

THE SALVATION ARMY
2012 ANNUAL REPORT

HOPE AND A FUTURE



DOING THE MOST GOOD

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DOING THE MOST GOOD

2011 IN REVIEW

HOPE AND A FUTURE

“FOR I KNOW THE PLANS I HAVE FOR YOU,” DECLARES THE LORD, “PLANS TO PROSPER YOU AND NOT TO HARM YOU, PLANS TO GIVE YOU HOPE AND A FUTURE.”

– JEREMIAH 29:11

Hope is an amazing thing. It can take a family by the hand and lead them out of the depths of despair. It can raise up a community out of unthinkable disaster. And it can bless us with immeasurable spiritual riches in the midst of desperate economic times.

Hope is an escape from the past, a reassurance in the present, and a promise for the future. And in 2011, The Salvation Army was blessed by God’s hope. Not only to be able to share it with those who needed it most, but also to experience its power for ourselves.

HOPE FOR THE IMPOVERISHED

As a result of the economic times, a record 1-in-6 Americans are now living in poverty. Many people who were making a comfortable living just a few years ago found themselves in 2011 losing their homes, unable to feed their families, desperate for help. This is a new generation of poverty.

Thanks to the generosity of our donors, however, The Salvation Army continued to respond to and meet the needs in our communities this year. By providing more than 30 million people with a variety of services – including nearly 10 million nights of lodging and 60 million meals – we helped meet the immediate needs of those struggling with poverty.

But we refused to stop there.

The Salvation Army also actively addressed the root causes of poverty, taking on other challenges such as health and education, helping secure 86,000 job referrals, and providing substance abuse rehabilitation to 324,000 people.

Our goal is not just to treat the symptoms of poverty, but to work diligently to heal the epidemic once and for all. Through our ongoing studies and evolving programs, we are taking a stand, dedicating ourselves to examining the current landscape, understanding the perceptions, and stopping the cycle of poverty before it is passed on to the next generation.

HOPE FOR THE NEXT GENERATION

Perhaps the greatest impact of this recession has been on the youth of America. They have seen their parents lose jobs. They have been forced out of their homes. They have endured a downturn of emotions and opportunities as well as finances. And yet, they are helpless to do anything about it.

The Salvation Army has always been a champion of children and families, a fact demonstrated by our numerous youth programs across the country. We believe that every child desires and deserves hope.

So, to better understand the influence of the recession on American youths, The Salvation Army National Headquarters commissioned a survey in 2011. The results show that 81% of our youth programs saw an increase in demand in 2011, while 41% of those programs have been forced to cut back on services provided.

In essence, more and more youths are coming to The Salvation Army for help and hope – finding an after-school haven, an alternative to life on the streets, help with homework and educational pursuits, a week at a summer camp, new friends, new role models, and most important of all, a blossoming relationship with God. And yet, while the demand for these services has grown, many youth programs have been forced to scale back due to dwindling resources.

The good news is this: Hope always finds a way. In many locations, donations to The Salvation Army actually increased. And there is an abundance of heart. Sixty-two percent of our youth programs reported an increase in volunteerism in 2011. And with the ongoing support of their communities, 92% expect to meet the increased demand for as long as there are youth in need.

HOPE FOR THE FUTURE

2011 was a difficult year in many ways. But The Salvation Army was created for times such as these. Our officers, employees, and volunteers rose to every occasion with unshakable optimism and eagerness. Our donors gave generously of their money, time, prayers, and hearts. Our beneficiaries turned their lives in the right direction, and then reached out to help others do the same.

In disasters, we saw heroism. In poverty, we saw the riches of love. And in communities across the country, we saw a commitment to family, to neighbors, to the next generation.

Thank you for helping us serve more than 30 million Americans this year.

By God's grace, we have continued Doing the Most Good. And through His promise, we look forward to a future rich with hope.

COMMISSIONER WILLIAM A. ROBERTS

HOPE AND A FUTURE

Dear Friends,

In the book of Jeremiah, we are given a wonderful promise – a promise that, in our darkest times, reveals a perfect, brilliant, and uplifting light:

“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future.”

That promise is reflected in the theme of this year’s annual report: *Hope and a future*. Because in 2011, we were blessed to see that promise fulfilled.

For many across the country, 2011 was a year of shadows and darkness. But I am humbled and grateful to say that the men and women who wear The Salvation Army uniform – as well as the volunteers and employees of The Salvation Army – never faltered, bearing the light of God’s love and hope into the lives of millions in need. And they did so through the amazing generosity of our donors.

More than 30 million people were served. Hungry families were blessed with warm meals. Disaster victims were helped to their feet. Young people were taught how to overcome their circumstances. Men and women and children were helped and encouraged and inspired.

And through it all, our focus was not just to meet the immediate ills of our society, but to lay a foundation of healing that will bless and protect generations to come.

In 2011, through God’s grace, The Salvation Army has continued to live up to our promise of *Doing the Most Good*. That is a promise we make to our donors, our beneficiaries,

and our Lord – to use what has been entrusted to us as efficiently, as responsibly, and as powerfully as possible in order to change lives for the better. And as we move forward, continuing to fulfill that promise, we are encouraged beyond measure to know that our Heavenly Father will keep the promise He made to us in Jeremiah:

“Hope and a future.”

What more could we possibly ask for as we look back at where we’ve been, evaluate where we are, and prepare for where we’re going?

To those who have given their time, their money, their careers, and their hearts, we are eternally grateful for the hope we shared together in 2011 ... and for the future God has planned for all of us. Thank you.

Yours in His service,

William A. Roberts, Commissioner
National Commander

CHAIRPERSON CHARLOTTE J. ANDERSON

HOPE AND A FUTURE

Dear Friends,

Let me start with a story:

A pessimist walked into a room, looked at a glass of water, and grumbled, “It’s half-empty.” An optimist entered, looked at the same glass, and proclaimed, “It’s half-full!” But then a Salvation Army officer came into the room. Seeing the glass, he immediately produced another glass – as well as a pitcher – as if out of thin air. He filled both glasses with water, handed them to the pessimist and the optimist ... and then dug a well to make sure there would be plenty of water for years to come.

That’s The Salvation Army, in a nutshell.

Always serving. Always helping. Always adapting to solve the problem at hand. But even more than that, always striving to eliminate the problem once and for all.

In 2011, with a still-struggling economy and horrific natural disasters leading the news reports, The Salvation Army stepped up and delivered the impossible: Hope. Not just for today. But for years to come. Because they weren’t just reacting. They were actively learning – analyzing the ills and epidemics that plague the communities where they serve, adapting their services to meet the evolving needs, and implementing new programs to help break the cycles of poverty and need before they can be passed on.

Hope and a Future is precisely what The Salvation Army delivers. Driven by faith and love, they continue to rise to every challenge, making a powerful difference through humble service.

I never cease to be amazed at the heart of the officers, the passion of the volunteers,

and the generosity of those who give their time and money when both are in such short supply.

Looking back, I believe the pessimist would see 2011 as a bleak, unforgiving year. The optimist would see the positive strides that were made. But anyone and everyone who saw The Salvation Army in action would, without a doubt, be unified in one thought:

They truly are *Doing the Most Good*.

Thank you for joining us as we look forward to the coming challenges and victories with unshakeable hope.

With gratitude,

Charlotte Jones Anderson
National Advisory Board Chairperson

2011 FINANCIAL SUMMARY

HOPE AND A FUTURE

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 ninety-three (7,593) 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 2011, the Army spent \$3.23 billion serving people, down from \$3.24 billion the prior year. Eighty-two cents of every dollar spent, or \$2.65 billion, went toward program services; the remainder was accounted for by management and general expenses of \$380 million and by fundraising costs of \$196 million. Approximately 74% 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 \$1.70 billion, changed from \$1.82 billion in 2010. It comprised \$927 million of general contributions, \$201 million of legacies and bequests, \$496 million of gifts in kind, and \$73 million of allocations from local United Way and similar funding organizations.

During 2011, other operating and non-operating revenue increased net assets by \$779 million, in contrast to an increase of \$1.54 billion in the prior year. Other revenue comprised of program service fees of \$147 million, sales to the public of \$578 million, net investment gain of \$6 million, and miscellaneous other revenue of \$48 million.

In addition, fees and grants were given to The Salvation Army from various government agencies totaling \$351 million for 2011, down from \$384 million in the prior year.

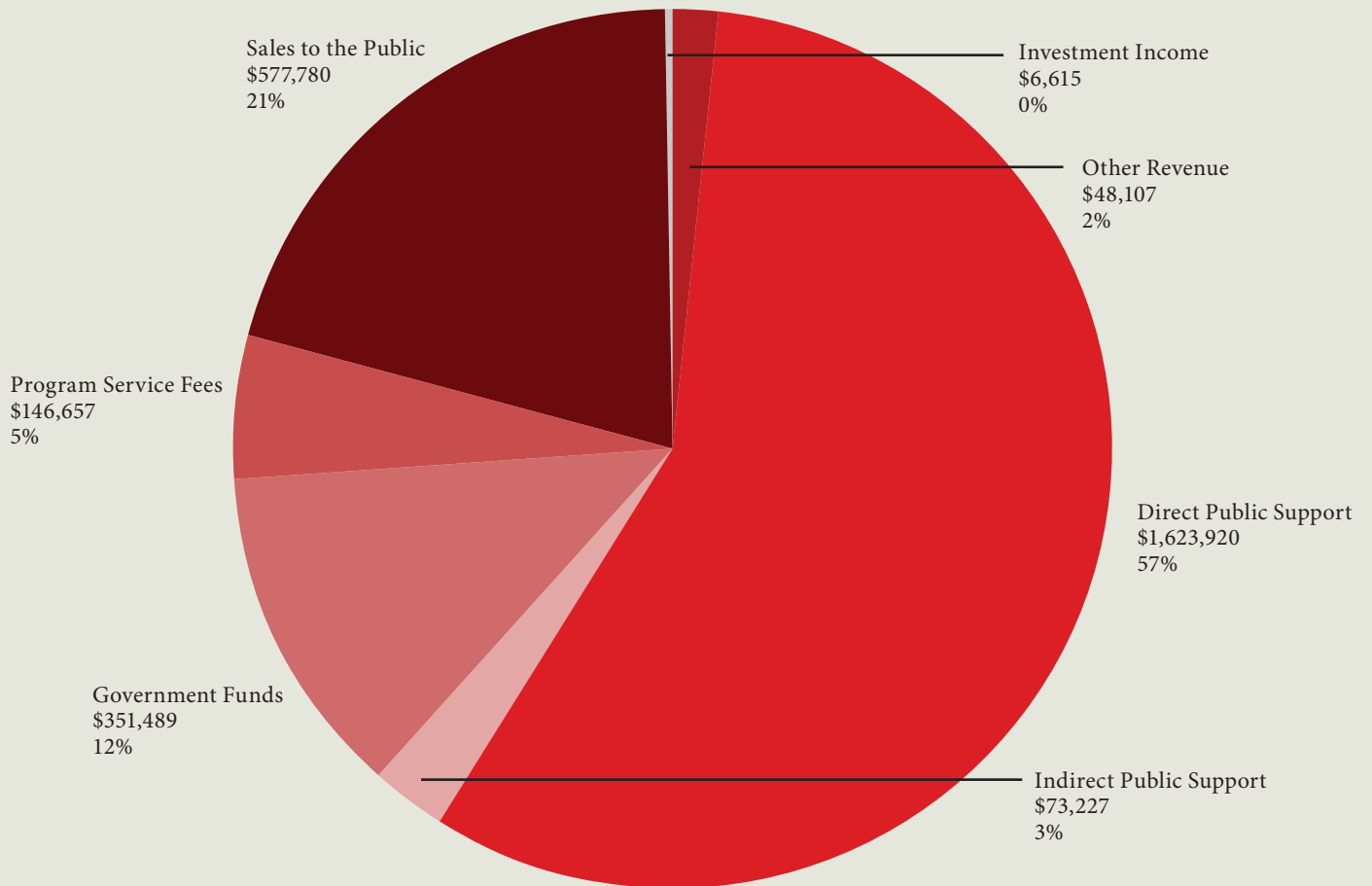
About 59% of the Army's net assets consist of land, buildings, and equipment (\$4.1 billion), plus invested board-designated reserves for future capital expenditures, ongoing facilities maintenance, and specific programs (\$1.05 billion). The remainder primarily comprises investment of donors' temporarily 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.

FINANCIAL HIGHLIGHTS

INCOME

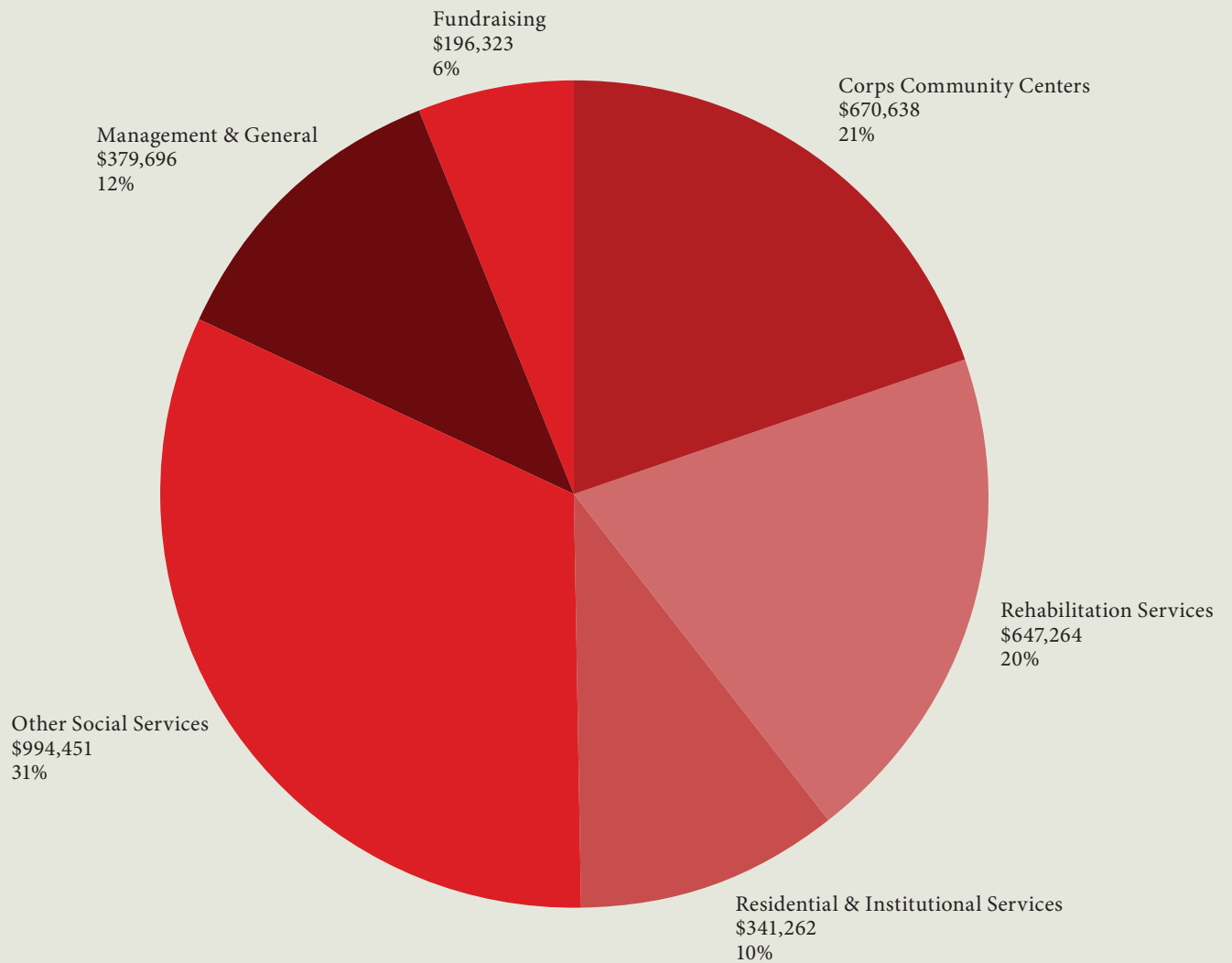
\$2,827,795
(IN THOUSANDS)



FINANCIAL HIGHLIGHTS

EXPENSES

\$3,229,634
(IN THOUSANDS)



FINANCIAL HIGHLIGHTS

STATISTICAL HIGHLIGHTS

CENTERS OF OPERATION

Corps	1,221
Outposts and Service Centers	185
Rehabilitation Centers	153
Family Stores	1,315
Community Centers, Boys/Girls Club	327
Child Day Care Centers	147
Adult Day Care Centers	32
Senior Citizen Centers	265
Group Homes/Temp Housing	566
Permanent Residences	74
Medical Facilities	32
Service Units	2,873
Camps	46
Divisions	40
Training Colleges	4
Others	313
TOTAL Centers of Operation	7,593

PERSONNEL

Officers/Lieutenants/Auxiliary Cpts	3,555
Cadets	335
Soldiers	108,175
Members	416,526
Employees	64,145
Volunteers	3,297,576
Advisory Organization Members	60,605

GROUP MEETING ATTENDANCE

Outdoor Meetings	403,445
Sunday School	2,194,942
Sunday Meetings	5,051,643
Weekday Public Meetings	2,232,253
Soldier Development	555,913
Group Activities	8,533,326
Music Organizations	1,059,447
Other	5,581,431
TOTAL Group Meeting Attendance	25,612,400

FINANCIAL HIGHLIGHTS

STATISTICAL HIGHLIGHTS

PEOPLE SERVED

Basic Social Services	17,773,674
Holiday Assistance	4,263,622
Summer & Day Camps	183,016
Disaster Assistance	558,550
Persons Visited In Institutions	2,419,774
Job Referrals	86,958
Correctional Services	305,511
Community Center Participants	1,311,648
Day Care	186,885
Senior Citizens	670,508
Substance Abuse	178,676
Medical Care	42,714
Institutional Care	1,040,414
Missing Persons	20,454
Transportation Provided	912,960
TOTAL Persons Assisted	29,955,364

SERVICES

Meals Served	57,833,281
Lodgings Supplied	9,931,654
Welfare Orders – Cash Grants	7,820,053
Tangible Items Distributed – Clothes, Furniture, Gifts	21,003,872

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF ACTIVITIES
For the year ended September 30, 2011
(Dollars in thousands)

Representing 7,593 centers of operation throughout the United States including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia

	Unrestricted			Total	Temporarily Restricted	Permanently Restricted	Total
	General Operating	Board Designated	Land, Building and Equipment				
REVENUE							
Public support:							
Received directly:							
Contributions	\$ 782,892	\$ 17,408	\$ 35	\$ 800,335	\$ 33,856	\$ 469	\$ 834,660
Donations-in-kind and contributed services	491,307	4,669	-	495,976	13	-	495,989
Special events	16,686	-	-	16,686	69	-	16,755
Legacies and bequests income	13,817	196,641	-	210,458	3,377	(13,290)	200,545
Pledges revenue	-	-	-	-	20,591	574	21,165
Contributions from split interest agreement	-	1,043	-	1,043	36,229	18,016	55,288
Change in value of split interest agreements	-	(1,860)	-	(1,860)	2,776	(1,398)	(482)
Total received directly	1,304,702	217,901	35	1,522,638	96,911	4,371	1,623,920
Received indirectly:							
Allocated by federated fund raising organizations	48,181	-	-	48,181	25,005	-	73,186
Contributed by unassociated & non-federated organizations	(3,470)	-	-	(3,470)	3,511	-	41
Total received indirectly	44,711	-	-	44,711	28,516	-	73,227
Total public support	1,349,413	217,901	35	1,567,349	125,427	4,371	1,697,147
Fees and grants from government agencies	350,546	398	136	351,080	409	-	351,489
Other revenues:							
Program service fees	145,378	1,279	-	146,657	-	-	146,657
Sales to the public	577,503	269	-	577,772	8	-	577,780
Investment income:							
Dividends and interest, net of fees	3,961	72,001	-	75,962	58,428	61	134,451
Realized gain (loss) on sale of investments	500	200,541	-	201,041	46,526	131	247,698
Unrealized gain (loss) on value of investments	(28,738)	(281,235)	-	(309,973)	(65,453)	(108)	(375,534)
Gain (loss) on sale of land, buildings and equipment	17	3,109	14,526	17,652	(2)	-	17,650
Other revenue	3,722	26,179	520	30,421	36	-	30,457
Total other revenues	702,343	22,143	15,046	739,532	39,543	84	779,159
Total support and revenue	2,402,302	240,442	15,217	2,657,961	165,379	4,455	2,827,795
Net assets released due to fulfillment of donor restrictions	224,034	154,718	75,843	454,595	(454,595)	-	-
Interfund transfers	602,217	(773,610)	171,393	-	-	-	-
Total revenue	\$ 3,228,553	\$ (378,450)	\$ 262,453	\$ 3,112,556	\$ (289,216)	\$ 4,455	\$ 2,827,795
EXPENSES							
Program services:							
Corps community center	\$ 670,638	\$ -	\$ -	\$ 670,638	\$ -	\$ -	\$ 670,638
Rehabilitation	647,264	-	-	647,264	-	-	647,264
Residential and institutional services	341,262	-	-	341,262	-	-	341,262
Other social services	994,451	-	-	994,451	-	-	994,451
Total program services	2,653,615	-	-	2,653,615	-	-	2,653,615
Supporting services:							
Management and general	379,696	-	-	379,696	-	-	379,696
Fund raising	196,323	-	-	196,323	-	-	196,323
Total supporting services	576,019	-	-	576,019	-	-	576,019
Total expenses	3,229,634	-	-	3,229,634	-	-	3,229,634
Increase (decrease) in net assets before pension related expenses other than net periodic pension cost, change in venture, change in fair value of interest swaps, and change in estimated additional liability for retirement benefits							
	(1,081)	(378,450)	262,453	(117,078)	(289,216)	4,455	(401,839)
Pension related expenses other than net periodic pension cost							
	(41,019)	(27,152)	-	(68,171)	-	-	(68,171)
Change in venture	(389)	-	-	(389)	-	-	(389)
Change in fair value of interest rate swaps	-	(44,892)	-	(44,892)	-	-	(44,892)
Change in estimated additional minimum liability for retirement benefits	-	(29,992)	-	(29,992)	-	-	(29,992)
Change in net assets	(42,489)	(480,486)	262,453	(260,522)	(289,216)	4,455	(545,283)
Net assets, beginning of year	451,541	1,530,206	3,807,700	5,789,447	1,494,596	1,967,798	9,251,841
Net assets, end of year	\$ 409,052	\$ 1,049,720	\$ 4,070,153	\$ 5,528,925	\$ 1,205,380	\$ 1,972,253	\$ 8,706,558

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF FUNCTIONAL EXPENSES
For the year ended September 30, 2011
(Dollars in thousands)

Representing 7,593 centers of operation throughout the United States including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia

	Corps Community Center	Rehabilitation	Residential and Institutional	Other Social Services	Total Program Services	Management and General	Fund Raising	Total Supporting Services	Total Expenses
Salaries and allowances	\$ 209,438	\$ 241,993	\$ 130,037	\$ 226,456	\$ 807,924	\$ 157,012	\$ 67,589	\$ 224,601	\$ 1,032,525
Employee and officer benefits	74,751	74,977	40,244	77,089	267,061	48,643	15,896	64,539	331,600
Payroll taxes	17,426	31,157	14,534	22,000	85,117	14,529	5,935	20,464	105,581
Professional fees	18,033	11,750	16,190	18,674	64,647	40,649	21,738	62,387	127,034
Supplies	35,635	50,558	22,621	31,363	140,177	8,903	4,011	12,914	153,091
Communications	9,743	5,452	2,417	5,272	22,884	6,208	741	6,949	29,833
Postage and shipping	3,235	936	204	1,549	5,924	2,197	15,293	17,490	23,414
Occupancy	132,747	110,058	66,669	81,932	391,406	35,634	4,782	40,416	431,822
Furnishings and equipment	27,843	14,991	7,002	16,117	65,953	12,653	2,364	15,017	80,970
Printing and publications	7,646	8,877	595	10,209	27,327	7,313	46,347	53,660	80,987
Travel and transportation	32,855	30,459	2,641	15,461	81,416	8,966	2,926	11,892	93,308
Conferences, meetings and major trips	20,147	1,900	689	4,780	27,516	8,744	2,359	11,103	38,619
Direct assistance	7,379	8,820	12,896	432,234	461,329	143	85	228	461,557
Organization dues	939	57	124	347	1,467	476	99	575	2,042
Awards and grants	7,065	690	451	9,134	17,340	3,013	313	3,326	20,666
Interest expense	3,150	2,733	2,991	660	9,534	879	17	896	10,430
Depreciation	48,634	22,499	14,140	15,472	100,745	11,703	2,118	13,821	114,566
Miscellaneous	13,972	29,357	6,817	25,702	75,848	12,031	3,710	15,741	91,589
Total expenses	\$ 670,638	\$ 647,264	\$ 341,262	\$ 994,451	\$ 2,653,615	\$ 379,696	\$ 196,323	\$ 576,019	\$ 3,229,634

THE SALVATION ARMY - USA
UNAUDITED COMBINED STATEMENT OF FINANCIAL POSITION
September 30, 2011
(Dollars in thousands)

Representing 7,593 centers of operation throughout the United States including Puerto Rico, Guam, the Republic of the Marshall Islands, and the Federated States of Micronesia

	Unrestricted			Total	Temporarily Restricted	Permanently Restricted	Total
	General Operating	Board Designated	Land, Building and Equipment				
ASSETS							
Cash and cash equivalents	\$ 243,889	\$ 104,085	\$ 9,797	\$ 357,771	\$ 45,008	\$ 889	\$ 403,668
Collateral received under securities lending program	62,589	204,307	-	266,896	-	-	266,896
Accounts receivable, net	82,932	36,469	-	119,401	746	-	120,147
Legacies and bequests receivable	-	24,659	-	24,659	163,558	90,476	278,693
Due (to) from	126,230	47,516	(159,252)	14,494	(23,295)	8,801	-
Pledges receivable, net	351	25	-	376	52,374	17,366	70,116
Inventory	40,989	-	-	40,989	-	-	40,989
Prepaid expenses and deferred charges	25,412	6,047	-	31,459	450	-	31,909
Mortgages and notes receivable	-	95,716	40,000	135,716	-	-	135,716
	<u>582,392</u>	<u>518,824</u>	<u>(109,455)</u>	<u>991,761</u>	<u>238,841</u>	<u>117,532</u>	<u>1,348,134</u>
Investments (at fair value)	188,537	3,477,641	-	3,666,178	771,547	1,455,366	5,893,091
Assets held under split interest agreements	-	41,509	-	41,509	365,098	414,450	821,057
Land, building, improvements & equipment:							
Land	-	-	744,473	744,473	4,184	-	748,657
Buildings, net of accumulated depreciation	-	-	3,548,568	3,548,568	2,394	-	3,550,962
Construction in progress	-	-	278,623	278,623	21,753	-	300,376
Assets held for sale	32	-	29,435	29,467	2,046	-	31,513
Equipment, net of accumulated depreciation	-	-	112,214	112,214	13	-	112,227
Total land, building, improvements & equipment	<u>32</u>	<u>-</u>	<u>4,713,313</u>	<u>4,713,345</u>	<u>30,390</u>	<u>-</u>	<u>4,743,735</u>
Other assets	205	9,949	10	10,164	-	-	10,164
TOTAL ASSETS	<u>\$ 771,166</u>	<u>\$ 4,047,923</u>	<u>\$ 4,603,868</u>	<u>\$ 9,422,957</u>	<u>\$ 1,405,876</u>	<u>\$ 1,987,348</u>	<u>\$ 12,816,181</u>
LIABILITIES & NET ASSETS							
LIABILITIES							
Accounts payable and accrued expenses	\$ 169,212	\$ 51,291	\$ 24,687	\$ 245,190	\$ 118	\$ -	\$ 245,308
Conditional asset retirement obligations	-	697	65,594	66,291	-	-	66,291
Payable under securities lending program	75,125	212,966	-	288,091	-	-	288,091
Liability for split interest agreements	-	32,996	-	32,996	191,721	15,095	239,812
Refundable advances and deferred revenue	5,588	36	-	5,624	-	-	5,624
Mortgages and notes payable	11,783	791,771	442,797	1,246,351	-	-	1,246,351
Estimated liability for self-insured claims	48,487	120,294	-	168,781	-	-	168,781
Estimated liability for retirement and post-retirement benefits	-	1,778,753	-	1,778,753	-	-	1,778,753
Other liabilities	51,919	9,399	637	61,955	8,657	-	70,612
TOTAL LIABILITIES	<u>362,114</u>	<u>2,998,203</u>	<u>533,715</u>	<u>3,894,032</u>	<u>200,496</u>	<u>15,095</u>	<u>4,109,623</u>
NET ASSETS							
Unrestricted	409,052	1,049,720	4,070,153	5,528,925	-	-	5,528,925
Temporarily restricted	-	-	-	-	1,205,380	-	1,205,380
Permanently restricted	-	-	-	-	-	1,972,253	1,972,253
TOTAL NET ASSETS	<u>409,052</u>	<u>1,049,720</u>	<u>4,070,153</u>	<u>5,528,925</u>	<u>1,205,380</u>	<u>1,972,253</u>	<u>8,706,558</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 771,166</u>	<u>\$ 4,047,923</u>	<u>\$ 4,603,868</u>	<u>\$ 9,422,957</u>	<u>\$ 1,405,876</u>	<u>\$ 1,987,348</u>	<u>\$ 12,816,181</u>

LEADERSHIP

HOPE AND A FUTURE

NATIONAL LEADERSHIP

COMMISSIONER WILLIAM A. ROBERTS
National Commander

COMMISSIONER NANCY L. ROBERTS
National President for Women's Ministries

COLONEL WILLIAM HARFOOT
National Chief Secretary

SOUTHERN TERRITORY

COMMISSIONER DAVID JEFFREY
Territorial Commander

COMMISSIONER BARBARA JEFFREY
Territorial President for Women's Ministries

COLONEL TERRY W. GRIFFIN
Chief Secretary

CENTRAL TERRITORY

COMMISSIONER PAUL R. SEILER
Territorial Commander

COMMISSIONER CAROL SEILER
Territorial President for Women's Ministries

COLONEL MERLE HEATWOLE
Chief Secretary

WESTERN TERRITORY

COMMISSIONER JAMES M. KNAGGS
Territorial Commander

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Territorial President for Women's Ministries

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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 the conditions in each community, all officers are subject to the same broad, overall policies.

ABOUT THE SALVATION ARMY

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“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 7,593 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.