# Table of Contents

**Our Year**  
3

**Our Vision**  
6

**Financials**  
8

**Leadership**  
14

**About Us**  
21
In the face of COVID-19 and its painful aftermath, hope marches on.

2020 marked the most significant single-year jump in U.S. poverty since the government began tracking it in 1960. As 8 million more Americans fell into poverty — joining 31 million already facing poverty — we stepped up our relief efforts. The Salvation Army adapted to continue feeding the hungry and keeping families housed. Amid extraordinary circumstances, we kept hope alive, serving the hungry, the vulnerable, and the lonely.

We fed hungry families during the pandemic, pivoting to contactless drive-throughs and meal deliveries.

As many families found themselves threatened with eviction, we increased direct cash assistance by $100 million.

As the loneliness of lockdowns persisted, we found novel ways to foster connection for the elderly and isolated.
Our partners joined us, stride for stride, as we sought to meet the need.

Beyond the economic fallout affecting millions, the pandemic-related lockdowns closed retail stores and shrank foot traffic to a trickle. Both posed a threat to our traditional red kettle fundraising.

But with innovative, contact-free giving and the vital help of partners big and small, The Salvation Army continued our mission when we were needed most. We thank all our partners and supporters who made it possible.

Many enjoyed a hot meal, a roof over their heads, or even a toy under the tree, thanks to our Christmas and Red Kettle partners.

Beyond the holidays, we were able to assist families facing desperation, thanks to the generous support of our partners.
As families face continued challenges, we’re with them every step of the way.

The repercussions of the pandemic continue. The long-term effects are destined to hit vulnerable communities hardest of all. We are determined to keep pace with the unfolding crisis, serving all those in need. The Salvation Army recognizes that we are all children of God, equally deserving of His grace.

The pandemic’s economic fallout is leaving a spike of family homelessness in its wake. We provided more than 63,000 households with rent or mortgage assistance in 2020, and we are committed to preventing homelessness going forward, as eviction moratoriums expire.

We fill a vital role nationwide. The Salvation Army has a presence in urban centers, suburbs, and rural communities, serving a wide diversity of underserved Americans, without discrimination.
Dear Friends:

I have always cherished Psalm 37:3, “Trust in the Lord, and do good.” It reminds me of the sacred trust we have at The Salvation Army, striving to do the most good.

Well, if ever a year called for a force for good, it was 2020. The pandemic hit families especially hard. In addition to illness and death, consider everything COVID-19 left in its wake: economic devastation, hunger, uncertainty, worry, isolation, loneliness, and greater disparities in health outcomes and household finances.

Marching shoulder to shoulder with our partners and supporters, The Salvation Army met every challenge with hope. We nourished the hungry. We housed the homeless. We comforted the despairing.

The impact can be seen in numbers, to be sure. For example, with your help, we delivered 225 million meals last year and touched the lives of 31 million Americans in some way.

But doing the most good can be captured in moments too.

I’m reminded of how our team at a senior residence facility in California adapted their activities, holding an outdoor concert so residents could sing along and participate in guided exercise from their balconies. And how, in the depths of locked-down isolation, our nationwide Hope Hotline provided a warm voice offering much-needed connection or spiritual guidance.

I could go on. Every day in 2020, and every single day since, The Salvation Army has brought hope to battles across this country. Wherever there is need, we are there, seeking to “trust in the Lord and do good.”

We know from experience that an economic upheaval like that of 2020 affects vulnerable groups the most and that significant effects are often felt months, or even years, after many others have turned the page.

But I am also filled with optimism. I have seen firsthand what’s possible when we join forces with partners and supporters. In the days, years, and decades to come, we will continue to get out of bed each morning determined to do the most good.

When you support The Salvation Army, you are making sure that hope marches on. And for that, I thank you.

Yours in Christ,
Commissioner Kenneth G. Hodder
National Commander
Dear Partners and Supporters:

In the toughest battles, hope marches on.

And no question, COVID-19 and its accompanying economic impact represented one of our nation’s most painful chapters. Even putting aside the staggering health consequences, the pandemic left many families struggling to pay rent and utilities. In 2020, we saw a full 63% of Americans living paycheck to paycheck.

Worse, with prevalent job losses nationwide, millions of our friends and neighbors fell into poverty. Long lines snaked outside food pantries as many faced food insecurity for the first time. And the pandemic worsened existing inequities, hurting vulnerable and underserved communities the most.

Thankfully, as the saying goes: When the going gets tough, the tough get going.

With help from our partners and supporters, and with God’s benevolence as our guide, The Salvation Army kept hope alive for millions who were pushed to the brink of crisis. We redoubled our efforts to overcome poverty, disaster, addiction, and despair with relief, comfort, compassion, and grace.

Snapshots from the past year bring that into sharp focus:

In the face of hunger, hope delivered: We innovated drive-through meal hand-offs and contactless meal delivery to feed hungry families and individuals.

Hope meant housing: We fought to keep families in their homes with rent and mortgage assistance totaling $40 million. For those facing homelessness, our shelters continued to provide refuge, thanks to stepped-up cleaning and distancing protocols.

Hope stepped in: When shuttering schools meant that many children lost their most reliable daily meal, The Salvation Army stepped in with new programs to keep kids nourished.

It was only through the generous support of our partners, supporters, and volunteers that The Salvation Army was able to further our mission, serving all with love and without discrimination. With your continued help, we will keep up the fight, addressing the wide swath of need revealed by the pandemic.

On behalf of all of us, I extend my humblest and most sincere thanks. It’s because of you that hope marches on.

Let’s do the most good,
Mike Cassling
National Advisory Board Chairman
2020 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 seven thousand three hundred eleven (7,311) 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.
**Revenue**

*Numbers represented in thousands*

**Total**

$4,158,055

- **Public Support**
  - $2,370,914
  - 57%

- **Investment Income**
  - $558,679
  - 14%

- **Government Funds**
  - $459,028
  - 11%

- **Sales to Public**
  - $424,496
  - 10%

- **Other Revenue**
  - $211,347
  - 5%

- **Program Service Fees**
  - $133,591
  - 3%
**EXPENSES**

*Numbers represented in thousands*

**TOTAL**

$3,579,999

- **Other Social Services**
  - $1,177,789
  - 33%

- **Corps Community Center**
  - $746,261
  - 21%

- **Rehabilitation**
  - $628,760
  - 17%

- **Residential & Institutional**
  - $394,019
  - 11%

- **Management & General**
  - $392,842
  - 11%

- **Fundraising**
  - $240,328
  - 7%
STATISTICAL HIGHLIGHTS

CENTERS OF OPERATION

<table>
<thead>
<tr>
<th>Center Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corps</td>
<td>1,114</td>
</tr>
<tr>
<td>Outposts and Service Centers</td>
<td>211</td>
</tr>
<tr>
<td>Rehabilitation Centers</td>
<td>126</td>
</tr>
<tr>
<td>Thrift Shops</td>
<td>1,014</td>
</tr>
<tr>
<td>Community Centers, Boys/Girls Club</td>
<td>306</td>
</tr>
<tr>
<td>Kroc Centers</td>
<td>26</td>
</tr>
<tr>
<td>Child Day Care Centers</td>
<td>71</td>
</tr>
<tr>
<td>Adult Day Care Centers</td>
<td>9</td>
</tr>
<tr>
<td>Senior Citizen Centers</td>
<td>205</td>
</tr>
<tr>
<td>Group Homes / Temp Housing</td>
<td>574</td>
</tr>
<tr>
<td>Permanent Residences</td>
<td>91</td>
</tr>
<tr>
<td>Medical Facilities</td>
<td>21</td>
</tr>
<tr>
<td>Service Units</td>
<td>2,793</td>
</tr>
<tr>
<td>Camps</td>
<td>43</td>
</tr>
<tr>
<td>Divisions</td>
<td>39</td>
</tr>
<tr>
<td>Training Colleges</td>
<td>4</td>
</tr>
<tr>
<td>Anti-Human Trafficking Centers</td>
<td>29</td>
</tr>
<tr>
<td>Other</td>
<td>635</td>
</tr>
<tr>
<td>TOTAL Centers of Operations</td>
<td>7,311</td>
</tr>
</tbody>
</table>

PEOPLE SERVED

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Persons Served with</td>
<td>14,853,902</td>
</tr>
<tr>
<td>Basic Social Services</td>
<td></td>
</tr>
<tr>
<td>Holiday Assistance</td>
<td>2,448,685</td>
</tr>
<tr>
<td>Summer &amp; Day Camps</td>
<td>338,716</td>
</tr>
<tr>
<td>Disaster Assistance</td>
<td>7,769,359</td>
</tr>
<tr>
<td>Persons Visited in Institutions –</td>
<td>672,403</td>
</tr>
<tr>
<td>Nursing Homes, Group Homes, Hospitals</td>
<td></td>
</tr>
<tr>
<td>Job Training</td>
<td>21,430</td>
</tr>
<tr>
<td>Job Placement</td>
<td>11,245</td>
</tr>
<tr>
<td>Correctional Services</td>
<td>101,561</td>
</tr>
<tr>
<td>Community Center Participants</td>
<td>3,118,127</td>
</tr>
<tr>
<td>Day Care</td>
<td>27,700</td>
</tr>
<tr>
<td>Senior Citizens</td>
<td>312,489</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>121,570</td>
</tr>
<tr>
<td>Medical Care</td>
<td>7,034</td>
</tr>
<tr>
<td>Institutional Care</td>
<td>452,428</td>
</tr>
<tr>
<td>Transportation Provided</td>
<td>673,045</td>
</tr>
<tr>
<td>Permanent Placement/Housing</td>
<td>12,221</td>
</tr>
<tr>
<td>TOTAL Persons Assisted</td>
<td>30,941,915</td>
</tr>
</tbody>
</table>

PERSONNEL

<table>
<thead>
<tr>
<th>Personnel Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers / Lieutenants</td>
<td>3,317</td>
</tr>
<tr>
<td>/ Auxiliary Capt.s / Cadets</td>
<td></td>
</tr>
<tr>
<td>Soldiers / Members</td>
<td>430,200</td>
</tr>
<tr>
<td>Employees</td>
<td>56,093</td>
</tr>
<tr>
<td>Volunteers</td>
<td>2,052,933</td>
</tr>
<tr>
<td>Advisory Organization Members</td>
<td>60,316</td>
</tr>
<tr>
<td>Echelon</td>
<td>730</td>
</tr>
</tbody>
</table>

SERVICES

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Meals Served</td>
<td>214,229,297</td>
</tr>
<tr>
<td>Lodgings Supplied</td>
<td>9,664,265</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>3,144,338</td>
</tr>
<tr>
<td>Tangible Items Distributed – Clothes, Furniture, Gifts</td>
<td>13,968,853</td>
</tr>
</tbody>
</table>

SERVICE HIGHLIGHTS

<table>
<thead>
<tr>
<th>Highlight</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Ministry</td>
<td>2,876,569</td>
</tr>
<tr>
<td>Youth Programming</td>
<td>1,453,010</td>
</tr>
<tr>
<td>Music Education</td>
<td>512,352</td>
</tr>
<tr>
<td>KROC Membership</td>
<td>989,445</td>
</tr>
<tr>
<td>Anti-Human Trafficking (Survivors Helped)</td>
<td>8,865</td>
</tr>
<tr>
<td>Anti-Human Trafficking (Nights of Shelter)</td>
<td>28,832</td>
</tr>
<tr>
<td>Anti-Human Trafficking (Referrals)</td>
<td>5,106</td>
</tr>
<tr>
<td>Food Pantries</td>
<td>1,561</td>
</tr>
<tr>
<td>Shelters</td>
<td>648</td>
</tr>
<tr>
<td>Number of Disaster Events</td>
<td>2,926</td>
</tr>
<tr>
<td>Veterans Served</td>
<td>10,943</td>
</tr>
<tr>
<td>Total Prepared Meals</td>
<td>50,717,637</td>
</tr>
<tr>
<td>Total Meal Boxes (1 box = 20 meals)</td>
<td>8,175,583</td>
</tr>
</tbody>
</table>

5/21/21 *Basic Social Services includes referrals, interviews, and missing persons.
The Salvation Army–USA
Unaudited Combined Statement of
Financial Position
For the Year Ended September 30, 2020
(Dollars in Thousands)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$615,486</td>
<td>$443,808</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>196,366</td>
<td>152,151</td>
</tr>
<tr>
<td>Legacies and bequests receivable</td>
<td>877,776</td>
<td>753,347</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>33,446</td>
<td>45,643</td>
</tr>
<tr>
<td>Inventory</td>
<td>41,666</td>
<td>44,969</td>
</tr>
<tr>
<td>Prepaid expenses and deferred charges</td>
<td>39,749</td>
<td>34,283</td>
</tr>
<tr>
<td>Mortgages and notes receivable</td>
<td>95,603</td>
<td>95,752</td>
</tr>
<tr>
<td>Investments</td>
<td>8,131,508</td>
<td>7,851,025</td>
</tr>
<tr>
<td>Assets held under split-interest agreements</td>
<td>1,131,937</td>
<td>1,106,230</td>
</tr>
<tr>
<td>Land, building, improvements, &amp; equipment</td>
<td>5,199,886</td>
<td>5,221,187</td>
</tr>
<tr>
<td>Other assets</td>
<td>5,780</td>
<td>6,455</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$16,369,203</strong></td>
<td><strong>$15,754,850</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$5,089,944</strong></td>
<td><strong>$5,063,910</strong></td>
</tr>
</tbody>
</table>

**NET ASSETS:**

Without donor restrictions:
- Available for operations | 340,753 | 311,263 |
- Designated for capital & specific program expenditures | 1,181,497 | 1,079,791 |
- Land, building, & equipment | 4,675,803 | 4,488,354 |
| **Total net assets without donor restrictions** | **6,198,053** | **5,879,408** |

With donor restrictions:
- Amounts to be held in perpetuity | 2,881,004 | 2,786,859 |
- Other restrictions | 2,200,202 | 2,024,673 |
| **Total net assets with donor restrictions** | **5,081,206** | **4,811,532** |
| **Total Net Assets** | **11,279,259** | **10,690,940** |

**TOTAL LIABILITIES & NET ASSETS**

|  |  |
|--------------------------|---|---|
| **TOTAL LIABILITIES & NET ASSETS** | **$16,369,203** | **$15,754,850** |
## The Salvation Army–USA
### Unaudited Combined Statement of Activities

Financial Summary for Fiscal Year 2020 and 2019  
*(Dollars in Thousands)*

### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Support:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Received directly:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$1,182,556</td>
<td>$916,631</td>
</tr>
<tr>
<td>Donations in-kind and contributed services</td>
<td>564,804</td>
<td>576,015</td>
</tr>
<tr>
<td>Special events</td>
<td>18,114</td>
<td>24,112</td>
</tr>
<tr>
<td>Legacies and bequests income</td>
<td>501,284</td>
<td>285,670</td>
</tr>
<tr>
<td>Pledges revenue</td>
<td>11,912</td>
<td>19,881</td>
</tr>
<tr>
<td>Contributions from split-interest agreements</td>
<td>49,495</td>
<td>92,011</td>
</tr>
<tr>
<td><strong>Total received directly</strong></td>
<td>2,328,165</td>
<td>1,914,320</td>
</tr>
<tr>
<td>Received indirectly by federated campaigns</td>
<td>42,749</td>
<td>44,430</td>
</tr>
<tr>
<td><strong>Total public support</strong></td>
<td>2,370,914</td>
<td>1,958,750</td>
</tr>
<tr>
<td>Fees and grants from government agencies</td>
<td>459,028</td>
<td>393,282</td>
</tr>
<tr>
<td>Program service fees</td>
<td>133,591</td>
<td>164,748</td>
</tr>
<tr>
<td>Sales to the public</td>
<td>424,496</td>
<td>598,449</td>
</tr>
<tr>
<td>Investment earnings</td>
<td>558,679</td>
<td>88,973</td>
</tr>
<tr>
<td>Other revenue</td>
<td>211,347</td>
<td>118,807</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>$4,158,055</td>
<td>$3,323,009</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Services:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corps community centers</td>
<td>$746,261</td>
<td>$818,001</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>628,760</td>
<td>741,222</td>
</tr>
<tr>
<td>Residential and institutional services</td>
<td>394,019</td>
<td>388,497</td>
</tr>
<tr>
<td>Other social services</td>
<td>1,177,789</td>
<td>1,105,979</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td>2,946,829</td>
<td>3,053,699</td>
</tr>
<tr>
<td><strong>Supporting Services:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>392,842</td>
<td>416,404</td>
</tr>
<tr>
<td>Fundraising</td>
<td>240,328</td>
<td>242,024</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>633,170</td>
<td>658,428</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>3,579,999</td>
<td>3,712,127</td>
</tr>
</tbody>
</table>

Other changes in net assets                       | 10,263    | (389,908) |

### Change in Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>$588,319</td>
<td>$(779,026)</td>
</tr>
</tbody>
</table>
THE SALVATION ARMY
LEADERSHIP

NATIONAL LEADERSHIP
COMMISSIONER KENNETH G. HODDER
National Commander
COMMISSIONER JOLENE K. HODDER
National Secretary for Program
COLONEL KENNETH O. JOHNSON JR.
National Chief Secretary

CENTRAL TERRITORY
COMMISSIONER BRADFORD BAILEY
Territorial Commander
COMMISSIONER HEIDI J. BAILEY
Territorial President of Women’s Ministries
COLONEL STEVEN HOWARD
Chief Secretary

SOUTHERN TERRITORY
COMMISSIONER WILLIS J. HOWELL
Territorial Commander
COMMISSIONER BARBARA A. HOWELL
Territorial President of Women’s Ministries
COLONEL RALPH BUKIEWICZ
Chief Secretary

EASTERN TERRITORY
COMMISSIONER WILLIAM A. BAMFORD III
Territorial Commander
COMMISSIONER G. LORRAINE BAMFORD
Territorial President of Women’s Ministries
COLONEL PHILIP J. MAXWELL
Chief Secretary

WESTERN TERRITORY
COMMISSIONER DOUGLAS F. RILEY
Territorial Commander
COMMISSIONER COLLEEN RILEY
Territorial President of Women’s Ministries
COLONEL KELLY IGLEHEART
Chief Secretary
National Advisory Board

Chairman, National Advisory Board
Mr. Mike Cassling
CEO, CQuence Health Group
Omaha, Nebraska

Ms. Alva Adams-Mason
Group Manager, Social Innovations
Toyota Motor North America
Dallas, Texas

Mr. Marc Belton
Former EVP, General Mills Inc – Retired
Principal, Wisefellows Consulting
Minneapolis, Minnesota

Mr. Tom Bolt, Esq
Managing Attorney
BoltNagi PC
St. Thomas, Virgin Islands

Mrs. Deborah C. Brittain
Former President
Association of Junior Leagues International, Inc. – Retired
Bonita Springs, Florida

Mr. Rodney Bullard
VP, Corporate Social Responsibility
Chick-fil-A, Inc.
Executive Director, Chick-fil-A Foundation
Atlanta, Georgia

Mrs. Joann Callaway
Current CEO, Those Callaways Realty
Scottsdale, Arizona

Mr. Joseph Callaway
Owner, Those Callaways Realty
Scottsdale, Arizona

Mr. Allen Chan
CEO, Enkei Advisors
Chapel Hill, North Carolina

Dr. William Clyde
Professor of Economics & Former Provost
Manhattan College
Riverdale, New York

Mrs. Marlene Klotz Collins
Director of Community Relations – Retired
KTVK 3TV
Phoenix, Arizona

Mrs. Kathleen Cooke
Co-Founder & Executive Vice President
Cooke Media Group/The Influence Lab
Burbank, California

Ms. Meredith Counce
Director of Brand & Strategy
Dallas Cowboys Football Club
Dallas, Texas
Ms. Hope Dmuchowski  
CFO, Commercial & Investment Banking Truist  
Charlotte, North Carolina

Mr. Michael Ducker  
Former CEO – Retired  
FedEx Freight  
Memphis, Tennessee

Mr. William B. Flinn  
Former CEO, Pasadena Tournament of Roses  
Principal, SterlingVista Group  
Pasadena, California

Mr. Torrey Foster  
Vice Chairman  
Korn Ferry  
Chicago, Illinois

Mr. David Frauenshuh  
Founder and CEO, Frauenshuh Real Estate  
Minneapolis, Minnesota

Mr. Matthew Frauenshuh  
CEO, Fourteen Foods  
Minneapolis, Minnesota

Mr. William Gammon, III  
Former CEO  
Higginbotham Insurance  
Austin, Texas

Mr. James F. Goodmon, Jr.  
President & COO  
Capitol Broadcasting Company, Inc.  
Raleigh, North Carolina

Mr. Jim Gorrie  
CEO  
Brasfield & Gorrie, LLC  
Birmingham, Alabama

Mrs. Jennifer Granger  
Philanthropist  
Birmingham, Michigan

Mrs. Sally Harris  
President & Founder  
Saint James Place Inc.  
Great Barrington, Massachusetts

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

Mr. Jason Howard  
Managing Director – Private Equity Investments  
GCM Grosveno  
Los Angeles, California

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

Mr. Fred Hunzeker  
CEO  
Tenaska Marketing Group  
Omaha, Nebraska

Mr. Carl Ice  
President & CEO – Retired  
BSNF Railway  
Fort Worth, Texas
Mr. Dale Jones  
President, Diversified Search  
Washington, D.C.

Mr. John Latella  
Former Co-CEO, General Counsel  
Garden Fresh Gourmet – Retired  
Rochester Hills, Michigan

Mr. Joel Manby  
Former President & CEO  
SeaWorld (Retired) & SAAB Cars USA  
Author of “Love Works”  
Alpharetta, Georgia

Mr. Craig G. Matthews  
Former CEO – Retired  
KeySpan, NUI  
Saddle River, New Jersey

Mr. Brad McMullan  
President & CEO, BFAC.org – Retired  
Jackson, Mississippi

Ms. Dorothy Nicholson  
President & CEO, Nicholson Interests, LLC  
Houston, Texas

Mr. Stephen Quinn  
Former CMO, Walmart – Retired  
Chair, Alliance for Family Entertainment  
Dallas, Texas

Mr. Michael Redd  
President, 22 Ventures  
New Albany, Ohio

Mr. Joe Ruiz  
Vice President of Social Impact &  
The UPS Foundation  
Atlanta, Georgia

Mr. Robert Smith  
Formerly, SVP People Operations Papa John’s  
Human Resources Manager  
Joshua M. Freeman Foundation  
Ocean City, Maryland

Mrs. Julie Teel  
Owner & Board Member  
Raley’s  
Sacramento, California

Mrs. Mary L.G. Theroux  
Senior Vice President  
The Independent Institute  
Oakland, California

Mr. James Vella  
Founder & CEO  
Vella Strategic Philanthropy Group  
Former President  
Ford Motor Company Fund & Community Services  
Dearborn, Michigan

Mr. Bruce Williamson  
Former CEO, The Sterno Group  
Chicago, Illinois

Mr. Joey Zumaya  
Communities Development Leader  
LinkedIn  
Carpinteria, California
**Leadership Circle**

**Mrs. Charlotte Jones**  
Executive Vice President/Chief Brand Officer  
Dallas Cowboys Football Club  
Dallas, Texas

**Mr. Bill Burke**  
Marketing Executive – Retired  
Nationwide  
Columbus, Ohio

**Mr. Donald V. Fites**  
Chairman – Retired  
Caterpillar Inc.  
Peoria, Illinois

**Mr. Edsel B. Ford II**  
Board of Directors  
Ford Motor Company  
Dearborn, Michigan

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

**Mr. Robert J. Pace**  
Advisory Director – Retired  
Goldman, Sachs & Company  
Rancho Santa Fe, California

**Mr. Steven S. Reinemund**  
Former CEO – Retired  
PepsiCo, Inc.  
Denver, Colorado

**Mr. Tony Thompson**  
Former President & CEO  
Krispy Kreme Doughnut Corp.  
Cary, North Carolina

**Life Members**

**Mrs. Margot Perot**  
Board of Directors  
Dallas Museum of Art  
Dallas, Texas
EMERITUS MEMBERS

MR. ROBERT W. ALSPAUGH
CEO – Retired
KPMG International
Phoenix, Arizona

MRS. LAURA W. BUSH
Former First Lady (Mrs. George Walker)
Dallas, Texas

MR. RICHARD DAVIS
President & CEO – Retired
Dearborn Development Co.
Alamo, California

MR. RICHARD G. HAGERTY
Real Estate Development
Modesto, California

MR. WORTH HOBBS
President – Retired
Alcoa Foundation
Pittsburgh, Pennsylvania

MR. JERRY JONES
Owner & General Manager
Dallas Cowboys Football Club
Frisco, Texas

MR. JONATHON E. KILLMER
Partner – Retired
PricewaterhouseCoopers LLP
Scottsdale, Arizona

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

MR. GEOGE B. MCCULLOUGH
Vice President – Retired
Exxon Corporation
Houston, Texas

MRS. MARILYN QUAYLE
President, BTC, Inc.
Scottsdale, Arizona

MR. E. RICHARD RATHGEBER
CEO & Managing Partner
Southwest Constructors, Inc.
Austin, Texas

MR. EDWARD C. RUFF
Former COO
Wachovia Securities, Inc.
Charlotte, North Carolina

MR. PHILIP RUSSELL
President & CEO, GMR LLC – Retired
Honolulu, Hawaii
Thanks to help from partners and supporters like you, hope marches on. Together, we are Doing the Most Good.
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.

“Doing the Most Good.” These four words sum up our goal to feed, to clothe, to comfort, to care. To rebuild broken homes and broken lives. By walking with the addicted, we can lead them to recovery. In fighting hunger and poverty, we can feed and nurture the spirit. And in living and sharing the Christian Gospel by meeting tangible needs, we give the world a lasting display of the love behind our beliefs.

The Salvation Army operates 7,311 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.