

Spread Design

Order and structure help the reader.



The white reverse sides of my posters!

–Josef Müller-Brockmann

What is your first step in designing the page?

Discuss with the person sitting next to and write down the first three steps you take to begin.

“Content precedes design.
Design in the absence of content is not
design, it’s decoration.”

– Jeffrey Zeldman

Spread Design

| First Steps

- **Consider what the story is about.**
 - **READ** through it thoroughly
 - **DON'T** rely on the editor's summary
 - communicate with the editor, maybe they have a visual in mind
- **Decide how many pages the story going to run on**
 - Does it open on a single page or a spread
 - If it opens on a single page, what is next to it?
- **What impact do I want this story to have on my reader**



UNPARALLELED TIMES

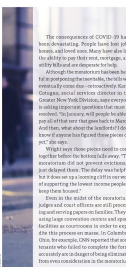
The U.S. is facing a national homelessness crisis, and COVID-19 has delivered its devastation in full. Unleashed, the Salvation Army continues to help people in need, without discrimination.

© SALVATION ARMY

When homelessness looms, hope is sometimes all that remains. Even before COVID-19 hit, the United States faced a massive homelessness and housing crisis. Due to lapses in rent and mortgage payments caused by the pandemic, nearly

40 million

more families are at risk of eviction, and a record number are housed in shelters. The COVID-19 pandemic has worsened the situation for many people, especially those who are already struggling. In some areas, the number of people living in shelters has increased by as much as 50 percent. The COVID-19 pandemic has also led to a significant increase in the number of people who are experiencing homelessness for the first time. This is a crisis that requires immediate action from all of us.



The coronavirus of COVID-19 has been devastating. People have lost jobs, savings, and lives. Now, more than ever, we need to help the most vulnerable people. The COVID-19 pandemic has also led to a significant increase in the number of people who are experiencing homelessness for the first time. This is a crisis that requires immediate action from all of us.



The coronavirus of COVID-19 has been devastating. People have lost jobs, savings, and lives. Now, more than ever, we need to help the most vulnerable people. The COVID-19 pandemic has also led to a significant increase in the number of people who are experiencing homelessness for the first time. This is a crisis that requires immediate action from all of us.

PHOTO: SAMUEL L. GARDNER

© SALVATION ARMY

PHOTO: SAMUEL L. GARDNER

People among the homeless population are **2-3** times more likely to die during the COVID-19 pandemic.

PHOTO: SALVATION ARMY



Homelessness is a crisis that requires immediate action from all of us. The COVID-19 pandemic has worsened the situation for many people, especially those who are already struggling. In some areas, the number of people living in shelters has increased by as much as 50 percent. The COVID-19 pandemic has also led to a significant increase in the number of people who are experiencing homelessness for the first time. This is a crisis that requires immediate action from all of us.

Homelessness is a crisis that requires immediate action from all of us. The COVID-19 pandemic has worsened the situation for many people, especially those who are already struggling. In some areas, the number of people living in shelters has increased by as much as 50 percent. The COVID-19 pandemic has also led to a significant increase in the number of people who are experiencing homelessness for the first time. This is a crisis that requires immediate action from all of us.

Homelessness is a crisis that requires immediate action from all of us. The COVID-19 pandemic has worsened the situation for many people, especially those who are already struggling. In some areas, the number of people living in shelters has increased by as much as 50 percent. The COVID-19 pandemic has also led to a significant increase in the number of people who are experiencing homelessness for the first time. This is a crisis that requires immediate action from all of us.



A group of people standing together outdoors, possibly receiving assistance from a service organization.

Homelessness is a crisis that requires immediate action from all of us. The COVID-19 pandemic has worsened the situation for many people, especially those who are already struggling. In some areas, the number of people living in shelters has increased by as much as 50 percent. The COVID-19 pandemic has also led to a significant increase in the number of people who are experiencing homelessness for the first time. This is a crisis that requires immediate action from all of us.

PHOTO: SAMUEL L. GARDNER

© SALVATION ARMY

PHOTO: SAMUEL L. GARDNER

PHOTO: SAMUEL L. GARDNER

SECTION	SUBJECT / DESCRIPTION	AUTHOR	page count
Cover			1
TOC			1
From the Editor			1
WHO WE ARE			
Intro			1
Snapshot			2
Program			1
Person			1
History			
Faith in Action			
FEATURE (6–8 pages)			
RECOVERY			
Feature			
Testimony			
Thrift Store Finds			1
LIVING			
Spiritual			1
Health			1
Other			
BACK PAGE			
Volunteer Spotlight			1
AD Pages			6
PAGE COUNT			18
SCHEDULE			
Rough Copy due			
To Printer			

Page Plan

- the editors start here

- sacconnects* magazine is divided into sections

SECTION	SUBJECT / DESCRIPTION	AUTHOR	page count
Cover			1
TOC			1
From the Editor			1
WHO WE ARE			
Intro			1
Snapshot			2
Program			1
Person			1
History			
Faith In Action			
FEATURE (6-8 pages)			
RECOVERY			
Feature			
Testimony			
Thrift Store Finds			1
LIVING			
Spiritual			1
Health			1
Other			
BACK PAGE			
Volunteer Spotlight			1
AD Pages			6
PAGE COUNT			18
SCHEDULE			
Rough Copy due			
To Printer			

Page Plan

- the editors start here
- *sacconnects* magazine is divided into sections
- Each section is divided into departments and secondary features
- The page count is automatically generated as the plan is completed

SECTION	SUBJECT / DESCRIPTION	AUTHOR	page count
Cover	Poverty		1
TOC			1
From the Editor		Warren	1
WHO WE ARE			
Intro	Statistics, stories, facts about Army ministry – global information		1
Snapshot	Images related to main feature on poverty's contrasting scenarios	LuLu	2
Program	Hands On Mission (interview of three kids)	Hugo	1
Person	April Foster (her personal testimony and life-long ministry)	Hugo	1
Looking Back	The Salvation Army's work to combat poverty	Rob Jeffrey	2
Faith in Action	Hodgson's efforts in Ukraine	Warren	1
Faith in Action	Partners in Mission (South Africa floods, other partner reports)	Hugo	2
FEATURE (6–8 pages)			
	Poverty/World Missions	Bob	6
RECOVERY			
Recovery Feature	Benji Sawyer saved at OOB (web story ran 7/30)	Bob	3
Thrift Store Finds	Decorating your house?		1
LIVING			
Spiritual	Holiness	SLD-Munn	1
Social Justice	Clean water, sanitation for good health	Col. Munn	2
Health	Stroke awareness	from file	1
Feature	De Quency's Family story – parenting through scripture	De Quincy	2
BACK PAGE			
Volunteer Spotlight	Juan Soteldo	Hugo	1
AD Pages			6
PAGE COUNT			36
SCHEDULE			
Rough Copy to Warren	9/1/22		
To Printer	12/5/22		

Competed Page Plan

saconnects

VOL. 9 • ISSUE 1

COVER Poverty	AD	TOC	AD	Masthead Editorial photo of Warren can be a topical image	AD	WHO WE ARE INTRO / RESOURCES	WHO WE ARE PROGRAMS Hands on Missions interview of three kids editor: Hugo	WHO WE ARE PEOPLE April Foster her personal story and life-long ministry editor: Hugo	WHO WE ARE SNAPSHOT Poverty
C1	C2	1	2	3	4	5	6	7	8
WHO WE ARE HISTORY The Salvation Army's work to combat poverty editor: Bob Jeffrey	WHO WE ARE FAITH IN ACTION South Africa floods and other reports editor: Hugo	FEATURE Poverty / World Missions Partners in Mission editor: Bob	(Center Spread)						
10	11	12			13	14	15	16	17
RECOVERY FEATURE / TESTIMONY Benji Sawyer saved at OOB editor: Bob		RECOVERY THRIFT STORE FINDS Decorating your house Art Department	LIVING SLD Compassion editor: Joanna P	LIVING SOCIAL JUSTICE Clean water, sanitation for good health Col. Miann	AD	LIVING HEALTH Stroke Awareness FAST editor?			
20		21	22	23	24	25	26	27	28
LIVING FAMILY De Quency's Family story parenting through scripture editor: Warren	Volunteer Spotlight Juan Setelido editor: Hugo	AD	AD						
30	31	32	C3	C4					

PHOTOGRAPHY INFO:

Photos of subjects to include Salvation Army branding.

Photo contracts to be signed and returned prior to assignment.

SCHEDULE

- 09/01/22** Copy to Warren
- 10/20/22** Final Copy to Design
- 11/08/22** Design run-through
- 11/21/22** Completion of Issue
- 11/30/22** Leader Review
- 12/05/22** Final Corrections
- 12/07/22** To Printer

SACONNECTS

VOL. 9 • ISSUE 1

SECTION	SUBJECT / DESCRIPTION	AUTHOR	page count
Cover	Poverty		1
TOC			1
From the Editor		Warren	1
WHO WE ARE			
Intro	Statistics, stories, facts about Army ministry – global information		1
Snapshot	Images related to main feature on poverty's contrasting scenarios	LuLu	2
Program	Hands On Mission (interview of three kids)	Hugo	1
Person	April Foster (her personal testimony and life-long ministry)	Hugo	1
Looking Back	The Salvation Army's work to combat poverty	Rob Jeffrey	2
Faith In Action	Hodgson's efforts in Ukraine	Warren	1
Faith In Action	Partners in Mission (South Africa floods, other partner reports)	Hugo	2
FEATURE (6-8 pages)			
	Poverty/World Missions	Bob	6
RECOVERY			
Recovery Feature	Benji Sawyer saved at OOB (web story ran 7/30)	Bob	3
Thrift Store Finds	Decorating your house?		1
LIVING			
Spiritual	Holiness	SLD-Munn	1
Social Justice	Clean water, sanitation for good health	Col. Munn	2
Health	Stroke awareness	from file	1
Feature	De Quency's Family story – parenting through scripture	De Quency	2
BACK PAGE			
Volunteer Spotlight	Juan Soteklo	Hugo	1
AD Pages			6
PAGE COUNT 36			
SCHEDULE			
Rough Copy to Warren	9/1/22		
To Printer	12/5/22		

sacconnects

UPDATED 11/9/22

VOL. 9 • ISSUE 1



PHOTOGRAPHY INFO:
Photos of subjects to include Salvation Army branding.
Photo contracts to be signed and returned prior to assignment.

SCHEDULE
09/01/22 Copy to Warren
10/20/22 Final Copy to Design
11/08/22 Design run-through
11/21/22 Completion of Issue
11/30/22 Leader Review
12/05/22 Final Corrections
12/07/22 To Printer

SACONNECTS

VOL. 9 • ISSUE 1

SECTION	SUBJECT / DESCRIPTION	AUTHOR	page count
Cover	Poverty		1
TOC			1
From the Editor		Warren	1
WHO WE ARE			
Intro	Statistics, stories, facts about Army ministry – global information		1
Snapshot	Images related to main feature on poverty's contrasting scenarios	LuLu	2
Program	Hands On Mission (interview of three kids)	Hugo	1
Person	April Foster (her personal testimony and life-long ministry)	Hugo	1
Looking Back	The Salvation Army's work to combat poverty	Rob Jeffrey	2
Faith In Action	Hodgson's efforts in Ukraine	Warren	1
Faith In Action	Partners in Mission (South Africa floods, other partner reports)	Hugo	2
FEATURE (6-8 pages)			
	Poverty/World Missions	Bob	6
RECOVERY			
Recovery Feature	Benji Sawyer saved at OOB (web story ran 7/30)	Bob	3
Thrift Store Finds	Decorating your house?		1
LIVING			
Spiritual	Holiness	SLD-Munn	1
Social Justice	Clean water, sanitation for good health	Col. Munn	2
Health	Stroke awareness	from file	1
Feature	De Quency's Family story – parenting through scripture	De Quency	2
BACK PAGE			
Volunteer Spotlight	Juan Soteklo	Hugo	1
AD Pages			6
PAGE COUNT			36
SCHEDULE			
Rough Copy to Warren	9/1/22		
To Printer	12/5/22		



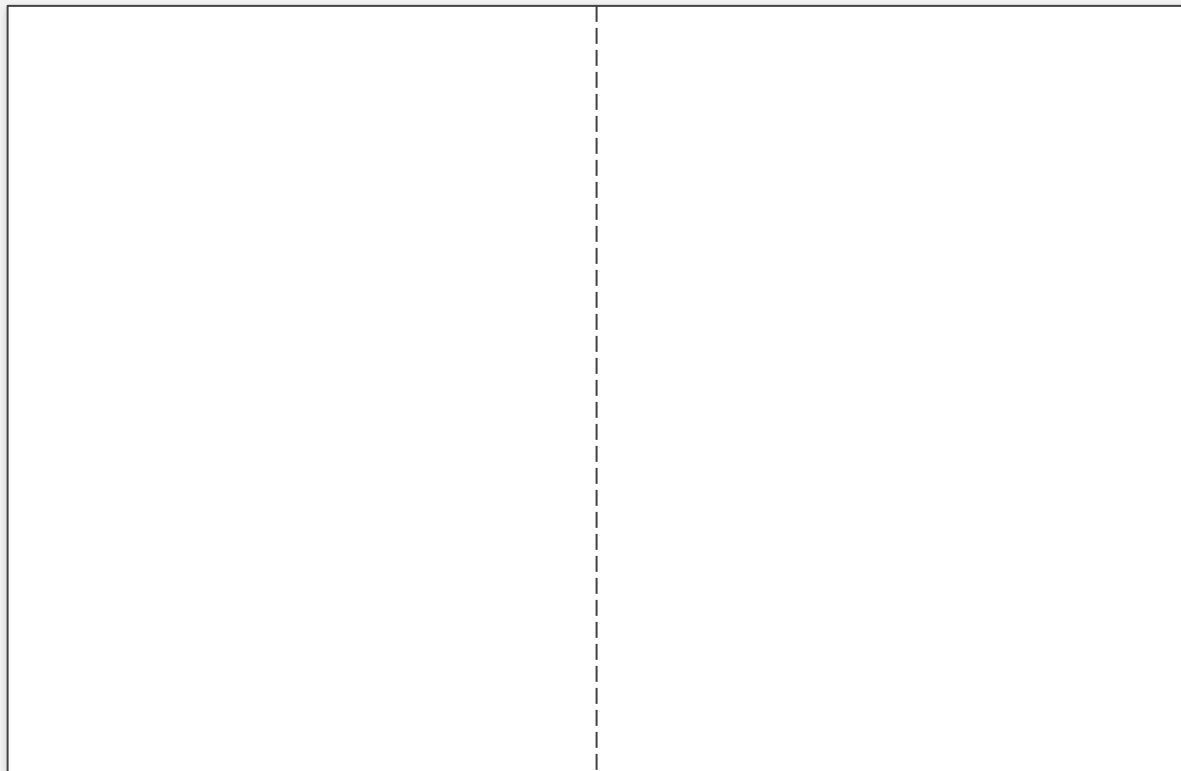
Objective

Discuss techniques and methods used in designing a spread.

Spread Design

Framework

- ❑ **Master Pages**
- ❑ **Grids and Margins**
- ❑ **Folios**
- ❑ **Style Sheets**



Master Pages



Document Setup

Intent: **Print**

Number of Pages: **2**

Start Page #: **1**

Page Size: [Custom]

Width: **8.375 in** Orientation:  


Height: **10.875 in**

Margins

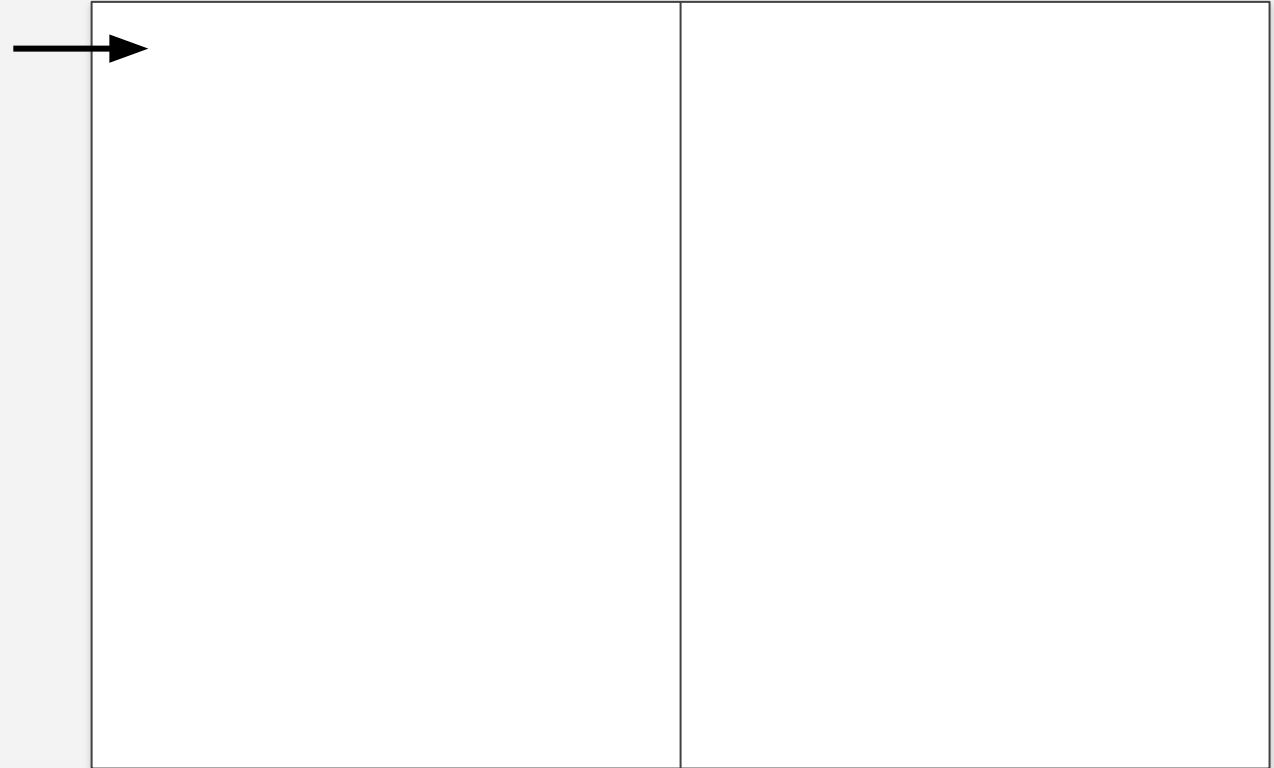
Top: **1.25 in** Inside: **0.1875 in**

Bottom: **0.3125 in** Outside: **0.3125 in**

> Bleed and Slug

 Adjust page elements to document changes **Adjust Layout...**

Preview **Cancel** **OK**



Grids and Margins

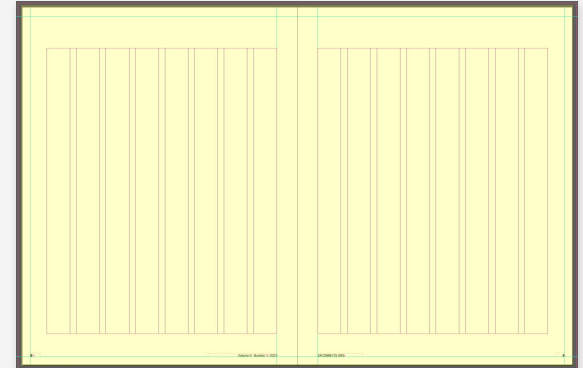
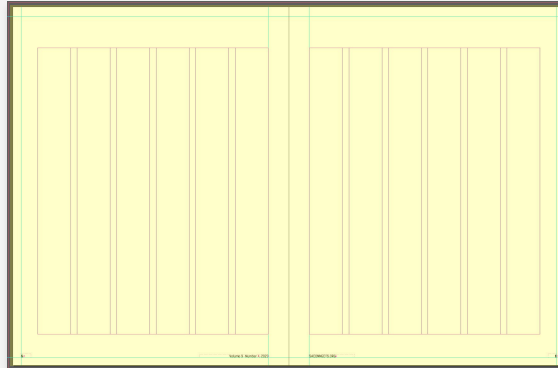
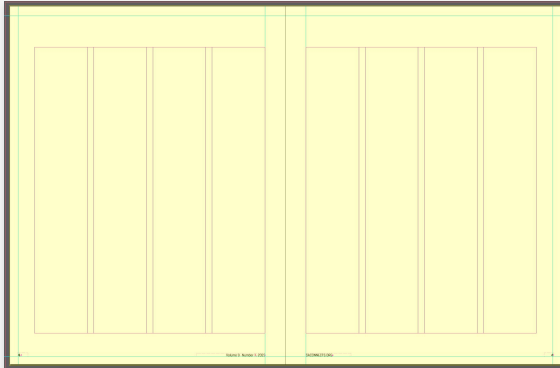
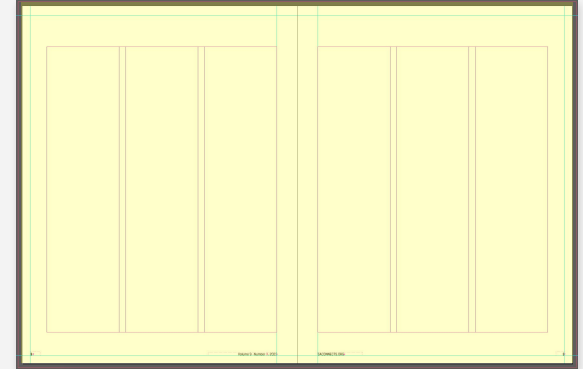
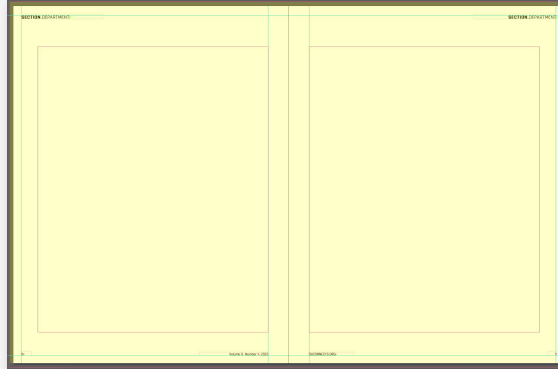
Margin recommendations:

Outside – 1/2 inch

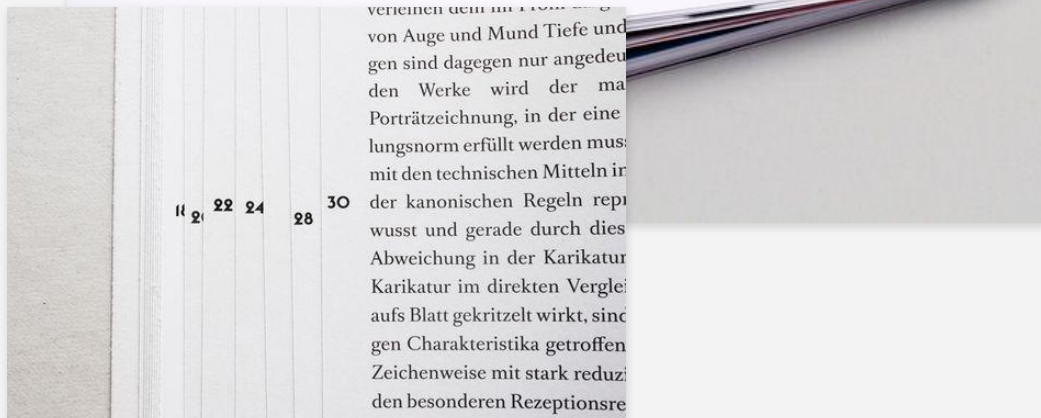
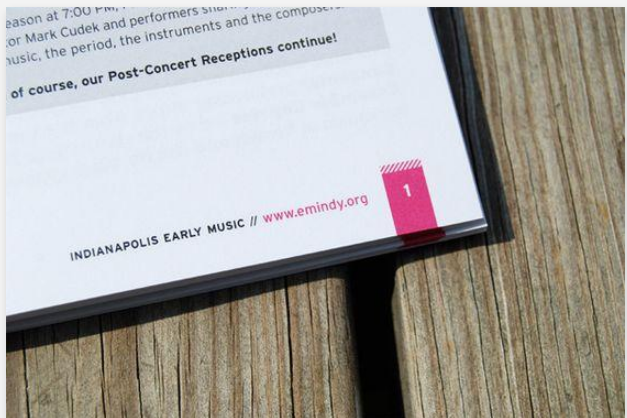
Inside – 3/4 inch

Top – 1/2 to 1 inch

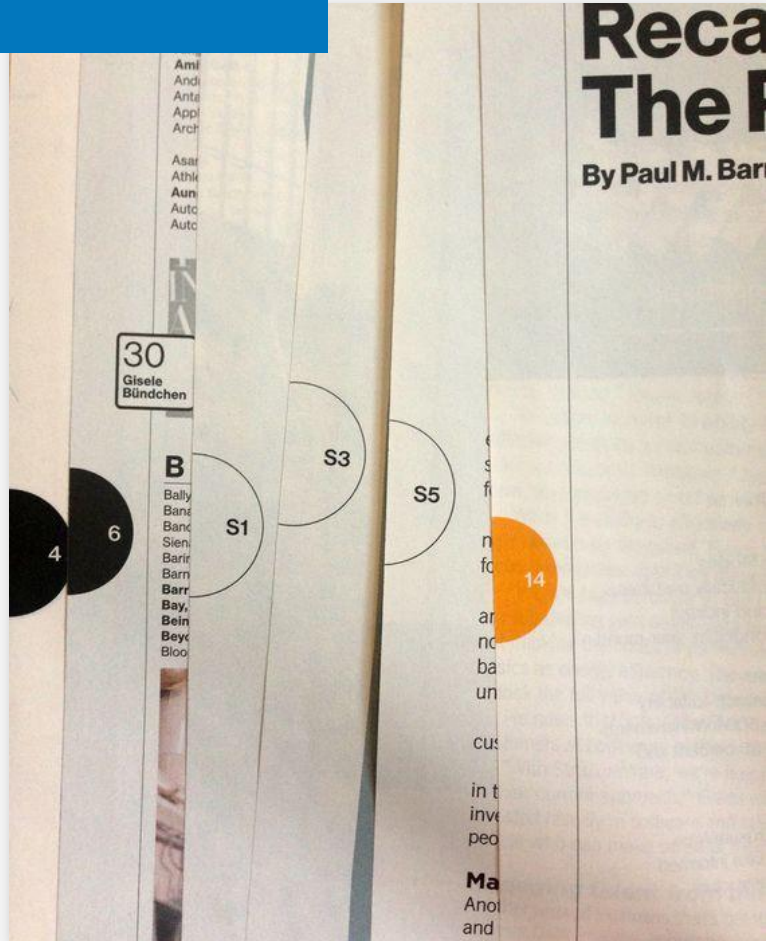
Bottom – 5/8 inch



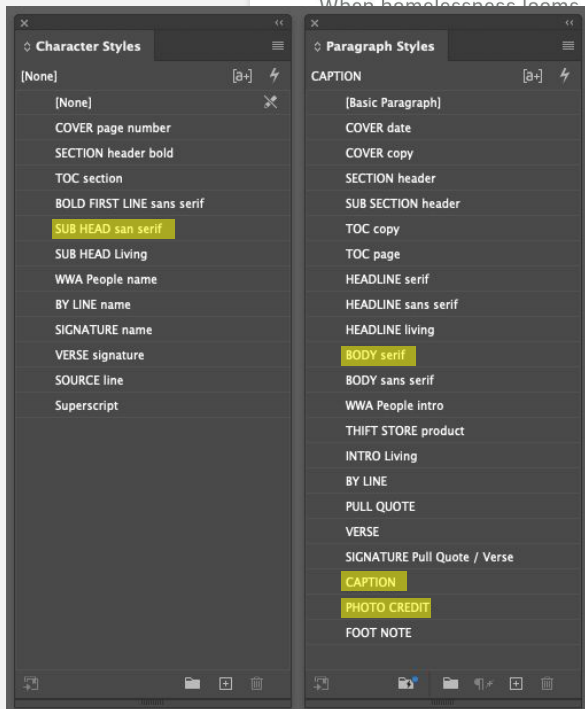
Folios



Folios



Style Sheets



When homelessness looms

19

a

ing

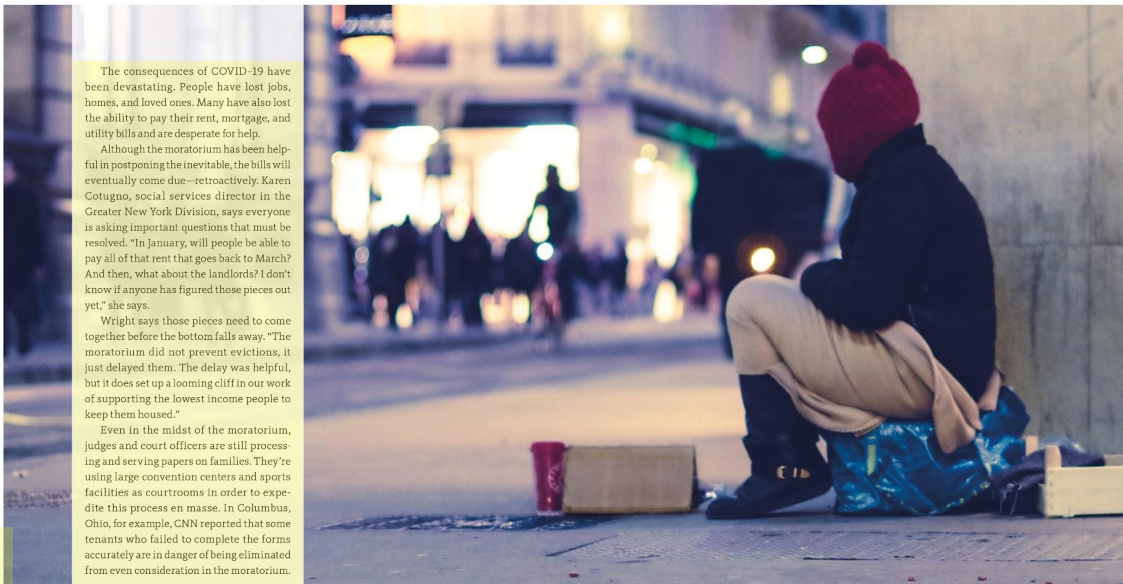
and

by

on

ession. A
se Control
as package
statives is,
e families
e streets,
mer," says
he Empire
much more
ay that the
across the

ny's office
in Middletown, Conn., in the Southern New England Division,
agrees. "Disasters do not discriminate," she says. "They affect all
races, nationalities, and lifestyles and by no fault of their own."



The consequences of COVID-19 have been devastating. People have lost jobs, homes, and loved ones. Many have also lost the ability to pay their rent, mortgage, and utility bills and are desperate for help.

Although the moratorium has been helpful in postponing the inevitable, the bills will eventually come due—retroactively. Karen Cotugno, social services director in the Greater New York Division, says everyone is asking important questions that must be resolved. "In January, will people be able to pay all of that rent that goes back to March? And then, what about the landlords? I don't know if anyone has figured those pieces out yet," she says.

Wright says those pieces need to come together before the bottom falls away. "The moratorium did not prevent evictions, it just delayed them. The delay was helpful, but it does set up a looming cliff in our work of supporting the lowest income people to keep them housed."

Even in the midst of the moratorium, judges and court officers are still processing and serving papers on families. They're using large convention centers and sports facilities as courtrooms in order to expedite this process en masse. In Columbus, Ohio, for example, CNN reported that some tenants who failed to complete the forms accurately are in danger of being eliminated from even consideration in the moratorium.

AN INVISIBLE ENEMY

Downing, who has worked for The Salvation Army 25 years, and who started disaster recovery work in 2012 after Hurricane Sandy, says this disaster is different from any she's seen. "It's different because it impacts other social services. Other disasters did not impede our ability to run other programs. Because the pandemic is an unknown and we cannot see it and we have to proceed so cautiously, it has impacted every facet of our social services ministry and how we deliver services. While we're trying to deal with recovery, we're also trying to continue our day-to-day social service ministries.

"Everyone is affected, regardless of their

station in life," says Downing, who points out that middle class and affluent communities are also suffering great financial loss. "We've got some neighborhoods, such as in Greenwich and Fairfield, that make far more than the median income. But they don't have the income they used to have to maintain the lifestyle they've been living, so they need help too."

"The situation reminds her of shoreline residents whose homes were washed away during Hurricane Sandy. "We're seeing some very great need in areas where we

wouldn't normally see it."

Another twist has to do with big city vs. small town resources. In urban areas, many participating agencies are able to weave a tighter collaborative network of services than can be typically sewn in suburban and rural towns.

"There is a larger percentage of homeless people in rural areas than in urban areas," says Wright. "This is because resources are fewer. Strong emergency housing networks are needed to provide an effective safety net for people who fall into poverty and homelessness.

"Rural communities have no such network of providers. For example, hundreds of shelter beds are available in urban environments, but perhaps fewer than 100 are available in the rural

✓ Master Pages

✓ Grids and Margins

✓ Folios

✓ Style Sheets

The image shows two panels from Adobe InDesign's Styles palette. The left panel is titled 'Character Styles' and lists various styles such as 'None', 'COVER page number', 'SECTION header bold', 'TOC section', 'BOLD FIRST LINE sans serif', 'SUB HEAD san serif', 'SUB HEAD Living', 'WWA People name', 'BY LINE name', 'SIGNATURE name', 'VERSE signature', 'SOURCE line', and 'Superscript'. The right panel is titled 'Paragraph Styles' and lists styles like 'CAPTION', 'Basic Paragraph', 'COVER date', 'COVER copy', 'SECTION header', 'SUB SECTION header', 'TOC copy', 'TOC page', 'HEADLINE serif', 'HEADLINE sans serif', 'HEADLINE Living', 'BODY serif', 'BODY sans serif', 'WWA People Intro', 'THIFT STORE product', 'INTRO Living', 'BY LINE', 'PULL QUOTE', 'VERSE', 'SIGNATURE Pull Quote / Verse', 'CAPTION', 'PHOTO CREDIT', and 'FOOT NOTE'. Both panels have search and refresh icons.

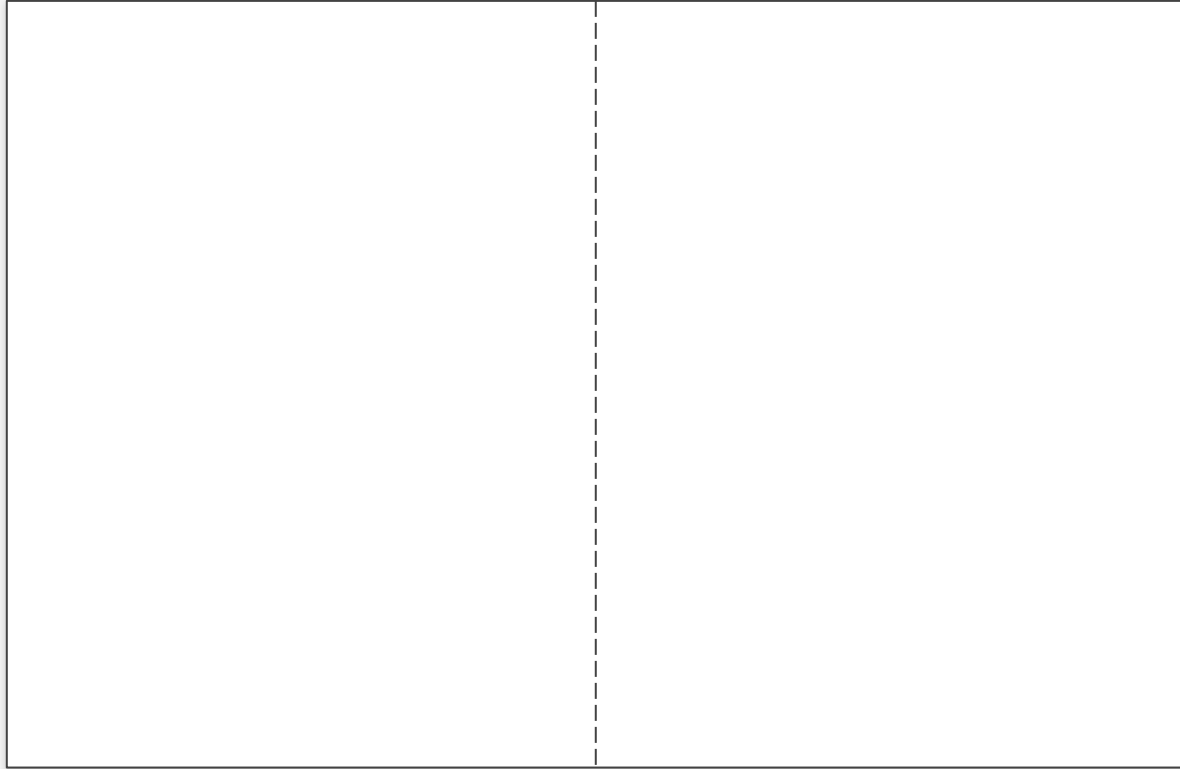
The image displays a two-page spread in Adobe InDesign. The pages are white with a light blue grid. The grid consists of vertical lines defining columns and horizontal lines defining rows. The left page has a large rectangular area defined by the grid. The right page has a similar layout. At the bottom of the pages, there are small text elements: 'Volume 9 Number X 2020' on the left page and 'SACONNECTS.ORG' on the right page. The page number '6' is visible in the bottom right corner of the right page.

The image shows the 'Pages' panel in Adobe InDesign. It is a dark grey panel with a search icon at the top. Below the search bar, there is a list of page types: '[None]', 'AD-FULL', 'AD-HALF', '1-COVER', '1-COLUMN', '3-COLUMN', '4-COLUMN', '6-COLUMN', and '8-COLUMN'. Each page type has a small icon to its right, representing the page layout. The panel also has a search icon and a refresh icon at the bottom.



Spread Design

| Designing





UNPARALLELED TIMES

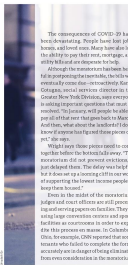
The U.S. is facing a national homelessness crisis, and COVID-19 has delivered its devastating blow. Unleashed, the Salvation Army continues to help people in need, without discrimination.

BY MICHAEL WATERS

When homelessness looms, hope is sometimes all that remains. Even before COVID-19 hit, the United States faced a massive homelessness and housing crisis. Due to lapses in rent and mortgage payments caused by the pandemic, nearly

40 million

more families are at risk of losing their homes. A national emergency was declared in March 2020, and the federal government is working to address the crisis. The U.S. is facing a national homelessness crisis, and COVID-19 has delivered its devastating blow. Unleashed, the Salvation Army continues to help people in need, without discrimination.



The consequences of COVID-19 have been devastating. Many have lost their jobs, homes, and loved ones. Some have even lost their lives. The impact of the pandemic is being felt by millions of people across the country.

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.



As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

PHOTO: MICHAEL WATERS

PHOTO: MICHAEL WATERS

PHOTO: MICHAEL WATERS

People among the homeless population are **2-3** times more likely to die during the COVID-19 pandemic.

PHOTO: MICHAEL WATERS



homelessness. In fact, people are 2-3 times more likely to die during the COVID-19 pandemic. The impact of the pandemic is being felt by millions of people across the country.

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

PHOTO: MICHAEL WATERS

PHOTO: MICHAEL WATERS

"People need to know what the world is like. They need to understand that what they're going through is not just a bad day, it's a bad time. They need to know that they're not alone."

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

"We need to do as much as we can to help those in need. We need to make sure that everyone has access to the resources they need to survive."

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

As the pandemic continues, the need for support and assistance is growing. Organizations like the Salvation Army are working to help those in need.

PHOTO: MICHAEL WATERS

PHOTO: MICHAEL WATERS

PHOTO: MICHAEL WATERS

CONNECT

VOL. 1 • ISSUE 1

COVER 300/300	AD	TOC inside each issue on the web QR code	AD	Masthead new photo of Warren each issue or no portrait – can be a topical image	AD	WHO WE ARE INTRO / RESOURCES INTRO – idea of the mission statement (not verbatim) RESOURCES – reflects the content in magazine	WHO WE ARE SNAPSHOT COVID impact map	WHO WE ARE PROGRAMS Music – Active Army format editor: Hugo	WHO WE ARE CASIDY BOWERS – reverts format (simplified) – COVID-19 first responder – mascot	
C1	C2	1	2	3	4	5	6	7	8	9

WHO WE ARE <i>Faith in Action</i> FEATURE What More Can We Do? Lt. Guilbaldo De La Cruz and Yessenia Hernandez at the Passaic Corps	FEATURE Homelessness Crisis Needs a hard revise as content is out of date.			FEATURE	FEATURE	FEATURE	FAMILY STORE AD	RECOVERY <i>new section</i> In the Potters Hand a look at how the ARC works	
10	11	12	13	14	15	16	17 (Center Spread)	18	19

→	RECOVERY Brian Shields Camden, NJ help from Dunningans			RECOVERY THRIFT STORE FINDS	RECOVERY LOOKING BACK History of the ARC ministry				
20	21	22	23	24	25	26	27	28	29

LIVING SPIRITUAL DIRECTION 101 ABC's of Salvation	Volunteer Spotlight Nicholas Sambo – Congo immigrant – Portland, ME (contact CRD dept. for photography options) <i>art idea: Dave to illustrate volunteers – consistent look include information about becoming a volunteer.</i>	AD	AD
30	31	32	C3 C4

SCHEDULE

- 11/18/20** Copy to Warren
- 12/18/20** Copy to Design
- 01/13/21** Completion of Rough Issue
- 01/20/21** Leader Review
- 01/27/21** Final Corrections
- 02/02/21** To Printer

Engage the reader

UNPARALLELED TIMES

The U.S. is facing a national homelessness crisis and COVID-19 has delivered its devastating blow. Undaunted, The Salvation Army continues to help people in need, without discrimination.

by WARREN L. MAYE

© 2020 THE SALVATION ARMY

When homelessness looms, hope is sometimes all that remains. Even before COVID-19 hit, the United States faced a massive homeless and housing crisis. Due to lapses in rent and mortgage payments caused by the pandemic, nearly

40 million

more families are at risk of losing their most precious possession. A nationwide moratorium, imposed by the Centers for Disease Control (CDC), was extended to March 31. A \$1.9 trillion stimulus package now in process by Congress and the House of Representatives is, among other pressing needs, designed to prevent these families from being forced into substandard dwellings or even the streets.

"Congress has been working on a bill since last summer," says Linda Wright, divisional social services director for the Empire State Division. "This is such a big issue and involves so much more than just the lowest income people." Wright and others say that the urban, suburban, rural, and even affluent communities across the USA Eastern Territory and the nation are all at risk.

Brenda Downing, director of social services at the Army's office in Middletown, Conn., in the Southern New England Division, agrees. "Disasters do not discriminate," she says. "They affect all races, nationalities, and lifestyles and by no fault of their own."



istockphoto

The consequences of COVID-19 have been devastating. People have lost jobs, homes, and loved ones. Many have also lost the ability to pay their rent, mortgage, and utility bills and are desperate for help.

Although the moratorium has been helpful in postponing the inevitable, the bills will eventually come due—retroactively. Karen Cotugno, social services director in the Greater New York Division, says everyone is asking important questions that must be resolved. "In January, will people be able to pay all of that rent that goes back to March? And then, what about the landlords? I don't know if anyone has figured those pieces out yet," she says.

Wright says those pieces need to come together before the bottom falls away. "The moratorium did not prevent evictions, it just delayed them. The delay was helpful, but it does set up a looming cliff in our work of supporting the lowest income people to keep them housed."

Even in the midst of the moratorium, judges and court officers are still processing and serving papers on families. They're using large convention centers and sports facilities as courtrooms in order to expedite this process en masse. In Columbus, Ohio, for example, CNN reported that some tenants who failed to complete the forms accurately are in danger of being eliminated from even consideration in the moratorium.

AN INVISIBLE ENEMY

Downing, who has worked for The Salvation Army 25 years, and who started disaster recovery work in 2012 after Hurricane Sandy, says this disaster is different from any she's seen. "It's different because it impacts other social services. Other disasters did not impede our ability to run other programs. Because the pandemic is an unknown and we cannot see it and we have to proceed so cautiously, it has impacted every facet of our social services ministry and how we deliver services. While we're trying to deal with recovery, we're also trying to continue our day-to-day social service ministries.

"Everyone is affected, regardless of their



Increase the readers understanding of the content

station in life," says Downing, who points out that middle class and affluent communities are also suffering great financial loss. "We've got some neighborhoods, such as in Greenwich and Fairfield, that make far more than the median income. But they don't have the income they used to have to maintain the lifestyle they've been living, so they need help too."

The situation reminds her of shoreline residents whose homes were washed away during Hurricane Sandy. "We're seeing some very great need in areas where we

wouldn't normally see it."

Another twist has to do with big city vs. small town resources. In urban areas, many participating agencies are able to weave a tighter collaborative network of services than can be typically sewn in suburban and rural towns.

"There is a larger percentage of homeless people in rural areas than in urban areas," says Wright. "This is because resources are fewer. Strong emergency housing networks are needed to provide an effective safety net for people who fall into poverty and homelessness.

"Rural communities have no such network of providers. For example, hundreds of shelter beds are available in urban environments, but perhaps fewer than 100 are available in the rural

There is a larger percentage of homeless people in rural areas than in urban areas."

—Linda Wright

People among the homeless population are **2-3** times more likely to die during the COVID-19 pandemic.

Source: National Alliance to End Homelessness



Appropriateness of the layout to the content

Downing adds that, since the pandemic, the CDC's social distancing requirements in Connecticut have further reduced the number of beds allowed in shelters.

"This is why our Salvation Army in our smaller communities is so important. Especially during COVID-19," says Wright. "We may be the only food pantry or emergency soup kitchen left standing for 'take-and-go' meals."

MANY POINTS OF VIEW

Erin Sparks, social services project manager in the Greater New York Division, says such a wide range of perspectives make collaboration a formidable challenge. "This pandemic has opened the curtain on the disjointedness regarding city, government, and non-profit priorities. We all know that we are living in a very interesting political climate. We've now seen how that can impact all of us; our health, wellness, and the families we serve.

"City, country, and town officials are beginning to recognize the need for understanding each other's points of view. So, I'm hopeful that in the coming days more people will come up with innovative ideas. Creating resources that connect landlords, tenants, and non-profits that serve these tenants are key," Sparks says.

Wright concurs. "Our goal is figuring out how we connect all the dots—all the partners who are at this table."

THE PEOPLE AT GREATEST RISK

Despite what appears to be an overwhelming situation, Salvation Army social services personnel are rolling up their sleeves and getting to work like never before. The goal is to keep families housed, fed, and comforted during these unparalleled times and return them to their pre-COVID status.

"People want to know what the need is, but they won't understand that until they start doing the work," says Downing. "We are trying to educate people to 'pay what you can'—show that you've made an effort to comply."

Doing so allows The Salvation Army to serve needy families. "The Army has a reputation among utility companies and landlords as being a credible advocate in negotiations," says Downing. "We'll support rather than duplicate the work that

by COVID-19," warns Downing. "If their income has remained the same, but they chose not to pay during the moratorium, their request for assistance from The Salvation Army may be in jeopardy." In every situation, how the Army can assist best will include a comprehensive understanding of how the individual or family was impacted by COVID-19.

PULLING OUT ALL THE STOPS
Downing warns that the gap between what

"All we can do is continue to look for more funding opportunities and to set up an infrastructure. We need to encourage counties and towns to look for 'out-of-the-box' solutions. The counties are talking to each other now and watching how each other are doing things. That has been helpful."

Cotugno says, "We've also been fortunate to have received a lot of funding through the Department of Housing and Urban Development and philanthropists, but there are still a lot of unknowns."



The Salvation Army Outreach New York City/Downingtown N. O'Brien

Through the month of February, Rescue Alliance and partner organizations such as the Bowery Mission, New York City Relief, The Salvation Army, and Hope for New York participated in the annual 'Don't Walk By' winter outreach event. Volunteers engaged 650 New Yorkers experiencing homelessness.

has already been done by local, state, and federal agencies.

"We align our assistance to meet the needs of everybody. We help folks when they don't qualify for programs that are set up for the median group. Those folks can be poor or affluent or undocumented. We want to maximize existing resources and help make people whole; to get them back to their pre-disaster status," says Downing.

"The people at greatest risk are those who today believe they are safe under the moratorium and choose not to pay, even though they are not adversely affected

people owe and what they can actually pay remains bigger than the Grand Canyon.

Sparks says that to help fill the gap, The Salvation Army needs to make use of every available funding option. "At this point, we need to get these programs up and running and doing all we can to be entirely prepared to hit the ground running whenever those eviction moratoria are over.

"If we can get the tenants to pay what they need to pay as soon as possible, that sets the landlords in the right direction. So, it's just about working through these blockades that are preventing that from happening.

A MATTER OF FAITH

Nonetheless, Salvation Army frontline workers remain optimistic about the future. "I'm hopeful because I am a person of faith," says Wright. "I believe people can be called and committed to doing what is right. The social worker in me says, 'We must understand the struggle of generational poverty and the people whom we serve.'"

Downing offers a similar response. "I am hopeful about the future. God has been good; we have a great team. We often say we are an agency built on faith, but sometimes we have to take that leap of faith." ■



Witnessing Beyond Words

by WARREN L. MAYE

“Actions speak louder than words,” is a familiar adage.#

In police work, actions can mean everything when the stakes are a matter of life and death. In such a demanding world, how does an officer, clad in blue, effectively share the gospel of Christ?†

This question is a daily challenge for Christian men and women who proudly wear the badge, but who encounter everything from routine traffic stops to heart-breaking high-profile shootings. In addition, recent mass protest marches for equal justice and racial equality cast emotional shadows over police and community affairs.†

†

Speaking truth, protecting the weak

Shining a benevolent light is particularly daunting when the officers are of color. Many of them feel challenged to prove themselves loyal to their profession and to the community when addressing problems that are well above their pay grade. "When we talk about community policing, we have to talk about the whole system, which is so skewed from the highest levels of government," says Graham Weatherspoon, who retired 20 years ago from the N.Y.P.D. and who served with the N.Y.C. Transit Police Department Detective Bureau's Major Case Unit.

"They have been complicit with the program to disenfranchise black and

Latino young men," Weatherspoon says of the "selective enforcement" policies of many state, city, and district officials. As a born-again Christian, he is active at the Christian Cultural Center in Brooklyn, N.Y., and serves as an advocate for men and women of color whose cases are adjudicated unfairly and whose families are the victims of police brutality. "I will do everything in my power, locally and nationally, to help them," he says.

Referring to the controversial "stop and frisk program," Weatherspoon, who was certified by N.Y.P.D., New York State Police, and the F.B.I. in the areas of homicide, sex crimes, robberies, forgery, fingerprint

classification, and latent prints, said, "There have been more than a million black and Latinos who were illegally stopped this way in New York."

Weatherspoon's passionate assertions are supported by findings in a new Pew Research Center national survey conducted by the National Police Research Platform, which reported that 60 percent of the public believe that such encounters point to a bigger problem, rather than isolated incidents.⁴

Another officer who is committed to making a difference is Tonzel Prince. He found Christ as a teen while attending The Salvation Army Corps in Hackensack, N.J., under the ministry of Majors John and Anita Stewart. Today, he is a Protective Service Officer (PSO) for the Department of Homeland Security in Dixon, California. Prince says that the trust gap between police and community can make talking about his faith a challenge. "Sometimes when I start speaking about it, what happens is, people tend to get offended."⁵

In those situations, Prince says that, as a police officer, he knows his actions speak louder than words, even actions that seem trivial. "It's about what I do; things like, if I see that an elderly man is having trouble walking, the first thing I want to do is pull him to the front of the line and have him sit in a chair instead of making him stand. These little things get noticed. People watching say, 'You guys are so nice to people!' Yes, it's about being nice, but it's more about having real compassion for other human beings. That's the same thing Christ said we should have and do for others."⁶

Crossing cultures, bridging generations

The trust gap caused by criticism of the criminal justice system in general and police officers in particular has taken its toll on many younger men and women in blue, says Dimas Salaberrios. In 2000, he was a counselor at the Salvation Army's Wayside Home for Girls in Valley Stream, Long Island. Today he is a pastor, social activist, media personality, and writer of *Street God*, an autobiography. His newest project is the Academy Award–considered documentary "Chicago: America's Hidden War," which was released nationwide in May.⁷

"The cops in the 90s who became officers after the Vietnam War looked at policing like it was a calling," says Salaberrios. "Even though they were paid whatever they were given, being a cop was a big part of their identity and they were going to risk their lives."⁸

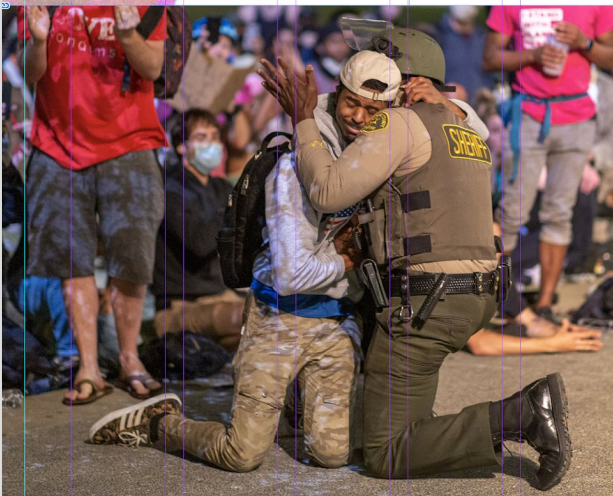
"Gen X and Millennial cops have a different perspective on policing," says Salaberrios. "Many of them see it as a job for now and have said to me that it's more important for them to go home than to put themselves in harm's way. So, they'll see a shooting and sometimes they won't even do a chase. They may feel that the political atmosphere is against them."⁹

Salaberrios's assessment is reflected in the Pew Research survey that says 93 percent of officers have become more concerned about their safety, 76 percent are more reluctant to use force, and 72 percent are less willing to stop and question people who seem suspicious.¹⁰

In "Chicago: America's Hidden War," Salaberrios captures

"Being a Christian affords me more patience in dealing with people's problems. I am slower to anger; more understanding; more caring; more empathetic; happier; and yes, more thankful."

— SERGEANT KATHY THOMPSON



An African American protester and an African American Los Angeles County Sheriff's Department deputy embrace in solidarity as officers prepare to arrest a large group of people demonstrating past curfew over the death of George Floyd on June 3, 2020 in Los Angeles, Calif. The vast majority of protesters demonstrated peacefully.

DAVID WHEATON/REUTERS



Neighborhood children in Harlem, N.Y., spend a rare but memorable moment with police officers of the NYPD, during an outdoor event at the Salvation Army's Harlem Temple Corps.

several moments on film when Christian officers of color pray with people, even some who have been identified and listed as street gang shooters. "We just created a clergy meeting in Chicago with police officers and members of the faith community," he says.¹

"They try to represent their faith as much as they can without crossing a line and being fired. They let these shooters know that they have people who care and want to help them get out of this lifestyle," said Salaberrios. "They have programs in Chicago where they visit shooters' homes and let them know that they made the list. These are incredible opportunities for ministry."²

Modeling Christ, showing patience:

Sergeant Kathy Thompson, a 33-year veteran of the Philadelphia Mounted Police Department and a member of Nazarene Baptist Church in Philadelphia, looks to God for help in establishing personal connections with the people she serves and protects. The black woman officer told the *Baptist Press*, "I seek to be a very positive role model, especially for other black females who might want to enter the field

of law enforcement."³

The lover of horses also uses a soft touch with young adults. "I take the time to talk with teens who are interested in the work I do," she said, "all the while encouraging them to follow their dreams. I also, without a doubt, let them know that none of what I do and none of what I have would be possible without Christ in my life.⁴

"Being a Christian affords me more patience in dealing with people's problems," Thompson noted. "I am slower to anger; more understanding; more caring; more empathetic; happier; and yes, more thankful."⁵

"I see being a Christian, in addition to being a black female police officer in today's society, as a bonus. All these things wrapped up in me are blessings all day long, no matter how I look at it."⁶

Wearing blue, being human

Rev. Andy Rubin, an associate pastor at The Bronx Bethany Church of the Nazarene in New York, says the work of all officers has been complicated by the COVID-19 pandemic. "Since it started, it's been the number-one killer of police officers," he says. Dying and being stricken by the virus

has necessitated frequent redeployments to fill the void. In other instances, changes in management have affected the consistency of community outreach, Rubin says.⁷

As a field operator at the New York State Chaplain Task Force, Rubin points to the work of the 47th Precinct in the Bronx as a case in point. "There has been several changes in leadership there," he says. "In 2017, Inspector Ruel R. Stephenson, an officer of color and precinct commander, was promoted away to become a deputy chief. Then another officer took command. But then they had another officer replace him, who is also not there any longer. So, the change in leadership has definitely affected how they operate."⁸

In Stephenson's two years as commander, he made community policing a top priority. He frequently told media reporters that he saw the strategy as a way to keep crime low. For example, during the holidays, his officers made an unprecedented move; they transformed the precinct building into a gingerbread house and winter wonderland for the kids. Officers, dressed as Santa's elves, hung tinsel and sorted toys.⁹

That year, long lines of parents and kids braved the cold for some Christmas cheer. Then the children made their way inside the warm precinct to receive an array of exciting gifts from Santa. "It's extremely important for kids to know that policing goes beyond locking people up," said Stephenson. "It's relationship building, it's trust, it's a long-term way of healing the divide and building a bridge between the community and the police department." Stephenson believes such bridges will continue to keep crime low.¹⁰

Stephenson also established an annual basketball tournament between neighborhood youth and officers. "I want us to see each other as people and not just us occupying the streets and being a force," he said. Officers of the 47th traded their uniforms for jerseys and used the basketball court to help keep young men out of criminal court.¹¹

"Since we've been doing this tournament, we have not seen any violence during those hours so, we know it's working. Now, kids have a chance to get to know us better. Basketball brings people together; it gives the kids something to do, it gives them the idea that they can go further in school and in life," said Stephenson.¹²

During his tenure, Stephenson also helped launch the People's Police Academy. Concerned citizens, who included many local pastors such as Rev. Rubin, graduated from the pilot program. Community Affairs Officer Varnisha N. Hyman, who is a welcomed presence in the northeast Bronx, was excited as she witnessed some of the program's first 50 graduates receive certificates.¹³

"I've always tried to find a common ground," Hyman said to news reporters. "The program helped them find a common ground with us. It's not just a uniform anymore, we became humans that day."¹⁴

An open door, time to pray

Being a certified NYPD chaplain has opened a door for Rubin to nurture relationships with officers, church parishioners, and community members. "I am able to pray for them and be a sense of support because they are human beings too. Therefore, they need to be seen as individuals, rather than as police officers," says

Rubin. "They need the same kind of encouragement and support as anybody else. We also need to see them as partners in our communities."¹⁵

Rubin says that when it comes to talking about God, most Christian officers he's met would rather show than tell. "I have not come across officers who have openly expressed their faith, but they express Christian values in terms of how they deal with people," he said.¹⁶

"For them, it is about living out their faith. For example, I can't remember hearing Inspector Stephenson talk a lot about his own faith, but he definitely lived it. I noticed that as he changed the culture of the precinct. He expressed a sense of gratitude and thanksgiving." Rubin also said that Stephenson motivated him to engage the community on a deeper level. "It was because of him that I became a citizen police officer."¹⁷

"There were times when we prayed with him and he would embrace and welcome it. So, when there was a situation that he was faced with, he would call me or another pastor. He allowed us to give spiritual support to him. So, in doing that and in taking those initiatives, I think it was an indication of his commitment to Christ."¹⁸

Stephenson had brought the relationship between the police and the community a long way since the shooting of 18-year-old Ramtley Graham in 2012. His heart-breaking death at the hands of 47th precinct officers in his grandmother's house, over a marijuana possession charge, caused a city-wide uproar and protest marches.¹⁹

Detective Weatherspoon, who has in the past wept openly when describing some of the horrific police encounters gone wrong, shares a sobering reminder of why Stephenson's living witness is so vital. "The ministry is not in the church building," Weatherspoon said. "Jesus served the Father in the streets, where the people are."²⁰

This wide-ranging survey, one of the largest ever conducted with a nationally representative sample of police, draws on the attitudes and experiences of nearly 8,000 policemen and women from departments with at least 100 officers.

A M E R I C A

coming to

by Hugo Bravo

im-mi-grant *noun*

A person who comes to a country to take up permanent residence

Filled with uncertainty, challenges, and risks, most immigrants would say coming to the United States is worth it. People seeking a better existence for themselves and for their children eagerly embrace this land of opportunity.

Dwayne, Fan Chiao, Miguel, and refugees at the Tonawanda, N.Y., Corps share their unique stories of hope. Today, they are bound by a common thread—their faith in God and in The Salvation Army.

More than 100 years ago, Army Founder William Booth helped such people in need—London’s “submerged tenth,” as he called them—by sending the poorest of the poor to more developed countries to pursue better opportunities.

Today, we can only imagine Booth’s opinion on the controversial issues surrounding immigration. What is clear is that the Salvation Army’s mission to help marginalized people in our society continues to include everyone, without discrimination.

AN OPPORTUNITY TO SERVE

In 2012 and with visa in hand, I immigrated from Montego Bay, Jamaica to Greenwich, N.Y. at 19 years old.

Since I was 14, I had known that my family, who are Salvationists, would come to the United States. I had hoped that I would complete my last year of high school in the U.S. Instead, I remained in Jamaica during that time, waiting for the immigration process to finish as I watched my peers take college entrance exams, pass them, and go on with their lives.

My own American dream was to serve in the U.S. Army. But weighing 325 lbs., the recruiter told me I had to lose weight before I could even be considered. In 2013, my family relocated to Glen Falls, N.Y. and I put my dream in the back of my mind.

We had thought about attending the corps close to our home in Glen Falls. But when we visited the Sunday service in Saratoga Springs, we noticed that the corps congregation needed more people. Although it was 30 minutes away from our home in Glen Falls, the corps in Saratoga Springs became our church.

In 2014, after I had all but abandoned any thoughts of going into the U.S. Army, I accompanied my younger sister Stephanie to a recruitment center. She enlisted as I had tried to do. The recruiters then turned to me and casually asked, “Why aren’t you joining too?” When I told them about my weight problem, they offered to weigh me again.

I was surprised to learn that, in the two years since being turned down, I had lost the weight that had prevented me from enlisting. Stephanie and I went to the Army’s Military Entrance Processing Station (MEPS) where recruits receive medical tests to see if they are physically healthy enough to serve. I passed the tests. When a recruiter asked me “What do you want to do now?” I said, “I want to start the paperwork.”

Stephanie and I enlisted in the U.S.

Army together. Being able to serve my new country brought me closer to permanent citizenship, and provided me with an opportunity that I would have never had in Jamaica.

READY TO WORK

In both my military service and as a Salvationist, I have been privileged to help other people who are immigrants. To this day, my U.S. Army recruiter calls me when he’s trying to help someone get enlisted who was born in another country. If he’s not sure of the immigration procedures, I’m happy to help in any way I can. At the Saratoga Springs Corps, people from countries such as Turkey and Ukraine seek assistance for their families. They also need help with tasks that many of us might take for granted, such as getting a driver’s license. I understand their struggle and desire to live a better life. When I was a 20-year-old immigrant with no car, no job, and no citizenship, all I had was my faith in God. I prayed to Him that He would guide me towards a better life—and He did.

Immigrants come to the United States to better their lives and to be the best persons they can be for their new country. They come ready to do the difficult jobs and work long hours, whether it’s manual labor outdoors or defending the country, as my family did.

Sometimes, immigrants are welcomed and put to work, but when the job is finished, someone finds a reason to send them right back to where they came from. I feel that is the most heartbreaking thing you can do to someone.

To anyone who seeks a better life like my family and I did, please do not give up. God will make sure that there is a place for you, whether it be in the United States, or anywhere else in the world. Strive for what you want to be and follow God, because He already knows your hopes and dreams.



Dwayne McFarlane is a soldier at the Saratoga Springs, N.Y., Corps, and an E-4 Specialist in the U.S. Army Reserve.

UNDERSTANDING THE STRUGGLE

When my father brought our family from Taiwan to Hawaii in 1985, the first thing he did was choose our new “American” names. He found them in an old magazine. My mother became Tina, I became Gina, and my brother became Stan (to this day, he doesn’t like that name). Renaming us opened the first chapter of our story and is typical of the stories of many immigrants with unusual names. They simply pick a new name that sounds American, and hope it’s easy to spell.

To a seven-year-old girl who had been born poor in Taiwan, Hawaii seemed like a paradise straight out of a movie. I spent every day on the beach. Sometimes, I even wore my bathing suit underneath my school clothing just so I could go swimming as soon as I came home.

While my brother and I enjoyed our new island, my father, who had come to the United States on a student visa, was getting his education at Brigham Young University in Hawaii. My mother worked as a cleaning lady at the same university. She also babysat children during the day. Many of the children she cared for were the sons and daughters of other immigrants.

Mine was the classic immigrant family—parents who left their country of birth so their children could have a

better life. Ironically, today Taiwan has universal healthcare and a booming economy. It’s a different place than when we lived there.

At the Salvation Army’s Newport, R.I. Corps, one of my roles is to supervise the food pantry and soup kitchen. While doing this, I have met families that need help with clothing, utilities, and groceries. I know how hard those first few months and years in a new country can be when you’re an immigrant, especially if you’re undocumented.

My own life experience helps me understand the mentality of those who seek assistance. When someone who doesn’t look like us or speak like us acts differently, we can attribute negative connotations and motives. But it’s important to understand that what someone who grew up in the U.S. would consider normal can be strange or off-putting in another culture, and vice versa. Look beyond your own cultural norms, and try to not fall into the ‘us’ vs. ‘them’ paradigm.

Also, remember that immigrants feel uncertain regarding their present situation and their future. They don’t know if their children will have the better life they pray for or if their own hard work will pay off. I’m sure my parents felt that uncertainty every day.

MOST IN NEED

The recent anger and negative rhetoric towards immigrants, sometimes even documented ones, has been shocking to witness. The Newport Corps welcomed refugees from Puerto Rico after Hurricane Maria devastated their island. These American citizens talk about the anger and animosity they faced from some people when they arrived on the



Fan Chiao Gina Chen is a social worker for the Salvation Army’s Newport, R.I., Corps.

mainland. For me, this reaction feels like a betrayal to them and of our American values. I sometimes wonder, if this type of culture was present when my parents came here, would they have wanted to stay?

Yet, I still believe the United States is an amazing country with unlimited potential, and we can all help it reach that potential. My work with the Salvation Army in Newport is my place of influence where I can do my part. I became a citizen in 1995. I don’t have to be scared about my future here anymore. I now help those people who remain scared. They are the people with the most need, because they are uncertain about their place in the United States.

AN ARMY WELCOME

Five years ago, the Salvation Army’s Tonawanda, N.Y., Corps welcomed refugees from the Democratic Republic of Congo, Gabon, and other African countries in the region affected by two decades of deadly civil wars.

The families of Meya Kaiji, 16, and Joulé Mazikou, 15, were among the people who left their city of Brazzaville in the Salvation Army’s Congo Brazzaville Territory to eventually live in upstate New York.

Chazia, Meya’s older sister, is a Salvationist. When the family arrived in New York, Chazia and a group of women from Congo visited different corps in the area. They all spoke Lari, the language of Congo, and French. A French-speaking Salvationist introduced the family to Major Celestin Nkounkou, corps officer of the Army’s Tonawanda Corps. Major Nkounkou had also immigrated from Congo years before the wars. When the Kaiji family and other refugee families from Congo immigrated to Tonawanda, Nkounkou and his ministry staff welcomed them.

Nkounkou’s heartfelt outreach to Joulé Mazikou’s family touched their lives. The Mazikous were all raised Catholic, and Joulé’s father wanted to continue that tradition. But when Joulé’s father had to be taken to the hospital for treatment of a serious hand injury, a family friend invited Major Nkounkou to visit the Mazikous. “The Major had never met us, but he still came to pray for us. We were grateful for this,” said Joulé.

OVERCOMING BARRIERS

“Refugees come from countries suffering from daily violence and death,” says Nkounkou. “They may have spent months or years in camps. Their children may not have received the proper education. And when they find themselves in a completely new country, with new rules, new languages, and a new climate, it can be a real culture shock.”

Nkounkou says that language barriers can prevent many immigrants from being the best they can be. Refugee children, he says, may have a difficult time learning English.

“In Congo, school-age children study French,” said Nkounkou. “This becomes a stepping stone to learning English. But if you are a young refugee, you may not always have the type of education needed to learn new languages.”

“In America, sometimes having a good translator isn’t enough,” said Nkounkou. “It’s important to understand that, just because refugees find new, safe homes, it does not mean that their struggle is over.”

Today, Tonawanda continues to welcome refugees from other African countries such as the Ivory Coast and Togo. These new corps families have legal residency status, and like Meya and Joulé, are grateful to America for saving them from the refugee camps.

Meya expressed her particular perspective on the immigration debate. “When I hear about immigrants being discriminated against, threatened to be sent back, and the effort to build walls to keep them out, it hurts my heart,” she said. “I wish that there was more help for the undocumented person to become documented. Though our situations as immigrants or refugees may be different, we all come to America looking for a better life.”

Last September, Meya and Joulé became senior soldiers.

ref·u·gee *noun*

One who flees; especially a person who flees to a foreign country or power to escape danger or persecution



Ural Grant/Getty Images

GOD'S PATH FOR US

My American dream is to have an opportunity to do God's will in the United States.

At an early age, I had accepted Jesus as my Savior. As a young child in Colombia, my father abused both my mother and me. However, in 1998, the Lord rescued us. Through His grace, we gained the courage to leave my father and our home country to move to Queens, N.Y. Five years later, we began attending the Queens Temple Corps.

My mother raised me alone and worked all day to provide for us. I had a lot of freedom and time to myself. Unfortunately, this led to teenage years filled with drug use and negativity.

But at 20 years old, God helped me take control of my life. I gave up the behaviors that were poisoning my soul. I could hear God telling me, "Miguel, I didn't just sober you up for yourself; I have a purpose for you." As a teen, my

path for my future, I attended Candidates Seminars in 2013 and 2014. It never occurred to me that my status as an undocumented immigrant might keep me from God's path for me.

I remember speaking to Major Angelo Rosamilia about my plans. He was very excited, and worked to set up all the appointments needed for me to enroll in The Salvation Army College for Officer Training (CFOT), without telling me he had done so. When I told him I was undocumented, I could see the disappointment in his face.

"But don't worry," I assured him, "I'm going to get my papers."

His face lit up. "Yes! Yes, you will!" he said. He didn't see my undocumented status as a negative. Instead, he saw that I was sure I would have my papers in time to go to the CFOT.

I applied for Deferred Action for Childhood Arrivals (DACA) and received my paperwork in April of 2014. I could now legally stay and work in the U.S. But I had processed the documents too late to enter CFOT that year. I was heartbroken, but God still had the final part of His plan in store for me.

In June, Captain Giovanni Guerrero, my mentor, informed me that, with my DACA papers filed, he could help enroll me in the CFOT's fall semester.

Because of DACA, I was able to attend training and became a pastor.

THE LORD IS IN CONTROL

I am not a political person. I don't see things as a Democrat or as a Republican. Instead, I see all sides as being controlled by God. His hand guides whomever is in charge. I saw Him at work when President Obama introduced DACA. The Lord has brought me far in life and saved me many times over. DACA was another



Lieutenant Miguel Alban Guerrero is the assistant corps officer at the Salvation Army Corps in Nashua, N.H.

example of His love and compassion. I know that He will continue to bring what is best for immigrants like myself, whether it's through President Trump or anyone else in Washington.

Nashua, N.H. has a large immigrant population. Many people who are there and undocumented are afraid to ask for help. I tell them to seek the Lord and ask for His protection, as I did. When I had to renew my two-year application for DACA, my loved ones were afraid for me. They knew the angry political climate, and they feared that I would be unfairly questioned, or worse. Fortunately, I renewed without any problems. As immigrants, God is guiding us and has a great plan in each of our lives.

If you find yourself in a new land looking for a better life, trust in His plan, and know He has not forgotten you. ■

DACA

The Deferred Action for Childhood Arrivals (DACA) is a United States immigration policy that allows some individuals who entered the U.S. illegally as minors and remained in the country, to receive a renewable two-year period of deferred action from deportation and to be eligible for a work permit. Currently there are approximately 800,000 individuals enrolled in the DACA program.

idea of pursuing the American dream was to finish school, find a job, and become rich. This was not God's plan.

As I became more involved in the Queens Temple Corps, I discovered a new dream: to serve God as an officer in The Salvation Army. To take this new

immigrant root

A parent who comes to a country to take up permanent residence

Risked with uncertainty, challenges, and fears, most immigrants would say coming to the United States is worth it. People seeking a better existence for themselves and for their children eagerly embrace this land of opportunity.

Deputy First Chief of Mission and refugee at the Taiwanese NLI, Corps shows their unique stories of hope. Today, they are bound by a common thread—that faith in God and in The Salvation Army.

More than 100 years ago, Army Founder William Booth helped such people in need—London's "submerged tenth," as he called them—by sending the poorest of the poor to more developed countries to pursue better opportunities.

Today, we can only imagine Booth's opinion on the controversial issues surrounding immigration. What is clear is that the Salvation Army's mission is to help underserved people in our society continue to include, wherever their destination.

AN OPPORTUNITY TO SERVE

In 2014 and with visa in hand, I emigrated from Montego Bay, Jamaica to Greenwich, N.Y. at 19 years old. Since I was 14, I had known that my family, who are Salvadorans, would spend the United States. I had hoped that I would completely my last year of high school in the U.S. Instead, I emigrated in Jamaica during the time, waiting for the immigration process to start and watching my peers take college entrance exams, pass them, and go on with their lives.

My own American dream was to serve in the U.S. Army. But weighing 305 lbs., the recruiter told me I had to lose weight before I could even be considered. In 2013, my family relocated to Glen Ridge, N.Y. and I put my dream in motion by joining the U.S. Army.

We had thought about attending the corps school in Fort Belvoir, Illinois, but when we visited the Sunday service in Saratoga Springs, we noticed that the corps congregation needed more people. Although we had to travel away from our home in Glen Falls, the corps in Saratoga Springs became our church.

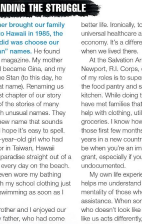
In 2014, after hard but obsessive study, one of my thoughts of going into the U.S. Army was replaced by my younger sister's request to accompany her on a deployment to a recruitment center. She explained that had to do so. The recruiters then turned to me and casually asked, "Why aren't you going off yet?"

I had been about my weight problem, they offered to weigh me again. I had suggested to leave that in the two years since being turned down, I had the weight that had prevented me from enlisting. She said I could go to the gym with her and we would lose weight together. She said she would help me with my diet and exercise plan. I was nervous but I decided to give it a try. I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job. She said she would help me with my diet and exercise plan. I was nervous but I decided to give it a try. I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job.

I was able to start the job. She said she would help me with my diet and exercise plan. I was nervous but I decided to give it a try. I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job.

PHOTOGRAPH BY

PHOTOGRAPH BY



When my father brought our family from Taiwan to Hawaii in 1989, the first thing he did was choose our new American name. My mother's name was in Chinese characters because this became Dai, and my brother's name was in Chinese characters because this became Dai.

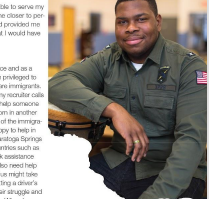
My father's name was in Chinese characters because this became Dai, and my brother's name was in Chinese characters because this became Dai. My father's name was in Chinese characters because this became Dai, and my brother's name was in Chinese characters because this became Dai.

My father's name was in Chinese characters because this became Dai, and my brother's name was in Chinese characters because this became Dai. My father's name was in Chinese characters because this became Dai, and my brother's name was in Chinese characters because this became Dai.

My father's name was in Chinese characters because this became Dai, and my brother's name was in Chinese characters because this became Dai.

legal immigrant root

A person who comes to a country to take up permanent residence as permitted by law



Douglas McFurtain is a soldier in the Saratoga Springs, N.Y. Corps, and E-4 Specialist in the U.S. Army Reserve.

READY TO WORK

In my military service and as a Specialist, I have been privileged to help other people who are immigrants. To this day, my U.S. Army recruiter calls me when he's trying to help someone get established here born in another country. I feel not just as the immigrant but as a citizen of the United States. Corps people from countries such as Turkey and Ukraine seek assistance for their families. They also need help with taxes that many of us might be parents, such as getting a driver's license. I understand how it feels and I want to help. I have a wife and two children, and I have my faith in God. I would like to see the world and the people in it.

I would like to see the world and the people in it. I would like to see the world and the people in it. I would like to see the world and the people in it.

I would like to see the world and the people in it. I would like to see the world and the people in it. I would like to see the world and the people in it.

I would like to see the world and the people in it. I would like to see the world and the people in it. I would like to see the world and the people in it.



Faiz Chao Dai is a social worker at the Salvation Army's Newport, R.I. Corps.

factor. His brother, today Taiwan has a world-class healthcare and a booming economy. It is a different place than where we lived there. As the Salvation Army's Newport, R.I. Corps, one of our members that I have known since we were young. I have met friends that have help with clothing, utility, and groceries. I have met friends that have helped me with my diet and exercise plan. I was nervous but I decided to give it a try. I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job.

I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job. I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job.

I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job. I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job.

I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job. I started going to the gym every day and I lost about 100 lbs. in two months. I was able to start the job.

MOST IN NEED

Most of our immigrants are from the Philippines. They are from the Philippines. They are from the Philippines. They are from the Philippines.

AN ARMAY WELCOME

Five years ago, the Salvation Army's Towson, Md., Corps welcomed refugees from the Democratic Republic of Congo, Gabon, and other African countries in the region affected by war decades of deadly civil conflict.

They were from the Democratic Republic of Congo, Gabon, and other African countries in the region affected by war decades of deadly civil conflict.

They were from the Democratic Republic of Congo, Gabon, and other African countries in the region affected by war decades of deadly civil conflict.

They were from the Democratic Republic of Congo, Gabon, and other African countries in the region affected by war decades of deadly civil conflict.

OVERLOOKING BARRIERS

They were from the Democratic Republic of Congo, Gabon, and other African countries in the region affected by war decades of deadly civil conflict.

Nousaku says that language barriers often prevent many immigrants from being able to find jobs. He says that he has a difficult time learning English. "I'm Congo, school-age children study French," said Nousaku. "This becomes a stepping stone to learning English. But I am in a young language, you may not always have the type of education needed to learn new languages."

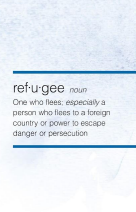
Nousaku says that language barriers often prevent many immigrants from being able to find jobs. He says that he has a difficult time learning English. "I'm Congo, school-age children study French," said Nousaku. "This becomes a stepping stone to learning English. But I am in a young language, you may not always have the type of education needed to learn new languages."

Nousaku says that language barriers often prevent many immigrants from being able to find jobs. He says that he has a difficult time learning English. "I'm Congo, school-age children study French," said Nousaku. "This becomes a stepping stone to learning English. But I am in a young language, you may not always have the type of education needed to learn new languages."

Nousaku says that language barriers often prevent many immigrants from being able to find jobs. He says that he has a difficult time learning English. "I'm Congo, school-age children study French," said Nousaku. "This becomes a stepping stone to learning English. But I am in a young language, you may not always have the type of education needed to learn new languages."

refugee root

One who flees, especially a person who flees to a foreign country or power to escape danger or persecution



My American dream is to have an opportunity to do God's will in the United States.

As an early age, I had accepted Jesus as my Savior. As a young girl in Colombia, my father abused both my mother and me. However, in 1986, the Lord rescued us. Through His grace, we gained the courage to leave my father and our home country to move to Columbia, N.C. Five years later, we began attending the Queens Temple Corps College of Officer Training (COTC), without realizing we had done so. When I was 18, I was in Columbia, N.C. I was in Columbia, N.C. I was in Columbia, N.C.

THE LONG ISLAND CONNECTION

It was during the American dream was to finish school, get a job, and become free. This was not our story. As I became more involved in the Queens Temple Corps, I discovered new dreams to serve God as an officer in the Salvation Army. To take the new

God's Path for Us

My American dream is to have an opportunity to do God's will in the United States. As an early age, I had accepted Jesus as my Savior. As a young girl in Colombia, my father abused both my mother and me. However, in 1986, the Lord rescued us. Through His grace, we gained the courage to leave my father and our home country to move to Columbia, N.C. Five years later, we began attending the Queens Temple Corps College of Officer Training (COTC), without realizing we had done so. When I was 18, I was in Columbia, N.C. I was in Columbia, N.C. I was in Columbia, N.C.

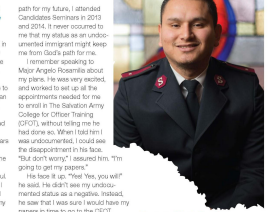
My American dream is to have an opportunity to do God's will in the United States. As an early age, I had accepted Jesus as my Savior. As a young girl in Colombia, my father abused both my mother and me. However, in 1986, the Lord rescued us. Through His grace, we gained the courage to leave my father and our home country to move to Columbia, N.C. Five years later, we began attending the Queens Temple Corps College of Officer Training (COTC), without realizing we had done so. When I was 18, I was in Columbia, N.C. I was in Columbia, N.C. I was in Columbia, N.C.

DACA

The Deferred Action for Childhood Arrivals (DACA) is a United States immigration policy that allows some individuals who entered the U.S. legally as minors and remained in the country to receive a renewable two-year period of deferred action from deportation and to be eligible for a work permit. Currently there are approximately 800,000 individuals enrolled in the DACA program.

THE LONG ISLAND CONNECTION

It was during the American dream was to finish school, get a job, and become free. This was not our story. As I became more involved in the Queens Temple Corps, I discovered new dreams to serve God as an officer in the Salvation Army. To take the new



Michael Altamirano is the assistant corps officer at the Salvation Army Corps in Hawthax, N.J.

My American dream is to have an opportunity to do God's will in the United States. As an early age, I had accepted Jesus as my Savior. As a young girl in Colombia, my father abused both my mother and me. However, in 1986, the Lord rescued us. Through His grace, we gained the courage to leave my father and our home country to move to Columbia, N.C. Five years later, we began attending the Queens Temple Corps College of Officer Training (COTC), without realizing we had done so. When I was 18, I was in Columbia, N.C. I was in Columbia, N.C. I was in Columbia, N.C.

THE LONG ISLAND CONNECTION

It was during the American dream was to finish school, get a job, and become free. This was not our story. As I became more involved in the Queens Temple Corps, I discovered new dreams to serve God as an officer in the Salvation Army. To take the new

don't
live
to
eat

EAT
TO
LIVE

by Captain Cindy-Lou Drummond

OBESITY

is one of the issues we struggle with most in American society. The Centers for Disease Control (CDC) reports that one third (36.6 percent) of adults are obese, which is one of the major factors contributing to Type 2 Diabetes. Just two of the underlying causes of this illness are overeating and a lack of exercise.

The disease can be multifaceted, but obesity is mostly caused by making poor eating choices. Sometimes people make good ones, but undermine their effort by overeating. When we consume too many calories, they are deposited in our bodies as fat.

Doctors are most concerned about people who have Metabolic Syndrome, also known as "Syndrome X." It is a combination of abdominal obesity, hypertension, high blood sugar, and high cholesterol and/or triglycerides (fatty acids).

When people have these symptoms, then diabetes becomes a major factor. It increases the risk of heart disease, heart attacks, and sudden death.

With diabetes, one's blood sugar is high, which affects every organ in the body including nerve endings, blood vessels, liver, kidneys, heart, and brain.

It's one of the worst chronic illnesses.

WATCH AND EAT

We should combat diabetes by watching what we eat, having an adequate amount of exercise, and having the mindset that we are to *eat to live rather than live to eat.*

Sometimes when we're bored, or in a vehicle quite a bit, or have to wait, which are common scenarios for most Americans, eating becomes a pastime or a hobby.

When we want to celebrate something, we eat. When we want to reward somebody, we have a party, and, we eat.

Eating has become something other than what it was intended to be. We need to think more carefully about what we do, rather than eat mindlessly and ignore the possible consequences.

We need to plan an eating strategy, rather than just roll with life. It's much quicker to "drive-thru" and get some "fast" food. But failing to carefully plan meals can be disastrous to our health. We must take the time to think and prepare good food choices.

There are a percentage of people who get diabetes. Family history or ethnicity reveals that some people are at higher risk. Diabetes can also come as a result of a pregnancy. But certainly, being overweight and having a sedentary lifestyle are contributing factors. Even "doers" are subject to such lifestyles.

EXERCISE 30/3

Therefore, exercise becomes key. Perhaps we will never achieve an adequate amount in our lifetimes, but just doing something—moving—is really

important. The Fitbit app (see sidebar) has really helped people see how many steps they take in a day. You should shoot for 10,000 steps a day.

If you want your exercise quantified in time, a good rule of thumb is 30 minutes of exercise a day. This can be divided into three 10-minute sessions a day, or one session lasting 30 minutes.

However, studies have shown that people who exercise 30 minutes in the morning, then eat, but are sedentary the rest of the day, may lose the benefit of their morning exercise.

The sedentary lifestyle is the problem, whether we sit at a desk or in front of a computer or in a vehicle. The human body needs a measured amount of exercise throughout the day to make sure we're metabolizing and digesting properly, and strengthening bones and muscles.

Eventually, when such exercise—like walking—becomes routine, you will need to go above and beyond that. There needs to be a progression to more difficult exercise.

For many of us, just walking 30 minutes a day, that really is exercise because we're not doing anything else. But once that becomes our norm, then we've got to step it up a bit and exercise more intensely.

'AN OUNCE OF PREVENTION ...'

Of all the preventable diseases, diabetes is probably one over which we have the most control. Other problems, such as neuropathy (diseases of the nervous

Fitbit is a physical activity tracker

designed to help you become more active, eat a more well-rounded diet, sleep better, and ultimately, turn you into a healthier human being. The Fitbit was introduced in 2008 by co-founders Eric Friedman and James Park in San Francisco. In short, it's a 21st century pedometer. Just wear the wristband or clip on, and go. The Fitbit tracks much of your physical activity and integrates with software.

—HOWSTUFFWORKS.COM



system), heart disease, and fatty liver disease can be minimized or negated by carefully avoiding becoming diabetic.

There are many people who are obese but who are not diabetic. Obesity and diabetes are probably the two big things that are preventable that people can get a hold of and control. It's just a matter of taking charge of our lifestyles.

Early intervention is a key. For young people, my plea would be that they keep moving. Sitting too much and being overweight does tremendous internal damage.

There are some diabetics who will live a nice, long life and not have any complications. That is rare. However, there are others who will be debilitated and have some real issues while they are still young and long before they retire.

The key is, don't live to eat—eat to live. Enjoy the wonderful life God has given you—in good health.

Captain (Dr.) Cindy-Lou Drummond is the former health officer and assistant training principal at the Salvation Army's College for Officer Training in Suffern, N.Y. She earned her medical degree from the Philadelphia College of Osteopathic Medicine. She is now the divisional secretary in the New Jersey Division.

Hue Jackson

Cleveland Browns Coach

interview by Robert Mitchell

"I am definitely a Christian man. God is the leader of my life."

The Hue Jackson Foundation, founded by Cleveland Browns head coach Hue Jackson and his wife Michelle, has partnered with The Salvation Army of Greater Cleveland to fight human trafficking. In January, the "Blue Spotlight Challenge" helped raise money for the Hue Jackson Survivors of Human Trafficking Residence, which is scheduled to open later this year at the Cleveland Harbor Light facility. The residence will increase the number of women who can be helped from 6 to 18.

Tell us about the "Blue Spotlight Challenge." It was a challenge to all corporate employees in the city to wear blue and to donate \$4 to the foundation to fight human trafficking. I think it was a sensational hit. Many corporate persons within Greater Cleveland and Northeast Ohio wore blue to shed light on human trafficking. We wanted to signify that we are standing behind this issue and that we're making a difference.

What gives you and your wife such passion for this issue? My wife and I thought about what would make an impact, not just for us and our legacy, but also for our children. We're the parents of three daughters. We've witnessed some of this [human trafficking] firsthand. We thought this was the best place to put our resources and to create a platform.

How did you get involved with The Salvation Army? We partnered with the Army because we have a residence that's going to go up [at the Harbor Light]. Obviously, the Army is doing so many great things and they were gracious enough to partner with the Hue Jackson Foundation to create a safe place for victims. We want them to get back on their feet physically, emotionally, and spiritually. The residence will also house law enforcement officers and people who will be there to assist victims 24/7. I think it's a tremendous opportunity for us to do something special.

What do you like about The Salvation Army as an organization? They've stood for excellence. The Salvation Army is a place you can turn to. They've always made a difference in communities. They've been outstanding. What greater partnership to form than with The Salvation Army?

Is human trafficking the primary focus of your foundation? Yes, it's our focus. We're "all in" on this problem. We don't have another issue that we're involved in or really want to be involved in. This is a big enough challenge all by itself. It's taken much of our time and resources as we continue to make a huge impact in this area.

Tell our readers about your spiritual life. I'm a Christian. I normally attend the Church of Christ. Although I have not yet found a particular church here where I feel comfortable, I am definitely a Christian man. God is the leader of my life. I am no different than most Christians. I must continue to practice and get better at it, each and every day. I try to do things that are good and I give back. I've received this [coaching] opportunity and am grateful and thankful to have it. This platform makes it possible for me to give back to people who need assistance.

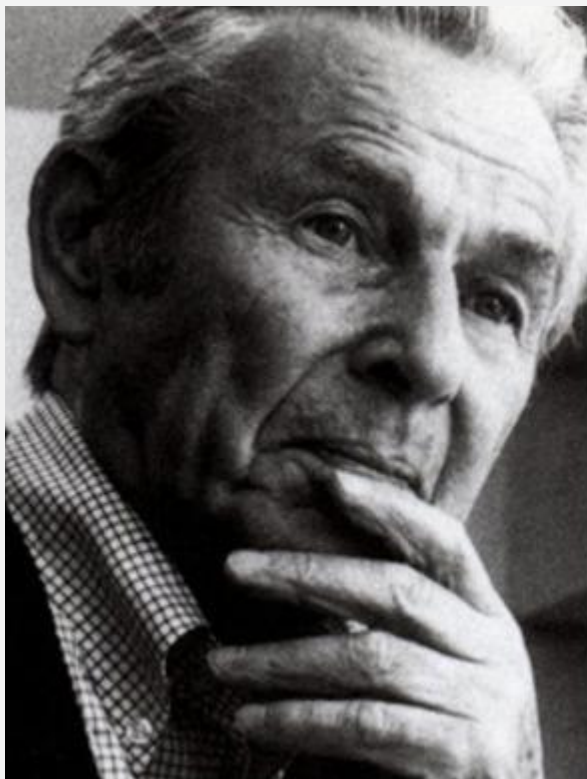
How long have you been a Christian? I've been a Christian all my life. My mother introduced me to the Church of Christ, and I was baptized when I was nine years old. Just



Photo courtesy of the Cleveland Browns

like many young men when they're baptized that early, I was not exactly sure what it meant, but I did it. Obviously, I've lived by faith and by the grace of God. I'm no different than anybody else. I make mistakes, but I know there is a higher Being who I can repent to, as I continue to get better. I know I'm still "a work in progress" as I move through this life, trying to understand how to be better—a better husband, father, and football coach.

The Browns have the first pick in the upcoming NFL draft. Are you optimistic about the future? Yes, absolutely. It's not so much about the first pick, it's about turning the corner. We've been a football team that, during the past two years, we've been 1-31. But we're still standing. We're still fighting. That says a lot about the character of the man and the coaches in the locker room. We have to continue to work on things and get better. I think we're headed in the right direction. We're really appreciative of [owners] Jimmy and Dee Haslam and their leadership. Now, it's a matter of going out there and getting the job done. ■



The grid system is an aid, not a guarantee. It permits a number of possible uses and each designer can look for a solution appropriate to his personal style. But one must learn how to use the grid; it is an art that requires practice.

— *Josef Müller-Brockmann* —

0

RETURN TO THE TOWER

by WARREN L. MAYE

11



On the 4th of July weekend, and just days following the collapse of a condominium in Miami, Fla., where over 100 people lost their lives in the rubble, I decided to visit the One World Observatory at the top of One World Trade Center. It is the tallest building in the western hemisphere. From there, I looked down into the harbor at the Statue of Liberty and reflected on my 9/11 experience.

Breathtaking is the word that describes the view from 102 stories above Manhattan Island. Formerly known as the Freedom Tower, it stands next to the memorial that marks the site of the World Trade Center tragedy. Although the visit marked my first time in the area in 20 years, memories of the sights, sounds, smells, and feelings are still vivid.

A year after those attacks, 9/11 was added as a new word to the *American Heritage College Dictionary*, 4th edition. When I asked Steven Kleinedler, senior editor, if the definition emphasized the response to the tragedy, he told me that, as a rule, a word must be "defined according to what it is, not what it means."

Therefore, 9/11 is defined as, "nɪn'ɪ'lev'ən. September 11, 2001, the date on which two hijacked airliners were flown into the World Trade Center in New York City and another into the Pentagon. A fourth hijacked airliner crashed in open land in Pennsylvania."

A beautiful, but tragic morning

On that 9/11 morning, I enjoyed an exchange of text messages via the internet with my son who sat in his college dorm room in Boston. I looked out of the window of my home at a beautiful blue sky and anticipated a quiet and relaxing day.

Minutes later, all that changed.

The sound of twin engine fighter jets flying low overhead caught my attention. I had grown up around them, and I knew the sound. They headed toward Manhattan.

I turned on the radio and heard news reporters describe the first hit on Tower 1. I turned on my TV and saw shocking pictures. I loaded a cassette into my VCR and another cassette into my radio/tape deck



--	--	--	--	--	--	--	--

--	--	--	--	--	--	--	--

