

THE SALVATION ARMY
2011 ANNUAL REPORT

A TIME FOR EVERY PURPOSE



DOING THE MOST GOOD

TABLE OF CONTENTS

OUR YEAR
3

OUR VISION
6

FINANCIAL SUMMARY
10

LEADERSHIP
21

ABOUT THE SALVATION ARMY
27



DOING THE MOST GOOD

2010 IN REVIEW

A TIME FOR EVERY PURPOSE

**“FOR EVERYTHING THERE IS A SEASON,
AND A TIME FOR EVERY PURPOSE UNDER HEAVEN.”**

—ECCLESIASTES

God has ordained certain purposes for us to carry out. He permits challenges to our fulfillment of those purposes. And He provides grace to overcome the challenges and see His purposes accomplished.

In 2010, the opportunities for The Salvation Army were great, the challenges many and, at times, daunting. But God’s grace abounded. The Salvation Army prayed through, pressed through, and, with God’s help, came through for tens of millions of our neighbors.

A TIME TO BUILD

Building up spirits and intellects, building stronger families, building more vibrant communities. From Boston and Philadelphia in the East to Idaho and Oregon in the West, The Salvation Army completed and opened five new Kroc Centers in 2010, undeterred by the lingering downturn in the nation’s economy.

Begun from what was, at the time, the largest charitable gift in the nation’s history, the Ray and Joan Kroc Corps Community Centers offer underserved communities recreational, spiritual, educational, and cultural arts programs of superb quality. Two-thirds of the planned 26 centers around the country are now up and running, open to all ages with programs and services focused on building character, confidence, and capacity for excellence.

A TIME TO FIGHT

Appalled and grieved by the trafficking of human beings for labor and sexual exploitation – modern-day slavery – The Salvation Army in 2010 expanded both our outreach to victims and our work to fight the spread of trafficking.

Illinois provides an apt example of the scale both of the problem and of the Army's response. In Chicago alone, as estimated 16,000 to 25,000 women and girls are involved in the sex trade. In 2010, The Salvation Army opened Anne's House, one of the few homes in the country to offer residential care and long-term therapeutic treatment for sexually exploited young women.

Meanwhile, the STOP-IT Program provides psychological and medical treatment, educational services and vocational training for victims who have been harmed by the sex trade. The Salvation Army also takes the battle directly to the streets with the Promise program (Partnership to Rescue Our Minors from Sexual Exploitation).

In Illinois, 2010 saw a historic victory take shape. The STOP-IT Program, in coordination with the Office of the Illinois Attorney General and other law enforcement agencies, provided support services to two survivors, ages 17 and 18. The effort led to the break-up of a trafficking ring and the first human trafficking convictions in the state's history. In early 2011, two men were sentenced to prison.

A TIME TO DIG DEEP

While many economic experts state that, technically, the recession is over, millions of hungry Americans tell a sadly different story. Ninety-five percent of The Salvation Army's food programs surveyed in 2010 reported increased demand for food services.

And though 60 percent of the programs also reported a decline in donations, with God's help the Army mobilized on a mass scale to feed neighbors in need. We provided more than 64 million meals in 2010.

While demand has stretched us and led to low supplies of food in many of our programs, we believe that as we remain faithful, God will be faithful to supply our needs financially and with volunteer assistance for years to come.

2010: A SEASON OF SEASONS

The year brought a great diversity of circumstances – a season of growth and optimism for some areas and Salvation Army programs, a season of great challenge for others; victory on certain fronts, continuing struggle on others. Through it all, with the loyal support of our many friends and partners, we adapted. We responded. We remained faithful to our mission, relevant to the needs of our nation and world.

And in the course of the year, we served 30 million Americans.

Through every time and for every purpose to which God has called us, The Salvation Army presses on, joyfully and with determination.

COMMISSIONER WILLIAM A. ROBERTS

A TIME FOR EVERY PURPOSE

Dear Friends,

“Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up.”

I can imagine that those words from the book of Galatians came to mind for many of our soldiers and volunteers this year. And I know beyond a doubt that the truth behind those words – the truth that God inevitably rewards perseverance in His work – came powerfully to life through those dedicated individuals.

Faced not only with great need but also with straitened circumstances for meeting that need, weariness seemed inevitable, and giving up must have felt at times like a real possibility. Yet with God’s help, we pressed on. And we saw much harvest.

A time for every purpose, our theme for this year’s report, found expression in myriad ways.

Captives rescued. The hungry fed. The lonely comforted. The disregarded given new hope and opportunity.

The Salvation Army today is able to intervene, to serve, to encourage, to love in more ways and more places than ever before. Serving more than 30 million women, men, and children. Truly *Doing the Most Good*.

I have been a Salvation Army officer for 40 years. My mother and father before me were officers. My love for and pride in this organization are literally lifelong. In that lifetime, I cannot remember a time when The Salvation Army confronted a greater breadth of urgent missions with greater grace and endurance.

Your generosity and compassion made all the difference.

This year, called by our Master to serve tirelessly and with perseverance, to embrace a challenging season and to reject any thought of surrender, we fulfilled our purpose. Thank you.

Yours in His service,

William A. Roberts, Commissioner
National Commander

CHAIRPERSON CHARLOTTE J. ANDERSON

A TIME FOR EVERY PURPOSE

Dear Friends,

Awe. Respect. Gratitude. These are just a few of the emotions I feel as I think back over the events of 2010 and the ways The Salvation Army responded to those events.

Awe at the magnitude of the challenges we faced and at how, seemingly against the odds, we met those challenges.

Deep respect for the faith, courage, and selflessness of our volunteers, donors, and soldiers.

Gratitude not only for those incredible individuals on the front lines, but also for the wise and dedicated leaders who keep The Salvation Army on course.

There is, indeed, “a time for every purpose.” The past year was exceptional because it seemed to be a time for every purpose all at the same time!

Ongoing economic difficulties in our nation that left more families in desperate need.

Disastrous natural events at home and overseas that demanded a swift response to save lives.

The bittersweet mixture of emotion for our Salvation Army organization as we said goodbye to beloved outgoing commanders and welcomed their outstanding successors.

Exciting opportunities to expand our ministry of education, inspiration and spiritual nurture to underserved communities.

Not to mention all the familiar programs such as red kettles and angel trees that, in thousands upon thousands of communities and neighborhoods, have been synonymous with The Salvation Army for so many years.

To natural eyes, it looked as if our resources would be stretched too thin. And yet, challenged on multiple fronts, The Salvation Army rose to every occasion and tackled seemingly “every purpose under heaven.”

Many people would call 2010, with its great challenges, anything but a blessed year. Yet The Salvation Army was blessed; we were enabled to be a blessing to others. The abundant needs and opportunities the year brought us, and the provision that came through our dedicated supporters, show how The Salvation Army is as relevant and as needed as ever.

Looking ahead, we are confident in the direction of The Salvation Army and of finding the spiritual and material resources needed for every challenge and every purpose. Our confidence comes from knowing that, ultimately, the resources come from One greater than ourselves. As St. Paul put it, *“It is God who works in you to will and to act in order to fulfill His good purpose.”*

Thank you for being part of this great journey of faith with us.

With gratitude,

Charlotte Jones Anderson
National Advisory Board Chairperson

2010 FINANCIAL SUMMARY

This summary represents a combination of data extracted from the Audited Financial Statements of the National Corporation, the World Service Office, and the four U.S. Territories – the Central Territory, the Eastern Territory, the Southern Territory, and the Western Territory. The four Territories supervise 7,675 units of operation throughout the United States, including Puerto Rico, Guam, and the Marshall Islands. 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 basic human needs without discrimination. Operating support represents funding provided by outside sources for the ongoing operations of The Salvation Army. Revenues are classified as operating or non-operating, based on donor restrictions and/or designations by the corporate Board of Trustees.

During 2010, the Army spent \$3.24 billion serving people, up from \$3.12 billion the prior year. Eighty-two cents of every dollar spent, or \$2.66 billion, went toward program services; the remainder was accounted for by management and general expenses of \$393 million and by fundraising costs of \$191 million. Approximately 77% of these expenditures were funded by public and other operating support received during the year, with the remaining funding provided by the release of net assets that were previously donor-restricted or board-designated for long-term projects.

Total public support – both operating and non-operating – was \$1.82 billion, changed from \$1.66 billion in 2009. It comprised \$949 million of general contributions, \$311 million of legacies and bequests, \$484 million of gifts in kind, and \$76 million of

allocations from local United Way and similar funding organizations.

During 2010, other operating and non-operating revenue increased net assets by \$1.54 billion, in contrast to an increase of \$810 million in the prior year. Other revenue comprised of program service fees of \$152 million, sales to the public of \$562 million, net investment gain of \$673 million, and miscellaneous other revenue of \$154 million.

In addition, fees and grants were given to The Salvation Army from various government agencies totaling \$384 million for 2010, down from \$392 million in the prior year.

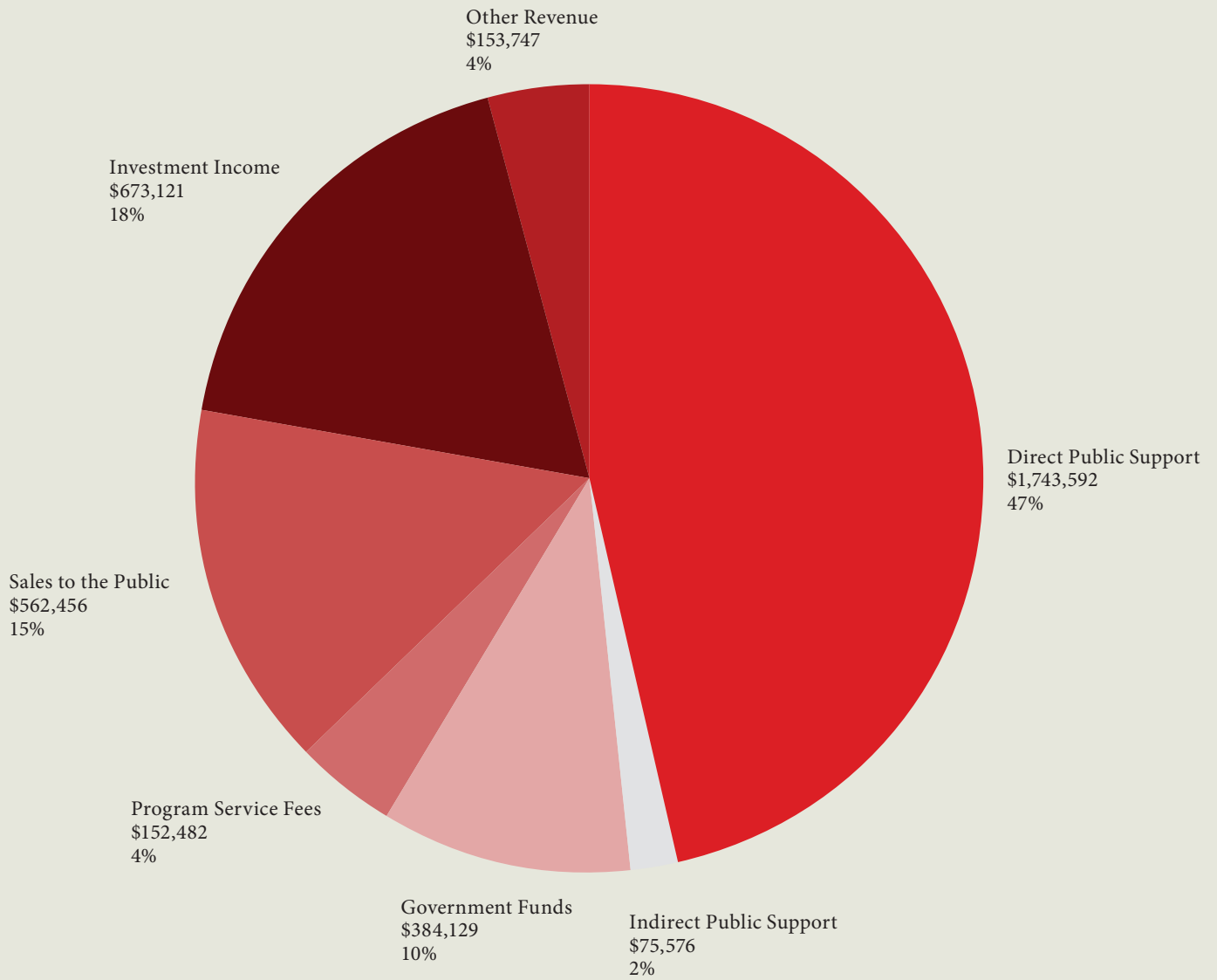
About 58% of the Army's net assets consist of land, buildings, and equipment (\$3.8 billion), plus invested board-designated reserves for future capital expenditures, ongoing facilities maintenance, and specific programs (\$1.53 billion). The remainder primarily comprises investment of donors' temporarily restricted gifts and permanently restricted endowments.

Doing the Most Good for those in need is our highest goal. We pledge to maintain the highest standards of financial accountability to earn your continued trust. To that end, Salvation Army centers are audited by independent certified public accountants in accordance with generally accepted accounting principles.

FINANCIAL HIGHLIGHTS

INCOME

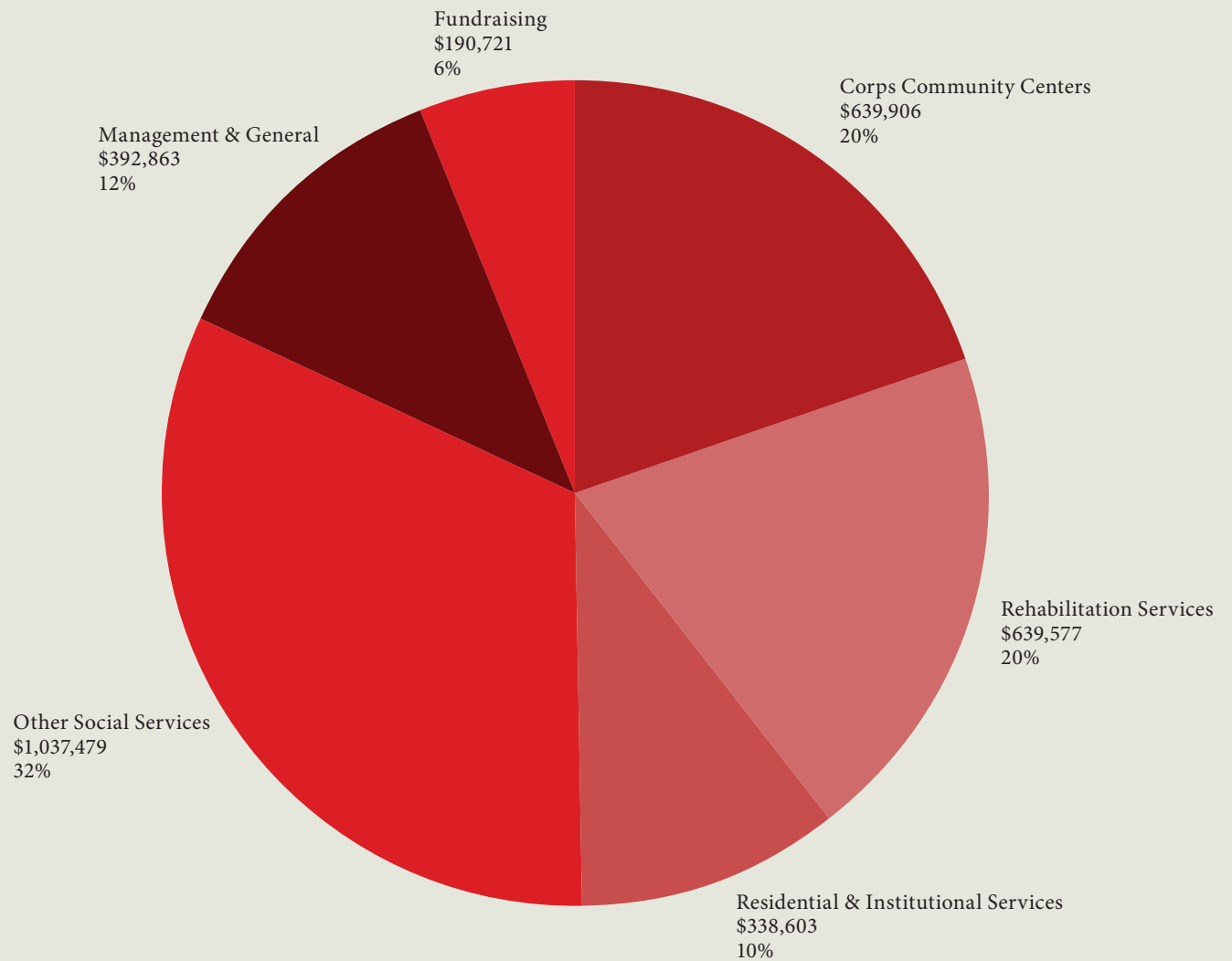
\$3,745,103
(IN THOUSANDS)



FINANCIAL HIGHLIGHTS

EXPENSES

\$3,239,149
(IN THOUSANDS)



FINANCIAL HIGHLIGHTS

STATISTICAL HIGHLIGHTS

CENTERS OF OPERATION

Corps	1,232
Outposts and Service Centers	195
Rehabilitation Centers	154
Thrift Shops	1,352
Community Centers, Boys/Girls Club	371
Child Day Care Centers	145
Adult Day Care Centers	26
Senior Citizen Centers	275
Group Homes/Temp Housing	563
Permanent Residences	73
Medical Facilities	32
Service Units	2,893
Camps	45
Divisions	40
Training Colleges	4
Others	275
TOTAL Centers of Operation	7,675

PERSONNEL

Officers	3,426
Cadets	309
Soldiers	107,846
Members	413,961
Employees	64,611
Volunteers	3,414,858
Advisory Organization Members	58,629

GROUP MEETING ATTENDANCE

Outdoor Meetings	401,244
Sunday School	2,313,323
Sunday Meetings	5,244,769
Weekday Public Meetings	2,216,593
Soldier Development	603,500
Group Activities	8,828,694
Music Organizations	1,054,005
Other	5,598,294
TOTAL Group Meeting Attendance	26,260,422

FINANCIAL HIGHLIGHTS

STATISTICAL HIGHLIGHTS

PEOPLE SERVED

Basic Social Services	17,448,150
Holiday Assistance	4,244,361
Summer & Day Camps	189,981
Disaster Assistance	725,552
Persons Visited In Institutions	2,573,250
Job Referrals	86,376
Correctional Services	403,481
Community Center Participation	1,386,806
Day Care	206,678
Senior Citizens	697,992
Substance Abuse Rehabilitation	324,484
Medical Care	47,398
Institutional Care	1,003,743
Missing Persons	25,356
Transportation Provided	863,039
TOTAL Persons Assisted	30,226,647

SERVICES

Meals Served	59,938,111
Lodgings Supplied	9,956,764
Welfare Orders – Cash Grants	7,493,123
Tangible Items Distributed – Clothes, Furniture, Gifts	21,278,003

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF ACTIVITIES
For the year ended September 30, 2010
(Dollars in thousands)

Representing 7,675 centers of operation throughout the United States including Puerto Rico, Guam, and the Marshall Islands

	Unrestricted				Temporarily Restricted	Permanently Restricted	Total
	General Operating	Board Designated	Land, Building and Equipment	Total			
REVENUE							
Public support:							
Received directly:							
Contributions	\$ 757,089	\$ 29,118	\$ 271	\$ 786,478	\$ 31,293	\$ 2,336	\$ 820,107
Donations-in-kind and contributed services	479,056	5,362	-	484,418	16	-	484,434
Special events	15,830	35	-	15,865	-	-	15,865
Legacies and bequests income	22,195	226,227	-	248,422	24,980	37,184	310,586
Pledges revenue	-	-	-	-	16,346	29,184	45,530
Contributions from split interest agreement	-	145	-	145	33,868	21,197	55,210
Change in value of split interest agreements	-	1,814	-	1,814	7,109	2,937	11,860
Total received directly	1,274,170	262,701	271	1,537,142	113,612	92,838	1,743,592
Received indirectly:							
Allocated by federated fund raising organizations	49,171	-	-	49,171	26,357	-	75,528
Contributed by unassociated & non-federated organizations	(175)	-	-	(175)	223	-	48
Total received indirectly	48,996	-	-	48,996	26,580	-	75,576
Total public support	1,323,166	262,701	271	1,586,138	140,192	92,838	1,819,168
Fees and grants from government agencies	378,684	459	399	379,542	4,587	-	384,129
Other revenues:							
Program service fees	152,338	144	-	152,482	-	-	152,482
Sales to the public	562,050	406	-	562,456	-	-	562,456
Investment income:							
Dividends and interest, net of fees	4,712	72,404	-	77,116	48,110	64	125,290
Realized gain (loss) on sale of investments	(16,143)	136,258	-	120,115	35,727	23	155,865
Unrealized gain (loss) on value of investments	74,284	232,602	-	306,886	84,909	171	391,966
Gain (loss) on sale of land, buildings and equipment	(94)	1,491	114,004	115,401	-	-	115,401
Other revenue	10,265	27,204	893	38,362	(19)	3	38,346
Total other revenues	787,412	470,509	114,897	1,372,818	168,727	261	1,541,806
Total support and revenue	2,489,262	733,669	115,567	3,338,498	313,506	93,099	3,745,103
Net assets released due to fulfillment of donor restrictions	188,616	167,627	38,783	395,026	(395,026)	-	-
Interfund transfers	668,998	(721,246)	52,248	-	-	-	-
Total revenue	\$ 3,346,876	\$ 180,050	\$ 206,598	\$ 3,733,524	\$ (81,520)	\$ 93,099	\$ 3,745,103

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF ACTIVITIES
For the year ended September 30, 2010
(Dollars in thousands)

Representing 7,675 centers of operation throughout the United States including Puerto Rico, Guam, and the Marshall Islands

	Unrestricted			Temporarily Restricted	Permanently Restricted	Total
	General Operating	Board Designated	Land, Building and Equipment			
EXPENSES						
Program services:						
Corps community center	\$ 639,906	\$ -	\$ -	\$ 639,906	\$ -	\$ 639,906
Rehabilitation	639,577	-	-	639,577	-	639,577
Residential and institutional services	338,603	-	-	338,603	-	338,603
Other social services	1,037,479	-	-	1,037,479	-	1,037,479
Total program services	2,655,565	-	-	2,655,565	-	2,655,565
Supporting services:						
Management and general	392,863	-	-	392,863	-	392,863
Fund raising	190,721	-	-	190,721	-	190,721
Total supporting services	583,584	-	-	583,584	-	583,584
Total expenses	3,239,149	-	-	3,239,149	-	3,239,149
Increase (decrease) in net assets before pension related expenses other than net periodic pension cost, reclassification of net assets, change in venture, change in interest swaps, and change in estimated additional liability for retirement benefits						
	107,727	180,050	206,598	494,375	(81,520)	93,099
Property recoveries related to natural disaster	-	-	-	-	-	-
Pension related expenses other than net periodic pension cost	(18,948)	(28,895)	-	(47,843)	-	(47,843)
Change in accounting principle	-	-	-	-	-	-
Reclassification of net assets	-	(109)	-	(109)	109	-
Change in venture	(541)	-	-	(541)	-	(541)
Change in adopting FAS 158	-	-	-	-	-	-
Change in fair value of interest rate swaps	-	(38,596)	-	(38,596)	-	(38,596)
Change in estimated additional minimum liability for retirement benefits	-	(14,712)	-	(14,712)	-	(14,712)
Change in net assets	88,238	97,738	206,598	392,574	(81,411)	93,099
Net assets, beginning of year	359,096	1,432,468	3,601,102	5,392,666	1,558,944	8,826,309
Net assets, end of year	\$ 447,334	\$ 1,530,206	\$ 3,807,700	\$ 5,785,240	\$ 1,477,533	\$ 9,230,571

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF FUNCTIONAL EXPENSES
For the year ended September 30, 2010
(Dollars in thousands)

Representing 7,675 centers of operation throughout the United States including Puerto Rico, Guam, and the Marshall Islands

	Corps Community Center	Rehabilitation	Residential and Institutional	Other Social Services	Total Program Services	Management and General	Fund Raising	Total Supporting Services	Total Expenses
Salaries and allowances	\$ 193,660	\$ 232,755	\$ 130,609	\$ 231,671	\$ 788,695	\$ 153,533	\$ 65,615	\$ 219,148	\$ 1,007,843
Employee and officer benefits	85,242	75,375	44,426	94,840	299,883	46,659	15,958	62,617	362,500
Payroll taxes	15,911	30,480	14,771	23,079	84,241	14,030	5,819	19,849	104,090
Professional fees	17,844	7,572	13,446	16,468	55,330	35,833	22,371	58,204	113,534
Supplies	33,345	49,464	21,294	30,823	134,926	9,981	3,849	13,830	148,756
Communications	8,950	5,389	2,047	4,748	21,134	6,992	728	7,720	28,854
Postage and shipping	2,912	908	213	2,048	6,081	2,440	14,159	16,599	22,680
Occupancy	119,633	121,628	65,055	96,014	402,330	37,083	4,115	41,198	443,528
Furnishings and equipment	25,141	12,576	6,893	16,698	61,308	14,073	2,419	16,492	77,800
Printing and publications	7,979	7,957	591	(1,877)	14,650	19,986	45,576	65,562	80,212
Travel and transportation	30,087	29,458	2,467	14,692	76,704	8,735	2,972	11,707	88,411
Conferences, meetings and major trips	19,615	1,321	546	5,503	26,985	8,796	2,188	10,984	37,969
Direct assistance	9,932	8,695	12,226	435,843	466,696	52	21	73	466,769
Organization dues	932	38	130	812	1,912	454	111	565	2,477
Awards and grants	6,176	614	399	7,234	14,423	3,262	206	3,468	17,891
Interest expense	2,718	2,792	3,038	289	8,837	1,068	37	1,105	9,942
Depreciation	37,788	23,570	15,422	18,379	95,159	14,067	2,432	16,499	111,658
Miscellaneous	22,041	28,985	5,030	40,215	96,271	15,819	2,145	17,964	114,235
Total expenses	\$ 639,906	\$ 639,577	\$ 338,603	\$ 1,037,479	\$ 2,655,565	\$ 392,863	\$ 190,721	\$ 583,584	\$ 3,239,149

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION
September 30, 2010
(Dollars in thousands)

Representing 7,675 centers of operation throughout the United States including Puerto Rico, Guam, and the Marshall Islands

	Unrestricted			Total	Temporarily Restricted	Permanently Restricted	Total
	General Operating	Board Designated	Land, Building and Equipment				
ASSETS							
Cash and cash equivalents	\$ 163,031	\$ 179,916	\$ 9,837	\$ 352,784	\$ 31,595	\$ 29,092	\$ 413,471
Collateral received under securities lending program	53,094	230,987	-	284,081	-	-	284,081
Accounts receivable, net	86,065	41,969	-	128,034	926	-	128,960
Legacies and bequests receivable	-	24,531	-	24,531	163,652	123,549	311,732
Due (to) from	152,419	64,980	(160,716)	56,683	(50,360)	(6,323)	-
Pledges receivable, net	666	-	-	666	65,346	25,611	91,623
Inventory	41,265	-	-	41,265	-	-	41,265
Prepaid expenses and deferred charges	28,620	5,764	-	34,384	369	-	34,753
Mortgages and notes receivable	-	49,652	60,115	109,767	-	-	109,767
	<u>525,160</u>	<u>597,799</u>	<u>(90,764)</u>	<u>1,032,195</u>	<u>211,528</u>	<u>171,929</u>	<u>1,415,652</u>
Investments (at fair value)	314,932	3,521,991	-	3,836,923	1,017,198	1,406,839	6,260,960
Assets held under split interest agreements	-	46,105	-	46,105	386,065	405,911	838,081
Land, building, improvements & equipment:							
Land	-	-	692,245	692,245	8,885	-	701,130
Buildings, net of accumulated depreciation	-	-	3,270,941	3,270,941	1,451	-	3,272,392
Construction in progress	-	-	317,697	317,697	57,542	-	375,239
Assets held for sale	146	-	8,797	8,943	-	-	8,943
Equipment, net of accumulated depreciation	-	-	115,252	115,252	18	-	115,270
Total land, building, improvements & equipment	<u>146</u>	<u>-</u>	<u>4,404,932</u>	<u>4,405,078</u>	<u>67,896</u>	<u>-</u>	<u>4,472,974</u>
Other assets	<u>8</u>	<u>5,049</u>	<u>-</u>	<u>5,057</u>	<u>120</u>	<u>-</u>	<u>5,177</u>
TOTAL ASSETS	<u>\$ 840,246</u>	<u>\$ 4,170,944</u>	<u>\$ 4,314,168</u>	<u>\$ 9,325,358</u>	<u>\$ 1,682,807</u>	<u>\$ 1,984,679</u>	<u>\$ 12,992,844</u>

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION
September 30, 2010
(Dollars in thousands)

Representing 7,675 centers of operation throughout the United States including Puerto Rico, Guam, and the Marshall Islands

	Unrestricted				Temporarily Restricted	Permanently Restricted	Total
	General Operating	Board Designated	Land, Building and Equipment	Total			
LIABILITIES & NET ASSETS							
LIABILITIES							
Accounts payable and accrued expenses	\$ 196,940	\$ 24,920	\$ 5,415	\$ 227,275	\$ 151	\$ -	\$ 227,426
Conditional asset retirement obligations	-	697	61,594	62,291	-	-	62,291
Payable under securities lending program	65,715	238,711	-	304,426	-	-	304,426
Liability for split interest agreements	-	34,195	-	34,195	200,555	16,857	251,607
Refundable advances and deferred revenue	4,994	94	-	5,088	-	-	5,088
Liabilities for securities purchased	-	-	-	-	-	-	-
Mortgages and notes payable	30,798	629,308	438,212	1,098,318	-	-	1,098,318
Estimated liability for self-insured claims	44,193	116,174	-	160,367	-	-	160,367
Estimated liability for retirement and post-retirement benefits	-	1,587,563	-	1,587,563	-	-	1,587,563
Other liabilities	50,272	9,076	1,247	60,595	4,568	24	65,187
TOTAL LIABILITIES	392,912	2,640,738	506,468	3,540,118	205,274	16,881	3,762,273
NET ASSETS							
Unrestricted	447,334	1,530,206	3,807,700	5,785,240	-	-	5,785,240
Temporarily restricted	-	-	-	-	1,477,533	-	1,477,533
Permanently restricted	-	-	-	-	-	1,967,798	1,967,798
TOTAL NET ASSETS	447,334	1,530,206	3,807,700	5,785,240	1,477,533	1,967,798	9,230,571
TOTAL LIABILITIES AND NET ASSETS	\$ 840,246	\$ 4,170,944	\$ 4,314,168	\$ 9,325,358	\$ 1,682,807	\$ 1,984,679	\$ 12,992,844

LEADERSHIP

A TIME FOR EVERY PURPOSE

NATIONAL LEADERSHIP

COMMISSIONER WILLIAM A. ROBERTS
National Commander

COMMISSIONER NANCY L. ROBERTS
National President for Women's Ministries

COLONEL WILLIAM HARFOOT
National Chief Secretary

SOUTHERN TERRITORY

COMMISSIONER DAVID JEFFREY
Territorial Commander

COMMISSIONER BARBARA JEFFREY
Territorial President for Women's Ministries

COLONEL TERRY W. GRIFFIN
Chief Secretary

CENTRAL TERRITORY

COMMISSIONER PAUL R. SEILER
Territorial Commander

COMMISSIONER CAROL SEILER
Territorial President for Women's Ministries

COLONEL MERLE HEATWOLE
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

EASTERN TERRITORY

COMMISSIONER R. STEVEN HEDGREN
Territorial Commander

COMMISSIONER JUDITH HEDGREN
Territorial President for Women's Ministries

COLONEL WILLIAM R. CARLSON
Chief Secretary

NATIONAL ADVISORY BOARD

CHAIRPERSON, NATIONAL ADVISORY BOARD
MRS. CHARLOTTE JONES ANDERSON
Executive Vice President
Dallas Cowboys Football Club
Irving, Texas

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The Salvation Army in the United States is divided into four territories. The National Commander and the National Chief Secretary serve in coordinating capacities. Each territorial commander operates under the general policies laid down by International Headquarters in London. National policy is established by the Commissioners' Conference, over which the National Commander presides. Thus, while the local leadership adjusts to meet the conditions in each community, all officers are subject to the same broad, overall policies.

ABOUT THE SALVATION ARMY

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“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 7,675 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.