

Name of Church
Salem United Church of Christ

Address
217 Salem Dr
Plymouth, WI 53073

Conference:
Wisconsin

Association:
Northeast (Wisconsin)

Title
Pastor

Start Date
Jul 6, 2025

Description
Pastor

Church Contact Information

(920) 892-7456 (Church Primary Phone)

churchoffice@salemuccplywi.org (Church Email)

Listing Information

Web Presences

<https://salemuccplywi.org/>

<https://www.facebook.com/SalemUCCPlymouthWI/>

Type: Professional

Additional Formal Ecumenical Affiliations

No response

UCC Conference or Association Staff Contact Person

Name:
Jane Anderson

Title:
Associate Conference Minister

Phone:
920-540-2586

Email:
janderson@wcucc.org

Summary Ministry Description

Salem UCC in Plymouth, Wisconsin is seeking a full-time Pastor for the next chapter in our church life. We have been blessed with 39 years with our retiring pastor, but are ready and willing to grow together with new leadership.

We are proud to welcome a new pastor to the Plymouth community that is small enough to care for its community members and large enough to get things done. Plymouth is an ideal place to raise a family, with a great school system, plenty of parks, sports, and recreation, and plenty of community events that bind us together.

Salem UCC is a congregation full of love, hope and joy and we are excited to welcome and embrace new leadership to guide us through the challenges of the world around us. We have a vibrant Salem Cares group who is doing great things in our church and community, and a substantial endowment fund to help us spread the fact that 'God is Still Speaking' to our community and further into the world.

We are looking for a Pastor who can lead us to expand and strengthen our current outreach programs. The new Pastor must be a strong communicator and leader, one who can represent our congregation in the local community, and one who can help guide us to better serve our community. Through this increased presence in the community, we believe we will be much better able to spread the word of our Lord. With increased community presence, we will be better equipped to reach out in times of community need. The new Pastor must feel comfortable in the role of being the face of our congregation both in and out of our church building.

We have our challenges, as do all faith communities. We believe we can overcome them with an infusion of new members and some new ideas. We also intend to fill the vacant position of Youth Director, once a pastor is in place.

We desire to grow our church, and are seeking an effective leader to guide us. We invite you contact us, get to know us, and come see us and our beloved community of Plymouth.

Church pictures



What we value about living in our area.

People in our area are friendly, charitable, and hard working. Businesses often invest in the community financially in addition to providing employment (Sargento, Sartori, Kohler). There are many recreational options, including fishing, hunting, cycling, skiing, lakes, state parks (Kohler-Andre and Kettle Moraine), and golf courses. Both Milwaukee and Green Bay are a short hour's drive where there are symphonies, theaters, museums, shopping opportunities, and festivals such as Summerfest (largest music festival of its kind), Irish Fest, and German Fest.

Our largest festival is the Cheese Capital Festival held in June. It is the highlight of the summer and the entire community comes out to enjoy. Plymouth Historical society hosts Oktoberfest annually. We also have Maple Festival, and the Memorial Day Parade and Homecoming Parade. Concerts in City Park are performed weekly from June through August. The Sheboygan County Fair is held in late summer right here in Plymouth.

Dining opportunities abound, from the local favorite Chester's Drive-In to the American Club in Kohler. The Henry Christopher Hotel in Plymouth is set to open in late 2026. Road America, in nearby Elkhart Lake, is popular for race fans. Plymouth and its shops are also a mecca for antiquing.

Colleges include Lakeshore Technical, Lakeland University and UW-Sheboygan.

Plymouth has 4 health clinics, and 2 hospitals minutes away.

We have a great location for singles and families to live and thrive!

Current size of membership

255

Average in person attendance

77

Does your church hold virtual worship services?

Yes

Choose platform type(s) and number for virtual worship.

Video Hosting Platform

On average, how many views are received per service?

15

Languages used in ministry

English

Position Title

Pastor

Position Duration

Settled

Compensation Level

Full Time

Does the total support package meet conference compensation guidelines?

Yes

Link to current Conference guidelines

[Download compensation guidelines](#)

Scope of Work

Some fields reference [The Marks of Faithful and Effective Authorized Ministers of the United Church of Christ](#).

The United Church of Christ recognizes *The Marks of Faithful and Effective Authorized Ministers* in the formation of ministers, in the practice of active ministry, and throughout life. For the purposes of completing a denominational Profile, ministers are asked to spend some time with the *Marks*.

The Scope of Work developed by our church using the [Call Agreement Workbook](#).

[Download scope of Work](#)

3 core competencies that we imagine could be foundational in our next minister's relationship with the church.

First:

The most important characteristic in our new Pastor is leadership. The Pastor will be someone who will guide us through our needed growth phase. We know our limitations and that the entire congregation cannot be the leader. We are looking for a leader who can help refine our ideas into concrete plans. The Pastor must be empathetic, responsive and welcoming. The leader must understand and share the feelings of the congregation in a manner that fosters an inclusive environment. We see that leader as someone who spends time after worship conversing with the congregation members. The Pastor must be energetic and able to keep pace with those in the congregation who wish to help facilitate the change. Displaying confidence will bolster the leadership teams to be inspired. We want a Pastor who is self aware and transparent. The Pastor must be visible, available and punctual. Lastly, the Pastor must be empathic to each and every member of the congregation.

Second:

To be an effective leader, the Pastor must have the ability to engage and effectively communicate with the congregation. This includes understanding how two way communication works and how to give and receive feedback to and from the congregation and individuals. The Pastor must have excellent verbal and written communications skills. The Pastor must embrace new technology and be able to use it to the advantage of the congregation. The effective Pastor will excel at one-on-one communication, as well as communication in smaller groups. The Pastor must also be creative in ways to communicate thoughts and ideas to and from the congregation. What may work for senior members may not work as well for junior or new members. Also included in the communications skillset would be the ability to adapt and change as the congregations grows and its demographics change as well.

Third:

An effective leader is an excellent communicator. These two characteristics will lead to success in the Pastor's ability to preach and teach. We must have a Pastor who is able to share the word of God in meaningful ways to reach all ages, and to send the congregation out to model and witness. The pastor should be someone who is willing to have an open mind on new ways to reach youth and yet satisfy the senior members. Complete knowledge of the Bible is a given. The new Pastor must be charismatic and personable in their teachings. The Pastor must teach by example, such as visiting the sick and homebound. The Pastor must also preach through being available and being part of the local community. The Pastor's community involvement will include

outreach and mission. Lastly, the Pastor must meet regularly with other local church leaders to share successes and to learn from others of faith in the community.

Compensation and Support

The salary basis comes from the [Call Agreement Workbook](#), equal to Cash Salary plus Value of Parsonage/ Housing Allowance. The Conference can assist in determining these amounts or provide a worksheet to be used to calculate these values.

SALARY AND BENEFITS OFFERED: SALARY BASIS: ITEM OFFERED	AMOUNT OR PERCENTAGE (IF DETERMINED)	IS THIS NEGOTIABLE	PASTORAL CANDIDATE DETERMINES
Salary (Cash basis determined from Conference/ Association Guidelines)	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Housing Allowance	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any Experiential Difference (Related to years of experience)	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Salary Basis: 0			
Pension/Annuity	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Social Security and Medicare Offset	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Medical/Dental Insurance	12471	<input type="checkbox"/>	<input type="checkbox"/>
Life Insurance	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability Insurance	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Worker's Compensation	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If needed, please comment further on your church's salary and benefits for the minister.

Salary and housing allowance will follow the recommendations of the Wisconsin Conference.

The health plan is the Plan C as listed on the UCC Pension Boards website (<https://www.pbucc.org/index.php/rate-locator#>), which totals \$11,229 for the year (\$936 per month) for a family plan. This amount varies with age.

The worker's compensation rate is a mandated amount set by the state.

The dental portion is \$1,242 for the year.

The expected living situation for our next minister.

We no longer have a parsonage. The minister would receive the proposed housing allowance.

If a parsonage is provided, will the church offer a home equity allowance to the pastor? (The recommended guidelines for a home equity allowance is equal to 1.5% of the average home value in the community; this is considered taxable to the minister. The Housing Equity Offset should not be calculated into the Salary Basis upon which other Benefits are determined. Churches should consult a tax advisor prior to establishing any account for an equity allowance to ensure compliance with IRS rules on nonqualified deferred compensation plans.)

No

A parsonage is not provided, however, a housing allowance is provided.

How our church will adopt part-time adjustments in the pastoral schedule to support a minister's bi-vocational employment.

We desire a full time minister, so this is not applicable.

Additional reimbursements the next Pastor can expect to receive as part of their employment:

Cell Phone and/or Internet.
Conference and/or Association meeting registrations
Other meeting registrations (or educational requirement registrations).
Criminal background checks.
Community of Practice Participation.

Peer and professional supports available for ministers in our association/conferences.

There is a UCC Community of Practice group that our pastor will be expected to meet with. At one time, there was an ecumenical meeting for Plymouth pastors that would be suggested as well.

Who Is God Calling to Minister with Us?

The ministry goals we envision our next minister collaborating with the congregation to achieve.

Our faith leads us to believe we are in need of someone with fresh ideas, with a blend of youth AND experience, willing to help us on Faith formation and growth. As is the occasion when people get together, conflict will arise. We are looking for a Pastor who is well versed and confident in conflict resolution, however minor or serious, and willing to address conflict. We are looking for a Pastor who can help us grow the flock. This will then allow us to further our outreach programs and become more visible and valuable to the community. Spreading the word is a basic tenet of the church and so this Pastor must feel comfortable in leading us to areas with which we may not feel comfortable.

How our vision of the minister we are now seeking will assist the congregation in making an impact beyond its walls.

To make an impact beyond our walls we see local outreach and Missions as the primary focus for now. In the future, with the new Pastor we would be open to new ideas beyond outreach and mission. We also feel the new Pastor should encourage the members to stay committed. Results do not happen overnight and we realize this and feel the new leadership will guide through any angst or uncertainty. We have a very strong core of members who, over the years, have demonstrated the strength and resiliency to stay in leadership roles. A few dozen members have served in various and changing roles over the years and we would like to encourage additional help in carrying the load of managing and participating in the church.

Language requirements or culturally-specific capacities preferred in a next ministerial leader, and why those matter to the congregation's sense of calling.

As the community is almost exclusively English speaking, a foreign language is not necessary but always welcomed. The community is largely of European descent. There is a very small population of Hmong and Hispanics in our county.

Based on what we have learned about who our church is, who our church's neighbor is, and who God is calling the church to become, these are four areas of excellence from The Marks of Faithful & Effective Authorized Ministry that our next minister will display to further equip the congregation's ministry in these areas.

Our committee feels that the categories shown in bold will help us to serve as an effective and positive congregation. A bullet point from each section that stood out follows the listed category.

Building Transformational Leadership Skill

Performing necessary and appropriate administrative tasks.

Engaging Sacred Stories and Traditions

Bringing life to sacred stories and traditions in worship, proclamation, and witness.

Caring For All Creation

Providing hope and healing to a hurting world.

Strengthening Inter- and Intra- Personal Assets

Demonstrating excellent communication skills.

Who Is God Calling Us to Become?

"You shall love the Lord your God with all your heart, and with all your soul, and with all your mind." (Matthew 22:37 NRSV)

Who God is calling us to become as a congregation.

Salem is being called to move forward as a congregation to be involved in outreach
To reach out into the community
To grow as a congregation- to find our place in the community
To increase our foot print in the community around us
Let people know we are here and to be able to help our neighbors
A place for youth/family to gather to learn to worship
To take care of each other and others
Grow together by providing opportunities in the church for bible study, small group studies, a place for fellowship and community

How God is calling us to reach out to address the emerging challenges and opportunities of our community and congregation.

As we are in a shrinking membership, we feel that God may be calling us to look both inward and outward. Inward to learn why we have seen the decline in church membership and outward to see where and what resources are available to us to grow the flock and return to a more growing and effective membership to spread God's word. In the pre-Covid years, there was a long term goal group that met regularly throughout the year that was able to track progress and make recommendations. That group has fallen by the wayside as our numbers have dwindled and needs to be reinstituted.

Congregation Reflections

We would describe our congregation's life of faith as...

We have a longstanding membership and attachment to this local church. The membership created a Worship Resource booklet many, many years ago. On page 26 of the booklet our Statement of Faith is printed. The *condensed* (due to space limitations) version of that page is: We believe in God, the Eternal Spirit, father of our Lord Jesus Christ and our Father and we testify: He calls the worlds into being, He seeks in holy love to save all people, He judges men and nations, in Jesus Christ He has shared our common lot, He bestows upon us the Holy Spirit, He calls us into his church and He promises to all that trust in Him the forgiveness of sins. On page 16 of the resource booklet we have membership vows; to affirm faith through Baptism, to promise to grow in the faith, to be present and mission to the world. God is described in many ways in the worship, as Eternal Spirit, Father, Lord, Creator, and Maker to name a few. The Holy Spirit lives in us both at church and at home. At church the Holy Spirit is present through fellowship, Communion, Baptisms, Confirmations, Christmas, Easter and the Lenten season.

Strengths or positive qualities of our congregation.

Our long-standing membership is certainly a strength
Our attachment to the church is a positive quality
Our community caring as we reach out to those who are in need of help - physically, emotionally, or spiritually
We care and love each other and are committed to service
And we enjoy each other's company

A growing edge for our congregation and what we plan to strengthen as a congregation

Although we need to improve in community outreach, we do have a very strong woman's group, Salem Cares. The group participates in community outreach programs such as Breakfast for Teachers, hosting an annual community craft fair, supporting Bridgeway, and hosting for after service coffee and snacks. We are actively looking for ways to improve communication as should all groups, church related or not. As we move forward in our search, we are seeing how informal and formal roles have changed to some degree. While our Pastor is and will stay the Spiritual leader of the church, we see other roles become more predominant such as Council President (vs the Pastor), Church Council and Teams such as the Finance, Personnel, and Endowment teams. They are stepping up in their roles, recognizing that Pastor retires in a few short months. Our Choir and music group is strong and we believe we can use that to leverage growth in membership. Unfortunately, due to the declining numbers, there are fewer core members to support more growth activities such as the annual Chili supper.

What worship is like when our congregation gathers.

Worship takes place everywhere under the roof!!! Smiles abound everywhere throughout the building. Our service is traditional and includes welcome and greeting, music, scripture reading, sermon, call to worship, invitational prayer, prayer of confession, assurance of pardon and always, the Lord's Prayer. Worship and sermons are always scripture based. Announcements generally include anniversaries, birthdays, and meeting times and places. Baptisms and new member induction are just a few of the ceremonies that can be found in our Worship Resource Booklet. A recent Baptism nearly doubled usual attendance with extended Baptismal family and was beautiful. Seeing the small child of God in Pastor's arms as he walked up and down the aisle was very special. No tears from the baby, only tears of joy from the congregation! Good preaching always captures the attention of those in service and always ties into scripture readings. Good preaching also challenges us to reach out and look within to better serve the Lord.

The educational program/faith formation vision of our church.

Currently, there are few "young" members in leadership. This is a gap that we recognize, but given the aging congregation we feel that growth is our best avenue for getting more youthful members into leadership roles. We have recently been sharing faith in our Lenten program. The youth that are in our confirmation classes have been attending, participating and displaying their growth in the faith. Each Wednesday of the season, we hosted a simple meal along with a worship service that includes reflection and analysis of the book "Lent In Plain Sight". The confirmands have all attended and have been involved in each service. Some have played musical instruments and some have sung songs from the hymnal. During reflection and analysis, the confirmands have rotated through small groups to collect and participate in the ideation of thoughts to be shared at the end of study. What we have found is that those who have attended the simple suppers have gained a greater appreciation for each other and gotten to know one another much more than in the past. Plenty of fun and laughter, but learning about the last days of Christ our Lord has been the bottom line.

How our congregation is organized for ministry and mission.

For the most part, decisions are made through group discussion and or congregational vote in the matter of very important decisions or changes to how the church does business. Teams are made up of volunteers and include long term members, new members and anyone interested in participating who feel they can contribute in a positive fashion. We have many teams, not limited to, but including the Endowment, Mission and Service, Worship and Personnel Teams. When issues of church matters arise, depending on the level of the issue, topics or decisions can be made upward through the Church Council and or Council President and then brought to the congregation. We have the weekly church bulletin and the Chapel Chimes, both of which are emailed to each individual members and also can be found printed at service. Additionally, we have Pastor's video communication as well as all services being live streamed. What we lack in terms of communication may be what many churches and businesses have today. Groups working in "silos", not fully aware of what each is doing. This recognized and being addressed by "silo" members and the Church Council and President, slowly but surely.

When it comes to decision-making, 40 hours are spent in meetings per month.

Is the pastor expected to attend all church meetings?

No

In times when action had to be taken quickly, for example when a crisis or disaster occurred. These were the key leaders in taking this action and this was accomplished by...

The last crisis, COVID, was handled with just a handful of key personnel. Some were leaders, some were not. In-person services were cancelled due to the pandemic and only the live stream was available for the church to have service and spread the word. This was accomplished with the leadership of Pastor, the music director, several members of the choir and the tech group responsible for making it all happen. In the span of one week the group was able to convene (and meet all government criteria for meeting in small groups), plan and execute those plans to provide the congregation with a means of worship and prayer and song. One member who logged each service with the date and message of the week, estimated an average of 50 households logged into the live streams. DVD's of the service were also burned to allow the service to be seen by those who did not have internet.

A copy of an organization structure, by laws and/or annual report to further explain the patterns of the church's activity and governance

[Org Chart.docx](#)

[2024 Annual Report final w.o financials.pdf](#)

11-Year Report

Download a copy of the 11-Year Report developed with the help of our conference staff and UCC Data Hub.

[Download 11-Year Report](#)

Congregation Demographics

Describe those who participate in your church.

DEMOGRAPHIC	NUMBER
NUMBER OF ACTIVE MEMBERS:	267
NUMBER OF ACTIVE NON-MEMBERS:	12
TOTAL OF CHURCH PARTICIPANTS (SUM OF THE NUMBERS ABOVE):	279

ARE THESE NUMBERS ESTIMATES?

No

Percentage of total participants who have been in the church:

TIME	PERCENTAGE
MORE THAN 10 YEARS:	82%
LESS THAN 10, MORE THAN 5 YEARS:	9%
LESS THAN 5 YEARS:	9%

ARE THESE NUMBERS ESTIMATES?

No

Number of total participants by age:

AGE	NUMBER
0-11	9
12-17	22
18-24	23
25-34	18
35-44	20
45-54	31
55-64	22
65-74	54
75+	78

ARE THESE NUMBERS ESTIMATES?

No

Percentage of adults in various household types:

HOUSEHOLD TYPE	PERCENTAGE
SINGLE ADULTS UNDER 35:	10%
HOUSEHOLDS WITH MINORS:	14%
SINGLE ADULTS AGE 35-65:	4%
JOINT HOUSEHOLDS WITH NO MINORS:	50%
SINGLE ADULTS OVER 65:	22%

ARE THESE NUMBERS ESTIMATES?

No

Education level of adult participants by percentage:

EDUCATION LEVEL	PERCENTAGE
HIGH SCHOOL:	56%
COLLEGE:	37%
GRADUATE SCHOOL:	4%
SPECIALTY TRAINING:	2%
OTHER EDUCATION LEVEL:	1%

ARE THESE NUMBERS ESTIMATES?

Yes

Percentage of adults in various employment types:

EMPLOYMENT TYPE	PERCENTAGE
ADULTS WHO ARE EMPLOYED:	42%
ADULTS WHO ARE RETIRED:	46%
ADULTS WHO ARE NOT FULLY EMPLOYED:	12%

ARE THESE NUMBERS ESTIMATES?

Yes

The range of occupations of working adults in the congregation:

Members represent a diverse set of skills in both white and blue collar occupations. County manufacturing includes plumbing ware and packaging machinery, and several are electricians, machinists, or foundry workers. Many hold positions in the management or packaging of cheese-related products. There are dairy farmers and others in the agricultural industry, as well as some in the construction trades. Others are in the service industry, including nursing, teaching, social work, accounting, and law. Many are employed in seasonal tourism, and there are some independent business owners.

The mix of ethnic heritages in our congregation, and the overall racial make-up.

The congregation is predominantly of European descent, German, English, Irish, etc. The congregation is 99% of caucasian lineage.

What diversity means in our context?

Our church membership is not diverse. Despite having a high percentage of older members, there is a wide range of ages. We have a mix of opinions both liberal and conservative, but it seems if you bring up members' names who have passed away over the years, the response is always a fond "Oh, so and so!" Congregation members have always supported each other here in a positive way, through sickness and health and in times of trouble. We have little racial diversity.

Has our congregation recently had a conversation about welcoming diversity, or do we plan to hold one on the near future

No

Participation and Staffing

Participation and Planning of Gatherings

WAYS OF CHURCH GATHERING	ESTIMATED NUMBER OF PEOPLE INVOLVED IN ATTENDANCE	WHO PLANS EACH OF THE LISTED GATHERINGS
Adult Groups or Classes (in person or online)	20	Groups
Baptisms (number last year)	3	Pastor
Children's Groups or Classes	16	Church School Teachers
Christmas Eve and Easter Worship	392	Worship Team
Church-wide Meals	45	Groups
Choirs and Music Groups	16	Choir Director
Church-based Bible Study	2	Pastor
Communion (served how often?)	15	Worship Team
Community Meals	60	Groups
Confirmation (number confirmed last year)	4	Confirmation Teacher
Funerals (number last year)	8	Pastor and Family
Intergenerational Groups	1	Worship Team
Weddings (number last year)	1	Pastor
Worship (digital / online / livestream)	1	Worship Team
Young Adult Groups or Classes	1	Confirmation Teacher

Worship Times

No Response

Additional comments:

In past years there have been two services, but due to smaller membership that has been changed to one per Sunday.

List of all members or regular participants in our congregation who are ordained or commissioned ministers, or who hold Lay Ministerial Standing. Additionally the names of Members in Discernment in our congregation.

No Response

Previous pastors or retired ministers who currently hold membership in the church and their role(s) in the life of the congregation:

The are no previous or past ministers who are members.

List of all current staff:

No Response

Reflection: What this information reflect about our congregation's overall ministry:

Staff has been reduced due to budget constraints. Previous staff included a Youth Minister.

Church Finances

Current Annual Income

SOURCE	AMOUNT
Annual Offerings and Pledged Giving	168714
Endowment Proceeds (as permitted within spending policy, such as a cap of typically 4.5%-5% on total return)	92011
Fundraising Events	2473
Gifts Designated for a Specific Purpose	5034
Grants	209
Rentals of Church Building	450
Total	268891

Current annual expenses (dollars budgeted for most recent fiscal year):

256370

Attach most recent church budget, spending plan, operating statement, or annual treasurer's report as shared publicly with the congregation, or – if your church does not pass an annual budget–list current budgeted expenses here.

[Download church budget](#)

Considering total budgeted expenses for the year, compare total ministerial support. What is the percentage?

48

Has the church ever failed to pay its financial obligations to a minister of the church?

No

Is your church 5-for-5, i.e. does it include each of the following contributions during the church year? (indicate those included during the most recent fiscal year)

Our Church's Wider Mission (OCWM – Basic Support)
One Great Hour of Sharing
Strengthen the Church
Neighbors in Need
Christmas Fund

In what way is OCWM (Basic Support) gathered?

OCWM and General Fund are listed on the giving envelopes and members designate how their giving is to be split. If nothing is noted, the entire amount goes to the General Fund.

If calculated as a percentage of operating budget, this is the percentage?

3

Total amount of loan debt:

5300

Reason for debt:

Declining membership does not allow us to meet all needs.

Are capital and other payments current?

Yes

Capital Campaigns

Description of any building programs projected or underway.

No capital campaigns are underway at this time.

Pictures



Description of any capital campaigns in the last ten years:

YEAR(S)	PURPOSE	GOAL	RESULT	IMPACT
0		0	0	
0		0	0	

Description of any capital campaigns underway or anticipated:

YEAR(S)	PURPOSE	GOAL	RESULT	IMPACT
0		0	0	
0		0	0	

Description the prominent mission component(s) involved in the most recent (or current) capital campaign.

n/a

Does your church have an endowment?

Yes

What is the market value of the assets?

994092

Are funds drawn as needed, regularly, or under certain circumstances?

Biannual grants are distributed to approved grant applicants

What is the percentage rate of draw (last year, compared to 5 years ago)?

1.6% in 2024 vs.2.0% in 2020

Describe draw on endowment, if any, to meet operating budget expenses for the most recent year and the past five years:

\$4,675 2024

At the current rate of draw, how long might the endowment last?

Indefinitely

Please comment on the above calculations or estimates:

We have been very conservative with the Endowment Fund but are willing to explore the ability to leverage our sizeable fund.

Other Assets

Building replacement value \$7,113,751, personal property replacement value \$1,067,000

Reserves (savings):

No response

Investments (other than endowment):

No response

Does the church have a parsonage?

No

Description of all buildings owned by the church:

The church building itself covers 21,626 square feet.

The church owns a 1,200 square foot shelter/garage on the property.

The church owns a freestanding bell tower.

The church owns Zoar-Salem cemetery, a 1.24 acre cemetery located on Highway 57 and Gerber Lake Road in Plymouth, Wisconsin.

Description of non-owned buildings or space used or rented by the church:

n/a

Accessibility features of our building(s):

Exterior access such as ramps for wheelchair users or people requiring other mobility assistance
Accessible parking spaces
Interior access to different floors for wheelchair users or others with mobility aids (elevator, chair lift, ramps)
Access to worship spaces, including chancel and pulpit, for wheelchair users and people with other mobility aids
Access to child care spaces for wheelchair users and people with other mobility aids
Listening devices in the sanctuary, or wireless technology to connect to hearing aids
Large print bulletins
Wheelchair access in bathrooms
"Quiet room" with worship viewing and listening availability
Handrails on all stairs

Sound system in sanctuary and other meeting places (fellowship hall, large meeting rooms, etc.)
Curb cuts
Accessible bathroom on each floor

Which spaces are accessible to wheelchairs:

Our building is on one level. There are no stairs at the entrance. There are three steps to the pulpit area in the chancel, but there is a ramp in the hallway to access that area.

Policies regarding financial practices of the church:

There is a Finance Team which consists of the treasurer, financial secretary and monetary gifts personnel.

This team counts the weekly giving and records it by member for the individual giving statements for the year, and records other financial gifts to the church, pays the bills, submits the payroll to the payroll service for processing, reports monthly and yearly financial statements, and manages the annual

budget. The treasurer is also a member of the church council.

The Audit Team who reviews the books at the end of the year and is part of general administration, not the finance team.

Reflection: After reviewing the church's finances and assets described above, what this information reflects about our congregation's mission and ministry:

Upon reflection, we believe we are not utilizing our Endowment Fund to the degree it was intended.

Historical Information

Significant happenings in the history of our church that have shaped the identity of our congregation.

1. The construction of the new building occurred in 1957. The sanctuary, narthex and gathering area are approximately 8,000 square feet. The classrooms, kitchen, fellowship hall, library and offices add another 12,700 square feet.
2. The UCC was adopted in 1959.
3. Radio broadcasting spanned 59 years. The weekly program was called the Bread of Life. The program eventually ended with the advent of the livestream via Facebook. This was especially critical to the congregation due to the pandemic.

A specific change our church has managed in the recent past.

The COVID pandemic of 2019 changed us all. Per CDC guidelines, only 10 people were allowed in the building and masks were to be worn and social distancing to be maintained. Sanitary supplies needed to be maintained when there were shortages of sanitizer and the like worldwide. The online services were started with a few technological upgrades such as video cameras, sound upgrades and the quick education of many non-tech savvy members. Determining exactly who would be included in the 10 proved challenging as a makeshift choir was included with the tech support group and the Pastor. It was truly a herculean effort and was greatly appreciated by the congregation. To this day, many members who find it difficult to travel or who are home bound use this option to attend service.

Every church has conflict, some minor, some larger. "Where two or three are gathered, there will be disagreement....". These are our congregation's values and practices when it comes to conflict.

Above all else, we love and respect one another. This does not mean we do not have conflict. It is an area where we are in need of improvement. Generally speaking, members have a good deal respect for and are honest with each other. On occasion, team duties and needs may overlap with regard to ideals and or funding and perhaps personalities can exacerbate the conflict. In the past these conflicts have led to some members leaving the church. Most of the members feel with proper conflict resolution, these issues could have been dealt with to the satisfaction of all without the loss of membership. Conflicts are often glossed over, which then leads to two dissatisfied parties rather than a resolution for all. In practice, he who has the last word or the loudest word wins. This is a significant factor in our desire to have a leader who has very strong interpersonal skills who is versed in conflict resolution. A mechanism of conflict recognition and resolution is needed.

The most recent major conflict through which our church has navigated.

Prior to the pandemic there was an office employee who turned out to be less than desirable. There was widespread gossip from the individual and tasks were often incomplete or incorrect. The Personnel Team gave this individual feedback at the end of year, which lead to a massive disconnect and disgruntlement from the individual. The individual claimed the environment was hostile and whether with purpose or not, the individual proceeded to lose or destroy a very large part of the church data in the system. With the help of some of the more tech savvy members and with the help of the UCC, the records were restored and the individual was separated from the church's employment.

Ministerial History:

No response

What our church has learned about itself and its relationship with people who provided ministerial leadership.

We have focused on the Pastor's strengths and overlooked areas where improvement may have been needed. The Pastor knows the Bible forwards and back and the sermons not only reflect the scripture readings, but the anecdotes cleverly tie in with the message of the week as well. The Pastor is more of an introvert and looks to others to manage or direct the membership. This has led the members with stronger personalities who don't need much direction to take up the role as congregation leaders. A blend of a strong pastoral leadership with the strong members is optimal.

Has any past leader left under pressure or by involuntary termination?

No

Has your church been involved in a Situational Support Consultation?

No

Has a past pastor been the subject of a Fitness Review while at your church?

No

Has a previous minister been a contributor to conflict following their tenure as pastor?

No

Community Vision

How the relationships and activities of our congregation extend outward in service and advocacy.

In more recent times, the groups of Salem Cares, Feed Out Starving Children and the Plymouth Food Pantry have been where we have been most effective in community outreach. Over the years we have participated in many, many outreach programs. It is perhaps that we have participated in too many programs that some have fallen by the wayside, such as Wednesday night meals. And perhaps we would better serve the community by excelling in fewer programs instead of being average in many. New leadership can help us determine which course might be best to serve both the community and the congregation.

Our congregation's participation in meetings, relationships and activities connecting the wider United Church of Christ.

There is group of members who attend some of the annual conferences. Given the recent pandemic some of this attendance has dwindled. We would very much like to getting into a participation where we can share ideas, thoughts and goals of our membership with others in the UCC.

How our church engages with the community organizing movements in our community.

Other than the outward service groups, such as Salem Cares, engagement with the community is lacking. This could be due in part to the introverted nature of the Pastor or it could be that we have not stepped up to "force" the issue. We do have members that rotate on the Board of Directors for the Salem Green housing complex which is adjacent to the church. It is a benevolent entity that provides housing at low cost to many members of the community. The entity was stated several decades ago with seed money from an endowment to the church. It has expanded two times, both at no real cost to the church. Some of our members reside there and therefore, can walk to church.

Many local churches love to tell the story of what they are doing in the community to transform lives. Some have identified certain aspects of their witness into the wider community using language shared with other UCC congregations, through [Just World Covenants](#) or affiliations with other groups. Check any of the following partnerships which your congregation has formally adopted, or movements which otherwise apply to your congregation.

None.

What the above statement(s) mean(s) to our community. How our congregation plans to work toward the above statements of witness in the future.

As our congregation is declining in membership, financial burdens abound. We are at a crossroads where simple survival of the church is one of our greatest priorities. While the building is in fairly good repair, we struggle to find monies for such things as long term roof repair or boiler replacement (larger capital items). Once our numbers increase and some of the financial burden is eased, we believe joining in more widespread UCC goals and programs would greatly benefit the congregation as well as the overall UCC.

Our congregation's participation in ecumenical and interfaith activities (with other denominations and religious groups, local and regional).

We currently work with many other churches to provide support for the annual Night to Shine event. We have fairly good size building which works wonderfully with the flow and needs of Night to Shine program.

How our mission statement compares to the actual time spent engaging in different activities.

Our mission statement is, "Sharing Faith, Lifting Up, Reaching Out and Growing Together". We have done not nearly enough of any of those to the local community. We do share faith, lift each other up and do grow in some ways, but all internally, within the congregation. We know the growth of the congregation is key for us to be able to model ourselves to the mission statement. We simply do not have enough active members to maintain all of the programs we want to support.

The scope of work assigned to our pastor(s). How their community ministry and their ministry in and on behalf of the wider church accounted for in the congregation's expectations on their time.

As the current Pastor has been in service at the church for 39 years, very little has been done by church members or teams to account for Pastors time. His home situation is extremely challenging as he and his wife have raised and continue to care for two developmentally challenged sons. His ministry has been more of an inward look at the congregation with little outside the church circle interactions or ministry.

The ARDA or MissionInsite Reflection

ARDA/MI File

No response

From looking at our congregation's The ARDA or MissionInsite report, these trends and opportunities are what stood out to us.

The ARDA tells the story. Within a 5 mile radius, from 2017 to 2022, we find the following;

1. The population within the area is just over 25,000 with a growth rate that is declining at a rate of .5% vs national growth of over .5%
2. The age group of 55 and up is close to 40% vs national of close to 30%
3. Households with children are right at 20% vs national of close to 27%
4. The ethnicity is nearly 92% white with a small percentage of Black and Hispanic residents.

Trend wise, an aging populace with fewer families with children. Very few opportunities are present for the church at this time.

How our congregation's internal demographics compare or contrast to a) the neighborhoods adjacent to our church, and b) other neighborhoods with which our church connects.

There is no contrast to our neighbors in terms of demographics. Plymouth is a small community of approximately 8,000. Nearly 100% of those residents are caucasian in ancestry, mostly western European. Very few minorities live within the city limits.

How the demographics of the community are currently shaping ministry, or not.

Our current demographic has not changed in the lifespan of the church due to the local demographics being predominately caucasian in nature.

What we hear when we talk to community leaders and ask them what our church is known for.

Our church does not have a community presence and so community leaders cannot speak to what Salem represents. This is precisely what we need to change.

What new people in the church say when asked what got them involved.

As the newest member, I can say this; Salem is full of welcoming and caring and loving people. That being said, I would say the sails need mending and our captain is tired and headed to retirement. What got me involved was seeing the need for help in areas that elderly, long term members could not help. I have not seen the history of successes and failures the church may have experienced, but it has been and continues to be a very rewarding experience. New members are few and far between with only 2 new members in the last several years. The core of committed members is strong!

References



☒ Nick o'Malley

Completed: Thursday, May 1, 2025

I am principal of Fairview Elementary School, which is next door to Salem UCC.

Primary Email Address: nomalley@plymouth.k12.wi.us

Office: 9209822621

Reference Response

Salem UCC & I have a great neighborly relationship. We try to assist each other as well as possible in the matters such as property maintenance, public safety, and child welfare. During our major construction project, Salem opened their doors to us and allowed us to use their spaces for a cafeteria, physical education, and music class. Please do not hesitate to reach out to me as needed for more information.



☒ Lisa Stephan

Completed: Tuesday, Jun 3, 2025

Salem UCC has been a partner in faith for 36 years for our nonprofit organization, Sheboygan County Interfaith Organization.

Primary Email Address: lisa@sheboygancountyinterfaith.org

Business: 920.457.7272

Reference Response

Salem UCC has been a solid partner, supporting the work of our three programs: the farmers market, Family Pathways supervised visitation, and Bridgeway & Beyond transitional living program. Salem has consistently provided financial support of our mission: "to educate and advocate for social justice, dignity, and to improve the quality of life for all people. We bridge the gap between community needs and partner resources."

The Salem UCC community engages with SCIO through monthly communication, receiving the agency's "Bulletin Bites". We are incredibly grateful for the support and partnership with Salem UCC.



☒ Ku Ehr

Completed: Tuesday, Jun 3, 2025

I worked with the staff at Salem UCC to co-host Night to Shine

Primary Email Address: kjdezn@gmail.com

Mobile Phone: 9202517380

Reference Response

Salem UCC generously opened its doors to co-host this unforgettable event. Their team's warmth, flexibility, and deep commitment to both the community and the event's mission were evident every step of the way. Volunteers from the

congregation and parish members went above and beyond, dedicating hours to planning, organizing, preparing, and handling cleanup with grace and enthusiasm.

Their positive attitudes and joyful presence truly set the tone for the evening. From transforming classrooms and open spaces to beautifully decorating the sanctuary, they created a warm, welcoming, and magical environment for our honored guests.

Closing Prayer

"Benediction"

By for King + Country

If You can hold the universe Then You can hold me too If You can form the human heart Then You can mend it too If You can love Your enemies I'll love them as myself And if You gave Your life for us Then I'll give mine as well If You can see the sparrow Then You can see me too If You can save the sinner's soul Then You can heal me too And if You're close to those who mourn I know You're here with me And so I say, "Your will be done" For all eternity

With all my mind With all my strength I want to be just like You In all my days In all my ways I want to be just like You

Statement of Consent

1. Which individuals and groups in the church contributed to the contents of this Local Church Profile?

For example, church council or consistory, transition team, etc.

A special team was formed consisting of the following members:

Maureen Greuel, member for 49 years, Choir Member, past Council member, past Sunday School Teacher and Superintendent, past Special Needs Confirmation Teacher

Terry Debbink, member for 48 years, Church Council, Buildings and Grounds team

Anne Hernandez, member for 45 years, Music Director, Worship Team, Salem Cares, former Sunday School/Confirmation teacher, Confirmation Mentor

Amy Nischik, member for 38 years, Choir Member, Personnel Team, Endowment Fund Team, Worship Team, Confirmation mentor,

Steve Davenport, member for 6 months, Choir Member

2. Additional comments for interpreting the profile:

The Profile Team conducted listening sessions to gather information regarding what the congregation wants to see in a new Pastor, how the members see the church's strengths, weaknesses, what they want to see in how the future of the church be shaped and any opinions put forth. With that data and opinions of the church members we have synthesized consensus answers to the questions posed in the Profile. We have been meeting weekly since the middle of December 2024, when the team was assembled. We also worked with the Finance Team, the Endowment Team, and Church President to complete the task.