



NATIONAL ANNUAL REPORT

THE SALVATION ARMY OF THE UNITED STATES OF AMERICA

2005





Across the map, around





OVER MORE THAN A DOZEN DECADES

of service in America, Salvation Army officers, soldiers, staff and volunteers have worked for the biggest change in society by serving the smallest among us. Generation after generation has been fed, led, taught and encouraged — given tangible signs of God's love from messengers of the God behind the love. This year, we focus on 2005 as the International Salvation Army Year of Children and Youth. As it has been for 125 of service in America, our mission is nothing less than to see the whole society redeemed, renewed and transformed — **ONE LIFE AT A TIME.**

the clock

For “such as these...”

WITH AN ALCOHOLIC FATHER and three brothers involved in gangs, 9-year-old Rubina Navarro hated her neighborhood in the public-housing projects of Kalihi, outside Honolulu. Her life seemed to offer little hope and no escape. But then Lieutenant Nancy Davis invited Rubina to Vacation Bible School and into a whole new life.

For 125 years in America, The Salvation Army has cared for those like Rubina — children too often lost to society’s margins until they become another sad statistic. Those who work with children today stand shoulder-to-shoulder with generations who have served in the past.

“New York Slum Flowers” documents the work of Salvation Army officers among New York’s poorest in 1892. In it, the author describes a nursery for “slum children” founded just two years earlier under the direction of Catherine Booth. For five cents a day, poor mothers could drop off their children on their way to work. Children were cared for in a clean, safe environment, including “neat-looking cots” — packing boxes converted with red ribbon, white mosquito netting and a coat of paint. The essay ends with a summary of the

year’s work for 1891: 4,623 children received in the nursery; 4,247 garments mended; 2,110 meals to hungry people; 12,000 tene-ment visits; 7,646 evangelistic saloon visitations; 16,889 spiri-tual conversations; and — as its last comment — “souls: 81.”

The “slum sisters” who worked in the inner city those days always worked in pairs. They would forego The Salvation Army uniform and wear plain clothes instead, often carrying scrub brushes and soap to the 30 homes they would visit every day. Their task was to simply be useful — mopping floors, cooking meals, caring for the sick and, when necessary, preparing the dead for burial. When they went home at night, it was to the same neighborhoods where they worked.

The kind of mission-minded dedication of the slum sisters still animates The Salvation Army today as it adapts an ongoing mis-sion for a new century of service. General John Larsson has declared 2005 to be the International Salvation Army Year of Children and Youth. Key issues for the year include how to better serve disad-vantaged children and youth, how to better use existing programs to attract and engage youth, and how to release the potential of youth for the overall mission of the Army.

“In many places it is the youth who are setting the pace in mission to children and youth,” General Larsson says. “But the call is for the global Salvation Army as a whole to concentrate its focus and attention — and available resources — on this vital aspect of our total ministry.”



Rubina Navarro
with husband, Neil,
and their children

RON LONDON

“When Jesus saw this, He was indignant. He said to them, ‘Let the little children come to Me, and do not hinder them, for the kingdom of God belongs to such as these.’” MARK 10:14



President George W. Bush and Governor Jeb Bush (at far left) help load ice and drinking water for victims of the hurricanes that battered Florida.

ACROSS THE MAP, AROUND THE CLOCK

Salvation Army ministries to children and youth are as varied as the communities they serve. From after-school tutoring programs to music lessons, from boys and girls clubs to sports leagues and summer camps, the means changes constantly, but the mission never varies: reaching children by serving them. For example:

- > In a sprawling, 970-acre camp southwest of St. Louis, Missouri, 60 inner-city youth enjoy a weeklong camping experience through Positive Attitude for Living. With PAL, the summer-camp experience is infused with life lessons, including learning the necessary skills of teamwork and conflict resolution. "We're trying to teach them that life is a series of decisions, and you've got to make the right decisions," says Major Daniel Hudson, who runs the program.
- > Churches around the country are adopting Sunday-school curriculum through HopeShare, a program developed in the Eastern territory. Through HopeShare, at-risk children and youth are reached where they live — with midweek programs involving sports activities, as well as after-school or home-based meetings. Already, thousands of children have been reached as HopeShare programs spread across the country.

- > In a modern echo of The Salvation Army's New York day nurseries, homeless children in San Antonio, Texas, enjoy nurturing care at the Hope Child Development Center. The only center of its kind in the community offering such care for extended hours and at no cost, the Hope Center provides children with a safe, fun learning environment. Specialized programs help children improve academically despite the challenges of life at homeless shelters.
- > In Pasadena, California, small children develop an early ear for music via Mini Maestros, a community outreach for children ages 2 to 5. Through dance, drama, games and stories, they learn the fundamentals for a life of music appreciation. Once children reach age 5, they can move up to the Tabernacle Children's Chorus, which has performed at public events all over Southern California.

A NEW DAY

Salvation Army programs for children and youth touch virtually every community in the nation, reaching millions of young people. But thanks to the generosity of a very dear friend of The Salvation Army, even these efforts will soon reach new heights.

When philanthropist Joan Kroc passed away in October 2003, she left \$1.5 billion to The Salvation Army — by far the largest



Dear Friends,

One hundred twenty-five years ago, a 16-year-old girl from London, England, officially began the work of The Salvation Army in Philadelphia, Pennsylvania. One could hardly explain the number of changes that have taken place in America during that time, but one thing remains the same: the Army's response to the needs of people.

Children and youth have been at the heart of Salvation Army service in our centers across the country and around the world. And 2005 has been declared the International Salvation Army Year of Children and Youth. Not only have we historically served young people with character-building programs, but we also challenge them to find service and ministry to others. This annual report will focus on the work of The Salvation Army among children and youth.

Another constant is the wonderful support that the American Public continues to give to the work of The Salvation Army. We depend on this support and express our gratitude to you for allowing us to touch the lives of so many people across America.

Thank you. May God bless you.

Sincerely,



W. TODD BASSETT, COMMISSIONER
NATIONAL COMMANDER



DEAR FRIENDS,

Children are children, the world over. They share the same needs and, too often, an aching depth of heartache. The tsunami orphans of Southeast Asia stare at us with eyes as vacant as some children in our own cities. Who can measure their grief?

The Salvation Army is there for all of them. In fact, even before the tsunami stole thousands of lives and dreams, millions of other people — hungry people, homeless people, people caught in the cycle of substance abuse or domestic violence — reached out to The Salvation Army in 2004. And they found something that they'd thought was forever missing. . . . They found hope.

That The Salvation Army could tackle such a combination of global disaster and individual suffering in a single year is mind-boggling. This is where you — the army behind the Army — come in. Benevolence is impossible unless it is preceded by generosity, and it is your generosity that made the miracles of 2004 possible.

I thank you, and our children thank you,

EDSEL B. FORD II
NATIONAL ADVISORY BOARD CHAIRMAN



PHOTOGRAPH BY BOB PARDEUE



The Salvation Army has always served members of the military and their families (left), including those departing for service today in Iraq and Afghanistan. For 125 years, The Salvation Army has ministered to children as well (below), starting with young babies.

charitable gift ever given to the Army. Mrs. Kroc, widow of McDonald's founder Ray Kroc, specified that the gift be used to build and maintain a series of Community Centers based on the Ray and Joan Kroc Corps Community Center in San Diego, California.

"We are obviously thrilled and also humbled by the exceptional generosity of Joan Kroc," said Commissioner W. Todd Bassett, Salvation Army National Commander. "Mrs. Kroc was a wonderful friend of The Salvation Army and we miss her. But her passion for children and families, and her hope for community peace, will live on forever through this incredible gift. This is a new era for The Salvation Army in the United States. We can utilize these centers to broaden services for individuals and families and children at risk."

At the Kroc Center in San Diego, members of the community enjoy state-of-the-art recreational facilities, including basketball courts and swimming pools, an ice rink, rock-climbing tower and aquatic center. But the center is also a Salvation Army corps, so it hosts worship services and church activities throughout the week for members of the local community — often people from difficult circumstances.

People like Rubina Navarro.

When she first met Lieutenant Nancy Davis, 9-year-old Rubina had little reason for hope in her life. But Lieutenant Davis invited Rubina to Vacation Bible School, then into the life of the church at her Salvation Army Corps in Hawaii. The experience changed Rubina's life.

"I used to resent the fact that I grew up in such a rough

neighborhood," Rubina says. "But I see it now as an opportunity God set in my life so I could be a better witness to those going through the same things. It was God's grace in action."

Rubina went on to follow a call to the ministry, entering Crestmont College — The Salvation Army's training college for the Western territory. This past June, Rubina and husband, Neil, graduated and received their first assignment.

Today, Captains Neil and Rubina Navarro serve as pastors at the Ray and Joan Kroc Corps Community Center in San Diego.

"Many of the youth in our church are from the same circumstance that I was in," Rubina says. "Some are from pretty rough homes. But I can tell them, from experience, that God has a plan for them that's far better than they can imagine."

The following pages of this report offer stories of four special young people — youth volunteers of the year for each of the four



territories. Each story tells of a young person motivated by God's love to serve others. Each story carries its own legacy of service to young people and hope for the future.

During His ministry on earth, Jesus was often surrounded by children. On one occasion, His followers were trying to keep little children away. "When Jesus saw this, He was indignant. He said to them, 'Let the little children come to Me, and do not hinder them, for the kingdom of God belongs to such as these'" (Mark 10:14).

For 125 years, The Salvation Army has been helping children come to God, offering the light of His kingdom in a thousand hues. Some receive the warmth of companionship through youth groups or day camps. For others, the warmth is shelter from the bite of a cold night's air. Many are encouraged through sports teams or music groups.

Through the toil and dedication of countless officers, soldiers, friends, staff and volunteers that ring across more than a century of service, The Salvation Army reaches out to all children, reflecting a light and offering the love of a kingdom meant to belong to "such as these." In a world where they are too often neglected, abused or abandoned to the margins of society, the youngest among us are our legacy of the present, our hope of the future and our fleeting glimpse of eternity.



Salvation Army youth centers have offered a fun, safe and wholesome environment for young people for decades.

ASHLEE NORRIS

Central Territory Youth Volunteer of the Year
Des Moines, Iowa

Total Involvement



PHOTOGRAPHS BY RON LONDEN

Whether playing for a bell-ringing performance at Christmas or enjoying a slumber party with youth from her Corps Community Center, Ashlee Norris fills her weekends in Des Moines, Iowa, with service and fun.

Although they planned to help commemorate a small town's annual Christmas parade — all four blocks of it — the out-of-town musicians arrived a little late to the rain-soaked streets of Marshalltown, Iowa. But Majors Craig and Joan Stoker took it all in stride, welcoming the help as the Christmas kettle season got underway. For 14-year-old Ashlee Norris, the trip to Marshalltown was but the start of a heavy weekend of volunteering.

"Ashlee's willingness to help is amazing," says Major Joan Stoker. "There are a lot of things a teenage girl could do on a Friday night. But she chose to drive out to Marshalltown to help us with our parade."

Later that night, Ashlee would return to Des Moines to a slumber party for Girl Guards from her Salvation Army church. On four hours' sleep, she would then work Saturday's basketball games at her local corps community center. That afternoon, she would ring bells at a Christmas kettle for several hours. The next day's church service would see Ashlee pitching in during Sunday school and with the music ministry. Then she would visit nursing homes with members of her church.

You could say that Ashlee Norris is involved in her community. When The Salvation Army Corps Community Center in Des Moines decided to revive its basketball program three years ago, Ashlee took a leadership role in the concessions program. Today, she often oversees adult volunteers.

"When I can't be here on a Saturday, if she's here, I don't worry about it at all," says Major Bethany Petrie, corps officer at the

Des Moines Citadel. "I know everything is going to run fine. And Ashlee's been doing that since she was 12."

Ashlee began volunteering shortly after her mother, Jennifer, started working as recreation director at the corps. Ashlee would visit her mother after school, often watching TV in the library with her brother. "I got really bored, so I asked my mom if I could do anything to help." Today, at a pace of 25 hours per week, Ashlee's experience as a volunteer may have a life-shaping impact.

In recognition of her work with the basketball program last year, Ashlee received a scholarship to attend the Central Bible Leadership Institute — a 10-day summer camp in Wisconsin. During the camp, she felt a tug at her heart and a call on her life.

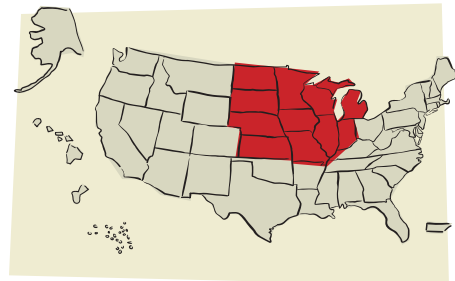
"I think God may be calling me to become an officer with The Salvation Army," she says, adding that she sees herself becoming a missionary. "I want to help others who don't have as much as we do. We take everything for granted."

As she follows her call, the years ahead could lead Ashlee Norris almost anywhere, into areas of service she may now only barely imagine. But wherever it leads, the spirit to serve was born at home — in nursing homes and churches, on both sidewalks and a basketball court.

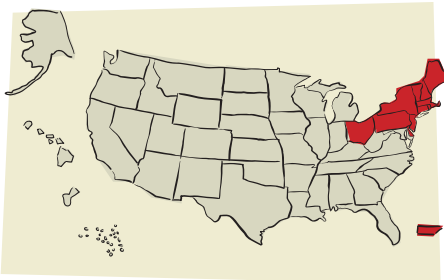
"She's a great help and a wonderful Christian example, not only to the other kids in our program, but even to the adults who come and go from our various programs," Major Petrie says. "She's a great kid, a wonderful soldier and a model young person. And we're really proud she's part of our church."



CENTRAL TERRITORY



EASTERN TERRITORY



Making a List

MISTY DEMICHAEL

Eastern Territory Youth Volunteer of the Year

National Youth Volunteer of the Year

Newark, Ohio

Some weeks, Misty DeMichael seems tied to her computer for days at a time — not so unusual for a college senior. But Misty's heavy computer time comes during her Christmas break, when most students have stepped away from Internet research and required-reading lists.

Four years ago, as Misty was helping with Christmas efforts at the Newark, Ohio, Salvation Army, her mother, Corps officer Major Diana DeMichael, left to attend a "clearing house meeting" of local volunteer groups. The goal of the meeting was to avoid duplication: some families received help from multiple agencies while others received no help at all.

"People from all these agencies would sit there for hours, reading off the names of people they were helping," Misty recalls. "I thought, *There's got to be an easier way to do this.*"

With the help of a friend, Misty designed a computer database to store and compare all the names of families helped during the Christmas season. Her friend, J. P. Henderson, did the code work and Misty did the "grunt work" — typing in the data for more than 1,000 families seeking assistance. Their Clearing House computer program now helps service agencies around the county make better use of limited resources.

In addition to her data-input duties, Misty oversees the local Salvation Army Adopt-a-Family program and the Christmas toy shop, and coordinates many Christmas volunteers. "I pretty much do whatever they need me to do," she says.

Her organization of bicycle donations, for example, gave her a chance to see the results of her efforts first-hand. "That's actually my favorite part of Christmas," she says. "When we call the families

that win the bikes, they're so happy — it makes everything I did all of December worthwhile."

Volunteering is nothing new to Misty. When she was still in high school, she had started Christmas service projects for two organizations in her school, encouraging them to give their time and energy to local charities. The groups still donate their time at The Salvation Army during the Christmas season, working alongside her. "I'm so thankful for them. On distribution day, we could not get the job done without both organizations."

Her years as a volunteer have shaped Misty's future plans. Her experience planning a high-school talent show had initially interested her in becoming an event planner. However, her time with The Salvation Army, as well as an internship with the Make-A-Wish Foundation, convinced her to work with nonprofit agencies for the benefit of children.

"Kids have no control over their background, their families," she says. "So anything I can do to make their lives better is something I want to focus on with my future."

When Misty was chosen as the National Youth Volunteer of the Year, she received a scholarship that helped pay for her final year at Otterbein College, near Columbus, Ohio — moving her one step closer to her desired future.

"I wasn't sure how I would pay for school otherwise," she says. "I was really, really blessed to receive that scholarship and very grateful for it."

"I learned at a young age that if you put God first in your life, then everything else falls into place. I know that if I'm doing what He wants, He'll take care of everything else."



PHOTOGRAPHS BY GREG SCHNEIDER

Misty DeMichael's innovation allowed social-service agencies in her community to coordinate their efforts to effectively help local families during the holidays. She also manages The Salvation Army's local Adopt-a-Family program, in Newark, Ohio.

CHANDLER DRAKE

Southern Territory Youth Volunteer of the Year
Ponte Verde, Florida

Scout's Honor



PHOTOGRAPHS BY IRON LONDON

Working alongside Balerie Pender (opposite page) and other staff, Chandler Drake took the initiative to transform a room in the Towers Social Service Center in Jacksonville, Florida, into a children's room, with inviting décor and more than 1,000 books to read.

As 19-year-old Chandler Drake walks into the Towers Social Services Center in downtown Jacksonville, Florida, it is a kind of homecoming. Case manager Balerie Joyce Pender welcomes him like a returning hero — a one-man fundraiser, handyman and inspirational example.

In 2002, Chandler was working on his Eagle Scout Merit badge, which required him to propose and complete a service project for a local organization. He originally thought of a book drive, which grew into a project to not only supply books for children but also refurbish the room where the books would be read.

When he approached Melanie Holmes from the Towers Center with the idea, the timing was almost perfect. The Towers Center offers a network of social-service programs under one roof, including a family shelter program that provides short-term housing for families in crisis. A kids' playroom at the center had become little more than a storeroom.

"From our conversations, I got a really good feeling," Chandler says. "This is what was needed, and this is where it needed to be done."

Over the course of more than a year, Chandler set about his project: seeking donations of books, videos, a television and building materials, then raising money for a VCR. He also asked people to donate their skills to build a set of bookshelves for the more-than 1,000 books received.

The Duvall County Schools also donated a computer, and the Towers Center bought a second computer tailored for younger children. Finally, Chandler and friends painted a mural depicting a colorful circus scene.

As he raised funds for the project, Chandler found it was always easier

once people heard it was for The Salvation Army. Social Services Director Paul Stassi, who joined the center three years ago, agrees.

"I've never in my career experienced an organization so well known or so well received by the community," Stassi says. "I haven't come across anyone who has a negative feeling when they hear the name 'Salvation Army.'"

Families never come to the Towers Center during good times, but only under the cloud of eviction, addiction, bad choices or bad luck. The center can be a shelter in the storm, especially for children who might never really understand what brought them there.

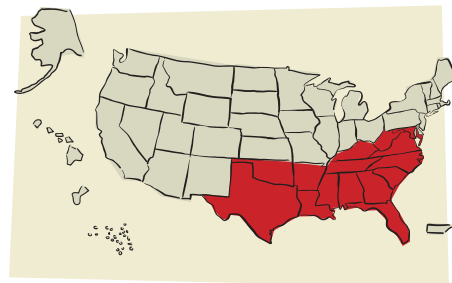
"Whatever we can do to help this place be as homelike as possible is going to benefit children in the long run," Stassi says. "So having a comfortable setting like this — with the mural, the books, different things to do — will help families remain as normal as possible during a very stressful time in their lives."

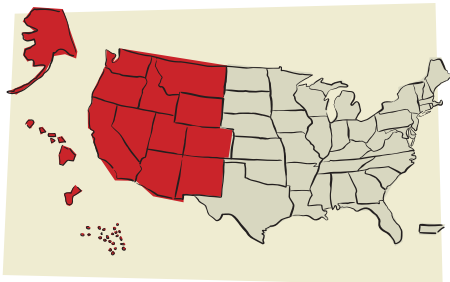
But the influence of Chandler's project goes beyond the colorful walls of one room. Once Chandler got involved, his mother, Charlotte, joined the women's auxiliary and is active in fundraising for the center. What's more, Balerie Joyce Pender uses Chandler's story as a lesson in perseverance and service when talking to children at the center.

"We are really proud of Chandler," she says. "For a young man to have that type of passion and drive is amazing. I think it changes peoples' lives when they see others doing good. When I talk to children in the program, I tell them about Chandler. I tell them about how encouraging it can be to do something for someone you don't even know, or to take time out to help someone in need."



SOUTHERN TERRITORY





WESTERN TERRITORY

Picking Up the Torch

JENNIE ONITSUKA

Western Territory Youth Volunteer of the Year

Mililani, Hawaii

Jennie Onitsuka doesn't really remember the tension that used to fill her home — how her father would criticize her mother for her commitment to church. But somehow, Glenn and Gail Onitsuka struggled to make a marriage work between a Buddhist and a fourth-generation Salvationist. Much more than the earlier tension, Jennie remembers the joy of her father's last year.

Glenn Onitsuka died in 1996, leaving his wife and three daughters — finally succumbing to heart conditions that had plagued his life through four surgeries. But one year earlier, awaiting another surgery, everything had changed.

"My mom was sitting in the room with him," Jennie recalls. "She was reading the Bible, and my dad woke up and asked her, 'Read me something from the Bible.' She read from the Book of Psalms. Later, when he came out of his operation, he told my mom, 'I saw your God.'"

"Every time Mom tells the story, it gives me chills," Jennie says. "It's so wonderful."

Soon, Jennie's father became a Christian, and "there was more of a joy in his life, more to look forward to," she continues. "With his illness, he knew he didn't have much time. When he found the Lord, he had more of a sense of happiness and purpose."

In his final year, Glenn Onitsuka got deeply involved in the church youth groups, starting basketball and volleyball programs. "After he passed away," Jennie says, "that encouraged me to pick up where Dad left off."

Long a member of youth groups at the Leeward Corps in Mililani, Hawaii, Jennie became more involved in leadership roles. She helped with both the recreation programs that her father started and as a leader for the Singing Company, Leeward's acclaimed children's singing group. When the group won first place in territorial competition for three straight years, Jennie was a singer for the first two years and leader for the third.

Jennie's experience in volunteer leadership — and her parents' example — moved her to choose a deeper commitment to youth ministry. This last year, the long-time volunteer took the next step, accepting a position as youth pastor at the Kahului corps on Maui. Eventually, she hopes to attend a Salvation Army training college and pursue a life as an officer.

"I know God's calling me to do it," Jennie says. "I know it's where He wants me. I want to touch people's lives, to help them find God and help them realize that there is always hope."

Her mother is very supportive. "She always said one of her kids would be an officer; she just didn't know which one."

Much of her new role is familiar, including leading a singing group at the Kahului corps. But she is also forced to step out of her comfort zone and address the kinds of issues she will have to face as a Salvation Army officer.

"Every morning, I wake up and I can't wait to get to work," Jennie says. "I absolutely love working with youth. I know my dad would be proud of me. And I love the feeling that God is smiling at me, every time He sees me helping others."



Inspired by her father's example, Jennie Onitsuka has moved from a dedicated volunteer to a youth pastor serving the children of her native Hawaii.

PHOTOGRAPHS BY RON LONDEN

Financial Summary of Combined Corporations in the USA

for the Year Ended September 30, 2004

This summary represents a combining of data extracted from the Audited Financial Statements of six corporations. Four of these — the Central Territory, the Eastern Territory, the Southern Territory and the Western Territory — supervise 8,824 units of operation throughout the United States including Puerto Rico, Guam and the Marshall Islands. The two remaining corporations are the World Service Office and the National Corporation. 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 it to meet 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 Boards of Trustees.

During 2004 the Army spent \$2.59 billion in serving people, up from \$2.55 billion the prior year. Eighty-three cents of every dollar spent, or \$2.14 billion, went toward program services, with the remainder accounted for by management and general expenses of \$313 million and by fund-raising costs of \$129 million. Approximately 81% 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 \$1.55 billion, changed from \$1.42 billion in 2003. It comprised \$777 million of general contributions, \$301 million of legacies and bequests, \$357 million of gifts-in-kind, and \$110 million of allocations from local United Way and similar funding organizations.

During 2004 non-operating revenues comprised \$241 million of unrestricted legacies and bequests and net investment gains of \$392 million; these funds were designated by the boards for replacement and maintenance of facilities and equipment. Other categories of non-operating revenue include \$60 million of public gifts restricted permanently by the donors, \$203 million of temporarily restricted support and \$79 million from miscellaneous sources.

About 73% of the Army's net assets consist of land, buildings and equipment (\$2.87 billion), plus invested board-designated reserves for future capital expenditures, ongoing facilities maintenance and specific programs (\$2.11 billion). The remainder primarily comprises investments of donors' temporarily restricted gifts and permanently restricted endowments.

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. Salvation Army centers are audited by independent certified public accountants in accordance with generally accepted accounting principles. These audited financial statements, along with the opinions of independent certified public accountants, are available at the addresses shown on page 16.



Statistical Highlights

Fiscal Year Ended September 30, 2004

CENTERS OF OPERATION

Corps	1,316
Outposts and Service Centers	192
Rehabilitation Centers	150
Thrift Shops	1,429
Community Centers, Boys/Girls Club	335
Day-Care Centers	188
Senior Citizen Centers	285
Group Homes /Temp Housing	523
Permanent Residences	75
Medical Facilities	61
Service Units	3,669
Camps	50
Divisions	40
Training Colleges	4
Others	506
TOTAL Centers of Operations	8,823

PERSONNEL

Officers	3,684
Cadets	284
Soldiers	113,525
Members	427,027
Employees	62,093
Volunteers	3,453,458
Advisory Organization Members	62,160

GROUP MEETING ATTENDANCE

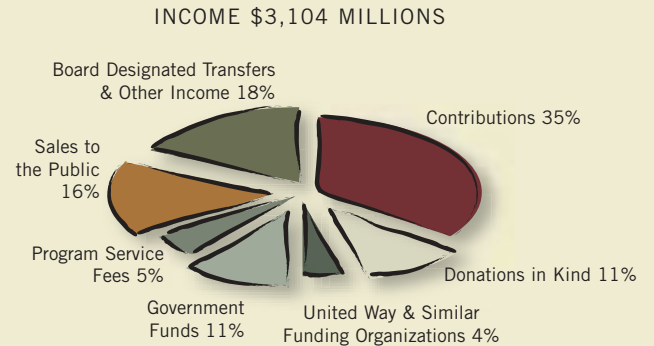
Outdoor Meetings	352,103
Sunday School	2,668,402
Sunday Meetings	5,887,014
Weekday Public Meetings	2,411,439
Soldier Development	587,388
Group Activities	10,800,616
Music Organizations	952,345
Other	5,991,787
TOTAL Group Meeting Attendance	29,651,094

PEOPLE SERVED

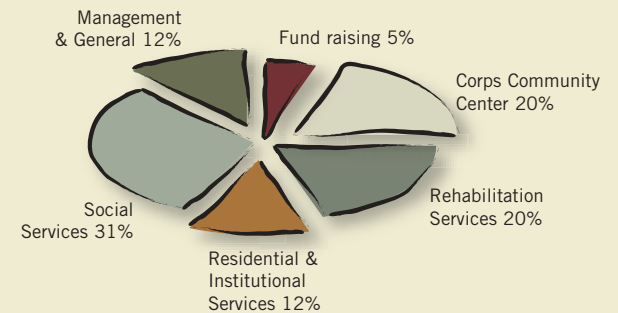
Basic Social Services	16,310,730
Holiday Assistance	5,837,667
Summer & Day Camps	189,213
Disaster Assistance	3,678,398
Person Visited in Institutions	3,724,670
Job Referrals	54,206
Correctional Services	474,329
Community Center Participation	1,209,173
Persons Served in SA Institutions	1,039,255
Substance Abuse Rehabilitation	209,230
Medical Care	38,395
Transportation Provided	827,330
Missing Persons	180,869
Day Care	81,358
Senior Citizens	621,245
TOTAL Persons Assisted	34,476,068

Financial Highlights

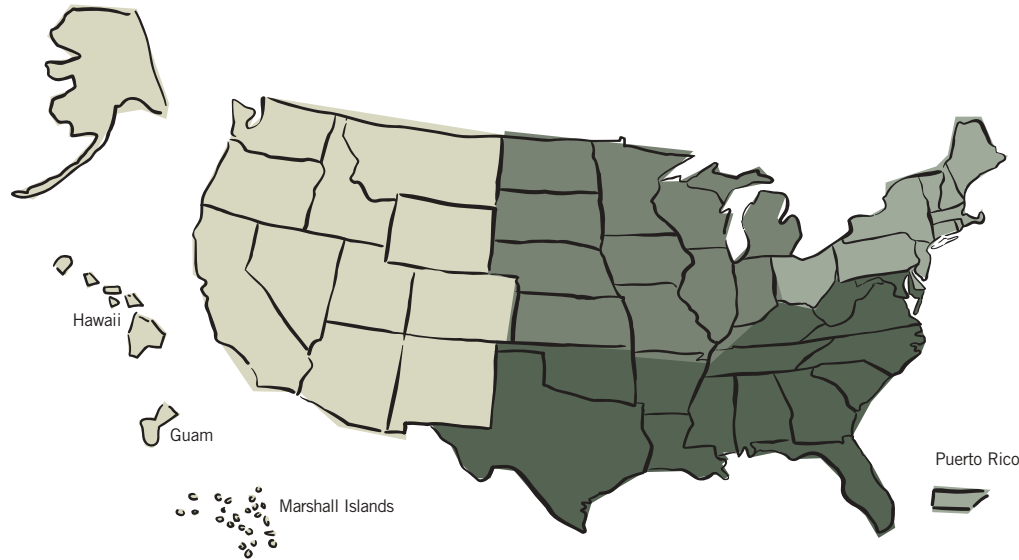
Fiscal Year Ended September 30, 2004



OPERATING EXPENSES \$2,585 MILLIONS



The Salvation Army in the United States is divided into four territories. The National Commander and the National Chief Secretary serve in coordinating capacities. Each territorial commander operates under the general policies laid down by International Headquarters in London. National policy is established by the Commissioners' Conference, over which the National Commander presides. Thus, while the local leadership adjusts to meet conditions in each community, all officers are subject to the same broad, overall policies.



The Salvation Army's U.S. service began in 1880 and was first incorporated on May 12, 1899, in the State of New York. It is a tax-exempt 501(c)(3) organization. Contributions to it are deductible for Federal Income Tax purposes to the extent permitted under Section 170(b)(1)(A) of the Internal Revenue Code for individual donors and Section 170(b)(2) for corporations.

NATIONAL HEADQUARTERS

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Lt. Colonel Larry Bosh, National Chief Secretary
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Telephone (703) 684-5500 , Fax (703) 684-3478
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CENTRAL TERRITORY

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Lt. Colonel Barry Swanson, Chief Secretary
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