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Our Year

Fighting for the Most Good Until the Job is Done

The Salvation Army served nearly 800,000 people via disaster relief services in 2018.

As 8,527 wildfires marked the deadliest disaster season in California’s history, The Salvation Army was on the front lines, assisting evacuees, first responders, and more than 300,000 displaced families. In fact, as the fires raged on, so did we. Throughout the months of peril, we staffed eight evacuation centers; provided almost 180,000 meals, drinks, and snacks; and distributed donations from our warehouse to more than 4,500 individuals. But we didn’t stop there. In other regions of the country, where volcanoes and hurricanes uprooted thousands, we delivered infant supplies, comfort kits, and meals to disaster survivors. And we’re staying the course. Thanks to our generous donors, we’re investing in continued efforts to rebuild communities still suffering from the catastrophic 2017 hurricane season.
Fighting for the Most Good Across Borders

In partnership with local churches and community centers, The Salvation Army fed more than 750 people impacted by the border crisis in El Paso per day.

Amid America’s growing humanitarian crisis, The Salvation Army is living out its mission to meet human needs in God’s name, without discrimination, by helping to feed, clothe, and shelter displaced migrant families. Because we believe it is our duty as Christians to serve suffering humanity, regardless of what has put them in our path, we’ve worked closely with partner agencies in numerous communities to provide immediate physical, emotional, and spiritual care to the thousands vetted and processed by immigration services. We’re also partnering with The Salvation Army across Central America to address the root issues of the immigration crisis as we better equip international communities to thrive.
Fighting for the Most Good In the Heart of Our Communities

A $5.8 million donation helped build a crucial addition to one of The Salvation Army’s most beloved children’s camps.

This year, support from Margaret A. Cargill Philanthropies enabled us to expand the size and scope of our camp facilities in Big Bear, California. The additional 10,000-square-foot recreational center will provide more than 1,000 at-risk children with enhanced opportunities to explore dance, soccer, karate, and gymnastics as they enjoy the beauty of nature and the freedom of childhood. The Salvation Army also celebrated major wins in the fight against homelessness with help from the Bezos Family Foundation. In Houston, Texas, we implemented a new 30-day solutions model to combat homelessness and have already witnessed a reduction in reoccurrence. Likewise, our new program in Charlotte, North Carolina, is helping homeless clients find more permanent housing and job opportunities as they work toward greater stability.
Fighting for the Most Good In Everyday Battles

We distributed 16,848,216 tangible items of clothing, furniture, and gifts to families in need in 2018.

With 15% of our country’s homeless population considered chronically homeless, 50 million Americans facing food insecurity on a daily basis, and 14% of Americans living below the poverty line, there are millions of people in need of The Salvation Army’s assistance. That’s why we continue to offer “hand-up” programs such as utility assistance, transportation services, and subsidized child care to families fighting to rise above homelessness and poverty. In 2018, that meant providing social services to more than 14 million people dedicated to moving from simply “surviving” to fully thriving as they win their battles to make ends meet.
FIGHTING FOR THE MOST GOOD FOR GENERATIONS TO COME

The Salvation Army now operates more than 700 Pathway of Hope centers nationwide.

Formed in 2011 as a revolutionary approach to combatting the intergenerational poverty epidemic, The Salvation Army’s Pathway of Hope program reached new milestones this year by expanding its reach throughout the country. With more than 700 active locations, each now providing more than 260 services such as case management, adult education, housing assistance, child-care centers, and job training, the program is equipping families to work toward sustainable change nationwide. Because children who live in long-term poverty are 32 times more likely to remain in poverty than their peers, the success and growth of Pathway of Hope is a major victory in breaking the cycle of intergenerational poverty.
Fighting for the Most Good With Passion and Purpose

Read letters from our National Commander and National Advisory Board Chairman detailing The Salvation Army’s:

- Innovative services and tactics
- 2018 victories
- Vision for the future
Tony Thompson

“While there remains one dark soul without the light of God, I’ll fight – I’ll fight to the very end!” – William Booth

Dear Friends,

One hundred and fifty years ago, our founder, William Booth, pledged that The Salvation Army would fight for every last suffering soul on earth, regardless of the toll it might take. Today, I’m proud to say that we are still faithfully delivering on that mission in every single ZIP code of America.

This year, as we continued to fight for the most good across our communities, our country, and even our borders, we were as fierce as ever in our dedication to Doing The Most Good.

Powered by the strength of our Lord and fueled by the generosity of our donors, volunteers, and staff, we provided holiday assistance to more than 2.6 million people, distributed nearly 17 million tangible items to folks in need, and provided basic social services to over 14 million Americans. We also tenaciously worked to change public perception of human need by showcasing the unseen challenges faced by over 40 million Americans living on the poverty line.

As volcanoes, wildfires, mudslides, and hurricanes endangered hundreds, displaced thousands, and destroyed millions of dollars’ worth of property, we served nearly 800,000 people with emergency disaster assistance. And we’ve continued to pour resources into rebuilding areas devastated by the catastrophic 2017 hurricane season.

With your faithful support, we partnered with local governments to serve those impacted by our country’s border crisis. At the peak of the border crossings, we were able to provide over 30,000 hygiene kits, over 170,000 meals, and over 8,000 lodging accommodations to migrants.

Through an expansion of our Pathway of Hope program and sizable gifts from corporate donors, we came alongside those struggling with generational poverty, homelessness, hurt, and hopelessness – and offered them help and healing.

Though the successes of this year are great, countless challenges remain as we work to help the most vulnerable members of society continue to win their daily battles.

That’s why now, more than ever in our **fight for the most good**, I’m eternally grateful to our donors and supporters for your partnership on the front lines.

Humbly,

Tony Thompson

National Advisory Board Chairman
Dear Friends,

When I begin to consider the “rewards” The Salvation Army reaped in 2018, I think about Jeffrey – a homeless veteran and single father suffering from severe PTSD. After struggling for years to gain stability for himself and his 6-year-old son, he’s finally found hope and a future through The Salvation Army, where he’s secured gainful employment and long-term housing.

Jeffrey’s success story is simply one of the thousands of humble rewards we’ve reaped this year. Yet every reward is richer knowing that it was exceptionally hard-fought by our donors, volunteers, and staff.

In fact, in an uncertain economy where an end-of-year government shutdown, tax code changes, and turbulent stocks threatened to derail our key giving season, we continued to fight for the most good – and through the grace of God, we experienced a decrease in year-over-year fundraising of less than 1%.

Amid the humanitarian crisis along our country’s border, we marched on in our fight for the most good – and managed to transcend political battle lines simply by offering unconditional shelter, food, and love to our neighbors in need.

Despite historically devastating disasters, chronic homelessness battles, vicious cycles of generational poverty, and a dearth of relief for the working poor, we persevered in our fight for the most good – and provided disaster relief to nearly 800,000 people, holiday assistance to over 2.6 million people, and social services to more than 14 million people.

Victories like these continue to illuminate the power of God at work through the mission of The Salvation Army. I am honored to serve alongside each and every one of you as we keep our gaze fixed upon the endless rewards yet to come in our tireless fight for the most good.

Yours in His Service,

David Hudson, Commissioner
National Commander
2018 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 six hundred and seventeen (7,685) 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.

For a closer look at how our income and expenses Do the Most Good, see below.
Revenue
*Numbers represented in thousands

TOTAL $3,863,646

53% Direct Public Support $2,044,090
16% Investment Income $613,031
15% Sales to Public $593,167
10% Government Funds $373,324
4% Program Service Fees $159,000
2% Other Revenue $81,034
EXPENSES
*Numbers represented in thousands

TOTAL
$3,703,604

30%
Other Social Services  $1,116,085

22%
Corps Community Center  $828,293

20%
Rehabilitation  $727,347

11%
Management & General  $407,845

10%
Residential & Institutional  $371,024

7%
Fund Raising  $253,010
# Statistical Highlights

## Centers of Operation

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corps</td>
<td>1,177</td>
</tr>
<tr>
<td>Outposts and Service Centers</td>
<td>190</td>
</tr>
<tr>
<td>Rehabilitation Centers</td>
<td>144</td>
</tr>
<tr>
<td>Thrift Shops</td>
<td>1,141</td>
</tr>
<tr>
<td>Community Centers, Boys/Girls Club</td>
<td>309</td>
</tr>
<tr>
<td>Child Day-Care Centers</td>
<td>80</td>
</tr>
<tr>
<td>Adult Day-Care Centers</td>
<td>11</td>
</tr>
<tr>
<td>Senior Citizen Centers</td>
<td>260</td>
</tr>
<tr>
<td>Group Homes/Temp Housing</td>
<td>598</td>
</tr>
<tr>
<td>Permanent Residences</td>
<td>90</td>
</tr>
<tr>
<td>Medical Facilities</td>
<td>21</td>
</tr>
<tr>
<td>Service Units</td>
<td>2,888</td>
</tr>
<tr>
<td>Camps</td>
<td>42</td>
</tr>
<tr>
<td>Divisions</td>
<td>39</td>
</tr>
<tr>
<td>Training Colleges</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>692</td>
</tr>
<tr>
<td><strong>TOTAL Centers of Operation</strong></td>
<td>7,686</td>
</tr>
</tbody>
</table>

## People Served

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Social Services</td>
<td>14,001,013</td>
</tr>
<tr>
<td>Holiday Assistance</td>
<td>2,640,047</td>
</tr>
<tr>
<td>Summer &amp; Day Camps</td>
<td>264,241</td>
</tr>
<tr>
<td>Disaster Assistance</td>
<td>798,336</td>
</tr>
<tr>
<td>Persons Visited in Institutions</td>
<td>1,220,499</td>
</tr>
<tr>
<td>Job Referrals</td>
<td>39,716</td>
</tr>
<tr>
<td>Correctional Services</td>
<td>133,559</td>
</tr>
<tr>
<td>Community Centers Participants</td>
<td>1,181,521</td>
</tr>
<tr>
<td>Day Care</td>
<td>32,389</td>
</tr>
<tr>
<td>Senior Citizens</td>
<td>909,659</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>150,643</td>
</tr>
<tr>
<td>Medical Care</td>
<td>12,006</td>
</tr>
<tr>
<td>Institutional Care</td>
<td>533,344</td>
</tr>
<tr>
<td>Missing Persons</td>
<td>73,409</td>
</tr>
<tr>
<td>Transportation Provided</td>
<td>1,256,221</td>
</tr>
<tr>
<td><strong>TOTAL Persons Assisted</strong></td>
<td>23,246,603</td>
</tr>
</tbody>
</table>

## Personnel

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers/Lieutenants/Auxiliary Cpts</td>
<td>3,480</td>
</tr>
<tr>
<td>Cadets</td>
<td>184</td>
</tr>
<tr>
<td>Soldiers</td>
<td>107,564</td>
</tr>
<tr>
<td>Members</td>
<td>381,372</td>
</tr>
<tr>
<td>Employees</td>
<td>59,731</td>
</tr>
<tr>
<td>Volunteers</td>
<td>2,814,692</td>
</tr>
<tr>
<td>Advisory Organization Members</td>
<td>53,020</td>
</tr>
</tbody>
</table>

## Services

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals Served</td>
<td>52,581,300</td>
</tr>
<tr>
<td>Lodgings Supplied</td>
<td>9,778,100</td>
</tr>
<tr>
<td>Welfare Orders - Cash Grants</td>
<td>7,763,080</td>
</tr>
<tr>
<td>Tangible Items Distributed - Clothes, Furniture, Gifts</td>
<td>16,848,216</td>
</tr>
</tbody>
</table>

## Group Meeting Attendance

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor Meetings</td>
<td>311,583</td>
</tr>
<tr>
<td>Sunday School</td>
<td>1,684,736</td>
</tr>
<tr>
<td>Sunday Meetings</td>
<td>3,994,504</td>
</tr>
<tr>
<td>Weekday Public Meetings</td>
<td>1,434,545</td>
</tr>
<tr>
<td>Soldier Development</td>
<td>495,288</td>
</tr>
<tr>
<td>Group Activities</td>
<td>7,171,496</td>
</tr>
<tr>
<td>Music Organizations</td>
<td>1,042,278</td>
</tr>
<tr>
<td>Other</td>
<td>5,802,312</td>
</tr>
<tr>
<td><strong>TOTAL Group Meeting Attendance</strong></td>
<td>21,936,742</td>
</tr>
</tbody>
</table>
# The Salvation Army–USA

**Unaudited Combined Statement of Financial Position**

For the year ended September 30, 2018

*(Dollars in thousands)*

## Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$387,838</td>
<td>$411,864</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>140,577</td>
<td>107,731</td>
</tr>
<tr>
<td>Legacies and bequests receivable</td>
<td>788,273</td>
<td>796,454</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>43,651</td>
<td>45,554</td>
</tr>
<tr>
<td>Inventory</td>
<td>44,665</td>
<td>44,681</td>
</tr>
<tr>
<td>Prepaid expenses and deferred charges</td>
<td>32,660</td>
<td>33,393</td>
</tr>
<tr>
<td>Mortgages and notes receivable</td>
<td>96,200</td>
<td>135,073</td>
</tr>
<tr>
<td>Investments</td>
<td>8,271,855</td>
<td>7,961,096</td>
</tr>
<tr>
<td>Assets held under split-interest agreements</td>
<td>1,081,965</td>
<td>1,060,143</td>
</tr>
<tr>
<td>Land, building, improvements &amp; equipment</td>
<td>5,169,472</td>
<td>5,187,046</td>
</tr>
<tr>
<td>Other assets</td>
<td>6,067</td>
<td>7,581</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$16,063,223</strong></td>
<td><strong>$15,837,769</strong></td>
</tr>
</tbody>
</table>

## Liabilities & Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities</td>
<td>$4,593,257</td>
<td>$4,883,068</td>
</tr>
</tbody>
</table>

Net Assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available for operations</td>
<td>301,810</td>
<td>323,261</td>
</tr>
<tr>
<td>Designated for capital &amp; specific program expenditures</td>
<td>1,870,445</td>
<td>1,483,677</td>
</tr>
<tr>
<td>Land, building &amp; equipment</td>
<td>4,472,936</td>
<td>4,482,192</td>
</tr>
<tr>
<td><strong>Total Unrestricted</strong></td>
<td><strong>6,645,191</strong></td>
<td><strong>6,289,130</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>2,024,756</td>
<td>1,973,021</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>2,800,019</td>
<td>2,692,550</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>11,469,966</strong></td>
<td><strong>10,954,701</strong></td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES & NET ASSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL LIABILITIES &amp; NET ASSETS</strong></td>
<td><strong>$16,063,223</strong></td>
<td><strong>$15,837,769</strong></td>
</tr>
</tbody>
</table>
## The Salvation Army–USA
### Unaudited Combined Statement of Activities
#### For the year ended September 30, 2018

*(Dollars in thousands)*

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Support:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Received Directly:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$943,549</td>
<td>$920,982</td>
</tr>
<tr>
<td>Donations-in-kind and contributed services</td>
<td>589,432</td>
<td>566,119</td>
</tr>
<tr>
<td>Special events</td>
<td>23,903</td>
<td>22,848</td>
</tr>
<tr>
<td>Legacies and bequests income</td>
<td>326,135</td>
<td>358,275</td>
</tr>
<tr>
<td>Pledges revenue</td>
<td>13,991</td>
<td>21,637</td>
</tr>
<tr>
<td>Contributions from split-interest agreements</td>
<td>64,830</td>
<td>90,383</td>
</tr>
<tr>
<td>Change in value of split-interest agreements</td>
<td>33,236</td>
<td>26,638</td>
</tr>
<tr>
<td><strong>Total Received Directly</strong></td>
<td><strong>1,995,076</strong></td>
<td><strong>2,006,882</strong></td>
</tr>
<tr>
<td>Received indirectly by federated campaigns</td>
<td>49,014</td>
<td>52,516</td>
</tr>
<tr>
<td><strong>Total Public Support</strong></td>
<td><strong>2,044,090</strong></td>
<td><strong>2,059,398</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees and grants from government agencies</td>
<td>373,324</td>
<td>366,067</td>
</tr>
<tr>
<td>Program service fees</td>
<td>159,000</td>
<td>161,027</td>
</tr>
<tr>
<td>Sales to the public</td>
<td>593,167</td>
<td>587,266</td>
</tr>
<tr>
<td>Investment earnings</td>
<td>613,031</td>
<td>1,043,344</td>
</tr>
<tr>
<td>Other revenue</td>
<td>81,034</td>
<td>105,690</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$3,863,646</strong></td>
<td><strong>$4,322,792</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Services:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corps community centers</td>
<td>$828,293</td>
<td>$832,237</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>727,347</td>
<td>732,508</td>
</tr>
<tr>
<td>Residential and institutional services</td>
<td>371,024</td>
<td>362,349</td>
</tr>
<tr>
<td>Other social services</td>
<td>1,116,085</td>
<td>1,089,014</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>3,042,749</strong></td>
<td><strong>3,016,108</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>407,845</td>
<td>433,242</td>
</tr>
<tr>
<td>Fund raising</td>
<td>253,010</td>
<td>251,249</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>660,855</strong></td>
<td><strong>684,491</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>3,703,604</strong></td>
<td><strong>3,700,599</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other changes in net assets</td>
<td>355,223</td>
<td>253,428</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td><strong>$515,265</strong></td>
<td><strong>$875,621</strong></td>
</tr>
</tbody>
</table>
THE SALVATION ARMY
LEADERSHIP

NATIONAL LEADERSHIP
Commissioner David E. Hudson
   National Commander
Commissioner Sharron Hudson
   National President of Women’s Ministries
Colonel Jeffrey Smith
   National Chief Secretary
Colonel Dorothy R. Smith
   National Secretary of Women’s Ministries

CENTRAL TERRITORY
Commissioner Bradford Bailey
   Territorial Commander
Commissioner Heidi J. Bailey
   Territorial President of Women’s Ministries
Colonel Steven Howard
   Chief Secretary

SOUTHERN TERRITORY
Commissioner Willis J. Howell
   Territorial Commander
Commissioner Barbara A. Howell
   Territorial President of Women’s Ministries
Colonel Ralph Bukiewicz
   Chief Secretary

EASTERN TERRITORY
Commissioner William A. Bamford III
   Territorial Commander
Commissioner G. Lorraine Bamford
   Territorial President of Women’s Ministries
Colonel Kenneth O. Johnson
   Chief Secretary

WESTERN TERRITORY
Commissioner Kenneth Hodder
   Territorial Commander
Commissioner Jolene K. Hodder
   Territorial President of Women’s Ministries
Colonel Douglas F. Riley
   Chief Secretary
National Advisory Board

Chairman, National Advisory Board
Mr. Tony Thompson
President & CEO, Krispy Kreme (Former)

Ms. Alva Adams-Mason
Director, Multicultural Business Alliance & Strategy
Toyota Motor North America
Dallas, Texas

Mr. Tom Bolt, Esq
Attorney
St. Thomas, Virgin Islands

Ms. Alva Adams-Mason
Director, Multicultural Business Alliance & Strategy
Toyota Motor North America
Dallas, Texas

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Dallas, Texas

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Memphis, Tennessee
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<tr>
<th>Name</th>
<th>Title and Company</th>
<th>Location</th>
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<td>CEO, Frauenshuh Companies</td>
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<td>CEO, Fourteen Foods</td>
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The Salvation Army operates 7,685 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.