

THE SALVATION ARMY 2015 ANNUAL REPORT



DOING THE MOST GOOD[®]

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DOING THE MOST GOOD®



2014 IN REVIEW - OTHERS

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

Philippians 2:3-4

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

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

The word he sent was: "OTHERS."

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



LOOKING BACK

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



Throughout our history, we have brought help and hope to others, without discrimination. From natural disasters to personal disasters, we have been there to lend our hearts and our hands to those who have been brought to their knees.

Ten years ago, The Salvation Army mounted the largest disaster relief effort in our history, serving the survivors of Hurricane Katrina. Five years ago, Americans poured out their generosity in response to the 7.0-magnitude earthquake in Haiti, which left 300,000 dead and a million people homeless. Today, The Salvation Army continues to support Haiti's recovery through long-term housing, health care provision, and integrated community development.

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



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

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



LOOKING FORWARD

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

One way we accomplished that in 2014 was through our #RedKettleReason campaign. Centering on our well-known and well-regarded red kettles, we encouraged donors to use videos, tweets, and other social media to share their #RedKettleReasons – the reasons why they give to The Salvation Army. More than 66,000 reasons were shared, spreading the word about the good The Salvation Army does throughout the year. Red kettle donations in November and December increased 6%, garnering over \$144 million, despite an 8.9% decline in retail traffic during the season. And online donations were up 16% versus the previous year, raising almost \$25 million.



In addition to our efforts to enlighten and welcome new donors, we are also taking the lead in informing the conversation and decision-making about poverty. In 2015, we will release the Human Needs Index – a much-needed tool that will not only accurately measure need nationally and at the state level, but will also help show patterns and track trends in real time and over time. This helps advance the ability to combat poverty from anecdotal notions to evidence-based solutions. More than ever before, we will be able to use our knowledge, our breadth, and our understanding to help those in desperate need.

The ministry that William Booth began in 1865 is alive and well. And its focus is still as true as the day it began. So we look forward to what lies ahead, knowing that with God's help, we will continue to serve Him by serving others.



BILL BURKE

Dear Friends,

Years ago, my wife and I volunteered with a Salvation Army program called Heart to Heart Mobile Canteen, delivering and serving hot meals to those who had nothing else to eat. It was our first true experience with The Salvation Army. And it was amazing.

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

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

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

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

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

They truly are Doing the Most Good.

Sincerely,
Bill Burke
National Advisory Board Chairman



COMMISSIONER DAVID JEFFREY

Dear Friends,

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

This was the beginning of The Salvation Army.

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

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

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

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

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

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



HAITI

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

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

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



The Salvation Army has resided in Haiti since 1950, providing spiritual and social services throughout the country. So when the earthquake hit, The Salvation Army did not have to go help. We were already there.



Despite damage to our own headquarters and facilities in Haiti, Salvation Army officers, soldiers, employees, and volunteers worked tirelessly to serve those in need immediately after the quake. Thanks to the gifts of generous donors, we were able to provide nearly 8 million meals to families in need, medical care for more than 30,000 patients, and shelter and hygiene support for 20,000 people left homeless.

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

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

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



“Empowerment is a big, big thing – helping people to realize that they have value, that they have skills that they can use, that they don’t have to sit and wait for someone else to do it.”



Having been in Haiti for more than 60 years, The Salvation Army has established itself in over 70 Haitian communities, operating 48 schools that serve nearly 12,000 students, a primary healthcare and nutrition center, a children's home, a hospital and dispensary, HIV/AIDS programming, and more than 60 churches and church plants.

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

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



“Yes, there is great poverty here. But more important than that, there are a wonderful, dignified, resilient people who want their country to be known once again as the ‘Pearl of the Antilles.’”

2014 FINANCIAL SUMMARY

This summary represents a combination of data from the Audited Financial Statements of the six (6) separate Salvation Army corporations in the United States: National Headquarters (New Jersey corporation authorized to do business in Virginia), The Salvation Army World Service Office [SAWSO] (District of Columbia corporation authorized to do business in Virginia), Central Territory (Illinois corporation), Eastern Territory (New York corporation), Southern Territory (Georgia corporation), and Western Territory (California corporation).

The four territories comprise of seven thousand six hundred and eighteen (7,618) units of operation throughout the United States, including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia. The National Corporation and the World Service Office serve an essential role in helping the territories fulfill their mission. Inter-corporation transactions have been eliminated for presentation purposes.

The Salvation Army has successfully rendered service in America since 1880 by maintaining conservative financial policies, enabling us to meet human needs without discrimination. Doing the most good by reaching out to those in need in your community is our highest goal. Our pledge is to maintain the highest standards of financial accountability to continue to deserve your trust.

REVENUE

**Numbers represented in thousands*



DIRECT PUBLIC SUPPORT \$2,075,371



INVESTMENT INCOME \$759,327



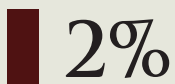
SALES TO PUBLIC \$625,897



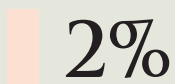
GOVERNMENT FUNDS \$344,279



PROGRAM SERVICE FEES \$159,246



OTHER REVENUE \$79,512



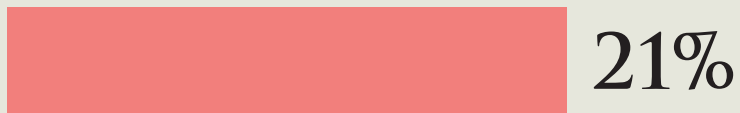
INDIRECT PUBLIC SUPPORT \$67,381

EXPENSES

**Numbers represented in thousands*



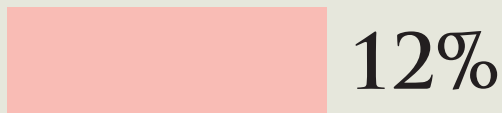
OTHER SOCIAL SERVICES \$1,041,440



CORPS COMMUNITY CENTER \$741,406



REHABILITATION \$718,756



MANAGEMENT & GENERAL \$407,934



RESIDENTIAL & INSTITUTIONAL \$344,666



FUNDRAISING \$217,667

STATISTICAL HIGHLIGHTS

CENTERS OF OPERATION

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

PEOPLE SERVED

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

PERSONNEL

Officers/Lieutenants/Auxiliary Cpts	3,551
Cadets	357
Soldiers	109,597
Members	414,267
Employees	63,203
Volunteers	3,314,208
Advisory Organization Members	58,601

SERVICES

Meals Served	56,945,735
Lodgings Supplied	10,653,958
Welfare Orders - Cash Grants	7,880,424
Tangible Items Distributed - Clothes, Furniture, Gifts	18,341,107

GROUP MEETING ATTENDANCE

Outdoor Meetings	410,655
Sunday School	2,045,284
Sunday Meetings	4,868,656
Weekday Public Meetings	1,684,070
Soldier Development	534,107
Group Activities	8,024,103
Music Organizations	1,153,564
Other	6,352,552
TOTAL Group Meeting Attendance	25,072,991

THE SALVATION ARMY - USA

UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION

For the year ended September 30, 2014

(Dollars in thousands)

ASSETS

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

Total Assets	\$15,329,395
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LIABILITIES & NET ASSETS

Total Liabilities	\$4,169,190
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NET ASSETS:

Unrestricted:	
Available for operations	351,241
Designated for capital & specific program expenditures	2,093,735
Land, building & equipment	4,409,203
Total Unrestricted	6,854,179
Temporarily restricted	1,727,457
Permanently restricted	2,578,569
Total Net Assets	11,160,205

TOTAL LIABILITIES & NET ASSETS	\$15,329,395
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THE SALVATION ARMY - USA

UNAUDITED COMBINED STATEMENT OF ACTIVITIES

For the year ended September 30, 2014

(Dollars in thousands)

REVENUE

PUBLIC SUPPORT:

Received Directly:	
Contributions	\$851,429
Donations-in-kind and contributed services	557,650
Special events	21,563
Legacies and bequests income	524,771
Pledges revenue	29,410
Contributions from split-interest agreements	63,442
Change in value of split-interest agreements	27,106
Total Received Directly	2,075,371
Received indirectly by federated campaigns	67,381
Total Public Support	2,142,752
Fees and grants from government agencies	344,279
Program service fees	159,246
Sales to the public	625,897
Investment earnings	759,327
Other revenue	79,512
TOTAL REVENUE	\$4,111,013

EXPENSES

PROGRAM SERVICES:

Corps community centers	\$741,406
Rehabilitation	718,756
Residential and institutional services	344,666
Other social services	1,041,440
Total Program Services	2,846,268

SUPPORTING SERVICES:

Management and general	407,934
Fund raising	217,667
Total Supporting Services	625,601

TOTAL EXPENSES	3,471,869
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Other changes in net assets	170,117
CHANGE IN NET ASSETS	\$469,027

THE SALVATION ARMY LEADERSHIP

NATIONAL LEADERSHIP

Commissioner David E. Jeffrey
National Commander

Commissioner Barbara Jeffrey
National President of Women's Ministries

Colonel Merle Heatwole
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 Barry C. Swanson
Territorial Commander

Commissioner E. Sue Swanson
Territorial President of
Women's Ministries

Colonel William A. Bamford
Chief Secretary

WESTERN TERRITORY

Commissioner James M. Knaggs
Territorial Commander

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

Colonel David E. Hudson
Chief Secretary

THE SALVATION ARMY NATIONAL ADVISORY BOARD

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Chairman, National Advisory Board

Senior Vice President, Marketing

Nationwide

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CEO – Retired

KPMG International

Carmel, California

MR. Y. MARC BELTON

Consultant

Wisefellows Consulting

Minneapolis, Minnesota

MR. DAVID W. BOWER

Chairman & CEO

Data Computer Corporation of America

Ellicott City, Maryland

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Past President

Association of Junior Leagues

International, Inc.

Bonita Springs, Florida

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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

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Senior Vice President, Marketing

Nationwide

Columbus, Ohio

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Former First Lady

Dallas, Texas

MR. MIKE CASSLING

President & CEO

CQuence Health Group

Omaha, Nebraska

MR. ALLEN CHAN

Principal

Enkei Advisors

Chapel Hill, North Carolina

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Director of Community Relations – Retired
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Phoenix, Arizona

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President & CEO
FedEx Freight
Memphis, Tennessee

MR. MICHEAL FLAHERTY

President
Inkling Entertainment
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Pasadena Tournament of Roses
Pasadena, California

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Morehouse College
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Frauenschuh Companies
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Managing Director
William Gammon Insurance
Austin, Texas

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

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Principal
The Hartz Group
Philadelphia, Pennsylvania

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President
Metro Corral Partners
Winter Park, Florida

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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

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President
The Gloucester Institute
Richmond, Virginia

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Dallas Civic & Philanthropic Leader
Dallas, Texas

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Kansas Cultural Trust
President, Fred C. & Mary
R. Koch Foundation
Wichita, Kansas

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Soccer Mom of 3
Chagrin Falls, Ohio

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

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Lyc0 Holdings Inc.
Dallas, Texas

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President & CEO
SeaWorld
Orlando, Florida

PASTOR MILES MCPHERSON

Senior Pastor
The Rock Church
San Diego, California

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President
Nicholson Interests
Houston, Texas

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Managing Director
Northern Stream Capital, LLC
Medina, Washington

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

MS. NATALYE PAQUIN

CEO
Girl Scouts of Eastern Pennsylvania
Philadelphia, Pennsylvania

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Independent Director
Angel Investor & Strategic Advisor
Great Falls, Virginia

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President
The Robson Companies, Inc.
Tulsa, Oklahoma

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President & CEO
GMR LLC
Honolulu, Hawaii

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Chairman – Retired
Strang Corporation
Cleveland, Ohio

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Senior Vice President & Director
The Independent Institute
Oakland, California

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

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Senior Vice President, Government Affairs
Southern California Edison
Orange, California

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

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President – Retired
The Sterno Group
Des Plaines, Illinois

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Executive Vice President
Dallas Cowboys Football Club
Irving, Texas

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Chairman of the Board
Skyline Corporation
Elkhart, Indiana

MR. DONALD V. FITES

Chairman – Retired
Caterpillar Inc.
Peoria, Illinois

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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 Sante Fe, California

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Executive in Residence
Wake Forest University
Winston-Salem, North Carolina

MR. B. FRANKLIN SKINNER

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

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

MR. ROBERT L. BYERS

Chairman – Retired
Byers' Choice Ltd.
Chalfont, Pennsylvania

MR. RALPH O. GLENDINNING

Chairman – Retired
Glendinning Companies
Hobe Sound, Florida

MRS. MARGOT PEROT

Board of Directors
Dallas Museum of Art
Dallas, Texas

MR. ARTHUR J. DECIO

(see Past Chairman Circle)

MR. B. FRANKLIN SKINNER

(see Past Chairman Circle)

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Dearborn Development Co.
Alamo, California

MR. RICHARD H. EYMAN

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

MR. ROBERT GARCIA

President
Robert Garcia & Associates
Washington, DC

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
Irving, Texas

MR. JONATHON E. KILLMER

Partner – Retired
PriceWaterhouseCoopers LLP
Scottsdale, Arizona

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Vice President – Retired
Exxon Corporation
Houston, Texas

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President & CEO
Jay Parker & Associates, Inc.
Washington, DC

MRS. MARILYN QUAYLE

President, BTC, Inc.
Scottsdale, Arizona

MR. E. RICHARD RATHGEBER

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

MR. EDWARD C. RUFF

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

MR. WILLIAM T. SLICK, JR.

Senior Vice President – Retired
EXXON
Houston, Texas

MR. TIMOTHY W. SWAIN II

Partner, Swain, Hartshorn & Scott
Peoria, Illinois

MS. SHEILA TATE

Vice Chair, Powell Tate – Retired
Charlottesville, VA

MR. RICHARD TUCKER

Chairman & CEO – Retired
Tri-State Bank
Denver, Colorado

MR. DONALD C. WILSON

Vice President – Retired
U.S. West Communications
Seattle, Washington



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 7,618 centers in communities across the United States. These include food distribution, disaster relief, rehabilitation centers, anti-human trafficking efforts, and a wealth of children’s programs. Our work is funded through kettle donations, corporate contributions, and the sale of goods donated to our Salvation Army Family Stores. Eighty-two cents of every dollar we spend supports our various missions across the country. We are a tax-exempt 501(c)(3) organization, and contributions are deductible for Federal Income Tax Purposes to the extent permitted under Section 170(b)(2) for corporations.

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.