



2020

BEST PRACTICES

NATIONAL ADVISORY ORGANIZATIONS CONFERENCE



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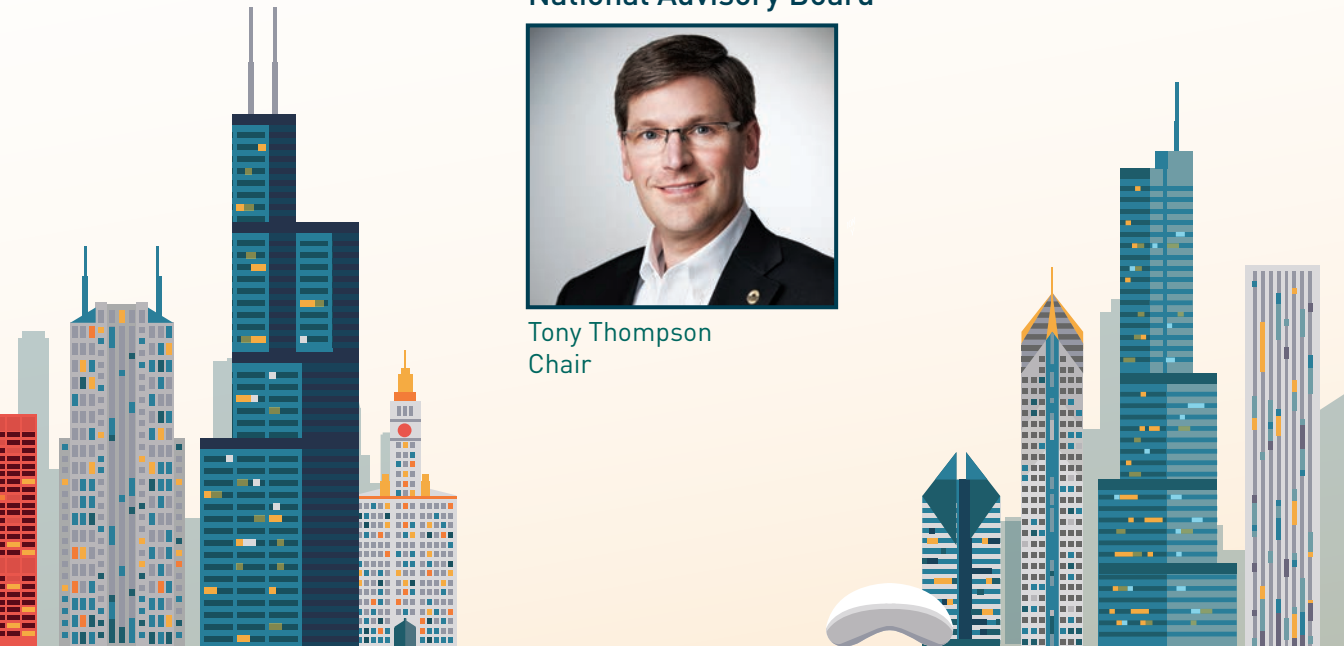


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— 2020 —



And let us consider how we may spur one another on toward love and good deeds, not giving up meeting together, as some are in the habit of doing, but encouraging one another - and all the more as you see the Day approaching.



~Hebrews 10:24-25

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August 19, 2020

Best Practices 2020.

Our lives and lifestyles have been altered dramatically in the last several months. But one thing that hasn't changed is the determination, the resiliency and the compassion of the officers, staff and volunteers of The Salvation Army to serve those in need. The creativity and methods used to accomplish our mission constitute best practices, and that's what this book is about.

Presenting ideas and producing a Best Practices book has been part of the National Advisory Organizations Conferences (NAOC) since the Pasadena meetings in 1999. The COVID-19 pandemic which forced the cancellation of Better Together 2020 also affected the plans for publishing this year's version of Best Practices. I am delighted our Salvation Army family will still have an opportunity to benefit from each other's experiences through this alternate version.

Your conference planning committee, under the leadership of Bill Burke and the National Advisory Board, had worked diligently to prepare a wide variety of opportunities to help strengthen your advisory organizations. Although the conference was unable to come to fruition, our hope is this compilation of best practices will serve as a viable idea exchange to reflect the magic that happens when committed, dedicated hearts unite.

All four territories and many divisions from across the country participated in submitting concepts that have worked successfully for them. This book is intended to be a refreshing starting point of concepts and ideas, energy, creativity. We encourage you to adopt ... or adapt ... to share with others and tailor the concepts for your community.

To further the reach of these practices and provide additional collateral material for many of them, please visit TSABestPractices.org. We encourage you to share this information with your colleagues, help us to continue to spread the good news of work being done across America for our great Salvation Army and all those we serve.

We are, indeed, Better Together!

Marlene Klotz Collins

Marlene Klotz Collins
National Advisory Board
Chair, Best Practices 2020





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ADULT REHABILITATION CENTER



3-in-1 Donation Receipts

For too long, the Adult Rehabilitation Centers (ARC) have been a best kept secret. Our new donation receipts were designed to make our program known in every corner of ARC communities. We want everyone to know WHAT we do and WHY we do it. Now, in addition to the area dedicated to write-in the list of donated items for tax purposes (which has always been part of the receipt), we have included a description of our Adult Rehabilitation Program and a thrift store coupon. With more than 3 million donations dropped off at our donation sites throughout the Western Territory, we're bound to get the word out ... handing out a donation receipt, a donation bag to fill and bring in the next time and, of course, a smile! We used images from the Red Shield Toolkit, recommended language from National Headquarters and a percent-off discount amount that would be enticing enough to make customers out of donors. All ARCs in the Western Territory now provide these 3-in-1 donation receipts to all donors.

Market Size: Over 100,000

Partners: Red Shield Toolkit, local print partner: Davis Print & Packaging

Expenses: Minimal

Revenue: N/A

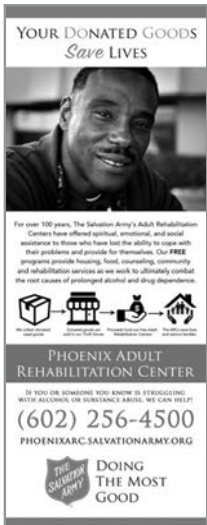
Time to Plan: N/A

Territory: Western

Division: Territorial Headquarters

Contact: Dalita Lovett

(Dalita.Lovett@usw.salvationarmy.org)



Monthly Marketing 360 Campaign

Using best practices from national retailers to keep their products and services top of mind with customers, the Western Territory ARCs in 2018 embarked on a quest to promote a unified sales strategy across all ARC thrift stores throughout the territory. Driven by the need to raise awareness and increase sales, our first steps began with promoting a unified territorial sales calendar and strategy to leverage ad spends in 22 markets. This was finally achieved by January 2019. To this end, we are now using both online and offline methods in a project we've dubbed the Monthly Marketing 360 Campaign made up of the following components:

- Targeted social media organic and paid post
- Updating all websites with correct information and fresh, relevant content
- Maintaining Google locations, project managed by our national PR partners, The Richards Group
- In-store posters and bounce backs for physical stores and donation locations
- Scripts for store clerks and video instructionals for each campaign
- Email marketing
- Direct mail, in-home flyers or some other form of local print ads

Market Size: Over 100,000

Partners: The Richards Group, Social Media, Constant Contact (email), local print partner: Davis Print & Packaging

Expenses: Varies

Revenue: Varies

Time to Plan: 60 days

Territory: Western

Division: Territorial Headquarters

Contact: Dalita Lovett

(Dalita.Lovett@usw.salvationarmy.org)

Real Estate for Rehabilitation

Real Estate for Rehabilitation (RER) is a program founded in 2014 by nationally-recognized realtors JoAnn and Joseph Callaway, both of whom serve on The Salvation Army's National and Phoenix Advisory Boards. The concept behind RER is reaching home sellers and buyers through the real estate industry with a message about the ARC. As people sign papers to buy or sell, they are reminded to call The Salvation Army with donations of clothing, furniture and household goods. Miniature trucks filled with ARC business cards serve as creative door openers to discuss the program. These supplies are made available at no cost through territorial ARC commands. Local teams provide them to participating realtors, title companies and others. The Callaways are happy to help open doors to the real estate industry in communities across America.

Market Size: Over 100,000

Partners: Realtors, title companies, mortgage banks & brokers, insurance agencies, home warranty companies and other real estate-related companies

Revenue: Increased donations of furniture, household goods, clothing

Time to Plan: Minimal

Territory: Western

Division: Southwest

Contact: JoAnn & Joseph Callaway
(JoAnn@thosecallaways.com)

Pastoral Care To The Afflicted And Addicted

We provided 21 trainings to local pastors throughout our territory on ministry to those with mental health and addiction issues.

Market Size: Less than 25,000

Partners: Local pastors

Expenses: \$33,000

Time to Plan: 3 months

Territory: Eastern

Division: Territorial Headquarters

Contact: Rev. Dr. Donald Coombs
(Don.Coombs@use.salvationarmy.org)



Thrifty Thursday News Segment—San Diego

“Thrifty Thursday” is now a regular segment on San Diego’s Channel 9 News KUSI. The “Thrifty Thursday” segments highlight decluttering one week and summer dresses the next, always keeping it seasonally fun and relevant. This exciting bi-monthly segment is thanks to Pam Davis, communications manager at California South Division - San Diego regional office and Keri Morgan, San Diego ARC’s community relations manager, just to name a few. These fun clips are a great way to showcase exciting thrift-store finds and keep The Salvation Army shopping experience at the top of viewers’ minds. The Army didn’t create the #ThriftyThursday hashtag but we can sure use it to generate more awareness about our thrift stores. Thursdays are often the day before payday. Shoppers tend to be a bit more “thrifty” before they get paid. A bi-monthly news segment, complemented by social media posts, will get the attention of young shoppers. There are any number of ways to highlight our thrift stores and the unique shopping experience: from giving customers money and time-saving tips to outfit curation and even seasonal fun.

Additional Information: Very diligent past and present divisional communications managers have nurtured this relationship with ARC community relations managers over the years! Suzy Lacey, Rachael Fowler and now Pamela Davis.

Fashion Vloggers / Influencers: The concept of using fashion vloggers to help with this feature is fun and keeps it interesting. Some ideas we could use to incentivize them: 1) Give them the outfits they curate and highlight on their pages or media. 2) Create posters in our stores with a photo of the blogger and the outfit with their website or Instagram handle. 3) Lead small groups for style classes at the thrift stores. The possibilities are endless. Many of our ARCs already work with influencers and fashion vloggers, but we can never have too many. Divisions may have additional contacts.

Market Size: Over 100,000

Partners: California South Division and San Diego ARC

Expenses: Minimal

Revenue: N/A

Time to Plan: 48 hours

Territory: Western

Division: Territorial Headquarters

Contact: Dalita Lovett

(Dalita.Lovett@usw.salvationarmy.org)

ARC Open House & Tour

The ARC Open House & Tour is an awareness project for our local community. Benefits: Donation acquisition, rehabilitation occupancy, engagement as good community partners. Many communities are unaware of the ARC or only understand one facet of the benefit the community receives. The Open House & Tour during National Salvation Army Week introduced our community leaders to the Bakersfield ARC Rehabilitation Program, was an investment in donation acquisitions, increased Family Store awareness, and had an overwhelming impact on just how much material was being kept from county landfills – all to the glory of God and support of a COST-FREE substance-abuse program.

Market Size: 25,999 - 99,999

Partners: Advisory Council

Expenses: \$400

Revenue: Invaluable community connections

Time to Plan: 90 days

Territory: Western

Division: Division for Bakersfield ARC Corps

Contact: Captain Edith Dye-Mabie

(Edith.Dye.Mabie@usw.salvationarmy.org)

Realtor Door Hangers

In the West, we've nicknamed the Real Estate for Rehabilitation program RER. Over the past five years, the Anaheim ARC has developed an unbelievably fruitful relationship with the Orange County Association of Realtors (OCAR) and has cultivated it well. This is the key to a strong foundation. OCAR truly understands the RER program to be helpful to real estate professionals and wants to help promote it. Since most REALTOR associations tend to stay pretty neutral regarding vendors, unless a vendor has a paid sponsorship, we are blessed that OCAR sees our quality of service as a value-added benefit for their realtors. We came up with a "door hanger" tool as several realtors in various parts of the West asked if we had anything like that. When the OCAR said they would distribute them to realtors for us, talk about them in the "Door Knocking" classes they hold at the association offices, etc., we jumped on it and created it with wording that was general but intriguing enough for the homeowner to call the realtor first for more details. These door hangers are designed to take advantage of spring cleaning but can be designed with any season in mind. To have OCAR distribute them is the amazing part of this tale. We have begun offering them to other associations in the West in hopes more will partner with us in the same way. As local ARC teams cultivate their partnerships with realtors and gain their trust, the opportunity for high growth with RER is possible, as we capitalize on this truly value-added program with realtors.

Market Size: Over 100,000

Partners: Those Callaways, OCAR, Uprising (local print partner)

Expenses: \$7,000 for 100,000 double sided door hangers, shrink wrapped 100 per pack

Revenue: N/A

Time to Plan: 2 weeks

Territory: Western

Division: Territorial Headquarters

Contact: Dalita Lovett (Dalita.Lovett@usw.salvationarmy.org)



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ADVISORY ORGANIZATIONS



Program Engagement

Board engagement through scheduled program tours of The Salvation Army's corps programs and services. Each advisory board member is encouraged to attend all scheduled tours and the commitment is to engage in at least one tour every six months. The tours align board members to the mission of the Army and provide direct exposure to the services available and the primary needs of each program. Tours enable board members to speak to the programs and represent the needs in their influence circles. In 2019, we held three tours and will expand to four to five in 2020. Initial feedback from board members was positive, and even those who have been involved for a long time felt they learned new and updated information about the programs and services. Each tour was held for two hours on a Friday afternoon and concluded with a brief meeting to recap key observations and takeaways. A summary of each tour was shared with the full board to allow those unable to attend to learn about the programs and needs.

Additional Information: More information available upon request.

Market Size: Over 100,000

Partners: Salvation Army officers, staff and the full advisory board

Expenses: No dollars, just advisory board and staff time.

Revenue: Not quantified at this point but the awareness leads to financial support for programs.

Time to Plan: Plan at least two months out and schedule for the year, being mindful of the calendar of events.

Territory: Western

Division: Southwest

Contact: Shawn Duncan (Shawn.Duncan@cox.com)



All Hands on Deck: Involving Advisory Board Members in Pathway of Hope

What is an “All Hands on Deck” approach? The workshop cites examples of the locations that effectively utilize advisory board members/corps members in Pathway of Hope, such as in: teaching life skills, mentoring, raising funds, conducting community networking or simply filling in at social services departments to ensure paid staff have adequate time for Pathway of Hope case management. The workshop includes advisory board members’ testimonials of the powerful personal impact of their involvement.

Attendees leave with several proven strategies on how to promote/build advisory board participation with Pathway of Hope. Lastly, the workshop covers basic training and handouts for advisory board volunteers on how to handle potential challenges when engaging with Pathway of Hope families (e.g., boundaries, confidentiality, not understanding the rules of poverty class, over-involvement/rescuing).

Market Size: Over 100,000

Partners: Advisory board members

Expenses: None

Revenue: None

Time to Plan: 60-minute session

Territory: Central

Division: Territorial Headquarters

Contact: Dr. Michael Smith

(Michael.Smith@usc.salvationarmy.org)

Advisory Board Open House

Host an advisory board open house at your corps. Print and hand deliver invitations to community leaders/partners as well as individuals you feel would be a good fit for your advisory board. This resource could be used as a start-up for a new advisory board as well as a yearly event to invite supporters for an update on programs. Have officers, staff and/or volunteers take guests on tours through the Army corps to explain the programs and opportunities available for advisory board service.

Market Size: Less than 25,000

Partners: Advisory board members, community members, volunteers, staff

Expenses: Invitations, snacks (nice but can be optional).

Revenue: Perhaps no immediate financial gain but the possibility of cultivating new donors and advisory board members.

Time to Plan: 45-60 days will ensure that you have enough time to promote in the newspaper and through other sources.

Territory: Western

Division: Alaska

Contact: Captain Charleen Morrow

(Charleen.Morrow@usw.salvationarmy.org)

Vision and Vitality

Advisory organization members help The Salvation Army to strategically advance its mission and impact. Members of the advisory boards, councils, auxiliaries and committees should be leaders who represent the community being served. Vision and Vitality (V&V) is a program of enhancement and growth strategies for advisory boards. Created to benefit advisory boards, it can be modified to serve councils and auxiliaries. V&V was created in the EPA/Delaware Division and has been implemented for more than one year in the New Jersey Division. It has a role in the business discipline because a strong, active community-involved board always results in a stronger financial basis for corps.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: Forthcoming

Territory: Eastern

Division: Eastern Pennsylvania & Delaware

Contact: Jennifer Gardener-Schoch
(Jennifer.Gardener-Schoch@use.salvationarmy.org)

Strategic Perspectives in Non-Profit Management from Harvard Business School

The most significant component of nonprofit management is to have a central mission that is neither too internally focused or peripheral, is in alignment with all management within The Salvation Army, and has a strategy in place to achieve the mission. The advisory board oversees decisions so they align with set mission and fundraising objectives. The commanding officer must be willing to set boundaries yet remain personally passionate toward the mission. With these qualities, both parties will be able to raise funds while appealing to funders.

Additional Information: Notes from a class taken at Harvard Business School

Market Size: Over 100,000

Partners: Advisory board

Revenue: N/A

Time to Plan: Ongoing

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-Kay Johnson
(Lurlene.Johnson@use.salvationarmy.org)



Strategic Planning Committee: An All-Star Group Dives In to Help Plan for The Future

The Strategic Planning Committee of The Greater Cincinnati Advisory Board grew from a need to secure an improved program study for Cincinnati which would form the groundwork for a future capital campaign. After an initial program study did not deliver the desired results, advisory board members came together to form a Strategic Planning Committee to help steer the process in conjunction with Salvation Army leadership.

Additional Information: This was an incredible turnaround project from our advisory board and dedicated members who brought their talents and experiences with companies such as Western & Southern Financial Group, P&G, The Kroger Company, University of Cincinnati, GE Aviation and more. They created a kind of “think tank,” which reset the program study process and ultimately helped deliver a very thorough and high-quality program study for Greater Cincinnati. They exemplified how an advisory board can be extremely proactive in committing their time and talent to The Salvation Army.

Market Size: Over 100,000

Expenses: Time and talent

Revenue: TBD

Time to Plan: 18 months

Territory: Eastern

Division: Southwest OH & Northeast KY

Contact: Julie Budden

(Julie.Budden@use.salvationarmy.org)

Board of Advisors Website

Our corps created a website that showcases our board of advisors, a highly effective selling tool with donors, which is also helpful in the solicitation of new board members. The idea was developed following a meeting with a major donor, recognizing the opportunity was made possible through the connections of a board member. One of the first questions the donor asked was: “Who comprised the team?” He responded with a donation upon learning those in the community who serve on the board. Following that meeting, the decision was made to create a website showcasing our board. This is an easy and effective way to share the information right from a cellphone.

Website: www.salvationarmytexas.org/bryancollegestation/advisoryboard/

Market Size: Over 100,000

Expenses: None; web platform is already owned.

Revenue: N/A

Time to Plan: Less than a month

Territory: Southern

Division: Texas

Contact: Captain Paul Ryerson

(Paul.Ryerson@uss.salvationarmy.org)

Supporting The Salvation Army in Ferguson, MO

The Ferguson Advisory Council set a goal for 2019 to get a decal in every business window on the east side of Ferguson. It started as a thank you to businesses that had donated to the events and programs at the Ferguson Community Empowerment Center (FCEC). Then it was expanded to others to attract monetary donations and also to inform business owners of the ministry happening at the center. These drop-in visits also afforded the time to get to know each business owner and their hopes for the community.

Additional Information: Businesses receive a decal with a donation of at least \$100.

Market Size: Less than 25,000

Partners: The advisory council chair, advisory council marketing committee and FCEC director

Expenses: \$200 for the decals

Revenue: Hope to raise awareness and \$1,000 in the first year.

Time to Plan: 5 hours

Territory: Central

Division: Midland

Contact: Major Gail Aho

(Gail.Aho@usc.salvationarmy.org)

Strategic Advisory Board Development

Behind a strong Army is a strong advisory board. To create an advisory board that offers guidance, is able to fundraise, and brings credibility and accountability, there must be a central mission that drives strategy, and partners must be recruited. Flexibility is necessary to build a great advisory board and utilizing trial boards is a great way to ensure someone is a good fit for the position.

Market Size: 25,999 - 99,999

Revenue: N/A

Time to Plan: Ongoing

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-Kay Johnson

(Lurlene.Johnson@use.salvationarmy.org)



Advisory Board Member Participation Pledge Form

At the first board meeting of the year, hand out the participation pledge form to present all ways members can elect to fulfill their annual obligations for contributing financially, for fundraising and for volunteering. For example, they can help fundraise by 1) Securing an event sponsor; 2) Inviting a friend to a cultivation event; and/or 3) Inviting a new group to volunteer for kettles. Collect the copies at the end of the meeting. Scan and email a copy of their form to each member.

Market Size: 25,999 - 99,999

Expenses: \$50 – staff time to develop the pledge form

Revenue: Indirect – revenue will be the result of board members understanding their options for fundraising and selecting those that best suit them.

Time to Plan: 1-2 hours

Territory: Western

Division: Northwest

Contact: Christy Markham

(Christy.Markham@usw.salvationarmy.org)

Advisory Board Development

Beyond the fundamental need for advisory board members to have fundraising and community outreach skills while also being accomplished, it is equally important to develop a board with skills in education, construction and legal matters. In addition to having these skills and remaining in touch with local councils through meetings, there must also be an understanding of what is taking place at territorial, divisional and national levels to see how it might impact their work and how they are unified with other parts of The Salvation Army.

Market Size: Over 100,000

Revenue: N/A

Time to Plan: Ongoing

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-Kay Johnson

(Lurlene.Johnson@use.salvationarmy.org)

Summer Lunches

During July and August, schedule several small group lunches that include the corps officer, the advisory board chair or vice chair, and a few advisory board members at a time. Schedule enough lunches to include all members, or at least those that are newer to the board or less participatory. These can be at the home of one of the board members or at a medium-priced restaurant, but off-site is key. The stated purpose is to learn more about each other and to have the board members ask questions about The Salvation Army and corps programming, or to give feedback on their experience as a board member, (e.g. what would have been most helpful to learn prior to joining). Intentionally scheduling a date that will work for those specific board members, and keeping the group small in size, allows the officer and chair to have quality time with each of their board members, as opposed to a large-group social event that may have partial attendance and where it is difficult to interact with all members.

Market Size: 25,999 - 99,999

Partners: Salvation Army officers and board members

Expenses: \$0-500 – based on the lunch site and number of board members

Revenue: Indirect; revenue will be the result of board members feeling fully connected to the organization and personally sought out by leadership.

Time to Plan: 4-12 hours to schedule and then attend lunches

Territory: Western

Division: Northwest

Contact: Christy Markham
(Christy.Markham@usw.salvationarmy.org)

Advisory Board Orientation

Prior to their first advisory board meeting, we require that all new board members attend a three-hour orientation. We include lunch, an icebreaker question, videos and a tour. Several board members and leadership staff provide the presentation. Main topics include background on The Salvation Army, history of the local corps (Kroc Center), local services, financing overview and stories of impact. Expectations of board members are reviewed and there is a brief walk-through of each resource: a calendar listing all board meetings and events they are expected to attend, contact information for all board members and leadership staff, by-laws and a few Army publications. A behind-the-scenes tour allows them to see the inner workings of facility upkeep and maintenance to enable them to better understand what it really takes to operate a facility of this magnitude. This year we are inviting all board members to the orientation as a refresher course.

Market Size: 25,999 - 99,999

Expenses: \$500 – lunch, printed materials, staff time to prepare

Revenue: Indirect; revenue will be the result of board members fully knowing their role in fundraising and understanding the programs/needs.

Time to Plan: 8-16 hours total

Territory: Western

Division: Northwest

Contact: Christy Markham
(Christy.Markham@usw.salvationarmy.org)

Boys & Girls Club at Richmond, VA

Here is a great example of a successful program that has served generations of at-risk youth in the East Richmond (Virginia) area. The Richmond Boys & Girls Club has opened its doors to a struggling socio-economic area of this old city for almost 100 years. Six years ago, the advisory council (part of the Central Richmond Area Command's Advisory Board) initiated and implemented an \$8 million renovation to bring the club into the 21st century. In the summer of 2018, work began to renovate and expand the facility by an additional 10,000 feet. This included a complete refit of the indoor swimming pool into a state-of-the-art aquatic center, expansion of the teen center and implementation of specific college/career readiness programs and technology resources, including robotics and a recording studio.

Market Size: Over 100,000

Expenses: Fee paying

Revenue: TBD

Time to Plan: Ongoing

Territory: Southern

Division: Territorial Headquarters

Contact: Christopher Priest
(Chris.Priest@uss.salvationarmy.org)

Advisory Board Orientation

To begin each new advisory board year, the Shawnee Salvation Army Advisory Board facilitates an orientation for new and current members. We want to ensure that the new members understand The Salvation Army's mission and are aware of the Army's policies and practices. For the benefit of both new and current members, we also invite different personnel from divisional headquarters each year to provide updates in various aspects of the Army, particularly at the divisional and territorial levels.

Market Size: 25,999 - 99,999

Partners: Gordon Cooper Technology Center is a partner in hosting the orientation free of charge.

Expenses: A light dinner is provided by the executive committee. We also have had sponsors provide the meal. If this were not so, the only expense would be cost for the meal. However, this same event could be planned to occur at a non-meal time.

Revenue: This is not a revenue generating activity.

Time to Plan: 2 hours

Territory: Southern

Division: Arkansas & Oklahoma

Contact: Dr. Pam Robinson
(Pam.Robinson@okbu.edu)

Divisional Advisory Organizations Conference

A two-day conference held at The Salvation Army Ray & Joan Kroc Corps Community Center, Quincy IL, for members of The Salvation Army advisory organizations, councils, committees and auxiliaries. The conference is designed to equip and strengthen advisory organizations and results in advisory organization members engaging in mission-critical outcomes, advocacy and leadership.

Market Size: 25,999 - 99,999

Partners: The Salvation Army Quincy Advisory Board, local media and community partners

Expenses: \$7,200

Revenue: \$4,200

Time to Plan: 12 months

Territory: Central

Division: Midland

Contact: Captain Carol Huffman
(Carol.Huffman@usc.salvationarmy.org)

Advisory Board Development - Strategic Planning

Strategic planning pertains to a city of any size in developing a 12-month advisory organization plan from recruitment through establishing effective committees and continued engagement. Developing boards and board structure is vital to the local mission. Strategic planning focuses on immediate, short-term and long-term goal setting for all five committees. Once enacted, it helps ensure growth and sustainability in the local mission.

Market Size: 25,999 - 99,999

Expenses: Nominal

Revenue: Positive revenue impact with engaged boards, stronger programs and services, greater community awareness

Time to Plan: 12 months

Territory: Southern

Division: Texas

Contact: Jeff Cathey (Jeff.Cathey@uss.salvationarmy.org)



Increasing the Strength of Advisory Board Members

A focused plan has been created to work with corps officers and advisory board members to maximize their impact on advancing our mission.

- New officer trainings and officer councils: Annually, these day-long educational events include best practices to engage, empower, educate and evaluate current board members. We also talk about best ways to cultivate new advisory board members.
- Board meetings and strategy sessions: Eight to 10 times each year, the divisional development director attends corps board meetings and shares proven ideas and programs that are board-driven in nearby communities. These presentations often include a strategic session on how each local board can identify a specific goal and how to accomplish that goal by breaking it down into strategies, tactics, timelines and board member roles.
- Sit on specific committees for largest area command: Each month, the divisional development department takes an active role in the following Greater Cleveland Area Services committees: Advancement, Finance and Public Relations.
- Board peer-to-peer leadership meetings: Twice a year, advisory board leadership from across the division is invited to attend, or call into, a meeting of their board peers. These meetings do not include corps officers. This allows participants to share ideas and ask questions that are important to their local area and to see how others in the division have handled similar situations. The divisional development director coordinates and attends these meetings as a representative from Divisional Headquarters (DHQ).
- Planned giving involvement: Six times a year, representatives from DHQ's planned giving department conducts presentations to area boards about the value and options available through annuities, legacy gifts, etc. Each year, these presentations turn into booked gifts for The Salvation Army.
- DHQ development planning and support of board/corps events: Year-round, our development team serves as a great resource for boards that are taking active roles in event planning, sponsorship efforts, campaign execution, kettle efforts, etc. We actively serve and provide advice and guidance on planning events, provide graphic design resources, web and social media development, and we attend several annual dinners, luncheons and other community events.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: Year-round

Territory: Eastern

Division: Northeast Ohio

Contact: Andy Junn (Andy.Junn@use.salvationarmy.org)

Supportive Services for Veteran Families Veteran Engagement in Advisory Councils

The Supportive Services for Veteran Families (SSVF) program provides a continuum of specialized housing services, case management, linkage to veteran benefits, temporary financial assistance and other supportive services to address housing stabilization for very low-income veterans and their families who are homeless or at risk of becoming homeless. As a program providing services division-wide (105 counties in the state of Kansas and 10 counties in Northwest Missouri), the program is administered through the Linwood Center Social Services building, and serves as a part of the advisory council.

In order to best meet the needs of the homeless veteran participants and serve the community at large, we have engaged with veterans to serve as members of the Linwood Center Advisory Council. Research has shown that veterans are able to relate to other veterans in a way unparalleled by those who have not served. The program seeks to hire veterans and engage with veteran social work students. The program has been able to successfully recruit two veteran representative members to represent the SSVF program on the advisory council. These two advisory council veteran representatives are also former SSVF employees. This participation provides an avenue for us to educate the community about the services we provide, the unique experiences and needs of veteran households, and advocate for our program.

Market Size: Over 100,000

Partners: Linwood Center Advisory Council, former veteran staff, Veterans Administration Medical Centers and all communities in the 115 county service area

Time to Plan: Minimal-two policies, engagement with possible veteran representatives and relationship building in the community.

Territory: Central

Division: Kansas & Western Missouri

Contact: Rachel Pederson (Rachel.Pederson@usc.salvationarmy.org)



Young Leaders Advisory Council

The Young Leaders Advisory Council was created in 2009 to recruit a group of young, active, civic-minded professionals who want to make a difference in this community's future. The primary goal of the Young Leaders Advisory Council is to activate the expertise, energy and ideas of young professionals to assist The Salvation Army in transforming lives of local residents and helping to shape the future of the organization. Many of our young leaders move on to become advisory board members and future major donors.

Market Size: Over 100,000

Expenses: Minimal

Revenue: They are responsible for two signature fundraising events each year. They raise \$100,000+ annually.

Time to Plan: Ongoing recruitment and cultivation for new and existing members

Territory: Eastern

Division: Empire State

Contact: Andrew Sabbaghzadeh
(Andrew.Sabbaghzadeh@use.salvationarmy.org)



CHRISTMAS



Coke Day

“Coke Day” at the kettles has become a tradition at several dozen kettle locations throughout the Valley as associates of Coca-Cola stand kettle for a day in December. We work with leadership in the Southwest Division office to schedule volunteers at their locations of choice. The effort has spread to outlying areas in the state and a handful of stores outside Arizona. We also enjoy the support of a group of volunteers from Coca-Cola who assist at one of the Christmas warehouses with distribution of gifts made available through the Salvation Army Christmas Angel Program.

Market Size: Over 100,000

Partners: Coca-Cola, Swire Coca-Cola USA

Revenue: Varies

Time to Plan: Minimal; scheduling and confirming volunteers, coordinating with corps

Territory: Western

Division: Southwest

Contact: Marlene Klotz Collins (marlenerex@cox.net)

Acoustic Christmas

Acoustic Christmas is a partnership between Entercom Radio and The Salvation Army. Entercom holds a concert where attendees must bring a toy (>\$35 value) for a child in need. The Army is present and is given an opportunity to address the audience. Kettles are present to help raise money in addition to the gifts in-kind. We consistently raise more than \$20,000 in gifts in-kind and cash.

Market Size: Over 100,000

Partners: Entercom Radio

Expenses: Part of media buy as added value

Revenue: \$20,000+

Time to Plan: 1-2 weeks for TSA

Territory: Central

Division: Kansas & Western Missouri

Contact: Chris DiMaso

(Christian.DiMaso@usc.salvationarmy.org)



Celebrity Partnership – WGN Radio and John Williams

WGN Radio's John Williams has supported The Salvation Army for years, originally serving on the Chicago Advisory Board before moving out of state. He has since returned to Chicago and continues his support of the organization. During Christmas, John Williams and WGN Radio host a digital red kettle to support Army programs. The entire project, aimed to raise more than \$45,000, includes: 60 live and recorded radio ads starting in November, a day of bellringing, six in-studio interviews, two on-site videos and numerous digital placements. They also host a mini-radiothon before Christmas on the John Williams Show 1- 3 p.m. Williams welcomes show sponsors to discuss their support of The Salvation Army and to donate, and encourages listeners to call in to make a donation. Listeners who respond and make substantial donations (\$500+) are eligible for gifts provided by show sponsors and WGN Radio. Past gifts have included tickets for a suite at a Blackhawks hockey game.

Additional Information: In addition to the kettle income, the division receives more than 500,000 radio and video impressions. Our partnership and the public's understanding of our programs has also led to in-bound media requests around programs outside of Christmas.

Market Size: Over 100,000

Partners: WGN Radio and John Williams

Expenses: \$30,000

Revenue: \$40,000

Time to Plan: 4 months

Territory: Central

Division: Metropolitan

Contact: Jackie Rachev

(Jacqueline.Rachev@usc.salvationarmy.org)

Ring For A Change

In 2018, we introduced Ring For A Change, a program for businesses, organizations and groups of all kinds who want to volunteer to ring the bell for one day, three days or for an entire week. We had a goal of recruiting at least 30 new groups to ring bells across the metro Atlanta area and we recruited 45 new groups through this initiative. Our volunteer coordinator led this initiative and worked with our metro Atlanta corps officers to assist in recruiting these volunteers and used a red kettle worker to manage and coordinate the groups. These 45 new groups brought an additional 472 volunteer hours and collected an approximate total of \$22,949 in donations.

Market Size: Over 100,000

Partners: Advisory board members and various corporate, civic and school groups

Expenses: N/A

Revenue: \$22,949

Time to Plan: 6 months

Territory: Southern

Division: Georgia

Contact: Christina Faine

(Christina.Faine@uss.salvationarmy.org)

CHRISTMAS

Christmas Toy Distribution

Toys, stuffed animals, games, books, hats and gloves are provided to families within the community. We set up a “toy shop” where parents are able to choose the items for their children. More than 300 volunteers are recruited to assist in this two-day event. Over 2,800 families, representing 5,500 children, receive toys for Christmas.

Market Size: Over 100,000

Partners: Marines Toy for Tots and 13ABC television

Expenses: The only expense would be to buy toys for teens if we are lacking donations for this age group. We would use the \$1,000 donated through the toy drive for this purpose.

Revenue: \$1,000 through the toy drive cash donations

Time to Plan: 3 months in advance

Territory: Eastern

Division: Northeast Ohio

Contact: Major Thomas Duperree
(Thomas.Duperree@use.salvationarmy.org)

24 Hour Kettle

The 24 Hour Kettle was established to create attention and bring awareness to the annual kettle campaign in Rome, NY. The goal of \$15,000 was set. The corps officers, with the support of their donor relations director, found a local business and major donor to provide a leadership match to kick off the event. Captain Alan Krueger stood kettle for 24 consecutive hours and was joined by local celebrities including the local congressman, mayor, superintendent of schools, city councilors, fire chief, police chief, local media personalities and advisory board members. It was a great way to leverage support from the community and attract attention for the annual campaign. In 24 hours, \$19,321.85 was raised.

Market Size: 25,999 - 99,999

Partners: Local Walmart, local businesses and donors, the media, divisional headquarters and our community at large

Expenses: N/A

Revenue: \$19,321.85

Time to Plan: Five months

Territory: Eastern

Division: Empire State

Contact: Captains Alan and Amanda Krueger
(Alan.Krueger@use.salvationarmy.org)



Executing Logistics for Christmas Toy Distribution

Toy Drive: Corporate groups and a media partnership with WOIO19 help to secure the collection of new, unwrapped toys in the range of \$20-\$25. We also ask for a collection of new hats, gloves, scarves, etc. Toys and hats are dropped off at our headquarters and we take them to a donated warehouse space where we are able to secure the items. A five-day “Share Your Holiday” promotion with Channel 19 also includes toy drops and onsite media broadcasting. We also collect items for stocking stuffers such as crayon and coloring books, nail polish, small cars, etc.

Registration: Takes place at each of the corps the first week in November. Press releases announcing the sign up are sent to all local media, radio spots are secured and digital geo fences are set up around social service agencies, our area corps and other key areas where our clients frequent. We then push ads promoting registration to mobile devices that enter those digital fences.

Execution: We use a three-part carbonless application. One set stays with corps, one set goes to the client and one set goes to GCAS to be taped to large red bags that will hold each child’s toys. GCAS will host a two-day event where each application is taped to the bags prior to sending them to the toy warehouse. Red bags are ordered from a wholesaler. The application will list each child in the household 12 years old and younger and their interests (i.e., sports, dolls, trucks). Each corps has a different color application so the bags don’t get mixed up at the warehouse.

Organizing Toys: Once all the items are collected and sent to the warehouse, we set up the large green dumpster bags. We used 24 total in 2019. Two rows each are set up for ages birth to 2, 3-5, 6-9 and 10-12, separated by boy, girl and gender neutral. Row one would be gift number 1 and row 2 would gift number 2, something valued less than \$20. The green dumpster bags keep the toys off the floor and they are easier to get into than the large gaylord boxes.

Packing Bags: Corporate volunteers are signed up to volunteer at the warehouse, sorting and packing bags. We are able to pack about 2,000 bags in three days. Bags are checked by officers to make sure every child has the proper toy for their age.

Distributing Bags To Clients: The bags are picked up by the ARC and delivered to each of our five corps the day before distribution. The corps just have to put their (approximately 400) bags in numerical order. The corps will then have a binder of their applications in alphabetical order. When the client comes to pick up and shows ID, the application is pulled and the bag is located. Some corps will order more food so they can also pass out bags of groceries to go with the toys. We also budget to order gift cards to Dave’s Supermarket for the families in hope it will at least help them buy their holiday meal.

Market Size: Over 100,000

Partners: Corporate groups, organizations such as Rotary and Kiwanis, and area media

Expenses: N/A

Revenue: N/A

Time to Plan: 5 months in advance

Territory: Eastern

Division: Northeast Ohio

Contact: Major Thomas Applin (Thomas.Applin@use.salvationarmy.org)

CHRISTMAS

Kettle of Dreams

Local artists are commissioned to donate their talents to paint a red kettle, which are displayed throughout the season at local art nights, chamber events, company Christmas meetings and the local community center. Folks “vote” for their favorite kettle by making a donation. Cash and checks can be placed in the kettles or in a DipJar positioned next to each kettle for credit card “vote” donations. At the end of the season, the winning kettle is announced in a press release and on social media. The painted kettles are auctioned off.

Market Size: 25,999 - 99,999

Partners: Local artists

Expenses: \$500 – staff time (can also be facilitated by a volunteer or board member)

Revenue: \$5,000+

Time to Plan: 20+ hours

Territory: Western

Division: Northwest

Contact: Christy Markham
(Christy.Markham@usw.salvationarmy.org)

Kettle Challenge – Christmas in July with Car Dealerships

One of our rural service units in Western Pennsylvania didn't have any kettle stands so they had to be creative. They collaborated with their local car dealer for a Christmas in July fundraiser. For every car sold in July, the dealership donated \$100 to The Salvation Army. Divisional headquarters made posters for the dealership's windows to advertise the collaboration and also engaged with local media to promote the event.

Market Size: 25,999 - 99,999

Partners: Service unit volunteers

Expenses: \$50

Revenue: \$10,000

Time to Plan: 3 Months

Territory: Eastern

Division: Western Pennsylvania

Contact: Fran Brace (Fran.Brace@use.salvationarmy.org)



Red Kettle Best Practices

The Red Kettle Best Practices Manual is a toolkit to ensure the success of the kettle campaign at the corps level. The manual was rolled out to all officers in a morning-long workshop to facilitate engagement. Each corps retains a binder of all of the information, as well as having online access through the division's shared drive. The message is clear that there is a dedicated employee to partner with the officers, to mutual success.

Method: In creating the Best Practices Manual, red kettle worker reports were prepared and thoroughly analyzed. Corps officers were then interviewed and invited to complete surveys of existing practices. The content was curated from input from administrative officers, corps officers and the development team. The document provides a thorough resource for everything from a suggested year-round timeline and sample letters, to case studies and proven fundraising ideas. It includes printables for kettle worker orientation, as well as form templates. The layout is graphic-rich with easy-read type for quick review.

E-Version: The e-version has a clickable table of contents for friendly navigation. The manual resides on the division's shared drive in modifiable format so corps officers can adjust the forms and templates as needed. The online version is in a folder with two orientation videos and a stand-alone kettle worker job description for the convenience of the hiring manager. Officers are also invited to submit ideas and suggestions year-round for the next edition, keeping the manual fresh and relevant at all times.

Download the Red Kettle Best Practices Manual on TSABestPractices.org.

Market Size: Over 100,000

Partners: Officers and development staff

Expenses: N/A

Revenue: N/A

Time to Plan: Year-round

Territory: Eastern

Division: Western Pennsylvania

Contact: Betsy Stubna
(Elizabeth.Stubna@use.salvationarmy.org)

5K Kettle Kick Off

The Alliance, Ohio Salvation Army hosts the 5K Kettle Kickoff. It is a 5K run/walk open to all who register. The run/walk starts and finishes at the Alliance Salvation Army and takes a scenic route through downtown Alliance. The goal of the 5K Kettle Kickoff is to take the Army's most well-known fundraiser (the kettle campaign) and celebrate its start for the season. By doing this we can bring attention to all of the other good deeds of the Army. All race participants will receive a "goody bag" and a race t-shirt with a logo unique to the Alliance Salvation Army. The world's second largest kettle will be present to aid in the festivities along with information and videos about our programs and services. The EDS truck is also on scene for added visibility and exposure. Following the kettle kickoff, runners will be treated to warm food and additional snacks, and the top three male and female finishers will be presented with a plaque.

Market Size: Less than 25,000

Partners: Area companies who sponsor the event

Expenses: <\$2,000 Almost all expenses are covered by registration fees. Early bird registration is just \$15.

Revenue: \$20,000 plus in-kind donated food and beverages

Time to Plan: 6-8 weeks

Territory: Eastern

Division: Northeast Ohio

Contact: Captain Dorothy Budd
(Dorothy.Budd@use.salvationarmy.org)

CHRISTMAS

Mayors' Day at the Kettle

Recruit all local mayors in service area to adopt an hour at the region's top-grossing kettle location. Schedule mayors first, filling remaining hours with city council members and advisory board members. Schedule live music/talent to perform along with each mayor (e.g., four members of the high school choir to sing with their mayor). Seek out a matching sponsor for the day to increase the incentive for giving that day (e.g., request a \$5,000 match from the host site). Promote the event several weeks in advance, encouraging the mayors and talent to ask their friends and family to write a check that they will deliver to the kettle on the day of the event. Post photos to social media throughout the day for recognition and as a reminder to visit the location, enjoy the local talent and make a donation, "\$1=\$2 today!" Follow up with each mayor on kettle totals raised and let them know how the funds will be used to benefit their specific town/constituency.

Market Size: 25,999 - 99,999

Expenses: \$25-500 – for promotional materials and staff time, but this event can easily be facilitated by volunteers/advisory board member.

Revenue: \$25,000+

Time to Plan: 8-16 hours

Territory: Western

Division: Northwest

Contact: Christy Markham

(Christy.Markham@usw.salvationarmy.org)

Red Kettle Media Outreach

Provide reliable, timely responses to all media inquiries during the holiday kettle season. We provided multiple interview opportunities for red kettle events such as the first day of kettles on Black Friday, while also answering the call whenever a media outlet wished to do a specific story on any number of topics surrounding fundraising and The Salvation Army. We were able to place a total of 86 stories involving our red kettles and fundraising on a variety of media outlets by being responsive to requests for interviews. Generally, this involved either a DHQ-level officer, however we did need to utilize corps-level officers, staff and volunteers. By being available to tell our story, media outlets were extremely willing to help us tell our story to their consumers.

Market Size: Over 100,000

Expenses: Salary for dedicated PR Manager

Revenue: Increase in revenue at red kettle sites year-to-year

Time to Plan: 2-3 months

Territory: Central

Division: Kansas & Western Missouri

Contact: Doug Donahoo

(Doug.Donahoo@usc.salvationarmy.org)



Chicago Wolves Partnership

The Metropolitan Division has entered into a three-year partnership with the Chicago Wolves AHL hockey team. The contract includes three games a year (Salvation Army Red Kettle Game, Faith and Fellowship Game and Grandparents Game). The Red Kettle Game highlights bellringing and the Army's Christmas programs, and encourages attendees to register to be a volunteer bellringer. There is an information booth and musical entertainment, and Chicago Wolves' staff man red kettles throughout the concourse. During an intermission, the regular Chuck the Puck Challenge becomes a Gold Coin Toss Challenge. Attendees purchase foam "gold coins" to toss to the center of the ice. The "coin" closest to the red kettle wins a prize. All proceeds from the sale of the coins benefit the Army.

There was a number of in-stadium mentions for The Salvation Army, including the shield logo on the corner board behind a goalie (clearly visible on TV), stats and other calls to action on the LED ribbon signage and the main scoreboard. Major Kjell Steinsland was interviewed during the pre-game show and dropped the ceremonial puck. We used our four free tickets for the on-ice experience as incentives to drive volunteer bellringing. The winner and three guests sat in the box during warm-ups.

Market Size: Over 100,000

Partners: Chicago Wolves

Expenses: \$32,000 for the package

Revenue: Value of \$155,000

Time to Plan: 6 months

Territory: Central

Division: Metropolitan

Contact: Jackie Rachev (Jacqueline.Rachev@usc.salvationarmy.org)



CHRISTMAS

Rock the Red Kettle

Rock the Red Kettle is an outdoor concert featuring national headliners on the KC Live Stage in downtown Kansas City. This event is positioned as Kansas City's Christmas kick-off. The Salvation Army leverages the event to kick off the kettle season, engage downtown residents and business persons, and tell its story in a relevant way to a population who would have otherwise not connected with its mission.

Market Size: Over 100,000

Partners: Cordish Companies, Kansas City Downtown Council, AEG Live, Entercom Radio, Parris Communications

Expenses: \$179,000

Revenue: \$290,000

Time to Plan: 6-8 months

Territory: Central

Division: Kansas & Western Missouri

Contact: Stephen Wheeler

(Stephen.Wheeler@usc.salvationarmy.org)

Kettles

Process for Kettles

Additional Information: Always remember to respond to problems as soon as possible.

Market Size: Over 100,000

Partners: Merchant Stores (i.e. Walmart, Spartan Foods, Walgreen's)

Expenses: \$150,000

Revenue: Potential \$300,000 if allowed to do so as it has been for years

Time to Plan: 2 months

Territory: Central

Division: Western Michigan & Northern Indiana

Contact: Major William Holman

(William_Holman@usc.salvationarmy.org)



Hands of Hope

Hands of Hope events give The Salvation Army an opportunity to engage donors and volunteers on-site in a corps, Harbor Light or shelter setting. In November 2017, a Hands of Hope was held at the Eagle Creek Corps in Indianapolis. In the months leading up to the event, individual donors were asked to contribute funds to purchase blanket-making materials and Blessing Bag contents for the day's activities. Invitations were mailed to current planned giving and major gifts donors, with great response. The afternoon began in the chapel with a welcome from the corps officer, who shared accounts of the corps' outreach ministries, followed by a performance by young dancers from the weekly ballet class and a testimonial from a mother who was once a shelter resident at our Women & Children's Center in downtown Indianapolis.

Guests then moved to the gym to make felt blankets while listening to live Christmas music performed free-of-charge by a friend of the Army. They then walked through an assembly line to pack their blankets with other comfort items (e.g., toiletries, age-appropriate devotionals, stuffed animals) in Blessing Bags for children new to the shelter. At the conclusion of the event, donors enjoyed a dessert bar, coffee and fellowship in the gym. Participants so thoroughly enjoyed the experience they did not want to leave! Each guest was later sent a thank-you card containing photos of them at the event and signed by planned giving staff, the divisional commander and the divisional secretary. Two years later, these guests still talk about how much they enjoyed that impactful Sunday afternoon at the Eagle Creek Corps.

Additional Information: The most powerful and beautiful impact of this experience was crossing the barriers of age, gender and volunteer category to work toward the common goal of enriching lives.

Market Size: Over 100,000

Partners: Planned giving and major gifts donors

Expenses: Expenses incurred for blanket materials, as well as contents of Blessings Bags, were entirely assumed by donors.

Revenue: None, as this was not the intent; however, a number of additional planned gifts came as a result of the experience.

Time to Plan: 6 months

Territory: Central

Division: Indiana

Contact: Beth Curtiss (Beth.Curtiss@usc.salvationarmy.org)



CHRISTMAS

Costumed Caroler

The Costumed Caroler is a take on Fox's Masked Singer. Local celebrities are disguised in costumes and perform a Christmas song live on stage. Types of celebrities include local news anchors, radio personalities, athletes or coaches, prominent business leaders, etc. All attendees vote for their favorite performance by placing plastic coins in kettles. One coin is provided with registration and more coins are available for purchase. VIP tables compete against each other to guess the true identity of the local celebrities. Clues to the Costumed Carolers true identities are given during the introduction to their performance. Fox Media, producer of The Masked Singer, donated plastic cups and paper masks for the event.

Market Size: Over 100,000

Partners: Fox Media; Green Bay Kroc Center

Expenses: \$6,600

Revenue: \$21,000

Time to Plan: 4-9 months

Territory: Central

Division: Wisconsin & Upper Michigan Division

Contact: Beverly Peterson

(Beverly.Peterson@usc.salvationarmy.org)

The Kettle Konection for Kansas and Western Missouri Division

The Kettle Konection is an online portal that is accessible by officers and local kettle coordinators and used for communication regarding the red kettle campaign throughout the year. It includes "Success Steps," a monthly challenge to take preparation steps toward the annual drive, sharing of ideas and the posting of national retail agreements. It brings unity and a sense of teamwork to corps throughout the division.

Market Size: Over 100,000

Partners: THQ IT support in creation in the portal

Expenses: N/A

Revenue: More effective planning fundraising during red kettle season

Time to Plan: 2-3 months

Territory: Central

Division: Kansas & Western Missouri

Contact: Mindia McManness

(MJ.McManness@usc.salvationarmy.org)



The Big Ring!

“The Big Ring!” is a tradition involving associates from all the Fry’s (Krogers) grocery stores in Arizona. From 8 a.m. until 8 p.m. on an assigned weekday in December, associates volunteer to ring at one of their store entrances. The Army continues to provide bellringers for a second door. The volunteer support from 120+ stores statewide on this day is a huge bonus for corps officers in their volunteer recruitment efforts.

Market Size: Over 100,000

Revenue: Varies

Time to Plan: Minimal; coordinating stores with corps, getting supplies to the stores in advance, planning a variation in pick-up times.

Territory: Western

Division: Southwest

Contact: Marlene Klotz Collins
(Marlenerex@cox.net)

Mayoral Red Kettle Challenge

More than 10 years ago, the mayor of Arlington, Texas, was invited to compete with neighboring mayors by ringing a bell for one day in their city at a Salvation Army kettle. This soon became very competitive with more mayors accepting the challenge. Today, 10 city mayors are fully involved in recruiting their own bell ringers, raising donations ahead of their assigned day and creating a “buzz” of excitement among council members and employees as “their” civic leader gets involved in the worthwhile pursuit of helping the needy through The Salvation Army! The outright winner is determined by the total money raised at locations managed by their recruited (volunteer) bell ringers.

Market Size: Over 100,000

Expenses: Donated

Revenue: \$134,000 after 10 years

Time to Plan: 4 months

Territory: Southern

Division: Territorial Headquarters

Contact: Christopher Priest

(Chris.Priest@uss.salvationarmy.org)



Kettle Kick-Off

In conjunction with New Jersey Transit, The Salvation Army in New Jersey officially launches their red kettle campaign on Giving Tuesday with bell ringers and volunteers greeting morning commuters (7-9 am) at 20 New Jersey Transit train stations (New Jersey's major transit system). In an effort to encourage people to give back to their local communities that day and throughout the season, commuters are met with the Army's red kettle stands, live music/brass band and souvenir bells as giveaways. This is a Salvation Army New Jersey State Advisory Board-supported event with logistics managed by the community relations and development team. Planning begins in March or April, with much of the heavy lifting at the end of October and early November. Monthly (then bi-monthly) conference calls with the corps and advisory board are encouraged to ensure everyone remains on track. Costs of the event are relatively low despite the amount of locations and volunteers included. DHQ provides the corps:

- Permits/COI
- Sponsorship forms
- Branded t-shirts for volunteers
- Sponsor signage
- Souvenir bells

The corps provides:

- Volunteers to pass out bells at their location(s)
- Kettle stands
- Easels for sponsor signs

The advisory board fundraises for the event through their network, and all funds raised are divvied up between participating corps. Each corps' local advisory board is also encouraged to fundraise with the incentive that monies raised locally remain with their respective corps. In its fourth year of doing the event, the New Jersey Division had over two million media impressions and raised \$168,000, thanks to our generous sponsors and supporters! Our valued partnership with New Jersey Transit has only helped to grow this into our division's flagship initiative.

Market Size: 25,999 - 99,999

Partners: Major sponsors include Prudential Financial, Contura Energy & Welsh Foundation

Expenses: Approximately \$13,000

Revenue: \$168,000

Time to Plan: 5-6 months

Territory: Eastern

Division: New Jersey

Contact: Alexandria Hammond (Alexandria.Hammond@use.salvationarmy.org)



Tour of Homeless Shelter

Following every tour given of our Center of Hope, guests say they had no idea we did so much. They leave with a better understanding of The Salvation Army and many become life-long supporters. Like most cities, ours does a Holiday Tour of Homes every Christmas. This prompted the idea of doing our own Holiday Tour of Homeless Shelter. We made it simple, without a lot of work or prep because we are already crazy busy at Christmas. We scheduled the event the Saturday before Christmas from 2-4 p.m. and sent out press releases. Guests were greeted by staff and officers in the reception room, and when a group of 10-20 had gathered, a staff member or officer would lead a tour of our soup kitchen, social services, women's and men's shelters, family shelter, and drug and alcohol rehabilitation program. Every television station and the local newspaper covered the event with feature stories on the Holiday Tour of Homeless Shelter. We also had families, individuals, church youth groups, scouts and sports teams come for a tour. Tours are one of the most impactful activities we can do and this program was a great and easy way to heighten awareness and connect the community with the wonderful work of The Salvation Army.

Market Size: Over 100,000

Partners: Media

Revenue: Promotional project, we always receive donations.

Time to Plan: A couple of hours

Territory: Southern

Division: Georgia

Contact: John Seby (John.Seby@uss.salvationarmy.org)

Real Estate Wednesdays

Real Estate Wednesdays offer opportunities for a real estate agency, broker, title company, mortgage company or any firm associated with the home ownership industry, to participate in ringing bells at red kettles four Wednesdays during the holiday season. A firm and its staff "adopt" a kettle site in their community, thereby allowing them to raise donations for The Salvation Army while also connecting with the people who live in their community.

Additional Information: Benefits include connecting The Salvation Army with a local industry that is eager to get out in front of people to build its name and a positive reputation by fundraising for people in need, while increasing donations to our red kettles via an increased volunteer base.

Market Size: Over 100,000

Expenses: Nominal

Revenue: Increase in revenue at red kettle sites

Time to Plan: 6-9 months

Territory: Central

Division: Kansas & Western Missouri

Contact: Mindia McManness
(MJ.McManness@usc.salvationarmy.org)

TOUR of HOMELESS SHELTER
SATURDAY DEC. 20, 2:00 - 4:00PM
CENTER OF HOPE
1384 GREENE ST.
AUGUSTA, GA 30901

Two thousand years ago Mary, Joseph and Jesus spent the night in a shelter. Take a break from the holiday rush and tour our homeless shelter for a lesson in love. Open to all families, churches, and youth groups.

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DOING THE MOST GOOD

CHRISTMAS

Red Kettle Run

The Red Kettle Run is a 5K Run/Walk and Kids' Mile Fun Run held during the red kettle season. In addition to the race, participants and community members enjoyed a pancake breakfast and photos with Santa. Racers were given medals and t-shirts as a token of appreciation. A majority of funds raised came through sponsorship. A sponsorship package was created and advisory board members were encouraged to help solicit. The registration fee was based on the community and similar race fees in the area. Divisional headquarters assisted in creating marketing collateral (brochure, posters and logo) and an online registration page using the Classy platform. The advisory board was very proactive in making this event a success by recruiting participants, in-kind donations such as printing of race items and coordinating logistics.

Market Size: 25,999 - 99,999

Partners: Waynesburg University, Contura Energy, First Federal of Greene County and LOLA Energy

Expenses: \$6,500

Revenue: \$15,000

Time to Plan: 6-12 Months

Territory: Eastern

Division: Western Pennsylvania

Contact: Lauren Brant

(Lauren.Brant@use.salvationarmy.org)

Christmas Planning Guide

The Salvation Army's traditional red kettle has been a symbol of Christmas to generations of Americans almost as much as the Christmas tree and carols. The red kettle is the heartbeat of the annual holiday campaign, and its kickoff event is the most visible moment of the season. Building from the Christmas theme, we can bundle components like The Salvation Army Angel Tree, coats for kids, dress a child, adopt a family, giving tree, kettle competitions, peer-to-peer fundraising, corporate sponsorships and many special events to raise awareness and fundraise. A comprehensive planning guide for Christmas campaigns will strengthen the efforts of corps officers and advisory organizations.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: N/A

Territory: Eastern

Division: Pennsylvania & Delaware

Contact: Jennifer Gardener-Schoch

(Jennifer.Gardener-Schoch@use.salvationarmy.org)



Christmas Benefit Concert

The annual Christmas Benefit Concert features the Montclair Citadel Band and various guest musicians. Recent guests have included Derek Fenstermacher (Principal Tuba, New Jersey Symphony), Michelle Baker (French Horn, Metropolitan Opera Orchestra), Staff Sgt. Andrew Garcia (Principal Trumpet, West Point Band), the Orpheus Club Men's Chorus and the North Jersey Home School Association Choir. Christmas music both sacred and secular is included in the program. Proceeds are used to support hunger and homeless ministries of the corps in Montclair/northern Essex County.

Market Size: 25,999 - 99,999

Partners: Local businesses are solicited for sponsorships and ads in the program produced for the event; online ticket vendor (Eventbrite).

Expenses: \$2,041 – Production and printing of program, honoraria for guests, refreshments after the concert and printing of tickets/fee to online ticket vendor.

Revenue: \$4,915 – Sponsorship fees, ticket sales, kettle in the lobby and sale of homemade Christmas ornaments in lobby

Time to Plan: Up to one year in advance: Confirm guest musicians. Six months: Produce flyers and printed tickets, begin soliciting sponsors and begin compiling program. Four months: Begin promotion and set up online ticket vendor. Three weeks: Produce program.

Territory: Eastern

Division: New Jersey

Contact: Major Brett DeMichael (Brett.DeMichael@USE.SalvationArmy.org)



CHRISTMAS

Red Kettle Challenge Initiative

In 2016, we were using only half of our 60 main kettle locations because of limited volunteers. The decision was made to create a kettle committee to work alongside our volunteer coordinator and make building a base for volunteer bell ringers the top priority for 2017. Volunteerism at our kettles has not been a focus in the past, and the job market in Nashville makes it harder than usual to find paid ringers. Historically, the CRD department was not fully engaged with kettle fundraising, managing just two weeks of ringing in downtown Nashville. In 2017, we focused on recruiting churches and businesses that would commit to a minimum single kettle for a single day. We used a Rock the Red Kettle event as the focal point for recruiting and celebration of groups taking the challenge. We also partnered with a local television affiliate to create a media campaign for this effort. In 2018, we fully committed to revising and revitalizing the kettles after careful review of our sites versus high revenue days, average kettle amount and cost to man the sites.

We built upon 2017 and created the #REDKETTLECHALLENGE (RKC). The objective was to only ring with paid ringers and non-challengers during the last 12 days available to ring. Challengers could ring anytime during the season between Thanksgiving and Christmas. This allows them the time to create team building and group activities around their ring date. We also created giving pages for each group to drive giving to their kettle page through social media and emails to friends.

It is important to recognize that the #REDKETTLECHALLENGE has been fully integrated into the long-term strategy to position The Salvation Army as a community change agent that increases the quality of life for all through our Christian mission. This is part of the strategy to increase relationships to increase resources. The Red Kettle Challenge goal is to create a hyped kettle drive that focuses on the “WHY?” of increasing Quality of Life by Choice - for those experiencing homelessness (John 10:10), with the “WHAT?” of Supportive Housing – a place to call home while getting on your feet, and the “HOW?” of financing the changing of a life through the #REDKETTLECHALLENGE.

Ultimately, we hope to connect the Nashville and surrounding communities with the work of the Army in serving those experiencing, or on the verge of, homelessness. And, in turn, promote the need for groups to ring bells at our kettle sites to positively impact the lives of those experiencing homelessness. We are asking groups in churches and companies to extend hope throughout the year to their neighbors experiencing homelessness by taking our Red Kettle Challenge. This is a strategic, carefully planned and executed program with step-by-step instruction available.

Market Size: Over 100,000

Partners: Nashville Predators (NHL) – Red Kettle kick-off host (Rock the Red Kettle); Mini of Nashville – Provide a Mini wrapped as a kettle for promotion; Twice daily – Promote giving through paper kettles at point of sale; Kroger – Provide key kettle ringing

Expenses: Media: NewsChannel5/TV – \$25,000 area command investment, \$189,000 sponsored investment and \$136,000 in-kind estimated from NewsChannel5 (\$350,000 total estimated value of media package to promote RKC & AT); Radio investment - \$6,000 area command investment

Revenue: Overall amount raised = \$340,452.38; Red Kettle Challenge ringing = \$93,006.43; Red Kettle Challenger non-ringing (special events, etc.) = \$32,675.56; and 12 days of traditional ringing (paid & general volunteers) = \$177,707.70.

Time to Plan: It takes a full year to plan for sponsorships and influencers engagement. We began meeting with prospects for media sponsorships, along with the TV affiliate, in April for the 2019 kettle season.

Territory: Southern

Division: Kentucky & Tennessee

Contact: Harold Witherspoon (Harold.Witherspoon@uss.salvationarmy.org)



Battle of the Bells

Battle of the Bells is a competition during the red kettle season to encourage volunteerism with both individual and group ringers. Anyone (individual/group) who takes over a kettle for the day is a part of our Battle of the Bells competition. A one-day takeover is the minimum. These same people are given a specific online kettle to raise funds during the entire kettle season.

All money raised through their online kettle in addition to the money raised at their physical kettle(s) goes toward their overall ranking. We have many groups that are all over the spectrum – some ring once but push the digital giving link heavy amongst their friends, family, coworkers, etc. And other groups coordinate taking over a kettle for every day of the season and barely utilize their unique kettle link. In 2019, we had 42 participants in Battle of the Bells. This has significantly increased over the past three years through a heavier focus on marketing the program as well as friendly competition amongst the groups and in recruiting others. Volunteers come to us through churches, service/civic clubs, schools, businesses, media/news stations, sports teams, etc.

We have a casual volunteer bell ringer reception toward the end of the season to thank our volunteers and to announce the top performers. We have traveling trophies for the top three groups every year.

Market Size: Over 100,000

Expenses: N/A

Revenue: \$40,391

Time to Plan: 3 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes (Rachel.Wilkes@uss.salvationarmy.org)

A dark grey rectangular poster with white text and graphics. At the top, there are five white bell silhouettes hanging from a string. Below them, the text reads: "JOIN US FOR THE BATTLE OF THE BELLS RECEPTION" in a mix of serif and script fonts. Underneath, it says "RECOGNIZING ALL OF OUR VOLUNTEER BELL RINGING GROUPS" in a simple sans-serif font, with a small bell icon centered below the text. The event details are listed at the bottom: "DECEMBER 20 AT 3 PM | FELLOWSHIP HALL AT 417 RUTHERFORD ST. LIGHT REFRESHMENTS PROVIDED", "RSVP BY DECEMBER 17 TO EMILY FLEISHER AT EMILY.FLEISHER@USS.SALVATIONARMY.ORG OR 864.436.7931", and "1-2 REPRESENTATIVES PER GROUP".

JOIN US FOR THE
BATTLE OF THE BELLS RECEPTION
RECOGNIZING ALL OF OUR
VOLUNTEER BELL RINGING GROUPS

DECEMBER 20 AT 3 PM | FELLOWSHIP HALL AT 417 RUTHERFORD ST.
LIGHT REFRESHMENTS PROVIDED

RSVP BY DECEMBER 17 TO EMILY FLEISHER AT
EMILY.FLEISHER@USS.SALVATIONARMY.ORG OR 864.436.7931

1-2 REPRESENTATIVES PER GROUP

CHRISTMAS



DISASTER SERVICES



EDS Emergency Heat Relief

While many areas in the country list floods, hurricanes, tornadoes and blizzards among their disasters, the metro Phoenix area deals with excessive, life-threatening heat. In response to an Excessive Heat Warning issued by the National Weather Service, Salvation Army Emergency Disaster Services (EDS) activates 12 heat relief stations at Army corps throughout the Valley of the Sun where anyone in need can go for cooling and hydration. Most of the heat relief stations are dog-friendly. Additionally, mobile hydration units are dispatched to target additional areas of metro Phoenix to serve as many people as possible (popular hiking areas, parks where homeless reside). As of September 30, 2019, there were 24 excessive heat-warning days that year. Metro Phoenix served more than 25,000 persons with 66,000 bottles of water on these days. Volunteers logged more than 1,000 hours helping Army corps make this happen. As of October 1, there were 55 confirmed heat-related deaths and 129 still under investigation in Maricopa County. Heat-related deaths the previous two years averaged 180.

Market Size: Over 100,000

Expenses: About \$750; all water donated

Revenue: N/A

Time to Plan: Two months

Territory: Western

Division: Southwest Division

Contact: Nicole Kanne

(Nicole.Kanne@usw.salvationarmy.org)

Kettle Challenge Canteen Sponsorship

The Western PA Divisional Headquarters devised a plan to place corporate logos onto EDS canteens for the cost of the purchase of the unit. We wrote a corporate sponsorship proposal to FedEx Ground, United Way of Allegheny County, UnitedHealthcare and Beacon Roofing, and they all agreed to finance the purchase of a canteen. Some of the sponsors pledged to make payments over 2-3 years. It gives the companies incredible visibility for at least 30 years—the life of the canteens—in the communities where they do business.

Market Size: Over 100,000

Partners: FedEx Ground, United Way, UnitedHealthcare, Beacon Roofing

Expenses: N/A

Revenue: \$400,000

Time to Plan: One month

Territory: Eastern

Division: Western Pennsylvania

Contact: Fran Brace (Fran.Brace@use.salvationarmy.org)



Operation Chill Out

For the past six years Operation Chill Out has brought heat relief to Tucson when the National Weather Service forecasts a temperature of 102 degrees or above. On such days, The Salvation Army will be at select parks providing water and heat relief items for the homeless. The Army partners with Albertsons and Safeway stores in Tucson for the entire month of June to collect bottled water and raise money for Operation Chill Out. Money collected at the register goes toward purchasing bottled water and heat relief materials for the entire summer. Donations are dropped off at The Army's Hospitality House and a local plumbing store. Bottled water and monetary donations can be made at the store registers, online or by contacting the Army.

Market Size: Over 100,000

Partners: Albertsons and Safeway stores in Tucson Naughton's Plumbing

Time to Plan: 2 months

Territory: Western

Division: Southwest Division

Contact: Glenda Avalos
(Glenda.Avalos@usw.salvationarmy.org)

The Expansion and Professionalization of ESC in the Emergency Management World

This project focuses on the development and expansion of formal emotional and spiritual care (ESC) within local, state and federal emergency management (EM) agencies. This is done through continuing education of EM professionals about the role of ESC in disaster, formalization with state EM plans to utilize TSA ESC specialists, implementation of multi-agency summits/exercises, creation of strategic collaboratives and building our ESC curriculum to provide the requisite skills.

Market Size: Over 100,000

Partners: Massachusetts Emergency Management, Dept. of Mental Health, Office of Chief Medical Examiner, FEMA, New England Disaster Chaplain Association, Massachusetts Volunteer Organizations Active in Disaster

Expenses: N/A

Revenue: N/A

Time to Plan: Spring 2016 to present

Territory: Eastern

Division: Massachusetts

Contact: Chris Farrand
(Chris.Farrand@use.salvationarmy.org)



2019 Midwest Flood Disaster Response

Thousands of Midwesterners were affected by catastrophic flooding in the spring of 2019 along a 400-mile corridor flanking the Missouri River and its tributaries. The historic flooding impacted a three-state region – South Dakota, eastern Nebraska and western Iowa – and caused more than \$3 billion in losses. The flooding prompted what is believed to be the single largest disaster response in Western Division history – an unprecedented collaborative effort from hundreds of officers, staff, and volunteers from corps across Nebraska, South Dakota, Iowa, and the greater Midwest, all of whom came together with one focus: to serve, support and help the survivors of these devastating floods. The Salvation Army Western Division raised more than \$2.8 million for flood relief, 100% of which directly supports flood survivors. More than 40,000 meals, 48,000 beverages and 41,000 snacks were provided to survivors in the aftermath of the flooding, along with 72,000 flood clean-up kits and other supplies. Disaster Resource Centers (DRCs) in Bellevue, Omaha and Norfolk, Nebraska, and in Council Bluffs and Sioux City, Iowa, provided residents of hard-hit areas with supplies, social services, and spiritual and emotional support for weeks after flood waters receded. More than 21,000 volunteer hours were logged and nearly 100 Salvation Army officers and staff members traveled from eight states to offer help. As Captain April Clarke of Sioux City, Iowa, said, “We’ll be here for as long as it takes.”

Market Size: Over 100,000

Partners: More than 350 corporations and foundations from across the Western Division and beyond made financial gifts or donated material resources.

Expenses: \$2.3 million (as of 7/19/19—this will reach \$2.8 million within the next few months as we continue to support long-term flood relief efforts).

Revenue: More than \$2.8 million, 100% of which supports flood survivors

Time to Plan: Due to the severity of the flooding, which spanned a three-state area and caused more than \$3 billion in losses, response was immediate. Within just a few days, canteens, officers, staff, and volunteers were on the ground in the hardest-hit areas, providing food, water, clean-up supplies, and spiritual and emotional support.

Territory: Central

Division: Western

Contact: Todd Andrews (Todd.Andrews@usc.salvationarmy.org)



Territorial Emergency Response Chaplaincy Certification

The Central Territory has a new territorial-wide Emergency Response Chaplaincy Certification in coordination with its Territorial Emergency Disaster Services training program. While the primary focus is to prepare individuals to serve in times of emergency in small and large-scale disasters, it is the goal to integrate these individuals in support of daily Salvation Army programming during non-disaster times, as well to support our programs and help them get experience. The required courses will be scheduled throughout the territory in coordination with other disaster-training venues within divisional disaster training programs. A number of the courses can be taken online.

The base crisis response courses will consist of the approved Critical Incident Stress Foundation (CISF) curriculum utilized by the emergency response and disaster world. The courses offered by CISF are part of the Army's National Disaster Training Program. This certification is in response to the federal government's initiative to identify all resource and critical assets to assist in deployment during times of disaster and emergency response. Access to high-profile events is increasingly becoming more restrictive. Chaplains gaining access often require specialized training and certification. The program outlines three defined types of emergency emotional and spiritual care (ESC): basic, intermediate and advanced. These levels of ESC providers are categorized according to the National Incident Management System (NIMS) by establishing a comprehensive, integrated, national mutual aid and resource management system that provides the basis to type, order and track all (federal, state and local) response assets.

Market Size: Over 100,000

Partners: Many partners in national voluntary organizations active in disasters, K-LOVE Radio, many others

Expenses: Covered by several grants and partners

Revenue: None at this point

Territory: Central

Division: Territorial Headquarters

Contact: Kevin Ellers (Kevin.Ellers@usc.salvationarmy.org)



ECHELON



Echelon Liaison

Having support from staff and officers at corps, DHQ and National is key to a successful Echelon chapter. National Echelon Manager, Katie Seifu, has helped facilitate the growth of Echelon to 25 active chapters, 19 developing chapters and 25 identified potential locations. A good number of chapters are in the process of being formed and a number of cities have been targeted for chapters. The National Echelon Manager is tasked with the following responsibilities:

- Facilitating national Echelon Leadership Council meetings;
- Assisting with creating the agenda, brainstorming with ELC members, ensuring the ELC stays on track and accomplishes agenda “to-do’s”;
- Assisting with policy proposals;
- Integrating ELC attendees to National Advisory Board meeting events;
- Serving as a single point of contact for all chapters, but especially establishing chapters;
- Assisting with ramp up, policy questions, event ideas, etc.;
- Attending local chapter events;
- Serving as resident expert on Salvation Army expectations and guidelines;
- Providing support in areas where chapters are struggling;
- Supporting social media campaigns and website platform migration;
- Facilitating national campaigns (ex – Echelon Kettle Takeover); and
- Advocating for Echelon at all levels.

From a local level, having a staff/office liaison is critical for the success of a corps. This person can be a core officer or staff, but serves an essential role. This person should attend board meetings; give guidance on roadblocks; communicate local corps needs and share contact information; assist with budgetary considerations; provide input on policies and procedures, Salvation Army history and programs (local or national); brainstorm events with board members; assist with logistics items (meeting space, item storage); assist in creating press releases, getting news coverage at events, regularly report chapter’s status to DHQ (and advisory board where applicable), and provide feedback to the board.

Market Size: Over 100,000

Partners: National Echelon Manager, local staff/officer liaison

Expenses: N/A

Revenue: N/A

Time to Plan: N/A

Territory: Central

Division: Heartland

Contact: Rachel Hammer (hammera525@gmail.com)

Echelon Leadership Council

The Echelon Leadership Council (ELC) was founded in late 2017 and meets in conjunction with the National Advisory Board meetings. In its short life, the ELC has:

- Established ELC board roles and responsibilities;
- Launched recruiting efforts for local chapters through LinkedIn pilot;
- Created “The Salvation Army Echelon” LinkedIn group;
- Created “Active Chapter” guidelines for benchmarking chapter success (locally and nationally), migrating existing Echelon websites to single national platform, creating sites for new chapters;
- Awarded \$80,000 in chapter grants;
- Communicated social media best practices and shared “pre-packaged” social media posts for National Donut Day, Stuff the Bus, and other national holidays.

The ELC meetings also provide a means to: network and share ideas, support new chapters, and expose new chapters to the impact of The Salvation Army, Echelon, and the National Advisory Board. Chapter representatives leave each meeting motivated and encouraged. We all share struggles and successes and it’s encouraging to know that we aren’t fighting the good fight alone.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: N/A

Territory: Central

Division: Heartland

Contact: Rachel Hammer (hammera525@gmail.com)

Website and Social Media

With the rapid growth of Echelon nationally, it is imperative that chapters are utilizing social media and the national website platform to engage and communicate with local members and supporters. The Echelon Leadership Council is beginning to distribute pre-packaged social media graphics, text, etc., for notable items, like National Donut Day. In 2019, it was fantastic to see many chapters sharing these materials with a “unified front.” Echelon board members responsible for social media should follow and engage with other chapters on all platforms (especially Facebook and Instagram). Following all chapters on social media encourages idea sharing and regular communication. Best practice for social media is to post at least once per week, but no less than once per month.

Chapters should also consider paying for sponsored/boosted posts. It does not take a significant investment to see return. For example: Echelon Peoria typically reaches about 150 people on each Facebook post. A \$20 boosted post reached 1,833 people. If chapters are utilizing social media for event advertisement, posts related to the event should be made at least one week prior, and more than that before the week of registration cutoff and the event itself. There is also a new website platform and migration from other platforms in progress. The website is full service, including: member data management, automatic member renewal reminders, text and email communication, volunteer opportunities and hour tracking, event creation, event registration, ticket sales, digital ticketing, file storage and sharing, photo library, news articles, reporting, and so much more. Each chapter’s site has a similar layout for consistency at a national level.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: N/A

Territory: Central

Division: Heartland

Contact: Rachel Hammer

(hammera525@gmail.com)

ARC Revitalization Project

Echelon members painted three rooms at the Women's Adult Rehabilitation Center. We performed all the prep-work, taping and laying of plastic drop cloths. Afterwards, everything was cleaned up and the rooms were reassembled. Extra paint and supplies were left for occasional touch ups.

Market Size: Over 100,000

Time to Plan: 30 minutes

Territory: Western

Division: Northwest

Contact: Lisa Borders (Lisa.Borders@usw.salvationarmy.org)

Bus Stop Bench Building

When The Salvation Army in Birmingham (BHM) opened a brand new facility named The Center of Hope, Echelon BHM members noticed the bus stop across from the center provided no shelter nor a place to sit for clients and neighbors awaiting service. Echelon sought donated materials and constructed a covered bench where people could comfortably wait for public transportation.

Market Size: Over 100,000

Expenses: \$500 donated

Time to Plan: 2 months

Territory: Southern

Division: Alabama, Louisiana & Mississippi

Contact: Jerris Johnson (JerrisJ@gmail.com)



Red Hot Christmas

Red Hot Christmas is Echelon Peoria's flagship, annual red carpet gala, held on the first Friday in December. Ticket price includes admittance to the event, heavy hors d'oeuvres, beverages and live music from a favorite local band. Upon entering the event, guests step onto a red carpet, complete with photo opportunities. Within the event, there are several revenue streams: balloon pop (every balloon is associated with a gift card donated by local businesses), wine pull, premium giveaway with custom pieces curated by Bremer Jewelry, and unique silent auction experiences. Instead of traditional auction items, we focus on experiences (i.e., donated museum passes, paired with hotel stay, restaurant gift card, and money toward travel). Guests are encouraged to follow the black and red theme. In the past, guests have dressed in whimsical Christmas-themed suits, Santa hats and even a full nutcracker suit! We focus on this being a night of experiences and fun. There is a very brief (30 minutes max) program to kick off the night, then the band takes over and keeps the dance floor rocking all night long! In its brief five year life, Red Hot Christmas has gained notoriety as one of the best galas in the Peoria area, and is highly anticipated each year! One hundred percent (100%) of event revenue is reinvested into the community through Echelon and Salvation Army programs.

Market Size: Over 100,000

Partners: Many local businesses sponsor and donate services and/or items

Expenses: ~\$30,000/year

Revenue: \$20,000-\$30,000 net/year (over \$100,000 net to-date)

Time to Plan: 8 months+

Territory: Central

Division: Heartland

Contact: Rachel Hammer (hammerra525@gmail.com)



Red Hot Reveal

Red Hot Reveal is an event designed to capitalize on the excitement from Red Hot Christmas (Echelon Peoria's annual flagship fundraiser). Red Hot Reveal is a causal event, held at a local restaurant in mid-January, with the intent of formally announcing the amount raised the previous year. The event is open to the public, but anyone who expressed interest in getting involved with Echelon during Red Hot Christmas or any other fall events are specifically invited. Red Hot Reveal is a celebration of all of the hard work during the previous year and helps kick off the new year on the right foot with new, enthusiastic members.

Market Size: Over 100,000

Expenses: \$400

Revenue: N/A

Time to Plan: 3 weeks

Territory: Central

Division: Heartland

Contact: Rachel Hammer (hammerra525@gmail.com)

Echelon Yearly Kick-Off

Each year, we do a kick-off event to bring membership together and provide a calendar of events in order to let people know where/when they will be needed.

Market Size: Over 100,000

Expenses: \$1,000

Revenue: 0

Time to Plan: 3 Months

Territory: Central

Division: Wisconsin & Upper Michigan

Contact: Brandon Tschacher

(Brandon.Tschacher@thrivent.com)



Christmas in July with the Birmingham Barons

The Salvation Army was a sponsor of the Birmingham Barons. Promotional exposure included a sign on the centerfield wall. Throughout home games in the month of July, Echelon members hosted a kettle toss game on the field for fans, between innings. The month culminated with a Salvation Army and Echelon night on July 25 for a special Christmas-themed event, with full participation from the Barons' staff and announcers. Kettles were onsite in the baseball park. Echelon BHM sold tickets that included entrance to the home game and dinner in a designated picnic area or suite. A portion of the sales were donated to the Army's Education and Workforce Development Center.

Market Size: Over 100,000

Partners: Birmingham Barons baseball team

Expenses: Budget for the July 25th game was \$3,500

Revenue: \$3,500, broke even (2019 was the first year.)

Time to Plan: 4 months

Territory: Southern

Division: Alabama, Louisiana & Mississippi

Contact: Jerris Johnson (JerrisJ@gmail.com)

Syracuse Echelon Best Practices

We use three templates for event planning. We have found these to be very helpful and use them on a Google drive so the entire team can see and share information.

Market Size: Over 100,000

Expenses: NA

Revenue: NA

Time to Plan: NA

Territory: Eastern

Division: Empire State

Contact: Maria BonDurant
(MBonDurant@convergeone.com)



LinkedIn Leaders Volunteer Event

Echelon San Francisco partnered with the local Harbor Light and ARC to provide a workshop to help with job preparedness and placement. Beneficiaries who were close to graduation of the programs were invited to this event. Our volunteers/ members were coaches to these individuals, and our LinkedIn Echelon member led them through key steps to set up their profile with the hopes of job placement. We also had a professional photographer on site to provide fresh head shots for the clients.

Additional Information: This was a service event, and one our chapter will produce twice a year. It speaks to our demographic of Echelon members (tech industry) and provides a needed service to our clients.

Market Size: Over 100,000

Partners: LinkedIn

Expenses: \$100

Revenue: \$0

Time to Plan: 3-4 weeks

Territory: Western

Division: Golden State

Contact: Captain Caroline Rowe
(Caroline.Rowe@usw.salvationarmy.org)

Bellringing

Our Echelon group does bellringing once a year, in coordination with our local NBA team, and also competes in a parallel social media activity.

Market Size: Over 100,000

Expenses: \$250

Revenue: \$500

Time to Plan: 3 months

Territory: Central

Division: Wisconsin & Upper Michigan

Contact: Brandon Tschacher
(Brandon.Tschacher@thrivent.com)



Milwaukee Goes Miami

In the early part of the year, we hold a gala-esk fundraiser to support a volunteer effort, Meaningful Makeover.

Market Size: Over 100,000

Expenses: \$3,000

Revenue: \$9,000

Time to Plan: 6 months

Territory: Central

Division: Wisconsin & Upper Michigan

Contact: Brandon Tschacher
(Brandon.Tschacher@thrivent.com)

Echelon Representation at Advisory Board Meetings

Local advisory boards should ensure Echelon is represented at advisory board meetings. Ideally, at least one Echelon member sits on the advisory board (as an instated member). At a minimum, Echelon should be given a line item on the agenda. The advisory board should be invested in Echelon—supporting events and providing recommendations for members.

Market Size: Over 100,000

Partners: Advisory Board

Expenses: N/A

Revenue: N/A

Time to Plan: N/A

Territory: Central

Division: Heartland

Contact: Rachel Hammer (hammera525@gmail.com)



ECHELON

National Donut Day

Members of Echelon were invited to appear on KING 5's Morning News (NBC affiliate) in honor of National Donut Day. This 2019 appearance was the first-ever promotion for National Donut Day in the Seattle market. During the three-minute interview, Co-Presidents Amanda and Dan along with Secretary, Chelsea, described how they became interested in joining an emerging professionals advisory board, why they chose The Salvation Army, and the variety of projects the group has undertaken. Major Amy Reardon spoke about the history of Donut Day and explained why it's still relevant today. The Original House of Donuts provided six dozen donuts for everyone to indulge.

Market Size: Over 100,000

Partners: The Original House of Donuts and KING 5 TV

Time to Plan: A few weeks

Territory: Western

Division: Northwest

Contact: Lisa Borders (Lisa.Borders@usw.salvationarmy.org)

Syracuse Echelon Best Practices

1. Securing a presenting sponsor to cover all costs of Echelon events through the year.
2. Strong board presence, and the ability to utilize our Young Leaders Advisory Board for support.

Market Size: Over 100,000

Expenses: NA

Revenue: NA

Time to Plan: NA

Territory: Eastern

Division: Empire State

Contact: Maria BonDurant
(MBonDurant@convergeone.com)



Children's Climbing Wall

After learning that a children's climbing wall had been donated to the Seattle Temple Corps/Community Center, members of the Echelon Advisory Board generously offered their time and talent to install it. Under the guidance of long-time King County Advisory Board Member Stace Grund of Tatley-Grund, Inc., a full service general contractor, the team quickly installed the climbing wall and then, of course, they had to test it out!

Market Size: Over 100,000

Partners: A King County Advisory Board member who is a general contractor provided assistance.

Time to Plan: 1 hour

Territory: Western

Division: Northwest

Contact: Lisa Borders (Lisa.Borders@usw.salvationarmy.org)

Echelon Board Development

Echelon Board development, recruitment, and retention strategies.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: One year

Territory: Central

Division: Eastern Michigan

Contact: Katie Baskin (Katie.Baskin@usc.salvationarmy.org)



Ballin' for Greenville

Ballin' for Greenville is a 3v3 basketball tournament fundraiser for the Echelon Greenville chapter. All monies raised support the local Boys & Girls Club. They hosted their first event in August 2019 and plan the second in May 2020. The Echelon board organized the event, and many of the members did participate in the tournament (several of our board members asked their companies to sponsor their teams). We had about eight teams compete, and the winner won a traveling trophy. We sold concessions and t-shirts, and we had a pretty good turnout for a first-time event. Registrants were able to register through our online giving platform (as a team or as individuals). The event was hosted at the Greenville Kroc Center, and all funds raised were donated to the Boys & Girls Club (also housed in the Kroc Center). Echelon members will be invited to take part in the service project associated with the monies generated from the tournament.

Market Size: Over 100,000

Partners: The Ray and Joan Kroc Corps Community Center

Expenses: \$1,930

Revenue: \$4,000

Time to Plan: 3 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes

(Rachel.Wilkes@uss.salvationarmy.org)

Gathering Christmas 2019 Bell Ringers

To gather bell ringers for the 2019 Christmas season, Echelon Ventura used its grant money to host a party to entice local CEO's and community leaders to gather their employees to support The Salvation Army in this way. The goal of the event was to secure a schedule of bell ringers from local community groups, companies, and government agencies. By hosting an educational and fun event, we hoped local CEO's and powerful players would be inspired to ask their employees to donate their time to the Army during November and December 2019.

Market Size: Over 100,000

Partners: TBD

Expenses: \$5,000 Echelon Grant

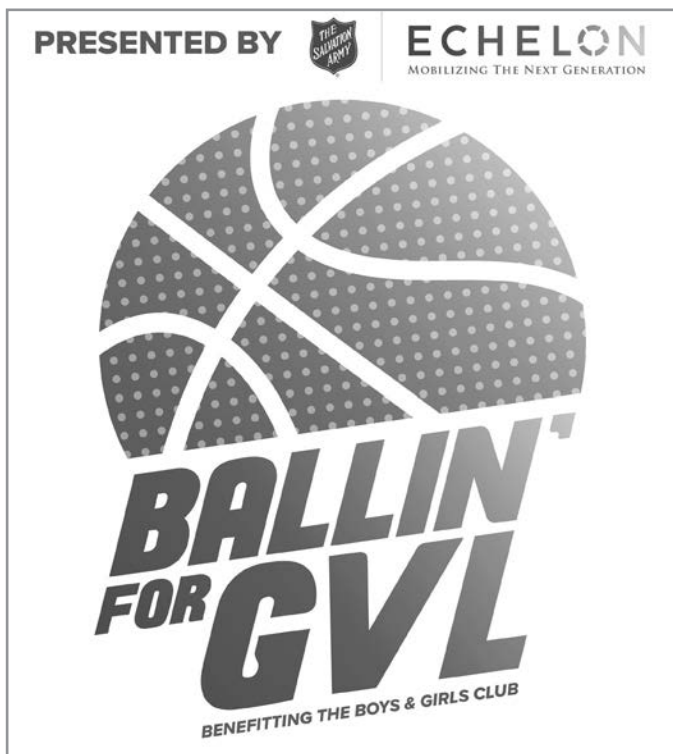
Revenue: TBD

Time to Plan: 6 months from June 1, 2019.

Territory: Western

Division: California South

Contact: Zubi Olin (ZubiOlin@gmail.com)



Culinary Project

Packaged 50 sack lunches. The team prepared turkey and cheese sandwiches and snacks, then packaged them into sack lunches along with a piece of fruit, a juice box and a cookie. Cooked and served lunch to 103 residents. Menu included grilled cheese sandwiches, soup and potato salad. Prep work: chopped vegetables for the next day's meal. Washed the dishes and cleaned the kitchen.

Market Size: Over 100,000

Time to Plan: 30 minutes

Territory: Western

Division: Northwest

Contact: Lisa Borders (Lisa.Borders@usw.salvationarmy.org)

Echelon Member Recruitment/Retention

When dealing with Echelon, it's important to remember these are young professionals who may change jobs frequently and relocate. They often can only make minimal commitments of time. We set our board commitments to one year and 95% of the time, members honor their commitment. If after that time folks move on, this is not personal, it's the nature of the demographic. We found members through board member recommendations, young professional mixers (network those events), service club member recommendations, friends, or referrals of current members.

We also discovered the reason why folks join Echelon: they want to network and have fun, they want to give back, but many of them wanted leadership experience. They wanted to learn board culture and conduct. They wanted to learn how to plan and execute events. They also wanted to grow in PR and communication. Echelon has to present itself to young professionals as a way for them to grow professionally and also as a way to give back to the community they love. Finally, one more thing we learned is the importance of a specific theological purpose. In the beginning we tried to cover each ministry a little—but it didn't have a real impact. Now, three years later, we realized that a focused ministry will have the biggest impact on the mission and our members.

Market Size: Over 100,000

Expenses: \$0

Revenue: \$0

Time to Plan: N/A

Territory: Western

Division: Golden State

Contact: Captain Caroline Rowe
(Caroline.Rowe@usw.salvationarmy.org)



ECHELON

Echelon Girls Night Out

“Girls Night Out” is a shopping event hosted by Heather Dubinetskiy from the Sacramento Echelon Board. We invited over 100 social media influencers from Sacramento and surrounding areas and “shopped Heather’s closet!” She donated a ton of designer dresses and accessories. We also had a pop-up shop by Walnut & Main, Violet Muse Boutique and Whole Latte Love Bar which all donated 10% of their proceeds to Sacramento Echelon. Collectively we raised a little over \$4,300 for Echelon! Our “gifts in kind” exceeded \$7,000 for this event and there was no cost to us as we had everything donated. We were blown away by the amount we raised but more importantly by the outreach we got from this event. We had every social media influencer post and tag us, and it boosted our following by 75 people within 24 hours. It was an awesome way to build name awareness and the mission of Echelon. We received some interest in new recruits, funding and sponsorships and were able to promote our Departure Gala which is held in September.

Market Size: Over 100,000

Expenses: 0

Revenue: \$4,300

Time to Plan: 2 weeks

Territory: Western

Division: Del Oro Division

Contact: Jenny Barcus (Jenny.Barcus@usw.salvationarmy.org)



Share the Cheer

Echelon Greenville hosts a Christmas shopping excursion at a local Walmart to encourage members of the public to support The Salvation Army Angel Tree program. Buyers are given store incentives and invited to a social afterwards.

Share the Cheer is Echelon's annual Christmas event. Echelon has hosted this event every year since the chapter was chartered (2017). Share the Cheer typically happens on the first Wednesday in December (taking the place of a regular board meeting). The event is open to the public, and many Echelon members participate and bring friends with them. We host the event at a local Walmart. We park a Family Store truck in the parking lot, bring Angel Tree tags with us and set up a table outside the store. Shoppers can grab a tag, shop for the child, and return their completed tag to the Family Store truck outside. It's a one-and-done approach to Angel Tree shopping, and it's one of our board members' favorite events. We typically stay outside the store for 2-3 hours (5-8 p.m.). After that, Echelon board members are invited to a social at a nearby restaurant or attraction. Last year, we went to a bowling alley, and this year, we're planning on going to our new TopGolf location.

Market Size: Over 100,000

Partners: Walmart

Expenses: \$0

Revenue: \$3,000

Time to Plan: 3 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes Rachel.Wilkes@uss.salvationarmy.org)





FUNDRAISING



Lil' Gen's Mini Donuts

Lil' Gen's is a small coffee and donut hut located at Icy Strait Point (Cruise Ship Dock and Shops). The purpose is to support the local Salvation Army programs and services. All the donuts are hot and fresh with custom flavors only found at Lil' Gen's. Also, we serve a custom roast coffee from a local (Juneau) roaster.

Additional Information: Lil' Gen's allowed a small village corps to grow their programs, send children to camp and improve services offered to the community. The overhead is minor in comparison to how much can be raised. Thrift stores require a large staffing table, significant square footage and other expenses. The coffee and donut shop model works on the history we have with donuts and coffee. It takes little square footage and limited staffing. While the upfront cost can be daunting, the long term income can be significant.

Market Size: Less than 25,000

Expenses: Start-up costs included buying donut machine (such as Lil' Orbits or Belshaw), coffee maker, mixer and other various equipment needed to make doughnuts and coffee. We were lucky to get the turnkey business for \$2625.00 (not counting lease and store fees).

Revenue: First year we grossed approx \$55,000, year two about the same, year three \$66,000.

Time to Plan: The challenge in Alaska is supplies. It only runs during the tourist season, beginning in May and ending in September. Supplies need to be ordered months ahead of time (Feb-Mar) with continued ordering through the season.

Territory: Western

Division: Alaska

Contact: Major Kevin Bottjen (Kevin.Bottjen@usw.salvationarmy.org)



The Most Amazing Race

Like the TV show, teams race around Buffalo performing physical, mental, mission-based and just plain silly challenges—all the while raising money to support the programs and services associated with The Salvation Army Buffalo Area services. While the Army engages the racers each year in the organizational mission, we are also reaching out to them as volunteers, researching sites to collect school supplies and toys, and engaging their employers as corporate sponsors throughout the year.

Market Size: Over 100,000

Partners: Naming partner is the Buffalo Bills. Other corporate support from Home Depot, The Swan Foundation, Seneca Gaming, Niswander Eye, Life Storage

Expenses: \$10,000

Revenue: \$60,000

Time to Plan: Approximately 3 months

Territory: Eastern

Division: Empire State

Contact: Laurie Elliot Krajna

(Laurie.Krajna@use.salvationarmy.org)

Leadership Fundraising

We have strategically identified one day each month where our divisional commander meets with donors in the field to say thank you. We establish dates six months in advance and work collaboratively with our major gifts, planned giving teams and regional development directors to identify where it makes the most sense to schedule our divisional commander. This may mean that he meets with one donor or multiple donors in a given day, but where could he have the greatest influence. There is no one better to speak to the needs of the entire division than the divisional commander.

Market Size: Over 100,000

Partners: Staff

Expenses: N/A

Revenue: Yielding larger gifts from donors! Including a recent planned gift for \$1.2 million.

Territory: Eastern

Division: Empire State

Contact: Sarah Miller-Locke

(Sarah.Miller-Locke@use.salvationarmy.org)

Garbage Bag Gala

Started by a group of friends 17 years ago, the Garbage Bag Gala brings fashion, food and fun together in one room all to benefit The Salvation Army Family Caring Center in Pittsburgh (shelter for families experiencing homelessness). Local designers, boutiques and creative individuals create fashion from garbage bags and other recycled materials. These creations are then modeled and judged in a “Garbage Bag Couture” fashion show. Guests are encouraged to get in on the fun by creating their own “trashwear” and wearing it to the event. Guests also enjoy hors d’oeuvres and a silent auction. The event promotes the idea that everyone and everything deserves a second chance to be something great! As our designers give new life to garbage bags and other materials, the Family Caring Center provides struggling families the opportunity to get back on their feet.

Market Size: Over 100,000

Partners: Various corporate sponsors, local fashion designers

Expenses: \$10,000

Revenue: \$40,000

Time to Plan: 10 months

Territory: Eastern

Division: Western Pennsylvania

Contact: Ava Henderson

(Ava.Henderson@use.salvationarmy.org)

B&B

We serve in a severely economically depressed native village where there is no industry. A Family Store for income is not practical or viable so we run a Bed and Breakfast. Our guests are usually professionals who come to the village to support the schools, clinic or city tribe. For the most part, they are people who would be donors in other appointments, they just don’t live in Angoon. We offer them hospitality and have the opportunity to talk to them about the mission of The Salvation Army and the needs of the community. We charge \$125 per night and that includes a hot breakfast. Because there are no restaurants in Angoon we also offer a choice between preparing their own evening meals or a home cooked meal at an extra \$25.

Additional Information: This is not only a fundraiser but a ministry.

Market Size: Less than 25,000

Partners: N/A

Expenses: \$500 a month for food during the busy months. Half the utilities are for the quarters since the B&B is half of the building that is also the quarters.

Revenue: \$40-60,000 a year

Time to Plan: Initially, it took a few months to figure things out.

Territory: Western

Division: Alaska

Contact: Major Cathy Quinn

(Catherine.Quinn@usw.salvationarmy.org)



Adopt-a-Corps

Experience shows that people of all ages enjoy being engaged with the charities that they support. This is especially true for the Millennial and Gen Z generations. The Salvation Army Adopt-a-Corps program can provide opportunities for individuals, groups and families to make a difference in the lives of others by connecting with a local Salvation Army near them, being able to see the need first hand and to help make impactful change immediately and over time. Annual giving at William Booth Society levels without restriction is encouraged as the initial foundation. This helps fund existing program line items such as “direct assistance,” “youth initiatives” or “feeding programs” and provides a clean, well-lighted environment which is warm in the winter and cool in the summer. An atmosphere which preserves the dignity of those whom we welcome from the lonely senior citizen to the single working parent. It is one that provides a safe haven for young people from the often bullet-riddled streets where they find themselves.

Building upon this base of support, donors can partner with the corps or program leadership to identify specific needs. One example is volunteering to work side by side with community members to establish and provide the supplies for a community garden, which allows educational opportunities in gardening and healthy eating for youth and seniors. Supplies can range from top soil, seeds and plants to fencing, shovels and educational gardening books. Collaboration opportunities with local horticulture societies, schools and senior centers exist simultaneously or independently. Providing supplies for the kitchen such as updated commercial refrigeration, a new commercial stove and fresh paint is welcome. Some corps officers maintain a booklet of wish list items. Cooking for after school Learning Zone students and their parents for annual celebrations such as Easter, graduation, Thanksgiving, Christmas, Mother’s Day and Father’s Day is a great way to engage. Getting to know some of the families who participate year after year occurs.

This can be a rewarding experience for all, for years to come. For individuals, couples and families, adopting a corps can bring people together and can pass on a legacy of caring to the next generations. Planned gift and endowment opportunities are available. For businesses and corporate volunteers, Adopt-a-Corps can make for great team building events and can align with corporate foundation giving priorities. Recognition and dual branding opportunities are available utilizing Army websites, social media and in various print outlets, such as newsletters, which are enjoyed by Army supporters. Involvement leads to fulfillment for the donor and encourages increased giving.

Market Size: Over 100,000

Partners: Corps officers, program directors, individual or family donors, corporate donors and staff donor relations directors

Expenses: Staff

Revenue: \$5,000 annual William Booth Society giving unrestricted plus restricted programmatic & property giving

Time to Plan: Ongoing: One hour first corps visit to years of relationship building

Territory: Eastern

Division: Pennsylvania & Delaware

Contact: Jennifer Gardener-Schoch (Jennifer.Gardener-Schoch@use.salvationarmy.org)

Project Bundle-Up

Project Bundle-Up began in 1986 as a joint community service effort between The Salvation Army and WTAE-TV, Pittsburgh's local ABC affiliate. The idea was to form a program that would provide new winter coats, hats, scarves, mittens and boots (an entire winter ensemble) to children and seniors who needed help getting "bundled-up" during the harsh Western Pennsylvania winters. Over 33 years, more than \$15 million has been raised and approximately 285,000 individuals have received assistance. To offset the cost of the winter outfits, project Bundle-Up, in conjunction with WTAE-TV, hosts several fundraising events throughout the year: A) Telethon—held annually at our partner station, WTAE-TV; B) Pittsburgh Steelers Golf Classic—utilizing local mini-golf or Topgolf locations; C) Online Auction; D) Grassroot fundraising with local partner schools; E) Direct mail—corporate-sponsored shopping trips through money raised by general donations and from these events and initiatives, project Bundle-Up serves disadvantaged children ranging in age from infancy to 18, and senior citizens 62 years of age and older. Money is then distributed to The Salvation Army corps throughout the 28 Western Pennsylvania counties. Eligibility is based on economic need, with the application process examining a family's monthly income, bills, number of children and employment status. To view more please visit projectbundleup.org.

Market Size: Over 100,000

Partners: Key Bank, WTAE, People's Natural Gas, Pittsburgh Pirates, Pittsburgh Steelers, Pittsburgh Penguins, Columbia Gas, Walmart, Kohls

Expenses: \$200,000

Revenue: \$675,000

Time to Plan: Year-Round

Territory: Eastern

Division: Western Pennsylvania

Contact: Andrew Cader (Andrew.Cader@use.salvationarmy.org)



Project Bundle-Up Topgolf

Project Bundle-Up partnered with the Pittsburgh Steelers to create a more fun, light event where guests could interact with the Steelers honorary chairperson on a casual level. From this idea, the “Mini Golf Outing” was born. Lead by now-retired Pittsburgh Steelers Head Coach Bill Cowher for nine years, this event rose to popularity. In 2019, the event was moved to Topgolf Pittsburgh. With Pittsburgh Steelers Defensive End Stephon Tuitt now serving as honorary chairperson, the event name became “Topgolf with Tuitt.” Capitalizing on the popularity of the Pittsburgh Steelers, project Bundle-Up sells one major sponsorship for the event and then individual team sponsorships. The sponsorships include: one team of six players; two rounds of golf with local sports celebrities and TV personalities including tournament round for prizes; team photo with Steelers honorary chairperson; logo/company inclusion on table card, all marketing materials, website and social media; logo included in sponsor appreciation video rotation throughout the event; a buffet dinner and dessert. In addition to the sponsored teams, funds are raised through a silent auction and ticket drop that includes a chance to win golfing with the Steelers host for one hour.

Market Size: Over 100,000

Partners: Pittsburgh Steelers, Key Bank, People’s Natural Gas, WTAE-TV, PNC, Columbia Gas

Expenses: \$9,000

Revenue: \$33,000

Time to Plan: 6 months

Territory: Eastern

Division: Western Pennsylvania

Contact: Andrew Cader (Andrew.Cader@use.salvationarmy.org)

PEOPLES KeyBank

TOPGOLF with TUITT

WTAE-TV project Bundle-Up

Featuring:
STEELERS DE #91
STEPHON TUITT

abc WTAE DOING THE MOST GOOD

MAY 30, 2019

Topgolf Pittsburgh | 400 Presto-Sygan Rd. Bridgeville, PA

Project Bundle-Up Online Auction

The annual project Bundle-Up Online Auction remains a large source of event income. The 400 items donated to project Bundle-Up are displayed and promoted on eBay for three weeks in March and April. The items, donated by local companies and shopping partners, are displayed and promoted online by both The Salvation Army and WTAE-TV. Shipping costs are offset by a shipping sponsor who provides financial and material resources to package and mail the items. Successful promotion of this event includes commercials on WTAE-TV directing viewers to auction site for bidding, weekly emails to the Army donor database featuring items to encourage bids and weekly advertisements on both the Army's Western Pennsylvania and project Bundle-Up Facebook pages.

Market Size: Over 100,000

Partners: Key Bank, WTAE-TV, UPMC, Walmart, Fed Ex Ground, eBay

Expenses: \$4,000

Revenue: \$28,000

Time to Plan: 6 Months

Territory: Eastern

Division: Western Pennsylvania

Contact: Andrew Cader

(Andrew.Cader@use.salvationarmy.org)

Project Bundle-Up Telethon

WTAE-TV's Telethon is the single largest project Bundle-Up fundraising event, raising 1/4 of the annual revenue. In addition to raising funds for the program, the telethon is also a platform for The Salvation Army to engage, educate and capture new donors while also thanking current supporters. Traditionally held the first Friday of December, donors call volunteers from local businesses and corporate partners, on the WTAE phone banks, and pledge their donation to project Bundle-Up. Donors are also directed to make online donations through the project Bundle-Up website. Project Bundle-Up supporters and partners who donated more than \$2,500 in the prior year or on the day of the event are invited to the telethon to present their donations to one of WTAE-TV's personalities, providing an opportunity to discuss their involvement in the community through The Salvation Army and project Bundle-Up. Additional funds are raised through sponsor hours of the telethon. Sponsors receive prominent on-air display of company logo during a pre-determined hour by WTAE and project Bundle-Up and company mentions during their sponsor hour.

Market Size: Over 100,000

Partners: WTAE-TV, Key Bank, People's Natural Gas, UPMC, Panera Bread, Columbia Gas, Highmark, First National Bank, Walmart

Expenses: \$0

Revenue: \$142,000

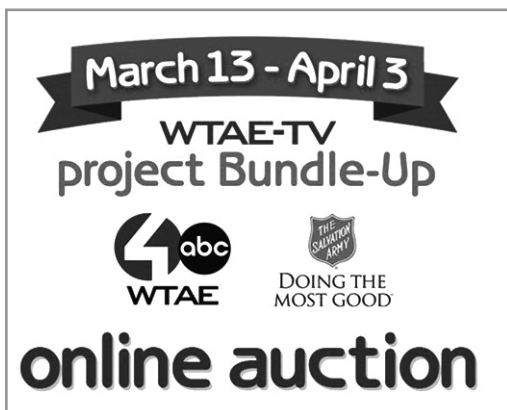
Time to Plan: 6 Months

Territory: Eastern

Division: Western Pennsylvania

Contact: Andrew Cader

(Andrew.Cader@use.salvationarmy.org)



Sweet Desserts

Sweet Desserts is a simple fundraising campaign during the month of February, which brings awareness to the food insecure through partnerships with local restaurants. We partner with restaurants throughout our service area who agree to send us a percentage of their dessert sales (we leave it up to the restaurant to determine the exact arrangement). The money supports our local feeding programs.

We also have a Sweet Desserts Challenge, where folks are encouraged to visit all of our partner restaurants, take a picture of the various desserts and upload to Facebook, Instagram or Twitter and tag The Salvation Army in their posts with the hashtag #SweetDessertsChallenge. The first person to eat at all partnering restaurants and tag us in their social media is entered to win a three-month Kroc membership.

Market Size: Over 100,000

Expenses: \$0

Revenue: \$1,500

Time to Plan: 3 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes

(Rachel.Wilkes@uss.salvationarmy.org)

The Effective Grants Pipelines

Although the total income for The Salvation Army comes from an assortment of sources, of which contributions are a part, individuals are the largest source of charitable donations. In addition to individual giving, income from various sizes and types of foundations that give through grants can be substantial and significant. There are a variety of foundations such as corporate, family and community. Developing an effective grants pipeline is an essential element of an overall income strategy for a corps or service extension unit. Many applications for foundation support may be found online or through researching the website FoundationCenter.Org and other published reports. Advisory organizations members are encouraged to assist in identification and cultivation of foundation grant opportunities. The key to effectively including foundation support as a source of income is through having an effective grants pipeline as defined in the following presentation.

Market Size: 25,999-99,999

Expenses: N/A

Revenue: N/A

Time to Plan: Varies by time needed to conduct monthly reviews and to craft grant applications

Territory: Eastern

Division: Eastern Pennsylvania & Delaware

Contact: Carl Colantuono

(Carl.Colantuono@use.salvationarmy.org)

Sweet
DESSERTS

DO SOMETHING *sweet* FOR OTHERS THIS *Valentine's*

Civic Dinner

The Salvation Army Annual Civic Dinner was established to showcase the programs and successes of the corps over the previous year. Each year we highlight a particular area of service. However, we provide information on all of our services. The dinner includes a silent and live auction and recognition of one or more honorees.

Honoree: While the dinner is an excellent opportunity to recognize people who have made significant contributions, a secondary motive for honoring individuals is to attract greater attendance.

The Carlisle Civic Dinner corps presents the Others Award each year and uses the criteria to identify the recipient. That person provides names of friends, family members and associates for the invitation list. The list is critical as many of these individuals have the potential to be high bidders. The recipient of the Others Award should be well-connected in the community supporting many endeavors besides Salvation Army programs.

In addition, the Carlisle Corps sometimes presents its own Carlisle Corps Distinguished Service Award and this is typically presented to a person who stands out in their support of the Army but who has not received much recognition. This recipient also supplies a list of contacts, however they may not necessarily have the same influence as an Others Award recipient.

Market Size: Less than 25,000

Partners: PLATINUM: M&T Bank, Giant Food Stores GOLD: Carlisle Events, Cohick & Associates, UPMC Pinnacle SILVER: Kelso Law Firm, Mountz Jewelers, Orrstown Bank COPPER: Belco Community Credit Union, Diamond Wealth Advisors, Double A Landscaping, Smith Elliott Kearns & Company

Expenses: \$5,729

Revenue: \$18,428

Time to Plan: 9 months

Territory: Eastern

Division: Eastern Pennsylvania & Delaware

Contact: Major Alma Riley

(Alma.Riley@use.salvationarmy.org)

Jail and Bail: Doing Time to Raise a Dime

Our Jail and Bail effort was a very fast idea-to-action fundraising event to help introduce new officers to the area and build some fun and new rapport with the community. We made warrants available for individuals to purchase and suggest a friend, co-worker or others to be “charged.” The fee to have the warrant served was \$25. Then each individual was served with a warrant with a bail amount either suggested by the warrant purchaser or we used the suggested \$200. We “served” 10 warrants, however we only received bail from seven of the 10 (which is why we charge for the warrant, at least some money was made). We set up a jail in the center of town, individuals who collected all their pledge money were asked to bring their warrant so that we could provide them with a “pardon” sticker and mug, and we took their picture and posted it on Facebook. Individuals who were served a warrant also were given a wristband to wear while getting their pledges.

Additional Information: Promotion: Flyers, social media, website and word of mouth. In 2020, a local radio station has offered to run a PSA at no charge. Through a donation, we produced and made available posters that matched our warrants. They were posted in as many stores as possible, mailed in packets to companies in our community.

Market Size: Less than 25,000

Expenses: <\$200 Most items were donated.

Revenue: \$2,000

Time to Plan: 2-4 weeks

Territory: Eastern

Division: Northeast Ohio

Contact: Captain Edward McMillen

(Edward.McMillen@use.salvationarmy.org)

Kettle Challenge Golf Invitational

The Salvation Army Kettle Challenge Golf Invitational was started in 2005 as a means to supplement lost income from the United Way. This unique event has helped raise over two million dollars for The Salvation Army's Red Shield Campaign. As a token of appreciation, donors and corporations making a contribution of \$6,000 or more to the Red Shield Campaign received an invitation to participate in the event. In addition, the event was underwritten by a very generous friend of the Army and all money raised went directly to supporting people in need and made the event 100% tax deductible for participants. In order to maintain an efficient event there is a limit of 25 foursomes and the format is play-your-own-ball. Participants receive special premium gifts upon arrival, lunch and refreshments, the opportunity to win prizes and an informal dinner with a brief presentation. Great care is taken not to ask for any donations or financial commitments from participants on the day of the event.

Market Size: Over 100,000

Partners: Greater Pittsburgh Advisory Board members, PNC Bank, EQT, Peoples Natural Gas

Expenses: \$45,000

Revenue: \$200,000

Time to Plan: 6 months

Territory: Eastern

Division: Western Pennsylvania

Contact: Lauren Brant

(Lauren.Brant@use.salvationarmy.org)

Donor Cultivation

The primary goal of establishing new donors is to reap results while creating an alliance with others who share the same vision as The Salvation Army. By taking the time to research an individual carefully, securing a meeting that accommodates the prospective donor, and preparing for the meeting with materials and questions (as well as answers), the likelihood of creating a new relationship is strong. Sending a follow-up after the meeting will further solidify the relationship between the donor and the Army.

Additional Information: Any officer has the ability to fundraise if they follow these steps.

Market Size: Over 100,000

Partners: Donors

Expenses: N/A

Revenue: N/A

Time to Plan: Ongoing

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-Kay Johnson

(Lurlene.Johnson@use.salvationarmy.org)



Grand Reopening of The Salvation Army Family Thrift Store on Dimond

The Salvation Army Alaska Division reopened their Dimond Family Thrift Store locations after a seven month closure due to a 7.1 magnitude earthquake that caused a multitude of damage to the store. With a short time frame to plan a grand reopening of the store, over 200 community members attended the highly successful event. We used our membership with the Anchorage Chamber of Commerce to hold an official ribbon-cutting providing outreach to the greater Anchorage community. In addition, we reached out to local radio partners to schedule interviews about the reopening of the store. Community supporters like Dino's Donuts helped underwrite the food costs. With the 50% off sales on the day of the event, the thrift store still made more than \$6,000 in sales on the first day of reopening.

Market Size: Over 100,000

Partners: The Anchorage Chamber of Commerce, local iHeart Radio stations, Dino's Donuts

Expenses: \$909.67

Revenue: \$6,348

Time to Plan: 3 weeks

Territory: Western

Division: Alaska

Contact: Lessa Peter (Lessa.Peter@usw.salvationarmy.org)



Applefest

Applefest is a fun family event and fundraiser held each fall. The event takes place over two days at a local farm. There are games and activities for people of all ages, including apple picking, scarecrow-making, face painting, hay rides, pumpkin painting, petting farm and pony rides. Apple pies, ice cream, hamburgers, hot dogs, french fries, corn-on-the-cob and more will be available. Vendors are welcome to set up a table to promote their business or sell their products. Live music will be throughout the day!

Additional Information: Funds are raised through sponsorships, vendors and ticket sales. Sponsorship levels vary from \$100 - \$2,500 and vendors are around \$150. Sponsors and vendors make up about half of the income and tickets sales make up the other half. An entrance fee is not charged (that would be too difficult as it is an open farm). Tickets are \$1 each and activities vary in number of tickets needed (games are 1 ticket, pony ride is 5 tickets, crafts are 3 tickets, etc.).

Market Size: 25,999-99,999

Partners: Local businesses

Expenses: \$13,000

Revenue: \$36,000

Time to Plan: 6 months

Territory: Eastern

Division: Northern New England

Contact: Amie Groff

(Amie.Groff@usc.salvationarmy.org)

William Booth Society

The William Booth Society provides recognition and educational opportunities for major donors, including tours and events. Some activities are limited to higher-level giving circles only. Where available, existing materials were used (brochure from a Salvation Army's website tradewest.com) and supplemented with materials produced in-house (invitations) or purchased through local vendors (letterhead, pins, paperweights). Activities have provided a great opportunity to develop deeper relationships with our best donors. One community did a William Booth Society recognition dinner (see project file) and others have had Society tables at their local events.

Additional Information: We have already had interest from those who couldn't attend this year and want to know about next year. Excitement and participation builds from year to year.

Market Size: Over 100,000

Partners: Advisory board and committees, community partners, leaders

Expenses: \$5,000

Revenue: Increased giving from individual donors has ranged from \$5,000-\$25,000 in the first year. Overall, year-over-year increase from major donors has been 25%.

Time to Plan: One day in July to plan next calendar year and develop/purchase ancillary materials. Events planned significantly impacts the time required.

Territory: Central

Division: Midland

Contact: Larry Hostetler

(Larry.Hostetler@usc.salvationarmy.org)



D.J.'s Hero Awards Luncheon

The D.J.'s Hero Awards Luncheon celebrated its 21st year on May 4, 2019, in Omaha. More than 1,200 community leaders gathered to recognize 11 talented, community service-oriented Nebraska students who have demonstrated resilience, courage and perseverance in the face of daunting challenges. Each student received a \$10,000 scholarship. As of 2019, a total of 142 scholarships have been awarded over the past 21 years. The 2019 D.J.'s Hero Awards Luncheon raised a record-setting \$610,000 to fund Salvation Army programs that help children living in poverty in Omaha. During the luncheon event itself, a raise-the-paddle auction and red kettle and swipe-as-you go donations raised nearly \$80,000, which will directly support new youth programming at the North Omaha Salvation Army corps and fund a brand new \$10,000 scholarship for a North Corps student. Keynote speakers Leigh Anne and Sean Tuohy, whose story has inspired millions since it was first depicted in the 2009 film "The Blind Side," spoke passionately, encouraging the audience to support youth who are living in poverty. "Sean and Leigh Anne's message and the inspiring stories of this year's heroes really resonated," said Maj. Greg Thompson, divisional commander of The Salvation Army Western Division, "We are so grateful for the outpouring of generosity."

Market Size: Over 100,000

Partners: Title and Premier Sponsors: David and Peggy Sokol, CQuence Health Group, Fred Hunzeker, UltraAir

Expenses: \$150,000

Revenue: \$610,000

Time to Plan: 8 months

Territory: Central

Division: Western

Contact: Todd Andrews

(Todd.Andrews@usc.salvationarmy.org)

Carlisle Catwalk

The Carlisle Catwalk was developed as a fundraiser for the Pathway of Hope program. The event is a luncheon and consists of a fashion show utilizing clothing from our corps Family Store, a silent auction featuring mostly purses, shoes, jewelry, accessories and items of particular interest to women. There is also a live auction with four to five items. The Family Store is represented with a table of their finest products as well as round racks of their best women's clothing. The target audience is professional women. Unique Collaboration One component of our Catwalk is unique to Carlisle but may be duplicated in other communities. Carlisle is home to a U.S. Army War College. Cadets are appointed here and spend one or two years with their families. The War College has a Cadet Spouses Club comprised of more than 300 spouses, mostly women. The Salvation Army was able to secure Cadet Spouses as Catwalk Committee members. These women brought creativity and hard work to the planning and execution of the event. Additionally, they heavily promoted the event among their members and designated the luncheon as their monthly gathering. About 50% of those who attended the Catwalk were members of Cadet Spouses. Other communities may have social clubs, professional women's clubs or other women's groups available for partnering.

Market Size: Less than 25,000

Expenses: \$3,696

Revenue: \$15,200

Time to Plan: 10 months

Territory: Eastern

Division: Eastern Pennsylvania & Delaware

Contact: Major Alma Riley

(Alma.Riley@use.salvationarmy.org)



Top Donor – Board Engagement Luncheons

A very successful program involves officers and advisory board members working together to invite top donors to small and informal luncheons. Donors receive a personal invitation indicating the specific officer “would like to personally meet you and thank you for your kindness and support. We also seek your perspective on our local services and homeless issues within our community.” Three or four different dates, over a month-long period, each with a different location and advisory board host, are included in the invitation. Luncheons are scheduled on different days of the week to give donor options that work with their personal schedules. Different locations such as popular restaurants, private clubs or other places that would be of interest to the donors are selected. Each luncheon is hosted by an advisory board member who also pays for the lunch. This is appreciated by the donors who appreciate their donations are going directly to client services. As donors respond to the invitation, it is made clear that the purpose of the luncheon is to get to know them—not to ask for a donation. The response process keeps the group size between 6-12, including a few officers and advisory board host(s), development staff if applicable and donors. The response process also gives development staff or officer an opportunity to “Google” the person; it gives an opportunity to review giving history and share any insights or interest with the officers and board members in advance of the luncheon. It is an opportunity to have general or specific conversations, to get to know the donors on a personal level and help learn how they became connected to The Salvation Army. The different donors also enjoy getting to know other donors and Salvation Army representatives in this small intimate gathering. Invitations are printed in-house on branded Salvation Army note cards and hand-addressed for a more personal touch. Even those unable to attend appreciate the personal invitation.

Additional Information: We have used a similar process for the past five years for luncheons as well as dinners. It always provides significant upgrading in donor giving levels as a result of the personal engagement with officers and board members.

Market Size: Over 100,000

Expenses: The cost of lunch for 6-12 people varies depending on number of guests and locations.

Revenue: Significant upgrading in donor giving levels following luncheon

Time to Plan: Less than 8 hours–6 weeks prior to event

Territory: Southern

Division: Florida

Contact: Glenda Leonard (Glenda.Leonard@uss.salvationarmy.org)

Camp Changes Lives Initiative

In 2018, after historically low returns on camp direct mail appeals, we decided to do a locally-based fundraising initiative titled “Camp Changes Lives.” Instead of focusing solely on the sleep away camp “fun” aspect, we chose to focus our materials and requests on the same issues that affect the families who attend both our day and sleep away camps: fighting summer learning loss, youth crime rates and food insecurity.

The Message:

All printed and digital materials addressed our key topics and specifically how our camp programming dealt with each topic and counteracted it.

- Summer Learning Loss—Children in our demographics normally lose one month of learning over the summer and it takes six weeks of classroom time to get them caught up. We integrated daily reading activities for all campers, and an educational “major” for those whose grades were below a certain level, were on IEPs, or parents wanted them to get the extra support.
- Youth Crime Rates—In 2017, 54 children were shot in Davidson County and 10 of those died. Arrests of children on weapons violations increased nearly 24 percent from 2016, while robbery arrests were up nearly 22 percent. Our day camp provides a safe, fun environment to keep kids off the streets and engaged in activities that will nurture their minds and spirits.
- Food Insecurity—During the summer, children who rely on free and reduced school lunches to eat, often go hungry when those meals stop at the end of the school year. Our day camp provides breakfast, lunch and two snacks throughout the day for each camper. There are also occasional meals that are sent home for the whole family.

Fundraising:

To begin our fundraising, our finance, development and programming staff developed a detailed budget of the exact cost of each of our 100 campers for a full seven weeks of summer of day camp with one week of sleep away camp (\$1,150). We then broke that number down into smaller pieces to appeal to all donor giving ranges:

- A full summer of day camp coverage—\$600
- One week of sleep away camp—\$500
- Half a summer of day camp—\$300
- One week of day camp—\$85
- One camper backpack of supplies (towel, hat, flashlight, shirt, bible, etc.)—\$50.

These amounts were used on our printed materials and digital materials, including the use of a peer to peer fundraising page on Classy.

Keys to Success:

- Engaging the Women’s Auxiliary. We presented the new Camp Changes Lives at our 2018 Women’s Auxiliary Spring Luncheon, and they agreed to fund all 100 backpacks and their supplies as their annual service project from their established funds. Once the backpacks and supplies were in, they joined together to stuff the backpacks for the children. Many of the women also reached out to their individual networks and gave direct donations of their own outside the initial backpack costs.
- Engaging the advisory board to reach out to their networks for support in funding and backpack supplies.
- Utilizing the “visual” of each backpack representing one camper when sending email blasts and posts to social media, to visually show how many campers remained to be fully funded for the summer.
- Asking one donor to give a large initial donation as the “seed” money to jump start the campaign, so that other donors would feel like their contribution would be going toward a campaign that was already well on its way to success.
- Utilizing the Classy Online Giving Page to provide a visual to the public on just how close we were to our goal and provide information on what the funding would be going towards.
- For 2019, Visual billboard from our partner at MINI of Nashville through a wrapped MINI Countryman.

Additional Information: To see our online giving page go here: <https://give.salvationarmykentuckyandtennessee.org/campaign/k5nvs-camp-changes-lives-2019/c218645>

Market Size: Over 100,000

Partners: Women's Auxiliary, Advisory Board, MINI of Nashville

Expenses: Minimal in office printing costs

Revenue: \$115,000+ (see project file for breakdown over last 2 years)

Time to Plan: 3 to 4 month (Jan to April)

Territory: Southern

Division: Kentucky & Tennessee

Contact: Misty Ratcliff (Misty.Ratcliff@uss.salvationarmy.org)



National Donut Day with Bashas'

Bashas', Arizona's hometown grocer, has partnered with The Salvation Army of Arizona for years for their annual Donut Flavor Craze Contest—where entrants submit donut flavor creations encapsulating what they love most about Arizona. A panel of judges, including a local Army officer, selects one child and one adult winner and Bashas' donates 10% of the proceeds from all donut sales on National Donut Day to The Salvation Army of Arizona.

Market Size: Over 100,000

Expenses: \$0

Revenue: \$3,110 in 2018

Time to Plan: A few months

Territory: Western

Division: Southwest

Contact: Scott Johnson

(Scott.Johnson@usw.salvationarmy.org)

Light Brigade

The Light Brigade is our recognition society for planned gift donors to The Salvation Army. It has been in place for 11 years and has reaped many positive benefits, chief among them ensuring estate gifts and increased estate size.

Market Size: Over 100,000

Expenses: \$2,000

Revenue: None directly, but eventually through estate gifts

Time to Plan: 6 months

Territory: Central

Division: Kansas & Western Missouri

Contact: Ed Roberts (Ed.Roberts@usc.salvationarmy.org)

**Today, Friday, June 7th
is National Donut Day!**

Bashas'

THE SALVATION ARMY

#GivingIsSweetAZ

f i t

**10% of proceeds from today's donut sales
will go to support The Salvation Army!**

National Donut Day celebrates The Salvation Army "Donut Girls," who served donuts to soldiers during World War I. The donut now serves as a symbol of the comfort The Salvation Army provides to those in need through its social services programs.

National Donut Day

Dinner in the Alley

Each year, we do a fundraising initiative “Dinner in the Alley” in which we take an alley around the city and transform it into a dining destination unlike any other. It helps support our volunteer initiative, served in the fall.

Market Size: Over 100,000

Partners: Many

Expenses: \$20,000

Revenue: \$40,000

Time to Plan: 6 months

Territory: Central

Division: Wisconsin & Upper Michigan

Contact: Brandon Tschacher
(Brandon.Tschacher@thrivent.com)

Soliciting Major Gifts

The best approach to soliciting gifts is to understand what can be controlled versus what cannot be controlled, to have dialogue set for a donor’s responses to a request and attempting to confirm further correspondence regardless of whether or not a decision is made.

Additional Information: Greater New York hired a consulting firm to assist with restructuring of staff and staff training.

Market Size: Over 100,000

Partners: CCA Consulting Firm

Revenue: N/A

Time to Plan: Ongoing

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-Kay Johnson
(Lurlene.Johnson@use.salvationarmy.org)



Real Estate Wednesdays

Real Estate Wednesdays (REW) engage the home ownership industry (realtors, title companies, mortgage banks and brokers, insurance agencies, home warranty companies and others) in ringing bells for the Wednesdays between Thanksgiving and Christmas. Under the leadership of nationally recognized realtors JoAnn and Joseph Callaway, both active members of the National and Phoenix Advisory Boards, Real Estate Wednesdays launched in 2013. Involvement within the industry has increased annually.

Each kettle location has a captain who recruits his or her ringers. Phoenix typically has 170 captains who, combined, oversee 2,200 volunteers ringing the bells on four Wednesdays. It is important to have an REW coordinator to schedule and coordinate between the Army and the captains. Between money raised at the kettles and dollars saved through volunteer efforts, the Army in Phoenix has realized more than \$1.4 million in six years. The Callaways have developed an interactive website (realestatewednesdays.com) with full details and templates on how to produce and execute the program. They are happy to help open doors to the industry in other communities. The Army prints REW signs for kettle sign holders. Posters, certificates, etc., are a matter of choice and the Army would be responsible for those costs.

Additional Information: The Callaways have presented this program at multiple realtor conventions throughout the country. Let them help open doors for you!

Market Size: Over 100,000

Partners: Realtors, title companies, mortgage banks & brokers, insurance agencies, home warranty companies, other real estate-related companies

Expenses: Minimal

Revenue: Depends on number of participants

Time to Plan: Begin in the spring

Territory: Western

Division: Southwest

Contact: JoAnn & Joseph Callaway (JoAnn@thosecallaways.com)



Light the Path

Light the Path is a night of fellowship, fundraising and celebration with a keynote speaker and highlights of Salvation Army services and new partnerships.

Market Size: Over 100,000

Expenses: \$8,500

Revenue: \$34,000

Time to Plan: 6 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes (Rachel.Wilkes@uss.salvationarmy.org)

The logo for 'Light the Path' features the words 'Light' and 'Path' in a large, elegant, white cursive script. The word 'THE' is written in a smaller, white, all-caps sans-serif font, positioned between 'Light' and 'Path'. The background is a dark, textured grey with a subtle pattern of small white dots, resembling a starry night sky.

JOIN THE SALVATION ARMY OF
GREENVILLE, PICKENS & OCONEE COUNTIES
FOR ITS ANNUAL BANQUET & FUNDRAISER,
FEATURING CLEMSON'S FIRST LADY,
BETH CLEMENTS!

TUESDAY, OCTOBER 1 | 6 PM | TAYLORS FIRST BAPTIST CHURCH
PURCHASE TICKETS AT SALVATIONARMYGREENVILLE.ORG



FUNDRAISING

Boys and Girls Club Superhero 5K and Fun Run

The Superhero 5K and Fun Run is the flagship fundraiser for the Boys and Girls Club of Greenville, SC. Run as Superman, Spiderman, Wonder Woman or any superhero of your choosing! Prizes given to best times and best costumes in adult and youth categories.

Market Size: Over 100,000

Expenses: \$3,500

Revenue: \$25,000

Time to Plan: 5 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes

(Rachel.Wilkes@uss.salvationarmy.org)

Box Lunch with Officers

A casual-style donor event that strengthens donor relationships with officers and development managers, and encourages cooperation between planned giving and resource development departments. It differs from typical donor appreciation events by being a simple box lunch at the corps, limited to 8-10 donors. Planned giving and resource development directors put together a short list of top donors and prospects and personally call and invite them to the lunch. Guests are told to leave their checkbooks at home. The corps is responsible for ordering and buying the boxed lunches and beverages. The hour-long event gives officers an opportunity to meet donors and provide a brief update on what The Salvation Army is doing in their community. The small group setting encourages donors to share their "Salvation Army story," and ask questions. PG and RD Directors briefly explain their roles. These events have been well received by donors. Although it's not a fundraising event, it has led to planned gifts and outright gifts.

Market Size: Over 100,000

Expenses: Minimal

Revenue: N/A

Time to Plan: 4-6 weeks

Territory: Southern

Division: North & South Carolina

Contact: Donna Grove

(Donna.Grove@uss.salvationarmy.org)



The Fight is Now – An Urgency Campaign

The Salvation Army Metropolitan Division launched an urgency campaign, “The Fight is Now,” to address a \$2 million Christmas fundraising shortfall in the City Fund. The comprehensive communications and fundraising campaign needed to raise \$7 million February - September 2019. The main message was one of urgency. The Salvation Army is on the front lines of the Fight for Good every day, battling hunger, homelessness, violence, human trafficking, hopelessness and more. Our weapons in this fight are love, hope and compassion. Donations are needed every day to continue our efforts to serve those who are most vulnerable and in need.

Market Size: Over 100,000

Expenses: \$18,000

Revenue: \$3.8 million through July. 13% over last year at this time.

Time to Plan: 1 month

Territory: Central

Division: Metropolitan

Contact: Jackie Rachev
(Jacqueline.Rachev@usc.salvationarmy.org)

Kettle Challenge Warm Hearts Campaign

The Somerset Service Center did a September/October promotion called “Warm Hearts Campaign.” Basically it was an Angel Tree tag but altered for this endeavor. In their community they had other organizations handling Christmas toys but they wanted to support The Salvation Army in other ways and the “Warm Hearts Campaign” for utility assistance was launched. Local churches and establishments participated. Donated funds, collected in September and October, went into a reserve only to be used toward the Army’s Somerset Service Center utility/fuel assistance program. Clients had to complete the typical Army intake application to be granted funding; funds are always distributed to the utility company and not the client.

Additional Information: This program was launched in 2015 at the Somerset Service Center. Not many nonprofits provide fuel assistance. Since it’s a rural area, many clients, especially seniors, could not afford to have fuel delivered to their homes.

Market Size: 25,999-99,999

Partners: Somerset Service Unit Advisory Board, local churches and establishments

Expenses: \$250

Revenue: \$23,000

Time to Plan: 3 months

Territory: Eastern

Division: Western Pennsylvania

Contact: Fran Brace
(Fran.Brace@use.salvationarmy.org)



Fight for Louisville Breakfast

A structured, nonprofit fundraising system that has been implemented successfully by over 5,000 organizations. This involves a commitment from the advisory board to help invite people to attend a one-hour lunch and tour to learn about The Salvation Army, and then to Host a Table at a Free One Hour mission-focused breakfast event annually where there will be a program, inspiring speakers, testimonies and then an opportunity to give but without obligation. This project continuously builds on our base of new friends learning about the organization, prepares those who are moved by the mission to become donors, implement a system of proven best practices and is donor friendly so that we foster lifelong relationships with more donors who truly understand and support our work. This is a system for mission-focused, sustainable funding because of the creation of a Multi-Year Giving Society of Donors.

Key indicators for our success: Revises our monthly tour experience, all messaging and ongoing work to make sure everyone understands how to contribute to the success. Advisory board members must have a commitment throughout the year and leading up to the annual event. We will ask each advisory board member to commit to hosting at least one tour date, inviting people to take a tour and to hosting a table of seven guests for a free one-hour Fight for Louisville Breakfast event in September of 2018. This event is free to attend and there is no obligation for guests to give. Breakfast will raise both current FY dollars and multi-year gifts for sustainable operations. Outcomes: Allows donors to be educated, inspired and involved before asking for money. Continuously introduces new people to our mission. Increases the efficiency of our tours and fundraising. Low cost, high payoff.

Market Size: Over 100,000

Partners: Advisory board members, event sponsor PassPort Health

Expenses: Less than \$6,000

Revenue: We raised \$58,000 in current year giving and an additional \$107,000 in future year gifts. We had 26 Tables, 165 Guests, 119 People chose to give (75%) and 29 donors did a multi-year pledge in the Commander's Circle.

Time to Plan: 12 Months

Territory: Southern

Division: Kentucky & Tennessee

Contact: Kelly Hutchinson (Kelly.Hutchinson@uss.salvationarmy.org)

WIN – Women Involved

WIN—an auxiliary of The Salvation Army—functions as a fundraising and volunteer service group that seeks to support the Army in its mission of spiritual redemption and social rehabilitation of those it serves. WIN provides networking opportunities with other like-minded women and service opportunities that are personal and have a direct and local benefit. WIN members decide how monies are used and what local Army programs their efforts are going to support. WIN members create and implement one major annual, legendary event in Harrisburg in which skills can be utilized. Each member's input and participation are accepted and valued. WIN members get to partner with one of the “most trusted” and “most recognized” charities in the world.

Market Size: 25,999-99,999

Expenses: \$29,000

Revenue: \$114,000

Time to Plan: WIN members and guests enjoy monthly luncheon networking mixers and hosts annual events.

Territory: Eastern

Division: Eastern Pennsylvania & Delaware

Contact: Major Elizabeth Griner
(Elizabeth.Griner@use.salvationarmy.org)



KROC CENTERS



Toddler Tuesday

Toddler Tuesday is a community program offered to engage children ages 2 months to 6 years with their parents in order to create a stronger family bond. The program encompasses a devotional, a craft, a story, a song/music, a movement or game, snack time and a swimming session. Each week is based on a theme such as holidays, seasons or character building lessons. The program is staffed by corps members, corps staff and Kroc Center volunteers. Classes are held the second and fourth Tuesday from 10 a.m. to noon during the school year. A single class is \$10 per child—participants enjoy a \$5 discount if purchased for the month. Parents are free! Our program has been so successful enrollment is now limited to 50 participants each class.

Market Size: 25,999-99,999

Partners: Corps staff, corps members, Kroc volunteers, Kroc aquatics staff

Expenses: \$1,600

Revenue: \$3,000

Time to Plan: One month

Territory: Southern

Division: North & South Carolina

Contact: Steve Cook (Steve.Cook@uss.salvationarmy.org)

Summer Showdown

Members sign up to be part of a fitness challenge team for an 8-week period. Team members track daily activity minutes (up to 120 each day); can include swimming, climbing, group exercise classes, biking, weight lifting, etc. The two teams with the most activity minutes after week 7 get to move on to week 8 and the final challenge. The winning team overall is recognized on an annual trophy displayed in the Wellness Center. All participants get a t-shirt and are eligible for weekly prizes including free coaching sessions and Kroc gear.

Market Size: 25,999-99,999

Partners: None

Expenses: \$200 for promotional materials and prize items

Revenue: Indirect: the goal of the activity is to retain members

Time to Plan: 16 hours

Territory: Western

Division: Northwest

Contact: Christy Markham

(Christy.Markham@usw.salvationarmy.org)



Fortnight Dance Challenge

This dance competition is based on the popular Fortnite Game and the game's character dances that have become popular. The competition includes 20 contestants broken into four age groups for children kindergarten through 8th grade. The competition includes three judges and is similar to America's Got Talent. Each contestant chooses three dance moves. Once the competitor is on stage, there is a screen behind the contestant that syncs the music up with the Fortnite character performing the signature dance, so the judges and audience can compare how well the contestant performs each dance move. Trophies are given out for each age group. Ashland University also provides college scholarships for gaming. They have a Gaming Team that competes with other universities, so this gaming theme was a great fit for the community.

Additional Information: Participants: 20 contestants and 250 audience members.

Impact: This event used cutting-edge technology, trending pop culture and brought new families to the center who learned about our ministry and programs. Prior to the competition, the officers prayed with the audience. During the competition, the audience had a blast and were standing up and dancing along with the children.

Market Size: Less than 25,000

Partners: Judges included the mayor of Ashland's wife, a local middle school student, a youth minister

Expenses: None. Outdoor billboard was donated, as was all of the food and beverages

Revenue: TBD

Time to Plan: Promotion: An outdoor billboard, Kroc Center website, flyers were sent to area schools who distribute them to all children and their families

Territory: Eastern

Division: Northeast Ohio

Contact: Major Annalise Francis (Annalise.Francis@use.salvationarmy.org)



Restorative Justice

Restorative Justice is to aid in the behavioral and social development of youth without a punitive approach. The purpose is to help kids own their own behavior as well as understand the effects that their decisions have on others. Additionally, the purpose is to help them repair any harm that may have come to relationships due to the behavior.

Market Size: Over 100,000

Partners: N/A

Expenses: \$500 (Approximate training expenses)

Revenue: \$0

Time to Plan: 10 hours per week

Territory: Central

Division: Western

Contact: Jill Harman (Jill.Harman@usc.salvationarmy.org)

Kroctoberfest

Kroctoberfest is a fun, family-friendly open house at the Kroc Center to exhibit the space and current programming in order to build membership and generate scholarship funding.

Market Size: Over 100,000

Partners: N/A

Expenses: 0

Revenue: \$6,000

Time to Plan: 5 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes

(Rachel.Wilkes@uss.salvationarmy.org)



Kroc Gymnastics Team

The Green Bay, Wisconsin, Ray and Joan Kroc Corps Community Center is celebrating the growth and success of its gymnastics program. Started with just a few offerings and basic equipment, the program expanded class options, including advanced gymnastics in 2017, but found many gymnasts wanted to have another level for advancement. Last summer the program was completely overhauled, and a competitive team was started, adding to what was a full slate of recreational gymnastics offerings. After holding tryouts, 14 young women came together as the inaugural Green Bay Kroc Gymnastics Team.

The girls competed against three other gyms in the first-ever Kroc Gymnastics Team Meet in December. All the gymnasts did well in their first competitive outing. In February, the girls competed in the Wisconsin Dells in their second meet, which was much larger and drew teams not only from Wisconsin but also neighboring states. Competing against highly experienced teams from many well-established gyms, the Kroc Center's level two team placed fourth overall, and its level three team placed second overall. Many of the center's gymnasts also placed in their individual events and in the individual all-around. To see the young team do so well against such intense competition was an inspiring testament to their hard work. The 2019-2020 competitive season is kicking off now, and once again the program has grown and will include 30 youth competing in levels two through four in the upcoming season.

Watching the program grow from humble beginnings with a few mats on the floor in the fitness studio to a competitive and successful team has been an awesome experience for Green Bay Kroc Center employees and members alike. The team is also a fantastic example of how mission integration can thrive in a competitive sport. Before each meet, the team huddles with coaches for a moment of prayer. The teammates have consistently demonstrated excellent sportsmanship, encouraging one another and growing together. Seeing the mission of The Salvation Army play out in the context of a competitive sport is an inspiring example of how Joan Kroc's vision can become a reality.

Market Size: Over 100,000

Partners: N/A

Expenses: \$30,330.92: Labor-\$13,236.92 and Equipment-\$17,094 (equipment was one time start-up cost for beams, mats, bars and vault pit)

Revenue: Gymnastics is included in our overall revenue for the sports department. Our estimate of revenue for gymnastics is \$25,000.

Time to Plan: Our program began as a small recreational program; when we started it was around 5-10 hours a session to plan recreational gymnastics classes and around 2 hours a week for set-up and tear down. Now with the growth to a team program, it is still around 2.

Territory: Central

Division: Wisconsin & Upper Michigan

Contact: Whitney Kral (Whitni.Kral@usc.salvationarmy.org)



Kroc Stars Soccer

Our Kroc Stars youth soccer program replaces the practice of renting our lighted synthetic turf field to local organized soccer leagues. In-house hosting of youth soccer allows TSA–Kroc staff mentoring and character building opportunities with youth in our community. Practices and games begin with a devotional lead by our staff coaches. Many of our soccer coaches are involved in other Kroc youth programming, forming stronger relationships with families. Our fees are reasonable in our market and re-evaluated annually. Kroc members receive member pricing and scholarships are available based on financial need. Scholarships are also provided for TSA–Boys and Girls Club participants. Branded t-shirts and shorts are included in the pricing. Practices are held three days a week for groups of ages 5-6, 7-8 and 9-12. Games are held on Saturday mornings. We currently have 250 children in the program annually. We have experienced an increase in Kroc membership as our Kroc Stars program encourages the community to join the Kroc Center as their choice for fun, fitness, family and faith!

Market Size: 25,999-99,999

Partners: Parents, volunteers, coaches

Expenses: \$18,000

Revenue: \$32,000

Time to Plan: Three to four weeks to structure program. Two additional months to market program and register participants.

Territory: Southern

Division: North & South Carolina

Contact: Steve Cook (Steve.Cook@uss.salvationarmy.org)



KROC CENTERS





NEXT GENERATION



Mobile Vacation Bible School (VBS)

This year for Vacation Bible School (VBS) we decided to work with our feeding sites. We have 14 summer feeding sites throughout the county and we are taking our VBS on the road. We visit the feeding site for three days, Tuesday through Thursday, and we do an abbreviated program with games, music, crafts and the Bible lesson. At the end of the week, we send prizes with our logo home with the kids as well as info on our programs and Back-to-School Sunday. This has been an amazing program! We have made connections with children, families and organizations all over our county. We cannot wait to see the totals in attendance, children accepting the Lord and more at the end of the summer. This is street ministry at its finest—it's so amazing to listen to a six-year-old explain to her cousin what we taught on Tuesday! We encountered 246 people, kids and parents, through VBS and more than 1,000 total in our full summer outreach.

Market Size: Over 100,000

Partners: N/A

Expenses: N/A

Revenue: N/A

Time to Plan: Varies based on attendees

Territory: Eastern

Division: Northeast Ohio

Contact: Lieutenant Kaitlyn Haddix
(Kaitlyn.Haddix@use.salvationarmy.org)

Billy Booth's Arts & Science Factory — Summer Program

Our summer program, entitled Billy Booth's Arts & Science Factory, has a delightful emphasis on the performing arts to engage youth in music and theater. The students receive lessons in brass, timbrels, keyboards, percussion/drums, guitar and voice, and participate in a musical production each semester. Recent productions include "Lion King," "101 Dalmatians," "Music Man," "Willie Wonka and the Chocolate Factory" and for summer 2019, "Seussical the Musical." The kids' version of these colorful productions provide an opportunity for under-served youth to learn teamwork, build their literacy skills, try set and costume design, and perhaps most importantly, stoke their self-confidence. A few extra rehearsals and evening/weekend performances engage parents for all-important teacher-parent interaction which benefits the teaching relationship all year long. The events are also an opportunity to reach out to donors by invitation, as a form of donor appreciation and to see tangible outcomes for their investment in the future of youth in our programs.

Additional Information:

1. Cost: Music lessons and all of our arts programming in the OST program are at no extra cost to the families. It is included with the tuition.
2. Preschool: Our preschool music classes and violin classes are also included in the cost of tuition. The violin program is sponsored through a generous donor and taught by Dr. Moses of the Western Reserve Suzuki School.
3. All programming is done at the Akron Citadel.

Market Size: Over 100,000

Partners: United Way, GAR Foundation, Corbin Foundation, other foundation partners, NASA Design Engineering Challenge, All American Soap Box Derby, Junior Achievement Financial Literacy

Expenses: \$360,225.17

Revenue: \$360,225.17

Time to Plan: Entire curriculum for 10-week program for state-licensed program takes approximately 12 weeks to plan, hire seasonal teachers, promote, etc.

Territory: Eastern

Division: Northeast Ohio

Contact: Major Steven Stoops
(Steven.Stoops@use.salvationarmy.org)



Urban Mission Center

The Urban Mission Center is a ministry of The Salvation Army. We exist to form missional leaders for cities through three different ministries:

Temple House Apprenticeships: A missional community of young adult apprentices who live communally in the Benton Park West neighborhood. Apprenticeships are year-long opportunities that help young adults find their place in God's mission through spiritual formation, social justice training and volunteerism. There is a \$1,500 program fee and application required.

Practicum Courses: We offer week-long courses in partnership with Olivet Nazarene University. Course offerings include Urban Ministries Practicum in the fall and Missional Leadership Practicum in the spring.

Learning Labs: Using the City of St Louis as our classroom, the Urban Mission Center develops on the field learning opportunities for individuals and groups.

Additional Information: We are always looking for sponsors for the apprentices who learn much about themselves, living in community and ministry. The program is very Salvation Army specific so it is a challenge to find foundations and grants for it. Would welcome ideas and suggestions.

Market Size: 25,999-99,999

Partners: Olivet University, Territorial Headquarters, Midland Division, organizations and partners for the social justice and local nonprofit organizations, Temple corps

Expenses: \$250,000

Revenue: \$21,000

Time to Plan: Initially about two years and now it is a constant updating and planning

Territory: Central

Division: Midland

Contact: Gail Aho (Gail.Aho@usc.salvationarmy.org)





OTHER



Faith & Justice Program

The Phoenix Maryvale Corps has joined with other churches and the Phoenix Police Department in a Faith and Justice Program, a two-year mission to rebuild community relationships through trusted servant leadership. Together, partnerships are fostered with the community, schools, businesses, law enforcement and the faith community to enhance fairness and mutual respect in the socioeconomically troubled neighborhoods involved. The Salvation Army has taken a leadership role in community-oriented events such as the Young Engagement Forum, a foster care community awareness gathering and a variety of townhall meetings among others. There are also many open-air prayers. People from all walks of life are working together to make their lives better.

Market Size: Over 100,000

Partners: Phoenix Police Department, various churches, businesses, schools

Expenses: Nominal

Revenue: N/A

Time to Plan: Ongoing

Territory: Western

Division: Southwest

Contact: Joseph Cisneros (joseph.cisneros@usw.salvationarmy.org)



Education & Development Exchange

The development department hosts a series of webinars throughout the year on vital topics relating to advisory boards, fundraising, PR, social media, capital campaigns, gift planning and more. Members of DHQ staff, officers, THQ staff and outside professionals are all possible leaders for each webinar. Officers gain further insight into complex development topics. Each session is one hour (45-minute presentation followed by Q&A session). Then we follow up by sending out an outline of the presentation, possibly with extra information and case studies. The officer can save this and brush up on the information at any time. Also send out a survey to get feedback on each session. This is an easy way for officers to take time out of their busy day to learn more about development. Officers earn Continuing Education Units by participating.

Market Size: Over 100,000

Expenses: None; subject matter experts are asked to donate their time

Revenue: No direct revenue; but officers who are well-educated in development can certainly equate to higher revenue in the long run.

Time to Plan: One month of planning and seeking subject matter experts initially; then a few hours a month for maintenance.

Territory: Western

Division: Del Oro

Contact: Julie Patterson
(julie.patterson@usw.salvationarmy.org)

Sacred Conversations

Racial reconciliation is a hot topic and a desperate need within Christian circles. In response to a challenge by Commissioner Bailey and as a part of the celebration of Multicultural Ministries Week, the program department facilitated a Sacred Conversations group at DHQ in both January 2017 and 2018. It was attended by both DHQ employees and officers. The group used material provided by the territory for conversations over lunch. It was an eye opening experience as work colleagues learned new things about each other, and fostered new depths of relationship. In 2019, the program department decided to take a break from Sacred Conversations in order to refocus conversations, and shoulder the emotional responsibility of these difficult topics more equitably. In January 2019, a book discussion group at DHQ was hosted using the material "I'm Still Here" by Austin Channing Brown. The group was decidedly smaller but allowed for a more intimate conversation across departmental lines in regards to experiences of race and racism in the workplace and life structure.

Market Size: Over 100,000

Partners: Employees from divisional headquarters (various departments) were invited. It was a lunch hour, optional discussion group.

Expenses: No cost for THQ manual on Sacred Conversations. "I'm Still Here" books (\$100 for 5 copies, purchased through program department); leader guide for book, \$40.

Revenue: N/A

Time to Plan: Sacred Conversations: Discussion Leader read through discussion guide prior to group gathering. Approximately 30 minutes-1 hour a week to prepare.

Territory: Central

Division: Midland

Contact: Major Valerie Carr
(valerie.carr@usc.salvationarmy.org)

OTHER

Creative Staff Status Team

In order to more efficiently leverage creative staff capabilities while reducing spending on outside vendors, the Metropolitan Division created a standing working committee to streamline media, communications, publications, digital, IT, audio/visual communications and other project requests. The team is comprised of members of the communications department, program department, IT, digital communications, and occasionally the special events department, under the supervision of the Divisional Secretary for Program and Divisional Director of Strategy and Outcomes. The team meets weekly to review incoming requests, schedule and plan projects. The team then works closely to make sure videos, printed materials and other items are delivered in a cost-efficient and high quality manner. Examples have included Instagram stories for a fundraising campaign; videos for events, facility openings and program highlights; and event support including invitations, signage and videos.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: N/A

Territory: Central

Division: Metropolitan

Contact: Jackie Rachev
(jacqueline.rachev@usc.salvationarmy.org)

Stuff The Bus Divisional PR Plan

In August, The Salvation Army and Walmart teamed up for one-day school supply drives across the country. In the Del Oro Division, we had nearly 50 participating locations spread across two states. As project coordinator for the division on this project and media liaison for half of the locations, I came up with a division-wide public relations plan. It included creating Walmart.com registries for each Salvation Army unit, creating a divisional website with those registries and locations, identifying media outlets that covered each location, dividing them into five separate media markets, writing five master media advisories, creating a map showing all of our participating Walmarts, scheduling divisional social media promotions, writing generic radio spots for California and Nevada locations, and writing talking points for media or radio interviews. I encouraged each Salvation Army unit to reach out to any media contact they knew to maximize our coverage at the local level. I also enlisted the help of all divisional employees to share social media posts on their personal pages. This plan helped get the word out on a divisional level and helped us look organized and professional. We received a huge response with TV, radio, digital and print coverage leading up to and on the day of the event.

Market Size: Over 100,000

Expenses: \$0

Revenue: Still waiting on numbers

Time to Plan: 3 weeks

Territory: Western

Division: Del Oro

Contact: Sam Jarosz
(Samantha.Jarosz@usw.salvationarmy.org)



Friday Media Mentions

Every Friday, I send out an email I call Friday Media Mentions. I started it within my first few weeks as public relations director of the Del Oro Division. It includes a list of divisional events that appeared in the news that week, video clips of stories, links to articles, positive divisional achievements and a look ahead at upcoming events. It started as a way to share press coverage with the division to drum up excitement about how the good we're doing is getting noticed, provide something tangible to share with donors, and to also hold myself accountable. But after a couple weeks, I realized there was more to share. It quickly evolved into a divisional newsletter of sorts. I added positive divisional achievements because while they may not be "newsworthy" to the press, they deserve recognition and celebration. I added a look ahead at upcoming events to keep the division informed and to let the officers know we see their hard work and appreciate it. I end every email the same way. I ask everyone to share their upcoming events with me so that I may share them with the division, the media and the public. It's a simple concept and doesn't take that much time, but I believe it's made an impact. It has become a way for us all to stay connected.

Market Size: Over 100,000

Expenses: \$0

Revenue: \$0

Time to Plan: A few minutes a day keeping track and logging media coverage.

Territory: Western

Division: Del Oro

Contact: Sam Jarosz
(Samantha.Jarosz@usw.salvationarmy.org)

Racial Equity Lens

Nearly five years ago the city of Ferguson, MO burst upon the nation when a young, unarmed, black man was fatally shot by a white police officer. The riots which ensued filled media outlets with intense footage of burning buildings, looting, and civil unrest. Dramatic footage of smoke from canisters of tear gas, fired into crowds of protestors, could be seen engulfing all those in the wake of its blast. All across the nation, in an effort to support the community of Ferguson, groups of people began to stage protests; thus, bringing the crucial subject of racial inequality into the national spotlight. Engagement in healing of race relations is not new to the Midland Division. However, the events which happened in Ferguson served to encourage new vigor in our desire to find a way forward through the adoption and use of a racial equity lens. By utilizing a racial equity lens, The Salvation Army Midland Division aims to (a) provide a common vocabulary and protocol for evaluating policies, programs, practices and decisions for racial equity and (b) produce policies, programs, practices and decisions which result in more equitable outcomes. During the initial stages of translating the equity lens tool into action and operation we determined to identify, evaluate and advance equity in three specific area: (1) EDS response to civil unrest, (2) property projects and (3) employee onboarding. Our goal, as we navigate and continue to promote the use of a racial equity lens in each of these categories, is to provide all people with the same access to opportunities and resources so that everyone has the same chance to thrive and meet their full potential.

Market Size: Over 100,000

Partners: Portland Public Schools

Expenses: Nominal—in house printing

Revenue: N/A

Time to Plan: One year

Territory: Central

Division: Midland

Contact: Major Charlotte Hall
(charlotte.hall@usc.salvationarmy.org)

OTHER

Spanish Language Album (Cultura de Alabanza)

Soundcast is a network of shows sharing messages of hope from The Salvation Army. These (currently 6) shows are produced and recorded at THQ and are currently airing on over 1,900 radio stations in over 65 countries around the world. With content in English and Spanish, these programs can also be found wherever you get your podcasts. In our mission to continue to elevate our Spanish ministry, there was a tremendous need for modern, quality, relevant and powerful, Spanish- Christian music. This was a need for music to be played within our programs, but also serve the need for multi-cultural content that could be shared around the world and demonstrate that The Salvation Army is doing relevant and meaningful ministry within the Spanish community, not just translating content originally written in English. Soundcast commissioned bilingual worship leader Ronnie Murchison to write, record and perform what is now a two album project with proceeds benefiting Salvation Army children's homes around the world. The studio album was released in May and the live album will be released in fall of 2019. Soundcast is now supporting Ronnie Murchison to perform at events that will allow The Salvation Army to reach out to the Spanish community in a unique and authentic way.

Market Size: Over 100,000

Partners: Memphis Area Command, Ronnie Murchison, Jeff Cain

Expenses: 40,000

Revenue: TBD (Digital Sales Released Quarterly and ongoing)

Time to Plan: 1 year

Territory: Southern

Division: Territorial Headquarters

Contact: Chris Benjamin (chris.benjamin@uss.salvationarmy.org)



Communications Evergreen Videos

Our communications director has taken a new approach to showcasing our programs via video. We have just recently shot and filmed in collaboration with the THQ Communications Bureau short (30-60 seconds), shareable videos about Salvation Army or corps-specific programs or key service areas that can be distributed via social media, e-newsletters or websites. Corps officers or Salvation Army consumers provide the narrative and share their experience with the program in order to provide a warm, first-person account of how they were impacted by The Salvation Army. These short videos were very well received and the THQ Communications Bureau commented that they would start using this short format for future video productions.

Market Size: Over 100,000

Partners: Territorial Communications Bureau

Expenses: 0

Revenue: 0

Time to Plan: 6 weeks

Territory: Southern

Division: Georgia

Contact: Christina Faine
(Christina.Faine@uss.salvationarmy.org)

National Night Out

National Night Out is a crime prevention event sponsored in cities throughout the country on the first Tuesday in August. This event partners with law enforcement and fire departments for crime prevention, anti-drug efforts, collaboration between community organizations, and unity in neighborhoods. Hosting an event at a corps is an outstanding opportunity for all communities, and the timing is perfect for engagement in fall programming and kettle volunteer recruitment.

Market Size: Over 100,000

Partners: Santa Clara Police Department, Santa Clara Fire Department, Santa Clara City Council, Grocery Outlet for Donations

Expenses: \$20 for cost of copying 500 1/4 page flyers for neighborhood distribution, \$15 for snow cone syrup, very turn key-no other expenses

Revenue: \$100 in donation from a neighbor - not the focus of this event—inviting people to Sunday service and spiritual programs—exposure and connecting to the community

Time to Plan: 1 hour

Territory: Western

Division: Golden State

Contact: Lt. Gina Noble
(gina.noble@usw.salvationarmy.org)

OTHER



PATHWAY OF HOPE



Implementing Pathway of Hope (POH) in Every Corps

To ensure Pathway of Hope (POH) was a success and active in every corps in the division, a Pathway of Hope regional coordinator was hired and is responsible for rolling out the POH initiative in each corps across the division so that officers and social service staff are aware of what the program is and how to implement it. At this time, 24 corps have been orientated to POH and are capable of taking a small caseload, unless they have secured their own external funding to hire a devoted POH case manager. This position provides a preliminary orientation to those corps that plan on completing an RFP so there is an effective understanding of POH overall, and consideration put into how to implement POH at the corps. Formal orientation is two days in length and can be accomplished as a cluster, as a corps or individually. A guideline has been developed on “Seeking and Retaining Potentially Identified Clients” so that case managers are mindful of how they approach and develop an effective working relationship with a POH client who could benefit from the program.

A money management resource has been made available to POH case managers to use with their clients via the National Endowment for Financial Education (NEFE). This is a user-friendly resource with individual modules that can be chosen per each clients’ need. The regional coordinator ensures that client Service Point documentation is updated for the accuracy of statistical reporting. This is done by quarterly audits on each case. Case managers collaborate and increase knowledge and skills by attending a monthly POH case manager meeting remotely and/or in-person. There is an annual meeting that officers and case managers attend at DHQ with break-out sessions on how to improve implementation, speakers and to review the progress of POH within the division.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: Year long

Territory: Eastern

Division: Northeast Ohio

Contact: Gerri Sagan (Gerri.Sagan@use.salvationarmy.org)

Thrive Together: Pathway of Hope and Healthcare Systems

The Salvation Army has been addressing social determinants of health (unsafe housing, unreliable transportation, unhealthy meals, lack of supportive and healthy social relationships, concentrated poverty) for 150 years. To respond to this public policy issue, the NYS Department of Health launched a health care reform movement that requires health care delivery systems—primary care, hospitals and others—to engage culturally and health-literate community-based organizations to improve overall health-care outcomes while reducing health-care costs of those who are in the greatest need.

Market Size: Over 100,000

Partners: Managed care organizations: hospitals, primary care practices, public health systems, community-based organizations

Expenses: Staff and program costs for Pathway of Hope

Revenue: Innovation Funds and Manage Care Value Based Contracting (to date \$300,000+)

Time to Plan: Five months

Territory: Eastern

Division: Empire State

Contact: Linda M. Wright

(Linda.Wright@use.salvationarmy.org)

Shoot for Hope

Pathway of Hope hosted the Shoot for Hope event at Nemaquin Woodland's Shooting Academy for the first time in September of 2018. This annual event was created to increase supplemental revenue that is not tied to specific criteria that is often required of donations or grants we've acquired in the past. Our goal is to raise awareness among individuals and sponsors for Pathway of Hope and what it's offering families in our communities.

Market Size: 25,999-99,999

Partners: Mike Stark, BNY Mellon, PNC, Four Buds Racing, Frost Brown Todd, UPMC, Giant Eagle, EQT, Paul Kress, Lillian Moser, Krista Lorenzo, CCSI, Bad Idea Racing, Urban Elements Cyclopedia, Mustin Chiropractic

Expenses: \$6,226.16

Revenue: \$15,090

Time to Plan: Ongoing

Expenses: \$6,226.16

Revenue: \$15,090

Time to Plan: Ongoing

Territory: Eastern

Division: Western Pennsylvania

Contact: Sarah Miller

(Sarah.Miller@use.salvationarmy.org)

Case Conference for Shelters and Housing Programs

A case conference format to follow clients in our housing programs in their goals and achievements. A format to hold both clients and staff accountable for our services.

Market Size: 25,999-99,999

Expenses: None

Revenue: Can be used to promote success of program to potential donors and funders

Time to Plan: Weekly review meeting of 1.5 to 2 hours based on size of program. Format modified from the ARC Case Conference to fit program.

Territory: Western

Division: Intermountain

Contact: Lt. Colonel Joe Posillico

(Joe.Posillico@usw.salvationarmy.org)

Empowering Communities Through Resources

A quarterly resource event to bring together community leaders, not-for-profits, community developers, and other partners and potential partners. The goal is to inform, connect and network to increase collaboration between those who want to help with those in want of help. These resource events have become very popular and have connected groups and organizations together that would not have had the opportunity without an organizer. Our first resource event had 17 agencies represented. Our last event had 32 agencies attending with a current total agency list of 67.

Our next event is coming up in August. Valerie Valiant is already talking to new groups who are hearing about this event and who will be attending. Valerie's goal is to increase the agency/organization list until we have a full and complete picture of the resources available to the families of Ferguson.

Market Size: Less than 25,000

Partners: Thrivent and Chick-fil-A (Florissant) for light refreshments, but there are now about 30 organizations who attend the event

Expenses: Only for refreshments: \$150.00-\$200.00 (and sometimes we get donations)

Revenue: Hard to gauge but being able to send people to other organizations helps to extend our resources

Time to Plan: 3 days

Territory: Central

Division: Midland

Contact: Major Gail Aho (Gail.Aho@usc.salvationarmy.org)



PATHWAY OF HOPE





SERVICE EXTENSION UNIT



Grace Place Shelter

In 2001, Grace Place opened, providing shelter to homeless individuals and families residing in the St. Croix River Valley. Located in the old St. Anne's convent in Somerset, it served eight families or 24 individuals. We have resided at this site for 10 years. In 2012, the last year we were in our Somerset location, Grace Place provided 9,123 shelter nights. That year, unfortunately, we were forced to turn away 139 families for lack of space. Demand for our services has increased 47% in the last six months. This prompted us to expand our facility to meet the demands in our community. Through the good will and generosity of Presbyterian Homes, a multi-unit structure was offered as a donation to The Salvation Army, creating an opportunity to relocate Grace Place and move forward with expanded rooms and services, giving us the ability to serve 64 individuals or 32 families. We now provide over 14,000 shelter nights per year. The community saw the value of our programs and secured \$275,000 to complete renovations. Professionals and community members logged over 7,000 volunteer hours, with over 165 individual financial gifts.

Market Size: Less than 25,000

Partners: United Way, churches, private foundations, government funds

Expenses: \$700,000

Revenue: \$749,063

Time to Plan: On-going program

Territory: Central

Division: Wisconsin & Upper Michigan

Contact: Duana Bremer (Duana.Bremer@usc.salvationarmy.org)



Bi-Annual Service Extension Seminar

The Service Unit Seminar has had a positive impact on volunteers within the service unit areas for over 20 years. The seminar is held every other year at the Empire State Division's Long Point Camp located on Seneca Lake. The seminar is one-and-a-half days long, giving the volunteers an opportunity to experience the camp. The camp is a relaxed setting for volunteers to learn about The Salvation Army, meet and network with other volunteers in rural areas and interact with officers. The seminar's role is to express the Army's appreciation to our volunteers as well as expand their knowledge of the work of the Army. Themes vary for each seminar; some past examples are: emergency disaster services, Adult Rehabilitation Centers, Salvation Army "Others," kettles, writing vouchers, history of The Salvation Army, service unit policies, increasing kettle volunteers, social services, planned giving, major donors, etc. The theme is determined on the priorities of the division at that time.

Market Size: Over 100,000

Partners: Staff

Expenses: \$5,000

Revenue: N/A

Time to Plan: 4 months

Territory: Eastern

Division: Empire State

Contact: Ann Vail (Ann.Vail@use.salvationarmy.org)

Rotary Club Partnership

The Rotary Clubs of Central New Jersey take part in a project in which they have bulk food items shipped to a central area and then re-packed into 100,000 meal packets. They need help in finding places to distribute these meals, so the Service Extension Department of New Jersey arranges the pickup and distribution of 55,000 of these meal packets by our service units and corps throughout the New Jersey Division.

Market Size: Over 100,000

Partners: Rotary Clubs of Central New Jersey

Expenses: None for TSA except for transportation of materials by TSA vehicles

Revenue: No cash, but approximately \$150,000 "gifts in-kind"

Time to Plan: Approximately six months in advance

Territory: Eastern

Division: New Jersey

Contact: Major William Groff
(William.Groff@use.salvationarmy.org)

Taco Truck Tuesdays

The Taco Truck Tuesday program takes meals and activities out to the community. Using our assigned emergency disaster service canteen, we reach individuals that may not have regular income or struggle to make ends meet, and children who may not be able to go to child care throughout the summer. We provide “walking” tacos free of charge to all participants and various fresh fruits to children aged 12 and under. The program is designed to serve hungry individuals of all ages. The truck will operate each Tuesday from 11 a.m. through 2 p.m. during the summer, and travels to various low-income housing and public locations to serve. As we travel to the designated locations in our community, we set up for the food giveaway and children’s lesson/activities. The disaster response unit is a mobile feeding unit, capable of transporting volunteers to sites, and then upon arrival becomes the base of operations.

The disaster response unit will be easy for people to locate and increase visibility of The Salvation Army to community members. The children love seeing our canteen pull up, and when we run the lights and sirens, it signals them to gather their community and come for lunch. The Taco Truck Tuesday itinerary includes daily planned lessons, songs and recreational activities. Participating youth will have the opportunity to work together to create meaningful relationships and team-building skills as well as try new, fresh items and hopefully expand their horizons for healthy eating. In addition to the corps officers (who are ServSafe certified), we maintain two state and Army cleared volunteers assisting with activities and preparing meals. The underlying purpose for all Salvation Army youth activities is to provide quality programming in a safe environment within the community while encouraging personal development and social interaction. By providing the Taco Truck Tuesday experience throughout local Punxsutawney communities, children are not only able to receive a free meal, but also get exposure to other Salvation Army programming that continue throughout the entire year. Children and their families may be introduced to other after-school programs, feeding programs, seasonal assistance programs and services through The Salvation Army coincidentally when they participate.

Additional Information: Challenges: In our small rural community, we encounter a lack of available volunteers which means that on occasion the truck is manned by two to three people instead of the minimum four that are truly needed. Bad weather can hinder attendance as the program takes place outdoors. Opportunities: Traveling into communities allows us to forge relationships with those we might not otherwise encounter. Distribution day becomes an excellent spring board to advertise for other upcoming programs. Successes: We have made connections to families to begin the process of bridging them into programming and hopefully worship. We have seen increased attendance of programs that we have been able to advertise through Taco Truck. We have been able to bridge the summer gap for our after-school program participants by being able to see many of them weekly instead of losing track of them over the summer months which helps in program participant retention. We have derived quite a bit of community attention for providing a unique and as yet unduplicated program in the community which has led to Taco Truck being more than funded, freeing up internal funds for other corps needs.

Market Size: Less than 25,000

Partners: Taco Truck accesses funding through donation/grant sources including The Bridge Builders Community Foundation, Jefferson County Housing Authority, as well as personal donations from local donors.

Expenses: Taco Truck is completely donor funded

Revenue: See link to Best Practices

Time to Plan: Not much planning time is needed, mostly for planning lessons and activities for the children. Preparatory time includes purchase and cooking of food, and photo copying of coloring pages if necessary. We purchase a large part of our food supplies ahead of time.

Territory: Eastern

Division: Western Pennsylvania

Contact: Lieutenants Shane and Dawn Carter (Shane.Carter@use.salvationarmy.org)



TACO TRUCK



TUESDAYS

100 FREE WALKING TACOS EVERY TUESDAY

CHILDREN'S SONGS & BIBLE LESSON

JUNE 5 - JULY 24

SYCAMORE - 11:00 AM

BEYER AVE - 12:30 PM



SOCIAL SERVICES



Arts & Crafts with the VA Blind & Rehab Center

For the past nine years, the Tucson South Corps has been visiting the VA Blind & Rehab Center once a month. The corps' youth spends an hour with the veterans doing arts and crafts such as painting T-shirts. The youth becomes the veterans' eyes through the activity. This has been such a wonderful interaction between two different generations and both have benefited from the monthly visits.

Market Size: Over 100,000

Partners: None

Time to Plan: 2 months

Territory: Western

Division: Southwest

Contact: Glenda Avalos

(Glenda.Avalos@usw.salvationarmy.org)

Community Collaboration

In 2016, federal funding for daytime homeless shelter services was eliminated and forced the closure of The Salvation Army's Day Drop-in Center. The community witnessed an increase in homeless visibility in the downtown Peoria area. With winter looming, there was community concern about where the homeless population would go without shelter from the cold. Community and social service leaders met to discuss solutions. The interim solution was for the City of Peoria, Peoria County and the Heart of Illinois United Way to fund Day Center operations for one year while community and social service leadership developed a long-term strategy. The following year, the Heart of Illinois Continuum of Care and Heart of Illinois United Way coordinated the implementation of an interim shelter program model. Under this program model, 24/7 interim housing services are provided coupled with comprehensive case management with the goal of permanent housing. Service delivery is possible through the partnership with the Peoria Dream Center, The Salvation Army, South Side Office of Concern and OSF Healthcare. The Salvation Army is now in its second year of the partnership.

Market Size: Over 100,000

Partners: Peoria Dream Center, The Salvation Army, South Side Office of Concern, OSF Healthcare, Heart of Illinois United Way, Heart of Illinois Continuum of Care

Expenses: N/A

Revenue: N/A

Time to Plan: N/A

Territory: Central

Division: Heartland

Contact: Thomas Fulop

(Thomas.Fulop@usc.salvationarmy.org)



Operation Deep Freeze

For over 20 years, Operation Deep Freeze has provided emergency shelter from the cold in Tucson. When the temperature drops to 35 degrees, or 40 degrees with precipitation, The Hospitality House opens its doors for anyone seeking overnight shelter from the cold. This has saved numerous lives throughout the years.

Market Size: Over 100,000

Partners: None

Expenses: None

Revenue: None

Time to Plan: 2 months

Territory: Western

Division: Southwest

Contact: Glenda Avalos
(Glenda.Avalos@usw.salvationarmy.org)

SAM Weekly Community Feeding (Share A Meal)

Because a lot of the transients don't go to church, we bring church to them every Thursday. We do a small service before we serve a warm meal.

Market Size: 25,999–99,999

Partners: Volunteers from community

Expenses: Food to cook and serve; kitchenware

Revenue: N/A

Time to Plan: Possibly doing a feeding twice a week instead of once a week.

Territory: Western

Division: Hawaiian & Pacific Islands

Contact: Lieutenant Raghel Santiago
(Raghel.Santiago@usw.salvationarmy.org)



Healthy Steps

During the summer, families struggle with finances, nutritious meals, healthy connectivity, spiritual needs and resources to make the most of time and healthy eating habits. This program brings families together to learn and grow together in enjoyable and helpful ways while learning how to prepare health meals and have meaningful family conversations. Participants sit as a family and have a meal together that has been prepared in a slow cooker to present an example of what they can do at home. Then the adults go to a class and the children go to a Bible school/day camp program. (We have been able to have families who attend the corps already as well as new families that participate. This builds relationships that have encouraged new families to join the corps programs including Sunday services.)

The adult classes are centered on healthy eating, coupon shopping, food preparation and storage, container growing, beginner canning and fun family talk. The children have activities including Bible stories along with crafts and outside activities that support the story and get them outside and moving around. Then the groups come back together to share what they have learned, both the adults and children. This is an example of how they can have good discussions at home. They close with singing and praising God. At the end of the six weeks, there is a graduation in Sunday morning worship when everyone gets their certificates; the adults receive a slow cooker, cookbook and a beginner canning kit. Children get a certificate for their participation and display their crafts. This is followed by a dinner so that participants can meet other people from the corps.

Additional Information: Participants: 45 Healthy Meals: 450

Market Size: 25,999–99,999

Expenses: \$10,000 (Cookbooks, slow cookers, canning kits, food vouchers, Bible study supplies, staffing)

Revenue: N/A

Time to Plan: 6–8 weeks

Territory: Eastern

Division: Northeast Ohio

Contact: Major Thomas Perks

(Thomas.Perks@use.salvationarmy.org)

Free Produce Giveaways

Two of the Cleveland Corps have been hosting a monthly fresh produce giveaway six months out of the year during spring, summer and fall. These events are held from 9 a.m. to 2 p.m. and are in partnership with The Greater Cleveland Food Bank. A large variety of produce items are available at no cost to area residents. Individuals looking to participate need to provide upon arrival a photo ID and proof of residency, such as an electric or other utility bill. It is also encouraged for them to bring their own bags for transporting the produce items. Beyond the benefit to the communities, these events have been very beneficial in soliciting corporate volunteer groups and gearing them up for Christmas, as well as reaching out to individuals and encouraging them to attend church, enroll kids in after-school programs and sign people up to receive social service assistance. Participants: West Park–350 each month. Miles Park–150 each month.

Additional Information: Promotion: Flyers at the corps and press releases to local community. Media: 5WEWS: <https://www.news5cleveland.com/news/local-news/cleveland-metro/salvation-army-hosting-free-produce-giveaway> FOX8: <https://fox8.com/2019/03/04/salvation-army-hosting-free-produce-giveaways-in-cleveland/> Freshwater Cleveland: <https://www.freshwatercleveland.com/breaking-ground/SAFoodGiveaways061318.aspx>

Market Size: 25,999–99,999

Partners: Greater Cleveland Food Bank

Expenses: None

Revenue: None

Time to Plan: A week

Territory: Eastern

Division: Northeast Ohio

Contact: Major Thomas Applin

(Thomas.Applin@use.salvationarmy.org)



Shield of Hope/Emergency Homeless Assessment and Response Center

The Salvation Army opened an Emergency Homeless Assessment and Response Center (EHARC) to provide services for up to 75 homeless individuals (with an additional 50 beds in an overflow area) until they are placed in temporary or permanent housing facilities. The Salvation Army was asked to determine the best housing option available that would meet their need. The Shield of Hope staff work with 25 plus city shelters to place families throughout the year. The assessment and response center, Shield of Hope, provides an opportunity for The Salvation Army to become a primary voice for homeless adults and children in the city. The working relationship with the city continues to develop where The Salvation Army is recognized as the leading community partner, striving for the overall empowerment and improvement of our city's residents. Catholic Charities provides transportation for homeless families to the Shield of Hope from any location within the city of Chicago using the city's 311 system. Families are housed at the Shield of Hope until a placement is identified or they are placed directly at a shelter if beds are available at the time of initial assessments. The program calls for families to be temporarily housed at Shield of Hope for up to 14 days.

When the Metropolitan Division took over the EHARC program in 2016, it was being run out of a City of Chicago facility with families being housed in a large room/gym. In July 2017, we broke ground for the new Shield of Hope facility, which opened in March 2018 at Christiana Street.

Program Goals: As The Salvation Army, we express our Hope-Strong vision by providing comprehensive services for homeless families. The goal is to triage diversion, or place households in more stable shelter programs as quickly as possible. Regular capacity at Shield of Hope will be 75 beds but can occasionally expand up to 125 beds. **Main Services Provided:** Families receive an assessment and diversion services if appropriate. If they cannot be diverted back to safe housing, Shield of Hope provides families services (including meals, showers and play space for children) and short-term stay. Once their basic needs are met, a long-term plan can be developed for permanent housing placement, counseling training and the supportive services they need to help them turn their lives around.

Market Size: Over 100,000

Partners: City of Chicago, Catholic Charities

Expenses: Annual Budget: \$1,233,667 and building project \$10,000,000

Revenue: City of Chicago: \$856,917 and Salvation Army earnings and contributions: \$376,750

Time to Plan: Transition of program from city to Salvation Army—6 months; New facility: to plan and build new building—2 years

Territory: Central

Division: Metropolitan

Contact: Major Kjell Steinsland (Kjell.Steinsland@usc.salvationarmy.org)

Food-A-Rama

This program is a food reclamation program that repurposes leftover and overstocked food from local grocery stores, restaurants and schools. Everything we have received from Kroger is counted and sorted, based on how it needs to be stored. We pick up food from them twice a week, every week. Then on every Thursday, we set up for Food-A-Rama, and we have people from all over the county that come to pick up the food and take it home. They are allowed to have as much as they want and they choose what they take. They are able to come every week. On average, we serve about 45 households a week through this program. Kroger also provides all of the milk for our soup kitchen that serves 13 meals a week to the public, all of the milk for our emergency food pantry, our shelter and for our other programs throughout the year. It is because of partners like Kroger that we are able to do what we do and provide nutritious meals and fresh milk to our clients on a daily basis.

Market Size: 25,999–99,999

Partners: Kroger

Expenses: N/A

Revenue: N/A

Time to Plan: 1 week

Territory: Eastern

Division: Northeast Ohio

Contact: Lieutenant Kaitlyn Haddix
(Kaitlyn.Haddix@use.salvationarmy.org)

Social Services Response Program – Homeless Outreach

After leading Don't Walk By, a Rescue Alliance initiative, for three years, the Greater New York (GNY) Division has expanded outreach by creating the Social Services Response Program (SSRP). The SSRP has expanded to additional divisional and corps programming, worked with the Women's Ministries Department to support their anti-human trafficking outreach (Pearl Essence) and the GNY Division is now planning with the New York City Department of Corrections and Prison Fellowship to provide reentry support to prisoners released from Riker's Island. With these new expansionary efforts, the GNY Division hopes to continue expanding further and meet more needs.

Market Size: Over 100,000

Partners: Various community partners, other divisional headquarters departments

Expenses: \$270,000

Revenue: \$270,000 via donors

Time to Plan: Ongoing

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-kay Johnson
(Lurlene.Johnson@use.salvationarmy.org)

Medical Respite

Imagine a homeless woman recently discharged from a hospital to an emergency shelter after having several toes amputated due to chronic diabetes. Forced to leave the shelter each morning and unable to return until 6 p.m., she wanders the streets all day with no place to rest, take medication or clean and dress her wounds. She struggles to find food, a bathroom or a place to sit. Exhausted and unable to manage her care, she seeks support once again in the emergency room. Homeless individuals are in poorer health and have higher mortality rates than those with stable housing, and unless something happens, the cycle will continue.

The Salvation Army is about to change that. When a homeless person needs critical care or surgery, hospitals take them in. The problem is, when they are well enough to go home, where does the hospital send them? Studies show that homeless individuals have higher hospital readmission rates, most occurring within the first two weeks after discharge. Unfortunately, then, the cycle begins again. Medical respite is a cost-effective and dignified approach to filling this gap in services by providing specialized care for recuperation and follow up along with a safe place to recover. Local shelters can provide a safe place to sleep, but require the person to leave each morning. How will they keep their wounds clean? Where will they find a place to rest when they need to? How will they maintain their medication schedule and set up follow up doctor's appointments? This is a cost-effective program aimed at giving the homeless the medical care that they need.

Medical Respite Services is a short-term specialized program focused on individuals who are homeless, imminently homeless and/or lack a stable recovery environment needing recuperative services. Medical respite provides specialized care for recuperation, medication and discharge compliance, primary care physician engagement and self-care, providing a safe place to recover with medical monitoring and supportive services, resulting in reduced length of hospital inpatient stay, fewer hospital readmissions and a pathway to better health. Detroit Medical Respite utilizes a multi-disciplinary team approach in coordination of care including hospital discharge coordinators, nursing, care managers, mental health and substance abuse professionals, working as a team to support recuperative care, cost avoidance and better outcomes. Detroit Medical Respite addresses barriers and needs of the medically unstable through integrated care management:

- Discharge plan coordination
- Medication management and compliance
- Education and self-care management
- Coordinate and provide transportation for medical appointments and PCP engagement
- Nutritional education and support
- Mental health screening and engagement
- PCP engagement
- Legal Aid (SSDI, expungement, bankruptcy, etc.)
- Pastoral Care

Market Size: Over 100,000

Partners: Hospital systems, managed care organizations and state government

Expenses: \$190,816

Revenue: \$195,520

Time to Plan: 12–24 months

Territory: Central

Division: Eastern Michigan

Contact: Captain Jamie Winkler (Jamie.Winkler@usc.salvationarmy.org)

Community Engagement on Current Issues by Community – Based and Faith – Based Facilitation

The Re-Framing Compassion Spring Dialogues were a series of community presentations focused on discussions about how to address the homelessness issue in Nashville by utilizing research and approaches developed by thought leaders and national think tanks from across the country. By inviting state and city government officials, other non-profit leaders, local philanthropists and corporate leaders, we were able to get multiple points of view in one room to learn and discuss these ideas and how they could be applied in each of their specific areas.

The message of the dialogues was to bring together very different groups of people, all who want to improve the quality of life for all Nashvillians and provide a different way to address the homelessness issue. We then carried the message forward through weekly group discussions (known as Think Tank Tuesdays) that all attendees to the dialogues were invited to attend to discuss these topics in more depth and help develop potential solutions and initiatives.

- Ideas42 (national think tank): Their behavioral science-based discussion focused on understanding how those who live in poverty think, and respond, to situations differently than those who don't live in poverty.
- Kevin Stiff (thought leader on police Interaction): Kevin Stiff's experience as a front line police officer in Sarasota, FL and a key developer of a new police policy on interaction with those experiencing homelessness, allowed local MNPD to learn about a different, more compassionate way for police to assist in addressing chronic homelessness.
- Dr. Guru Madahavan (The National Academies of Sciences, Engineering & Health): Dr. Madahvan discussed using engineering principals and thought design to develop solutions to social problems. Looking at social problems the same way engineers look at technical problems can bring a new thought process and unique solutions that can then change social behaviors.
- Dr. Nat Kendall-Turner (FrameWorks Institute): Dr. Kendall-Turner's discussion focused on how language can help or hurt when trying to address issues like homelessness.
- Think Tank Tuesdays (Waller Law): Waller Law Firm hosted weekly meetings where any interested parties could come together and discuss the topics in the dialogues, and how those ideas could be utilized in the community's discussion surrounding homelessness issues.



Fundraising: The Dialogues were funded by reaching out to a few key players in the land development and philanthropy industries that understand the quality of life issues for those living downtown—both in high-rise buildings and on the streets—and wanted to fund the discussions that would lead to an improvement in the quality of life for all who live and visit downtown Nashville. These key players already shared a vision of how this could be addressed through changes in language and approach that aligned with The Salvation Army’s thoughts, and the research done by the groups who would be presenting at the dialogues.

Keys to Success:

- Securing donors who are both relevant to the topic being discussed and share a vision for change that aligns with The Salvation Army;
- Inviting key players from all the areas needed to enact change on addressing homelessness, as all play key roles in the overall success of the initiative; and
- Hosting the events in multiple locations throughout the city that will be engaging and unique to those attending.

Market Size: Over 100,000

Partners: Ideas42, Kevin Stiff, Dr. Guru Madavan, The National Academies of Sciences, Engineering & Health, Dr. Nat Kendall-Taylor – FrameWorks Institute, Tony Giarratana—Downtown Developer, Walker Mathews—Business Leader & Large Scale Construction, Kev

Expenses: Events—estimated at \$20,000

Revenue: \$70,000

Time to Plan: Continual planning from 2 months prior to the first event in February through the final event in May 2019

Territory: Southern

Division: Kentucky & Tennessee

Contact: Major Ethan Frizzell (Ethan.Frizzell@uss.salvationarmy.org)

Prayer Walks

Our corps is in the heart of the west side of Chicago, the #1 opioid death area in the nation and #1 for gunshot victims in Chicago. Every street corner near us has drug dealers, prostitutes and those that use drugs. Our soldiers, men in treatment and some community members join together once a month, and we take homemade, individually wrapped chocolate chip cookies and information on our programs and hit the streets. We go in teams to every person and offer a fresh, warm cookie and ask if we can pray with them. Almost every person takes the cookie and accepts prayer. We talk about our substance use programs, and how Jesus can give them a new life. We have taken hundreds of people off the street and back to our facility or they come in the following week. We have prayed with upper-level dealers in their SUVs as they are making deliveries to their sellers. God opens doors when we are willing to be used. We are careful and take safety seriously, but God is faithful!

Additional Information: Those who participate in the Prayer Walk are usually more blessed than those we serve. The men in treatment realize that they are no longer the addict on the street—they are the clean and sober person doing the outreach. It is a beautiful realization and they praise God all afternoon!

Market Size: Over 100,000

Partners: Occasionally

Expenses: \$50 in cookie supplies

Revenue: How much is a soul worth? Immeasurable!

Time to Plan: 2 hours of cookie baking

Territory: Central

Division: Metropolitan

Contact: Major Nancy Powers (Nancy.Powers@usc.salvationarmy.org)



“Sweet Prayers” – Support Teams to the Sex Industry

The Salvation Army “Sweet Prayers” chapters are support teams which exist to connect with and care for women working in the United States sex industry. Teams are made up of women who serve as locally based ministry outreach teams. These women prepare sweets, fruit or baked treats and weekly visit brothels, clubs or massage parlors to listen, pray and offer connections for the workers, offering the support of The Salvation Army’s services and community partners. Support team members provide a contact point for women to seek care, including help with exiting the sex industry if they choose to do so. The Salvation Army Western Territory’s Social Justice Department provides guidelines and best practices on how to build relationships, operate safely and with respect, how to conduct and brand oneself as an ambassador of The Salvation Army, spot human trafficking red flags, and what to do in case of an emergency. Resources, including a “Sweet Prayers” informational video, “how-to” guide, flyers and contact cards for distribution (in English, Spanish, Korean, Chinese, Thai, Vietnamese) available for download at www.sajustice.us.

Market Size: Over 100,000

Partners: Local partners and Anti-Trafficking Task Forces

Expenses: Nominal

Revenue: N/A

Time to Plan: Orientation of interested team members

Territory: Western

Division: Western Territorial Headquarters

Contact: Major Keilah Toy
(Keilah.Toy@usw.salvationarmy.org)

Hope-Strong

Hope-Strong is a project to align all Salvation Army resources within the City of Chicago and the Metropolitan Division to form an integrated, comprehensive, sustainable and Christ-centered model of community-based ministry. As a result, we are achieving greater effectiveness, improved efficiency and increased capacity for strategic future mission expansion. We are breaking down silos and collaborating across programs to serve families experiencing homelessness. The Shield of Hope rapid response and assessment center connects families to a network of shelters with 2,500+ beds across the city. Local corps reach out to them and connect them to wrap-around services to supplement the shelter program and welcome them to the community as they rebuild their stability and self-sufficiency. Corps and Army programs meet regionally to strategize, share ideas and resources, collaborate and innovate to meet families’ needs. Corps members are visiting shelters and forming relationships with families, offering character-building programs, helping with job-readiness and offering mentoring through the Pathway of Hope.

Market Size: Over 100,000

Partners: City of Chicago Dept. of Family & Support Services

Expenses: N/A

Revenue: N/A

Time to Plan: 6 months

Territory: Central

Division: Metropolitan

Contact: Scott Hurula
(Scott_Hurula@usc.salvationarmy.org)



Recreational Therapy at the Mike Michaels Activity Center

A family-driven approach is at the heart of the shelter's Mike Michaels Activity Center, which opened in February 2019 and is believed to be the only facility of its kind for an emergency family shelter in Arizona and unique to The Salvation Army in the U.S. Using a model of "Recreate to Re-create," the Mike Michaels Activity Center is designed to restore normalcy to families by providing opportunities for them to learn and heal through recreational therapy and youth development programs as well as supporting families' short-term and long-term housing and economic self-sufficiency goals. Individuals and families can participate in family and group recreational therapy sessions as well as receive a variety of supportive services conducted through various resources. These include: Cox Innovation computer lab, half-court gymnasium, counseling and group therapy rooms, various game tables, outdoor park and splash pad and other recreational resources.

Therapeutic recreation promotes interpersonal and intrapersonal connectivity, a sense of security and control and self-expression/creativity through participation in therapy and development programs in a secure, supportive environment. Recreational therapy promotes engagement in positive recreational experiences outside of shelter stay. The lives of homeless families can thus be normalized, stabilized and their overall quality of life improved moving forward.

Market Size: Over 100,000

Partners: Mike Michaels Family, Cox Communications, Kemper Family

Expenses: \$348,761

Revenue: \$265,500

Territory: Western

Division: Southwest

Contact: Kailey Pedersen, MT-BC (Kailey.Pedersen@usw.salvationarmy.org)



Outpost Food Pantry

In looking to partner with as many different churches and groups as possible, we found a willing partner in College Church of the Nazarene (CCN). They asked us to come in, help them clean up their food pantry, go over our policies and procedures and open a Salvation Army Outpost Food Pantry at their location. The idea is that they would make all appropriate changes and then work out the possibility of a full partnership. This led to a memorandum of understanding (MOU) being formed, a Salvation Army employee being hired and full Salvation Army branding throughout their building. The pantry is now open and thriving, being supported almost entirely by the CCN congregation, which also helps to supply our food pantry at the Olathe Corps as well.

This has had a sweeping effect in our community. Most importantly, it is bringing awareness to the fact that we cannot all be individual silos—only doing “our” thing as we try to meet the needs of the community. This has shown that partnerships can work and be effective. It has meant that as partners, we are now working together to break the cycle of poverty together in the lives of our clients. We cover both sides of town which has helped to combat the lack of public transportation in our city. Through the use of tracking software and case management, we are able to avoid as much double-dipping as possible, while also helping people to understand that while we are here to take care of their nutritional needs, we also have in-depth ongoing case management that is available.

It is leading to more awareness of our shelter program, options for emergency assistance and bringing families into Pathway of Hope. Through the combination of both pantries, we are now open Monday through Friday and able to meet the rising demands of Olathe, while not hurting for food, toiletries, diapers, etc. The partnership has also affected our other programming, bringing in volunteers at Christmas for kettles and Adopt-a-Family as well as helping to bridge many relationships with other groups in the community. It seems to be just the start of a larger opportunity for The Salvation Army to partner with the Nazarene church, and we hope for this model to be something that can be duplicated in other communities as well. We already have churches contacting us and College Church to see how this can be done. Most importantly, we are reaching more people and doing so with a spiritual impact as we build relationships and come along side families and individuals in need.

Market Size: Over 100,000

Partners: College Church of the Nazarene

Expenses: Approximately \$14,000 annually (wages) plus a few “extras” such as computer, Salvation Army clothing, etc. All purchased and covered through a grant supplied by College Church (all worked out in the MOU)

Revenue: The pantry does not provide income other than donations—but 90 to 100% of the food brought in is supplied through the congregation and donors of College Church. This helps our overall budget by cutting down the cost of purchasing food.

Time to Plan: Just under one year to get everything done, including all MOU & DHQ/THQ approval, remodel of existing food pantry (mostly cosmetic), recruiting volunteers, etc.

Territory: Central

Division: Kansas & Western Missouri

Contact: Lieutenant Kory Strand (Kory.Strand@usc.salvationarmy.org)

Street Level Outreach & Engagement

Street Level Outreach & Engagement (SLOE) is a focused outreach to homeless living in vehicles in South King County (Seattle and surrounding area), funded by King County and The Salvation Army. SLOE is bringing about tremendous results in giving the population (50% of the homeless population living on the streets) a “hand up” with resources and case management. In one quarter, SLOE placed 40 people in permanent housing when the goal was eight people.

The Salvation Army funds additional engagements with the homeless that are deepening relationships and fostering community relationships through twice-a-month gatherings (food, recovery testimonial and Christian music) and weekly outreaches to those at our day centers and shelters with coffee, juice, conversation and information on available resources.

Market Size: Over 100,000

Partners: Salvation Army outreach staff, advisory organizations (Seattle Advisory Board and Echelon), government (King County, Seattle Navigation Team, Planning and Development Specialist City of Seattle, Navigation Team, City of Kent (Human Services, Police Department), City of Auburn Police Department, City of Tuckwilla Police Department, City of Federal Way Police Department), apartment complexes, churches/non-profits (Operation Night Watch, Union Gospel Mission–Director of Outreach, MID, Catholic Communities, Home Church)

Expenses: \$165,000

Revenue: \$165,000

Time to Plan: Ongoing, 3 lead staff and a vehicle are needed with secure funding, outreach and strategy.

Territory: Western

Division: Northwest

Contact: Martin Ross (Martin.Ross@usw.salvationarmy.org); Mitchell Jordan (Mitchell.Jordan@usw.salvationarmy.org).



Project Frontline

Project Frontline is designed to assist underserved and often economically disadvantaged military veterans, current service members and their families by providing them with support and connection to needed services. Our main goal is to ensure that participants who have made great sacrifices are provided with a chance to reduce or avoid financial hardship.

This program was created after conversations with the county/state veteran offices as well as local organizations, and it was noted that no current program exists that offers this type of assistance to the target population. With a growing amount of deployments and deployment training, more service members are experiencing financial hardships. We have experienced an increase in cases, but due to their address, some have been referred to their local Salvation Army or other organizations. Additionally, we have noted a lack of unrestricted veteran programs for those who have separated from the military, excluding cases with deployment-related injuries. During this time, it is likely that these families will experience financial hardship, and we are preparing to provide assistance during this time. This program will help the target population in the following ways: rent/ mortgage payments, emergency housing, prescription medication (depending on the type and need), vehicle repair (primary work, school, family or appointment vehicle only), utilities and heating bills. Clients will meet with our caseworker and identify their need and what caused their hardship. Our caseworker will then work with them to identify what they are looking for and how we can assist them. Each case will be taken and assessed for their individual circumstance, but our goal is to help them out of their current situation, and if their situation is severe, we will provide them with financial training to ensure that they avoid such situations in the future. The caseworker will also provide them with a list of all required financial and personal documentation for their meeting. All information required for the meeting is required to provide any assistance. All assistance provided to service members or their families is paid directly to their creditor, business or the institution to which the money is owed. We are not looking to cover their entire monthly expenses, but rather we are looking to take on just enough that they can continue meeting at least their basic needs

For most cases, this programming will be available Monday through Friday. Our intent is to make this program available on Saturdays for emergency cases or if doctor appointments are needed on Saturdays. We will create a rotating on-call person for emergency cases rotating between staff and corps soldier/member volunteers to do initial intake if situations occur outside normal office hours (such as evictions, medical treatments, relapses, appointments, etc.). Any such cases will be finalized and processed by the caseworker the next business day. In order to determine program effectiveness, Milton Corps' community coordinator will follow-up with each household that receives assistance to determine if the presenting needs were adequately addressed in terms of reducing or avoiding financial hardship.

Additional Information: The listed expenses consist of the start-up funding of the program as well as the staff and administrative fees, in addition to the program funding for provided services to individuals.

Market Size: Less than 25,000

Partners: State VA office, County welfare offices, military units and veteran organizations

Expenses: \$59,763

Revenue: N/A

Time to Plan: 6 months or more

Territory: Eastern

Division: Eastern Pennsylvania & Delaware

Contact: Joel Harris (Joel.Harris@use.salvationarmy.org)



Brochure for Unique Programs at FCEC

FCEC, in partnership with Urban League, constructed a building which is shared, but we discovered that the community did not know much about The Salvation Army. We decided to create a brochure that outlines the unique ministry we offer in our rather small space. Pathway of Hope is familiar to The Salvation Army but our other programs are not, so we felt even for our organization a brochure would be important.

Market Size: Less than 25,000

Partners: SA Development Department, Will Becker and Becker Media

Expenses: FCEC Brochure 20.5 hours @ \$135.00 per hour—\$2,767.50 Design Work—8 hours @ \$110.00 per hour—\$880.00; Total: \$3,647.00

Revenue: Not known yet

Time to Plan: 4 months

Territory: Central

Division: Midland

Contact: Major Gail Aho (Gail.Aho@usc.salvationarmy.org)

Winter Warming Station

Working alongside the City's Interfaith Council, The Salvation Army in Middletown, NY provides a safe, warm place for people experiencing homelessness from January through the first week of April on weekends, holidays and during inclement weather. Through relational ministry, the love of Christ is shown through a cup of coffee and a friendly environment.

Market Size: 25,999–99,999

Partners: City's Interfaith Council

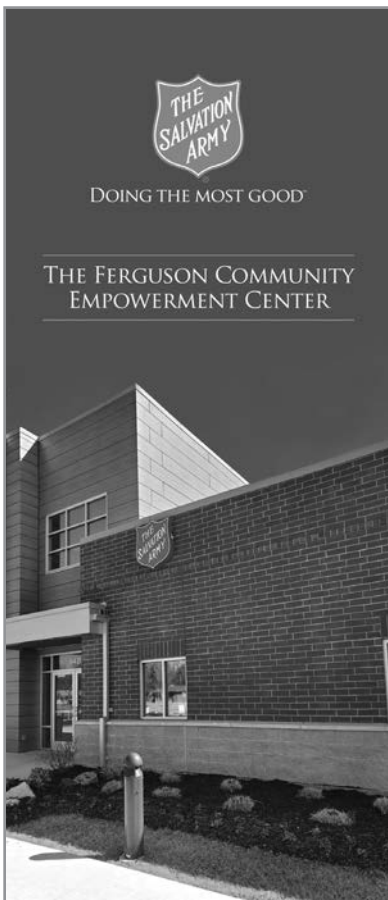
Revenue: N/A

Time to Plan: Winter months

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-kay Johnson
(Lurlene.Johnson@usc.salvationarmy.org)



Honk n Holler

For over 35 years, The Salvation Army's Honk n Holler team has reached out to people struggling with homelessness on the streets of Kansas City with a hot meal, protein bars and hot chocolate during the winter and Gatorade in the summer. Every Tuesday, Wednesday and Thursday, a Salvation Army canteen pays a visit to people seeking shelter under bridges, in culverts and near tent communities. The homeless line up for food and drink when they hear our horn honking. We make about 10 stops each night, using Honk n Holler as a means to get to know individuals and to introduce them to programs we offer, turning a feeding program into an outreach program. Some individuals become homeless following trauma or substance abuse or simply by having experienced unfortunate life events. We provide information that can help them turn their lives around. In addition to food and drink, we often provide requested items such as socks, hygiene kits or even cat food for their adopted pets. It is difficult for many to stay fed, clothed and warm through a harsh winter, and we provide a loving hand and an offer of hope.

On Thursday evenings, men from our Adult Rehabilitation Center (ARC) join us and often times find themselves serving the same people with whom they once lived. As former clients, the men themselves are grateful for now having three meals/day and a clean bed, and can offer hope to those on the street in need of services. Riding in the canteen also provides opportunities to take along donors or staff members to experience what we do for those living on the street. Donors have said things such as: "This was a heartbreaking experience for me. But it was also full of Christ's hope resulting from the invitation to fellowship with Him." "I really enjoyed seeing you in your element—interacting with your coworkers, the ARC guys and the homeless. God is richly blessing you through your service." "It felt awesome. It felt like my heart was just about to explode with love! Yes, I will be back to do this again." "Honk n Holler was an awesome opportunity to serve, love and share the message of Jesus Christ. The gratitude that each person expresses reminds me of the importance of our mission, 'OTHERS.' It was truly life changing."

Market Size: Over 100,000

Partners: Regular Salvation Army volunteers and ARC clients

Expenses: Approx. \$50,000 annually

Revenue: Approx. \$10,000 annually from United Way

Time to Plan: 2–3 months lead time

Territory: Central

Division: Kansas & Western Missouri

Contact: Steve Leiker (Steve.Leiker@usc.salvationarmy.org)



Feeding Families For Life

Fighting hunger, the healthy-way initiative is so much more than a handout or an occasional hot meal; it's a fresh perspective on reducing hunger in healthy ways. Fresh produce, lean proteins and other healthy meal options will be regularly available in our food pantries, soup kitchens and feedings during programs. The goal of the initiative is to empower the people we serve across Western Pennsylvania to be healthier by exposure to more wholesome food choices

Goals:

- Provide salad bars in eight Salvation Army locations offering soup kitchen programs to the underserved
- Ten Salvation Amy locations providing “Love in a Backpack” to provide feeding to children with healthier food options to sustain over the weekend
- Provide education classes on how to cook healthy on a budget and incorporate healthy cooking and education in after-school programs
- Provide nutrition education to campers attending summer camp at Camp Allegheny
- Provide a community garden as a renewable source of produce as well as vital work structure for those involved in the cultivation and care of the food

Additional Information:

Challenges: Increased cost to providing healthier options

Opportunities: Enhance already current program and create unique funding opportunity

Market Size: Over 100,000

Partners: UnitedHealthcare, 412 Food Rescue, Food for Thought, various corporate sponsors, major donors and foundations

Expenses: \$248,400 (Varies depending on number of location, equipment costs, media buy)

Revenue: \$715,839 (Varies depending on number of location, equipment costs, media buy)

Time to Plan: 8–12 months

Territory: Eastern

Division: Western Pennsylvania

Contact: Major Amy Merchant (Amy.Merchant@use.salvationarmy.org)

**FEEDING FAMILIES FOR LIFE
PHASE ONE: GOALS AND OUTCOMES**

Initiative Snapshot

- 2018 LAUNCH OF INITIATIVE PARTICIPATING LOCATIONS
- 88% FEEL HEALTHY EATING IS IMPORTANT

Hunger Abatement

- 1 IN 7 INDIVIDUALS FACE FOOD INSECURITY
- GOAL: CHANGE THE SNACKS AND MEALS WE SERVE TO HEALTHIER OPTION FOR OUR HOMELESS OUTREACH FEEDING
- GOAL: PROVIDE ACCESS TO FRESH PRODUCE WITH SALAD BARS AT SALVATION ARMY SOUP KITCHENS

Helping Youth

- ONE IN FIVE children are at risk of hunger
- GOAL: EXPAND "LOVE IN A BACKPACK" PROGRAM TO INCLUDE PROVISIONS OF HEALTHY MEALS FOR WEEKEND FEEDING

Health Education

- QUARTERLY EDUCATION PROGRAM ON NUTRITION AND FOOD PREPARATION FOR RESIDENTS STAYING AT THE FAMILY CARING CENTER, A HOMELESS SHELTER IN EAST LIBERTY
- 10 WEEK EDUCATIONAL PROGRAM IN PARTNERSHIP WITH 412 FOOD RESCUE "COOKING MATTERS" AT SALVATION ARMY PITTSBURGH TEMPLE

15,980 CLIENTS SERVED

- Locations: Uniontown, Camp Allegheny, Family Caring Center, Oil City, Franklin, Monacaon, Butler, McKeenport

8 SALAD BAR LOCATIONS

28 COUNTIES

WESTERN PA

10 LOCATIONS

10 SCHOOLS PARTICIPATING

- Locations: Monacaon, Warfington, Pittsburgh Temple, Greenburg, Erie Temple, Beaver Falls, Homestead, Duquesne, Alliance, Pennsylvania

THE SALVATION ARMY

FEEDING FAMILIES FOR LIFE

FIGHTING HUNGER THE HEALTHY WAY

GROW/After School

GROW/After School is a low-income after-school program that picks up children from four local elementary schools. The program staff and volunteers assist with homework, serve a healthy snack, play games and arts/crafts with children.

This program has grown from eight in 2015 to 41 in 2019. Parents trust The Salvation Army to take good care of their children and we love serving our community in this way.

Market Size: Over 100,000

Partners: Herman Miller Furniture

Expenses: \$60,600

Revenue: \$60,600

Time to Plan: School year

Territory: Central

Division: Western Michigan & Northern Indiana

Contact: Major Heather Holman
(Heather_Holman@usc.salvationarmy.org)





STRATEGIC PLANNING



New Brunswick Corps Strategic Plan

The Robert Wood Johnson Foundation provided a grant to develop a strategic plan for the New Brunswick Corps. Working closely with an independent consulting firm and the corps board of advisors, they went through a strategic planning process and created a strong new vision and identified five areas of focus that would ensure growth for the corps.

“Through God’s love, to transform the lives of children and families to become healthier and hope-filled contributing residents of the Greater New Brunswick surrounding communities.” The areas identified for focus were: 1. Corps Leadership 2. Advisory Board Engagement 3. Impactful Programs and Services 4. Connecting with the Community, and 5. Increasing Philanthropy. Once the goals were set in each area, the group identified 10-12 specific measurable action steps for each goal. An implementation plan with timelines was developed to achieve the goals in each of the five areas. The goals were to be achieved over a three-year period. The corps is currently in year three of the plan and on track to meet most goals. While there was no immediate financial gain, the work being done in the community is yielding a longer-term financial gain as well as an increase in volunteers.

Market Size: 25,999–99,999

Partners: Robert Wood Johnson Foundation

Expenses: 0

Revenue: 0

Time to Plan: 12 months

Territory: Eastern

Division: New Jersey

Contact: Captain Aloir Andrade
(Aloir.Andrade@use.salvationarmy.org)

Sourcing Planned Giving Leads Through Red Shield Symposium

The Red Shield Symposium (formerly the Estate & Charitable Gift Planning Institute) is a priority through the division and maximizing its lead generation opportunity. With 25 sites and over 1,100 participants, the NEOSA planned giving staff is using the Red Shield Symposium to increase engagement with the local legal community in Northeast Ohio. NEOSA has implemented a customized survey for legal professionals to not only provide feedback on the day’s event but also to find out if they have worked with any clients that have made and/or are looking to make any bequests to The Salvation Army. This helps our planned giving team to identify new leads and prospects, and creates a follow-up opportunity after the event has ended.

Each year, this event generates between 25 and 40 new leads. Additionally, one unique component for NEOSA during the Red Shield Symposium is that all major gifts, planned gifts and grants/foundations staff are deployed throughout the division at various sites to help make touchpoints with those attending the conference. Both of our planned giving directors will float throughout the division to make as many stops to each of the 25 sites as they can throughout day. Connecting with these attorneys has paid incredible dividends in identifying legacy gifts.

Market Size: Over 100,000

Expenses: 0

Revenue: 0

Time to Plan: Varies based on attendees

Territory: Eastern

Division: Northeast Ohio

Contact: Michael Freeman
(Michael.Freeman@use.salvationarmy.org)

The Development Advance

Annually, we bring our development teams from across our division together to participate in a planning session that helps create a framework for the next year of development activities. This includes DHQ leadership team (officers and professionals), field officers and field professionals. In 2019, we met in February to outline the Vision for Division with our new divisional commander; brainstormed ways to achieve that vision; discussed how to maximize and leverage our corporate partners across our state; generated ideas for working with the media; and more.

Market Size: Over 100,000

Partners: We typically identify one corporate sponsor for the event.

Expenses: \$5,000–\$10,000

Revenue: N/A

Time to Plan: 3 months

Territory: Eastern

Division: Empire State

Contact: Sarah Miller-Locke
(Sarah.Miller-Locke@use.salvationarmy.org)

DHQ Strategic Planning — The Kettle Summit

In April, we brought together one officer from each corps, their kettle support staff, development professionals, divisional leadership and interested advisory board members at our camp for a day-long strategy session about the 2019 Kettle Campaign. It's never too early to start planning!

Market Size: Over 100,000

Partners: N/A

Expenses: \$2,000

Revenue: N/A

Time to Plan: 3 months

Territory: Eastern

Division: Empire State

Contact: Sarah Miller-Locke
(Sarah.Miller-Locke@use.salvationarmy.org)

Strategic Planning for Allegheny County

The purpose of the strategic plan was to respond to rapidly changing demographics and technology to ensure long-term stability of The Salvation Army's mission. A Strategic Planning Committee was formed to brainstorm and identify strategic priorities. As a result, the areas of focus included: facilities, technology, messaging, younger demographic engagement, collaborations with outside organizations and metrics. The next step was to form subcommittees for each priority by assigning a lead (DHQ officer or staff member) and support leads/advisory board members. The goal of the subcommittees was to meet regularly to develop goals, objectives and metrics. After several months of planning, the Strategic Planning Committee presented the plan to the Divisional Commander, General Secretary and advisory board for final approval.

Overview Strategic Plan Process:

1. Identify the goal of the strategic plan and form a Strategic Plan Committee.
2. Brainstorm with board members and staff to create strategic priorities.
3. Assign one advisory board member and one staff member to each priority.
4. Develop goals, objectives and metrics for each priority (3-5 months to plan). Set guidelines for objectives (SMART Goals) and determine measurable outcomes.
5. Present final objectives and metrics to advisory board and divisional leadership for approval.
6. Strategic Plan Committee to monitor progress on goals.

Market Size: Over 100,000

Partners: Greater Pittsburgh Advisory Board Members, TrueSense marketing agency, strategic plan consultant (volunteer)

Expenses: N/A

Revenue: N/A

Time to Plan: 6 months planning and ongoing for implementation

Territory: Eastern

Division: Western Pennsylvania

Contact: Ava Henderson

(Ava.Henderson@usc.salvationarmy.org)

Talent Acquisition & Diversity Specialist

To address growing challenges in sourcing and recruiting quality candidates for professional and managerial roles, the Western and Upper Michigan (WUM) Division has added a Talent Acquisition & Diversity Specialist.

Diversity is a natural fit for talent acquisition, and this part of the role will help the division address challenges with managing an increasingly diverse workforce that is the natural result of an increasingly diverse society: diversity in age, race, ethnicity, national origin, etc.

To have the most effective and productive workforce that we can, it starts with attracting the best available talent that also supports our mission.

Market Size: Over 100,000

Expenses: Salary, benefits, professional associations—approximately \$65,000.00

Revenue: N/A

Time to Plan: Will vary. Requires creation of the position, then budgetary planning to fund the position.

Territory: Central

Division: Wisconsin & Upper Michigan

Contact: Wesley McKenzie

(Wesley_Mckenzie@usc.salvationarmy.org)

Workforce Development & Workforce Development Symposium: Getting America Back to Work Again: “A Hand Up & Not A Hand Out”

As a further expansion and duplication of our successful Workforce Development Programs: 1. Culinary Arts Training Program: (Del Oro Div: Lodi, Sacramento, Napa (on-boarding Oakland/Alameda County), 2. Construction Training Program (Del Oro Div: Sacramento, Oakland/Alameda County), Plastics Manufacturing Training Program-California South (Compton/Los Angeles plants in partnership with Long Beach ARC, on-boarding Chicago, Illinois & Knoxville, TN). The Salvation Army has held consultations and symposium(s) to gather industry and TSA facilities to present the proof of concepts and scaling, foster conversation and implementation to duplicate workforce development. (Major Martin Ross has played lead roles in the design, implementation and expansion of these programs. Majors Martin & Tory Ross transferred to Seattle Social Service to implement similar programs-duplication/expansion June 2019.)

Additional Information: Program success at any of the locations implemented (Northern or Southern California) has seen 80+% success rate, of those graduating, receiving employment and not returning to addictive behavior within one year.

Market Size: Over 100,000

Partners: Advisory Organizations: Women’s Auxiliary, Advisory Board, Officers, Staff, Donors, Development Dept., Social Services, Restaurants, Industry, Trade Associations (i.e., Associated Builders & Contractors Northern California Chapter (ABCNorCal.org)

Expenses: Construction Training Program: \$80,000/yr at 40 students/year; 10/quarter at \$2,000/student.

Revenue: All programs are self-sustaining and bring in positive revenue.

Time to Plan: Program took 6 months or less to launch

Territory: Western

Division: Del Oro

Contact: Major Martin Ross (Martin.Ross@usw.salvationarmy.org)





VOLUNTEERS



Advanced Volunteer Database Training

The Metropolitan Division has started using the software Better Impact to recruit volunteers, maintain volunteer information and track activity. We have begun providing basic and advanced training sessions for officers and staff so they can better recruit, train and retain their volunteers. We are there to support and supplement their efforts. Training on the database provides additional insight on how best to communicate with their volunteers, which keeps them engaged and motivated beyond their assigned volunteer task. As the volunteers become increasingly engaged, they are identified as possible financial donors. We are starting to see an increase in volunteer retention and will have retention rates next year.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: Ongoing

Territory: Central

Division: Metropolitan

Contact: Linda Reiter (Linda.Reiter@usc.salvationarmy.org)

Homeless Street Feeding Program

On Monday nights we use volunteers to serve a hot meal to the homeless population in downtown Buffalo, NY, via our canteen. This is our most popular volunteer opportunity, with available volunteer slots filling up immediately for the six-month program. Our Ladies Auxiliary is also involved, making individual fruit cups, bags of cookies or pudding to go with the meal. We have been successful in using volunteers – then reaching out to their employers to help fund the program.

Market Size: Over 100,000

Partners: Local businesses, donors/volunteers, the media

Expenses: \$44,000

Revenue: \$30,000

Time to Plan: Minimal. Ordering food ahead of time and coordinating with our cook to prepare it, EDS/facilities staff to drive the canteen (3 hours/week), and volunteer coordinator working Monday evenings with volunteers.

Territory: Eastern

Division: Empire State

Contact: Laura Elliot Krajna
(Laurie.Krajna@use.salvationarmy.org)

Connecting with Businesses

Many businesses allow their staff to volunteer one day a month. What if, through a strong relationship with the local Salvation Army unit, they volunteered with you?

Additional Information: Recently we have received help from businesses such as Kaiser, Comcast and Deloitte. They all accumulate volunteer hours monthly for their staff, and we were surprised to learn this. In 2019, we managed to refresh our center with coats of paint throughout our building utilizing this resource. Initially it was with Spark the Change (<https://www.sparkthechangecolorado.org/>). This is a great resource to use when a large job needs to be done around the corp/community center.

Market Size: Over 100,000

Expenses: Light (food, some material expense)

Revenue: Volunteer hours

Time to Plan: 1-3 months

Territory: Western

Division: Intermountain

Contact: Lieutenant Grant Hall
(Grant.Hall@usw.salvationarmy.org)

Volunteer Engagement

With regard to volunteer engagement, a successful way to recruit possible volunteers is to have community partnerships. Management should be straightforward, be easily accessible and utilize technology for consistency. Furthermore, once having volunteers onboard, orientation and training should consist of using Greater New York Division's CARE strategy: commitment, appropriateness, reliability and empathy. Finally, social media is an excellent way to both show appreciation for volunteers while also expanding The Salvation Army's network.

Market Size: Over 100,000

Partners: Community volunteers

Revenue: N/A

Time to Plan: Ongoing

Territory: Eastern

Division: Greater New York

Contact: Major Lurlene-Kay Johnson
(Lurlene.Johnson@use.salvationarmy.org);
Jennifer Groff
(Jennifer.Groff@use.salvationarmy.org)

VOLUNTEERS

Officer Training — Building The Dream Team: Staff and Volunteers Working Together

This best practices training for corps officers focuses on creating a volunteer ecosystem by empowering staff and volunteers to complement each other's roles and work better together. Training addresses the newest trends in volunteerism and practical ways these can be applied to The Salvation Army's operations for optimal retention and financial results.

Additional Information: This training was created based in response to a need identified (creating synergy between staff and volunteers) during the process of becoming a Service Enterprise Organization through the Points of Light Foundation.

Market Size: Over 100,000

Partners: Karen Roth, Adriana Thiele (TSA Staff)

Expenses: N/A

Revenue: N/A

Time to Plan: 5 hours

Territory: Western

Division: California South

Contact: Stacy Dertien

(Stacy.Dertien@usw.salvationarmy.org)

VOLUNTEERS





WOMEN'S AUXILIARY



Helping Handbags Luncheon & Auction

Since 2004, the Sacramento Salvation Army Women's Auxiliary hosts an Annual Helping Handbags Luncheon & Auction, always the second Saturday in October. While being a fun community event and attended by more than 600 women, it raises critical funds to support quality programs for women, children and men in the Sacramento community. The event includes a luncheon, live auction (including Fund A Need) with a professional auctioneer, a silent auction with over 400 donated handbags of every size, shape, color, price and designer brand, and a boutique which sells items for \$20 and under. There is something for everyone! Every year, the auxiliary comes up with a different theme, and costumes are encouraged. Tickets sell for \$50 and sponsorships opportunities sell anywhere from \$500 to \$5,000. With the profits from the 2018 event, the auxiliary granted over \$90,000 to Sacramento Salvation Army programs.

Market Size: Over 100,000

Partners: Local businesses, advisory board and photographer

Expenses: \$52,000

Revenue: \$142,000 gross; \$90,000 net

Time to Plan: 9 months

Territory: Western

Division: Del Oro

Contact: Major Jennifer Wild

(Jennifer.Wild@usw.salvationarmy.org);

Suzie Silveira

(Suzie.Silveira@usw.salvationarmy.org)

Classic Car Show

The Classic Car Show is a vintage and antique car show and vendor event to help raise funds for the Women's Auxiliary.

Market Size: Over 100,000

Expenses: TBD

Revenue: TBD

Time to Plan: 4 months

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes

(Rachel.Wilkes@uss.salvationarmy.org)



More resources at [TSABestPractices.org](https://www.TSABestPractices.org)



Back-to-School Program

Our back-to-school program is our women's auxiliary's biggest service project each year. We serve between 260 and 300 students—approximately 120 families—each year, by providing backpacks filled with school supplies based on their particular class and school, to children of families in need. The program includes a collaboration with Walmart, Kohl's and PJ's From Grandma each year, as well as many other local partners who donate in-kind gifts and services, including new shoes. The program culminates with a community rally, where we provide games and food for the kids as well as invite service providers and other community organizations to participate and educate families. This year, we will have representation from the county health department, the police, the public library, GASP (who provide finger and voice prints for parents), as well as several other groups. More than 50 volunteers, including Salvation Army Women's Auxiliary, Salvation Army Advisory Board and Kohl's employees, provide hundreds of volunteer hours and ensure that this program continues to be a success each year. 2019 will be our 12th year of providing this important service to the community of Wadsworth.

Market Size: Over 100,000

Partners: Each year, we collaborate with Walmart, Kohl's, PJ's From Grandma, United Methodist Church of Wadsworth, United Way, as well as the Wadsworth Blue Tip Festival Committee. In addition, about six local businesses and organizations put up Christmas in July and collected donations.

Expenses: Much of our expenses are met by in-kind donations, but our expenses are approximately \$3,500, with the difference coming from the Women's Auxiliary's accounts.

Revenue: The majority of support for this program comes from in-kind and service donations. In addition, we raise approximately \$1,500.

Time to Plan: There are many parts to this program, each of which takes time to plan out and implement, including tallying donated items, sorting, counting, organizing donations, shopping for items not donated, room set-up, packing backpacks, sorting clothing and staffing.

Territory: Eastern

Division: Northeast Ohio

Contact: Julia Gulley (Julia.Gulley@use.salvationarmy.org)

Fabric Fair

The members of our women's auxiliary work all year collecting fabric, yarn, craft and art supplies, buttons, zippers and sewing machines. The women work in a designated area in our thrift store every Tuesday morning throughout the year to sort, measure and cut fabric, tag items and then box all items to be placed in storage until the spring sale. The Fabric Fair takes place the last week of April for four days. Over the past two years, we have broken the \$35,000 mark.

Market Size: Less than 25,000

Partners: The Salvation Army and the Chambersburg Women's Auxiliary. With the auxiliary operating well, the officers have little responsibility except to offer support and encouragement.

Expenses: The only expense is the rental of the National Guard Armoury.

Revenue: None reported

Time to Plan: Ongoing

Territory: Eastern

Division: Eastern Pennsylvania & Delaware

Contact: Major Susan Walter
(Susan.Walter@use.salvationarmy.org)

Kettle Krush 5K

For the last two years, the Metro Atlanta Area Command's Women's Auxiliary has coordinated an annual Kettle Krush 5K run/walk in a local park. While many are familiar with The Salvation Army's red kettles and bell ringing during the Christmas season, this event is an opportunity to promote the Army in a "different season, same reason." Our goals are to help "krush" poverty, homelessness and sex trafficking, and support veterans and youth enrichment in our area. Through funds raised, we purchased bed frames for homeless veterans at Red Shield, food for The Salvation Army's financial emergency services (FES) shelters and needed items for a new drop-in center for those recovering from sex trafficking. About 350 participated in this year's event that not only raised \$59,000 in proceeds, but also raised awareness for The Salvation Army. Utilizing a local race management company for timing and registration, sponsorships from local businesses and auxiliary members, team participation, good communication, volunteer planning committee and race-day volunteers are keys to having a successful event. A little bell ringing on the course always helps, too!

Market Size: Over 100,000

Partners: Salvation Army

Expenses: \$9,922

Revenue: \$68,653

Time to Plan: 8 months

Territory: Southern

Division: Georgia

Contact: Cindy Theiler (Cindy.Theiler1@gmail.com)

Back-to-School Salad Luncheon

Our annual Salad Luncheon happens in July, with preparations beginning in February. The funds collected are used to purchase basic school supplies. Local restaurants are asked to donate salads that fit our themed tables, i.e., American, Asian, Italian, Mexican and potato bar. Auxiliary members decorate each serving table according to the chosen themes, and they decorate the eating tables with backpacks and school supplies. Each Auxiliary member is asked to bring a large salad and a dessert. The luncheon runs from 11 a.m. to 1 p.m. We offer to-go salads for those unable to eat at the luncheon.

Market Size: 25,999–99,999

Partners: Local restaurants

Expenses: Very little

Revenue: \$7,500

Time to Plan: 6 months

Territory: Southern

Division: Arkansas & Oklahoma

Contact: Neetria Templeton (neetndemp@aol.com)



Financial Planning Classes for Shelter Residents

Members of The Salvation Army Women's Auxiliary coordinate and teach a financial planning course for residents of the Women and Children's Emergency Shelter.

Market Size: Over 100,000

Expenses: N/A

Revenue: N/A

Time to Plan: 1 month

Territory: Southern

Division: North & South Carolina

Contact: Rachel Wilkes

(Rachel.Wilkes@uss.salvationarmy.org)

Women's Auxiliary Fashion Shows

For over 75 years, the Southern Territory has been producing an annual fashion show, and are now produced in three major cities: Dallas, Houston and Washington, D.C.

Market Size: Over 100,000

Time to Plan: 12 months

Territory: Southern

Division: Territorial Headquarters

Contact: Christopher Priest

(Chris.Priest@uss.salvationarmy.org)



Fabric Fair

The members of The Greater Pittsburgh Women's Auxiliary certainly know a thing or two about fabric! They have been putting together their Fabric Fair fundraiser for over 30 years now. Those interested in sewing and crafters from all over the Pittsburgh area, the state of Pennsylvania and even neighboring states come out for this event each year. It all began in 1987 when a seed planted in the mind of one of the auxiliary members who was struck by the words she saw on a bumper sticker one day, "The one who dies with the most fabric wins!"

Initially, the sale was held at the Hamilton Presbyterian Church in Whitehall (1988). The profit that year totaled a whopping \$4,000! As the Fabric Fair's fame grew, so did the traffic and parking problems. As a result of such growth, in 1997, the sale moved to the Castle Shannon Fire Hall. However, time was short-lived at the fire hall as the event continued to grow. In 2003, they moved to the Home Economics Building at South Park and the date was moved to Saturday. We increased our number of workdays and increased the profit to \$19,000! Even during tough economic times, the 2010 Fabric Fair was able to raise approximately \$27,000, all while the sale was based solely in donations from the community and organized with countless volunteer hours by the auxiliary. This fundraiser now makes between \$40,000 and \$50,000 each year to be used for local Salvation Army offices to improve their programming in the community.

This success would not be possible without the volunteers who work tirelessly throughout the year collecting fabrics and notions, measuring, cutting, pricing and working out logistics. A great deal of work goes into preparing for that one day that is highly anticipated by the many customers who return to the event year after year to get great bargains on sewing, knitting and crafting supplies of all types. These many hours are a labor of love in which each auxiliary member has woven threads of joy into the lives of others.

Market Size: Over 100,000

Partners: The Greater Pittsburgh Women's Auxiliary has a wonderful relationship with a local event called the Pittsburgh Knit and Crochet Festival. This event offers them ad space in their program at a discounted rate and receives donations on their behalf at their event.

Expenses: \$3,000 or less

Revenue: \$40,000–\$50,000 annually

Time to Plan: Year round

Territory: Eastern

Division: Western Pennsylvania

Contact: Major Amy Merchant (Amy.Merchant@use.salvationarmy.org)



The Salvation Army Greater Pittsburgh Women's Auxiliary

32nd Annual

Fabric Fair

Saturday, April 6, 2019

8:30am - 2:00pm



FABRICS * NOTIONS * YARNS * CRAFTS

The Salvation Army
Pittsburgh Temple Worship & Service Center
1060 McNeilly Rd, Pittsburgh, PA 15226

Parking Available at Seton La-Salle High School
& Keystone Oaks High School
Free Shuttle Provided

Cash, Check & Credit Card Accepted
(Visa, Mastercard, Discover)



Due to large crowds, strollers are not permitted
Fabric donations will not be accepted at the fair

For more information, please call:
The Salvation Army @ 412.446.1500 or Marilyn Dehuff @ 412.835.3162

WPA.SALVATIONARMY.ORG



WOMEN'S AUXILIARY





YOUTH



Kids Fun Zone

We host a community outreach on Friday nights at the American Legion Hall. They have a Friday night burger feed which usually draws in between 50 and 75 people. Downstairs where they hold the burger feed is fairly small — there is a small kitchen, five or six small booths, two pool tables and a bar, not exactly ideal for youth. Upstairs, there is a large dining hall and one side has a multipurpose room that we have turned into the Kids Fun Zone. We put the word out in the community and were able to acquire a ping-pong table, an air hockey table, a television with some video games and several tabletop carnival-style games. We have a scholastic competition, i.e., penmanship contest, math quiz, brainteasers, as well as an art station; we also do a kids craft snack every week. We have an information table that lists all of our programs and church services. It has been a great outreach program as well as letting adults know all the things that we do as The Salvation Army here in Haines, Alaska.

Market Size: Less than 25,000

Partners: American Legion Hall

Expenses: Approximately \$20 a week for snacks

Revenue: We have already received \$800 in donations

Time to Plan: 1 to 2 hours weekly

Territory: Western

Division: Alaska

Contact: Captain Kevin Woods

(Kevin.Woods@usw.salvationarmy.org)

S.I.S. (Strength in Sisters)

This is a weekly meeting for teen girls. The group has their own space, and have four areas of focus which are: educational, fellowship, service and God. This program gives the girls the opportunity to be in a group which is supportive for them.

Additional Information: Celebrate Launch & Landing plus Sisters in Strength were given the opportunity last year to go to Disney World as part of their mentoring program.

Market Size: Over 100,000

Expenses: \$2,000

Revenue: \$0

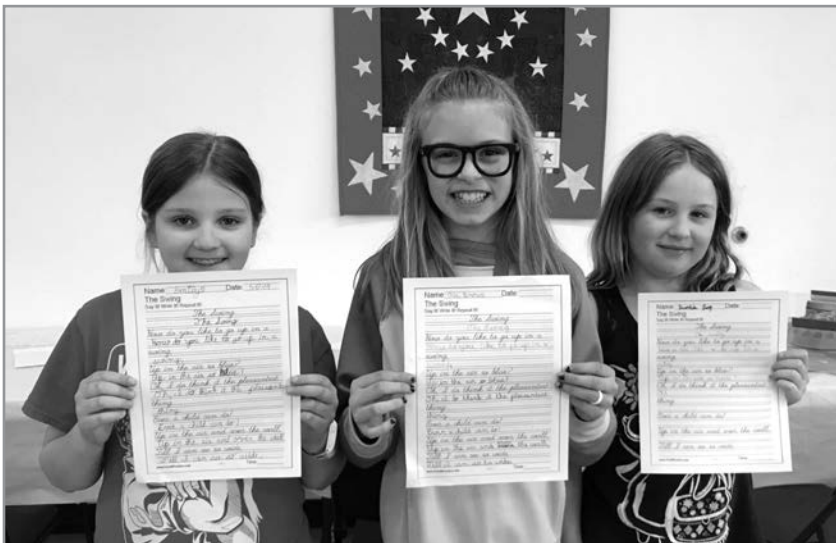
Time to Plan: The teen girls plan projects to complete, and we have a planning meeting every quarter.

Territory: Central

Division: Metropolitan

Contact: Captain Nikki Hughes

(Nikki_Hughes@usc.salvationarmy.org)



Workforce Development / Sun Trust Banks* (Atlanta)

The Boys & Girls Clubs of America launched a nationwide Workforce Development Effectiveness Project out of the Bellwood Club of The Salvation Army in Atlanta, announcing a \$1 million donation by the SunTrust Foundation. The gift, by the charitable giving arm of SunTrust Banks, goes toward a program to give youth the knowledge, skills and experience to be better prepared for the workplace. A ceremonial check was presented March 15th before a crowd of cheering young people. “We’re here to help you get a job,” said Jim Clark, president and CEO of the nationwide Boys & Girls Club. “We’re announcing today a big investment to help you do just that – prepare you to get a job and the skills you need, the things you need to know and have to do to be super successful.” Stan Little, president of the SunTrust Foundation, said the program aims “to give young people ‘work ready’ skills.” “You guys are our future,” Little said. “You’re going to work in the 21st century, and you’ll need 21st century skills.”

The program acknowledges the talent shortage faced by employers worldwide, according to the Boys & Girls Clubs. Many U.S. employers say their greatest needs are people with “soft skills,” such as communications, customer service, creativity, collaboration and critical thinking. The Salvation Army’s three clubs in metro Atlanta will receive \$5,000 from the grant, said Joshua Dickerson, executive director of The Salvation Army Boys & Girls Clubs of Greater Atlanta.

Market Size: Over 100,000

Partners: Boys & Girls Clubs of America and The SunTrust Foundation

Revenue: \$5,000

Time to Plan: 3 months

Territory: Southern

Division: Georgia

Contact: Joshua Dickerson

(Joshua.Dickerson@uss.salvationarmy.org)

Celebrate Launch & Landing

Celebrate Launch & Landing is a mentoring program for youth. Each meeting starts with a worship service and, during this time, a speaker discusses life skills and topics. The youth break into mentoring groups and discuss in further detail ideas from the speaker. Each youth is assigned to a mentor. This program meets weekly with attendance from 70-100 youth every Wednesday.

Market Size: Over 100,000

Partners: Funding from City of Chicago and The Salvation Army Thomas Lyle Grant

Expenses: \$100,000

Revenue: \$70,000

Time to Plan: Weekly meetings, with speakers planned in advance

Territory: Central

Division: Metropolitan

Contact: Captain Nikki Hughes

(Nikki_Hughes@usc.salvationarmy.org)

YOUTH

Sports Camp

Each summer of sports camp in the Northern Division has grown more and more intentional. Over five billion people are involved in sports on a weekly basis, compared to over 2.5 billion involved in church. We are looking to maximize the impact we have on youth who enjoy sports by being intentional through our interactions in sports. We have developed in-house curriculum pulling the best relevant elements from FCA summer camp curriculum, NAIA Character curriculum, Minnesota State High School League Varsity Coach curriculum and InsideOut Initiative in keeping with the Army's mission. Each camper is given a booklet with a deeper discussion of the daily themes. Questions are available for discussion in cabins during devotions and homework is assigned for two of the nights with rewards for campers who complete it. Each day, a player is selected from each sport track and elective as an MVP, the athlete with the best attitude and effort, great teammate and excelling in the controllables. The MVP receives a certificate, gatorade and athlete Bible. At the end of camp, a most improved and leadership award is given in each sport track; they receive a trophy and ball from their sport.

Additional Information: If you are interested in receiving these resources in the upcoming years, please contact me.

Market Size: 25,999–99,999

Expenses: \$100–\$200

Time to Plan: Late Winter/Early Spring, 2-3 weeks

Territory: Central

Division: Northern

Contact: Kris Mallett

(Kristin.Mallett@usc.salvationarmy.org)



Lacrosse Camp with Boys & Girls Club* (Atlanta)

The boys high school football team from Westminster Schools in Atlanta, Georgia, had such a great time working with the children at a Salvation Army Boys & Girls Club camp last summer that the boys lacrosse team recently came out to run a similar event for that sport.

The football players “enjoyed themselves so much, they spread the word to the lacrosse team, and the lacrosse team came out last Saturday,” said Joshua Dickerson, executive director of The Salvation Army Boys & Girls Clubs of Greater Atlanta. “They did lacrosse skills and drills and even a miniature lacrosse game.”

The Westminster Schools, a private Christian day school for boys and girls in pre-first through 12th grades, is a Salvation Army partner. About 20 of its high school varsity lacrosse players volunteered for four hours Saturday morning, March 30th, at the Bellwood Boys & Girls Club on Atlanta's west side. They worked with 15 youngsters ages 6 to 14 from the Bellwood and Fuqua (Atlanta) clubs.

The lacrosse camp was made possible in part by the donation of 12 complete uniforms – including sticks, helmets, gloves and shoulder and arm pads – by the Andrew Oswald Memorial Fund. The nonprofit organization, founded in memory of a teen lacrosse standout from metro Atlanta who died in a motor vehicle accident in 2005, supports youth and high school lacrosse in Georgia. “The kids who participated were really excited and enthusiastic about the sport,” Dickerson said. “Now, we're looking for someone, a volunteer, to come out and teach the children lacrosse.”

Market Size: Over 100,000

Partners: Westminster School

Time to Plan: 3 months

Territory: Southern

Division: Georgia

Contact: Joshua Dickerson

(Joshua.Dickerson@uss.salvationarmy.org)

Back to School Bash

The Salvation Army of Saratoga Springs is providing a new outfit, shoes and a backpack to pre-registered children at our Back to School Bash. Many local agencies and companies offer an array of school supplies to children and families in need. In Saratoga, we have found that no one agency is able to provide enough supplies to fill the large equipment list for their school. We aim to provide a brand-new outfit, shoes and backpack for children for their first day of school, reduce bullying in schools, increase confidence in school children and connect with Christmas applicants earlier in the year. This program also provides access to other Salvation Army and community programs, recruits for fall programs for volunteers and participants, and provide a “One-Stop-Shop” for families receiving assistance.

Market Size: Over 100,000

Partners: Police department, fire department, county health department, Saratoga County Library System, Legal Aid, health care providers (MVP, CDPHP, Fidelis, United), SNAP Benefit Services, Soroptimist Foundation, local grant foundations, Walmart

Expenses: \$3,400

Revenue: \$5,000

Time to Plan: Five months

Territory: Eastern

Division: Empire State

Contact: Lieutenant Bree Barker

(Bree.Barker@usc.salvationarmy.org);

Lieutenant Trisha Smouse

(Trisha.Smouse@usc.salvationarmy.org)

STRIVE (Students Training for Integrity, Vitality and Education)

This program is coordinated by divisional headquarters and supported by several corps in the metro area. It is often described as an intramural sports activity between the corps. There are three sessions of STRIVE each school year, which include, but are not limited to dodgeball, archery, basketball and floor hockey. Ages for each sport vary. The STRIVE program is planned and implemented by the local community center/youth ministry directors.

Additional Information: This has been a great program/ministry to bring cohesiveness between the area corps and their surrounding communities!

Market Size: Over 100,000

Partners: Floor Hockey: The Detroit Red Wings

Expenses: Expenses vary by activity. The cost to the participant is very minimal and the rest is covered by the corps. With that said, we do spend close to \$15,000 for floor hockey, all of which is raised by the Red Wings.

Revenue: N/A

Time to Plan: The leaders meet three times a year to plan, the coordinating meetings take roughly three hours. Then the time spent at the corps varies based on the community center schedule. There is typically a registration time and then of course practice times.

Territory: Central

Division: Eastern Michigan

Contact: Charol McDonald

(Charol.McDonald@usc.salvationarmy.org)

YOUTH

Rookie Basketball Association

The Rookie Basketball Association (RBA) is a year-round, entry-level basketball program for boys and girls in grades K-8 facilitated by The Salvation Army. The RBA began in 1987. Over the years, the RBA has grown to promote youth fitness and a healthy, active lifestyle through physical activity. Quality coaching using the following resources for player development:

- Jr. NBA Instructional Curriculum
- USA Youth Basketball & NBA Youth Basketball Guidelines
- Minnesota State High School League “Why We Play” Curriculum
- InSideOut Coaching from InSideOut Initiative
- 3Dimensional Coaching from Fellowship of Christian Athletes
- Long Term Athlete Development

Partnerships with area schools and universities to encourage life-long participation in sports. Positive peer friendships and overall health and success for youth in our community. In 2018, the RBA was awarded the national Jr. NBA Program of the Year Award.

Market Size: 25,999–99,999

Partners: Individual, local and corporate sponsors. The University of Minnesota, Duluth Men’s and Women’s basketball teams, Duluth East, Denfeld, and Lakeview Christian Academy boys & girls varsity basketball coaches & teams, NE Minnesota Fellowship of Christian Athletes, 4-H/UMN Extension Incredible Exchange, Duluth Public Access Television and numerous volunteer coaches

Expenses: Varies year to year with enrollment

Revenue: Varies year to year with enrollment

Time to Plan: Ongoing

Territory: Central

Division: Northern

Contact: Kris Mallett (Kristin.Mallett@usc.salvationarmy.org)



STEAM Camp

Programming a week of summer camp to be science, technology, engineering, arts and math specific.

Additional Information: One of the campers at STEAM Camp, a 13 year-old boy, had severe autism, but his parents felt that attending STEAM Camp would be beneficial for him. After a rocky start, we gave him a schedule for the day and assigned an additional leader to his cabin to specifically focus on him. He came to STEAM Camp to learn coding and we were able to provide him a table outside of the classroom, where it was more quiet, and his own laptop to work on. His demeanor changed from a nervous, unreasonable boy to a confident, giddy boy who was happily working away at coding. His face lit up and he was a completely different kid. Whenever he had a difficult time throughout the week, we would look at the schedule together and talk about how many things we had to do before the next coding class. Few of the leadership team at camp thought that this boy would be able to make it through the week because we aren't a camp that has trained staff equipped to work with autistic children, but through coding he was able to enjoy a week of camp for the first time in his life.

Market Size: Over 100,000

Partners: American Society of Civil Engineers

Expenses: \$3,000

Revenue: \$1,000

Time to Plan: 3 months

Territory: Western

Division: Cascade

Contact: Captain Joshua Hamilton
(Joshua.Hamilton@usw.salvationarmy.org)



YOUTH

INDIVIDUALLY
WE ARE

Entrepreneurs,
Pastors,
Teachers,

Business leaders,
Men and
Women.

BUT
TOGETHER

we are an
UNSTOPPABLE
force for good.

We serve, we work, we grow infinitely.

Because TOGETHER is exactly where God intends us to

THRIVE. 



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