

# 2023

ANNUAL  
REPORT



# LOVE BEYOND MEASURE

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



# 1 INFLATION





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.

# INFLATION

## 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

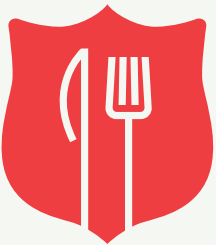
Experts predict that inflation will continue to rise throughout 2023, which means that the need for assistance will only grow stronger. With a footprint of 6,900 locations across the country, The Salvation Army is uniquely positioned to meet the needs of local communities by offering tailored services 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.



## 2 OUR PARTNERS









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.







### UPS FOUNDATION

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.

### FEDEX

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

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 PARTNERS

Other national partners included: Cabela's/Bass Pro Shops, Big Lots, Boscov's, Dillard's, Food Lion, Hobby Lobby, JCPenney, Macerich, and Walgreens.





### 3 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.

PATHWAY OF HOPE



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.



EVICTIION 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.



EVICTIION ASSISTANCE



233,114

EVICTIIONS  
PREVENTED

\$1,266

ON AVERAGE  
GIVEN TO  
EACH FAMILY  
OR INDIVIDUAL

70%

OF FAMILIES AND  
INDIVIDUALS  
ASSISTED WERE  
PEOPLE OF COLOR

RENT & MORTGAGE ASSISTANCE



\$140  
MILLION

in service to

232,093  
PEOPLE

UTILITY ASSISTANCE



\$143  
MILLION

in service to

325,565  
PEOPLE



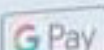
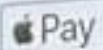
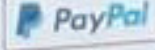


# 4 ECHELON

BIG  
SELECT  
SAVING  
IDEAS

WELC



DOING THE MOST GOOD

Donate by phone     





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.



# ECHELON

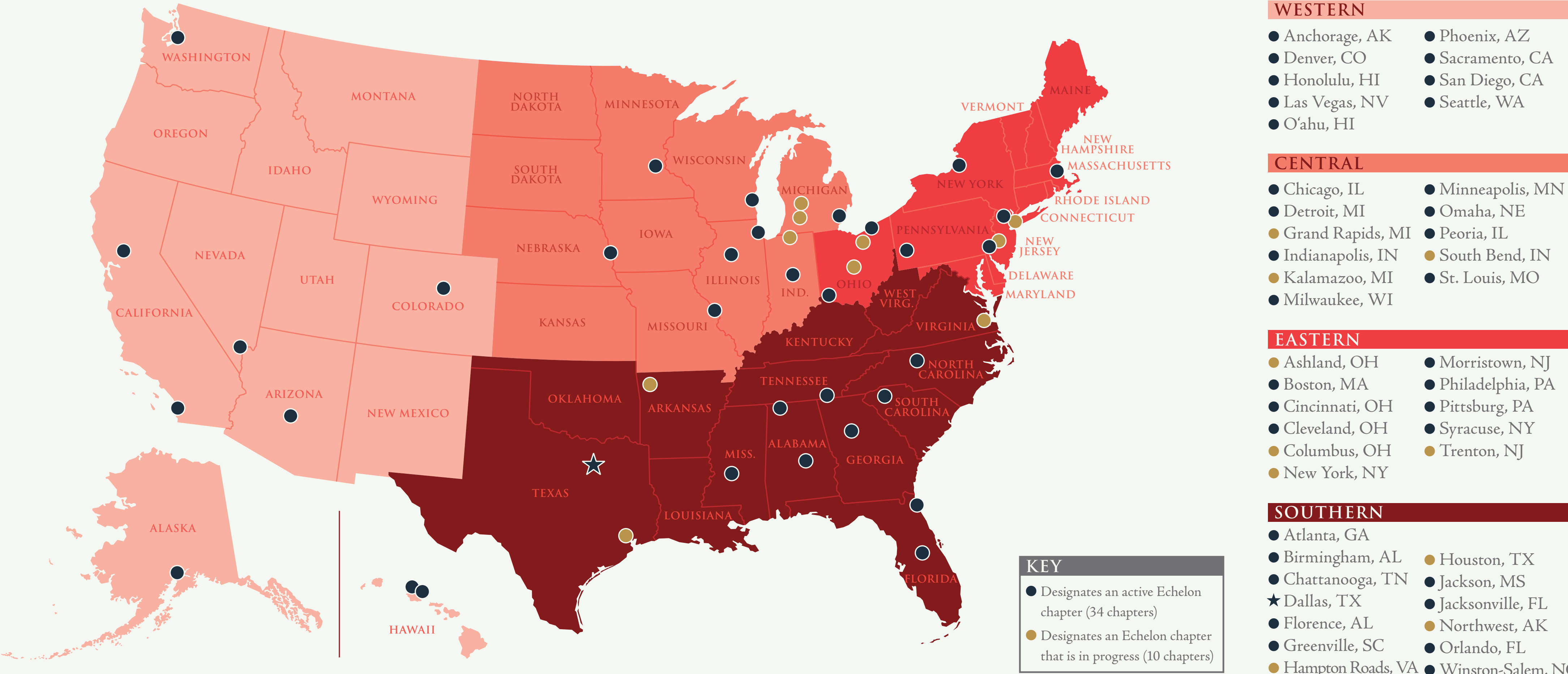
## THE ECHELON MINNEAPOLIS CHAPTER

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)





# 5 MESSAGES FROM OUR LEADERSHIP







## LETTER FROM THE NATIONAL COMMANDER

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### KENNETH G. HODDER

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*





LETTER FROM THE NATIONAL ADVISORY BOARD CHAIRMAN

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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. Intercompany 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.

## REVENUE

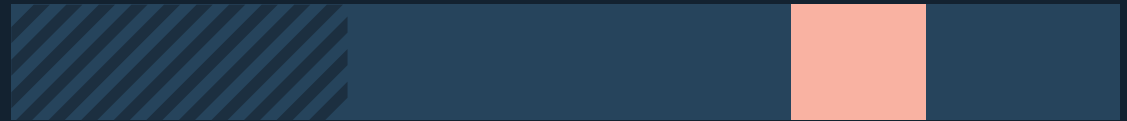
(Dollars in thousands)

**TOTAL REVENUE \$2,008,809**

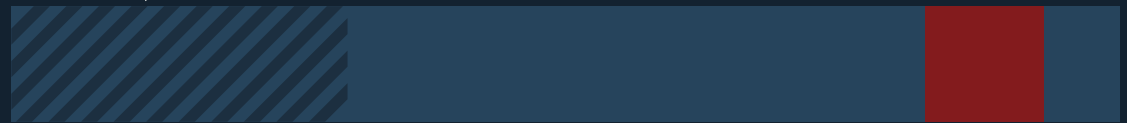
**PUBLIC SUPPORT**  
\$2,043,005



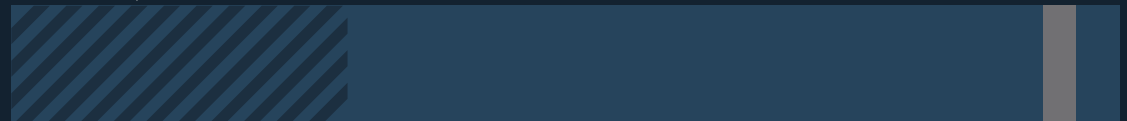
**GOVERNMENT FUNDS**  
\$616,922



**SALES TO THE PUBLIC**  
\$543,185



**PROGRAM SERVICE FEES**  
\$150,391



**OTHER REVENUE**  
\$202,362



**INVESTMENT INCOME**  
\$(1,547,056)

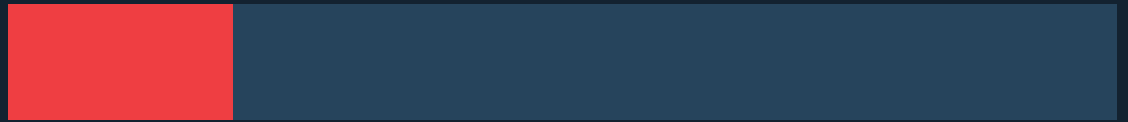


## EXPENSES

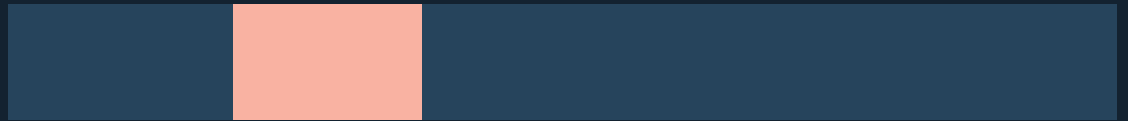
(Dollars in thousands)

**TOTAL REVENUE \$3,742,197**

**PROGRAM SERVICES –**  
**CORPS COMMUNITY \$757,610**



**PROGRAM SERVICES –**  
**REHABILITATION \$636,179**



**PROGRAM SERVICES – RESIDENTIAL**  
**& INSTITUTIONAL: \$446,123**



**OTHER SOCIAL SERVICES**  
\$1,250,366



**MANAGEMENT & GENERAL**  
\$407,982



**FUNDRAISING**  
\$243,937





STATISTICAL HIGHLIGHTS

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
Child Day Care Centers	59
Adult Day Care Centers	3
Senior Citizen Centers	205
Group Homes/Temp Housing	537
Permanent Residences	58
Medical Facilities	17
Service Units	2,732
Camps	43
Divisions	38
Training Colleges	4
Anti-Human Trafficking Centers	24
Other	619
<b>Total Centers of Operations</b>	<b>6,914</b>

PERSONNEL

Officers/Lieutenants/ Auxiliary Captains/Cadets	3,062
Soldiers/Members/Adherents	432,337
Employees	49,360

Volunteers	1,423,701
Advisory Organization Members	47,663
Echelon	802
<b>Total Personnel</b>	<b>1,956,925</b>

PEOPLE SERVED

Total Persons Served With Basic Social Services	15,291,423
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
<b>Total Persons Assisted</b>	<b>23,933,106</b>

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
<b>Total Prepared Meals</b>	<b>40,564,720</b>
<b>Total Meal Boxes (1 box = 20 meals)</b>	<b>5,770,174</b>



THE SALVATION ARMY USA UNAUDITED COMBINED STATEMENT OF ACTIVITIES

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

ASSET

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

LIABILITIES & NET ASSETS

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

TOTAL LIABILITIES & NET ASSETS

\$ 16,772,902      \$ 18,711,768





THE SALVATION ARMY USA UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION

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

ASSETS

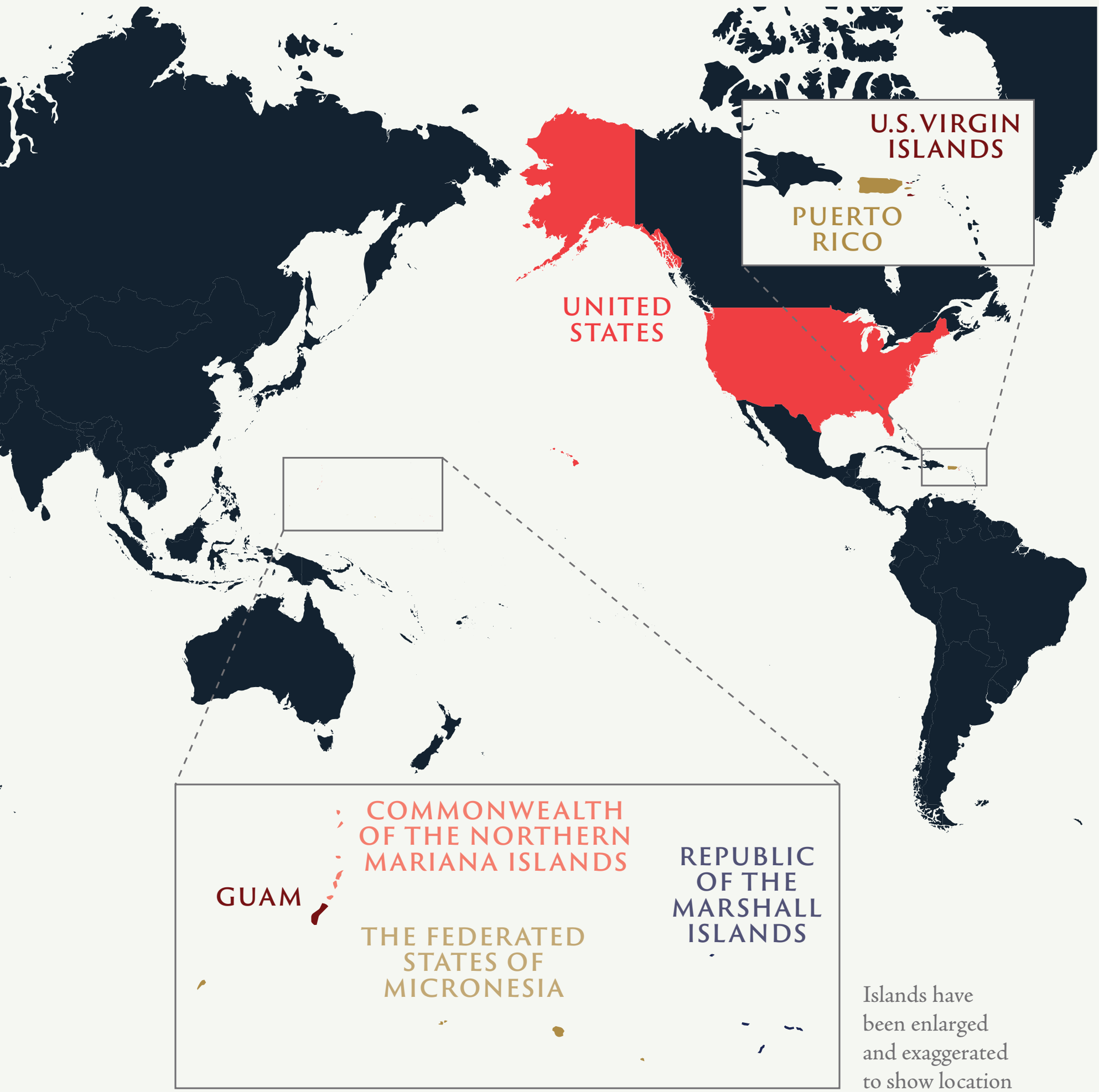
	2022	2021
Public Support:		
Received Directly:		
Contributions of Cash and Other Financial Assets	\$ 1,070,359	\$ 1,166,506
Contributions of Nonfinancial Assets and Services	580,416	595,467
Special Events	23,353	17,953
Legacies and Bequests Income	233,904	456,017
Pledges Revenue	46,801	11,356
Contributions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

EXPENSES

	2022	2021
Program Services:		
Corps Community Centers	757,610	687,173
Rehabilitation	636,179	607,278
Residential and Institutional Services	446,123	437,047
Other Social Services	1,250,366	1,200,854
Total Program Services	3,090,278	2,932,352
Supporting Services:		
Management and General	407,982	393,863
Fundraising	243,937	229,563
Total Supporting Services	651,919	623,426
Total Expenses	3,742,197	3,555,778
Other Changes in Net Assets	496,797	204,047
CHANGE IN NET ASSETS	\$ (1,236,591)	\$ 2,443,717



# AREA OF OPERATIONS



# THE SALVATION ARMY LEADERSHIP

## NATIONAL LEADERSHIP

*Commissioner Kenneth G. Hodder*  
National Commander

*Commissioner Jolene K. Hodder*  
National Secretary for Program

*Colonel Ralph Bukiewicz*  
National Chief Secretary

## CENTRAL TERRITORY

*Commissioner Bradford Bailey*  
Territorial Commander

*Commissioner Heidi J. Bailey*  
Territorial Leader for Leader Development

*Colonel Steven Howard*  
Territorial Chief Secretary

## EASTERN TERRITORY

*Commissioner William A. Bamford III*  
Territorial Commander

*Commissioner G. Lorraine Bamford*  
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 R. Riley*  
Territorial Commander

*Commissioner Colleen Riley*  
Territorial President of Women's Ministries

*Colonel Eddie Vincent*  
Territorial Chief Secretary

# NATIONAL ADVISORY BOARD

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**Mike Cassling**  
President & Chief Executive Officer  
CQuence Health Group

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Director — Multicultural Business  
Alliance & Strategy  
Toyota Motor North America

**Marc Belton**  
Former EVP — General Mills Inc.  
Wisefellows Consulting

**Tom Bolt, Esq.**  
Managing Attorney  
BoltNagi PC

**The Late JoAnn Callaway**  
*We're so thankful for Mrs. Calloway's service  
and will continue to honor her memory.*  
Owner  
Those Calloways

**Joseph Callaway**  
Owner  
Those Calloways

**Mark Caner**  
President  
Western & Southern Financial Group

**Allen Chan**  
Chief Executive Officer  
Enkei Advisors

**William Clyde**  
Professor & Former Provost  
Manhattan College

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Director of Community  
Relations  
KTVK 3TV — Retired

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Cooke Media Group/The Influencer Lab

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Dallas Cowboys Football Club

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Chief Financial Officer —  
Commercial & Investment Banking  
First Horizon Corporation

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Former Chief Executive Officer  
Pasadena Tournament of Roses;  
Principal, SterlingVista Group

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Fourteen Foods

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Capitol Broadcasting Company

**Jim Gorrie**  
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Brasfield & Gorrie

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Tenaska Marketing Group

**Carl Ice**  
President & Chief Executive  
Officer  
BNSF Railway

**Mel Kaneshige**  
Former Executive Vice President,  
Real Estate & Development  
Outrigger Enterprises Group

**John Latella**  
Co-Chief Executive Officer,  
General Counsel — Retired  
Garden Fresh Gourmet

**Mariska Rowell-Lehman**  
Property & Casualty Consultant  
USI Insurance Services

NATIONAL ADVISORY BOARD - CONT.

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Lelekis Private Wealth  
Management Group of  
Wells Fargo Advisors

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Former President and Chief Executive  
Officer — SeaWorld and SAAB Cars USA/  
Author of “Love Works”

**Brad McMullan**  
President & Chief Executive Officer  
BFAC.org

**Greg Milzcik**  
President & Chief Executive  
Officer  
Barnes Group Inc.

**Laura Molnar**  
Senior Director of Brand Marketing  
Expedia Inc.

**Dorothy Nicholson**  
President  
Nicholson Interests, LLC

**Diane Paddison**  
Founder — 4word;  
Former Chief Operating Officer  
of Two Fortune 500 Companies

**Stephen Quinn**  
Former Chief Marketing Officer  
Walmart

**Michael Redd**  
President  
22 Ventures

**Joe Ruiz**  
Vice President of Social Impact  
& The UPS Foundation

**Julie Teel**  
Owner & Board Member  
Raley’s

**Ambassador Gaddi Vasquez**  
U.S. Ambassador  
Edison International and  
Southern California Edison — Retired

**Bruce Williamson**  
Former Chief Executive Officer —  
The Sterno Group

**Joey Zumaya**  
Communities Development Leader  
LinkedIn

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Senior Vice President, Marketing — Retired  
Nationwide Mutual Insurance Company

**Donald V. Fites**  
Chairman — Retired  
Caterpillar Inc.

**Edsel B. Ford II**  
Board of Directors  
Ford Motor Company

**Harry V. Lamon, Jr.**  
Principal  
Lamon & Sherman Consulting, LLC

**Charlotte Jones**  
Executive Vice President/Chief Brand Officer  
Dallas Cowboys Football Club

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CEO of HundredX and Former  
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Wake Forest University

**Tony Thompson**  
Former President and CEO — Retired  
Krispy Kreme Doughnut Corp.

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KPMG International

**Laura W. Bush**  
Former First Lady

**David Frauenshuh**  
Chief Executive Officer  
Frauenshuh Companies

**F. Worth Hobbs**  
President —  
Alcoa Foundation

**Jerry Jones**  
Owner & General Manager  
Dallas Cowboys Football Club

**Jonathon Killmer**  
Partner —  
PricewaterhouseCoopers LLP

**Bobby Lyle**  
Chairman, President, &  
Chief Executive Officer  
Lyco Holdings Inc.

**Marilyn Quayle**  
President & Chief Executive Officer  
BTC, Inc.





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Independent Director, Angel  
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Partner  
Swain Hartshorn & Scott

**Sheila Tate**  
Vice Chair — Retired  
Powell Tate

- LIFE MEMBERS**
- Michael Ducker**  
President and Chief Executive  
Officer — Retired  
FedEx Freight

**Craig G. Matthews**  
Vice Chairman and Chief  
of Operations — Retired  
Keyspan

**Margot Perot**  
Board of Directors  
Dallas Museum of Art







## ABOUT THE SALVATION ARMY

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.



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