

GIVE WITH JOY



2026 National Annual Report

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.

ABOUT THE SALVATION ARMY

Every day, The Salvation Army brings hope to individuals and families facing life's greatest challenges. Across the country, we respond to immediate needs while investing in long-term solutions. Whether providing meals, shelter, and disaster relief or helping people build more stable futures, we are committed to offering compassionate, practical support that strengthens lives and communities. Because we believe every person is made in the image of God, we meet both physical and spiritual needs. By living out and sharing the Christian gospel, we offer hope that extends beyond tangible needs.

The Salvation Army operates nearly 7,600 centers in communities across the United States. These centers provide food, disaster relief, rent and utility assistance, rehabilitation services, anti-human trafficking programs, a wealth of youth activities, and more.

Our work is made possible by generous individual donors, corporate gifts, private and government grants, proceeds from goods sold in our Salvation Army thrift stores, and other public support.

Eighty-two cents of every dollar donated is dedicated to programs and services 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.





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Dear Friends,

This past year, The Salvation Army has been privileged to serve millions across the nation, meeting critical needs with compassion. Through our many programs, we provided meals for those facing hunger, shelter for people experiencing homelessness, financial assistance to help prevent evictions and utility shut-offs, and much more. These efforts reflect our commitment to preach the gospel and meet human needs in His name without discrimination.

Our purpose is found in every life touched through this ministry—in families finding shelter after a storm, in the relief of someone receiving a warm meal, and in the renewed hope of those supported through life's hardest moments. Together, we meet immediate needs while restoring hope and reflecting the unconditional love of our Heavenly Father.

We are deeply grateful for the support of our communities, partners, board members, donors, volunteers, and all who make this work possible through their generosity, prayers, and service. As we look ahead, The Salvation Army remains committed to meeting needs and sharing in the joy that comes from serving others.

Yours in faith,

A handwritten signature in black ink that reads "Merle Heatwole".

Commissioner Merle Heatwole
National Commander
The Salvation Army in the United States



Dear Friends,

As chairman of The Salvation Army's National Advisory Board, I am deeply committed to ensuring this incredible organization continues to uplift those in need. My heart has long been drawn to serving the least, the last, the lost, the lonely, and the left out.

It is through these acts of love that we shine the light of Christ most brightly. Jesus modeled this perfectly by meeting people where they are. That is what fuels my involvement and, I believe, the very essence of The Salvation Army's mission.

I invite each of you to reflect on your own calling. What stirs your heart to serve? When we anchor our purpose in Christ's love, our efforts become true expressions of His compassion. Every meal shared, shelter provided, or hand extended brings the unmistakable joy of partnering with God in His redemptive work.

Together, let us continue this sacred calling with renewed passion and unwavering commitment.

In His service,

A handwritten signature in black ink that reads "Marc Belton".

Marc Belton
Chairman
The Salvation Army National Advisory Board

YEAR AT A GLANCE

In the past year, The Salvation Army brought hope and joy to over 28 million people across the United States, helping them overcome poverty, addiction, economic hardship, and more through Christ-centered ministries. People across the country received warm meals, nights of shelter, financial assistance for bills, disaster relief, rehabilitation, youth activities, and holiday support throughout 2025.

The generosity of our donors, volunteers, and employees has helped foster flourishing communities and bring safety and security to those in need. Operating from almost 7,600 centers nationwide, including corps community centers, shelters, food pantries, and service units, The Salvation Army relied on over 1.5 million dedicated volunteers and nearly 45,000 employees who embody the spirit of service to amplify impact in communities everywhere.



10,265,292
Nights of Shelter

Each shelter service provided safe, emergency housing and transitional support to people experiencing homelessness, offering stability, joy, and a path to recovery.



1,386,097
Households Assisted

Assistance programs delivered critical financial help with utilities, rent, and other essential expenses, preventing evictions and helping families maintain their homes and hope.



183,649,796
Meals Served

In hunger relief efforts, The Salvation Army supported neighbors in need through nutritious meals, groceries, and pantry staples through food shelves, mobile feeding units, and community kitchens.





HUNGER

JOY OF NOURISHMENT

Diane, a 78-year-old retired senior from Apple Valley, Minnesota, faced severe food insecurity after a number of unexpected health challenges. Like so many other seniors, Diane lives on a fixed income, with a budget that becomes tighter by the day as essential everyday expenses continue to rise. “There are so many of us seniors who aren’t making it,” said Diane, who spent years working at Control Data — a former Minnesota-based computer company — and in child care before she retired. She lives on just \$968 per month, most of which goes toward paying real estate taxes, utilities, car insurance, and other bills. At her lowest, she could only afford to eat twice per day and fill her car’s gas tank once every two months. “I don’t drive anywhere unless I have to — just doctor appointments and the food shelf,” Diane added.

The food shelf she visits is The Salvation Army’s food pantry in Burnsville. She comes once per month for enough groceries to get her through. “It’s the best food shelf I’ve ever been to,” Diane said. “I like it because I can shop for the food I want — other food pantries don’t let you pick. Here, it’s like going to the grocery store.” During each visit, she fills a shopping cart full of fresh vegetables, frozen meats, canned goods, and pasta, along with staples including milk, bread, and eggs. She is an efficient shopper, selecting foods that she can use to create meals that last several days — such as casseroles. “With casseroles, you can take almost

any meat and mix it with rice or noodles for a meal that’s warm, filling, and nutritious,” she explained. “Thank you to all the people who donate,” she said. In 2025, each generous donation made it possible for Diane and other people facing vulnerability to access food shelves and eat warm, nutritious meals.

Diane’s story, like so many others, outlines just how The Salvation Army’s food assistance programs transform hardship into hope and continue bringing renewed joy to people across the nation.



I can shop for the
food I want—other
food pantries don’t
let you pick.

SHELTER

JOY OF SAFETY

After spending months hopping from hotel to hotel, Elijah and Odessa Ragland arrived at The Salvation Army Center of Hope shelter with their five children, exhausted but also safe and secure.

The Raglands experienced a series of setbacks while living in Wake County, North Carolina. Loss of one apartment, credit problems due to identity theft, and the unexpected loss of another apartment left them with just their car. In search of respite from their ongoing hardships, the Raglands turned to The Salvation Army for help.

“

Don't ever say
you can't do it.
Keep the faith.

Without a home to return to or beds for their children to sleep in, the family was able to find hope and safety at one of The Salvation Army's shelters in Raleigh.

Elijah praised the team, saying, “The Salvation Army helped with everything possible you can think of. They stuck with us and believed in us.” The Raglands admit a shelter isn't where they wanted to be, but their family was together, and they were determined to move forward.

Odessa added, “They didn't give up on us. These people will push you, motivate you. ... They make sure you get done what you need to get done to move forward.” Four months after arriving at the shelter, and with the help of Salvation Army caseworkers, the Raglands got the break they were hoping for. “I couldn't believe we were getting our own place,” smiled Elijah. “A four-bedroom house. I couldn't stop smiling after I got off from work.” Elijah returned to his work in landscaping, while Odessa began a day care job. Elijah believes everything that happened, happened for a reason. “I tell people, ‘Never give up. Don't ever say you can't do it. Keep the faith and always believe in the man upstairs. He's always going to pull you through.’”

Thanks to the Raglands unwavering faith and The Salvation Army's holistic assistance, families like theirs are able to transition from fear and homelessness to hope and safety under one roof.



EVICTON PREVENTION JOY OF STABILITY

In Scranton, Pennsylvania, The Salvation Army is providing critical relief to families struggling with rising utility costs through regular Customer Assistance Events and ongoing bill support programs. Held three times a year, these events offer a compassionate, one-stop opportunity for neighbors in need facing financial hardship to receive direct help with their utility bills.

At an event held in the fall of 2025, dozens of Lackawanna County residents gathered at the Scranton Citadel Corps. They met face-to-face with assistance providers to explore payment options, enroll in available programs, apply for grants, and receive personalized guidance.

Many arrived feeling overwhelmed by mounting bills, delayed benefits such as SNAP and LIHEAP, and the added strain of summer air conditioning and back-to-school expenses.

Thanks to generous donations throughout 2025, these events allowed families to get immediate cost relief and practical tools to better manage their household budgets and prepare for the winter months ahead. Since the bill assistance program began three years ago, its impact has steadily grown. This past year, the program processed nearly 350 grants for households affected by the LIHEAP delay.

Captain Kirsten Childs of The Salvation Army in Bath-Brunswick, Maine, shared, “Our neighbors have already been struggling this year. The delays [in benefits] have compounded uncertainty and stress. We hope this event helps relieve some of the financial pressure our neighbors are feeling.” Beyond one-time



Families leave
this program with
lighter financial
burdens.

assistance, The Salvation Army has combined direct bill support with budgeting education and financial guidance to help people gain long-term financial stability. A well-rounded approach like this helps families reduce future stress, avoid utility shut-offs, and stay in their homes despite difficult seasons.

By creating a welcoming space for honest conversations and personalized solutions, The Salvation Army is helping turn anxiety and instability into hope and joy.

Families leave this program with lighter financial burdens and a stronger sense of community support. As the program continues to expand, it remains a vital lifeline for neighbors in need. The Salvation Army is dedicated to giving its unwavering commitment to preaching the gospel of Jesus Christ and to meeting human needs in His name without discrimination.



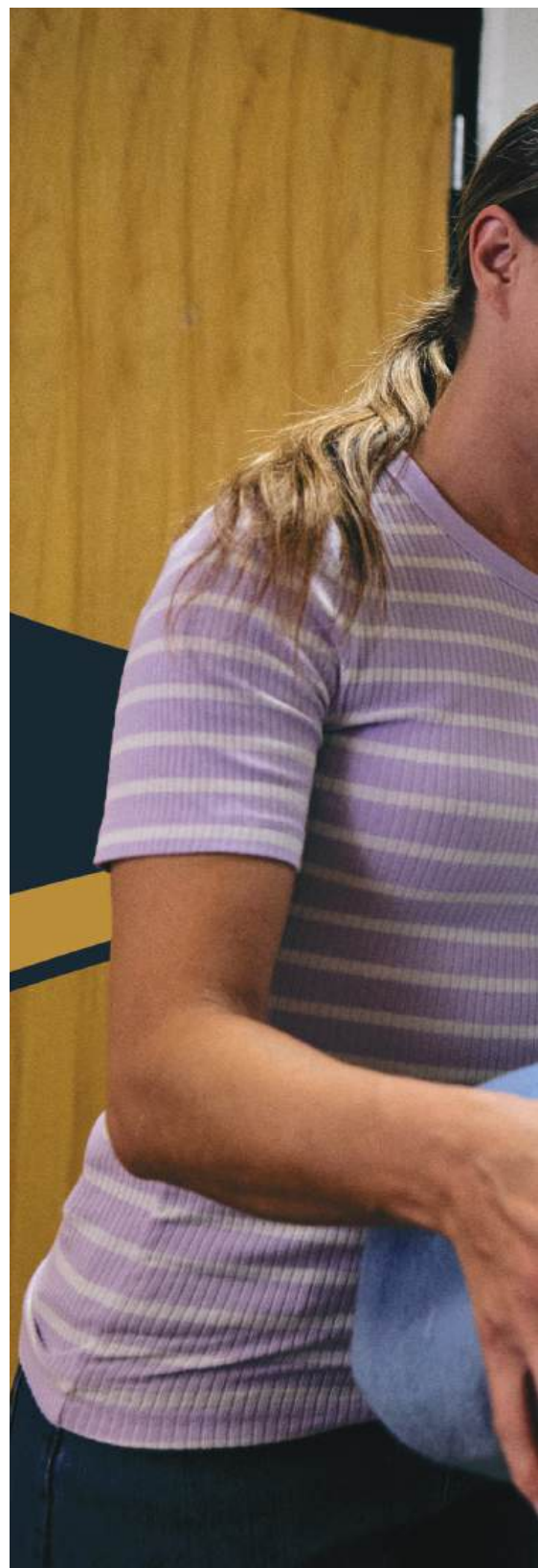
Thanks to generous funding from **Lilly Endowment Inc.**, The Salvation Army's Project IMPACT has transformed how quickly and effectively families devastated by disasters can receive help. This past year, we were able to purchase 62 new rapid response units, train 22,321 individuals, and approve five warehouse projects, increasing our footprint by 200,000 square feet.

HOPE JOY OF FLOURISHING



Captains Raghel and Jose Santiago arrived at their Kauluwela Mission Corps assignment in Honolulu three years ago. Given The Salvation Army's mission to serve specific needs in every community, they sought opportunities to serve youth in high-risk neighborhoods. Together, they established a free music program that seamlessly blends The Salvation Army's rich musical heritage with local Hawaiian culture. There, kids and teens can train in ukulele, piano, brass

instruments, and hula while receiving spiritual mentorship. The program has grown to 25 dedicated students who receive free musical instruction plus accountability as they navigate the transition from adolescence into young adulthood. Captain Raghel highlights the impact: "It boosts their confidence knowing that they can do something that they can be proud of." Amid neighborhood hardships, this program and many others like it foster hope, spiritual development, and joy for years to come.





Thanks to the generous support of **Margaret A. Cargill Philanthropies**, The Salvation Army continues to provide transformative programs nationwide that are truly changing lives.

Most notably, the Pathway of Hope program represents a crucial shift from simply addressing the symptoms of poverty to targeting its root causes, enrolling approximately 750 families each year. Our goal is to bring best-in-class Pathway of Hope services to 20 major U.S. cities, delivering vital support to low-income families in urban communities. By the end of 2025, over 2,540 families had already begun their journey toward lasting stability through this program.

The Salvation Army is deeply grateful for the role Margaret A. Cargill Philanthropies plays in strengthening these initiatives and driving forward our mission of compassion and hope.

2025 IMPACT OVERVIEW

In 2025, The Salvation Army's partnership with Walmart continued to make a meaningful difference in communities nationwide. Through shared values of service and generosity, this collaboration expanded support for individuals and families while creating accessible ways for customers and associates to give back.



Disaster Relief Response

Walmart's support strengthened The Salvation Army's ability to respond quickly in times of crisis. Following severe flooding in Texas, the partnership enabled the delivery of essential supplies, meals, and emotional and spiritual care to affected communities.



Volunteerism and Community Engagement

Walmart and Sam's Club associates actively supported Salvation Army programs through volunteer service and local initiatives, expanding outreach and deepening community impact nationwide.



Holiday Support

Red Kettle Campaign: Walmart and Sam's Club locations remained vital to the success of the Red Kettle Campaign, increasing visibility and encouraging generosity during the holiday season, while helping to raise \$36.2 million nationwide.

Round-Up Campaign: Customers also gave with joy by participating in the online Round-Up campaign, turning everyday purchases into meaningful support for local services.

Angel Tree: Angel Tree initiatives, both in-store and online, provided more than a million children and families in need with toys, clothes, and gifts, ensuring they experienced the joy and hope of the season.

Holiday Meal Campaign: Customers and associates also helped provide holiday meals through the Holiday Meal Campaign, with Walmart matching donations to expand meal support for individuals and families served nationwide.

Together, everyday acts of generosity brought joy, nourishment, and hope to communities throughout the holiday season.



NATIONAL PARTNERSHIPS GIVE WITH JOY – TOGETHER



At The Salvation Army, partnership is a powerful force for good. Through collaboration with national corporate partners, donors, and communities, we invite the nation to **give with joy—together**, turning generosity into hope and compassion into action.

Our corporate partners advance mission-driven initiatives that reach millions each year through cause-marketing campaigns, employee engagement, and in-store and online giving opportunities. Together, we address critical needs—from hunger and housing to disaster relief and holiday assistance—while creating moments of dignity, connection, and joy. By aligning values, resources, and reach, these partnerships help ensure that hope is not only delivered—but felt—strengthening lives and communities nationwide.



Scan QR code to learn more
about corporate partnerships.

Thank You To Our Partners!

Corporate partnerships play a vital role in advancing The Salvation Army's mission and expanding our ability to serve communities in need. Through financial support, volunteer engagement, in-kind donations, and cause-marketing initiatives, our corporate partners help bring hope and practical assistance to individuals and families facing life's challenges.

These collaborations create opportunities to respond to emergencies, provide essential services, support youth

development, strengthen families, and meet critical local needs. By combining resources, expertise, and a shared commitment to service, our partners help transform generosity into meaningful action and lasting impact.

The Salvation Army is grateful for the organizations that stand alongside us, helping ensure that compassion reaches more people and that communities across the nation experience hope, support, and encouragement when they need it most.



THE JOY OF GENEROSITY INFLUENCERS LEADING THE WAY



Right to Left: Commissioner Merle Heatwole, Buddy Valastro, "Fox & Friends" Hosts Ainsley Earhardt and Will Cain.

The Salvation Army sparked joy throughout the 2025 giving season by teaming up with celebrated figures. In early Fall, Alexa and Carlos PenaVega made a tangible difference by delivering school supplies and backpacks to underserved families, fostering brighter futures. The excitement continued with Post Malone announcing his BIG halftime show at the Dallas Cowboys' Thanksgiving game, which was an unforgettable night that set the tone

for holiday donations. On Giving Tuesday, the Dallas Cowboys Cheerleaders joined Haley Anderson, their special projects manager and current Salvation Army National Advisory Board member, on the TODAY show to shine a light on their community efforts during the holidays. Sweetening the message, Buddy Valastro appeared on "Fox & Friends" to share The Salvation Army's impactful work, promote donations, and unveil a special "Give With Joy" red velvet cake.



Clockwise From Top:
Haley Anderson joins the Dallas Cowboys Cheerleaders as they perform on Good Morning America for Giving Tuesday; Post Malone performs during the Dallas Cowboys Thanksgiving Day halftime show; and Carlos and Alexa PenaVega shop for back-to-school supplies.



This summary represents a combination of data from the Audited Financial Statements of the six 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 7,599 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 the United States since 1880 while maintaining conservative financial policies, enabling us to fulfill our mission and serve those in need in your community. Our pledge is to maintain the highest standards of financial accountability to continue to deserve your trust.

REVENUE

(Dollars in Thousands)

TOTAL REVENUE \$4,743,537

PUBLIC SUPPORT \$2,404,721

INVESTMENT INCOME \$981,158

SALES TO THE PUBLIC \$553,161

GOVERNMENT FUNDS \$539,926

PROGRAM SERVICE FEES \$167,075

OTHER REVENUE \$97,496

EXPENSES

(Dollars in Thousands)

TOTAL EXPENSES \$4,308,454

OTHER SOCIAL SERVICES \$1,360,294

CORPS COMMUNITY CENTER \$893,521

REHABILITATION \$739,591

RESIDENTIAL & INSTITUTIONAL \$552,924

MANAGEMENT & GENERAL \$485,332

FUNDRAISING \$276,792

SERVICE TOUCHPOINTS

Basic Social Services	11,669,785
Personal Connections (Interviews, Case Management, Information Requests)	7,312,182
Community Center & Kroc Participants	4,842,224
Holiday Assistance	2,562,029
Institutional Care	564,511
Summer & Day Camps	429,560
Emergency Disaster Assistance	216,194
Senior Citizens	315,196
Substance Abuse & Rehabilitation	154,950
Permanent Placement/Housing	56,305
Pathway of Hope	65,606
Day Care	17,617
Correctional Services	42,692
Veterans Services	19,570
Medical Care	9,123
Anti-Human Trafficking	8,119
Total Mission Touchpoints	28,285,663

MINISTRY ACTIVITIES

Church Attendance	3,745,879
Virtual Ministry Attendance	62,709
Spiritual Development (Sunday School, Bible Study)	3,642,992
Adult Ministry & Fellowship Group Attendance	2,798,541
Youth Ministry & Fellowship Group Attendance	1,462,362
Adult Music & Fine Arts Education Attendance	628,396
Youth Music & Fine Arts Education Attendance	119,783
Persons Linked To Corps Through Programs	6,553
Outreach Publications Circulation	2,917,811
Persons Engaged Through Outreach Activities	7,645,942

SERVICE HIGHLIGHTS

Food & Nutrition — Total Meals Provided	183,649,796
Tangible Items Distributed (Clothing, Furniture, Gifts)	15,048,551
Nights of Shelter Provided	10,265,292
Households Provided With Financial Assistance (Housing, Medical, Utilities, Transportation, Misc)	1,386,097
Transportation Assistance	729,344
Employment Assistance	44,821
Number of Disaster Events Responded To	972

MISSION CENTERS

GENERAL OPERATIONS

National/Territorial/Divisional Headquarters	42
Training Colleges	4
Area Commands	74
Corps Community Centers	1,081
Kroc Community Centers	26
Outposts & Service Centers	205
Service Units	2,455

SOCIAL SERVICES

Emergency Shelters	287
Temporary Housing	124
Permanent & Supportive Residences	244
Rehabilitation Centers	108
Anti-Human Trafficking Programs	24
Supportive Services for Veteran Families	44
Street Outreach/Mobile Units	107
Food Pantries	1,244
Domestic Violence Programs	16
Homeless Diversion Programs	108

COMMUNITY SERVICE CENTERS

Retail Centers	887
Youth Community Centers	197
Adult & Senior Citizens Community Centers	117
Other Centers	88
Day Care Centers (Adult & Child)	67
Camps	39
Medical Clinics	11
Total Mission Centers	7,599

PERSONNEL ENGAGEMENT

Officers/Envoys/Sergeants/Auxiliary Captains/Cadets	5,204
Employees	44,977
Volunteers	1,552,149
Advisory Organization Memberships	50,580
Echelon Memberships	1,146
Church Memberships	208,445
Adult Ministry & Fellowship Group Memberships	104,083
Youth Ministry & Fellowship Group Memberships	61,446
Adult Music & Fine Arts Education Memberships	24,417
Youth Music & Fine Arts Education Memberships	8,850
Community Center and Kroc Memberships	315,741

The Salvation Army USA Unaudited Combined Statement of Financial Position

For the Year Ended September 30, 2025 (Dollars in Thousands)

ASSETS	2025	2024
Cash and Cash Equivalents	\$ 643,492	\$ 685,627
Accounts Receivable	235,608	249,225
Legacies and Bequests Receivable	1,237,970	1,163,692
Pledges Receivable	64,654	55,403
Inventory	45,755	43,268
Prepaid Expenses and Deferred Charges	44,177	49,082
Mortgages and Notes Receivable	24,370	32,053
Investments	10,333,441	10,212,241
Assets Held Under Split-Interest Agreements	1,251,192	1,144,308
Lease Right-of-Use Assets	148,121	137,178
Land, Building, Improvements, and Equipment	5,370,372	5,318,628
Other Assets	4,623	4,497
Total Assets	\$ 19,403,775	\$ 19,095,202

LIABILITIES & NET ASSETS	2025	2024
Total Liabilities	\$ 4,465,738	\$ 4,730,597
Net Assets:		
<i>Without Donor Restrictions:</i>		
Available for Operations	554,635	654,499
Designated for Capital and Specific Program Expenditures	3,020,112	2,819,366
Land, Building, and Equipment	4,790,903	4,753,369
Total Net Assets Without Donor Restrictions	8,365,650	8,227,234
<i>With Donor Restrictions:</i>		
Amounts to Be Held in Perpetuity	3,535,087	3,301,272
Other Restrictions	3,037,300	2,836,099
Total Net Assets With Donor Restrictions	6,572,387	6,137,371
Total Net Assets	\$ 14,938,037	\$ 14,364,605
Total Liabilities & Net Assets	\$ 19,403,775	\$ 19,095,202

SUPPORT & REVENUE

2025

2024

Public Support

Received Directly

Contributions of Cash and Other Financial Assets	\$	1,020,999	\$	896,191
Contributions of Nonfinancial Assets and Services		665,853		651,801
Special Events		25,553		27,090
Legacies and Bequests Income		491,099		599,760
Pledges Revenue		87,425		72,508
Contributions From Split-Interest Agreements		78,080		66,060

Total Received Directly		2,369,009		2,313,410
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Received indirectly by federated campaigns		35,712		30,810
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Total Public Support		2,404,721		2,344,220
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Fees and Grants From Government Agencies		539,926		610,724
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Program Service Fees		167,075		170,049
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Sales to the Public		553,161		552,932
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Investment Earnings		981,158		1,657,720
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Other Revenue		97,496		101,839
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Total Revenue	\$	4,743,537	\$	5,437,484
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EXPENSES

2025

2024

Program Services

Corps Community Centers	\$	893,521	\$	873,433
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Rehabilitation		739,591		708,010
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Residential and Institutional Services		552,924		523,795
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Other Social Services		1,360,294		1,337,045
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Total Program Services		3,546,330		3,442,283
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Supporting Services

Management and General		485,332		459,396
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Fundraising		276,792		262,340
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Total Supporting Services		762,124		721,736
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Total Expenses	\$	4,308,454	\$	4,164,019
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Other Changes in Net Assets		138,349		(300,739)
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Change in Net Assets	\$	573,432	\$	972,726
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CHAIRMAN

Marc Belton

CMO, General Mills - Retired
Wisefellows Consulting

MEMBERS

Alva Adams-Mason

Group Manager, Multicultural Business
Alliance & Strategy & Dealer Relations
- Retired
Toyota Motor North America

Haley Anderson

Special Projects Manager
Dallas Cowboys

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President & CEO
BoltNagi PC

Dr. Mark Caner

President
W&S Financial Group Distributors

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Professor of Economics & Finance -
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Meredith Counce

Vice President, Brand Marketing
Dallas Cowboys

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

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CFO, Sr. Executive Vice President
First Horizon Corp.

Torrey Foster

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Private Wealth Financial Advisor
Lelekis Private Wealth Management
Group of Raymond James

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COO & CRO
Inspired Solutions, Inc.

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Chair, Alliance for Family Entertainment

Michael Redd

President
22 Ventures

Robert Rhea

Senior Vice President, Legal
FedEx Corporation

Mariska Rowell-Lehman

Independent Business & Risk Consultant

D'Juan Rudolph

Manager, Multicultural Business Alliance
& Strategy
Toyota North America

Joseph Ruiz

Founder & CEO
Joe Ruiz Group

Steve Schrobilgen

COO
Sam's Club

Thomas Stumb
Chairman & CEO
Truxton Trust

H. Art Taylor
President and CEO
AFP Worldwide

Ambassador Gaddi Vasquez
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Affairs - Retired
Edison International

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Founder & Principal
Social Matters, Inc.

Hon. Elbra Wedgeworth
Founder & President
Casel & Associates

Jackie Woodward
Interim & Fractional CMO
Chameleon Collective

Alex Zikakis
CEO
Capstone Advisors

Joey Zumaya
Communities Development Leader
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Nationwide Insurance

Mike Cassling
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Cquence Health Group

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Chairman - Retired
Caterpillar Inc.

Edsel Ford II
Ford Motor Company

Charlotte Jones
Executive VP & Chief Brand Officer
Dallas Cowboys

Robert Pace
Advisory Director - Retired
Goldman Sachs

Steven Reinemund
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Pepsico

Tony Thompson
President & CEO - Retired
Krispy Kreme

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Craig Matthews
Vice Chairman & COO - Retired
KeySpan

Margot Perot
Board of Directors
Dallas Museum of Art

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CEO - Retired
KPMG International

Laura Bush
Former First Lady
of the United States

David Frauenshuh
Founder & CEO
Frauenshuh, Inc.

Richard Hagerty
Real Estate Developer

F. Worth Hobbs
President - Retired
ALCOA Foundation

Jerry Jones
Owner & General
Manager
Dallas Cowboys

Jonathon Killmer
Partner - Retired
PwC

Bobby Lyle
Chairman, President & CEO
Lyc0 Holdings, Inc.

Marilyn Quayle
Former Second Lady
of the United States

William Raduchel
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



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Territorial Commander

Commissioner Donna Igleheart

Territorial President of Women's Ministries

Colonel Brian Saunders

Territorial Chief Secretary

WESTERN TERRITORY

Commissioner James Betts

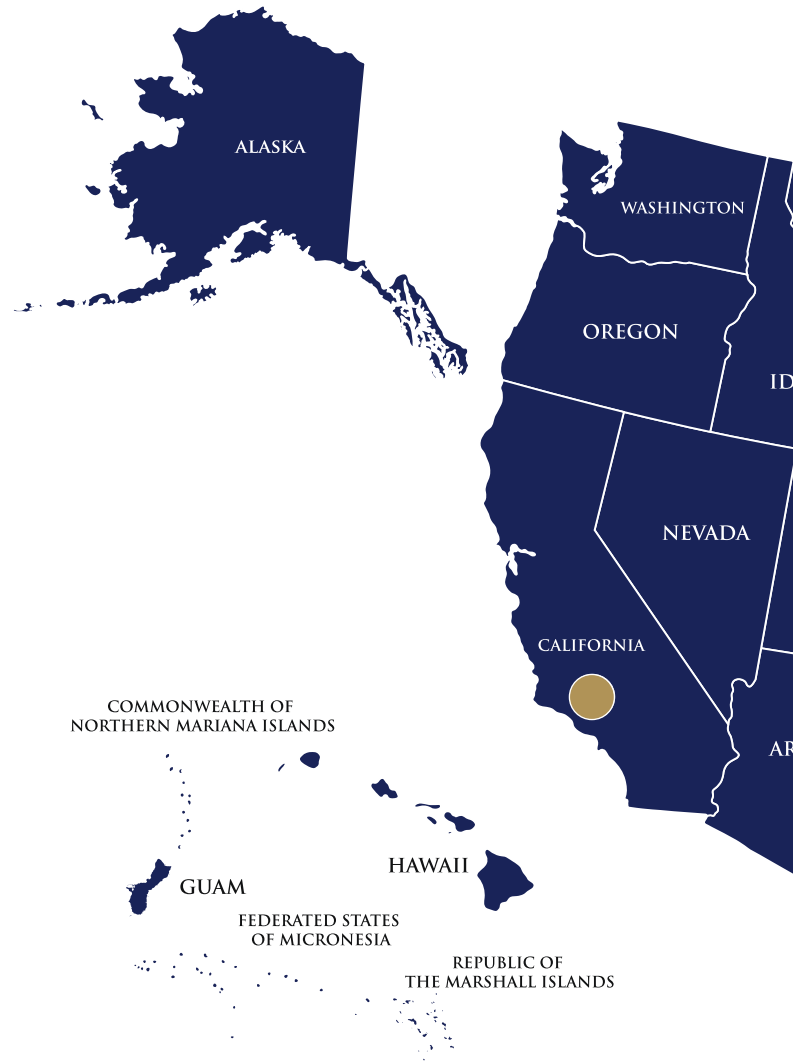
Territorial Commander

Commissioner Sue Betts

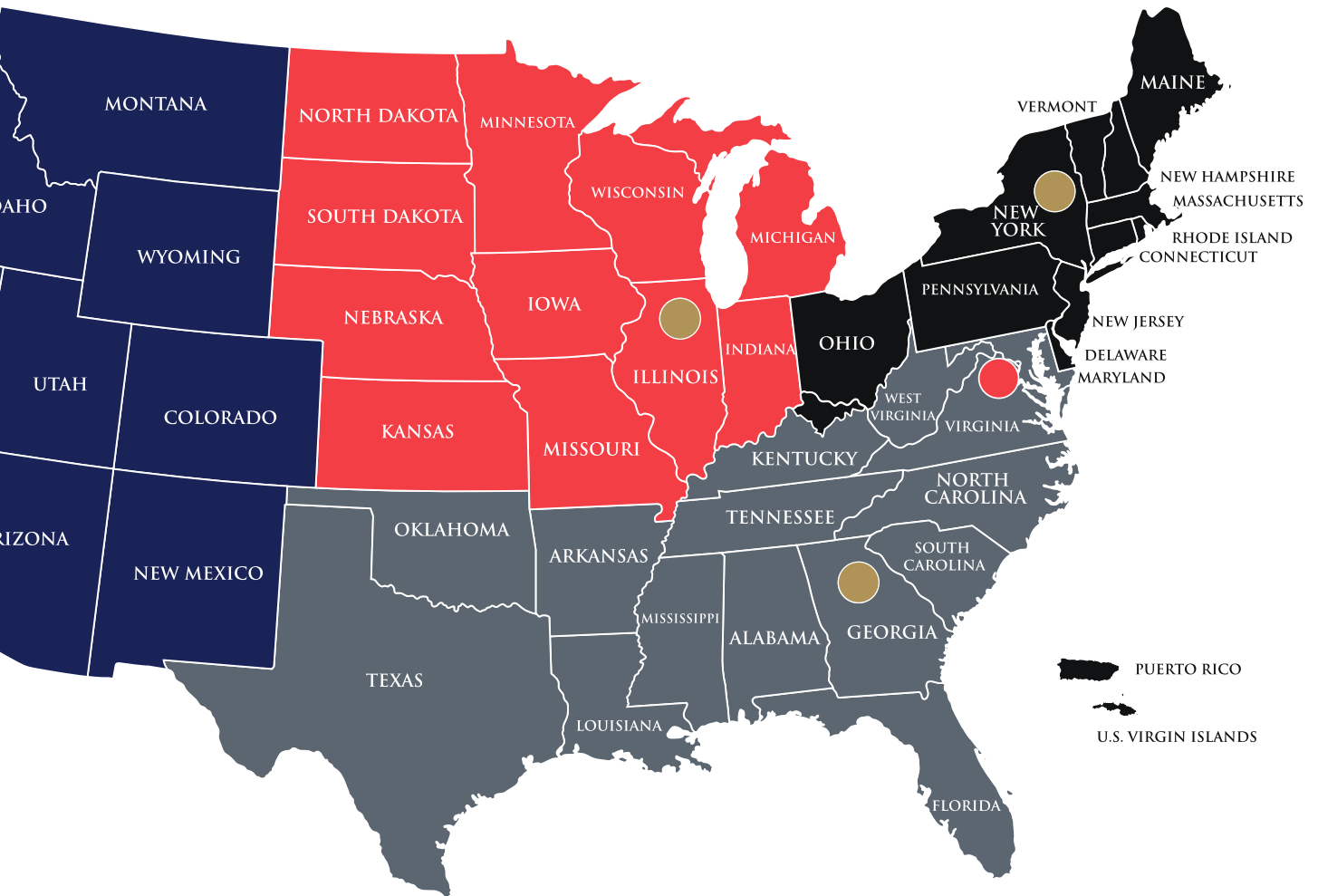
Territorial President of Women's Ministries

Colonel Ivan Wild

Territorial Chief Secretary



AREA OF OPERATIONS




**WESTERN
TERRITORY**


**SOUTHERN
TERRITORY**


**CENTRAL
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