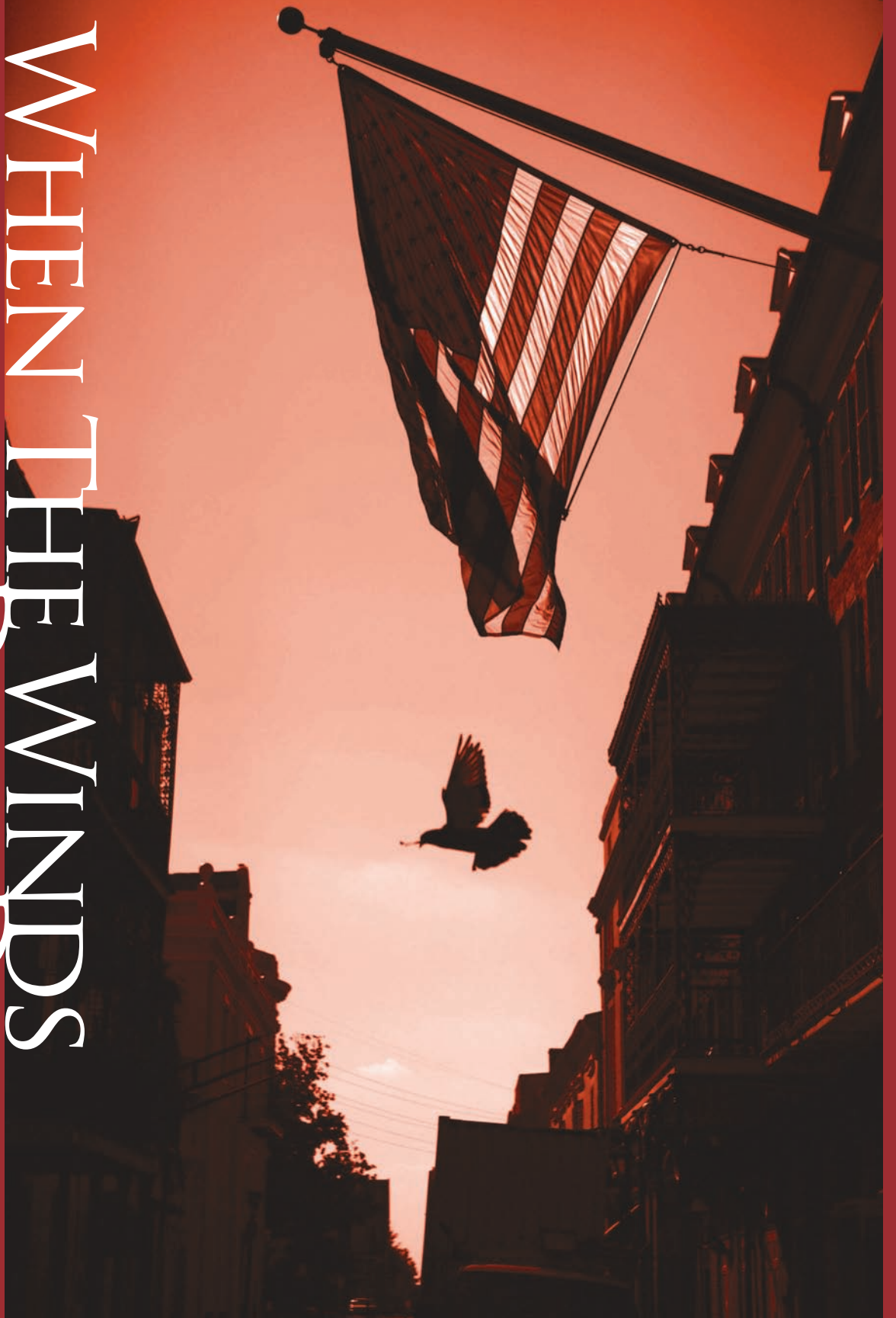




DOING THE MOST GOOD™

“WHAT KATRINA DID  
WAS AN ACT OF NATURE.  
WHAT WE ARE DOING  
IS AN ACT OF GOD.”

# WHEN THE WINDS DIED DOWN.







Red River Floods 1990  
Shreveport, LA

# A HISTORY OF SALVATION ARMY EMERGENCY DISASTER SERVICES

On September 8, 1900, an unnamed hurricane devastated Galveston, Texas, killing thousands. The city sustained extensive property damage and was virtually destroyed.

While survivors were still reeling from the onslaught of nature, Salvation Army National Commander Frederick Booth-Tucker ordered Salvation Army officers from across America to the disaster site to provide practical assistance and spiritual care to the hurricane's survivors.

Since then, The Salvation Army has become a familiar presence at every major disaster site within the United States. The red shield has become a beacon of compassion and of immediate aid, emotional support, and spiritual counsel to individuals and families whose lives have been disrupted or shattered by forces beyond their control.

On August 29, 2005, more than a century after the Army's first hurricane response, Hurricane Katrina would make landfall along the Louisiana and Mississippi Gulf Coast and test The Salvation Army like never before ...



The Pentagon  
September 2001  
Washington, DC



(left) World Trade Center  
September 2001-May 2002  
New York, NY

(bottom left corner) Great Mississippi Flood of 1927  
Little Rock, AR

(below) Relief Services in Alabama during 2004 Hurricane Season



Alfred P. Murrah Federal Building, April 1995  
Oklahoma City, OK



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# A MESSAGE FROM THE TERRITORIAL COMMANDER







*Commissioners  
Philip and Keitha Needham*

## ATLANTA, GA

For over 140 years The Salvation Army has been striving to love inclusively, serve helpfully, and disciple effectively in 111 countries around the world.

When Katrina struck the Gulf Coast, once again we were presented with a huge opportunity to serve - thanks to your generosity. We pledge to continue to serve there until our work is done.

While sharing a little of this incredible story, we also acknowledge our partner agencies who teamed with us in this mammoth project, the largest relief and recovery program ever undertaken by The Salvation Army. Partners like the Southern Baptists, Operation Blessing, HopeForce, AmeriCorps and many others. Corporate America also provided so generously in the aid to victims, allowing us to distribute goods and services.

Through this report, we hope and pray that you will realize the enormity of the task, feel blessed that you were able to contribute in some way, and perhaps dig a little deeper in your pocketbook to allow The Salvation Army even more effectively to provide long-term recovery for our fellow Americans.

The Salvation Army continues to contribute hope and healing to all who suffer. We will never leave the Gulf region.

Thank you for your support. We are counting on you!

God bless you!

*Commissioners Philip and Keitha Needham  
Territorial Commander & Territorial President  
of Women's Ministries*



*Water distribution  
to work crews  
engaged in debris  
clean-up*



*Commissioner  
Philip Needham  
serves hot food to  
disaster victims*



# THE HISTORY OF A HURRICANE







# KATRINA: A SHORT HISTORY

Most people probably gave little notice to the formation of an unnamed, but numbered tropical depression ten, that merged with a tropical wave north of Puerto Rico on August 23, 2005. It moved east toward Florida and by August 25th became a hurricane named Katrina. She made landfall in southern Florida and moved rapidly across the state, heading southwest into the Gulf of Mexico, while still drenching the state with winds and rain. The storm caused fatalities and damage in Florida.

On August 27th, the eye of the storm became evident in a satellite image of the hurricane about 365 miles southeast of the mouth of the Mississippi River. It became a category three storm. Katrina nearly doubled in size by the end of the day and continued to grow in intensity and size until it became a category five storm.

It turned northward toward the Gulf Coast, with sustained winds of 150 miles an hour as it approached New Orleans and Biloxi. Katrina eventually made landfall near the mouth of the Pearl River at the Louisiana and Mississippi border as a category three hurricane. It weakened after moving inland and became a tropical storm after six hours as it passed over Meridian, Mississippi.

The devastation of the hurricane was incredible. Katrina's winds ripped roofs from buildings, and downed power lines as far north as Jackson, Mississippi. The storm surge inundated the Mississippi Gulf Coast, tearing homes from foundations, and overwhelming the levees at New Orleans and flooding 80% of the city. Estimates placed the storm surge in some locations at 27 feet.

Katrina was one of the five deadliest hurricanes to strike the United States and is the costliest storm to date. In addition to the damage, thousands of Gulf Coast residents were evacuated throughout the nation, requiring assistance from local, state and federal governments, private citizens, religious organizations and charities.

## Hurricane Katrina by the Numbers:

- 1,330 people were killed
- 300,000 homes were destroyed
- 770,000 people were displaced in the largest displacement since the Dust Bowl migration of the 1930s
- 2.5 million people were without power
- 3 million were without phone service
- 118 million cubic yards of debris were created. If stacked in one football field, the debris pile would reach over ten and one half miles high
- 75% of the Gulf's 819 manned oil platforms were forced to evacuate
- 50% of all Gulf Coast television stations went off air



A photograph of a flooded city street. The water is dark and reflects the surrounding buildings and sky. On the left, a building has a fire lane sign. In the background, a skybridge connects two buildings. The overall atmosphere is somber and desolate.

# WHEN THE ARMY CAME MARCHING IN





After Katrina, victims line up for food at Salvation Army canteens on I-10

“FOR THE FIRST SEVERAL DAYS, WE COULDN’T EVEN PIERCE THE LINES OF NEW ORLEANS BECAUSE THERE WAS SO MUCH DEVASTATION ON THE WAY THERE. WE WOULD GO A FEW MILES AND THERE WOULD BE A LOT OF HOUSES THAT WERE RUINED. PEOPLE DIDN’T HAVE ANY FOOD OR WATER. SO WE WOULD STOP AND WE HAD TO TAKE CARE OF THOSE PEOPLE. THEY WOULD DRAIN US OF OUR SUPPLIES, THEN WE WOULD HAVE TO GO BACK AND RESTOCK. SO IT TOOK US DAYS JUST TO GET INTO NEW ORLEANS ITSELF.”

– CAPTAIN JOHN FALIN  
CORPS OFFICER  
HOUSTON, TX

Salvation Army disaster workers on duty in the Gulf

On Saturday, August 27, 2005 as Hurricane Katrina was approaching the Gulf Coast, my family and I realized the storm was going to make a direct hit in Mississippi or Louisiana and that Biloxi was going to be torn up. My wife and I spent time calling each of our church members and told them to evacuate. We took our own advice and evacuated. At our evacuation destination, we watched television and saw the effects of the storm. We knew when we returned to Biloxi that everything was going to be changed due to the destruction. I bought a generator, gasoline, food, water, and a large tarp.

We made our way into Biloxi to find the Biloxi Corps building. The city looked like a war zone. The Biloxi Corps was reduced to a slab. The only portion of the Corps that remained standing was the cross from the chapel which included a small portion of a wall. A canteen was parked on the slab and Salvation Army volunteers were serving about 300 storm victims. Upon our arrival, my wife, son and I asked those gathered to kneel and have prayer. We asked the Lord to guide us through the unknown.

In the early stages of the disaster our canteen was running very low on food. An Advisory Board member’s son, Cody Lowe, and my son, Stephan Wildish, drove to Winn-Dixie, knocked on the door and asked for help. The Winn-Dixie manager gave a generous donation of food, allowing the canteen to stay in operation. This was a gift and a miracle from God.

Later that morning, a man pulled up in a black pickup truck and asked me if I wanted a warehouse. Upon looking at the warehouse I realized that this was another gift and a miracle from God. The National Guard and the Biloxi Fire Department cleaned six inches of mud out of the 182,000 square foot warehouse. That is a lot of mud! This warehouse became the hub of The Salvation Army relief operations on the Mississippi Gulf Coast.

– Major Don Wildish  
Corps Officer, Biloxi, MS



New Orleans evacuees seek refuge in a Salvation Army shelter

An officer in Biloxi had obtained the use of a huge warehouse. It was an old fish-handling warehouse operation, mostly gulf shrimp. I can’t even describe to you how big it was, possibly six to eight football fields. So I looked at the situation and arranged to move the command center over to Biloxi and split what we were doing. So we had half our canteens working out of Gulfport, serving western Mississippi, and I had the other half in Biloxi working north and east. We took delivery of a 54 foot Salvation Army base camp kitchen. In a week we were pushing out over 40,000 meals per day. I don’t know if it’s a record, I’ve never had anyone tell me any different, but it was a huge number of meals. I had a vendor in Gainesville, Georgia who brought in a semi load of precooked chicken, so we were flatfooting out the food. That’s just a small sample of the way the things worked in the Mississippi area. I had a good team with me and they made some things happen.

– Captain Vic Tidman  
Area Coordinator, Gainesville, GA







When Katrina first hit, we were asked to respond with our canteens to Louisiana. Shortly after that, we received a call from the Texas State Emergency Management Agency (EMA). We were advised that our EMA would be sending 25,000 refugees from the New Orleans Superdome over to the Astrodome in Houston. Suddenly the disaster was coming to us! We initially geared up forces, assigned personnel to the EMA and then commandeered a number of Salvationists to go to the Astrodome and be there to greet the victims as they came in. We worked all through the first night as buses came loaded with survivors. We helped them get situated. We tried to help diffuse their anxieties. This was our chief purpose. We played games with the kids and tried to alleviate whatever frustrations we could. Salvationists were there throughout the night talking with survivors, counseling, and making them feel as welcome as much as we could under the circumstances.

– Major John Roy Jones  
Area Commander, Houston, TX

(top) Young girl at Biloxi Recovery Center

(middle) Canteen workers pray before leaving for the day

(bottom) Residents receive Clean-up Kits in south Louisiana

Before Katrina, who would've imagined a disaster so big? My jurisdiction is the San Diego, CA area. At first, we geared up to send personnel and equipment, if requested, to the Gulf Coast. But our role was going to become much larger.

The first need was for canteens. We sent canteens, and drove them in caravans. The second request was for disaster workers, specific personnel and volunteers. We sent some of those people, some officers, volunteers, and employees.

When the levees broke, people were relocating from New Orleans, initially to Texas. When that became overwhelming, people were sent to states farther away. Financially well-off citizens on the West Coast decided to take airplanes and bring people out of New Orleans. Hundreds of families just started showing up here in California. We set up shelters in conjunction with the Red Cross and others to assist families. People also started showing up on their own. We think we had about 3,000-plus families, over 1,200 in the San Diego area.

We continued to send our people to Texas and New Orleans, wherever help was needed. We sent additional canteens and crews for ten days. We sent officers to Biloxi also. While that was going on, we were still taking care of people in San Diego. Overall on the West Coast, most of the hurricane victims were located in Southern California.

– Don Read  
Divisional Disaster Director  
Sierra del Mar, CA Division  
Western Territory

We have a Salvationist who is 84 years old. The veteran of four wars, he is a remarkable guy. He volunteered at one of our assistance centers during Katrina, and was there almost every day. One of his jobs was to take the buggy filled with relief supplies to victims' vehicles.

There was a young woman, in her early twenties. Suddenly, she grabbed his arm. She stopped and was nearly in tears. She said, "Those are my dogs. In the back of that truck. Those are my dogs." She was crying, and she said, "My mom and dad are here." And he asked, "Are you sure?"

Apparently, the family was separated during the evacuation. They didn't know where she went. She didn't know where they went. One volunteer said, "Let's go back in and see if we can find them." They went back into the building and found them. The young woman had been in with a social worker while her family was in another room and they just missed each other. The family was reunited in our lobby.

– Captain Bobby Westmoreland  
Corps Officer, Lawrenceville, GA



## AUGUST 2005

August 23, 2005 and the tropical system that would eventually strengthen into Hurricane Katrina forms over the Bahamas. Salvation Army disaster units first respond in Florida as Tropical Storm Katrina makes landfall in Dade County, then brushes the Florida Keys. As the storm gains intensity and closes in on the Mississippi and Louisiana coasts, Salvation Army Corps throughout the Southeast activate to assist evacuees. By Sunday evening, August 28, three advance groups of more than 70 Salvation Army disaster units, capable of serving more than 400,000 meals, are pre-positioned to move in behind the storm to deliver emergency aid.

A unified command post is established at Salvation Army headquarters in Jackson, MS. On August 29, Hurricane Katrina makes landfall in southern Louisiana as a category 3 storm, causing the worst natural disaster in United States history. In New Orleans, as the levees breach and water surrounds The Salvation Army New Orleans' Center of Hope, Majors Richard and Fay Brittle remain behind to care for some 300 people trapped in the flooding city with nowhere else to go.

## SEPTEMBER 2005

Salvation Army units set up field commands in Baton Rouge, LA; Long Beach, MS; and Mobile, AL as staging points to begin the delivery of emergency aid into the disaster area.

On September 2nd, Majors Brittle, and approximately 300 refugees are rescued by helicopter from the roof of the Center of Hope in New Orleans. Across the country, in cities like Houston, Atlanta, and San Diego, The Salvation Army offers services to evacuees. More than 100 Salvation Army mobile feeding units are deployed to the Gulf Coast from as far away as New York and South Dakota. On September 24, the second major hurricane of the season, Rita, makes landfall near the Louisiana and Texas state border. The Salvation Army responds by opening a second Unified Command in Houston, with field commands in Beaumont, TX; Luftkin, TX; and Lake Charles, LA. By month's end,

The Salvation Army has distributed more than two million meals, sheltered 80,000 people, and provided emotional and spiritual care to more than 150,000 survivors.

## OCTOBER 2005

The Salvation Army establishes service hubs in Mississippi – in Pascagoula, Biloxi, and Gulfport; and in Louisiana – in New Orleans, La Place, and Lake Charles. First Lady Laura Bush visits Yankee Stadium, home of The Salvation Army's Biloxi, MS, Disaster Recovery Center. Salvation Army feeding units and pastoral care teams are present at the opening of New Orleans' Ninth Ward, providing food, compassion, prayer and a listening ear. By the end of the month, more than four million meals have been served. The Salvation Army Team Emergency Radio Network (SATERN) receives and processes more than 60,000 requests for assistance from people looking for help in finding lost friends or loved ones. On October 24, the third major hurricane of the season, Wilma, impacts Florida; The Salvation Army mobilizes Corps across the state in response.

## NOVEMBER 2005

The Salvation Army continues service delivery both within the disaster area and across the country for Katrina evacuees. The Salvation Army erects a 100,000 square foot temporary building in Pass Christian, MS, as a disaster assistance center. There is a continuing partnership with other disaster relief organizations including Southern Baptist Disaster Relief, Project Teamwork, Hope Force International, and Operation Blessing International. By month's end The Salvation Army provided spiritual care to more than 235,000 individuals.

## DECEMBER 2005

The Salvation Army provides Christmas assistance to disaster victims in LA and MS, distributing more than \$7 million dollars in Christmas aid. A volunteer village, built in cooperation between The Salvation Army and Project Teamwork, opens in Biloxi, MS. The Salvation Army proposes a partnership with the United Methodist Committee On Relief (UMCOR) and other organizations as part of the Katrina Aid Today (KAT) program to provide long-term case management services to hurricane survivors. By the end of the month, mass feeding numbers climb above 4.5 million meals distributed.

## JANUARY 2006

The Salvation Army continues to expand its service footprint in the disaster area, opening a new, permanent disaster assistance center in Slidell, LA. The Salvation Army, in cooperation with other volunteer organizations, begins its first home reconstruction projects in MS. The Salvation Army launches the Katrina Aid Today (KAT) program in partnership with other disaster relief partners.

## FEBRUARY 2006

The Salvation Army reopens the Center of Hope in New Orleans to provide housing for disaster workers, and opens a new Unified Command Center in New Orleans. The moves allow The Salvation Army to expand its case management program at its New Orleans disaster assistance center. The last 54-foot base camp kitchen is shut down and mass feeding is finally reduced to an "as needed" basis. Comprehensive long-term recovery plans are developed to guide Salvation Army operations over the next two years.

## MARCH 2006

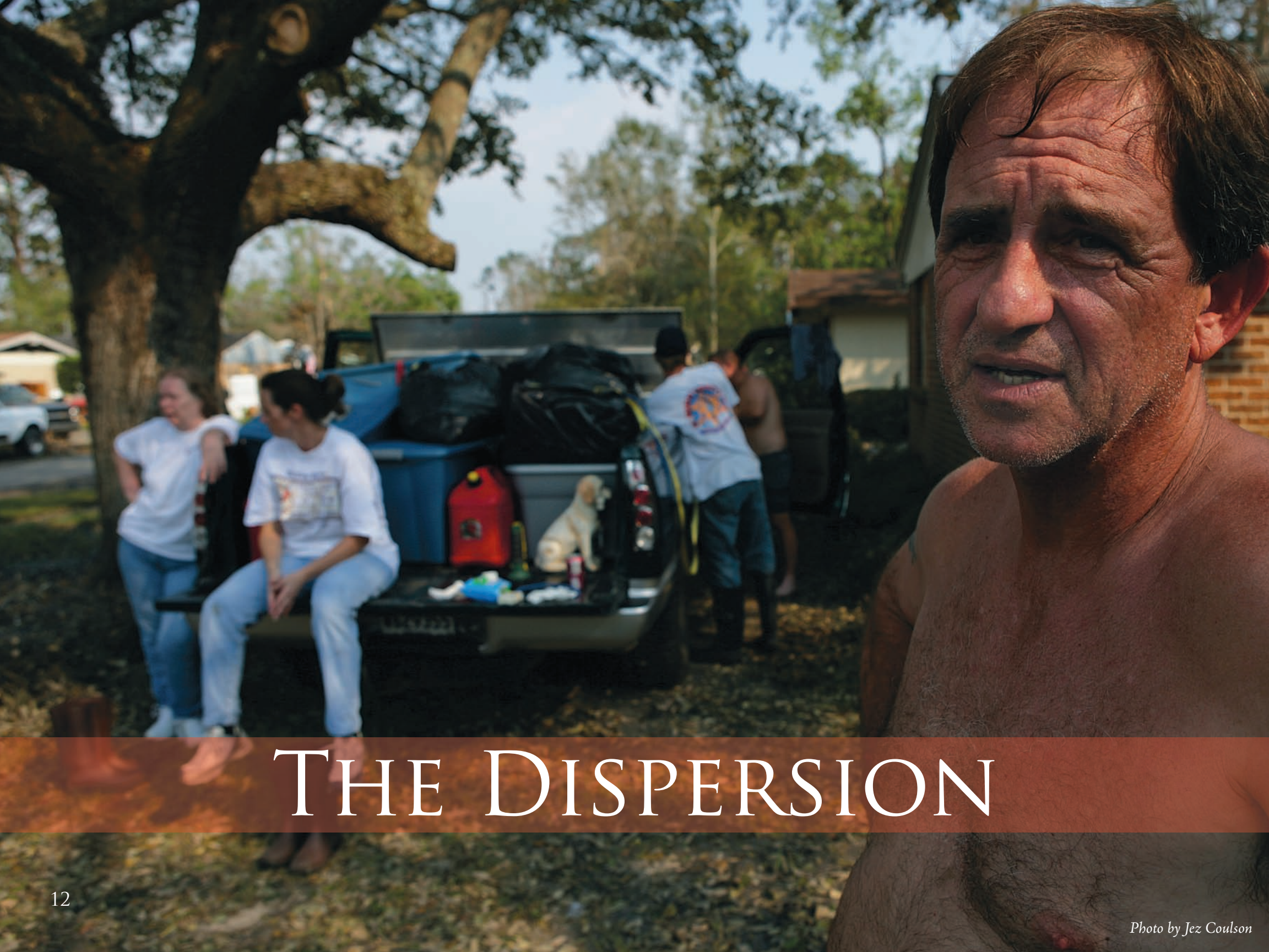
The Salvation Army opens a new 100,000 square foot distribution center in Gretna, LA. The Salvation Army partners with Habitat for Humanity to build four additional volunteer dormitories in MS. The Salvation Army allocates \$155 million to long-term operations in Louisiana and Mississippi, the two hardest hit states.

AND SERVICE CONTINUES...

*A Texas Divisional canteen feeds outside of New Orleans.*







# THE DISPERSION



Like everyone else, we were watching the storm before it came in. We were all preparing to go where needed. We never thought that the storm was going to have an impact all the way up here in Atlanta. We got everything ready, got everything packed, and we were waiting for the phone call. It was Monday afternoon when person after person began showing up at The Salvation Army in Lawrenceville. This was the first flood of evacuees. People who had money, family in the area, and had resources in the area. Metro Atlanta is known as the extended stay capital of the world, with more extended stay motels per square mile than anywhere else. At first, it looked like it was something that we could handle with all the hotels in the area. But then came the people who had no resources.

People needed food, information, etc. We opened our food pantry, organized our gymnasium as a shelter, and started taking applications for disaster assistance. Then we realized that this was just the tip of the iceberg. Sure enough, the next morning we opened up and there were people everywhere. And we realized that this was how it was going to be, so we organized into a hurricane relief center. Eventually 20,000 people showed up on our doorstep. Over 5,000 volunteers showed up. We became the Metro Atlanta response center for the hurricane.

– *Captain Bobby Westmoreland*  
*Corps Officer, Lawrenceville, GA*

In Port Arthur, Texas, we assisted evacuees of both Hurricane Katrina and Rita.

I recall one extended family of 23 from New Orleans who had come to lay their grandmother to rest. After they arrived in Texas, Hurricane Katrina hit and all 23 became stranded at the grandmother's house. Unable to return to New Orleans and unable to support themselves, the already grieving family reached out to The Salvation Army. We supplied the family with food, toiletries, clothes and gas cards for several weeks.

After Rita followed Katrina, the situation in Port Arthur became even more difficult. We suffered damage here and many of the Katrina victims had to ride out another storm or evacuate a second time, further north. Many in the town now live in FEMA trailers. Other families have not been able to return. Restaurants and local businesses no longer have enough employees and have compensated by shortening their normal operating hours.

The Salvation Army of Port Arthur continues to provide furniture and appliances, among other essential needs, for these displaced families.

– *Sue Byers, Salvation Army Case Worker*  
*Port Arthur, TX*

*Disaster workers  
prepare to leave base for  
another day of service*



*Children wait to  
receive food  
in New Orleans*





# HEROES DON'T NECESSARILY WEAR CAPES





Majors Richard and Fay Brittle

“BECAUSE WE WERE WITHOUT ELECTRICITY, THE HEAT WAS STIFLING. SO WE BROKE OPEN THE WINDOWS FOR VENTILATION AND PRAYED TO GOD FOR RESCUE.”



Partnership in action. Salvation Army, Southern Baptists and AmeriCorps volunteers load a canteen

New Orleans residents who took refuge in the Center of Hope shortly before being air-lifted to safety

We had been stationed in New Orleans as Area Commanders for about three years when Katrina struck. So on Sunday we cancelled church and found out that people were in our lodge buildings who could not evacuate. So we went down to check on things and found out that we had about 28 ladies, a couple of children and about 30 men who were waiting to check in for the day. So we took them in and felt we were alright. I thought the building was secure enough to take us through Katrina. On Sunday night, when it hit, everything seemed to be okay. We weathered the storm. We woke up Monday morning without lights, without electricity, but we thought we were out of danger and everything was alright. Then we heard that the levees had broken and water was seeping into the city. Everything went downhill.

On Tuesday morning the water started rising. Going up. Going down. Going back up. Then Wednesday afternoon people were trying to get in when the water was rising and we realized we didn't have enough supplies to take care of them. We said no at first, then we began taking them in. Then Wednesday night water seeped into the building and we started moving everyone on the second, third and fourth floors. The elevator shaft was filling and throughout the night the water kept rising in. Thursday morning we woke up with over 18 inches of water on the first floor. We could not use the kitchen and had to make do with what supplies we had.

By then, we had close to 300 in the building. The youngest was a six-week old child. The oldest was an 88 year old lady carried in by her son wearing nothing but a housecoat. Because we were without electricity, the heat was stifling. So we broke open the windows for ventilation and prayed to God for rescue.

Our prayers were answered on Friday when helicopters came, and airlifted 310 people off the roof. We cautiously took the elderly people up on the roof. One of them went up on the back of another person. One able-bodied person climbed the ladder holding on tight, while another person held onto the ladder in place so they wouldn't fall off. We worked all morning while the helicopters came to take women and children first and then the men. Fay and I were the last to leave. The helicopter dropped us off on a bridge over the I-10 freeway. We saw a Salvation Army canteen. I said to my wife, "We are going to be alright now."

-Majors Richard and Fay Brittle  
Area Commanders, New Orleans, LA



The first helicopter lands to air-lift evacuees stranded in The Salvation Army's Center of Hope in New Orleans





# THE LONG ROAD TO RECOVERY





*Majors Dalton and Casey Cunningham*



*Disaster workers unload supply kits at a Salvation Army warehouse*



*National Guardsmen carry bags of ice to give to disaster victims*

“THIS WAS BIGGER AND MORE DEVASTATING THAN ANYTHING THE SALVATION ARMY HAS EVER TRIED TO BE A PART OF. THIS DISASTER AREA IS ABOUT THE SIZE OF GREAT BRITAIN.”

This is one of the most massive disasters I have ever seen in my 32 years of service. I don't think anyone could have predicted the geographical expanse and massive destruction that was going to occur.

I was in Biloxi days after Katrina came through, and it was like driving into a third world country. There was no power, no communications, and gas was nearly impossible to find. I couldn't find where the Army church used to be, but I found one of our disaster canteens. So I stopped the car near it, got out, and asked, "Can you tell me where The Salvation Army Corps is?" And they responded, "You're standing on it." All that was left was a concrete slab. So we moved our disaster canteen onto the slab and kept serving people.

We are looking at a minimum of two years, quite likely longer for recovery. There are many, many people who need help and we will need to rebuild the local Salvation Army as well.

Our response is generous and the need is overwhelming.

– Major Dalton Cunningham  
Divisional Commander, ALM Division

Disaster victims come in for an appointment and then wait in the sitting area for their interview. At any given time there are probably 120 families waiting to talk to a caseworker. They then have an interview with a caseworker to see how The Salvation Army can best help them. We have been distributing gift cards for the essentials. If they have a place to live then we give them a voucher for certain necessities. The first building opened by The Salvation Army was one of our thrift stores. It is now the main disaster assistance center in New Orleans. Even months after Katrina, there are still uninhabitable areas. They still have no electricity; they have no utilities. The infrastructure has not been put back in place so people cannot return.

Therefore, we need to wait to give vouchers for furniture until they have a house to put it in. Once decisions have been made to rebuild, we can commence the next phase of supplying people with goods so they can reestablish their lives. It may be that we give them a voucher for building supplies or to pay their rent, whichever is their greatest need. If they need medical treatment, we can set up an account to get medical treatment. Or it may be that they need some counseling.



*Volunteers sort in-kind donations*

We will be working with mental health professionals to provide counseling to people who have been through this traumatic experience.

Salvation Army disaster services are flexible: Our job is to meet the most serious needs of disaster victims.

– Lt. Colonel Robert Tritton  
Unified Commander, Mississippi & Louisiana





# THE STORIES BEHIND THE STORY





## A GULF COAST CHRISTMAS

Traditionally, with The Salvation Army, we have thousands of people sign up for Christmas relief. But this year we decided to take everyone who was entered into our system, because anyone who was a hurricane victim was going to get Christmas if we could make it happen! At that point, we had well over 20,000 names from all four recovery areas, so we anticipated doing about 30,000 families for Christmas. How could we meet that need?

We couldn't find facilities, so we sat down and divided the plan to do mass distribution for Christmas relief in a drive-through fashion. It's the most unusual thing we've ever concocted, but it worked! We did the best that we could, or as we say in The Salvation Army, we did the most good!

We took each site and made it a drive-through. The family would come to a check point on an alphabetical basis. We did it over an eleven day period; ten days for the actual distribution and one day for those areas that had to do make up.

We were trying to collect toys and bicycles. Several groups were trying to do that with us and we were going to just fold that into the system. We would pre-bag the toys and it would be random until the toys ran out. Each family would receive toys, a gift box, a food box, and a Winn-Dixie gift card to buy meat for a Christmas dinner. Then each family would receive Wal-Mart gift cards to buy gifts for their families.

On the 12th of December we actually started our distribution. It ran until the 23rd of December, except for Sunday. We went non-stop from 8 in the morning to 4 in the afternoon. We tied up traffic in all four communities for miles because you had to be in line. It was done alphabetically and geographically.

Once we got started, we saw the volume, but we took care of everyone that we could. We assisted just under 19,000 families (57,731 individuals) for Christmas in 11 days. We spent about \$4.3 million dollars. It's the most money I've spent in one period.

But Christmas happened!

I felt that The Salvation Army did the best that it could, considering the challenges of traffic and the volume of people. Our people worked tirelessly. We had an army of volunteers out there every day. They processed as many as they physically could. There was no time that we had a slump. It was constant throughout the day for those 11 days.

— Major Rob Vincent  
South Mississippi Recovery Commander



(Above) Army disaster workers survey a storm-damaged home

(Left) Major Rob Vincent at the command center in Biloxi



Mudding out homes devastated by Hurricane Katrina



# THOSE PEOPLE WHO SERVED IN THE BEGINNING WERE REAL HEROES





“IN SOUTHERN MISSISSIPPI, WE WERE IN FULL OPERATION. WE WERE SERVING THOUSANDS OF MEALS EVERY DAY, 700-1000 VOLUNTEERS RUNNING CANTEENS. IN THE EARLY STAGES, WE HAD NO PLACE TO HOUSE PEOPLE. PEOPLE SLEPT ON ASPHALT, ON CHURCH PEWS, THERE WAS NO WATER TO TAKE SHOWERS.”

Over the last few months since Katrina, our relationship with FEMA has been superior. They provided security, a tent to sleep 500 people, portable trailers with restrooms, and a laundromat. They've let us know where canteens and spiritual counseling were needed. We've had struggles all across southern Louisiana and Mississippi. We are working together.

– Lt. Colonel Robert Tritton  
*Unified Commander  
Mississippi & Louisiana*

We realized we did not have enough personnel, and requested additional help. Hundreds of pastors and church members came to volunteer. We were able to coordinate all religious services for the refugees – Muslim, Buddhist, Jewish, Catholic and Protestant. Our food services people brought in 6 - 8 mobile feeding stations which surrounded the Astrodome. Most of those stations came from California, Michigan, Wisconsin, and other parts of the country.

– Major John Roy Jones  
*Area Commander  
Houston, TX*

God Bless Canada! Our neighbor to the north deployed more than sixty disaster workers to the Gulf Coast to aid us. And we had two contingents from Bermuda, an officer from Mexico, and support from across the globe. The three other U.S. Salvation Army territories – Central, East, and West – also deployed personnel and equipment. Some canteens drove from as far away as North Dakota, New York, and New Mexico to serve in the Gulf. It was the largest canteen deployment in the history of The Salvation Army.

– Major John Jordan  
*Community Relations  
& Development Secretary*

During the storms and the aftermath, I was the liaison to FEMA. We were able to show FEMA a new side of the Army. They were thrilled that we were doing case management. We were doing immediate and long term recovery. We were able to pray and give counsel. I was so proud of The Salvation Army; to see what happens on a daily basis would make anyone proud. We had 17 counselors. We're giving out \$1 million dollars a week. It's impressive to see how passionate the case workers are.

– Lt. Colonel David Mikles  
*FEMA Liaison*

I came to New Orleans September 27, about a month after the storm hit as we were moving from relief mode to rebuilding mode. During the recovery period, over 300 people have made decisions for Christ. One police officer asked a Salvation Army officer to lead him to the Lord in the middle of a Chili's Restaurant. The first time the 9th Ward was open to the general public, two Salvation Army officers escorted each bus. During these visits, two ladies with their kids were seeing their destroyed homes for the first time. They began to sing with tears in their eyes, "This world is not my home. I am just passing through." Their tears soon turned to joy as they realized this was just a temporary residence and their real home was in heaven.

– Ed Langdon  
*Southern Louisiana  
Recovery Commander*

On a disaster of this magnitude, we must all work together. The Southern Baptists were wonderful and brought field kitchens to prepare meals that were distributed from Salvation Army canteens. We also formed joint emotional and spiritual care teams that included Salvationists, Baptists, and members of a Christian volunteer organization called Hope Force International. Groups such as Project Teamwork, Habitat for Humanity, and the Mennonites helped build our volunteer village in Biloxi. AmeriCorps sent several rotations of workers, and Operation Blessing International provided supply chain and transportation support. There were so many faith partners – too numerous to name – it was a joy to see.

Conditions were often difficult. Many of the first disaster workers slept in tents, cars, or even on the ground – wherever they could find space. It was hot; everyone worked extremely long hours in very harsh conditions. If there is an unsung hero to Katrina, it is all those disaster workers who went on about their business, never complaining, and pitched in wherever they were needed.

– Jeff Jellens  
*Territorial Disaster Coordinator*





# STATISTICS AND FINANCIAL STATEMENT



“IN MY HISTORY AS AN OFFICER, I’VE NEVER SEEN THE PUBLIC BE MORE GENEROUS. FUNDS HAVE COME FROM ALL OVER THE WORLD AND THEY’VE BEEN A WONDERFUL BLESSING. WE’RE SPENDING THOSE DONATIONS WISELY AND WE PRAY TO GOD EVERY DAY THAT WE WILL BE GOOD STEWARDS.”

- MAJOR DALTON CUNNINGHAM, DIVISIONAL COMMANDER, ALM DIVISION

FOOD SERVED

Prepared meals (hot & cold)	4,743,967
Sandwiches	429,963
Cold drinks (soda, juice, water)	3,557,684
Snacks (donuts, cakes, chips)	2,908,775
Hot drinks (coffee)	40,298
Other foods served	226,920

SOCIAL SERVICES

Client interviews	253,356
Referrals	107,471
Groceries (food boxes)	199,520
Clean up kits	175,569
Comfort kits	182,062
Articles of clothing	3,815,031
Toys	60,774
Water (gallons)	737,778
Ice (bagged)	552,263
Blankets	39,731
Furniture	12,549
Other relief items	274,349

MINISTRY SERVICES

Spiritual care provided (prayer)	286,732
Funeral services (Salvation Army involved)	38

SHELTERING

Lodging provided at Salvation Army facility	91,363
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MEDICAL/FIRST AID

Persons assisted	29,601
Services provided	69,883

OTHER SERVICES

Emotional care provided (CISM)	102,918
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FINANCIAL STATEMENT

Shortly after Katrina crashed onto land, it was obvious the needs of the affected people and The Salvation Army’s resources to meet them were of historic proportions.

In the first few days The Salvation Army’s internet donation site [www.salvationarmyusa.org](http://www.salvationarmyusa.org), and national donation phone number 1-800-SAL-ARMY received unprecedented numbers of generous donations.

This continued as checks, credit card donations and gifts-in-kind were received from around the world. Thanks to this generosity, long-term casework and assistance, sorely needed, was now feasible.

Total donations (as of May 23, 2006) now exceed \$365 million. Our long-term plans and projections into calendar year 2007 have expanded accordingly.

About 70% of what has been spent to date (\$148 million) has gone directly to the victims. The other 30% has made possible support services such as fuel for mobile kitchens, food purchases, transportation for disaster workers and the provision of a place to stay for Salvation Army personnel on the scene.

PERSONNEL HOURS SERVED

Employees	221,006
Officers	110,196
Volunteers	506,443

Accounting systems are in place to properly separate our disaster transactions, wherever they occur, throughout The Salvation Army world. As always, The Salvation Army promises that all donor restrictions will be honored.

It is gratifying to report that, on the whole, this additional income has not affected the support of existing Salvation Army programs locally.

The public’s generosity to all organizations during and after Katrina is an example of America at her best. The Salvation Army is indebted to each of you who make it possible to bring hope to the hurting and help to the afflicted.

- Lt. Colonel H. Al Ward  
Secretary for Business Administration  
Atlanta, GA

Salvation Army canteens arrive in the Gulf from all over the country



\*Statistics for Hurricane Katrina as of May 23, 2006





LETTER FROM ANDY FLETCHER

Certainly the devastation of the Gulf Coast that began in August 2005 had a profound effect on our country. But none more so than the people of the Southern region of the United States. It's difficult to describe the feeling of helplessness as we watched the devastation of our families, our neighbors, our friends and our business associates.

We wished we could take all of the survivors into our homes. The Salvation Army did.

We wished we could feed the hungry. The Salvation Army did.

We wished we could put our arms around these people in this time of absolute terror and provide some comfort. The Salvation Army did.

The fact that The Salvation Army honored us by asking to help tell their story is humbling in itself. So instead of a letter telling of a tiny contribution that we made, as they had asked me to do, I would like to take this time to thank one of the most incredible organizations that I've ever had the pleasure to work with.

Please help them continue this important work.

Andy Fletcher  
President/CEO

The Salvation Army would also like to thank the following for their generosity:

Books-A-Million, Inc.

Grizzard, Inc.

Image preparation by Walter Kelly, Dallas, TX

Printing by Colonial Press International, Miami, FL

## DICKENS SAID IT SO WELL: “IT WAS THE BEST OF TIMES. IT WAS THE WORST OF TIMES.”

Houses were blown apart or lifted off their moorings and floated out to sea. Leaks in the levees turned New Orleans into a huge lake. Barges came upon the land and trucks entered the ocean. Families were scattered and lives lost. It was, indeed, “The worst of times.”

In the very midst of the disaster, Salvation Army Officers in New Orleans stayed at their post and kept more than 300 people alive. A young Captain surrendered his life in service to the hurting in Texas while a recently retired Salvation Army couple signed on to command the relief effort because there was a need and they could help. Thousands of Americans and Canadians came, pitched in, served (and slept!) wherever they could. These quiet heroes left devastated communities with more hope and less hunger, for the victims knew that others cared.

When Hurricanes Katrina and Rita were coming, The Salvation Army was there, and thanks to YOU and your support, we're not leaving anytime soon. This booklet will give you a glimpse into what YOUR Salvation Army was able, and continues, to do. We are especially grateful to the Fletcher Martin advertising agency of Atlanta, Georgia, which put this report together as a public service. It really is a tale of what YOU, in your compassion and generosity, have made, and are making possible.

Thank you for caring!

Major John Jordan  
Community Relations and  
Development Secretary

Jeff Jellerts  
Disaster Coordinator

Christopher Priest  
Director of Communications

The Salvation Army, USA Southern Territory  
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## JEZ COULSON

PHOTOGRAPHER

Jez Coulson is an internationally renowned reportage artist whose photojournalism has won many accolades and has appeared in the world's leading magazines. His work has taken him across continents:

From the frozen coal mines of Siberia to the burning heat of the Negev desert; from the teeming rain forests of Ghana to the windswept South Atlantic Falkland Islands; from the slums of Bombay to the Palace of Westminster; from glamorous parties in Cannes to the horror of war in the Congo. Jez has photographed the joy at the bringing down of the Berlin wall and the election of Nelson Mandela but also the brutality of ethnic cleansing in the Balkans and the shock and sadness in the aftermath and rubble of the Twin Towers.

Originally based in London he began his career working with the Report/IFL Agency and went on to work with the *Observer* and the *Daily Telegraph* newspapers. Jez has won numerous awards, including two for his first foreign assignment ever covering the Palestinian Intifada in

Gaza. Jez joined the newly formed Insight Photo Agency in 1987 and continues to work through Insight for the world's top magazines and creative agencies. Recently images from Jez's reportage work on the war on terror's prison at Guantanamo Bay, Cuba appeared in *Newsweek* and *Time* magazine, the *New York Times*, the *Guardian* and the *Sunday Times*.

THE SALVATION ARMY WOULD LIKE TO THANK JEZ COULSON FOR HIS COMPELLING PHOTOGRAPHY USED THROUGHOUT THIS STORY. HIS TALENTS AND TIME DONATED ARE GREATLY APPRECIATED.

THE SALVATION ARMY WOULD ALSO LIKE TO THANK ALL OF THE OTHER PHOTOGRAPHERS WHO CONTRIBUTED TO THIS PIECE.





Clara

PAY TO PARK  
2 HOUR

PAY TO PARK  
2 HOUR  
50¢ 25¢

Photo by Jez Coulson

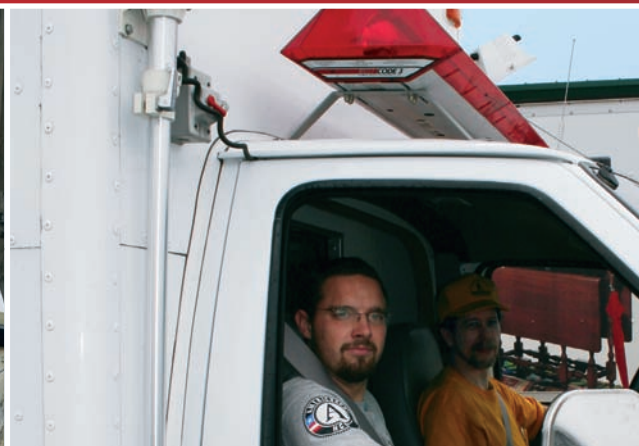




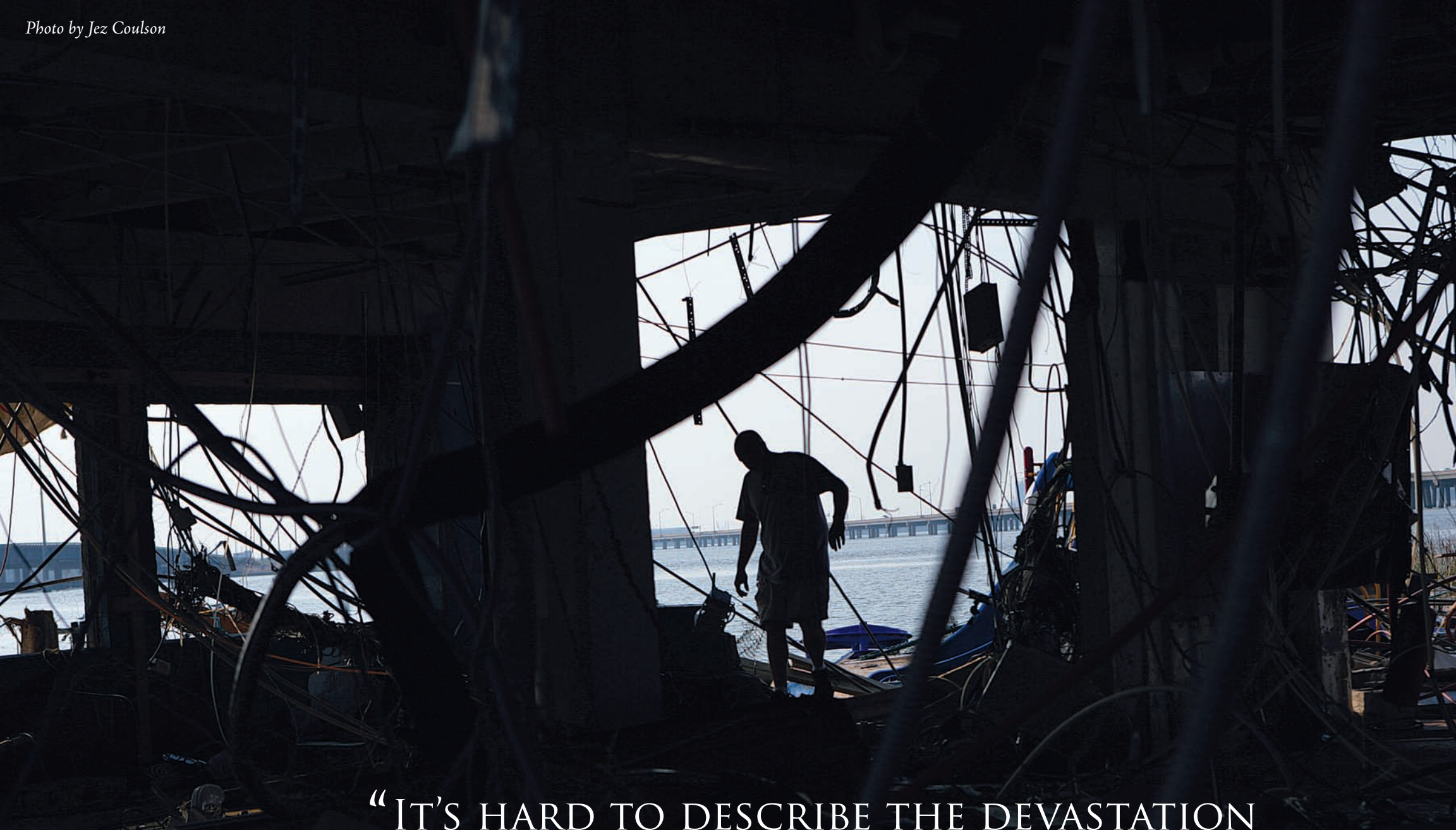
THE SALVATION ARMY EXPRESSES ITS SINCERE APPRECIATION TO ALL OUR VOLUNTEERS, PARTNERS, AND DONORS.

“GOD ... WILL NOT FORGET YOUR WORK AND THE LOVE YOU HAVE SHOWN HIM AS YOU HAVE HELPED HIS PEOPLE AND CONTINUE TO HELP THEM.”

HEBREWS 6:9-10 (NIV)







“IT’S HARD TO DESCRIBE THE DEVASTATION THAT WE HAVE JUST WALKED THROUGH. I JUST TALKED TO A FELLOW WHO WAS RAISED IN A HOUSE THAT USED TO BE, AND HE’S GOT RUBBLE SURROUNDING HIM, AND I SAID, “ARE YOU DOING ALL RIGHT?” AND HE SAID, ‘I’M DOING FINE, I’M ALIVE, AND MY MOTHER IS ALIVE.’”

– PRESIDENT GEORGE WALKER BUSH



“THIS GIVES HOPE TO THE HARDWORKING PEOPLE OF LOUISIANA WHO ARE STRUGGLING TO GET THEIR LIVES BACK IN ORDER. THERE IS NO SINGLE SOURCE OF SUPPORT FOR OUR RECOVERY – IT COMES FROM THE EXTRAORDINARY EFFORTS OF LOCAL, STATE AND NATIONAL INDIVIDUALS AND ORGANIZATIONS, AS WELL AS THE FEDERAL GOVERNMENT, WHICH HAS CONTRIBUTED SIGNIFICANT RESOURCES TO THIS PROCESS SO FAR.”

– KATHLEEN BLANCO  
GOVERNOR OF LOUISIANA

“IT IS WHITE AND BLACK WORKING TOGETHER, COMING TOGETHER AND MAKING SOMETHING SPECIAL.”

– RAY NAGIN  
MAYOR OF NEW ORLEANS

“THIS IS OUR TSUNAMI.”

– A.J. HOLLOWAY  
MAYOR OF BILOXI



“I SAW HOPE, OPTIMISM AND DETERMINATION IN THE FACES OF PEOPLE WHO HAD LOST EVERYTHING BUT WHO WERE READY TO REBUILD.”

– HALEY BARBOUR  
GOVERNOR OF MISSISSIPPI



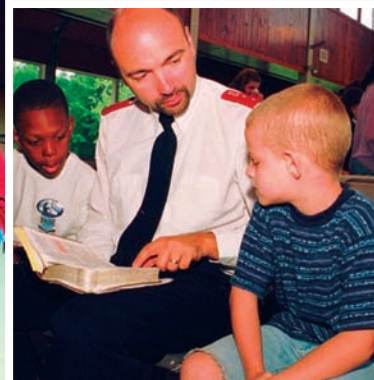


DOING THE MOST GOOD<sup>SM</sup>





“THE SALVATION ARMY  
PROVIDES MANY VARIED  
SERVICES IN YOUR  
COMMUNITY 365 DAYS A YEAR”







DOING THE MOST GOOD<sup>SM</sup>

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.

1-800-SAL-ARMY

[WWW.SALVATIONARMYUSA.ORG](http://WWW.SALVATIONARMYUSA.ORG)