

# Money & Mission



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## Did You Know?

The earliest financial statements in the Territory were sold for ten cents a copy. Here's an extract from *The War Cry*, January 3, 1885:

"Look Out! The Army's Public Balance Sheet, or Advance, will be ready shortly, showing an account of all monies received and expended by Headquarters since Major Coombs took command of the Forces in Canada, together with other interesting information, and Salvation stories of recent conversions in the Army. If you want to know where the money goes, get one, 10 cents each. Send order along to 15 Esther Street, Toronto."

## Editorial

"Doing more with less" seems to be the mantra that charities are hearing from the public today. Historically, The Salvation Army has done well in keeping management and fundraising costs low so that more money goes directly to charitable programs and services. For some time now, we've been using the expression, "minimize administration, maximize mission" to describe our goal of keeping overhead as low as possible and maximizing funds available for programs.

Efficiency in all of our administrative functions is

critical to achieving this goal. That's why I'm particularly proud of the finance department's regional accounting services. Over the past thirteen years, we've demonstrated that quality accounting and financial reporting service can be provided centrally at a fraction of the cost that would be required for every single ministry unit to retain appropriately qualified staff themselves. So, to each of our ministry unit clients, thank you for partnering with us to reduce costs and improve the quality of the Army's financial reporting.

## Consolidation Update

As this issue is being prepared, external audits of individual ministry units are wrapping up, and financial statements are being finalized. KPMG has completed its audits of divisional headquarters as well as special audit procedures (required for consolidation) at selected units that are not normally externally audited. The external audit of territorial headquarters is in its final stages, and work is starting on consolidating financial results from ministry units.

Generally, the process has gone fairly well to date. External audits of ministry units are being completed earlier than in prior years, with minimal issues. Some ministry units have experienced problems either complying with accounting

standards or finalizing their books in accordance with the territorial timelines for consolidation. As a result, these units can expect further discussion with DHQ and THQ in the days ahead with respect to their ability to maintain their own accounting and financial reporting functions.



