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# LOVE TRANSFORMS

Rising rent prices and reduced aid have caused a surge in homelessness in the United States. In January 2023, the number of homeless people was at its highest since 2007, showing a 12% increase over 2022. With an estimated cost of \$33 per night to house someone experiencing homelessness, The Salvation Army provides crucial assistance to prevent eviction and keep individuals and families in their homes.

Thanks to your contributions, more than 27 million people received assistance with food, shelter, rent, mortgage, utilities, and more from our social service programs.

## LETTER FROM THE NATIONAL COMMANDER



Hello Friends:

Many years ago, our founder, William Booth, saw a need to care for people that society seemed to ignore and toss away. At the time, these people included unwed mothers, families living on the street, and people recently released from prison. He believed that the work of God was not contained in a church building. So, he took Christianity to the streets to meet the needs of people.

Booth's mission continues today in The Salvation Army's 6,400 centers across the U.S. and in the countless homes and communities where we fulfill our mission to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

In these times of inflation, thousands are facing the challenges that come along with being unhoused or food insecure. These are very basic needs—food on the table and a roof over your head. And without those basic needs, it can feel like there is no hope for a future.

That is what The Salvation Army offers—HOPE; hope on the path to permanent housing for a family living on the street; hope with a food box to fill the pantry of those with empty shelves; hope for a family who has lost everything in a natural disaster. With hope, there comes a future that finally looks promising and bright.

Last year, we gave hope to more than 27 million people in the U.S. alone, and we could not have done that without our partners, donors, volunteers, and corporations who care about their communities. Our 2024 Annual Report outlines some of the ways we gave hope and met needs in the name of Jesus Christ without discrimination. It is our mission and the way we serve every day.

God bless you,

A handwritten signature in black ink, appearing to read 'Ken Hodder', written in a cursive style.

**Commissioner Kenneth G. Hodder**

*National Commander*

*The Salvation Army in the United States*





Dear Partners and Supporters:

Often the greatest challenge in our daily lives is to keep our minds, hearts and actions consistent with a life in Him. There are so many distractions and controversies that can take our focus away from what really matters. The world we live in is volatile, uncertain, and complex, and that is highly unlikely to change. How can we keep our minds and hearts right amidst it all?

We serve. We focus on what the world needs from us, and we find a way to take on that personal mission. I joined the National Advisory Board of The Salvation Army after seeing that they took their organizational mission seriously. I love the Army because of that focus. They serve the least, the last, the lost and the left out in our communities with the love of Jesus.

I have found that most people know just a few things about the Army. They may have experienced their calming presence during a disaster or they see the Red Kettles during the Christmas season. But there is so much more.

I am proud to be the National Advisory Board Chair of an organization that meets people where they are and offers them a way to transition to a more successful life. It's one way God uses us to help others. As you review this annual report, think about ways God can use you to help others alongside The Salvation Army. It is a wonderful way to live.

A fellow servant in Christ,

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

**Marc Belton**

*Chairman*

*The Salvation Army National Advisory Board*



**H**igh rent prices and the end of pandemic financial assistance have made housing increasingly unaffordable for many in the United States, leading to a rise in homelessness. Additionally, 7.6 million renters are at risk of eviction each year (according to The Eviction Lab, October 2023), highlighting the need for eviction prevention, stabilization, and long-term housing solutions.

## VETERAN SERVICES

**15,472**

VETERANS SERVED

**405,231**

MEALS SERVED

Federal officials reported that of the record high 650,000 individuals experiencing homelessness, 35,574 were veterans, representing 22 out of every 10,000 veterans in the United States. In many cases, housing insecurity, post-traumatic stress disorder, self-medication, and substance abuse can cause those who gave everything to their country to lose everything.

The Salvation Army is committed to supporting those who served our nation by offering a variety of services that provide comfort, support, counseling, and a home to thousands of veterans in need each year.

## PARTNER IN ACTION — AWAKENING FOUNDATION

In 2023, **Awakening Foundation**, in collaboration with Altrua HealthShare and their artists, donated \$30,000 to support veteran services. This contribution is only a portion of their total support, which is nearly \$940,000 over the past 5 years.



## NEW HOPE AFTER THE BATTLEFIELD

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Jacob served in the U.S. military and fought in Afghanistan. When he returned from the Global War on Terror, he found himself fighting a new battle at home. He ended up homeless and in a destructive relationship. Eventually, Jacob wanted more than couch-surfing and homelessness.

Desperate for help, he called everywhere in town but got no response. Then, an internet search led him to The Salvation Army's veteran programs. Within days of contacting The Salvation Army, he was on his way to finding housing. The Salvation Army Supportive Services for Veteran Families helped him restart his life.

**“YOU CANNOT WARM THE HEARTS  
OF PEOPLE WITH GOD’S LOVE IF  
THEY HAVE AN EMPTY STOMACH  
AND COLD FEET.”**

— WILLIAM BOOTH





## PATHWAY OF HOPE



**H**omelessness can affect anyone at any time. Without support and resources, it can be challenging to regain stability. The Salvation Army's Pathway of Hope program is helping families break the intergenerational cycle of poverty. Now in its eleventh year of service, this initiative provides effective resources to help families in need turn their lives around. Through individualized services and case management, families with children address barriers and challenges including unemployment, housing insecurity, low income, and a lack of education.

PATHWAY OF HOPE  
IS HELPING FAMILIES  
BREAK THE CYCLE  
OF POVERTY.

**4,572**

FAMILIES SERVED

**61%**

OF FAMILIES SHOW  
AN INCREASE IN HOPE

**9,144**

CHILDREN SERVED

**65%**

OF FAMILIES SHOW AN  
INCREASE IN SELF-SUFFICIENCY  
(SHELTER, EMPLOYMENT,  
AND INCOME)

### PARTNER IN ACTION — MARGARET A. CARGILL PHILANTHROPIES

To help transform services for low-income and underserved families in 20 key cities across the nation, **Margaret A. Cargill Philanthropies** provided significant funding aimed at breaking the intergenerational cycles of poverty.





*Former Pathway of Hope client, Ashley, and her daughter.*

## FROM CRISIS TO COURAGE

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A traumatic car accident completely changed 34-year-old Ashley's life. "I had everything. My kids were thriving, my job was fulfilling, and my life was full of possibilities," Ashley said of her life prior to the accident.

Once her physical injuries healed, Ashley still struggled with post-traumatic stress disorder, inhibiting her from working. With her medical bills having drained her savings, Ashley and her two children moved in with Ashley's mother.

Being someone who doesn't give up easily, Ashley knew that she needed to step outside of her comfort zone to be the mother she wanted

to be for her children. She took the first step by calling The Salvation Army. It was there she was connected with a Pathway of Hope case manager who helped her reclaim the courage, strength, and dignity that was lost.

Through The Salvation Army's Pathway of Hope program, Ashley was provided coordinated care, help with budgeting, emergency financial assistance, food support, and encouragement. After just a few short months, Ashley and her children were able to move into their new home.



LEARN MORE ABOUT THE  
PATHWAY OF HOPE PROGRAM

## EMERGENCY DISASTER SERVICES



**T**he Salvation Army has been responding to natural disasters and other emergencies for more than 120 years. Salvation Army mobile feeding units and teams of trained disaster workers are always ready to offer help, hope, and healing to disaster survivors and rescue workers.

The Salvation Army serves in every zip code across the country, allowing our teams to respond quickly when disaster strikes and assist with long-term recovery.

In 2023, The Salvation Army Emergency Disaster Service teams responded to 4,307 disasters across the United States, from the aftermath of Hurricane Idalia in the South to floods and fires in the West and East.

### PARTNER IN ACTION — LILLY ENDOWMENT INC.

The Salvation Army continues to increase its capacity to address the escalating disaster relief challenges posed by climate change and population growth over a five-year period thanks to a \$40 million grant in 2022 from **Lilly Endowment Inc.**

Strides are being made to bolster the emergency services fleet with specialized vehicles, warehouse facilities, and to enhance volunteer education and training through updated disaster courses.



# MAUI WILDFIRE AID

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On Tuesday, August 8, 2023, the Hawaiian island of Maui faced a formidable challenge as wildfires swept through numerous communities. Among the areas affected was the historic town of Lahaina. Thousands of acres were consumed by the blaze, taking the lives of 101 people and displacing 11,000 individuals from their homes.

The Salvation Army quickly mobilized, partnering with local emergency management, community leaders, and nonprofits to aid evacuees and frontline workers. Thirty-six distribution locations were set up across the island providing meals and essential supplies. Trained crisis counselors offered emotional and spiritual care for four months after the disaster.

Celebrity locals, Carlos and Alexa PenaVega, partnered with The Salvation Army to ensure children affected by the fire did not miss the joy of Christmas. Additionally, Guy Fieri organized a fundraiser, Chefs for Maui, raising \$1.5 million, part of which supported The Salvation Army's recovery efforts.

The community's resilience and support efforts showcased a united front in the face of tragedy.

## MAUI WILDFIRE DISASTER SERVICES

# 824,233

MEALS SERVED

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# 5,490

PEOPLE PROVIDED WITH  
EMOTIONAL & SPIRITUAL CARE

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# 18,775

VOLUNTEER HOURS

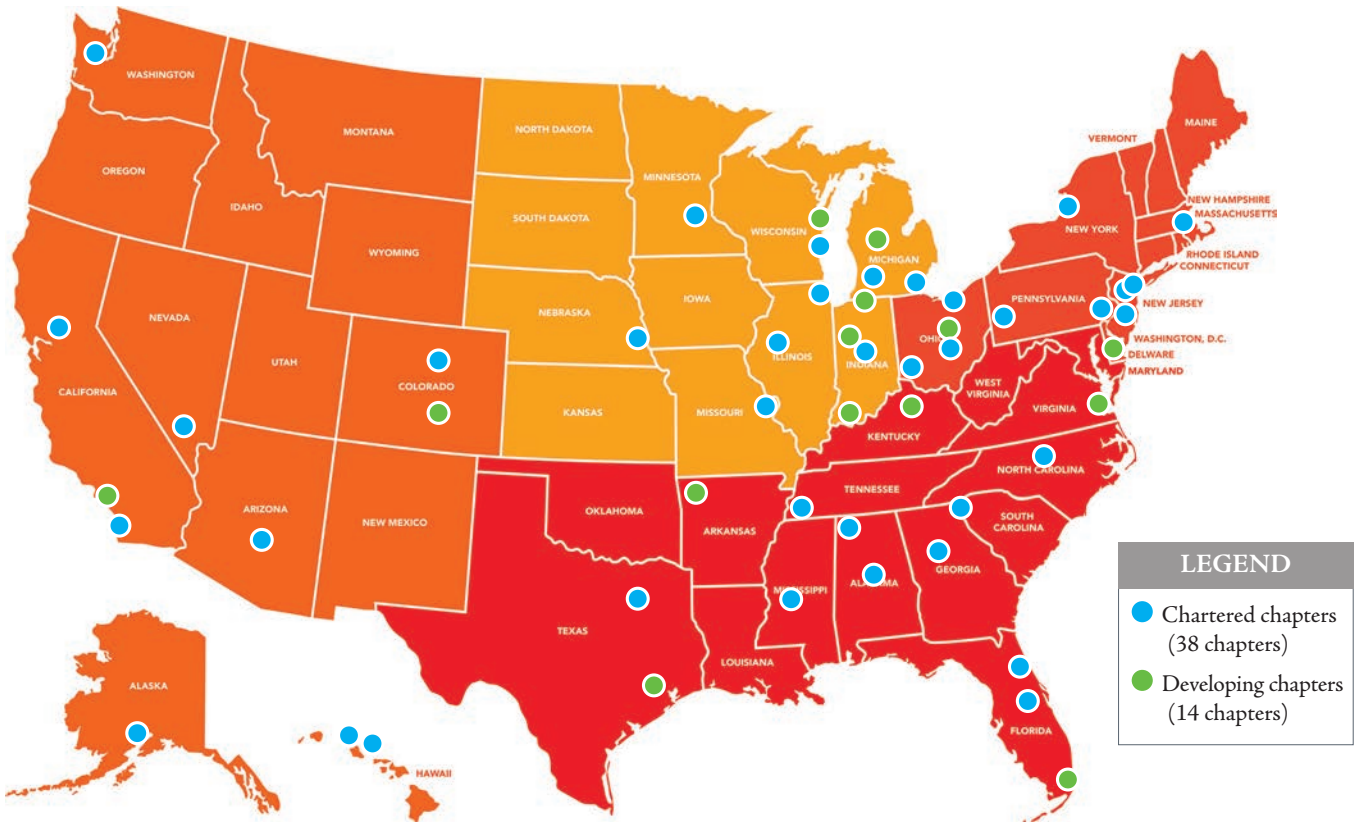


*Envoy Kevin Nagasaki, of the Lahaina Lighthouse (Hawaii) Corps, surveys the site where the corps stood before it was destroyed in the deadliest wildfire in more than a century.*



# ECHELON

Echelon is a nationwide community whose mission is to mobilize the next generation for The Salvation Army by providing opportunities for young adults to engage with the organization through fellowship and networking, donations and fundraising, and service and volunteering. With 38 chartered chapters (and counting) across the country, these emerging professionals are proving their dedication to both their communities and The Salvation Army's mission every day.



**LEGEND**

- Chartered chapters (38 chapters)
- Developing chapters (14 chapters)

## WESTERN

- Anchorage, AK
- Denver, CO
- Honolulu, HI
- Las Vegas, NV
- Phoenix, AZ
- Sacramento, CA
- San Diego, CA
- West O'ahu, HI
- Seattle, WA
- Los Angeles, CA
- Colorado Springs, CO

## CENTRAL

- Chicago, IL
- Detroit, MI
- Indianapolis, IN
- Kalamazoo, MI
- Milwaukee, WI
- Peoria, IL
- Omaha, NE
- St. Louis, MO
- Minneapolis/St. Paul, MN
- Grand Rapids, MI
- South Bend, IN
- Lafayette, IN
- Green Bay, WI
- Evansville, IN

## EASTERN

- Boston, MA
- Cincinnati, OH
- Cleveland, OH
- Columbus, OH
- New York, NY
- Morristown, NJ
- Philadelphia, PA
- Pittsburg, PA
- Syracuse, NY
- Trenton, NJ
- Ashland, OH
- Lexington, KY
- Wilmington, DE

## SOUTHERN

- Atlanta, GA
- Birmingham, AL
- Chattanooga, TN
- Dallas/Ft. Worth, TX
- Florence, AL
- Greenville, SC
- Jackson, MS
- Jacksonville, FL
- Orlando, FL
- Winston-Salem, NC
- Miami, FL
- Hampton Roads, VA
- Northwest AK
- Houston, TX

“I’M EXTREMELY EXCITED  
TO TAKE EVERYTHING THAT  
THEY’VE TAUGHT US THIS  
WEEKEND TO HELP MOVE  
OUR BOARD FORWARD TO  
THE FUTURE.”

— ERIN



*Members of the Echelon Leadership Council.*

## ECHELON SYMPOSIUM

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In October 2023, delegates from 31 Echelon chapters nationwide gathered at The Salvation Army National Headquarters for the National Echelon Leaders Symposium. This three-day event brought together more than 80 participants, including chapter presidents, staff liaisons, and local officers. With the theme **“Educate, Equip, Engage,”** the symposium trained and educated Echelon leaders on membership recruitment and engagement, gospel-centered leadership, and more. Attendees also had opportunities to discuss their chapters’ goals and progress with fellow leaders.

## ECHELON IN ACTION

Echelon Syracuse volunteered to ring bells at Red Kettles scattered around the area leading into the JMA Wireless Dome before a Syracuse University football game. Additionally, collection sites were made available in multiple locations for the donation of canned goods.

All donations were used to support the local Salvation Army’s food pantry, regularly serving around 1,100 families each month. This event is in partnership with Syracuse University as part of a week-long, campus-wide initiative to bring awareness to food insecurity in the community.



FIND A LOCAL  
ECHELON CHAPTER



# SUMMER CAMPS

Every summer, Salvation Army residential camps welcome youth for week-long retreats, offering an escape filled with outdoor adventures, creative crafts, faith development, and the opportunity to forge lasting friendships.

42

RESIDENTIAL  
SUMMER CAMPS

18,396

SPIRITUAL  
COMMITMENTS MADE

83,034

RESIDENTIAL CAMP  
ATTENDEES

898,233

MEALS SERVED  
AT CAMP



“I CAME TO THE SALVATION ARMY CAMP CONNRI AT THE AGE OF SIX, WHICH MARKED THE BEGINNING OF AN ANNUAL TRADITION FOR ME. IT WAS THERE THAT I MADE THE DECISION TO DEDICATE MY LIFE TO CHRIST. CAMP GAVE ME THE TIME AND SPACE THAT I NEEDED TO BREAK AWAY FROM THE DARKNESS I WAS IN; I FOUND THE STRENGTH TO OVERCOME IT.”

— ELIZA



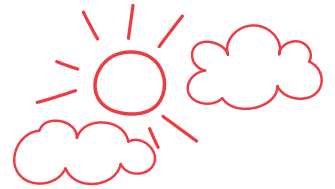
# DAY CAMPS

The Salvation Army offers a variety of after school and day camp opportunities throughout the year. These programs provide children and youth with a safe place to play and learn in a supervised and constructive environment through academic support, indoor and outdoor physical activities, arts and crafts, and more.

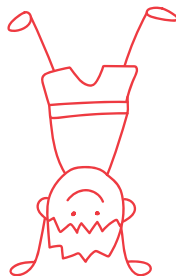
**73,298**

INDIVIDUALS REGISTERED FOR  
SALVATION ARMY DAY CAMPS IN 2023  
WITH A TOTAL ATTENDANCE OF

**425,065**



“MY KIDS LOVE IT THERE.  
THEY HAVE A LOT OF FUN.  
IT’S PEACE OF MIND FOR ME,  
AND I KNOW THAT THEY’RE  
SAFE AND ALWAYS ENGAGING  
IN ACTIVITIES THAT MAKE  
OUR FAMILY STRONGER.”



— JENNIFER

## INFLUENCERS & AMBASSADORS



In 2023, The Salvation Army partnered with several celebrity influencers who contributed their voices and online presence to speak on behalf of those we serve. They joined forces with us, actively supporting their local communities by engaging in various service events, ranging from bell ringing to purchasing and distributing Angel Tree gifts to families in need.



**lauren\_daigle** Such a wonderful time with my friends at @salvationarmyus spreading holiday cheer and reminding the importance of giving back this season! To give a gift today to @salvationarmyus you can make a donation at [salvationarmyusa.org](https://salvationarmyusa.org) to support someone in need and provide some love and hope this Christmas - Team LD



**vegaalexa** Our family is so grateful to partner with @salvationarmyus again this year to help our neighbors here on Maui as well as millions of people across the country this holiday season and beyond. To help those in your local community, visit [SalvationArmyUSA.org](https://SalvationArmyUSA.org) to make a donation.

28w



**scotsman.co** It's Giving Tuesday! One of my favorite ways to support The Salvation Army is by volunteering at their iconic Red Kettles – I ring a mean bell! @erinapier napier can attest to my bell ringing abilities. Whether you volunteer or donate at your local Red Kettle, you help @SalvationArmyUS provide critical services and programs that support your hometown at Christmas and beyond. You can donate or sign up to ring at [SalvationArmyUSA.org](https://SalvationArmyUSA.org). #GivingTuesday #SalvationArmy

Edited · 26w



“THERE IS A FEELING THAT YOU GET WHEN YOU GIVE, AND I GIVE FROM MY HEART. LOVE AND GIVING; THAT’S WHAT IT SHOULD BE ABOUT.”

— DOLLY PARTON



## PARTNER IN ACTION — DOLLY PARTON

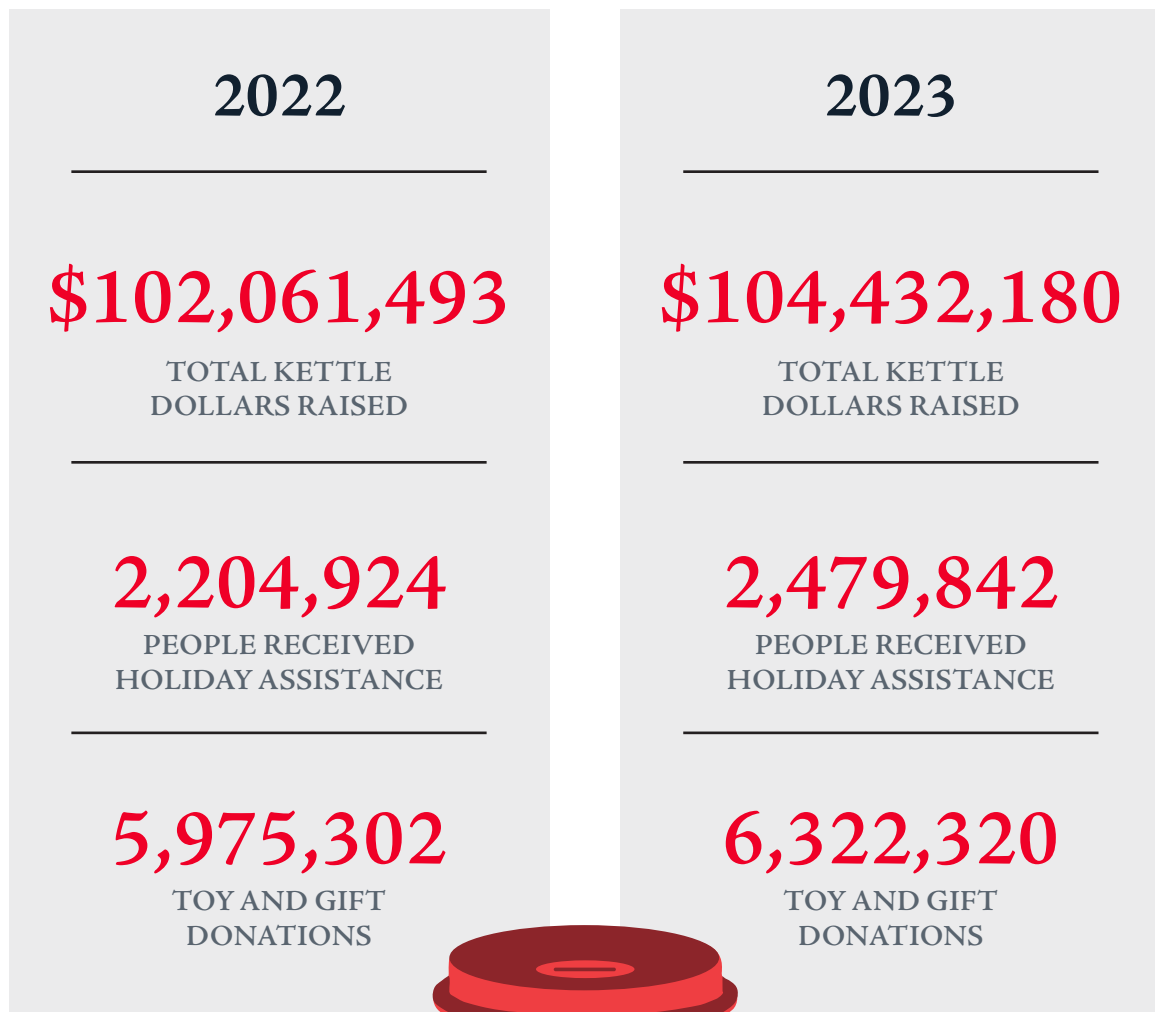
**Dolly Parton** generously dedicated her time as the 27th National Red Kettle Kickoff halftime show performer at the Dallas Cowboys annual Thanksgiving Day game. In addition, she made a \$1 million donation that transformed lives by feeding families during the holiday season.



## RED KETTLES

**D**uring the holiday season, national initiatives such as increased fundraising efforts and community outreach programs have significantly impacted the level of assistance provided to those in need. 2023 saw a notable rise in requests for holiday assistance, including housing aid, meals, and Christmas gift assistance. This reflected the growing needs of our communities. The importance of strengthening kettle support cannot be overstated, as it directly contributes to meeting these escalating demands.

### WE SAW AN INCREASE IN ALL HOLIDAY FUNDRAISING AREAS FROM 2022—2023





Salvation Army volunteers make a tangible difference in their communities, offering their time and skills to support vital programs and services. This gift of time and effort fosters a sense of purpose and connection, allowing people to witness firsthand the positive changes their efforts bring to their most vulnerable neighbors.

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12.3%

INCREASE IN VOLUNTEERS

2022-2023

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LEARN HOW TO BECOME A  
SALVATION ARMY VOLUNTEER







DOING THE MOST GOOD

MERRY CHRISTMAS  THANK YOU FOR YOUR DONATION.



I AM A  
VOLUNTEER  
"BELLRINGER"

## NATIONAL RED KETTLE PARTNERS

**T**hank you to our 2023 Red Kettle partners who allowed us to ring outside their stores. This Christmas season, they helped raise more than \$104 million nationally. All funds raised through this campaign benefit the local community and are used to support local Salvation Army programming. We are thankful for these important partnerships that help us make an impact on communities across the nation.





## CORPORATE PARTNERS

During 2023, our partners provided support through generous donations that met needs, worked side-by-side to serve hot meals and distribute food boxes to those facing food insecurity, and allowed us to place Red Kettles outside of their businesses during our most crucial time of fundraising. These partnerships allowed us to serve beyond the holiday season and make a lasting impact for more than 27 million people in America.



### AWAKENING FOUNDATION

Awakening Foundation, Altrua HealthShare, and K-LOVE teamed up with their artists to continue to support the mission of The Salvation Army. In 2023 alone, the foundation generously donated \$200,000, bringing their overall donation to nearly \$940,000 in the last five years. These funds aid programs and services that directly benefit members of the local community along concert tour stops.



### DALLAS COWBOYS

The Jones family and the Dallas Cowboys have forged a longstanding partnership with The Salvation Army. Their consistent support in launching the Red Kettle Campaign and facilitating a variety of collaborations, including last year's remarkable performance from Dolly Parton, has been truly exceptional. Over the last 27 years, this relationship has helped raise an impressive \$3.28 billion in the Red Kettles, aiding in the provision of services to over 8.2 million individuals, from 6,400 centers of operation that are meeting local needs year round.



### FEDEX

The partnership between The Salvation Army and FedEx has spanned 18 years. This collaboration has played a pivotal role in fortifying disaster response capabilities and extending a helping hand to community outreach programs. Over the course of the partnership, FedEx has supported our services by assisting with charitable shipping, donating national and local disaster grants, and providing 23 co-branded food service canteens to locations both within the United States and internationally. Last year, FedEx pledged contributions of \$1 million in charitable shipping and \$500,000 for retrofitting and donating various types of vehicles for disaster relief operations over the next 4 years.



### LOWE'S

Over the past four years, Lowe's has generously contributed nearly \$2.5 million to The Salvation Army's efforts to provide aid and assistance for those affected by disasters and improve our provision of service through renovation projects. Thanks to invaluable partners like Lowe's, we're able to extend aid to more individuals throughout the year.



## SHEETZ FOR THE KIDZ™

Sheetz has been partnering with The Salvation Army to provide Christmas and holiday gifts to children through their Sheetz for the Kidz™ campaign for more than thirty years. Just since 2019, Sheetz has provided \$10.1 million to ensure that more than 52,000 children in need did not go without presents during the holiday season.



## TLMODA

The Toyota Lexus Minority Owners Dealership Association (TLMODA) has been partnering with The Salvation Army for four years, contributing more than \$1.75 million to provide meals to those facing food insecurity. In 2023, TLMODA hosted their fourth Day of Service, distributing food boxes at 33 Toyota and Lexus dealerships across the nation and providing more than 68,000 meals to those in need. We are so grateful for the impact this partnership has on local communities.



## UPS

For more than 30 years, this partnership has empowered The Salvation Army to provide increased assistance to communities affected by disasters, both domestically and internationally. Over the last four years, UPS has generously donated more than \$2.5 million, providing resources that strengthen disaster preparedness, response, and long-term recovery efforts.



## WALMART AND SAM'S CLUB

For more than four decades, this enduring support has highlighted the transformative impact of collective generosity in spreading holiday joy and aiding the less fortunate. During the 2023 holiday season, Walmart and Sam's Club raised more than \$34 million through the Red Kettle Campaign while the Angel Tree program, hosted at locations nationwide, brought Christmas joy to around 159,000 children.

This collaboration extends beyond the holiday season, with ongoing Spark Good initiatives such as local grants, customer round up campaigns, and local back-to-school events aimed at supplying essential school supplies to children as they embark on the new academic year.



LEARN HOW TO BECOME  
A CORPORATE PARTNER



# 2023 FINANCIAL SUMMARY & STATISTICAL HIGHLIGHTS



This summary represents a combination of data from the audited financial statements of the six separate Salvation Army corporations in the United States.

The four territories comprise 6,401 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 in Christ's name 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 \$4,775,585**

PUBLIC SUPPORT

\$2,304,248

INVESTMENT INCOME

\$973,018

GOVERNMENT FUNDS

\$641,459

SALES TO THE PUBLIC

\$556,638

PROGRAM SERVICE FEES

\$161,512

OTHER REVENUE

\$138,710

## EXPENSES

(Dollars in Thousands)

**TOTAL EXPENSES \$4,017,826**

OTHER SOCIAL SERVICES

\$1,325,832

CORPS COMMUNITY CENTER

\$822,084

REHABILITATION

\$679,509

RESIDENTIAL & INSTITUTIONAL

\$494,024

MANAGEMENT & GENERAL

\$438,372

FUNDRAISING

\$258,005

## PEOPLE SERVED

Total Persons Served	17,579,570
With Basic Social Services	
Holiday Assistance	2,479,842
Summer & Day Camps	515,309
Disaster Assistance	421,145
Persons Visited in Institutions (Nursing Homes, Group Homes, Hospitals)	354,511
Job Training	28,269
Job Placement	6,766
Correctional Services	49,579
Community Centers Participants	4,230,450
Day Care	43,481
Senior Citizens	380,695
Substance Abuse	107,127
Medical Care	6,783
Institutional Care	394,885
Transportation Provided	809,641
Permanent Placement/Housing	18,649
<b>Total Persons Assisted</b>	<b>27,426,702</b>

## SERVICE HIGHLIGHTS

Virtual Ministry	1,039,777
Youth Programing – Members	57,606
Youth Programing – Attendance	1,490,912
Music Education – Members	33,459
Music Education – Attendance	614,537
KROC Membership	1,308,454
Anti-Human Trafficking – Survivors Helped	9,146
Anti-Human Trafficking – Nights of Shelter	9,558
Anti-Human Trafficking – Referrals	3,358
Food Pantries	1,233
Shelters	670
Number of Disaster Events	4,307
Veterans Served	15,742
<b>Total Prepared Meals</b>	<b>44,417,790</b>
<b>Total Meal Boxes</b> (1 box = 20 meals)	<b>6,180,039</b>

## CENTERS OF OPERATION

National/Territorial Headquarters	5
Corps Community Centers	1,096
Kroc Community Centers	26
Outposts and Service Centers	153
Rehabilitation Centers	122
Thrift Shops	932
Community Centers, Boys/Girls Club	219
Child Day Care Centers	54
Adult Day Care Centers	6
Senior Citizen Centers	206
Emergency Shelters	261
Group Homes /Temp Housing	216
Permanent Residences	80
Medical Facilities	11
Service Units	2,736
Camps	42
Divisions	37
Training Colleges	4
Anti-Human Trafficking Centers	28
Other	167
<b>Total Centers of Operations</b>	<b>6,401</b>

## SERVICES

Total Meals Served	166,747,412
Lodgings Supplied	9,171,998
Financial Assistance Provided	3,052,827
Tangible Items Distributed (Clothes, Furniture, Gifts)	13,217,432

## PERSONNEL

Officers /Envoys/Sergeants/ Auxiliary Captains/Cadets	2,825
Soldiers/Members/Adherents	434,741
Employees	47,401
Volunteers	1,448,964
Advisory Organization Members	48,616
Echelon Members	890
<b>Total Personnel</b>	<b>1,983,437</b>



## 2023 FINANCIAL SUMMARY

### The Salvation Army USA Unaudited Combined Statement of Financial Position

For the Year Ended September 30, 2023 (Dollars in Thousands)

<b>ASSETS</b>	<b>2023</b>	<b>2022</b>
Cash and Cash Equivalents	\$ 649,825	\$ 738,996
Accounts Receivable	250,765	206,957
Legacies and Bequests Receivable	1,019,021	819,023
Pledges Receivable	37,343	77,952
Inventory	43,292	42,766
Prepaid Expenses and Deferred Charges	43,908	47,330
Mortgages and Notes Receivable	8,992	35,750
Investments	9,133,958	8,542,437
Assets Held Under Split-Interest Agreements	1,051,466	1,005,819
Lease Right-of-Use Assets	140,850	127,306
Land, Building, Improvements, and Equipment	5,220,477	5,122,707
Other Assets	4,489	5,859
<b>Total Assets</b>	<b>\$ 17,604,386</b>	<b>\$ 16,772,902</b>

<b>LIABILITIES &amp; NET ASSETS</b>	<b>2023</b>	<b>2022</b>
<b>Total Liabilities</b>	<b>\$ 4,212,507</b>	<b>\$ 4,286,517</b>
Net Assets:		
<i>Without Donor Restrictions:</i>		
Available for Operations	598,390	543,923
Designated for Capital and Specific Program Expenditures	2,557,789	2,119,271
Land, Building, and Equipment	4,695,021	4,683,054
<b>Total Net Assets Without Donor Restrictions</b>	<b>7,851,200</b>	<b>7,346,248</b>
<i>With Donor Restrictions:</i>		
Amounts to Be Held in Perpetuity	3,166,358	2,911,394
Other Restrictions	2,374,321	2,228,743
<b>Total Net Assets With Donor Restrictions</b>	<b>5,540,679</b>	<b>5,140,137</b>
<b>Total Net Assets</b>	<b>\$ 13,391,879</b>	<b>\$ 12,486,385</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 17,604,386</b>	<b>\$ 16,772,902</b>

## SUPPORT & REVENUE

2023

2022

### Public Support

#### Received Directly

Contributions of Cash and Other Financial Assets	\$	962,689	\$	1,070,359
Contributions of Nonfinancial Assets and Services		640,047		580,416
Special Events		27,433		23,353
Legacies and Bequests Income		535,718		233,904
Pledges Revenue		34,707		46,801
Contributions From Split-Interest Agreements		70,371		51,204

**Total Received Directly** 2,270,965 2,006,037

Received indirectly by federated campaigns 33,283 36,968

**Total Public Support** 2,304,248 2,043,005

Fees and Grants From Government Agencies 641,459 616,922

Program Service Fees 161,512 150,391

Sales to the Public 556,638 543,185

Investment Earnings 973,018 (1,547,056)

Other Revenue 138,710 202,362

**Total Revenue** \$ 4,775,585 \$ 2,008,809

## EXPENSES

2023

2022

### Program Services

Corps Community Centers \$ 822,084 \$ 757,610

Rehabilitation 679,509 636,179

Residential and Institutional Services 494,024 446,123

Other Social Services 1,325,832 1,250,366

**Total Program Services** 3,321,449 3,090,278

### Supporting Services

Management and General 438,372 407,982

Fundraising 258,005 243,937

**Total Supporting Services** 696,377 651,919

**Total Expenses** \$ 4,017,826 \$ 3,742,197

Other Changes in Net Assets 147,735 496,797

**Change in Net Assets** \$ 905,494 \$ (1,236,591)



# NATIONAL ADVISORY BOARD



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CMO, General Mills - Retired  
Wisefellows Consulting

## MEMBERS

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### Haley Anderson

Special Projects Coordinator  
Dallas Cowboys

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Managing Attorney  
BoltNagi PC

### Dr. Mark Caner

President  
W&S Financial Group Distributors

### Allen Chan

Managing Director  
Diversified Search Group

### Dr. William Clyde

Professor of Economics & Finance  
Former Provost, Manhattan College

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Cooke Media Group

### Meredith Counce

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Dallas Cowboys Football Club

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U.S. Representative  
North Carolina's 1st District

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Principal, Sterling Vista Group

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Fourteen Foods

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Development  
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National Association of Evangelicals

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Director of Community Relations -  
Retired  
KTVK News Channel 3

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Lelekis Private Wealth Management  
Group of Wells Fargo Advisors, LLC

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Love Works, LLC

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Chief Impact Officer  
Christianity Today

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CEO  
BFAC.com

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President & CEO - Retired  
Barnes Group, Inc.

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Senior Director of Brand Marketing  
Expedia Group

### Dorothy Nicholson

President  
Nicholson Interests, LLC

### Diane Paddison

Founder & President  
4word

### Rick Piña

COO & CRO  
Inspired Solutions, Inc.

### Stephen Quinn

CMO - Retired  
Walmart Chair  
Alliance for Family Entertainment

### Michael Redd

President  
22 Ventures

### Mariska Rowell-Lehman

Business Development Manager  
BBSI

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VP of Social Impact and  
The UPS Foundation - Retired  
UPS

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Senior Vice President  
West Business Unit Leader  
Walmart

**Art Taylor**

CEO  
BBB Wise Giving Alliance

**Ambassador Gaddi Vasquez**

Senior Vice President, Government  
Affairs - Retired  
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**Bruce Williamson**

CEO - Retired  
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**Jackie Woodward**

Interim and Fractional CMO  
Chameleon Collective

**Joey Zumaya**

Communities Development Leader  
LinkedIn

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Nationwide Insurance

**Mike Cassling**

President & CEO  
Cquence Health Group

**Donald Fites**

Chairman - Retired  
Caterpillar Inc.

**Edsel Ford II**

Ford Motor Company

**Charlotte Jones**

Executive VP & Chief Brand Officer  
Dallas Cowboys Football Club

**Robert Pace**

Advisory Director - Retired  
Goldman Sachs

**Steven Reinemund**

Former CEO - Retired  
Pepsico

**Tony Thompson**

President & CEO - Retired  
Krispy Kreme

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FedEx Freight

**Craig Matthews**

Vice Chairman & COO - Retired  
KeySpan

**Margot Perot**

Board of Directors  
Dallas Museum of Art

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KPMG International

**Laura Bush**

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Frauenshub, Inc.

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Real Estate Developer

**F. Worth Hobbs**

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ALCOA Foundation

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Dallas Cowboys Football Club

**Jonathon Killmer**

Partner - Retired  
PwC

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Lyc0 Holdings, Inc.

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of the United States

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Independent Director  
Angel Investor & Strategic Advisor

**Richard Rathgeber**

President  
Southwest Constructors, Inc.

**Edward Ruff**

COO - Retired  
Wachovia Securities, Inc.

**Philip Russell**

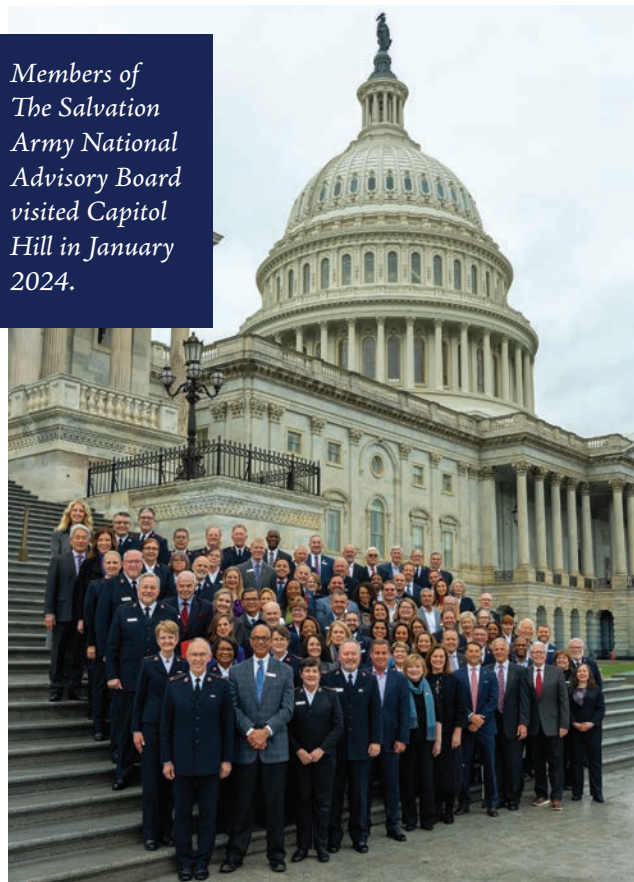
President & CEO  
GMR, LLC

**Timothy Swain, II**

Partner  
Swain, Hartshorn & Scott

**Sheila Tate**

Vice Chairman - Retired  
Powell Tate



## NATIONAL LEADERSHIP

### NATIONAL HEADQUARTERS

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*National Commander*

**Commissioner Jolene K. Hodder**

*National Secretary for Program*

**Colonel James Betts**

*National Chief Secretary*

### EASTERN TERRITORY

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*Territorial Commander*

**Commissioner Susan Bukiewicz**

*Territorial President of Women's Ministries*

**Colonel Ivan Rock**

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### CENTRAL TERRITORY

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**Colonel Thomas Loudon**

*Territorial Chief Secretary*

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**Commissioner Donna Igleheart**

*Territorial President of Women's Ministries*

**Colonel Deborah Sedlar**

*Territorial Chief Secretary*

### WESTERN TERRITORY

**Commissioner Douglas Riley**

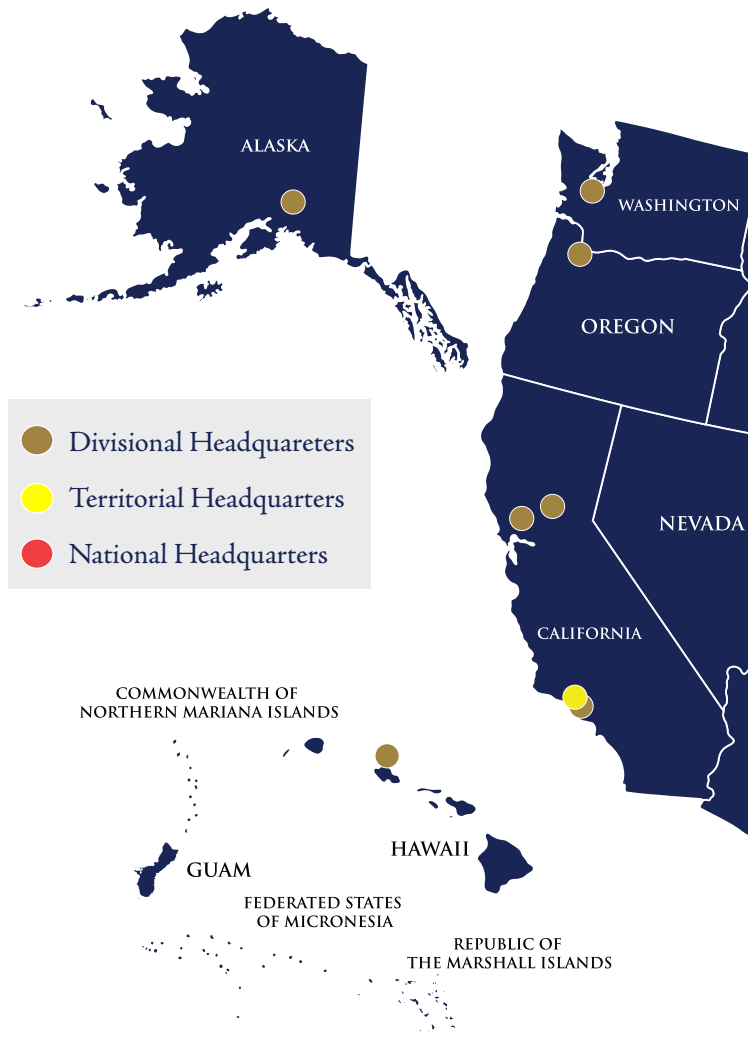
*Territorial Commander*

**Commissioner Colleen Riley**

*Territorial President of Women's Ministries*

**Colonel Eddie Vincent**

*Territorial Chief Secretary*

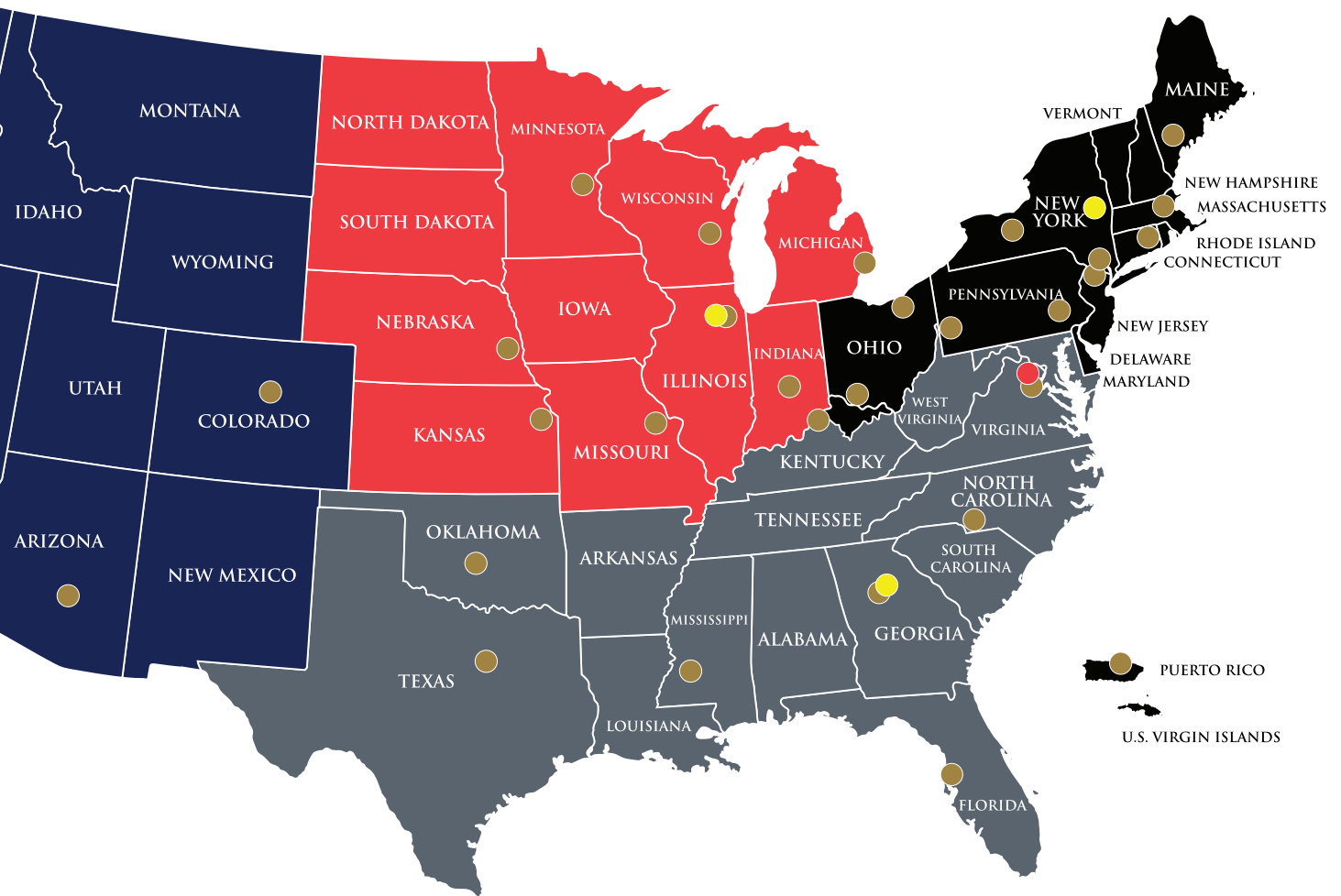


## ABOUT THE SALVATION ARMY

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

The Salvation Army operates more than 6,400 centers in communities across the United





States. These centers provide food distribution, disaster relief, rehabilitation services, anti-human trafficking programs, a wealth of youth activities, and more.

Our work is funded through Red Kettle donations, corporate contributions, the sale of goods donated to our Salvation Army thrift stores, and other public contributions.

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

## MISSION STATEMENT

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

LOVE TRANSFORMS

[SALVATIONARMYUSA.ORG](http://SALVATIONARMYUSA.ORG)

