# Table of Contents

- **Our Year**
  - 3

- **Our Vision**
  - 8

- **Haiti Recovery Efforts**
  - 10

- **Financials**
  - 13

- **Leadership**
  - 19

- **About Us**
  - 27
2014 In Review - Others

*Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of the others.*
Philippians 2:3-4

There are many stories illustrating the passion and conviction of our founder, William Booth. But one in particular sums up his vision:

The story goes that General Booth, in the early 1900s, was preparing to send his annual Christmas telegram to Salvationists around the world. Senders were charged by the word, so in an effort to use The Salvation Army's limited funds wisely, General Booth sent a one-word telegram that would convey the Salvationists' mission and encourage them to continue doing good.

The word he sent was: "OTHERS."

Today, we can look back at 150 years of ministry and see the impact that serving others has made on our world. Similarly, as we look back at 2014, we see not only the good that was done in the past year, but the steps that have been taken to ensure that The Salvation Army will continue to lead the way, doing the most good for 150 years to come. Serving, feeding, sheltering, loving, uplifting, and saving others.
Looking Back

After our humble beginnings 150 years ago, The Salvation Army now serves in 127 countries worldwide. In 1880, the first official delegation of The Salvation Army arrived in America. Today, as the only charity to offer services in every ZIP code in the United States, we serve more than 30 million Americans every year. That includes 58.4 million meals, nightly shelter for 10.8 million people, treatment for 200,000 people in 142 rehabilitation facilities, more than 400 after-school programs, and immediate and long-term assistance following disasters to 382,000 people. Every year.

Throughout our history, we have brought help and hope to others, without discrimination. From natural disasters to personal disasters, we have been there to lend our hearts and our hands to those who have been brought to their knees.
Ten years ago, The Salvation Army mounted the largest disaster relief effort in our history, serving the survivors of Hurricane Katrina. Five years ago, Americans poured out their generosity in response to the 7.0-magnitude earthquake in Haiti, which left 300,000 dead and a million people homeless. Today, The Salvation Army continues to support Haiti’s recovery through long-term housing, health care provision, and integrated community development.

Our responses are immediate, but our mission is long-term. We are not simply looking for quick-fix, temporary solutions. Instead, our goal is to change lives. For good.

That goal is playing out in 26 Ray and Joan Kroc Corps Community Centers across the country. Eleven years ago, Joan Kroc made a historic $1.5 billion bequest to The Salvation Army, which provided for a variety of cultural, educational, fitness, and social programs in neighborhoods that have historically lacked those opportunities. Today, researchers have quantified the positive social and economic impact those Kroc Centers are creating for their communities at $258 million annually.

In every program, every corps, and every community, we are seeing results. Lives truly are being changed, all thanks to the generosity of our donors and the tireless work of our officers, employees, and volunteers. And yet, as we continue to thank God for His blessings and the fruit He has produced through our work, we also look forward, knowing that there is still good yet to do. There are still many others to serve.
Looking Forward

While The Salvation Army is built on long-standing traditional values, we are also well aware of the changing world around us. Technology, social media, and the outlooks of younger donors provide new opportunities for us to reach out to those who want to make a positive difference in the lives of others.

One way we accomplished that in 2014 was through our #RedKettleReason campaign. Centering on our well-known and well-regarded red kettles, we encouraged donors to use videos, tweets, and other social media to share their #RedKettleReasons – the reasons why they give to The Salvation Army. More than 66,000 reasons were shared, spreading the word about the good The Salvation Army does throughout the year. Red kettle donations in November and December increased 6%, garnering over $144 million, despite an 8.9% decline in retail traffic during the season. And online donations were up 16% versus the previous year, raising almost $25 million.
In addition to our efforts to enlighten and welcome new donors, we are also taking the lead in informing the conversation and decision-making about poverty. In 2015, we will release the Human Needs Index – a much-needed tool that will not only accurately measure need nationally and at the state level, but will also help show patterns and track trends in real time and over time. This helps advance the ability to combat poverty from anecdotal notions to evidence-based solutions. More than ever before, we will be able to use our knowledge, our breadth, and our understanding to help those in desperate need.

The ministry that William Booth began in 1865 is alive and well. And its focus is still as true as the day it began. So we look forward to what lies ahead, knowing that with God’s help, we will continue to serve Him by serving others.
Years ago, my wife and I volunteered with a Salvation Army program called Heart to Heart Mobile Canteen, delivering and serving hot meals to those who had nothing else to eat. It was our first true experience with The Salvation Army. And it was amazing.

Here was an organization that existed not for itself, not for its leaders or stakeholders, not for its own benefit or profit or gain…but for Others.

Over the last 150 years, The Salvation Army has built one of the most trusted organizations in the world. How? By serving others. Consistently, effectively, and compassionately.

Such was the case in 2014. In every ZIP code in America, Salvation Army officers, employees, and volunteers have changed lives this past year, through feeding programs and rehabilitation centers, after-school programs and disaster services. The call to serve others has been answered, selflessly and powerfully. All thanks to the contributions of equally selfless donors.

That’s truly exciting to be a part of. And just as exciting for me is to see how The Salvation Army is positioning itself for the future. By embracing new technologies and contemporary communication methods, efforts like the social media-driven #RedKettleReason are not only producing financial results – a 6% increase in red kettle donations and a 16% increase in online donations – they are also welcoming a new, younger generation of donors and volunteers into the fold.

The “others” that The Salvation Army is reaching today aren’t just those in need, they are also those who are eager to help meet those needs. And so, as the Army continues to do what it has done so effectively for the last 150 years, it’s encouraging and exciting to see that they are also poised to meet needs for many generations to come.

They truly are Doing the Most Good.

Sincerely,
Bill Burke
National Advisory Board Chairman
Dear Friends,

In 1865, our founder, William Booth, began his ministry in the East End of London. He didn’t preach from the comfort of a church or behind a pulpit, but instead, he ventured out onto the streets, where he could preach face-to-face and heart-to-heart with the poor, the destitute, the criminals, and the outcasts – the “others.”

This was the beginning of The Salvation Army.

This year, as we celebrate the 150th anniversary of The Salvation Army, I am pleased to report that we are still serving the “others” of the world. Every day, through every corps, we are venturing out into the world to meet needs in Christ’s name. In this annual report, you will see the numbers that prove this assertion. And while those numbers are heartening, we can be even more encouraged by the intangible results – the lives that have been changed throughout our communities, all through our country, and around the world.

Our donors continue to give with overflowing hearts. Our officers, employees, and volunteers continue to serve with tireless love and divinely sharpened wisdom. As a result, millions of families and individuals are overcoming desperate need and discovering true hope.

In the Gospel of Matthew, Jesus said: “In the same way, let your light shine before others, that they may see your good deeds and glorify your Father in heaven.”

Our good deeds are not for our own benefit. They are to bring glory to God. And as Jesus tells us, the way we can achieve that is to “let our light shine before others.”

As we embark on the next 150 years of our mission, may we continue to serve boldly and compassionately. May we continue to do the most good with the generosity bestowed upon us. And may we continue to let our lights shine before others.

Yours in His Service,
David Jeffrey, Commissioner,
National Commander
Haiti

“When I grew up here 40 years ago, I would say that in many ways we were better off than we are today.”

Haiti was once known as the “Pearl of the Antilles.” But as a country born out of slavery and built on a culture of dependence, it had become one of the poorest countries in the Western Hemisphere. Then, on January 12, 2010, a 7.0-magnitude earthquake struck. And an already unstable country was left devastated.

“It’s estimated some 300,000 people were killed, well over a million and a half people left homeless.”

The Salvation Army has resided in Haiti since 1950, providing spiritual and social services throughout the country. So when the earthquake hit, The Salvation Army did not have to go help. We were already there.
Despite damage to our own headquarters and facilities in Haiti, Salvation Army officers, soldiers, employees, and volunteers worked tirelessly to serve those in need immediately after the quake. Thanks to the gifts of generous donors, we were able to provide nearly 8 million meals to families in need, medical care for more than 30,000 patients, and shelter and hygiene support for 20,000 people left homeless.

As time passed, the emergency lifesaving efforts transitioned to long-term recovery efforts. Establishing a Haiti Recovery and Development Office in September 2011, The Salvation Army began to develop and implement recovery projects to not only help Haiti rebuild, but to build back “better.”

“Quite often we misconstrue what charity is. Sometimes we think helping people or giving people something is charity. The reality is that over a period of time, that can rob people of their dignity.”

Over the last five years, The Salvation Army has worked alongside the Haitian people to restore vitality to their damaged communities. This united effort is vital to success, allowing the Haitians themselves to identify the problems that need to be solved in order to rebuild their country the way they want it to be rebuilt.

“Empowerment is a big, big thing – helping people to realize that they have value, that they have skills that they can use, that they don’t have to sit and wait for someone else to do it.”
Having been in Haiti for more than 60 years, The Salvation Army has established itself in over 70 Haitian communities, operating 48 schools that serve nearly 12,000 students, a primary healthcare and nutrition center, a children’s home, a hospital and dispensary, HIV/AIDS programming, and more than 60 churches and church plants.

From those centers of operation, we are now working with the Haitian people to focus on recovery. Long-term housing reconstruction projects are not only providing homes to displaced families, but are also offering vocational training and income generation for Haitian workers. Increased Primary Health Care is helping treat and educate Haitians to quell the spread of disease. And integrated community development programs implemented in 50 communities throughout Haiti are helping Haitians address clean water, generate income through job and skills training, start small businesses, farm their land for food security, and develop infrastructure to mitigate future disasters.

The work is far from done. But together, through the generosity of others, we are helping Haiti rebuild their country and reclaim their hope.

“Yes, there is great poverty here. But more important than that, there are a wonderful, dignified, resilient people who want their country to be known once again as the ‘Pearl of the Antilles.’”
2014 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 territories comprise of seven thousand six hundred and eighteen (7,618) 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. Inter-corporation 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.
**EXPENSES**

*Numbers represented in thousands*

**TOTAL**

$3,471,869

- **Other Social Services** $1,041,440 (30%)
- **Corps Community Center** $741,406 (21%)
- **Rehabilitation** $718,756 (21%)
- **Management & General** $407,934 (12%)
- **Residential & Institutional** $344,666 (10%)
- **Fundraising** $217,667 (6%)
Statistical Highlights

Centers of Operation

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corps</td>
<td>1,209</td>
</tr>
<tr>
<td>Outposts and Service Centers</td>
<td>168</td>
</tr>
<tr>
<td>Rehabilitation Centers</td>
<td>141</td>
</tr>
<tr>
<td>Thrift Shops</td>
<td>1,226</td>
</tr>
<tr>
<td>Community Centers, Boys/Girls Club</td>
<td>332</td>
</tr>
<tr>
<td>Child Day Care Centers</td>
<td>97</td>
</tr>
<tr>
<td>Adult Day Care Centers</td>
<td>10</td>
</tr>
<tr>
<td>Senior Citizen Centers</td>
<td>269</td>
</tr>
<tr>
<td>Group Homes/Temp Housing</td>
<td>582</td>
</tr>
<tr>
<td>Permanent Residences</td>
<td>88</td>
</tr>
<tr>
<td>Medical Facilities</td>
<td>24</td>
</tr>
<tr>
<td>Service Units</td>
<td>2,904</td>
</tr>
<tr>
<td>Camps</td>
<td>45</td>
</tr>
<tr>
<td>Divisions</td>
<td>40</td>
</tr>
<tr>
<td>Training Colleges</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>480</td>
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<tr>
<td><strong>TOTAL Centers of Operations</strong></td>
<td>7,619</td>
</tr>
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</table>

People Served

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Count</th>
</tr>
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<tbody>
<tr>
<td>Basic Social Services</td>
<td>16,696,576</td>
</tr>
<tr>
<td>Holiday Assistance</td>
<td>3,335,284</td>
</tr>
<tr>
<td>Summer &amp; Day Camps</td>
<td>208,218</td>
</tr>
<tr>
<td>Disaster Assistance</td>
<td>230,645</td>
</tr>
<tr>
<td>Persons Visited in Institutions</td>
<td>2,034,402</td>
</tr>
<tr>
<td>Job Referrals</td>
<td>68,162</td>
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<tr>
<td>Correctional Services</td>
<td>289,400</td>
</tr>
<tr>
<td>Community Centers Participants</td>
<td>1,448,734</td>
</tr>
<tr>
<td>Day Care</td>
<td>40,079</td>
</tr>
<tr>
<td>Senior Citizens</td>
<td>939,853</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>148,849</td>
</tr>
<tr>
<td>Medical Care</td>
<td>18,597</td>
</tr>
<tr>
<td>Institutional Care</td>
<td>565,742</td>
</tr>
<tr>
<td>Missing Persons</td>
<td>34,024</td>
</tr>
<tr>
<td>Transportation Provided</td>
<td>1,108,755</td>
</tr>
<tr>
<td><strong>TOTAL Persons Assisted</strong></td>
<td>27,167,320</td>
</tr>
</tbody>
</table>

Personnel

<table>
<thead>
<tr>
<th>Personnel Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers/Lieutenants/Auxiliary Cpts</td>
<td>3,551</td>
</tr>
<tr>
<td>Cadets</td>
<td>357</td>
</tr>
<tr>
<td>Soldiers</td>
<td>109,597</td>
</tr>
<tr>
<td>Members</td>
<td>414,267</td>
</tr>
<tr>
<td>Employees</td>
<td>63,203</td>
</tr>
<tr>
<td>Volunteers</td>
<td>3,314,208</td>
</tr>
<tr>
<td>Advisory Organization Members</td>
<td>58,601</td>
</tr>
</tbody>
</table>

Services

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals Served</td>
<td>56,945,735</td>
</tr>
<tr>
<td>Lodgings Supplied</td>
<td>10,653,958</td>
</tr>
<tr>
<td>Welfare Orders - Cash Grants</td>
<td>7,880,424</td>
</tr>
<tr>
<td>Tangible Items Distributed - Clothes, Furniture, Gifts</td>
<td>18,341,107</td>
</tr>
</tbody>
</table>

Group Meeting Attendance

<table>
<thead>
<tr>
<th>Attendance Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor Meetings</td>
<td>410,655</td>
</tr>
<tr>
<td>Sunday School</td>
<td>2,045,284</td>
</tr>
<tr>
<td>Sunday Meetings</td>
<td>4,868,656</td>
</tr>
<tr>
<td>Weekday Public Meetings</td>
<td>1,684,070</td>
</tr>
<tr>
<td>Soldier Development</td>
<td>534,107</td>
</tr>
<tr>
<td>Group Activities</td>
<td>8,024,103</td>
</tr>
<tr>
<td>Music Organizations</td>
<td>1,153,564</td>
</tr>
<tr>
<td>Other</td>
<td>6,352,552</td>
</tr>
<tr>
<td><strong>TOTAL Group Meeting Attendance</strong></td>
<td>25,072,991</td>
</tr>
</tbody>
</table>
## The Salvation Army - USA
### Unaudited Combined Statement of Financial Position

For the year ended September 30, 2014
*(Dollars in thousands)*

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$355,790</td>
</tr>
<tr>
<td>Collateral received under securities lending</td>
<td>51,372</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>176,590</td>
</tr>
<tr>
<td>Legacies and bequests receivable</td>
<td>674,880</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>54,674</td>
</tr>
<tr>
<td>Inventory</td>
<td>45,574</td>
</tr>
<tr>
<td>Prepaid expenses and deferred charges</td>
<td>26,307</td>
</tr>
<tr>
<td>Mortgages and notes receivable</td>
<td>110,663</td>
</tr>
<tr>
<td>Investments</td>
<td>7,708,118</td>
</tr>
<tr>
<td>Assets held under split-interest agreements</td>
<td>1,047,222</td>
</tr>
<tr>
<td>Land, building, improvements &amp; equipment</td>
<td>5,071,662</td>
</tr>
<tr>
<td>Other assets</td>
<td>6,543</td>
</tr>
</tbody>
</table>

**Total Assets** $15,329,395

### LIABILITIES & NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities</td>
<td>$4,169,190</td>
</tr>
</tbody>
</table>

**NET ASSETS:**

**Unrestricted:**

- Available for operations: 351,241
- Designated for capital & specific program expenditures: 2,093,735
- Land, building & equipment: 4,409,203

**Total Unrestricted** 6,854,179

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporarily restricted</td>
<td>1,727,457</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>2,578,569</td>
</tr>
</tbody>
</table>

**Total Net Assets** 11,160,205

**TOTAL LIABILITIES & NET ASSETS** $15,329,395
The Salvation Army - USA
Unaudited Combined Statement of Activities
For the year ended September 30, 2014
(Dollars in thousands)

REVENUE

PUBLIC SUPPORT:
Received Directly:
- Contributions $851,429
- Donations-in-kind and contributed services 557,650
- Special events 21,563
- Legacies and bequests income 524,771
- Pledges revenue 29,410
- Contributions from split-interest agreements 63,442
- Change in value of split-interest agreements 27,106

Total Received Directly 2,075,371

Received indirectly by federated campaigns 67,381

Total Public Support 2,142,752

Fees and grants from government agencies 344,279
Program service fees 159,246
Sales to the public 625,897
Investment earnings 759,327
Other revenue 79,512

TOTAL REVENUE $4,111,013

EXPENSES

PROGRAM SERVICES:
- Corps community centers $741,406
- Rehabilitation 718,756
- Residential and institutional services 344,666
- Other social services 1,041,440

Total Program Services 2,846,268

SUPPORTING SERVICES:
- Management and general 407,934
- Fund raising 217,667

Total Supporting Services 625,601

TOTAL EXPENSES 3,471,869

Other changes in net assets 170,117

CHANGE IN NET ASSETS $469,027
# The Salvation Army Leadership

## National Leadership

<table>
<thead>
<tr>
<th>Commissioner David E. Jeffrey</th>
<th>Commissioner Barbara Jeffrey</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Commander</td>
<td>National President of Women’s Ministries</td>
</tr>
</tbody>
</table>

| Colonel Merle Heatwole        |
| National Chief Secretary      |

## Central Territory

<table>
<thead>
<tr>
<th>Commissioner Paul R. Seiler</th>
</tr>
</thead>
<tbody>
<tr>
<td>Territorial Commander</td>
</tr>
</tbody>
</table>

| Commissioner Carol Seiler     |
| Territorial President for     |
| Women’s Ministries            |

| Colonel Jeffrey Smith         |
| Chief Secretary               |

## Southern Territory

| Commissioner Donald C. Bell   |
| Territorial Commander         |

| Commissioner Debora K. Bell   |
| Territorial President of      |
| Women’s Ministries            |

| Colonel F. Bradford Bailey    |
| Chief Secretary               |

## Eastern Territory

| Commissioner Barry C. Swanson |
| Territorial Commander         |

| Commissioner E. Sue Swanson   |
| Territorial President of      |
| Women’s Ministries            |

| Colonel William A. Bamford   |
| Chief Secretary               |

## Western Territory

| Commissioner James M. Knaggs  |
| Territorial Commander         |

| Commissioner Carolyn R. Knaggs|
| Territorial President for     |
| Women’s Ministries            |

| Colonel David E. Hudson       |
| Chief Secretary               |
THE SALVATION ARMY
NATIONAL ADVISORY BOARD

MR. WILLIAM BURKE
Chairman, National Advisory Board
Senior Vice President, Marketing
Nationwide

MR. ROBERT W. ALSPAUGH
CEO – Retired
KPMG International
Carmel, California

MR. Y. MARC BELTON
Consultant
Wisefellows Consulting
Minneapolis, Minnesota

MR. DAVID W. BOWER
Chairman & CEO
Data Computer Corporation of America
Ellicott City, Maryland

MRS. DEBORAH C. BRITTAINE
Past President
Association of Junior Leagues
International, Inc.
Bonita Springs, Florida

MR. GARY D. BROWN
CEO
Mount West Investments
Pittsburgh, Pennsylvania

MR. RODNEY BULLARD
Executive Vice President of
Community Affairs
Chick-fil-A, Inc.
CEO, Chick-fil-A Foundation
Atlanta, Georgia

MR. BILL BURKE
Senior Vice President, Marketing
Nationwide
Columbus, Ohio

MRS. LAURA W. BUSH
Former First Lady
Dallas, Texas

MR. MIKE CASSLING
President & CEO
CQuence Health Group
Omaha, Nebraska

MR. ALLEN CHAN
Principal
Enkei Advisors
Chapel Hill, North Carolina
Mrs. Marlene Klotz Collins
Director of Community Relations – Retired
KTVK NewsChannel 3
Phoenix, Arizona

Mr. Michael Ducker
President & CEO
FedEx Freight
Memphis, Tennessee

Mr. Micheal Flaherty
President
Inkling Entertainment
Boston, Massachusetts

Mr. William Flinn
Executive Director
Pasadena Tournament of Roses
Pasadena, California

Dr. Robert M. Franklin
President Emeritus
Morehouse College
Atlanta, Georgia

Mr. David Frauenshuh
CEO
Frauenshuh Companies
Minneapolis, Minnesota

Mr. William Gammon, III
Managing Director
William Gammon Insurance
Austin, Texas

Mr. James F. Goodmon, Jr.
Vice President & General Manager
CBC New Media Group
Raleigh, North Carolina

Mr. C. Scott Hartz
Principal
The Hartz Group
Philadelphia, Pennsylvania

Mr. Eric Holm
President
Metro Corral Partners
Winter Park, Florida

Mr. Jason R. Howard
Principal
GCM Customized Fund
Investment Group, L.P.
Los Angeles, California

Mr. J.C. Huizenga
Founder & Chairman
Huizenga Group
National Heritage Academies
Grand Rapids, Michigan

Mrs. Kay Coles James
President
The Gloucester Institute
Richmond, Virginia
**MRS. GENE JONES**  
Dallas Civic & Philanthropic Leader  
Dallas, Texas

**MRS. ELIZABETH B. KOCH**  
Chairperson of the Board,  
Kansas Cultural Trust  
President, Fred C. & Mary R. Koch Foundation  
Wichita, Kansas

**MRS. MARCIA LARSON PEIFFER**  
Soccer Mom of 3  
Chagrin Falls, Ohio

**MR. JOHN LATELLA**  
Co-CEO, General Counsel  
Garden Fresh Gourmet  
Ferndale, Michigan

**MR. BOBBY LYLE**  
Chairman, President & CEO  
Lyco Holdings Inc.  
Dallas, Texas

**MR. JOEL MANBY**  
President & CEO  
SeaWorld  
Orlando, Florida

**PASTOR MILES McPHERSON**  
Senior Pastor  
The Rock Church  
San Diego, California

**MS. DOROTHY NICHOLSON**  
President  
Nicholson Interests  
Houston, Texas

**MR. JAMES A. NORDSTROM**  
Former Executive, Nordstrom, Inc.  
Managing Director  
Northern Stream Capital, LLC  
Medina, Washington

**MS. DIANE PADDISON**  
Founder & President 4word  
Author of “Work, Love, Pray”  
Portland, Oregon

**MS. NATALYE PAQUIN**  
CEO  
Girl Scouts of Eastern Pennsylvania  
Philadelphia, Pennsylvania

**MR. WILLIAM J. RADUCHEL**  
Independent Director  
Angel Investor & Strategic Advisor  
Great Falls, Virginia
MR. JOE ROBSON
President
The Robson Companies, Inc.
Tulsa, Oklahoma

MR. PHILIP RUSSELL
President & CEO
GMR LLC
Honolulu, Hawaii

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The Salvation Army operates 7,618 centers in communities across the United States. These include food distribution, disaster relief, rehabilitation centers, anti-human trafficking efforts, and a wealth of children’s programs. Our work is funded through kettle donations, corporate contributions, and the sale of goods donated to our Salvation Army Family Stores. Eighty-two cents of every dollar we spend 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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