

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

## I. SUMMARY INFORMATION

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

Applicant Organization: Hays-Caldwell Women's Center

Contact Name, Title: Cari Borremans, Development Coordinator

Telephone: 512-396-3404

Contact E-Mail Address: cborremans@hcwc.org Website: [www.hcwc.org](http://www.hcwc.org)

Mailing Address: PO Box 234, San Marcos, TX 78667

Do you have a location in San Marcos where people can walk in and ask questions about the program? If so, what is the address? 1101 Davis Ln, San Marcos, TX 78666

Who is authorized to execute program documents? (Name, Title) Melissa Rodriguez, CEO

Program Name: Sexual Assault Program

Amount of Funds Requested: \$25,000

What percentage of the cost of this program is requested as funding through this application? 2.46%

## II. SHORT ESSAY QUESTIONS

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

### **OVERVIEW**

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

Hays-Caldwell Women's Center's Sexual Assault Program provides face-to-face services to victims of sexual assault and abuse. HCWC works with our community partners to provide a coordinated and comprehensive response to sexual assault and sexual abuse survivors. Among other services, we provide counseling, advocacy, legal advocacy, Sexual Assault Forensic Exams, and hospital response to sexual assault and abuse survivors in San Marcos.

## **COMMUNITY NEED AND JUSTIFICATION –20 POINTS**

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

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

HCWC is at the center of the area-wide multidisciplinary Sexual Assault Response Team (SART). We ensure that established protocols are followed and that the response from our advocates, law enforcement and medical professionals is trauma-informed and victim-centered. Every time a community member presents at an area hospital having experienced sexual assault, we are contacted by the emergency room staff, and we dispatch to the hospital to be with the survivor. We responded to 139 hospital calls last year. This was a 15% increase over the previous year. An increasing number of victims of sexual assault and abuse in San Marcos are in need of counseling, legal advocacy, and advocacy services due to the assault or abuse they experienced. The proposed project will provide these critical services to local survivors. Last year, HCWC served 2,277 community members face-to-face. 642 of those were San Marcos residents and 206 of those residents experienced sexual assault. We are the only crisis center serving victims of sexual assault in Hays County.

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

An HCWC staff member or advocate dispatches to local hospitals for each and every sexual assault victim who presents at a local hospital. Last year, we saw a 15% increase in the number of sexual assault hospital responses from the previous year. We have seen an increase in the number of clients seeking services for sexual assault. We continue to expand our outreach efforts to educate more community members that our free and confidential services are available. The need for our services has been increasing.

## IMPLEMENTATION –15 POINTS

### Evaluation:

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

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

Our Sexual Assault Program is well-established and all resources are in place to successfully continue this program.

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

The critical services provided in our Sexual Assault Program will help victims of sexual assault and abuse begin to heal from the trauma and abuse they have suffered. Our goal for the Sexual Assault Program at HCWC is for at least 85% of clients surveyed to have an increased knowledge of their rights as a victim of crime, know more ways to plan for their safety, to have an increased knowledge of resources available, and to feel less isolated as a result of the services received at HCWC. We use anonymous outcome surveys for clients to complete online. The results are tabulated and tracked. The survey is comprised of both open-ended and standardized questions. We use the results of the surveys to assess the success of the program and to make improvements.

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?

HCWC is committed to achieving our mission of creating an environment where violence and abuse are not tolerated in our communities. We pursue many available resources to achieve this goal. The funding requested from the City of San Marcos Human Services Grant to support our Sexual Assault Program is a small but significant percentage of the overall funding required to run this program, and we have requested the minimum amount of funding necessary in this grant application to be able to continue to provide these critical services to San Marcos sexual assault victims. The funding received from the City of San Marcos and the Human Services Advisory Board is critical to sustaining the services provided to survivors of sexual assault and abuse. If these funds were no longer available, we would seek funding from other sources if possible.

## IMPACT AND COST EFFECTIVENESS –20 POINTS

### Evaluation:

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

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

Sexual assault impacts people across every ethnicity, gender, socioeconomic status, and age. We are the only crisis center serving sexual assault victims in Hays County. We show up any time, day or night, any day of the year when a community member arrives at a local hospital having experienced sexual assault. We provide counseling, legal advocacy, group counseling, and crisis intervention when a sexual assault survivor seeks services. All of our services are free of charge. For many sexual assault survivors, the long-term implications can be life altering. With the trauma-informed services received at HCWC, survivors are often able to mitigate some of the negative and long-lasting effects of trauma. HCWC is committing to empowering and supporting survivors of sexual abuse throughout their healing journey. By working with our partners to create a victim-centered response, we strive to spread awareness, prevent victim blaming and ensure a better outcome for survivors.

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

We receive funding for this program from the Victims of Crime Act fund (VOCA) and the Office of the Attorney General (OAG). In 2025, we had 270 volunteers provide 12,759 hours of service to HCWC. We received in-kind donations of goods and services totaling \$488,537 to help support our programs.

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

In 2025, HCWC served 639 community members who had experienced sexual assault. Of those, 206 were residents of San Marcos. San Marcos residents are 32% of our Sexual Assault Program clients. We expect that number to increase by roughly 5% next year. We expect to serve roughly 702 sexual assault survivors next year and we anticipate about 35% of those will be San Marcos residents.

4. Please list the agencies with which you partner to provide this program's services.

We partner with law enforcement agencies, the District Attorney, local hospitals, and Sexual Assault Nurse Examiners to provide trauma informed services to survivors of Sexual Assault.

## COMMUNITY SUPPORT – 15 POINTS

### Evaluation:

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

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

Our Board of Directors is made up of 17 elected and voting members who reflect our client population in terms of diversity. Each board member is assigned to one of three committees (Operations, Fundraising, and Public Awareness). Board members are assigned to a committee based on their specific area of expertise and interest.

Committees meet regularly to discuss necessary changes to programming, policies, and procedures. All board members are community advocates for the Center and the clients we serve. Board members play a large role in soliciting items and sponsors for our largest fundraiser of the year, our Annual Auction.

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

Last year 270 volunteers provided 12,759 hours of service to HCWC. Volunteers assist with answering our HELPLine, assisting with administrative tasks, working in our Donation Center, and providing limited direct services. Volunteers assist with various fundraisers throughout the year and help with community awareness events.

## **COUNCIL PRIORITIES - 20 POINTS**

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

HCWC was founded in 1978 and has been serving San Marcos residents for 48 years.

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

HCWC has a team (Development of Community Partnerships team) dedicated to engaging with the community and bringing awareness to our services. We participate in resource fairs, school resource events at elementary, middle, and high schools as well as the university. We table at local businesses and share information about our services. We host free community events like "Loteria for a Cause" and "Hearts and Hollywood Film Night for Youth". We create Take Action Toolkits for awareness months (Domestic Violence Awareness Month, Dating Violence Awareness Month, Child Abuse Awareness Month, Sexual Assault Awareness Month) that are available for free download and sent to local schools and community groups. Last year our toolkits were downloaded 1,000 times and reached over 4 million people worldwide. We share our service cards and flyers with local healthcare centers, hospitals, bars, and restaurants. We have an active and engaging social media presence. We have a working relationship with local law enforcement agencies, who often refer community members to the center. We work with local schools to bring violence prevention to the youth in the community. All of our services are free and confidential to anyone who has experienced abuse and is living or working in Hays or Caldwell County.

## **RISK - 10 POINTS**

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

HCWC has 48 years of experience

2. What percentage of the program's funding is non-City? (5 points if at least 50%) 97.54%

### III. FUNDING RESTRICTIONS

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

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

#### SUBMITTAL APPROVED BY:



2/26/2026

Signature

Date

Melissa Rodriguez

Printed Name

Chief Executive Officer

Title

**Hays-Caldwell Women's Center  
FY26 Budget  
Revision I**

Funding Source	FY26- Revised	FV & TH	SA	CA
<b>Revenues</b>				
<b>Government Grants</b>				
Children's Advocacy Centers of Texas	413,212.85			413,212.85
Health & Human Services Commission	551,793.37	551,793.37		
OAG-Federal	170,000.00		170,000.00	
OAG-State	282,715.00		282,715.00	
VOCA	1,389,941.85	1,042,456.39	347,485.46	
VOCA-CAC	383,307.52			383,307.52
CACTX Comprehensive Case Mgmt Grant	66,500.00			66,500.00
OVAG	49,500.00		49,500.00	
<b>Total Government Grants</b>	<b>3,306,970.59</b>	<b>1,594,249.76</b>	<b>849,700.46</b>	<b>863,020.37</b>
<b>Local Government Support</b>				
City of Buda	7,000.00	3,500.00	1,400.00	2,100.00
City of Dripping Springs	7,000.00	3,500.00	1,400.00	2,100.00
City of Kyle	30,000.00	15,000.00	6,000.00	9,000.00
City of Lockhart	10,000.00	5,000.00	2,000.00	3,000.00
City of Luling	-	-	-	-
City of San Marcos- HSAB	83,000.00	33,000.00	25,000.00	25,000.00
City of Wimberley	-	-	-	-
County of Caldwell	10,000.00	5,000.00	2,000.00	3,000.00
County of Hays	85,000.00	51,000.00		34,000.00
CDBG	28,000.00	14,000.00	5,600.00	8,400.00
<b>Total Local Government Support</b>	<b>260,000.00</b>	<b>130,000.00</b>	<b>43,400.00</b>	<b>86,600.00</b>
<b>Local Support</b>				
Individuals	340,000.00	192,510.81	22,978.39	124,510.80
Companies	150,000.00	75,000.00	30,000.00	45,000.00
Organizations	75,000.00	37,500.00	15,000.00	22,500.00
Foundations-Other	350,000.00	250,000.00	50,000.00	50,000.00
St.David's Foundation	289,707.00	173,824.20		115,882.80
Christus Community Impact Fund	56,250.00	56,250.00		
Blue Cross Blue Shield	18,750.00	18,750.00		
Austin Community Foundation	20,833.30	20,833.30		
<b>Total Local Support</b>	<b>1,300,540.30</b>	<b>824,668.31</b>	<b>117,978.39</b>	<b>357,893.60</b>

**Miscellaneous Revenues**

Interest	15,000.00	7,500.00	3,000.00	4,500.00
Marla's Place Client Rent	50,000.00	50,000.00		
Restitution	5,000.00	5,000.00		
<b>Total Miscellaneous Revenues</b>	<b>70,000.00</b>	<b>62,500.00</b>	<b>3,000.00</b>	<b>4,500.00</b>

<b>Total Support and Revenues</b>	<b>4,937,510.89</b>	<b>2,611,418.07</b>	<b>1,014,078.85</b>	<b>1,312,013.97</b>
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**Expenditures****Personnel**

Salaries and Wages	3,569,669.59	1,784,834.79	713,933.92	1,070,900.88
Payroll Taxes	261,984.54	130,992.27	52,396.91	78,595.36
Health Insurance	325,000.00	162,500.00	65,000.00	97,500.00
Life Insurance	5,000.00	2,500.00	1,000.00	1,500.00
COBRA	1,020.00	510.00	204.00	306.00
Retirement	64,000.00	32,000.00	12,800.00	19,200.00
Worker's Compensation	8,500.00	4,250.00	1,700.00	2,550.00
Unemployment Insurance	18,000.00	9,000.00	3,600.00	5,400.00

**Supplies**

Advocate Training	1,350.00	675.00	270.00	405.00
Food	8,000.00	4,000.00	1,600.00	2,400.00
Food- Clients	18,000.00	9,000.00	3,600.00	5,400.00
Marla's Place Supplies	6,000.00	6,000.00		
Miscellaneous	4,400.00	2,200.00	880.00	1,320.00
Office Supplies	13,000.00	6,500.00	2,600.00	3,900.00
Program Supplies	13,000.00	6,500.00	2,600.00	3,900.00
Shelter Supplies	8,500.00	8,500.00		
Special Needs	5,000.00	2,500.00	1,000.00	1,500.00
Translator/Interpreter	3,000.00	1,500.00	600.00	900.00

**Facility Expenses**

Facility Repairs/Maintenance	55,000.00	27,500.00	11,000.00	16,500.00
Garbage	14,000.00	7,000.00	2,800.00	4,200.00
Janitorial	30,000.00	15,000.00	6,000.00	9,000.00
Insurance-Building	85,000.00	42,500.00	17,000.00	25,500.00
Internet	8,500.00	4,250.00	1,700.00	2,550.00
Rent-Lockhart	12,000.00	6,000.00	2,400.00	3,600.00
Security	6,000.00	3,000.00	1,200.00	1,800.00
Telephone	18,000.00	9,000.00	3,600.00	5,400.00

Utilities	98,000.00	58,800.00	19,600.00	19,600.00
<b>Contractual</b>				
Legal Contract- HCWC Subpeona	1,000.00	500.00	250.00	250.00
Contract- Supervision for Staff	10,000.00	5,000.00	2,000.00	3,000.00
Contract- Medical Supervision for SAFE Exams at Roxanne's House	12,000.00			12,000.00
Designs	80,000.00	40,000.00	16,000.00	24,000.00
<b>Client Assistance</b>				
Rental Assistance	14,141.00	141,410.00		
<b>Capital Expenditures</b>				
Equipment Purchase	25,000.00	12,500.00	5,000.00	7,500.00
<b>Other Insurances</b>				
Bond (crime)	1,668.00	834.00	333.60	500.40
Director's and Officers	4,250.00	2,125.00	850.00	1,275.00
Inland Marine	1,385.00	692.50	277.00	415.50
Vehicle	8,175.00	8,175.00		
Umbrella	3,092.00	1,546.00	618.40	927.60
Flood	16,807.20	8,403.60	3,361.44	5,042.16
Cyber Insurance	5,317.92	2,658.96	1,063.58	1,595.38
<b>Other Expenditures</b>				
Advertising/Public Relations	3,000.00	1,500.00	600.00	900.00
Audit	27,700.00	13,850.00	5,540.00	8,310.00
Bank Charges/Credit Card Fees	10,000.00	5,000.00	2,000.00	3,000.00
Copier Rental	13,000.00	6,500.00	2,600.00	3,900.00
Fees and Dues	23,000.00	11,500.00	4,600.00	6,900.00
Fundraising Expense	75,000.00	37,500.00	15,000.00	22,500.00
PayPal Charges	3,500.00	1,750.00	700.00	1,050.00
Postage	4,000.00	2,000.00	800.00	1,200.00
Printing	6,000.00	3,000.00	1,200.00	1,800.00
Technology Resources	50,000.00	25,000.00	10,000.00	15,000.00
Staff Development	31,500.00	15,750.00	6,300.00	9,450.00
Staff Meetings	4,500.00	2,250.00	900.00	1,350.00
Staff Recruitment	10,000.00	5,000.00	2,000.00	3,000.00
Travel Expenses	15,000.00	7,500.00	3,000.00	4,500.00
Vehicle Expense	3,000.00	3,000.00		
<b>Deficit for FY26</b>	<b>(184,449.36)</b>	<b>(100,539.06)</b>		<b>(211,179.31)</b>

<b>Total Program Expenses</b>	<b>4,937,510.89</b>	<b>2,611,418.07</b>	<b>1,014,078.85</b>	<b>1,312,013.97</b>
	(0.00)	0.00	0.00	0.00

**Hays-Caldwell Women's Center**  
**FY27 Budget**  
**Revision I**

Funding Source	FY27	FV & TH	SA	CA
<b>Revenues</b>				
<b>Government Grants</b>				
Children's Advocacy Centers of Texa:	413,212.85			413,212.85
Health & Human Services Commissic	551,793.37	551,793.37		
OAG-Federal	170,000.00		170,000.00	
OAG-State	282,715.00		282,715.00	
VOCA- SH & NR	1,389,941.85	1,117,456.39	272,485.46	
VOCA- MP	235,331.73	235,331.73		
VAWA	94,242.02	19,242.00	75,000.00	
VOCA-CAC	383,307.52			383,307.52
CACTX Comprehensive Case Mgmt (	66,500.00			66,500.00
OVAG	49,500.00		49,500.00	
<b>Total Government Grants</b>	<b>3,636,544.34</b>	<b>1,923,823.49</b>	<b>849,700.46</b>	<b>863,020.37</b>
<b>Local Government Support</b>				
City of Buda	7,000.00	3,500.00	1,400.00	2,100.00
City of Dripping Springs	7,000.00	3,500.00	1,400.00	2,100.00
City of Kyle	30,000.00	15,000.00	6,000.00	9,000.00
City of Lockhart	10,000.00	5,000.00	2,000.00	3,000.00
City of Luling	-	-	-	-
City of San Marcos- HSAB	100,000.00	50,000.00	25,000.00	25,000.00
City of Wimberley	-	-	-	-
County of Caldwell	10,000.00	5,000.00	2,000.00	3,000.00
County of Hays	85,000.00	42,500.00	17,000.00	25,500.00
CDBG	28,000.00	14,000.00	5,600.00	8,400.00
<b>Total Local Government Support</b>	<b>277,000.00</b>	<b>138,500.00</b>	<b>60,400.00</b>	<b>78,100.00</b>
<b>Local Support</b>				
Individuals	357,000.00	107,100.00	25,000.00	224,900.00
Companies	157,500.00	78,750.00		78,750.00
Organizations	78,750.00	39,375.00	15,750.00	23,625.00
Foundations-Other	367,500.00	250,000.00	58,750.00	58,750.00
St.David's Foundation	-			
Christus Community Impact Fund	-			
Blue Cross Blue Shield	18,750.00	18,750.00		
Austin Community Foundation	-			

<b>Total Local Support</b>	<b>979,500.00</b>	<b>493,975.00</b>	<b>99,500.00</b>	<b>386,025.00</b>
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**Miscellaneous Revenues**

Interest	15,000.00	7,500.00	3,000.00	4,500.00
Marla's Place Client Rent	50,000.00	50,000.00		
Restitution	5,000.00	5,000.00		
<b>Total Miscellaneous Revenues</b>	<b>70,000.00</b>	<b>62,500.00</b>	<b>3,000.00</b>	<b>4,500.00</b>

<b>Total Support and Revenues</b>	<b>4,963,044.34</b>	<b>2,618,798.49</b>	<b>1,012,600.46</b>	<b>1,331,645.37</b>
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**Expenditures**

**Personnel**

Salaries and Wages	3,681,392.00	1,840,696.00	736,278.40	1,104,417.60
Payroll Taxes	281,626.49	140,813.24	56,325.30	84,487.95
Health Insurance	325,000.00	162,500.00	65,000.00	97,500.00
Life Insurance	5,000.00	2,500.00	1,000.00	1,500.00
COBRA	1,020.00	510.00	204.00	306.00
Retirement	66,000.00	33,000.00	13,200.00	19,800.00
Worker's Compensation	8,500.00	4,250.00	1,700.00	2,550.00
Unemployment Insurance	18,000.00	9,000.00	3,600.00	5,400.00

**Supplies**

Advocate Training	1,350.00	675.00	270.00	405.00
Food	8,000.00	4,000.00	1,600.00	2,400.00
Food- Clients	18,000.00	9,000.00	3,600.00	5,400.00
Marla's Place Supplies	6,000.00	6,000.00		
Miscellaneous	4,400.00	2,200.00	880.00	1,320.00
Office Supplies	13,000.00	6,500.00	2,600.00	3,900.00
Program Supplies	13,000.00	6,500.00	2,600.00	3,900.00
Shelter Supplies	8,500.00	8,500.00		
Special Needs	5,000.00	2,500.00	1,000.00	1,500.00
Translator/Interpreter	3,000.00	1,500.00	600.00	900.00

**Facility Expenses**

Facility Repairs/Maintenance	55,000.00	27,500.00	11,000.00	16,500.00
Garbage	14,000.00	7,000.00	2,800.00	4,200.00
Janitorial	30,000.00	15,000.00	6,000.00	9,000.00
Insurance-Building	85,000.00	42,500.00	17,000.00	25,500.00
Internet	8,500.00	4,250.00	1,700.00	2,550.00

Rent-Lockhart	12,000.00	6,000.00	2,400.00	3,600.00
Security	6,000.00	3,000.00	1,200.00	1,800.00
Telephone	18,000.00	9,000.00	3,600.00	5,400.00
Utilities	98,000.00	58,800.00	19,600.00	19,600.00

**Contractual**

Legal Contract- HCWC Subpeona	1,000.00	500.00	250.00	250.00
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Contract- Supervision for Staff	10,000.00	5,000.00	2,000.00	3,000.00
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Contract- Medical Supervision for SAFE Exams at Roxanne's House	12,000.00			12,000.00
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Creative Projects- Nathan Thompson Designs	80,000.00	40,000.00	16,000.00	24,000.00
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**Client Assistance**

Rental Assistance	14,141.00	14,141.00		
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**Capital Expenditures**

Equipment Purchase	25,000.00	12,500.00	5,000.00	7,500.00
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**Other Insurances**

Bond (crime)	1,668.00	834.00	333.60	500.40
Director's and Officers	4,250.00	2,125.00	850.00	1,275.00
Inland Marine	1,385.00	692.50	277.00	415.50
Vehicle	8,175.00	8,175.00		
Umbrella	3,092.00	1,546.00	618.40	927.60
Flood	16,807.20	8,403.60	3,361.44	5,042.16
Cyber Insurance	5,317.92	2,658.96	1,063.58	1,595.38

**Other Expenditures**

Advertising/Public Relations	3,000.00	1,500.00	600.00	900.00
Audit	27,700.00	13,850.00	5,540.00	8,310.00
Bank Charges/Credit Card Fees	10,000.00	5,000.00	2,000.00	3,000.00
Copier Rental	13,000.00	6,500.00	2,600.00	3,900.00
Fees and Dues	23,000.00	11,500.00	4,600.00	6,900.00

Fundraising Expense	75,000.00	37,500.00	15,000.00	22,500.00
PayPal Charges	3,500.00	1,750.00	700.00	1,050.00
Postage	4,000.00	2,000.00	800.00	1,200.00
Printing	6,000.00	3,000.00	1,200.00	1,800.00
Technology Resources	50,000.00	25,000.00	10,000.00	15,000.00
Staff Development	31,500.00	15,750.00	6,300.00	9,450.00
Staff Meetings	4,500.00	2,250.00	900.00	1,350.00
Staff Recruitment	10,000.00	5,000.00	2,000.00	3,000.00
Travel Expenses	15,000.00	7,500.00	3,000.00	4,500.00
Vehicle Expense	3,000.00	3,000.00		
<b>Deficit for FY27</b>	<b>(292,280.27)</b>	<b>(32,571.82)</b>	<b>(28,151.26)</b>	<b>(231,557.21)</b>
<b>Total Program Expenses</b>	<b>4,963,044.34</b>	<b>2,618,798.48</b>	<b>1,012,600.46</b>	<b>1,331,645.37</b>
	0.00	0.00	0.00	(0.00)

**Proposed Uses of HSAB Funding**

	<b>FV/TH</b>	<b>SA</b>	<b>CA</b>
COO- Michelle Ducote	12,460.00	6,230.00	6,230.00
Finance Director- Caitlin Cost	9,378.00	4,689.00	4,689.00
Accountant- Amanda Hernandez	6,365.00	3,183.00	3,183.00
<b>Total Salaries</b>	<b>28,203.00</b>	<b>14,102.00</b>	<b>14,102.00</b>
Payroll Taxes	2,157.53	1,078.76	1,078.76
Health Insurance	2,023.20	1,011.60	1,011.60
Unemployment Insurance	43.50	21.75	21.75
<b>Total Fringes</b>	<b>4,224.23</b>	<b>2,112.11</b>	<b>2,112.11</b>
Building and Liability Insurance	5,000.00		8,785.89
Facility Repair and Maintenance		8,785.89	
Copier Rental	3,000.00		
Staff Development	6,572.77		
Local Travel	3,000.00		
<b>Total ODOE</b>	<b>17,572.77</b>	<b>8,785.89</b>	<b>8,785.89</b>
<b>Total</b>	<b>50,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>
	50,000.00	25,000.00	25,000.00
	(0.00)	0.00	0.00

# HAYS-CALDWELL WOMEN'S CENTER

## Board of Directors 2026

**Dr. Danette Myers**  
[REDACTED]  
San Marcos, TX 78666  
[REDACTED]

**President**

Term Exp: November 2027 (Pos. 7)  
Occupation: Clinical Assistant Professor  
Texas State University- San Marcos  
Email: [REDACTED]

**Laura Dupont**  
[REDACTED]  
San Marcos, TX 78666  
[REDACTED]

**Former President**

Term Exp: November 2026 (Pos. 12)  
Occupation: Senior VP of Development  
Streamline Corp.  
E-mail: [REDACTED]

**Heather Baca**  
[REDACTED]  
San Marcos, TX 78666  
[REDACTED]

**1st Vice President**  
*Head of ED Evaluation/  
Personnel Sub-Committee*

Term Exp: November 2027 (Pos. 11)  
Occupation: Infocenter by Insight  
Sr HR Program Manager  
Email: [REDACTED]

**Karen Lairsen Jones**  
[REDACTED]  
Lockhart, TX 78644  
[REDACTED]

**2nd Vice President**  
*Head of Fundraising*

Term Exp: November 2026 (Pos. 6)  
Occupation: Realtor

Email: [REDACTED]

**Patsy Liao**  
[REDACTED]  
San Marcos, TX 78666  
[REDACTED]

**Treasurer**  
*Head of Finance  
Sub-Committee*

Term Exp: November 2026 (Pos. 16)  
Occupation: Retired

Email: [REDACTED]

**Patricia Fernandez**  
[REDACTED]  
Kyle, TX 78640  
[REDACTED]

**Secretary**

Term Exp: November 2027 (Pos. 17)  
Occupation: Broker/Hart Properties

E-mail: [REDACTED]

**Dr. Kenneth Elliott**  
[REDACTED]  
Buda, TX 78610  
[REDACTED]

Term Exp: November 2027 (Pos.1)  
Occupation: Domestic Violence Victim Assistance  
Coordinator

Email: [REDACTED]

**Dr. Denise Trauth**  
[REDACTED]  
San Marcos, TX 78666  
[REDACTED]

Term Exp: November 2026 (Pos. 2)  
Occupation: President Emeritus, Texas State Uni.

Email: [REDACTED]

**Marsha M. Moore**  
[REDACTED]  
San Marcos, TX 78666  
[REDACTED]

Term Exp: November 2027 (Pos. 3)  
Occupation: Retired

E-mail: [REDACTED]

**Samantha Wylie**

[Redacted]  
Buda, TX 78610  
[Redacted]

Term Exp: November 2026 (Pos. 4)  
Occupation: Regional Manager  
Clinical Pathology Laboratories  
Email: s [Redacted]

**Mercedes Salazar-Campirano**

[Redacted]  
Buda, TX 78610  
[Redacted]

Term Exp: November 2027 (Pos. 5)  
Occupation: Associate Attorney at  
Sheehan Law, PLLC  
Email: [Redacted]

**Karolyn Tybor**

[Redacted]  
Wimberley, TX 78676  
[Redacted]

Term Exp: November 2026 (Pos. 8)  
Occupation: Counselor  
  
Email: [Redacted]

**Valerie Holmes**

[Redacted]  
Kyle, TX 78640  
[Redacted]

Term Exp: November 2027 (Pos. 9)  
Occupation: Assoc. VP for Student Success & Dean  
of Students at Texas State University  
E-mail: v [Redacted]

**CURRENTLY OPEN**

**Term Exp: November 2026 (Pos. 10)**

**Linda Gonzalez**

[Redacted]  
San Marcos, TX 78666  
[Redacted]

Term Exp: November 2027 (Pos. 13)  
Occupation: Owner/Treasury Services Manager  
  
Email: [Redacted]

**CURRENTLY OPEN**

**Term Exp: November 2026 (Pos. 14)**

**Kathy Martinez-Prather**

[Redacted]  
San Marcos, TX 78666  
[Redacted]

Term Exp: November 2027 (Pos. 15)  
Occupation: Director/Texas School Safety  
Center, Texas State University  
E-mail: [Redacted]

**Children’s Advocacy Center Partner Agency Board Representatives**

**Child Protective Services**

**Brandi Schmidt**  
[Redacted]

Term Exp: N/A  
Occupation: DFPS Program Director  
E-mail: B [Redacted]

**Hays County Criminal District Attorney**

**Stacy Miles-Thorpe**  
[Redacted]

Term Exp: N/A  
Occupation: Victim Services Supervisor  
E-mail: s [Redacted]

**Law Enforcement**

**Stan Standridge**  
*HCWC Board List 2025*

Term Exp: N/A

[REDACTED]  
San Marcos, TX 78666

Occupation: Chief of Police  
San Marcos Police Department

E-mail: [REDACTED]

**Emeritus Board Members**  
**Cindy McCoy M.Ed., L.P.C.**

[REDACTED]  
Austin, TX 78735

Term Exp: Emeritus  
Occupation: Counselor

E-mail: [REDACTED]

**Carolyn Linér**

[REDACTED]  
San Marcos, TX 78666

Term Exp: Emeritus  
Occupation: Retired

E-mail: [REDACTED]

**Chief Executive Officer**  
**Melissa Rodriguez**

[REDACTED]  
San Marcos, TX 78666

Occupation: Chief Executive Officer  
Hays-Caldwell Women's Center

[REDACTED]  
E-mail: [mrodriguez@hcwc.org](mailto:mrodriguez@hcwc.org)

**Policy Number: 10.01**

**Client Eligibility for Family Violence Program**

**Policy**

**The Center is dedicated to helping victims of domestic violence. In order to best serve those victims, the Center must develop criteria for eligibility that allow the Center to function efficiently and safely, while at the same time recognizing the rights of the diverse members of our society; exclusions of eligibility must be made on legitimate grounds. HCWC will comply with all state and federal laws.**

**Procedures**

**1. Applicable Laws**

The Human Resources Code, Title II, Chapter 51 states that family violence is an act by a member of a family or household against another member of the family or household that:

- Is intended to result in physical harm, bodily injury, or assault or that is a threat that reasonably places the member in fear of imminent physical harm, bodily injury, or assault, but does not include defensive measures to protect oneself, or
- Is intended to inflict emotional harm, including an act of emotional abuse.

The Family Code, Chapter 71.003 and the Texas Administrative Code, Rule 379.1 defines "Family" as follows:

Individuals related by consanguinity or affinity, as determined under Sections 573.022 and 573.024, Government Code, individuals who are former spouses of each other, individuals who are the parents of the same child, without regard to marriage, and a foster child and foster parent, without regard to whether those individuals reside together.

According to the Texas Administrative Code RULE §379.1(26), a victim of family violence includes:

- (A) an adult member of a family or household who is subjected to an act of family violence
- (B) a member of the household of the adult described in subparagraph (A) of this paragraph, other than the member of the household who commits the act of family violence, including an act of emotional abuse;
- (C) victims not directly served by an HHSC family violence provider;
- (D) a member of the family or household who may have been subjected to sexual abuse by a batterer; and
- (E) a victim of dating violence.

The Civil Rights Act of 1964, Title VI, states in part that potential clients cannot be denied services due to race, color, or national origin or religion in any program that receives funding from the Health and Human Services Commission (HHSC).

The Rehabilitation Act of 1973 applies to all recipients of federal assistance from HHSC. This law prohibits excluding or denying individuals with disabilities an equal opportunity to receive benefits and services.

The Americans with Disabilities Act, Title III, prohibits discrimination against clients because of a mental or physical disability. This law provides qualified disabled clients with the right to access services and benefits by ensuring facility accessibility where benefits and services are provided. This law requires shelter centers to make every reasonable effort to accommodate clients who are protected under the intent of the Americans with Disabilities Act.

The Age Discrimination Act requires equal access to services and benefits regardless of the client's age. This law states that no person, based on their age, can be denied benefits from, be excluded from participation in, or be limited in access to any program or activity that receives federal financial assistance. This law prohibits policies or practices that would exclude a client based on her/his age or the age of any dependents.

## 2. Screening

In determining eligibility for individuals seeking services from the Center, it is the Center's policy that screening procedures are based solely on the individual's state as a victim of family violence, as defined by Chapter 51 of the Human Resources Code. Victims of family violence are eligible for services without regard to the following (TAC FV 379.604):

- Income
- Ability to contribute, donate or pay for these services.
- Gender or sexual orientation. Shelter is provided to all victims who qualify. This includes male victims and clients who identify as transgender. (See the LGBTQ Accessibility Policy) TAC FV 379.605
- Type of victimization, including victimization by the sex industry.
- Disabilities, as defined by the Americans with Disabilities Act. The Center will make every reasonable effort to accommodate clients who are protected under the intent of the Americans with Disabilities act. When a client's disability requires special services, the Center may require documentation of the disability. If the disability requires an assistance animal, documentation on health and immunization may also be required.
- Number of previous times services have been sought from this Center or other domestic violence programs.
- Cultural barriers of the Center, including language.
- Number of children accompanying the victim.

### 3. Language

The Center will make every reasonable effort to serve non-English speaking persons seeking services. Staff or volunteers will utilize existing community resources to provide translation services in cases where staff or volunteers do not speak the victim's language. If there is no one on site who can communicate with a client or a HELPLINE caller, the Center will instruct the caller to contact the National Domestic Violence Hotline at 1-800-799-7233. The NDVH will initiate a conference call with an interpreter, the client, and the HCWC advocate. If the NDVH line is too busy to assist, the Center will call upon Texas State University or other community resources to facilitate communication. HCWC also communicates with deaf and/or low hearing individuals by phone through Relay Texas System. TAC FV 379.608

### 4. Minors

The Center will make every reasonable effort to serve unaccompanied minors who qualify for services, subject to restrictions imposed by statutes and guidelines (see Statutes Governing Services to Unaccompanied Minors). Consideration will address safety and confidentiality concerns. Appropriateness for HCWC services should be determined with consultation with the team leader and Director of Programs and Services or Executive Director.

### 5. Denial of Services

The Center may deny services to an otherwise eligible victim of family violence and/or sexual assault/abuse for behaviors that put the safety of clients, staff, and/or volunteers at risk. This will include, but is not limited to possession of a weapon, violent and/or abusive behavior towards others (and self), and possession of illegal substances. This policy shall be non-gender specific and shall be applied equally to all persons and will comply with the Americans with Disabilities Act (ADA); Title VI of the Civil Rights Act; §504 of the Rehabilitation Act; the Age Discrimination Act of 1975; and other applicable laws and regulations described in TAC FV 379.1304. When services are denied, the safety of the survivor will be considered, and the Center will assist the client in evaluating their safety plans and in obtaining alternate resources. TAC FV 379.607

### 6. Termination of Services

#### Voluntary:

Exit interviews will be done whenever possible to evaluate shelter and non-residential family violence program services. Exit interviews will include updated safety planning.

#### Involuntary:

The Center may terminate services to clients for behaviors that put the safety of clients, staff, and/or volunteers at risk. This will include, but is not limited to, possession of a weapon, violent and/or abusive behavior towards others (and self), taking another's possessions without permission, breaches of confidentiality, possession of illegal substances, and for

residential clients, leaving children unattended while on and/or off Center property or outreach facilities. This policy shall be non-gender specific and shall be applied equally to all persons and will comply with the Americans with Disabilities Act (ADA); Title VI of the Civil Rights Act; §504 of the Rehabilitation Act; the Age Discrimination Act of 1975; and other applicable laws and regulations.

Clients will be provided written notice of the termination, written notice of the right to file a grievance with the Center and an explanation of the grievance procedure, and upon request, provided contact information for the Health and Human Services Commission Family Violence Program for complaint purposes. (See Notice of Termination of Services). TAC FV 379.612

Residents and non-resident family violence clients requesting services to whom services have been previously terminated, may have their cases reassessed to determine if the same behaviors are present that resulted in the previous termination. If it is determined that the behaviors are no longer present, the victim may be allowed to return to HCWC for services. If it is determined that the behaviors are still present, then a staff member or volunteer will assist the client in re-evaluating their safety plans and in obtaining alternate resources. For residential clients, if we have determined they will not be readmitted, every effort will be made to find them alternative shelter. TAC FV 379.607

This policy will be reviewed every five years.

## **Client Rights**

The Center will provide written rights to all clients. These rights will also be prominently posted in the Shelter, in the Counseling and Resource Center, and in all offices. An adult client has the right:

- To be treated with respect and with a helpful attitude.
- Not be discriminated against on the basis of gender, race, religion, cultural diversity, or sexual orientation.
- To ask questions and make their own decisions.
- To report unethical behavior through the established grievance procedure.
- To refuse to answer any questions or disclose any information they choose not to reveal.
- To know the limits of confidentiality and the circumstances in which their counselor/caseworker is required to disclose information to others.
- To know if there are supervisors, interns, volunteers, or other staff members with whom their counselor/caseworker will discuss their case.
- To request to see their file (Executive Director must approve).

## **GRIEVANCE POLICY**

If a client is dissatisfied with the services provided by the Center, the client should first talk with the person(s) with whom they have the problem. If the problem cannot be resolved in this manner, the client may write a letter describing the situation as clearly and concisely as possible, address your letter to the Executive Director, and mail or deliver to:

Executive Director  
HCWC  
P.O. Box 234  
San Marcos, Texas 78667-0234

The client will receive a timely response from the Executive Director. If the problem remains unresolved, you may write a letter to the president of the HCWC Board of Directors at the above address.

A client may also be entitled to appeal a termination of services to a state agency that provides funding to us for services. This could include the Children's Advocacy Centers of Texas (for persons seeking services at Roxanne's House), the Office of the Attorney General (for services to victims of sexual assault) or the Texas Department of Health and Human Services (for services to victims of family violence). If a family violence client has a complaint that is not resolved to their satisfaction, they can contact the HHS Office of the Ombudsman by calling 1-877-787-8999, selecting a language, and then Option 3, or by making an online submission at <https://hhs.texas.gov/about-hhs/your-rights/office-ombudsman>.

## **LGBTQ Accessibility Policy**

HCWC will take all meaningful steps possible to provide an environment in which every individual is treated with respect and dignity. HCWC acknowledges the alarming statistics outlined by the Center for Disease Control that show survivors of family violence identifying as LGBTQ experience intimate partner violence at a higher rate than heterosexual survivors.<sup>1</sup> As such, HCWC commits to providing a safe place for survivors in which all lives, needs, and identities are respected. Survivors who identify as LGBTQ should not be subject to harassment or discrimination while receiving services at our agency, and will be treated with dignity, equality, and respect. HCWC has developed the following policy designed to meet that goal.

LGBTQ survivors will receive equal treatment, without bias, and be treated in a friendly, culturally appropriate, and professional manner. In counseling and service provision, differences in sexual orientation, gender identity, or gender expression will be affirmed and supported with appropriate tools and awareness.

HCWC will promote an open and accepting environment and provide the highest quality of services to survivors of family violence regardless of their actual or perceived sexual orientation, gender identity or gender expression.

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<sup>1</sup> Walters, M.L., Chen J., & Breiding, M.J. (2013). The National Intimate Partner and Sexual Violence Survey (NISVS): 2010 Findings on Victimization by Sexual Orientation. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention. Available at: [http://www.cdc.gov/violenceprevention/pdf/nisvs\\_sofindings.pdf](http://www.cdc.gov/violenceprevention/pdf/nisvs_sofindings.pdf) (Accessed on November 12th, 2013).

Employees, volunteers and other individuals involved in providing services to LGBTQ-identified, or perceived, survivors shall not discriminate against or harass any survivor and will notify their supervisor with any evidence of discrimination immediately.

HCWC promotes an accepting and encouraging environment for transgender and gender nonconforming survivors and employees. Residents or nonresidents identifying as transgender shall receive support and assistance in determining their needs appropriate to their preferred gender identity. If a survivor chooses to disclose transgender status, medical history, or sexual orientation, their confidentiality will be respected.

HCWC seeks to provide a supportive environment for LGBTQ employees. HCWC will train all staff on preventing and responding to harassment and bullying.

HCWC recognizes that the choice to share personal information, such as sexual orientation or relationship status, resides solely with each individual employee. If a staff member discloses their sexual orientation, gender identity, or relationship status to another staff member, that staff member should not share this information with employees, clients, or others involved in the organization without the first person's express consent.

#### **Harassment or Discrimination Claim Procedures**

Individuals who feel they have been subject to discrimination or harassment should report this to their advocate. If an individual is uncomfortable discussing concerns with their advocate, a grievance may be filed with the Executive Director. The Executive Director will review the grievance in conjunction with the Director of Programs and Services and the Director of Operations in all claims of harassment or discrimination. If a resident or nonresident feels that their concerns need further attention, their grievance will proceed to the President of the Board of Directors and the contact information for the Health and Human Service Commission Family Violence Program will be provided at their request.

Any claim of discrimination or harassment will be monitored and acted on in accordance with this policy. Because HCWC takes any claim of harassment or discrimination with the seriousness it deserves, a corrective action plan will be put in place that seeks to honor this accessibility policy. Those in violation of this policy will be subject to disciplinary action up to and including termination.

**Policy Number: 03.01**  
**Effective Date: March 2020**

#### **Personnel**

**While the Board of Directors sets forth policy and hires an Executive Director, the Executive Director administers the activities of the Center, a designated non-profit organization. The Executive Director of HCWC is responsible for developing personnel procedures. Personnel policies and procedures will balance the needs of the employee with the needs of the Center and will be administered fairly.**

**These Personnel policies and procedures describe the terms of employment that HCWC agrees to provide its employees, as well as the expectations the Center has regarding**

employees' performance and behavior. An employee agrees to these when he/she accepts a position at the Center.

**Policies approved by the Board of Directors are noted in bold text. When appropriate, procedures follow a policy and are noted in non-bolded text. Procedures can be modified by the Executive Director with the Board of Directors informed of changes at the next regularly scheduled board meeting. The Board of Directors maintains the ultimate authority for policy and procedure decisions.**

**Every employee is expected to be familiar with these personnel policies and should consult with his/her Team Leader or the Executive Director on questions of interpretation before decisions are made or actions taken. The Executive Director and the President of the Board may consult in interpreting policy decisions.**

## **LEGAL ISSUES**

### **1. Employment at Will**

#### **Policy**

**The issuance of this Personnel Policy does not constitute an employment contract. The policies are subject to change at the discretion of the Board of Directors. Employment is a relationship that exists as long as both HCWC and the employee determine it is in their respective best interests. Employees are free to resign at any time for any reason; however, two week's advance notice is requested. Similarly, HCWC is free to determine that continued employment of any employee is not in its best interest and is free to discharge that employee without notice.**

### **2. Non-discrimination in Hiring**

#### **Policy**

**Candidates for employment will be considered without regard to race, age, religion, national origin, political affiliation, marital status, sex or sexual orientation. Physical or mental handicaps will be considered only when not in violation of the Americans with Disabilities Act.**

### **3. Fair Employment Law**

#### **Policy**

**HCWC is committed to an affirmative action/equal opportunity policy in recruiting, hiring, training, placement and promotion for all positions without regard to sex, race, religion, sexual orientation, handicap, color or age, and that all decisions shall be based on the qualification of the individual being considered. HCWC is under the jurisdiction**

**of the Fair Employment Law and is in compliance with the Civil Rights Act of 1964, Age Discrimination in Employment Act, Americans with Disabilities Act of 1990 and Equal Pay Act.**

**Procedure**

The Center is an equal opportunity employer and we encourage a creative, diverse, and inclusive work environment. All leaders of the Center recognize the value of every individual in creating success for our programs and services. The Center is committed to recruiting, hiring, developing, and promoting employees without discrimination. The Center does not discriminate against employees or job applicants on the basis of race, religion, color, sex (including pregnancy), national origin, disability, military or veteran status, age, citizenship, genetic information, sexual orientation or any other characteristic protected by law. All employees are entitled to a workplace free of unlawful discrimination, harassment or retaliation by management, co-workers, clients, volunteers, vendors, donors, and all other third parties. The Center's employees are also prohibited from discriminating against or harassing clients, volunteers, vendors, donors, and all other third parties. Employees must immediately report violations of this policy to Executive Director.

**4. Immigration Law Compliance.**

**Procedure**

The Center is committed to employing only those individuals who are authorized to work in the United States and who comply with the requirements of the Immigration Reform and Control Act of 1986 ("IRCA"). Under IRCA, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form (I-9 Form) and present legally acceptable documentation establishing identity and employment eligibility. This must be done within 3 days of beginning employment. Failure to provide the necessary documentation within 3 days will result in termination of employment. Former employees who are rehired must also complete an I-9 Form if they have not completed an I-9 Form with the Center within the past 3 years, or if their previous I-9 Form is no longer retained or valid.

**5. Fair Labor Standards Act of 1938**

**Policy**

**The Fair Labor Standards Act of 1938 requires employers to identify each position as exempt or non-exempt. (See Exempt and Non-Exempt Status)**

**6. Hiring Authority**

**Policy**

**As stipulated in the Bylaws, the Board of Directors is responsible for the employment of the Executive Director. The Executive Director is responsible for the employment of the remainder of the staff.**

**7. Nepotism**

## **Policy**

**No employee will hold a job with this Center while s/he or any member of his/her immediate family serves on the Board of Directors. Immediate family includes husband, wife, father, mother, brother, sister, son, daughter, father or mother-in-law, brother or sister-in-law, son or daughter-in-law, or significant other.**

**No candidate for a staff position will be hired if a member of their immediate family who would have direct or indirect supervisory authority over him/her, is on the payroll of the Center. Immediate family includes all those listed in paragraph 6 above.**

**No board member may be employed by the Center in a salaried capacity. Board members applying for staff positions must resign from the board before applying. HHSC TAC 379.401 and 379.1801**

## **8. Reward for Political Activity**

### **Policy**

**Employment by HCWC will not be offered as a reward for political activity, or for the active support of a political party or candidate.**

## **9. Promotion**

### **Policy**

**HCWC has a policy of promotion from within if the applicant meets the job requirements and profile of the person best suited for the job. Volunteers are included in this group.**

### **Procedure**

Management Team must decide that it is to the benefit of the agency for a staff member, who has been in a position for a year or less, to apply for a different position within the agency because of the agency's investment in training.

## **10. Hiring Procedures**

### **Policy**

**HCWC utilizes a hiring system that does not impact one protected class more than another, treats all candidates equally, and utilizes interview processes that are uniform for all candidates within a particular position.**

### **Procedures**

If a suitable, internal candidate is not available (see #9), at least three candidates will be considered for every opening to assure that the best person available is hired. Every effort will be made to notify all segments of the community, and other appropriate agencies, of job openings at the Center. The Center will comply with all Affirmative Action/Equal Opportunity regulations when advertising and hiring. Interview questions will be chosen to gain information, which is directly related to the job description and will be uniform for all

applications. At least three reference checks will be obtained to verify the accuracy of information provided by the applicant. The application, screening and interviewing materials will be retained by the agency for three years and 90 days or until all litigation, claims, or audit findings are resolved, whichever is longer.

The standard procedure will be:

1. Prepare a packet of information to be distributed to all applicants which includes a standard letter provided by the Director of Operations, a job description, and the standard Application for Employment with appropriate job specific questions included.
2. The Director of Operations will advertise the position on free websites and through other avenues as appropriate and as funding permits. Postings will seek candidates from diverse backgrounds.
3. The Director of Operations will forward the packet to interested parties and receive completed applications for screening.
4. The Team Leader, in consultation with the Executive Director, will prepare a scoring tool that identifies experience and attributes of qualified candidates for the position.
5. The Team Leader will identify a team to score all applications received.
6. At a minimum, the three candidates receiving the highest scores will be interviewed by a consistent interview team.
7. The best candidate will be referred to the Executive Director and/or the Director of Programs and Services for a follow-up interview.
8. The Team Leader or the Director of Operations will contact at least three references. References should be supervisors from past paid employment if possible.
9. A final review of all information on a candidate will be conducted by the Executive Director and/or Director of Programs and Services, the Director of Operations and the Team Leader before an offer of employment is extended.
10. Candidates who were interviewed in person will be contacted by phone to inform them of the hiring decision. All other candidates will be notified by mail or email.

## **11. Background Checks**

### **Policy**

**Hiring will be contingent upon the results of a criminal history check and a driving record check.**

### **Procedure**

New employees will be asked to complete the appropriate forms to allow for a criminal history check and driving record check to be submitted during the first week of employment. The results should be sent directly to HCWC. Individuals who have not lived in Texas in the two years prior to applying for employment will be subject to an out-of-state criminal history check. Appropriateness for continued Center employment will be determined after review of the required background checks. Activities will be appropriately restricted until review of the background checks. Any employee who is convicted of a **disqualifying offense** should notify the Executive Director immediately. Appropriateness for continued Center employment will be determined at that time. All HCWC staff will have their criminal history rechecked every three (3) years.

To whom it may concern,

I had spent years thinking that I would be able to heal from my trauma all by myself. It wasn't until I got to college that I realized I needed to find someone to help me work through the parts of my trauma I didn't understand. That's when my school put me in contact with HCWC. Throughout my entire time in contact with the organization, I have never once felt judged for either what I say or what I have gone through. During my sessions, I have never felt judged or pressured into opening up about my trauma, and it has been made clear to me that everything is on my own terms. I also think it is really important to mention that even though the main focus of my sessions has been to heal from my trauma, I have also always been given space to talk about other things in my life that are causing me anxiety. My therapist has prioritized getting to know me beyond my trauma, which makes the whole healing process so much easier because it always makes me feel truly seen. I can confidently say that I would choose to come to HCWC time and time again, and I would recommend this organization to everyone who needs it.

From,

Anonymous (HCWC Sexual Assault Program client)



Bluebird's Hope, Inc.®

February 20, 2026

To Whom It May Concern with the City of San Marcos Human Services Advisory Board,

I am writing to express our organization's wholehearted support for the Hays Caldwell Women's Center and their ongoing endeavors towards serving San Marcos residents with essential human services.

Bluebird's Hope, Inc. and Hays Caldwell Women's Center have collaborated since early 2024 to provide victims of trauma with crisis intervention, supportive services, and Forensic Nursing Examinations. Our collaborative efforts result in an ease of communication, quick feedback, and smooth delivery of victim services that are free of interruptions or delays. Without HCWC's advocacy services and availability to provide victim support, Bluebird's Hope, Inc. would be unable to perform Forensic Nursing Examinations and victims of trauma within San Marcos would be limited in options for receiving evidence collection, testing and treatment for Sexually Transmitted Infections, and trauma-informed safe planning.

The relationship between Bluebird's Hope, Inc. and Hays Caldwell Women's Center is built on mutual respect and shared commitment to supporting victims of trauma. Hays Caldwell Women's Center has always demonstrated to our team the willingness to identify a need for services, and then the dedication necessary to create and deliver a collaborative model of service that not only meets that need, but meets it in the most trauma-informed, victim-centered manner possible. The determination of the Hays Caldwell Women's Center team has served as motivation to our organization, other collaborating agencies, and to our communities as a whole since their inception. With continued support, our team expects nothing but a positive impact on the San Marcos community from Hays Caldwell Women's Center.

Bluebird's Hope, Inc. is proud to support and collaborate with Hays Caldwell Women's Center. Our team respectfully asks for our support to be recognized and considered while evaluating their requests for grant funds. We speak on behalf of the communities and victims we serve when stating that Hays Caldwell Women's Center is instrumental in touching the lives of victims and aiding their journey of healing.

Thank you for your time and consideration.

Sincerely,

*Crystal Schwerdtfeger*  
BSN, RN, CA-CP SANE, SANE-A  
CEO, President

Crystal Schwerdtfeger BSN, RN, CA-CP SANE, SANE-A  
President of the Board and CEO of Bluebird's Hope, Inc.

  
[www.bluebirdshope.org](http://www.bluebirdshope.org)

To whoever it may concern,

The Hays Calwell Women's Center has helped me a lot, whether it be information, everything! Thank you so much for the help as I am very appreciative of it all. Please continue to help as much as possible with this center! It is a great help and blessing for us women who are going through a lot. Counseling and advocacy and more the help that they do for us helps greatly. Thank you!



## HUMAN SERVICES ADVISORY BOARD GRANT QUARTERLY PERFORMANCE REPORT

Agency Name: Hays-Caldwell Women's Center

Program Name: Sexual Assault Program

Program Year: 2025

**Reporting Period: (check one)**

- January through March (due April 30)
- April through June (due July 31)
- July through September (due October 31)
- October through December (due January 31)

Submit report to: [cgriffith@sanmarcostx.gov](mailto:cgriffith@sanmarcostx.gov)

### PROGRAM STATUS

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

The Sexual Assault Program exists to provide free and confidential services to victims of sexual assault and abuse. During the past quarter, we have continued to provide 24-hour, 7-day a week hospital response and accompaniment to every local victim of sexual violence who presents at a local hospital. We have continued to provide top-tier, traumatic-informed counseling to local survivors. Counseling is offered one-on-one, in groups, and virtually, depending on the survivor's preference. Our professional, licensed counselors use a variety of modalities to best serve each individual survivor. Additionally, they offer several "non-traditional" group counseling options such as art therapy, healing through horticulture, sound bath therapy, and trauma informed yoga.

Each quarter, we survey our clients anonymously with a series of standardized and open-ended questions. We conduct these surveys in an effort to gauge the success of our services and make improvements in service delivery as needed. We continue to receive excellent feedback regarding our Sexual Assault Program services, particularly the counseling we provide.

## 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  Unduplicated Households

	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Year to Date
Total Served	221	221	207	211	
San Marcos Residents Served	98	88	84	88	
% San Marcos Residents	44%	40%	41%	42%	

## PROGRAM EXPENDITURES

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

- 5% of salary and fringe for the Chief Operating Officer
- 5% of salary and fringe for the Chief Financial Officer
- 5% of salary and fringe for the Accountant (filled March-end of grant year)
- Four months of building/property insurances allocable to the Sexual Assault program

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**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

1/07/2025

\_\_\_\_\_  
 Date

Melissa Rodriguez

\_\_\_\_\_  
 Chief Executive Officer

\_\_\_\_\_  
 Printed name

\_\_\_\_\_  
 Title

HCWC Board of Directors Attendance taken from Board of Directors Meeting Minutes:

**Hays-Caldwell Women's Center  
Board of Directors Meeting Minutes  
October 27th, 2025**

**Attendance**

<b>Board Member</b>	<b>O</b>	<b>J</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>
Anderson, Beverly		E	P	P	P	P	Resigned			
Baca, Heather	P	E	P	P	P	P	E	*	P	P
Casner, Amy		P	P	P	E	P	E	*	Resigned	
Dupont, Laura	P	P	P	P	U	P	P	*	P	P
Elliott, Ken	P	P	P	P	P	P	P	*	P	P
Fernandez, Patricia	P	P	P	E	U	P	P	*	P	P
Gonzalez, Linda	P	P	P	P	P	P	P	*	P	P
Lairsen Jones, Karen	P	P	P	P	P	P	P	*	P	P
Liao, Patsy	P	P	P	P	P	P	P	*	P	P
Linér, Carolyn		P	P	P	U	U	U	*	P	Resigned
Martinez, Kathy	P	E	P	P	P	P	U	*	P	P
Myers, Danette	P	P	P	E	P	E	E	*	P	P
Moore, Marsha	P	P	P	P	P	P	P	*	P	P
Painter, Mia		E	P	E	P	P	P	*	P	Resigned
Trauth, Denise	P	P	P	P	E	P	P	*	P	P
Tybor, Karolyn	E	P	P	P	P	P	P	*	P	E
Wylie, Samantha	P	E	P	P	U	P	U	*	E	P

**CAC Representatives (required to attend quarterly)**

Stan Standridge	P	E	P	E	P	E	P	*	E	P
Stacy Miles-Thorpe	P	P	P	P	E	P	E	*	E	P
Schmidt, Brandi	P	E	E	E	E	P	E	*	E	P

**Emeritus**

McCoy, Cindy	E	E	E	E	E	E	E	*	E	E
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**Staff**

Melissa Rodriguez	P	P	P	P	P	P	P	*	P	P
Michelle Ducote	P	P	P	P	P	P	P	*	P	P
Callie Swindle	P	*	*	*	*	*	*	*	P	P
Holly Cunningham-Kizer		*	*	*	*	P	P	*	P	P

## **02 Board of Directors**

**02.01 Board Recruitment**

**02.02 Board Orientation and Training**

Policy Number: 02.01

### Board Recruitment

#### Policy

**HCWC will ensure that board members have the expertise, commitment, and time to efficiently carry out the Center's Mission and Philosophy and are representative of the Center's equal opportunity commitments and the general population of the Center's service area. A financial commitment will be required of each board member annually to ensure the financial stability of the agency. The president of the Board and the Board itself shall have the responsibility for ensuring that the procedures below are being met.**

#### Procedures

1. Each year the board will adopt a set of objectives for the next year.
2. Each spring, the nominating committee will prepare a board analysis (in grid format - see Current Board Membership Analysis) of current members in terms of the following: sex, age, ethnic background, geographic location, profession, expertise, and specialized experience such as financial expertise, fundraising experience, corporate management, etc. From that analysis the nominating committee shall recruit new board members to fill in needed areas. However, the primary qualification shall remain dedication and commitment to the Center's mission and purpose.
3. In accordance with the Texas Administrative Code Rule 65.11, Standards of Operation for Local Children's Advocacy Centers, HCWC's Board of Directors will include an executive officer of, or an employee selected by an officer of:
  - (1) a law enforcement agency that investigates child abuse in the area served by the center;
  - (2) the child protective services division of the department; and
  - (3) the county or district attorney's office involved in the prosecution of child abuse cases in the area served by the center.
4. Current board members who wish to be reelected to the board shall reapply to the nominating committee. Criteria for reappointment shall be developed and shall include dedication, commitment, and time devoted to the mission and philosophy of the Center. This shall be measured by attendance at board meetings, service to the board in terms of hours, and the willingness to take leadership roles in furthering the projects of the board. Members whose attendance falls below 60% shall show just cause for those absences and point to clear evidence of service and leadership roles.
5. Each summer, the Center's newsletter, **The Networker**, shall encourage the general membership to apply for Board vacancies. A prospective Board member luncheon will be sponsored by the Nominating Committee in September if sufficient interest exists. The nominating committee shall recommend a slate of board members based on applications from current board members, general membership applications, and

nominations by board members and others (see Application for Board of Directors). This slate shall be approved by the Board at their September/October meeting, published in newspapers in the local service area, and then voted on at the November general membership meeting. Additional nominations may be considered at the annual meeting if they are submitted in the form of a nomination petition, signed by 5 general members, authorized by the nominee, and submitted before the October meeting of the Board of Directors.

This policy will be reviewed every five years.

**Policy Number: 02.02**

### **Board Orientation and Training**

#### **Policy**

**HCWC will ensure that board members receive the necessary training to efficiently carry out the Center's Mission and Philosophy. The president of the Board and the Board itself shall have the responsibility for ensuring that the procedures below are being met.**

#### Procedures

##### 1. Fiscal Oversight and Accountability

The board of directors will:

- (1) Ensure that the Center operates in a manner that keeps the organization's mission and purpose focused without becoming involved in day-to-day operations;
- (2) Hire the Center's executive director;
- (3) As a whole, or as delegated to the Center's finance committee, regularly review actual revenue and expenditures and compare them to budgeted revenue and estimated costs.
- (4) Review and approve programs and budgets;
- (5) Maintain and comply with the Center's current bylaws; and
- (6) Review and approve policies for the Center's operation in accordance with the bylaws.

##### 2. Board of Directors Training

- (a) Every two years, each board member must receive training on the following:
  - (1) An explanation of the center's mission, philosophy, and a brief history;

- (2) An explanation of the dynamics of family violence, sexual assault, and child abuse that includes its causes and effects;
  - (3) A description of the organization's current programs, provided by program staff;
  - (4) A review of the organization's policies and clarification of any changes made during the year;
  - (5) An explanation of how the center is funded and future funding projections;
  - (6) A discussion, presented by the board chair or a member of the executive committee, of the following:
    - a. The board's role and responsibilities related to legal and fiscal accountability;
    - b. Meetings and attendance requirements;
    - c. Committee duties, structure, and assignments; and
    - d. Fund-raising and public relations responsibilities;
  - (7) An explanation of the organization's insurance coverage, including directors' and officers' liability insurance or notification of inability to obtain insurance;
  - (8) An explanation of the working relationship between the board and staff, including, but not limited to which staff member is contacted regarding questions or requests and which staff members contact board members routinely;
  - (9) An update on any changes made in the Business Organizations Code, Chapter 22; and (TAC 379.103)
  - (10) The organization's confidentiality policy and the importance of confidentiality;
- (b) New board members should receive this training within three months of starting their first term.

## 2. Board Orientation Handbook

At the beginning of each year, every Board Member will receive a Board Orientation Handbook that contains, at a minimum, the following:

- (1) Board member job description;
- (2) Current list of board members with current contact information;
- (3) Organization's mission statement;
- (4) Organization's bylaws and a copy of the letter granting 501(c)(3) status;
- (5) List of all committees, including appointed board members and assigned staff;
- (6) Committee descriptions;
- (7) The organization policies;
- (8) Organizational chart;

- (9) History of the organization;
- (10) List of program services and a brief description of each program;
- (11) Current budget, including funding sources and subcontractors;
- (12) Brief description of contract provisions with attorneys, auditors, or other professionals;
- (13) Basic information about family violence; and
- (14) Brief history of the Texas Battered Women's Movement.

The handbook may be in an electronic format. (TAC 379.102)

This policy will be reviewed every 5 years.

# Return of Organization Exempt From Income Tax

Form **990**

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

**2022**

Department of the Treasury  
Internal Revenue Service

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

Open to Public Inspection

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the 2022 calendar year, or tax year beginning **OCT 1, 2022** and ending **SEP 30, 2023**

<b>B</b> Check if applicable:  <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>HAYS-CALDWELL WOMEN'S CENTER</b> Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite <b>PO BOX 234</b> City or town, state or province, country, and ZIP or foreign postal code <b>SAN MARCOS, TX 78667-0234</b>	<b>D</b> Employer identification number <b>74-2020505</b>  <b>E</b> Telephone number <b>(512) 396-3404</b>
<b>F</b> Name and address of principal officer: <b>MELISSA RODRIGUEZ</b> <b>SAME AS C ABOVE</b>		<b>G</b> Gross receipts \$ <b>5,619,156.</b> <b>H(a)</b> Is this a group return for subordinates? ..... <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions <b>H(c)</b> Group exemption number
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
<b>J</b> Website: <b>WWW.HCWC.ORG</b>		
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		<b>L</b> Year of formation: <b>1978</b> <b>M</b> State of legal domicile: <b>TX</b>

**Part I Summary**

	<b>1</b>	Briefly describe the organization's mission or most significant activities: <b>SHELTER AND ADVOCACY PROGRAMS FOR VICTIMS OF FAMILY VIOLENCE, SEXUAL ASSAULT AND CHILD ABUSE.</b>		
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
<b>Activities &amp; Governance</b>	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>21</b>
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>21</b>
	<b>5</b>	Total number of individuals employed in calendar year 2022 (Part V, line 2a)	<b>5</b>	<b>67</b>
	<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	<b>294</b>
	<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0.</b>
	<b>7b</b>	Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	<b>0.</b>
	<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> <b>4,877,357.</b>
<b>9</b>		Program service revenue (Part VIII, line 2g)	<b>3,025.</b>	<b>37,947.</b>
<b>10</b>		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>1,636.</b>	<b>413.</b>
<b>11</b>		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>239,115.</b>	<b>45,854.</b>
<b>12</b>		Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>5,121,133.</b>	<b>5,484,709.</b>
<b>Expenses</b>		<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<b>334,349.</b>
	<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4)	<b>0.</b>	<b>0.</b>
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<b>3,247,057.</b>	<b>3,606,197.</b>
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e)	<b>0.</b>	<b>0.</b>
	<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25)	<b>198,497.</b>	
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<b>996,220.</b>	<b>859,025.</b>
	<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>4,577,626.</b>	<b>4,857,933.</b>
	<b>19</b>	Revenue less expenses. Subtract line 18 from line 12	<b>543,507.</b>	<b>626,776.</b>
<b>Net Assets or Fund Balances</b>	<b>20</b>	Total assets (Part X, line 16)	<b>Beginning of Current Year</b> <b>8,564,182.</b>	<b>End of Year</b> <b>9,219,392.</b>
	<b>21</b>	Total liabilities (Part X, line 26)	<b>118,121.</b>	<b>146,555.</b>
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20	<b>8,446,061.</b>	<b>9,072,837.</b>

**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.

<b>Sign Here</b>	Signature of officer <b>MELISSA RODRIGUEZ, CHIEF EXECUTIVE OFFICER</b>	Date
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>RANDY L. WALKER, CPA</b>	Preparer's signature
	Firm's name <b>RANDY WALKER &amp; CO</b>	Date
	Firm's address <b>7800 IH 10 WEST, STE. 505 SAN ANTONIO, TX 78230</b>	Check if self-employed <input type="checkbox"/> PTIN <b>P00963779</b>
		Firm's EIN <b>20-3992693</b>
		Phone no. <b>210-366-9430</b>

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

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: SHELTER AND ADVOCACY PROGRAMS FOR VICTIMS OF FAMILY VIOLENCE, SEXUAL ASSAULT AND CHILD ABUSE.

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 [X] No

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

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code: ) (Expenses \$ 2,413,261. including grants of \$ 371,713. ) (Revenue \$ 65,707. ) PROVIDE ASSISTANCE, COUNSELING, TEMPORARY HOUSING FOR VICTIMS OF FAMILY VIOLENCE. 1044 VICTIMS OF FAMILY VIOLENCE SERVED IN FY 2023 INCLUDING 7438 NIGHTS OF SHELTER TO 314 VICTIMS AND 903 PROVIDED NON-RESIDENTIAL SERVICES. (SOME PEOPLE WERE SERVED IN BOTH PROGRAMS.)

4b (Code: ) (Expenses \$ 630,322. including grants of \$ ) (Revenue \$ ) PROVIDE ASSISTANCE AND COUNSELING FOR VICTIMS OF SEXUAL ASSAULT. 617 VICTIMS WERE SERVED IN FY 2023 AND WE RESPONDED TO 87 CALLS AT AREA HOSPITALS TO SUPPORT VICTIMS DURING A SEXUAL ASSAULT FORENSIC EXAM.

4c (Code: ) (Expenses \$ 839,072. including grants of \$ 20,999. ) (Revenue \$ ) PROVIDE FORENSIC INTERVIEWS, ASSISTANCE AND COUNSELING FOR VICTIMS OF CHILD ABUSE. 510 CHILDREN AND 383 NON-OFFENDING ADULT FAMILY MEMBERS WERE SERVED IN FY 2023. 407 FORENSIC INTERVIEWS WERE PROVIDED AND 29 ON-SITE SAFE EXAMS WERE PERFORMED.

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses 3,882,655.