



**PLANNING AND ZONING COMMISSION
MEETING**
1 GOVERNMENT CTR, BALLWIN, MO 63011
MONDAY, JANUARY 05, 2026 at 7:00 PM

AGENDA

- 1. Call to Order**
- 2. Approval of Minutes**
 - a. December 1, 2025 meeting minutes
- 3. Agenda Items**
 - a. SUE-26-01 Special Use Exception, submitted by Kyle Matthias, for a brewery and taproom at 14738 (LL) Manchester Road.
 - b. SUE-26-02 Special Use Exception, submitted by Malik Yahya, for a restaurant at 15425 Manchester Road, Suite 38.
 - c. SUE-26-03 Special Use Exception, submitted by Paul Kushnir, to allow a store in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts at 15367 Manchester Road.
 - d. SUE-26-04 Special Use Exception, submitted by Central Plaza, to allow a store in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts at 15325 Manchester Road.
- 4. Adjourn**

NOTE: Due to ongoing City business, all meeting agendas should be considered tentative. Additional issues may be introduced during the course of the meeting.

ADA NOTICE: Residents of Ballwin are afforded an equal opportunity to participate in the programs and services of the City of Ballwin regardless of race, color, religion, sex, age, disability, familial status, national origin or political affiliation. If one requires an accommodation, please call (636) 227-8580 V or (636) 527-9200 TDD or 1-800-735-2466 (Relay Missouri) no later than 5:00 p.m. on the third business day preceding the hearing. Offices are open between 8:00 a.m. and 5:00 p.m. Monday through Friday.

THE MINUTES ARE PREPARED IN SUMMARY TO REFLECT THE OVERALL DISCUSSIONS, NOT VERBATIM QUOTES.

The meeting was called to order by Chairman Bill Hinds at 7:00 p.m.

ROLL CALL

Present

Mayor Stallmann
Alderman David Siegel
Commissioner Tim Pogue
Commissioner Janet Carr
Commissioner Jonathan Harvey
Commissioner Victoria Winfrey
Commissioner Zach Carter
Commissioner Scott Brinker
City Attorney Robert Jones
City Planner Lynn Sprick

Absent

Commissioner Michael Swain

MINUTES

The minutes from the October 6, 2025, Planning & Zoning Commission meeting were submitted for approval. A motion to approve the minutes was made by Alderman Siegel and seconded by Mayor Stallmann. The motion passed unanimously.

AGENDA ITEMS

SUE-25-08 Special Use Exception, submitted by Jalal Motan, for a restaurant with front yard parking at 15250 Manchester Road.

Lynn Sprick summarized the petition.

Commissioner Pogue inquired about the parking requirements for the development.

Mayor Stallmann asked whether a variance would be an option.

Lynn Sprick explained that the existing conditions are considered nonconforming. Parking is reviewed for every petition and discussed with the Commission when a Special Use Exception is required.

Alderman Siegel asked what previously occupied the space.

Lynn Sprick responded that the previous tenant was Advance Auto Parts and that the space has since been subdivided.

Commissioner Harvey stated that he prefers occupied spaces rather than vacant ones.

Chairman Hinds opened the public hearing. With no members of the public present wishing to speak, the public hearing was closed.

Chairman Hinds made a motion to recommend approval of the petition to the Board of Aldermen. Commissioner Winfrey seconded the motion, and the motion was unanimously approved.

SUE-25-09 Special Use Exception, submitted by Haseeb Janjaria & Shaik Raizwan, for a restaurant at 910 Kehrs Mill Road, Suite 109.

Lynn Sprick summarized the petition, noting that there are 417 existing parking spaces and that 349 spaces would be required under the City's highest parking requirement.

Chairman Hinds questioned the "temporary opening" language included in the application.

Lynn Sprick explained that the petitioners completed the application prior to approaching the Board of Aldermen to inquire about opening under temporary approval before the Board's review of the petition.

Chairman Hinds asked whether a building permit would be required.

Lynn Sprick stated that the space was previously occupied by a catering company and that only minor alterations are proposed.

Chairman Hinds opened the public hearing. With no members of the public present wishing to speak, the public hearing was closed.

Mayor Stallmann made a motion to recommend approval of the petition to the Board of Aldermen. Commissioner Carr seconded the motion, and the motion was unanimously approved.

Z-25-05 Text Amendment, submitted by Central Plaza MZL LLC, to Appendix A, Article XIV, Section 1, Adding Subsection (39): Stores for the sale of used merchandise not associated with the sale of new merchandise.

Chairman Hinds recused himself, and Commissioner Winfrey read the petition.

Lynn Sprick summarized the petition, noting that staff recommended approval with revised language to read: "Any store in the C-1 District in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts, regardless of whether new merchandise is also sold."

Lynn Sprick explained that a store proposing to sell used merchandise that does not exceed 25% of the store's gross floor area and/or 25% of its gross receipts would be considered a permitted use in the C-1 Commercial District.

Eric Sterman added that the petition was not proposed by the City, but by the owner of Central Plaza, a strip mall development within the City.

Commissioner Harvey asked whether the code must be amended citywide or if approval could be granted for a single store.

Mr. Sterman responded that the current code language does not allow for approval of an individual store.

Bill Simes (spelling uncertain) spoke on behalf of the petitioner, stating that the owners of Central Plaza own similar properties nationwide with comparable tenants and have procedures in place to prevent issues such as outside storage.

Jessie Lynx (spelling uncertain) spoke on behalf of the Salvation Army, stating that stores selling used merchandise promote sustainability and support the communities in which they operate.

Commissioner Winfrey opened the public hearing. With no members of the public present wishing to speak, the public hearing was closed.

Alderman Siegel made a motion to recommend approval of the petition, as amended, to the Board of Aldermen. Mayor Stallmann seconded the motion, and the motion was unanimously approved.

Z-25-06 Zoning Change from St. Louis County's R-2 Residence District to the City of Ballwin's R-2A Single Family Dwelling District for the following subdivisions: Henry Oaks, Barcelona, Ramsey Place, Muirview, Woodsmill Plats 1-4, New Camelot Plats 1-2, Claywoods Plats 1-3, as well as the properties located at 700 Henry Avenue (Henry Elementary School) and 906 Bitterfield Drive.

Lynn Sprick summarized the petition, noting that this is the third of three (3) large rezoning petitions for properties that were annexed in 1996 and the zoning designation was not changed from St Louis County to Ballwin at that time.

Chairman Hinds asked whether this petition was the same as the previous rezoning petitions.

Lynn Sprick replied yes.

Chairman Hinds then opened the public hearing. With no members of the public present wishing to speak, the public hearing was closed.

Commissioner Pogue made a motion to recommend approval of the petition to the Board of Aldermen. Alderman Siegel seconded the motion, and the motion was unanimously approved.

Capital Budget for 2026

Denise Keller, Finance Director, provided a summary of the 2026 Capital Budget.

Alderman Siegel asked about a project on Smith Drive, including the installation of a culvert.

Eric Sterman explained that the Metropolitan St. Louis Sewer District (MSD) approved a property tax increase to address stormwater issues throughout the region. A portion of those funds will be allocated to municipalities to resolve stormwater issues within their boundaries; however, none of Ballwin's bridges currently qualify for the grant funding.

City Attorney Bob Jones clarified that the Commission was not making a recommendation, but rather voting on the budget.

Commissioner Harvey made a motion to approve the 2026 Capital Budget. Commissioner Carr seconded the motion, and it passed unanimously.

OTHER BUSINESS

There is a Planning & Zoning Commission scheduled for January 5.

Commissioner Brinker asked for an update on the proposed annexation petitions for Arbor Crest and Arbor Trails, which includes Oakbrook Elementary School.

Eric Sterman said he expects a vote on both petitions at the St Louis Boundary Commission's Meeting scheduled for December 16.

Commissioner Harvey asked if the City's monument sign had been completed.

Eric Sterman answered that it has been completed and is electrified.

Mayor Stallmann stated that the improvements that have been made to Gordon Plaza look great.



Planning & Zoning Com
Meeting Minutes

Section 2, Item a.

December 1, 2025 7:00pm
1 Government Ctr, Ballwin MO 63011

With no further business, Commissioner Winfrey motioned to adjourn the meeting. Chairman Hinds seconded the motion, and the meeting adjourned at 7:55 p.m.

DRAFT



SPECIAL USE EXCEPTION PETITION

CITY OF BALLWIN	}	FEE:	with site plan review \$ 1,500.00
	}		without site plan review \$ 750.00
COUNTY OF ST. LOUIS	}	PAID:	<u>04/18</u>
STATE OF MISSOURI	}	NUMBER:	<u>SUE-26-01</u>

TO THE BOARD OF ALDERMEN
CITY OF BALLWIN

Type of Special Use Exception: Brewing establishment

Code Section under which petition is being filed: Appendix A Article 14 Section 1 (21)

Now comes (*print name of Petitioner*) Kyle Matthias
and states to the Board of Aldermen:

- I. That he, she, it, they, has (have) the following legal interest in the tract of land and/or premises located within the corporate limits of Ballwin, Missouri, described in Section II of this petition.
 - A. State Legal Interest: Lessee (tenant)
 - B. Documentation of Legal Interest must accompany this petition.
- II. That the legal description of the property/premises, for which a Special Use Exception is desired, is enclosed.
- III. That a survey or drawing of the property/premises, for which a Special Use Exception is requested, is enclosed, and said drawing is to a scale of 100 feet or less to the inch.
- IV. That the street address of said property is: 14738LL Manchester Rd
- V. That the area (acres or square feet) of said property is: 3000sqft
- VI. That the zoning classification of said property is: C-1
- VII. That the present use of said property is: Vacant
- VIII. That the intended use of said property is: Microbrewery and taproom

- IX. That the proposed Special Use Exception does not violate any private deed restrictions on said property.
- X. That all information provided herein is true and a statement of fact.

I, the Petitioner, do hereby request an Ordinance of the Board of Aldermen approving and granting the herein described Special Use Exception.

PETITIONER: Kyle Matthias

AUTHORIZED SIGNATURE: Kyle

AUTHORIZED SIGNATURE (PRINTED): KYLE MATTHIAS

ADDRESS: 246 Oak Pass Ct

CITY/STATE/ZIP: Ballwin, MO, 63011

TELEPHONE NO. 314-956-9979

I, (print name of Petitioner) KYLE MATTHIAS, do hereby designate SELF as my agent for purposes of presenting this petition, negotiating with the City of Ballwin on all issues relative to this petition, and corresponding and communicating with representatives of the City of Ballwin relative to this petition.

AGENT'S SIGNATURE: Kyle

AGENT'S NAME (PRINTED): KYLE MATTHIAS

ADDRESS: 246 OAK Pass Ct

CITY/STATE/ZIP: BALLWIN, MO 63011

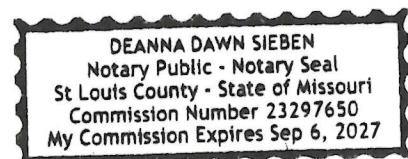
TELEPHONE NO. 314-956-9979

Subscribed and sworn before me this 24th day of NOVEMBER, 2025

Deanna Sieben
Notary Public

My Commission Expires

Sept. 6, 2027





Petition Number: SUE-26-01

Public Hearing Date: January 5, 2026

Petitioner:
Kyle Matthias
246 Oak Pass Court
Ballwin, Missouri 63011

Project Name: Natural History Brewing Collective

Requested Action: Approval of a special use exception for a microbrewery and taproom [per Appendix A, Article XIV, Section 1 (21)]

Location: 14738LL (lower level) Manchester Road

Existing Zoning: C-1 Commercial District

Surrounding Zoning: North - MRD Manchester Road Overlay District
South, east & west - C-1 Commercial District

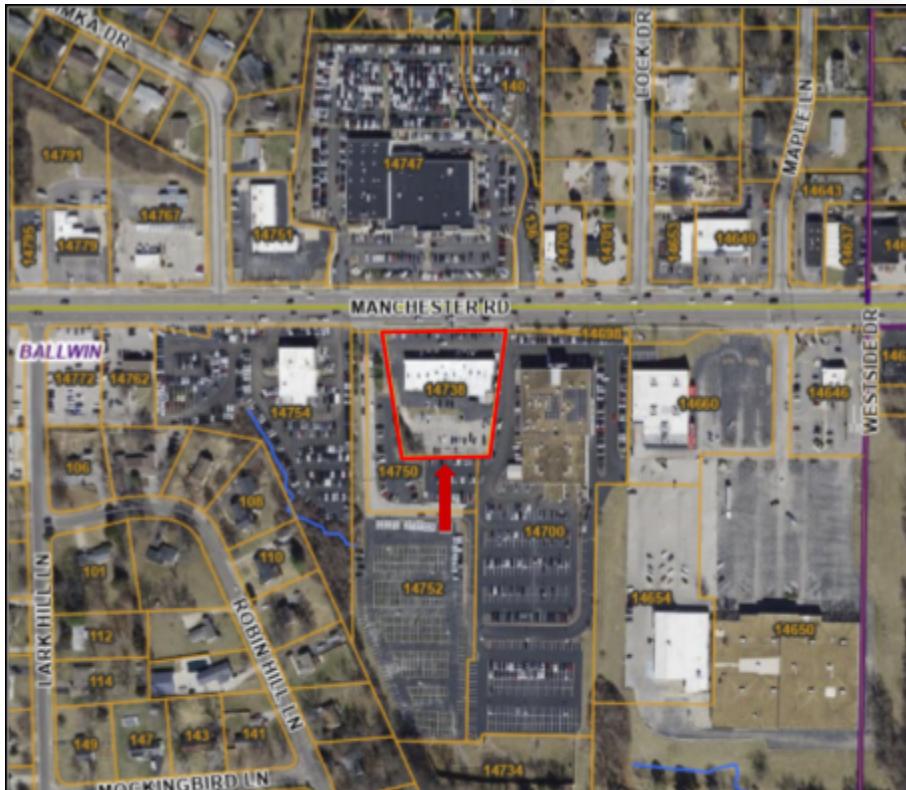


Figure 1 - Aerial view of the site and surrounding properties. The proposed location is indicated by a red arrow. Source: St Louis County



Figure 2 - Street view of the development. The proposed location is indicated by a red arrow.



Project description:

This Petition is for a special use exception for the establishment of a microbrewery and taproom, as defined in Appendix A, Article XIV, Section 1 (21) at 14738LL Manchester Road. The property is located on the south side of Manchester Road, approximately 1000 feet east of Lark Hill Lane. The property is currently zoned C-1 Commercial District. The property to the north is currently zoned MRD Manchester Road Overlay District. All other surrounding properties are currently zoned C-1.

Staff analysis:

This Petition is for a special use exception for the establishment of a microbrewery and taproom at 14738LL Manchester Road. The basis for this request is outlined in Appendix A, Article XIV, Section 1(21) which permits establishments for the distilling, brewing, preparation and sale of beverages containing alcohol of any kind by the drink for consumption on the premises with approval of a special use exception. The proposed microbrewery would be located in the lower level of an existing development known as Triple H Plaza, which in the past was occupied by a plumbing supply store and a butcher shop. The petitioner is requesting approval for the brewing of beer and a public taproom, with the taproom to be added at a later date.

As we have discussed with other special use exception petitions, the overall site conditions may not fully comply with current zoning requirements. When reviewing this type of petition, we take parking capacity and safety considerations into account. If this Plaza were fully occupied by retail or restaurant uses, it would require 74 parking spaces. Currently, there are 69 parking spaces and a paved area that was previously striped for 27 spaces, totalling 96 parking spaces for the entire development.

When reviewing a special use exception, the Planning & Zoning Commission and Board of Aldermen shall determine whether such exception:

- a. Will substantially increase traffic hazards or congestion.

A new tenant in this existing development will naturally result in an increase in traffic. However, it's important to note that this space is currently vacant within an already approved development and was previously occupied.

- b. Will adversely affect the character of the neighborhood.

The proposed development should not adversely affect the character of the neighborhood. It is situated within an established commercial area.

- c. Will adversely affect the general welfare of the community.

The proposed development should not adversely affect the welfare of the community.

- d. Will overtax public utilities.

The proposed development should not overtax public utilities.

- e. Will adversely affect public safety and health.

The proposed development should not adversely affect public safety and health.

- f. Is consistent with good planning practice.

The proposed development would meet all current special use exception requirements and is consistent with good planning practice.

- g. Can be operated in a manner that is not detrimental to the permitted developments and uses in the district.

The proposed development should not be detrimental to the permitted developments and uses in the district.

- h. Can be developed and operated in a manner that is visually compatible with the permitted uses in the surrounding area.

The proposed development should be operated in a manner that is visually compatible with the permitted uses in the surrounding area.

Staff recommendation:

This Petition is for a special use exception for the establishment of a microbrewery and taproom at 14738LL Manchester Road. The business would occupy a space in a portion of the lower level of an existing commercial development. Staff has no concerns about the approval of this Petition and recommends approval with the standard conditions.

NATURAL HISTORY BREWING COLLECTIVE BUSINESS PLAN

EXECUTIVE SUMMARY:

Natural History Brewing Collective is a beverage manufacturing company focused on producing low alcohol (namely beer) and non-alcoholic drinks utilizing sustainable, botanical ingredients often acquired from local farms and foraged from nearby land. We aim to serve drinkers across generations (Gen Z, Millennials, Gen X) interested in moderation and concerned with the quality of beverages they consume. The beverages we make will be distributed to local bars, restaurants, and retailers and sold at farmers markets, festivals, and other pop-up events. There will be no consumption of beverages on-site to begin but there will be plans to establish an onsite tasting room in the future. We are currently contract brewing at other local breweries with a growing distribution footprint and are looking for our own production space.

PRODUCTS + SERVICES:

- **Low Alcohol Beer**
 - Provides a low alcohol, full-flavored beer for beer drinkers interested in moderation
 - Can be sold wholesale and retail locally
- **Non-alcoholic Sparkling Honey Sodas**
 - Provides an intentional, uniquely flavored non-alcoholic beverage for those that do not drink alcohol.
 - Can be sold retail, wholesale, and shipped direct-to-consumer locally and nationally.
- **Low Alcohol Mead**
 - A low alcohol “honey wine” for wine drinkers utilizing honeys already being sourced for other products.
 - Can be sold retail, wholesale, and shipped direct-to-consumer locally and nationally
- **Non-alcoholic Beer**
 - Provides a non-alcoholic option for beer drinkers seeking to limit alcohol.
 - Can be sold retail, wholesale, and shipped direct-to-consumer locally and nationally
- **Botanical Drink Syrups**
 - For use in cocktails, other beverages, and sauces.
 - Can be sold retail, wholesale, and shipped direct-to-consumer locally and nationally
- **Private event drink catering**
 - Provides an option for groups (i.e. non-profits, private parties, environmental clubs) to explore our unique array of beverages with access to gain more in-depth knowledge about the product.

TEAM DESCRIPTION:

- **Kyle Matthias – CEO, Head Brewer**
 - 11 years of brewing experience including startups, production brewing, new product development, and operations director. Experience working at the following breweries:
 - St Louis: Modern Brewery, Charleville, Morgan Street
 - Oregon: Deschutes Brewery
 - North Carolina: Tru Colors
 - Degree in Nutritional Biochemistry and graduate of the Master Brewers Program at UC-Davis
 - People manager/leader – led a team of brewers as the head of research & development at one of the top 10 largest breweries in the United States, Deschutes Brewery in Bend, OR. Managed active gang members as part of brewery operations for a social mission led brewery startup in North Carolina.
- **Jake Zurheide – Events/Sales Manager, Forager/Farmer**
 - 2 years' experience with brewery specific events and sales management
 - Level 1 + Level 2 Foraging Certification through Eating the Ozarks led by 2 of the regions most renowned wild food educators (Bo Brown, Rachael West, Mike Snyder)
 - Wild Mushroom Certification through the Missouri Mycological Society
 - Currently renting 1 acre of land to grow ingredients for beverages under the guidance of a well-known organic farmer in the area (Paul Krautmann)
- **Haylie Hutchison – Graphic Designer, Finance Manager, Assistant Brewer**
 - 10 years of professional art production
 - 5 years of freelance graphic design experience
 - 1 year of financial management experience at local tax office and local winery/brewery
 - 3 years of brewing experience

BUSINESS OPERATION:

The business will begin as a beverage production facility with all products being produced at 14738LL Manchester Ave. Production will be at the scale of 2-3.5bbl batch sizes (62-108 gallons). This location was selected as it has large square footage for possible expansion, an ideal floorplan for a beverage facility, and it already has many of the necessary utilities for beverage production (i.e. floor drains, walk-in cooler, etc.).

There will be no public operating hours or consumption of beverages on site in the immediate future as we will focus on getting production started. Customers may pick up beverages to go at agreed-upon, prescheduled times during normal business hours (between 9-6pm). Production hours may occur any day of the week from 6am – 10pm. There will be no employees to begin outside of the 3 founders of the company.

To begin, products will be sold to wholesale accounts (i.e. bars, restaurants, bottle shops) via self-distribution, at offsite events (i.e. farmers markets, festivals), and via our e-

commerce site where applicable (i.e. non-beer products). We will also have a membership club for consumers to order products online and pick them up to-go from our production facility or off-site events. We will package in kegs and bottles. All proper permits will be obtained for the sale of alcohol in these manners.

As the business grows, in addition to distribution and off-site retail, we plan to operate as an on-site retail establishment by hosting reserved, guided tastings for small parties and eventually operating with wider operating hours for the public (i.e. M-F 4pm-10pm, S-Su 12pm-10pm). This would likely require the hiring of 1-3 part-time bartenders. There will be no kitchen on site, but guests will be allowed to bring their own food, and we may offer light, pre-prepared snacks for purchase.

MARKET:

Natural History Brewing Collective

Strengths

- Industry experience and knowledge
- Unique, trending, and quality products with different paths to market
- Diverse skill set of founders
- Brewing and local agriculture industry connections
- Distinct brand identity

Weaknesses

- No physical retail location
- Startup company with lack of public awareness
- Agricultural aspect of ingredient sourcing can lead to lack of ingredients in down years (i.e. droughts, excessive rain)

Market Competitors:

Crafty Chameleon

Strengths

- Location
- Multifaceted business with taproom, brewery, restaurant, and event space
- Community gathering space

Weaknesses

- Brand identity – restaurant first, brewery second
- Professional brewing and new product development experience

No Name Brewing Company

Strengths

- Physical location with taproom and associated restaurant
- Small batch production allows for experimentation

Weaknesses

- Brand identity – “Decent. Local. Beer” from website
- Professional brewing and new product development experience
- Very small batch capacity limits distribution and offsite event potential

4 Hands Brewing Company

Strengths

- Very well-recognized
- Efficiencies of scale
- Physical location with associated restaurant, taproom, and outdoor space
- Professional brewing and new product development experience
- Product quality
- Diverse product portfolio

Weaknesses

- Bordering on corporate versus craft
- Lack of innovation
- Supporting a large footprint (i.e. multiple locations, high overhead)

AUDIENCE:

- Men and women aged 24-45 in St. Louis County/City with an annual income of 75,000+
- Preferred methods of communication include social media, face-to-face, and texting
- Gain information via word of mouth, physical books, online articles, lived experiences, social media, experimentation/troubleshooting
- Shopping and spending behaviors include shopping at small, local businesses and preferring quality over quantity. They may not shop often, but when they do, they are willing to spend higher dollar amounts to ensure they are getting exactly what they want and that what they purchase aligns with their values. They are more minimalist in their shopping and spending behaviors so would rather have a few nice things than many lesser quality items.
- Leisure activities may include hiking, gardening, going to the library, visiting museums, reading, listening to music, volunteering, activism, camping, cooking, foraging, travel, small gatherings with friends
- Values include sustainability, ethical consumption, quality time with friends and family, exploration, learning, and developing a sense of community

SALES + MARKETING:

- Social Media
 - Our target audience largely utilizes Instagram and TikTok so these will be the platforms we utilize most frequently. For longer form digital media, we will rely on YouTube.
- Email Marketing

- Consumers will be able to subscribe to our email list detailing where to find us, what new products we are working on, and other educational content.
- SMS (Text) Marketing
 - Consumers will be able to opt in to receiving text messages regarding location/time of upcoming events, special product offers/releases, etc.
- Website
 - Our website will host basic information about the brand, our products, upcoming events, and accounts where you can find our products. There will also be an e-commerce section with products such as merchandise, NA beverages, and mead available for purchase.
- Strategic Partnerships with Local Organizations
 - We will partner with local non-profits whose values are similar to our own (i.e. environmental) and who already have a built-in follower base that is more likely to be drawn to the products we create.

CONTINGENCY PLANS:

Contingency #1: Ingredient Shortages

- Local sourcing helps mitigate risks associated with ingredient shortages through reducing length of supply chain
- Strong relationships with multiple ingredient suppliers built through 11+ years in the industry allows for multiple supplier options
- Deep brewing knowledge includes information on acceptable ingredient substitutes without affecting quality

Contingency #2: Equipment Failure

- Develop a preventative maintenance schedule to avoid equipment failure
- Build a library of essential spare parts for equipment most likely to require maintenance/replacement
- Obtain insurance to mitigate losses/downtime due to equipment failure
- Rely upon relationships with other local breweries for assistance in production if necessary

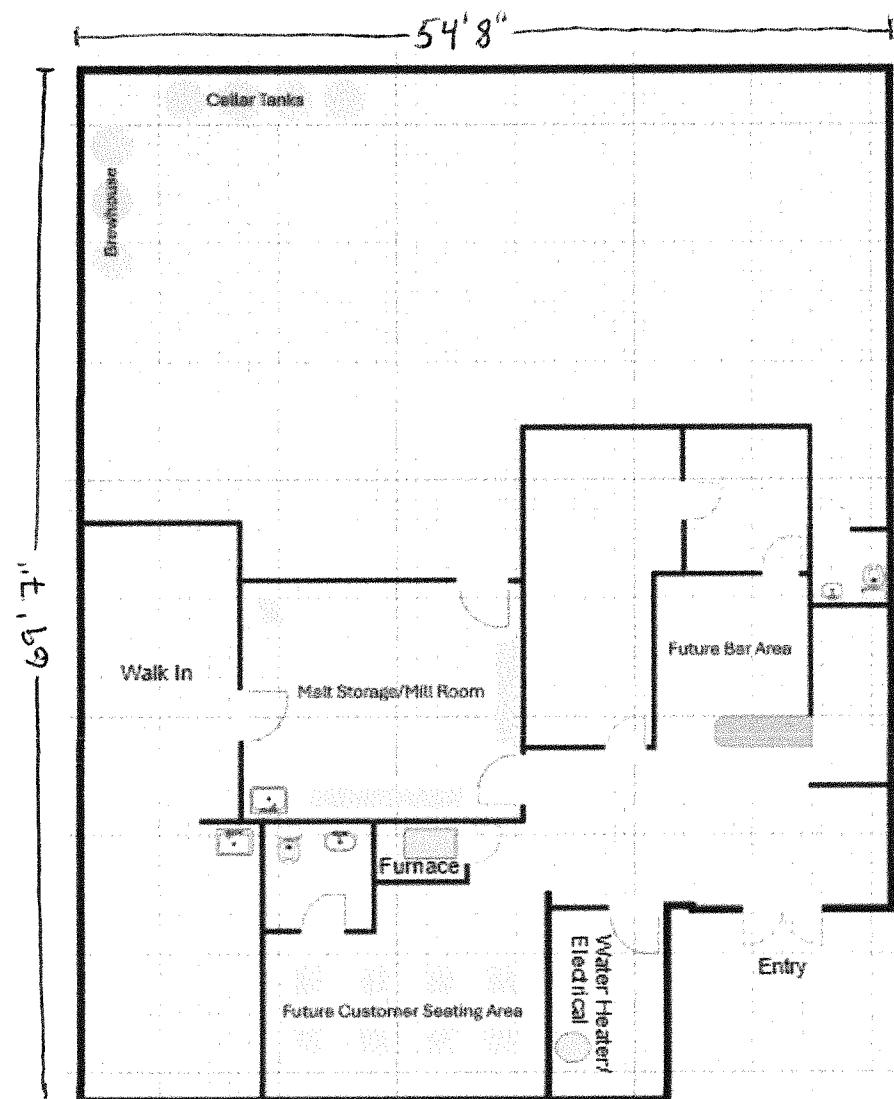
Contingency #3: Contamination/Recall

- Put proper SOPs in place for cleaning/sanitation of all production equipment and all other production processes to prevent contamination/recall
- Implement Hazard Analysis and Critical Control Point (HACCP) plan to prevent contamination/recall including product tracking system to quickly identify affected products
- Obtain insurance coverage that covers recall costs

Contingency #4: Economic Downturn

- A diverse portfolio of products/services offered (i.e. beer, mead, NA sparkling honey beverages, NA beer, merchandise, private drink catering, hosting offsite events) provides options should a category of product exhibit poor sales
- A diverse product line allows for multiple price points to give consumers options that fit their individual budgets
- A combination of options for local and national sales increases opportunities for sales should a downturn be geographically localized
- Create financial forecasts for different sales forecasts and volume allocations
- Identify fixed and variable costs and develop a plan to manage cash flow for slow periods
- Maintain low overhead with purchase of quality, used equipment and lean staffing measures

14738LL MANCHESTER RD FLOORPLAN





PUBLIC HEARING

Notice is hereby given that on Monday, January 5, 2026 at 7:00 pm, a Public Hearing will be held by the Planning & Zoning Commission in the City Government Center Board Room at 1 Government Center, Ballwin, Missouri 63011. The Commission will consider the following Petition:

SUE-26-01 Special Use Exception, submitted by Kyle Matthias, for a brewery and taproom at 14738 (LL) Manchester Road.

Additional information on the Petition is available at the City Government Center or by calling 636-227-2243



SPECIAL USE EXCEPTION PETITION

CITY OF BALLWIN	1	FEE:	with site plan review \$ 1,500.00 without site plan review \$ 750.00
COUNTY OF ST. LOUIS	1	PAID:	<u>12/1/25</u>
STATE OF MISSOURI	1	NUMBER:	<u>SUE-216-02</u>

TO THE BOARD OF ALDERMEN
CITY OF BALLWIN

Type of Special Use Exception: SWEET SHOP / BAKERY

Code Section under which petition is being filed: Appendix A, Article IX; and Article XIV, Section 1

Now comes (*print name of Petitioner*) MALIK YAHYA
and states to the Board of Aldermen:

- I. That he, she, it, they, has (have) the following legal interest in the tract of land and/or premises located within the corporate limits of Ballwin, Missouri, described in Section II of this petition.
 - A. State Legal Interest: YAFA SWEETS LLC.
 - B. Documentation of Legal Interest must accompany this petition.
- II. That the legal description of the property/premises, for which a Special Use Exception is desired, is enclosed.
- III. That a survey or drawing of the property/premises, for which a Special Use Exception is requested, is enclosed, and said drawing is to a scale of 100 feet or less to the inch.
- IV. That the street address of said property is: 15425 MANCHESTER RD. SUITE 38
- V. That the area (acres or square feet) of said property is: 2,141 SQFT
- VI. That the zoning classification of said property is: C-1 COMMERCIAL
- VII. That the present use of said property is: RETAIL
- VIII. That the intended use of said property is: MEDITERRANEAN SWEET SHOP & BAKERY. SELLING DESSERTS, PASTRIES
- IX. That the proposed Special Use Exception does not violate any private deed restrictions on said property.
- X. That all information provided herein is true and a statement of fact.

I, the Petitioner, do hereby request an Ordinance of the Board of Aldermen approving and granting the herein described Special Use Exception.

PETITIONER: MALIK YAHYA

AUTHORIZED SIGNATURE: Malik Yahya

AUTHORIZED SIGNATURE (PRINTED): Malik Yahya

ADDRESS: 935 BROOKDALE CT.

CITY/STATE/ZIP: O'FALLON, IL 62269

TELEPHONE NO. 618-684-0090

I, (print name of Petitioner) MALIK YAHYA, do hereby designate MALIK YAHYA as my agent for purposes of presenting this petition, negotiating with the City of Ballwin on all issues relative to this petition, and corresponding and communicating with representatives of the City of Ballwin relative to this petition.

AGENT'S SIGNATURE: Malik Yahya

AGENT'S NAME (PRINTED): Malik Yahya

ADDRESS: 935 BROOKDALE CT.

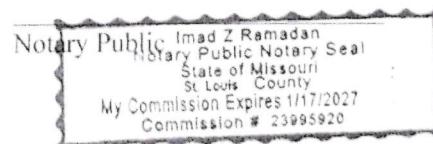
CITY/STATE/ZIP: O'FALLON, IL 62269

TELEPHONE NO. 618-684-0090

Subscribed and sworn before me this 1st day of December, 2025.

My Commission Expires

1/17/2027



Imad Z Ramadan



Petition Number: SUE-26-02

Public Hearing Date: January 5, 2026

Petitioner:
Malik Yahya
935 Brookdale Court
O'Fallon, Illinois 62269

Project Name: Yafa Sweets LLC

Requested Action: Approval of a special use exception for a restaurant.
[per Appendix A, Article XIV, Section 1 (20)]

Location: 15425 Manchester Road, Suite 38

Existing Zoning: C-1 Commercial District

Surrounding Zoning:
North - R-2 Single Family Dwelling District
South - C-3 Commercial (City of Ellisville)
East - R-2 and C-1 Commercial District
West - C-1 and R-4 Planned Multiple Dwelling District



Figure 1 - Aerial view of the site and surrounding properties. The proposed location is indicated by a red arrow. Source: St Louis County



Figure 2 - Street view of the development. The proposed location is indicated by a red arrow.



Project description:

This Petition is for a special use exception for the establishment of a restaurant at 15425 Manchester Road, Suite 38. The property is located on the northwest corner of Manchester Road and Vlasis Drive. The property is currently zoned C-1 Commercial District. The properties to the north are zoned R-2 Single Family Dwelling District. The properties to the south are in the City Limits of Ellisville and zoned C-3 Commercial. The properties to the east are zoned R-2 and C-1 and the properties to the west are zoned C-1 and R-4 Planned Multiple Dwelling District.

Staff analysis:

This Petition is for a special use exception for a restaurant with front yard parking at 15425 Manchester Road, Suite 38 in a development known as Ballwin Plaza which was at one point, occupied by a Chinese restaurant. The basis for this request is outlined in Appendix A, Article XIV, Section 1(20), which permits restaurants as a special use exception. This Petition meets the specified zoning requirements for a special use exception. No exterior or site changes are proposed at this time, except for signage. Outdoor seating is not requested as part of this application. Any future outdoor seating will require approval of an amended special use exception.

As we have discussed with other special use exception petitions, the overall site conditions may not fully comply with current zoning requirements. When reviewing this type of petition, we take parking capacity and safety considerations into account. If the plaza were fully occupied by retail or restaurant uses, it would require 797 parking spaces; however, only 696 spaces are currently provided. This is a legally non-conforming condition and not one that raises concern to staff at this time.

When reviewing a special use exception, the Planning & Zoning Commission and Board of Aldermen shall determine whether such exception:

- a. Will substantially increase traffic hazards or congestion.

A new tenant in this existing development will naturally result in an increase in traffic. However, it's important to note that this space is currently vacant within an already approved development and was previously occupied. The development originally satisfied parking requirements during its construction phase and is now recognized as an existing, legally non-conforming aspect of the site.

- b. Will adversely affect the character of the neighborhood.

The proposed development should not adversely affect the character of the neighborhood. It is situated within an established commercial area.

- c. Will adversely affect the general welfare of the community.

The proposed development should not adversely affect the welfare of the community.

- d. Will overtax public utilities.

The proposed development should not overtax public utilities.

- e. Will adversely affect public safety and health.

The proposed development should not adversely affect public safety and health.

- f. Is consistent with good planning practice.

The proposed development would meet all current special use exception requirements and is consistent with good planning practice.

- g. Can be operated in a manner that is not detrimental to the permitted developments and uses in the district.

The proposed development should not be detrimental to the permitted developments and uses in the district.

- h. Can be developed and operated in a manner that is visually compatible with the permitted uses in the surrounding area.

The proposed development should be operated in a manner that is visually compatible with the permitted uses in the surrounding area.

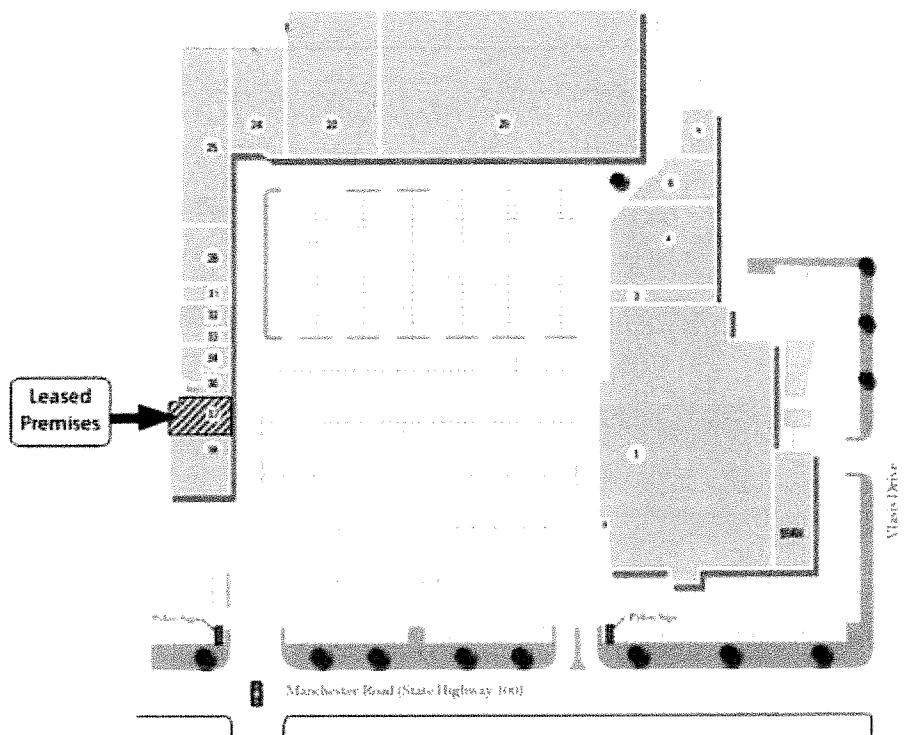
Staff recommendation:

This Petition is for a special use exception for the establishment of a restaurant at 15425 Manchester Road, Suite 38. The restaurant would occupy a space in an existing commercial development, known as Ballwin Plaza. Staff has no concerns about the approval of this Petition and recommends approval with the standard conditions.

EXHIBIT "A"

NOTE: THIS SITE PLAN DEPICTS THE "SHOPPING CENTER" AND SHOWS THE APPROXIMATE LOCATION OF THE PREMISES AND ADJACENT AREAS. THIS PLAN IS ONLY ILLUSTRATIVE OF THE SIZE AND RELATIONSHIP OF THE STORES AND COMMON AREAS GENERALLY, ALL OF WHICH ARE SUBJECT TO CHANGE. THE SHOWING OF ANY NAMES OF TENANTS OR CURB CUTS OR TRAFFIC CONTROLS SHALL NOT BE DEEMED TO BE A REPRESENTATION OR WARRANTY BY LANDLORD THAT ANY TENANTS WILL BE AT THE SHOPPING CENTER OR THAT ANY CURB CUTS OR TRAFFIC CONTROLS WILL CONTINUE TO EXIST.

THE PREMISES SHALL BE THE STOREROOM IDENTIFIED BELOW:



Summary

Yafa Sweets LLC is a family-owned Middle Eastern dessert shop founded in 2000 by Malik Yahya's Family and brought to Missouri, USA in 2023.

After strong success at its first location at 7238 N Lindbergh Blvd in Hazelwood, Missouri, the company is preparing to open its second location. Yafa Sweets specializes in authentic Middle Eastern pastries such as Kunafa, Baklava, Ma'amoul, Basbousa, and other classic desserts rooted in centuries of cultural tradition.

This expansion builds upon more than 20 years of combined family experience in Mediterranean bakery craftsmanship. Co-Founder Malik Yahya also brings the unique advantage of his U.S. Navy veteran background, having traveled globally and experienced diverse culinary traditions. These influences have shaped his commitment to quality, authenticity, discipline, and world-class hospitality.

The second location will aim to increase brand reach, serve new communities across the St. Louis region, and further strengthen Yafa Sweets' reputation as the premier destination for authentic Middle Eastern desserts in Missouri.

Company Description

Mission Statement:

To bring the authentic flavors of Middle Eastern sweets to the community through traditional family recipes, premium ingredients, and warm hospitality that reflects our cultural heritage.

Vision:

To become the region's most trusted, recognized, and beloved destination for Middle Eastern desserts—where authenticity, quality, and family values meet exceptional flavor.

History & Ownership:

Yafa Sweets is a Limited Liability Company owned and run by Malik F. Yahya. The business was founded in 2000 overseas in (Palestine) we brought it to the US in 2023 and quickly earned a loyal customer base. Every product is handmade daily by family members trained through years of traditional dessert-making.

Family Experience:

The Yahya family has more than 2 decades of combined experience in Mediterranean bakery and sweets production, with recipes passed down through generations. This deep-rooted knowledge ensures every product reflects true cultural authenticity.

Veteran Influence:

As a U.S. Navy veteran, Malik incorporates the discipline, leadership, and multicultural understanding gained during his service. His global travel experiences enhanced his appreciation for diverse culinary traditions and strengthened his vision to bring world-class Middle Eastern desserts to the USA.

Market Analysis

Industry Overview:

The U.S. bakery and confectionery industry continue to grow, driven by increasing consumer demand for artisanal, fresh-made desserts. Middle Eastern sweets—known for unique textures, rich flavors, and craftsmanship—are gaining rapid popularity, particularly among younger consumers seeking authentic, globally inspired foods.

Target Market:

- Primary: Middle Eastern and Mediterranean communities in greater St. Louis area.
- Secondary: Local families, food enthusiasts, professionals aged 20–55, and customers seeking premium dessert experiences.
- Tertiary: Corporate clients, event planners, and catering customers.

Competitive Advantage:

Authentic Mediterranean sweets are hard to find and limited in availability across the St. Louis area. Yafa Sweets occupies a niche with minimal direct competitors. The authenticity of its recipes, family production methods, and high-quality ingredients strongly differentiate it from generic bakeries and cafés.

Organization and Management

Owner / CEO: Malik F. Yahya

Responsibilities: Strategic direction, quality control, hiring, customer experience, and partnerships.

Store Manager:

Oversees daily operations, staff scheduling, training, and customer service management.

Head Pastry Chef:

Leads dessert production using traditional techniques to ensure consistency and authenticity.

Team Members:

Participate in daily production, customer service, packaging, and quality inspection.

Products and Services

Yafa Sweets offers a full line of authentic Middle Eastern desserts, each handmade using fresh ingredients, traditional methods, and family recipes. Core Product List with Descriptions:

- **Kunafa** (Cheese or Cream):

A signature Middle Eastern dessert made with shredded phyllo dough, filled with cheese or cream, baked to perfection, and topped with aromatic syrup and pistachios.

- **Baklava** (Assorted Types):

Flaky, layered phyllo dough filled with pistachios, walnuts, or mixed nuts, baked until golden, and sweetened with honey or rosewater syrup

- **Ma'amoul:**

Semolina-based cookies stuffed with dates, pistachios, or walnuts, traditionally served during holidays and celebrations

- **Basbousa:**

A soft semolina cake soaked in sweet syrup and topped with almonds, coconut, or cream

- **Halawet El Jibn:**

Cheese-based dough rolled around cream filling and topped with pistachios

- **Qatayef** (Seasonal):

Popular during Ramadan—stuffed pancakes filled with nuts or sweet cheese

- **Gift Boxes & Catering Trays:**

Elegant dessert assortments for holidays, weddings, corporate events, and special occasions

- **Beverages** (Optional Menu):

Fresh Arabic coffee, Turkish coffee, black tea, and mint tea to complement desserts

All items are prepared fresh daily to preserve flavor, texture, and authenticity.

Business Operations

Hours of Operation:

Open daily from 10:00 AM to 11:00

Service Model:

- Dine-in service with a comfortable, family-friendly atmosphere.
- Carry-out options for customers seeking quick, high-quality desserts.
- Delivery service to expand reach across the St. Louis region.
- Catering for weddings, events, and large gatherings

Operational Priorities:

- Fresh daily production
- Exceptional cleanliness and organization
- Friendly and respectful service
- Speed, consistency, and quality
- Strong community presence and customer relationships

Hiring & Community Impact:

Yafa Sweets is committed to hiring locally, providing training in customer service, food safety, and cultural hospitality. In addition to sponsoring community events and contributing to the well-being of our community as part of our ongoing promise to give back.

Marketing Strategy

Yafa Sweets will implement a multi-channel marketing approach, including:

- Social media engagement (Instagram, TikTok, Facebook)
- Community partnerships and event sponsorships
- Special holiday promotions (Ramadan, Eid, Christmas, weddings)
- Digital advertising targeting local families and food lovers
- In-store sampling to attract new customers Branding emphasizes authenticity, family tradition, and premium handcrafted quality.

Financial Overview

The second location will be funded entirely with family savings, demonstrating financial discipline and commitment to long-term growth. The business aims to achieve profitability within the first 12 months.

Revenue Drivers:

- Daily dessert sales
- Catering
- Holiday gift box sales
- Delivery and online orders

Cost Control:

- Efficient ingredient sourcing
- Family-based labor support
- Lean operational structure

Conclusion

Yafa Sweets' second location represents a major step forward in expanding its presence throughout the St. Louis metropolitan area. Built on decades of family baking experience, the leadership of a U.S. Navy veteran, and a commitment to authentic cultural flavors, Yafa Sweets is positioned to become the region's leading destination for Middle Eastern desserts. With exceptional products, strong community support, and a proven operational model, the business is well-prepared for successful expansion and long-term growth.



PUBLIC HEARING

Notice is hereby given that on Monday, January 5, 2026 at 7:00 pm, a Public Hearing will be held by the Planning & Zoning Commission in the City Government Center Board Room at 1 Government Center, Ballwin, Missouri 63011. The Commission will consider the following Petition:

SUE-26-02 Special Use Exception, submitted by Malik Yahya, for a restaurant at 15425 Manchester Road, Suite 38.

Additional information on the Petition is available at the City Government Center or by calling 636-227-2243



SPECIAL USE EXCEPTION PETITION

CITY OF BALLWIN	}	FEE: with site plan review \$ 1,500.00
	}	without site plan review \$ 750.00
COUNTY OF ST. LOUIS	}	PAID: QC VISA 900 12/4/25
STATE OF MISSOURI	}	NUMBER: SUE-26-03

12/4/25
SUE-26-03
Ballwin

TO THE BOARD OF ALDERMEN
CITY OF BALLWIN

Type of Special Use Exception: Requesting ability to sell secondhand electronics

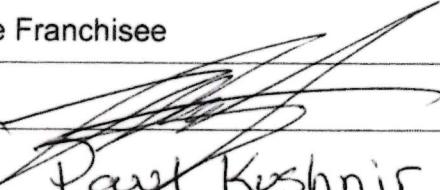
Code Section under which petition is being filed: _____

Now comes (*print name of Petitioner*) Paul Kushnir, PayMore Franchisee
and states to the Board of Aldermen:

- I. That he, she, it, they, has (have) the following legal interest in the tract of land and/or premises located within the corporate limits of Ballwin, Missouri, described in Section II of this petition.
 - A. State Legal Interest: Tenant build out of existing space
 - B. Documentation of Legal Interest must accompany this petition.
- II. That the legal description of the property/premises, for which a Special Use Exception is desired, is enclosed.
- III. That a survey or drawing of the property/premises, for which a Special Use Exception is requested, is enclosed, and said drawing is to a scale of 100 feet or less to the inch.
- IV. That the street address of said property is: 15367 Manchester Rd, Ballwin, MO 63011
- V. That the area (acres or square feet) of said property is: 1,780 square feet
- VI. That the zoning classification of said property is: C1
- VII. That the present use of said property is: General Retail Business
- VIII. That the intended use of said property is: Purchase and resale of secondhand electror
s
- IX. That the proposed Special Use Exception does not violate any private deed restrictions on said property.
- X. That all information provided herein is true and a statement of fact.

I, the Petitioner, do hereby request an Ordinance of the Board of Aldermen approving and granting the herein described Special Use Exception.

PETITIONER: Paul Kushnir, PayMore Franchisee

AUTHORIZED SIGNATURE: 

AUTHORIZED SIGNATURE (PRINTED): Paul Kushnir

ADDRESS: 8933 W. 135th Street

CITY/STATE/ZIP: Overland Park, KS 66221

TELEPHONE NO. 913-226-8630

I, (print name of Petitioner) Paul Kushnir, do hereby designate Paul Kushnir as my agent for purposes of presenting this petition, negotiating with the City of Ballwin on all issues relative to this petition, and corresponding and communicating with representatives of the City of Ballwin relative to this petition.

AGENT'S SIGNATURE: 

AGENT'S NAME (PRINTED): Paul Kushnir

ADDRESS: 8933 W. 135th Street

CITY/STATE/ZIP: Overland Park, KS 66221

TELEPHONE NO. 913-226-8630

Subscribed and sworn before me this 1st day of December, 2025.

Jenna M. McDonald
Notary Public

My Commission Expires

08/14/28





Petition Number: SUE-26-03

Public Hearing Date: January 5, 2026

Petitioner: Paul Kushnir
8933 West 135th Street
Overland Park, Kansas 66221

Project Name: PayMore

Requested Action: Approval of special use exception for a store in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts. [per Appendix A, Article XIV, Section 1 (39)]

Location: 15367 Manchester Road

Existing Zoning: C-1 Commercial District

Surrounding Zoning: North - R-1 and R-2 Single Family Dwelling District
South - C-3 Commercial (City of Ellisville)
East & west - C-1 Commercial District

CITY OF *Ballwin* Est. 1837



Figure 1 - Aerial view of the site and surrounding properties. The proposed location is indicated by a red arrow. Source: St Louis County



Figure 2 - Street view of the development. The proposed location is indicated by a red arrow.



Project description:

This Petition is for a special use exception for a store in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts, as defined in Appendix A, Article XIV, Section 1 (39). The property is located on the northeast corner of Manchester Road and Vlasis Drive. The property is currently zoned C-1 Commercial District. The properties to the north are zoned R-1 and R-2 Single Family Dwelling District. The properties to the south are in the City Limits of Ellisville and zoned C-3 Commercial. The properties to the east and west are zoned C-1.

Staff analysis:

This Petition is for a Special Use Exception to allow a store in which used electronics are bought and sold. In December, the Board of Aldermen approved an Ordinance (25-30) allowing the sale of used merchandise in excess of 25 percent of a store's gross floor area and/or gross receipts, making this petition eligible for consideration. The store is part of a development known as Central Plaza and was most recently occupied by a Weight Watchers store.

One area of consideration is the outdoor storage and display of merchandise on the property. Appendix A, Article IX, Section 2 permits outdoor storage and display in the C-1 Commercial District, subject to specific requirements, including but not limited to:

- a. Only businesses licensed in Ballwin to do business on the premises shall be allowed to conduct this activity.
- b. This activity shall be allowed only in the C-1 district, and may be subject to additional limitations imposed by the MRD and NCD overlay districts which may prohibit this use or require special additional criteria for implementation.
- c. Any display-for-sale outside of a fully enclosed structure needs to be done in a manner that the merchandise is not subject to being moved, toppled over or otherwise disrupted by storms, customers and gravity.
- d. Any display-for-sale outside of a fully enclosed building must be conducted on a sidewalk that is located along and adjacent to the facade wall of the unit or space occupied by the business in which the principal pedestrian customer entrance is located. No such display-for-sale shall be allowed on any part of a site other than said front sidewalk adjacent to the façade wall. In the case of a corner entrance or multiple entrances on multiple sides, the front facade wall shall be the wall facing the primary



adjoining roadway or primary parking lot. Only one facade wall per business may be utilized for outdoor display-for-sale.

- e. Merchandise displayed outdoor for sale pursuant to this section shall only be displayed in front of the store from which it is being sold. No sidewalks area suitable for outside storage may be rented or allowed to be utilized by a business, person or entity not occupying the store in front of which the merchandise is being displayed.
- f. Any use of a sidewalk for display-for-sale shall not block any building exits nor reduce the portion of the sidewalk available for pedestrian use to less than three feet in width or at all in front of store entrances. The minimum sidewalk space required pursuant to this section shall be provided at the side of the sidewalk away from the façade wall of the building. No such display-for-sale shall be permitted within three feet of any door opening.
- g. No merchandise shall be stacked in a manner that exceeds four feet in height. This does not preclude individual items that exceed four feet in height from being placed on a sidewalk as long as they are properly tied down or restrained from blowing around or toppling over.
- h. Marked fire lanes shall not be used for the display and storage of any product or merchandise.
- i. The City of Ballwin cannot assure security for merchandise stored and displayed in this manner.
- j. Outdoor placement of displays of merchandise and display racks and facilities shall only be allowed when the business is open. Merchandise and display facilities must be taken inside when the business is closed.
- k. No parking lot or green space areas shall be used for any display-for-sale activity.
- l. Merchandise displayed for sale pursuant to and in compliance with this section shall be displayed in portable fixtures or other facilities designed to be easily portable and built of materials suitable and intended for outdoor use. No pallets, cardboard boxes, untreated or unpainted wood or other non-weatherproof or similarly unsuitable materials shall be used for such display at any time.
- m. Small point-of-sale price stickers are permitted for outdoor displays but all signage shall be subject to the Ballwin Sign Code and sign permits may be required.



As an additional condition, the Commission may wish to consider prohibiting outdoor storage of used merchandise outside of business hours.

As we have discussed with other special use exception petitions, the overall site conditions may not fully comply with current zoning requirements. When reviewing this type of petition, we take parking capacity and safety considerations into account. If this Plaza were fully occupied by retail or restaurant uses, it would require 916 parking spaces. Currently, there are 904 spaces throughout the Plaza. Staff does not currently have a concern about this non-conforming condition.

When reviewing a special use exception, the Planning & Zoning Commission and Board of Aldermen shall determine whether such exception:

a. Will substantially increase traffic hazards or congestion.

A new tenant in this existing development will naturally result in an increase in traffic. However, it's important to note that this space is currently vacant within an already approved development and was previously occupied.

b. Will adversely affect the character of the neighborhood.

The proposed development should not adversely affect the character of the neighborhood. It is situated within an established commercial area.

c. Will adversely affect the general welfare of the community.

The proposed development should not adversely affect the welfare of the community.

d. Will overtax public utilities.

The proposed development should not overtax public utilities.

e. Will adversely affect public safety and health.

The proposed development should not adversely affect public safety and health.

f. Is consistent with good planning practice.

The proposed development would meet all current special use exception requirements and is consistent with good planning practice.

g. Can be operated in a manner that is not detrimental to the permitted developments and uses in the district.



The proposed development should not be detrimental to the permitted developments and uses in the district.

- h. Can be developed and operated in a manner that is visually compatible with the permitted uses in the surrounding area.

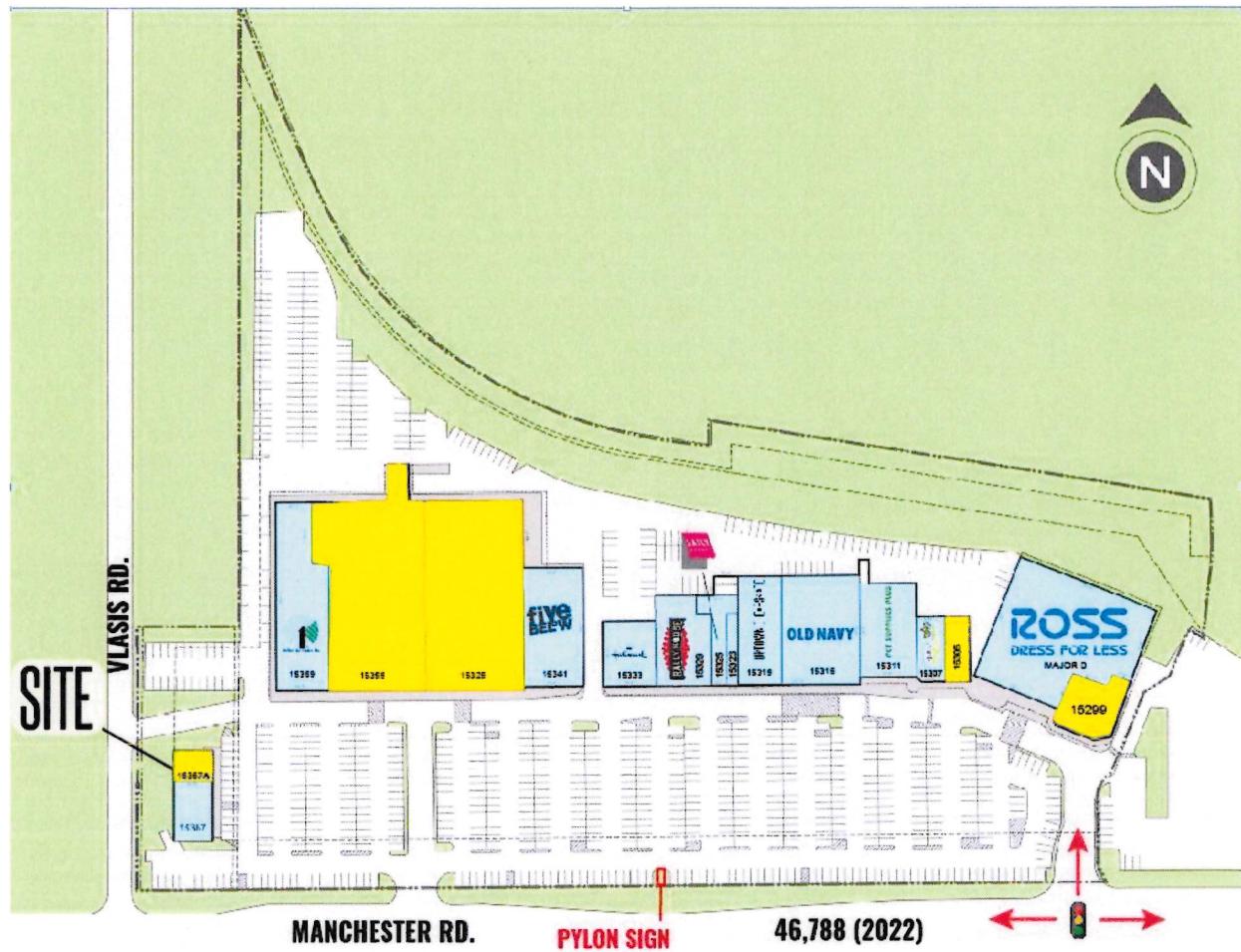
The proposed development should be operated in a manner that is visually compatible with the permitted uses in the surrounding area.

Staff recommendation:

This Petition is for a special use exception to allow the establishment of a store in which used electronics are bought and sold at 15367 Manchester Road, located within Central Plaza. Staff has no concerns with the proposed use and recommends approval with standard conditions, along with a condition that outdoor storage of merchandise is prohibited outside of business hours.

Exhibit A

Site Plan





Section 3, Item c.

Exhibit B





City of Ballwin Special Use Exception Petition

Executive Summary

Dear City Council,

Please accept this letter and supporting documentation as PayMore's request for a Special Use Exception for the retail location in the Central Plaza for unit 15367 Manchester Rd, Ballwin, MO 63011 totaling approx. 1,780 square feet.

PayMore is an international franchise specializing in buying, selling and recycling consumer electronics. Consumers bring in their old and unused electronics, and our friendly and professional team use proprietary systems to quickly test and evaluate their electronics and provide the consumer with an offer to buy. If the electronics turn out to have no aftermarket value PayMore offers free recycling of the e-waste. In either case PayMore professionally wipes and/or destroys all customer data from the devices.

PayMore is very proud to provide 4 very important and desired services to all communities that we serve:

1. An average PayMore location infuses \$700,000 into the local economy by putting cash into consumer pockets through the purchase of their old electronics.
2. In addition, the average PayMore location recycles 30,000 lbs of e-waste keeping it out of the local landfills by giving consumers an easy and convenient place to recycle.
3. Security in knowing their personal data is safely and professionally wiped/destroyed.
4. PayMore provides consumers with a safe and easy way to purchase electronics at a great value right in their own communities.

At PayMore we pride ourselves on clean, well-merchandised locations with a strong focus on customer experience and a target market of middle and upper middle-income clientele.

While consumers can purchase electronics at PayMore locations, it is important to note that roughly 95% of the in-store traffic are consumers selling their old electronics.

SPEEKS Technology is the local PayMore franchisee for the St. Louis and Kansas City metros. A family business owned by Paul Kushnir along with his two sons Ethan and Eli Kushnir. Paul Kushnir bio attached.

SPEEKS Technology has 3 existing locations in Kansas City:

- **Overland Park** – 8933 W. 135th Street, Overland Park, KS 66221
 - Avg HH Income – \$164,885 (5-mile radius)
 - Google Reviews: **4.8** with 532 reviews (*opened 9/1/24*)
- **Lee's Summit** – 1415 NE Douglas St, Lee's Summit, MO 64086
 - Avg HH Income - \$145,462 (5-mile radius)
 - Google Reviews: **4.9** with 314 reviews (*opened 11/1/24*)
- **Westport** – 905 Westport Road, Kansas City, MO 64111
 - Avg HH Income - \$102,954 (5-mile radius)
 - Google Reviews: **4.9** with 135 reviews (*opened 6/1/25*)

SPEEKS plans to open 7 PayMore locations in the St. Louis metro and would love to be part of the Ballwin community.

Our stores operate with 4-5 fulltime Team Members and are open 10-7 M-F and 10-4 Sat, closed on Sunday's. We provide healthcare benefits, PTO and matching 401K.

Our average store will see between 10-20 customers a day, which does not create any congestion or burden on parking in any retail plaza where we're located.

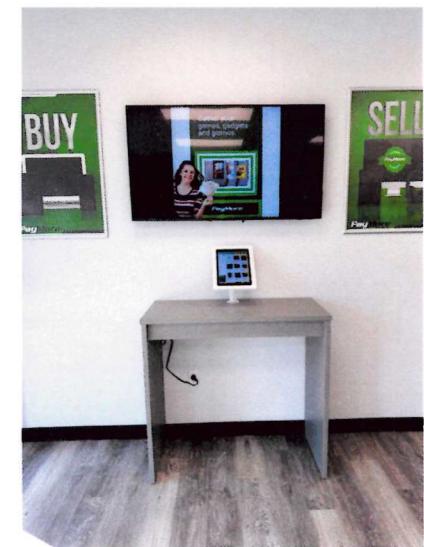
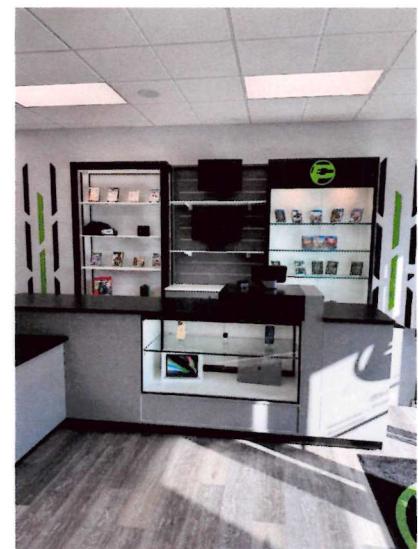
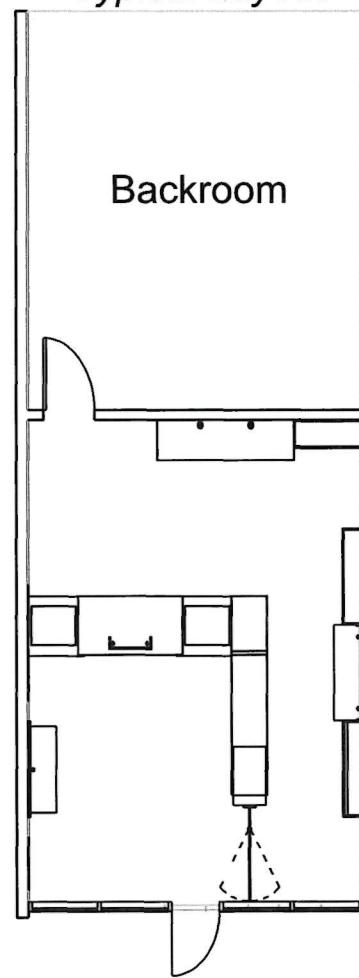
We look forward to meeting with the City Council to answer any questions and hope our application for a Special Use Exception will be approved.

Sincerely,

Paul Kushnir
CEO
SPEEKS Technology
913-226-8630
pkushnir@paymore.com
www.paymore.com



Kansas City, MO Store
Layout
Typical Layout



PayMore

We Buy, Sell & Trade Electronics!



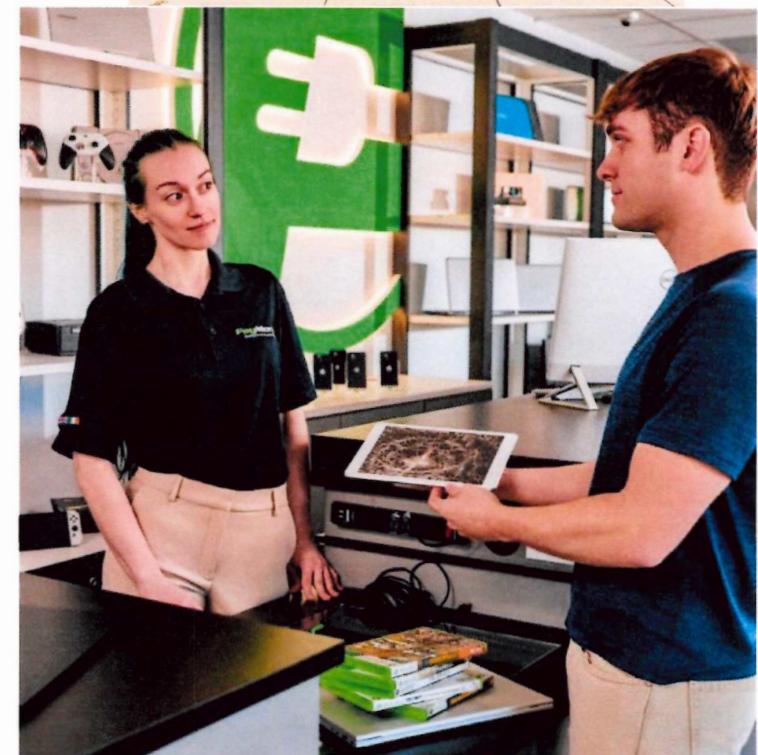
Content

- 01** Overview
- 02** Services
- 03** Market Areas
- 04** Site Specific
- 05** Socio-Economic Benefits
- 06** PayMore® Content
- 07** Contact



OVERVIEW

PayMore® Stores was founded in 2011 in Massapequa, New York, a small close-knit community on the southeastern portion of Long Island, Nassau County. Our concept was born to solve the problem of old and broken electronics piling up in our landfills. Our mission became to obtain and repurpose these than to than re-circulate them back into the marketplace, all while reducing our location eWaste footprint. We achieved this by incentivizing our customers to trade in their old electronics by offering them cash, ensuring their data safety, while offering customer's exceptional deals on gently used repurposed electronics with warranties. Our location began fulfilling large electronic device orders from all over the United States as well as international customers which became long term partnerships. In 2012, our first location in Massapequa exploded with high volume trade-ins, frugal shoppers looking for deals on gently used electronics, and tremendous local support for our green environmental efforts. Our local community could now visit a PayMore® Store; safely trade in their old or broken electronic devices for cash, or trade up their device and shop for discounted electronics all in one local electronics hub, while enjoying expert electronic advice and guidance from our staff.



SERVICES

PayMore® Stores provide a safe, accessible retail experience for customers to buy, sell, and trade electronics, emphasizing data security and reducing e-waste locally.



BUY

We pay top dollar in cash for new, used and even broken electronic devices. All devices sold are fully data wiped.



SELL

We sell high-quality new and pre-owned electronics at unbeatable prices with industry-leading warranties both in-store and online.



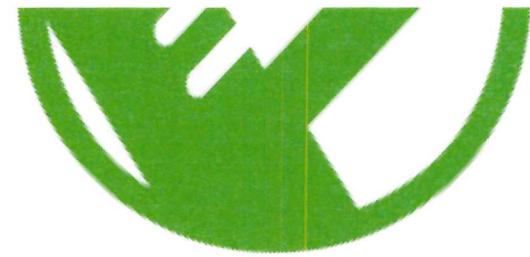
TRADE

Trade in your old device, and trade up to a newer or different device. Customers receive digital trade credit that can be used in-store or online.



RECYCLE

Our mission is to reduce and reuse. Our locations offer a fast, easy and convenient way for the local community to recycle their old electronics responsibly.



94

OPEN LOCATIONS

633

IN DEVELOPMENT INTERNATIONALLY

453



Total Units

60+



Total Units

120



Total Units

\$1.2m

AUV PER 2024 FDD



Market Areas



Major proximity to major retail shopping corridors



Electronic Stores



Grocery Stores



Hospitals



Gyms



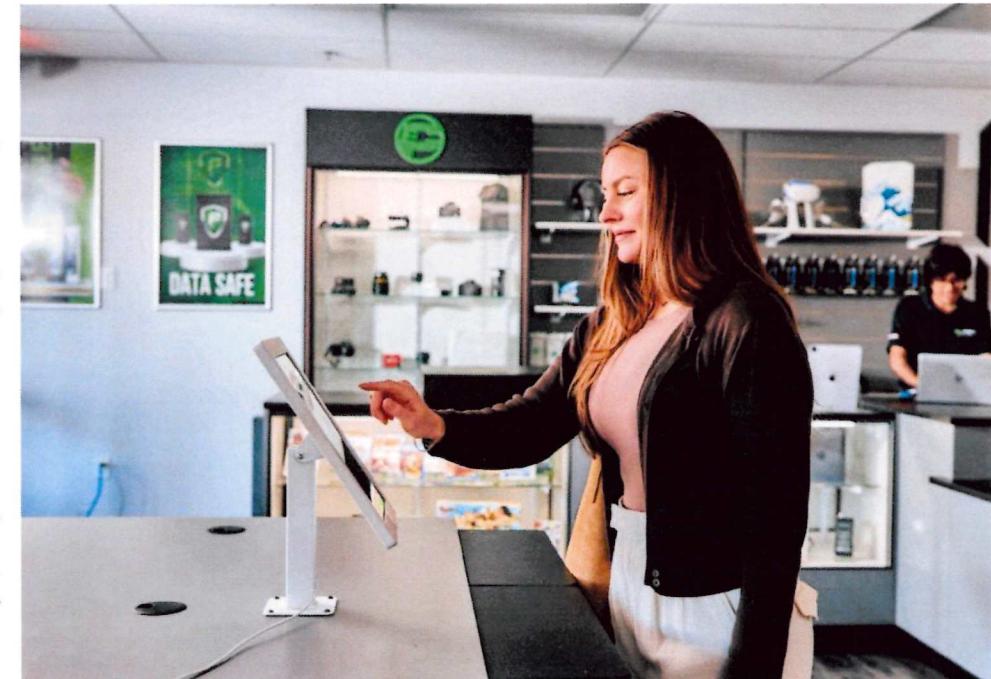
Auto Part Retailers



Site Specific

We provide a safe, well lit walk-in store that shields our customers from in-person and online fraud while selling electronics. Cleanliness is a top priority for each store in order to provide an embrasive and welcoming experience for customers. Each location has separate registers for purchasing & selling transactions. Each store has iPads at a counter or on the wall to view all active inventory in addition to the items being displayed in cases.

The back of each location is equipped with inventory storage racks, processing stations, and a shipping station. Cleanliness applies to the back of the store as well in order to do efficient inventory management.



Secure location with close parking



High density



800 to 2000 square feet



Good visibility and signage



Strong traffic counts

Socio-Economic Benefits of a PayMore® Store

ECONOMIC IMPACT

A PayMore® Store significantly boosts the local economy by creating jobs at various levels, from entry positions to management roles, while offering ongoing education and opportunities for career growth. Additionally, PayMore® Stores play a vital role in recycling money back into the community. On average, our stores dispense over \$700,000 in trade-in payments to customers each year. This money is often reinvested into other local businesses and households, enhancing the overall economic health of the community. By operating a PayMore® Store in your neighborhood, we not only create jobs but also stimulate local economic activity.

RECYCLING AND EWASTE REDUCTION

Each PayMore® Store is dedicated to providing free electronics recycling services to the community. We offer an accessible, easy, and free way to reduce electronic waste in your area. On average, each PayMore® Store recycles between 5,000 and 12,000 pounds of electronic waste annually, preventing hazardous chemicals from seeping into local landfills. This commitment helps protect the environment and promotes sustainable practices within the community.

PREVENTING LOCAL FRAUD AND SCAMS

Trading in a device at a PayMore® Store ensures a safe, well-lit, and secure retail environment where you receive real cash. When purchasing from a PayMore® Store, you benefit from the same secure environment, along with an industry-leading warranty and protection against faulty devices. This eliminates the risks associated with meeting strangers for trades or being scammed online. PayMore® Stores provide a trustworthy alternative to potentially dangerous and fraudulent transactions.

PROTECTING COMMUNITY DATA

When you trade in a device at a PayMore® Store, your data is wiped on the spot by our tech team, ensuring that all your personal information is securely erased. This immediate service allows you to leave the store with peace of mind, knowing that your data is protected. Our commitment to data security helps safeguard the personal information of our community members.

EDUCATING AND CREATING FINANCIAL OPPORTUNITIES

PayMore® Stores educate the community on making better financial decisions regarding electronics. By trading in old devices, customers can put money back into their pockets and purchase quality, affordable devices. This practice promotes a better financial path for individuals upgrading their devices year after year, making technology more accessible and reducing financial strain. In summary, a PayMore® Store in your community offers significant socio-economic benefits, including job creation, economic stimulation, environmental protection through recycling, fraud prevention, data security, and financial education. These advantages make PayMore® Stores valuable assets to any neighborhood, contributing to the overall well-being and sustainability of the community.

RETURN ON EFFORT

PayMore provides a significantly higher return on investment compared to many food or service franchises. With a streamlined retail model, minimal staffing requirements, and 70% of revenue generated from online sales, franchisees experience strong performance without the stress, complexity, or extended hours typically associated with other business models.

PAYMORE® CONTENT

PayMore® Buy, Sell, Trade Electronics - How it Works!



PayMore Buy, Sell, Trade Electronics - How it Works!

PayMore® Stores Virtual Discovery Day



PayMore Electronics Virtual Discovery Day

In Media:

- [Forbes](#): \$100 Million e-Waste Revolution
- [Yahoo Finance](#): PayMore Stores Continues Rapid Expansion with Eighteen New Store Openings in March 2025
- [Retail Insider](#): PayMore Expands in Canada with Walmart and Franchises
- [FranServe](#): FRAN-TASTIC BRANDS 2025
- [GameRant](#): Tech Company is Looking to Replace GameStop 'Store by Store'
- [Retail TouchPoints](#): Electronics Reseller PayMore Opens 18 Stores in March; Plans to Double Store Fleet in 2025
- [New Perspective](#): \$100 Million e-Waste Revolution
- [Enterprise World](#): PayMore® Stores: Bridging the Gap Between Technology and Trust in Used Electronics
- [Worth](#): Erik Helgesen, President and Co-Founder of PayMore®, Recognized in Worth's Worthy 100 for 2024
- [Franchise Times](#): The Franchise Boomerang Effect: Why Successful Operators Can't Stop at One Location

Podcasts:

- [Enterprise Radio](#)
- [The Brand Insider](#)
- [Emerging Franchise Brands](#)
- [Business with Beers Podcast](#)
- [Franchise QB Podcast](#)
- [Vetted Biz | Best Franchise Opportunities to Buy](#)
- [Franchise Today Podcast](#)

ADDITIONAL PAYMORE® CONTENT

PayMore® Nashville Commercial



PayMore® Stores Sell Your Electronics



More In Media:

- [Yahoo News](#): Discover Who'll 'PayMore®' For Your Old Electronics
- [FinTechBuzz](#): Interview with Erik Helgesen, Co-Founder and President of PayMore® Stores
- [Medium](#): Erik Helgesen and Stephen R. Preuss of PayMore®: Five Things I Wish Someone Told Me When I First Launched My Business or Startup
- [Franchise Times](#): After Domino's and Firehouse, Franchisee Makes Switch to Retail With PayMore®
- [Retail Customer Experience](#): PayMore® Electronics enjoying robust growth
- [Franchise Times](#): Tim Hortons Franchisees Ink Large Agreement With Electronics Reseller PayMore®
- [FranchiseWire](#): PayMore® Franchises Will Soon Open Coast to Coast
- [ChainStoreAge](#): PayMore® hits 50 locations; details upcoming store openings

More Podcasts:

- [FranchiseU Podcast](#)
- [Fransmart Interview](#)

PAYMORE® STORES



Forbes BEYOND WEALTH Worth®

yahoo!finance



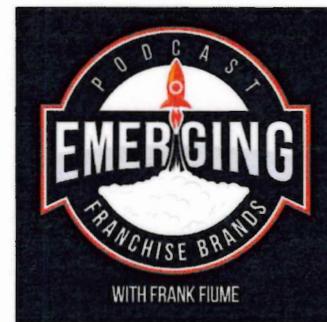
FinTec Buzz®

Franchise Times
The News and Information Source for Franchising



Medium

NEW PERSPECTIVE

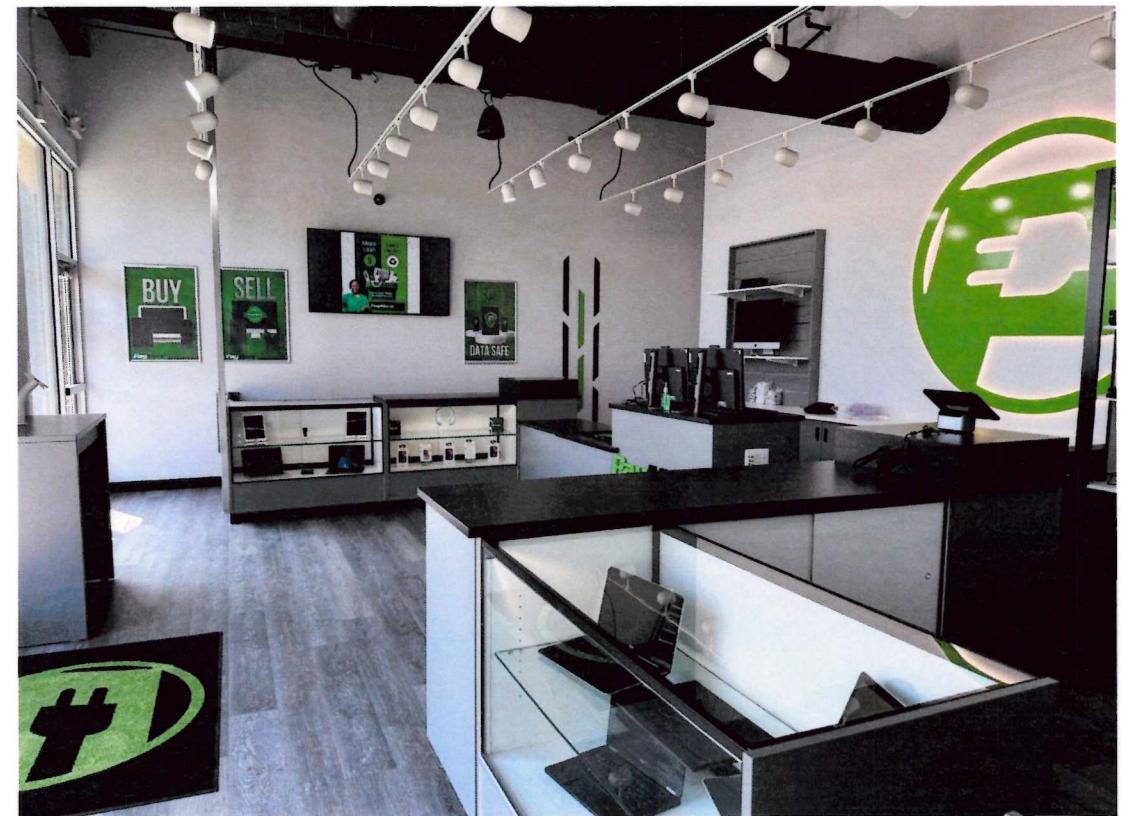


PayMore

We Buy, Sell & Trade Electronics!

Corporate Office

-  info@paymore.com
-  www.paymore.com
-  [@paymorestores](https://www.instagram.com/@paymorestores)



Paul Kushnir Bio



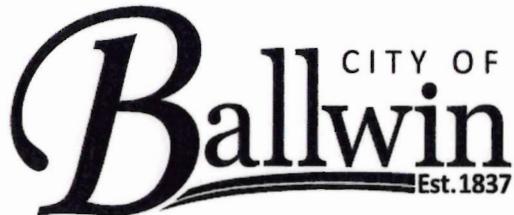
Paul and his brother Mike have been in business for 24 years together and have started several businesses and have had 3 successful exists. Their largest operation was Wireless Lifestyle, a Sprint dealership, which they started in 2004 with 4 stores and eventually grew it to 230 stores across 14 states becoming Sprints largest and most respected dealer in the nation. After Sprint and T-Mobile merged in 2020 the brothers took the opportunity to exit in February 2021 by selling to the largest T-Mobile dealer. That same year Paul and Mike sold Phone Medic, which was uBreakiFix's largest franchisee, focused on phone and computer repair with 17 locations in 4 states which they started in 2015.

Since then, the brothers have created a family venture fund focused on providing mostly local KC entrepreneurs, from start up to growth companies, with capital and strategic support.

In 2024 Paul and his two sons, Ethan and Eli, purchased a new retail franchise called PayMore. PayMore specializes in buying back old or decommissioned consumer and business electronics and resells them both in store and online. As of August 2025 they have opened 3 locations in KC with 2 more opening in St. Louis by year end with a goal of 13-15 locations in KS and MO.

Paul has supported Big Brothers Big Sisters of Kansas City since 2007, including serving on the Board and serving as Board President, and continues to drive new initiatives at BBBSKC designed to support their mission.

Born in Ukraine, Paul's family immigrated to Canada when Paul was just 6 years old and then immigrated again to the United States where Paul attended UMKC as a business major. Paul currently lives in Leawood KS with his wife of 26 years and 15-year-old daughter. Son's Ethan (24) and Eli (22) live nearby on the Missouri side in the Kansas City metro.



PUBLIC HEARING

Notice is hereby given that on Monday, January 5, 2026 at 7:00 pm, a Public Hearing will be held by the Planning & Zoning Commission in the City Government Center Board Room at 1 Government Center, Ballwin, Missouri 63011. The Commission will consider the following Petition:

SUE-26-03 Special Use Exception, submitted by Paul Kushnir, to allow a store in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts at 15367 Manchester Road.

Additional information on the Petition is available at the City Government Center or by calling 636-227-2243



SPECIAL USE EXCEPTION PETITION

CITY OF BALLWIN	}	FEE: with site plan review \$ 1,500.00
	}	without site plan review \$ 750.00
COUNTY OF ST. LOUIS	}	PAID: <i>12-2-25</i>
STATE OF MISSOURI	}	NUMBER: <i>OP# 000000330 SUE-26-04</i>

TO THE BOARD OF ALDERMEN CITY OF BALLWIN

Type of Special Use Exception: Store for the sale of used merchandise not in conjunction with the sale of new merchandise.

Code Section under which petition is being filed: Appendix A, Article XIV, Section 1

Now comes (*print name of Petitioner*) Central Plaza MZL LLC
and states to the Board of Aldermen:

I. That he, she, it, they, has (have) the following legal interest in the tract of land and/or premises located within the corporate limits of Ballwin, Missouri, described in Section II of this petition.

A. State Legal Interest: Owner

B. Documentation of Legal Interest must accompany this petition.

II. That the legal description of the property/premises, for which a Special Use Exception is desired, is enclosed.

III. That a survey or drawing of the property/premises, for which a Special Use Exception is requested, is enclosed, and said drawing is to a scale of 100 feet or less to the inch.

IV. That the street address of said property is: 15287 Manchester Rd

V. That the area (acres or square feet) of said property is: 28,789 square feet

VI. That the zoning classification of said property is: C-1 Commercial

VII. That the present use of said property is: Commercial/retail

VIII. That the intended use of said property is: C-1 Commercial

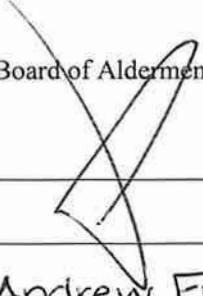
Store for the sale of used merchandise not in conjunction with new merchandise.

IX. That the proposed Special Use Exception does not violate any private deed restrictions on said property.

X. That all information provided herein is true and a statement of fact.

I, the Petitioner, do hereby request an Ordinance of the Board of Aldermen approving and granting the herein described Special Use Exception.

PETITIONER: Central Plaza MZL LLC

AUTHORIZED SIGNATURE: 

AUTHORIZED SIGNATURE (PRINTED): Andrew Frank

ADDRESS: 535 Fifth Avenue, 12th Floor

CITY/STATE/ZIP: New York, NY 10017

TELEPHONE NO. 603-472-1154

I, (print name of Petitioner) _____, do hereby designate _____ as my agent for purposes of presenting this petition, negotiating with the City of Ballwin on all issues relative to this petition, and corresponding and communicating with representatives of the City of Ballwin relative to this petition.

AGENT'S SIGNATURE: _____

AGENT'S NAME (PRINTED): _____

ADDRESS: _____

CITY/STATE/ZIP: _____

TELEPHONE NO. _____

Subscribed and sworn before me this 17th day of November, 2025.



Notary Public

My Commission Expires

March 27, 2029

VANESSA PARKER
Notary Public, State of New York
No. 01PA0035416
Qualified in Queens County
Commission Expires March 27, 2029



Petition Number: SUE-26-04

Public Hearing Date: January 5, 2026

Petitioner:
Central Plaza MZL LLC
535 Fifth Avenue, 12th Floor
New York, New York 10017

Project Name: Salvation Army

Requested Action: Approval of special use exception for a store (with front yard parking) in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts.
[per Appendix A, Article XIV, Section 1 (14) & (39)]

Location: 15325 Manchester Road

Existing Zoning: C-1 Commercial District

Surrounding Zoning: North - R-1 and R-2 Single Family Dwelling District
South - C-3 Commercial (City of Ellisville)
East & west - C-1 Commercial District



Figure 1 - Aerial view of the site and surrounding properties. The proposed location is indicated by a red arrow. Source: St Louis County

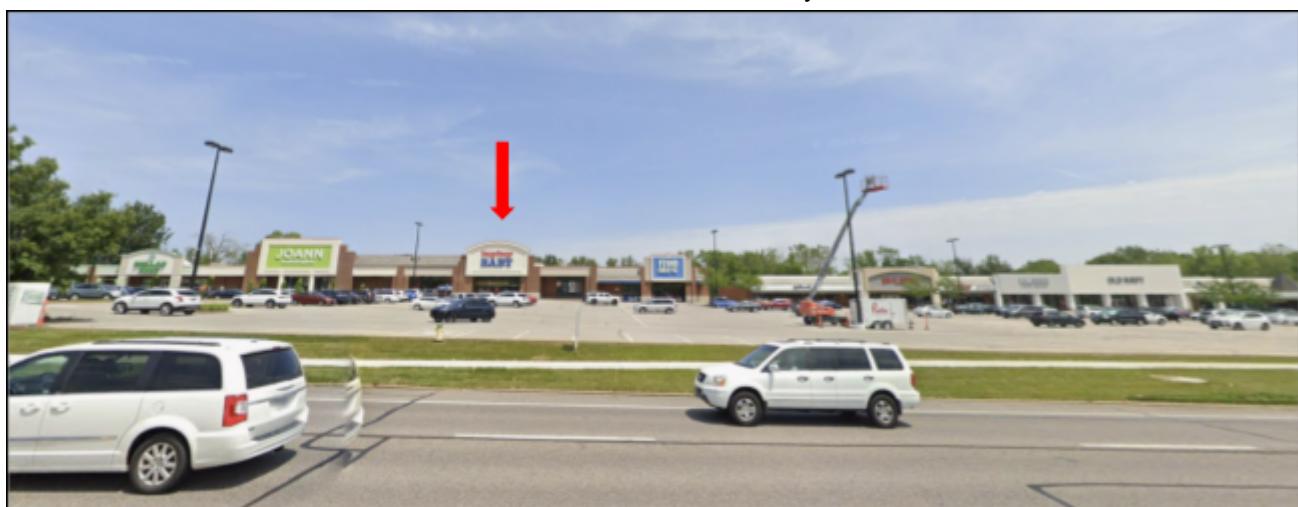


Figure 2 - Street view of the development. The proposed location is indicated by a red arrow.

**Project description:**

This Petition is for a special use exception for a store in which the sale of used merchandise exceeds 25 percent of the store's gross floor area and/or 25 percent of its gross receipts, as defined in Appendix A, Article XIV, Section 1 (39). In addition, a special use exception is necessary for the implementation of front yard parking along public right of way. This requirement is specified in Appendix A, Article XIV, Section 1(14), which dictates that parking within any front yard is subject to special use exception approval. This regulation applies to all allowed uses in the C-1, C-3, PA and S-1 districts, as well as for all nonresidential uses in the R-1A, R-1, R-2, R-3, R-4, R-5 and PSD Districts. The property is located on the northeast corner of Manchester Road and Vlasis Drive. The property is currently zoned C-1 Commercial District. The properties to the north are zoned R-1 and R-2 Single Family Dwelling District. The properties to the south are in the City Limits of Ellisville and zoned C-3 Commercial. The properties to the east and west are zoned C-1.

Staff analysis:

This Petition is for a Special Use Exception to allow a Salvation Army store in which merchandise is donated and sold. In December, the Board of Aldermen approved an Ordinance (25-30) allowing the sale of used merchandise in excess of 25 percent of a store's gross floor area and/or gross receipts, making this petition eligible for consideration. In addition, a special use exception is necessary for the implementation of front yard parking along public right of way. This requirement is specified in Appendix A, Article XIV, Section 1(14), which dictates that parking within any front yard is subject to special use exception approval. This regulation applies to all allowed uses in the C-1, C-3, PA and S-1 districts, as well as for all nonresidential uses in the R-1A, R-1, R-2, R-3, R-4, R-5 and PSD Districts. The proposed store would be located within an existing development known as Central Plaza, which was most recently occupied by a Buy Buy Baby Store.

One area of consideration is the outdoor storage and display of merchandise on the property. Appendix A, Article IX, Section 2 permits outdoor storage and display in the C-1 Commercial District, subject to specific requirements, including but not limited to:

- a. Only businesses licensed in Ballwin to do business on the premises shall be allowed to conduct this activity.

- b. This activity shall be allowed only in the C-1 district, and may be subject to additional limitations imposed by the MRD and NCD overlay districts which may prohibit this use or require special additional criteria for implementation.
- c. Any display-for-sale outside of a fully enclosed structure needs to be done in a manner that the merchandise is not subject to being moved, toppled over or otherwise disrupted by storms, customers and gravity.
- d. Any display-for-sale outside of a fully enclosed building must be conducted on a sidewalk that is located along and adjacent to the facade wall of the unit or space occupied by the business in which the principal pedestrian customer entrance is located. No such display-for-sale shall be allowed on any part of a site other than said front sidewalk adjacent to the façade wall. In the case of a corner entrance or multiple entrances on multiple sides, the front facade wall shall be the wall facing the primary adjoining roadway or primary parking lot. Only one facade wall per business may be utilized for outdoor display-for-sale.
- e. Merchandise displayed outdoor for sale pursuant to this section shall only be displayed in front of the store from which it is being sold. No sidewalks area suitable for outside storage may be rented or allowed to be utilized by a business, person or entity not occupying the store in front of which the merchandise is being displayed.
- f. Any use of a sidewalk for display-for-sale shall not block any building exits nor reduce the portion of the sidewalk available for pedestrian use to less than three feet in width or at all in front of store entrances. The minimum sidewalk space required pursuant to this section shall be provided at the side of the sidewalk away from the façade wall of the building. No such display-for-sale shall be permitted within three feet of any door opening.
- g. No merchandise shall be stacked in a manner that exceeds four feet in height. This does not preclude individual items that exceed four feet in height from being placed on a sidewalk as long as they are properly tied down or restrained from blowing around or toppling over.
- h. Marked fire lanes shall not be used for the display and storage of any product or merchandise.
- i. The City of Ballwin cannot assure security for merchandise stored and displayed in this manner.

- j. Outdoor placement of displays of merchandise and display racks and facilities shall only be allowed when the business is open. Merchandise and display facilities must be taken inside when the business is closed.
- k. No parking lot or green space areas shall be used for any display-for-sale activity.
- l. Merchandise displayed for sale pursuant to and in compliance with this section shall be displayed in portable fixtures or other facilities designed to be easily portable and built of materials suitable and intended for outdoor use. No pallets, cardboard boxes, untreated or unpainted wood or other non-weatherproof or similarly unsuitable materials shall be used for such display at any time.
- m. Small point-of-sale price stickers are permitted for outdoor displays but all signage shall be subject to the Ballwin Sign Code and sign permits may be required.

As an additional condition, the Commission may wish to consider prohibiting outdoor storage of any merchandise and/or donations outside of business hours.

Traffic management and circulation throughout the site remain unclear. Staff recommends that a traffic plan be required prior to a vote by the Board of Aldermen.

As we have discussed with other special use exception petitions, the overall site conditions may not fully comply with current zoning requirements. When reviewing this type of petition, we take parking capacity and safety considerations into account. If this Plaza were fully occupied by retail or restaurant uses, it would require 916 parking spaces. Currently, there are 904 spaces throughout the Plaza. Staff does not currently have a concern about this non-conforming condition.

When reviewing a special use exception, the Planning & Zoning Commission and Board of Aldermen shall determine whether such exception:

- a. Will substantially increase traffic hazards or congestion.

A new tenant in this existing development will naturally result in an increase in traffic. However, it's important to note that this space is currently vacant within an already approved development and was previously occupied.

- b. Will adversely affect the character of the neighborhood.

The proposed development should not adversely affect the character of the neighborhood. It is



situated within an established commercial area.

- c. Will adversely affect the general welfare of the community.

The proposed development should not adversely affect the welfare of the community.

- d. Will overtax public utilities.

The proposed development should not overtax public utilities.

- e. Will adversely affect public safety and health.

The proposed development should not adversely affect public safety and health.

- f. Is consistent with good planning practice.

The proposed development would meet all current special use exception requirements and is consistent with good planning practice.

- g. Can be operated in a manner that is not detrimental to the permitted developments and uses in the district.

The proposed development should not be detrimental to the permitted developments and uses in the district.

- h. Can be developed and operated in a manner that is visually compatible with the permitted uses in the surrounding area.

The proposed development should be operated in a manner that is visually compatible with the permitted uses in the surrounding area.

Staff recommendation:

This petition is for a Special Use Exception to allow the establishment of a store in which used merchandise is donated and sold at 15325 Manchester Road, located within Central Plaza.

Staff has no concerns with the proposed use and recommends approval with standard conditions, along with the following conditions:

1. Outdoor storage of merchandise and/or donations is prohibited outside of business hours.
2. Donations must be dropped off at the rear of the building, in a clearly marked donation area.
3. No stacking of vehicles is allowed in the drive aisles in front of the Plaza.

Special Use Exception Permit

Petitioner: Central Plaza MZL LLC

Property Address: 15287 Manchester Rd, Ballwin, MO 63011

Petitioner is the owner of Central Plaza, located at 15287 Manchester Rd, Ballwin, MO 63011, which is currently zoned C-1 Commercial. Petitioner respectfully requested the Board of Alderman to vote in favor of a Special Use Exception in order to permit the Special Use of a store for the sale of used merchandise that is not in conjunction with the sale of new merchandise to be located at Central Plaza.

Petitioner aims to work with the Salvation Army on the proposed store for the sale of used merchandise. Details on the Salvation Army's business plan are included herein.

Pursuant to Appendix A, Article XIV, Section 4, the proposed Special Use Exception supports the following findings:

a) Traffic

Central Plaza is an existing shopping center with sufficient parking under the Zoning Ordinance. The proposed Special Use will not unduly burden existing traffic patterns, driveways or parking at Central Plaza as the Salvation Army would be taking the place of former tenant, Buy Buy Baby.

b) Character of Neighborhood

The proposed use will not adversely affect the character of the neighborhood as the zoning classification of C-1 Commercial will remain unchanged.

c) General Welfare

The proposed Special Use will not adversely affect the general welfare of the community.

d) Public Utilities

The proposed Special Use will not overtax public utilities.

e) Public Safety and Health

The proposed Special Use will not adversely affect public safety and health.

f) Good Planning

The proposed Special Use is aligned with good planning practice.

g) Consistent with District

The proposed Special Use is consistent with the existing C-1 Commercial zoning classification and surrounding areas.

h) Compatible Uses

The proposed Special Use is consistent with the existing C-1 Commercial uses.

Salvation Army Business Plan

Executive Summary

The Salvation Army, founded in 1865, is committed to serving communities. In addition to providing shelters, financial assistance, and volunteer opportunities, the Salvation Army operates nearly 250 second-hand stores across the Midwest alone. These stores provide affordable merchandise options for the community. The Salvation Army is eager to offer its services to the City of Ballwin by opening a store at Central Plaza.

Hours of Operation

Salvation Army stores generally operate during the approximate times:

Sunday	Closed
Monday	9 AM – 8 PM
Tuesday	9 AM – 8 PM
Wednesday	9 AM – 8 PM
Thursday	9 AM – 8 PM
Friday	9 AM – 8 PM
Saturday	9 AM – 8 PM

Employment

The proposed Salvation Army store presents an opportunity to provide local jobs to the residents of the City of Ballwin.

Additional Materials

Please see the preliminary floorplan and the Salvation Army's 2025 Annual Report attached hereto for more details on the proposed store and the Salvation Army's overall mission. For more information, please visit www.salvationarmyusa.org.



2025 ANNUAL REPORT



DOING THE
MOST GOOD®



MISSION STATEMENT

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

ABOUT THE SALVATION ARMY

We're committed to **"Doing the Most Good."**

These four words sum up our goal to feed, clothe, comfort, and care for those in need; to rebuild broken homes and broken lives; to offer a way out for those who suffer from addiction, leading them to recovery. In our fight to end hunger and poverty, we also feed and nurture the spirit. It is in living and sharing the Christian gospel that we meet tangible needs.

The Salvation Army operates more than 7,400 centers in communities across the United States. These centers provide food distribution, disaster relief, rehabilitation services, anti-human trafficking programs, a wealth of youth activities, and more.

Our work is made possible by generous donors through corporate gifts, Red Kettle contributions, proceeds from goods sold in our Salvation Army thrift stores, and other public support.

Eighty-three cents of every dollar donated supports our various efforts across the country. We are a tax-exempt 501(c)(3) organization, and contributions are deductible for federal income tax purposes to the extent permitted under section 170(b)(2) for corporations.





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LOVE UPLIFTS

In the United States, nearly 1 in 3 adults reported that they are finding it difficult to get by financially. This struggle to afford basic necessities such as food, housing, and healthcare impacts millions of families every day. Thanks to you, The Salvation Army stands as a source of hope for neighbors in need. With the support of our generous donors, volunteers, and partners, we've been able to help meet those in need across the country.

Through our social service programs that focus on food, shelter, rent, mortgage, utility assistance, and more, we've made a lasting impact by touching the lives of nearly 28 million people in need. Together, we've shown that when we love beyond expectations, lives are uplifted.

FROM THE NATIONAL COMMANDER



Dear Friends,

When Jesus walked this earth, He ministered to people who were sick, weary, and outcasts from society. His example inspired our founder, William Booth, to create an organization that was dedicated to that mission, preaching the gospel of Jesus Christ and meeting human needs in His name without discrimination.

Service is not just a call to action. It is a call to transformation. For those we help and for ourselves, serving changes lives. The Salvation Army has a unique opportunity to serve people from all walks of life. Every helping hand, disaster relief effort, and meal we serve is evidence of our carrying out God's ministry.

For me, The Salvation Army's mission is deeply personal. Throughout my life, I've witnessed how those around the world who are most often overlooked — struggling families, those experiencing homelessness, formerly incarcerated people — are the ones in greatest need of our compassion. When we serve people by loving beyond their circumstances, we can help them regain their dignity, hope, and opportunity to thrive.

Thanks to our communities, partners, board members, donors, volunteers, and supporting corporations, The Salvation Army remains ready to respond to the needs of every community: today, tomorrow, and always. As we continue to serve in this ever-changing world, let God's mission open new doors for you to love beyond.

God bless you,

A handwritten signature in black ink, appearing to read "Merle Heatwole". The signature is fluid and cursive, with a slightly larger first name and a more stylized last name.

Commissioner Merle Heatwole

*National Commander
The Salvation Army in the United States*

FROM THE CHAIRMAN



Dear Partners and Supporters,

As we navigate a world that changes so quickly, it can be difficult to stay focused on what's important. But how do we prioritize others while still seeking to improve ourselves? By giving back.

As the chairman of The Salvation Army's National Advisory Board, I am committed to ensuring that The Salvation Army meets the most pressing needs in our communities. We know that hunger, homelessness, and the trauma of disaster are not fleeting issues — they're urgent, ongoing realities that require constant attention.

The Salvation Army's dedication to serving the most vulnerable — those who have nowhere else to turn — resonates with me on a personal level. Every meal provided, every roof offered, and every act of compassion shared is an opportunity to transform lives. Together, we're doing just that.

I encourage you to consider your "why." Why do you serve? Why do you give? I find that my answer to these questions is a call to action. Whether through our time, resources, or influence, we all have a role to play in lifting up the most vulnerable among us.

Thank you for making a tangible difference in the lives of so many who need our love and service. When we do our best to live as Christ did, we can create lasting change for our fellow children of God. This is our calling — to answer the call to do good.

With gratitude,

A handwritten signature in black ink, appearing to read "Marc Belton".

Marc Belton

Chairman

The Salvation Army National Advisory Board



OUR MINISTRIES

In 2024, The Salvation Army was the nation's largest direct nongovernmental provider of social services. Through each of our programs, we meet immediate needs and provide long-term stability and transformation for those who are struggling year-round. To combat homelessness, hunger, and financial instability, The Salvation Army provided shelter, warm meals, Christmas gifts, and financial assistance to millions of families and individuals. Thanks to you, our programs served nearly 28 million people in need across more than 7,300 centers of operation throughout the year — offering support and a guiding light when it was needed most.



HUNGER

183,111,494 Total Meals Served

Through food pantries, community meals, mobile canteens, and feeding programs, The Salvation Army met the urgent needs of millions facing hunger — providing nourishment and dignity during times of crisis and everyday hardship.



HOMELESSNESS

10,075,059 Nights of Shelter

We offered safe shelter to individuals and families experiencing homelessness or escaping unsafe situations — meeting them with compassion, a warm bed, and resources for stability.



EVICTION

1,575,09 Financial Assistance

From rent and utility support to transportation, clothing, and medical needs, The Salvation Army provided critical financial assistance to help individuals and families stay housed, stay hopeful, and move forward with dignity.



DISASTER

1,234 Emergency Disaster Assistance

When disasters struck, The Salvation Army was on the ground — providing immediate aid, emotional and spiritual care, and long-term recovery services to survivors and first responders alike.

COMBATING HUNGER WITH COMPASSION

No person should ever go a day without access to a meal. In 2024, The Salvation Army fought hunger and food insecurity through a variety of programs, including neighborhood food pantries, mobile meal services, and the distribution of more than 183 million meals. These initiatives provided healthy food and essentials to families in need, helping them regain food security. Our mobile food programs ensured that even the most underserved areas had access to nutritious meals. These are among the many efforts we deploy toward working to eliminate food insecurity and love beyond hunger.



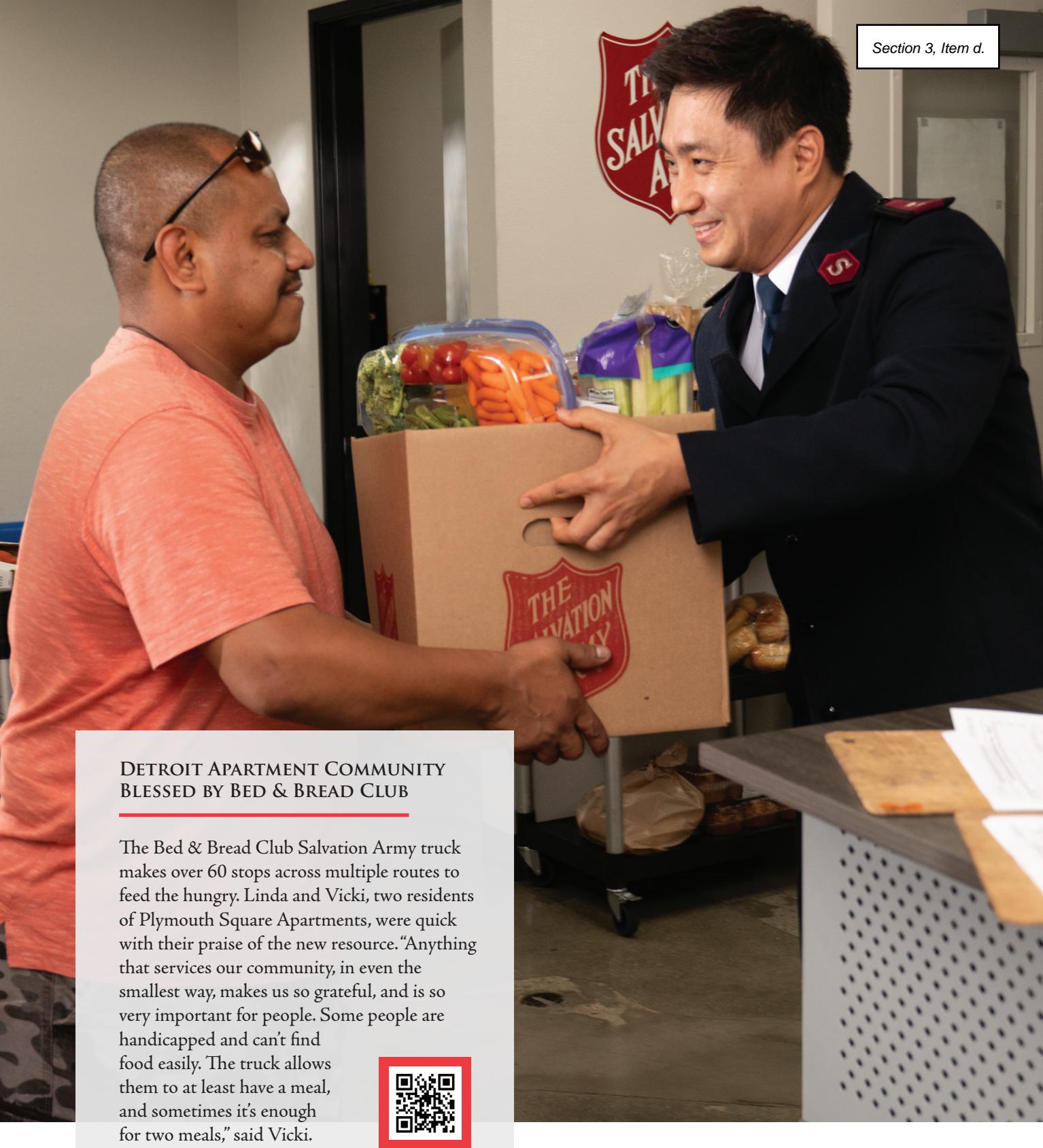
Choice Food Pantries

Choice Food Pantries are just one of The Salvation Army's many programs to combat hunger in cities across the nation. They provide shelf-stable pantry items, bread, cereal, meat, and other household necessities to people without access to food. These pantries offer a better way for those in need to access food assistance. Instead of receiving a prepackaged bag of goods, individuals can choose the items that best suit their needs, creating a more personalized and dignified experience.

Selena's Journey From Hope to Home

Selena's journey from fear to hope began the day she walked into the Shield of Hope Food Pantry, clutching her two young daughters. Fleeing a violent past, she was filled with anxiety, unsure of what awaited them in such an unfamiliar place. But the moment they stepped inside, they were met with aromas of fresh bread, the sound of laughter, and most of all, a heartfelt welcome from a Salvation Army volunteer. That day, something shifted inside Selena. She didn't just leave with groceries; she left with hope.

At the pantry, Selena was empowered by the simple act of choosing the food for her family to eat. That small moment of normalcy planted a seed of healing in her heart. Encouraged by the support, Selena began attending church and slowly integrated into the community. With every visit, the Shield of Hope became more than just a food pantry — it became an inspiration, guiding Selena and her daughters toward a brighter, more secure future.



DETROIT APARTMENT COMMUNITY BLESSED BY BED & BREAD CLUB

The Bed & Bread Club Salvation Army truck makes over 60 stops across multiple routes to feed the hungry. Linda and Vicki, two residents of Plymouth Square Apartments, were quick with their praise of the new resource. "Anything that services our community, in even the smallest way, makes us so grateful, and is so very important for people. Some people are handicapped and can't find food easily. The truck allows them to at least have a meal, and sometimes it's enough for two meals," said Vicki.



PROVIDING SHELTER AND SAFETY

In 2024, The Salvation Army played an essential role in addressing the homelessness crisis across the United States. Through our network of shelters, transitional housing facilities, supportive housing facilities, and reentry programs, we provide safe places for people to stay 365 days a year. Emergency shelters offered immediate relief, while our long-term programs provided case management, job

training, and life skills that helped people achieve self-sufficiency. Additionally, our permanent supportive housing ensured long-term stability, and our reentry resources supported individuals transitioning from incarceration back into their communities. In 2024, The Salvation Army's shelter programs provided 10,075,059 nights of shelter for families and individuals in need.

The Street Level Program

The Salvation Army offers a wide variety of programs to help those in need across the country. For people experiencing homelessness, basic barriers, such as transportation to local shelters, access to agencies where they can obtain essential identification, and a general lack of awareness about available resources, keep them from accessing support services. This is where The Salvation Army's Street Level program steps in to help. The Street Level program meets people in need where they are 24/7. Whether people are living out of their vehicle, a tent, or without shelter on the street, the Street Level team helps by providing food, water, hygiene kits, transportation to shelters, and opportunities to exit homelessness. Through mobile outreach, the team brings essential resources directly to those in need and helps them take the first steps toward safe, supportive housing and long-term stability.





A NIGHT OUT

The Salvation Army's Street Level Program

On a bitter Spokane night, Roy Garcia was nearing the end of a 12-hour shift with the Street Level program when a young man named Marquis flagged down his red Salvation Army van. Marquis, 28, had been living on the streets for about a decade, drifting between shelters, friends' homes, and stretches of cold uncertainty. He and his girlfriend, Mary, were hesitant at first but climbed into the van — grateful for the ride and maybe something more. "See, babe, our prayers have been answered," Marquis said as the doors closed behind them. As they drove toward the Cannon Street Shelter, Marquis shared that he was ready for a change but didn't know where to begin. Captain David Cain, who had once been in Marquis' shoes, told him he got sober at the same age and found his way through a Salvation Army rehabilitation

program. Marquis listened and started to believe.

This is what Roy Garcia lives for: Connection. A conversation that plants a seed. A moment that reminds someone they matter. Through the Street Level program, Garcia isn't just offering rides — he's showing up, day after day, in the places where people have stopped expecting help. It's slow work. Hard work. But it's real. "I look at everybody, and I just think I can help them," Garcia said. "And the ones that I can't help, I put it in my head that when I come back next time, they're gonna tell me yes." For Marquis, that night was a yes. And for Garcia, it was one more reason to keep coming back. The Salvation Army's Street Level program brings more than warm meals and hand warmers — it brings hope.

WATCH HOW HOPE BEGINS. SINCLAIR
CARES: FROM HOMELESS TO HOPE SPECIAL



PREVENTING EVICTION FOR FAMILIES

Financial insecurity was one of the most cited growing concerns for Americans in 2024. The Salvation Army's rent and utility assistance programs provided continuous support to individuals and families facing financial hardship, ensuring that beneficiaries had heat during the winter, air conditioning in the summer, or access to clean water. Our rental and mortgage assistance helped people in need maintain housing stability by offering temporary relief when they were unable to pay their rent or mortgage. In 2024, The Salvation Army provided financial assistance to 1,575,098 households through our eviction prevention programs — supporting individuals and families in staying safely housed.

The HeatShare Program

The HeatShare Program helps seniors and people with disabilities living on a fixed income, as well as others experiencing poverty who face unexpected financial emergencies, access financial assistance to keep their homes warm. Whether the program is helping pay natural gas, electricity, and propane utility bills or repairing a gas furnace or water heater for someone in need, the HeatShare Program keeps houses and hearts warm for families across the nation. Annually, the HeatShare Program provides nearly 7,800 households with an average of \$400 to keep their homes warm.



A Strong Advocate

In addition to providing financial assistance, The Salvation Army's HeatShare Program also provides advocacy. Such was the case when a Spanish-speaking woman in her 60s called HeatShare after her natural gas was shut off during one Minnesota winter.

Using a language translation app, our caseworker learned more about the woman's situation. The caseworker then called the woman's utility company and was able to get her gas turned on, get her enrolled in a payment plan, and helped her initiate a formal dispute stemming from an unknown \$700 charge. "The woman was relieved and looked forward to heat and hot water in her home that night," the caseworker said.

LEARN MORE ABOUT THE SALVATION ARMY'S UTILITY AND RENT ASSISTANCE



LA MUJER ... ESPERABA CON ANSIAS
EL CALOR Y EL AGUA CALIENTE
EN SU CASA ESA NOCHE.

THE WOMAN ... LOOKED FORWARD TO HEAT
AND HOT WATER IN HER HOME THAT NIGHT.



RESTORING HOPE AFTER THE STORM

The Salvation Army's disaster relief programs are an essential part of our mission to support communities during their times of greatest need. As one of the most well-known and trusted disaster relief organizations in the country, we are uniquely prepared with comprehensive emergency response plans tailored to the specific needs of each community we serve.

This past year and every year, The Salvation Army is present long before disaster strikes. We understand that disaster relief starts by building relationships and preparing for the unexpected. Because we are embedded and serving in communities across the United States all year long, we are consistently among the first on the ground, providing food, water, shelter, and emotional support to those affected by various disasters. Today, we help communities recover by staying on-site to support long-term rebuilding efforts well after the media attention fades. In 2024, The Salvation Army's disaster relief programs responded to 1,234 disasters providing support to 306,517 people in crisis. Through these efforts, we love beyond disaster and ensure that no one faces the aftermath alone.

Hurricane Helene/Milton Response

In 2024, The Salvation Army responded swiftly to the devastation caused by Hurricane Helene and Hurricane Milton, two powerful storms that left a path of destruction across the Southeastern United States. On Sept. 26, Hurricane Helene made landfall on the Florida coast as a Category 4 hurricane, bringing catastrophic damage to Florida, Georgia, South Carolina, North Carolina, Tennessee, Kentucky, Virginia, Alabama, and West Virginia. Less than two weeks later, Hurricane Milton struck Florida on Oct. 9, compounding the devastation and creating an overwhelming need for immediate disaster relief. The Salvation Army mobilized teams from across the country to provide critical assistance,

including emergency shelter, food, water, and emotional support to those hardest hit by the storms.

In the weeks and months following the hurricanes, The Salvation Army's disaster relief efforts persisted, providing ongoing support to communities in need. Mobile kitchens and relief teams distributed thousands of meals, while emergency shelter was set up for displaced families. In addition to immediate relief, The Salvation Army assists with long-term recovery today, helping families rebuild their lives by offering financial support, coordinating support with partner relief organizations, supporting rebuilding efforts, assisting with federal funding applications, and providing case management, counseling, and more. The Salvation Army's response to Hurricane Helene and Hurricane Milton included 619,978 meals served, 69,067 hours of volunteer service, and support for communities still recovering. We continue to serve individuals and families affected by these hurricanes and ensure they receive the love and resources they need to recover.

EMERGENCY DISASTER SERVICES RESPOND TO ERNESTO

In the aftermath of the storm, EDS workers visited communities across Puerto Rico and distributed hot food, cleaning kits, boxes of water, and bags of ice, among other essential supplies. "I know we distributed 3,800 meals over five days," said Robert Myers III, EDS director for The Salvation Army's USA Eastern Territory. "The storm impacted mainly communities on the southern and western sides of the island."



EVEN IN THE
HARDEST
MOMENTS,
GOD IS NEAR.



TEN DAYS ON A MOUNTAINTOP

A Mother's Story of Hope and Resilience After Helene

BARNARDSVILLE, N.C. (Oct. 8, 2024) — Ten days. That's how long Karen and her two boys were stranded on a mountaintop in Barnardsville after Hurricane Helene swept through. Ten days of isolation, rationing food, conserving gas, and wondering if anyone even remembered they were there. The bridges were gone, the roads impassable, and the world felt very far away.

But then came the rumble of big trucks, the first sign of hope breaking the silence. Karen threw her boys in the car and followed the sound down the mountain, where a Salvation Army mobile feeding unit stood waiting at the base. Shaking, she stepped out of her car, overcome. "You are the first people

we've seen," she said through tears. A canteen worker met her with open arms and a simple promise: "You're not alone. We'll work through this together."

Karen's boys were soon eating hot chicken, green beans, and peaches — their first real meal in a week. With the help of the community, led by The Salvation Army, trees were cleared from her home, a tarp secured the leaking roof, and her diabetic son's insulin was replenished. Karen was surrounded by prayer and reminded she was not forgotten. In Barnardsville, The Salvation Army shows up. And when it does, it's with chainsaws, food, faith, comfort, and the reassurance that even in the hardest moments, God is near.

VOLUNTEERS

Volunteers are the heart of The Salvation Army's holiday efforts. Each plays a key role in spreading hope, love, and support to communities during the holiday season. Whether you're assisting at a shelter, organizing a food drive, or ringing bells at a Red Kettle, your time and effort help uplift individuals and families facing adversity. Every act of volunteerism creates positive change, and by lending a hand, you can make a lasting impact.

KETTLES

Thanks to your generosity, The Salvation Army raised \$99,474,124 through our Red Kettles this year. Every dollar helped provide Christmas gifts for children in need and will continue to support essential services such as feeding programs, shelter, and utility assistance throughout the year. The Red Kettle Campaign is a crucial part of our ongoing efforts to meet our communities' needs during the holidays and beyond.

ANGEL TREE

For 45 years, The Salvation Army has brought joy to children and seniors through the Angel Tree program. This initiative provides new clothing and toys to one million children annually, ensuring they experience the joy of Christmas. Through this collaboration and the support of partners like Walmart and Sheetz for the Kidz, we make the holidays brighter for families in need, offering them a sense of hope that extends well beyond the season.







ERIN & BEN NAPIER

Erin and Ben Napier have been a source of inspiration since they began their partnership with us. In 2024, they participated in an in-person back-to-school and thrifting service day at The Salvation Army Thrift Store in Laurel, Mississippi, where they helped raise awareness and

provided resources for families in need. To further amplify the mission, Erin and Ben continued their limited-edition *Season of Hope* Salvation Army candle and, this year, introduced a handmade candle tray to help raise awareness about the hope The Salvation Army brings to those in need.



CARLOS & ALEXA PENA VEGA

Carlos and Alexa PenaVega bring a special optimism and enthusiasm to furthering The Salvation Army's mission. In 2024, Carlos and Alexa spent a day volunteering at The Salvation Army Mabee Center in Fort Worth, Texas, serving meals to those in need. They also participated in a service day, distributing meals to individuals impacted by Hurricane Helene, helping communities recover from the disaster. Their collaboration with The Salvation Army was further exemplified through their movie, "Get Him Back for Christmas," in which The Salvation Army played a key role. Through their advocacy, Carlos and Alexa bring awareness to the needs of vulnerable communities.



LAUREN DAIGLE

Lauren Daigle's support for The Salvation Army has been invaluable in spreading hope during the holiday season. In 2024, she participated in the Fox & Friends Christmas Concert Series, helping bring attention to The Salvation Army's efforts to provide for those in need during the Christmas season. Lauren also joined a toy distribution event in New York City, volunteering in person to ensure that local children in need received Christmas gifts.



THE DALLAS COWBOYS



For 28 years, The Salvation Army and the Dallas Cowboys, along with the Jones family, have shared a thriving partnership. Together, we have brought about a variety of successful collaborations, including the 2024 Red Kettle Kickoff Halftime Show at AT&T Stadium. Each performance helps shine a national spotlight on the critical needs of millions during the holiday season. This past year, Lainey Wilson performed live for a nationwide audience with guest star Jelly Roll during the Dallas Cowboys' Thanksgiving Day game against the New York Giants. The Dallas Cowboys Cheerleaders also joined Lainey in her launch video to help kick off the Red Kettle season. Thanks to our partnership with the Dallas Cowboys, we raised \$99,474,124 during the 2024 Red Kettle season, aiding in the provision of services to millions of individuals across the nation.



WALMART & SAM'S CLUB

Walmart and Sam's Club played an instrumental role in helping The Salvation Army raise more than \$54 million in impact across the country.

Their partnership made it possible for millions of customers to give back through a variety of in-store and online initiatives, including:



RED KETTLE CAMPAIGN

\$35.5 million raised at Walmart and Sam's Club locations nationwide.



ONLINE ROUND-UP CAMPAIGN

\$2.1 million raised as Walmart customers rounded their purchases up to the nearest dollar.



IN-STORE & ONLINE ANGEL TREE CAMPAIGNS

Together, in-store and online Angel Tree campaigns brought joy to over 213,000 Angels, with nearly \$16 million in gifts distributed — including \$257,000 through 1,000 fulfilled Spark Good registries.



SAFE DRIVING INITIATIVE CAMPAIGN

\$150,000 direct contribution, which rewards accident-free driving across its fleet with charitable support for community partners.



HOLIDAY MEAL CAMPAIGN

Provided holiday meals to 620 families facing food insecurity.

Walmart also brought extra joy during the holidays through Surprise and Delight events for 100 families in hurricane-impacted areas of North Carolina, as well as in Burbank and Indianapolis. Its support extended to the National Commander's Red Kettle Challenge and Walk & Talk events, helping to drive awareness and engagement throughout the holiday season.

Walmart

sam's club





AMWAY

Amway generously invested \$300,000 to help combat food insecurity and expand educational programming at The Salvation Army's Ray & Joan Kroc Corps Community Centers. Located in 21 states, these vibrant hubs provide mentorship, youth development, health and wellness programming, and music and theater opportunities — strengthening families and uplifting communities across the country.



BOBCAT COMPANY

In the wake of hurricanes Helene and Milton, Bobcat Company donated 23 pieces of equipment — including forklifts, portable generators, and light towers — valued at \$885,000 to support The Salvation Army's disaster relief operations. Bobcat Company is dedicated to enhancing its support for The Salvation Army's disaster relief initiatives by deepening the strategic partnership in even more impactful ways.



FEDEX

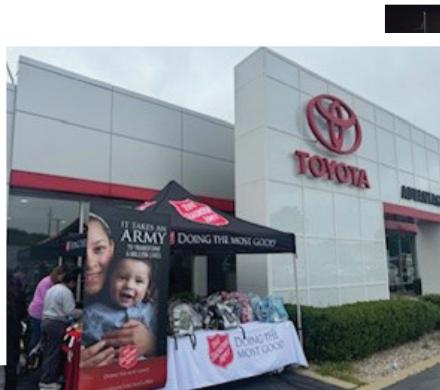
The Salvation Army has teamed up with FedEx for more than 19 years. Its steadfast support has strengthened both emergency response efforts and community outreach through the donation of co-branded mobile feeding units and in-kind shipping services.

In 2024, FedEx generously donated a new mobile feeding unit to The Salvation Army in Philadelphia — marking the 26th donation since 2006. The unit has already supported multiple disaster relief and outreach efforts, including serving meals to first responders following the crash of a medical jet in Northeast Philadelphia, providing support during the 2024 Super Bowl, and responding to residential fires throughout the region.



FOOD LION

Through the Food Lion Feeds Charitable Foundation, The Salvation Army received a \$100,000 grant in 2024 to support disaster relief following Hurricane Helene. This critical funding enabled the rapid delivery of food, water, and emergency supplies to families and individuals affected by the storm.



LOWE'S

Lowe's provided a \$250,000 grant to strengthen The Salvation Army's nationwide disaster relief efforts, offering life-sustaining supplies such as food, diapers, and fuel to survivors. Additionally, through Lowe's Hometowns, Lowe's awarded \$110,000 to three local Salvation Army centers, helping to upgrade and enhance community centers, improving access to safe, functional spaces for those we serve.



SHEETZ FOR THE KIDZ

For over three decades, Sheetz For the Kidz has brought holiday joy to children through its partnership with The Salvation Army. In 2024, the organization donated more than \$2.7 million in new toys, clothing, and essentials — reaching 12,300 children and making the season brighter for families across the region.



TL-MODA

In 2024, The Toyota Lexus Minority Owners Dealership Association (TL-MODA) awarded The Salvation Army a grant, enabling us to support 4,400 students across the country with backpacks and grade-specific school supplies. This generous contribution helped ensure that thousands of students started the school year equipped with the resources they needed to succeed, empowering them to focus on their education and achieve their full potential.



UPS

UPS and The Salvation Army collaborate throughout the year to allocate resources where they're needed most — filling funding gaps and ensuring the right products arrive at the right time. In 2024, UPS strengthened global disaster response efforts by contributing \$300,000 to The Salvation Army World Services Office (SAWSO) Global Response Fund and donating \$250,000 in in-kind shipping to deliver food, clean water, and medical supplies to crisis-affected communities.



This summary represents a combination of data from the Audited Financial Statements of the six separate Salvation Army corporations in the United States: National Headquarters (New Jersey corporation authorized to do business in Virginia), The Salvation Army World Service Office [SAWSO] (District of Columbia corporation authorized to do business in Virginia), Central Territory (Illinois corporation), Eastern Territory (New York corporation), Southern Territory (Georgia corporation), and Western Territory (California corporation).

The four territories comprise 7,461 units of operation throughout the United States, including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia. The National Corporation and the World Service Office serve an essential role in helping the territories fulfill their mission. Intercorporate transactions have been eliminated for presentation purposes.

The Salvation Army has successfully rendered service in the United States since 1880 while maintaining conservative financial policies, enabling us to fulfill our mission and serve those in need in your community. Our pledge is to maintain the highest standards of financial accountability to continue to deserve your trust.

REVENUE

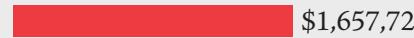
(Dollars in Thousands)

TOTAL REVENUE \$5,437,484

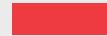
PUBLIC SUPPORT

 \$2,344,220

INVESTMENT INCOME

 \$1,657,720

GOVERNMENT FUNDS

 \$610,724

SALES TO THE PUBLIC

 \$552,932

PROGRAM SERVICE FEES

 \$170,049

OTHER REVENUE

 \$101,839

EXPENSES

(Dollars in Thousands)

TOTAL EXPENSES \$4,164,019

OTHER SOCIAL SERVICES

 \$1,337,045

CORPS COMMUNITY CENTER

 \$873,433

REHABILITATION

 \$708,010

RESIDENTIAL & INSTITUTIONAL

 \$523,795

MANAGEMENT & GENERAL

 \$459,396

FUNDRAISING

 \$262,340

SERVICE TOUCHPOINTS

Basic Social Services	11,604,793
Personal Connections (Interviews, Case Management, Information Requests)	7,013,778
Community Center & Kroc Participants	4,838,694
Holiday Assistance	2,302,771
Institutional Care	744,046
Summer & Day Camps	466,817
Emergency Disaster Assistance	306,517
Senior Citizens	284,735
Substance Abuse & Rehabilitation	151,869
Permanent Placement/Housing	75,251
Pathway of Hope	72,821
Day Care	44,836
Correctional Services	40,209
Veterans	17,057
Medical Care	10,217
Anti-Human Trafficking	9,306
Total Mission Touchpoints	27,983,717

MINISTRY ACTIVITIES

Church Attendance	3,732,365
Virtual Ministry Attendance	72,364
Spiritual Development (Sunday School, Bible Study)	3,696,880
Adult Ministry & Fellowship Group Attendance	4,515,964
Youth Ministry & Fellowship Group Attendance	1,394,526
Adult Music & Fine Arts Education Attendance	588,141
Youth Music & Fine Arts Education Attendance	109,815
Persons Linked To Corps Through Programs	5,793
Outreach Publications Circulation	2,389,950
Persons Engaged Through Outreach Activities	7,258,343

SERVICE HIGHLIGHTS

Food & Nutrition — Total Meals Provided	183,111,494
Tangible Items Distributed (Clothing, Furniture, Gifts)	14,493,583
Nights of Shelter Provided	10,075,059
Households Provided With Financial Assistance (Housing, Medical, Utilities, Transportation, Misc)	1,575,098
Transportation Assistance	737,224
Employment Assistance	35,946
Number of Disaster Events Responded To	1,234

MISSION CENTERS

GENERAL OPERATIONS

National/Territorial/Divisional Headquarters	42
Training Colleges	4
Corps Community Centers	1,087
Kroc Community Centers	26
Outposts & Service Centers	64
Service Units	2,419

SOCIAL SERVICES

Emergency Shelters	302
Temporary Housing	232
Permanent & Supportive Residences	126
Rehabilitation Centers	112
Anti-Human Trafficking Programs	17
Supportive Services for Veteran Families	40
Street Outreach/Mobile Units	96
Food Pantries	1,257

COMMUNITY SERVICE CENTERS

Retail Centers	903
Youth Community Centers	216
Adult & Senior Citizens Community Centers	192
Other Centers	138
Day Care Centers (Adult & Child)	51
Camps	40
Medical Clinics	12
Total Mission Centers	7,461

PERSONNEL ENGAGEMENT

Officers/Envoy/Sergeants/ Auxiliary Captains/Cadets	2,912
Employees	64,101
Volunteers	1,552,488
Advisory Organization Memberships	50,435
Echelon Memberships	1,105
Church Memberships	212,299
Adult Ministry & Fellowship Group Memberships	104,853
Youth Ministry & Fellowship Group Memberships	56,064
Adult Music & Fine Arts Education Memberships	24,255
Youth Music & Fine Arts Education Memberships	8,837
Community Center and Kroc Memberships	289,076

The Salvation Army USA Unaudited Combined Statement of Financial Position
 For the Year Ended September 30, 2024 (Dollars in Thousands)

ASSETS	2024	2023
Cash and Cash Equivalents	\$ 685,627	\$ 649,825
Accounts Receivable	249,225	250,765
Legacies and Bequests Receivable	1,163,692	1,019,021
Pledges Receivable	55,403	37,343
Inventory	43,268	43,292
Prepaid Expenses and Deferred Charges	49,082	43,908
Mortgages and Notes Receivable	32,053	8,992
Investments	10,212,241	9,133,958
Assets Held Under Split-Interest Agreements	1,144,308	1,051,466
Lease Right-of-Use Assets	137,178	140,850
Land, Building, Improvements, and Equipment	5,318,628	5,220,477
Other Assets	4,497	4,489
Total Assets	\$ 19,095,202	\$ 17,604,386

LIABILITIES & NET ASSETS	2024	2023
Total Liabilities	\$ 4,730,597	\$ 4,212,507
Net Assets:		
Without Donor Restrictions:		
Available for Operations	654,499	598,390
Designated for Capital and Specific Program Expenditures	2,819,366	2,557,789
Land, Building, and Equipment	4,753,369	4,695,021
Total Net Assets Without Donor Restrictions	8,227,234	7,851,200
With Donor Restrictions:		
Amounts to Be Held in Perpetuity	3,301,272	3,166,358
Other Restrictions	2,836,099	2,374,321
Total Net Assets With Donor Restrictions	6,137,371	5,540,679
Total Net Assets	\$ 14,364,605	\$ 13,391,879
Total Liabilities & Net Assets	\$ 19,095,202	\$ 17,604,386

SUPPORT & REVENUE	2024	2023
Public Support		
Received Directly		
Contributions of Cash and Other Financial Assets	\$ 896,191	\$ 962,689
Contributions of Nonfinancial Assets and Services	651,801	640,047
Special Events	27,090	27,433
Legacies and Bequests Income	599,760	535,718
Pledges Revenue	72,508	34,707
Contributions From Split-Interest Agreements	66,060	70,371
Total Received Directly	2,313,410	2,270,965
Received indirectly by federated campaigns	30,810	33,283
Total Public Support	2,344,220	2,304,248
Fees and Grants From Government Agencies	610,724	641,459
Program Service Fees	170,049	161,512
Sales to the Public	552,932	556,638
Investment Earnings	1,657,720	973,018
Other Revenue	101,839	138,710
Total Revenue	\$ 5,437,484	\$ 4,775,585
EXPENSES		
2024		
2023		
Program Services		
Corps Community Centers	\$ 873,433	\$ 822,084
Rehabilitation	708,010	679,509
Residential and Institutional Services	523,795	494,024
Other Social Services	1,337,045	1,325,832
Total Program Services	3,442,283	3,321,449
Supporting Services		
Management and General	459,396	438,372
Fundraising	262,340	258,005
Total Supporting Services	721,736	696,377
Total Expenses	\$ 4,164,019	\$ 4,017,826
Other Changes in Net Assets	(300,739)	147,735
Change in Net Assets	\$ 972,726	\$ 905,494

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Founder & CEO
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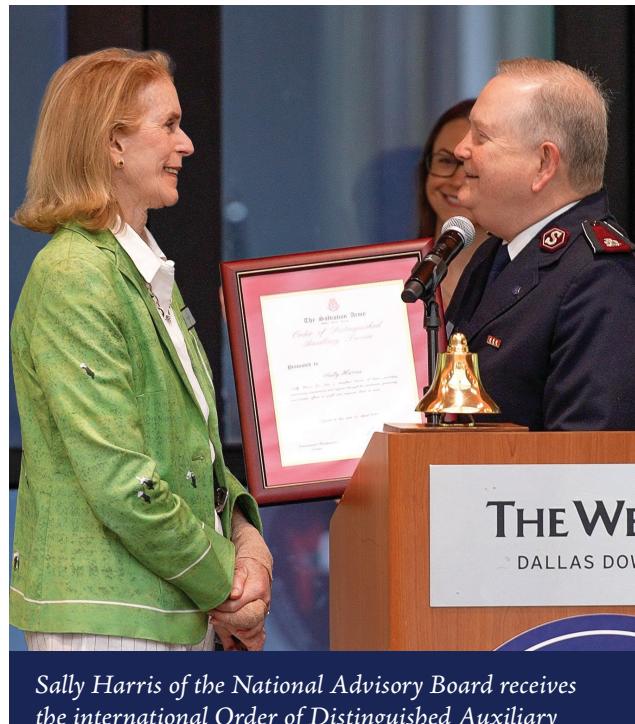
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NATIONAL HEADQUARTERS

Commissioner Merle Heatwole

National Commander

Commissioner Dawn Heatwole

National Secretary for Program

Colonel James Betts

National Chief Secretary

CENTRAL TERRITORY

Commissioner Evie Diaz

Territorial Commander

Colonel Thomas Louden

Territorial Chief Secretary

EASTERN TERRITORY

Commissioner Ralph Bukiewicz

Territorial Commander

Commissioner Susan Bukiewicz

Territorial President of Women's Ministries

Colonel Ivan Rock

Territorial Chief Secretary

SOUTHERN TERRITORY

Commissioner Kelly Igleheart

Territorial Commander

Commissioner Donna Igleheart

Territorial President of Women's Ministries

Colonel Deborah Sedlar

Territorial Chief Secretary

WESTERN TERRITORY

Commissioner Douglas Riley

Territorial Commander

Commissioner Colleen Riley

Territorial President of Women's Ministries

Colonel Eddie Vincent

Territorial Chief Secretary

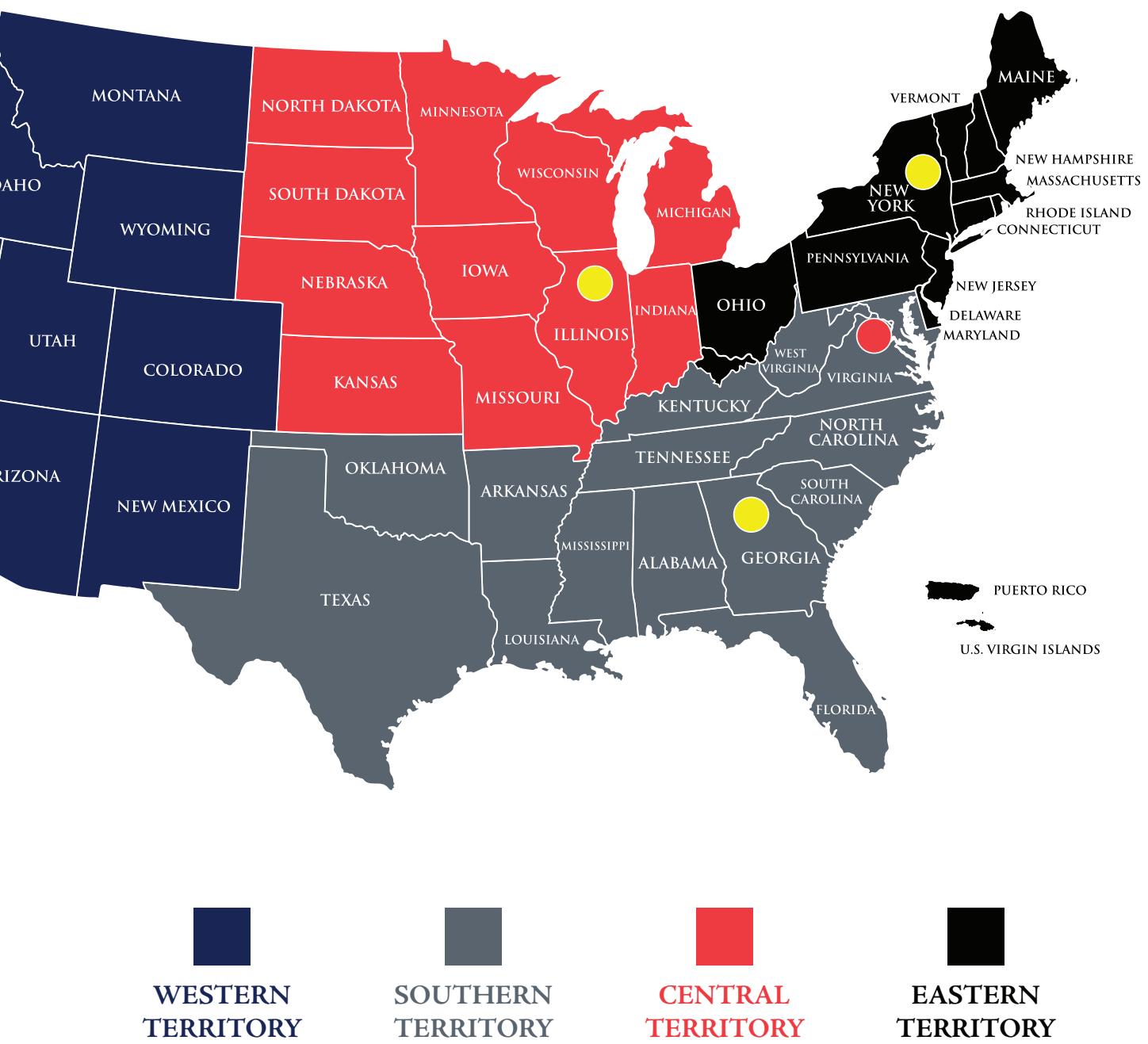


 Territorial Headquarters

 National Headquarters

AREA OF OPERATIONS

The Salvation Army in the United States is structured into four territories: Central, Eastern, Southern, and Western. Each territory is represented by its own leadership. National Headquarters is an additional corporation and is located in Alexandria, Virginia.





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Section 3, Item d.

OUR FILE NUMBER: 085254.000400

October 30, 2025

Via Email
Ms. Elizabeth Naughton
Leasing Director
enaughton@kprcenters.com

Re: The Salvation Army/Lease of 15325 Manchester Road, Ballwin, MO

Dear Elizabeth:

As a follow-up, I am enclosing a few photos of The Family Store of The Salvation Army. Hopefully this would be of additional help.

Very truly yours,

ARONBERG GOLDGEHN DAVIS & GARMISA

A handwritten signature in black ink, appearing to read "Mitchell J. Melamed".

Mitchell J. Melamed

MJM/bw
Enclosure
4900-6211-1847, v. 2









PUBLIC HEARING

Notice is hereby given that on Monday, January 5, 2026 at 7:00 pm, a Public Hearing will be held by the Planning & Zoning Commission in the City Government Center Board Room at 1 Government Center, Ballwin, Missouri 63011. The Commission will consider the following Petition:

SUE-26-04 Special Use Exception, submitted by Central Plaza, to allow a store in which the sale of used merchandise exceeds 25% of the store's gross floor area and/or 25% of its gross receipts at 15325 Manchester Road.

Additional information on the Petition is available at the City Government Center or by calling 636-227-2243