



<b>Name of Church</b>
Salem United Church of Christ
<b>Address</b>
PO Box 7 Campbelltown, PA 17010
<b>Conference:</b>
Penn Central
<b>Association:</b>
Lebanon
<b>Title</b>
Pastor
<b>Start Date</b>
Nov 1, 2025
<b>Description</b>
Pastor

**Church Contact Information**

---

(717) 838-4236 (Church Primary Phone)

**Listing Information**

---

**Web Presences**

<https://salemucccampbelltown.org/> *Type: Professional*

<https://www.youtube.com/@salemunitedchurchofchristc7229> *Type: Other*

**Additional Formal Ecumenical Affiliations**

PACC - Palmyra a Caring Community

**UCC Conference or Association Staff Contact Person**

**Name:**

Rev. Dr. Nora Foust

**Title:**

Associate Conference Minister for Congregational and Ministerial Excellence

**Phone:**

717-652-1560

**Email:**

nfoust@pccucc.org

### Summary Ministry Description

Like the proverbial song, we at Salem UCC believe that all God's people have a place in the church. We are a theologically and politically diverse church that values literally singing together in worship and metaphorically making music together in ministry. Our next pastor will be someone who is willing to conduct the "chorus" of ministries and voices of our church. We don't want a pastor to sing solo but rather be a conductor and director who will help us better sing together in harmony. We envision that partnership being achieved as the pastor leads us in a visioning process to help us streamline and focus the direction of our ministries. We are also looking for a pastor who will gently guide us and remind us that the best music and ministry is made when we are working together in harmony. Our next pastor will help affirm the diverse gifts each of us brings and help us to sing and clap along to the music of God's song in our lives.

### Church pictures



### What we value about living in our area.

We value many things about our area, including the close proximity to various destinations such as Hershey, Lancaster, State College, Philadelphia, Baltimore and Washington DC. New York City is a bit further but easily accessible by train. Our area is closely connected to the towns and cities around it while still being connected to natural elements like farms with farm stands. Fresh produce is never far away. We also have forests and various options for outdoor activities close by, making our area great if you love unwinding in nature. Hershey offers Hersheypark, a grand theatre, a garden, many touring shows and a minor league ice hockey team. Harrisburg, the capital of PA is one direction and historic Lancaster City the other - both have baseball stadiums. Our Central PA location is very convenient with easy access to a little bit of everything. Our area also has low crime levels and cleanliness. The schools in the area tend to score well on standardized testing and the cost of living is low compared to many nearby regions. The Hershey Medical Center is very close and offers outstanding service to our community and world class healthcare. Penn Medicine is further but very accessible. Many colleges and universities are in our area including Lancaster Theological Seminary. Overall this area has a lot to offer and people tend to find a lot of identity in living here and in the opportunities that the area provides.

### Current size of membership

140

### Average in person attendance

45

### 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?

18

### 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*.

**Expectations:**

Worship Leadership, Preaching, Service Preparation.  
Church Administration, Newsletter, Communications, Staff Supervision.  
Leadership with Church governing body and committees.  
Pastoral care, visitation of hospitalized, homebound, and members in care facilities.  
Special services (weddings, funerals, liturgical year services).  
Teaching – Bible Studies, adult education, confirmation, other (please provide a list of any other teaching items).  
Maintain collegial and denominational relationships.  
Mission and service involvements.

**The Scope of Work developed by our church using the [Call Agreement Workbook](#).***No response***3 core competencies that we imagine could be foundational in our next minister's relationship with the church.****First:**

We seek a minister committed to inter-generational ministry. We endeavor to offer more to young families and youth, while keeping our middle-aged and elder members supported and engaged.

**Second:**

We seek an energetic and engaging minister and a strong preacher, who will provide meaningful ministry with a strong theological understanding that honors the broad spectrum of the UCC.

**Third:**

We seek an emotionally mature, collaborative minister who will inspire us and join us in working together to achieve our goals and who will encourage leadership development of their own self and others.

**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)	42650	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Housing Allowance	12800	<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: 55450			
Pension/Annuity	7765	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Social Security and Medicare Offset	4240	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Medical/Dental Insurance	0	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Life Insurance	415	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability Insurance	415	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Worker's Compensation	0	<input type="checkbox"/>	<input type="checkbox"/>

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

Salem believes in compensating our pastor according to Penn Central Conference guidelines. The numbers above reflect the baseline numbers per the 2025 Clergy Compensation Guidelines. The dollar amounts for several benefits are based on percentages of the baseline numbers as guided by the conference guidelines.

All line items are negotiable based on experience and needs of the individual within Salem's budget.

**The expected living situation for our next minister.**

Housing allowance is provided

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  
n/a

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

n/a

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

Conference and/or Association meeting registrations

Criminal background checks.

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

- Support from the Lebanon Association includes Committee on Ministry that is readily available to provide assistance and support; mentors for new pastors in the association for their 1st year of service; funding for continuing education; Ministerium group that meets monthly for breakfast, conversation, and support; and volunteers dedicated to supporting clergy and their families
- Support from the Conference has historically included continuing education opportunities, clergy fellowship opportunities, clergy emergency fund, dedicated pastoral care for clergy and their families.

## Who Is God Calling to Minister with Us?

---

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

If our church is represented as “All God’s Creatures Have a Place in the Choir,” then we hope our next minister will help us add a few new voices to our choir. We’d love to add some treble and bass voices – in other words, we would especially like to attract families through some new outreach programs. In keeping with the choir metaphor, we’d like to go on the road and make stronger connections within our community. In order to do so, one of the first things our next pastor will help us do is to develop a vision statement and strategic plan that will help us better reach out and connect to our community. There are many things we value about our church. We value being a small, warm, welcoming church, and we want more people in the community to know about us. We are hoping our minister will help us determine some community outreach missions or ways to better serve our local community so that people are excited to join with us. We also value our work around creation care and justice and desire to work with our next minister to center that work more within our common life and in our community outreach. We are proud of our heritage of giving and mission work, and we are involved in helping our community, but we are kind of the quiet melody repeating in the background, dependable and true, and we hope our next minister can help us discover vibrant new refrains that may make people notice and start to sing along.

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

We maintain a strong identity as a mission-oriented and mission-driven church with a congregation full of enthusiastic volunteers. We have several regular mission projects and partnerships with community organizations. We pride ourselves on finding ways to respond to community needs when they are identified. We are seeking a pastor who will partner with us in further developing our community relationships and honing our mission, vision, and identity, allowing us to adapt to the rapidly changing landscape of needs. The pastor is also integral in continuing our connection with other area churches and the local UCC conference allowing us to continue to collaborate on mission projects. We are a small congregation, but we can further our impact if we are not working on projects in a vacuum. We also seek a pastor who will further our connection to our direct community through strategic planning and visioning work as we seek to grow the congregation and become well-known with our neighbors and surrounding areas. By having stronger relationships with the local community, we ensure we are working towards assisting in the areas of greatest need and can identify service gaps. We can also learn other ways we can serve the community, such as using our space for community groups, participating in community events, and broadening our creation justice work. We are a congregation that wants others to know we are Christian by our deeds and works. We must have outlets to show those deeds and works to others for them to learn about our values and consider if we might be the right fit for them. A community-orientated and engaging pastor will be paramount to this effort.

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

English

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.

1. Bringing life to sacred stories and traditions in worship, proclamation and witness.
2. Exhibiting a commitment to the core values of the United Church of Christ: continuing testament, extravagant welcome, and changing lives.
3. Understanding the power of the Holy Spirit at work through the elements of Christian worship to nurture faith.
4. Understanding and ministering to stages of human development across the lifespan.

## 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.

We believe God is calling us to deepen our commitment to being a warm and caring congregation that shares the love and truth of Jesus Christ with all who enter our doors. We strive to be a self-sustaining church that extends love and compassion beyond our walls through mission and service to others. Salem members have continuously developed and nurtured relationships with many mission partners in our region and beyond, by giving of their time, talents, and money. These partners include: Caring Cupboard (food pantry), Lebanon Rescue Mission (community meals), Bethany Children's Home, Palmyra Interfaith Manor (low income housing), Lebanon County NAACP, Church World Service (hygiene kits and blankets), Little Free Library, and the Adopt-A-Highway Program. In addition, many members participate in the UCC Justice and Peace Action Network (JPANet), urging our elected officials to address issues of justice throughout the world. In alignment with the United Church of Christ's dedication to creation justice, we recognize our responsibility to care for God's creation. Salem is a part of the Greening the Congregation, and our Creation Care team seeks ways to further our environmental stewardship of our church and community including pursuing designation as a Creation Justice Church. It is fitting that this congregation has the word "Salem" in its name as we strive to uphold the virtue of "peace" and advocate for a peaceful and just world for all of God's children and creation through its ministry, beliefs, and deeds. We are continually evaluating what God's call is for our congregation and look forward to partnering with our new pastor in discerning that call.

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

Within our church community, we have been undertaking the challenge of living into a model of collaborative ministry between the pastor and church leadership. During the interim period we have been experimenting and learning together about the tools needed for this to be successful. We look forward to continuing these efforts with our settled pastor. We have also come to realize that with the guidance of God, we need to develop a strategic plan and are looking forward to making this come to fruition with the new pastor. We would like the development of that plan to be a collaborative effort between church leadership and the new pastor, a model that has worked for us in the interim period. Such a strategic plan should include our desire to be a positive influence in the community, on the Earth, and in our welcoming of all people through the love of God. Inherent in our strategic plan should be our church's commitment to our Creation Justice Covenant that emphasizes our need to educate ourselves and others in more sustainable practices, implement care of creation in all that we do, and to work for justice to reduce inequality locally and throughout the world. To reach these goals, Salem UCC commits to improving awareness and practices within the congregation for proper care of the environment. We have a long history in some specific areas that deserve consideration in our strategic plan. This includes continued church-wide volunteerism in our long list of missions such as the Adopt-A-Highway trash pickup program, Lebanon Rescue Mission, care for God's creation, and our dedication to the Caring Cupboard food pantry which is committed to supporting individuals and families facing food insecurity in the Palmyra and Annville-Cleona communities. At the same time, we want to be an agile church within our community, recognizing and responding to the growing needs of our neighbors.

## Congregation Reflections

---

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

The quote from St. Francis of Assisi is fitting for Salem, 'Preach the Gospel at all times, and if necessary, use words.' The Holy Spirit works in various ways throughout Salem, allowing this smaller family of faith to support one another and our neighbors. We often profess our faith through action and deeds, caring for one another and our wider community.

Many in the congregation will use their hands to help a member or make a layette, others raise their voices in song, others use words to send a greeting to someone in need and others plant trees. Some work to keep the church building repaired while others make meals to share. All would describe their work as faith in action.

Salem could be described as flexible in our faith practice. Salem's building is built such that you walk directly into the sanctuary. Members can be themselves when one steps in the door, through the service and after the service, gathering in groups to talk, laugh, or give a hug to someone in need. As discussed elsewhere in the profile, benevolent giving must be mentioned as another act of faith for Salem. The congregation has a long history of helping others financially.

#### Strengths or positive qualities of our congregation.

The strength of our community is reflected in our worship, song, and play. It has been observed by many that we are a singing congregation. There is enthusiastic participation in hymns as well as special music. Another strength that stands out is our community and fellowship within the congregation. Dull moments are few and far between, and our post-worship fellowship gatherings are always a great time. Salem strives to make an impact in the community by aiding in several local missions such as the Caring Cupboard, a local food pantry. Another positive quality is the care shown to those in need within the congregation. Oftentimes members are quick to deliver cards, and even dinner. If a member is in the hospital healing prayers are raised, and if it has been noticed that someone missed a few Sundays, contacts happen. Overall our church strives to show the love of God to one another and throughout the community.

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

The most significant growing edge for our congregation is the ongoing work of being a church in the 21st century. We strive to remain current and relevant while staying true to our traditional identity. We have made efforts to modernize, including increasing our technological and streaming capabilities. We also update our hymns and church music to reflect more inclusive language and ideals. Additionally, we maintain awareness of current events, incorporating them into our worship services and service projects, while preserving our "purple" identity. We want to fully live in the present moment without alienating members of our congregation who have differing beliefs. As a congregation, we must strengthen our outreach and community engagement. We aim to show the community that, while we may appear very traditional on the surface, we have more modern thinking. We seek a pastor who can walk beside us in helping to lead these efforts. We hope to work with our settled pastor to develop a strategic plan to address these growing edges and needs of our community.

#### What worship is like when our congregation gathers.

Salem worships in a historical limestone building and uses a traditional form of liturgy, but we are not bound by this history and structure. Upon entering Salem's sanctuary on a Sunday morning with sun streaming through the stained glass windows, you will immediately discover a welcoming, inclusive and energetic congregation of all ages engaging in conversations. You are welcome to join in with "Sip & Chat" for a beverage and snack. When the Pastor enters the pulpit, the congregation prepares for worship. The congregation enjoys and appreciates music and lifts up our voices to sing primarily from The New Century Hymnal. It's not unusual for the organist to refrain from playing a verse to hear the blend of voices. Salem offers a dynamic music program including pipe organ, choir, and chime choir. After the service, camaraderie continues among parishioners before departing the church. For those unable to attend church in person, Salem offers online live streaming. Communion is offered approximately 9 times throughout the year. Special services include Ash Wednesday, Maundy Thursday, Good Friday, and Christmas Eve.

#### The educational program/faith formation vision of our church.

The intergenerational nature of Salem is one of our strengths. Confirmation season is where this really comes to fruition in faith formation. Adult mentors are paired with confirmands to help guide them (and also learn from them). We strongly feel that this mentorship model has been a great success over the years.

Our vision is to provide educational opportunities for all ages. Our young people help lead our worship services at Salem in the form of liturgy, special music, acolyte service, and sometimes skits. Services include Children's Time where younger ones come forward and have a special lesson and discussion with the pastor or a lay leader, followed by prayer. Our older youths participate in mission and other Salem work including committees. Our Council has a designated position for a Youth Representative with full voting rights.

There are Sunday School classes for young ones, teens, and adults. Our topics align with national UCC ministry initiatives in educational classes and worship, and we frequently hold special interest classes as well. Our recent Revelation Bible Study in our adult class was led by our interim pastor, and was well attended, and enlightening.

#### How our congregation is organized for ministry and mission.

Each committee operates under a structured framework that ensures efficient functioning and accountability. Committees report directly to council via the actual chair or designated council representative with activities communicated via newsletter and in-person. Committee operational procedures include regular meetings to discuss and plan various initiatives and activities, with written documentation of minutes and decisions. Council reviews and monitors projects. Additionally, committee work emphasizes transparency and collaboration, encouraging active participation from all members of the congregation. While these structured committees and procedures have proven successful, Salem works under the absence of a defined vision and mission statement. We see this as a critical element for our settled pastor to help guide focus and direction in the church's activities and ministries.

#### When it comes to decision-making, 6 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...

Urgent church building repairs, such as the boiler, require immediate attention. When issues like this arise, urgent council meetings are called, and when that isn't possible (if the repair is too time sensitive to wait for a meeting or it is known that scheduling a meeting will be too difficult), votes are requested from the council via email with a set deadline for response. The key leaders in these situations are the council president and the pastor. These methods have worked well in the past. Quick responses from the council members were received, allowing the necessary parties to take swift action.

Another example was when decisions needed to be made about the church response to the COVID-19 pandemic. A committee was formed that included church leadership and members of the congregation who work in the healthcare field. They held regular meetings to monitor national and local COVID-19 levels and data regarding transmission and prevention. This information was then communicated to the church to keep everyone informed. This was also a successful method. Overall, the church received positive feedback about the approaches and precautions taken during the pandemic.

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

[🔗 2024 Salem Annual Meeting.docx](#)

#### 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:	87
NUMBER OF ACTIVE NON-MEMBERS:	10
TOTAL OF CHURCH PARTICIPANTS (SUM OF THE NUMBERS ABOVE):	97

ARE THESE NUMBERS ESTIMATES?

No

Percentage of total participants who have been in the church:

TIME	PERCENTAGE
MORE THAN 10 YEARS:	73%
LESS THAN 10, MORE THAN 5 YEARS:	16%
LESS THAN 5 YEARS:	11%

ARE THESE NUMBERS ESTIMATES?

No

Number of total participants by age:

AGE	NUMBER
0-11	2
12-17	4
18-24	3
25-34	5
35-44	3
45-54	8
55-64	5
65-74	14
75+	9

ARE THESE NUMBERS ESTIMATES?

No

Percentage of adults in various household types:

HOUSEHOLD TYPE	PERCENTAGE
SINGLE ADULTS UNDER 35:	5%
HOUSEHOLDS WITH MINORS:	14%
SINGLE ADULTS AGE 35-65:	11%
JOINT HOUSEHOLDS WITH NO MINORS:	43%
SINGLE ADULTS OVER 65:	27%

ARE THESE NUMBERS ESTIMATES?

No

**Education level of adult participants by percentage:**

EDUCATION LEVEL	PERCENTAGE
HIGH SCHOOL:	5%
COLLEGE:	35%
GRADUATE SCHOOL:	40%
SPECIALTY TRAINING:	16%
OTHER EDUCATION LEVEL: Miscellaneous	4%

ARE THESE NUMBERS ESTIMATES?

No

**Percentage of adults in various employment types:**

EMPLOYMENT TYPE	PERCENTAGE
ADULTS WHO ARE EMPLOYED:	33%
ADULTS WHO ARE RETIRED:	48%
ADULTS WHO ARE NOT FULLY EMPLOYED:	19%

ARE THESE NUMBERS ESTIMATES?

No

**The range of occupations of working adults in the congregation:**

We have a diverse array of occupations at Salem! We have farmers, doctors and nurses as well as other healthcare professionals, homemakers, blue collar workers and laborers, skilled tradespeople, and people involved in business, non-profits, and government, engineers, teachers and tech people, students, and one professional musician, although a whole lot of amateurs.

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

We are a majority Caucasian congregation.

**What diversity means in our context?**

Salem can be described as welcoming to all and respectful of others even while diverse in our thoughts and politics. In a January 2025 "town hall" meeting, two of the questions asked of members were: "How do you see Salem as diverse?" and "How are we being called to be more diverse?" Common answers included:

- We would welcome opportunities for diversity education and being accepting to all genders/sexual orientations.
- We are inclusive of LGBTQIA+.
- We would like more involvement in diversity events in the community.
- We lack diversity and would like to become more diverse.

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)	10	Christian Education Committee
Baptisms (number last year)	2	Pastor
Children's Groups or Classes	10	Christian Education Committee
Christmas Eve and Easter Worship	156	Pastor with Altar Guild, and Worship and Music
Church-wide Meals	47	Fellowship Committee
Choirs and Music Groups	25	Director of Music and Committee
Church-based Bible Study	10	Pastor and Christian Education Committee
Communion (served how often?)	9	Altar Guild
Confirmation (number confirmed last year)	2	Pastor
Funerals (number last year)	3	Pastor and Altar Guild
Outdoor Worship	40	Fellowship Committee, with Pastor and Worship and Music Committee
Public Advocacy Work	26	Creation Care Committee and Mission Committee
Weddings (number last year)	0	Pastor
Worship (digital / online / livestream)	40	Pastor and Worship and Music Committee
Young Adult Groups or Classes	10	Youth Fellowship and Christian Education Committee
Youth Groups or Classes	5	Youth Fellowship and Christian Education Committee

**Worship Times**

WORSHIP (TIME SLOT):	ESTIMATED NUMBER OF PEOPLE INVOLVED IN ATTENDANCE	WHO PLANS EACH OF THE LISTED GATHERINGS
10:30	47	Pastor, Director of Music, Worship and Music Committee, Altar Guild

**Additional comments:**

None

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.

NAME	THREE-WAY OR FOUR-WAY COVENANT	MINISTRY SETTING	TYPE OF MINISTRY ROLE	RETIRED
Melissa Kreider	none	Ordained Pastor, Not Serving	Former Hospice Chaplain	<input type="checkbox"/>

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

n/a

List of all current staff:

STAFF POSITION	HEAD OF STAFF	COMPENSATION	SUPERVISED BY	LENGTH OF TENURE FOR CURRENT PERSON IN THIS POSITION
Chime Choir Director	No	part	Pastor and Director of Music Karen Umberger	15
Director of Music	No	part	Pastor and Council	2
Pastor-Interim	No	full	Council and Pastoral Relations	1
Administrative Assistant	No	part	Pastor and Council	10
Sexton	No	part	Building and Grounds committee	New

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

Salem's demographics reflect a similar characteristic to many mainline Protestant churches. Our numbers reflect an intergenerational congregation that is aging. Members continue to be actively engaged in the ministry of the church through many committees, Christian education, mission, fellowship and Sunday morning music and worship. Oftentimes a member will serve in various roles to enable the church's many activities to continue. Some staff are also members of Salem.

Church Finances

Current Annual Income

SOURCE	AMOUNT
Annual Offerings and Pledged Giving	179520
Fundraising Events	423
Employee Retention Credit - IRS refund and investment income	11155
Investment income	4189
Total	195287

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

222504

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?

56

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 is budgeted as 10 percentage of the budgeted annual general receipts. OCWM is paid monthly as 10% of the current month's actual general giving.

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

10

Total amount of loan debt:

*No response*

Reason for debt:

Salem has no debt

Are capital and other payments current?

Yes

### Capital Campaigns

Description of any building programs projected or underway.

n/a

### 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?

No

### Other Assets

Church property, building, 2 parking lots and additional lot, cemetery - no current value assigned. 100% of savings included in the reserves line.

Reserves (savings):

326000

Investments (other than endowment):

*No response*

Does the church have a parsonage?

No

Description of all buildings owned by the church:

Properties owned by Salem UCC:

- Historic church building built in 1897 and expanded in 1997
- Cemetery that dates back to the original church (built in 1792)
- 2 parking lots
- Parcel of land across the street from the church building (Salem's Little Free Library is on this property)

---

**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	Curb cuts
Accessible parking spaces	Accessible bathroom on each floor
Interior access to different floors for wheelchair users or others with mobility aids (elevator, chair lift, ramps)	Wheelchair areas in sanctuary (other than "front or back")
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	
Closed-captioning on sanctuary screen and/or livestream	
Wheelchair access in bathrooms	
Handrails on all stairs	
Sound system in sanctuary and other meeting places (fellowship hall, large meeting rooms, etc.)	

---

**Which spaces are accessible to wheelchairs:**

All spaces, except the front altar area, are accessible to a wheelchair.

Other accessibility features:

- Exterior: a ramp leading up to the church and one leading into the lower level
- Indoor: Lift
- Two unisex, handicap accessible restrooms on main floor
- Two unisex, handicap accessible restrooms in basement

**Policies regarding financial practices of the church:**

Salem emphasizes segmenting the duties involved in receiving & disbursing cash. Offerings are counted by teams of 2 weekly. These teams rotate so no one counts more than 2 weeks in a row. The financial secretary receives the envelopes & records donations. Yearly statements are provided. One assist. treasurer is responsible for payroll. Another assist. treasurer pays & records bills and payroll. The elected treasurer oversees & reports to council & the congregation. The Finance and Stewardship committee proposes a budget with the input of committees. Many members are part of the process.

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

Salem attempts to pay benevolences first. Salem has been a 5 for 5 church since the 1990s and consistently contributes to OCWM with at least 10% of the budget. Salem has compensated pastors at rates suggested by the conference. Salem has a historic building and a large cemetery. Both are maintained. More emphasis is placed on the benevolences and pastor's salary than upkeep of the grounds, thus reflecting Salem's commitment to mission work and support for our community.

---

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

In our 230 plus years, our church has seen transformative events that have shaped our identity! One important event that impacted our church is the tornado that devastated Campbelltown in 2004. Our church served as the FEMA hub for community support and assistance. In many cases, it was members helping members with clean up, shelter and food.

Our rich musical legacy, enhanced with the donation of the Andrew Carnegie organ in 1906, still thrives today! Our congregation showcases many levels of musical talents, from beginners to professionals, instruments to powerful voices—all of which are shared throughout the year.

In 1964, Salem was in debt. A new pastor challenged Salem to give more money to benevolences. More money was contributed to benevolences and the mortgage was paid. Salem retains the philosophy of paying benevolences first.

In 2024 the resignation of our pastor of 22 years was significant because it required us to re-envision how church leadership functions.

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

Our most recent change has been learning to navigate how to function as church leadership after losing our long-term pastor of 22 years. Prior to the process of seeking a new pastor, we were already actively working to redefine our identity as a congregation. We recognized that before we can plan changes to our church function, we need to examine our current state and what brought us here. One of the changes we have already put into place has been empowering our lay leaders and learning how to best support and nurture them. Because we have had to examine so much about our past, we have come to appreciate what we may have taken for granted before. We are a creative, adaptive, and future-oriented church, but we are still learning about ourselves and working through the process to define our vision and the path forward for our congregation and community.

**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.**

We approach difficult decisions with collaborative decision making. We take our time as much as we can, listen to each other's concerns and address them, and build consensus. Even if everyone doesn't agree, we come to understand why the decisions were made and that allows everyone to be okay with them. Salem's values of compassion, caring and staying calm center us in our conflicts. Perhaps because we are a politically diverse church, we tend to be thoughtful or perhaps intentional in how we approach topics that might be divisive. We are not a church rushing to embrace change, but we are not stagnant either.

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

While it doesn't sound "major" to us, the most recent conflict we encountered was navigating the balance and roles of leadership between pastor and lay people. As mentioned previously, our former pastor took on much of the leadership responsibility for all aspects of the church. After his departure, we began the hard work of re-establishing that balance. Along the way, we have had missteps and miscommunications as we forged a new path, and because of those mistakes, there were inadvertent hurts caused. We are grateful that as a congregation we have offered grace to one another and shown a willingness to learn from these mistakes, even as we know we are still striving to find the correct balance between the roles of pastor and lay leaders and improve the ways we communicate with one another.

**Ministerial History:**

<i>Name:</i> Jon Fogle	<i>Years of service:</i> 11	<b>UCC Standing</b>
<i>Name:</i> Dwight Hein	<i>Years of service:</i> 22	<b>UCC Standing</b>

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

Over the past 30 years, Salem has had only two pastoral leaderships, the most recent lasting over two decades. This long term relationship has deeply influenced the church's dynamics and culture perhaps to the point of exerting too much control. On the positive side, the pastor provided stability, clear direction, and a sense of unity within the congregation. However it did stifle individual contributions and create dependency, a dependency that resulted in the congregation waiting for the pastor to make decisions rather than actively participating in church activities and decision-making.

**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.**

Salem has a relationship with Bethany Children's Home, Palmyra School District, Palmyra Interfaith Manor (Section 8 housing for seniors), the Annville UCC Home, the Lebanon Rescue Mission, CWS, the NAACP and initiatives of the UCC and has provided a 2 mile road cleanup in the community for 22 years.

Salem works with the Campbelltown Community Alliance for the town and park's cleanup and the Christmas Tree lighting celebration and participates in National Night Out with the Palmyra community.

Salem has been a member of PACC (Palmyra a Caring Community) since the beginning of the organization. Salem monetarily supports PACC and provides significant leadership to the organization. With other churches and organizations in PACC, Salem contributes to providing after-school care, a food bank and housing and counseling to the wider Palmyra/Campbelltown community.

Salem continues to be mission oriented and feels called to provide help to many demographics in our local and wider community.

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

Our church maintains a strong covenantal relationship with the wider United Church of Christ (UCC) including regularly functioning as a "5 for 5" congregation and consistently sending delegates to conference annual meetings. We have multiple members who are actively involved in committees and activities of the Lebanon Association. Additionally, our members have served as delegates for the General Synod. Delegates to the Annual Meeting and Synod report back to the congregation during worship services to keep everyone updated. The Creation Care Team plans events and projects based on larger initiatives from the national setting. In the past, our pastor has been actively involved in conference trainings and committees. This has been instrumental in maintaining wider church relationships and staying abreast of the working of the wider church.

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

As discussed in the first question of the Community Section above, Salem has been a member of PACC since the inception about 60 years ago. Salem has supported Bethany Children's Home for many decades as well. Salem has been a long-time supporter of the Annville UCC Home that began in 1962.

Salem continues to be aware of new areas that require our help and attention:

- After a seminar by a sabbatical pastor, the church embraced Creation Justice ministry.
- The church added a Little Free Library 10 years ago to support literacy in the community.
- Relationships with the Campbelltown Community Alliance, the Palmyra School District, and support of the NAACP MLK Jr. Day and Juneteenth events have developed more recently as the church recognizes new needs of the community.

Salem's members, individually, support a wide variety of community initiatives and advocate for both local and national issues.

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.

Creation Justice.

#### **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.**

Salem has been interested in caring for our environment for quite some time and wrote a Greening the Congregation policy in 2017.

After a seminar by a sabbatical pastor, members were alerted to the critical issue of climate change and became quite active within the church. With help from the national UCC, Salem was instructed and began to embrace the calling to become a Creation Justice Church.

Since the Creation Care Team began, the team strives to improve our relationship with creation by:

- Providing services for Earth Day and providing challenges and updates to the congregation
- Participating in national UCC climate initiatives, webinars and seminars to grow and improve congregational knowledge
- Receiving a conference grant to plant trees, establish a pollinator garden, install LED lighting and a bat house
- Reintroducing the Greening the Congregation policy to remind all to practice ecologically sustainable practices
- Working on the Creation Justice Church application

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

Salem UCC is a longtime, active member in the ecumenical group PACC: Palmyra, A Caring Community. PACC includes Lutheran, Catholic, United Church of Christ, United Methodist, Church of the Brethren, Unity, and Evangelical Congregational churches, as well as general community members. PACC has had oversight of various Palmyra/Campbelltown organizations providing services to those in need such as youth after-school care, low income housing (Palmyra Interfaith Manor), and food pantry operations. We typically provide 3-5 PACC members, including officers and administrators. Salem has regular participation in activities at Wittel Farms, a Lutheran organization meeting the needs of the food insecure. We also have annual projects providing relief to those in need through both Church World Service and the Lebanon Rescue Mission. We work with the Campbelltown United Methodist church near us for Vacation Bible School events and Lenten Services.

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

Salem does not have a mission statement, although we are interested in crafting a statement.

#### **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.**

The Salem congregation maintains realistic expectations of our pastor's time. We encourage our pastor to participate in the wider UCC church events and organizations along with community organizations as part of the job description. In Salem's history, our pastor has often been a member or leader of community organizations or wider church associations, conferences or committees with the blessing of the congregation.

#### **The ARDA or MissionInsite Reflection**

ARDA/MI File

[Download ARDA/MI File](#)

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

The data highlights two strong groups within our community: young families and older adults. Each group brings its own expectations, hopes, and spiritual needs. Young families look for innovation, contemporary elements, and a congregation that is engaged in current social issues and advocacy. Older adults value tradition, continuity, and worship practices rooted in the church's heritage.

Salem is uniquely positioned to serve both. These trends and opportunities combined with a pastor equipped for multigenerational ministry ensure a vibrant future for both congregation and community.

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.

Our demographics match the neighborhoods directly surrounding us, particularly in terms of age and racial composition. However, as we expand our perspective, we realize that there is more diversity in our county and neighboring communities. Our congregation understands that the similarities that ground us and the differences between us can enrich our common life.

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

At present, demographic information has not been a guiding force in shaping the direction or focus of our ministry. The programs and outreach efforts have largely developed independently of demographic analysis, relying instead on tradition, established practices, and meeting immediate needs. While demographics have not yet played a major role in shaping our ministry, there is an understanding that this should change. It is increasingly important to understand who is present in our neighborhood and what their spiritual and practical needs may be.

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

Community leaders speak of the reliability and energy of our congregation. Whether serving with the Community Alliance, PACC, or other groups, we are recognized for stepping up with enthusiasm and skill, responding to the needs of the community. Many note our historical roots or the pivotal role we played in the tornado recovery efforts. Some see our environmental stewardship, Creation Care, in action. We are known for our actions and our generous giving spirit. Our reputation for being mission-oriented and giving extends to many groups that see us as an ally.

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

When new members are asked what attracted them to Salem and why they became involved, all consistently point to a wide array of experiences: the energy of an active congregation, heartfelt friendliness, the joy of shared music, intergenerational warmth, and progressive values woven into a tradition of faith. Together, these elements create a church that is not only welcoming but also deeply engaging—a place where newcomers quickly transform into lifelong participants and feel like family, eager to add their voices and gifts to the ongoing story of faith and community.

## References



David Bushnell

Completed: Monday, Sep 16, 2024

I have served as a Sabbatical Interim twice (each time for three months) and more recently as a Bridge Pastor (three months).

Email Address: abushnell@aol.com

Personal: (717) 371-2593

Personal: 717-371-2593

### Reference Response

Salem United Church of Christ is an amazing group of people with outstanding lay leaders and a robust ministry both within the church and in the larger community. The music program is a joy to experience as the choir members sit amongst the congregation allowing music to fill both the worship space and the souls of the people. The anthems are the icing on the cake. The members are committed to learning both as adults, youth, and children. They support projects that care for God's world whether it may be cleaning up trash on a highway or planting and harvesting vegetables with the Food Growing Project at Wittel Farm. They are one of the most generous congregations in our Penn Central Conference. The congregation has been blessed with great pastoral leadership over the years (I've known six of their past pastors) and lots of reasons their last pastor served over 20 years.



Fred Tilberg

Completed: Tuesday, Sep 2, 2025

I am currently the President of Palmyra Area Cooperating Churches, also known as Palmyra A Caring Community, a group of 11 churches.

Primary Email Address: ftilberg@gmail.com

Business: 7178844863

#### Reference Response

I have been asked to write of the role Salem has played in the support of the Palmyra/Campbelltown Community. Having been president of this organization for some time, I can attest to the unwavering support PACC has received from Salem UCC. This goes back many years, almost to the time we moved to Palmyra in 1976. The support continues as members of Salem serve as officers and our Webmaster.

Perhaps, we can go back to the time of the devastating tornado that swept through to Campbelltown area some years ago. Salem was in the forefront as the cleanup and rebuilding began and continued.

So, Salem has always been willing to be a part of any endeavor put forth by PACC, whether it be Pulpit Exchange, hosting meetings, or any other project.

Salem UCC is a vital part of our community.

Frederick J. Tilberg

Palm Lutheran Church

Rebecca Hoover

Completed: Tuesday, Sep 23, 2025

I am a frequent visitor at Salem UCC, having gotten to know the congregation as my spouse has served as the Interim Pastor.

Email Address: revrjph@outlook.com

Mobile Phone: 301-471-3185

Other: 000-000-0000

Personal Cell: (301) 471-3185

Personal: 301-471-3185

#### Reference Response

Salem UCC is an energetic and caring congregation, embodying well the possibility and vibrancy of small church ministry. They are genuinely searching for and discerning a vision for how to be an relevant part of their community. I am impressed by their ministries reaching out into the wider world and by the ways they care about one another, whether they are planning creation care activities, sending cards to homebound members and college students, or planning a community event. Additionally, they are a congregation who cares for and about their pastor. Salem has supported my spouse in numerous ways during his tenure with them, and even more, I was incredibly touched by the ways they cared about our daughter when she severely injured her knee earlier this year. Even though my family had only known the congregation about six months at the time, they prayed and cared for us wholeheartedly.

## Closing Prayer

To capture our joyful, intergenerational, musical spirit, we offer Psalm 100:

A psalm. For giving grateful praise

1 Shout for joy to the LORD, all the earth.

2 Worship the LORD with gladness; come before him with joyful songs.

3 Know that the LORD is God. It is he who made us, and we are his; we are his people, the sheep of his pasture.

4 Enter his gates with thanksgiving and his courts with praise; give thanks to him and praise his name.

5 For the LORD is good and his love endures forever; his faithfulness continues through all generations.

## 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 7-member committee worked together to write the profile in the voice of the church. The council, along with the congregation, was involved in surveys and town halls before the writing process commenced. Council and profile committee members helped to lead the town halls, asking the questions and recording thoughts from each group. Demographics were determined by a survey of all members. The Profile Committee members range from a youth confirmed 3 years ago to an elder of the church, born and raised in the Salem family. Other members are from generations and backgrounds in between.

2. Additional comments for interpreting the profile:

Rev. D. Darrell Woome, a former organist, was asked to write a reference but couldn't figure out the logistics on how to enter. Therefore we have recorded his comments here.

I am a retired minister and organist. I played the organ for six years at Salem and found the congregation to be a very warm, accepting and open group of dedicated Christians. Anyone would be lucky to serve this congregation.