

THE SALVATION ARMY 2014 ANNUAL REPORT



DOING THE MOST GOOD®

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DOING THE MOST GOOD®



2013 IN REVIEW – OPEN ARMS

*I was hungry and you gave me something to eat,
I was thirsty and you gave me something to drink,
I was a stranger and you invited me in,
I needed clothes and you clothed me,
I was sick and you looked after me,
I was in prison and you came to visit me.*

With those words in the Gospel of Matthew, Jesus defined the work of His faithful servants and, startling to His hearers, He equated Himself with the neediest of humanity. Thanks to God's provision through the generosity of our donors, The Salvation Army in 2013 was able to answer the Lord's call to serve Him by meeting human needs of every kind.

Some 30 million men, women, and children throughout America experienced in a tangible, vital way our message that no matter who you are, no matter what you are struggling with, The Salvation Army is here for you. We welcome you with open doors, open hearts, and open arms.

In 2013, the broad reach of The Salvation Army embraced human needs in many notable areas.

OPENING OUR ARMS TO CHILDREN AND FAMILIES

Through The Salvation Army's *Angel Tree program*, people from all walks of life joined with us to provide Christmas gifts for about 1 million disadvantaged children across the United States.



While the Angel Tree program remains one of our most visible outreaches, helping families in need is a mission that, for us, knows no season. In 2013, we launched *Pathway of Hope*, an initiative that provides long-term, one-on-one support for struggling families who want to start thriving. Each family meets with a Salvation Army social worker once a week to formulate a plan, set goals, and track their progress.

ALLIES AGAINST POVERTY

On the 50th anniversary of President Lyndon Johnson's pledge to wage "unconditional war on poverty in America," The Salvation Army and seven other humanitarian organizations announced a new collaboration to pursue the fight in our generation. Supporting one another's poverty-reduction initiatives will add much-needed force to the battle. The need is acute.



- ✦ Some 16% of our population – 46 million Americans, including 13 million children – lives below the poverty line.
- ✦ An Urban Institute study found that over half of all Americans will live in poverty before age 65.
- ✦ The “Great Recession” is over only in the technical sense. More Americans fell into poverty in the recession’s aftermath than during the economic decline. More than 4 million of our neighbors have been without work for 27 weeks or more, double the number of 10 years ago.
- ✦ More than 48 million people face the threat of hunger daily in the United States.

While working to break the cycle of poverty, The Salvation Army intervenes every day to meet the most immediate needs – helping pay utilities, sheltering families who have lost their homes, feeding the hungry. Each year, we provide more than 60 million meals to anyone in need through our thousands of soup sit-down meal programs, food pantries, mobile meal units, and community gardens.

MORE GIVING IN LESS TIME

There was cause for worry as the 2013 holiday season began. The period between Thanksgiving and Christmas was the shortest in 11 years – five days shorter than in 2012. The retail outlook was gloomy, and indeed, shopper traffic declined 19% from the year before.

Yet for The Salvation Army, the season proved brilliant.



#GIVINGTUESDAY™

To make the most of the abbreviated season, we focused much of our media effort on Giving Tuesday. Begun the year before, Giving Tuesday is a national movement to encourage charitable giving at the beginning of the holiday season. Throughout the second annual Giving Tuesday, December 3, representatives of The Salvation Army appeared on national news and entertainment programs. Supporters were encouraged to raise awareness by posting on Twitter a photo of themselves giving back – an “unselfie.”

Donations in November and December rose 4.1% over the same period the previous year, to a total of more than \$526 million. Truly, Americans met us with open arms and open hearts. And we are grateful.

OPEN ARMS FOR THOSE FAR AND NEAR

When natural disasters occur in America and abroad, The Salvation Army provides critical relief. Since our last annual report, the United States, thankfully, has been spared natural catastrophes on the scale we had experienced in several recent years. The Philippines, however, were not. In November, Typhoon Haiyan wreaked unprecedented destruction. Salvation Army Emergency Disaster Services teams rushed to the scene of the devastation – the worst in the Philippines’ history – providing food, shelter, water, and emotional and spiritual care for the survivors. In the ongoing aftermath, the 75 Salvation Army offices in the Philippines have continued to provide essential support, aided by donors from the United States and around the world.



The Salvation Army opens our arms to all. In 2013, we raised our voice against rumors and misconceptions and engaged in our most direct dialogue yet with detractors regarding our policy and practice of nondiscrimination. For our entire history, we have served people according to their need and our capacity to help, regardless of their race, gender, ethnicity, or sexual orientation. We welcome volunteers and staff on the same basis.

The 10th chapter of Acts tells us that God opens His arms to all people, without favoritism. As His servants, we can do no less.



DAVID JEFFREY

Dear Friends,

As I reflect on the year just ended and the many ways The Salvation Army has opened its arms to people in need, a verse from the Book of Isaiah comes to mind. In it, the prophet says of the Lord, “He gathers the lambs in His arms and carries them close to His heart.”

It’s a sweet image, a beautiful reminder of the Lord’s gentleness in caring for the vulnerable. At The Salvation Army, we try very hard to follow His example of gentle care, opening our arms and our hearts to every human need.

The issues of life we confront, however, are far from gentle. Poverty and hunger, loneliness and despair, addiction and infirmity, natural and manmade catastrophes of every kind do great violence to the bodies, minds, and spirits of children, women, and men. Faced with harsh and intractable problems, we need to remind ourselves, as the Bible reminds us, that we fight with spiritual weapons — love, hope, faith, courage, compassion — and they are mighty.

I thank God that such virtues, expressed through those on the front lines of our work and through the inspiring generosity of our donors, enable The Salvation Army year after year to accomplish great things in His name. He speaks His word of hope, of healing, of forgiveness. Actions bring the word to life. We in The Salvation Army are blessed with friends and supporters who are very much people of action.

This year, they helped us provide material and spiritual resources to more children and families in need. They helped us link up with other humanitarian organizations in a renewal of our country’s now 50-year-old war on poverty. They helped us turn an abbreviated Christmas fundraising period into a banner season, enabling us to pursue with greater vigor our calling to serve our neighbor.

We are deeply grateful for the diligent work and the sacrifice that made these victories possible.

Finally, another word of thanks as Charlotte Jones Anderson completes her terms as head of our national board. During her five years as chair, she has been a tireless leader and passionate supporter of the Army, helping see us through a period marked by many challenges. We are grateful for her service as chair and pleased that she will continue to serve as a board member.

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



CHARLOTTE JONES ANDERSON

Dear Friends,

Sometimes it is hard to ask for help. And it can be hard to receive help, too. It's just human nature.

Think of a family, accustomed to working hard and proud that they have always pulled their own weight, suddenly finding themselves at the end of their resources because of a job loss or illness. "But we shouldn't need help," they may say.

Or consider the man or woman struggling with addiction, stuck in a hopeless cycle of failed attempts to quit, ashamed to ask for help and afraid of being judged.

And then there are the ill-treated ones, the youngest and most vulnerable who have learned, with good reason, to be suspicious of others' motives and intentions. Who can they trust?

Because help can be so hard to ask for and accept, that's one reason it matters so much that The Salvation Army meets every person in need in a loving spirit of acceptance – with open arms. In everything we do, we make our message one of unconditional love. Whoever you are, whatever your need, you are safe here; you are accepted here; you will find true help here.

The open arms of The Salvation Army are an invitation, not a demand. They are embracing, not manipulating. And because our open arms are backed by 150 years of compassionate, faithful service, they are a promise of help the timid and fearful, the lost and the hurting can trust.

This past year, as in all my years of involvement with The Salvation Army, I have marveled at how tirelessly our wonderful officers and volunteers have undertaken the work, how lovingly and fearlessly they have embraced the needy and their needs, and how wisely they have developed and implemented solutions for those needs.

As my term as board chair draws to a close and I return to my regular board post, I wish to express my admiration and thanks to those who serve so faithfully in the Lord's name. To serve alongside them is one of the greatest blessings of my life. It builds up my own faith. My prayer is that God will continue to strengthen their arms – their loving, open arms – for the great work still to come.

With gratitude,
Charlotte Jones Anderson
National Advisory Board Chairperson



ANGEL TREE

“Every kid should experience the excitement behind opening up a present on Christmas Eve or Christmas morning, despite what circumstances they’re in.”

In 1979, in Lynchburg, Virginia, Captains Charles and Shirley White were divinely inspired. Knowing that many families in the community were struggling to make ends meet as Christmas approached, the Whites worked with a local shopping mall to help provide gifts for children in need. Each child was represented by a paper angel that had been cut from a Hallmark greeting card and hung on the mall’s Christmas tree. The back of each angel listed that child’s one “need” and one “want.”

Thanks to generous donors, that inaugural year of The Salvation Army “Angel Tree” helped make Christmas brighter for 462 children.

Now, 35 years later, the Angel Tree serves nearly a million children across the country every year.

“If Mom has to choose between paying a light bill and getting her kids Christmas gifts...that’s a really heartbreaking choice.”

Although the numbers have grown immensely, the core idea of the Angel Tree has remained. Generous donors “adopt” an angel from Christmas trees in malls and businesses throughout the country. And those donors then shop for Christmas “needs” and “wants,” returning the gifts to The Salvation Army for distribution.

For those children in need, the benefits are obvious. But the joy these acts of love provide is even more powerful for the parents. Instead of agonizing over the choice between buying gifts and putting food on the table, they are comforted and blessed by the kindness of strangers.

“They made it happen for my kids and for many other little kids too. I’m very grateful for them.”



It truly takes an Army to organize and implement the Angel Tree program every year. But thanks to Salvation Army employees, officers, and volunteers, the incredible generosity and enthusiasm of Angel Tree donors is passed directly and seamlessly to those in need. And when parents come to pick up their gifts, The Salvation Army is able to share the true Christmas story with them, offering them the greatest gift of all.

What began as a moment of inspiration back in 1979 is now a *movement* of inspiration. And the angels that hang from those thousands of Christmas trees every year don’t just represent the children in need, they represent the generous individuals, families, and corporations who take the time to think of others, share their blessings, and actively participate in the joy of Christmas.

“If you have an opportunity to change somebody’s life, or at least bring joy to somebody else’s life...why wouldn’t you?”

2013 FINANCIAL SUMMARY

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

The four territories comprise seven thousand four hundred seventy-five (7,475) units of operation throughout the United States, including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia. The National Corporation and the World Service Office serve an essential role in helping the territories fulfill their mission. Inter-corporation transactions have been eliminated for presentation purposes.

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

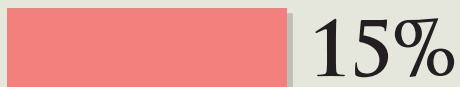
REVENUE



DIRECT PUBLIC SUPPORT \$2,024,823



INVESTMENT INCOME \$1,028,163



SALES TO PUBLIC \$638,839



GOVERNMENT FUNDS \$347,070



PROGRAM SERVICE FEES \$158,493



INDIRECT PUBLIC SUPPORT \$65,596

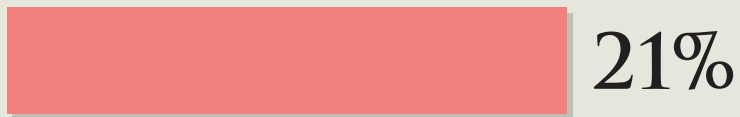


OTHER REVENUE \$52,609

EXPENSES



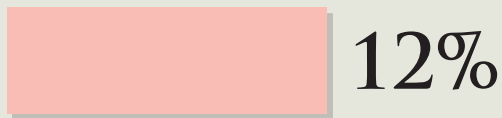
OTHER SOCIAL SERVICES \$1,019,123



CORPS COMMUNITY CENTER \$723,853



REHABILITATION \$702,539



MANAGEMENT & GENERAL \$392,635



RESIDENTIAL & INSTITUTIONAL \$347,335



FUNDRAISING \$211,376

STATISTICAL HIGHLIGHTS

CENTERS OF OPERATION

Corps	1,216
Outposts and Service Centers	167
Rehabilitation Centers	142
Thrift Shops	1,232
Community Centers, Boys/Girls Club	339
Child Day Care Centers	96
Adult Day Care Centers	10
Senior Citizen Centers	272
Group Homes/Temp Housing	583
Permanent Residences	87
Medical Facilities	24
Service Units	2,886
Camps	46
Divisions	40
Training Colleges	4
Other	331
TOTAL Centers of Operations	7,475

PEOPLE SERVED

Basic Social Services	17,615,838
Holiday Assistance	3,543,153
Summer & Day Camps	198,053
Disaster Assistance	264,054
Persons Visited in Institutions	2,275,943
Job Referrals	65,724
Correctional Services	307,869
Community Centers Participants	1,336,139
Day Care	42,796
Senior Citizens	819,272
Substance Abuse	177,711
Medical Care	27,753
Institutional Care	653,681
Missing Persons	37,418
Transportation Provided	1,022,258
TOTAL Persons Assisted	28,387,662

PERSONNEL

Officers/Lieutenants/Auxiliary Cpts	3,551
Cadets	343
Soldiers	108,708
Members	417,834
Employees	60,791
Volunteers	3,521,314
Advisory Organization Members	57,665

SERVICES

Meals Served	58,434,217
Lodgings Supplied	10,847,192
Welfare Orders - Cash Grants	7,632,666
Tangible Items Distributed - Clothes, Furniture, Gifts	19,577,943

GROUP MEETING ATTENDANCE

Outdoor Meetings	370,367
Sunday School	2,124,582
Sunday Meetings	5,013,319
Weekday Public Meetings	2,060,208
Soldier Development	586,851
Group Activities	8,543,156
Music Organizations	1,154,020
Other	5,997,878
TOTAL Group Meeting Attendance	25,850,381

THE SALVATION ARMY - USA

UNAUDITED COMBINED STATEMENT OF ACTIVITIES

For the year ended September 30, 2013

(Dollars in thousands)

REVENUE

PUBLIC SUPPORT:

Received Directly:	
Contributions	\$882,361
Donations-in-kind and contributed services	560,224
Special events	20,434
Legacies and bequests income	459,752
Pledges revenue	18,078
Contributions from split-interest agreements	73,797
Change in value of split-interest agreements	10,177
Total Received Directly	2,024,823
Received indirectly by federated campaigns	65,596
Total Public Support	2,090,419
Fees and grants from government agencies	347,070
Program service fees	158,493
Sales to the public	638,839
Investment earnings	1,028,163
Other revenue	52,609
TOTAL REVENUE	\$4,315,593

EXPENSES

PROGRAM SERVICES:

Corps community centers	\$723,853
Rehabilitation	702,539
Residential and institutional services	347,335
Other social services	1,019,123
Total Program Services	2,792,850

SUPPORTING SERVICES:

Management and general	392,635
Fundraising	211,376
Total Supporting Services	604,011

TOTAL EXPENSES	3,396,861
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Other changes in net assets	430,807
CHANGE IN NET ASSETS	\$1,349,539

THE SALVATION ARMY - USA

UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION

For the year ended September 30, 2013

(Dollars in thousands)

ASSETS

Cash and cash equivalents	\$379,751
Collateral received under securities lending	25,187
Accounts receivable	133,071
Legacies and bequests receivable	449,951
Pledges receivable	56,903
Inventory	45,893
Prepaid expenses and deferred charges	26,361
Mortgages and notes receivable	95,795
Investments	7,329,990
Assets held under split-interest agreements	984,035
Land, building, improvements & equipment	4,976,839
Other assets	6,772
Total Assets	\$14,510,548

LIABILITIES & NET ASSETS

Total Liabilities	\$3,819,370
NET ASSETS:	
Unrestricted:	
Available for operations	463,634
Designated for capital & specific program expenditures	2,048,045
Land, building & equipment	4,288,306
Total Unrestricted	6,799,985
Temporarily restricted	1,566,929
Permanently restricted	2,324,264
Total Net Assets	10,691,178
TOTAL LIABILITIES & NET ASSETS	\$14,510,548

THE SALVATION ARMY LEADERSHIP

NATIONAL LEADERSHIP

Commissioner David E. Jeffrey
National Commander

Commissioner Barbara Jeffrey
National President of Women's Ministries

Colonel William Harfoot
National Chief Secretary

CENTRAL TERRITORY

Commissioner Paul R. Seiler
Territorial Commander

Commissioner Carol Seiler
Territorial President for
Women's Ministries

Colonel Merle Heatwole
Chief Secretary

SOUTHERN TERRITORY

Commissioner Donald C. Bell
Territorial Commander

Commissioner Debora K. Bell
Territorial President of
Women's Ministries

Colonel F. Bradford Bailey
Chief Secretary

EASTERN TERRITORY

Commissioner Barry C. Swanson
Territorial Commander

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

Colonel William A. Bamford
Chief Secretary

WESTERN TERRITORY

Commissioner James M. Knaggs
Territorial Commander

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

Colonel David E. Hudson
Chief Secretary

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Executive Vice President

Dallas Cowboys Football Club

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Attorney

Pittsburgh, Pennsylvania

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Strategic Communications Consultant

St. Louis, Missouri

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KPMG International

Carmel, California

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Dallas Cowboys Football Club

Irving, Texas

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Executive Vice President

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Minneapolis, Minnesota

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Ellicott City, Maryland

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Pittsburgh, Pennsylvania

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Sr. Vice President & Chief

Marketing Officer

Nationwide Financial

Columbus, Ohio

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Former First Lady

Dallas, Texas

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Byers' Choice Ltd.
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Principal
Enkei Advisors
Chapel Hill, North Carolina

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Director Of Community
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COO & President, International
FedEx Express
Memphis, Tennessee

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Walden Media
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Los Angeles, California

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President, Fred C. & Mary
R. Koch Foundation
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Omaha, Nebraska

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HR Project Manager
Dow Jones & Company
New York, New York

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Dallas, Texas

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Basking Ridge, New Jersey

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The Rock Church
San Diego, California

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Houston, Texas

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Managing Director
Northern Stream Capital, LLC
Medina, Washington

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Cassidy Turley
Portland, Oregon

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CEO
Girl Scouts of Eastern Pennsylvania
Philadelphia, Pennsylvania

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& Strategic Advisor
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GMR LLC
Honolulu, Hawaii

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SEDERSTROM**

Partner
Erickson/Sederstrom, P.C.
Omaha, Nebraska

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Papa John's International, Inc.
Louisville, Kentucky

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Southern California Edison Company
Orange, California

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McDonald's Corporation
President, The Vizcarra
Consulting Group LLC
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Elkhart, Indiana

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Chairman – Retired
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Dearborn, Michigan

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Rancho Sante Fe, California

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Dean of Business
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Atlanta, Georgia

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Chairperson, Sharp Foundation
Dallas, Texas

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Hobe Sound, Florida

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Dallas Museum Of Art
Dallas, Texas

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(see Past Chairman Circle)

MR. B. FRANKLIN SKINNER

(see Past Chairman Circle)

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Columbus, Ohio

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President
Robert Garcia & Associates
Washington, D.C.

MR. RICHARD G. HAGERTY

Real Estate Development
Modesto, California

MR. WORTH HOBBS

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Alcoa Foundation
Pittsburgh, Pennsylvania

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Chairman of the Board – Retired
ACTS Retirement-Life Community
Media, Pennsylvania

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Chairman & CEO – Retired
Ameritrust Corporation
Venice, Florida

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Owner & General Manager
Dallas Cowboys Football Club
Irving, Texas

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Partner – Retired
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Scottsdale, Arizona

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Houston, Texas

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Washington, D.C.

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President
BTC, Inc.
Scottsdale, Arizona

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

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Wachovia Securities, Inc.
Charlotte, North Carolina

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Houston, Texas

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Partner
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Peoria, Illinois

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Charlottesville, Virginia

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CEO – Retired
Rogers, Towers, Bailey, Jones & Gay
Jacksonville, Florida

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

MR. DONALD C. WILSON

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

MR. CHARLES E. ZEIGLER, SR.

Chairman Of The Board – Retired
Public Service Company Of North Carolina
Gastonia, North Carolina



ABOUT THE SALVATION ARMY

“Doing The Most Good.” In these four words, our mission – to feed, to clothe, to comfort, to care. To rebuild broken homes and broken lives. By walking with the addicted, we can lead them to recovery. In fighting hunger and poverty, we can feed and nurture the spirit. And, in living and sharing the Christian Gospel by meeting tangible needs, we give the world a lasting display of the love behind our beliefs.

The Salvation Army operates 7,546 centers in communities across the United States. These include food distribution, disaster relief, rehabilitation centers, anti-human trafficking efforts, and a wealth of children’s programs. Our work is funded through kettle donations, corporate contributions, and the sale of goods donated to our Salvation Army Family Stores. Eighty-two cents of every dollar we spend supports our various missions across the country. We are a tax-exempt 501(c)(3) organization, and contributions are deductible for Federal Income Tax Purposes to the extent permitted under Section 170(b)(2) for corporations.

An international movement, The Salvation Army is an evangelical arm of the universal Christian Church. Our message is based on the Bible, and our ministry is motivated by the love of God. We preach the Gospel of Jesus Christ and meet human needs in His name without discrimination.