

THE SALVATION ARMY 2016 ANNUAL REPORT



DOING THE MOST GOOD[®]

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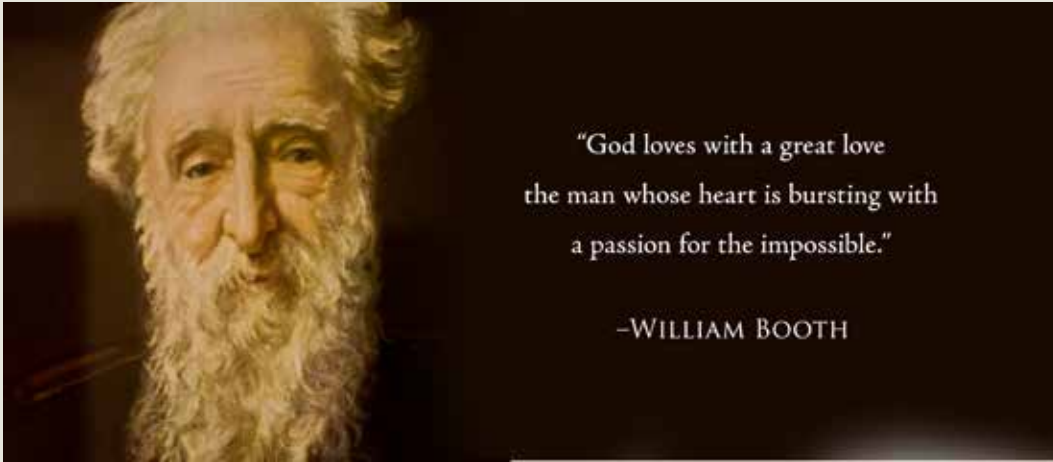
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DOING THE MOST GOOD®



OUR YEAR PASSION FOR THE IMPOSSIBLE

God often expects the "impossible" from His servants. Whether it be the call to revive a dying community or the demands to break the cycle of poverty, there is so much good that often seems beyond our reach.

Yet this is where The Salvation Army thrives. We endeavor to push past the barriers of disbelief and embrace faith. That's why The Salvation Army brings together individuals who take courage in knowing the Lord will make possible that which He has asked us to do.

As we look back at the previous year, we not only recognize these soldiers of service – our neighbors, our donors, ourselves – but we commend the minds and hands that continue to pave the way in recognizing and addressing human need in every way possible. Whether in the providing of a meal or the leading of a friend out of addiction, The Salvation Army understands that all things are possible through God.

*Jesus looked at them and said, "With man this is impossible, but with God all things are possible."
Matthew 19:26*



PASSION FOR UNDERSTANDING

From the community looking for relief to the soul simply looking for a meal, help is most effectively provided by understanding the need itself and where that need is the greatest. In 2015, our passion and drive to understand the needs of our brothers and sisters brought to life the Human Needs Index – a means of gathering and interpreting service-related data from over 7,500 centers in every ZIP code across the nation.

The Salvation Army joined forces with the Indiana University Lilly Family School of Philanthropy to harness this information, using it to identify the needs that influence our communities the most. Meals, groceries, housing, furniture, medical, and energy assistance are now all measurable in more efficient and personal ways.

More than 45 million Americans today live in poverty. But the Human Needs Index has provided a powerful tool to combat that poverty – enlightenment. Not only for The Salvation Army but for everyone whose heart burns with a passion for a better tomorrow. This past year has shown us how the Human Needs Index will continue to fuel our passion for the impossible, giving the world hope and guidance by helping us truly understand the needs of God's children.

That same passion for the impossible also drives us to think of new, creative ways of reaching out to those in need. This year, by using non-traditional advertising, we have reached hundreds of thousands across the nation in new ways, speaking directly to those in need, when and where they are most desperate. Messages on bus shelters, park benches, even public trash cans offered warmth, rest, nourishment, and security, inviting those in need to Salvation Army centers for a place of refuge. These messages inspired a world of hope for those lost to seemingly impossible situations.



ACHIEVING THE IMPOSSIBLE

When we consider that more than 16 million children in the United States live in poverty, effective change can seem impossible. What's more alarming is that those children living in poverty for half their lives are 32 times more likely to remain in poverty. It is a destructive cycle that demands to be broken.

This past year, The Salvation Army began an initiative to help individuals and families by shifting focus from the symptoms of poverty to the source of the poverty. The initiative, called Pathway of Hope, provides families with the necessary skills and much-needed resources to not only succeed but to also find faith in themselves. In this way, The Salvation Army continues to lead these individuals out of poverty and toward increased stability and self-sufficiency.

Children also embraced a brighter future through the Pathway of Hope experience, developing a sense of confidence and self-reliance alongside their parents. Yet our faith in their futures did not end here. In partnering with Target and EverFi, The Salvation Army introduced a digital education program in nearly 200 centers across the nation, providing children with the skills they need to succeed in life. As a result, thousands of children participated in after-school programs to learn about computers and develop effective test-taking and social skills.

Every day, these steps bring us closer to effectively breaking the cycle of intergenerational poverty. In every way, a brighter future seems possible.



BEYOND IMPOSSIBLE

A passion for the impossible is more than just a desire to serve. It's hope for the future. It's faith in humanity. It's love for your neighbor. From red kettles and Angel Trees to pathways of hope, The Salvation Army continues our efforts to implement programs that effectively invite donors and ourselves to look past the impossible and embrace the hope that lies beyond. We continue to look forward in faith, ready to facilitate change with a devotion to the Lord's will, a commitment to service, and an undying passion for the impossible.



BILL BURKE

Dear Friends,

“God loves with a great love the man whose heart is bursting with a passion for the impossible.”

– William Booth

In this simple statement, William Booth defined not only the heart of The Salvation Army, but the hearts of the donors and the lives inspired by their great service. A passion for the impossible is hope in mankind and the courage to “soldier on,” doing what others won’t. In this way, William Booth also defined the soul of The Salvation Army.

The Salvation Army’s mission has always been to preach the gospel of Jesus Christ and to meet human need in His name, without discrimination. With more than 45 million Americans living in poverty, and countless others suffering from disaster, addiction, and abuse, many would deem this mission an impossible task. But this past year, The Salvation Army has demonstrated its determination and passion to serve those in need, never ceasing, rather striving to accomplish the impossible. Through their efforts, I have witnessed God’s love, and almost 30 million Americans served in 2015 have experienced God’s love.

The cycle of poverty is being broken by leading families out of desperation and teaching children the skills they need to succeed in life.

Human need is being identified and addressed in new and efficient ways, thanks to the implementation of the Human Needs Index.

Lost and weary souls are being reached right at their point of need through innovative advertising messages, leading them to The Salvation Army’s many centers of refuge.

Each soul that The Salvation Army serves is proof that the Lord is in this work and that the lost are never lost for good. I have felt this faith and hope for humanity in the officers, the employees, the volunteers, the donors, and the many centers throughout the nation. It’s that same spirit that brings us all together. It keeps The Salvation Army working with, searching for, and inspiring others. They are filled with the light of God and with a passion to lead these heavyhearted individuals out of impossible situations.

I am grateful for their love of service and for the love of God that they so willingly share.

With gratitude,

Bill Burke

National Advisory Board Chairman



COMMISSIONER DAVID JEFFREY

Dear Friends,

In Philippians 4:13, the Apostle Paul teaches us that we can do all things through Him who gives us strength.

All things. Even “the impossible.”

Truly, the Lord has continued to be with The Salvation Army in our work throughout the last year. It is evident in the spirits of our donors, our workers, and in the lives they change every day. This passion continues to fuel us in finding ways to make the impossible possible, inspiring hope in the lives of those who have none.

We live in a time of increasing change, for better and for worse. But the darker the world grows, the more certain I am that the Lord’s servants are present, acting as beacons of light and hope, guiding those in need toward a safer future. Our actions convey a message of faith, hope, and love, with a determination to eliminate any doubt surrounding human potential. It is our goal to continue in faith and find that potential unseen by so many.

Our mission is to look past the barriers of the world and find the most effective ways to combat poverty, disaster, and addiction. More than quick-fix solutions, The Salvation Army looks for ways to solve these problems at their source. My heart is filled with love and gratitude for God’s Army and its passion in developing resources such as the Human Needs Index and programs like Pathway of Hope. In recognizing the needs of our neighbors, we are better equipped to end the cycle of poverty that infects our nation.

Our donors continue to amaze us with their generosity, without which we would be unable to continue assisting the weary souls of the world. Their courage and sacrifice reminds us all that the Lord has an Army incapable of failing. Because the only failure is the one where we give up. And that is something we will never do.

For as long as there is something impossible to do, with the Lord’s strength, we’ll be there to do it.

Yours in His service,
David Jeffrey, Commissioner
National Commander



PATHWAY OF HOPE

"I was completely convinced it was a cycle that was never going to end."

Thousands of families across the country are trapped in a cycle of crisis. As poverty is continually passed down from parents to children, from one generation to the next, a better way of life seems impossible.



Among the world's 35 wealthiest countries, the United States has the second-highest child poverty rate. And the sad fact is, children who live in poverty for half their lives are 32 times more likely to remain in poverty. The epidemic is passed down, and the cycle of crisis continues.

But The Salvation Army's Pathway of Hope initiative marks a pivotal shift from treating the symptoms of poverty to breaking the cycle and preventing the epidemic in future generations.

"It's a blessing to see them grow from feeling helpless to feeling self-confident."



Through Pathway of Hope, The Salvation Army is helping families overcome barriers like unemployment, unstable housing, and lack of education. Working together with the parents, we help them get training, further their education, obtain employment, budget their money, and secure stable housing. Once those barriers have been overcome, we can break the cycle of crisis and vulnerability, and lead families instead down a path toward increased stability and, ultimately, self-sufficiency.

"Vital to the process is the relationship. We see the potential in them. We see what they can be."

The Pathway of Hope approach involves collaborating personally with families to create a plan specific to their needs and goals. The local insight of our corps offices, which are active in every ZIP code in America, allows us to collaborate with other organizations in the community to help work with those families. And the entire process is bolstered by The Salvation Army's more than 150 years of meeting spiritual, physical, financial, and social needs in the United States.

Once the plan is set into motion, we track progress every step of the way, always focused on hope, making sure each family is moving toward the goal of self-sufficiency.



“If they allow us to come alongside them, they will begin to experience a transformation that they didn’t think they were, one, deserving of, but also capable of.”

As parents build their ability to earn an income, pay bills, and save toward the future, hope comes alive. Meanwhile, their children get the educational help and confidence they need to someday pursue their own goals. With time, with love, and with determination, the cycle of crisis will be broken, and what once seemed impossible for thousands of families will become a joyful reality.

“We’re going to see lives transformed for good. And to the glory of God.”



STREET CAMPAIGN



Part of overcoming “the impossible” is being willing to explore and discover what is possible. To innovate. To approach problems from a different angle and solve them with new thinking.

For years, The Salvation Army has enlisted advertising to appeal to donors. And the donors have given generously, enabling us to serve those in need. But last year, in a few select markets, we implemented a program to appeal to a different audience.

Through an innovative street campaign, rather than communicating with the usual donors, we reached out directly to those in need. The hungry. The cold. The homeless. The victims of trafficking. The addicted. And to speak to them in their moments of need, we connected with them through some of the means they use to survive.



By posting messages on park benches and public buses, where those with no home often try to sleep, we invited them to a warm place of rest at our shelters. By putting maps on public trash cans where hungry families search for food, we offered directions to our free feeding locations. By attaching fliers and phone numbers to telephone poles and restroom stall doors, we secretly reached women who were trapped in human trafficking and had few safe places to seek help. And by displaying messages of hope outside liquor stores and known drug centers, we offered a new beginning to those enslaved by addiction.



The results were profound. In Las Vegas, average daily calls for help were up 174 percent, and in Denver, November calls for help were up 37 percent. In Chicago, media coverage from every major TV and print outlet in the city helped us speak indirectly to donors, who saw The Salvation Army truly reaching out and helping those in need.

2015 FINANCIAL SUMMARY

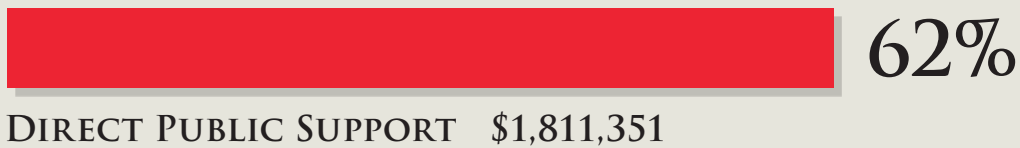
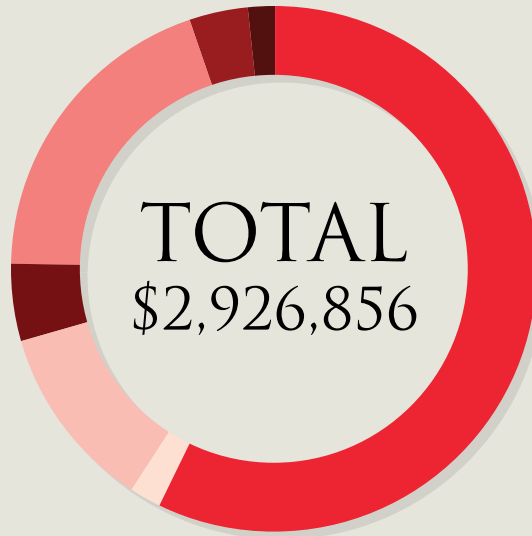
This summary represents a combination of data from the Audited Financial Statements of the six (6) separate Salvation Army corporations in the United States: National Headquarters (New Jersey corporation authorized to do business in Virginia), The Salvation Army World Service Office [SAWSO] (District 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 five hundred and fifty-one (7,551) 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.

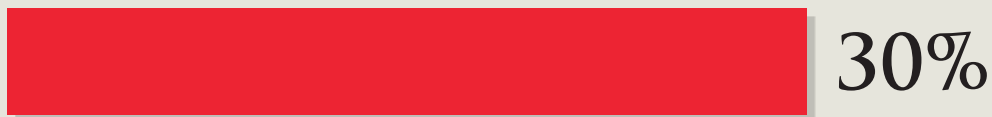
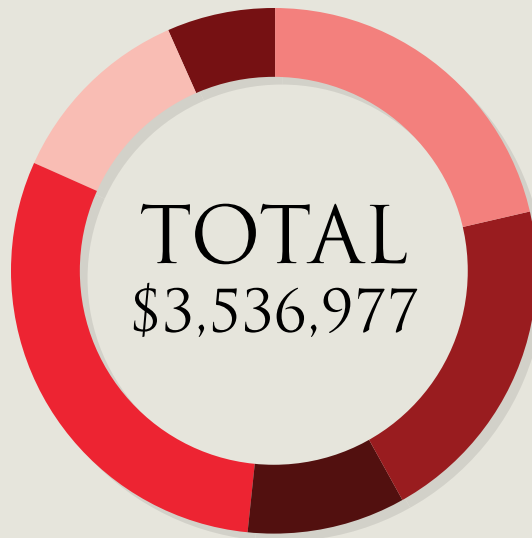
REVENUE

**Numbers represented in thousands*

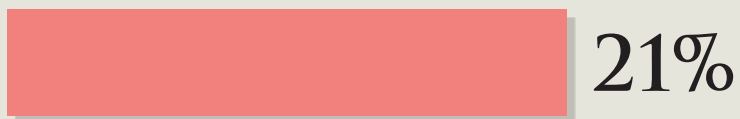


EXPENSES

**Numbers represented in thousands*



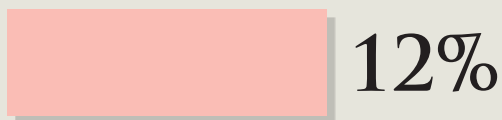
OTHER SOCIAL SERVICES \$1,056,074



CORPS COMMUNITY CENTER \$758,260



REHABILITATION \$727,540



MANAGEMENT & GENERAL \$415,216



RESIDENTIAL & INSTITUTIONAL \$351,337



FUNDRAISING \$228,550

STATISTICAL HIGHLIGHTS

CENTERS OF OPERATION

| | |
|------------------------------------|--------------|
| Corps | 1,208 |
| Outposts and Service Centers | 182 |
| Rehabilitation Centers | 141 |
| Thrift Shops | 1,237 |
| Community Centers, Boys/Girls Club | 322 |
| Child Day-Care Centers | 94 |
| Adult Day-Care Centers | 14 |
| Senior Citizen Centers | 275 |
| Group Homes/Temp Housing | 555 |
| Permanent Residences | 89 |
| Medical Facilities | 21 |
| Service Units | 2,860 |
| Camps | 45 |
| Divisions | 40 |
| Training Colleges | 4 |
| Other | 464 |
| TOTAL Centers of Operations | 7,551 |

PEOPLE SERVED

| | |
|---------------------------------|-------------------|
| Basic Social Services | 15,067,942 |
| Holiday Assistance | 3,283,761 |
| Summer & Day Camps | 234,557 |
| Disaster Assistance | 272,031 |
| Persons Visited in Institutions | 1,812,117 |
| Job Referrals | 51,641 |
| Correctional Services | 303,648 |
| Community Centers Participants | 1,427,838 |
| Day Care | 38,212 |
| Senior Citizens | 916,578 |
| Substance Abuse | 128,635 |
| Medical Care | 15,587 |
| Institutional Care | 666,052 |
| Missing Persons | 34,794 |
| Transportation Provided | 1,242,754 |
| TOTAL Persons Assisted | 25,496,147 |

PERSONNEL

| | |
|-------------------------------------|-----------|
| Officers/Lieutenants/Auxiliary Cpts | 3,559 |
| Cadets | 380 |
| Soldiers | 109,570 |
| Members | 412,677 |
| Employees | 65,469 |
| Volunteers | 3,226,268 |
| Advisory Organization Members | 58,104 |

SERVICES

| | |
|--|------------|
| Meals Served | 56,261,144 |
| Lodgings Supplied | 10,269,752 |
| Welfare Orders - Cash Grants | 7,597,349 |
| Tangible Items Distributed- Clothes, Furniture, Gifts | 18,063,272 |

GROUP MEETING ATTENDANCE

| | |
|---------------------------------------|-------------------|
| Outdoor Meetings | 389,585 |
| Sunday School | 1,965,847 |
| Sunday Meetings | 4,633,801 |
| Weekday Public Meetings | 1,899,986 |
| Soldier Development | 554,419 |
| Group Activities | 8,136,193 |
| Music Organizations | 1,130,654 |
| Other | 6,489,225 |
| TOTAL Group Meeting Attendance | 25,199,710 |

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION

For the year ended September 30, 2015

(Dollars in thousands)

| ASSETS | 2015 |
|--|---------------------|
| Cash and cash equivalents | \$351,630 |
| Collateral received under securities lending | 45,075 |
| Accounts receivable | 104,429 |
| Legacies and bequests receivable | 704,259 |
| Pledges receivable | 60,556 |
| Inventory | 42,987 |
| Prepaid expenses and deferred charges | 31,496 |
| Mortgages and notes receivable | 131,001 |
| Investments | 7,132,973 |
| Assets held under split-interest agreements | 1,001,430 |
| Land, building, improvements & equipment | 5,144,392 |
| Other assets | 7,564 |
| Total Assets | \$14,757,792 |

LIABILITIES & NET ASSETS

| | |
|--|---------------------|
| Total Liabilities | \$4,485,768 |
| NET ASSETS: | |
| Unrestricted: | |
| Available for operations | 319,048 |
| Designated for capital & specific program expenditures | 1,378,879 |
| Land, building & equipment | 4,456,908 |
| Total Unrestricted | 6,154,835 |
| Temporarily restricted | 1,548,179 |
| Permanently restricted | 2,569,010 |
| Total Net Assets | 10,272,024 |
| TOTAL LIABILITIES & NET ASSETS | \$14,757,792 |

THE SALVATION ARMY - USA

UNAUDITED COMBINED STATEMENT OF ACTIVITIES

For the year ended September 30, 2015

(Dollars in thousands)

| REVENUE | 2015 |
|--|--------------------|
| PUBLIC SUPPORT: | |
| Received Directly: | |
| Contributions | \$846,790 |
| Donations-in-kind and contributed services | 564,878 |
| Special events | 23,397 |
| Legacies and bequests income | 313,366 |
| Pledges revenue | 29,845 |
| Contributions from split-interest agreements | 62,100 |
| Change in value of split-interest agreements | (29,025) |
| Total Received Directly | 1,811,351 |
| Received indirectly by federated campaigns | 64,120 |
| Total Public Support | 1,875,471 |
| Fees and grants from government agencies | 352,445 |
| Program service fees | 152,525 |
| Sales to the public | 611,233 |
| Investment earnings | (114,727) |
| Other revenue | 49,909 |
| TOTAL REVENUE | \$2,926,856 |
| EXPENSES | |
| PROGRAM SERVICES: | |
| Corps community centers | \$758,260 |
| Rehabilitation | 727,540 |
| Residential and institutional services | 351,337 |
| Other social services | 1,056,074 |
| Total Program Services | 2,893,211 |
| SUPPORTING SERVICES: | |
| Management and general | 415,216 |
| Fund raising | 228,550 |
| Total Supporting Services | 643,766 |
| TOTAL EXPENSES | 3,536,977 |
| Other changes in net assets | (278,060) |
| CHANGE IN NET ASSETS | \$(888,181) |

THE SALVATION ARMY LEADERSHIP

NATIONAL LEADERSHIP

Commissioner David E. Jeffrey
National Commander

Commissioner Barbara Jeffrey
National President of Women's Ministries

Colonel David E. Hudson
National Chief Secretary

CENTRAL TERRITORY

Commissioner Paul R. Seiler
Territorial Commander

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 William A. Bamford
Territorial Commander

Commissioner Lorraine Bamford
Territorial President of
Women's Ministries

Colonel Kenneth Johnson
Chief Secretary

WESTERN TERRITORY

Commissioner James M. Knaggs
Territorial Commander

Commissioner Carolyn R. Knaggs
Territorial President for
Women's Ministries

Colonel Douglas Riley
Chief Secretary

THE SALVATION ARMY NATIONAL ADVISORY BOARD

MR. WILLIAM BURKE

Chairman, National Advisory Board
Senior Vice President, Marketing
Nationwide

MR. Y. MARC BELTON

Consultant
Wisefellows Consulting
Minneapolis, Minnesota

MR. DAVID W. BOWER

Chairman & CEO
Data Computer Corporation of America
Ellicott City, Maryland

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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

MRS. JOANN CALLAWAY

Those Callaways Realty
Scottsdale, Arizona

MR. JOSEPH CALLAWAY

Those Callaways Realty
Scottsdale, Arizona

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

MRS. KATHLEEN COOKE

Co-Founder & Vice President
Cooke Pictures
Burbank, California

MS. MEREDITH COUNCE

Director of Brand & Strategy
Dallas Cowboys Football Club
Dallas, Texas

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. GOODMAN, JR.

Vice President & General Manager
CBC New Media Group
Raleigh, North Carolina

MR. JIM GORRIE

President & CEO
Brasfield & Gorrie, LLC
Birmingham, Alabama

MRS. SALLY HARRIS

Vice Chairman
Albert Schweitzer Fellowship
New York, New York

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

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Founder & Chairman
Huizenga Group
National Heritage Academies
Grand Rapids, Michigan

MRS. GENE JONES

Dallas Civic & Philanthropic Leader
Dallas, Texas

**MRS. MARCIA LARSON
PEIFFER**

Soccer Mom of 3
Chagrin Falls, OH

MR. JOHN LATELLA

Former Co-CEO, General Counsel
Garden Fresh Gourmet
Ferndale, Michigan

MR. JOEL MANBY

President & CEO
SeaWorld
Orlando, Florida

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Strang Corporation
Cleveland, Ohio

MR. CRAIG G. MATTHEWS

Vice Chairman & COO - Retired
KeySpan
Basking Ridge, New Jersey

MRS. MARY L.G. THEROUX

Senior Vice President & Director
The Independent Institute
Oakland, California

MR. BRAD MCMULLAN

CEO, BFAC.org
Jackson, Mississippi

MR. TONY THOMPSON

President & CEO
Krispy Kreme Doughnut Corp.
Winston-Salem, North Carolina

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President, Nicholson Interests
Houston, Texas

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VASQUEZ**

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Southern California Edison
Orange, California

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Former Executive, Nordstrom, Inc.
Managing Director
Northern Stream Capital, LLC
Medina, Washington

MR. JAMES VELLA

President, Ford Motor Company Fund &
Community Services
Ford Motor Company
Dearborn, Michigan

MS. DIANE PADDISON

Founder & President 4word
Author of "Work, Love, Pray"
Portland, Oregon

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VP Restaurant Support Group - Retired
McDonalds Corporation
President, The Vizcarra Consulting
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Carlsbad, California

MS. NATALYE PAQUIN

Chief Transformation Officer
Girl Scouts of the USA
New York, New York

MR. WILLIAM J. RADUCHEL

Independent Director, Angel Investor
& Strategic Advisor
Great Falls, Virginia

MR. BRUCE A. WILLIAMSON

President - Retired
The Sterno Group
Des Plaines, Illinois

MR. JOE ROBSON

President
The Robson Companies, Inc.
Tulsa, Oklahoma

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ANDERSON**

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Dallas Cowboys Football Club
Dallas, Texas

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Elkhart, Indiana

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Dearborn, Michigan

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Principal
Lamon & Sherman Consulting, LLC
Atlanta, Georgia

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Advisory Director - Retired
Goldman, Sachs & Company
Rancho Santa Fe, California

MR. STEVEN S REINEMUND

Chairman of the Board & CEO - Retired
PepsiCo, Inc.
Denver, Colorado

MR. B. FRANKLIN SKINNER

Chairman & CEO - Retired
Bell South Telecommunications, Inc.
Atlanta, Georgia

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ALTSHULER**

Chairperson, Carr P. Collins Foundation
Chairperson, Sharp Foundation
Dallas, Texas

MR. ROBERT L. BYERS

Chairman - Retired
Byers' Choice Ltd.
Chalfont, Pennsylvania

MR. ARTHUR J. DECIO

(see Past Chairman Circle)

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GLENDINNING**

Chairman - Retired
Glendinning Companies
Hobe Sound, Florida

MRS. MARGOT PEROT

Board of Directors
Dallas Museum of Art
Dallas, Texas

MR. B. FRANKLIN SKINNER

(see Past Chairman Circle)

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Dearborn Development Co.
Alamo, California

MR. GEORGE B. MCCULLOUGH

Vice President - Retired
Exxon Corporation
Houston, Texas

MR. RICHARD H. EYMAN

Corporate Director - Retired
J. Walter Thompson
Salem, South Carolina

MRS. MARILYN QUAYLE

President, BTC, Inc.
Scottsdale, Arizona

MR. ROBERT GARCIA

President
Robert Garcia & Associates
Washington, DC

MR. E. RICHARD RATHGEBER

CEO & Managing Partner
Southwest Constructors, Inc.
Austin, Texas

MR. RICHARD G. HAGERTY

Real Estate Development
Modesto, California

MR. EDWARD C. RUFF

COO - Retired
Wachovia Securities, Inc.
Charlotte, North Carolina

MR. WORTH HOBBS

President - Retired
Alcoa Foundation
Pittsburgh, Pennsylvania

MR. WILLIAM T. SLICK, JR.

Senior Vice President - Retired
EXXON
Houston, Texas

MR. JERRY JONES

Owner & General Manager
Dallas Cowboys Football Club
Irving, Texas

MR. TIMOTHY W. SWAIN II

Partner, Swain, Hartshorn & Scott
Peoria, Illinois

MR. JONATHAN E. KILLMER

Partner - Retired
PriceWaterhouseCoopers LLP
Scottsdale, Arizona

MS. SHEILA TATE

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ABOUT THE SALVATION ARMY

“Doing The Most Good.” In these four words, our mission – 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 7,551 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.

An international movement, The Salvation Army is an evangelical arm of the universal Christian Church. Our message is based on the Bible, and our ministry is motivated by the love of God. We preach the Gospel of Jesus Christ and meet human needs in His name without discrimination.