“WHEN THE SALVATION ARMY SHOWS UP, THEY BRING THEIR WHOLE BAG. IF YOU NEED A BLANKET, THEY GIVE IT TO YOU.

IF YOU’RE THIRSTY, THEY GIVE YOU WATER. IF YOU’RE COLD, THEY’LL FIND A PLACE FOR YOU INSIDE. THERE’S COMFORT

FOR YOU, IF THAT’S NECESSARY. I FEEL LIKE I COULD ASK THE SALVATION ARMY ANYTHING AND THEY’D FIND A WAY TO

GET IT FOR ME. AND THEY DO THAT FOR EVERYONE.”

NEW YORK FIREFIGHTER LIEUTENANT JOE HUBER

Eight forty-six, nine-one-one. That moment stands alone, transforming a nation

as if startled from a prosperous slumber. From peace to war, from complacency
to commitment, from selfishness to service, that morning changed this nation
forever. And for thousands of officers, soldiers and volunteers for The Salvation
Army, it meant immediate mobilization. In war, that’s what an army does.
with moments of the terrorist attacks of September 11. The Salvation Army’s response was immediate. Disaster-relief specialists trudged immediately to the crash site in New York City. The Pentagon and rural Pennsylvania. The aftermath—counseling, support, and assistance—began turning, as a 70-foot disaster services trailer was sent from The Salvation Army’s Central territory headquarters in Illinois to New York City. From Florida, a 48-foot kitchen was sent to the World Trade Center, capable of providing thousands of meals per day. In the Midwest, Salvation Army officers were sent to observe at airports to help stranded travelers. In the West, Salvation Army counselors were dispatched to airports in Los Angeles and San Francisco—destinations of the fated airliners—in case grieving families needed help.

When The Salvation Army shows up, they bring their best. Major Molly Shotzberger recalls of her first moments at the World Trade Center site, “You see the tangled buildings and twisted rubble,” says New York firefighter Lieutenant Joe Huber. “You’re gasping for breath and move on.”

On the morning of September 11, The Salvation Army was on the scene in New York before the clouds of dust even settled, working—on it always—very practical meals. Water for the hungry. Food for the exhausted. Encouragement for those weary on the front lines of America’s recovery. What was done in New York was done as well at the Pentagon, in the hills of western Pennsylvania and for stranded travelers across the land.

The Salvation Army offers both the gentle hands of compassion and the broad shoulders of hard work. It is done every day in the lives of uncounted people throughout society. Meeting the needs of the hungry and the hurting is central to our mission. It is what we do, because of who we are, because of Whom we serve. May God bless you.
Dear Friends of The Salvation Army

I've always been proud of my association with The Salvation Army. Perhaps you too have been moved by their extraordinary response, a time of crisis, made of all too often very proud.

What The Salvation Army did for firemen in New York was just amazing, and it made all of us feel very proud, although without headlines or attention—for the homeless family in Seattle and rescue workers at the Pentagon, it did as well—What The Salvation Army did for firefighters in New York on September 11, organizing a production line in the medical area supporting the Pentagon. That evening, Tony told his children and grandchildren about the efforts, and he prayed with them. While watching television the next day, the national anti-aircraft gunners—The Salvation Army says—“promoted to Glory.”

And throughout the process, for months and months following September 11, The Salvation Army was on the scene at the World Trade Center to meet the needs of the recovery workers, “My war of Ground Zero,” says New York fire chief—The Salvation Army wasn't just about food and clothing, it was about a lot more. It was about caring. It was about being there for survivors—and to help me go on. "The Salvation Army wasn't just about food and clothing, it was about a lot more. It was about caring. It was about being there for survivors—and to help me go on."

The Army had come to his rescue with food, clothing and other essentials of life. “I want to make my family happy in heavy by repaying his debt in some small way,” Rosario says.

For British Salvationists Austin and Linda Burn, news of the attack meant a change in travel plans—twice. The investment of lives in lives has always been the stock in trade for The Salvation Army, manifested in massive efforts such as the recovery after September 11, as well as in the quiet restoration of lives around the country that earns headlines only in heaven.

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Rosario decided to change back to their initial destination for September 21, Rosario put up a cardboard sign declaring "The Salvation Army in response to September 11." Of that sum, $631 came from Rosario Yberra, who prayed with them. While watching television later in the evening, the national anti-aircraft gunners—The Salvation Army says—“promoted to Glory.”

Edward R. F. Ford II
National Advisory Board Chairman
Ford Motor Company

The Salvation Army estabished a toll-free phone bank and staffed it around the clock with volunteers and officers from around the country. With support closed for the first days after the attack, Salvation Army camps were opened to shelter stranded travelers. In Wichita, the Army provided housing, hot meals and basic needs for a group of Orthodox Jews.

At the airport and in the area surrounding it,Angelina Giovanni, a volunteer from Cleveland, Ohio, offered emotional comfort to passengers as they waited. In addition, Salvation Army staff and volunteers were on hand to help—sorting donated goods at the Army's Arlington, Virginia warehouse—in memory of their father, Tony Bai. A World War II veteran, Tony Bai had donated his time after September 11, organizing a production line in the medical area supporting the Pentagon. That evening, Tony told his children and grandchildren about the efforts, and he prayed with them. While watching television the next day, the national anti-aircraft gunners—The Salvation Army says—“promoted to Glory.”

We've all heard the phrase “We're all in this together.” We’re all in this together. The Salvation Army is here!”

Edsel Ford II
After more than 30 years of addiction—and 24 previous attempts at recovery—MacElroy Acheson (below) turned his life around at the Harbor Light Center in Indianapolis. “We help a lot of lives here,” he says, “That’s what counts.”

Offering a wide spectrum of treatment programs from drug detoxification to relapse prevention, the Harbor Light Center uses every available tool—medical, emotional, spiritual—to help clients pull themselves loose from the bonds of addiction.

“When people come here, they are really getting treatment in terms of the whole person,” says Major Larry Manzella, director of the center. “That defines our mission and sets the course for us. By any stretch of the imagination, it’s as far from ‘three hots and a cot’ as you can get. It is a treatment center in every sense of the word.”

A quarter-century of crowding—sometimes 30 to a room—one tiny downtown campus, the center moved late last year into a state-of-the-art facility within an engine’s roar of the famed Indianapolis Motor Speedway. The new facility—75,000 square feet and 22 acres of land—became available when its original owner went bankrupt. Thanks to a generous donation, The Salvation Army had to provide only about one-eighth the actual value.

“You're working with people who are already in a desperate situation, trying to work out all the issues of treatment,” Major Manzella says. “Now we want them back in a facility in the evening that treats them in a whole lot better than our other facility ever could. Now, it feels like a community.”

Steve McNarry prowls within the circle of desks, unable to contain his enthusiasm. He stops in front of a man in his 30s. “Say it.”

“God is not done with me yet.”

Steve moves to the next desk and points to a young woman. “Say it and mean it.”

She fills the room: “God is not done with me yet!”

Steve continues around the circle until he has coaxed the same phrase out of each of them and instilled the same truth. “I felt I was done with the AA places for me. Those places do not include addiction.”

Decades into his own recovery, Steve celebrates every day by investing himself in people and inside the Harbor Light Center in Indianapolis. “We help a lot of lives here,” he says, “That’s what counts.”

Better than you other facility ever could. Now, it feels like a community.”

For MacElroy Acheson, Harbor Light offers much more than amenities. A “highly functioning heroin abuser” for more than 30 years, Acheson watched his life fall completely apart when bad knees forced his retirement as a boiler-maker and, shortly after, his wife of 37 years died of cancer. His addiction then turned to crack cocaine and he began selling drugs—“a monkey selling bananas,” he recalls.

“Then I got sick and tired of being sick and tired.” After 24 previous stints at rehab facilities, Acheson turned to The Salvation Army and its Harbor Light Center.

“Three years, four months and two days” ago—he keeps a running count—MacElroy Acheson left drugs behind and entered the relationship with God for which his late wife had always prayed. Today, he is a van driver for the Harbor Light Center and working to rebuild his relationship with his three adult daughters.

“I’ve not only kept my life clean for three years,” he says humbly, “but because of Harbor Light, I’ve got God in my life today.”

And God is not done with him yet.

When Shawn Bailey (below) came to the Harbor Light Center, he had only the clothes he was wearing. Dr. Peter Kim prays with Danny Hamilton during a medical visit at the Center (right, top). Major Larry Manzella (middle) chats with a co-worker. Chaplain Steve McNarry (bottom) leads a recovery session.

PHOTOS: RON LONDEN
The Barnabas Center for Youth allows Mesha Wiggins (below) a chance to work with kids. Every day, Andre Douglas (right, top) spreads the word for the teen drop-in center on the streets of Syracuse. School children (middle) work on homework together at the center. Carlos Rivera and Dustin Montonez (bottom) develop skills in a supervised apartment facility.

**EASTERN TERRITORY**

**The Front Door**

It's Karaoke Night at the teen drop-in center and harmony reigns, except musically. One brave soul picks up a microphone and breaks the ice with the first hip-hop tune, followed by a series of makeshift duets and trios until the whole crowd joins in. It's cold outside, and in this part of Syracuse, New York, you take your fun where you can get it.

For many teens in the street, that means The Salvation Army.

In an area with hundreds of at-risk youth—homeless, hungry or nearly so—the drop-in center is a small storefront operation selling hope. Open after school and early into the evening, the center offers a safe environment for having fun, working on homework, getting warm or getting fed. "It's the front door," Andre Douglas says; the front door to the Barnabas Center for Youth, which offers struggling kids some alternatives to the street.

Every day, Andre goes out into the streets to find teens and let them know about the Barnabas Center, taking with him some food, clothing and information. "We'll basically do anything we can to get ourselves into a conversation with a teenager," says Tom Roshau, director of the Barnabas Center. "If there's a 14-year-old girl out on the street for the first time tonight, we want to meet her and get her into a safe place before someone else tries to turn her into a victim. We know that there is a competition. It's a race to see who can get to that street corner first."

Roshau estimates that half of the center's clientele are at or near a state of homelessness. "They may know where their parents live, but they know they're not sleeping there tonight because they're either not welcome or not safe."

Behind the "front door" of the drop-in center—across the hall from the bustling activity room—case workers help teens grapple with tough issues. "It's the front door, Andre Douglas says; the front door to the Barnabas Center for Youth, where children struggling kids some alternatives to the street.

**CENTERS OF OPERATION:** 2,716

**VOLUNTEERS:** 634,107

**PEOPLE SERVED:** 14,431,489

PHOTOS: RON LONDEN

Karaoke night leads to harmony at The Salvation Army’s Barnabas Center in Syracuse, New York.
Kelly Case has been free of her addiction for nearly four years when her baby daughter passed away. Barely a year later, her husband died of a massive heart attack, and she was totally alone. Then came the spiral downward: cocaine, heroin, an abusive relationship, jail, homelessness and hopelessness. “That whole life I had—the house and the flower garden—it was not even a memory,” she says. “I just erased it. The drugs were a distraction from my pain.”

But now, through Sally House—the Salvation Army’s innovative transitional shelter for women in Houston—Kelly is starting over. “There was a void in the Houston area for a facility that could give a little more attention to these women,” says Major Henry Gonzalez, area commander. “I just like to believe that because we are The Salvation Army, there is a little bit more care and compassion given to our clients.”

Founded three years ago in response to unmet needs, Sally House helps women overcome their addictions. The process addresses issues often more complicated than with men, because of challenges related to children. An average of two women are spent within the walls of Sally House on intensive training in parenting skills, relapse prevention, domestic violence education and work skills, as well as a network of formal and informal peer support.

Stepping Up

For Linda Williams (below), Sally House offered a chance for change in her life. Sally House provides clients with a supportive atmosphere (right) and a recovery program (right, middle) to explore fundamental issues.
The Salvation Army Adult Day Health Center helped Mildred Arakaki (below) recover from the effects of a stroke. Daily activities include music (far right, top) and stretching exercises (right, middle).

Every day, Mildred Arakaki walks. Less than one year ago—when Mildred in a wheelchair following a stroke—it would have seemed almost impossible. She began making daily visits to The Salvation Army Adult Day Health Center in Honolulu to start the slow process of recovery through physical therapy from the wheelchair to bare feet, to a walker, then to a four-footed “quad” cane, and then to single cane and sometimes unaided.

“I had a massive stroke,” Mildred says. “With their help I got to this point. I’m back to just about normal in nine months time. At home I can walk without a cane.”

The Salvation Army opened the center in Honolulu in the 1970s—then one of the first such facilities in Hawaii. But the needs of caring for senior adults soon grew far beyond the social models of the past toward a center that is first and foremost a health-care facility.

“We’re a middle ground between the home and full-time nursing care,” says Helen Myers, administrator of day health services for The Salvation Army in Honolulu. By providing care for seniors during the day—including key health services such as nursing care and access to physical therapy—the need for institutionalization can be forestalled for years or avoided altogether.

Every day, clients are treated to a full range of activities therapeutically designed to stimulate the body and the mind.
The Salvation Army has successfully rendered service in America since 1880 by maintaining conservative financial policies, enabling it to meet the needs of your community is our highest goal. Our pledge is to maintain the highest standards of financial accountability to continue to provide assistance to their neighbors. Your continued trust and support is needed to be able to continue to reach out to our communities. Our thanks for your continued support of the local Salvation Army unit serving your community.

For the sixth year, The Salvation Army has taken the initiative to review our most visible and directly communications channel—our website. The website seeks to provide clarity and transparency regarding all of our activities, services, and operations. It also serves to highlight the contributions of our donors, volunteers, and staff, as well as the impact of our work on the communities we serve.

The website includes a comprehensive financial review of The Salvation Army’s operations, including financial statements, audit reports, and other relevant documents. It also features case studies and success stories that illustrate the impact of our work on individuals and families across the country.

In addition, the website provides a platform for donations and volunteer opportunities, as well as a resource center for those seeking help or simply learning more about The Salvation Army’s mission and work.

Thank you for your continued support of The Salvation Army unit serving your community.
The Salvation Army in the United States is divided into four territories. The territorial commander and the national chief secretary serve in coordinating capacities. Each territorial commander operates under the general policies laid down by the national chief secretary 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 22, 1909, in the State of New York. It is a tax exempt 501(c)(3) organization.

Contributions are tax deductible for Federal income tax purposes to the extent permitted by section 170(b)(1)(A) of the Internal Revenue Code.
Mission Statement

THE SALVATION ARMY, AN INTERNATIONAL MOVEMENT,
IS AN EVANGELICAL PART OF THE UNIVERSAL CHRISTIAN CHURCH.
ITS MESSAGE IS BASED ON THE BIBLE.
ITS MINISTRY IS MOTIVATED BY THE LOVE OF GOD.
ITS MISSION IS TO PREACH THE GOSPEL OF JESUS CHRIST
AND TO MEET HUMAN NEEDS
IN HIS NAME WITHOUT DISCRIMINATION.