During a year marked by inflation and economic instability, gifts to The Salvation Army have helped your neighbors navigate food insecurity, unexpected job loss, eviction concerns, and devastating natural disasters. While dollars can be quantified, the power of your love cannot. In 2022, it provided not only basic necessities like shelter and warmth but also much-needed hope for hardworking people in the communities you call home.

“Above all, love.”
— 1 Peter 4:8
In 2022, inflation soared, affecting the ability of nearly 92 million individuals and families to afford basic necessities like rent, mortgage, utilities, gas, and food. Thanks to our donors, corporate partners, and volunteers, we met the rising need with a swell of generosity.
**LETICIA AND WIN’S STORY**

When Leticia and Win purchased their first home, they never imagined losing it in a fire. When their hard-earned property was destroyed, they were forced to live in their truck. After years on the road, they were approached by The Salvation Army’s Street Level program outside of Seattle. The program manager, Tina Lewis, offered to help them find housing, and the couple felt a glimmer of hope. With inflation impacting the housing market, they’d been struggling to find a path out of homelessness, but with the help of The Salvation Army, they moved into an apartment. Lewis worked tirelessly to make it happen and served the couple with dignity.

As someone who experienced homelessness in her own past, she has a passion for her work and considers The Salvation Army’s Street Level team the best of its kind, going out “to meet people where they are.”

**JAMES’ STORY**

When James approached The Salvation Army in Burlington, North Carolina, he had five days to pay his rent or else he would be evicted. As a hardworking single father, he’d been hit especially hard by the impacts of inflation. First, he lost work hours at two different jobs. Then, he fell ill and was forced to miss two weeks of income. James needed a way to keep a roof over his family’s head. Through the generosity of the community, The Salvation Army was able to help James catch up on rent so that he and his children could stay in their home. But our case manager didn’t stop there. She filled a box with pantry staples to be sure James had enough food and helped enroll his children in The Salvation Army’s local Boys & Girls Club to give them support with their schoolwork. In the span of just a few days, James went from feeling hopeless to hopeful.
LOVE BEYOND RISING COSTS
Experts predict that inflation will continue to rise throughout 2023, which means that the need for assistance will only grow stronger. With a footprint of 6,900 locations across the country, The Salvation Army is uniquely positioned to meet the needs of local communities by offering tailored services year-round. Our diligent, thoughtful employees and volunteers make connections that provide help to those who need it most. Join us as we continue to show millions of families love beyond the strain of inflation.

LOVE BEYOND HOMELESSNESS
Provided emergency shelter and transitional housing for 8,067,161 people.

LOVE BEYOND MISSED MEALS
Provided more than 155 million meals through food boxes and hot meals.

LOVE BEYOND LATE BILLS
Provided rent and utility assistance to 3,143,382 families in need.
Our Partners
We’re so grateful for our partners whose steadfast support continues to show love beyond hardship to those in need. In 2022, our partners provided generous donations, hands-on assistance, and crucial support for our Red Kettle Campaign.
Our Partners

Dallas Cowboys
We’re immeasurably grateful for 26 years of partnership with the Jones family and the Dallas Cowboys. In every season, they partner with The Salvation Army on a variety of initiatives. Their willingness to use their national platform to promote the work of The Salvation Army and raise financial support for our services is unmatched.

In the 26 years of the National Red Kettle Campaign, the Dallas Cowboys have helped The Salvation Army raise more than $3 billion in Red Kettles. They also put The Salvation Army on one of the largest broadcast stages in the country, the Thanksgiving Day Halftime Show, broadcasting last year to more than 42 million people.

Walmart and Sam’s Club
For more than 40 years, Walmart and Sam’s Club have hosted Red Kettles outside their stores and clubs and housed Angel Trees inside. In 2022, Sam’s Club also offered a $1 million donation match on Giving Tuesday, helping to raise even more awareness and funds. Support from Walmart, Sam’s Club, and their customers totaled nearly $50 million in 2022. Without a doubt, The Salvation Army would serve millions fewer people without the graciousness of these long-standing partners and their customers.

Kroger
The Kroger Family of Companies supported The Salvation Army’s Red Kettle Campaign by collecting donations outside stores nationwide, helping to raise more than $8.8 million. We’ve had the privilege of calling them partners since 2005.
For more than 30 years, the UPS Foundation has empowered The Salvation Army to provide support to communities affected by natural disasters like hurricanes, wildfires, floods, and tornadoes. When Hurricane Fiona caused damage and power outages across the island of Puerto Rico, the UPS Foundation mobilized incredible quantities of supplies like meal kits, emergency cleanup kits, water, and essential baby supplies. It also graciously donated $50,000 to The Salvation Army in support of disaster response. Last year, the UPS Foundation also swooped in to help with the Mississippi water crisis and Hurricane Ian. We’re so grateful for its swift and generous efforts.

Since 2007, FedEx has helped The Salvation Army increase its capacity to provide disaster relief by donating emergency response vehicles. Stationed around the world from Pennsylvania to Sao Paulo, these nimble trucks have helped The Salvation Army better navigate hazardous areas and crowded city streets without sacrificing the ability to serve thousands of people a day. In many cases, the trucks have fully integrated with other local services and are now fixtures within the community. Throughout the partnership, FedEx has provided 24 canteen trucks.

Awakening Foundation, Altrua HealthShare, and K-LOVE Radio teamed up with The Salvation Army to raise over $800,000 for families impacted by pandemic poverty. We can’t thank them enough for highlighting our local programs and community services at concerts across the country.

Other national partners included: Cabela’s/Bass Pro Shops, Big Lots, Boscov’s, Dillard’s, Food Lion, Hobby Lobby, JCPenney, Macerich, and Walgreens.
Our Programs
Last year, The Salvation Army’s programs provided much-needed help and hope to those in need. We’re constantly grateful to our dedicated employees and volunteers who go above and beyond to care for the people we serve.
The Salvation Army’s Pathway of Hope initiative seeks to break the cycle of intergenerational poverty. Pathway of Hope case managers work with families who have children to address the root causes of poverty by helping them overcome challenges like unemployment, unstable housing, and a lack of access to quality education.

**ANGELIQUE’S STORY**

When Angelique came down with a serious illness, she had no choice but to quit her job. As medical bills piled up, she and her husband fell behind on their household expenses.

Soon, the electric company threatened to shut off their power, and the couple faced an impossible decision: pay the utility bill or buy medicine. Angelique turned to The Salvation Army in Meriden, Connecticut, where she found immediate assistance with utilities and food.

She also joined the Pathway of Hope program, where she learned how to manage her family’s new budget and set goals that led to increased financial security. Angelique has since secured a higher-paying job and has paid off her medical bills. She graduated from Pathway of Hope but still keeps in touch with her case manager, Jeannette.
EVICTON PREVENTION
Over the past year, The Salvation Army has helped 223,114 families and individuals avoid eviction by providing rent and mortgage assistance, utility assistance, and food assistance. The Salvation Army works to provide resources that will help families stay in their homes.

EVICTON ASSISTANCE

<table>
<thead>
<tr>
<th>EVICTIONS PREVENTED</th>
<th>AVERAGE GIVEN TO EACH FAMILY OR INDIVIDUAL</th>
<th>PERCENT PEOPLE OF COLOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>233,114</td>
<td>$1,266</td>
<td>70%</td>
</tr>
</tbody>
</table>

RENT & MORTGAGE ASSISTANCE

<table>
<thead>
<tr>
<th>AMOUNT</th>
<th>IN SERVICE TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>$140 MILLION</td>
<td>232,093 PEOPLE</td>
</tr>
</tbody>
</table>

UTILITY ASSISTANCE

<table>
<thead>
<tr>
<th>AMOUNT</th>
<th>IN SERVICE TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>$143 MILLION</td>
<td>325,565 PEOPLE</td>
</tr>
</tbody>
</table>
Echelon is mobilizing the next generation for The Salvation Army by providing opportunities for young adults to engage with the organization through fellowship, networking, fundraising, and volunteering. Echelon members directly support their local Salvation Army.
THE ECHELON MINNEAPOLIS CHAPTER

Last March, the Echelon Minneapolis chapter participated in the biggest food drive of the year. The monthlong event sought to bring in enough food to replenish food pantries across Minnesota. Many partners of the local Salvation Army opened their doors as drop-off centers for donations. The food drive included a special weigh-in event where members of Echelon Minneapolis helped sort and weigh donations. Overall, the chapter was able to help The Salvation Army reach its goal of providing 2 million pounds of food to local food banks.
Echelon Chapters (Founding chapter: Dallas, TX – 2011)

**KEY**
- Designates an active Echelon chapter (34 chapters)
- Designates an Echelon chapter that is in progress (10 chapters)

**Western**
- Anchorage, AK
- Denver, CO
- Honolulu, HI
- Las Vegas, NV
- O’ahu, HI
- Phoenix, AZ
- Sacramento, CA
- San Diego, CA
- Seattle, WA

**Central**
- Chicago, IL
- Detroit, MI
- Grand Rapids, MI
- Indianapolis, IN
- Kalamazoo, MI
- Milwaukee, WI
- Minneapolis, MN
- Omaha, NE
- Peoria, IL
- South Bend, IN
- St. Louis, MO

**Eastern**
- Ashland, OH
- Boston, MA
- Cincinnati, OH
- Cleveland, OH
- Columbus, OH
- Morristown, NJ
- Philadelphia, PA
- Pittsburgh, PA
- Syracuse, NY
- Trenton, NJ
- New York, NY

**Southern**
- Atlanta, GA
- Birmingham, AL
- Chattanooga, TN
- Dallas, TX
- Florence, AL
- Greenville, SC
- Houston, TX
- Jackson, MS
- Jacksonville, FL
- Northwest, AK
- Orlando, FL
- Winston-Salem, NC
Messages From Our Leadership
For many of our neighbors in need, last year yielded immense economic hardship, but 2022 was not without its silver linings. One of which came to me as a verse from Romans 12:10: “Be devoted to one another in love. Honor one another above yourselves.” This selfless commitment to loving others is the constant that I have witnessed from donors, partners, and volunteers throughout my time at The Salvation Army, which is why I am confident in our ability to handle immense challenges.

Because of your contributions, The Salvation Army provided financial assistance to more than 3.1 million people who required mitigation against inflation. Together, we ensured that basic living necessities and expenses were covered for millions who found themselves struggling underneath the weight of financial burden. The willingness of our donors to contribute out of the kindness of their hearts allowed The Salvation Army to fulfill our promise of showing love beyond bills.

For many in need, the holiday season presents its own challenges, especially in a year when many families’ resources were stretched far too thin. However, there is no challenge too great for those who are “devoted to one another in love.” The unwavering devotion of our collaborators in Christ brightened the holiday season for those who needed it most by providing holiday gifts, food orders, hot meals, rent and utility assistance, and more to more than 2.2 million people. Everyone deserves a holiday season filled with warmth and promise, and The Salvation Army won’t rest until all who require a helping hand are loved beyond Christmas.

For all of our partners, employees, donors, and volunteers, a common theme exists in our collective efforts to combat rising costs — sacrificing for others. This is the power of verse 10 in Romans Chapter 12. We take comfort and encouragement in knowing that obstacles on the road ahead are also opportunities to honor others above ourselves. I thank our Heavenly Father each day for blessing The Salvation Army with people who continuously show love beyond adversity.

I look forward to yet another year of service in The Salvation Army, alongside each and every one of you, Doing the Most Good for the most people in the most need.

Yours in Christ,

Commissioner Kenneth G. Hodder
National Commander
MIKE CASSLING

Over my many years serving with The Salvation Army, I’ve been amazed by the resolve and compassion shown by our partners and supporters. This last year was no different. In a year when inflation rose to record highs, your love rose to the challenge. It’s been reported that 200 million Americans are currently living paycheck to paycheck, and assistance requests in some Salvation Army locations have spiked 30%-50%. Amid soaring costs, The Salvation Army was able to provide more than 155 million meals to our hungry neighbors in need and 8 million nights of shelter to those who didn’t have a safe place to lay their heads.

It was the combined effort and selflessness from each of you that made serving so many people in need possible. Furthermore, each one of The Salvation Army’s 6,914 locations is uniquely positioned to assist our neighbors in overcoming the burdens of inflation through utility assistance and eviction prevention programs, food pantries, after-school and youth programs, and more.

In addition to meeting the daily basic needs of the families we serve, we were also able to help more than 6,000 individuals secure meaningful employment and provide job training for another 25,000 people. We recognize that equipping those in need with the tools to create independence is the best way to combat rising costs and place poverty firmly in the rearview.

Together, there is nothing we can’t accomplish. I want to extend my sincerest appreciation to all our collaborators that made the success of this past year achievable. Because of your time, energy, and contributions, we ensured that millions of our fellow brothers and sisters are no longer left behind. I look forward to even more in the coming year.

Mike Cassling  
National Advisory Board Chairman
6 Financials
**2022 Financial Summary**

This summary represents a combination of data from the Audited Financial Statements of the six (6) 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 (4) territories comprise six thousand nine hundred fourteen (6,914) 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 America since 1880 by maintaining conservative financial policies, enabling us to meet human needs without discrimination. Doing the most good by reaching out to those in need in your community is our highest goal. Our pledge is to maintain the highest standards of financial accountability to continue to deserve your trust.

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(Dollars in Thousands)</strong></td>
<td><strong>(Dollars in Thousands)</strong></td>
</tr>
<tr>
<td><strong>TOTAL REVENUE $2,008,809</strong></td>
<td><strong>TOTAL EXPENSES $3,742,197</strong></td>
</tr>
<tr>
<td>PUBLIC SUPPORT $2,043,005</td>
<td>PROGRAM SERVICES - CORPS COMMUNITY $757,610</td>
</tr>
<tr>
<td>GOVERNMENT FUNDS $616,922</td>
<td>PROGRAM SERVICES - REHABILITATION $636,179</td>
</tr>
<tr>
<td>SALES TO THE PUBLIC $543,185</td>
<td>PROGRAM SERVICES - RESIDENTIAL &amp; INSTITUTIONAL $446,123</td>
</tr>
<tr>
<td>PROGRAM SERVICE FEES $150,391</td>
<td>OTHER SOCIAL SERVICES $1,250,366</td>
</tr>
<tr>
<td>OTHER REVENUE $202,362</td>
<td>MANAGEMENT &amp; GENERAL $407,982</td>
</tr>
<tr>
<td>INVESTMENT INCOME $(1,547,056)</td>
<td>FUNDRAISING $243,937</td>
</tr>
</tbody>
</table>
CENTERS OF OPERATION

- Corps Community Centers: 1,087
- Kroc Community Centers: 26
- Outposts and Service Centers: 197
- Rehabilitation Centers: 120
- Thrift Shops: 860
- Community Centers, Boys/Girls Club: 285
- Adult Day Care Centers: 3
- Senior Citizen Centers: 205
- Medical Facilities: 17
- Service Units: 2,732
- Camps: 43
- Divisions: 38
- Training Colleges: 4
- Anti-Human Trafficking Centers: 24
- Other: 619
- Total Centers of Operations: 6,914

Volunteers: 1,423,701
Advisory Organization Members: 47,663
Echelon: 802
Total Personnel: 1,956,925

PEOPLE SERVED

- Total Persons Served: 15,291,423
- With Basic Social Services:
  - Holiday Assistance: 2,204,924
  - Summer & Day Camps: 551,733
  - Disaster Assistance: 595,401
  - Persons Visited in Institutions (Nursing Homes, Group Homes, Hospitals): 315,540
  - Job Training: 25,735
  - Job Placement: 6,183
  - Correctional Services: 59,358
  - Community Centers Participants: 3,360,422
  - Day Care: 23,667
  - Senior Citizens: 338,553
  - Substance Abuse: 98,930
  - Medical Care: 6,453
  - Institutional Care: 374,861
  - Transportation Provided: 667,123
  - Permanent Placement/Housing: 12,800
  - Total Persons Assisted: 23,933,106

SERVICES

- Total Meals Served: 155,968,200
- Lodgings Supplied: 8,067,161
- Financial Assistance: 3,143,382
- Tangible Items Distributed (Clothes, Furniture, Gifts): 12,256,644

SERVICE HIGHLIGHTS

- Virtual Ministry: 1,433,401
- Youth Programming – Members: 59,665
- Youth Programming – Attendance: 1,372,825
- Music Education – Members: 28,453
- Music Education – Attendance: 481,275
- KROC Membership: 1,268,337
- Anti-Human Trafficking – Survivors Helped: 10,091
- Anti-Human Trafficking – Nights of Shelter: 8,686
- Anti-Human Trafficking – Referrals: 3,463
- Food Pantries: 1,424
- Shelters: 558
- No. of Disaster Events: 4,307
- Veterans Served: 16,226
- Total Prepared Meals: 40,564,720
- Total Meal Boxes (1 box = 20 meals): 5,770,174

Statistical Highlights

22 YEAR IN REVIEW THE SALVATION ARMY 2023 ANNUAL REPORT
### The Salvation Army USA Unaudited Combined Statement of Financial Position

For the Year Ended Sept. 30, 2022 (Dollars in Thousands)

<table>
<thead>
<tr>
<th>ASSET</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$ 738,996</td>
<td>$ 691,576</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>206,957</td>
<td>208,796</td>
</tr>
<tr>
<td>Legacies and Bequests Receivable</td>
<td>819,023</td>
<td>1,011,031</td>
</tr>
<tr>
<td>Pledges Receivable</td>
<td>77,952</td>
<td>33,203</td>
</tr>
<tr>
<td>Inventory</td>
<td>42,766</td>
<td>43,518</td>
</tr>
<tr>
<td>Prepaid Expenses and Deferred Charges</td>
<td>47,330</td>
<td>47,585</td>
</tr>
<tr>
<td>Mortgages and Notes Receivable</td>
<td>35,750</td>
<td>82,216</td>
</tr>
<tr>
<td>Investments</td>
<td>8,542,437</td>
<td>10,096,376</td>
</tr>
<tr>
<td>Assets Held Under Split-Interest Agreements</td>
<td>1,005,819</td>
<td>1,216,797</td>
</tr>
<tr>
<td>Lease Right-of-Use Assets</td>
<td>127,306</td>
<td>133,908</td>
</tr>
<tr>
<td>Land, Building, Improvements, and Equipment</td>
<td>5,122,707</td>
<td>5,140,936</td>
</tr>
<tr>
<td>Other Assets</td>
<td>5,859</td>
<td>5,826</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$ 16,772,902</td>
<td>$ 18,711,768</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; NET ASSETS</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$ 4,286,517</td>
<td>$ 4,988,792</td>
</tr>
<tr>
<td><strong>Net Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without Donor Restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available for Operations</td>
<td>543,923</td>
<td>666,937</td>
</tr>
<tr>
<td>Designated for Capital &amp; Specific Program Expenditures</td>
<td>2,119,271</td>
<td>2,417,903</td>
</tr>
<tr>
<td>Land, Building, &amp; Equipment</td>
<td>4,683,054</td>
<td>4,661,216</td>
</tr>
<tr>
<td><strong>Total Net Assets Without Donor Restrictions</strong></td>
<td>7,346,248</td>
<td>7,746,056</td>
</tr>
<tr>
<td>With Donor Restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts to Be Held in Perpetuity</td>
<td>2,911,394</td>
<td>3,077,298</td>
</tr>
<tr>
<td>Other Restrictions</td>
<td>2,228,743</td>
<td>2,899,622</td>
</tr>
<tr>
<td><strong>Total Net Assets With Donor Restrictions</strong></td>
<td>5,140,137</td>
<td>5,976,920</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>12,486,385</td>
<td>13,722,976</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES & NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 16,772,902</td>
<td>$ 18,711,768</td>
</tr>
</tbody>
</table>
## The Salvation Army USA Unaudited Combined Statement of Financial Position

For the Year Ended Sept. 30, 2022 (Dollars in Thousands)

### Assets

<table>
<thead>
<tr>
<th>Public Support:</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received Directly:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions of Cash and Other Financial Assets</td>
<td>$1,070,359</td>
<td>$1,166,506</td>
</tr>
<tr>
<td>Contributions of Nonfinancial Assets and Services</td>
<td>580,416</td>
<td>595,467</td>
</tr>
<tr>
<td>Special Events</td>
<td>23,353</td>
<td>17,953</td>
</tr>
<tr>
<td>Legacies and Bequests Income</td>
<td>233,904</td>
<td>456,017</td>
</tr>
<tr>
<td>Pledges Revenue</td>
<td>46,801</td>
<td>11,356</td>
</tr>
<tr>
<td>Contributions From Split-Interest Agreements</td>
<td>51,204</td>
<td>53,861</td>
</tr>
<tr>
<td><strong>Total Received Directly</strong></td>
<td>2,006,037</td>
<td>2,301,160</td>
</tr>
<tr>
<td>Received Indirectly by Federated Campaigns</td>
<td>36,968</td>
<td>42,609</td>
</tr>
<tr>
<td><strong>Total Public Support</strong></td>
<td>2,043,005</td>
<td>2,343,769</td>
</tr>
<tr>
<td>Fees and Grants From Government Agencies</td>
<td>616,922</td>
<td>589,711</td>
</tr>
<tr>
<td>Program Service Fees</td>
<td>150,391</td>
<td>132,891</td>
</tr>
<tr>
<td>Sales to the Public</td>
<td>543,185</td>
<td>519,080</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>(1,547,056)</td>
<td>2,107,039</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>202,362</td>
<td>102,958</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$2,008,809</strong></td>
<td><strong>$5,795,448</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Program Services:</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corps Community Centers</td>
<td>757,610</td>
<td>687,173</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>636,179</td>
<td>607,278</td>
</tr>
<tr>
<td>Residential and Institutional Services</td>
<td>446,123</td>
<td>437,047</td>
</tr>
<tr>
<td>Other Social Services</td>
<td>1,250,366</td>
<td>1,200,854</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>3,090,278</td>
<td>2,932,352</td>
</tr>
<tr>
<td>Supporting Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and General</td>
<td>407,982</td>
<td>393,863</td>
</tr>
<tr>
<td>Fundraising</td>
<td>243,937</td>
<td>229,563</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td>651,919</td>
<td>623,426</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>3,742,197</td>
<td>3,555,778</td>
</tr>
<tr>
<td>Other Changes in Net Assets</td>
<td>496,797</td>
<td>204,047</td>
</tr>
</tbody>
</table>

### Change in Net Assets

<table>
<thead>
<tr>
<th>Change in Net Assets</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ (1,236,591)</strong></td>
<td><strong>$ 2,443,717</strong></td>
<td></td>
</tr>
</tbody>
</table>
National Advisory Board

CHAIRMAN

Mike Cassling
President & Chief Executive Officer
CQuence Health Group

MEMBERS

Alva Adams-Mason
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We’re so thankful for Mrs. Callaway’s service and will continue to honor her memory.
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The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible, and its ministry is motivated by the love of God. Inspired and encouraged by His love, our mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination. 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 can feed and nurture the spirit. It is in living and sharing the Christian gospel that we meet tangible needs.

The Salvation Army operates 6,914 centers in communities across the United States. These centers provide food distribution, disaster relief, rehabilitation services, anti-human trafficking efforts, and a wealth of youth programs. Our work is funded through kettle donations, corporate contributions, and the sale of goods donated to our Salvation Army Thrift Stores, as well as other public contributions. Eighty-two cents of every dollar donated supports our various missions 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.