

**The American Salvationist:**  
**Making the Case for Troop Strength Analysis**

by  
**G. Walter Coles**

## About the Author

Walter Coles, a third-generation Salvationist, is the son and grandson of Salvation Army officers. As the president and CEO of Coles & Associates, he has conducted more than 490 studies for The Salvation Army nationwide and has conducted capital campaigns in the Southern and Central territories.

He graduated from Asbury University, where he was the Salvation Army Student Fellowship president for two years. He then earned his Master's degree in social service administration from the University of Chicago. He has served as a field faculty member with San Diego State University, U.C.L.A., and the National Catholic University in Washington, D.C.

He is the author of "Fighting the Good Fight in the Year 1990", "Churches, Charities and Computers", and "Soup, Soap and Statistics".

Walter is a member of the Tustin Ranch Corps in Southern California.



P.O. Box 5877  
Huntington Beach, CA 92615  
(714) 795-7025  
email: coles2020@verizon.net

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# THE AMERICAN SALVATIONIST

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## *MAKING THE CASE FOR TROOP STRENGTH ANALYSIS*

By G. Walter Coles, MSW

### Introduction

For more than forty years I have conducted needs assessment and planning studies for The Salvation Army in more than 500 communities nationwide. Part of my work involved the examination of local Army membership and program statistics over a period of years, in order to identify significant trends of growth or decline. That work caused me to develop an interest in the broader territorial and national trends of the organization.

With the help of a collection of old “disposition of forces” dating back to the 1930s, saved by my officer parents, I began compiling certain categories of data into Excel spreadsheets. Using the available formulas in that software program I was able to identify trends that had emerged over a period decades. In addition, I was able to compare membership and program trends among the four U.S. territories.

In 2002 I self-published a book titled *“Soup, Soup and Statistics”* containing more than 180 pages of Salvation Army data, charts and graphs from the early 1960s through the 1990s. In the ensuing years I have updated that material with statistics from more recent years. It is must reading for anyone having a decision-making role at the territorial and national level.

To its credit, The Salvation Army has gathered and reported statistical information about its operations worldwide since its earliest days in the 19<sup>th</sup> Century. While this represents a treasure trove of data and insights into the organization’s development, it has been limited primarily to *numbers* – people, programs, installations, items distributed, recipients of aid, etc. Meanwhile, relatively little effort has been devoted to identifying the *“Who”* (quality) as opposed to the *“What”* (quantity).

We know, for example, how many senior soldiers, active officers and retired officers there are in the United States. What we haven’t known is who those individuals are in terms of their Army history, education, vocational skills, musical abilities and, yes, even their political leanings. As I began to give more thought to this lack of qualitative information I wondered, *“How can a military leader wage an effective war without knowing who s/he is sending into battle?”*

I’m not suggesting that we don’t know very much about specific individuals. If we consult with enough people we can learn a great deal about someone – good, bad and rumored. No. What I’m saying is that we don’t have a readily (if not instantly) available database that would allow us to determine how many soldiers with specific attributes (languages, training, etc.) are in our ranks, and who could be called upon to help the Army address a particular challenge or opportunity. With all of the technology at our disposal, we should have that kind of information at our fingertips, day or night. At least Army leadership should be able to have that information when faced with a 9/11 or a Hurricane Katrina.

Certainly, modern military forces today employ sophisticated technology in order to access troop strength in real-time, and to deploy specialized personnel where needed. Some of that technology is now available to any organization wanting to make more effective use of its human resources, including The Salvation Army. To prove that, in the spring of

## The American Salvationist

2012 I created a special on-line survey targeting Salvationists in the United States. Using readily available polling software and promoting it on social media, the survey was completed by more than 1,660 individual officers, retired officers, soldiers, cadets, adherents and former officers from all four territories.

As reputable and reliable polls and surveys go, this would be considered a more than adequate sampling of the target population. Perhaps even more would have participated had we devoted even more time and energy to promoting it for an even longer period.

The results, as I believe the reader will come to agree, reveal a number of heretofore unknown facts about the characteristics and diversity of the American Salvationist. In addition, we have learned that there are some notable and potentially important distinctions between the different categories of Salvationists, as well as between the four territories.

I hope that this modest effort to demonstrate the importance of *qualitative* information gathering will lead The Salvation Army to take the steps necessary to identify and more effectively utilize the human potential that is the American Salvationist.

*G Walter Coles*

The American Salvationist

## Study Participants

In this section we will examine the overall results of the study. Later we will break down some of the categories by territory – and compare active officers with soldiers.

### Category of Salvationist

Soldiers and active officers made up almost the same number of respondents in the survey

Soldier	668	40%
Officer	660	40%
Retired officer	183	11%
Other	152	9%

### Age category

Fifty-three percent of the 1,663 respondents were between the ages of 25 and 54.

Under 15	6	0%
15 to 24	116	7%
25 to 34	230	14%
35 to 44	257	15%
45 to 54	395	24%
55 to 64	383	23%
65 and older	276	17%

### Country of birth

Ninety-four percent of the respondents were born in the United States, Great Britain or Canada. This underscores one of the limitations of the survey in that it was posted only in English.

USA	1499	90%
Great Britain	27	2%
Canada	37	2%
Scotland	6	0%
Mexico	6	0%
Sweden	3	0%
Ireland	0	0%
Australia	6	0%
Korea	7	0%
China	0	0%
Philippines	4	0%
Other	68	4%

## Territory

As shown below, the Eastern and Southern territories had the largest number of respondents.

Eastern	558	34%
Central	336	20%
Southern	547	33%
Western	214	13%

## Language(s) spoken

While all participants were at least somewhat fluent in English, only twelve percent spoke a second language.

English	1652	100%
Spanish	125	8%
French	21	1%
German	12	1%
Korean	7	0%
Other	37	2%

## Gender

The majority of respondents were female, but at a similar percentage as is reflected in the general population.

Female	883	53%
Male	772	46%

## Salvationist history

Twenty-nine percent of the respondents became Salvationists after their childhood years.

All my life	773	46%
Since childhood	197	12%
Since my teen years	144	9%
Since adulthood	327	20%



## Youth corps participation

Participants were asked which Salvation Army programs and activities they participated in as a youth

None - Joined as an adult	359	22%
Corps Cadets	1095	69%
Boys Adventure Corps	262	16%
Sunbeams	475	30%
Girl Guards	506	32%
Army youth camp(s)	985	62%
Army music camp(s)	831	52%
YP Councils	1119	70%
Timbrels	530	33%

Note that many participants selected multiple activities. Thus, the percentage totals exceed 100.

## Salvationist generation

More than half of the respondents were third-generation Salvationists or more

1st	545	33%
2nd	243	15%
3rd	303	18%
4th	183	11%
5th	129	8%
6th +	49	3%

## Former religious affiliation

Of those respondents who were not “born and raised” in the Army, the largest percentage had backgrounds in the Baptist denomination. This was followed by those from the Catholic faith, which may have been even greater had the survey been conducted in multiple languages.

Catholic	123	20%
Baptist	184	29%
Methodist	133	21%
Church of Christ	14	2%
Non-denominational	92	15%
Lutheran	36	6%
Other	176	28%

## Non-officer employment

A total of 374 of the responding soldiers indicated that they were currently employed by the Army. The following table shows the number of year that they had worked for the organization.

Less than 2	50	13%
2 to 5	84	22%
6 to 10	88	24%
11 to 20	89	24%
21 to 30	36	10%
Over 30 years	27	7%

Of particular interest was the fact that only 35 percent had worked for the Army fewer than five years, while 41 percent had been employed for more than ten years.

## Employment by number of locations

Salvation Army soldier employees were asked how many different locations they had worked for the Army.

1	131	35%
2	87	23%
3	65	17%
4	32	9%
5 or more	60	16%

Since thirty-five percent had indicated (previous chart) that they had worked for the Army for 5 or fewer years it stands to reason that the same percentage would have worked in only a single location. Of special note is the fact that 42 percent of those employees had worked for the Army in at least three different locations.

## Officers with officer parents

Active and retired officers were asked if their parents had been officers.

No	563	69%
Yes	258	31%

## Married before training

Active and retired officers were asked if they were married when they entered training college

No	331	41%
Yes	470	59%

## Education prior to CFOT

Active and retired officers were asked about the level of education they had completed before entering training

Didn't finish high school	2	0%
High school degree or GED	262	31%
1-2 years of college	226	27%
3-4 years of college (no degree)	81	10%
College degree	185	22%
Post graduate work	29	3%
Post graduate degree	53	6%

Note that while 31 percent had only a high school education or less, for retired and former officers it was 47 percent. And, while 31 percent of the total had at least a college degree, for retired and former officers it was only 25 percent.

## Post-commissioning education

Active and retired officers were asked what education they had received after being commissioned

Some college courses	236	30%
Study leading to a specialized certificate of training	72	9%
Earned my college degree	98	13%
Some post graduate courses	60	8%
Earned my Master's degree	91	12%
Some doctoral study	6	1%
Earned a doctoral degree	13	2%
No formal education pursuits after "Training"	199	26%

For all officer groups (active, retired and former), 13 percent earned a college degree after being commissioned. For retired and former officers it was only 5 percent.

While 26 percent did not pursue formal education after commissioning, it was 60% for retired and former officers.

## Instrumental music

All participants were asked if they played a musical instrument

No	497	32%
Brass	842	53%
Percussion	136	9%
Keyboard	334	21%
Strings	223	14%
Reed	40	3%
Other	111	7%

Note that a number of respondents indicated that they played two or more instruments. Therefore, the percentage totals exceed 100 percent.

## Instrumental participation

Those who indicated that they played an instrument were asked if they used that ability in their corps.

Regularly	532	32%
Occasionally	227	14%
No	607	37%

## Vocal music

All participants were asked if they had some vocal music ability

Yes. Soloist	326	20%
Yes. Choral	718	43%
No	567	34%

## Vocal music participation

Of those who said they had vocal music abilities, how did they use that talent – and how often?

Regularly	493	36%
Occasionally	305	22%
Congregational singing only	582	43%

## Local officership

Soldiers and retired officers were asked if they held a leadership role in their corps and, if so, which position.

CSM or YPSM	92	10%
Bandmaster or Songster Leader	72	8%
Jr. Band or Singing Company Leader	61	7%
Guard, Sunbeam or Adventure Corps Leader	145	16%
Sunday School teacher	249	28%
Other	271	30%

## Sunday meeting attendance

All participants were asked how frequently (on a monthly basis) they attended Sunday services at their corps.

4	1396	84%
2 or 3	105	6%
1	22	1%
Currently inactive	130	8%

Note that this includes corps officer participants.

## Weekday meeting participation

Participants, including corps officers were asked how frequently (on a monthly basis) they participated in weekday corps activities

None	347	21%
1	270	16%
2 or 3	509	31%
4 or more	523	31%

## Attendances at other churches

Participants were asked if they attended other churches

Never	810	49%
Occasionally	736	44%
Frequently	98	6%

Among retired and former officers, sixty-six percent indicated that they occasionally or frequently attended other churches.

## Corps growth or decline

Participants were asked to describe changes in corps membership and attendance over the past 3-5 years.

Dramatic increase	155	9%
Some increase	773	46%
Little or no change	408	25%
Some decrease	202	12%
Dramatic decrease	69	4%

As shown above, fifty-five percent of all respondents indicated that their corps had been experiencing growth, while only sixteen percent reported a decline.

### Factors contributing to corps growth

Respondents who indicated that their corps had experienced growth were asked to identify the factors that had led to the increase.

Increased outreach efforts	555	51%
Leadership change(s)	451	42%
Improved program quality	454	42%
Friendlier atmosphere	495	46%
Improved facilities	155	14%
Other	131	12%

Note that many respondents identified more than one contributing factor.

### Factors contributing to corps decline

Respondents who indicated that their corps had experienced decline were asked to identify the factors that had led to the downturn.

Fewer outreach efforts	205	35%
Leadership change(s)	230	39%
Declining program quality	176	30%
Un-welcoming atmosphere	168	29%
Neighborhood changes	100	17%
Other	137	23%

Note that many respondents identified more than one contributing factor.

## Use of technology

Participants were asked to identify devices that they currently owned.

Wi-Fi enabled laptop	1366	87%
Ipad or similar	552	35%
Iphone or Android type phone	898	57%
Point-and-shoot camera	905	57%
DSLR camera (interchangeable lenses)	292	19%
Other	94	6%

Note that many respondents identified more than one type of device.

## Political leanings

Participants were asked to identify the political groups that they most closely identified with.

Moderate Democrats	223	13%
Liberal Democrats	49	3%
Moderate Republicans	272	16%
Conservative Republicans	723	43%
Independents	158	10%
Tea Party	65	4%

## TV Viewing

Participants were asked which types of television programs they watched most often

News broadcasts	978	60%
Sports	639	39%
American Idol, The Voice, etc.	319	20%
Reality TV shows	348	21%
Public broadcasting (PBS)	355	22%
Comedy	625	38%
Series & Soaps	346	21%
Movies	862	53%
Christian broadcasting	405	25%
Other	278	17%

Note that many respondents identified more than one category of programming.

## Writing hand

Participants were asked if they were left-handed or right-handed

Left hand	208	13%
Right hand	1437	86%



## Comparisons by Territory

In examining the results of the survey it became clear that there were some measurable differences between the respondents from the four U.S. territories – as well as between officers and soldiers. This section includes the results of that analysis.

### Former religious affiliation

#### Western Soldiers

Catholic	3	14%
Baptist	7	32%
Methodist	4	18%
Non-denominational	5	23%
Lutheran	2	9%
Nazarene	1	5%
Free Methodist	0	0%
Church of God	0	0%
Episcopal	0	0%

22

#### Central Soldiers

Catholic	9	22%
Baptist	8	20%
Methodist	7	17%
Non-denominational	12	29%
Lutheran	1	2%
Nazarene	3	7%
Free Methodist	0	0%
Church of God	1	2%
Episcopal	0	0%

41

#### Eastern Soldiers

Catholic	15	29%
Baptist	18	35%
Methodist	6	12%
Non-denominational	5	10%
Lutheran	4	8%
Nazarene	2	4%
Free Methodist	0	0%
Church of God	0	0%
Episcopal	2	4%

52

#### Western Officers

Catholic	7	33%
Baptist	2	10%
Methodist	4	19%
Non-denominational	5	24%
Lutheran	1	5%
Nazarene	0	0%
Free Methodist	0	0%
Church of God	2	10%
Episcopal	0	0%

21

#### Prior affiliation

#### Central Officers

Catholic	7	30%
Baptist	5	22%
Methodist	1	4%
Non-denominational	1	4%
Lutheran	6	26%
Nazarene	2	9%
Free Methodist	1	4%
Church of God	0	0%
Episcopal	0	0%

23

#### Prior affiliation

#### Eastern Officers

Catholic	17	38%
Baptist	9	20%
Methodist	7	16%
Non-denominational	6	13%
Lutheran	1	2%
Nazarene	3	7%
Free Methodist	1	2%
Church of God	0	0%
Episcopal	1	2%

45

#### Prior affiliation

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**Southern Soldiers**

Catholic	12	16%
Baptist	32	43%
Methodist	23	31%
Non-denominational	3	4%
Lutheran	3	4%
Nazarene	1	1%
Free Methodist	0	0%
Church of God	0	0%
Episcopal	1	1%

75

**Southern Officers**

Catholic	12	16%
Baptist	36	47%
Methodist	15	19%
Non-denominational	11	14%
Lutheran	2	3%
Nazarene	0	0%
Free Methodist	0	0%
Church of God	1	1%
Episcopal	0	0%

**Prior affiliation**

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**Key findings**

1. With the exception of the Southern Territory, officers were far more likely to have been former Catholics. The largest difference was in the West, where 33% of officers had Catholic backgrounds compared with only 14% for soldiers.
2. The Southern Territory had the highest percentage of officers and soldiers with a Baptist background – 47% and 43% respectively. The West had the lowest percentage of former Baptists (10%), while the Central had the lowest percentage of soldiers with Baptist backgrounds (20%).

## When became a Salvationist

### Western Soldiers

58%	67	All my life
9%	11	Since childhood
7%	8	Since my teen years
26%	30	Since adulthood

116

### Central Soldiers

58%	87	All my life
11%	17	Since childhood
7%	10	Since my teen years
24%	36	Since adulthood

150

### Eastern Soldiers

62%	141	All my life
14%	32	Since childhood
8%	19	Since my teen years
16%	36	Since adulthood

228

### Southern Soldiers

43%	83	All my life
17%	34	Since childhood
6%	11	Since my teen years
34%	67	Since adulthood

195

### Western Officers

37%	22	All my life
14%	8	Since childhood
14%	8	Since my teen years
36%	21	Since adulthood

59

### Central Officers

58%	62	All my life
15%	16	Since childhood
8%	8	Since my teen years
19%	20	Since adulthood

106

### Eastern Officers

54%	84	All my life
11%	18	Since childhood
14%	22	Since my teen years
21%	33	Since adulthood

157

### Southern Officers

49%	119	All my life
14%	33	Since childhood
13%	32	Since my teen years
24%	57	Since adulthood

241

### Key findings

Eastern soldiers had the highest percentage (62%) that had been Salvationists all of their lives, while Central officers had the highest percentage (58%) of lifetime Salvationists. Western officers were far less likely than their counterparts in the other territories to be lifetime Salvationists – and were much more likely to have joined the Army as adults.

## Musical instrument(s) played

### Western Soldiers

Keyboard	5	5%
Brass	39	39%
Brass, Keyboard	7	7%
Brass, Keyboard, Strings	1	1%
Brass, Strings	3	3%
Brass, Percussion, Keyboard	2	2%
Brass, Percussion, Strings	2	2%
Percussion, Strings	0	0%
Reed	1	1%
Strings	5	5%
Percussion	4	4%
None	30	30%

99

### Central Soldiers

Keyboard	3	3%
Brass	48	41%
Brass, Keyboard	15	13%
Brass, Keyboard, Strings	3	3%
Brass, Strings	6	5%
Brass, Percussion, Keyboard	3	3%
Brass, Percussion, Strings	3	3%
Percussion, Strings	1	1%
Reed	1	1%
Strings	0	0%
Percussion	0	0%
None	35	30%

118

### Western Officers

Keyboard	0	0%
Brass	14	23%
Brass, Keyboard	7	12%
Brass, Keyboard, Strings	3	5%
Brass, Strings	4	7%
Brass, Percussion, Keyboard	2	3%
Brass, Percussion, Strings	0	0%
Percussion, Strings	0	0%
Reed	0	0%
Strings	6	10%
Percussion	2	3%
None	22	37%

60

### Central Officers

Keyboard	7	6%
Brass	33	31%
Brass, Keyboard	8	7%
Brass, Keyboard, Strings	5	5%
Brass, Strings	15	14%
Brass, Percussion, Keyboard	2	2%
Brass, Percussion, Strings	5	5%
Percussion, Strings	2	2%
Reed	1	1%
Strings	6	6%
Percussion	2	2%
None	22	20%

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**Eastern Soldiers**

Keyboard	8	4%
Brass	65	31%
Brass, Keyboard	21	10%
Brass, Keyboard, Strings	4	2%
Brass, Strings	5	2%
Brass, Percussion, Keyboard	3	1%
Brass, Percussion, Strings	2	1%
Percussion, Strings	1	0%
Reed	2	1%
Strings	4	2%
Percussion	7	3%
None	90	42%

212

**Southern Soldiers**

Keyboard	7	4%
Brass	43	23%
Brass, Keyboard	15	8%
Brass, Keyboard, Strings	2	1%
Brass, Strings	7	4%
Brass, Percussion, Keyboard	2	1%
Brass, Percussion, Strings	2	1%
Percussion, Strings	0	0%
Reed	1	1%
Strings	2	1%
Percussion	3	2%
None	99	54%

183

**Eastern Officers**

Keyboard	3	2%
Brass	61	39%
Brass, Keyboard	18	12%
Brass, Keyboard, Strings	5	3%
Brass, Strings	7	5%
Brass, Percussion, Keyboard	0	0%
Brass, Percussion, Strings	0	0%
Percussion, Strings	0	0%
Reed	1	1%
Strings	8	5%
Percussion	3	2%
None	49	32%

155

**Southern Officers**

Keyboard	19	9%
Brass	59	28%
Brass, Keyboard	26	12%
Brass, Keyboard, Strings	4	2%
Brass, Strings	17	8%
Brass, Percussion, Keyboard	4	2%
Brass, Percussion, Strings	3	1%
Percussion, Strings	2	1%
Reed	0	0%
Strings	11	5%
Percussion	5	2%
None	64	30%

214

**Key findings**

1. A higher percentage of Western officers (37%) indicated that they did not play a musical instrument. The South had the highest percentage (54%) of soldiers that did not play an instrument.
2. The Central Territory had the highest percentage of soldiers and officers who played a brass instrument, including those who played at least one other instrument.

## Vocal ability

### Western Soldiers

No	49	39%
Soloist	15	12%
Choral	62	49%

126

### Central Soldiers

No	60	35%
Soloist	41	24%
Choral	69	41%

170

### Eastern Soldiers

No	89	34%
Soloist	47	18%
Choral	122	47%

258

### Southern Soldiers

No	89	43%
Soloist	37	18%
Choral	83	40%

209

### Western Officers

No	25	35%
Soloist	16	23%
Choral	30	42%

71

### Central Officers

No	29	23%
Soloist	37	30%
Choral	58	47%

124

### Eastern Officers

No	61	35%
Soloist	29	17%
Choral	85	49%

175

### Southern Officers

No	84	32%
Soloist	63	24%
Choral	118	45%

265

## Key findings

1. The Central Territory had the highest percentage of officers (30%) and soldiers (24%) that identified themselves as vocal soloists.
2. Among soldiers, the West had the smallest percentage (12%) that said they were soloists, while the South had the highest percentage (43%) that reported no vocal ability at all.

## Corps growth or decline

### Western Soldiers

Dramatic increase	4	3%
Some increase	45	38%
Little or no change	38	32%
Some decrease	25	21%
Dramatic decrease	7	6%

119

### Central Soldiers

Dramatic increase	19	11%
Some increase	80	48%
Little or no change	31	19%
Some decrease	23	14%
Dramatic decrease	13	8%

166

### Eastern Soldiers

Dramatic increase	31	12%
Some increase	122	47%
Little or no change	59	23%
Some decrease	29	11%
Dramatic decrease	16	6%

257

### Southern Soldiers

Dramatic increase	13	6%
Some increase	99	47%
Little or no change	55	26%
Some decrease	31	15%
Dramatic decrease	12	6%

210

### Western Officers

Dramatic increase	10	14%
Some increase	33	46%
Little or no change	17	24%
Some decrease	11	15%
Dramatic decrease	1	1%

72

### Central Officers

Dramatic increase	19	15%
Some increase	63	51%
Little or no change	23	19%
Some decrease	16	13%
Dramatic decrease	3	2%

124

### Eastern Officers

Dramatic increase	19	11%
Some increase	99	58%
Little or no change	36	21%
Some decrease	15	9%
Dramatic decrease	3	2%

172

### Southern Officers

Dramatic increase	15	6%
Some increase	141	52%
Little or no change	82	30%
Some decrease	29	11%
Dramatic decrease	5	2%

272

### Key findings

1. Soldiers were more likely to report that their corps was experiencing a decline as compared with officers in the same territories.
2. Central and Eastern respondents were more likely to report corps growth compared with their counterparts in the South and West.

## Factors leading to corps growth

### Western Soldiers

Increased outreach efforts	6	25%
Leadership change(s)	10	42%
Improved program quality	0	0%
Friendlier atmosphere	7	29%
Improved facilities	1	4%

24

### Central Soldiers

Increased outreach efforts	15	36%
Leadership change(s)	8	19%
Improved program quality	7	17%
Friendlier atmosphere	10	24%
Improved facilities	2	5%

42

### Eastern Soldiers

Increased outreach efforts	20	33%
Leadership change(s)	21	35%
Improved program quality	6	10%
Friendlier atmosphere	12	20%
Improved facilities	1	2%

60

### Southern Soldiers

Increased outreach efforts	23	37%
Leadership change(s)	14	23%
Improved program quality	8	13%
Friendlier atmosphere	9	15%
Improved facilities	8	13%

62

### Western Officers

Increased outreach efforts	8	38%
Leadership change(s)	6	29%
Improved program quality	1	5%
Friendlier atmosphere	5	24%
Improved facilities	1	5%

21

### Central Officers

Increased outreach efforts	16	46%
Leadership change(s)	10	29%
Improved program quality	5	14%
Friendlier atmosphere	4	11%
Improved facilities	0	0%

35

### Eastern Officers

Increased outreach efforts	24	49%
Leadership change(s)	7	14%
Improved program quality	7	14%
Friendlier atmosphere	9	18%
Improved facilities	2	4%

49

### Southern Officers

Increased outreach efforts	26	33%
Leadership change(s)	17	22%
Improved program quality	17	22%
Friendlier atmosphere	12	15%
Improved facilities	6	8%

78

### Key findings:

1. Officers were far more likely to attribute corps growth to “increased outreach efforts” compared with soldiers, with the exception of the Southern Territory.
2. With the exception of the Central Territory, soldiers were more likely to attribute corps growth to “leadership change(s)”.
3. Western soldiers and officers mentioned “friendlier atmosphere” more often than the other territories.



## Factors leading to corps decline

### Western Soldiers

Fewer outreach efforts	2	11%
Leadership change(s)	6	32%
Declining program quality	6	32%
Un-welcoming atmosphere	5	26%
Neighborhood changes	0	0%

19

### Central Soldiers

Fewer outreach efforts	1	7%
Leadership change(s)	2	14%
Declining program quality	0	0%
Un-welcoming atmosphere	8	57%
Neighborhood changes	3	21%

14

### Eastern Soldiers

Fewer outreach efforts	10	24%
Leadership change(s)	11	27%
Declining program quality	9	22%
Un-welcoming atmosphere	9	22%
Neighborhood changes	2	5%

41

### Southern Soldiers

Fewer outreach efforts	13	31%
Leadership change(s)	11	26%
Declining program quality	2	5%
Un-welcoming atmosphere	7	17%
Neighborhood changes	9	21%

42

### Western Officers

Fewer outreach efforts	5	38%
Leadership change(s)	3	23%
Declining program quality	1	8%
Un-welcoming atmosphere	2	15%
Neighborhood changes	2	15%

13

### Central Officers

Fewer outreach efforts	1	6%
Leadership change(s)	8	50%
Declining program quality	1	6%
Un-welcoming atmosphere	3	19%
Neighborhood changes	3	19%

16

### Eastern Officers

Fewer outreach efforts	5	18%
Leadership change(s)	7	25%
Declining program quality	2	7%
Un-welcoming atmosphere	2	7%
Neighborhood changes	12	43%

28

### Southern Officers

Fewer outreach efforts	5	8%
Leadership change(s)	27	45%
Declining program quality	7	12%
Un-welcoming atmosphere	9	15%
Neighborhood changes	12	20%

60

### Key findings:

1. Eastern officers were far more inclined to attribute corps decline to “neighborhood changes”, while Western officers cited “fewer outreach efforts” more than their counterparts.
2. Western soldiers mentioned “declining program quality” much more frequently than soldiers from the other territories.
3. Central soldiers cited an “un-welcoming atmosphere” more than twice as frequently as soldiers from the other territories.

## Sunday Meeting Attendance

Participating soldiers were asked how frequently – on a monthly basis – they attended the corps.

### Western Soldiers

1	5	4%
2 or 3	12	9%
4	85	67%
Currently inactive	25	20%

127

### Central Soldiers

1	4	2%
2 or 3	12	7%
4	135	79%
Currently inactive	20	12%

171

### Eastern Soldiers

1	5	2%
2 or 3	31	12%
4	200	76%
Currently inactive	26	10%

262

### Southern Soldiers

1	2	1%
2 or 3	25	12%
4	155	72%
Currently inactive	34	16%

216

## Weekday Meeting Attendance

Responding soldiers were asked how frequently – on a monthly basis – they participated in weekday corps activities.

### Western Soldiers

4 or more	17	13%
2 or 3	39	31%
1	21	17%
None	49	39%

126

### Central Soldiers

4 or more	45	26%
2 or 3	56	33%
1	36	21%
None	34	20%

171

### Eastern Soldiers

4 or more	54	21%
2 or 3	100	38%
1	44	17%
None	65	25%

263

### Southern Soldiers

4 or more	35	16%
2 or 3	68	31%
1	47	22%
None	66	31%

216

### Key findings:

1. Central soldiers were the most likely to identify themselves as regular (every Sunday) participants, followed by Eastern soldiers. Central soldiers also reported that they were more regular in their participation in weekday corps programs.
2. Western soldiers had the highest percentage of “currently inactive” members as well as the highest percentage of those who were not involved in weekday corps programs.

## Attending Other Churches

Officers and soldiers were asked if they ever attended services at other churches.

### Western Soldiers

Never	55	43%
Occasionally	58	46%
Frequently	14	11%

127

### Western Officers

Never	35	49%
Occasionally	37	51%
Frequently	0	0%

72

### Central Soldiers

Never	88	52%
Occasionally	66	39%
Frequently	16	9%

170

### Central Officers

Never	66	52%
Occasionally	59	46%
Frequently	2	2%

127

### Eastern Soldiers

Never	126	48%
Occasionally	117	45%
Frequently	19	7%

262

### Eastern Officers

Never	84	48%
Occasionally	91	52%
Frequently	1	1%

176

### Southern Soldiers

Never	99	46%
Occasionally	93	43%
Frequently	22	10%

214

### Southern Officers

Never	171	63%
Occasionally	95	35%
Frequently	4	1%

270

### Key findings:

1. Central soldiers were least likely to attend other churches, while Western soldiers were most likely.
2. Southern officers were least likely to attend other churches, while Eastern and Western officers were most likely.

## Specialized training

### Western Soldiers

No	44	52%
Social work	3	4%
Music/Drama/Arts	6	7%
Education	16	19%
Accounting	6	7%
Health care	2	2%
Psychology	0	0%
Legal	3	4%
Engineering	1	1%
Currently enrolled	3	4%

84

### Western Officers

No	10	36%
Social work	3	11%
Music/Drama/Arts	4	14%
Education	5	18%
Accounting	2	7%
Health care	0	0%
Psychology	0	0%
Legal	0	0%
Engineering	0	0%
Currently enrolled	4	14%

28

### Central Soldiers

No	53	50%
Social work	9	8%
Music/Drama/Arts	9	8%
Education	12	11%
Accounting	8	7%
Health care	7	7%
Psychology	1	1%
Legal	2	2%
Engineering	0	0%
Currently enrolled	6	6%

107

### Central Officers

No	32	52%
Social work	9	15%
Music/Drama/Arts	5	8%
Education	3	5%
Accounting	2	3%
Health care	1	2%
Psychology	0	0%
Legal	0	0%
Engineering	1	2%
Currently enrolled	8	13%

61

### Eastern Soldiers

No	86	48%
Social work	12	7%
Music/Drama/Arts	19	11%
Education	26	14%
Accounting	11	6%
Health care	9	5%
Psychology	5	3%
Legal	4	2%
Engineering	0	0%
Currently enrolled	8	4%

180

### Eastern Officers

No	48	51%
Social work	8	9%
Music/Drama/Arts	4	4%
Education	13	14%
Accounting	5	5%
Health care	7	7%
Psychology	3	3%
Legal	0	0%
Engineering	0	0%
Currently enrolled	6	6%

94

The American Salvationist

**Southern Soldiers**

No	83	54%
Social work	12	8%
Music/Drama/Arts	8	5%
Education	14	9%
Accounting	8	5%
Health care	11	7%
Psychology	0	0%
Legal	9	6%
Engineering	2	1%
Currently enrolled	6	4%

153

**Southern Officers**

No	105	61%
Social work	11	6%
Music/Drama/Arts	12	7%
Education	17	10%
Accounting	3	2%
Health care	7	4%
Psychology	1	1%
Legal	1	1%
Engineering	1	1%
Currently enrolled	13	8%

171

**Key findings:**

1. Among officers, the South had the highest percentage of respondents with no specialized training.
2. Among soldiers, the South also had the highest percentage with no specialized training.
3. Of the specialties that most directly relates to programming (social work, music/drama/arts, education and psychology), Western officers had the highest percentage (43%), while Southern officers had the lowest (24%).
4. Eastern soldiers had the highest percentage (35%) with training that most closely applied to programming, while the South had the lowest percentage (22%).

## Writing hand

### Western Soldiers

Left hand	15	12%
Right hand	111	88%

126

### Central Soldiers

Left hand	22	13%
Right hand	150	87%

172

### Eastern Soldiers

Left hand	39	15%
Right hand	221	85%

260

### Southern Soldiers

Left hand	24	11%
Right hand	190	89%

214

### Western Officers

Left hand	10	14%
Right hand	63	86%

73

### Central Officers

Left hand	14	11%
Right hand	114	89%

128

### Eastern Officers

Left hand	25	14%
Right hand	154	86%

179

### Southern Officers

Left hand	35	13%
Right hand	235	87%

270

## Salvationist generation

### Western Soldiers

1st	41	35%
2nd	15	13%
3rd	29	25%
4th	15	13%
5th	17	14%
6th +	1	1%

118

### Western Officers

1st	34	55%
2nd	8	13%
3rd	4	6%
4th	6	10%
5th	7	11%
6th +	3	5%

62

### Central Soldiers

1st	53	36%
2nd	25	17%
3rd	27	18%
4th	14	9%
5th	23	15%
6th +	7	5%

149

### Central Officers

1st	35	33%
2nd	18	17%
3rd	27	25%
4th	13	12%
5th	9	8%
6th +	5	5%

107

### Eastern Soldiers

1st	74	32%
2nd	43	19%
3rd	51	22%
4th	32	14%
5th	19	8%
6th +	10	4%

229

### Eastern Officers

1st	61	38%
2nd	21	13%
3rd	27	17%
4th	28	18%
5th	15	9%
6th +	7	4%

159

### Southern Soldiers

1st	91	46%
2nd	40	20%
3rd	36	18%
4th	18	9%
5th	10	5%
6th +	5	3%

200

### Southern Officers

1st	97	40%
2nd	38	16%
3rd	46	19%
4th	28	12%
5th	23	10%
6th +	8	3%

240

### Key findings:

1. The highest percentage of officers who are 1<sup>st</sup> generation Salvationists were from the West, while the South had the highest percentage of 1<sup>st</sup> generation soldiers.

## Political leanings

### Western Soldiers

8%	9	Liberal Democrats
17%	20	Moderate Democrats
12%	14	Moderate Republicans
45%	52	Conservative Republicans
9%	11	Independents
9%	10	Tea Party

116

### Central Soldiers

4%	7	Liberal Democrats
21%	34	Moderate Democrats
21%	34	Moderate Republicans
43%	70	Conservative Republicans
9%	15	Independents
1%	2	Tea Party

162

### Eastern Soldiers

5%	11	Liberal Democrats
25%	57	Moderate Democrats
19%	44	Moderate Republicans
31%	71	Conservative Republicans
17%	40	Independents
3%	6	Tea Party

229

### Southern Soldiers

6%	11	Liberal Democrats
18%	32	Moderate Democrats
20%	37	Moderate Republicans
39%	71	Conservative Republicans
12%	21	Independents
5%	9	Tea Party

181

### Western Officers

0%	0	Liberal Democrats
10%	7	Moderate Democrats
28%	20	Moderate Republicans
52%	37	Conservative Republicans
7%	5	Independents
3%	2	Tea Party

71

### Central Officers

3%	4	Liberal Democrats
11%	13	Moderate Democrats
17%	20	Moderate Republicans
59%	70	Conservative Republicans
4%	5	Independents
5%	6	Tea Party

118

### Eastern Officers

1%	2	Liberal Democrats
10%	16	Moderate Democrats
18%	28	Moderate Republicans
53%	85	Conservative Republicans
11%	18	Independents
7%	11	Tea Party

160

### Southern Officers

1%	3	Liberal Democrats
12%	30	Moderate Democrats
17%	43	Moderate Republicans
60%	147	Conservative Republicans
5%	12	Independents
5%	12	Tea Party

247

### Key findings:

1. Officers in all four territories identified themselves as Republicans more often than soldiers.
2. Central soldiers were more likely to identify with the Republican Party compared with the other three territories.