

RE: HSAB Grant and CDBG Grant 2026

We have requested **\$50,000** through the HSAB Grant and **\$25,000** through the CDBG Grant, for a combined total request of **\$75,000**. When compared to our annual operating expenses of **\$444,687** (as reflected in the proposed 2026 budget), these requests represent approximately:

- **8%** of our operating budget for the HSAB request, and
- **4%** for the CDBG request.

As detailed in the *Community Needs and Justification* section of our application, the demand for financial assistance and emergency services in San Marcos **significantly exceeds** the funding requested. Assistance requests have climbed substantially year over year, and current funding levels are insufficient to meet the level of community need.

Regarding the RFP Utility Assistance funds: The Salvation Army San Marcos was **contracted at the request of the City of San Marcos** to administer and distribute these utility assistance funds directly to eligible community members, ensuring timely support for households experiencing financial hardship.

Lisa Cruz

A handwritten signature in blue ink, appearing to read 'Lisa Cruz', followed by the date '2-27-2026' written in the same ink.

Service Center Manager

CHECKLIST OF REQUIRED ATTACHMENTS

BUDGETS

- Program Budget for current fiscal year
- Program Budget proposed for next fiscal year *meeting March 10th for 2027 Budget*
- Budget Table showing the proposed uses of HSAB funding, to be included in the contract

BOARD OF DIRECTORS INFORMATION

- Board of Directors membership roster –must include city of residence for each Board member

ORGANIZATION INFORMATION

- Current IRS Form 990, pages 1 and 2 (not required for churches)
- Non-discrimination policy statement

PROGRAM INFORMATION

- Policies and Procedures for the proposed Program, if available

LETTERS OF SUPPORT

- Letters of support
 - about the specific program requesting funding and the agency's ability to implement it
 - preferably from members of the San Marcos Community
 - preferably including letters from direct clients served by the program
 - minimum of three

SPECIFIC TO THE HSAB GRANT APPLICATION

- Final Performance Report for 2025 HSAB Funding
- Board of Directors Meeting Attendance Record for the current fiscal year
- Board of Directors membership criteria

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: The Salvation Army San Marcos

Contact Name, Title: Lisa Cruz, Service Center Manager Telephone: 512-754-8541

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

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

Do you have a location in San Marcos where people can walk in and ask questions about the program? If so, what is the address? 1346 Thorpe Lane Ste B, San Marcos, Texas 78666

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

Program Name: Emergency Assistance Programs

Amount of Funds Requested: \$50,000

What percentage of the cost of this program is requested as funding through this application? 25%

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.

The Salvation Army Emergency Assistance Programs will benefit only those clients that are currently residents in San Marcos that are facing a crisis. Our Emergency Assistance Programs include the following:

- Utility Assistance:** Providing financial support to help households pay utility bills, ensuring families stay safe, warm in the winter, cool in the summer and housed.
- **Transportation Assistance:** Offering a one-time emergency transportation for individuals that need help with transportation to a shelter, rehab, home or for an employment opportunity.
- **Prescription Assistance:** Helping low-income individuals afford vital medications to manage their health.
- **Birth Certificate & ID Assistance:** Assisting with the process of obtaining essential identification documents to access government services, housing and employment opportunities.
- **Food Pantry & Snack Bags:** Distributing nutritious food to families facing food insecurity, along with providing snack bags for those in need.
- **Emergency Disaster Relief:** Offering immediate aid in times of crisis, including food, water, and clean-up supplies for disaster-stricken individuals and families.

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.

The funding for this is crucial for ensuring that vulnerable individuals and families can maintain access to essential services which are fundamental for health, safety, and overall well-being. Our emergency programs help alleviate the financial burden that comes with rising costs, particularly for low-income households, elderly individuals, single parents and those experiencing temporary hardship. By providing these types of assistance, these programs prevent utility shut offs, reduce the stress and health risks associated with living without essential services, and allow families to focus on other critical needs, ultimately contributing to their stability and quality of life.

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

We have seen a 60% increase in requests for assistance over the past year. Due to the increase in the cost of living along with unexpected emergencies, we are seeing more people coming to our doors, calling our office and being referred by other agencies for assistance. The need has been so great that we ran out of funding in January 2026 and had to put a hold on providing utility assistance until further funding is acquired. Last year in January we had 250 requests for assistance and in January 2026 this increased to over 400 requests.

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?

We currently have accessible office space needed for confidential client consultations, program administration, and record keeping. Additionally, our operational resources include computers, secure data management systems, telephones, internet access, and office supplies to maintain efficient service delivery. We have trained staff and volunteers who assess client needs, determine eligibility, coordinate assistance, and provide case management. Our office can accommodate several clients at a time with several smaller rooms for privacy during the intake process.

Our objective is to reduce the number of households experiencing utility shutoffs due to financial hardship by providing a minimum of 90% prevention of utility disconnections, helping vulnerable households maintain safe, stable living conditions during financial crises; to provide supplemental support preventing hardships associated with lack of medication access, transportation, ID replacement and clothing for 15-25% of our clients.

Programs have consistently provided immediate relief, promoted stability, and strengthened vulnerable households. Grant funds have primarily supported emergency utility assistance, prescription aid, transportation support, identification replacement, and clothing for employment. Services prevented crises from escalating into homelessness, health emergencies, or prolonged financial instability.

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

We will serve households in crisis assist an estimated 90–100 households per month through emergency financial support, including utilities, prescriptions, transportation, identification replacement, and clothing for employment.

We will maintain accountability and efficiency tracking services and outcomes for 100% of assisted households and process eligible assistance requests within 1–2 business days to ensure timely support.

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 funding needed to run the emergency assistance program is approximately \$15,000.00 per month.

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.

The Emergency Assistance Program directly addresses the growing financial strain faced by many San Marcos residents due to rising housing costs, utility expenses, healthcare needs, and other essential living expenses. Even short-term financial setbacks can quickly escalate into utility disconnections, housing instability, and health risks. This program helps bridge those gaps by providing immediate, targeted financial support that prevents crises from worsening.

The program also supports overall community well-being by reducing financial stress and improving household stability. Assistance with prescriptions, transportation, identification replacement, and essential clothing helps individuals maintain employment, access healthcare, and participate fully in community life. These supports contribute to improved self-sufficiency and reducing barriers that can perpetuate cycles of financial hardship.

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

In addition to grant funding, the program is supported through a combination of community donations, volunteer engagement, and in-kind contributions from the San Marcos Walmart, Hays County Food Bank and private donors. Financial support from local private donors, churches, businesses, and seasonal fundraising efforts helps supplement emergency assistance funds and ensures continued responsiveness to community needs.

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

Our program is expected to serve approximately 200 unduplicated direct clients. 100% will be San Marcos residents.

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

The Salvation Army partners with St. Vincent De Paul Church, Southside Community Care, Neighborhood Enhancement, Community Action, Gary Job Corp, AARP SESEP Program, Hays County Food Bank, and Texas State

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?

Board members provide strategic oversight to ensure programs remain mission-focused, financially responsible, and responsive to community needs. They also actively support fundraising efforts by cultivating donor relationships and promoting giving opportunities. They serve as ambassadors for The Salvation Army by participating in events, outreach activities, and strategic planning initiatives that help strengthen program visibility and effectiveness. When needed, they also with office duties and food pantry.

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

We currently have seven regular volunteers who serve in different capacities that include answering and returning phone calls, receiving and processing donations, filing and issuing mail, picking up food for weekly food pantry, assembling and issuing food boxes, issuing food bags to unhoused, setting up and serving at events, gift wrapping and distributing gifts for annual Angel Tree program.

COUNCIL PRIORITIES - 20 POINTS

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

We have served San Marcos residents for the past 19 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)

Our outreach efforts include partnerships with the local Homeless Coalition, faith-based organizations including First Baptist Church and First Presbyterian Church, also San Marcos Housing Authority, healthcare providers such as Mental Health Court Outreach, and community groups such as Texas State Student Involvement & Engagement help with outreach and identifying individuals and families experiencing financial hardship.

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)

We have 19 years of experience implementing community service through our Emergency Assistance Programs.

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

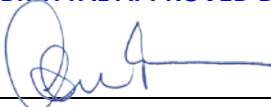
75%

III. FUNDING RESTRICTIONS

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

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

SUBMITTAL APPROVED BY:



Signature

02/18/2026

Date

Art Penhale

Printed Name

Texas Divisional Commander

Title

San Marcos Service Center

Summary by GL Account

2026 Annual Budget Proposal

Budget Surplus/(Deficit) = (\$3,119.00)

	Actual	Actual	YTD Actual	Budget	Proposed	Proposed Budget vs	
	09/30/2023	09/30/2024	03/31/2025	09/30/2025	Budget 09/30/2026	\$ Change	% Change
4001--Donations - General (Local Deposit)	53,517	52,832	35,205	57,797	58,115	5,283	10%
4002--Donations - Appeals	445	1,876	721	481	2,063	187	10%
4006--Kettle Income	46,505	47,879	74,007	65,000	78,000	30,121	63%
4012--Restricted Donations - Non-Exempt (Local Deposit)	2,826	3,270	9,000	2,882	19,000	15,730	481%
4050--Gifts-In-Kind	115,403	127,652	76,149	117,712	131,482	3,830	3%
4613--Intercompany Grants From Other SA Units - Exempt	129,957	109,081	56,700	131,257	116,810	7,729	7%
4628--Reserves Transfers From THQ - Non-Exempt	0	0	0	12,452	13,122	13,122	100%
4629--Reserves Transfers From THQ - Exempt	0	0	0	0	0	0	0%
4701--Unassociated Funding Org	0	9,375	6,250	0	12,500	3,125	33%
5001--Government Grants/Fees - Non-Exempt	42,666	47,500	0	35,000	10,000	(37,500)	(79%)
5202--Program Service Fees - Exempt	0	0	0	0	0	0	0%
6801--Interest Income	138	140	61	140	476	336	241%
Income	391,457	399,605	258,084	422,721	441,568	41,563	11%
7003--Salaries - Nonexempt Employees	55,228	77,708	41,156	76,099	83,752	6,044	8%
7004--Salaries - Seasonal/Temporary Employees	3,501	4,472	7,200	4,320	6,912	2,440	55%
7102--Employee Life/Accident Insurance	72	144	144	134	144	0	0%
7103--Employee Medical Insur Premium	13,284	13,548	7,116	13,947	15,468	1,920	14%
7104--Pension - Employees	1,334	367	0	0	0	(367)	(100%)
7105--SA Employee Retirement Contributions	1,308	3,220	1,544	4,558	5,015	1,796	56%
7112--Employee Disability Insurance	60	60	120	111	120	60	100%
7201--FICA - Salvation Army Portion	4,396	6,140	3,580	6,153	6,937	797	13%
7203--Workers Compensation Insurance	405	713	554	1,264	1,388	675	95%
8001--Professional Fees	4,554	3,320	2,032	4,645	3,353	33	1%
8009--Data Processing Fees (Accounting/Payroll)	430	258	130	438	260	2	1%
8101--Medical Supplies	0	0	0	0	0	0	0%
8102--Uniforms	297	645	32	303	651	6	1%
8103--Education Recreation and Craft Supplies	984	3,033	1,150	1,003	3,063	30	1%
8104--Food and Beverages	1,646	3,659	1,426	1,678	3,694	35	1%
8105--Laundry/Linen/Housekeeping Supplies	83	176	0	85	178	2	1%
8106--Office Supplies	721	1,136	365	736	1,147	11	1%
8107--Duplicating/Printing Supplies	0	0	0	0	0	0	0%
8110--Kitchen and Dining Room Supplies	244	392	177	248	396	4	1%
8111--Miscellaneous Supplies	16	18	10	17	18	0	3%
8115--Fidelity Bond Insurance	79	27	40	78	54	27	97%
8120--Bank Fees	344	236	930	350	238	2	1%
8121--Credit Card Fees	8	162	0	8	0	(162)	(100%)
8123--Late Fees and Finance Charges	17	281	0	17	100	(181)	(64%)
8201--Office Telephones	1,755	783	0	1,200	0	(783)	(100%)
8202--Cell Phone Expense	583	964	505	1,080	1,200	236	24%
8206--Network and Internet Charges	1,492	2,461	978	1,200	2,346	(115)	(5%)
8301--Postage and Parcel Post	743	600	277	750	606	6	1%
8303--Messenger/Delivery Services	0	623	202	0	630	7	1%
8401--Facility Rent	30,956	36,481	13,825	34,312	34,312	(2,169)	(6%)
8403--Building/Equipment Insurance	0	24	21	0	21	(3)	(12%)
8405--Electric Utilities	1,761	1,151	774	2,400	1,380	229	20%
8406--Water/Sewer/Wastewater Utilities	242	201	0	400	203	2	1%
8407--Gas Utilities	0	444	391	0	840	396	88%
8408--Garbage Utilities	150	0	0	0	0	0	0%
8409--Property Upkeep and Repairs	4,116	3,839	104	4,198	1,500	(2,339)	(61%)
8411--General Liability Insurance	699	494	384	933	988	494	100%
8413--Janitorial Supplies	1,651	600	133	1,684	606	6	1%
8418--Security Property Expense	793	635	259	600	642	7	1%
8501--Rental- Furniture/Equipment	3,998	3,054	1,474	4,078	3,000	(54)	(2%)
8503--Non-Computer Furniture/Equipment Purchases	1,523	1,183	873	500	1,195	12	1%
8504--Computer Equipment Purchases	3,960	1,233	0	500	500	(733)	(59%)
8505--Software, License Fees And Intellectual Property	147	2,049	534	151	2,070	21	1%
8601--Printing and Other Media Prep	220	0	1	225	0	0	0%
8608--Advertising/Public Info Chargs	0	0	0	0	0	0	0%
8701--Local Meals	208	737	350	212	745	8	1%
8702--Fuel for SA Vehicles	1,352	0	51	50	0	0	0%
8707--Auto Allowances	1,038	1,051	1,282	1,059	1,062	11	1%
8801--Conference Attendance	0	0	0	0	300	300	100%
8802--Out Of Town Travel	454	14	264	463	400	386	2843%
8906--Spec Assist - Individuals	82,406	84,823	30,695	88,524	82,391	(2,432)	(3%)
8907--Specific Assistance To Individuals GIK Only	110,409	119,172	61,549	112,618	122,748	3,576	3%
8916--Spec Assist - Seasonal/Disaster	2,391	570	409	2,415	576	6	1%
8917--Specific Assistance - Seas and Disaster GIK Only	5,450	8,602	14,600	5,555	8,734	132	2%
8920--Statewide/Interstate Payments	2,872	3,224	2,380	3,421	3,812	588	18%
9001--Organization Dues	265	273	0	1,200	265	(8)	(3%)
9111--Christmas Remembrances	0	0	0	150	162	162	100%

San Marcos Service Center

Summary by GL Account

2026 Annual Budget Proposal

Budget Surplus/(Deficit) = (\$3,119.00)

	Actual	Actual	YTD Actual	Budget	Proposed	Proposed Budget vs	
	09/30/2023	09/30/2024	03/31/2025	09/30/2025	Budget 09/30/2026	Actual 09/30/2024	
						\$ Change	% Change
9402--World Service - Goal	2,500	2,575	2,652	2,652	2,652	77	3%
9410--Sundry Expense	0	0	0	0	0	0	0%
9613--Intercompany Grants From Other SA Units - Exempt	16,032	17,232	8,616	17,232	17,232	0	0%
9692--Support Service To DHQ	14,073	15,799	11,664	16,767	18,681	2,882	18%
Expenses	383,348	430,605	222,955	422,721	444,687	14,082	3%
Surplus/(Deficit)	8,109	(31,000)	35,139	0	(3,119)	27,881	90%

The 2027 Proposed Budget is not yet Available. The Salvation Army San Marcos 2027 Budget Meeting is Scheduled with Texas Divisional Headquarters on March 10, 2026.

**The Salvation Army San Marcos & Hays County
BOARD MEMBER LIST 2026**

John Lyon- Chair (Wimberley, Texas)

Drew Crowder- Vice Chair (San Marcos, Texas)

Chris Harvill- Treasurer (Austin, Texas)

Shirley Rivers- Secretary (Kyle, Texas)

Lupe Costilla- (San Marcos, Texas)

Neil Broussard - (San Marcos, Texas)

Mike Jones- (San Marcos, Texas)

James Bryant, Jr.- (San Marcos, Texas)

Karen McGowan- (San Marcos, Texas)

Nora Kessinger- (San Marcos, Texas)

Jessica Posey -(San Marcos, Texas)

Bridget La Vigne- (San Marcos, Texas)

Terence Parker- (San Marcos, Texas)

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

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

2020

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.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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 _____

F Name and address of principal officer: **STEPHEN THOMAS**
1221 RIVERBEND DR DALLAS TX 75247

G Gross receipts \$ **340823.57**

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

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ **WWW.SALVATIONARMYSOUTH.ORG** **H(c)** Group exemption number ▶ _____

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: <u>The Salvation Army's mission is to preach the gospel of Jesus Christ and meet human needs in his name without discrimination.</u> <u>[Supplement with most significant local activities]</u>		
	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	Current Year
	9 Program service revenue (Part VIII, line 2g)	245676.57	340687.09
	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
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12	56208.80	39248.73
	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	186959.12	154110.81
	22 Net assets or fund balances. Subtract line 21 from line 20	7412.02	14802.18
		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.



**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



DOING THE
MOST GOODSM

Statement of Policy
Emergency Family Assistance
The Salvation Army

San Marcos Center

Emergency Assistance Statement of Policy
The Salvation Army San Marcos

The Salvation Army Mission Statement:

"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."

Emergency Programs and Services

To carry out its purposes, The Salvation Army has established a widely diversified program of religious and social services, which are designed to meet the needs of children, youth and adults in all age groups.

The Salvation Army Service Extension program is designed to provide emergency assistance for distressed people, without discrimination, whose need is brought to the attention of The Salvation Army either by referral from another agency or by self-referral. **The scope of the service is determined by the needs of the community and available resources.**

The Salvation Army Service Center/Unit Located in San Marcos TEXAS serves the following areas: The City of San Marcos and throughout Hays County.

Salvation Army Emergency Assistance is available to:

1. Families and single individuals with low income or no income
2. Families and single individuals involved in seasonal work
3. Families and single individuals moving to the area to accept employment
4. Families and single individuals experiencing a crisis because of illness or lay-off

All applicants for Emergency Assistance must provide the following at the time of application:

1. Valid photo id (ie: TXDL, TXID, ServicePoint ID, VA ID, Student ID, etc).
2. Social Security cards/numbers for all members of the family (household) – Only if required by federal funding source (ESGP/HPRP, etc.)
3. Proof of income from all sources for the past 30 days
4. Proof of expenses (including rent/mortgage, utilities, phone, cell phones, loans, insurance, credit cards, cable, rental furniture/appliances, etc.)
5. Lease agreement (signed and current)
6. Eviction notice/disconnection notice for bill in which they are seeking assistance (if applicable)

Salvation Army Emergency Assistance is given on an emergency basis only. The organization does not have sufficient funds in the annual budget to support a family or single individual for an indefinite period of time. We strive to meet the need at the time and place of need. If continued assistance is needed, the family or individual will be referred to the Department of Social Services, Consumer Credit Counseling or other agency more appropriate to handle long term needs.

The Salvation Army operates its program from several sources of income which may include United Way, direct contributions, membership giving, etc. Occasionally, designated government or private grant funds may be available for specific programs. The operation of any Salvation Army unit is self-sustaining and good stewardship must be exercised in the distribution of resources.

Confidentiality and Protection of Privacy

People seek help from Salvation Army when they have special needs which may range from fairly simple to painfully difficult. Their need for service and the help that can be given is determined through sharing factual and personal information. For this to be effective there must be trust that the program unit will hold the shared information confidential.

Therefore, the commitment to confidentiality extends to all Salvation Army officers, employees, and volunteers. It includes the knowledge that a person is or has been a recipient of service. The Salvation Army will consider carefully matters of confidentiality as they obtain within the particular setting and commit itself to the highest level of agency practice within a given community.

The presumption of confidentiality applies to The Salvation Army unit as a whole, not only to an individual staff person, since client information is normally shared internally for legitimate purposes of training, supervision, records accountability, and expanded client service.

Principles of confidentiality and how these are carried forward in the program unit will be part of the orientation of each new employee, advisory organization member, and other volunteers. As a general principle, no information about individuals receiving Salvation Army services will be disclosed outside of the organization except when informed written consent has been obtained from the service recipient. National Salvation Army guidelines, which are received and updated periodically regarding particular confidentiality issues, should be available to all staff.

Individual program units will assume responsibility for being fully aware of and responsive to the requirements pertaining to confidentiality that impact upon them as a result of contractual commitments, the requirements of law specific to the program, the demands of standard-setting bodies, as well as Salvation Army standards for the particular program.

In order for an authorized Salvation Army representative to release personal information regarding a client as signed release of information must be obtained. *Please see form Authorization for Release of Information.*

Emergency Assistance Scope of Services –

For the purpose of establishing need for assistance, Salvation Army Personnel (Staff and/or Volunteers) will interview each applicant for Emergency Assistance. All or some of the following programs and services may be available based on the need of the client and the available resources of The Salvation Army in the local community.

It is appropriate for the unit to decide which offering will be provided at the local level.

* To exceed maximum local dollar assistance levels requires Regional Service Extension Representative Approval. Any assistance over \$300 must have approval by the Regional Representative & Divisional Director of Service Extension.

Food Assistance: WHERE AVAILABLE -Once a month as needed.

If Available, Gift Cards not to exceed \$_0_ may be provided. Assistance over this amount must be approved by regional representative.

Non-perishable food items will be given from the food pantry. A standard food order is designed to provide an emergency food supply for a family of 2. Family size will be considered in the distribution of food items. Perishable items may be given if available.

If the applicant is a Food Stamp recipient, food will be given only in extreme circumstances. If the applicant is not a Food Stamp recipient and has not applied for Food Stamps, he/she will be referred to the County Department of Social Services for further assistance with food.

Rent/Mortgage Assistance: WHERE AVAILABLE \$__0__ LOCAL MAXIMUM

Rent assistance is available in order to prevent eviction. The landlord must guarantee in writing that payment will ensure that the person can remain in the home for at least 30 days and that eviction proceedings will not be initiated for at least 30 days. Rent assistance paid with non-government, local funds will depend on resources available as to the amount to be paid. Again, the landlord must agree not to begin eviction proceedings for a minimum of 30 days.

Mortgage assistance may be paid with non-government, local funds. Amount of assistance is based upon availability of funds

Eligible clients may receive rent/mortgage assistance once per year. Clients may request additional rent/mortgage assistance. Additional assistance may be granted depending upon availability of funds. ** The appropriate length of duration and amount of additional assistance will be at the discretion of the case manager as documented in the client case plan.

***If government funds for rental assistance are available TSA staff will administer those funds according to the guidelines explained in the grant contract.*

Utilities WHERE AVAILABLE \$ _250 LOCAL MAXIMUM / up to 300 with TSA Manager Approval

Utility bill assistance is available in order to prevent disconnection. Utilities paid with non-government, local funds will depend on resources available as to the amount to be paid. An entire bill can be paid if resources are sufficient or any portion of the bill may be paid. (Generally utility assistance is provided for electric, gas, and water).

Eligible clients may receive utility assistance once per year. Clients may request additional rent/mortgage assistance. Additional assistance may be granted depending upon availability of funds. ** The appropriate length of duration and amount of additional assistance will be at the discretion of the case manager as documented in the client case plan.

***If government funds for rental assistance are available TSA staff will administer those funds according to the guidelines explained in the grant contract.*

Emergency Hotel Assistance WHERE AVAILABLE \$__0__ LOCAL MAXIMUM

The Salvation Army may provide **Up to 3 Nights*** emergency hotel assistance to men, women, and children (with accompanying adult) on a first come first serve basis .

**Extended stay over three nights, must have Service Extension Representative approval.*

Vouchers for donated clothing and shoes will be issued for use at the Family Store. Clothing assistance will be given every six months as needed on a case-by-case basis.

Vouchers may be given for clients who are currently homeless (sleeping in emergency shelter or place not meant for human habitation) once a month as needed on a case-by-case basis.

Furniture Assistance WHERE AVAILABLE \$__0__ LOCAL MAXIMUM

Vouchers for donated furniture will be issued for use at the Family Store where applicable. Furniture assistance will be given as needed on a case-by-case basis.

Prescription Assistance, WHERE AVAILABLE \$__150__ LOCAL MAXIMUM

The Salvation Army does not have funding to assist with doctor or medical bills. Emergency prescription assistance is given based upon availability of funding.

The Salvation Army will not fund prescriptions for pain or any other narcotic drug.

The Salvation Army will provide emergency dental assistance, i.e. extractions where available and based on availability of funding.

Assistance to Fire Victims \$__300__ LOCAL MAXIMUM

The Salvation Army will provide emergency assistance with food, clothing, household items and furniture for fire victims in cooperation with other agencies providing similar assistance. A valid fire report is required.

Transportation Assistance WHERE AVAILABLE \$__150__ LOCAL MAXIMUM

The Salvation Army recognizes that emergency or other circumstances arise making it necessary for an individual or family to travel to another city or state. Often the individual or family lacks the financial resources for travel. If resources are available transportation assistance can be provided in accordance with The Salvation Army's National Policy on Transportation Assistance:

1. Every effort should be made to determine if there is a solution to the problem that does not involve the outright provision of some type of transportation.

2. If transportation is provided, it should be arranged to the point of destination or origin.
3. In determining whether the Army may provide transportation assistance, the following criteria should be applied:
 - a. The individual or family has a current, bonafide residence in the community of destination; or
 - b. The individual or head of a family has a bonafide job in the community of destination; or
 - c. The individual or family has a confirmed medical appointment (service commitment) in the community of destination; or
 - d. The individual or family has relatives in the community of destination who will assume responsibility for their well-being.
 - e. The applicable item above (a-d) has been verified.

Christmas Assistance

Christmas Assistance is separate from Emergency Assistance. It is supported entirely through direct donations and receives no government or United Way funding. A separate Christmas application is required and assistance is given to eligible applicants separately from the Emergency Assistance program. Assistance is provided with food, clothing and toys for children.

Summer Youth Camp

Summer Youth Camp is separate from Emergency Assistance. It is supported entirely through direct donations and receives no government or United Way funding. A separate Camp application is required for eligible applicants from the Emergency Assistance program. There is no cost to the applicants, but limited spots are available and are provided on a first come first served basis, contingent on successful completion of the application process.

Disaster Assistance

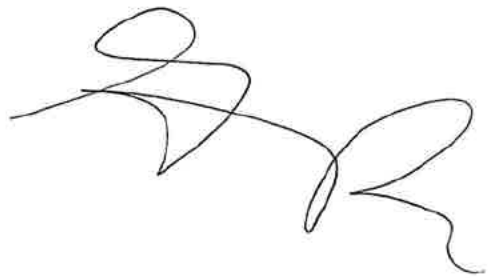
Disaster Assistance is available in the aftermath of natural or manmade disaster. Disaster Assistance with mass feeding is provided through mobile kitchen units. Disaster Social Services are available through Disaster Assistance Centers that are opened specifically for disaster assistance. A separate application is required and assistance is given to eligible clients separately from the regular corps social services program.

Other Programs and Services Available through The Salvation Army of San Marcos

Please list approved program offerings provided by the service unit/center

- Literacy Program – 2500.00
- Homeless Gifts – 500.00
- Birth Cert /ID - 300.00
- Clothing – 1000.00

Salvation Army helped me with my
ID replacement please consider
them for the City of San Marcos
Grant

 2-11-2024

Salvation army Helped me get my I.D.
please consider them for this grant to help more people.

Mae J 2-11-2026

The Salvation Army
has been so very helpful,
they helped me out by
purchasing my birth
certificate and I.D.

- Please consider Salvation
Army for this grant
So they can continue
providing these services
to others who may
or will need.

Deanna Cruz

I am Really Greatful With Salvation Army
for helping me through hard times, and able to
help out with resource. Please Consider them
for the City of San Marcos grant, and help more
people in need.

Abigail Inyo Jaleera 02/19/2024

2/19/20

Salvation Army helped me get non-slip work shoes for my new job that I start tomorrow. They also helped me in the past pay my electric Bills that I was so grateful for. Please consider Salvation Army to be one of your top priority for a grant to help us out here in need of their service.

Thank you
Danelle Varela
737-2135198

I highly recommend
low income US & citizens like
myself to Salvation Army.
I'm ~~blessed~~ Blessed that Salvation
Army helped me in a time of need
I am forever thankful.

Lisa Gibson

2-19-24

RE: HSAB Grant and CDBG Grant 2026

We have requested **\$50,000** through the HSAB Grant and **\$25,000** through the CDBG Grant, for a combined total request of **\$75,000**. When compared to our annual operating expenses of **\$444,687** (as reflected in the proposed 2026 budget), these requests represent approximately:

- **8%** of our operating budget for the HSAB request, and
- **4%** for the CDBG request.

As detailed in the *Community Needs and Justification* section of our application, the demand for financial assistance and emergency services in San Marcos **significantly exceeds** the funding requested. Assistance requests have climbed substantially year over year, and current funding levels are insufficient to meet the level of community need.

Regarding the RFP Utility Assistance funds: The Salvation Army San Marcos was **contracted at the request of the City of San Marcos** to administer and distribute these utility assistance funds directly to eligible community members, ensuring timely support for households experiencing financial hardship.

Lisa Cruz



2-27-2026

Service Center Manager



Outlook

letter of support

From Devi Blackard [REDACTED]
Date Thu 2/12/2026 12:13 PM
To Lisa Cruz <Lisa.Cruz@uss.salvationarmy.org>

Dear [Grant committee],

I am writing to formally support the request for additional funding for the Salvation Army in San Marcos, Texas.

The services provided by the local Salvation Army are vital to our community. Further financial support would significantly enhance their capacity to serve those in need throughout the San Marcos area. [Optional: Briefly describe a specific program or impact you wish to highlight].

I strongly urge you to consider this request for additional funding to ensure the continued success and reach of these essential programs.

Thank you for your time and your commitment to our community.

Best regards,

Devi Blackard



February 9, 2026

To the Grant Review Committee,

My name is Jasmine Jennings-Rentz, and I am the interim Executive Director of Student Involvement & Engagement at Texas State University. I am writing to express my full support for the Salvation Army San Marcos and their application for grant funding.

The Salvation Army San Marcos staff are mission-driven, responsive, and deeply committed to meeting community needs. The Salvation Army San Marcos provides emergency assistance programs that helps with essential needs such as prescriptions, utilities, state identification, food, hygiene, and clothing. Providing this grant will allow them to maintain and expand essential programs and services that positively impact individuals and families in San Marcos.

To demonstrate their commitment to San Marcos, The Salvation Army San Marcos has been an outstanding community partner to my department. For the past two years, Student Involvement & Engagement at Texas State University has partnered with the Salvation Army San Marcos for the Silver Bells initiative. Through this program, Texas State students have been able to donate gifts to senior residents of Springtown Villa. This initiative not only supports older adults in our community but also provides meaningful opportunities for students to contribute to the greater San Marcos area and deepen their sense of civic engagement. In addition, the Salvation Army San Marcos has consistently participated in our Non-Profit & Volunteer Fairs to promote community resources and offer volunteer opportunities to Texas State students. Their involvement helps us expand service experience available to our students and strengthens the connection between the university and the local community.

I am confident that the Salvation Army San Marcos will continue to make a meaningful and lasting impact in San Marcos, Hays County, and within the Texas State University community. Their role in supporting individuals and families is vital, and awarding this grant will allow them to further invest in the community that relies on their essential resources and services.

Please let me know if you have any questions or concerns.

Jasmine Jennings-Rentz
Interim Executive Director
Student Involvement & Engagement



STUDENT INVOLVEMENT & ENGAGEMENT

LBJ Student Center 204 | 601 University Drive | San Marcos, Texas 78666-4684 | Phone 512.245.3219 | getinvolved.txst.edu

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM

AARP Foundation

For a future without senior poverty.

AARP Foundation Senior Community Service Employment Program
816 Camaron St., Ste. 107 ■ San Antonio, TX 78212 ■ 210.223.8900

February 9, 2026

SUBJECT: LETTER OF SUPPORT

To Whom It May Concern,

I am writing to express my sincere support for The Salvation Army-Hays County and the vital work they do in our community. Their ongoing commitment to serving those in need through compassion, dignity, and practical assistance continues to make a meaningful difference in the lives of countless individuals and families.

Our partnership with The Salvation Army-Hays County has been especially impactful in supporting individuals aged 55 and older as they work toward achieving their employment goals through community service opportunities. These efforts not only promote economic stability but also foster purpose, engagement, and independence among participants.

We greatly value our partnership with The Salvation Army-Hays County and hope this letter of support contributes to the expansion of opportunities that will further enhance the important work this organization does within the community.

Sincerely,



Rachel Cavazos
Project Director

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	50	71	23		144
San Marcos Residents Served	50	71	23		144
% San Marcos Residents	100%	100%	100%		100%

PROGRAM EXPENDITURES

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

- San Marcos Client Emergency Assistance for Utilities
- San Marcos Client Emergency Assistance for Prescriptions
- San Marcos Client Emergency Assistance for IDS
- San Marcos Client Emergency Assistance for birth certificates
- San Marcos Client Emergency Assistance for clothing 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

8/19/2025

Date

Lisa Cruz

Printed name

Service Center Manager

Title



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

Board Attendance 2025-26

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
John Lyon	P	P	P	P	P	No	P	P				
Neil Broussard	P	P	P		P			P				
James Bryant	P	P		P	P		P	P				
Lupe Costilla	P	P	P	P	P		P					
Chris Harvill		P	P	P	P		P	P				
Mike Jones	P						P					
Nora Kessinger	P		P	P	P		P					
Karen McGowan	P	P	P	P	P		P					
Shirley Rivers		P	P	P	P		P	P				
Drew Crowder	P		P	P								
Jessica Posey	P	P	P				P					
Bridget LaVigne	P		P				P	P				
Terence Parker		N	P	P	P		P	P				

No December Meeting

R= resigned

N= New member

P =present

The Salvation Army

INCORPORATED
IN THE
STATE OF GEORGIA

BY-LAWS



ARTICLE I.

NAME AND OFFICE

Name SECTION 1. The name of this Corporation shall be THE SALVATION ARMY and its principal office and place of business shall be in the City of Atlanta, County of Dekalb, State of Georgia.

Location of Office The CORPORATION may have offices in such other places in the Southern Territory as its Board of Trustees may from time to time appoint, or the business of Corporation may require.

Objects SECTION 2. The general objects and purposes of this Corporation are those stated in its articles of incorporation, including the custody and control of all the temporalities and property, real and personal, belonging to the Southern Territory of THE SALVATION ARMY in the United State of America and revenues therefrom, and the administration of the same in accordance with the discipline, rules and regulations and usages of The Salvation Army.

Territory SECTION 3. The geographical area known as the Southern Territory of The Salvation Army in the United State of America is defined as being: - The district of Columbia , the States of Alabama, Arkansas, Florida, Georgia, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas (except County of El Paso), Virginia, West Virginia, and that portion of the State of Kentucky lying south of the southernmost line of the counties of Trimble, Henry, Franklin, Wood, Jessamine, Fayette, Clark, Montgomery, Manifee, Rowan, Carter and Greenup. (All of said counties, together with that part of the State of Kentucky north of same and between said southernmost line and the Ohio River, is defined as being outside of the Geographical area known as the Southern Territory); provided, however, that the aforementioned boundaries may be changed by the Authority of the General of The Salvation Army.

Article II.

MEMBERSHIP, ETC.

Who Shall Be Members SECTION 1. The membership of this corporation shall consist of such commissioned Officers of The Salvation Army, including the Territorial Commander and Chief Secretary of the Southern Territory of The Salvation Army in the United State of America, as may from time to time be appointed members of the Corporation by the National Commander of The Salvation Army in the United States of America. Said National Commander shall be ex-officio a member of this Corporation. Appointments to membership in this Corporation shall be in writing and the individual so appointed shall become a member from the moment such National Commander shall attach his or her signature to the writing evidencing such appointment. There shall be kept by the Secretary a book wherein shall be entered the names and addresses of the members. Such entry shall be cancelled and annulled by the Secretary upon the termination of membership, by death, resignation or removal. Such entries shall likewise show effective date of each appointment The entrance by the Secretary of the names and addressed of members to appointed by the National Commander shall not be a pre-requisite to appointment, but the effective date and time of such appointment shall at all times be the moment when such National Commander shall attach his or her signature to the writing evidencing such appointment.

Resignation and Removal of Members SECTION 2. Members of this Corporation may at any time resign and sever their connection therewith by causing to be delivered to the Chairman of the Board of this Corporation , a resignation as such member, in which event such resignation shall become effective from the time it shall have been accepted by the Chairman of the Board. A resignation of any member of this Corporation may also be tendered to, received by, acted upon and accepted at any regular or special meeting of the members of this Corporation. Members may be removed at any time by the Chairman of the Board.

Vote SECTION 3. At any meeting of the members of this Corporation, each member may vote either in person or by proxy, in writing.

Quorum A majority of the members of the Corporation shall be requisite at any meeting to constitute a quorum.

Annual Meetings SECTION 4. The Annual Meeting of the members of this Corporation shall be held during the month of October of each year at a time and upon a date to be fixed by the Board of Trustees of the Corporation, in the principal office of the Corporation in the city of Atlanta, Ga. Notice of such Annual Meeting shall be mailed to each member at his address, as same appears on the records of the Corporation at least ten (10) days prior to the Meeting.

Election of Trustees SECTION 5. Whosoever shall be the National Commander of The Salvation Army in the United States of America, the Territorial Commander and Chief Secretary of the Southern Territory of The Salvation Army in the United State of America shall ex-officio be Trustees of the Corporation. At the Annual Meeting of the Members of the Corporation, there shall be elected, by ballot, from among the members of the Corporation, six (6) other Trustees, and all of such elected Trustees shall serve for a term of one (1) year or until their successors are elected and have qualified.

Implied Powers of Trustees SECTION 5. In addition to the powers and authority by these By-Laws expressly conferred upon them, the Board of Trustees may exercise all such powers of the Corporation and do all such lawful acts and things as are by statute, by the Articles of Incorporation, or by these By-Laws, directed or required to be done by the members of this Corporation.

Regular Meetings SECTION 6. Regular meetings of the Board of Trustees may be held without notice, at such time and place as shall be from time to time determined by the Board of Trustees.

Quorum SECTION 7. At all meetings of the Board of Trustees, a majority thereof, including either the President or Vice President, shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of majority of such Trustees present at any meeting at which there is a quorum, shall be the act of the Board of Trustees, except as may be otherwise specifically provided by statute, by the Articles of Incorporation or by these By-Laws.

Special Meeting SECTION 8. Special meetings of the Board of Trustees may be called by the Chairman of the Board, the President or the Secretary on five (5) days notice to each Trustee, either personally, by mail or by telegram. Special meeting shall be called by the Secretary in like manner on the written request of five (5) Trustees. Special meetings of the Board of Trustees may be held at any time or place, without notice, providing the Trustees waive notice.

ARTICLE IV

OFFICERS

Officers SECTION 1. The officers of this Corporation shall be a Chairman of the Board, a President, a Vice President, a Secretary and a Treasurer. Any two (2) of the aforesaid offices may be filled by the same person, except that neither of the offices of Chairman of the Board or President shall be filled by the same person filling the office of Secretary or Treasurer.

Ex-Officio Officers SECTION 2. Whoever shall be National Commander of The Salvation Army in the United States, Territorial Commander and Territorial Chief Secretary of the Southern Territory of The Salvation Army in the United States shall be ex-officio Chairman of the Board, President and Vice President, respectively, of the Corporation. Whoever shall be Chairman of the Board, President, Vice President, Secretary and Treasurer of the Corporation shall ex-officio be officers of the Board of Trustees.

Elective Officers SECTION 3. (a) The elected officers of this Corporation shall, in the first instance, be elected at the first meeting of the incorporators to hold office thereafter until the first meeting of the Board of Trustees after the first annual meeting of the members or their respective successors are elected and qualified.

SECTION 3. (b) The Board of Trustees shall, at its first meeting after each annual meeting of the members of this Corporation, elect a Secretary and Treasurer, of the said Corporation, who need not be Trustees.

Additional Officers SECTION 4. The Board of Trustees may appoint such other officers and agents as it shall deem necessary, who shall have such authority and perform such duties as may from time to time be determined by the Board of Trustees.

SECTION 5. The Officers of this Corporation, except the ex-officio Officers, shall hold office for one year and until respective successors are chosen and qualified.

ARTICLE V.

EXECUTIVE COMMITTEE

Members Flexible SECTION 1. There may be an executive committee comprised of not less than three (3) Trustees, including the President and /or the Vice President, which may at stated times or, on notice by the President or the Vice President, meet during the intervals between the meetings of the Board of Trustees. The Executive Committee shall consider the interests of the Corporation, the management of its business, and generally perform such duties and exercise such powers as may be directed or delegated by the Board of Trustees from time to time.

The Board may delegate to such committee authority to exercise all the powers of the Board, excepting power to amend these By-Laws, while the Board of Trustees is not in session. All actions of the Executive Committee shall be reported to the next regular meeting of the Board of Trustees and recorded in the minutes of that meeting.

ARTICLE VI

COMPENSATION

SECTION 1. Trustees, as such, shall receive no stated salary for their services, but by resolution of the Board of Trustees, the expenses of the attendance, if any, may be allowed for attendance at each regular or special meeting of the Board of Trustees, PROVIDED, HOWEVER, that nothing herein contained shall be construed as precluding any Trustee from serving the Corporation in any other capacity and receiving compensation therefore.

ARTICLE VII

DUTIES OF OFFICERS

President SECTION 1. The Chairman of the Board shall, if present, preside at all meetings of the members and of the Trustees, and have general and active management of this Corporation. The Chairman of the Board may execute mortgages, deeds, instruments of conveyance, bonds, notes or other contracts requiring a seal under the seal of the Corporation; also any and all documents and papers of every kind that may be or become necessary to be executed on behalf of this Corporation. The Chairman of the Board shall be ex-officio a member of all standing committees and shall have the general powers of supervision and management usually vested in the office of the Chairman of the Board of a corporation. The Chairman of the Board may delegate any or all of his duties and powers to the President for such term and under such conditions as he shall consider advisable.

Power to Remove Officers and Members SECTION 2. There shall be vested in the Chairman of the Board the power and authority and without the necessity to assign any cause, to remove or suspend any elected or appointed officer, or any agent or employee of this Corporation, either permanently or temporarily; also to suspend or remove any member of this Corporation, and also to remove or suspend any elected Trustee thereof. Such removal or suspension shall be in writing and shall take effect immediately upon the Chairman of the Board of this Corporation causing notice thereof to be served upon the then Secretary of this Corporation. Such notice may also be given by telegram. Notice of such removal or suspension may be mailed to or served upon the individual to whom it is applicable, but the giving of notice to the individual to whom it is applicable shall not be a pre-requisite to the taking effect, in the manner herein above provided, of such removal or suspension. Should this power of removal or suspension be exercised by the Chairman of the Board, then authority is hereby vested in the Chairman of the Board to fill any vacancy that is occasioned thereby, by appointment in writing, in which event the individual so appointed shall exercise all the powers, and is hereby expressly given all the power and authority, vested by these By-Laws in the office to which he is so appointed, and he shall hold office until the next annual meeting of the members (in case a Trustee is appointed) or Trustees (in case an Officer is appointed) and until a successor to the person so appointed shall have been elected and shall have qualified. Such appointment shall take effect from the moment a notice in writing to that effect is signed by the Chairman of the Board of this Corporation. Such appointment may also be by telegram. Notice of such appointment may also be mailed to or served upon the Secretary of this Corporation, but the giving of notice to the individual to whom it is applicable, or the service or notice upon the Secretary, shall not be pre-requisite to the taking effect, in the manner herein provided, of such appointment.

SECTION 3. The President shall, in the absence or disability of the Chairman of the Board, perform the duties of the Chairman of the Board, but only the Chairman of the Board shall have the power to appoint members of this Corporation as provided in Section 1 of Article II hereof or to appoint or remove members, officers or trustees, as provided in the preceding section.

Vice President SECTION 4. The Vice President shall, in the absence or disability of the President, perform the duties of the President.

Secretary SECTION 5. The Secretary shall attend all sessions of the Board of Trustees and all meetings of the members, and act as Clerk thereof, and record all votes and the Minutes of the proceedings in a book to be kept for that purpose; and shall perform like duties for the standing committee when required. He shall give, or cause to be given, all notices of meetings of the Board of Trustees or Members and perform such other duties as may be prescribed by the Board of trustees or the President, under whose supervision he shall be. He shall have custody of the Corporate Seal, and shall when required so to do, affix the same to any instrument requiring the same, and attest the same by his signature as Secretary. He shall keep an accurate record of the Members of the Corporation, including the date of the appointment or removal of each member.

Treasurer SECTION 6. The Treasurer shall have custody of the Corporate funds and securities, and shall keep full and accurate accounts of all receipts and disbursements in books belonging to the Corporation, and shall deposit all monies and valuable effects in the name and to the credit of the Corporation, in such depositories as may be designated by the Board of Trustees.

SECTION 7. He shall disburse the funds of the Corporation as may be ordered by the Board of Trustees, taking proper vouchers for such disbursements, and shall render to the Trustees, at the regular meetings of the Board of Trustees, or whenever they may require it, an

account of all his transactions as Treasurer, and of the financial condition of the Corporation. He shall give to the Corporation, a bond if required by the Board of Trustees, in a sum, and with one or more sureties satisfactory to the Board of Trustees for the faithful performance of the duties of his office and for the restoration to the Corporation, in case of his death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind, in his possession or under his control, belonging to the Corporation.

ARTICLE VIII

VACANCIES

How Filled SECTION 1. If the office of any Trustee, or of any elected officer, agent, or appointment officer, becomes vacant for any reason other than removal by the Chairman of the Board (in which event the vacancy shall be filled as hereinbefore provided), the Board of Trustees, though less than a quorum, may choose a successor or successors, who shall hold office for the unexpired term in respect of which such vacancy occurred. No individual shall be so chosen by the Board who has not been previously nominated or approved in writing by the Chairman of the Board of this Corporation.

ARTICLE IX

CERTIFICATE OF MEMBERSHIP

Certificates SECTION 1. The Secretary is hereby authorized and empowered to execute and deliver to each member of this Corporation, a certificate evidencing the fact that he is a member of the Corporation; such certificate shall bear the seal of the Corporation, and be attested by the Secretary. But no certificate of membership shall be issued to an individual who has not been appointed in writing by the President.

ARTICLE X

SEAL

How Identified SECTION 1. The Corporation shall have a Corporate Seal of which the impression set opposite this section shall be an identification.

ARTICLE XI

INSPECTION BOOKS

SECTION 1. The Board of Trustees shall determine from time to time, when and under what conditions and regulations the accounts and books of this Corporation shall be open to inspection of the Members.

ARTICLE XII

FISCAL YEAR

SECTION 1. The fiscal year shall begin on the first day of October in each year.

ARTICLE XIII

NOTICES

How Given SECTION 1. Whenever under the provision of these By-Laws, notice is required to be given, to any Trustee, Officer or Member (including notices of removal or suspension), it shall not be construed to mean personal notice, but such notice may be given in writing by depositing the same in the Post Office or letter box, in a postpaid, sealed wrapper, addressed to such Trustee, Officer, or Member, at such address as appears on the books of the Corporation, or in default of such address, to such Officer, Trustee or Member at the general Post Office in Atlanta, Georgia, and such notice shall be deemed to have been given and served at the time when it is mailed.

Waiver of Notice Section 2. Any Trustee, Officer, or Member may waive any notice required to be given under these By-Laws.

ARTICLE XIV

AMENDMENT AND REPEAL OF BY-LAWS

SECTION 1. These By-Laws may be amended provided that the amendment has been approved by the unanimous written consent of all of the Trustees or by the affirmative vote of two-thirds (2/3) of all the Trustees at any meeting of the Board of Trustees, the notice of which included notice of the proposed amendment.

CERTIFICATE OF SECRETARY

I, Charles M. Powell,

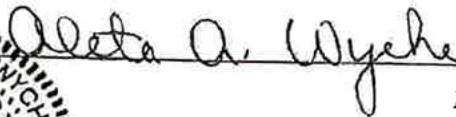
DO HEREBY CERTIFY that I am the Secretary of The Salvation Army, a corporation organized and existing under and by virtue of the laws of the state of Georgia; that I am the keeper of the records and of the corporate seal of said Corporation, and that the foregoing is a full, complete, true and accurate copy of the By-Laws of said Corporation, and that said By-Laws are in full force and effect.

Witness my hand and the official seal of said Corporation this 30th day of March A.D. 2011



Secretary.

Subscribed and sworn to before me
this 30th day of March A.D. 2011



Notary Public.



Notary Public, Gwinnett County, Georgia
My Commission Expires March 10, 2015