

# Preventing Family Homelessness in Georgetown

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*2021 GHF Annual Grant Program*

## *The Salvation Army-Williamson County*

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# Application Form

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## *General Instructions*

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### **If approved, should they receive the short or long application?**

&nbsp; &nbsp; &nbsp;

Long

### **Congratulations on your advancement to the full application stage!**

Please complete the remaining sections of the application. The first four sections labelled "LOI" are included for your reference and are "read only."

## *Program Name & Amount Requested*

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### **Program Name\***

Preventing Family Homelessness in Georgetown

### **Amount requested**

\$25,000.00

## *LOI - About Your Organization*

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### **Organization Mission**

Mission Statement: The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its purpose is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

The Salvation Army is an international 501(c)3 nonprofit organization founded more than 150 years ago in London, England. Serving Central Texas since 1889, we are guided by the principle of "Doing The Most Good" for those in our community.

### **Organization Vision**

The Salvation Army Williamson County Service Center (TSA) was established in 2014 to prevent struggling Central Texans from spiraling into homelessness by providing immediate financial assistance at

the first sign of crisis. We help our neighbors avoid losing their housing and enter Central Texas' shelter network by empowering them to regain their self-sufficiency.

## Date of Incorporation

10/1/1955

## Describe your organization's scope of work

Although The Salvation Army Austin Area Command has served Georgetown since the 1950s, a 2012 social service study commissioned by Austin Area Command revealed a discrepancy between prosperous areas and pockets of poverty in Georgetown. To address these findings, a satellite office was established to provide local strategic assistance.

Before the pandemic, TSA implemented a two-generational approach to preventing homelessness by providing direct financial assistance through a referral-based structure and offering no-cost youth programs to families struggling with housing instability. Due to social distancing guidelines, youth programs have been postponed. Simultaneously, the need for financial assistance in our community has exponentially increased since March 2020. In response, TSA has become hyper-focused on providing immediate financial assistance to meet the need in our community sparked by the pandemic.

Households on the edge of homelessness are referred to The Salvation Army Williamson County Service Center. We provide direct financial assistance, in a joint effort with our local partners, to help our struggling neighbors as they work to regain self-sufficiency.

In FY2020, 272 households (784 unduplicated persons) received rental and/or utility assistance through TSA's Service Center. Direct financial assistance has increased from \$66,437 in FY2014 to \$154,983.19 in FY2020, including CARES funding. Currently, we are forced to limit the referrals accepted. With additional funding, more families would be served.

The TSA Service Center is an extension of The Salvation Army Austin Metropolitan Area Command and has a separate restricted budget. In Austin, The Salvation Army is the largest local provider of shelter and support services with three facilities: The Downtown Shelter & Social Services Center serves single men and women, The Austin Shelter for Women & Children serves women and children, and The Rathgeber Center for Families, opened in February 2020, serves families with children experiencing homelessness. Other programs include Christmas Assistance, Emergency Disaster Services, and Adult Rehabilitation funded by three Family Stores.

## How many unique individuals did your organization serve during the prior fiscal year?

784

## What geographic area does your organization serve?

The Salvation Army Williamson County Service Center serves low-income households across Williamson County. Of all Wilco cities served, Georgetown remains the largest city served by TSA. One of every three TSA clients in Williamson County last fiscal year lived in Georgetown.



The Salvation Army Williamson County Service Center invites the Georgetown Health Foundation to support our financial assistance program with a gift of \$25,000. These funds will help Georgetown households, who do not qualify for CARES rent/utility assistance or cannot wait for the more cumbersome CARES approval process, with immediate TSA financial assistance to prevent family homelessness in Georgetown.

As a provider of both rental and utility assistance we realize that preventing homelessness through direct financial assistance is more cost-effective and less traumatic than shelter (The Salvation Army is the largest provider of emergency shelter in Austin). Typically, families become susceptible to homelessness when a crisis occurs (e.g. loss of employment, divorce, medical bills). It is critical to provide support at this level because when a family loses their housing, the need expands to emergency shelter.

Before March 2020, The Salvation Army Williamson County Service Center only accepted clients through referrals from our nonprofit partners, including The Caring Place. The Salvation Army was structured to fill the gap of financial assistance our partners are not able to fill. This process avoided the duplication of services, maximized every dollar invested in Georgetown, and provided relief to, and collaboration with, our nonprofit partners. As many nonprofit services paused or stopped, our staff pivoted within days and restructured our intake process. We now provide financial assistance to clients with and without referrals. To avoid duplication of services, our team is in constant communication with our network of nonprofit partners.

In summer 2020, the Williamson County Commissioner selected TSA Wilco Service Center, along with The Caring Place and Round Rock Service Center, to distribute \$5M CARES Act funding to support Williamson County residents who were impacted by the pandemic. TSA expanded its staff by hiring six temporary employees to support this massive client financial assistance distribution until the end of 2020. As of Jan. 28, a contract extension is being reviewed by our headquarters. Our team is expected to continue distributing CARES funding once formally approved. The CARES funds provide financial assistance to county areas not served by The Caring Place and Round Rock Service Center. TSA continues to provide financial assistance (from other sources) to all Williamson County residents who do not meet the very specific and narrow requirements of the CARES program.

**Target Population:** In FY2020, the majority of those served were single mothers and their children. Of all households served, 78% are women-led, 67% are not married, and 66% have a household size of two or more. Our clients are primarily low-income and often systemically discriminated. Last fiscal year, clients self-identified as 24% Black, 22% Hispanic/Latino, 38% White, and 16% other/multiple races. According to The National Center on Family Homelessness, family households experiencing homelessness are overwhelmingly led by females who are mostly under the age of 31. These single mothers are often from an ethnic minority, have limited education, and have experienced physical/sexual abuse. In Austin, 75% of those sheltered by The Salvation Army are women and children.

**Alignment with GHF:** The Salvation Army agrees with GHF and the World Health Organization's definition of health as 'a complete state of physical, mental, and social well-being.' Housing is a crucial component to maintaining health. We provide direct services to avoid chronic homelessness, which causes more physical, emotional, and financial harm to the family. Our services also reduce more complex challenges in our community. According to the 2019 Williamson County and Cities Health District, "quality of housing determines health outcomes and is one of the most significant social determinants of health. When home and rent values substantially increase, this can cause people to move more frequently, fall behind on housing payments, or not have a stable place to live. Housing instability is associated with increased risk of teen pregnancy, early drug use, and depression among youth". Through direct rental and utility assistance and housing-focused case management, we help prevent Georgetown families from losing their housing and thereby keep them from spiraling into a cycle of homelessness.

The Salvation Army programs internationally (including those in Georgetown) to implement holistic approaches to community problems such as family homelessness. We recognize that every family member experiencing housing instability (whether adult or child) will be affected in a variety of ways, from financial to emotional.

## UPLOAD: Proposal Budget & Expense Narrative

Please upload your proposed budget and include the following details:

**Staff.** Position title(s), salary(ies), and fringe working directly with this program. Include rationale for each position and percentage of time these positions will spend on the program.

**Supplies.** List descriptions and costs for each supply, including rationale as to why these supplies are essential to the success of the program.

**Overhead.** Provide your organization's overhead rate and the rationale for that rate. If you include a line item for an administrative position(s), please provide salary percentage and rationale.

## *LOI - Relationship with Georgetown and GHF*

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### Collaboration

In what ways do you collaborate or coordinate your services with other local organizations to serve Georgetown-area residents? &nbsp;

Before the pandemic, The Salvation Army Williamson County Service Center had an intentional collaboration with local non-profits that generated and accelerated positive change in Georgetown. TSA accepted rental/utility referrals from several local agencies to avoid the duplication of services, maximize every dollar invested in the community, and augment our non-profit partners' services – including The Caring Place, Georgetown ISD, and Society of St. Vincent de Paul – by addressing their clients' unmet needs. Local agencies often cannot cover the entirety of rent/utility payments. The Salvation Army collaborates with these agencies to ensure that a family is served completely.

Since March 2020, TSA opened our services to clients with or without referrals. We have more families than ever seeking our help because of the pandemic. Our involvement in Williamson County's Wilco Forward Phase III program has also heightened the public's awareness of our programs. Because we are recipients of CARES Act funding, we are keenly aware of the hurdles families must overcome to qualify for this assistance, which includes receiving three months' rent and up to \$1,500 in utility assistance. We continue to work closely with our non-profit partners to avoid duplication of services. For example, if a Georgetown client calls and says they do not qualify for CARES funding managed by The Caring Place, we would serve that household after confirming with The Caring Place.

In FY2020, 24% of referrals were those who did not qualify for CARES funding, 18% from The Society of St. Vincent de Paul, 15% from The Caring Place, 12% from Operation Liberty Hill, 9% from walk-ins, and 22% from other agencies including Georgetown ISD, Goodwill, Round Rock Area Serving Center, Victim Services, and Workforce Solutions.

The Salvation Army Williamson County Service Center also provides shelter referrals on a case-by-case basis, including to our three facilities in Austin. Without referrals, resources, or support, a family can begin to experience chronic homelessness and/or generational homelessness. TSA understands that we work in an ecosystem of social services in Central Texas. Although our offices in Austin and Georgetown are governed by different counties and cities, any change in our ecosystem affects us all. Preventing homelessness in Georgetown is a critical step to addressing family homelessness in Central Texas.

## Describe your organization's work in Georgetown

TSA fills the gap of financial assistance needed in Georgetown by providing urgent rent/utility assistance to Georgetown households who do not qualify for CARES funding. Financial assistance provided through our own internal operations is easier to access for clients than government funds. CARES funds require strenuous paperwork from the client and have specific eligibility requirements. For example, a client must show proof that their crisis is COVID-related. The document must mention the pandemic or a similar term. This requirement has caused barriers for families because a termination letter without reference to the pandemic would not suffice. If this is the case, the client must contact their employer and request an updated termination letter. Depending on their urgency, a family may not have time to circle back to their former employer.

Concurrent to expending CARES funding, TSA supports our nonprofit partners by taking referrals. Our collaborative referral-based approach ensures that a client's complete rent or utility bill is paid. For example, when assistance limits hinder The Caring Place from covering the entirety of a house payment, they refer their client to TSA to provide the remaining funds. Last fiscal year, 15% of referrals came from The Caring Place, but 34% of households served were in Georgetown. Approximately 20% of Georgetown households were walk-ins or referred through other Williamson County agencies.

In FY20, more than \$25,000 of rent/utility assistance was given to Georgetown residents by TSA. Our staff has also noticed greater housing debt following families. Because of this, we have decided to increase the maximum assistance from \$400 to \$600, and allow some self-sufficient Georgetown households to surpass this funding limit (e.g. households who have exhausted all other options).

TSA also serves Georgetown families during the holiday season through our Angel Tree Christmas Assistance program. Parents can apply for their children (under the age of 12) to be adopted by a community sponsor. TSA collects and distributes gifts to parents a week before Christmas. TSA also has youth programs located in Georgetown that have been postponed because of the pandemic. The Salvation Army Music Program was a weekly after-school program that offered music lessons for up to 20 kids. Quail Valley Outreach offered monthly kids' activities to build family and community engagement (937 served in FY2019).

## How many unique Georgetown residents did your organization serve during the prior fiscal year?

Out of the total number of unique individuals your organization served during the prior fiscal year, how many were Georgetown residents?

184

## Is your organization's main office located in Georgetown?

No

### If no,

where is your organization's main office located? Do you maintain a satellite space in Georgetown? If so, what is the address of the Georgetown-based satellite space?

## Has your organization ever received a GHF grant?

Yes

## Do you currently receive any form of rent assistance from GHF?

No

### If yes, please provide:

- Property address;
- Annual rent payments to GHF;
- Annual grant dollars committed by GHF to your organization specifically associated with your lease agreement.

## *Organizational Strategy & Capacity*

**Instructions.** The following four questions were adopted from Charting Impact, developed by the Better Business Bureau Wise Giving Alliance, GuideStar USA, and Independent Sector. We include these questions because they give us a holistic understanding of your organization's approach to achieving your mission. ***Remember to answer these questions at the organizational level, not the program level.***

**NOTE: If needed, upload additional information (methodology, rationale, citations for key statistics and research) in a separate document when prompted in the "Citations, Acknowledgement, & Assurance" section.**

### What is your organization striving to accomplish?\*

Clearly and concisely state your organization's ultimate goal for intended impact. Examine how your goals for the next three to five years (or an alternate time frame specified in your answer) fit within your overall plan to contribute to lasting, meaningful change. When finished ask yourself, "If someone unfamiliar with our work were to read this, would they have a clear definition of what long-term success means for my organization?"

Inspired by our Christian mission, The Salvation Army (TSA) offers the resources and support to lift up our neighbors in crisis. As the largest provider of emergency shelter in Central Texas, annually we serve more than 10,000 men, women, and children with shelter, addiction rehabilitation, disaster relief, clothing, meals, holiday support, and direct client assistance. We case manage hundreds from crisis to stability and self-sufficiency.

Leveraging more than a century of knowledge and experience gained from directly addressing homelessness in Austin, The Salvation Army Williamson County Service Center is striving to prevent homelessness in Georgetown and across the county. Currently, The Service Center is located in Georgetown and serves households struggling to make ends meet through financial assistance and youth programs (currently on pause due to the pandemic).

Across Central Texas, we are committed to making homelessness rare, brief, and non-recurring. TSA understands that our services function within our community's ecosystem of social services. The problems our neighbors face – whether they live in Travis County or Williamson County – indirectly influence each other. For example, a Georgetown family could be on the verge of losing their housing. If they do not receive rental assistance quickly, they could fall into homelessness and need shelter. Because Williamson County only has a handful of shelter beds, the family would most likely have to seek shelter in Travis County. TSA is the largest provider of emergency shelter and support services in Central Texas.

Understanding this ecosystem, The Salvation Army Austin Area Command commissioned a third-party consultant to conduct a social service study on three areas of Central Texas in 2012. The study revealed several pockets of poverty within Georgetown. One pocket (78626) had 36% of households living on \$25,000 or less. These findings compelled Austin Area Command to launch The Salvation Army Williamson County Service Center to serve the distinct needs of this community and fill a gap in our ecosystem of social services. TSA realizes that investments north of Austin are beneficial to Georgetown as well as the Austin metropolitan area.

During the pandemic, The Salvation Army was and continues to be a critical safety net for hundreds of Georgetown households. TSA identified obstacles, modified services/processes, and strived to be flexible. There was a period when many agencies paused services, but The Service Center continued to provide direct and flexible financial assistance to prevent homelessness in Georgetown. During the first month of the pandemic, The Service Center saw a 60% increase in financial assistance calls. TSA temporarily began serving clients without partner referrals, completely reimagining our processes. The Service Center has partnered with Williamson County's Wilco Forward Phase III program to distribute COVID-19 assistance. We are part of a multi-agency effort to distribute million of dollars of assistance, serving households based on specific zip codes including Cedar Park, Coupland, Leander, Liberty Hill, Pflugerville, Taylor, Thorndale, Thrall, and Austin. In addition to this, we continue to provide assistance to households in Georgetown and across the county who do not fit the specific requirements of the Wilco Forward program.

### **What are your strategies and capabilities for making this happen?\***

Describe your organization's strategies and capacities that support your long-term progress toward accomplishing the goals you cited in the previous question. Specify why your organization believes the methods you employ will benefit your target population and/or advance your issue. Detail your organization's core assets, including internal and external resources.

As opposed to TSA's strategy in Austin which directly addresses homelessness, The Salvation Army Williamson County Service Center is focused on preventing homelessness in Georgetown and across the county. It implements a two-generational approach by simultaneously providing direct financial assistance to heads of households and offering no-cost youth programs to children facing housing instability.

Traditionally, our financial assistance program has been referral-based only. The Salvation Army collaborates with local nonprofit partners to prevent eviction or utility disconnection by meeting the gap of financial assistance our partners are not able to fill. This process avoids the duplication of services, maximizes every dollar invested in Georgetown and provides relief to our partners. The unprecedented pandemic temporarily stopped/decreased many nonprofit services, including direct rent/utility assistance, which lowered the number of referrals. Despite this lower number, calls for assistance dramatically increased. To meet this need, The Salvation Army remained open and provided financial assistance to clients without referrals. As of March 31, 2021, The Service Center has returned to our referral-based structure to support our nonprofit partners who are providing financial assistance again. (Please note: Wilco Forward applications funded by CARES are a separate department within The Service Center and continue to serve clients without referrals through our online application process). Because of the high need for financial assistance and limited funding, The Salvation Army allocates a certain number of referrals to each partner agency every month. This helps us manage our budget and remain fiscally responsible.

Because our clients are primarily single women with children, we offer youth programs to support families experiencing housing instability. Before the pandemic, TSA offered a weekly afterschool music program in Georgetown, summer camp opportunities at Salvation Army-operated Camp Hoblitzelle, Christmas assistance through our Angel Tree program, and Quail Valley Outreach, a monthly event in Georgetown to build family and community engagement. Although all youth programs except Angel Tree have been postponed, TSA staff is discussing how to rebuild youth programs since The Service Center's focus has temporarily been the distribution of financial assistance (TSA provided Christmas assistance to Georgetown residents during the 2020 holiday season.) A holistic approach to homeless prevention, including both

financial assistance and opportunities for family engagement, are an important component of TSA program strategy.

The Service Center leverages both internal and external resources to achieve these strategies.

The Salvation Army Williamson County Service Center currently employs four full-time staff members and eight full-time temporary staff members who are officed in Georgetown. All TSA facilities, including our Georgetown office, implement COVID-19 safety procedures such as health screenings upon entry, increased sanitization, mask mandates, and more. Communications with partners and clients continues to be virtual, through phone calls, video conferencing, and email, with exceptions as needed. Our team walks side by side our struggling neighbors, connecting them with community resources, and helping them regain self-sufficiency.

Financially, the Area Command (Travis and Williamson counties) annual budget is comprised of a diverse array of funding sources including individual giving, government grants, private foundations, corporations, special events, and more. The Service Center maintains its own separate restricted budget and traditionally manages two important fundraising initiatives: Wilco Gives Event and Red Kettle Campaign. Although Red Kettle Campaign in Williamson County is consistently very successful and is one of the few majority volunteer-led campaigns in Texas, Red Kettle Campaigns across the nation suffered during the 2020 pandemic. Because Georgetown staff were focused on distributing assistance, The Development Team in Austin managed their virtual 2020 Wilco Gives event, raising more than \$50,000.

The Salvation Army has developed best practices and can draw from award-winning programs throughout the country. With knowledge learned from other Salvation Army Area Commands, we have designed effective local programs that guide individuals and families from crisis to self-sufficiency.

Since TSA has been serving Central Texas for more than 132 years (specifically Georgetown since the 1950s), there is an inherent trust and support from the community. Globally, The Salvation Army is one of the most well-known and trusted nonprofits in the world. Clients facing difficulties often start their search for support by calling our offices. The Salvation Army continues to meet the needs of Williamson County and sharing our knowledge to tackle the local housing crisis.

## How will your organization know if you are making progress?\*

Explain how your organization assesses progress toward your intended impact. Identify milestones that signal progress and success. Describe your assessment and improvement process: the methods you use as you measure key indicators and how your organization uses that information to refine your efforts.

The Salvation Army Williamson County Service Center determines progress by meeting the growing need of financial assistance to prevent Georgetown households from falling into homelessness. Our collaborative referral-based approach ensures that a client's complete rent or utility payment is paid to prevent the household from spiraling into homelessness. For example, when assistance limits hinder The Caring Place (TCP) from covering the entirety of a house payment, TCP referrals their client to TSA to provide the remaining funds. Last fiscal year, 34% of households served were in Georgetown and 15% of referrals came from TCP. Although TCP has decreased referrals to TSA every fiscal year, unused Georgetown referrals have been given to other partners, primarily The Society of St. Vincent de Paul and Opportunities for Williamson and Burnet Counties. Referral trends, as well as demographics, are analyzed annually if not more often. Changes to services and internal processes are made accordingly.

Demographics and an inventory of current resources are documented for each household during intake. Staff enter information into our client database, Charity Tracker. Data collected is used to measure performance outcomes and outputs on a monthly, quarterly, and annual basis. Qualitatively, TSA gathers and shares client stories to highlight the impact of our services. Program impact highlights are shared with our Board and Council throughout the year.

Client and partner experience is also important to The Salvation Army. Learning from feedback, TSA continues to update, sharpen, and streamline our processes. For example, during the first months of the pandemic, TSA developed an online application process (for both Wilco Forward and non-Wilco Forward assistance) to make assistance more easily accessible. As of summer 2020, TSA adopted the Charity Tracker

database to track the growing number of households being served. On March 31, 2020, TSA announced that non-Wilco Forward funding distribution will revert to referrals only. This specific online application was taken off our website and a new application was emailed to all partners. (Please note: Wilco Forward application is still online). Our staff members are making personal calls to our collaborators to review the application and clarify any questions.

## What have and haven't you accomplished so far?\*

Demonstrate recent progress toward your long-term goals by describing how your near-term objectives are propelling your organization toward your ultimate intended impact. Go beyond the outputs of your work to make clear how these outcomes are contributing to fulfilling long-term goals. In describing both outcomes achieved and those not yet realized, include what your organization has learned about what does and doesn't work, what risks and obstacles exist, and what adjustments to goals, strategies, or objectives have been made along the way.

As the need for financial assistance has exponentially grown in our community, The Salvation Army Williamson County Service Center has successfully met this growing need. TSA continues to be an essential safety net for residents of Georgetown and partnering nonprofits. Since the opening of the Service Center in 2014:

- + Direct financial assistance has increased from \$66,437 to more than \$154,000 in FY2020.
- + Number of households served has increased from 154 to 270 in FY2020.
- + Number of employees has increased from one full-time staff member to four full-time staff members and eight temporary staff members (to manage expansion and distribution of Wilco Forward funds) in FY2020.

During the past seven years, The Service Center has grown its presence in Georgetown, increasing assistance, number of households served, and staff capacity. After the departure of The Service Center Director last year, Austin Area Command has been searching for new leadership. Lt. Col. Henry Gonzalez was recruited to temporarily oversee our program. He and his wife have more than 50 years of leadership experience at different levels of The Salvation Army. Most recently, Lt. Col. Gonzalez led Austin Area Command from 2012-2016, launching The Salvation Army Williamson County Service Center as well as Austin's 2014 Capital Campaign. Lt. Col. Gonzalez will help find a permanent replacement by recruiting another Salvation Army officer (preferred) or a full-time employee, expected to start in summer 2021.

Future Goals: The current Area Commander, Major Lewis R. Reckline, as well as Lt. Col. Henry Gonzalez, agree that The Service Center must expand to meet the needs of the community. Long-term vision and strategies are currently being developed by our leadership team. Short term, there is agreement that The Service Center must move to a larger administrative office as soon as possible. The heightened public awareness of The Salvation Army in Georgetown and across the county has catapulted The Service Center to another level. Lt. Col. Henry Gonzalez is also tasked with relaunching all youth programs, increasing engagement with the Service Center Advisory Council, and elevating TSA presence in the Georgetown community.

## Organization Staff\*

How many staff does your organization have? What is the percentage of staff turnover during the last 12 months? What are the primary contributors to staff turnover?&nbsp;

- The Salvation Army Williamson County Service Center employs four full-time staff members:
- + Service Center Director: Oversees all programs and fundraising.
  - + Wilco Forward Coordinator: Manages all intake for COVID-19 specific assistance funded by Wilco Forward .
  - + Emergency Assistance Coordinator: Manages in-take for privately funded assistance including GHF
  - + Office Manager: Manages all office administration.

During the last 12 months, two positions have been filled. This spring, an office manager was hired as our executive assistant transitioned to the Wilco Forward Coordinator. Additionally, The Service Center Director position was temporarily filled by a retired Salvation Army officer living in Georgetown. Our partnership with Williamson County's Wilco Forward Phase III program has dramatically increased our staffing capacities. Since Summer 2020, TSA has added eight temporary full-time positions to support program operations.

## Organization Volunteers\*

Does your organization engage volunteers to deliver its programs and services? &nbsp;If so, please describe how they help you to achieve your organizational and programmatic goals.

Before the pandemic, TSA tapped into Georgetown residents' deep commitment to service by recruiting many volunteers to support our office administration, youth programs, and special event needs. The Service Center managed two office volunteers every day, up to 10 for special projects, and hundreds of volunteers during the holiday season. The Red Kettle Campaign in Williamson County is one of the few majority volunteer-led campaigns in the state of Texas. Many key volunteers are Georgetown residents.

Due to the pandemic, TSA has limited on-site volunteer opportunities. Currently, wearing a mask and keeping a safe distance is required across all facilities. The Service Center leverages volunteers by offering a variety of at-home, drop off, and limited on-site volunteer opportunities.

From calling back clients to ringing a bell at a red kettle, all volunteers are critical to advance our mission. Their time investment allows our staff to continue preventing homelessness in Georgetown.

## Organization Board of Directors\*

How many Board of Directors does your organization have? What is the percentage of board turnover during the last 12 months? What are the primary responsibilities of your Board of Directors?<br>

The Salvation Army Austin Advisory Board is comprised of 32 community and business leaders who guide the organization in its strategic planning and implementation of programs. (NOTE: Because we are part of The Salvation Army network, we have a local advisory board instead of a Board of Directors – held nationally.) The Salvation Army Williamson County Advisory Council was created in 2018 to support the advisory board's decisions regarding The Service Center. Seventy percentage of our Wilco Council (five out of seven) are active residents of Georgetown. Traditionally, the Council holds 8-10 meetings annually to make decisions on the future of The Service Center. They also provide critical support during our annual Wilco Gives special event and the Christmas Red Kettle Season.

Board members and council members serve three-year terms. In FY2020, the advisory board turnover was 15%. In 2020, seven advisory board member's terms expired and five new advisory board members were recruited. Four out of five new positions were filled by women or people of color. The board provides strategic planning, legal, and fiduciary oversight. All board members are involved in fundraising, special events, or cultivation efforts. Every board member serves on at least one committee: executive, finance, development, programs and/or property. Those committees meet regularly and have their own set of responsibilities, tasks, and activities.

At least one spot on the board, if not more, must be filled by an individual who has experienced homelessness in their lifetime. Approximately 38% of board members are either female, part of an ethnic minority, or have experienced homelessness. We are continually working to construct an advisory board that better reflects our clientele.

## UPLOAD: Board List\*

List each board member's name, place of business, home address, and years with the organization. *Specify the percentage of board members that make a financial contribution to your organization.*

2021 Board Members 3-15-21 GHF.pdf

## Georgetown Community Responsiveness

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### What makes your Georgetown efforts unique to the community?\*

Briefly describe what sets your work apart from other nonprofits in the area and why your organization is best situated to provide this service(s).&nbsp;

The Salvation Army Williamson County Service Center is unique because it specifically strives to:

- + Fill the gap of services in Georgetown and provide relief to our nonprofit partners. The Salvation Army maintains a referral-based structure that ensures the complete needs of clients are met and maximizes every dollar invested in Georgetown. We offer financial relief to local agencies, like The Caring Place, who cannot cover the entirety of a client's debt at times.

- + Address homelessness through a holistic, two-generational approach: We provide youth programs targeted to children experiencing instability. In FY2020, single mothers and their children are TSA's primary clients. Of all households served in FY2020, 78% are women-led, 67% are not married, and 66% have a household size of two or more. Interestingly, the same demographic is the primary population served in Austin-based shelters as well. Last fiscal year, 75% of individuals sheltered were women and children. Family homelessness is one of the fastest growing populations of homelessness nationwide.

The Service Center is also unique because it serves both Georgetown and Williamson County. Although Georgetown Health Foundation funds only support Georgetown residents, TSA has the flexibility to serve clients throughout Williamson County. For example, if a household with an initial Round Rock address decides to move to Georgetown, we have the flexibility to serve them. If a long-time Georgetown household decided to relocate to Jarrell to save on rent, we could also serve them. Again, we understand that we function within an ecosystem of services. Flexibility and compassion are key components to elevating client experience.

### How does your organization interpret needs and adapt its programs accordingly?\*

Describe how your organization monitors evolving community needs and adapts its work to meet them.&nbsp; Provide a recent example.&nbsp;

Community needs are tracked and monitored through service request calls. Our commitment to flexibility has allowed us to pivot during critical times to continue providing urgent rent/utility assistance to Georgetown households on the brink of homelessness. For example, at the beginning of the pandemic, several nonprofit partners paused services. As our partner referrals decreased, service request calls to our administrative office increased by 60%. Understanding that without our partners, our referral-based structure would limit a significant portion of those we served, we started to accept clients without a referral. This change was crucial to continuing our efforts to prevent homelessness in Georgetown, yet difficult because our staff had to reimagine our processes quickly. To accommodate clients, intake takes place over the phone or through video conferencing. Paperwork is being submitted via email. Digital signatures instead of

physical ones are implemented to complete the process. As our team works remotely, they are quickly making additions and substitutions to our virtual services as we find new opportunities and resources.

Referral-based strategies also simplify the client experience. Because of established nonprofit partnerships, a client works with one of our partner organizations to help them through the entire process. Without the referral-based structure, a client receiving \$500 in assistance from one organization would have to search, find, and apply themselves to other programs to receive the remaining \$600 need to complete their total rental expense for the month.

While rare, we do receive negative feedback from clients. The Salvation Army has a comprehensive client grievance and appeals procedures for every program to ensure due process. The Emergency Assistance Coordinator manages initial client grievances, creates incident reports, and forwards the report to the Service Center Director who follows up accordingly. If the complaint is not resolved, the report is forwarded to the Austin Area Commander, who will speak to the client. The Salvation Army strives to resolve any complaints within 2-3 business days. TSA deeply values the insight and feedback of our clients as well as nonprofit partners. We use this information to make changes accordingly.

**Research commissioned by GHF in 2019 and 2015 revealed participants' experience with unequal treatment due to race, citizenship, education, and socioeconomic status. They also expressed a desire to have more voice in decisions that impact them.**

**The following two questions are designed to help GHF understand how you make your resources visible and accessible to all eligible participants.**

### **Publicizing and Recruiting\***

How do you ensure that Georgetown community members who need these resources the most are aware of them? &nbsp;If funded, how, when, and where will you publicize/recruit to engage them? &nbsp;

Programs to prevent homelessness at The Salvation Army Williamson County Service Center located in Georgetown are promoted by the following avenues:

- + Through the referral process, our partners educate households about our financial assistance program.
- + Program highlights are shared through a variety of marketing outlets: Annual Report and social media pages including Facebook (4,900+ likes), Twitter (4,000+ followers), and Instagram (1,200+ followers).
- + Other methods, which are paused because of the pandemic, include delivering community presentations throughout the year to inform the public about our programs and educating all volunteers on programs.

All our services are open to any neighbor in need. Discrimination goes against the core of The Salvation Army's mission. Services are not contingent on actual or perceived race, ethnicity, color, national origin, religion, sex, age familial status, marital status, gender identity, gender expression or sexual orientation. TSA hiring practices are also non-discriminatory – meaning not all staff members identify with Christianity.

Upon obtaining services, a client is never expected to convert. Faith is only a reason why The Salvation Army is dedicated to serving the most vulnerable groups in our community. When discussions about spirituality do take place, it must be initiated/approved by clients (eg. a client is feeling overwhelmed and would like to pray with a staff member – who would also have to agree to pray).

TSA also has strict gender identity policies and annual training specifically for working with transgender and non-binary clients to ensure they are not being discriminated against. We accept people based on the gender they identify with. Staff is trained and required to address clients/staff who identify as transgender with their preferred pronouns. TSA has clients, staff and volunteers who self-identify as transgender.

## Considering the program locale, how are transportation and accessibility addressed?\*

The Salvation Army realizes that transportation and accessibility are obstacles for low-income households in Georgetown. During this time, all client services have transferred to video conferencing, telephone calls, and email.

As CDC guidelines are relaxed, all staff can use The Salvation Army minivan, stationed at our Georgetown office, for any programmatic initiatives. If a client does not have a method of transportation, our staff arranges home visitations, or meetings at a mutually agreed upon location. The vehicle is also used for transportation associated with youth programs (eg. picking up donated food/snack items). The Salvation Army Williamson County Service Center (1930 S. Austin Ave., Suite 101, Georgetown, TX 78626) is also located 0.4 miles (eight-minute walk) from the purple GoGeo transit route, the public transportation system in Georgetown. When deciding on a new administrative office for The Service Center, there will be careful consideration of client accessibility.

## *Proposed Program Details*

### Description of Proposed Program\*

Describe the program for which you are requesting funding and the issue it seeks to address. Explain how you determined the Georgetown community's need for this program. &nbsp;Detail the strategies, resources, capacities, and connections that support your progress toward the program's identified goals. Provide evidence to support the strategies you employ within the program that reinforce your organization's long-term goals, and cite whether such strategies have been proven effective by research (if needed, attach citations, research, and any additional information in the "Citations, Acknowledgement, & Assurance" section).

The Salvation Army Williamson County Service Center invites The Georgetown Health Foundation to invest \$25,000 in direct and flexible client assistance to prevent Georgetown residents from falling into homelessness.

Although family homelessness was steadily rising before COVID-19, the pandemic has catapulted it to the forefront of our local and national agenda. Even before this health disaster, there was a hidden crisis of family homelessness in Georgetown. Georgetown's high population growth and limited affordable housing have led to housing instability. In Williamson County, the population change from 2010 to 2021 is 44.5% compared to 17% in the State of Texas (which is one the fastest-growing states in the country). In addition, more than 5,000 families with children live below the poverty line (HealthyWilliamsonCounty.org).

As of April 7, a national eviction moratorium by the CDC has been extended through June. Although, evictions have slowly continued in Williamson County unlike Travis County. The government and nonprofit sector are bracing for the massive, accrued rent/utility debt. The state of Texas has launched rent and utility assistance, and as of March 26, more than \$703K is available. However, as of April 7, officials have stopped disclosing the amount available. The Household Pulse Survey by the U.S. Census Bureau found one of every three Texans (35%) are living in households where eviction or foreclosure in the next two months is likely. Additionally, 38% of Texans are living in households where it has been difficult to pay for usual household expenses during the COVID-19 pandemic. Our priority is to catch as many Georgetown households as possible to prevent homelessness.

By providing direct rental and utility assistance via referrals by local nonprofit partners, The Salvation Army Williamson County Service Center helps prevent families from losing their housing and/or utility service and spiraling into a cycle of chronic homelessness. In FY2020, The Salvation Army provided more

than \$154,000 in rental/utility assistance and client services that supported 801 unduplicated persons. Of those, more than 190 individuals were Georgetown residents who were given more than \$25,000 in financial assistance. Approximately 75% of Georgetown households had children.

Individuals and families facing the possibility of homelessness are referred to The Salvation Army through our collaboration with local nonprofits, including The Society for St. Vincent de Paul, Catholic Charities, Opportunities for Williamson and Burnet Counties, The Caring Place, and more. We augment our nonprofit partners' services by addressing their clients' unmet needs. By providing financial assistance at the first sign of crisis, we offer a path to prevent households from entering a cycle of homelessness. When our partners cannot cover the entirety of rent/utility payments, TSA collaborates with these agencies and provides the remaining funds to ensure that a family is served completely. By this method, we maximize every dollar invested in Georgetown.

To be eligible for financial assistance through The Salvation Army Williamson County Service Center, clients must be 1) referred by a nonprofit partner or does not qualify for Wilco Forward funding 2) over 18 years old, 3) in need of financial assistance to prevent homelessness and 4) disadvantaged due to a crisis. Clients must present the following documents during their in-take process:

- ID's for everyone in the household (e.g. birth certificate, Social Security Card)
- Proof of residency and copy of a bill (lease or utility bill)
- Proof of income (employment, unemployment, SSI, SSDI, child support, SNAP, or other source)
- Proof of Crisis (loss of employment, medical issues, divorce, domestic violence, car repairs)

## Proposed Impact\*

How does this program prevent/eliminate/reduce the issue OR educate/rehabilitate/maintain a person affected by the issue?&nbsp;

As a provider of rental/utility assistance and the largest provider of emergency shelter (in Austin), preventing homelessness through direct financial assistance is more cost-effective than shelter. On average, it takes \$40 to provide shelter to an individual for one night (based on shelter expense in Austin) vs. \$17 per day to keep a family housed (with \$500 rental assistance). The deeper a family goes into the downward spiral of homelessness, the more investment it takes to regain self-sufficiency.

Fortunately, both financial assistance and emergency shelter are strategies that benefit struggling families early in the process. Many struggling families go through a similar downhill spiral:

+ A crisis occurs: The family is living paycheck to paycheck when a crisis occurs. A pandemic, the loss of employment, divorce, car crash, and/or an illness unbalances their tight budget. Their savings cannot cover the sudden expense. At this point, The Salvation Army Williamson County Service Center supports households from continuing down the spiral of homelessness. All GHF funds from this request would be invested at this step.

+ Without support, a family loses their housing and will need emergency shelter. The Service Center provides referrals to Travis County shelters to families on a case-by-case basis, including our three shelter facilities. It is more cost-effective and less traumatic to provide quality shelter before a family enters chronic homelessness. The Austin Area Command has received numerous programmatic recognitions from The Salvation Army, including National Program Award for The Austin Shelter for Women and Children (2014) and Gold Star National Evaluation Score (2016). In 2020, The Salvation Army was awarded \$2.5M by the Day 1 Families Fund to support families experiencing homelessness over the next five years.

+ Without referrals, resources, or support, a family can become chronically homeless. Often, generational homelessness occurs as the children of a formerly/current homeless household enter the cycle of homelessness with their own children.

## Goals

**Grant Period:** The grant period for all GHF Annual Grants is **July 1 - June 30**.

### Number of Georgetown residents to be served by this grant\*

250

**INSTRUCTIONS:** Input at least 1 and up to 3 goals that will be achieved through the funding of this proposal. The goal(s) should be attainable within the 12-month grant period.

#### GOAL 1\*

What end result would this grant support?

Provide financial assistance to 250 unduplicated Georgetown residents on brink of homelessness

#### Support for the Goal 1: Outcomes, Outputs, Tracking, Activities, Inputs\*

Provide a logic model(s) through which you will achieve your goal(s). Organize the logic model for each goal as outlined below. Additional prompts are provided to guide your responses within each category.

**Outcomes:** *What result will show the accomplishment of the strategy? What impact do you anticipate will result from completion of the activities?*

**Outputs:** *What are the quantitative measures (# of participants, # of sessions held, # of encounters, etc.) that demonstrate progress?*

**Tracking:** *How will you measure your progress? What systems will you employ to assess the activities?*

**Activities:** *What activities will support the goal?*

**Inputs:** *What resources (human, financial, organization, etc.) will be committed to this goal?*

**Outcome:** With our strategic assistance, Georgetown households will avoid homelessness, keep their housing, and avoid relocation to an emergency shelter. A study with the Homelessness Prevention Call Center in Chicago examined calls from 2010-2012 and found that those who called when financial assistance funding was available were 76% less likely to enter shelter within six months of their call than to those who called when funding was not available. Financial assistance (up to \$1,500) was provided to eligible callers to help prevent eviction.

**Output:** 250 unduplicated Georgetown residents on brink of homelessness will receive financial assistance during a 12-month period.

**Tracking:** Emergency Assistance Coordinator tracks funds, client information, demographics, and referrals in the Charity Tracker client database.

**Activities:** The Salvation Army's Emergency Assistance Coordinator provides supplemental case management to households served - in collaboration with our nonprofit partners. The coordinator also provides referrals to other community programs that are beneficial to clients.

Input: If a funding opportunity is extended, this grant will allow us to fund \$20,000 in rent/utility assistance for Georgetown residents to guide households back to self-sufficiency. We will use \$5,000 for overhead expenses including Service Center rent, utilities and transportation. See Budget for more detail.

### GOAL 2 (if applicable)

#### Support for the Goal 2: Outcomes, Outputs, Tracking, Activities, Inputs

Provide a logic model(s) through which you will achieve your goal(s). Organize the logic model for each goal as outlined below.

- Outcomes:**
- Outputs:**
- Tracking:**
- Activities:**
- Inputs:**

### GOAL 3 (if applicable)

#### Support for the Goal 3: Outcomes, Outputs, Tracking, Activities, Inputs

Provide a logic model(s) through which you will achieve your goal(s). Organize the logic model for each goal as outlined below.

- Outcomes:**
- Outputs:**
- Tracking:**
- Activities:**
- Inputs:**

### Your Goals and Organization's Strategic Plan\*

Does your organization adhere to a strategic plan? &nbsp;if so, how do specific components of your strategic plan tie to the goals outlined in this section?

This proposal directly aligns with The Salvation Army’s strategic plan to 1) lift our neighbors from crisis to self-sufficiency, 2) make homelessness rare, brief, and non-recurring, and 3) provide services that compliment and support the ecosystem of social services in Central Texas.

- 1) GHF will help TSA provide direct rent/utility assistance to Georgetown households on the brink of homelessness.
- 2) Catching households before they fall into homelessness is more efficient and less traumatic than living in emergency shelter.
- 3) TSA does not duplicate services in Georgetown, but bridges a gap in need.

## Organizational Financials

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### Fiscal Year Start Date\*

Please enter the start date of your current fiscal year<br>

10/01/2020

**Fiscal Year End Date\***

Please enter the end date of your current fiscal year.<br>

09/30/2021

**What are your organization's cash reserves, i.e., days cash on hand?\***

\$2,100,000.00

**How many months could the organization operate at your continued budget level?\***

12

**UPLOAD: Balance Sheet for Prior Fiscal Year\***

(PDF format)

Financial Statements 9-30-2020.pdf

**UPLOAD: Income Statement for Prior Fiscal Year\***

(PDF format)<br>

Financial Statements 9-30-2020.pdf

**UPLOAD: Actual vs. Budget Income Statement for the Prior Fiscal Year\***

(PDF format)<br>

Financial Statements 9-30-2020.pdf

**UPLOAD: Current Year-to-Date Financials to include Balance Sheet and Income Statement.\***

(PDF format)

Financial Statements ending 2-28-21.pdf

**UPLOAD: Year-to-Date Cash Flow Statement**

If your organization generates a Cash Flow statement, upload it here in PDF format. If not, leave blank.&nbsp;



### **Acknowledging GHF\***

Type your name and date in the space below to assure that if funded, the organization will acknowledge GHF on all related marketing materials, your website, social media, and in any other communications in which this program is promoted.<br>

Audrey Vivar

### **Assurance\***

Type your name and date in the space provided to assure that by submitting this application, you 1) confirm that the information herein is true and correct, 2) confirm that if funded, funds will be spent according to the budget listed in this application, and 3) confirm that the organization will submit interim and final reports as required.<br>

Audrey Vivar

## File Attachment Summary

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### *Applicant File Uploads*

- 2021 Board Members 3-15-21 GHF.pdf
- Financial Statements 9-30-2020.pdf
- Financial Statements 9-30-2020.pdf
- Financial Statements 9-30-2020.pdf
- Financial Statements ending 2-28-21.pdf
- Financial Statements ending 2-28-21.pdf
- TSA FY21 Austin Area Command Budget - GHF.pdf
- 2018 TSA 990 - GHF.pdf

## 2021 SALVATION ARMY ADVISORY BOARD

First Name	Last Name	Position	Business Affiliation
Jay	Angell	Senior Vice President	US Trust, Bank of America
David	Barnett	CFO	Rockford Business Interiors
Nelson	Barre	Texas Business Operations Director	Accenture
Gilbert T	Bragg	Attorney At Law	McCreary, Veselka, Bragg, & Allen, P.C.
Bob	Cole	On Air Talent	KOKE FM
Exalton	Delco*		Retired - College Administrator/Professor
Lee	Doughtie	President – Downtown Market	Frost Bank
Stephen	Elkins	Texas Client Director	Microsoft
Sam	Espinosa	VP of Marketing	Next Caller
William	Gammon	President & Owner	William Gammon Insurance Co.
Rudy	Garza	President/CEO	Garzabury, LLC
Rob	Golding	CEO	Rodeo Austin
Margaret	Gosselink		Attorney - Retired
Brian	Haley	Co-founder/Partner	CB Capital
Meador	Hall	Partner	Austin Real Capital
Dreux	Hargus	VP	J.P. Morgan
Jan	Lehman	Owner	Lehman Associates
Cory	Morrow	Musician	Cory Morrow Band
Michael J.	Nasi	Attorney at Law	Jackson Walker LLP
Joe	Ogilvie	Finance	Wallace Capital Management
Dewitt	Peart	President & CEO	Downtown Austin Alliance
Randy	Present	President & CEO	DHI Financial Services
Freddie	Proffitt	Owner	Financial Partners, LLC.
Dick	Rathgeber*	Realtor/Contractor	Rathgeber Properties
Becky	Roche		Philanthropist
Jamille	Ruebsahm	Consultant	Business & Philanthropic Strategist
Jenifer	Sarver	Principal	Sarver Strategies
Gabriel	Sepulveda	Consultant	Ancira Strategies
Tom	Sweet	SVP CFO	Dell Inc.
Dwight	Thompson	President	Texas Steel Culvert Company
Neel	White	Chief Executive Officer	White Construction Company
Howard	Yancy		Zydeco Development

Last updated 3/15/2021

\*Emeritus

Please note: Last fiscal year (Oct. 1, 2019 to Sept. 31, 2020), 83 % of board members provided a financial gift, totaling more than \$1.2M.



DOING  
THE MOST  
GOOD®

## SALVATION ARMY WILLIAMSON COUNTY ADVISORY COUNCIL

Developed in 2018, the Williamson County Advisory Council supports the Austin Advisory Board to make decisions regarding The Service Center. All Advisory Council members live in Williamson County.

Gilbert T. Bragg	McCreary, Veselka, Bragg & Allen, P.C.	Round Rock	78665
Todd Jeffries	KLBJ 590 AM	Leander	78641
Mary Meoli Johnson	Civic Leader	Georgetown	78633
Susan Snelson	Civic Leader	Georgetown	78628
Delton Robinson	Triad MSI LLC	Georgetown	78633
Jay Warren	Berkshire Hathaway HomeServices Texas Realty	Georgetown	78628
Jim Deuser	Civic Leader	Georgetown	78633

EX OFFICIO

**Major Lewis R. Reckline**

Area Commander

The Salvation Army Austin Area Command

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
1001 Cash in Bank	\$330,547.10	\$1,658,486.40		\$1,658,486.40	(\$398,588.58)	
1005 Central Petty Cash	1,400.00	200.00		200.00		
1006 Individual Petty Cash	200.00				(200.00)	
1101 Unrestricted - Operating Deposits at DHQ	(78,264.76)	656,982.72		656,982.72	118,844.71	
1104 THQ Reserves	8,810.28	10,177.42		10,177.42	134.25	
1111 Board Designated - Vehicle Deposits	7,012.35	7,012.35		7,012.35		
1112 Board Designated - Property Maintenance Deposits	5,399.21	5,399.21		5,399.21		
1201 Accounts Receivable		131,921.58		131,921.58	26,385.04	
1202 Accounts Receivable	83,253.02	521.39		521.39	(33,606.06)	
1203 Accounts Receivable-DHQ	404.83	388.60		388.60	388.60	
1204 Accounts Receivable-Other SA Units	12,131.17				11,350.93	
1206 Accounts Receivable-THQ	10,628.40	11,527.89		11,527.89	24,945.46	
1207 Government Contracts Receivables	170,315.93	491,869.61		491,869.61	(64,052.15)	
1403 Gift Card Inventory	2,111.09	1,220.39		1,220.39	(1,400.70)	
1501 Prepaid Expenses and Deferred Charges		62,039.12		62,039.12	539.12	
1840 Furnishings & Equipment	137,358.96	137,358.96		137,358.96		
1841 Furnishings & Equipment-Small Vehicles	216,230.43	216,230.43		216,230.43		
1842 Furnishings & Equipment-Medium Vehicles	193,099.41	284,336.06		284,336.06		
1843 Furnishings & Equipment-Large Vehicles	89,575.38	89,575.38		89,575.38		
1849 Accumulated Depreciation - Vehicles	(421,383.52)	(463,232.26)		(463,232.26)	(17,862.87)	
1850 Equipment > \$10,000	13,702.42	13,702.42		13,702.42		
1859 Accumulated Depreciation - Equipment	(12,332.18)	(12,332.18)		(12,332.18)		
Total Assets	770,199.52	3,303,385.49		3,303,385.49	(333,122.25)	
2001 Accounts Payable	(1,042,432.18)	(262,390.98)		(262,390.98)	(67,992.11)	
2002 Accounts Payable					2,139.58	

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
2004 Accounts Payable - SA Other	(13,725.47)				3,728.57	
2006 Accounts Payable - THQ	(52,029.48)	(1,089.98)		(1,089.98)	8,074.83	
2007 Accounts Payable - DHQ	(95,152.62)	(10,024.65)		(10,024.65)	1,096.19	
2015 Support Services	(405,300.49)	(744,764.48)		(744,764.48)	304,136.44	
2032 Employee Medical Insurance Premiums Payable					(2,889.00)	
2501 Deferred Revenue		(3,698.36)		(3,698.36)	(3,698.36)	
2601 Loans Payable	(60,000.00)	(147,748.36)		(147,748.36)	(147,748.36)	
Total Liabilities	(1,668,640.24)	(1,169,716.81)		(1,169,716.81)	96,847.78	
3903 Accumulated Surplus/Deficit	(465,378.11)	937,521.04		937,521.04		
Total Reserves	(465,378.11)	937,521.04		937,521.04		
4001 Donations - General	(1,258,839.43)	(3,512,388.94)	(1,701,500.08)	(1,810,888.86)	(157,965.41)	(1,701,500.08)
4002 Seasonal Donations	(3,242,211.89)	(3,174,701.29)	(3,047,800.00)	(126,901.29)	(106,010.81)	(3,047,800.00)
4003 Meeting Collections	(3,392.19)	(1,036.13)	(2,500.00)	1,463.87	(52.34)	(2,500.00)
4004 Catridges	(20,906.46)	(38,015.96)	(20,000.00)	(18,015.96)	(2,271.00)	(20,000.00)
4005 World Services	(100.00)	(1,009.00)	(120.00)	(889.00)	(76.00)	(120.00)
4012 Restricted Donations	(235,137.76)	(815,061.41)	(179,074.96)	(635,986.45)	(31,486.43)	(179,074.96)
4050 Gifts-in-Kind	(991,269.92)	(956,022.50)	(953,549.96)	(2,472.54)	(28,335.94)	(953,549.96)
4201 Special Fund Raising Events	(584,612.12)	(395,494.71)	(530,000.04)	134,505.33	(26,650.00)	(530,000.04)
4610 Grants From DHQ	(5,005.00)	(8,650.00)		(8,650.00)		
4613 Grants From Other SA Units		(1,000.00)		(1,000.00)		
4620 Area Command Activities	(69,852.00)	(137,921.00)	(100,000.00)	(37,921.00)		(100,000.00)
4627 Appeals Appropriated	(176,735.27)		(125,000.00)	125,000.00		(125,000.00)
4628 Unrestricted Trust Funds	(413,967.55)	(1,363,286.22)	(231,233.25)	(1,132,052.97)	(20,347.89)	(231,233.25)
4629 Restricted Trust Funds	(7,157.50)	(256,979.53)	(10,000.00)	(246,979.53)	(256,979.53)	(10,000.00)
4677 THQ to Local Unit	(15,000.00)		(12,000.00)	12,000.00		(12,000.00)
4701 Income From Unassociated Organizations	(5,407.30)	(7,494.58)	(25,000.00)	17,505.42		(25,000.00)
5001 Public Funds/Agency Funds	(3,189,152.71)	(4,450,093.64)	(2,707,999.96)	(1,742,093.68)	(584,057.82)	(2,707,999.96)
5003 Public Funds exempt		(345,269.90)	(500,000.00)	154,730.10	109,718.73	(500,000.00)

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
6201 Program Service Fees	(99,644.76)	(61,047.07)	(91,000.00)	29,952.93	(5,653.41)	(91,000.00)
6403 Vending Machine - Canteen Sales	(185.05)		(150.00)	150.00		(150.00)
6703 Gains (Losses) On Sale Of Equipment	(2,377.59)					
6801 Interest Income	(3,085.50)	(830.49)	(2,000.00)	1,169.51	(134.25)	(2,000.00)
6901 Sundry/Miscellaneous Revenue	(2,249.14)	(3.60)		(3.60)	6,364.96	
Total Income	(10,326,289.14)	(15,526,305.97)	(10,238,928.25)	(5,287,377.72)	(1,103,937.14)	(10,238,928.25)
7001 Officers' Allowances and Grants	171,122.56	165,802.77	142,288.90	23,513.87	7,345.88	142,288.90
7002 Salaries - Exempt Employees	696,703.92	914,974.42	761,853.10	153,121.32	74,716.49	761,853.10
7003 Salaries - Non-exempt Employees	2,201,504.25	2,145,874.97	2,068,319.32	77,555.65	185,000.18	2,068,319.32
7004 Salaries - Temporary/Seasonal Employees	179,253.05	64,710.36	110,500.04	(45,789.68)	1,365.63	110,500.04
7101 Officers' Life/Accident Insurance	540.00	550.00	756.08	(206.08)		756.08
7102 Employee Life/Accident Insurance	4,331.00	4,176.00	5,504.00	(1,328.00)		5,504.00
7103 Employee Medical Insurance Premiums	666,147.00	656,728.71	586,646.02	70,082.69	67,372.71	586,646.02
7104 Pension - Employees	65,683.34	52,481.15	44,886.34	7,594.81		44,886.34
7105 403 (B) Match	57,197.25	52,431.70	70,872.54	(18,440.84)	3,687.11	70,872.54
7108 Officers' Health Care Provision Assessments	48,000.00	46,967.55	42,204.00	4,763.55	3,957.55	42,204.00
7109 Officers' Retirement Assessments	19,140.00	20,100.00	38,280.00	(18,180.00)	1,675.00	38,280.00
7112 Employee Disability Insurance		2,820.00	924.00	1,896.00		924.00
7201 FICA - Salvation Army Portion	225,758.50	229,911.68	225,644.31	4,267.37	19,076.81	225,644.31
7203 Workers' Compensation Insurance	46,019.54	47,061.12	70,555.37	(23,494.25)	3,921.76	70,555.37
8001 Professional Fees	1,581,485.19	1,897,676.64	1,191,250.00	706,426.64	196,650.76	1,191,250.00
8003 Legal Fees	7,495.50	256,979.53	11,750.00	245,229.53	256,979.53	11,750.00
8008 Audit Fees	36,500.00	29,300.00	35,500.00	(6,200.00)		35,500.00
8009 Data Processing Fees (Accounting, Payroll)	64,837.70	43,156.61	67,950.04	(24,793.43)	1,390.05	67,950.04
8101 Medical Supplies		593.07		593.07	593.07	
8102 Uniforms	1,199.65	3,811.40	5,750.04	(1,938.64)	663.99	5,750.04

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8103 Educational, Recreational, and Craft Supplies	48,336.26	44,315.08	28,750.04	15,565.04	5,388.37	28,750.04
8104 Food and Beverages	173,573.52	164,603.57	112,427.04	52,176.53	31,205.43	112,427.04
8105 Laundry, Linen and Housekeeping Supplies	11,494.98	13,450.66	500.00	12,950.66	357.27	500.00
8106 Office Supplies	97,628.43	124,599.57	84,432.34	40,167.23	17,268.49	84,432.34
8107 Duplicating and Printing Supplies	3,755.47	4,795.94	3,250.04	1,545.90	111.22	3,250.04
8110 Kitchen, Dining Room Supplies	5,726.43	7,562.09	4,849.96	2,712.13	313.76	4,849.96
8201 Office Telephones	38,769.15	46,442.14	34,899.96	11,542.18	2,279.87	34,899.96
8202 Cell Phones and Internet	58,843.74	50,273.36	44,410.00	5,863.36	7,668.96	44,410.00
8203 Quarters Telephones	5,700.90	5,637.95	6,000.00	(362.05)	400.00	6,000.00
8301 Postage and Parcel Post	140,812.05	97,575.98	111,400.04	(13,824.06)	1,173.35	111,400.04
8401 Facility Rent	35,985.66	20,777.76	39,000.00	(18,222.24)	2,597.22	39,000.00
8403 Building and Equipment Insurance	115,021.54	158,424.52	84,418.34	74,006.18	3,766.55	84,418.34
8404 Mortgage and Note Financing	8,061.37					
8405 Utilities	340,069.31	373,667.77	287,450.00	86,217.77	41,480.97	287,450.00
8409 Property Upkeep and Repairs	187,938.70	377,254.09	159,100.00	218,154.09	(275.96)	159,100.00
8413 Janitorial Supplies	58,834.75	71,349.81	69,400.00	1,949.81	6,396.77	69,400.00
8420 Dump Fees	7,289.97	1,106.74	3,750.00	(2,643.26)		3,750.00
8501 Rentals of Furnishings and Equipment	64,125.04	64,526.21	44,300.00	20,226.21	6,736.11	44,300.00
8502 Repairs and Maintenance - Furnishings and Equipment	6,128.53	1,370.86	12,150.00	(10,779.14)	74.10	12,150.00
8503 Purchases of Furnishings and Equipment	38,059.35	91,708.54	55,800.00	35,908.54	8,100.68	55,800.00
8601 Printing and Other Media Preparation	396,960.35	224,312.08	222,999.96	1,312.12	339.67	222,999.96
8606 Subscriptions	11,721.01	12,153.88	5,250.04	6,903.84	1,336.19	5,250.04
8607 Purchase of S.A Periodical Publications (War Cry, etc.)	527.50	1,237.45	900.00	337.45	(261.59)	900.00
8608 Advertising and Public Information Charges	208,590.30	115,309.00	150,950.04	(35,641.04)		150,950.04
8609 War Cry Pubs	1,539.65	949.00	1,750.00	(801.00)	170.40	1,750.00
8701 Other Transportation and Meals	19,276.61	22,051.56	23,775.00	(1,723.44)	3,102.29	23,775.00

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8702 Salvation Army Vehicles - Operating Costs	62,226.22	58,633.11	56,749.96	1,883.15	1,511.99	56,749.96
8704 Salvation Army Vehicles - Insurance	43,421.22	43,750.80	35,177.52	8,573.28	3,147.60	35,177.52
8706 Leased Vehicles - Operating Costs	2,070.30		1,527.00	(1,527.00)		1,527.00
8707 Auto Allowances - Employees, Officers and	22,031.98	9,491.81	20,649.96	(11,158.15)	312.23	20,649.96
8801 Conference Attendance	336,316.94	57,141.20	182,528.04	(125,386.84)	21,832.09	182,528.04
8802 Out-of-Town Travel	9,750.55	930.35	14,849.96	(13,919.61)	29.88	14,849.96
8906 Specific Assistance to Individuals	738,511.08	920,408.42	662,129.12	258,279.30	143,796.84	662,129.12
8916 Specific Assistance - Seasonal/Disaster	881,337.69	775,580.09	866,200.00	(90,619.91)	10,704.41	866,200.00
8920 Interstate Services	177,806.82	272,042.67	170,767.57	101,275.10	27,249.62	170,767.57
9001 Organization Dues	6,138.00	5,944.79	6,050.00	(105.21)	315.82	6,050.00
9103 Scholarship Grants/Tuition Payments	4,838.92	22,068.00	500.00	21,568.00		500.00
9111 Christmas Remembrances	9,008.85	6,190.00	5,220.50	969.50		5,220.50
9402 World Services and Harvest Festival	146,880.00	151,286.00	151,285.96	0.04	(539.12)	151,285.96
9440 Bad Debt Expense	960.79	2,360.57		2,360.57	1,310.32	
9611 From ARC	8,190.00	7,840.00		7,840.00		
9613 Grants From Other SA Units		15,000.00		15,000.00	15,000.00	
9627 Appeals - Appropriated	176,735.27		125,000.00	(125,000.00)		125,000.00
9692 Support Service to Headquarters	871,253.50	1,333,036.41	838,504.13	494,532.28	133,550.42	838,504.13
9704 Depreciation Expense	34,940.82	41,848.74	28,441.84	13,406.90	17,862.87	28,441.84
Total Expenses	11,690,107.97	12,455,116.25	10,238,928.46	2,216,187.79	1,340,211.61	10,238,928.46
Net Income/Expense	1,363,818.83	(3,071,189.72)	0.21	(3,071,189.93)	236,274.47	0.21

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
1001 Cash in Bank	\$330,547.10	\$1,658,486.40		\$1,658,486.40	(\$398,588.58)	
1005 Central Petty Cash	1,400.00	200.00		200.00		
1006 Individual Petty Cash	200.00				(200.00)	
1101 Unrestricted - Operating Deposits at DHQ	(78,264.76)	656,982.72		656,982.72	118,844.71	
1104 THQ Reserves	8,810.28	10,177.42		10,177.42	134.25	
1111 Board Designated - Vehicle Deposits	7,012.35	7,012.35		7,012.35		
1112 Board Designated - Property Maintenance Deposits	5,399.21	5,399.21		5,399.21		
1201 Accounts Receivable		131,921.58		131,921.58	26,385.04	
1202 Accounts Receivable	83,253.02	521.39		521.39	(33,606.06)	
1203 Accounts Receivable-DHQ	404.83	388.60		388.60	388.60	
1204 Accounts Receivable-Other SA Units	12,131.17				11,350.93	
1206 Accounts Receivable-THQ	10,628.40	11,527.89		11,527.89	24,945.46	
1207 Government Contracts Receivables	170,315.93	491,869.61		491,869.61	(64,052.15)	
1403 Gift Card Inventory	2,111.09	1,220.39		1,220.39	(1,400.70)	
1501 Prepaid Expenses and Deferred Charges		62,039.12		62,039.12	539.12	
1840 Furnishings & Equipment	137,358.96	137,358.96		137,358.96		
1841 Furnishings & Equipment-Small Vehicles	216,230.43	216,230.43		216,230.43		
1842 Furnishings & Equipment-Medium Vehicles	193,099.41	284,336.06		284,336.06		
1843 Furnishings & Equipment-Large Vehicles	89,575.38	89,575.38		89,575.38		
1849 Accumulated Depreciation - Vehicles	(421,383.52)	(463,232.26)		(463,232.26)	(17,862.87)	
1850 Equipment > \$10,000	13,702.42	13,702.42		13,702.42		
1859 Accumulated Depreciation - Equipment	(12,332.18)	(12,332.18)		(12,332.18)		
Total Assets	770,199.52	3,303,385.49		3,303,385.49	(333,122.25)	
2001 Accounts Payable	(1,042,432.18)	(262,390.98)		(262,390.98)	(67,992.11)	
2002 Accounts Payable					2,139.58	

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
2004 Accounts Payable - SA Other	(13,725.47)				3,728.57	
2006 Accounts Payable - THQ	(52,029.48)	(1,089.98)		(1,089.98)	8,074.83	
2007 Accounts Payable - DHQ	(95,152.62)	(10,024.65)		(10,024.65)	1,096.19	
2015 Support Services	(405,300.49)	(744,764.48)		(744,764.48)	304,136.44	
2032 Employee Medical Insurance Premiums Payable					(2,889.00)	
2501 Deferred Revenue		(3,698.36)		(3,698.36)	(3,698.36)	
2601 Loans Payable	(60,000.00)	(147,748.36)		(147,748.36)	(147,748.36)	
Total Liabilities	(1,668,640.24)	(1,169,716.81)		(1,169,716.81)	96,847.78	
3903 Accumulated Surplus/Deficit	(465,378.11)	937,521.04		937,521.04		
Total Reserves	(465,378.11)	937,521.04		937,521.04		
4001 Donations - General	(1,258,839.43)	(3,512,388.94)	(1,701,500.08)	(1,810,888.86)	(157,965.41)	(1,701,500.08)
4002 Seasonal Donations	(3,242,211.89)	(3,174,701.29)	(3,047,800.00)	(126,901.29)	(106,010.81)	(3,047,800.00)
4003 Meeting Collections	(3,392.19)	(1,036.13)	(2,500.00)	1,463.87	(52.34)	(2,500.00)
4004 Catridges	(20,906.46)	(38,015.96)	(20,000.00)	(18,015.96)	(2,271.00)	(20,000.00)
4005 World Services	(100.00)	(1,009.00)	(120.00)	(889.00)	(76.00)	(120.00)
4012 Restricted Donations	(235,137.76)	(815,061.41)	(179,074.96)	(635,986.45)	(31,486.43)	(179,074.96)
4050 Gifts-in-Kind	(991,269.92)	(956,022.50)	(953,549.96)	(2,472.54)	(28,335.94)	(953,549.96)
4201 Special Fund Raising Events	(584,612.12)	(395,494.71)	(530,000.04)	134,505.33	(26,650.00)	(530,000.04)
4610 Grants From DHQ	(5,005.00)	(8,650.00)		(8,650.00)		
4613 Grants From Other SA Units		(1,000.00)		(1,000.00)		
4620 Area Command Activities	(69,852.00)	(137,921.00)	(100,000.00)	(37,921.00)		(100,000.00)
4627 Appeals Appropriated	(176,735.27)		(125,000.00)	125,000.00		(125,000.00)
4628 Unrestricted Trust Funds	(413,967.55)	(1,363,286.22)	(231,233.25)	(1,132,052.97)	(20,347.89)	(231,233.25)
4629 Restricted Trust Funds	(7,157.50)	(256,979.53)	(10,000.00)	(246,979.53)	(256,979.53)	(10,000.00)
4677 THQ to Local Unit	(15,000.00)		(12,000.00)	12,000.00		(12,000.00)
4701 Income From Unassociated Organizations	(5,407.30)	(7,494.58)	(25,000.00)	17,505.42		(25,000.00)
5001 Public Funds/Agency Funds	(3,189,152.71)	(4,450,093.64)	(2,707,999.96)	(1,742,093.68)	(584,057.82)	(2,707,999.96)
5003 Public Funds exempt		(345,269.90)	(500,000.00)	154,730.10	109,718.73	(500,000.00)

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
6201 Program Service Fees	(99,644.76)	(61,047.07)	(91,000.00)	29,952.93	(5,653.41)	(91,000.00)
6403 Vending Machine - Canteen Sales	(185.05)		(150.00)	150.00		(150.00)
6703 Gains (Losses) On Sale Of Equipment	(2,377.59)					
6801 Interest Income	(3,085.50)	(830.49)	(2,000.00)	1,169.51	(134.25)	(2,000.00)
6901 Sundry/Miscellaneous Revenue	(2,249.14)	(3.60)		(3.60)	6,364.96	
Total Income	(10,326,289.14)	(15,526,305.97)	(10,238,928.25)	(5,287,377.72)	(1,103,937.14)	(10,238,928.25)
7001 Officers' Allowances and Grants	171,122.56	165,802.77	142,288.90	23,513.87	7,345.88	142,288.90
7002 Salaries - Exempt Employees	696,703.92	914,974.42	761,853.10	153,121.32	74,716.49	761,853.10
7003 Salaries - Non-exempt Employees	2,201,504.25	2,145,874.97	2,068,319.32	77,555.65	185,000.18	2,068,319.32
7004 Salaries - Temporary/Seasonal Employees	179,253.05	64,710.36	110,500.04	(45,789.68)	1,365.63	110,500.04
7101 Officers' Life/Accident Insurance	540.00	550.00	756.08	(206.08)		756.08
7102 Employee Life/Accident Insurance	4,331.00	4,176.00	5,504.00	(1,328.00)		5,504.00
7103 Employee Medical Insurance Premiums	666,147.00	656,728.71	586,646.02	70,082.69	67,372.71	586,646.02
7104 Pension - Employees	65,683.34	52,481.15	44,886.34	7,594.81		44,886.34
7105 403 (B) Match	57,197.25	52,431.70	70,872.54	(18,440.84)	3,687.11	70,872.54
7108 Officers' Health Care Provision Assessments	48,000.00	46,967.55	42,204.00	4,763.55	3,957.55	42,204.00
7109 Officers' Retirement Assessments	19,140.00	20,100.00	38,280.00	(18,180.00)	1,675.00	38,280.00
7112 Employee Disability Insurance		2,820.00	924.00	1,896.00		924.00
7201 FICA - Salvation Army Portion	225,758.50	229,911.68	225,644.31	4,267.37	19,076.81	225,644.31
7203 Workers' Compensation Insurance	46,019.54	47,061.12	70,555.37	(23,494.25)	3,921.76	70,555.37
8001 Professional Fees	1,581,485.19	1,897,676.64	1,191,250.00	706,426.64	196,650.76	1,191,250.00
8003 Legal Fees	7,495.50	256,979.53	11,750.00	245,229.53	256,979.53	11,750.00
8008 Audit Fees	36,500.00	29,300.00	35,500.00	(6,200.00)		35,500.00
8009 Data Processing Fees (Accounting, Payroll)	64,837.70	43,156.61	67,950.04	(24,793.43)	1,390.05	67,950.04
8101 Medical Supplies		593.07		593.07	593.07	
8102 Uniforms	1,199.65	3,811.40	5,750.04	(1,938.64)	663.99	5,750.04

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For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8103 Educational, Recreational, and Craft Supplies	48,336.26	44,315.08	28,750.04	15,565.04	5,388.37	28,750.04
8104 Food and Beverages	173,573.52	164,603.57	112,427.04	52,176.53	31,205.43	112,427.04
8105 Laundry, Linen and Housekeeping Supplies	11,494.98	13,450.66	500.00	12,950.66	357.27	500.00
8106 Office Supplies	97,628.43	124,599.57	84,432.34	40,167.23	17,268.49	84,432.34
8107 Duplicating and Printing Supplies	3,755.47	4,795.94	3,250.04	1,545.90	111.22	3,250.04
8110 Kitchen, Dining Room Supplies	5,726.43	7,562.09	4,849.96	2,712.13	313.76	4,849.96
8201 Office Telephones	38,769.15	46,442.14	34,899.96	11,542.18	2,279.87	34,899.96
8202 Cell Phones and Internet	58,843.74	50,273.36	44,410.00	5,863.36	7,668.96	44,410.00
8203 Quarters Telephones	5,700.90	5,637.95	6,000.00	(362.05)	400.00	6,000.00
8301 Postage and Parcel Post	140,812.05	97,575.98	111,400.04	(13,824.06)	1,173.35	111,400.04
8401 Facility Rent	35,985.66	20,777.76	39,000.00	(18,222.24)	2,597.22	39,000.00
8403 Building and Equipment Insurance	115,021.54	158,424.52	84,418.34	74,006.18	3,766.55	84,418.34
8404 Mortgage and Note Financing	8,061.37					
8405 Utilities	340,069.31	373,667.77	287,450.00	86,217.77	41,480.97	287,450.00
8409 Property Upkeep and Repairs	187,938.70	377,254.09	159,100.00	218,154.09	(275.96)	159,100.00
8413 Janitorial Supplies	58,834.75	71,349.81	69,400.00	1,949.81	6,396.77	69,400.00
8420 Dump Fees	7,289.97	1,106.74	3,750.00	(2,643.26)		3,750.00
8501 Rentals of Furnishings and Equipment	64,125.04	64,526.21	44,300.00	20,226.21	6,736.11	44,300.00
8502 Repairs and Maintenance - Furnishings and Equipment	6,128.53	1,370.86	12,150.00	(10,779.14)	74.10	12,150.00
8503 Purchases of Furnishings and Equipment	38,059.35	91,708.54	55,800.00	35,908.54	8,100.68	55,800.00
8601 Printing and Other Media Preparation	396,960.35	224,312.08	222,999.96	1,312.12	339.67	222,999.96
8606 Subscriptions	11,721.01	12,153.88	5,250.04	6,903.84	1,336.19	5,250.04
8607 Purchase of S.A Periodical Publications (War Cry, etc.)	527.50	1,237.45	900.00	337.45	(261.59)	900.00
8608 Advertising and Public Information Charges	208,590.30	115,309.00	150,950.04	(35,641.04)		150,950.04
8609 War Cry Pubs	1,539.65	949.00	1,750.00	(801.00)	170.40	1,750.00
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For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
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8704 Salvation Army Vehicles - Insurance	43,421.22	43,750.80	35,177.52	8,573.28	3,147.60	35,177.52
8706 Leased Vehicles - Operating Costs	2,070.30		1,527.00	(1,527.00)		1,527.00
8707 Auto Allowances - Employees, Officers and	22,031.98	9,491.81	20,649.96	(11,158.15)	312.23	20,649.96
8801 Conference Attendance	336,316.94	57,141.20	182,528.04	(125,386.84)	21,832.09	182,528.04
8802 Out-of-Town Travel	9,750.55	930.35	14,849.96	(13,919.61)	29.88	14,849.96
8906 Specific Assistance to Individuals	738,511.08	920,408.42	662,129.12	258,279.30	143,796.84	662,129.12
8916 Specific Assistance - Seasonal/Disaster	881,337.69	775,580.09	866,200.00	(90,619.91)	10,704.41	866,200.00
8920 Interstate Services	177,806.82	272,042.67	170,767.57	101,275.10	27,249.62	170,767.57
9001 Organization Dues	6,138.00	5,944.79	6,050.00	(105.21)	315.82	6,050.00
9103 Scholarship Grants/Tuition Payments	4,838.92	22,068.00	500.00	21,568.00		500.00
9111 Christmas Remembrances	9,008.85	6,190.00	5,220.50	969.50		5,220.50
9402 World Services and Harvest Festival	146,880.00	151,286.00	151,285.96	0.04	(539.12)	151,285.96
9440 Bad Debt Expense	960.79	2,360.57		2,360.57	1,310.32	
9611 From ARC	8,190.00	7,840.00		7,840.00		
9613 Grants From Other SA Units		15,000.00		15,000.00	15,000.00	
9627 Appeals - Appropriated	176,735.27		125,000.00	(125,000.00)		125,000.00
9692 Support Service to Headquarters	871,253.50	1,333,036.41	838,504.13	494,532.28	133,550.42	838,504.13
9704 Depreciation Expense	34,940.82	41,848.74	28,441.84	13,406.90	17,862.87	28,441.84
Total Expenses	11,690,107.97	12,455,116.25	10,238,928.46	2,216,187.79	1,340,211.61	10,238,928.46
Net Income/Expense	1,363,818.83	(3,071,189.72)	0.21	(3,071,189.93)	236,274.47	0.21

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For the Twelve Months Ending Wednesday, September 30, 2020

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1005 Central Petty Cash	1,400.00	200.00		200.00		
1006 Individual Petty Cash	200.00				(200.00)	
1101 Unrestricted - Operating Deposits at DHQ	(78,264.76)	656,982.72		656,982.72	118,844.71	
1104 THQ Reserves	8,810.28	10,177.42		10,177.42	134.25	
1111 Board Designated - Vehicle Deposits	7,012.35	7,012.35		7,012.35		
1112 Board Designated - Property Maintenance Deposits	5,399.21	5,399.21		5,399.21		
1201 Accounts Receivable		131,921.58		131,921.58	26,385.04	
1202 Accounts Receivable	83,253.02	521.39		521.39	(33,606.06)	
1203 Accounts Receivable-DHQ	404.83	388.60		388.60	388.60	
1204 Accounts Receivable-Other SA Units	12,131.17				11,350.93	
1206 Accounts Receivable-THQ	10,628.40	11,527.89		11,527.89	24,945.46	
1207 Government Contracts Receivables	170,315.93	491,869.61		491,869.61	(64,052.15)	
1403 Gift Card Inventory	2,111.09	1,220.39		1,220.39	(1,400.70)	
1501 Prepaid Expenses and Deferred Charges		62,039.12		62,039.12	539.12	
1840 Furnishings & Equipment	137,358.96	137,358.96		137,358.96		
1841 Furnishings & Equipment-Small Vehicles	216,230.43	216,230.43		216,230.43		
1842 Furnishings & Equipment-Medium Vehicles	193,099.41	284,336.06		284,336.06		
1843 Furnishings & Equipment-Large Vehicles	89,575.38	89,575.38		89,575.38		
1849 Accumulated Depreciation - Vehicles	(421,383.52)	(463,232.26)		(463,232.26)	(17,862.87)	
1850 Equipment > \$10,000	13,702.42	13,702.42		13,702.42		
1859 Accumulated Depreciation - Equipment	(12,332.18)	(12,332.18)		(12,332.18)		
Total Assets	770,199.52	3,303,385.49		3,303,385.49	(333,122.25)	
2001 Accounts Payable	(1,042,432.18)	(262,390.98)		(262,390.98)	(67,992.11)	
2002 Accounts Payable					2,139.58	

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
2004 Accounts Payable - SA Other	(13,725.47)				3,728.57	
2006 Accounts Payable - THQ	(52,029.48)	(1,089.98)		(1,089.98)	8,074.83	
2007 Accounts Payable - DHQ	(95,152.62)	(10,024.65)		(10,024.65)	1,096.19	
2015 Support Services	(405,300.49)	(744,764.48)		(744,764.48)	304,136.44	
2032 Employee Medical Insurance Premiums Payable					(2,889.00)	
2501 Deferred Revenue		(3,698.36)		(3,698.36)	(3,698.36)	
2601 Loans Payable	(60,000.00)	(147,748.36)		(147,748.36)	(147,748.36)	
Total Liabilities	(1,668,640.24)	(1,169,716.81)		(1,169,716.81)	96,847.78	
3903 Accumulated Surplus/Deficit	(465,378.11)	937,521.04		937,521.04		
Total Reserves	(465,378.11)	937,521.04		937,521.04		
4001 Donations - General	(1,258,839.43)	(3,512,388.94)	(1,701,500.08)	(1,810,888.86)	(157,965.41)	(1,701,500.08)
4002 Seasonal Donations	(3,242,211.89)	(3,174,701.29)	(3,047,800.00)	(126,901.29)	(106,010.81)	(3,047,800.00)
4003 Meeting Collections	(3,392.19)	(1,036.13)	(2,500.00)	1,463.87	(52.34)	(2,500.00)
4004 Catridges	(20,906.46)	(38,015.96)	(20,000.00)	(18,015.96)	(2,271.00)	(20,000.00)
4005 World Services	(100.00)	(1,009.00)	(120.00)	(889.00)	(76.00)	(120.00)
4012 Restricted Donations	(235,137.76)	(815,061.41)	(179,074.96)	(635,986.45)	(31,486.43)	(179,074.96)
4050 Gifts-in-Kind	(991,269.92)	(956,022.50)	(953,549.96)	(2,472.54)	(28,335.94)	(953,549.96)
4201 Special Fund Raising Events	(584,612.12)	(395,494.71)	(530,000.04)	134,505.33	(26,650.00)	(530,000.04)
4610 Grants From DHQ	(5,005.00)	(8,650.00)		(8,650.00)		
4613 Grants From Other SA Units		(1,000.00)		(1,000.00)		
4620 Area Command Activities	(69,852.00)	(137,921.00)	(100,000.00)	(37,921.00)		(100,000.00)
4627 Appeals Appropriated	(176,735.27)		(125,000.00)	125,000.00		(125,000.00)
4628 Unrestricted Trust Funds	(413,967.55)	(1,363,286.22)	(231,233.25)	(1,132,052.97)	(20,347.89)	(231,233.25)
4629 Restricted Trust Funds	(7,157.50)	(256,979.53)	(10,000.00)	(246,979.53)	(256,979.53)	(10,000.00)
4677 THQ to Local Unit	(15,000.00)		(12,000.00)	12,000.00		(12,000.00)
4701 Income From Unassociated Organizations	(5,407.30)	(7,494.58)	(25,000.00)	17,505.42		(25,000.00)
5001 Public Funds/Agency Funds	(3,189,152.71)	(4,450,093.64)	(2,707,999.96)	(1,742,093.68)	(584,057.82)	(2,707,999.96)
5003 Public Funds exempt		(345,269.90)	(500,000.00)	154,730.10	109,718.73	(500,000.00)

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
6201 Program Service Fees	(99,644.76)	(61,047.07)	(91,000.00)	29,952.93	(5,653.41)	(91,000.00)
6403 Vending Machine - Canteen Sales	(185.05)		(150.00)	150.00		(150.00)
6703 Gains (Losses) On Sale Of Equipment	(2,377.59)					
6801 Interest Income	(3,085.50)	(830.49)	(2,000.00)	1,169.51	(134.25)	(2,000.00)
6901 Sundry/Miscellaneous Revenue	(2,249.14)	(3.60)		(3.60)	6,364.96	
Total Income	(10,326,289.14)	(15,526,305.97)	(10,238,928.25)	(5,287,377.72)	(1,103,937.14)	(10,238,928.25)
7001 Officers' Allowances and Grants	171,122.56	165,802.77	142,288.90	23,513.87	7,345.88	142,288.90
7002 Salaries - Exempt Employees	696,703.92	914,974.42	761,853.10	153,121.32	74,716.49	761,853.10
7003 Salaries - Non-exempt Employees	2,201,504.25	2,145,874.97	2,068,319.32	77,555.65	185,000.18	2,068,319.32
7004 Salaries - Temporary/Seasonal Employees	179,253.05	64,710.36	110,500.04	(45,789.68)	1,365.63	110,500.04
7101 Officers' Life/Accident Insurance	540.00	550.00	756.08	(206.08)		756.08
7102 Employee Life/Accident Insurance	4,331.00	4,176.00	5,504.00	(1,328.00)		5,504.00
7103 Employee Medical Insurance Premiums	666,147.00	656,728.71	586,646.02	70,082.69	67,372.71	586,646.02
7104 Pension - Employees	65,683.34	52,481.15	44,886.34	7,594.81		44,886.34
7105 403 (B) Match	57,197.25	52,431.70	70,872.54	(18,440.84)	3,687.11	70,872.54
7108 Officers' Health Care Provision Assessments	48,000.00	46,967.55	42,204.00	4,763.55	3,957.55	42,204.00
7109 Officers' Retirement Assessments	19,140.00	20,100.00	38,280.00	(18,180.00)	1,675.00	38,280.00
7112 Employee Disability Insurance		2,820.00	924.00	1,896.00		924.00
7201 FICA - Salvation Army Portion	225,758.50	229,911.68	225,644.31	4,267.37	19,076.81	225,644.31
7203 Workers' Compensation Insurance	46,019.54	47,061.12	70,555.37	(23,494.25)	3,921.76	70,555.37
8001 Professional Fees	1,581,485.19	1,897,676.64	1,191,250.00	706,426.64	196,650.76	1,191,250.00
8003 Legal Fees	7,495.50	256,979.53	11,750.00	245,229.53	256,979.53	11,750.00
8008 Audit Fees	36,500.00	29,300.00	35,500.00	(6,200.00)		35,500.00
8009 Data Processing Fees (Accounting, Payroll)	64,837.70	43,156.61	67,950.04	(24,793.43)	1,390.05	67,950.04
8101 Medical Supplies		593.07		593.07	593.07	
8102 Uniforms	1,199.65	3,811.40	5,750.04	(1,938.64)	663.99	5,750.04

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8103 Educational, Recreational, and Craft Supplies	48,336.26	44,315.08	28,750.04	15,565.04	5,388.37	28,750.04
8104 Food and Beverages	173,573.52	164,603.57	112,427.04	52,176.53	31,205.43	112,427.04
8105 Laundry, Linen and Housekeeping Supplies	11,494.98	13,450.66	500.00	12,950.66	357.27	500.00
8106 Office Supplies	97,628.43	124,599.57	84,432.34	40,167.23	17,268.49	84,432.34
8107 Duplicating and Printing Supplies	3,755.47	4,795.94	3,250.04	1,545.90	111.22	3,250.04
8110 Kitchen, Dining Room Supplies	5,726.43	7,562.09	4,849.96	2,712.13	313.76	4,849.96
8201 Office Telephones	38,769.15	46,442.14	34,899.96	11,542.18	2,279.87	34,899.96
8202 Cell Phones and Internet	58,843.74	50,273.36	44,410.00	5,863.36	7,668.96	44,410.00
8203 Quarters Telephones	5,700.90	5,637.95	6,000.00	(362.05)	400.00	6,000.00
8301 Postage and Parcel Post	140,812.05	97,575.98	111,400.04	(13,824.06)	1,173.35	111,400.04
8401 Facility Rent	35,985.66	20,777.76	39,000.00	(18,222.24)	2,597.22	39,000.00
8403 Building and Equipment Insurance	115,021.54	158,424.52	84,418.34	74,006.18	3,766.55	84,418.34
8404 Mortgage and Note Financing	8,061.37					
8405 Utilities	340,069.31	373,667.77	287,450.00	86,217.77	41,480.97	287,450.00
8409 Property Upkeep and Repairs	187,938.70	377,254.09	159,100.00	218,154.09	(275.96)	159,100.00
8413 Janitorial Supplies	58,834.75	71,349.81	69,400.00	1,949.81	6,396.77	69,400.00
8420 Dump Fees	7,289.97	1,106.74	3,750.00	(2,643.26)		3,750.00
8501 Rentals of Furnishings and Equipment	64,125.04	64,526.21	44,300.00	20,226.21	6,736.11	44,300.00
8502 Repairs and Maintenance - Furnishings and Equipment	6,128.53	1,370.86	12,150.00	(10,779.14)	74.10	12,150.00
8503 Purchases of Furnishings and Equipment	38,059.35	91,708.54	55,800.00	35,908.54	8,100.68	55,800.00
8601 Printing and Other Media Preparation	396,960.35	224,312.08	222,999.96	1,312.12	339.67	222,999.96
8606 Subscriptions	11,721.01	12,153.88	5,250.04	6,903.84	1,336.19	5,250.04
8607 Purchase of S.A Periodical Publications (War Cry, etc.)	527.50	1,237.45	900.00	337.45	(261.59)	900.00
8608 Advertising and Public Information Charges	208,590.30	115,309.00	150,950.04	(35,641.04)		150,950.04
8609 War Cry Pubs	1,539.65	949.00	1,750.00	(801.00)	170.40	1,750.00
8701 Other Transportation and Meals	19,276.61	22,051.56	23,775.00	(1,723.44)	3,102.29	23,775.00

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## CONSOLIDATED

For the Twelve Months Ending Wednesday, September 30, 2020

Account Number / Description	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8702 Salvation Army Vehicles - Operating Costs	62,226.22	58,633.11	56,749.96	1,883.15	1,511.99	56,749.96
8704 Salvation Army Vehicles - Insurance	43,421.22	43,750.80	35,177.52	8,573.28	3,147.60	35,177.52
8706 Leased Vehicles - Operating Costs	2,070.30		1,527.00	(1,527.00)		1,527.00
8707 Auto Allowances - Employees, Officers and	22,031.98	9,491.81	20,649.96	(11,158.15)	312.23	20,649.96
8801 Conference Attendance	336,316.94	57,141.20	182,528.04	(125,386.84)	21,832.09	182,528.04
8802 Out-of-Town Travel	9,750.55	930.35	14,849.96	(13,919.61)	29.88	14,849.96
8906 Specific Assistance to Individuals	738,511.08	920,408.42	662,129.12	258,279.30	143,796.84	662,129.12
8916 Specific Assistance - Seasonal/Disaster	881,337.69	775,580.09	866,200.00	(90,619.91)	10,704.41	866,200.00
8920 Interstate Services	177,806.82	272,042.67	170,767.57	101,275.10	27,249.62	170,767.57
9001 Organization Dues	6,138.00	5,944.79	6,050.00	(105.21)	315.82	6,050.00
9103 Scholarship Grants/Tuition Payments	4,838.92	22,068.00	500.00	21,568.00		500.00
9111 Christmas Remembrances	9,008.85	6,190.00	5,220.50	969.50		5,220.50
9402 World Services and Harvest Festival	146,880.00	151,286.00	151,285.96	0.04	(539.12)	151,285.96
9440 Bad Debt Expense	960.79	2,360.57		2,360.57	1,310.32	
9611 From ARC	8,190.00	7,840.00		7,840.00		
9613 Grants From Other SA Units		15,000.00		15,000.00	15,000.00	
9627 Appeals - Appropriated	176,735.27		125,000.00	(125,000.00)		125,000.00
9692 Support Service to Headquarters	871,253.50	1,333,036.41	838,504.13	494,532.28	133,550.42	838,504.13
9704 Depreciation Expense	34,940.82	41,848.74	28,441.84	13,406.90	17,862.87	28,441.84
Total Expenses	11,690,107.97	12,455,116.25	10,238,928.46	2,216,187.79	1,340,211.61	10,238,928.46
Net Income/Expense	1,363,818.83	(3,071,189.72)	0.21	(3,071,189.93)	236,274.47	0.21

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
1001 Cash in Bank	\$1,792,720.83	\$2,448,350.46		\$2,448,350.46	\$228,413.91	
1005 Central Petty Cash	1,400.00	200.00		200.00		
1006 Individual Petty Cash	200.00					
1101 Unrestricted - Operating Deposits at DHQ	429,561.60	1,113,181.59		1,113,181.59		
1101 Payroll Reserves	43,867.84					
1103 Payroll Deposits		(53,079.04)		(53,079.04)	40,456.99	
1104 THQ Reserves	9,105.32	10,446.42		10,446.42	67.31	
1111 Board Designated - Vehicle Deposits	7,012.35	74,749.25		74,749.25		
1112 Board Designated - Prop Maint Dep	5,399.21	5,399.21		5,399.21		
1201 Accounts Receivable		6,921.58		6,921.58	(20,000.00)	
1202 Accounts Receivable	95,669.55	58.72		58.72	10.00	
1204 Accounts Receivable-Other SA Units	(11,350.93)					
1207 Government Contracts Receivables	592,945.73	1,009,756.94		1,009,756.94	509,519.48	
1403 Gift Card Inventory	2,611.09	2,203.05		2,203.05	(72,681.09)	
1840 Furnishings & Equipment	137,358.96	137,358.96		137,358.96		
1841 Furnishings & Equipment-Small Vehicles	216,230.43	216,230.43		216,230.43		
1842 Furnishings & Equipment-Medium Vehicles	193,099.41	284,336.06		284,336.06		
1843 Furnishings & Equipment-Large Vehicles	89,575.38	89,575.38		89,575.38		
1849 Accumulated Depreciation - Vehicles	(431,595.82)	(478,739.38)		(478,739.38)		
1850 Equipment > \$10,000	13,702.42	13,702.42		13,702.42		
1859 Accumulated Depreciation - Equipment	(12,332.18)	(12,332.18)		(12,332.18)		
<b>Total Assets</b>	<b>3,175,181.19</b>	<b>4,868,319.87</b>		<b>4,868,319.87</b>	<b>685,786.60</b>	
2001 Accounts Payable	1,222,276.46	317,227.11		317,227.11	169,988.14	
2002 Accounts Payable		(22,581.41)		(22,581.41)	(18,236.64)	
2004 Accounts Payable - SA Other	3,786.93					

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
2006 Accounts Payable - THQ	112,602.62	13,672.43		13,672.43	(507.19)	
2007 Accounts Payable - DHQ	138,492.90	8,982.50		8,982.50	11,016.84	
2015 Accounts Payable - Support Services	984,018.03	713,844.44		713,844.44	(55,126.57)	
2501 Deferred Revenue		3,698.36		3,698.36		
2601 Loans Payable	60,000.00	147,748.36		147,748.36		
<b>Total Liabilities</b>	<b>2,521,176.94</b>	<b>1,182,591.79</b>		<b>1,182,591.79</b>	<b>107,134.58</b>	
3903 Accumulated Surplus/Deficit	(898,440.72)	2,133,668.68		2,133,668.68		
<b>Total Reserves</b>	<b>(898,440.72)</b>	<b>2,133,668.68</b>		<b>2,133,668.68</b>		

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
4001 Donations - General	930,788.23	683,894.98	2,690,817.00	(2,006,922.02)	306,542.64	6,457,961.00
4002 Seasonal Donations	2,259,657.93	3,243,768.28	809,564.95	2,434,203.33	128,840.69	1,942,956.00
4003 Meeting Collections	765.74	280.10	502.05	(221.95)	2.00	1,205.00
4004 Catridges	18,699.56	8,964.35	17,958.30	(8,993.95)	1,697.82	43,100.00
4005 World Services	376.00	428.00		428.00	37.00	
4012 Restricted Donations - Not Exempt	533,467.66	122,209.18		122,209.18	10,831.19	
4050 Gifts-in-Kind - Exempt	833,370.29	767,518.75	358,958.30	408,560.45	749,669.89	861,500.00
4201 Special Fund Raising Events	228,910.67	121,854.62	206,250.00	(84,395.38)	4,321.55	495,000.00
4610 Grants from DHQ to Local Unit - Exempt	8,650.00					
4613 Grants from Other SA Units - Exempt	1,000.00					
4620 Area Command Approp - Exempt (to local units)	77,433.00		52,027.05	(52,027.05)		124,865.00
4626 Grants from Womens Auxiliary - Not Exempt		10,000.00		10,000.00		
4628 Reserves Transfers from THQ - Not Exempt	380,608.03	22,464.30	8,333.30	14,131.00		20,000.00
4673 Grants from THQ Disaster		5,000.00		5,000.00		
4701 Income From Unassociated Organizations (United Way)	7,494.58	510.97		510.97		
4702 Income From Unassociated Organizations (Non United Way)		593,197.40		593,197.40	66,458.75	
5001 Government Grants/Fees - Not Exempt	1,435,871.18	1,870,487.09	1,869,383.25	1,103.84	877,589.58	4,486,520.00
5003 Government Grants/Fees - Exempt		469,021.41	833,333.30	(364,311.89)	18,408.26	2,000,000.00
6201 Program Service Fees - Not Exempt	35,054.30	14,529.13	15,608.30	(1,079.17)	2,813.77	37,460.00
6801 Interest Income	295.04	269.00	310.40	(41.40)	67.31	745.00
6901 Sundry/Miscellaneous Revenue	52.08	8,992.88		8,992.88		
<b>Total Income</b>	<b>6,752,494.29</b>	<b>7,943,390.44</b>	<b>6,863,046.20</b>	<b>1,080,344.24</b>	<b>2,167,280.45</b>	<b>16,471,312.00</b>
7001 Officers' Allowances and Grants	66,322.33	51,671.31	75,464.10	(23,792.79)	6,515.36	181,114.00
7002 Salaries - Exempt Employees	310,859.27	412,895.09	555,154.13	(142,259.04)	71,239.43	1,332,370.00
7003 Salaries - Non-exempt Employees	751,634.41	985,023.77	1,299,801.92	(314,778.15)	177,346.84	3,119,525.00

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
7004 Salaries - Temporary/Seasonal Employees	63,104.73	23,077.66	27,416.60	(4,338.94)		65,800.00
7101 Officers' Life/Accident Insurance		550.00	343.75	206.25		825.00
7102 Employee Life/Accident Insurance			3,883.79	(3,883.79)		9,321.00
7103 Employee Medical Insurance Premiums	259,047.00	342,432.00	428,366.76	(85,934.76)	63,684.00	1,028,080.00
7104 Pension - Employees	26,609.51	10,620.90	25,798.02	(15,177.12)		61,915.00
7105 SA Employee Retirement Contributions	21,637.31	25,068.15	36,783.32	(11,715.17)	4,924.04	88,280.00
7108 Officers' Health Care Provision Assessments	19,550.00	20,110.00	20,104.15	5.85	4,022.00	48,250.00
7109 Officers' Retirement Assessments	8,375.00	8,625.00	8,391.65	233.35	1,725.00	20,140.00
7112 Employee Disability Insurance	2,820.00	2,340.00	2,922.87	(582.87)		7,015.00
7201 FICA - Salvation Army Portion	83,004.30	104,081.72	137,441.52	(33,359.80)	18,023.15	329,860.00
7203 Workers' Compensation Insurance	19,608.80	20,511.85	29,145.72	(8,633.87)	4,102.37	69,950.00
8001 Professional Fees	673,151.11	930,433.73	759,135.79	171,297.94	194,198.69	1,821,926.00
8008 Audit Fees	29,300.00	30,300.00	18,812.56	11,487.44	4,050.00	45,150.00
8009 Data Processing Fees (Accounting, Payroll)	15,409.13	3,582.10	10,202.04	(6,619.94)	668.00	24,485.00
8102 Uniforms	2,094.32	1,785.75	1,979.19	(193.44)	249.61	4,750.00
8103 Educational, Recreational, and Craft Supplies	20,019.59	19,183.12	17,143.59	2,039.53	2,503.39	41,145.00
8104 Food and Beverages	37,657.71	112,407.24	87,198.04	25,209.20	43,096.10	209,275.00
8105 Laundry, Linen and Housekeeping Supplies	582.86	4,699.14	6,750.00	(2,050.86)	980.00	16,200.00
8106 Office Supplies	66,662.56	28,805.97	51,122.92	(22,316.95)	6,175.77	122,695.00
8107 Duplicating and Printing Supplies	1,978.66	1,109.92	2,739.55	(1,629.63)	33.37	6,575.00
8110 Kitchen, Dining Room Supplies	2,067.99	555.40	4,491.60	(3,936.20)		10,780.00
8111 Miscellaneous Supplies		235.34		235.34	235.34	
8120 Bank Fees		4,711.67		4,711.67	(732.77)	
8121 Credit Card Fees		32,874.84		32,874.84	2,695.58	
8201 Office Telephones	15,623.29	19,219.52	29,729.10	(10,509.58)	1,831.98	71,350.00
8202 Cell Phones	18,406.03	8,643.52	29,152.88	(20,509.36)	1,004.59	69,967.00
8203 Quarters Telephones	2,395.55	2,788.99	2,206.24	582.75	200.00	5,295.00

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8206 Internet		10,622.89		10,622.89	1,258.95	
8301 Postage and Parcel Post	64,143.94	76,258.77	41,663.03	34,595.74	7,108.21	99,991.00
8401 Facility Rent	10,388.88	10,517.88	8,125.00	2,392.88		19,500.00
8403 Building and Equipment Insurance	134,545.59	127,580.01	156,927.02	(29,347.01)	1,117.47	376,625.00
8405 Utilities	145,632.42	139,017.26	182,926.31	(43,909.05)	16,662.96	439,023.00
8409 Property Upkeep and Repairs	121,677.46	120,462.25	158,631.26	(38,169.01)	13,532.67	380,715.00
8413 Janitorial Supplies	36,668.78	18,568.96	51,117.12	(32,548.16)	6,194.70	122,681.00
8420 Dump Fees	1,106.74		500.00	(500.00)		1,200.00
8501 Rentals of Furnishings and Equipment	24,318.40	30,738.91	25,983.29	4,755.62	7,347.34	62,360.00
8502 Repairs and Maintenance - Furnishings and Equipment	39.96	198.33	25.00	173.33		60.00
8503 Purchases of Furnishings and Equipment	55,776.26	12,940.17	13,070.79	(130.62)	1,740.48	31,370.00
8505 Software, License Fees and Intellectual Property		4,400.66		4,400.66	432.98	
8601 Printing and Other Media Preparation	158,017.85	195,584.63	91,501.30	104,083.33	21,162.67	219,603.00
8606 Subscriptions	2,865.88	1,216.88	2,846.76	(1,629.88)	209.99	6,832.00
8607 Non War Cry Pubs Expense - Not Exempt	258.00	477.65	147.50	330.15	292.65	354.00
8608 Advertising and Public Information Charges	105,748.00	76,538.75	66,166.60	10,372.15	182.00	158,800.00
8609 War Cry Pubs Expense - Not Exempt	630.70	495.55	465.88	29.67	135.15	1,118.00
8701 Other Transportation and Meals	9,570.39	9,224.37	9,191.67	32.70	940.26	22,060.00
8702 Salvation Army Vehicles - Operating Costs	24,539.32	25,643.85	29,162.52	(3,518.67)	2,271.78	69,990.00
8704 Salvation Army Vehicles - Insurance	17,725.05	31,114.04	35,202.15	(4,088.11)	6,652.59	84,485.00
8707 Auto Allowances - Employees, Officers and	6,049.94	2,155.24	5,389.65	(3,234.41)	230.16	12,935.00
8801 Conference Attendance	23,397.34	15,168.76	45,429.10	(30,260.34)		109,030.00
8802 Out-of-Town Travel	474.60	779.88	422.85	357.03		1,015.00
8906 Specific Assistance to Individuals	307,153.90	633,812.41	1,179,969.99	(546,157.58)	72,728.45	2,831,928.00
8907 In Kind Specific Assistance to Individuals		44,152.74		44,152.74	32,870.04	

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8916 Specific Assistance - Seasonal/Disaster	735,631.86	750,611.13	327,687.50	422,923.63	711,395.50	786,450.00
8917 In Kind Specific Assistance - Seasonal/Disaster		7,314.89		7,314.89	2,216.02	
8920 Interstate Services	110,160.00	108,908.98	110,315.09	(1,406.11)	12,534.39	264,756.00
9001 Organization Dues	3,358.40	1,660.40	3,179.26	(1,518.86)		7,630.00
9103 Scholarship Grants/Tuition Payments	17,540.00	4,528.00	10,962.50	(6,434.50)		26,310.00
9111 Christmas Remembrances	5,980.00	4,175.00	4,404.10	(229.10)		10,570.00
9402 World Services and Harvest Festival		158,802.00	66,121.60	92,680.40		158,692.00
9410 Sundry Expense		2,014.52		2,014.52	(1,250.40)	
9440 Bad Debt Expense	891.95	1,210.41		1,210.41	471.08	
9611 Grants from ARC to Local Unit	7,840.00	6,930.00		6,930.00		
9692 Support Service to Headquarters	539,783.95	533,654.05	545,848.32	(12,194.27)	61,418.50	1,310,036.00
9704 Depreciation Expense	10,212.30	15,507.12	12,356.24	3,150.88		29,655.00
Total Expenses	5,200,049.32	6,391,331.04	6,857,421.20	(466,090.16)	1,588,628.43	16,457,812.00
Net Income/Expense	1,552,444.97	1,552,059.40	5,625.00	1,546,434.40	578,652.02	13,500.00

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					Current Month	Annual Budget
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget			
1001 Cash in Bank	\$1,792,720.83	\$2,448,350.46		\$2,448,350.46		\$228,413.91	
1005 Central Petty Cash	1,400.00	200.00		200.00			
1006 Individual Petty Cash	200.00						
1101 Unrestricted - Operating Deposits at DHQ	429,561.60	1,113,181.59		1,113,181.59			
1101 Payroll Reserves	43,867.84						
1103 Payroll Deposits		(53,079.04)		(53,079.04)		40,456.99	
1104 THQ Reserves	9,105.32	10,446.42		10,446.42		67.31	
1111 Board Designated - Vehicle Deposits	7,012.35	74,749.25		74,749.25			
1112 Board Designated - Prop Maint Dep	5,399.21	5,399.21		5,399.21			
1201 Accounts Receivable		6,921.58		6,921.58		(20,000.00)	
1202 Accounts Receivable	95,669.55	58.72		58.72		10.00	
1204 Accounts Receivable-Other SA Units	(11,350.93)						
1207 Government Contracts Receivables	592,945.73	1,009,756.94		1,009,756.94		509,519.48	
1403 Gift Card Inventory	2,611.09	2,203.05		2,203.05		(72,681.09)	
1840 Furnishings & Equipment	137,358.96	137,358.96		137,358.96			
1841 Furnishings & Equipment-Small Vehicles	216,230.43	216,230.43		216,230.43			
1842 Furnishings & Equipment-Medium Vehicles	193,099.41	284,336.06		284,336.06			
1843 Furnishings & Equipment-Large Vehicles	89,575.38	89,575.38		89,575.38			
1849 Accumulated Depreciation - Vehicles	(431,595.82)	(478,739.38)		(478,739.38)			
1850 Equipment > \$10,000	13,702.42	13,702.42		13,702.42			
1859 Accumulated Depreciation - Equipment	(12,332.18)	(12,332.18)		(12,332.18)			
<b>Total Assets</b>	<b>3,175,181.19</b>	<b>4,868,319.87</b>		<b>4,868,319.87</b>		<b>685,786.60</b>	
2001 Accounts Payable	1,222,276.46	317,227.11		317,227.11		169,988.14	
2002 Accounts Payable		(22,581.41)		(22,581.41)		(18,236.64)	
2004 Accounts Payable - SA Other	3,786.93						

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
2006 Accounts Payable - THQ	112,602.62	13,672.43		13,672.43	(507.19)	
2007 Accounts Payable - DHQ	138,492.90	8,982.50		8,982.50	11,016.84	
2015 Accounts Payable - Support Services	984,018.03	713,844.44		713,844.44	(55,126.57)	
2501 Deferred Revenue		3,698.36		3,698.36		
2601 Loans Payable	60,000.00	147,748.36		147,748.36		
<b>Total Liabilities</b>	<b>2,521,176.94</b>	<b>1,182,591.79</b>		<b>1,182,591.79</b>	<b>107,134.58</b>	
3903 Accumulated Surplus/Deficit	(898,440.72)	2,133,668.68		2,133,668.68		
<b>Total Reserves</b>	<b>(898,440.72)</b>	<b>2,133,668.68</b>		<b>2,133,668.68</b>		

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
4001 Donations - General	930,788.23	683,894.98	2,690,817.00	(2,006,922.02)	306,542.64	6,457,961.00
4002 Seasonal Donations	2,259,657.93	3,243,768.28	809,564.95	2,434,203.33	128,840.69	1,942,956.00
4003 Meeting Collections	765.74	280.10	502.05	(221.95)	2.00	1,205.00
4004 Catridges	18,699.56	8,964.35	17,958.30	(8,993.95)	1,697.82	43,100.00
4005 World Services	376.00	428.00		428.00	37.00	
4012 Restricted Donations - Not Exempt	533,467.66	122,209.18		122,209.18	10,831.19	
4050 Gifts-in-Kind - Exempt	833,370.29	767,518.75	358,958.30	408,560.45	749,669.89	861,500.00
4201 Special Fund Raising Events	228,910.67	121,854.62	206,250.00	(84,395.38)	4,321.55	495,000.00
4610 Grants from DHQ to Local Unit - Exempt	8,650.00					
4613 Grants from Other SA Units - Exempt	1,000.00					
4620 Area Command Approp - Exempt (to local units)	77,433.00		52,027.05	(52,027.05)		124,865.00
4626 Grants from Womens Auxiliary - Not Exempt		10,000.00		10,000.00		
4628 Reserves Transfers from THQ - Not Exempt	380,608.03	22,464.30	8,333.30	14,131.00		20,000.00
4673 Grants from THQ Disaster		5,000.00		5,000.00		
4701 Income From Unassociated Organizations (United Way)	7,494.58	510.97		510.97		
4702 Income From Unassociated Organizations (Non United Way)		593,197.40		593,197.40	66,458.75	
5001 Government Grants/Fees - Not Exempt	1,435,871.18	1,870,487.09	1,869,383.25	1,103.84	877,589.58	4,486,520.00
5003 Government Grants/Fees - Exempt		469,021.41	833,333.30	(364,311.89)	18,408.26	2,000,000.00
6201 Program Service Fees - Not Exempt	35,054.30	14,529.13	15,608.30	(1,079.17)	2,813.77	37,460.00
6801 Interest Income	295.04	269.00	310.40	(41.40)	67.31	745.00
6901 Sundry/Miscellaneous Revenue	52.08	8,992.88		8,992.88		
Total Income	6,752,494.29	7,943,390.44	6,863,046.20	1,080,344.24	2,167,280.45	16,471,312.00
7001 Officers' Allowances and Grants	66,322.33	51,671.31	75,464.10	(23,792.79)	6,515.36	181,114.00
7002 Salaries - Exempt Employees	310,859.27	412,895.09	555,154.13	(142,259.04)	71,239.43	1,332,370.00
7003 Salaries - Non-exempt Employees	751,634.41	985,023.77	1,299,801.92	(314,778.15)	177,346.84	3,119,525.00

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
7004 Salaries - Temporary/Seasonal Employees	63,104.73	23,077.66	27,416.60	(4,338.94)		65,800.00
7101 Officers' Life/Accident Insurance		550.00	343.75	206.25		825.00
7102 Employee Life/Accident Insurance			3,883.79	(3,883.79)		9,321.00
7103 Employee Medical Insurance Premiums	259,047.00	342,432.00	428,366.76	(85,934.76)	63,684.00	1,028,080.00
7104 Pension - Employees	26,609.51	10,620.90	25,798.02	(15,177.12)		61,915.00
7105 SA Employee Retirement Contributions	21,637.31	25,068.15	36,783.32	(11,715.17)	4,924.04	88,280.00
7108 Officers' Health Care Provision Assessments	19,550.00	20,110.00	20,104.15	5.85	4,022.00	48,250.00
7109 Officers' Retirement Assessments	8,375.00	8,625.00	8,391.65	233.35	1,725.00	20,140.00
7112 Employee Disability Insurance	2,820.00	2,340.00	2,922.87	(582.87)		7,015.00
7201 FICA - Salvation Army Portion	83,004.30	104,081.72	137,441.52	(33,359.80)	18,023.15	329,860.00
7203 Workers' Compensation Insurance	19,608.80	20,511.85	29,145.72	(8,633.87)	4,102.37	69,950.00
8001 Professional Fees	673,151.11	930,433.73	759,135.79	171,297.94	194,198.69	1,821,926.00
8008 Audit Fees	29,300.00	30,300.00	18,812.56	11,487.44	4,050.00	45,150.00
8009 Data Processing Fees (Accounting, Payroll)	15,409.13	3,582.10	10,202.04	(6,619.94)	668.00	24,485.00
8102 Uniforms	2,094.32	1,785.75	1,979.19	(193.44)	249.61	4,750.00
8103 Educational, Recreational, and Craft Supplies	20,019.59	19,183.12	17,143.59	2,039.53	2,503.39	41,145.00
8104 Food and Beverages	37,657.71	112,407.24	87,198.04	25,209.20	43,096.10	209,275.00
8105 Laundry, Linen and Housekeeping Supplies	582.86	4,699.14	6,750.00	(2,050.86)	980.00	16,200.00
8106 Office Supplies	66,662.56	28,805.97	51,122.92	(22,316.95)	6,175.77	122,695.00
8107 Duplicating and Printing Supplies	1,978.66	1,109.92	2,739.55	(1,629.63)	33.37	6,575.00
8110 Kitchen, Dining Room Supplies	2,067.99	555.40	4,491.60	(3,936.20)		10,780.00
8111 Miscellaneous Supplies		235.34		235.34	235.34	
8120 Bank Fees		4,711.67		4,711.67	(732.77)	
8121 Credit Card Fees		32,874.84		32,874.84	2,695.58	
8201 Office Telephones	15,623.29	19,219.52	29,729.10	(10,509.58)	1,831.98	71,350.00
8202 Cell Phones	18,406.03	8,643.52	29,152.88	(20,509.36)	1,004.59	69,967.00
8203 Quarters Telephones	2,395.55	2,788.99	2,206.24	582.75	200.00	5,295.00

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8206 Internet		10,622.89		10,622.89	1,258.95	
8301 Postage and Parcel Post	64,143.94	76,258.77	41,663.03	34,595.74	7,108.21	99,991.00
8401 Facility Rent	10,388.88	10,517.88	8,125.00	2,392.88		19,500.00
8403 Building and Equipment Insurance	134,545.59	127,580.01	156,927.02	(29,347.01)	1,117.47	376,625.00
8405 Utilities	145,632.42	139,017.26	182,926.31	(43,909.05)	16,662.96	439,023.00
8409 Property Upkeep and Repairs	121,677.46	120,462.25	158,631.26	(38,169.01)	13,532.67	380,715.00
8413 Janitorial Supplies	36,668.78	18,568.96	51,117.12	(32,548.16)	6,194.70	122,681.00
8420 Dump Fees	1,106.74		500.00	(500.00)		1,200.00
8501 Rentals of Furnishings and Equipment	24,318.40	30,738.91	25,983.29	4,755.62	7,347.34	62,360.00
8502 Repairs and Maintenance - Furnishings and Equipment	39.96	198.33	25.00	173.33		60.00
8503 Purchases of Furnishings and Equipment	55,776.26	12,940.17	13,070.79	(130.62)	1,740.48	31,370.00
8505 Software, License Fees and Intellectual Property		4,400.66		4,400.66	432.98	
8601 Printing and Other Media Preparation	158,017.85	195,584.63	91,501.30	104,083.33	21,162.67	219,603.00
8606 Subscriptions	2,865.88	1,216.88	2,846.76	(1,629.88)	209.99	6,832.00
8607 Non War Cry Pubs Expense - Not Exempt	258.00	477.65	147.50	330.15	292.65	354.00
8608 Advertising and Public Information Charges	105,748.00	76,538.75	66,166.60	10,372.15	182.00	158,800.00
8609 War Cry Pubs Expense - Not Exempt	630.70	495.55	465.88	29.67	135.15	1,118.00
8701 Other Transportation and Meals	9,570.39	9,224.37	9,191.67	32.70	940.26	22,060.00
8702 Salvation Army Vehicles - Operating Costs	24,539.32	25,643.85	29,162.52	(3,518.67)	2,271.78	69,990.00
8704 Salvation Army Vehicles - Insurance	17,725.05	31,114.04	35,202.15	(4,088.11)	6,652.59	84,485.00
8707 Auto Allowances - Employees, Officers and	6,049.94	2,155.24	5,389.65	(3,234.41)	230.16	12,935.00
8801 Conference Attendance	23,397.34	15,168.76	45,429.10	(30,260.34)		109,030.00
8802 Out-of-Town Travel	474.60	779.88	422.85	357.03		1,015.00
8906 Specific Assistance to Individuals	307,153.90	633,812.41	1,179,969.99	(546,157.58)	72,728.45	2,831,928.00
8907 In Kind Specific Assistance to Individuals		44,152.74		44,152.74	32,870.04	

Financial Return  
I9030 - Austin Area Command

Account Number / Description	For the Five Months Ending Sunday, February 28, 2021					
	Prior Year to Date	Current Year to Date	Budget to Date	Variance Over/ Under Budget	Current Month	Annual Budget
8916 Specific Assistance - Seasonal/Disaster	735,631.86	750,611.13	327,687.50	422,923.63	711,395.50	786,450.00
8917 In Kind Specific Assistance - Seasonal/Disaster		7,314.89		7,314.89	2,216.02	
8920 Interstate Services	110,160.00	108,908.98	110,315.09	(1,406.11)	12,534.39	264,756.00
9001 Organization Dues	3,358.40	1,660.40	3,179.26	(1,518.86)		7,630.00
9103 Scholarship Grants/Tuition Payments	17,540.00	4,528.00	10,962.50	(6,434.50)		26,310.00
9111 Christmas Remembrances	5,980.00	4,175.00	4,404.10	(229.10)		10,570.00
9402 World Services and Harvest Festival		158,802.00	66,121.60	92,680.40		158,692.00
9410 Sundry Expense		2,014.52		2,014.52	(1,250.40)	
9440 Bad Debt Expense	891.95	1,210.41		1,210.41	471.08	
9611 Grants from ARC to Local Unit	7,840.00	6,930.00		6,930.00		
9692 Support Service to Headquarters	539,783.95	533,654.05	545,848.32	(12,194.27)	61,418.50	1,310,036.00
9704 Depreciation Expense	10,212.30	15,507.12	12,356.24	3,150.88		29,655.00
Total Expenses	5,200,049.32	6,391,331.04	6,857,421.20	(466,090.16)	1,588,628.43	16,457,812.00
Net Income/Expense	1,552,444.97	1,552,059.40	5,625.00	1,546,434.40	578,652.02	13,500.00

**Austin Area Command  
Consolidated Statement of Activities  
Fiscal Year 2021 Budget**

		<b>Amount</b>
4001	Donations	(6,457,961)
4002	Seasonal	(1,942,956)
4003	Meeting Collections	(1,205)
4004	Cartridges	(43,100)
4005	World Services	-
4012	Restricted	-
4050	Gifts in Kind	(861,500)
4201	Special Fund Raising	(495,000)
4610	Grants from DHQ	-
4613	Grants from other SA	-
4620	FEMA	(124,865)
4628	Unrestricted Trust Funds	(20,000)
4701	Inc Unassociated Orgs	-
5001	Public Funds	(4,486,520)
5003	Public Funds-Exempt	(2,000,000)
6201	Program Service Fees	(37,460)
6403	Vending/Canteen Sales	-
6610	Trust Interest	-
6703	Gains/(Losses) on Equip	-
6801	Interest Income	(745)
6901	Miscellaneous Income	-
	Total Income	(16,471,312)
7001	Officers Allow & Grant	181,114
7002	Salaries Exempt	1,332,370
7003	Non-Exempt	3,119,525
7004	Seasonal	65,800
7101	Officer Life	825
7102	Employee Life	9,321
7103	Employee Medical	1,028,080
7104	Pension-Emp	61,915
7105	403 (b) Match	88,280
7108	Officer Medical	48,250
7109	Officer Retire	20,140
7112	Employee Disability	7,015
7201	FICA	329,860
7203	Workmans Comp	69,950
8001	Professional Fees	1,821,926
8008	Audit	45,150
8009	Data Process	24,485
8102	Uniforms	4,750
8103	Education	41,145
8104	Food	209,275
8105	Laundry	16,200
8106	Office	122,695
8107	Duplication/Print	6,575

**Austin Area Command  
Consolidated Statement of Activities  
Fiscal Year 2021 Budget**

		<b>Amount</b>
8110	Kitchen	10,780
8201	Telephone	71,350
8202	Internet	69,967
8203	Quarters Phones	5,295
8301	Postage	99,991
8401	Facility Rent	19,500
8403	Building Insurance	376,625
8405	Utilities	439,023
8409	Property Upkeep	380,715
8413	Janitorial	122,681
8420	Dump	1,200
8501	Rent Furnishings	62,360
8502	Repairs Maintenance	60
8503	Purchase Furnishings	31,370
8601	Printing	219,603
8606	Subscriptions	6,832
8607	Purchase Pubs	354
8608	Advertising	158,800
8609	War Cry	1,118
8701	Trans/meals	22,060
8702	Vehicles Operating	69,990
8704	Vehicles Insurance	84,485
8707	Auto Allow Employees	12,935
8801	Conference Attend	109,030
8802	Out of Town Travel	1,015
8906	Assistance Individuals	2,831,928
8916	Asst Individuals-Seasonal	786,450
8920	Interstate	264,756
9001	Org Dues	7,630
9103	Scholarships	26,310
9111	Christmas Remembrances	10,570
9402	World Services	158,692
9611	From ARC	-
9692	Support	1,323,536
9704	Depreciation	29,655
	<b>Total Expenses</b>	<b>16,471,312</b>
	<b>Net Change Assets</b>	<b>-</b>

## FY2021 The Salvation Army Williamson County Service Center

		<b>213-714</b>
		<b>Gtown</b>
4001	Donations	(78,905)
4002	Seasonal	(229,355)
4003	Meeting Collections	-
4004	Cartridges	-
4005	World Services	-
4012	Restricted	-
4050	Gifts in Kind	(50)
4201	Special Fund Raising	(45,000)
4610	Grants from DHQ	-
4613	Grants from other SA	-
4620	FEMA	-
4628	Unrestricted Trust Funds	-
4701	Inc Unassociated Orgs	-
5001	Public Funds	-
5003	Public Funds-Exempt	(2,000,000)
6201	Program Service Fees	(960)
6403	Vending/Canteen Sales	-
6610	Trust Interest	-
6703	Gains/(Losses) on Equip	-
6801	Interest Income	-
6901	Miscellaneous Income	-
	<b>Total Income</b>	<b>(2,354,270)</b>
7001	Officers Allow & Grant	4,340
7002	Salaries Exempt	64,710
7003	Non-Exempt	76,856
7004	Seasonal	6,200
7101	Officer Life	-
7102	Employee Life	216
7103	Employee Medical	18,725
7104	Pension-Emp	2,370
7105	403 (b) Match	3,060
7108	Officer Medical	-
7109	Officer Retire	-
7112	Employee Disability	180
7201	FICA	9,075
7203	Workmans Comp	2,420
8001	Professional Fees	270
8008	Audit	-
8009	Data Process	920
8102	Uniforms	-
8103	Education	1,610
8104	Food	4,420
8105	Laundry	-
8106	Office	5,125
8107	Duplication/Print	95
8110	Kitchen	-
8201	Telephone	435
8202	Internet	2,610

Please note: The Service Center is a restricted program (with a restricted budget) within The Salvation Army Austin Area Command. The dramatic increase in public funds is a result of the new Wilco Forward partnership.

		<b>213-714</b>
		<b>Gtown</b>
8203	Quarters Phones	-
8301	Postage	1,495
8401	Facility Rent	19,500
8403	Building Insurance	2,140
8405	Utilities	3,315
8409	Property Upkeep	115
8413	Janitorial	210
8420	Dump	-
8501	Rent Furnishings	9,220
8502	Repairs Maintenance	-
8503	Purchase Furnishings	530
8601	Printing	4,565
8606	Subscriptions	300
8607	Purchase Pubs	-
8608	Advertising	500
8609	War Cry	-
8701	Trans/meals	310
8702	Vehicles Operating	655
8704	Vehicles Insurance	7,280
8707	Auto Allow Employees	1,315
8801	Conference Attend	14,400
8802	Out of Town Travel	-
8906	Assistance Individuals	2,040,123
8916	Asst Individuals-Seasonal	-
8920	Interstate	8,000
9001	Org Dues	40
9103	Scholarships	-
9111	Christmas Remembrances	410
9402	World Services	1,950
9611	From ARC	-
9692	Support	39,850
9704	Depreciation	6,720
	<b>Total Expenses</b>	<b>2,366,580</b>
	<b>Net Change Assets</b>	<b>12,310</b>

Please note: 990 file was too large to attach to portal. TSA will email file directly to GHF.

In FY2019, The Salvation Army Austin Area Command (TSA) had an operating deficit as a result of increased expenses associated with expanding shelter services including The Rathgeber Center for Families (not formally in FY19-20 budgets), a slight decrease in donor giving, and a focus on completing capital campaign construction projects. Since the fall of 2019, the new leadership of Austin's Area Command focused on rebuilding fiscal health and developed a financial committee to address the issue. TSA's Advisory Board financial task force conducted a comprehensive review of accounting and budgeting. As of March 2020, all FY2019 vendors were paid and accounts payable were closed out. Last year, TSA hired a CFO/COO to review internal processes, find inefficiencies, and direct management. As of FY2020 to date, there is no longer a deficit.

**THE SALVATION ARMY  
TEXAS DIVISIONAL HEADQUARTERS  
1221 RIVERBEND DRIVE  
DALLAS, TEXAS 75247**

Form 990  
Return of Organization Exempt From Income Tax

**DISCLAIMER**

The Salvation Army is not required to file Form 990 with the IRS. Therefore, this form is submitted under protest, and does not constitute a waiver of The Salvation Army's status as a "church or a convention or association of churches" for Federal tax purposes, including for purposes of the exemption from filing Form 990 with the IRS, or its status as a 'church' for other legal purposes.

Since the *pro forma* Form 990 return is submitted for the purpose described above by a local unit of The Salvation Army, it is an abbreviated version designed to provide relevant information about the local unit's operations and use of resources. Depending on the context, certain parts of the core form may contain information relating to the local unit, the Salvation Army territory of which it is a part, or in some cases, a combination of both.

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)  
Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the 2018 calendar year, or tax year beginning **OCT 1, 2018** and ending **SEP 30, 2019**

<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>SALVATION ARMY AUSTIN, TX METRO AREA CMD SUBMITTED SUBJECT TO ATTACHED DISCLAIMER</b>		<b>D</b> Employer identification number <b>58-0660607</b>
	Doing business as		<b>E</b> Telephone number <b>512-476-1111</b>
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	<b>G</b> Gross receipts \$ <b>10,347,869.</b>
	<b>501 E. EIGHTH STREET</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)
City or town, state or province, country, and ZIP or foreign postal code <b>AUSTIN, TX 78701</b>		<b>H(c)</b> Group exemption number ▶	
<b>F</b> Name and address of principal officer: <b>MAJOR LEWIS RECKLINE SAME AS C ABOVE</b>			
<b>J</b> Website: ▶ <b>WWW.SALVATIONARMYAUSTIN.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>M</b> State of legal domicile: <b>TX</b>

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>SEE ANNUAL REPORT</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>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>10</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>0</b>
	<b>5</b> Total number of individuals employed in calendar year 2018 (Part V, line 2a)	<b>5</b>	<b>74</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>0</b>
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0.</b>
<b>b</b> Net unrelated business taxable income from Form 990-T, line 38	<b>7b</b>	<b>0.</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> <b>9,275,670.</b>	<b>Current Year</b> <b>10,220,321.</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	<b>94,107.</b>	<b>99,645.</b>
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>2,030.</b>	<b>3,086.</b>
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>365,755.</b>	<b>24,817.</b>
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>9,737,562.</b>	<b>10,347,869.</b>
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<b>1,935,550.</b>	<b>2,044,282.</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>4,128,697.</b>	<b>4,381,401.</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>1,805,978.</b>		
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<b>4,165,192.</b>	<b>5,144,910.</b>
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>10,229,439.</b>	<b>11,570,593.</b>	
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	<b>&lt;491,877.&gt;</b>	<b>&lt;1,222,724.&gt;</b>	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b> <b>1,609,155.</b>	<b>End of Year</b> <b>1,033,248.</b>
	<b>21</b> Total liabilities (Part X, line 26)	<b>1,146,406.</b>	<b>1,793,223.</b>
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	<b>462,749.</b>	<b>&lt;759,975.&gt;</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		Date		
	MAJOR LEWIS RECKLINE, COMMANDING OFFICER				
<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> 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

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission: THE SALVATION ARMY, AN INTERNATIONAL MOVEMENT, IS AN EVANGELICAL PART OF THE UNIVERSAL CHRISTIAN CHURCH. ITS MESSAGE IS BASED ON THE BIBLE. ITS MINISTRY IS MOTIVATED BY THE LOVE OF GOD. ITS MISSION IS TO PREACH THE GOSPEL OF JESUS CHRIST AND TO MEET HUMAN NEEDS IN HIS NAME WITHOUT

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. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 8,924,066. including grants of \$ 2,044,282. ) (Revenue \$ 127,548. ) FEES RECEIVED FOR PROVIDING SERVICES, INCLUDING HOUSING, TRAVELER'S ASSISTANCE, RECREATION PROGRAMS, ETC.

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

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

4e Total program service expenses 8,924,066.

SALVATION ARMY AUSTIN, TX METRO AREA CMD

SUBMITTED SUBJECT TO ATTACHED DISCLAIMER

58-0660607

Form 990 (2018)

**Part IV Checklist of Required Schedules**

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

SALVATION ARMY AUSTIN, TX METRO AREA CMD

Form 990 (2018)

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**Part IV Checklist of Required Schedules** (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV		X
29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	X	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I		X
34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2		
36 <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?		X

Note. All Form 990 filers are required to complete Schedule O

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

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

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

SALVATION ARMY AUSTIN, TX METRO AREA CMD

Form 990 (2018)

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

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
	<b>2a</b> 74		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <i>Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)</i>	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
b	If "Yes," enter the name of the foreign country: _____ <i>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).</i>		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year		
	<b>7d</b>		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
8	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
9	<b>Sponsoring organizations maintaining donor advised funds.</b>		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
10	<b>Section 501(c)(7) organizations.</b> Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>	
11	<b>Section 501(c)(12) organizations.</b> Enter:		
a	Gross income from members or shareholders	<b>11a</b>	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>	
12a	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>	
13	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
a	Is the organization licensed to issue qualified health plans in more than one state? <i>Note. See the instructions for additional information the organization must report on Schedule O.</i>	<b>13a</b>	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>	
c	Enter the amount of reserves on hand	<b>13c</b>	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>	X
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation in Schedule O</i>	<b>14b</b>	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? <i>If "Yes," see instructions and file Form 4720, Schedule N.</i>	<b>15</b>	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? <i>If "Yes," complete Form 4720, Schedule O.</i>	<b>16</b>	X

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

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

**Section A. Governing Body and Management**

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

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

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

**Section C. Disclosure**

- 17 List the states with which a copy of this Form 990 is required to be filed **NONE**
- 18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website  Another's website  Upon request  Other (explain in Schedule O)
- 19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20 State the name, address, and telephone number of the person who possesses the organization's books and records **MAJOR LEWIS RECKLINE (512) 476-1111 501 E. EIGHTH STREET, AUSTIN, TX 78701**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

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

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

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

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) WILLIS HOWELL TERRITORIAL COMMANDER	40.00	X						0.	56,305.	34,402.
(2) BARBARA HOWELL TERRITORIAL PRESIDENT OF WOMEN'S MIN	40.00	X						0.	56,305.	34,402.
(3) DONALD BELL TERRITORIAL COMMANDER	40.00	X						0.	0.	0.
(4) RALPH BUKIEWICZ CHIEF SECRETARY	40.00	X						0.	40,791.	34,792.
(5) SUSAN BUKIEWICZ TERRITORIAL SECRETARY FOR WOMEN'S MI	40.00	X						0.	40,786.	34,792.
(6) SHEILA LANIER PERSONNEL SECRETARY	40.00	X						0.	41,679.	49,712.
(7) JOHN NEEDHAM PERSONNEL SECRETARY	40.00	X						0.	1,190.	2,482.
(8) WILLIAM MOCKABEE PROGRAM SECRETARY	40.00	X						0.	179,475.	33,078.
(9) JAMES SEILER SECRETARY FOR BUSINESS ADMINISTRATIO	40.00	X						0.	39,494.	31,453.
(10) STEPHEN ELLIS FINANCIAL SECRETARY	40.00	X						0.	36,793.	30,898.
(11) AUSTRUBERTO FLORES FINANCIAL SECRETARY	40.00	X						0.	139,880.	28,574.
(12) MELANIE BRACKETT LEGAL SECRETARY	40.00	X						0.	185,616.	20,845.
(13) WARD MATTHEWS LEGAL SECRETARY	40.00	X						0.	36,067.	28,613.
(14) MAJOR ANDREW KELLY COMMANDING OFFICER	40.00			X				0.	29,076.	31,515.



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**Part VIII** Statement of Revenue

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

				(A)	(B)	(C)	(D)	
				Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a	5,407.				
	b	Membership dues	1b					
	c	Fundraising events	1c					
	d	Related organizations	1d					
	e	Government grants (contributions)	1e	3,457,319.				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	6,757,595.				
	g	Noncash contributions included in lines 1a-1f: \$						
	h	<b>Total.</b> Add lines 1a-1f		10,220,321.				
Program Service Revenue	2 a	PROGRAM SERVICE FEES	Business Code	99,645.	99,645.			
	b							
	c							
	d							
	e							
	f	All other program service revenue						
	g	<b>Total.</b> Add lines 2a-2f		99,645.				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		3,086.	3,086.			
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
	6 a	Gross rents	(i) Real	(ii) Personal				
	b	Less: rental expenses						
	c	Rental income or (loss)						
	d	Net rental income or (loss)						
	7 a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	b	Less: cost or other basis and sales expenses						
c	Gain or (loss)							
d	Net gain or (loss)							
8 a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	a						
		b	Less: direct expenses					
		c	Net income or (loss) from fundraising events					
9 a	Gross income from gaming activities. See Part IV, line 19	a						
		b	Less: direct expenses					
		c	Net income or (loss) from gaming activities					
10 a	Gross sales of inventory, less returns and allowances	a						
		b	Less: cost of goods sold					
		c	Net income or (loss) from sales of inventory					
Miscellaneous Revenue			Business Code					
11 a	GRANTS FROM DHQ AND HQ		20,005.	20,005.				
b	GAIN ON SALE OF EQUIPMENT		2,378.	2,378.				
c	MISCELLANEOUS		2,249.	2,249.				
d	All other revenue		185.	185.				
e	<b>Total.</b> Add lines 11a-11d		24,817.					
12	<b>Total revenue.</b> See instructions		10,347,869.	127,548.	0.	0.		