

COMPLETING THE LOCAL CHURCH PROFILE

Introduction: The UCC Local Church Profile should be completed by a representative group of people in the congregation: either the Search Committee or a special committee appointed by the governing board. As part of the process, it is essential that the congregation be given the opportunity to contribute information and offer perspectives through small group meetings and/or written surveys. Suggestions for these data-gathering processes (including sample questionnaires) will be found in **Section Four** of the Parish Life and Leadership Search Committee resource *UCC Search and Call: A Pilgrimage Through Transitions and New Beginnings*.

As you prepare material for the Local Church Profile, remember to be as candid and honest as possible in your descriptions of the history, traditions, hopes, and dreams of the members of your church.

“ . . . for the Spirit is the truth.” (1 John 5:6b)

Statement of Consent: The first page of the Local Church Profile contains a statement that parallels the statement that ministerial candidates are asked to sign. In keeping with the covenantal relationship between a church and those it seeks to call, the chair of the Search Committee is asked to sign a statement on behalf of the church encouraging an open exchange of information.

Instructions for Selected Numbered Items*

#1, #2: Use the church name as it is known by your Conference and the UCC. If the mailing address is different from the street address, include both. If the church does not have a street address, describe the location.

#5, #7, #8: The Research Office of the United Church of Christ provides your conference with an 11 year statistical report for each, individual congregation. Much of the information you will need to complete items #5, #7, and #8 will be found in that report. (Figures are based on the year-end reports submitted by your church clerk/secretary.) Your Conference/ Association staff will provide your committee with that statistical resource. Consult your own annual reports for the remaining items.

#6, #20, #21, #23, #32: These items should reflect data that was gathered from the congregation through questionnaires and/or small group meetings.

#14, #17: Consult the compensation guidelines for your conference before completing these items.

*Most instructions are included in the text of the Local Church Profile itself.

Date: January 2012

Position to be filled: Senior Pastor

United Church of Christ

LOCAL CHURCH PROFILE FOR LOCAL CHURCHES SEEKING NEW LEADERS

Local Church Statement of Consent

The covenantal relationship between a church and those called by that church to serve as pastors and teachers and in other ministerial positions is strengthened when vital information is openly shared by covenantal partners. To that end, we attest that, to the best of our abilities, we have provided information in this profile that accurately represents our church. We have not knowingly withheld any information that would be helpful to candidates. As the committee charged with the responsibility for identifying and recommending a suitable new minister for our church, we have been authorized to share the information herein with potential candidates

We understand that a candidate may wish to secure further knowledge, information, and opinion about our church. We encourage a candidate to do so, recognizing that an open exchange of relevant information builds the foundation for continuing and healthy relationships between calling bodies and persons seeking a ministry position.

Signature of Search Committee Chairperson

Date

Church

Name: First Congregational United Church of Christ
Address: 700 Marion St. NE
City, State, Zip: Salem, OR 97301

Search Committee Chairperson or Contact Person

Name: Susie Francois
Address: 1245 Hansen Ave. S
City, State, Zip: Salem, OR 97302
Telephone: (503) 362-5608
Fax:
E-Mail: rkfrancois@aol.com

Date: January 2012

Position to be filled: Senior Pastor

LOCAL CHURCH PROFILE

FOR LOCAL CHURCHES SEEKING NEW LEADERS

Please return the completed document to your conference or association office.

1. Church: First Congregational United Church of Christ

2. Address: 700 Marion St NE
City, State, and Zip: Salem, OR 97301
Church Website: www.uccsalem.org

3. Name of Search Committee Chairperson/Contact Person: Susie Francois
Address: 1245 Hansen Ave. S
City, State, and Zip: Salem, OR 97302
Telephone: (503) 362-5608
Email: rkfrancois@aol.com

4. Conference/Association Staff Person Assisting Our Church: Walter John Boris
Address: 0245 SW Bancroft, Suite E
City, State, Zip: Portland, OR 97239
Telephone: 503-228-3178
Email: wjboris@gmail.com
FAX: 503-228-6983

MEMBERSHIP INFORMATION

5. Membership (as reflected in the eleven-year UCC Statistical Report for our church; “est.” indicates the figure is an estimate):

	Last Year	5 Years Ago	10 Years Ago
a. Number of church members	292*	422	310
b. Average attendance at worship	210	195	190
c. Average participation of children/youth in C.E.	155	85.	85.
d. Average weekly participation in adult education	est. 20	est. 15	NA
e. Number of members who are ordained clergy	10	8	NA

[* NOTE: The lower number in 2011 reflects a rigorous clean-up of our membership roles, and we feel confident that 292 is an accurate reflection of our church's membership. The reporting in January 2012 will reflect the updated number plus any additional members accepted to the roles.]

6. Profile of Congregation

Estimate percentage of congregation. Each category should add up to 100%.

a. Age: Survey

 2 % ages 0–5
 13 % ages 6–18
 2 % ages 19–34
 16 % ages 35–49
 32 % ages 50–64
 14 % ages 65–74
 21 % ages 75 +

c. Family Units: Survey

 18 % couples with children at home
 54 % couples without children at home
 25 % single
 3 % single parent with children at home

b. Education Level of Adults: Survey

 2 % completed less than high school
 3 % high school graduates
 20 % some college/vocational school
 30 % college graduates
 45 % graduate school*

* More than 1/3 of the “professionals” have highest degrees in their fields.

d. Occupation of Adults: Survey

 6 % business
 4 % clerical
 1 % farmer/rancher
 1 % laborer/manufacturing
 66 % professional*
 2 % student (adult)
 1 % tradesperson
 19 % other

e. Employment: Survey

 48 % employed
 4 % not currently employed
 48 % retired

**“So we who are many,
are one body
in Christ . . .”
Romans 12:5a**

f. Describe the racial-ethnic makeup of your congregation:

People of color whose ancestry is Latino, Asian, or African American comprise less than 5% of the congregation. A few individuals are first-generation immigrants from Latin America. A few individuals are from the European Union or other northern European countries.

CHURCH FINANCES

(Figures reflect the eleven-year UCC statistical reports as well as the church's annual reports.)

As of 12/31/2010	Last Year	5 Years Ago	10 Years Ago
7. Total Church Income			
a. Members offerings and pledges	\$276,298	\$260,273	\$213,553
b. Interest from investment or endowments	\$ 2,800	\$ 10,000	\$ 7,000
c. Principal reduction (endowments or investments)	\$ 61,219	\$ 98,017	\$ 67,775
d. Rentals	\$ 25,449	\$ 20,232	\$ 3,980
e. Special fund-raising	\$ 55,689	\$ 64,714	\$ 65,486
f. Other	\$ 2,110	\$ 2,385	NA

If the church has conducted an annual stewardship campaign, list results for the past two years:

2010	Pledges: \$229,372	Actual Received: \$235,277
2009	Pledges: \$250,536	Actual Received: \$221,071

As of 12/31/2010	Last Year	5 Years Ago	10 Years Ago
8. Total Operating Budget			
a. Our Church's Wider Mission Basic Support	\$ 10,080	\$ 14,040	\$ 11,927
b. Our Church's Wider Mission Special Support	\$ 3,710	\$ 7,466	\$ 7,028
c. Other gifts	\$ 15,312	\$ 7,142	\$ 5,574
d. Current local expenses	\$318,095	\$288,126	\$240,475
e. Annual capital payments	\$ 48,722	\$185,291	\$ 82,839
f. Other debt	\$ 0	\$ 0	\$ 0

9. Identify UCC special offerings the church receives throughout the year and the amounts from last year:

- One Great Hour of Sharing
- Neighbors in Need
- Christmas Fund
- Strengthen the Church
- Basic Support for Our Church's Wider Mission (only if received through special offerings and not included as a regular budget item in #8 above)

10. Mission

a. Beyond your contributions through the UCC, name the most significant local or global missions/ministries or agencies that were financially supported by your local church last year and the amount of support:

Emergency lunch bags, in-kind donations by congregation; weekly.
Drink Water for Life, \$8,000 (over three years).
Salem Interfaith Hospitality Network, \$1,900 plus in-kind shelter, food, and labor.
Habitat for Humanity, \$1,355 plus work crews for house build; annually.
El Salvador youth mission trip, \$1,550.
Congregations Helping People, \$3,800; annually.

b. What mission project has excited your church the most in the past three years? Why?

Our most exciting mission project in the last three years was “Drink Water for Life.” A lay leader from the congregation inspired us to raise money to help build water wells in countries in need, particularly Haiti. She challenged us to forego our usual fancy coffee drinks, sodas, etc. during the period of Lent and drink tap water instead. We were then to put the money we saved aside and donate it toward a water well project. Because the lay leader had traveled to Haiti, she knew firsthand the need for clean, safe water and could also keep us posted as the building of the well progressed. Our project gained the attention of the local press as well as the UCC national press. This focus and attention engaged the congregation. A special Sunday service was created to recognize the project, and congregants eagerly came forward with coffee mugs overflowing with the money they had saved and placed them on the altar. Donations to clean-water-source projects exceeded \$2,000 in the first year. In the subsequent two years a total of \$6,000 was donated. The “Drink Water for Life” project has been picked up by other congregations within our conference, as well as congregations throughout the UCC. It has also been presented to Church World Service. This project was especially meaningful for our congregation because we could watch it come to fruition and it enhanced the health and well-being of so many in need.

11. Indebtedness (as of 12/31/2010), excludes accumulated interest:

a. Total amount of outstanding mortgages/capital debt:

UCC Cornerstone	\$215,361
Member loans	\$184,000
FCC Foundation (a corporation owned by church)	<u>\$470,000</u>
Total	\$869,361

b. Total amount of other debt: \$12,000.

Describe: The General Fund owed \$12,000 to the Designated Funds.

c. Are payments current? Yes, except for item b (see above).

12. Capital Campaigns

a. If the church has had capital campaigns in the last ten years, note goal and results:

Goal: \$225,850.

Outcome: See item b (below)

Goal: \$ NA

Outcome: \$

b. What projects were undertaken as a result of your capital campaign?

Phase I updated our sanctuary. Phase II included an attractive and ADA-compliant entrance adjacent to the parking lot. In addition, we completed updated and accessible restrooms, an energy-efficient heating and cooling system, and an elevator that allows mobility-challenged persons to access nearly all areas of the church building. The renovations improved fire/electrical safety and enhanced our Christian education classrooms as well as our general meeting spaces. Before Phase II work could begin in 2005, two devastating floods occurred due to two ancient toilets, which exploded within two weeks of each other! The newly completed sanctuary, as well as most of the building, was rendered unusable. We were fortunate to be able to use the chapel at Willamette University for worship services as repair work was completed. Insurance reimbursement was \$400,000. The work was completed by the spring of 2006. Total costs of Phase I including interest were \$300,000 and were paid by June 2006. Construction and code-related safety upgrades costs of Phase II were approximately \$1,115,000.

c. Was there a mission or outreach component to the campaign? No.

d. If a capital campaign is under way or anticipated, describe it: Yes.

Goal: \$870,000 (to repay existing debt)

Beginning Date: March 2012

13. Assets held by the church (as of 12/31/2010):

a. Reserves (savings): \$27,807

b. Endowments/Investments: \$ 584,907 (includes the \$470,000 FCC Foundation loan to the church for capital projects described above)

Bartholomew Trust for scholarships as of November 2010 had an estimated value of \$440,000. The most recent distribution to support the education of 11 college students totaled \$23,500 from interest and dividends.

c. Describe buildings and property of your church except the parsonage:
We are located on the corner of a city block, close to downtown Salem. We have beautifully remodeled the church with a new and welcoming Narthex, elevator, and ADA accessibility features. We recently installed a photovoltaic system of "solar panels" on the roof, which brought us some recognition, since we are one of the first churches in the state of Oregon to have such an installation. The church has been completely updated, both structurally and aesthetically, partially due to the two major water damage incidents described above.

d. Is the church building (including sanctuary and offices) handicapped-accessible? Yes

Is the pulpit handicapped-accessible? Yes

e. If a building program is projected or under way, describe it, including estimated

date of completion: None

f. If the church owns a parsonage, describe it: None

FINANCIAL SUPPORT OF MINISTERIAL LEADERS

14. If your conference has compensation guidelines, do you follow them? Yes

Does the church consider this position to be full-time or part-time? Full-time

How will church members be supportive of a part-time or bi-vocational pastor who may need another job to supplement the church salary? N/A

15. Salary History

To provide a profile of salaries for the position you are seeking to fill, indicate salaries at the beginning and ending of the minister’s tenure. Do not include interim positions. If a parsonage is provided, insert the letter “P” in the space provided. Provide information for the last 3 leaders or the last 10 years.

NOTE: The last pastor served for longer than 10 years, but only the last 10 years of salary history is included below.

	Start Date				End Date			
	Year	Salary	Housing		Year	Salary	Housing	Other benefits
a. Last	2001	\$29,400	\$24,000		2010	\$40,384	\$21,000	\$29,442.
b. Previous								
c. Next previous								

16. During the above period, has your church ever failed to fulfill its financial obligations to its pastor? No.

17. Salary, Benefits, and Expenses Offered

a. Cash salary offered: To be negotiated with reference to the Central Pacific Conference guidelines.

Conference recommended salary range: \$56,864.00 – \$74,173.00 (figures include housing allowance excludes other benefits)

b. Housing: Housing allowance only, always negotiated.

c. Customary benefits: (Distribution is always negotiated.)

- Vacation: _____ weeks annually
- Maternity/Paternity Leave
- UCC Retirement Annuity (___% of salary and housing)
- UCC Life and Disability Insurance Benefits
- UCC Health Benefits (_____ other health benefits)
- UCC Dental Benefits (_____ other dental benefits)
- Social Security/Medicare Offset
- Continuing Education Funds

- Continuing Education Time
- Sabbatical Leave
- Other Benefits (specify): pastor's expense account

d. Ministry Expenses (always negotiated)

- Travel Reimbursement
- Meeting Expense Reimbursement
- Books and Periodicals
- Reimbursement of Criminal Background Check Fee
- Moving Expenses

COMMUNITY CHARACTERISTICS

18. Population

a. Population of total city or town in which your church is located:

Salem 154,637; Keizer 36,478; combined 191,115. A single school district serves both cities.

b. Describe the population by racial-ethnic category and identify the source of the information:

Source: Oregon Employment Department (Population); School District for racial/ethnic distribution of kids.

Racial/Ethnic Group	Percent	Number	% of School Kids
White, not of Hispanic Origin	71.5%	136,742	52%
Hispanic	19.9%	38,052	37%
Two or More R/E groups	2.9%	5513	4%
Asian	2.5%	4703	Not Separated
Black	1.4%	2329	1%
All Other	2.0%	3776	7%
TOTAL	100.0%	191,115	

19. Economic Factors

Identify major sources of employment/income in your community:

Source: Oregon Department of Employment (2010 data)

Private	67.6%
State Government including Education	14.0%
Federal Government	1.1%
Local Government including Education	10.2%
Agricultural	7.1%

20. General Description (*add *** if the information came from a survey of the congregation*):

a. Describe three distinctive attributes of your community:

Salem is the Oregon state capital and the second largest city in a sparsely populated state. The Willamette Valley, where Salem is located, is a temperate area with a long history of agricultural business. Salem is in a unique geographic location: it is one hour from Portland, Oregon's vibrant largest city, one hour from the beautiful Oregon coast, and one hour from the mountains with great skiing/snowboarding in the winter and hiking the natural beauty in the summer.

Salem is culturally rich, featuring excellent public schools, a community college and two universities.

Marion County, in which Salem is located, has the largest Latino population in the state.

b. Identify major trends you envision in your community during the next five years:

Increasing numbers of retired people and elderly people.

Changing ethnic and racial demographics, especially with continuing growth in the Latino population in Marion County and Salem.

Increasing housing and financial instability for individuals and families. Working people and people on fixed incomes will continue to struggle to afford housing and food, thus perpetuating a cycle of poverty.

Decreasing number of state government jobs.

c. List three or four problem areas confronting your community that members feel your church should address:

Homelessness of both families and individuals.

Chronic hunger and food insecurity impacting children and families.

Immigration-related injustices and prejudices.

Revision of laws assuring full equality for LGBTQ individuals (e.g., same-sex marriage, confidentiality, probate and escheat issues, etc.).

Full access to health care by all.

Assuring freedom of religion coupled with the separation of church and state.

d. Indicate mission activities in which your church participates as a part of its mission in the community:

Salem Interfaith Hospitality Network (SIHN): First Congregational UCC Salem is one of 13 churches in the Salem Interfaith Hospitality Network, which provides temporary shelter on a rotating basis to homeless families in the Salem area. IHN is an affiliated Family Promise organization, an organization founded in 1986 in Union County, NJ. Salem IHN became the 59th network in the country when it opened its doors in May 1999. Our congregation provided \$10,000 in seed money to get IHN started in our community, and was the first congregation to shelter families entering the network.

Habitat for Humanity: Low-income family housing construction and community building.

CAUSA Oregon Immigration Rights Organization.

Ecumenical Ministries of Oregon (EMO): A statewide association of Judeo-Christian denominations, congregations, ecumenical organizations, and interfaith partners working

together to improve the lives of Oregonians through community ministry programs, ecumenical and interreligious dialogue, environmental ministry and public policy advocacy.

Basic Rights Oregon (BRO): The state's chief advocacy, education, and political organization dedicated to ending discrimination based on sexual orientation and gender identity.

Marion–Polk County Food Share: A nonprofit charity providing food for people at risk of hunger in Oregon's Mid-Willamette Valley.

Emergency Lunch Bags: Preparation and distribution (at the church's front door limited days per week) of cold snack lunches for hungry people in downtown Salem.

Congregations Helping People (CHP): A local privately funded, nonprofit organization made up of several congregations, governed by a volunteer board of directors, that offers crisis assistance when no other resource is available.

2. Indicate mission activities in which your church expects the leader you are now seeking to participate: All of the above.

e. Describe how your church building is now being used by the community:

Weddings and funerals (rental)

Salem Interfaith Hospitality Network (rent-free use)

CAUSA (nominal rental to nonprofit immigrant advocacy group's offices)

Alcoholics Anonymous and other 12-step Recovery Programs (rental)

Private lessons for tap dance class (rental)

Weekday parking places for area office workers (rental; parking income is subject to taxation)

Other groups as appropriate

f. Indicate the number of school districts from which members of your church are drawn:
__One__ two __x__three or more (One is the second largest school district in the state.)

CONGREGATIONAL LIFE

21. Identify major trends you envision in your church in the next five years (*add *** if the information came from a survey of the congregation*):

(***The following is based on the recommendations of the Vision Builders' report, which was accepted by the congregation in 2010.)

Worship: Our congregation values well-developed, thought-provoking, biblically based contemporary sermons. We wish to continue that tradition. We hope to further develop variety in worship, including incorporation of the liturgical arts to a greater extent; continuing to expand a variety of music selections; and seeking additional opportunities for children's and youth's involvement in worship.

Invite: We hope to strengthen follow-up with new members to incorporate them into the life of the church. This is an area of focus with our Interim Associate Pastor.

Nurture: We believe we have a strong children's Christian Education curriculum as evidenced by growth in the number of young families during the past 10 years. We seek to create opportunities to link the youth to our current peace and justice activities: visiting local organizations (prisons, hospitals, hospice, nonprofit social services) and offering smaller mission trips (perhaps weekend activities).

Adult Education: This was targeted as an area of development in 2010, and for the 2011–12 curriculum year the Christian Education Committee invited a local biblical scholar/professor (and member of the congregation) to develop and lead a series of lectures/discussions. That was done, and the response has been greater than we have seen in years. We continue to seek ways to maintain this ministry.

Community Building: There is an interest among congregational members to develop connections with and among each other in the context of small groups. We seek to strengthen this project under the leadership of our Interim Associate Pastor.

Pay Down Debts from Phase I & II: During the past year awareness and concern have increased about the sizable debt the church carries as a result of the repairs and remodels from two floods. We are currently in discussion about ways to reduce this debt.

Growing Greener: In fall 2010, a passionate member saw an opportunity via federal grants to purchase and install solar panels on the roof of the church. He introduced the concept to the congregation, and a group to execute the project was convened. The project was somewhat complicated logistically, but the project was a success! We began to sell energy back to Portland General Electric in 2011. This project has demonstrated our commitment to good stewardship of God's creation. We are the second church in Oregon to have solar panels installed.

Resumption of Annual Youth Group Mission Trips: The church used to offer annual mission trips for our mid- and senior-high youth. We alternated between national and international trips. For a variety of reasons, mission trips have not been scheduled for the past 2 years. We are currently planning a mission trip to the National UCC Youth Event in July 2012. In summer 2013 an international mission trip will be offered.

Confirmation Class: We had a successful Confirmation process in 2010, culminating in a very moving service for participants, parents, and the congregation as a whole. Of note was the fact that two youths declined to join the church at the conclusion of the process, yet their decisions were respected and they continue to attend and participate in church activities. We have a fairly large contingent of youth who will be ready for Confirmation within a year to 18 months, and we wish to provide an enriching, life-changing experience once again. The strength of the previous Confirmation class was largely due to the energy and vision of our former pastor, though we are not entirely dependent on the next pastor to provide such leadership, we do hope the candidate will have strengths to bring to this important activity.

Stabilize and Fund our Staffing Model for Pastoral Staff: For the past 10 years, First Congregational UCC Salem has experimented with different staffing models to meet the needs of the congregation. In addition to the senior pastor, we have at times had a .75 FTE associate pastor; a .75 FTE Christian education director and a .50 FTE associate pastor; and a .75 FTE Christian education director and a .25 FTE associate pastor. We recognize that a .50 FTE associate pastor (at a minimum) is necessary to handle the

workload presented by a church of our size (in addition to the current staffing, which still includes a .75 FTE Christian education director). We have contracted with a .50 FTE associate pastor during this interim period, and that position will be renegotiated at the time the senior pastor is called. However, many within the leadership of the church believe it will be necessary to continue staffing at this level.

22. Planning

- a. All churches do planning. How would you characterize the way planning is done in your church?

For the past 15 years, at five-year intervals, we have intentionally undertaken long-range planning by convening a committee of lay members and lay leadership. The committee developed recommendations and a report that was then presented to the congregation for acceptance. The first report, for the period 1999–2004, was entitled *Pathfinders*; the second report, for the period 2004–2009, was entitled *DreamWeavers*; and the third report, for the period 2010–2015, was entitled *Vision Builders*.

- b. What expectations do you have of the person you are seeking in relation to the planning that takes place?

We expect the senior pastor to support, and perhaps facilitate or guide, the long-range planning process, but not to assume full responsibility for it—the senior pastor should be able and willing to delegate.

- c. When is the last time your church undertook a period of discernment and long-range planning in an intentional way?

Vision Builders planning was done in 2010 for the period 2010–2015.

- d. What were the outcomes of your intentional long-range planning?

Creation of the “*Vision Builders’ Blueprint*,” a 14-page report that includes the following sections: *Planning Process*, *Who We Are as a Congregation*, *Current Strengths*, *Looking Ahead*, and *Staffing*. A copy of the report is available upon request. The report was prepared after the numerous group meetings were completed, presented during worship services, and distributed to all members and/or families. Some envisioned projects were accepted for implementation very soon: the solar panel project was completed—the switch flipped—by September 2011. Others were inspired by the planning process, but have taken longer to implement. The human sexuality program, *Our Whole Lives (OWL)*, and training for the Director of Christian Education took place in October 2011.

- e. Does your church have any plans to undertake a period of intentional long-range planning in the future?

Although it is difficult to speak with certainty for leadership decisions in the future, the fact that we’ve undertaken long-range planning three times in the past 15 years indicates a high likelihood that long-range planning will continue on a regular basis.

23. Reflections on Congregational Life

Comment on the following with what you believe to be the generally held responses of the congregation. If more space is needed, use additional pages. (*Add *** if information came from a survey of the congregation.*)

- a. Identify the three most important faith experiences or events in the history of your church and the year each took place:
 1. Our church was founded in 1852 and its first pastor was the Reverend Obed Dickenson. Reverend Dickenson and his wife were abolitionists and openly welcomed African Americans into the congregation. This was not well received by members of the Salem community and the congregation struggled with the issue as well. Eventually, the congregation came to accept his stance. Reverend Dickenson and the church were criticized harshly by the local newspaper, particularly when the Reverend Dickenson performed the marriage of an African American couple in an otherwise all white Congregational church. Obed Dickenson served as pastor until 1867. His tenure was embroiled in controversy because of his so-called “negro sympathy.” He invited black people into the church, baptized, and married them. He continued to preach about the sins of slavery, despite recommendations from his own church council at times, that he stop. He was a major figure in Oregon black history. His wife was a school teacher, and she taught some African American women to read and write. Reverend Dickenson’s open and affirming spirit stands as the foundation of our church’s passion for social justice to this day.
 2. Our church building and locations have changed four times. Our present sanctuary was completed in 1940. The building’s Norman-Saxon architectural style is reminiscent of English village churches. It is made of gray stone and was a huge undertaking when people were recovering from the Depression, but our members accepted the financial challenge. Responding to the baby boom of the 1950s, we added an education wing. The parking lot property was purchased in 1967. Located in the center of town, our building is used not only by its members, but by our wider community and world. A master building plan was adopted in 2001. Phase I was completed in 2002, and Phase II in 2006. In 2005, on May 22 and June 14, two major plumbing failures flooded our entire building. The floods exposed problems and conditions and expanded scope of renovation in ways that even Phase II planning could not anticipate. There is currently a plan under way to launch a fund-raising campaign in the spring to spread over 3 years to pay the 75% of the debt that is accruing interest. The amount is approximately \$750,000. A copy of the *Shalom* newsletter, dated October 26, 2011, is enclosed to give an example of how our building is used by our members and our community.
 3. We voted to become an Open and Affirming congregation in 1992. The calling of Shelley Wagener (a lesbian in a committed relationship) to become our associate pastor in December 1992 was a memorable step forward for our congregation. She served until 1998 and then became a senior pastor in Tallahassee, Florida. She again joined the pastoral staff in October 2009 and served part-time until October 2011. The church welcomes everyone without regard to race, gender, age, sexual orientation, ethnicity, economic class, marital status, or physical/mental abilities and encourages all to share in the life and leadership of this congregation. We have a strong concern and commitment to social justice. The Open and Affirming stance was adopted after discussion and the congregation agreed that this was the policy and belief of the congregation in Salem to welcome and support members of the LGBTQ community with open arms. This stance

was adopted while simultaneously growing the population of children and young families.

- b. Identify the most challenging faith experience or event in the life of your church in the last three years and what the church learned from it.

The sudden departure of our dynamic minister, Gail McDougale, for health reasons has been the most challenging event in the life of our church in the last three years. She ministered to us in so many ways during her tenure, preached thoughtful and heart-provoking sermons, and was dearly loved and is dearly missed. Our interim pastor is guiding us through the process of moving forward and we are making great progress. Pastor Gail was a very hands-on pastor and had her fingers in everything, so to speak! Since her departure we have discovered the strong lay leadership in our church, and many folks who have not participated openly before, are now finding the opportunity to step forward and share their gifts. Our membership has not decreased, nor has worship attendance, and the congregation has remained positive. We look to the future with optimism and faith, and the hope that our next called pastor will work collegially with our emerging lay leaders.

- c. What is God calling your church to do/become over the next few years?

This central-city church has a growing mission with the city's poor and disaffected as well as being the advocates for the poor in central Salem. As we are in the center of Oregon's capital city, the church is close to the Capitol building and has become well known in the political community. We are well known for our passion for social justice issues and are eager to use our faith to address issues of homelessness, marriage equity, and socioeconomic injustice. We are also committed to increasing our financial commitments in order to decrease our debt.

- d. Describe how the church expects the person you are seeking to help your church reach these goals:

The person should be open-minded, personable, and compassionate toward all. As we are a downtown church, our pastor would need to associate with the other pastors in the area. We expect the prospective pastor to deliver good sermons, have a grasp of the church finances, and work well with staff. The person should also take time for family and a personal life.

- e. Chose the statement that most accurately describes the theological/faith stance of your church (*you may check more than one*):

- We tend to be theologically conservative.
 We tend to be theologically moderate to conservative.
 We tend to be theologically moderate.
 We tend to be theologically moderate to liberal.
 We tend to be theologically liberal.
 We tend to be quite diverse theologically.
 Other

Comments:

f. Describe the educational program of your church:

Identify the curriculum/a used in your church school and the person or committee responsible for selection of curriculum/a:

Michelle Pederson is the Christian Education Director at the church. The curriculum is overseen by the Christian Education committee. Grades K–3, Godly Play; grades 4–5, Jesus and His Kingdom of Equal; grades 6–12, no set curriculum, designed by the Youth Director and assistant. For adult education Dr. Stephen Patterson presented series on Gender and Sexuality Issues in Sept./Oct., and Advent in December. Deb Patterson led a series on Healing in November.

Indicate resources used for Confirmation and the person or committee responsible for the selection of these resources:

The Christian Education committee is responsible for the selection of resources with the assistance of the pastoral staff. In the past the pastors of the church have developed the curriculum for Confirmation.

Are there educational opportunities for all ages?

Yes. There is also an Adult Study group meeting on Mondays; they are currently studying the book *Reading the Bible Again for the First Time* by Marcus Borg.

Does your church have a written Safe Church Policy?

Yes No (If no, has a group worked on this issue in the past? What was the outcome?)

g. Describe how the church expects the person you are seeking to participate in the congregation's educational programs:

It will be important for the new pastor to meet with the Christian Education Committee and Christian Education Director to understand our current programs. The committee and director will definitely want input from the new pastor and to work together to reach consensus on what is best for all age groups at the church.

h. Describe how programs or ministries of your church are evaluated:

We do not have a formal evaluation process for programs or ministries currently. Individual committees have chosen to evaluate programs under their purview.

i. Describe the strengths or positive qualities of your church (*add *** if information came from a survey of the congregation*):

Through a process of reflection and discussion for a five-year plan, the congregation has identified the following strengths and positive qualities:

Inclusiveness / Diversity
Friendly / Caring Community
Open & Affirming

Pastors
 Progressive Theology
 Worship
 Sermons
 Music
 Intergenerational

For a full and detailed description of the above strengths and positive qualities, please see the attached Vision Builders long-range planning report.

24. Indicate major boards, committees, small groups, and organizations that are a part of your church; the frequency of meetings (monthly, weekly, etc.); and expectations for leadership. For leadership role use: 1 = pastor takes primary initiative and responsibility; 2 = pastor and laity share responsibility; 3 = laity take primary initiative and responsibility; 4 = the pastor's presence is expected periodically/occasionally.

Board/Committee	Purpose	Number of Members	Frequency	Leadership
Peace and Justice	Educate and advocate for resolving the root causes of many issues of the community and the world.	9	Monthly	1
Christian Education	Organizes Christian Education in church: curriculum, teachers, Confirmation, adult education, etc.	8	Monthly	3
Mission and Outreach	Provides direct service and aid for temporary relief to those who suffer because of injustice and other issues in society.	9	Monthly	2
Council	Church board made up of representatives from each committee. Responsible for ensuring we are following our bylaws and representing the congregation.	13	Monthly	3, 4
Trustees	Care and custody of church property and the legal and financial affairs of the church.	9	Monthly	3
Deacons	Composed of two subcommittees: Parish Care, which provides support to members in crisis; Worship Committee	13	Monthly	2
Welcoming	To make new members feel welcome. Responsible for worship greeters and following up with getting visitors involved in our church.	6	Every other month	2
Community	Coordinates activities within the church including Sundae Sunday, Harvest Fest, All-Church Picnic, Hospitality Time, etc.	6	Monthly	2

Personnel	Charged with developing job descriptions and employee contracts and evaluating performance of church staff.	3	As needed	3
Pastoral Relations	Provides support for pastors.	2	As needed	3
Nominating Committee	Recruits prospective nominees for all church committees	4	As needed	3
Ongoing Small Groups	Purpose	# Member	Frequency	Leadership
“Tuesday Group That Meets on Monday”	Noon-hour brown-bag study group, formerly led by the pastor, but currently led by a layperson.	6	Weekly	3
Woman Spirit	An early evening fellowship/discussion group exploring women’s spirituality. Potluck salad meal.	20	Monthly	3
Game Night	An evening social and potluck dinner group for singles and couples (and sometimes youth).	26	Monthly during winter	3
Women’s Fellowship	Long-standing group open to all women, composed of Day Circles and one Dinner Circle (first Wed. of each month). WF organizes the All-Church Bazaar.	40	Monthly + Bazaar	3

25. Conflict

Most churches experience conflict at various times. Characterize your church’s experience with conflict given the following possibilities. Indicate the extent to which each statement describes your church: **C** = closely; **S** = somewhat; **N** = not at all.

- C As a church, we respect and listen to each other and work things through without generating divisiveness.
- N As a church, we try to respect and listen to each other, but it is not uncommon for differences of opinion to be a problem and for some people to choose sides.
- S Some have left our church because of conflict.
- N Conflict hurts our sense of unity, but we tend not to talk about it.
- C Painful experience with conflict has been present, but it has been worked through, and we have learned from the experience.
- N We have had some painful experiences with conflict, and they linger in the background.
- N Open conflict is present, and we need a minister who can help us deal with it.
- Other.

Specify: We have not had any major conflict in recent years. The abrupt departure of our senior pastor, due to life-threatening illness, has dealt us a blow, but we have moved forward with lots of thought and prayer.

Comment:

26. Worship

- a.** Describe the weekly worship schedule (number of services, times, languages in which the services are conducted, frequency with which Communion is included, special emphases such as healing services, contemporary worship, etc.):

One service Sunday mornings, in English, at 10:30 a.m.
Taizé service once a month on Wednesday evening
Christmas Eve service
Ash Wednesday and Maundy Thursday services
Communion first Sunday of each month

- b.** Are your worship services or church gatherings sign language interpreted?

Yes No, but funds would be available to hire interpreter, if the need arose.

- c.** Are there particular ministries with persons with developmental disabilities or mental illness?

Comment: No particular and regular outreach, but there have been small groups of people getting ready for release from the Oregon State Hospital who come to the worship services with their house counselor.

- d.** Identify how worship is planned on a regular basis in your church:

by a worship committee (Deacons)
 by the pastor
 by the pastor in consultation with the church musician
 other—specify: Children take part sometimes and are asking to do more during worship. Assistant pastor or lay leaders also may do Children's Time at first portion of the Sunday worship service.

- e.** Describe the style and content of preaching valued by your congregation:

Studious approach, theological soundness, thought-provoking, open and affirming, peace and justice oriented, and relevant to today.

- f.** Describe the role in worship of the person you are seeking:

The senior pastor has major responsibility for the service and caring it out, making the service meaningful and intergenerational.

- g.** What hymnal(s) are currently used by your congregation in worship?

New Century Hymnal and inserts from other sources.

- h.** Have you considered using another hymnal?

We use songs from other hymnals and other sources and are considering the new UCC Praise Music Book.

- i. Churches have a variety of practices related to the use of inclusive language in worship services. How important is this issue to your church?

Inclusive, gender-neutral language is important to members and staff. We use the *New Century Hymnal*, which generally has more inclusive language than hymnals in previous decades. Generally the lessons taught to children aim at gender neutrality and inclusivity. We also respect individual faith experiences and expressions. We recite the Lord's Prayer each Sunday. However, we leave the language open so that the Divine can be addressed in whatever way is comfortable, e.g. Father/Mother God.

WIDER CHURCH CONNECTIONS

27. United Church of Christ

- a. Association, conference, or other denominational programs and activities in which church members participate:

Do you send delegates to association and conference meetings?

Regularly Occasionally Never

Have members of your church ever served as delegates or visitors to General Synod?

Yes No Not Sure

- b. Association, conference, or other denominational settings in which your church expects the leader you are now seeking to participate:

We do not have associations in our conference. We appreciate our ministers and lay leaders participating in conference and national UCC settings, but do not dictate what those choices should be, just try and be supportive when opportunities are thoughtfully presented.

- c. Choose the word that best describes how lay leaders of your church consciously identify with the United Church of Christ:

Closely Moderately Nominally Other

Comment: Recent parish survey meetings suggest an interest in expanding our participation.

28. Ecumenical and Interfaith Activities

- a. Describe ways your church participated in ecumenical and interfaith activities during the past three years:

1) We hosted an interfaith event in October 2011. We co-hosted Ecumenical Ministries of Oregon's Advocacy Day event in 2007, 2008, and 2009.

2) We are active with a local organization called Salem Interfaith Hospitality Network (SIHN). This is a ministry to the homeless families that endeavors to supply housing, food, and information helpful to the job search process. The churches involved rotate their involvement on a weekly basis.

3) We are very involved with the local Habitat for Humanity affiliate.

4) We hold an annual fundraiser that donates its net proceeds to local charities/nonprofits.

5) We are actively involved with CAUSA, a local nonprofit that works for Latino immigrant rights. Its office is housed in our church building, and it is supported by other faith communities in Salem (i.e., the local Jewish congregation; the Catholic churches, etc.)

6) We take advantage of opportunities to hear from members of other faith communities in a number of ways: forums; visits to other sites; providing space in our building for a variety of speakers and performers that have other faith legacies.

- b. Describe how your church expects the leader you are now seeking to participate in ecumenical and interfaith activities:

We would like to maintain the relationships that are current, but beyond such it would be our expectation that our new senior pastor would determine where he/she can best use his/her gifts in this regard. Support for such pursuits would come through discussion with the appropriate committees, i.e., Mission and Outreach, Peace and Justice, Personnel, and/or the Church Council.

RELATIONSHIP WITH MINISTERIAL LEADERS

29. Relationship with Prior Leaders

- a.** Characterize your church's experience with pastoral leaders over the past 15 years. (you may check more than one response):

In general, our lay leaders have a history of strong, cooperative relationships with the church's pastoral leadership.
 We have had some fairly rocky moments, but we have worked them through, and relationships with pastoral leaders have grown in significant and important ways.
 We have had some tough times and things did not always work out.
 Other. Specify:

Comment:

- b.** Indicate the tenure of the last three installed persons who filled the position you are seeking to fill. Do not include interims:

The Rev. Gail S. McDougle	1998–2011
The Rev. Edward Henderlite	1970–1996
The Rev. Carl Calhoun	1959–1969

- c.** If a previous pastor or pastor emeritus/a is currently a member of the church, describe his or her involvement in the life of the congregation:

Edward Henderlite is pastor emeritus. Due to ill health, we see very little of him or of his wife, Nancy.

- d.** In addition to financial support, describe how your church supported the most recent person to hold the position you are now seeking to fill:

Over her 13-year tenure, Rev. McDougle suffered several bouts of ill health during which the congregation rallied to provide meals and in-home care. Her professional absence was covered by both retired clergy who are members of our church family and by a number of gifted lay leaders. On two occasions of long illness, the associate pastor at the time took over many duties. We encouraged and supported her vacation and sabbatical leaves, self-care, and weekly days off.

- e.** Involuntary Terminations:

Have any of the last two persons serving in the position you are seeking to fill left involuntarily or under pressure?

Yes No: If "yes," respond to the following:

Choose all the issues that may have contributed to the involuntary termination (you may check more than one or indicate NA):

- conflict of personalities in the church
- inadequate performance
- pastoral style inappropriate for this church
- ethical issues or issues of fitness for ministry
- financial stresses other. Specify:

Indicate, if you can, which of the following best describe the congregation's behavior toward that person prior to her or his leaving (you may check more than one):

- civil kind
- compassionate supportive
- harsh indifferent

Describe what your church has learned from the experience about itself and its relationship with persons who provided ministerial leadership:

30. Does the church have a Pastoral Relations Committee?

Yes No

If yes, describe its purpose, functions and how often they meet:

The committee has three members and serves as a conduit of confidential communication between the congregation and the pastors to undergird and support an effective ministry. It meets as requested by pastor or committee.

31. If there is periodic assessment/evaluation of the nature of the work and of the performance of that work for the position you are seeking to fill? Describe it:

Staff evaluation forms are sent to supervisors and members of the congregation with significant interaction with the employee. This results in a rating system that can be used to assess performance and to give employee feedback on how his/her work is viewed by the congregation. In addition, narrative comments are also provided to the employees to further highlight areas of excellence and deficiency. Positions assessed include senior and assistant pastor, office manager, custodian, organist, choir director, and Christian education director. Those recommendations are forwarded to the Trustees, who make final salary recommendations based on the annual budget.

Is the periodic ministerial evaluation coordinated with a regular assessment of the overall ministry of the congregation? No.

32. Leadership Expectations

A list follows of 45 items that represent a range of qualities in the ministry of the church. Place an "X" beside the 12 items your church feels are the most important aspects of ministry for your church at this time. All the qualities are important. However, please mark those 12 that you feel need first priority at this time. **Do not rank the items.** If the aspects you consider to be important are not included in the list, place them at the end in the blanks provided.

Mark only 12 of the following items. Do not rank the items.

Our church needs a person who...

- | | |
|---|---|
| 1. <input checked="" type="checkbox"/> is an effective preacher/speaker | 24. _____ regularly encourages support of
Our Church's Wider Mission |
| 2. _____ continues to develop his/her
theological and biblical skills | 25. _____ reaches out to inactive members |
| 3. <input checked="" type="checkbox"/> helps people develop their
spiritual life | 26. _____ works regularly in the development
of stewardship growth |
| 4. _____ helps people work together in
solving problems | 27. _____ is active in ecumenical relationships
and encourages the church to
participate |
| 5. <input checked="" type="checkbox"/> is effective in planning and leading
worship | 28. <input checked="" type="checkbox"/> is a person of faith |
| 6. _____ has a sense of the direction of
his/her ministry | 29. _____ writes clearly and well |
| 7. _____ regularly encourages people to
participate in United Church of
Christ activities and programs | 30. _____ works well on a team |
| 8. <input checked="" type="checkbox"/> helps people understand and act
upon issues of social justice | 31. <input checked="" type="checkbox"/> is effective in working with youth |
| 9. _____ is a helpful counselor | 32. _____ organizes people for community action |
| 10. <input checked="" type="checkbox"/> ministers effectively to people in
crisis situations | 33. _____ is skilled in planning and leading
programs |
| 11. _____ makes pastoral calls on people in
hospitals and nursing homes and
those confined to their homes | 34. _____ plans and leads well-organized
meetings |
| 12. _____ makes pastoral calls on members
not confined to their homes | 35. <input checked="" type="checkbox"/> encourages people to relate their faith
to their daily lives |
| 13. _____ is a good leader | 36. <input checked="" type="checkbox"/> is accepting of people with divergent
views |
| 14. _____ is effective in working with children | 37. _____ encourages others to assume and
carry out leadership |
| 15. <input checked="" type="checkbox"/> builds a sense of fellowship among
the people with whom he/she works | 38. <input checked="" type="checkbox"/> is mature and emotionally secure |
| 16. _____ helps people develop their leadership
abilities | 39. _____ has strong commitment and loyalty |
| 17. _____ is an effective administrator | 40. _____ maintains confidentiality |
| 18. _____ is effective with committees and
officers | 41. _____ understands and interprets the mission
of the church from a global perspective |
| 19. _____ is an effective teacher | 42. <input checked="" type="checkbox"/> is a compassionate and caring person |
| 20. _____ has a strong commitment to the
educational ministry of the church | 43. _____ deals effectively with conflict |
| 21. _____ is effective in working with adults | 44. _____ |
| 22. _____ inspires a sense of confidence | 45. _____ |
| 23. _____ works regularly at bringing new
members into the church | |

If there are other comments you wish to make about expectations, include one or more paragraphs here on an additional sheet.

GENERAL

33. Does your governing body or your search committee have a well-defined policy against discrimination?
 Yes No Comment: printed in the bulletin every Sunday

34. Has your congregation participated in an ONA (Open and Affirming) study/discernment process?
 Yes No Comment:

35. Is there a position description of the pastor's role and responsibilities?
 Yes No If "yes," please attach a copy. Article IX of the Bylaws

Does your church have a personnel policy covering this position?
 Yes No

36. List the titles of other paid staff positions for whom this person provides supervision and indicate whether these positions are full-time (FT) or part-time (PT).

Title: Director of Christian Education	<input checked="" type="checkbox"/> PT	<input type="checkbox"/> FT
Title: Director of Music	<input checked="" type="checkbox"/> PT	<input type="checkbox"/> FT
Title: Housekeeper	<input checked="" type="checkbox"/> PT	<input type="checkbox"/> FT
Title: Assistant Pastor (TBD, by contract)	<input checked="" type="checkbox"/> PT	<input type="checkbox"/> FT
Title: Office Manager	<input checked="" type="checkbox"/> PT	<input type="checkbox"/> FT
Title: Organist/Accompanist	<input checked="" type="checkbox"/> PT	<input type="checkbox"/> FT

37. Name three people who have agreed to serve as references. Make sure they are not members of your church, but know your church well enough to be helpful to a final candidate seeking more information about your church, e.g., conference staff, person in community, neighboring pastor:

Name	Telephone	Relationship to Your Church
a. Francisco Lopez	503-763-7278 (H)	Executive Director of CAUSA Oregon, a nonprofit immigrants' rights organization, which rents office space in our church building. 503-269-5694 (C) francisco@causaoregon.org
b. Rev. Donald Frueh	503-253-5457 (W)	Former intern, later called as our Associate Pastor, now has own church in Portland. 503-975-3926 (C) fruehgal@comcast.net
c. Mrs. Jan Harkness	541-673-943 (H)	Married to Methodist pastor; chose our church for worship, welcome, and service. jeharkness1@yahoo.com

38. What groups or individuals in your church have contributed to, reviewed, and/or approved this profile for circulation?

Search Committee members have prepared sections as assigned and reviewed and provided comments on other's inputs. It was edited by three members of the congregation

(one an ordained minister) as well as presented to the Church Council. It was made available to all church members by request.

STATEMENT ON LEADERSHIP IN MINISTRY

Using this page, and one additional page if needed, write a statement that will help a candidate better understand the relationship of clergy and lay leadership in the life of your congregation. Candidates will be interested to know whether your lay leaders have a history of strong, cooperative relationships with the church's pastoral leadership. If your church organizational structure is based on intentional lay-led ministries, describe how that structure functions in relationship to the pastor; if your organizational structure is dependent on clergy leadership, describe what will be expected of the pastor.

If you wish, this statement can provide an opportunity for you to elaborate on the list of committees/boards/groups that you identified in Question 24. (For example, in some churches the expectation is for mutual involvement of pastor and finance committee in the financial matters of the church; other congregations have a clear expectation that the pastor will be focused on "spiritual matters" and will be excluded from settings where financial decisions are made.)

Include in the statement reflections on leadership styles that work well for your church. What do you hope/expect that your new pastor will understand and value in your particular style of lay leadership? What would a new pastor need to know in order to work smoothly with your established leaders? If yours is a multiple-staff church, it would be helpful to comment on your expectations of how the staff team members relate to each other. You are encouraged to include anything else you want to say about your church and its expectations of the leader it now seeks:

Statement on Lay Leadership in Ministry

Does your lay leadership have a history of strong cooperative relationships with the church's pastoral leadership?

This church has had only two ministers in the past 40 years, both were scholarly and inspirational in the pulpit. Both were focused on the future of the church, encouraging and participating in periodic goal-setting processes. Both had cordial and effective leadership styles that were at opposite ends of the management spectrum.

The numerous elected members who serve on the boards and committees have each made a (three-year) commitment to attend meetings and do the work of the board's/committee's program. One ordained liaison is formally named to be a nonvoting member of each board/committee.

If your church organizational structure is based on intentional lay-led ministries, describe how that structure functions in relationship with the pastor:

One pastor was willing for the boards and committees to go about their functions with a minimum of direct pastoral involvement. The other exercised strong leadership that was viewed with respect and admiration at the outset, but was sometimes later viewed as "taking over." Although

the congregation responded well to both styles, there is a perceived need to reenergize and expand the role of lay leadership.

Our most recent pastor's sudden departure required many laypeople to step forward. We learned that we have a great reserve of talent and commitment within our congregation. Some who stepped forward were those you would expect—the moderator, treasurer, some committee chairs, and the staff. Others were not in traditional positions of leadership; however, they blossomed with the opportunity to do and give more. Learning this about ourselves was a bittersweet realization, but one that we are blessed to have experienced.

We have begun to see this intentional shift to lay leadership implemented in our yearly planning and in some committees' work during the interim. For example, more committees are working with less frequent participation of ordained staff in routine meetings. An example of past pastoral involvement can be illustrated by our Mission and Outreach Committee's leading a ministry for Habitat for Humanity and at the same time the pastor was appointed a board member of HfH. That was not required, but was desired by the pastor.

Is your organizational structure dependent on clergy leadership? If so what will be expected of the pastor?

We benefited from over 13 years of a strong pastor-led church. This was a pastor whom many regarded as the embodiment of such a leadership model. As the church membership steadily increased, this style of leadership resulted in a consistently heavy workload performed effectively with painstaking attention to detail. We began to rely heavily on such pastoral leadership, perhaps to the deficit of our lay leadership development. In recent times, some lay leaders were beginning to get restless for innovation, but seemed to be reluctant to make any changes unilaterally. While we expect strong leadership from our next called pastor, both spiritually and administratively, we also require someone who encourages and supports lay leadership and its ongoing development.

Over time First Congregational UCC Salem has become more energetically progressive theologically. We felt the pastor's infectious enthusiasm. We caught her passion and commitment. We saw deep caring about every activity within the church.

Question 24 has the list of committees and other organizations that are part of your church:

Our only board is the Board of Trustees, and a full list of committees is found in the Local Church Profile Question 24. (Also, a list of our programs is contained in Question 10, Missions.) We are involved in local, national, and international projects. We take part in local programs and many programs of the national UCC, and we undertake advocacy work especially when the Oregon State Legislature is in session. In the most recent long-term plan, Vision Builders' Blueprint, we predicted improving lay leadership would require creative planning and careful allocation of resources. We note the labor-intensive nature of all our committees' programs. These varied programs are still desired by a large percentage of the congregation as confirmed by the all-church survey completed in December 2011.

Reflect on which leadership styles work well for your church. What do you hope/expect your new pastor will understand in your particular style of lay leadership?

It will be a challenge to fill more roles with more lay leaders because, though many desire skilled lay leaders for many excellent reasons, we are a congregation with an interesting demographic. According to the December 2011 survey, the congregation is highly educated, with 75% holding

college or graduate degrees; 66% view themselves as “professionals.” Although 48% of the congregation are retired, many members are deeply involved in community activities.

This congregation is vital and energetic. Our church continues to grow, especially among the young families so sought after by mainline Protestant churches. In this notoriously “unchurched” northwestern part of the U.S., that is a unique experience. We also have an advantage in that our committees’ make-up is open to other than formal members of the congregation. We welcome friends of First Congregational UCC Salem to work side by side with members. The exception is the Board of Trustees, because it is responsible for the financial affairs. We include youth and children more often in work and worship.

What will the new pastor need to know in order to work smoothly with your established leaders?

A pastor who is committed to the idea of a lay-led church, but who is willing to participate in finding solutions to issues of Christian education, youth involvement, fund-raising, etc., will find the congregation both cooperative and flexible, and should find great satisfaction here.

We seek the demonstrated skill to create a healthy balance of hands-on and delegated program work. We begin the next steps in our journey with confidence and humility. We are ready for a new partnership; one that will allow all of us to grow, develop, and give to the fullest extent possible.

Conference or Association Descriptive Reference

Church Name: First Congregational United Church of Christ

Location: 700 Marion St. NE
Salem, OR 97301

Conference: Central Pacific Conference

Name of Staff Assisting in the Search: Walter John Boris

Staff Comments:

Signature of Staff Assisting in the Search

Date