurance.

The Salvation Army provides transportation assistance as a one-time service to help individuals get off the street, get back home or for an employment opportunity. For example, someone that is homeless that has a family member that will take them in or someone in an abusive situation, find a means to get out of that situation.

Last year we assisted 2,168 individuals with emergency assistance programs and gave away 2,770 snack packs to homeless clients. Emergency Programs is a costly assistance program and funding for this service is hard to help unless a large dollar amount is provided on behalf of each client.

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

Yes, the need continues to grow as the population in Hays County grows. We have many individuals that have come to our office struggling to find jobs. One lady, it took her 2 months to find anything and given her accounting background, she took a job at McDonalds to get some income before she was evicted. We helped her with her utilities and prescriptions. Another lady it took her 3 months for her to find a job. She recently obtained employment and The Salvation Army also helped her with her utilities, prescription and nonslip shoes for employment. We also give resources for employment and any job leads that come our way.

We have seen an increase in the amount of people requesting ID assistance and an increase in homeless people asking for food daily. We have seen an increase in people requesting assistance due to eviction and disconnect of utilities as well. Last Friday we turned away 10 people requesting rental assistance in 1 day. Every year the need for emergency assistance has been increasing as the population continues to grow here in Hays County.

3. Client Information

Definitions:

Direct Client - individuals or families immediately affected or personally served by the helping agency.

Questions:

a. Describe the direct clients for this program.

The primary demographic of clients served by The Salvation Army San Marcos through these funds are low-income families and individuals who find themselves in emergency situations, necessitating financial assistance for essential needs such as rent, utilities, prescriptions, food, hygiene products, clothing for employment, transportation, and ID assistance.

These clients often live on fixed incomes, making them particularly vulnerable to financial instability if they miss even a few days of work. The program aims to support at least 250 families, ensuring they can maintain basic living standards such as staying in their homes and keeping their utilities operational, thereby providing stability not just for the current generation but also for future generations in the San Marcos community.

b. How is the program marketed to direct clients? How do you find these clients?

The Salvation Army San Marcos conducts client outreach through local partnerships, community events like the Red Kettle Campaign and Christmas in July, and referrals, ensuring broad awareness and accessibility of their emergency assistance programs.

- c. Expected total annual unduplicated direct clients who are City of San Marcos residents:

250 clients

IMPLEMENTATION - 15 POINTS

1. How exactly will these funds be used?

The funds will be used for clients who had a shortfall due to an emergency in the ability to pay rent, utilities, prescriptions, food, hygiene, clothing for employment, transportation and ID assistance. The Salvation Army offers rental assistance in other cities, and we would like to include rent assistance in our emergency programs in San Marcos if funding is available. There is a very limited amount of resources available in Hays County for rent. If the full amount of funding requested is received, The Salvation Army San Marcos we will be able to include rental assistance in our emergency programs.

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

The Salvation Army San Marcos will assist those in an emergency situation and give a means of financial relief for those in a crisis situation. We expect with \$50,000 to be able to assist a minimum of 250 families in San Marcos. Currently our utility assistance has a limit of \$250 per household. The bill must be \$250 or less before we can assist to get the person down to 0 to have a fresh start. Transportation, prescriptions and clothing is limited at \$150/ person. Rental assistance in Seguin is limited to \$200 per household.

2. List the title of each position for which funding is requested and the activities associated with those positions.

Emergency Assistance starts with a client intake. A person needing assistance will come into our office and meet with staff. During this intake, the needs are addressed for the individual or family. There is also a 4 page intake form that must be completed by the client and includes a budget worksheet. The budget worksheet goes over their income and expenses. This budget is completed in order to help clients know where their income is going and what their monthly expenses are so that they can make a plan moving forward. The emergency is discussed on why they are needing the assistance and resources are provided as well. We do not make checks in our office. Pledges are made in our office and then the check is mailed out directly to utility company or vendor from Texas Divisional Headquarters. The process is the same for all emergency assistance programs.

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?

The minimum amount of Human Service Grant funding needed is \$50,000 to be able to include rental assistance in our emergency programs. The less funding we receive the less people that we can help.

IMPACT AND COST EFFECTIVENESS - 25 POINTS

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.

Financial Assistance will impact all who receive services and the client's families and in turn The City of San Marcos and Hays County. Most of our clients are low-income families that are also in an emergency situation. We have seen an increase in 2024 with people requesting assistance due to the cost of living and housing shortfall. Everyone seems to be struggling to make ends meet but we maintain that our clients must be in an emergent situation and that is why going over a budget. Budgeting is so important with each client. Most people that we assist are on a fixed income and missing a couple of days of work drastically reduces their ability to maintain financial stability. Impact will reflect on people being able to stay in their homes, keep their electricity on, and keeping families off the street. The impact reflects on these families' children and their children having more stability as they become adults and The City of San Marcos giving them a better opportunity while helping them out of a crisis.

2. Discuss the amount of overhead compared to program costs.

Looking at the 2025 Budget, overhead costs are 3 times over the amount of the \$50,000 we are requesting. Rent is \$2,900/ month. Our rent increased by \$1000.00 within a month at our old location. We had to move, and our new location is almost the same amount we were paying before the increase but more square footage which allows for more client privacy. Along with this we have copier rental fees, electricity, gas, storage space, internet, phones, office supplies, copier paper, cleaning supplies, 2 full time employees and this does not include maintaining all our programming. Our office space did not have gas, so we actually had to put our own gas meter in. The cost of moving this past year increased our overhead expenses but in the long run we will be paying less than we were at the previous location.

3. Provide a brief description of other funding sources, volunteers, or in-kind donations that are expected to be used with this program.

Other funding sources include our Red Kettle Campaign. This has been The Salvation Army's number one source of funding to keep emergency programs running throughout the years. Volunteers sign up to ring the bell during the Holiday Season. One hundred percent of the funds received in Hays County stay Hays County to assist those in need. The Red Kettle campaign helps but it is not enough. This past year we participated in Christmas in July in which we were able to ring 3 weekend in July at Sams Club and Cabelas.

Last year we were awarded \$12,500 through The City of San Marcos CDBG Grant. We also received 12,500 from United Way. We are partnered with The Hays County Food Bank to help provide a weekly food pantry and snack packs for the homeless. Clothes are accepted throughout the week from private donors that we in turn give out free of charge to the community and other local organizations.

We receive funds locally from private donors through Texas Divisional Headquarters mail campaigns and partner with local HEB for Ring in A Miracle Campaign. Our Board is looking into more opportunities for fundraising to meet the need of our community. We are also partnered with AARP which provides SCSEP participants to assist with staffing our office.

4. What has your organization done in the past two years to raise different funding for this program?

The past 2 year we have started ringing the bell in July- Christmas in July. Last year, we were able to ring one weekend at SAMS Club. This year we were able to ring 3 weekends at SAMS Club and Cabela's. However, we have been struggling to find bell ringers. This year we tried signupgenius.com as a platform for people to sign up in the summer.

COMMUNITY SUPPORT – 10 POINTS

1. Please submit 3-5 letters of reference that indicate strong local support for the program and the agency's ability to implement it as described in the application.
2. How is the Board of Directors selected?

New Board Members submit a resume and application. Then it is brought before Current Board members and a vote is taken.

3. How often does the Board meet?

The Board meets once a month.

4. What actions do Board members take to support the programs of the agency or organization?

Board Members volunteer for events. Board members are active and are involved in committees to coordinate and attend events, fundraising activities, and emergency disaster services. Board members also assist with day to day operations and volunteer in the office.

5. How many volunteers does your agency or organization have and how many hours do they spend on the program requesting funding?

Not including Board Members, The Salvation Army San Marcos currently has 3 AARP SCSEP participants, 2 interns, 3 regular volunteers and 2 employees. All volunteers are 100 percent involved with emergency programs. They help answer phones, greet clients and assist with intakes. Employees are in charge of day to day operations as well as meeting with clients, processing payments, logging stats and filing. We are also partnered with the San Marcos Probation Office and so we generally have a revolving door of community service participants that help with the food pantry, giving snack packs to homeless and our clothing closet.

COUNCIL PRIORITIES - 30 POINTS

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

13 years, The Salvation Army San Marcos has assisted clients with Emergency Assistance since 2007

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

Yes, our office is located at 1346 Thorpe Lane Ste B San Marcos Texas 78666.

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


The Salvation Army San Marcos is locally funded. What we make locally determines what services we can provided, how much and for how long. Some service centers are not able to keep their doors open due to running out of funds. The more funds we can receive locally, the more we can help.

II. 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.)

SUBMITTED AND APPROVED BY:



Signature

07/29/2024

Date

Lt. Col. Art Penhale

Printed Name

Texas Divisional Commander

Title



HUMAN SERVICES ADVISORY BOARD GRANT 2023 FINAL PERFORMANCE REPORT

Agency Name: The Salvation Army San Marcos

Program Name: Emergency Programs

Program Year: 2023

Reporting Period: January – December, 2023 (preferred deadline January 31, 2024)

NOTE ON DEADLINE: This report must be received by October 24, 2024, or your organization's application for 2025 funding for this program will not be considered.

PROGRAM STATUS

Please provide a brief written description of actions taken this period and how they helped achieve your program goals.

Clients came in as walk ins, phone calls and referrals from other organizations and referrals directly from The Salvation Army Headquarters. We met with clients, assessed their emergency situation, helped them complete intake forms and a budget. The Salvation Army San Marcos moved to a new location and the office space is set up for more one on one individual counseling. A new office administrator was hired to help meet the need of more clients coming in and requesting assistance.

PROGRAM BENEFICIARIES

For the program that received HSAB funding, please report either number of unduplicated individuals served or number of unduplicated households served.

Check one: _____ Unduplicated Individuals 248 Unduplicated Households

	Jan – Dec, 2023
Total # Served	248
# San Marcos Residents Served	248
% San Marcos Residents	100%

PROGRAM EXPENDITURES

For the final report of the year, please provide a bulleted list that briefly summarizes what the HSAB funding was spent on.

- Emergency Utility Assistance
- Emergency Transportation
- Emergency Prescription Assistance
- Emergency ID Assistance
- Emergency Clothing Assistance (Steel Toe/ Nonslip shoes for employment)

Certification:

I certify that to the best of my knowledge and belief the information reported in this Quarterly Performance Report is factual and accurate.

Signature

Date

Printed name

Title



HUMAN SERVICES ADVISORY BOARD GRANT PROGRESS REPORT

Agency Name: The Salvation ARMY SAN MARCOS

Program Name: Emergency Programs

Program Year: 2023

Please submit one report by October 15, 2023 for the period January 1, 2023 – September 30, 2023.

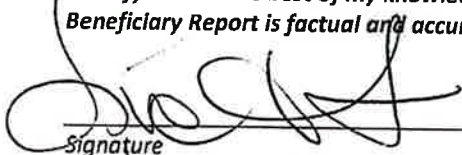
Project Status

Please provide a written description of actions taken this period to help achieve your program goals.

Clients are coming in as walk in, phone calls, referrals from other organizations and directly from The Salvation Army Headquarters. We ask clients questions to verify their emergency and situation. We go over a budget to try and assist clients during intake to assist in financial management. We have seen an increase every year of people needing assistance and this year hired an office coordinator to try and meet this increase. We currently have 3 participants from AARP SCSEP Program, several volunteers and Board Members that come in during the week to help with our Emergency Programs and client needs. We also moved to a larger location with more offices for intake privacy.

Certification:

I certify that to the best of my knowledge and belief the information reported in this Quarterly Progress and Beneficiary Report is factual and accurate.


Signature

Printed name

Lisa Carr

10-13-2023
Date

Service Center Manager
Title

HUMAN SERVICES ADVISORY BOARD GRANT PROGRESS REPORT

Instructions

- * **Household Demographic report:** Report Households Assisted – Base demographic information on head of household.
- * **Individual Demographic Report:** Report Unduplicated Individuals assisted - (Unduplicated means that if they were reported in a prior quarter for this program year, they are not counted again, even if they continue to receive services across a reporting period).

-
- All beneficiaries identify as a race.
 - Some people may identify as having an ethnicity, "Hispanic" is an ethnic origin category rather than a race category for HUD purposes.
 - "Annual Household Income" is the total income, from all sources, for all adults age 18 and older in the household.
-

City of San Marcos FY 2023 Income Limits Summary

Effective: April 18, 2022

Percent AMI	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
30%	\$23,200	\$26,500	\$29,800	\$33,100	\$35,750	\$38,400	\$41,910	\$46,630
50%	\$38,650	\$44,150	\$49,650	\$55,150	\$59,600	\$64,000	\$68,400	\$72,800
80%	\$61,800	\$70,600	\$79,450	\$88,250	\$95,350	\$102,400	\$109,450	\$116,500

HUMAN SERVICES ADVISORY BOARD GRANT PROGRESS REPORT

Program Name: Emergency Programs



HOUSEHOLD (HH) DEMOGRAPHIC REPORT

Measurement Criteria	Number of HOUSEHOLDS Assisted									
	Jan-Mar 1 st Qtr.		Apr-Jun 2 nd Qtr.		Jul-Sep 3 rd Qtr.		Oct-Dec 4 th Qtr.		YTD Total	
	Not Hispanic	Hispanic	Not Hispanic	Hispanic	Not Hispanic	Hispanic	Not Hispanic	Hispanic	Not Hispanic	Hispanic
Race:										
White									55	
Black or African American									59	
Asian										
American Indian or American Native										
Native Hawaiian or Other Pacific Islander										
Other									4	
# HH with Single Female Head of Household									113	
# HH with a disabled person									33	
# HH with an elderly person (62 or older)									34	
Annual Household Income (See attached Limits)										
Extremely Low (30% AMI)									208	
Low (50% AMI)									30	
Moderate (80%)										
Over 80%										

HUMAN SERVICES ADVISORY BOARD GRANT PROGRESS REPORT

Program Name: Emergency Programs



INDIVIDUAL DEMOGRAPHIC REPORT

Measurement Criteria	Number of PERSONS Assisted									
	Jan-Mar 1 st Qtr.		Apr-Jun 2 nd Qtr.		Jul-Sep 3 rd Qtr.		Oct-Dec 4 th Qtr.		YTD Total	
	Not Hispanic	Hispanic	Not Hispanic	Hispanic	Not Hispanic	Hispanic	Not Hispanic	Hispanic	Not Hispanic	Hispanic
Race:										334
White									94	
Black or African American									67	
Asian										
American Indian or American Native										
Native Hawaiian or Other Pacific Islander										
Other									9	
# individuals in HH with Single Female Head of Household									273	
# disabled individuals									69	
# elderly people (62 or older)									64	
Annual Household Income (See attached Limits)										
Extremely Low (30% AMI)									491	
Low (50% AMI)									13	
Moderate (80%)										
Over 80%										

**HSAB
REQUEST FOR PAYMENT**

Agency Name	Salvation Army			
Project Name	Emergency Assistance Program			
Draw Number	1	Billing Period: January 15, 2023-October 15, 2023		
Budget Item	General Funds	THIS DRAW	Total Prior Draws	Available Balance
Utilities, transportation services, emergency assistance	\$35,000	\$33,393.01		\$ 1,606.99
				\$ -
				\$ -
				\$ -
Total	\$ 35,000.00	\$ 33,393.01	\$ -	\$ 1,606.99


Budget amendment requests must be submitted in writing to the City for approval by staff.

ALL EXPENDITURES RELATED TO THIS CONTRACT MUST BE CONSISTENT WITH SIGNED AGREEMENT

CERTIFICATION: By my signature below I certify that to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false statements, false claims or otherwise (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812).

Signed:


Signature of Certifying Officer


Date

Phone Number: Salvation Army
Cell - 737-344-8257

FOR STAFF USE: CITY CONTRACT # _____

ORG	OBJECT


Amount Approved: \$ _____

PROJECT STRING: _____

Reviewed by: _____ Date: _____
CDBG Project Manager

Approved by: _____ Date: _____
CDBG Program Manager or PADS Director / Assistant Director

HSAB
REQUEST FOR PAYMENT

Agency Name	Salvation Army			
Project Name	Emergency Assistance Program			
Draw Number	1	Billing Period: October 2023-December 2023		
Budget Item	General Funds	THIS DRAW	Total Prior Draws	Available Balance
Utilities, transportation services, emergency assistance	\$35,000	\$1,606.99	\$ 33,393.01	\$ -
				\$ -
				\$ -
				\$ -
Total	\$ 35,000.00	\$ 1,606.99	\$ 33,393.01	\$ -
Budget amendment requests must be submitted in writing to the City for approval by staff.				
ALL EXPENDITURES RELATED TO THIS CONTRACT MUST BE CONSISTENT WITH SIGNED AGREEMENT				
CERTIFICATION: By my signature below I certify that to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false statements, false claims or otherwise (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812).				
Signed:  01/03/2024 Date				
Phone Number: 512-754-8541				
FOR STAFF USE: CITY CONTRACT # _____				
ORG	OBJECT	Amount Approved: \$ _____		
PROJECT STRING: _____				
Reviewed by: _____		Date: _____		
<small>CDBG Project Manager</small>				
Approved by: _____		Date: _____		
<small>CDBG Program Manager or PADS Director / Assistant Director</small>				



The Salvation Army - Texas Division
San Marcos Service Center

2025 Annual Budget Proposal

	Actuals 09/30/2021	Actuals 09/30/2022	Actuals 09/30/2023	Approved Budget 09/30/2024	Proposed Budget 09/30/2025	Proposed Budget vs Actuals 09/30/2023 % Change
Operating Income	335,629	260,176	348,791	274,705	387,721	11%
Unassociated Organizations (47xx)	5,194	15,625	0	15,000	0	0%
Public Funds (50xx)	0	6,264	42,666	25,000	35,000	(18%)
Total Income	340,824	282,065	391,457	314,705	422,721	8%
Total Expenses	381,062	269,715	383,348	314,705	422,721	10%
Surplus/(Deficit)	(40,238)	12,350	8,109	(0)	0	(100%)
Functional Expense Summary:						
Administrative Expenses	0%	0%	0%	3%	0%	0%
Fundraising Expenses	2%	4%	3%	2%	1%	(2%)
Program Expenses	97%	96%	97%	95%	99%	2%

As required by Minute 031 Section II B (and other Minutes where applicable), the Advisory Board recommends approval for withdrawal of the funding outlined below from board designated deposits held at Territorial Headquarters for the related expenses included in this budget proposal:

P02-000-3150-010??-8914925	SAN MARCOS SER CTR CAPITAL TRUST 2% World Service	273
P02-000-3150-010??-8914925	SAN MARCOS SER CTR CAPITAL TRUST Annual Property Insurance	30

Endorsements

Advisory Board

Service Center Director

Service Extension Director

Command Headquarters

San Marcos Service Center
2025 Annual Budget Proposal

Summary by Object Code

		Actuals	Actuals	Actuals	Approved	Proposed	Proposed Budget vs	
		09/30/2021	09/30/2022	09/30/2023	Budget	Budget	Actuals 09/30/2023	
					09/30/2024	09/30/2025	\$ Change	% Change
4001	Donations - General (Local Deposit)	20,341	13,195	25,207	13,350	27,223	2,016	8%
4002	Donations - Appeals	14,927	27,309	28,754	79,200	31,055	2,301	8%
4006	Kettle Income - Cash	38,768	32,383	28,725	0	43,000	14,275	50%
4007	Kettle Income - Checks	20,490	19,441	17,780	0	22,000	4,220	24%
4012	Restricted Donations - Not Exempt (Local Deposit)	66,752	2,850	2,826	2,850	2,882	56	2%
4050	Gifts in Kind - Exempt	1,502	45,855	115,403	45,855	117,712	2,309	2%
4613	Inter Company Grants from Other SA Units - Exempt	172,713	119,005	129,957	119,005	131,257	1,300	1%
4628	Reserves Transfers from THQ - Not Exempt	0	0	0	11,509	12,452	12,452	100%
4629	Reserves Transfers from THQ - Exempt	0	0	0	271	0	0	0%
4701	United Way Income	5,194	15,625	0	15,000	0	0	0%
5001	Government Grants/Fees - Not Exempt	0	6,264	42,666	25,000	35,000	(7,666)	(18%)
6201	Program Service Fees - Not Exempt	0	0	0	2,500	0	0	0%
6801	Interest Income	136	137	138	165	140	2	1%
6901	Sundry Income	0	0	0	0	0	0	0%
	Total Income	340,824	282,065	391,457	314,705	422,721	31,264	8%
7003	Salaries - Non-exempt Employees	31,857	40,273	55,228	44,235	76,099	20,871	38%
7004	Salaries - Temporary/Seasonal Employees	3,984	3,863	3,501	0	4,320	819	23%
7102	Employee Life/Accident Insurance	0	72	72	72	134	62	86%
7103	Employee Medical Insurance Premiums	7,368	12,528	13,284	13,284	13,947	663	5%
7104	Pension - Employees	342	633	1,334	1,327	0	(1,334)	(100%)
7105	Employee Retirement Contribution SA Match	55	1,126	1,308	1,327	4,558	3,250	248%
7112	Employee Disability Insurance	0	0	60	0	111	51	85%
7201	FICA - Salvation Army Portion	2,684	3,285	4,396	3,384	6,153	1,757	40%
7203	Workers' Compensation Insurance	1,217	731	405	659	1,264	859	212%
8001	Professional Fees	1,806	2,301	4,554	3,400	4,645	91	2%
8003	Legal Fees	1,125	0	0	0	0	0	0%
8009	Data Processing Fees (Accounting, Payroll)	238	118	430	600	438	8	2%
8101	Medical Supplies	48	193	0	180	0	0	0%
8102	Uniforms	764	0	297	0	303	6	2%
8103	Educational, Recreational, and Craft Supplies	100	496	984	2,500	1,003	19	2%
8104	Food and Beverages	603	1,001	1,646	500	1,678	32	2%
8105	Laundry, Linen and Housekeeping Supplies	0	0	83	100	85	2	3%
8106	Office Supplies	1,378	609	721	9,551	736	15	2%
8107	Duplicating and Printing Supplies	0	0	0	500	0	0	0%
8110	Kitchen, Dining Room Supplies	58	135	244	1,000	248	4	2%
8111	Miscellaneous Supplies	220	27	16	0	17	1	5%
8115	Fidelity Bond Insurance	67	73	79	26	78	(1)	(1%)
8120	Bank Fees	70	76	360	80	367	7	2%
8121	Credit Card Fees	0	0	8	0	8	(0)	(4%)
8201	Office Telephones	1,342	1,590	1,755	240	1,200	(555)	(32%)
8202	Cell Phone Charges	105	913	683	0	1,080	397	58%
8206	Internet Charges	1,654	1,795	1,492	0	1,200	(292)	(20%)
8301	Postage and Parcel Post	126	357	743	100	750	7	1%
8303	Messenger and Delivery Services	0	42	0	0	0	0	0%
8401	Facility Rent	24,523	28,982	30,956	29,000	34,312	3,356	11%
8403	Building and Equipment Insurance	949	506	429	0	24	(405)	(94%)
8405	Utilities - Electric	2,648	2,181	2,108	4,800	2,400	292	14%
8406	Utilities - Water/Sewer/Wastewater	0	0	242	0	400	158	65%
8408	Utilities - Garbage	0	0	150	0	0	(150)	(100%)
8409	Property Upkeep and Repairs	0	19	4,116	0	4,198	82	2%
8411	General Liability Insurance	0	0	270	473	909	639	237%
8413	Janitorial Supplies	401	264	1,651	500	1,684	33	2%
8417	Property - Equipment	411	0	0	0	0	0	0%
8418	Property - Security	0	0	447	0	600	153	34%
8501	Rentals of Furnishings and Equipment	3,075	4,407	3,998	1,200	4,078	80	2%
8503	Purchases of Non-Computer Furnishings and Equipment	485	18	1,523	0	500	(1,023)	(67%)
8504	Purchases of Computer Equipment	0	0	3,960	0	500	(3,460)	(87%)
8505	Software, License Fees, and Intellectual Property	237	590	147	584	151	4	2%
8601	Printing and Other Media Preparation	320	308	220	300	225	5	2%
8606	Subscriptions	0	0	0	0	0	0	0%
8608	Advertising and Public Information Charges	31	0	0	500	0	0	0%
8701	Other Transportation and Meals	465	331	208	0	212	4	2%
8702	Salvation Army Vehicles - Fuel	0	25	1,352	0	50	(1,302)	(96%)
8707	Auto Allowances - Employees, Officers and	789	892	1,038	0	1,059	21	2%
8801	Conference Attendance	30	0	0	300	0	0	0%
8802	Out-of-Town Travel	990	684	454	1,000	463	9	2%
8906	Specific Assistance to Individuals	213,713	80,337	82,406	104,032	88,524	6,118	7%
8907	Specific Assistance to Individuals GIK	1,452	41,905	110,409	41,905	112,618	2,209	2%
8916	Specific Assistance - Seasonal/Disaster	37,306	126	2,848	6,400	2,876	28	1%
8917	Specific Assistance - Seasonal/Disaster GIK	50	3,950	4,994	3,925	5,094	100	2%

San Marcos Service Center
2025 Annual Budget Proposal

Summary by Object Code

		Actuals	Actuals	Actuals	Approved Budget	Proposed Budget	Proposed Budget vs Actuals 09/30/2023	
		09/30/2021	09/30/2022	09/30/2023	09/30/2024	09/30/2025	\$ Change	% Change
8920	Statewide and Interstate Payments Individual	3,292	2,304	2,872	2,940	3,421	549	19%
9001	Organization Dues	509	567	265	1,000	1,200	935	353%
9111	Christmas Remembrances	0	0	0	0	150	150	100%
9402	World Service - Goal	2,000	2,000	2,500	2,575	2,652	152	6%
9440	Bad Debt Expense	52	0	0	0	0	0	0%
9613	Inter Company Grants from Other SA Units - Exempt	13,992	15,792	16,032	15,800	17,232	1,200	7%
9692	Support Service	16,132	11,290	14,073	14,406	16,767	2,694	19%
	Total Expense	381,062	269,715	383,348	314,705	422,721	39,373	10%
	Surplus/(Deficit)	(40,238)	12,350	8,109	(0)	0	(8,109)	(100%)

San Marcos Service Center
2025 Annual Budget Proposal

Category Summary

		Actuals 09/30/2023	Approved Budget 09/30/2024	Proposed Budget 09/30/2025	Proposed Budget vs Actuals 09/30/2023		Explanations/Rationale (required for variances +/- \$10,000 AND 10%)
					\$ Change	% Change	
40??	Direct & Indirect Contributions	103,293	95,400	126,160	22,867	22%	Donations have been trending up, these figures are based on actuals from FY2024.
405?	Gifts in Kind & Contributed Services	115,403	45,855	117,712	2,309	2%	
406?	Donations In Kind	0	0	0	0	0%	
42??	Special Fund Raising	0	0	0	0	0%	
43??	Legacies & Bequests	0	0	0	0	0%	
44??	Pledges Revenue	0	0	0	0	0%	
46??	Transfers to/from Other Units	129,957	130,785	143,709	13,752	11%	Earnings from Trust account that were not received in the past.
47??	Unassociated Organizations	0	15,000	0	0	0%	
49??	Clearing/Transfer Accounts	0	0	0	0	0%	
57??	Government Fees & Grants	42,666	25,000	35,000	(7,666)	(18%)	
60??	Membership Dues	0	0	0	0	0%	
61??	Assessments	0	0	0	0	0%	
62??	Program Service Fees	0	2,500	0	0	0%	
63??	Sale of Supplies	0	0	0	0	0%	
64??	Sales to the Public	0	0	0	0	0%	
65??	Investments	0	0	0	0	0%	
66??	Investment Earnings	0	0	0	0	0%	
67??	Gain/(Loss) on Sale of L, B & E	0	0	0	0	0%	
68??	Interest Earnings	138	165	140	2	1%	
69??	Other	0	0	0	0	0%	
	All Other Income	0	0	0	0	0%	
	Total Income	391,457	314,705	422,721	31,264	8%	
70??	Salaries & Officer Allowances	58,729	44,235	80,419	21,690	37%	Added a new position in FY2024.

San Marcos Service Center
2025 Annual Budget Proposal

Category Summary

		Actuals 09/30/2023	Approved Budget 09/30/2024	Proposed Budget 09/30/2025	Proposed Budget vs Actuals 09/30/2023		Explanations/Rationale (required for variances +/- \$10,000 AND 10%)
					\$ Change	% Change	
71??	Officer & Employee Benefits	16,058	16,010	18,750	2,692	17%	
72??	Payroll Taxes	4,801	4,043	7,417	2,616	54%	
80??	Professional Fees	4,984	4,000	5,083	99	2%	
81??	Supplies	4,438	14,437	4,523	85	2%	
82??	Telephone	3,929	240	3,480	(449)	(11%)	
83??	Postage & Shipping	743	100	750	7	1%	
84??	Occupancy	40,369	34,773	44,527	4,158	10%	
85??	Furnishings & Equipment	9,628	1,784	5,229	(4,399)	(46%)	
86??	Printing & Publications	220	800	225	5	2%	
87??	Travel, Meals & Transportation	2,597	0	1,321	(1,276)	(49%)	
88??	Conferences, Meetings & Major Trips	454	1,300	463	9	2%	
89??	Specific Assistance to Individuals	203,528	159,202	212,533	9,005	4%	
90??	Organization Dues	265	1,000	1,200	935	353%	
91??	Awards & Grants	0	0	150	150	100%	
94??	Miscellaneous	2,500	2,575	2,652	152	6%	
96??	Transfers to SA Units	16,032	15,800	17,232	1,200	7%	
9692	Support Service	14,073	14,406	16,767	2,684	19%	
97??	Depreciation Expense	0	0	0	0	0%	
99??	FAS Balancing	0	0	0	0	0%	
	All Other Expenses	0	0	0	0	0%	
Total Expenses		383,348	314,705	422,721	39,373	10%	
Surplus/(Deficit)		8,108	(0)	0	(8,109)	(100%)	

TOTAL PROGRAM BUDGET WORKSHEET

COMPLETE FORM FOR EACH PROGRAM FOR WHICH YOU ARE SEEKING FUNDING
Program budget reflects Hays County.

COMPLETE FORM FOR EACH PROGRAM FOR WHICH YOU ARE SEEKING FUNDING
Program budget reflects Hays County.

[illegible]

**The Salvation Army
San Marcos & Hays County
BOARD MEMBER LIST**

Neil Broussard -Chair (San Marcos, Texas)

nbroussard1938@gmail.com

Chris Harvill- Treasurer/ Vice Chair (Austin, Texas)

chris.d.harvill@gmail.com

John Lyon- Secretary (Wimberley, Texas)

lyonjbiii@gmail.com

Lupe Costilla- Member (San Marcos, Texas)

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Nora Kessinger (San Marcos, Texas)

Nora.Kessinger@uss.salvationarmy.org

Shirley Rivers (Kyle, Texas)

shirleyriverss@gmail.com



DOING THE
MOST GOOD

San Marcos Advisory Board Minutes
1346 Thorpe Lane
San Marcos, Tx 78666

Board Attendance 2023-24

	Oct	Nov	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Tot
Neil Broussard	y	y	y	y	y	y	y	y	y			
Chris Harvill	y	y	y	y	y	n	y	y	y			
John Lyon	n	y	y	y	y	y	y	y	y			
Lupe Costilla	y	n	y	y	y	y	y	y	y			
Natalie Freeman	n	n	n	R								
Mike Jones	n	n	n	n	y	n	y	y	y			
Roy Rodriguez	n	n	n	n	n	n	n	n	n			
Pam White	n	n	n	y	n	R						
Cathy Young	n	y	y	y	R							
Karen McGowan	n	y	y	y	y	y	n	y	y			
James Bryant	y	y	y	y	y	y	n	y	y			
Nora Kessinger	y	y	y	y	y	y	y	y	y			
Shirley Rivers					N	y	y	y	y			

No December Meeting

R= resigned

N= New member

ARTICLES OF ORGANIZATION OF THE SALVATION ARMY ADVISORY BOARD

ARTICLE I — Name

Section 1-1 *Name*

The name of this organization is The Salvation Army Advisory Board of (city or area), hereinafter referred to as the "board." The city or area named shall be hereinafter referred to as the "community."

ARTICLE II - Purposes

Section 2-1 *Purposes & Responsibility of Board*

The Salvation Army provides a variety of religious and charitable programs and services in the community. It is the purpose of the board, consistent with these articles, to provide input (advice), support (financial and time), and key influence with external constituencies (door-opening and advocacy) to further the goals and objectives of The Salvation Army in pursuit of its mission. The advisory board is not a governing board of directors and is therefore not the ultimate authority on decision-making. It provides vital support and influence as Army leadership engages strategic opportunities and challenges, seeks to make wise decisions, and pursues the resources needed to carry out the Army's mission in a particular community.

The responsibilities of the advisory board, in accordance with these Articles, include the following:

- The advisory board is a **strategically focused board**, interacting with and making recommendations, to the Representative, with a focus on fund raising, community relations, effective programs and services, budgets/financial stewardship, property projects, strategic initiatives, competitive positioning in the community and other focus areas as directed by the Representative, the chairperson and the Executive/Board Development committee
- The advisory board is a **philanthropic board**. Members understand that they are expected to personally give to The Salvation Army at a significant level proportionate to their ability

and commensurate to their commitment to the Army as a high priority charitable involvement. By doing so, members affirm the principle that the advisory board, in one of its key roles, should be leading philanthropically through personal financial support and door-opening.

- The advisory board is a **fund raising and door-opening board**. Each member understands the importance of introducing other leaders to the Army for the Army's present and future strength. Members help raise the level of resources, influence and leadership network available to The Salvation Army by opening doors for briefings with corporate and philanthropic leaders within their own peer network and by helping the Army achieve its fund raising goals.
- The advisory board is an **engaged board**, representing the community at-large to The Salvation Army, and representing The Salvation Army to the community at-large as ambassadors. This may include supporting a strong relationship by the Army with community leaders and agencies, such as the United Way, Chamber of Commerce, service clubs, government bodies, and other non-profit organizations. Board members are asked to actively support any major Salvation Army events, through attendance, financial support and help with fund raising. Members are also encouraged to become involved, along with family members if desired, in various Salvation Army volunteer opportunities and projects.
- The advisory board is an **active board**. Members are expected to attend a minimum of two thirds of the full board meetings held each year, contributing to dialogue and participating in the decisions of the board. A full year schedule of meetings is to be shared well in advance to ensure members can put meetings on their calendar. Members also actively serve on at least one committee or through an agreed upon ad hoc involvement. The Army wants members' involvement to be meaningful and tries to match the experience, skills, interests, profession and giftedness of each individual with committee and ad hoc opportunities.

Section 2-2 *Legal Responsibility & Relation to The Salvation Army*

The Salvation Army Corporation is the legal entity charged with the responsibility for the management and conduct of Salvation Army affairs in the community. The function of the board is advisory, focusing on strategic, not operational issues. It is responsible to The Salvation Army Corporation and is in itself neither a separate legal entity nor an organization with legal, executive or administrative authority.

ARTICLE III – Membership

Section 3-1 *Classifications of Membership*

The membership of the board shall consist of the following classifications of Membership:

A. *Ex officio members:* The Representative, Territorial Commander, Divisional Commander, Women's Auxiliary President, and Advisory Council Chairperson if not a regular or life member.

B. *Regular Members:* Persons elected to membership by the board at its annual meeting.

C. *Life Members:* Members, recommended by the Executive/Board Development Committee and the Representative, and elected by the advisory board of which the nominee is a member, may become a life member with the approval of the territorial commander. Discretion shall be exercised in the nomination of such proposals for Life Membership.

Eligibility for nomination as a life member is reserved for a member who:

- has served not less than 15 years.
- has given identifiable, distinguished, and extraordinary contributions through the advisory board to further the mission of The Salvation Army.

Life members may continue to attend advisory board meetings. Life members may continue to be active in the work of advisory board committees as directed by the Representative and the Executive/Board Development committee but will not count against any charter membership limit.

D. *Member Emeritus:* A member, recommended by the Executive/Board Development Committee and the Representative, and elected by the advisory board of which the nominee is a member, may become an emeritus member with approval by the territorial commander. Eligibility for nomination as an advisory board member emeritus is reserved for a member who:

- has served not less than nine years
- is not being considered for life membership
- has given identifiable valuable service to The Salvation Army through the advisory board and
- is unable to continue as an active advisory board member

An advisory board member emeritus may attend advisory board

meetings, but not as a voting member. Members emeritus may continue to be active in the work of advisory board committees as directed by the Representative and the Executive/Board Development Committee.

Section 3-2 *Terms of Membership*

A regular member shall serve for a term ending on the date of the third annual meeting following the member's election. Approximately one-third of the regular members should be elected each year. An elected member may be re-elected for a total of three terms maximum upon recommendation of the Executive/Board Development Committee and approval of the board at its annual meeting, after which membership is completed. A one year hiatus must precede any possible re-election to the board after a regular member has served for three consecutive terms.

Section 3-3 *Membership Recognition and Orientation*

An official membership card pin and/or plaque should be presented to each new member of the advisory board by the Representative during the annual meeting. New members may also be announced in local media, as appropriate. All new members should be oriented, under the direction of the Representative and Executive/Board Development Committee, regarding the history, mission and programs of The Salvation Army and what is involved and expected with board membership.

Section 3-4 *Resignation and Removal of Regular Members*

3.4.1 A regular member or a life member may resign by giving written notice of resignation to the chairperson. Regular members are subject to removal at any meeting of the board by an affirmative vote of two-thirds of all of the members of the board.

3.4.2 All members are subject to removal at any time by the territorial commander by delivery of written notice to the chairperson or secretary. The chairperson or secretary, as the case may be, shall notify members of their removal.

3.4.3 A life member is subject to removal by the territorial commander upon the recommendation of the advisory board, passed by an affirmative vote of two-thirds of all the members of the board.

3.4.4 A regular member may be removed for non-attendance or other communicated criteria as determined by the Executive/Board Development Committee and Representative, consistent with these Articles, by an affirmative vote of two-thirds of all members of the board.

Section 3-5 *Vacancies*

In the event of vacancy in the membership occurring because of death,

resignation, or removal, or the designation of a regular member as a life member, the board may at its next regular meeting, or may at a special meeting called for that purpose, elect a successor, as nominated by the Executive/Board Development Committee, for the unexpired term.

In the event of expansion in the membership, occurring because of the increase in the number of regular members fixed by the territorial commander, the board shall at its next appropriate meeting elect new regular members, as a result of an organized nominating process, to fill such vacancies. See Classifications of Membership, Section 3.1.

Section 3-6 Employees

Active employees of The Salvation Army may not serve as regular members of an advisory board. Retired or former employees who separate from employment with positive evaluations may be considered for membership, but only if such retired or former employees are endorsed for membership by the Representative, the Executive/Board Development Committee and by the Divisional Commander and are able to fulfill established minimum criteria for membership as outlined in the board nominating criteria and consistent with these Articles.

Section 3-7 Salvation Army Officers

Retired officers of The Salvation Army may not serve as advisory board members except by approval of the territorial commander.

ARTICLE IV – Meetings

Section 4-1 Annual Meeting

The annual meeting of the board shall be held on such date and at such time as may be determined by the board for:

- election of regular members and officers of the advisory board
- the approval of committee members, who are not members of the board, the recommendation of members for the advisory council(s) the state or divisional advisory conference, and such other business as may properly come before the meeting

Section 4-2 Regular Meetings

A regular meeting of the full board shall be held each month or at a minimum on a quarterly basis, as determined by the Executive/Board Development Committee and the Representative and approved by the divisional commander. Board meetings may be varied in location in order to expose members to the range of Salvation Army programs and facilities in the area, if applicable. An annual civic meeting or board social occasion (e.g.

Christmas party) may take the place of, and be counted as one of, the required meetings, unless regular meetings are only scheduled on a quarterly basis, and need not follow any specific form. Much of the work of the board should take place in the committees, which may meet as frequently as needed, outside of full board meetings, to ensure the effectiveness of the board and the progress of its goals.

Section 4-3 Special Meetings

Special meetings of the board shall be called by the secretary on the written request of the chairperson or the Representative, with notice to the members delivered electronically or through other means with at least twenty days' notice, unless on an emergency basis.

Section 4-4 Quorum

At the meetings, one-third of all voting members and the Representative or a designated alternate approved by the divisional commander shall be necessary and sufficient to constitute a quorum for the transactions of business. The act of a majority of the members present at a meeting having a quorum shall be the act of the board.

Section 4-5 Voting Rules

Voting members shall include (i) regular members, (ii) life members, and (iii) ex officio members other than Salvation Army officers and employees. The Representative, whether an officer or not, shall be a voting member.

Section 4-6 Representative Present

No meeting of the advisory board shall be conducted or called without the Representative's approval and the presence of the Representative or a designate approved by the divisional commander. The advisory board chairperson or an elected officer of the board is normally expected to preside at full board meetings.

Section 4-7 Notice of Meetings

Notice of the date, time and place of all meetings of the members shall always be communicated to each member by the secretary, with at least twenty days advance notice being provided before each meeting, except in an emergency.

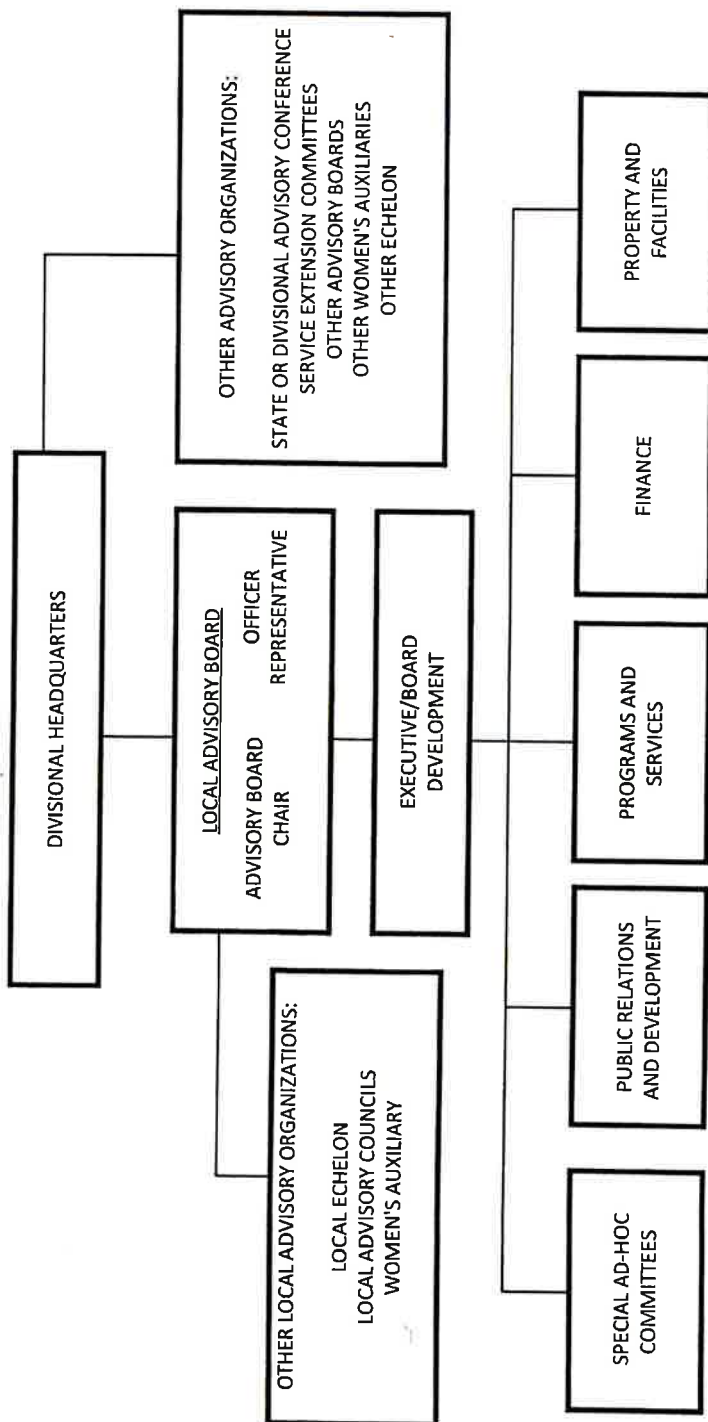
Section 4-8 Order of Business

The standard order of business at any meeting, unless waived by the board, shall be:

- Call to order
- Invocation
- Reading/Acceptance of minutes

Organization Chart

LOCAL ADVISORY ORGANIZATIONS



The Salvation Army MANUAL OF ADVISORY ORGANIZATION AND ARTICLES OF ORGANIZATION

ADVISORY BOARD

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As authorized by the Commissioners' Conference
 Revision Approved November 1975
 Revision Approved October 1976
 Revision Approved June 1991
 Revision Approved February 2001
 Revision Approved October 2001
 Revision Approved September 2002
 Revision Approved May 2021

Form **990**Department of the Treasury
Internal Revenue Service**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2020**Open to Public Inspection****A** For the 2020 calendar year, or tax year beginning **OCTOBER 1, 2020**, 2020, and ending **SEPTEMBER 30**, 20 **21****B** Check if applicable:

- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization **THE SALVATION ARMY - SAN MARCOS, TX**

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

Room/suite

City or town, state or province, country, and ZIP or foreign postal code

D Employer identification number**58-0660607****E** Telephone number**G** Gross receipts \$ **340823.57****F** Name and address of principal officer: **STEPHEN THOMAS****1221 RIVERBEND DR DALLAS TX 75247****H(a)** Is this a group return for subordinates? ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. See instructions

H(c) Group exemption number ▶**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: ▶ **WWW.SALVATIONARMYSOUTH.ORG****K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: **1927****M** State of legal domicile: **GA****Part I Summary**

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: The Salvation Army's mission is to preach the gospel of Jesus Christ and meet human needs in his name without discrimination. [Supplement with most significant local activities]	
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
	3	Number of voting members of the governing body (Part VI, line 1a)	3
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4 0
	5	Total number of individuals employed in calendar year 2020 (Part V, line 2a)	5
	6	Total number of volunteers (estimate if necessary)	6
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a 0
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b 0	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year 245676.57 Current Year 340687.09
	9	Program service revenue (Part VIII, line 2g)	
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	135.52 136.48
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	245812.09 340823.57
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	52321.81 255812.84
	14	Benefits paid to or for members (Part IX, column (A), line 4)	
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	70087.89 47507.42
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	320.00
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 7395.50	
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	67193.59 76432.04
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	189603.29 380072.30
19	Revenue less expenses. Subtract line 18 from line 12	56208.80 39248.73	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year 186959.12 End of Year 154110.81
	21	Total liabilities (Part X, line 26)	7412.02 14802.18
	22	Net assets or fund balances. Subtract line 21 from line 20	179547.10 139308.63

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer

Date

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name

Preparer's signature

Date

Check ☐ if self-employed

PTIN

Firm's name ▶

Firm's EIN ▶

Firm's address ▶

Phone no.

May the IRS discuss this return with the preparer shown above? See instructions

☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2020)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

**1** Briefly describe the organization's mission:The Salvation Army's mission is to preach the gospel of Jesus Christ and meet human needs in his name without discrimination.[Supplement with most significant local activities]**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4b** (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4c** (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4d** Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2 Is the organization required to complete Schedule B, Schedule of Contributors See instructions?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If "Yes," complete Schedule D, Part V	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14a Did the organization maintain an office, employees, or agents outside of the United States?	<input type="checkbox"/>	<input type="checkbox"/>
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I See instructions	<input checked="" type="checkbox"/>	<input type="checkbox"/>
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	<input checked="" type="checkbox"/>	<input type="checkbox"/>
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<input type="checkbox"/>	<input type="checkbox"/>
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
24b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	<input type="checkbox"/>	<input type="checkbox"/>
24c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	<input type="checkbox"/>	<input type="checkbox"/>
24d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	<input type="checkbox"/>	<input type="checkbox"/>
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
25b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
35b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☒

	Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	<input type="checkbox"/>	<input type="checkbox"/>
1b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	<input type="checkbox"/>	<input type="checkbox"/>
1c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	ENTER #
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b	✓
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	✓
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	✓
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	✓
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	✓
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	✓
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	✓
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	✓
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	✓
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	✓
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	✓
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	✓
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	✓
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	15	✓
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	✓

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	1a	
b Enter the number of voting members included on line 1a, above, who are independent	1b	
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3	<input checked="" type="checkbox"/>
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	<input checked="" type="checkbox"/>
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5	<input checked="" type="checkbox"/>
6 Did the organization have members or stockholders?	6	<input checked="" type="checkbox"/>
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	<input checked="" type="checkbox"/>
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	<input checked="" type="checkbox"/>
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body?	8a	
b Each committee with authority to act on behalf of the governing body?	8b	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O	9	<input checked="" type="checkbox"/>

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	<input checked="" type="checkbox"/>
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	<input checked="" type="checkbox"/>
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	<input checked="" type="checkbox"/>
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	<input checked="" type="checkbox"/>
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	<input checked="" type="checkbox"/>
13 Did the organization have a written whistleblower policy?	13	<input checked="" type="checkbox"/>
14 Did the organization have a written document retention and destruction policy?	14	<input checked="" type="checkbox"/>
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	15a	<input checked="" type="checkbox"/>
b Other officers or key employees of the organization	15b	<input checked="" type="checkbox"/>
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	<input checked="" type="checkbox"/>
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ►

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☐ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records ►

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☒**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) David Hudson, National Commander The Salvation Army, USA	40	✓		✓				47977.00	31160.00	
(2) Willis Howell, Territorial Commander The Salvation Army Southern Territory	40	✓		✓				51116.00	33014.00	
(3) Barbara Howell, Territorial President of Women's Ministries, TSA Southern Territory	40	✓						51116.00	33014.00	
(4) Donald Bell, Territorial Commander The Salvation Army, Southern Territory	40	✓		✓				0.0	0.0	
(5) Ralph Bukiewicz, Chief Secretary The Salvation Army, Southern Territory	40	✓		✓				44762.00	33737.00	
(6) Susan Bukiewicz, Territorial Secretary for Women's Ministries, TSA Southern Territory	40	✓						44710.00	33737.00	
(7) Stephen Morris, Personnel Secretary The Salvation Army Southern Territory	40	✓						40224.00	26649.00	
(8) Shella Lanier, Personnel Secretary The Salvation Army Southern Territory	40	✓						32628.00	33336.00	
(9) John Needham, Personnel Secretary The Salvation Army Southern Territory	40	✓						9747.00	1285.00	
(10) Eddie Hobgood, Program Secretary The Salvation Army Southern Territory	40	✓						164077.00	29083.00	
(11) James Sellar, Secretary for Business Administration, TSA Southern Territory	40	✓		✓				40097.00	29545.00	
(12) Margaret McGourn The Salvation Army Southern Territory	40	✓						57692.00	57676.00	
(13) Austruberto Flores, Financial Secretary The Salvation Army Southern Territory	40	✓		✓				104,367.00	21052.00	
(14) Stephen Ellis, Financial Secretary The Salvation Army Southern Territory	40	✓		✓				33625.00	24533.00	

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) Leon Ferraez Jr, Legal Secretary The Salvation Army Southern Territory	40	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					25094.00	25856.00
(16) Charles Powell, Legal Secretary The Salvation Army Southern Territory	40	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					35321.00	38528.00
(17) Melanie Brackett, Legal Secretary The Salvation Army Southern Territory	40	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					175657.00	21052.00
(18) Ronnie Raymer, Divisional Commander The Salvation Army Southern Territory	40	<input checked="" type="checkbox"/>							40868.00	40952.00
(19) Mark Brown, General Secretary The Salvation Army Southern Territory	40	<input checked="" type="checkbox"/>							158933.00	32689.00
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Subtotal									1158010.00	546898.00
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										
2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization										

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a 5194.42				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d 172712.99				
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f 162779.68				
	g	Noncash contributions included in lines 1a-1f	1g \$ 1502.00				
	h	Total. Add lines 1a-1f ▶					
Program Service Revenue	Business Code						
	2a						
	b						
	c						
	d						
	e						
	f	All other program service revenue					
g	Total. Add lines 2a-2f ▶						
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶		136.48			
	4	Income from investment of tax-exempt bond proceeds ▶					
	5	Royalties ▶					
	6a	Gross rents	(i) Real	(ii) Personal			
			6a				
			6b				
	c	Rental income or (loss)	6c				
	d	Net rental income or (loss) ▶					
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
			7a				
			7b				
	c	Gain or (loss)	7c				
	d	Net gain or (loss) ▶					
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a				
			8b				
	c	Net income or (loss) from fundraising events ▶					
	9a	Gross income from gaming activities. See Part IV, line 19	9a				
			9b				
c	Net income or (loss) from gaming activities ▶						
10a	Gross sales of inventory, less returns and allowances	10a					
		b	Less: cost of goods sold				10b
		c	Net income or (loss) from sales of inventory ▶				
Miscellaneous Revenue	Business Code						
	11a						
	b						
	c						
	d	All other revenue					
e	Total. Add lines 11a-11d ▶						
12	Total revenue. See instructions ▶			340823.57			

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	255812.84	255812.84		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	35840.42	31856.67		3983.75
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	342.43	342.43		
9 Other employee benefits	8640.66	8640.66		
10 Payroll taxes	2683.91	2379.16		304.75
11 Fees for services (nonemployees):				
a Management	1805.82		1805.82	
b Legal	1125.00	1125.00		
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17	557.60			320.00
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion	31.18	31.18		
13 Office expenses	1377.60	1232.05		145.55
14 Information technology	6898.02	6749.75		148.27
15 Royalties				
16 Occupancy	28931.88	28931.88		
17 Travel	2243.23	1630.19		613.04
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	30.00	30.00		
20 Interest				
21 Payments to affiliates	16131.64	15308.05		823.59
22 Depreciation, depletion, and amortization				
23 Insurance				
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a ED, REC, AND CRAFT SUPPLIES	99.99	87.47		12.52
b POSTAGE AND PARCEL POST	125.97	107.97		18.00
c FOOD AND BEVERAGE	603.28	564.34		38.94
d WORLD SERVICES	2000.00	2000.00		
e All other expenses	15780.57	13865.08	1166.00	746.49
25 Total functional expenses. Add lines 1 through 24e	381062.04	370694.72	2971.82	7395.50
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	174193.85	1	142238.05
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	10874.27	4	9508.38
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	1891.00	9	2364.38
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a		
	b Less: accumulated depreciation	10b	10c	
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 33)	186959.12	16	154110.81	
Liabilities	17 Accounts payable and accrued expenses		17	
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	7412.02	25	14802.18
	26 Total liabilities. Add lines 17 through 25	7412.02	26	14802.18
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ► <input type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	179547.10	27	139308.63
	28 Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here ► <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	179547.10	32	139308.63
33 Total liabilities and net assets/fund balances	186959.12	33	154110.81	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	340823.57
2	Total expenses (must equal Part IX, column (A), line 25)	2	381062.04
3	Revenue less expenses. Subtract line 2 from line 1	3	<40238.47>
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	179547.10
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	139308.63

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a	<input checked="" type="checkbox"/>
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input checked="" type="checkbox"/> Both consolidated and separate basis	2b	<input checked="" type="checkbox"/>
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	<input checked="" type="checkbox"/>
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a	<input checked="" type="checkbox"/>
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b	



**DOING THE
MOST GOOD™**

Founded in 1865

William Booth, *Founder*

André Cox, *General*

Commissioner Donald C. Bell, *Territorial Commander*

Lt. Colonel Ronnie Raymer, *Divisional Commander*

**THE SALVATION ARMY
USA SOUTHERN TERRITORY
ATLANTA GEORGIA**

Non-Discrimination in Programs and Delivery of Services

National Policy Statement

The Salvation Army is committed to non-discrimination in programs and delivery of services. This means that no one will be excluded from services on any basis not related to legitimate program concerns. Programs and services are provided on a non-discriminatory basis according to the needs of those to be served and the capacity, both financial and programmatic, of the specific services provided to address those needs. This commitment to appropriate service provision demands clearly developed criteria for program participation, as well as essential program rules and behavioral expectations.

The Salvation Army will provide services without regard to the immigration status of service recipients unless otherwise required by applicable law or a funding contract. Therefore, unless required to do so by applicable law or a funding contract, The Salvation Army will not ask persons receiving services about their immigration status and will not require that persons receiving services provide social security numbers as a condition to receiving services.

Worship services conducted by The Salvation Army are open to all persons. Spiritual support and encouragement is made available through Salvation Army personnel to all who seek such services.

The Salvation Army seeks to promote intergroup understanding and to give full support to the imperatives of human and civil rights, sharing that spiritual affinity which makes all persons part of one human family.

From its inception The Salvation Army has been concerned with the spiritual and social needs of all people. Its services in all parts of the world have been developed in recognition of the Biblical principle that all persons are equal in intrinsic value and that all persons bear the divine image.

(Gen. 1:27)

Issued by the authority of
The Territorial Commander
CC: October 2013 (512 - 515)
TFC: February 18, 2013

Colonel F. Bradford Bailey
Chief Secretary



INTERNAL AUDIT REPORT

Texas Division – San Marcos Service Center
Stephen Thomas

Audit Period:
02/01/2020 – 03/31/2022

Fieldwork End Date:
04/26/2022

Auditors:
Erik Ljungholm - Lead Auditor
Bernard J Sengoli
David New
Sam Howard

CONFIDENTIAL

Regular Audit

Risk Ratings	Current Audit	Prior Audit
Financial Condition	5.5	N/A
Strategic Management	2	N/A
Operational Efficiency	1	N/A
Financial Reporting	3.5	N/A
Compliance	1	N/A
Composite Risk	3	N/A

Minimal = 1	Low = 2-3	Medium = 4-6	High = 7-9	Extreme = 10
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For Salvation Army Internal Use ONLY

Net Position:

Units	Appointment N/A	Prior Audit 08/31/19	Current Audit 03/31/22
San Marcos Service Center		\$114,165	\$187,993
TOTAL		\$114,165	\$187,993
Change From Appointment - N/A		N/A	N/A
Change From Prior Audit - 08/31/19			\$73,828

Trust Balances	
As of 03/31/2021 (Prior YTD)	\$181,072
As of 03/31/2022 (Current YTD)	\$253,917
Change in Balances - Increase / (Decrease)	\$72,845

Summary of Audit Findings:

High Risk Items

► Receipts – Posting Delays:

In the test sample, 78 deposits were not posted to Great Plains within seven days. The average delay was 18 days. The following are examples of some of the lengthier delays:

Date of Receipt	Date of Posting	Days Delayed	Amount
12/09/20	01/12/21	34	\$386.00
03/10/22	04/19/22	40	\$250.00

Not a Repeat Issue

Auditee Response	Headquarters Response
We do not post directly to Great Plains. We have always submitted deposits within 24 hours to DHQ finance.	Note the policy of deposit, receipt and posting of all funds within 48 hours. Please implement this process.

Medium Risk Items

► Management & Financial – Net Position Comparison:

The following is a comparison of the net position as of the audit date vs. a year prior.

Current Year to Date	\$187,993
Prior year to Date	\$241,450
Change in Net Position	(\$53,457)

Repeat Issue

Auditee Response	Headquarters Response
There was a lodging crisis during the Winter Storm in February 2021 and a substantial amount of money was paid out to motels for homeless clients.	Please discuss the Director's plan to address this decline. In addition, please state plans to reverse the deficit.

Low Risk Items

► Accounts Payable – Local to THQ Accounts Receivable Comparison:

Local Accounts Payable to Territorial Headquarters does not reconcile to the corresponding Receivables at Territorial Headquarters.

Local Payables to THQ	\$0.00
THQ Receivables from local Unit	\$391.06
Difference	\$391.06

The difference consists of one invoice:

Document Number	Document Date	Amount
GP2022149S	03/10/2022	\$391.06

Not a Repeat Issue

Auditee Response	Headquarters Response
All invoices are processed by TXDHQ finance and funds are ACH-ed out of the San Marcos Account by finance. All transactions are handled by TXDHQ finance for the San Marcos Center.	Payables due to DHQ & THQ should be posted within 7 days of receipt of each invoice. Please implement this process.

► Fund Raising – Comparison:

Fund Raising Comparison / Current Year compared to Prior Year:

Fund Raising	Amount Raised
As of 03/31/2022 (Current)	\$58,421
As of 03/31/2021 (Prior Year)	\$64,323
Amount – Change	(\$5,902)
Percentage - Change	(9.18%)

Repeat Issue

Auditee Response	Headquarters Response
During our Red Kettle Campaign due to COVID volunteers were hard to recruit and we had one less church participate because they didn't have the resources to recruit and manage their volunteers	Please discuss the Director's plan to address this decline. In addition, please state plans to reverse the deficit.

Minimal Risk Items *(informational only - no response required)*

► Management & Financial – Actual Year to Date to Prior Year to Date Comparisons:

When comparing current Year-to-Date to prior Year-to-Date for this audit period ending, the following changes greater than 25%, and \$100 were noted:

Description - Favorable	Actuals 03/31/2021	Actuals 03/31/2022	Amount Change	Percent Change
Income - Federated Fund-Raising Organizations	\$9,375	\$2,069	\$7,306	353.03%
Expense - Supplies	\$1,924	\$1,073	(\$851)	(44.2%)
Expense - Printing and Publishing	\$320	\$0.00	(\$320)	(100%)
Expense - Specific Assistance	\$87,447	\$40,695	(\$46,752)	(53.50%)
Expense - Support Service	\$11,241	\$7,363	(\$3,879)	(\$34.50)

Description - Unfavorable	Actuals 03/31/2021	Actuals 03/31/2022	Amount Change	Percent Change
Income - Contributions - Cash	\$114,732	\$67,821	(\$46,911)	(40.90%)
Expense - Officer and Employee Benefits	\$1,502	\$6,750	\$5,249	349.50%
Expense - Postage and Shipping	\$86	\$238	\$152	176.70%
Expense - Travel, Meals, and Transportation	\$651	\$951	\$300	46.10%
Expense - Organizational Dues	\$265	\$547	\$282	106.40%

► Accounts Payable – Aging:

Local Accounts Payable Historical Aged Trial Balance Summary:

Aging	As of Audit Date	One Year Prior	Difference
Current	\$1,494.18	\$4,638.22	(\$3,144.04)
31-60 days	\$0.00	\$0.00	\$0.00
61-90 days	\$0.00	\$0.00	\$0.00
Over 90 days	\$0.00	\$0.00	\$0.00
TOTAL	\$1,494.18	\$4,638.22	(\$3,144.04)

► **Accounts Receivable – Aging:**

Local Accounts Receivable Historical Aged Trial Balance Summary:

Aging	As of Audit Date	One Year Prior	Difference
Current	\$0	\$0	\$0
31-60 days	\$0	\$0	\$0
61-90 days	\$0	\$0	\$0
Over 90 days	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0

► **Support Service – Change in Accounts Payable:**

Change in Support Service Payable - Current audit period compared to last fiscal period ending:

Accounts Payable This Audit Period Ending 03/31/2022	\$15
Accounts Payable Last Fiscal Period Ending 09/30/2021	\$535
Difference	(\$520)

Financial Returns

San Marcos, TX

Service Center

For Audit Period Ending March 31, 2022



	FYE Actual 09/30/19	FYE Actual 09/30/20	FYE Actual 09/30/21	YTD Actual 03/31/21	YTD Actual 03/31/22	5 Periods	Variance - 03/31/22 & 03/31/21 Actuals Current YTD to Prior YTD
ASSETS:							
Cash and Cash Equivalents	101,621	154,961	122,823	254,780	166,184		(88,596)
Reserves - Operating	(134)	(200)	-	-	-		-34.77%
Reserves - Other	19,298	19,433	19,415	17,122	18,636		0.00%
Accounts Receivable - SA	7,437	10,874	9,508	-	7,922		8.84%
Accounts Receivable - Non SA	-	-	-	-	-		0.00%
Pledges Receivable, Net	-	-	-	-	-		0.00%
Inventory	-	-	-	-	-		0.00%
Advances, Deposits, & Loans	1,891	1,891	2,364	-	-		0.00%
Equipment with Depreciation	-	-	-	-	-		0.00%
Other Assets	-	-	-	-	-		0.00%
Total Assets	130,112	186,959	154,111	271,902	192,741		(79,160)
							-29.11%
LIABILITIES:							
Accounts Payable - Non SA	1,277	-	-	-	47		(47)
Accounts Payable - THQ	-	-	-	-	-		0.00%
Accounts Payable - DHQ	848	7,273	14,268	28,546	4,702		23,844
Accounts Payable - Support Service	4,649	139	535	1,905	-		1,905
Accounts Payable - Other SA	-	-	-	-	-		0.00%
Exchange	-	-	-	-	-		0.00%
Mortgages and Notes Payable	-	-	-	-	-		0.00%
Accounts Payable - Employee Taxes & benefits	-	-	-	-	-		0.00%
Accounts Payable - Other taxes	-	-	-	-	-		0.00%
Other Liabilities	-	0	0	0	-		0.00%
Total Liabilities	6,774	7,412	14,802	30,451	4,749		25,703
							84.41%
NET ASSETS:							
Current Period Surplus/(Deficit)	(63,289)	56,209	(40,238)	61,903	48,684		(13,219)
Accumulated Surplus/(Deficit)	186,628	123,338	179,547	179,547	139,309		(40,238)
Total Net Assets	123,338	179,547	139,309	241,450	187,993		(53,457)
							-21.35%
							-22.41%
							-22.14%
Total liabilities and net assets	130,112	186,959	154,111	271,902	192,741		

Financial Returns

San Marcos, TX

Service Center

For Audit Period Ending March 31, 2022



	FYE Actual 09/30/19	FYE Actual 09/30/20	FYE Actual 09/30/21	3 FYE Periods	YTD Actual 03/31/21	YTD Actual 03/31/22	Variance - 03/31/22 & 03/31/21	Actuals Current YTD to Prior YTD
INCOME:								
Contributions - Cash	140,827	97,370	161,278		114,732	67,821	(46,911)	-40.89%
Contributions - In Kind	-	-	1,502		-	1,270	1,270	0.00%
Special Events	3,000	-	-		-	-	-	0.00%
Pledges Revenue	-	-	-		-	-	-	0.00%
Federated Fund-Raising Organizations	2,375	6,872	5,194		2,069	9,375	7,306	353.03%
Fees & Grants from Government Agencies	10,000	-	-		-	-	-	0.00%
Sales to the Public	-	-	-		-	-	-	0.00%
Interest & Dividends	135	136	136		57	57	0	0.70%
Membership Dues	-	-	-		-	-	-	0.00%
Miscellaneous Revenue	-	-	-		-	-	-	0.00%
Total Income	156,337	104,377	168,111		116,858	78,523	(38,335)	-32.80%
EXPENSE:								
Salaries And Officer Allowances	74,998	59,954	35,840		19,478	22,826	(3,348)	-17.19%
Officer And Employee Benefits	16,134	4,518	7,766		1,502	6,750	(5,249)	-349.46%
Payroll taxes	6,828	5,616	3,901		2,082	2,067	15	0.74%
Professional Fees	1,452	835	3,168		531	609	(78)	-14.70%
Supplies	5,802	2,902	3,308		1,924	1,073	851	44.22%
Telecommunications	3,193	3,316	3,101		1,581	1,883	(302)	-19.10%
Postage and Shipping	403	104	126		86	238	(152)	-176.67%
Occupancy	33,564	30,459	28,932		16,071	16,903	(832)	-5.18%
Furnishings and Equipment	1,962	3,859	3,797		2,156	2,487	(331)	-15.36%
Printing and Publications	1,290	138	351		320	-	320	100.00%
Travel, Meals and Transportation	578	1,070	1,253		651	951	(300)	-46.11%
Conferences, Meetings, and Major Trips	621	-	1,020		-	128	(128)	0.00%
Specific Assistance to Individuals	107,338	52,322	255,813		87,447	40,695	46,752	53.46%
Organization Dues	672	45	509		265	547	(282)	-106.42%
Awards and Grants	-	-	-		-	-	-	0.00%
Miscellaneous	1,836	1,891	2,052		2,052	2,000	52	2.55%
Support Services	15,141	10,044	16,132		11,241	7,363	3,879	34.51%
Total Expense	271,813	177,072	367,070		147,390	106,522	40,868	27.73%
Net Income before Transfers in/out	(115,477)	(72,695)	(198,959)		(30,531)	(27,998)	(2,533)	8.30%

Financial Returns

San Marcos, TX

Service Center

For Audit Period Ending March 31, 2022



Internal Audit
Department
USA Southern Territory

	FYE Actual 09/30/19	FYE Actual 09/30/20	FYE Actual 09/30/21	3 FYE Periods	YTD Actual 03/31/21	YTD Actual 03/31/22	YTD Budget 03/31/22	Variance -03/31/22 & 03/31/21 Actuals Current YTD to Prior YTD
TRANSFER IN								
Family Store	-	-	-		-	-	-	0.00%
Grants from THQ	-	-	-		-	-	-	0.00%
Interfund Transfers	55,849	141,435	172,713		99,430	84,578	3,488	-14.94%
Miscellaneous	-	-	-		-	-	-	0.00%
Total Transfers In	55,849	141,435	172,713		99,430	84,578	3,488	-14.94%
TRANSFER OUT								
Family Store	-	-	-		-	-	-	0.00%
Grants from THQ	-	-	-		-	-	-	0.00%
Interfund Transfers	3,661	12,531	13,992		6,996	7,896	1,353	-12.86%
Miscellaneous	-	-	-		-	-	-	0.00%
Total Transfers Out	3,661	12,531	13,992		6,996	7,896	1,353	-66.54%
Net Transfers	52,188	128,904	158,721		92,434	76,682	2,135	17.04%
NET INCOME WITH TRANSFERS IN/OUT	(63,289)	56,209	(40,238)		61,903	48,684	25,689	21.35%

Support & Statewide Service

San Marcos, TX

Service Center
For Audit Period Ending March 31, 2022
Please read Minute 026 for Guidance



Internal Audit
Department
USA Southern Territory

NET INCOME CALCULATION		9/30/2021	3/31/2022
Total Income		340,824	163,102
Less Exemptions:			
4011 Restricted Donations - Exempt			
4050 Gifts In Kind / Contributed Services - Exempt			
4601 Family Store Appropriations - Exempt		1,502	1,270
4602 Grants from HQ (ARC / CSRC) - Exempt			
4610 Grants from DHQ to Local Unit - Exempt			
4611 Grants from ARC - Exempt			
4613 Inter Company Grants from other SA Units - Exempt			
4620 Area Command Appropriation - Exempt (to local units)		172,713	84,578
4627 Appeal Appropriation - Exempt			
4629 Reserves Transfer from THQ - Exempt			
4638 Intra Company Grants from Other Field Units - Exempt			
4643 Capital Campaign from THQ - Exempt			
4644 Capital Campaign from I&E - Exempt			
4677 THQ Grants to Local Units - Exempt			
4679 HUD Grants - Exempt			
5003 Government Grants / Fees - Exempt			
6202 Program Service Fees - Exempt			
6401 War Cry Sales - Exempt			
6437 Welfare Orders			
Corps Group Income			
9402 World Service		2,000	2,000
Total Exemptions		176,215	87,848
Net Income		164,609	75,253

ASSESSMENTS CALCULATION

	9/30/2021	3/31/2022
STATEWIDE		
Income Subject to Statewide Service:		
Assessment (SWSA) - 2%:	164,609	75,253
Less what was Expensed (Acct # 8920):	3,292	1,505
	3,292	1,503
Under booked / (Overbooked) - Current Period:	-	3
Under booked / (Overbooked) - Prior Periods:	-	-
Total Under booked / (Overbooked) - To Date:	-	3
SUPPORT		
Income Subject to Support Service (net Income minus SWSA) :		
Assessment - 10%:	161,316	73,748
Less what was Expensed (Acct # 9692):	16,132	7,375
	16,132	7,363
Under booked / (Overbooked) - Current Period:	-	12
Under booked / (Overbooked) - Prior Periods:	-	-
Total Under booked / (Overbooked) - To Date:	-	12
Summary of Statewide & Support Service under booked / (overbooked)		
	9/30/2021	3/31/2022
Total Audit Adjustment to be posted to Account #2015:	-	15
AP Balances	535	-
Adjusted Accounts Payable	535	15
Change from last Fiscal Year ending: (520)		

Mail Appeal & Kettle Income

San Marcos, TX

Service Center

For Audit Period Ending - March, 31, 2022



Internal Audit
Department

USA Southern Territory

	Sep 2020	Sep 2021	Mar 2021	Mar 2022
CHRISTMAS / YEAR END APPEALS				
Christmas Mail Appeal (202.4002)	-	-	-	-
Thanksgiving Mail Appeal (206.4002)	25	-	-	-
Kettles (201.4002)	57,902	59,258	59,258	51,824
White Mail & donations (4001 / 203.4002 - Oct-Jan)	11,871	11,548	11,548	12,022
Total Income	69,798	70,806	70,806	63,846
Fund Raising Expense:				
Christmas Mail Appeal (202.8301-8601)	-	-	-	-
Thanksgiving Mail Appeal (206.8301-8601)	-	-	-	-
Kettles (201.7001-9704)	8,198	6,334	6,120	5,386
edonations (203.7001-9704)	11	-	-	-
Less Fund Raising Expenses	8,209	6,334	6,120	5,386
Net Income	61,589	64,471	64,686	58,460
Ratio of Income over Expense	11.76%	8.95%	8.64%	8.44%
CAMP APPEAL				
Income (204.4002)	-	-	-	-
Less Mail Appeal Expenses (204.8301-8601)	-	-	-	-
Net Income	-	-	-	-
Ratio of Income over Expense	-	-	-	-
ALL OTHER APPEALS				
Income (272.4002)	-	-	-	-
Less Mail Appeal Expenses (272.8301-8601)	256	381	363	39
Net Income	(256)	(381)	(363)	(39)
Ratio of Income over Expense	0.00%	0.00%	0.00%	0.00%
ALL FUND RAISING - COMBINED				
Mail Appeal (272.4002)	25	-	-	-
Kettles (201.4002)	57,902	59,258	59,258	51,824
White Mail & donations (4001 / 203.4002 - Oct-Jan)	11,871	11,548	11,548	12,022
Total Income	69,798	70,806	70,806	63,846
Fund Raising Expense:				
Kettles (201.7001-9704)	8,198	6,334	6,120	5,386
Mail Appeal (202.8301-8601)	256	381	363	39
Less Fund Raising Expenses	8,454	6,716	6,483	5,425
Net Income	61,344	64,090	64,323	58,421
Net Change Increase / (decrease) This Year to Last Year				
		2,746		(5,902)
		4.48%		-9.18%

Graphical Analysis

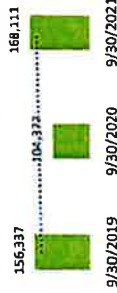
San Marcos, TX

Service Center

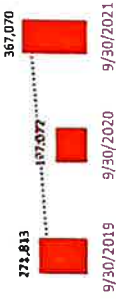
For Audit Period Ending March 31, 2022



INCOME
Through 03/31/22 \$ 78,523



EXPENSE
Through 03/31/22 \$ 106,522



NET-INCOME
Through 03/31/22 \$ (27,998)



Not including transfers

Income by Type - Through 03/31/22

- Miscellaneous Revenue
- Interest & Dividends
- Sales to the Public
- Gov't Grants
- Federated Organizations
- Pledges Revenue
- Special Events
- Contributions In Kind
- Contributions Cash

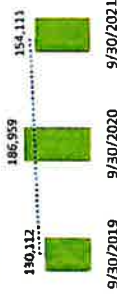
Expense by Type - Through 03/31/22

- Support Services
- Miscellaneous
- Financial Assistance
- Transportation
- Printing & Postage
- Occupancy
- Supplies
- Professional Fees
- Salaries, Benefits & Taxes

Not including transfers

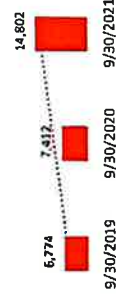
ASSETS

Through 03/31/22 \$ 192,741



LIABILITIES

Through 03/31/22 \$ 4,749

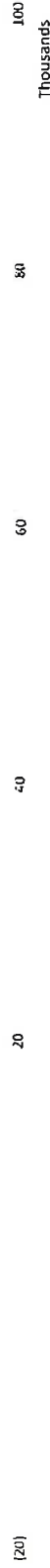


SURPLUS/(DEFICIT)

Through 03/31/22 \$ 187,993



Transfers OUT / IN Net Transfers through 03/31/22 increased Net Income in the amount of \$76,682



[illegible]

COVID-19

San Marcos, TX

Service Center

For Audit Period Ending March 31, 2022



Internal Audit
Department

USA Southern Territory

	FYE Actual 09/30/20	FYE Actual 09/30/21	YTD Actual 03/31/22	Gross COVID Activity	Percent of Inc / Exp
INCOME:					
Contributions - Cash	-	-	-	-	-
Contributions - In Kind	-	-	-	-	-
Special Events	-	-	-	-	-
Pledges Revenue	-	-	-	-	-
Federated Fund-Raising Organizations	-	-	-	-	-
Fees & Grants from Government Agencies	-	-	-	-	-
Sales to the Public	-	-	-	-	-
Interest & Dividends	-	-	-	-	-
Membership Dues	-	-	-	-	-
Transfer IN	2,644	587	(1)	3,230	100.00%
Miscellaneous Revenue	-	-	-	-	-
Total Income	2,644	587	(1)	3,230	
EXPENSE:					
Salaries And Officer Allowances	-	-	-	-	-
Officer And Employee Benefits	-	-	-	-	-
Payroll taxes	-	-	-	-	-
Professional Fees	-	-	-	-	-
Supplies	24	48	-	72	0.35%
Telecommunications	-	-	-	-	-
Postage and Shipping	-	-	-	-	-
Occupancy	-	-	-	-	-
Furnishings and Equipment	-	-	-	-	-
Printing and Publications	-	-	-	-	-
Travel, Meals and Transportation	-	-	-	-	-
Conferences, Meetings, and Major Trips	-	-	-	-	-
Specific Assistance to Individuals	7,284	12,972	-	20,256	99.65%
Organization Dues	-	-	-	-	-
Awards and Grants	-	-	-	-	-
Transfers OUT	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Support Services	-	-	-	-	-
Total Expense	7,307	13,020	-	20,328	
Net Income	(4,663)	(12,433)	(1)	(17,097)	-529.30%

The Salvation Army Operating Account		4120510896	
Account Name		Account Number	
Wells Fargo Bank		San Marcos, Texas	
Name of Bank		Location	
Signature	Alternate	Countersignature	Alternate

Prepared by : Mark Lightley

Approved By:

Completed: 4/26/2022

Bank Reconciliation (Continued)
Operating Account

[illegible]

**SAN MARCOS
HOUSING AUTHORITY
RESIDENT SERVICES**

Lana Wagner, Executive Director

Chapultepec Homes Office
701 South LBJ Drive
San Marcos, Texas 78666
Phone: 512-396-3364 * Fax: 512-353-5070

April 18, 2024

City of San Marcos

RE: Letter of Support for Salvation Army

Dear Colleagues,


We are writing to express our support for the application for funding for the Salvation Army - San Marcos.

We have a long history of working with the Salvation Army to meet the needs of the citizens of our community through supportive services and youth programs.

We refer residents to the Salvation Army for help with unusual expenses. Sometimes we combine resources to coordinate partial payments for utilities to make it possible to cover the full bill when it could not otherwise be possible because of the limitations of a particular fund source. We collaborate to bring Kathy's Reading Program to families at PODER Center, KAD Center, and Chapultepec Learning Center. We collaborate during events such as National Night Out and back-to-school events to effectively reach our community. We help them meet the goal of their Emergency Assistance Program by referring residents that we can affirm are deserving of assistance because we know our families.

Additional funding to the Salvation Army will allow them expansion of their program and will, in turn, help us in assisting public housing families more efficiently.

Sincerely,



Nancy Morales
Resident Services Manager



DOING
THE MOST
GOOD™

Founded In 1865

William Booth, Founder
Brian Peddle, General
Commissioner Kelly Igleheart, Territorial Commander
Lt Colonel Art Penhale, Divisional Commander

To Whom It May Concern,

I am writing this letter in strong support of the **Salvation Army San Marcos Service Center**. As a vital community resource, the center plays a crucial role in providing essential services to those in need in the San Marcos area.

The Salvation Army San Marcos Service Center has established valuable partnerships and collaborates with various organizations to enhance its impact. Here are some notable examples:

1. **Teacher Reuse and City of San Marcos Neighborhood Enhancement:**
 - Our volunteers actively assist Teacher Reuse and the City of San Marcos Neighborhood Enhancement in organizing their facilities. By doing so, we contribute to the efficient functioning of these essential services.
2. **Lyons Club and Kathy's Reading Program:**
 - The Lyons Club's generous funding of our Children's Summer Literacy Program, known as Kathy's Reading Program, has been instrumental. This year, their donation of \$1500 has directly benefited young learners in our community.
3. **City of San Marcos Collaboration:**
 - The City of San Marcos has been an invaluable partner. They provide fans and heaters for the community, with our center serving as the distribution site. Additionally, we supply furniture and household items to the City of San Marcos Neighborhood Enhancement, which helps those transitioning into housing from homelessness.
4. **Support for Vulnerable Populations:**
 - We actively support vulnerable populations. Our donations of baby items to Little Lambs and the Women's Shelter ensure that infants and mothers receive essential care.
 - Through our partnership with the Hays County Food Bank, we operate a weekly food pantry and distribute snack packs daily.
5. **Hygiene Items and Mental Health Awareness:**
 - The Rainbow Room's hygiene items contribute significantly to maintaining the dignity and well-being of our clients.
 - Our involvement with the Homeless Coalition and Healthy Hays Coalition includes attending local mental health workshops. We believe that raising awareness about mental health is essential for our community's overall well-being.
6. **Community Events and Services:**
 - The San Marcos Housing Authority hosts our booth annually during National Night Out (NNO). Additionally, they have graciously hosted Kathy's Reading Program for the past three years.
 - Collaborating with Southside and St. Vincent de Paul, we provide daily assistance to clients regarding utilities and homeless services.
 - Our partnership with the San Marcos Police Department (SMPD) ensures that homeless individuals encountered by law enforcement receive essential items such as food, hygiene products, and clothing.
7. **Continued Support for Homeless Clients:**
 - We remain committed to helping homeless clients obtain identification documents (IDs), a critical step toward accessing services and opportunities.

In summary, our Salvation Army San Marcos Service Center's dedication to serving the community is commendable. We wholeheartedly endorse their efforts and encourage continued support through grants and partnerships.

Sincerely,

Stephen Thomas, Salvation Army Texas Divisional Director, Service Extension

7/25/2024

To Whom it may Concern,

I just want to say a big
Thank you to the Ladies at the
Salvation Army. I needed help with
work shoes and Meds. I appreciate all the
help and the great amazing hospitalities.
I feel grateful and blessed.

Elaine Chapp

737-373-1003



For a future without senior poverty.

July 26, 2024

Dear City of San Marcos Board/Grant Committee,

This letter is to express our support of the mission of Salvation Army San Marcos.

The Salvation Army has been positively changing the lives of individuals in San Marcos for over 17 years through our Senior Community Service Employment Program (SCSEP). We partner with the Salvation Army San Marcos by assigning participants from our SCSE Program to their organization for training. Our participants are older adults, aged 55 and older, that want to re-enter the workforce. Salvation Army San Marcos assists our participants to learn real life skills and assist with daily operations and programs.

The Salvation Army's Emergency Assistance Program supports clients during times of crisis. The program ensures that the necessities are provided in time of need. These necessities include rent, utilities, medical transportation, food and clothing. This grant will allow the Salvation Army to expand their program and continue to offer additional support to the community. This will definitely bring a positive impact to more individuals and families in need.

We believe the Salvation Army will continue to have a meaningful and sustainable impact on individuals and families being served in the San Marcos community.

Sincerely,

A handwritten signature in black ink, appearing to read "Jamescha Jones".

Jamescha Jones
Assistant National Director, Field
Senior Community Service Employment Program