

# THE SALVATION ARMY 2013 ANNUAL REPORT



DOING THE MOST GOOD<sup>®</sup>

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DOING THE MOST GOOD®



## 2012 IN REVIEW: REFUGE

*“You have been a refuge for the poor, a refuge for the needy in their distress, a shelter from the storm and a shade from the heat.”*

– Isaiah 25:4

In troubled times, we seek refuge – an escape from the world that’s crashing down around us, a sanctuary from our sufferings, a haven of strength and healing. And for millions of men, women, and children throughout the country, that refuge is The Salvation Army.

Altogether, The Salvation Army served more than 30 million Americans in 2012, all thanks to the generosity of our donors.

Across the country, The Salvation Army was a Refuge of Comfort for homeless families, a Refuge of Encouragement for students in after-school programs, a Refuge of Renewal for those in the grip of addiction, and a Refuge of Love for inner-city youth experiencing the joys of summer camp for the first time.

The needs this year were just as numerous and diverse as the people served. But The Salvation Army is unique in that it meets people right where they are, helping them overcome their specific hardships.

## A REFUGE OF HOPE

One glance at the news tells a sobering story. Millions are living in poverty. Unemployment is preventing families from putting food on their tables. And a disregard for the sanctity of life is resulting in senseless violence.

But in the midst of it all, The Salvation Army provides hope – hope that comes from a deep faith in God and an unquenchable desire to do His will by serving others.

That hope was in high demand over the past year as numerous disasters shook communities throughout the country. But because The Salvation Army was already embedded in those communities, help was there the moment disaster struck.



In the aftermath of the deadly tornado in Moore, Oklahoma, The Salvation Army was there with canteens and volunteers. We were there for the survivors and rescue workers when a massive fertilizer plant explosion devastated West, Texas. And we're still serving the communities hit by Hurricane Sandy – proving that we're not only there from the beginning but for the long term, rebuilding lives one day at a time.

## A REFUGE OF STRENGTH

While the work throughout the United States is extensive, The Salvation Army has also been helping those in need far beyond our borders. The Salvation Army World Services Office (SAWSO) is active across the globe, not just meeting needs, but strengthening communities – teaching vital skills, organizing leaders, and implementing programs that help communities around the world help themselves.



Through SAWSO, we are leading efforts to eradicate polio in Angola, increasing literacy and financial education in Kenya, and helping the people of Haiti strategically conserve and use their natural resources for the good of future generations.

Our promise of Doing the Most Good is one without boundaries – whether it comes from serving in our own neighborhoods or in a village half a world away.

## A REFUGE OF FORESIGHT

In everything we do, we're building toward the future – whether we're pouring into children's education, creating new community development programs, or launching new apps to make the donating process easier. Our mission is to be firm in our foundations while adapting to and taking advantage of the changing world around us. All in an effort to help others.

We are seeing progress every day, through the efforts of dedicated volunteers and employees, and through the heartfelt giving of our supporters. Thanks to you, we have been blessed to provide a refuge for those who need it so desperately.

Most of all, we are thankful that our efforts have been blessed by God, who has always been, and will always be, our Refuge.

Through His grace, we are changing hearts. Through His love, we are healing lives. And through His mercy, we will continue Doing the Most Good.



## WILLIAM A. ROBERTS

Dear Friends,

In Psalm 18:2, David proclaims: “*My God is my rock, in whom I take refuge.*”

How blessed we are at The Salvation Army to be able to say the same. As the storms, winds, and floods of this world – both literal and figurative – batter us all, I am thankful that our Refuge, our Rock – God Himself – stands firm. Without fail.

And as I look back at the year behind us, I am also eternally grateful and immensely humbled that God has seen fit to use the men and women of The Salvation Army to provide refuge for others.

In 2012, we saw great need and distress met by great compassion and generosity. From natural disasters to addiction, poverty to human trafficking, the ills of this world did not relinquish their grip whatsoever. But through the generosity of our donors and volunteers, we were able to offer a refuge of healing for those victims and survivors – a place of shelter, warm meals, helping hands, and spiritual strength.

We were also blessed to be a refuge of possibility for millions looking to the future. From families overcoming homelessness to inner-city youth experiencing the joys of summer camp, your generosity opened new doors for future generations, demonstrating that our Father has a wonderful plan for their lives.

While God graciously allowed us to participate in His work, He also granted us His refuge so we could do that work under His protection and through His wisdom. Thanks to Him, and thanks as well to those who gave so generously of their time, talent, and finances, we were able to continue *Doing the Most Good* in Jesus’ name – using those resources as efficiently and responsibly as possible to make a powerful difference.

In all, more than 30 million people experienced the hand of God working through The Salvation Army last year. They were encouraged by His love, they were comforted by His mercy, and they were strengthened by His hope. As a result, lives were changed. For good.

Thanks be to our Rock and our Refuge.

Yours in His service,  
William A. Roberts, Commissioner  
National Commander



## CHARLOTTE JONES ANDERSON

Dear Friends of The Salvation Army,

When I think of the word “*refuge*,” I picture a place of shelter and security, a place of peace and healing. A place of unconditional love.

And as I consider all the possibilities in the world, there is no place I know of that provides a stronger, more life-changing *refuge* than The Salvation Army.

This past year offers all the evidence one would need. In every community hit by natural disaster, The Salvation Army was there. In every neighborhood struggling to overcome violence and moral decay, The Salvation Army was there. They have been there for the hungry, the lonely, the homeless, and the addicted. And the good news is that they are making a difference. For more than 30 million people this year, The Salvation Army has been a *refuge*.

God is truly working through the tireless officers, the compassionate volunteers, and the generous donors who give their time, efforts, and resources so willingly to The Salvation Army. And despite the still-struggling economy, the results are astounding. In fact, the Red Kettle donations reached a new record-high for the eighth year in a row – \$148.7 million. That comes not from an abundance of wealth in our country, but from a rich desire to help others and a confidence that The Salvation Army will use every last penny to do the most good.

They have proven themselves time and time again. And the more I see them in action, the more I learn about the good they are doing. The more I experience their heart and passion, the more excited I am to share in the work of The Salvation Army.

They are a *refuge* of Hope, a *refuge* of Love, a *refuge* of Change.

And I couldn't be more grateful.

Warmly,  
Charlotte Jones Anderson  
National Advisory Board Chairperson





## SUMMER CAMPS

*“It’s easy to make a person feel like there’s no way out. But there’s always a way out.”*

Across the United States, there are thousands of children who have never been out of their urban surroundings – surroundings rife with violence, drugs, poverty, and hopelessness. So when school lets out for the year and those children suddenly have the entire summer ahead of them, they can become even more vulnerable to the ills of the world.

But many families have found a way to not only keep their children safe during the summer, but also expose them to the wonder of nature, the joy of new friends, the thrill of fresh experiences, and the exhilarating possibilities of a Salvation Army summer camp.

*“I think the camps really provide an opportunity for young people just to get away and be young people.”*

At Salvation Army camps across the country, children are given opportunities to participate in activities like archery, canoeing, rope courses, zip lines, swimming, sports, hiking, and more. They are fed nutritious meals, which for many is a new experience as well. And they meet new, diverse friends and are led by counselors who shower them with love and encouragement.

The entire experience, from beginning to end, is eye-opening, heartwarming, and, in many cases, life-changing. Just ask the counselors, many of whom come from the same urban backgrounds as the campers, attended a Salvation Army camp themselves when they were younger, and had a world of opportunity opened up to them.

*“I just wanted to change someone else’s life like camp has changed mine.”*



For children who have never experienced life outside of the city, summer camp not only introduces a new environment, but also presents new spiritual opportunities. From Bible studies to chapel services, campers are taught how much God loves them and how to return that love through song and worship. And they are equipped with a hope that exceeds anything they have ever known.

That hope – and the love they experience at camp – is something children bring home with them, something that stays with them long after their days at camp are over, and something that they are bursting to share with their family, their friends, and their community.

*“When they go back home into whatever situation they’re coming from, they have something to share. And I hope it’s love.”*

## 2012 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 supervise seven thousand five hundred and forty-six (7,546) 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 basic human needs without discrimination. Operating support represents funding provided by outside sources for the ongoing operations of The Salvation Army. Revenues are classified as operating or non-operating, based on donor restrictions and/or designations by the corporate Board of Trustees.

During 2012, the Army spent \$3.29 billion serving people, up from \$3.23 billion the prior year. Eighty-two cents of every dollar spent, or \$2.71 billion, went toward program services; the remainder was accounted for by management and general expenses of \$381 million and by fundraising costs of \$203 million. Approximately 79% of these expenditures were funded by public and other operating support received during the year, with the remaining funding provided by the release of net assets that were previously donor-restricted or board-designated for long-term projects.

Total public support – both operating and non-operating – was \$1.92 billion, changed from \$1.70 billion in 2011. It comprised \$1.01 billion of general contributions, \$310 million of legacies and bequests, \$531 million of gifts in kind, and \$71 million of allocations from local United Way and similar funding organizations.

During 2012, other operating and non-operating revenue increased net assets by \$1.80 billion, in contrast to an increase of \$779 million in the prior year. Other revenue comprised of program service fees of \$148 million, sales to the public of \$624 million, net investment gain of \$987 million, and miscellaneous other revenue of \$46 million.

In addition, fees and grants were given to The Salvation Army from various government agencies totaling \$354 million for 2012, up from \$351 million in the prior year.

About 58% of the Army's net assets consist of land, buildings, and equipment (\$4.26 billion), plus invested board-designated reserves for future capital expenditures, ongoing facilities maintenance, and specific programs (\$1.19 billion). The remainder primarily comprises investment of donors' temporarily restricted gifts and permanently restricted endowments.

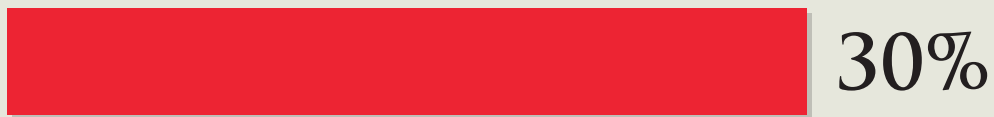
Doing the Most Good for those in need is our highest goal. We pledge to maintain the highest standards of financial accountability to earn your continued trust. To that end, Salvation Army centers are audited by independent certified public accountants in accordance with generally accepted accounting principles.

For a closer look at how our income and expenses Do the Most Good, see the charts that follow.

# REVENUE



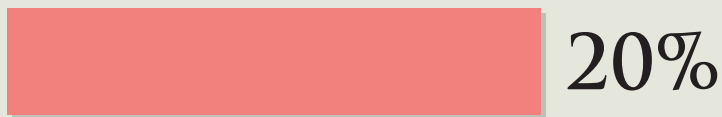
# EXPENSES



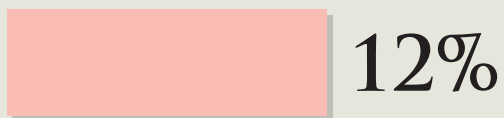
OTHER SOCIAL SERVICES \$993,248



CORPS COMMUNITY CENTER \$701,396



REHABILITATION \$672,995



MANAGEMENT & GENERAL \$380,938



RESIDENTIAL & INSTITUTIONAL \$338,193



FUND RAISING \$202,624

# STATISTICAL HIGHLIGHTS

## CENTERS OF OPERATION

Corps	1,224
Outposts and Service Centers	182
Rehabilitation Centers	148
Thrift Shops	1,266
Community Centers, Boys/Girls Club	317
Child Day-Care Centers	100
Adult Day-Care Centers	12
Senior Citizen Centers	268
Group Homes/Temp Housing	553
Permanent Residences	76
Medical Facilities	23
Service Units	2,949
Camps	46
Divisions	40
Training Colleges	4
Other	338
<b>TOTAL Centers of Operation</b>	<b>7,546</b>

## PEOPLE SERVED

Basic Social Services	18,820,811
Holiday Assistance	4,198,683
Summer & Day Camps	203,211
Disaster Assistance	323,993
Persons Visited in Institutions	2,350,106
Job Referrals	102,366
Correctional Services	307,085
Community Centers Participants	1,416,801
Day Care	205,687
Senior Citizens	757,684
Substance Abuse	203,674
Medical Care	24,199
Institutional Care	1,074,748
Missing Persons	20,051
Transportation Provided	937,789
<b>TOTAL Persons Assisted</b>	<b>30,946,888</b>

## PERSONNEL

Officers/Lieutenants/Auxiliary Cpts	3,573
Cadets	341
Soldiers	107,896
Members	417,901
Employees	58,764
Volunteers	3,391,648
Advisory Organization Members	57,273

## SERVICES

Meals Served	58,847,654
Lodgings Supplied	10,584,301
Welfare Orders - Cash Grants	8,216,489
Tangible Items Distributed - Clothes, Furniture, Gifts	20,554,085

## GROUP MEETING ATTENDANCE

Outdoor Meetings	366,197
Sunday School	2,101,505
Sunday Meetings	5,170,681
Weekday Public Meetings	2,062,917
Soldier Development	601,458
Group Activities	8,723,820
Music Organizations	1,186,699
Other	6,022,376
<b>TOTAL Group Meeting Attendance</b>	<b>26,235,653</b>

# THE SALVATION ARMY - USA

## UNAUDITED COMBINED STATEMENT OF ACTIVITIES

For the year ended September 30, 2012

(Dollars in thousands)

### REVENUE

#### PUBLIC SUPPORT:

Received Directly:	
Contributions	832,688
Donations-in-kind and contributed services	530,815
Special events	17,010
Legacies and bequests income	309,720
Pledges revenue	25,648
Contributions from split interest agreement	98,402
Change in value of split interest agreements	34,775
<b>Total Received Directly</b>	<b>1,849,058</b>
Received Indirectly:	
Allocated by federated fund raising organizations	70,752
Contributed by unassociated & non-federated organizations	39
<b>Total Received Indirectly</b>	<b>70,791</b>

<b>Total Public Support</b>	<b>1,919,849</b>
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Fees and grants from government agencies	353,644
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#### OTHER REVENUES:

Program service fees	147,551
Sales to the public	624,285
Investment income:	
Dividends and interest, net of fees	105,437
Realized gain (loss) on sale of investments	190,914
Unrealized gain (loss) on value of investments	690,356
Gain (loss) on sale of land, buildings and equipment	6,992
Other revenue	39,303
<b>Total Other Revenues</b>	<b>1,804,838</b>

<b>Total Revenue</b>	<b>4,078,331</b>
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### EXPENSES

#### PROGRAM SERVICES:

Corps community center	701,396
Rehabilitation	672,995
Residential and institutional services	338,193
Other social services	993,248
<b>Total program services</b>	<b>2,705,832</b>

#### SUPPORTING SERVICES:

Management and general	380,938
Fund raising	202,624
<b>Total supporting services</b>	<b>583,562</b>

<b>Total expenses</b>	<b>3,289,394</b>
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Increase (decrease) in net assets before change in estimated additional liability for retirement benefits, accounting principle, and venture and property losses related to natural disaster	788,937
Property recoveries related to natural disaster	-
Pension related expenses other than net periodic pension cost	(107,370)
Change in accounting principle	-
Change in venture	161
Change in adopting FAS 158	-
Change in fair value of interest rate swaps	(12,844)
Change in estimated additional minimum liability for retirement benefits	(33,803)
<b>Change in net assets</b>	<b>635,081</b>

<b>Net assets, beginning of year</b>	<b>8,706,558</b>
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<b>Net assets, end of year</b>	<b>9,341,639</b>
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**THE SALVATION ARMY - USA**  
**UNAUDITED COMBINED STATEMENT OF FUNCTIONAL EXPENSES**

**For the year ended September 30, 2012**

*(Dollars in thousands)*

**EXPENSES**

Salaries and allowances	1,070,079
Employee and officer benefits	361,284
Payroll taxes	108,043
Professional fees	128,250
Supplies	165,358
Communications	29,526
Postage and shipping	23,278
Occupancy	415,748
Furnishings and equipment	78,962
Printing and publications	82,640
Travel and transportation	98,108
Conferences, meetings and major trips	42,964
Direct assistance	476,926
Organization dues	2,117
Awards and grants	19,500
Interest expense	10,516
Depreciation	120,198
Miscellaneous	55,897
<b>Total expenses</b>	<b>3,289,394</b>

# THE SALVATION ARMY - USA

## UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION

For the year ended September 30, 2012

(Dollars in thousands)

### ASSETS

Cash and cash equivalents	366,727
Collateral received under securities lending program	207,490
Accounts receivable, net	147,350
Legacies and bequests receivable	296,770
Pledges receivable, net	71,023
Inventory	43,505
Prepaid expenses and deferred charges	26,852
Mortgages and notes receivable	135,718
<b>Assets Subtotal</b>	<b>1,295,435</b>
Investments (at fair value)	6,549,730
Assets held under split interest agreements	931,820
Land, building, improvements & equipment:	
Land	777,626
Buildings, net of accumulated depreciation	3,825,253
Construction in progress	161,957
Assets held for sale	18,924
Equipment, net of accumulated depreciation	115,771
<b>Total land, building, improvements &amp; equipment</b>	<b>4,899,531</b>
Other assets	5,393
<b>Total assets</b>	<b>13,681,909</b>

### LIABILITIES & NET ASSETS

#### LIABILITIES

Accounts payable and accrued expenses	257,975
Conditional asset retirement obligations	56,595
Payable under securities lending program	226,282
Liability for split interest agreements	245,618
Refundable advances and deferred revenue	7,180
Liabilities for securities purchased	-
Mortgages and notes payable	1,297,548
Estimated liability for self-insured claims	162,723
Estimated liability for retirement and post-retirement	
Benefits	2,024,680
Other liabilities	61,669
<b>Total liabilities</b>	<b>4,340,270</b>

#### NET ASSETS

Unrestricted	5,881,916
Temporarily restricted	1,373,817
Permanently restricted	2,085,906
<b>Total net assets</b>	<b>9,341,639</b>

<b>Total liabilities and net assets</b>	<b>13,681,909</b>
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National Chief Secretary

Commissioner Nancy L. Roberts  
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Ministries

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Territorial Commander

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Territorial President for Women's  
Ministries

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(see Past Chairman Circle)

### MR. B. FRANKLIN SKINNER

(see Past Chairman Circle)



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## 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.