

# THE SALVATION ARMY 2021 ANNUAL REPORT



DOING THE MOST GOOD®

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DOING THE MOST GOOD<sup>®</sup>

## OUR YEAR



### IN THE FACE OF COVID-19 AND ITS PAINFUL AFTERMATH, HOPE MARCHES ON.

2020 marked the most significant single-year jump in U.S. poverty since the government began tracking it in 1960. As 8 million more Americans fell into poverty — joining 31 million already facing poverty — we stepped up our relief efforts. The Salvation Army adapted to continue feeding the hungry and keeping families housed. Amid extraordinary circumstances, we kept hope alive, serving the hungry, the vulnerable, and the lonely.

We fed hungry families during the pandemic, pivoting to contactless drive-throughs and meal deliveries.

As many families found themselves threatened with eviction, we increased direct cash assistance by \$100 million.

As the loneliness of lockdowns persisted, we found novel ways to foster connection for the elderly and isolated.



## OUR PARTNERS JOINED US, STRIDE FOR STRIDE, AS WE SOUGHT TO MEET THE NEED.

Beyond the economic fallout affecting millions, the pandemic-related lockdowns closed retail stores and shrank foot traffic to a trickle. Both posed a threat to our traditional red kettle fundraising.

But with innovative, contact-free giving and the vital help of partners big and small, The Salvation Army continued our mission when we were needed most. We thank all our partners and supporters who made it possible.

Many enjoyed a hot meal, a roof over their heads, or even a toy under the tree, thanks to our Christmas and Red Kettle partners.

Beyond the holidays, we were able to assist families facing desperation, thanks to the generous support of our partners.



## AS FAMILIES FACE CONTINUED CHALLENGES, WE'RE WITH THEM EVERY STEP OF THE WAY.

The repercussions of the pandemic continue. The long-term effects are destined to hit vulnerable communities hardest of all. We are determined to keep pace with the unfolding crisis, serving all those in need. The Salvation Army recognizes that we are all children of God, equally deserving of His grace.

The pandemic's economic fallout is leaving a spike of family homelessness in its wake. We provided more than 63,000 households with rent or mortgage assistance in 2020, and we are committed to preventing homelessness going forward, as eviction moratoriums expire.

We fill a vital role nationwide. The Salvation Army has a presence in urban centers, suburbs, and rural communities, serving a wide diversity of underserved Americans, without discrimination.



## KENNETH G. HODDER

Dear Friends:

I have always cherished Psalm 37:3, “Trust in the Lord, and do good.” It reminds me of the sacred trust we have at The Salvation Army, striving to do the most good.

Well, if ever a year called for a force for good, it was 2020. The pandemic hit families especially hard. In addition to illness and death, consider everything COVID-19 left in its wake: economic devastation, hunger, uncertainty, worry, isolation, loneliness, and greater disparities in health outcomes and household finances.

Marching shoulder to shoulder with our partners and supporters, The Salvation Army met every challenge with hope. We nourished the hungry. We housed the homeless. We comforted the despairing.

The impact can be seen in numbers, to be sure. For example, with your help, we delivered 225 million meals last year and touched the lives of 31 million Americans in some way.

But doing the most good can be captured in moments too.

I’m reminded of how our team at a senior residence facility in California adapted their activities, holding an outdoor concert so residents could sing along and participate in guided exercise from their balconies. And how, in the depths of locked-down isolation, our nationwide Hope Hotline provided a warm voice offering much-needed connection or spiritual guidance.

I could go on. Every day in 2020, and every single day since, The Salvation Army has brought hope to battles across this country. Wherever there is need, we are there, seeking to “trust in the Lord and do good.”

We know from experience that an economic upheaval like that of 2020 affects vulnerable groups the most and that significant effects are often felt months, or even years, after many others have turned the page.

But I am also filled with optimism. I have seen firsthand what’s possible when we join forces with partners and supporters. In the days, years, and decades to come, we will continue to get out of bed each morning determined to do the most good.

When you support The Salvation Army, you are making sure that hope marches on. And for that, I thank you.

Yours in Christ,  
Commissioner Kenneth G. Hodder  
National Commander



## MIKE CASSLING

Dear Partners and Supporters:

In the toughest battles, hope marches on.

And no question, COVID-19 and its accompanying economic impact represented one of our nation's most painful chapters. Even putting aside the staggering health consequences, the pandemic left many families struggling to pay rent and utilities. In 2020, we saw a full 63% of Americans living paycheck to paycheck.

Worse, with prevalent job losses nationwide, millions of our friends and neighbors fell into poverty. Long lines snaked outside food pantries as many faced food insecurity for the first time. And the pandemic worsened existing inequities, hurting vulnerable and underserved communities the most.

Thankfully, as the saying goes: When the going gets tough, the tough get going.

With help from our partners and supporters, and with God's benevolence as our guide, The Salvation Army kept hope alive for millions who were pushed to the brink of crisis. We redoubled our efforts to overcome poverty, disaster, addiction, and despair with relief, comfort, compassion, and grace.

Snapshots from the past year bring that into sharp focus:

In the face of hunger, hope delivered: We innovated drive-through meal hand-offs and contactless meal delivery to feed hungry families and individuals.

Hope meant housing: We fought to keep families in their homes with rent and mortgage assistance totaling \$40 million. For those facing homelessness, our shelters continued to provide refuge, thanks to stepped-up cleaning and distancing protocols.

Hope stepped in: When shuttering schools meant that many children lost their most reliable daily meal, The Salvation Army stepped in with new programs to keep kids nourished.

It was only through the generous support of our partners, supporters, and volunteers that The Salvation Army was able to further our mission, serving all with love and without discrimination. With your continued help, we will keep up the fight, addressing the wide swath of need revealed by the pandemic.

On behalf of all of us, I extend my humblest and most sincere thanks. It's because of you that hope marches on.

Let's do the most good,  
Mike Cassling  
National Advisory Board Chairman

# 2020 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).

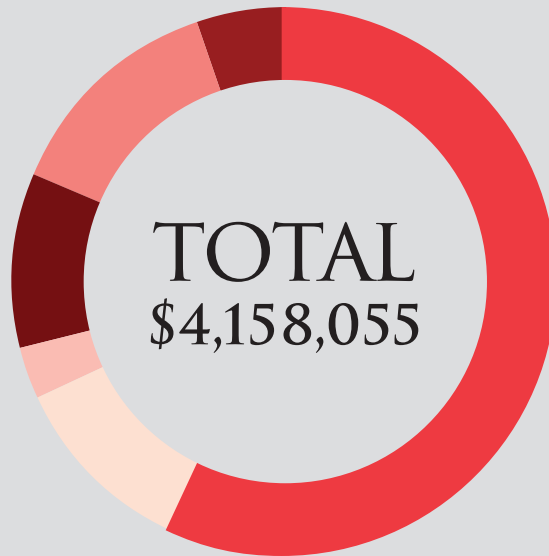
The four territories comprise seven thousand three hundred eleven (7,311) units of operation throughout the United States, including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia. The National Corporation and the World Service Office serve an essential 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

*\*Numbers represented in thousands*



PUBLIC SUPPORT  
\$2,370,914



INVESTMENT INCOME  
\$558,679



GOVERNMENT FUNDS  
\$459,028



SALES TO PUBLIC  
\$424,496



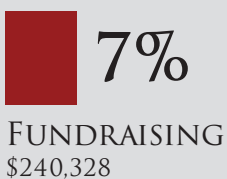
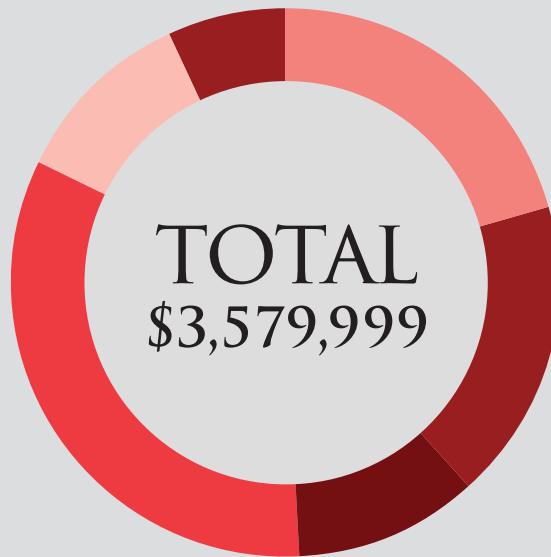
OTHER REVENUE  
\$211,347



PROGRAM SERVICE FEES  
\$133,591

# EXPENSES

*\*Numbers represented in thousands*



# STATISTICAL HIGHLIGHTS

## CENTERS OF OPERATION

<u>Corps</u>	<u>1,114</u>
<u>Outposts and Service Centers</u>	<u>211</u>
<u>Rehabilitation Centers</u>	<u>126</u>
<u>Thrift Shops</u>	<u>1,014</u>
<u>Community Centers, Boys/Girls Club</u>	<u>306</u>
<u>Kroc Centers</u>	<u>26</u>
<u>Child Day Care Centers</u>	<u>71</u>
<u>Adult Day Care Centers</u>	<u>9</u>
<u>Senior Citizen Centers</u>	<u>205</u>
<u>Group Homes /Temp Housing</u>	<u>574</u>
<u>Permanent Residences</u>	<u>91</u>
<u>Medical Facilities</u>	<u>21</u>
<u>Service Units</u>	<u>2,793</u>
<u>Camps</u>	<u>43</u>
<u>Divisions</u>	<u>39</u>
<u>Training Colleges</u>	<u>4</u>
<u>Anti-Human Trafficking Centers</u>	<u>29</u>
<u>Other</u>	<u>635</u>
<u>TOTAL Centers of Operations</u>	<u>7,311</u>

## PERSONNEL

<u>Officers /Lieutenants</u>	<u>3,317</u>
<u>/Auxiliary Capts./Cadets</u>	
<u>Soldiers/Members</u>	<u>430,200</u>
<u>Employees</u>	<u>56,093</u>
<u>Volunteers</u>	<u>2,052,933</u>
<u>Advisory Organization Members</u>	<u>60,316</u>
<u>Echelon</u>	<u>730</u>

## SERVICES

<u>Total Meals Served</u>	<u>214,229,297</u>
<u>Lodgings Supplied</u>	<u>9,664,265</u>
<u>Financial Assistance</u>	<u>3,144,338</u>
<u>Tangible Items Distributed –</u>	<u>13,968,853</u>
<u>Clothes, Furniture, Gifts</u>	

## PEOPLE SERVED

<u>Total Persons Served with</u>	<u>14,853,902</u>
<u>Basic Social Services</u>	
<u>Holiday Assistance</u>	<u>2,448,685</u>
<u>Summer &amp; Day Camps</u>	<u>338,716</u>
<u>Disaster Assistance</u>	<u>7,769,359</u>
<u>Persons Visited in Institutions –</u>	<u>672,403</u>
<u>Nursing Homes, Group Homes,</u>	
<u>Hospitals</u>	
<u>Job Training</u>	<u>21,430</u>
<u>Job Placement</u>	<u>11,245</u>
<u>Correctional Services</u>	<u>101,561</u>
<u>Community Center Participants</u>	<u>3,118,127</u>
<u>Day Care</u>	<u>27,700</u>
<u>Senior Citizens</u>	<u>312,489</u>
<u>Substance Abuse</u>	<u>121,570</u>
<u>Medical Care</u>	<u>7,034</u>
<u>Institutional Care</u>	<u>452,428</u>
<u>Transportation Provided</u>	<u>673,045</u>
<u>Permanent Placement/Housing</u>	<u>12,221</u>
<u>TOTAL Persons Assisted</u>	<u>30,941,915</u>

## SERVICE HIGHLIGHTS

<u>Virtual Ministry</u>	<u>2,876,569</u>
<u>Youth Programing</u>	<u>1,453,010</u>
<u>Music Education</u>	<u>512,352</u>
<u>KROC Membership</u>	<u>989,445</u>
<u>Anti-Human Trafficking (Survivors Helped)</u>	<u>8,865</u>
<u>Anti-Human Trafficking (Nights of Shelter)</u>	<u>28,832</u>
<u>Anti-Human Trafficking (Referrals)</u>	<u>5,106</u>
<u>Food Pantries</u>	<u>1,561</u>
<u>Shelters</u>	<u>648</u>
<u>Number of Disaster Events</u>	<u>2,926</u>
<u>Veterans Served</u>	<u>10,943</u>
<u>Total Prepared Meals</u>	<u>50,717,637</u>
<u>Total Meal Boxes (1 box = 20 meals)</u>	<u>8,175,583</u>

5/21/21 \*Basic Social Services includes referrals, interviews, and missing persons.

# THE SALVATION ARMY-USA

## UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION

For the Year Ended September 30, 2020  
(Dollars in Thousands)

<b>ASSETS</b>	<b>2020</b>	<b>2019</b>
Cash and cash equivalents	\$ 615,486	\$ 443,808
Accounts receivable	196,366	152,151
Legacies and bequests receivable	877,776	753,347
Pledges receivable	33,446	45,643
Inventory	41,666	44,969
Prepaid expenses and deferred charges	39,749	34,283
Mortgages and notes receivable	95,603	95,752
Investments	8,131,508	7,851,025
Assets held under split-interest agreements	1,131,937	1,106,230
Land, building, improvements, & equipment	5,199,886	5,221,187
Other assets	5,780	6,455
<b>Total assets</b>	<b>\$ 16,369,203</b>	<b>\$ 15,754,850</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
<b>Total liabilities</b>	<b>\$ 5,089,944</b>	<b>\$ 5,063,910</b>
<b>NET ASSETS:</b>		
Without donor restrictions:		
Available for operations	340,753	311,263
Designated for capital & specific program expenditures	1,181,497	1,079,791
Land, building, & equipment	4,675,803	4,488,354
<b>Total net assets without donor restrictions</b>	<b>6,198,053</b>	<b>5,879,408</b>
With donor restrictions:		
Amounts to be held in perpetuity	2,881,004	2,786,859
Other restrictions	2,200,202	2,024,673
<b>Total net assets with donor restrictions</b>	<b>5,081,206</b>	<b>4,811,532</b>
<b>Total Net Assets</b>	<b>11,279,259</b>	<b>10,690,940</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 16,369,203</b>	<b>\$ 15,754,850</b>

# THE SALVATION ARMY-USA

## UNAUDITED COMBINED STATEMENT OF ACTIVITIES

Financial Summary for Fiscal Year 2020 and 2019

*(Dollars in Thousands)*

<b>REVENUE</b>	<b>2020</b>	<b>2019</b>
<b>PUBLIC SUPPORT:</b>		
Received directly:		
Contributions	\$ 1,182,556	\$ 916,631
Donations in-kind and contributed services	564,804	576,015
Special events	18,114	24,112
Legacies and bequests income	501,284	285,670
Pledges revenue	11,912	19,881
Contributions from split-interest agreements	49,495	92,011
<b>Total received directly</b>	<b>2,328,165</b>	<b>1,914,320</b>
Received indirectly by federated campaigns	42,749	44,430
<b>Total public support</b>	<b>2,370,914</b>	<b>1,958,750</b>
Fees and grants from government agencies	459,028	393,282
Program service fees	133,591	164,748
Sales to the public	424,496	598,449
Investment earnings	558,679	88,973
Other revenue	211,347	118,807
<b>TOTAL REVENUE</b>	<b>\$ 4,158,055</b>	<b>\$ 3,323,009</b>
<b>EXPENSES</b>		
<b>PROGRAM SERVICES:</b>		
Corps community centers	\$ 746,261	\$ 818,001
Rehabilitation	628,760	741,222
Residential and institutional services	394,019	388,497
Other social services	1,177,789	1,105,979
<b>Total program services</b>	<b>2,946,829</b>	<b>3,053,699</b>
<b>SUPPORTING SERVICES:</b>		
Management and general	392,842	416,404
Fundraising	240,328	242,024
<b>Total supporting services</b>	<b>633,170</b>	<b>658,428</b>
<b>TOTAL EXPENSES</b>	<b>3,579,999</b>	<b>3,712,127</b>
Other changes in net assets	10,263	(389,908)
<b>CHANGE IN NET ASSETS</b>	<b>\$ 588,319</b>	<b>\$ (779,026)</b>

# THE SALVATION ARMY LEADERSHIP

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National Commander

COMMISSIONER JOLENE K. HODDER

National Secretary for Program

COLONEL KENNETH O. JOHNSON JR.

National Chief Secretary

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BAILEY

Territorial Commander

COMMISSIONER HEIDI J. BAILEY

Territorial President of Women's Ministries

COLONEL STEVEN HOWARD

Chief Secretary

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BAMFORD III

Territorial Commander

COMMISSIONER G. LORRAINE  
BAMFORD

Territorial President of Women's Ministries

COLONEL PHILIP J. MAXWELL

Chief Secretary

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HOWELL

Territorial Commander

COMMISSIONER BARBARA A.  
HOWELL

Territorial President of Women's Ministries

COLONEL RALPH BUKIEWICZ

Chief Secretary

## WESTERN TERRITORY

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RILEY

Territorial Commander

COMMISSIONER COLLEEN RILEY

Territorial President of Women's Ministries

COLONEL KELLY IGLEHEART

Chief Secretary

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Metro Corral Partners  
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GCM Grosveno  
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Huizenga Group  
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BSNF Railway  
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Garden Fresh Gourmet – Retired  
Rochester Hills, Michigan

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SeaWorld (Retired) & SAAB Cars USA  
Author of “Love Works”  
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New Albany, Ohio

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Vice President of Social Impact &  
The UPS Foundation  
Atlanta, Georgia

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Human Resources Manager  
Joshua M. Freeman Foundation  
Ocean City, Maryland

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Sacramento, California

**MRS. MARY L.G. THEROUX**

Senior Vice President  
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Former President  
Ford Motor Company Fund & Community Services  
Dearborn, Michigan

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Former CEO, The Sterno Group  
Chicago, Illinois

**MR. JOEY ZUMAYA**

Communities Development Leader  
LinkedIn  
Carpinteria, California

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Real Estate Development  
Modesto, California

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Dallas Cowboys Football Club  
Frisco, Texas

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Houston, Texas

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Vice Chair, Powell Tate – Retired  
Charlottesville, Virginia

**MR. DONALD C. WILSON**

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



*Thanks to help from partners and supporters like you, hope marches on. Together, we are Doing the Most Good.*



## ABOUT THE SALVATION ARMY

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.

“Doing the Most Good.” These four words sum up our goal 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 7,311 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.



DOING THE MOST GOOD®