



2025

ANNUAL REPORT



DOING THE
MOST GOOD®

MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

ABOUT THE SALVATION ARMY

We're committed to **"Doing the Most Good."**

These four words sum up our goal to feed, clothe, comfort, and care for those in need; to rebuild broken homes and broken lives; to offer a way out for those who suffer from addiction, leading them to recovery. In our fight to end hunger and poverty, we also feed and nurture the spirit. It is in living and sharing the Christian gospel that we meet tangible needs.

The Salvation Army operates more than 7,300 centers in communities across the United States. These centers provide food distribution, disaster relief, rehabilitation services, anti-human trafficking programs, a wealth of youth activities, and more.

Our work is made possible by generous donors through corporate gifts, Red Kettle contributions, proceeds from goods sold in our Salvation Army thrift stores, and other public support.

Eighty-three cents of every dollar donated supports our various efforts 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.





CONTENTS

Leadership Letters	6
Ministry Highlights	8
Love Nourishes <i>Hunger</i>	10
Love Protects <i>Homelessness</i>	12
Love Liberates <i>Eviction Prevention</i>	14
Love Rebuilds <i>Disaster Relief</i>	16
Christmas & Holiday Impact	18
Influencers & Ambassadors	20
Corporate Partners	22
Financial Summary & Statistical Highlights	28
National Advisory Board	32
National Leadership	34





LOVE UPLIFTS

In the United States, nearly 1 in 3 adults reported that they are finding it difficult to get by financially. This struggle to afford basic necessities such as food, housing, and healthcare impacts millions of families every day. Thanks to you, The Salvation Army stands as a source of hope for neighbors in need. With the support of our generous donors, volunteers, and partners, we've been able to help meet those in need across the country.

Through our social service programs that focus on food, shelter, rent, mortgage, utility assistance, and more, we've made a lasting impact by touching the lives of nearly 28 million people in need. Together, we've shown that when we love beyond expectations, lives are uplifted.

FROM THE NATIONAL COMMANDER



Dear Friends,

When Jesus walked this earth, He ministered to people who were sick, weary, and outcasts from society. His example inspired our founder, William Booth, to create an organization that was dedicated to that mission, preaching the gospel of Jesus Christ and meeting human needs in His name without discrimination.

Service is not just a call to action. It is a call to transformation. For those we help and for ourselves, serving changes lives. The Salvation Army has a unique opportunity to serve people from all walks of life. Every helping hand, disaster relief effort, and meal we serve is evidence of our carrying out God's ministry.

For me, The Salvation Army's mission is deeply personal. Throughout my life, I've witnessed how those around the world who are most often overlooked — struggling families, those experiencing homelessness, formerly incarcerated people — are the ones in greatest need of our compassion. When we serve people by loving beyond their circumstances, we can help all of God's children regain their dignity, hope, and opportunity to thrive.

Thanks to our communities, partners, board members, donors, volunteers, and supporting corporations, The Salvation Army remains ready to respond to the needs of every community: today, tomorrow, and always. As we continue to serve in this ever-changing world, let God's mission open new doors for you to love beyond.

God bless you,

A handwritten signature in black ink that reads "Merle Heatwole". The signature is fluid and cursive, with the first name "Merle" and last name "Heatwole" clearly distinguishable.

Commissioner Merle Heatwole

National Commander

The Salvation Army in the United States

FROM THE CHAIRMAN



Dear Partners and Supporters,

As we navigate a world that changes so quickly, it can be difficult to stay focused on what's important. But how do we prioritize others while still seeking to improve ourselves? By giving back.

As the chairman of The Salvation Army's National Advisory Board, I am committed to ensuring that The Salvation Army meets the most pressing needs in our communities. We know that hunger, homelessness, and the trauma of disaster are not fleeting issues — they're urgent, ongoing realities that require constant attention.

The Salvation Army's dedication to serving the most vulnerable — those who have nowhere else to turn — resonates with me on a personal level. Every meal provided, every roof offered, and every act of compassion shared is an opportunity to transform lives. Together, we're doing just that.

I encourage you to consider your "why." Why do you serve? Why do you give? I find that my answer to these questions is a call to action. Whether through our time, resources, or influence, we all have a role to play in lifting up the most vulnerable among us.

Thank you for making a tangible difference in the lives of so many who need our love and service. When we do our best to live as Christ did, we can create lasting change for our fellow children of God. This is our calling — to answer the call to do good.

With gratitude,

A handwritten signature in black ink, which appears to read "Marc Belton". The signature is stylized and fluid.

Marc Belton

Chairman

The Salvation Army National Advisory Board

OUR MINISTRIES

In 2024, The Salvation Army was the nation's largest direct nongovernmental provider of social services. Through each of our programs, we meet immediate needs and provide long-term stability and transformation for those who are struggling year-round. To combat homelessness, hunger, and financial instability, The Salvation Army provided shelter, warm meals, Christmas gifts, and financial assistance to millions of families and individuals. Thanks to you, our programs served nearly 28 million people in need across more than 7,300 centers of operation throughout the year — offering support and a guiding light when it was needed most.



HUNGER

183,111,494 Total Meals Served

Through food pantries, community meals, mobile canteens, and feeding programs, The Salvation Army met the urgent needs of millions facing hunger — providing nourishment and dignity during times of crisis and everyday hardship.



HOMELESSNESS

10,075,059 Nights of Shelter

We offered safe shelter to individuals and families experiencing homelessness or escaping unsafe situations — meeting them with compassion, a warm bed, and resources for stability.



EVICTION

1,575,09 Financial Assistance

From rent and utility support to transportation, clothing, and medical needs, The Salvation Army provided critical financial assistance to help individuals and families stay housed, stay hopeful, and move forward with dignity.



DISASTER

1,234 Emergency Disaster Assistance

When disasters struck, The Salvation Army was on the ground — providing immediate aid, emotional and spiritual care, and long-term recovery services to survivors and first responders alike.

COMBATING HUNGER WITH COMPASSION

No person should ever go a day without access to a meal. In 2024, The Salvation Army fought hunger and food insecurity through a variety of programs, including neighborhood food pantries, mobile meal services, and the distribution of more than 183 million meals. These initiatives provided healthy food and essentials to families in need, helping them regain food security. Our mobile food programs ensured that even the most underserved areas had access to nutritious meals. These are among the many efforts we deploy toward working to eliminate food insecurity and love beyond hunger.



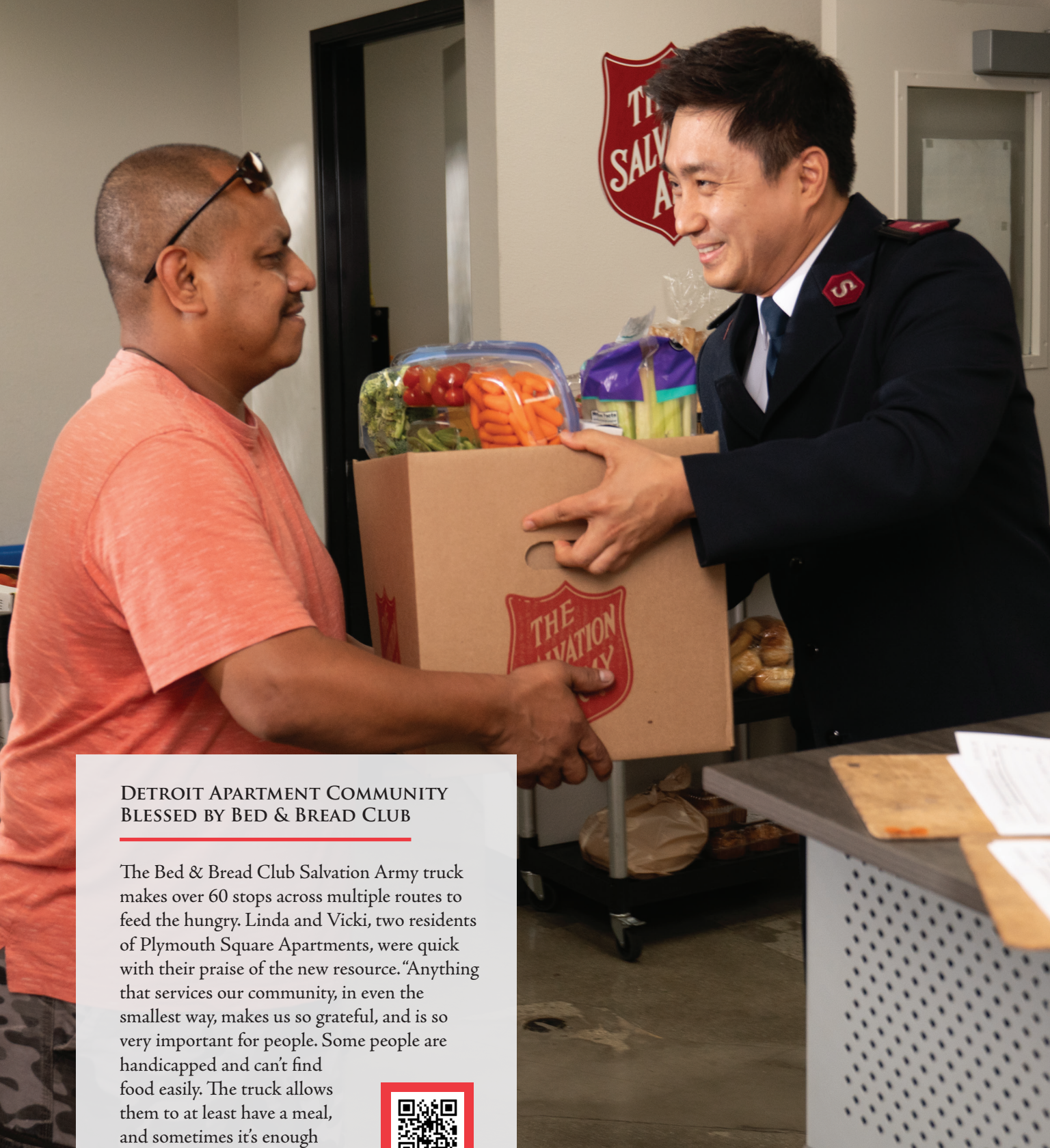
Choice Food Pantries

Choice Food Pantries are just one of The Salvation Army's many programs to combat hunger in cities across the nation. They provide shelf-stable pantry items, bread, cereal, meat, and other household necessities to people without access to food. These pantries offer a better way for those in need to access food assistance. Instead of receiving a prepackaged bag of goods, individuals can choose the items that best suit their needs, creating a more personalized and dignified experience.

Selena's Journey From Hope to Home

Selena's journey from fear to hope began the day she walked into the Shield of Hope Food Pantry, clutching her two young daughters. Fleeing a violent past, she was filled with anxiety, unsure of what awaited them in such an unfamiliar place. But the moment they stepped inside, they were met with aromas of fresh bread, the sound of laughter, and most of all, a heartfelt welcome from a Salvation Army volunteer. That day, something shifted inside Selena. She didn't just leave with groceries; she left with hope.

At the pantry, Selena was empowered by the simple act of choosing the food for her family to eat. That small moment of normalcy planted a seed of healing in her heart. Encouraged by the support, Selena began attending church and slowly integrated into the community. With every visit, the Shield of Hope became more than just a food pantry — it became an inspiration, guiding Selena and her daughters toward a brighter, more secure future.



DETROIT APARTMENT COMMUNITY BLESSSED BY BED & BREAD CLUB

The Bed & Bread Club Salvation Army truck makes over 60 stops across multiple routes to feed the hungry. Linda and Vicki, two residents of Plymouth Square Apartments, were quick with their praise of the new resource. "Anything that services our community, in even the smallest way, makes us so grateful, and is so very important for people. Some people are handicapped and can't find food easily. The truck allows them to at least have a meal, and sometimes it's enough for two meals," said Vicki.



PROVIDING SHELTER AND SAFETY

In 2024, The Salvation Army played an essential role in addressing the homelessness crisis across the United States. Through our network of shelters, transitional housing facilities, supportive housing facilities, and reentry programs, we provide safe places for people to stay 365 days a year. Emergency shelters offered immediate relief, while our long-term programs provided case management, job

training, and life skills that helped people achieve self-sufficiency. Additionally, our permanent supportive housing ensured long-term stability, and our reentry resources supported individuals transitioning from incarceration back into their communities. In 2024, The Salvation Army's shelter programs provided 10,075,059 nights of shelter for families and individuals in need.

The Street Level Program

The Salvation Army offers a wide variety of programs to help those in need across the country. For people experiencing homelessness, basic barriers, such as transportation to local shelters, access to agencies where they can obtain essential identification, and a general lack of awareness about available resources, keep them from accessing support services. This is where The Salvation Army's Street Level program steps in to help. The Street Level program meets people in need where they are 24/7. Whether people are living out of their vehicle, a tent, or without shelter on the street, the Street Level team helps by providing food, water, hygiene kits, transportation to shelters, and opportunities to exit homelessness. Through mobile outreach, the team brings essential resources directly to those in need and helps them take the first steps toward safe, supportive housing and long-term stability.





A NIGHT OUT

The Salvation Army's Street Level Program

On a bitter Spokane night, Roy Garcia was nearing the end of a 12-hour shift with the Street Level program when a young man named Marquis flagged down his red Salvation Army van. Marquis, 28, had been living on the streets for about a decade, drifting between shelters, friends' homes, and stretches of cold uncertainty. He and his girlfriend, Mary, were hesitant at first but climbed into the van — grateful for the ride and maybe something more. “See, babe, our prayers have been answered,” Marquis said as the doors closed behind them. As they drove toward the Cannon Street Shelter, Marquis shared that he was ready for a change but didn’t know where to begin. Captain David Cain, who had once been in Marquis’ shoes, told him he got sober at the same age and found his way through a Salvation Army rehabilitation

program. Marquis listened and started to believe.

This is what Roy Garcia lives for: Connection. A conversation that plants a seed. A moment that reminds someone they matter. Through the Street Level program, Garcia isn’t just offering rides — he’s showing up, day after day, in the places where people have stopped expecting help. It’s slow work. Hard work. But it’s real. “I look at everybody, and I just think I can help them,” Garcia said. “And the ones that I can’t help, I put it in my head that when I come back next time, they’re gonna tell me yes.” For Marquis, that night was a yes. And for Garcia, it was one more reason to keep coming back. The Salvation Army’s Street Level program brings more than warm meals and hand warmers — it brings hope.

WATCH HOW HOPE BEGINS. SINCLAIR
CARES: FROM HOMELESS TO HOPE SPECIAL



PREVENTING EVICTION FOR FAMILIES

Financial insecurity was one of the most cited growing concerns for Americans in 2024. The Salvation Army's rent and utility assistance programs provided continuous support to individuals and families facing financial hardship, ensuring that beneficiaries had heat during the winter, air conditioning in the summer, or access to clean water. Our rental and mortgage assistance helped people in need maintain housing stability by offering temporary relief when they were unable to pay their rent or mortgage. In 2024, The Salvation Army provided financial assistance to 1,575,098 households through our eviction prevention programs — supporting individuals and families in staying safely housed.

The HeatShare Program

The HeatShare Program helps seniors and people with disabilities living on a fixed income, as well as others experiencing poverty who face unexpected financial emergencies, access financial assistance to keep their homes warm. Whether the program is helping pay natural gas, electricity, and propane utility bills or repairing a gas furnace or water heater for someone in need, the HeatShare Program keeps houses and hearts warm for families across the nation. Annually, the HeatShare Program provides nearly 7,800 households with an average of \$400 to keep their homes warm.



A Strong Advocate

In addition to providing financial assistance, The Salvation Army's HeatShare Program also provides advocacy. Such was the case when a Spanish-speaking woman in her 60s called HeatShare after her natural gas was shut off during one Minnesota winter.

Using a language translation app, our caseworker learned more about the woman's situation. The caseworker then called the woman's utility company and was able to get her gas turned on, get her enrolled in a payment plan, and helped her initiate a formal dispute stemming from an unknown \$700 charge. "The woman was relieved and looked forward to heat and hot water in her home that night," the caseworker said.

LEARN MORE ABOUT THE SALVATION
ARMY'S UTILITY AND RENT ASSISTANCE



LA MUJER ... ESPERABA CON ANSIAS
EL CALOR Y EL AGUA CALIENTE
EN SU CASA ESA NOCHE.

THE WOMAN ... LOOKED FORWARD TO HEAT
AND HOT WATER IN HER HOME THAT NIGHT.



RESTORING HOPE AFTER THE STORM

The Salvation Army's disaster relief programs are an essential part of our mission to support communities during their times of greatest need. As one of the most well-known and trusted disaster relief organizations in the country, we are uniquely prepared with comprehensive emergency response plans tailored to the specific needs of each community we serve.

This past year and every year, The Salvation Army is present long before disaster strikes. We understand that disaster relief starts by building relationships and preparing for the unexpected. Because we are embedded and serving in communities across the United States all year long, we are consistently among the first on the ground, providing food, water, shelter, and emotional support to those affected by various disasters. Today, we help communities recover by staying on-site to support long-term rebuilding efforts well after the media attention fades. In 2024, The Salvation Army's disaster relief programs responded to 1,234 disasters providing support to 306,517 people in crisis. Through these efforts, we love beyond disaster and ensure that no one faces the aftermath alone.

Hurricane Helene/Milton Response

In 2024, The Salvation Army responded swiftly to the devastation caused by Hurricane Helene and Hurricane Milton, two powerful storms that left a path of destruction across the Southeastern United States. On Sept. 26, Hurricane Helene made landfall on the Florida coast as a Category 4 hurricane, bringing catastrophic damage to Florida, Georgia, South Carolina, North Carolina, Tennessee, Kentucky, Virginia, Alabama, and West Virginia. Less than two weeks later, Hurricane Milton struck Florida on Oct. 9, compounding the devastation and creating an overwhelming need for immediate disaster relief. The Salvation Army mobilized teams from across the country to provide critical assistance,

including emergency shelter, food, water, and emotional support to those hardest hit by the storms.

In the weeks and months following the hurricanes, The Salvation Army's disaster relief efforts persisted, providing ongoing support to communities in need. Mobile kitchens and relief teams distributed thousands of meals, while emergency shelter was set up for displaced families. In addition to immediate relief, The Salvation Army assists with long-term recovery today, helping families rebuild their lives by offering financial support, coordinating support with partner relief organizations, supporting rebuilding efforts, assisting with federal funding applications, and providing case management, counseling, and more. The Salvation Army's response to Hurricane Helene and Hurricane Milton included 619,978 meals served, 69,067 hours of volunteer service, and support for communities still recovering. We continue to serve individuals and families affected by these hurricanes and ensure they receive the love and resources they need to recover.

EMERGENCY DISASTER SERVICES RESPOND TO ERNESTO

In the aftermath of the storm, EDS workers visited communities across Puerto Rico and distributed hot food, cleaning kits, boxes of water, and bags of ice, among other essential supplies. "I know we distributed 3,800 meals over five days," said Robert Myers III, EDS director for The Salvation Army's USA Eastern Territory. "The storm impacted mainly communities on the southern and western sides of the island."



EVEN IN THE
HARDEST
MOMENTS,
GOD IS NEAR.



TEN DAYS ON A MOUNTAINTOP

A Mother's Story of Hope and Resilience After Helene

BARNARDSVILLE, N.C. (Oct. 8, 2024) — Ten days. That's how long Karen and her two boys were stranded on a mountaintop in Barnardsville after Hurricane Helene swept through. Ten days of isolation, rationing food, conserving gas, and wondering if anyone even remembered they were there. The bridges were gone, the roads impassable, and the world felt very far away.

But then came the rumble of big trucks, the first sign of hope breaking the silence. Karen threw her boys in the car and followed the sound down the mountain, where a Salvation Army mobile feeding unit stood waiting at the base. Shaking, she stepped out of her car, overcome. "You are the first people

we've seen," she said through tears. A canteen worker met her with open arms and a simple promise: "You're not alone. We'll work through this together."

Karen's boys were soon eating hot chicken, green beans, and peaches — their first real meal in a week. With the help of the community, led by The Salvation Army, trees were cleared from her home, a tarp secured the leaking roof, and her diabetic son's insulin was replenished. Karen was surrounded by prayer and reminded she was not forgotten. In Barnardsville, The Salvation Army shows up. And when it does, it's with chainsaws, food, faith, comfort, and the reassurance that even in the hardest moments, God is near.

VOLUNTEERS

Volunteers are the heart of The Salvation Army's holiday efforts. Each plays a key role in spreading hope, love, and support to communities during the holiday season. Whether you're assisting at a shelter, organizing a food drive, or ringing bells at a Red Kettle, your time and effort help uplift individuals and families facing adversity. Every act of volunteerism creates positive change, and by lending a hand, you can make a lasting impact.

KETTLES

Thanks to your generosity, The Salvation Army raised \$99,474,124 through our Red Kettles this year. Every dollar helped provide Christmas gifts for children in need and will continue to support essential services such as feeding programs, shelter, and utility assistance throughout the year. The Red Kettle Campaign is a crucial part of our ongoing efforts to meet our communities' needs during the holidays and beyond.

ANGEL TREE

For 45 years, The Salvation Army has brought joy to children and seniors through the Angel Tree program. This initiative provides new clothing and toys to one million children annually, ensuring they experience the joy of Christmas. Through this collaboration and the support of partners like Walmart and Sheetz for the Kidz, we make the holidays brighter for families in need, offering them a sense of hope that extends well beyond the season.







ERIN & BEN NAPIER

Erin and Ben Napier have been a source of inspiration since they began their partnership with us. In 2024, they participated in an in-person back-to-school and thrifting service day at The Salvation Army Thrift Store in Laurel, Mississippi, where they helped raise awareness and

provided resources for families in need. To further amplify the mission, Erin and Ben continued their limited-edition *Season of Hope* Salvation Army candle and, this year, introduced a handmade candle tray to help raise awareness about the hope The Salvation Army brings to those in need.



CARLOS & ALEXA PENA VEGA

Carlos and Alexa Pena Vega bring a special optimism and enthusiasm to furthering The Salvation Army's mission. In 2024, Carlos and Alexa spent a day volunteering at The Salvation Army Mabee Center in Fort Worth, Texas, serving meals to those in need. They also participated in a service day, distributing meals to individuals impacted by Hurricane Helene, helping communities recover from the disaster. Their collaboration with The Salvation Army was further exemplified through their movie, "Get Him Back for Christmas," in which The Salvation Army played a key role. Through their advocacy, Carlos and Alexa bring awareness to the needs of vulnerable communities.



LAUREN DAIGLE

Lauren Daigle's support for The Salvation Army has been invaluable in spreading hope during the holiday season. In 2024, she participated in the Fox & Friends Christmas Concert Series, helping bring attention to The Salvation Army's efforts to provide for those in need during the Christmas season. Lauren also joined a toy distribution event in New York City, volunteering in person to ensure that local children in need received Christmas gifts.



THE DALLAS COWBOYS



For 28 years, The Salvation Army and the Dallas Cowboys, along with the Jones family, have shared a thriving partnership. Together, we have brought about a variety of successful collaborations, including the 2024 Red Kettle Kickoff Halftime Show at AT&T Stadium. Each performance helps shine a national spotlight on the critical needs of millions during the holiday season. This past year, Lainey Wilson performed live for a nationwide audience with guest star Jelly Roll during the Dallas Cowboys' Thanksgiving Day game against the New York Giants. The Dallas Cowboys Cheerleaders also joined Lainey in her launch video to help kick off the Red Kettle season. Thanks to our partnership with the Dallas Cowboys, we raised \$99,474,124 during the 2024 Red Kettle season, aiding in the provision of services to millions of individuals across the nation.



WALMART & SAM'S CLUB

Walmart and Sam's Club played an instrumental role in helping The Salvation Army raise more than \$54 million in impact across the country.

Their partnership made it possible for millions of customers to give back through a variety of in-store and online initiatives, including:



RED KETTLE CAMPAIGN

\$35.5 million raised at Walmart and Sam's Club locations nationwide.



ONLINE ROUND-UP CAMPAIGN

\$2.1 million raised as Walmart customers rounded their purchases up to the nearest dollar.



IN-STORE & ONLINE ANGEL TREE CAMPAIGNS

Together, in-store and online Angel Tree campaigns brought joy to over 213,000 Angels, with nearly \$16 million in gifts distributed — including \$257,000 through 1,000 fulfilled Spark Good registries.



SAFE DRIVING INITIATIVE CAMPAIGN

\$150,000 direct contribution, which rewards accident-free driving across its fleet with charitable support for community partners.



HOLIDAY MEAL CAMPAIGN

Provided holiday meals to 620 families facing food insecurity.

Walmart also brought extra joy during the holidays through Surprise and Delight events for 100 families in hurricane-impacted areas of North Carolina, as well as in Burbank and Indianapolis. Its support extended to the National Commander's Red Kettle Challenge and Walk & Talk events, helping to drive awareness and engagement throughout the holiday season.

Walmart

sam's club





AMWAY

Amway generously invested \$300,000 to help combat food insecurity and expand educational programming at The Salvation Army's Ray & Joan Kroc Corps Community Centers. Located in 21 states, these vibrant hubs provide mentorship, youth development, health and wellness programming, and music and theater opportunities — strengthening families and uplifting communities across the country.



BOBCAT COMPANY

In the wake of hurricanes Helene and Milton, Bobcat Company donated 23 pieces of equipment — including forklifts, portable generators, and light towers — valued at \$885,000 to support The Salvation Army's disaster relief operations. Bobcat Company is dedicated to enhancing its support for The Salvation Army's disaster relief initiatives by deepening the strategic partnership in even more impactful ways.



FEDEX

The Salvation Army has teamed up with FedEx for more than 19 years. Its steadfast support has strengthened both emergency response efforts and community outreach through the donation of co-branded mobile feeding units and in-kind shipping services.

In 2024, FedEx generously donated a new mobile feeding unit to The Salvation Army in Philadelphia — marking the 26th donation since 2006. The unit has already supported multiple disaster relief and outreach efforts, including serving meals to first responders following the crash of a medical jet in Northeast Philadelphia, providing support during the 2024 Super Bowl, and responding to residential fires throughout the region.



FOOD LION

Through the Food Lion Feeds Charitable Foundation, The Salvation Army received a \$100,000 grant in 2024 to support disaster relief following Hurricane Helene. This critical funding enabled the rapid delivery of food, water, and emergency supplies to families and individuals affected by the storm.



LOWE'S

Lowe's provided a \$250,000 grant to strengthen The Salvation Army's nationwide disaster relief efforts, offering life-sustaining supplies such as food, diapers, and fuel to survivors. Additionally, through Lowe's Hometowns, Lowe's awarded \$110,000 to three local Salvation Army centers, helping to upgrade and enhance community centers, improving access to safe, functional spaces for those we serve.



SHEETZ FOR THE KIDZ

For over three decades, Sheetz For the Kidz has brought holiday joy to children through its partnership with The Salvation Army. In 2024, the organization donated more than \$2.7 million in new toys, clothing, and essentials — reaching 12,300 children and making the season brighter for families across the region.



TL-MODA

In 2024, The Toyota Lexus Minority Owners Dealership Association (TL-MODA) awarded The Salvation Army a grant, enabling us to support 4,400 students across the country with backpacks and grade-specific school supplies. This generous contribution helped ensure that thousands of students started the school year equipped with the resources they needed to succeed, empowering them to focus on their education and achieve their full potential.



UPS

UPS and The Salvation Army collaborate throughout the year to allocate resources where they're needed most — filling funding gaps and ensuring the right products arrive at the right time. In 2024, UPS strengthened global disaster response efforts by contributing \$300,000 to The Salvation Army World Services Office (SAWSO) Global Response Fund and donating \$250,000 in in-kind shipping to deliver food, clean water, and medical supplies to crisis-affected communities.



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 7,461 units of operation throughout the United States, including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia. The National Corporation and the World Service Office serve an essential role in helping the territories fulfill their mission. Intercorporate transactions have been eliminated for presentation purposes.

The Salvation Army has successfully rendered service in the United States since 1880 while maintaining conservative financial policies, enabling us to fulfill our mission and serve those in need in your community. Our pledge is to maintain the highest standards of financial accountability to continue to deserve your trust.

REVENUE

(Dollars in Thousands)

TOTAL REVENUE \$5,437,484

PUBLIC SUPPORT

\$2,344,220

INVESTMENT INCOME

\$1,657,720

GOVERNMENT FUNDS

\$610,724

SALES TO THE PUBLIC

\$552,932

PROGRAM SERVICE FEES

\$170,049

OTHER REVENUE

\$101,839

EXPENSES

(Dollars in Thousands)

TOTAL EXPENSES \$4,164,019

OTHER SOCIAL SERVICES

\$1,337,045

CORPS COMMUNITY CENTER

\$873,433

REHABILITATION

\$708,010

RESIDENTIAL & INSTITUTIONAL

\$523,795

MANAGEMENT & GENERAL

\$459,396

FUNDRAISING

\$262,340

SERVICE TOUCHPOINTS

Basic Social Services	11,604,793
Personal Connections (Interviews, Case Management, Information Requests)	7,013,778
Community Center & Kroc Participants	4,838,694
Holiday Assistance	2,302,771
Institutional Care	744,046
Summer & Day Camps	466,817
Emergency Disaster Assistance	306,517
Senior Citizens	284,735
Substance Abuse & Rehabilitation	151,869
Permanent Placement/Housing	75,251
Pathway of Hope	72,821
Day Care	44,836
Correctional Services	40,209
Veterans	17,057
Medical Care	10,217
Anti-Human Trafficking	9,306
Total Mission Touchpoints	27,983,717

MINISTRY ACTIVITIES

Church Attendance	3,732,365
Virtual Ministry Attendance	72,364
Spiritual Development (Sunday School, Bible Study)	3,696,880
Adult Ministry & Fellowship Group Attendance	4,515,964
Youth Ministry & Fellowship Group Attendance	1,394,526
Adult Music & Fine Arts Education Attendance	588,141
Youth Music & Fine Arts Education Attendance	109,815
Persons Linked To Corps Through Programs	5,793
Outreach Publications Circulation	2,389,950
Persons Engaged Through Outreach Activities	7,258,343

SERVICE HIGHLIGHTS

Food & Nutrition — Total Meals Provided	183,111,494
Tangible Items Distributed (Clothing, Furniture, Gifts)	14,493,583
Nights of Shelter Provided	10,075,059
Households Provided With Financial Assistance (Housing, Medical, Utilities, Transportation, Misc)	1,575,098
Transportation Assistance	737,224
Employment Assistance	35,946
Number of Disaster Events Responded To	1,234

MISSION CENTERS

GENERAL OPERATIONS

National/Territorial/Divisional Headquarters	42
Training Colleges	4
Corps Community Centers	1,087
Kroc Community Centers	26
Outposts & Service Centers	64
Service Units	2,419

SOCIAL SERVICES

Emergency Shelters	302
Temporary Housing	232
Permanent & Supportive Residences	126
Rehabilitation Centers	112
Anti-Human Trafficking Programs	17
Supportive Services for Veteran Families	40
Street Outreach/Mobile Units	96
Food Pantries	1,257

COMMUNITY SERVICE CENTERS

Retail Centers	903
Youth Community Centers	216
Adult & Senior Citizens Community Centers	192
Other Centers	138
Day Care Centers (Adult & Child)	51
Camps	40
Medical Clinics	12
Total Mission Centers	7,461

PERSONNEL ENGAGEMENT

Officers/Envoys/Sergeants/Auxiliary Captains/Cadets	2,912
Employees	64,101
Volunteers	1,552,488
Advisory Organization Memberships	50,435
Echelon Memberships	1,105
Church Memberships	212,299
Adult Ministry & Fellowship Group Memberships	104,853
Youth Ministry & Fellowship Group Memberships	56,064
Adult Music & Fine Arts Education Memberships	24,255
Youth Music & Fine Arts Education Memberships	8,837
Community Center and Kroc Memberships	289,076

The Salvation Army USA Unaudited Combined Statement of Financial Position

For the Year Ended September 30, 2024 (Dollars in Thousands)

ASSETS	2024	2023
Cash and Cash Equivalents	\$ 685,627	\$ 649,825
Accounts Receivable	249,225	250,765
Legacies and Bequests Receivable	1,163,692	1,019,021
Pledges Receivable	55,403	37,343
Inventory	43,268	43,292
Prepaid Expenses and Deferred Charges	49,082	43,908
Mortgages and Notes Receivable	32,053	8,992
Investments	10,212,241	9,133,958
Assets Held Under Split-Interest Agreements	1,144,308	1,051,466
Lease Right-of-Use Assets	137,178	140,850
Land, Building, Improvements, and Equipment	5,318,628	5,220,477
Other Assets	4,497	4,489
Total Assets	\$ 19,095,202	\$ 17,604,386

LIABILITIES & NET ASSETS	2024	2023
Total Liabilities	\$ 4,730,597	\$ 4,212,507
Net Assets:		
<i>Without Donor Restrictions:</i>		
Available for Operations	654,499	598,390
Designated for Capital and Specific Program Expenditures	2,819,366	2,557,789
Land, Building, and Equipment	4,753,369	4,695,021
Total Net Assets Without Donor Restrictions	8,227,234	7,851,200
<i>With Donor Restrictions:</i>		
Amounts to Be Held in Perpetuity	3,301,272	3,166,358
Other Restrictions	2,836,099	2,374,321
Total Net Assets With Donor Restrictions	6,137,371	5,540,679
Total Net Assets	\$ 14,364,605	\$ 13,391,879
Total Liabilities & Net Assets	\$ 19,095,202	\$ 17,604,386

SUPPORT & REVENUE

2024

2023

Public Support

Received Directly

Contributions of Cash and Other Financial Assets	\$	896,191	\$	962,689
Contributions of Nonfinancial Assets and Services		651,801		640,047
Special Events		27,090		27,433
Legacies and Bequests Income		599,760		535,718
Pledges Revenue		72,508		34,707
Contributions From Split-Interest Agreements		66,060		70,371

Total Received Directly		2,313,410		2,270,965
--------------------------------	--	------------------	--	------------------

Received indirectly by federated campaigns		30,810		33,283
--	--	--------	--	--------

Total Public Support		2,344,220		2,304,248
-----------------------------	--	------------------	--	------------------

Fees and Grants From Government Agencies		610,724		641,459
Program Service Fees		170,049		161,512
Sales to the Public		552,932		556,638
Investment Earnings		1,657,720		973,018
Other Revenue		101,839		138,710

Total Revenue	\$	5,437,484	\$	4,775,585
----------------------	-----------	------------------	-----------	------------------

EXPENSES

2024

2023

Program Services

Corps Community Centers	\$	873,433	\$	822,084
Rehabilitation		708,010		679,509
Residential and Institutional Services		523,795		494,024
Other Social Services		1,337,045		1,325,832
Total Program Services		3,442,283		3,321,449

Supporting Services

Management and General		459,396		438,372
Fundraising		262,340		258,005
Total Supporting Services		721,736		696,377

Total Expenses	\$	4,164,019	\$	4,017,826
-----------------------	-----------	------------------	-----------	------------------

Other Changes in Net Assets		(300,739)		147,735
-----------------------------	--	-----------	--	---------

Change in Net Assets	\$	972,726	\$	905,494
-----------------------------	-----------	----------------	-----------	----------------



CHAIRMAN

Marc Belton

CMO, General Mills - Retired
Wisefellows Consulting

MEMBERS

Alva Adams-Mason

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

Haley Anderson

Special Projects Coordinator
Dallas Cowboys

Tom Bolt, Esq.

President & CEO
BoltNagi PC

Dr. Mark Caner

President
W&S Financial Group Distributors

Allen Chan

CEO
Ankei Advisory

Ambassador Todd Chapman

U.S. Ambassador to Brazil - Retired

William Clyde, Ph.D.

Professor of Economics & Finance -
Retired
Former Provost, Manhattan College

Congressman Don Davis

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

Hope Dmuchowski

CFO, Sr. Executive Vice President
First Horizon Corp.

Torrey Foster

Vice Chairman
Korn Ferry

Matthew Frauenshuh

CEO
Fourteen Foods

Stacey Grund

President
Tatley-Grund, Inc.

Sally Harris

Founder & President
Saint James Place, Inc.

Jason Howard

Founder & Managing Partner
New Catalyst Strategic Partners

Fred Hunzeker

CEO - Retired
Tenaska Marketing Group

Randall Hultgren

CEO
Illinois Bankers Association

Carl Ice

President & CEO - Retired
BNSF Railway

Nora Jones

CEO
Inside Out Leadership

Anil Kapoor Jr.

Director, Region Executive-Central
& Mid Atlantic MFSA Region
Merill Lynch

Dr. Walter Kim

President
National Association of Evangelicals

Marlene Klotz-Collins

Director of Community Relations -
Retired
KTVK News Channel 3

Emmanuel Lelekis

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

Joel Manby

Founder & CEO
Love Works, LLC

Rev. Dr. Nicole Martin

Chief Operating Officer
Christianity Today

Brad McMullan

CEO
BFAC.com

Greg Milzcik

President & CEO - Retired
Barnes Group, Inc.

Laura Molnar

Senior Director of Brand Marketing
Expedia Group

Michael Nelson

President & CEO
Amway

Dorothy Nicholson

President
Nicholson Interests, LLC

Diane Paddison

Founder & President
4word

Rick Piña

COO & CRO
Inspired Solutions, Inc.

Stephen Quinn

CMO - Retired
Walmart
Chair, Alliance for Family Entertainment

Michael Redd

President
22 Ventures

Robert Rhea

Senior Vice President, Legal
FedEx Corporation

Mariska Rowell-Lehman

Philanthropist

Joe Ruiz

Founder & CEO
Joe Ruiz Group

Steve Schrobilgen
COO
Walmart Canada

H. Art Taylor
President and CEO
AFP Worldwide

Ambassador Gaddi Vasquez
Senior Vice President, Government
Affairs - Retired
Edison International

Hon. Elbra Wedgeworth
Founder & President
Casel & Associates

Bruce Williamson
CEO - Retired
The Sterno Group

Jackie Woodward
Interim & Fractional CMO
Chameleon Collective

Joey Zumaya
Communities Development Leader
LinkedIn

LEADERSHIP CIRCLE

Bill Burke
Sr. Vice President, Marketing - Retired
Nationwide Insurance

Mike Cassling
President & CEO
Cquence Health Group

Donald Fites
Chairman - Retired
Caterpillar Inc.

Edsel Ford II
Ford Motor Company

Charlotte Jones
Executive VP & Chief Brand Officer
Dallas Cowboys

Robert Pace
Advisory Director - Retired
Goldman Sachs

Steven Reinemund
Former CEO - Retired
Pepsico

Tony Thompson
President & CEO - Retired
Krispy Kreme

LIFE MEMBERS

Michael Ducker
President & CEO - Retired
FedEx Freight

Craig Matthews
Vice Chairman & COO - Retired
KeySpan

Margot Perot
Board of Directors
Dallas Museum of Art

EMERITUS MEMBERS

Robert Alspaugh
CEO - Retired
KPMG International

Laura Bush
Former First Lady
of the United States

David Frauenshuh
Founder & CEO
Frauenshuh, Inc.

Richard Hagerty
Real Estate Developer

F. Worth Hobbs
President - Retired
ALCOA Foundation

Jerry Jones
Owner & General Manager
Dallas Cowboys

Jonathon Killmer
Partner - Retired
PwC

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

Marilyn Quayle
Former Second Lady
of the United States

William Raduchel
Independent Director
Angel Investor & Strategic Advisor

Richard Rathgeber
President
Southwest Constructors, Inc.

Edward Ruff
COO - Retired
Wachovia Securities, Inc.

Philip Russell
President & CEO
GMR, LLC

Timothy Swain, II
Partner
Swain, Hartshorn & Scott

Sheila Tate
Vice Chairman - Retired
Powell Tate



NATIONAL HEADQUARTERS

Commissioner Merle Heatwole

National Commander

Commissioner Dawn Heatwole

National Secretary for Program

Colonel James Betts

National Chief Secretary

CENTRAL TERRITORY

Commissioner Evie Diaz

Territorial Commander

Colonel Thomas Loudon

Territorial Chief Secretary

EASTERN TERRITORY

Commissioner Ralph Bukiewicz

Territorial Commander

Commissioner Susan Bukiewicz

Territorial President of Women's Ministries

Colonel Ivan Rock

Territorial Chief Secretary

SOUTHERN TERRITORY

Commissioner Kelly Igleheart

Territorial Commander

Commissioner Donna Igleheart

Territorial President of Women's Ministries

Colonel Deborah Sedlar

Territorial Chief Secretary

WESTERN TERRITORY

Commissioner Douglas Riley

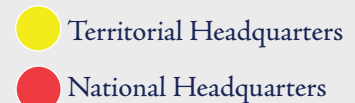
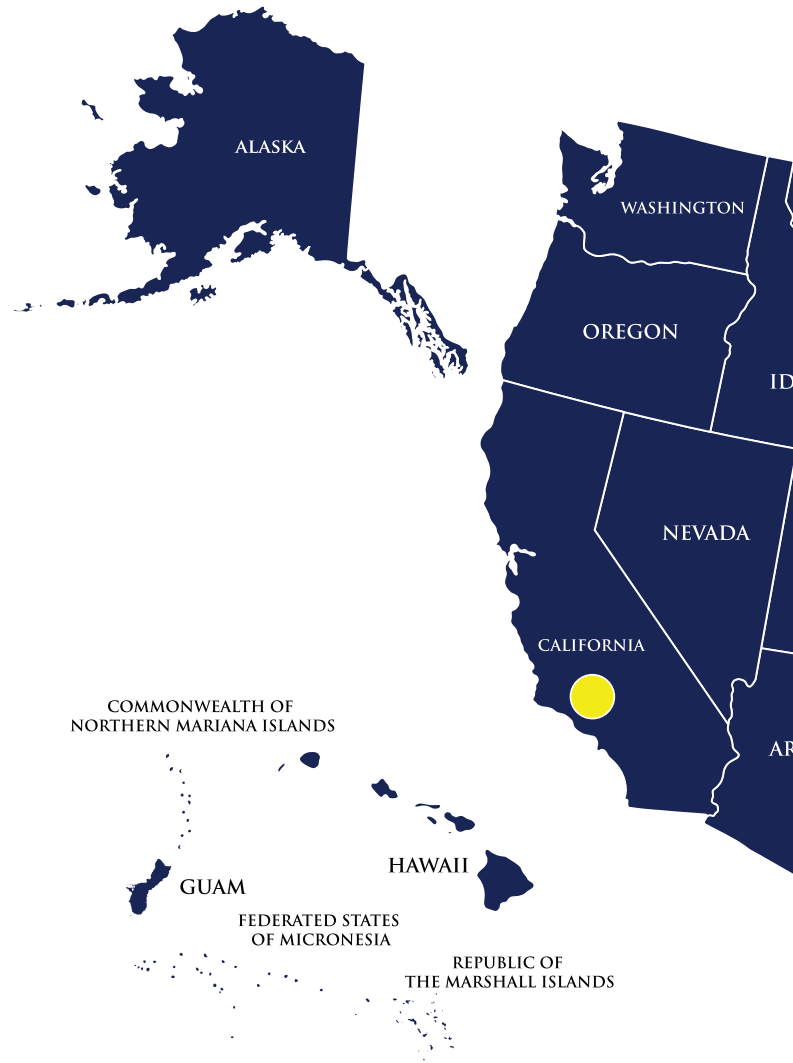
Territorial Commander

Commissioner Colleen Riley

Territorial President of Women's Ministries

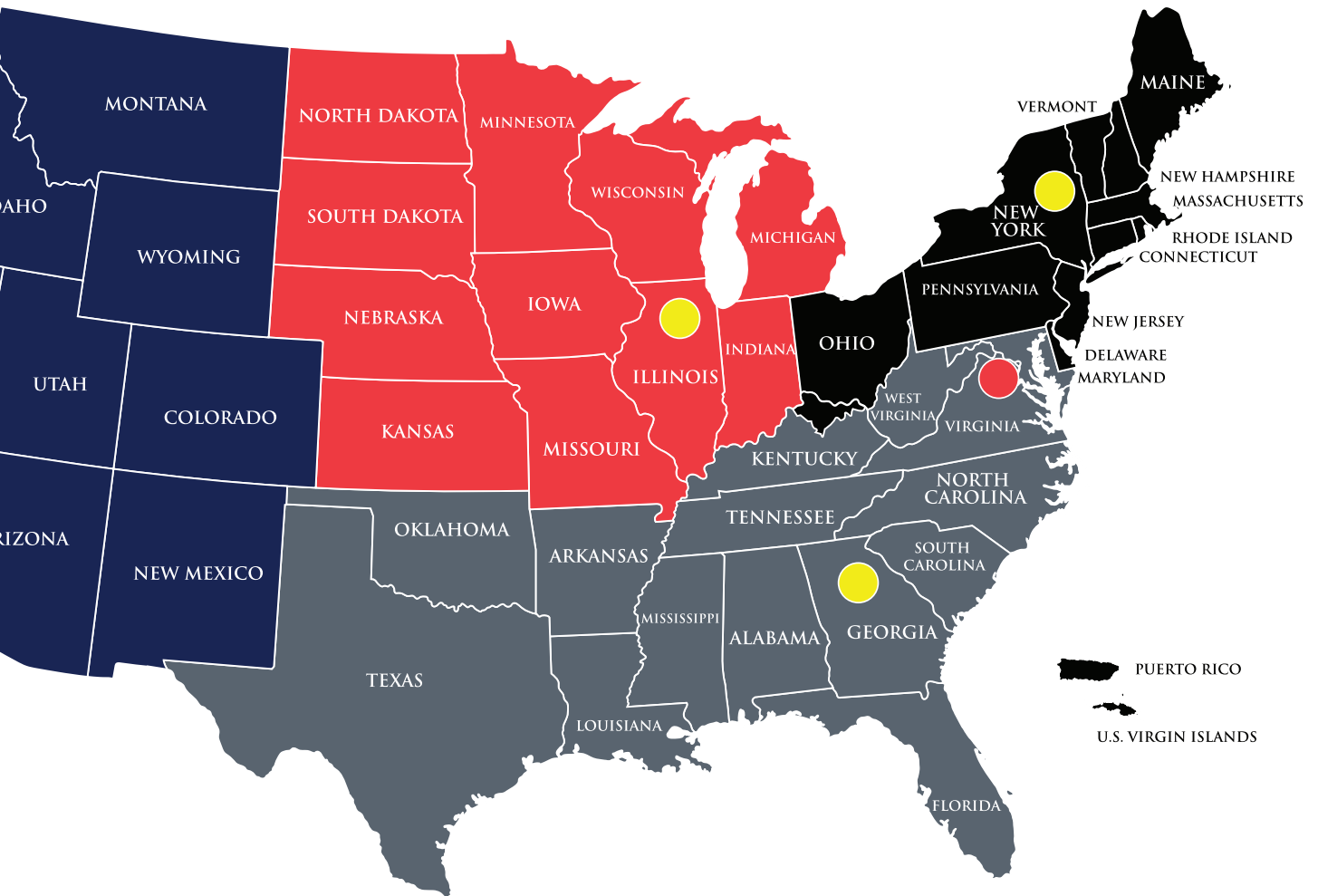
Colonel Eddie Vincent

Territorial Chief Secretary



AREA OF OPERATIONS

The Salvation Army in the United States is structured into four territories: Central, Eastern, Southern, and Western. Each territory is represented by its own leadership. National Headquarters is an additional corporation and is located in Alexandria, Virginia.




**WESTERN
TERRITORY**


**SOUTHERN
TERRITORY**


**CENTRAL
TERRITORY**


**EASTERN
TERRITORY**



DOING THE MOST GOOD®