



FINAL REPORT

Salem Lutheran Church Transition Task Force

Delivered to the Congregation March 29, 2015

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From the Transition Task Force (TTF)

As with any organization experiencing a significant change in leadership, Salem's members are in the process of remembering from where we came, taking stock of where we are today, and prayerfully considering where we want to go together. The Transition Task Force has been asked to help lead the congregation through this process. The task of the Transition Task Force is to help guide the congregation through the transition tasks necessary before a Call Committee is organized.

The Task Force began their work on October 28, 2014, meeting under the guidance of Pastor Cheryl Fleckenstein, to learn about transition tasks required and to create a survey for the congregation to gather information on the future direction of Salem. Follow up cottage meetings and interviews were conducted and the Task Force began analyzing the information on February 3, 2015. Through the whole gathering process, the Task Force also conducted temple talks and held communication through church announcements, monthly briefings to the Council, and articles in the Salem Connection (newsletter) to keep the process as transparent and open as possible to the congregation. Congregational participation was amazing, with 61% of the congregation responding to the survey.

The information gathering phase is complete. Any additional information submitted hereafter should be disregarded, as no individual information shall take precedence over this report. Many hours have been spent by the TTF gathering, sorting, and reviewing all pertinent information and drafting a Final Report, which represents what Salem deems most important as a congregation.

During the 5 months that the Transition Task Force did its work, we kept the congregation up to date on our progress, as mentioned above. The next phase of Salem's transition is to begin the Call process. This will be a challenging time. Once the Call committee is formed and begins its work, information cannot be shared as openly with the congregation. We ask that you respect the privacy of Call committee members.

Transition Task Force members

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History of Salem Lutheran Church of Deerwood

Founded by Swedish and Norwegian immigrants, the first worship service of the “Deerwood Scandinavian Evangelical Lutheran Church” was on Christmas Eve 1889. At first the congregation would meet in small groups at various homes. Later they were fortunate to have ministers come from neighboring towns. In the early days, the Swedish and Norwegian people each had their own services, with their own pastors. It is unknown when the separation ended. The first church building to house the congregation was built in 1898-1899, with the first service held in the partially completed church on September 3, 1899.

In 1959-1960, a new church building was erected on the same site as the original church. As the congregation grew, so did the church, with additions being built in 1977 and 1988. The years had taken its toll on the building and discussions were held on the possibility of a new building. While other possible building sites were discussed, it was decided that since we are Salem Lutheran Church of Deerwood, the church should stay in Deerwood. In July 2010 the present building was completed, again on the same site as the two previous church buildings. The new building also incorporated pieces of the 1st and 2nd church buildings in the form of a stained glass window from each building. The original organ from the 1st church was also donated and sits in the narthex. As in the past, donations for items to complete the building came from the congregation, including the skylight in the Narthex, sound booth, and baby grand piano in the sanctuary.

Through the years we have been served by many pastors and their families, all of whom have contributed to the strength and growth of our congregation. For many years, Salem shared their minister with the Crosby church. Upon moving into the new building in 1961, Salem was able to support its own Pastor. The early records were not kept too accurately but from 1913 on, we have figured out that the following pastors served in the approximate years:

	Pastor Clifford J. Boren	1933	Pastor Paul Carlson	1967-1985	
Pastor S. Hjalmer Swanson	1913-1917	Pastor George Ostergren	1939	Pastor Fred Tessmer	1986-1995
Pastor J.W. Swanbeck	1918	Pastor Arnold V.N. Theorin	1943	Pastor K. Garlinghouse, Interim	1995
Pastor J. E. Erlander	1923	Pastor William N. Ofelt	1948	Pastor David Anderson	1997-2014
Pastor Arnold V.N. Theorin	1925	Pastor Norris Swenson	1962	Pastor Cheryl Fleckenstein, Interim	
Pastor Clarence Anderson	1928				2014

In 1997, after hours of discussion, a congregational meeting, and final vote, Salem’s Mission Statement was drafted and adopted. **Our Mission at Salem Lutheran Church:** We exist to *welcome* people to Jesus Christ, *equip* people with faith that works in their lives, and *send* people into the world in Jesus’ name.

On Christmas Eve 2014, while not officially celebrated, Salem achieved its 125th anniversary. Direct descendants of two of Salem’s charter families are still active members today, 6 generations later.

There have been many changes in the demographics of the church and area over the years. Early history showed many larger families, some 2nd to 3rd generation, attending. Currently, there are smaller families but some extended families remain. Historically, Salem has been an aged congregation. Currently, the majority of the congregation is 50+.

Music has been a long-standing tradition at Salem, with the first choir being formed in the early 1940's. Today, in addition to the choir, Salem also has a Praise team and an ecumenical hand bell choir, the Salem Ringers. The congregation has many talented musicians and vocalists who share their musical gifts. We are also blessed to have an ecumenical choir, combining the talents of many members of the area community.

Youth involvement including Sunday school classes, confirmation, and Vacation Bible School has also been an important part of Salem's past. The first confirmation class was held in 1891 and Sunday school classes occurred as early as 1898. While participation trends have fluctuated greatly over the years, the congregation still strives for growth and a renewed interest in this area. Currently, 17% of the congregation is under age 18. Vacation Bible school has been an overwhelming success year after year, drawing kids in from the community and even from other churches depending on their own Bible school schedules.

Salem has had many traditions to encourage community participation, including an annual Lutefisk dinner, which began in 1949 and would bring in 1500 people annually. While the lutefisk dinners are now a thing of the past, Salem's tradition of community involvement is still evident with its participation at Deerwood Summerfest, an annual celebration in August. Salem also supports Lutheran World Relief, ELCA Hunger appeal, the local Food Shelf, the Soup Kitchen, and Voyageurs Lutheran Ministry and its associated camps, Camp Vermillion and Camp Hiawatha. We support and host an annual ecumenical Cantata and the Heart of Christmas candlelight dinner.

In 1979, at the 90th anniversary of Salem, the congregation prayed and blessed the future of Salem:

It is our prayer that this ninetieth milestone will unite us even more closely as a congregation and serve as a time of spiritual refreshing, as we reminisce on what the Lord has done for us. As we turn over our responsibilities to the younger members of our church; to those who are in Sunday School now, all we can say is: Continue to build, make changes and improve, but our foundation is the words of Hebrews 13:8, "Jesus Christ is the same yesterday, today, and forever."



SALEM'S PARTNERSHIP WITH THE SYNOD AND ELCA

In 2009 Salem held a congregational vote to maintain its support and partnership with the ELCA. In fact, Salem's mortgage is currently held by the ELCA through the Mission Investment Fund. In addition, Salem continues to use the resources available through the Synod and ELCA including curriculum, seminars, workshops, and training programs.

Salem is unique in that both voting members and guest members (voting members for the following year) attend the Synod conference. Salem has also had the privilege to sponsor Synod interns on several occasions and host synod events.

It is important to keep the congregation informed in regards to current Synod and ELCA missions, changes, and other related activities by encouraging updates on ELCA programs/ministries in newsletters and mission updates in worship, as well as through Salem's website.



History of Salem's Social Outreach Ministry

In 1993, Salem established a social outreach ministry after reviewing the work and mission of the church. Donations came in slowly at first but then soon poured in, filling every available storage area including the church fellowship hall, private homes, and garages. The items received, including furniture, clothing, and other household items, were needed by community members to reestablish a household and their lives.

In December 2002, members of Salem financed the purchase of the former laundromat and anonymously donated the building to Salem so this ministry would have its own facility. A contest was held inviting congregation members to suggest names for the building and ministry and the name **Salem WEST** was chosen. It was derived from the church's mission statement of **W**elcome, **E**quip, and **S**end, with the addition of **T** for toolbox. Serving God by serving others became a guiding principle of Social Ministry. Salem WEST is the toolbox enabling Salem to fulfill its mission of reaching out in the local communities. Salem WEST, coincidentally, is also located 1 block west of the church building.

In 2005, after outgrowing the current building, money, materials, time, and talents were donated for construction of an addition to the existing Salem WEST building, almost doubling its size. This was done without any cost to the church. In September 2007, Salem Lutheran Church wrote a charter to establish the Social Ministry Governing Board, which oversees the development of outreach ministries and operations of Salem WEST.

In the spring of 2009, a small group developed a plan for a thrift store in Deerwood. The **Mustard Seed of Deerwood** opened its doors July 2, 2009. The items for sale at the Mustard Seed were items donated to Salem WEST, which were either not needed for the ministry of Salem WEST or were of high value and the sale of that item would generate income to buy items Salem WEST needed. In April 2011, the owner of the building offered to sell the entire building on Contract for Deed to the Mustard Seed. At that time Salem was committed to the construction of the new church building so anonymous donors stepped forward, guaranteeing the purchase without any obligation on the part of the church. Through the rent from the beauty shop and the upstairs apartment, plus Social Ministry funding, the building was entirely paid for by January 1, 2014. Salem WEST and the Mustard Seed buildings are owned free and clear by Salem Lutheran Church. The Social Ministry charter was revised in 2012 in order to cover operations of the Mustard Seed.

In January 2013, Salem WEST began collaborating with Bridges of Hope, a 501(c) 3 nonprofit faith-based organization located in Brainerd, MN. Originally, Salem WEST took in referrals from different agencies and case workers regarding distribution of goods and services. Through the collaboration with Bridges of Hope, which had its own established screening and referral service, Salem WEST is now able to send the referrals and client screenings to Bridges of Hope, easing that burden from the staff at Salem WEST. Based upon the screening, Bridges of Hope will refer clients to the appropriate agency for assistance, including Salem WEST.

From a handful of volunteers in 1993, to over 225 after the Mustard Seed opened in 2009, the support of Salem's Social ministries is unbelievable. And our volunteers love to work! Many are retired professionals, some are previous clients of Salem WEST, some are members of other churches in the community, and some are summer residents who help out when they can. In 2014, **21,857.50** volunteer hours were served, which at dollar value equaled **\$531,598.92**. This only counts for the volunteer hours that were recorded!

Listening and Responding

This section elaborates on the topics that the congregation feels reflect the direction and focus of the future of Salem. They are listed according to frequency of responses on the Task Force survey. Each topic is then broken down into the following categories:

Findings – Facts, common responses from the Transition Task Force survey, and research.

Congregational Suggestions – Ideas and possible solutions from congregational members through the survey, cottage meetings, and one-on-one interviews.

TTF Recommendations – Criteria deemed most important to achieve these goals by the Task Force.



Listening and Responding: SOCIAL MINISTRY

Salem Social Ministry is a ministry of caring. With the motto of "God's Hands at Work in Deerwood", Social Ministry staff and volunteers assist congregation members, community members in four counties and world missions by providing household goods as well as financial and spiritual support. Although Salem WEST and The Mustard Seed of Deerwood are the most visible aspects of Social Ministry and Outreach, our active, compassionate volunteers support many other projects such as Crow Wing County Jail Ministry, Habitat for Humanity, Adult and Teen Challenge, the soup kitchen, women's shelters, missions in Haiti, Honduras, Italy and the Ukraine and more (see a more complete list in the appendix). Our self-supporting ministry is of high impact to recipients but also fosters fellowship, friendships and unified purpose in our openhearted congregation, dedicated staff and devoted volunteers.

Findings:

- Salem Social Ministry has strong leadership. It consists of the 6 member governing board, The Director of Care and Outreach, 3 full-time and 1 part-time staff members and 158 volunteers.
- With a phenomenal reputation, Salem's outreach is a great asset to the church and the community. Our congregation highly values the ministry and would like to continue building on it.
- Two volunteers received the Lutheran Social Services "Servant of Christ" Award and Salem WEST received the 2006 MN Governor's Faith-based Best Practices Award.

Congregational Suggestions:

- Interact with other local churches even more than we already do.
- Help serve God's people in as many ways as we have resources for.
- Reach out to those who are lacking spiritually, as much as we do those lacking financially.
- Develop and expand programs, e.g. increase the Visitation ministry, attract younger members, and a larger pool of volunteers.

TTF Recommendations:

- Continue to recruit and welcome new volunteers; expand information on opportunities, orientation and training.
- Encourage awareness and openly invite all denominations and the unchurched to volunteer as our focus is community-wide.



Listening and Responding: YOUTH, YOUNG ADULTS & FAMILIES

Sunday School for age 3 through 6th grade, confirmation for grades 7 through 9, VBS, Lenten faith mentoring, Creative Kids, and Preschool Dance party are the current programs in place for Salem youth. National youth gathering, Middle School youth gathering, service projects, and camp opportunities with Voyagers Lutheran Ministry are some of the individual opportunities for youth to become involved with. All of these programs require planning and organization in order to be appealing and successful.

Youth involvement at Salem has been under transition also, with families moving away or changes in home situations. According to population trends between 2000 and 2010 for the Cuyuna Range communities, there has been a slight increase in population age 5 to age 15. However, it is not known what percentage of this age group is unchurched or claims a home congregation. Currently, there are 70 members age 18 and younger at Salem.

Findings:

- Currently there is 1 part-time staff for Children's Ministry and 13 volunteer teachers, substitute teachers, and support.
- Currently there is no leadership support for grades 7 through 12.
- There is a strong desire to increase involvement and participation by children, youth, young adults, and young families.
- Confirmation (grades 7-9) currently has 13 students attending; Sunday school (age 3 - 6th gr) averages 11 students.

14% of the congregation are young adults (ages 18-30)

15% of the congregation are under age 18.

Suggestions:

- Make Salem such a vibrant church that teens and young adults would rather spend time here and bring friends than in other activities.
- Engage our youth. Recruit new families. Offer appealing activities like ski trips. Hire a youth minister to lead youth service projects and Bible studies. Involve youth in worship and music.
- Develop a group with local churches addressing the needs of families. Offer activities and speakers. Let's help our parents with knowledge, information in raising a family, and parenting skills.
- Recruit a youth leader. Offer age-related groups for young teens, older teens, and young adults for mentoring, socializing, and Bible study.

TTF Recommendations:

- Create a youth committee to reconnect with Salem's youth and families.
- Be open to interdenominational partnerships with other churches to encourage youth participation.
- Participate in more activities, mission trips and service projects for older youth.
- Explore more options to increase participation by young adults and families.
- Encourage seeking resources from the NE MN Synod Coordinator of Youth Ministry, Catherine Anderson.



Listening and Responding: NEW MEMBERS

Inviting and welcoming friends and guests to Salem are important to the congregation.

Population trends for Crow Wing County show that by 2035 it is predicted that the county could see a 25% increase from 65,220 to 81,610 people. The Cuyuna Range consists of the communities of Deerwood, Crosby, Ironton, Cuyuna, Riverton, and Trommald. The Cuyuna Range is predicted to increase from 3,925 to 4,216, or 7%. While there are many members of the congregation who reside on the Cuyuna Range, a large number reside in rural Crow Wing County, which is projected to increase by 28%.

Due to Salem’s location in the Brainerd Lakes area, the demographics of the church continually shift as the seasons change and so there are fluctuations in attendance. There are many who travel south during the winter months and return again in the spring. The warm weather also brings weekend residents back to their cabins and to their “summer” church homes. In 2014, average weekly attendance was 195.

Findings:

- Changes may be necessary to grow membership.
- Busy lifestyles contribute to the challenges of membership growth.

Age	Under 18	18-25	26-28	29-39	40-49	50-59	60-69	70-79	80-89	90+
# of Members	70	40	0	24	32	70	71	111	43	10
% of Congregation	15%	8%	0%	5%	7%	15%	15%	24%	9%	2%

65% of the congregation are age 50+.

35% of the congregation are age 70+.

Congregational Suggestions:

- My hope is Salem will adopt a long-range plan to attract and keep new members, realizing that changes may be required to achieve those goals.
- Salem is the people – we pull together when needed. Let it continue at a greater strength.
- I believe God is calling us towards a more active family base and sustain our older demographic, too.
- My hope for Salem is that we strengthen and support a broader scope of ministry that includes in-depth Bible study, Christian activities for seniors and singles, youth and families.

TTF Recommendations:

- Increase exposure to those new to the area and community.
- Continue with our outreach and be welcoming to the unchurched.
- Continue to invite and welcome all who enter Salem.
- Develop a Welcome team to personally engage and welcome new people.



Listening and Responding: MUSIC & WORSHIP

Salem Lutheran Church has a strong tradition of praise through music. Our congregation members' opinions are diverse in regards to their musical preferences. Whether members prefer to sing traditional scripture related hymns or modern songs of praise, there is sure to be strong musical leadership. Salem has many opportunities for musical involvement and welcomes ecumenical music endeavors as well as "in house" opportunities.

Congregational participation in worship has increased in the recent past and this has enriched our growing in faith together. Congregation members have stepped forward during Pastor David Anderson's sabbatical and throughout our transitional period to lead worship services and present "faith talks" as the message. This practice has been a positive experience for Salem as members witness to each other.

Salem Lutheran Church members show continued commitment to our rich music heritage and member involvement in worship services as evidenced by the recently formed Music and Worship committee.

Findings:

- 5 part-time staff positions – 2 Praise Team Co-Directors, 1 Choir Director, 1 Hand bell Director and 1 pianist/organist.
- High participation of congregation members in worship services – ushers, readers, communion servers, sound booth, altar care, worship leaders.
- Congregational involvement in music and worship continues to evolve.
- Opportunity for weekly communion.

Congregational Suggestions:

- Addition of youth choir (as numbers allow).
- Strong sermon/teaching to guide you through the week.
- Possible factor of empty pews at worship could be because of 2 services, which could be discouraging to those looking for a "vibrant" church.
- Grow our faith and service for God.
- The genuinely kind, sincere believers are the strength of Salem.
- I have been impressed by the commitment of service and worship at Salem, which I refer to as our core strength. They are practiced in tandem, not one above the other. I hope that continues.
- Music, Bible studies, lay speakers and dedicated Christian members that come together where and when there is a need in both spiritual and physical nature.
- More modern Christian music, it would be great to have the late service at an earlier time on Sunday, maybe a Saturday night service could solve this problem. A contemporary service may call younger people.

TTF Recommendations:

- Continue with the newly formed Worship and Music committee
- Always put Christ first and focus on the Word and prayer.
- Be open to changes to worship services.



Listening and Responding: BIBLE-BASED CONGREGATION

Members of Salem Lutheran Church are called to equip; that is to equip others with knowledge of God's Word. One way that the congregation is being drawn to accomplish this is to establish strong biblical ties through fellowship and Bible studies. There is a desire to reaffirm our commitment to The Word and get back to the basics of Bible study. Congregation members have enthusiastically suggested many ideas about ways to do this. Although there are presently Bible study groups meeting on a regular basis, there is a desire to offer more variety and opportunities for learning.

Findings:

- Solid Bible-oriented worship services and outreach.
- Men's retreat
- Women's retreat
- Men's Friday Bible study
- Women's Wednesday and Thursday Bible study
- Women's Circles

Congregational Suggestions:

- Would like to see more prayer/Bible study/equipping & discipleship efforts to evangelize with the Gospel.
- Teach us how to continue to use the Bible when we are faced with tough times. We are all sinners and children of God, even though we may not always agree.
- Wider variety of Bible studies offered and maybe some Christian book studies.
- Young family Bible study groups.
- Opportunity for concentrated groups to share the Gospel with unchurched - for people to REALLY WANT to participate in small groups that emphasize prayer, Bible study & sharing where we are in our faith walk.

TTF Recommendations:

- Explore more options to encourage participation for all ages.
- Use the Word to address challenging issues that we (society) face.
- Emphasize existing Bible studies.
- Look into Bible study resources available through the Synod and ELCA.



Listening and Responding: ADMINISTRATIVE LEADERSHIP

Pastoral duties at Salem Lutheran Church are many. Obvious responsibilities include preaching, leading worship, planning, involvement with children/youth ministries, and working with staff. Duties perhaps not as commonly associated with a pastor are supervisory and administrative duties. As Salem's staff has grown, primarily due to growth in Social Ministry, more time and energy is expended in these areas. As Salem is not in a position to hire additional staff to take on these responsibilities, a strong administrative leader who can inspire/direct staff is essential.

Salem is in a unique situation in that the Associate in Ministry, other staff, and lay people all stepped up to fulfill various duties during the months of sabbatical and transition before being joined by the interim pastor. All of the Salem staff has shown tremendous dedication in performing above and beyond in our time of transition.

Findings:

- Staff management issues have occurred and have yet to be resolved.
- Job performance evaluations are to be done annually by Executive Committee.
- Salem has a sabbatical policy.
- Salem's organizational chart is available upon request.
- Job descriptions of all staff are available upon request.
- Personnel issues for staff are handled by the Executive Committee.

Congregational Suggestions:

- Strong administrator – able to oversee a large staff.
- Collaborator/negotiator/mediator – capable of compromise.
- Someone who is aware of all facets of the church and holds people accountable.
- Leader needed to keep staff motivated.

TTF Recommendations:

- A strong leader capable of taking charge of all staff – knowing when staff issues/changes need to be handled and following through with it.
- Establish a clear chain of command for staff, including pastor and Council, in regards to supervisory roles and duties. This should be communicated clearly and with transparency to all staff.
- Council/Executive Committee should review and update job descriptions, including clear and concise standards on exemplary and substandard performance.



Listening and Responding: CHURCH BUILDING

The new Salem Lutheran Church building project was completed in 2010. The building itself remains in the original location where Salem Lutheran Church was first established in 1899. It was important to the congregation to keep Salem’s presence in a prominent location, right in the center of Deerwood. Our building is an accomplishment completed with input from all members. Today the building is a prominent, state of the art facility which is often opened up to welcome community organizations and musical events. The building is well known to the community and is a reflection of what the Salem family can accomplish when we work together toward a goal.

Findings:

- New building finished in 2010 with the original mortgage being \$2,379,965.00.
- As of January 31, 2015, the Principal balance was \$1,973,051.32.
- Facilities team in place for repairs and maintenance.
- Currently open for community groups including Girl Scouts, Serpent Lake Association, musical events including Legacy Chorale, and private family events.

Debt Reduction Campaign Amazing Place . . . Amazing Grace 2011- 2014

- Amount Pledged \$646,748
 - Amount Received \$660,261
- **We received 102%****

Of the amount received \$60,238 was from family units that did not pledge

Another Step in Our Journey 2014 – 2017

Campaign Pledge Goal	\$555,000
<small>(amount needed to maintain the payment \$15,408)</small>	
With faith and prayer we hope to exceed our goal and raise	\$600,000
Total amount pledged to date	\$498,364
Sunday School Advent Offering	\$ 168

Congregational Suggestions:

- The wonderful, functional building allows/offers so many opportunities for the community.
- Our building is an asset.

TTF Recommendations:

- Continue to offer the building for use by members of the community.
- Pursue more green energy conservation.
- Continue to maintain and repair as needed.



Salem's Commitment to New Directions in Ministry

The Transition Task Force believes our congregation is ready to move forward in calling a permanent pastor. The transition process initiated awareness of Salem's strengths and weaknesses, identifying seven areas of importance to our congregation (covered in previous pages of this report). The congregation understands changes will come and welcomes them. We are excited about new leadership inspiring growth and improvement as well as resolving problem areas.

The focus of the TTF report is to present accurate information regarding the past, present and future of Salem Lutheran Church to the Call Committee. It is imperative for the Call Committee to use the TTF report in matching prospective pastoral candidates to our congregation's priorities. We rely on the Call Committee to clearly communicate the church's expectations to prospective candidates. Although the TTF focus is not on specific attributes of the new pastor, we have two recommendations. First, we request the new pastor be supportive in ministries where leadership is currently strong. Secondly, the new pastor should have strong administrative skills, establishing reliable and steadfast policies; i.e. we welcome innovation and forthright management.

We give thanks and praise to God for all He has blessed us with, joys and trials, guidance and preparation in our new pastor's heart.

Appendix

1. Salem Social Ministry Programs (Current or Historical)

\$ = Monetary assistance

V = Volunteer Time

S = Supplies

Within the Church

- \$ Apartment rental - \$600/month; free of charge for interim minister.
- \$ V S Block party for Deerwood neighbors.
- \$ Buildings of Salem WEST and The Mustard Seed (including appliances, furnishings, and computer systems) were acquired, remodeled, and completely paid for.
- \$ V S Cards and flowers to ill, home bound, Hallett Cottages, and Care Center residents.
- \$ V S Cards and treats to college students from Salem.
- \$ Financial Secretary wages - 4 out of 20 hours per pay period.
- \$ S Heart of Christmas dinner – gifted part of startup \$.
- \$ V S Lunch Bunch summer meal program
- \$ V Lenten soup lunches with other congregations
- \$ Medical/transportation/utility costs of congregation members.
- \$ V S Meals – Church pancake breakfast fundraisers and Thanksgiving lunches at Salem
- \$ S Quilters and knitters – Quilts and prayer shawls, supplies, transportation.
- \$ Salem – Total or portion of funding for: Bike rack, ear buds for church listening devices, flat screen TVs for Sunday school/nursery, large ladder, library furniture, kitchen appliances, dishes, cookware, paper products, new copy machine in church office.
- \$ S Salem Saints
- \$ S Salem students – Middle school youth gathering, National youth gathering, local schools extracurricular activities.
- \$ V S Sewing missions – T-shirt diapers and pillow case dresses.
- \$ V S Soup suppers and Spring luncheon.
- \$ V S Summerfest – Cleaning, repairing, organizing, moving and storing donations.
- \$ S Sunday school.
- \$ V S Supervise VISTA volunteers
 - V MN CEP Program, Restorative Justice, Sentence to Serve Participants, Mandated Community Service.
- \$ V S Trunks for Treats
- \$ S VBS – scholarships
- \$ S Vehicles - trucks and trailers donated to or purchased by Social Ministry are property of the church for Social Ministry-related use
- \$ V S Volunteer appreciation events

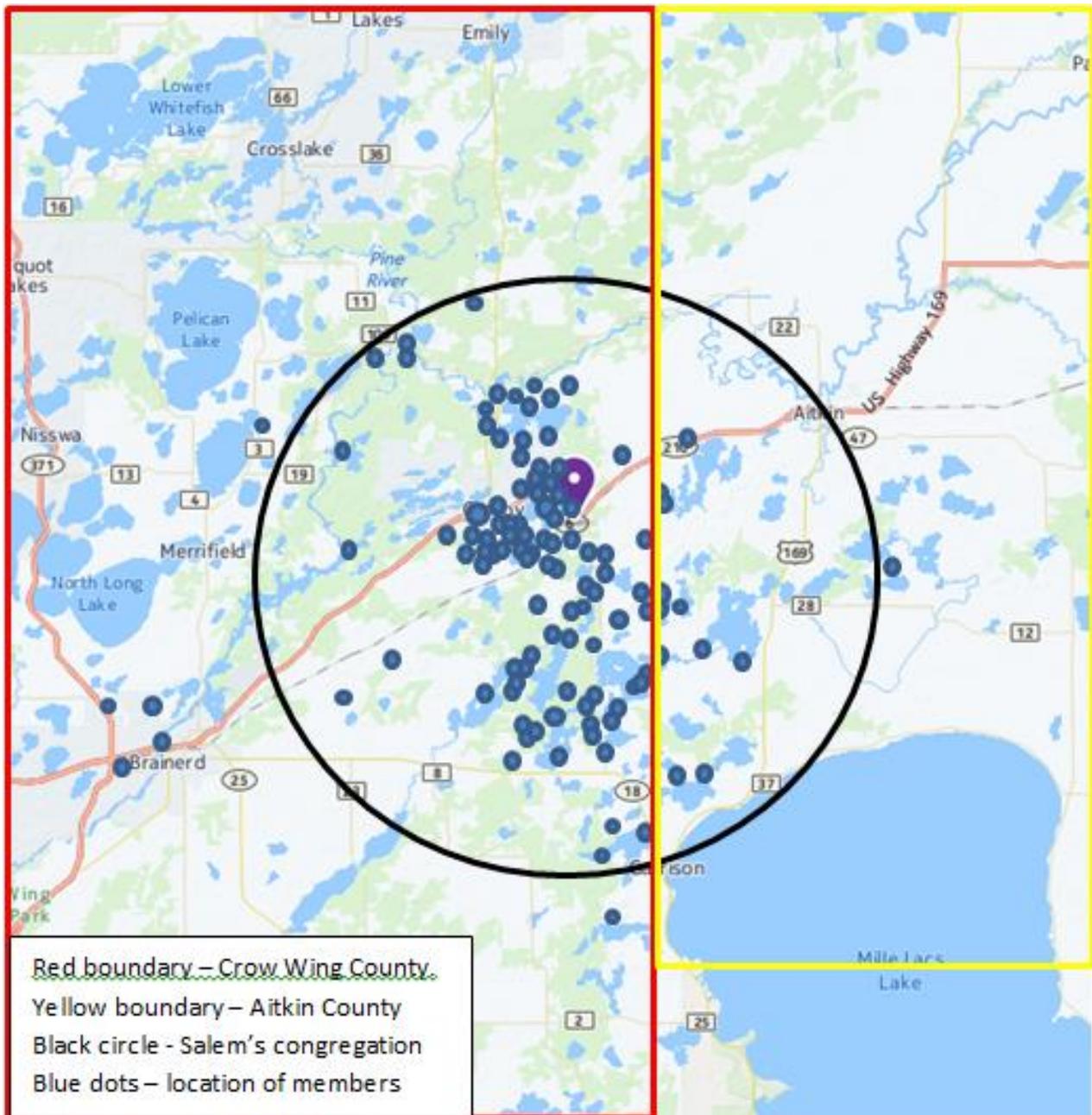
Salem Community Outreach Programs

- | | |
|--|---|
| <p>\$ V AADA (Advocates against Domestic Abuse)</p> <p>\$ V S Angel Tree- Gifts, mail, and transportation (in addition to congregation donations)</p> <p>\$ V S Birthday parties at Hallett Cottages/Care Center</p> <p>\$ S Birthday parties for kids in need at CRES</p> <p>\$ S Books for children at CRES (Cuyuna Range Elem. School)</p> <p>\$ Bridges of Hope</p> <p>\$ Care Center residents - \$10 gift certificate and private day for shopping at The Mustard Seed</p> <p>\$ Crosby-Ironton High School music program</p> <p>\$ V Crop Walk</p> <p>\$ Crosby students' extracurricular activities fees</p> <p>\$ Crosby Youth Center</p> <p>\$ Crow Wing County disability program "Special Touch" - \$ for Bible studies</p> <p>\$ V S Crow Wing County Jail Ministry – Bible studies, Christmas program, toys for children, mentoring (in addition to congregation donations)</p> <p>\$ V Cuyuna Range Christmas in the park</p> <p>\$ Cuyuna Range Education Foundation</p> <p>S DAV (Disabled American Veterans) – thrift shop clothing and household goods</p> <p>\$ Deerwood Chamber – \$ for Summerfest fireworks</p> <p>\$ ELCA World Hunger Appeal</p> <p>\$ V S Food Shelf</p> | <p>\$ Girl Scouts</p> <p>\$ Grad Blast – Aitkin, Brainerd, Crosby-Ironton</p> <p>\$ Habitat 500 Bike Ride</p> <p>\$ V S Habitat for Humanity – Thrivent Builds – construction team and provide lunches</p> <p>\$ Kinship Partners</p> <p>\$ S Lakes Area Pregnancy Support (LAPS)</p> <p>V S Layettes to needy moms at CRMC</p> <p>\$ Medical or disaster costs – congregation and local families</p> <p>\$ V S Music in the Park, Crosby – also kids' activities</p> <p>\$ New Pathways</p> <p>S Northern Pines Mental Health</p> <p>\$ V S Pinehaven Homes</p> <p>\$ S Project Haiti (in addition to congregation donations)</p> <p>\$ Relay for Life</p> <p>\$ V R.S.V.P. – provide record keeping.</p> <p>S St. Joseph's Sleeping Bag ministry</p> <p>\$ S Salvation Army</p> <p>\$ V The Center (Senior Center, Brainerd)</p> <p>\$ V S Soup Kitchen</p> <p>\$ V S Teen Challenge – clothing, Christmas program, toys for children, mentoring</p> <p>\$ V S Thanksgiving and Christmas baskets of food for needy families</p> <p>\$ V United Way</p> <p>\$ V S Youth and Family nights</p> <p>\$ S Women's Shelter</p> |
|--|---|

Missions:

- \$ V S Honduras –
- \$ V S Lutheran church
 - \$ V S Theological Training
 - \$ V S Mount Horeb
 - \$ V S Kid's Ark
 - \$ V S Health care
- \$ Russia NE MN Synod missionary, Mr. Lunn
- \$ Italy World Venture, Pund family

2. Salem’s congregational map (where members live)

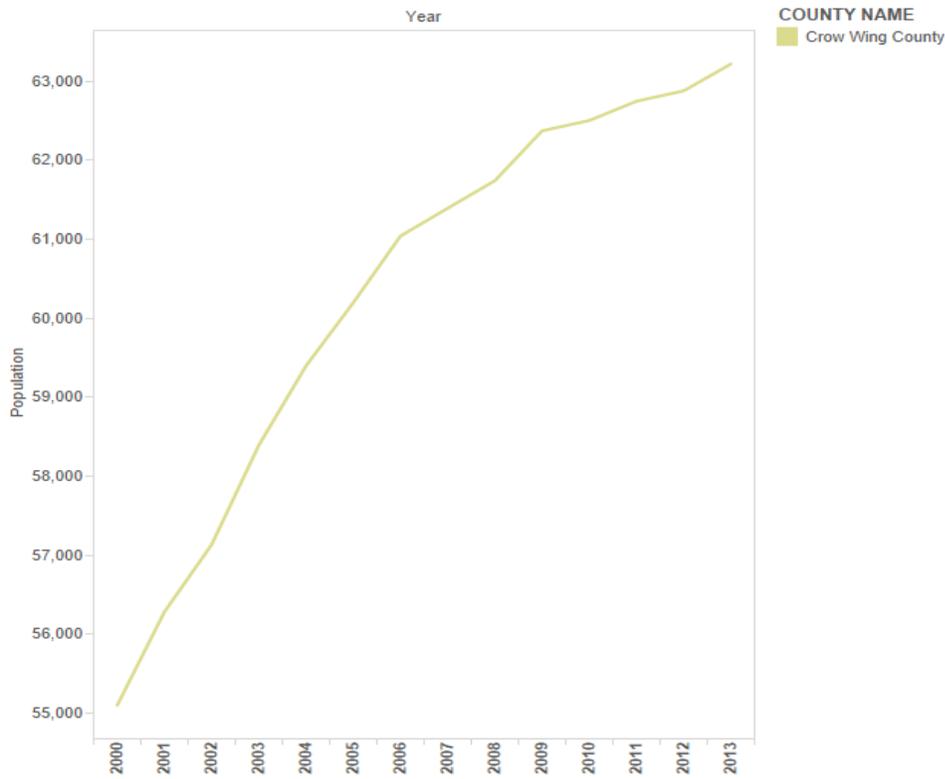


3. Salem’s Youth Members by age

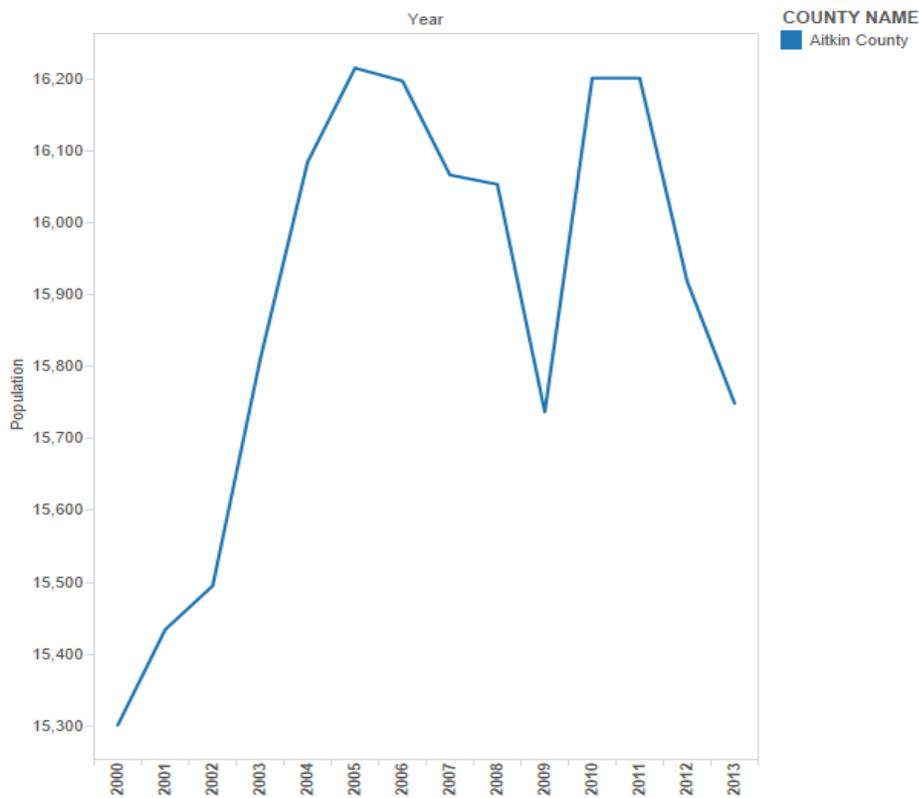
Age	Age 3-K (age 3-5)	1-3 gr (age 6-8)	4-6 gr (age 9-11)	Confirmation (age 12-15)	Confirmed (age 16-18)
# of Members	9	10	17	18	16
Regular attendees	5	7	6	13	-
% of Congregation	2%	2%	4%	4%	3%

4. Crow Wing (CW)/Aitkin Co. growth trends 2000-2013.

Trend



Trend



5. Population trends by Economic hub/Communities

Population Trends			
Communities	2010 Population	2035 Population	Rate of Growth
Brainerd/Baxter	22,759	27,427	21%
Cuyuna Range	3,925	4,216	7%
Nisswa/Pequot Lakes/Breezy Point	4,323	5,940	28%
Crosslake Area	2,283	3,275	43%
Rural Crow Wing County	31,930	40,752	28%
Crow Wing County	65,220	81,610	25%
Greater Minnesota			12%
Minneapolis/St. Paul Metropolitan			21%
Total Minnesota			18%
U.S.			23%

Source: Minnesota Office of the Demographer Projections

Attracting and retaining all ages

The lure of the lakes and forests attracts new residents and helps in retaining young residents. With continued transportation and telecommunications advancements, both young workers and retirees are expected to be growth segments for the county in the coming decades.

Population by Age 2010						
	0-14	15-24	25-44	45-64	65-84	85+
County	11,952	7,131	14,123	17,730	10,049	1,515
MN	1,063,382	723,480	1,396,680	1,437,262	576,457	106,664
U.S.	61,227,213	43,626,342	82,134,554	81,489,445	34,774,551	5,493,433

Source: US Census Bureau, 2010 Census Quick Facts

Population Age Trends, Crow Wing County (2010)			
	2010	2020	2035
0-14	11,952	12,550	12,170
15-24	7,131	7,740	8,360
25-44	14,123	17,880	16,920
45-64	17,730	19,900	20,530
65-84	10,049	13,880	20,100
85+	1,515	1,980	3,510

6. Public Education Population by age of Cuyuna Range cities 2000 & 2010

Public education among the state's best

In Crow Wing County, more than 3,000 students graduate from area high schools each year, ready to join the workforce or continue their education. Since almost 90 percent of the fastest-growing and highest-paying jobs require some post-secondary education, having a high school diploma and the skills to succeed in college and the workplace are essential.

Crow Wing County Public School Districts - 3 Largest			
	Enrollment	Graduation Rate	Student-Teacher Ratio
Brainerd (ISD 181)	6,671	91%	19 to 1
Pequot Lakes (ISD 186)	1,570	98%	17 to 1
Crosby-Ironton (ISD 182)	1,146	100%	19 to 1

7. Cuyuna Range Population 2000 and 2010

Population By Age 2000 & 2010

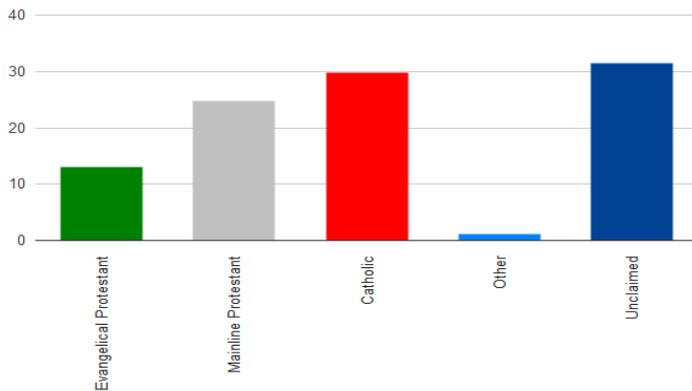
	Community / Year											
	Crosby city		Cuyuna city		Deerwood city		Garrison city		Ironton city		Riverton city	
	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010
Total population	2,299	2,388	231	332	590	532	213	210	498	572	115	117
Median age	42	43	39	40	41	40	52	50	40	37	38	42
Population under 5	164	173	11	19	37	39	5	11	36	45	7	10
Population age 5 to 9	141	150	19	25	46	47	13	5	30	54	9	5
Population age 10 to 14	160	138	18	36	51	35	10	4	40	41	7	9
Population age 15 to 19	151	146	18	24	38	38	8	8	35	24	7	8
Population age 20 to 24	131	131	12	10	24	26	5	12	28	34	6	7
Population age 25 to 34	214	288	24	38	64	60	17	24	48	74	21	12
Population age 35 to 44	290	203	38	39	67	46	31	17	66	56	11	14
Population age 45 to 54	271	296	36	46	77	70	33	39	56	76	19	14
Population age 55 to 59	92	164	13	24	24	51	21	10	9	43	6	10
Population age 60 to 64	97	120	11	23	27	20	15	21	23	26	9	12
Population age 65 to 74	232	197	19	34	65	47	33	38	48	42	6	12
Population age 75 to 84	233	212	8	10	46	41	15	18	62	40	7	3
Population age 85+	123	168	4	4	24	12	7	3	17	17	0	1
Population age 65+	588	577	31	48	135	100	55	59	127	99	13	16

8. CW county Religion statistics 2000 and 2010

Crow Wing County, MN Religion Statistics

2010 2000 1990 1980

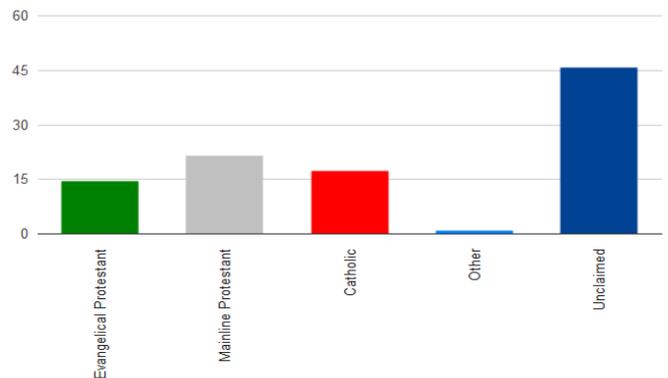
Click on the bar to view the churches included in the religion



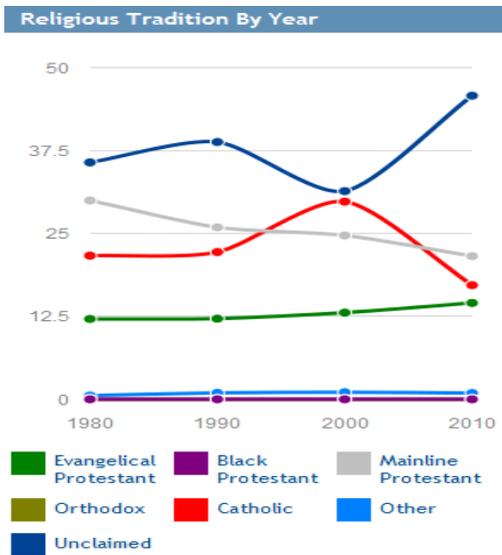
Crow Wing County, MN Religion Statistics

2010 2000 1990 1980

Click on the bar to view the churches included in the religion



9. Crow Wing County Religions 1980-2010



8. Description of Economic Hubs of Brainerd Lakes area.

Strong active communities serving 3 hubs

Economic activity in the Brainerd Lakes Area is centered around the Brainerd/Baxter hub, but there are two other economic hubs that are smaller but offer unique commercial opportunities.

Economic Hub	Communities
Brainerd/Baxter	Brainerd, Baxter
Cuyuna Range	Crosby, Ironton, Deerwood, Cuyuna, Trommald, Riverton
Lakes Region	Pequot Lakes, Breezy Point, Jenkins, Nisswa, Crosslake, Emily, Fifty Lakes, Manhattan Beach

Brainerd/Baxter

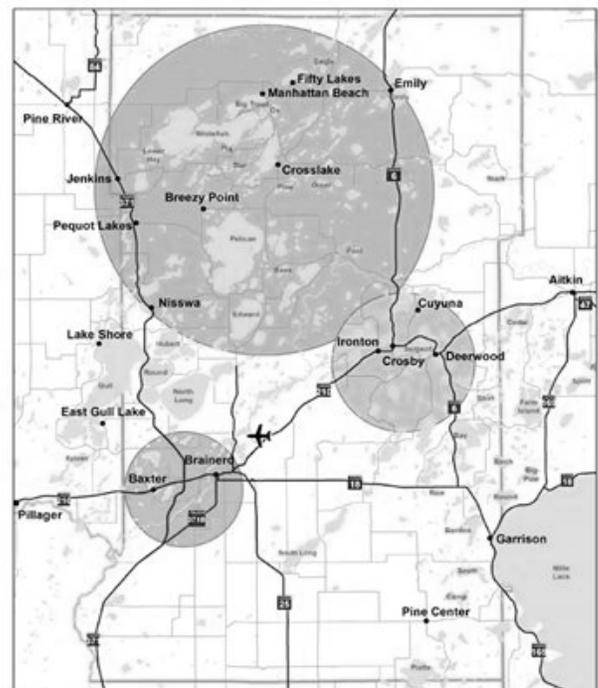
Brainerd/Baxter is a growing and active commercial base, with significant retail along the Washington Street and State Highway 371 corridors. With the Mississippi River running right through the center of town, Brainerd has a rich history involving the railroad, logging and paper milling. The Burlington Northern/Sante Fe Railroad still operates a yard near Brainerd's downtown, which recently underwent a revitalization. Many recreational opportunities exist here, with hundreds of nearby lakes, the Northland Arboretum, the trailhead for the 100-mile Paul Bunyan State Trail and much more. *Learn more from the [Brainerd Lakes Chamber's web site](#).*

Cuyuna Range

The 5,000-acre Cuyuna State Recreation Area is the heart and soul of the Cuyuna Range. This area is a recreational paradise for outdoor enthusiasts, mainly because of the 27 crystal clear mine pits that offer sensational scuba diving, fishing, kayaking, and other recreational opportunities. In addition to the mine pits, the area has a paved bike trail and is home to a new nationally recognized mountain bike trail. Outdoor recreation became a significant economic engine in this area after the iron ore mines closed several decades ago and continues to be an important part of the communities' heritage. Downtown Crosby is regarded as the "Antique Capital of the Lakes Area" as antique shops line Main Street. *Learn more from the [Cuyuna Lakes Chamber of Commerce](#).*

Lakes Region

The Lakes Region encompasses the Whitefish Chain of Lakes and Pelican Lake, two of the premium lake systems in the Brainerd Lakes Area. The communities in this hub are smaller and rely heavily on seasonal tourism traffic, either by offering services that visitors or seasonal residents need, or with unique and distinctive shopping opportunities. Small resorts and campgrounds dot the shoreline of area lakes, which provide excellent recreation and fishing. Nisswa has a renowned shopping destination and Pequot Lakes, with an industrial park, offers retail stores and has a strong employment base with several major employers in the area. *Learn more from the*



9. Salem WEST/Bridges of Hope (BOH) 2014 report on client support and assistance.

January - December 2014													
<p>451 Total Cases (Households) 224 Jan-Jun 114 July-Sept 113 Oct-Dec <i>37.6 Monthly average households served</i> <i>196 were first-time clients</i> 757 total number of people we worked with 1.68 average household size 336 children affected directly/indirectly 166 individual adults 116 single parents 85 adult couples with children 55 not collected/other family structure 29 adult couples without children 224 hshlds include a member w/MH 50% with MH diagnosis/concern</p>	<p>Household Concerns that We Addressed -Top 8 357 Home Repair, Maint, Large Furnishings 88 Basic needs (food, clothing, baby items, etc) 58 Shelter (moving, rent, deposit, homeless) 24 Transportation 20 Family/Parenting Issues 12 Mental/Physical Health 8 Education & employment support 8 Utilities <i>*households often have multiple concerns that we respond to</i></p>												
<div style="text-align: center;"> <p>Total Household Served</p> <table border="1"> <caption>Total Household Served Data</caption> <thead> <tr> <th>Quarter</th> <th>Hours Reported (Direct Service Staff only)</th> <th>Total Cases (Households)</th> </tr> </thead> <tbody> <tr> <td>Jan-Jun</td> <td>490.75</td> <td>224</td> </tr> <tr> <td>July-Sept</td> <td>207.25</td> <td>114</td> </tr> <tr> <td>Oct-Dec</td> <td>176.50</td> <td>113</td> </tr> </tbody> </table> </div>	Quarter	Hours Reported (Direct Service Staff only)	Total Cases (Households)	Jan-Jun	490.75	224	July-Sept	207.25	114	Oct-Dec	176.50	113	<p>Results & Outcomes of Situations 423 Able to refer to resources or reinforced current options 2 Data not entered (yet) 11 Did not remain in contact with BoH 0 Unable to refer to resources 14 Not recommending referral at this time 1 Found other means 94% able to refer/located resources Of those we referred on or who found solutions themselves: 243 Resolved situation fully or partially <i>57% of total we referred</i> <i>88% of those we referred who remained in contact</i> 125 Did not return phone calls or remain in contact 23 Still in progress/follow-up needed 24 Did not utilize services 1 Funding request denied 0 Resources were exhausted 311 were referred to Salem WEST (73% of all households) 205 were successfully served by Salem 112 no data yet; used other resources, no contact, etc</p>
Quarter	Hours Reported (Direct Service Staff only)	Total Cases (Households)											
Jan-Jun	490.75	224											
July-Sept	207.25	114											
Oct-Dec	176.50	113											
<p>Living & Income Situation 313 rent their home 38 not collected/other living situation 23 own their home 42 currently homeless, in a shelter or temp. housing 23 lives with family 12 group home or assisted living 246 living at or below 100% of poverty line 119 living between 101%-200% of poverty 79 not collected/not entered yet 7 living above 201% of poverty <i>income for a family of 4 at 100% of poverty is \$23,500/yr</i> <i>income for a family of 4 at 200% of poverty is \$47,100/yr</i></p>	<p>Of those we did not refer on, here's why: 1 No data (yet) 14 Did not return phone calls or remain in contact 10 Did not meet criteria</p>												
<p>Access Point (Who Referred Them) - Top 6 75 Repeated client 29 Referred by Salem 49 LSS Program 45 CWC (local county gov't) 43 Mental health/medical provider 38 Community Agencies 37 Friend/Co-worker/Neighbor</p>	<p>Rating of Experience w/Bridges (those who remained in contact) 1 Fair 14 Good 1 Neutral 90 Very Good</p>												
<p>Cause of Situation - Top 6 128 Move to/from/within the area 108 Insufficient income 54 Dissolution of a relationship/family issues 32 Birth of child/pregnancy/child joined household 22 Not Collected 16 Lost residence/eviction/foreclosure</p>	<p>Of those asked... 49% Report learning about new/prev. unknown resources 92% Report we were helpful explaining HOW to access resources</p>												
<p>Hours Reported (Direct Service Staff only) 490.75 Jan-Jun 207.25 July-Sept 176.50 Oct-Dec</p>	<p>Staff Time Quick View (Direct Service Staff) 874.5 Staff hours reported 425 Cases w/hours (others still in progress w/data) 2.06 Average hours per case</p>												
	<p>Client Financial Assistance 19 Households \$2,278.43 Housing & Shelter \$181.72 Utilities \$382.19 Transportation \$60.00 Basic living needs \$0.00 Education & employment \$0.00 Health & medical \$0.00 Child basic needs \$2,902.34 Total Direct Assistance \$152.75 Average Assistance Per Household</p>												
	<p>Contacts by Service Area 29 Aitkin 13 Pequot/Pine River 286 Brainerd/Bxtr 10 Pillager/Motley 66 Crosby/Dwd 5 Southern CWC 6 Nisswa/Merrfld 7 Staples 1 Northern CWC 22 Out of area/unknown</p>												

10. Salem's Congregational Trend Evaluation 2006-2013.



Evangelical Lutheran Church in America
God's work. Our hands.

Congregation Trend Report
ELCA Research and Evaluation
Source: Annual Congregational Reports

Congregation: Salem Deerwood MN 56444
Northeastern Minnesota Synod Conference: Heartland
Year Organized: 1906

From 2006 to 2013	2006	2007	2008	2009	2010	2011	2012	2013	%Chg (06-13)
Baptized Membership	667	672	632	565	572	606	543	550	-17.5%
Members Received By:									
a. Baptism: Children	13	6	8	5	8	7	4	3	
b. Baptism: Adults	0	0	0	0	0	0	0	0	
c. Affirmation of Faith	0	0	5	0	0	0	0	0	
d. Transfer	31	27	14	3	4	9	25	22	
e. Other & Stat. Adjustment	0	0	0	0	18	31	0	0	
Total Members Received	44	33	27	8	30	47	29	25	
Members Removed By:									
a. Death	5	8	11	7	7	5	9	8	
b. Transfer	0	10	9	9	16	6	11	10	
c. Other & Stat. Adjustment	15	10	47	59	0	2	72	0	
Total Members Removed	20	28	67	75	23	13	92	18	
Membership Change	24	5	-40	-67	7	34	-63	7	
Baptized Youth Confirmed	12	13	5	10	7	6	5	5	
Confirmed Membership	575	581	538	485	482	525	469	485	-15.7%
Average Worship Attendance	263	249	214	202	197	216	201	199	-24.3%
Percent Attending Worship ****	39.4 %	37.1 %	33.9 %	35.8 %	34.4 %	35.6 %	37.0 %	36.2 %	-8.1%

Racial/Ethnic Composition - Congregations filing in 2009 to 2012 show Active Participants, which is NEW in 2009. All other numbers are Baptized Members.



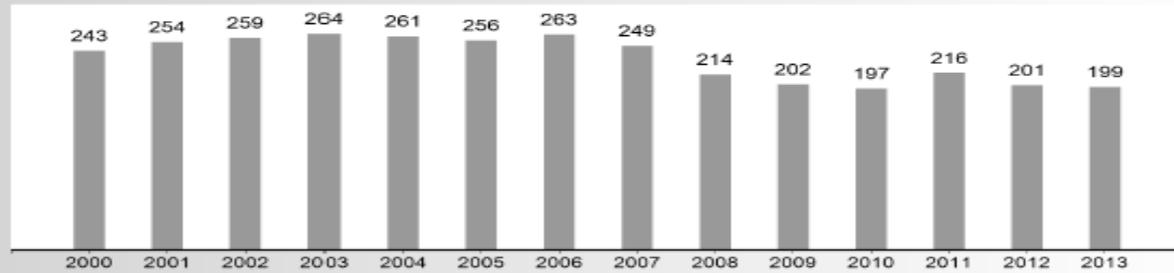
From 2006 to 2013	2006	2007	2008	2009	2010	2011	2012	2013	%Chg (06-13)
African American/Black	0	0	0	0	0	0	2	0	
African National/African-Caribbean (New in 2010)					0	0	0	0	
Asian/Pacific Islander	0	0	0	0	0	0	0	0	
Latino/Hispanic	3	3	3	2	2	2	2	2	
Amer Indian/Alaska Native	0	0	0	0	0	0	0	0	
Arab/Middle Eastern	1	0	0	0	0	0	0	0	
Multiethnic	0	0	0	1	1	0	0	0	
White	663	669	629	322	327	377	346	348	
Other	0	0	0	0	0	0	0	0	
Race/Ethnicity Total	667	672	632	325	330	379	350	350	

This data is collected to measure the ELCA'S progress in becoming more diverse.

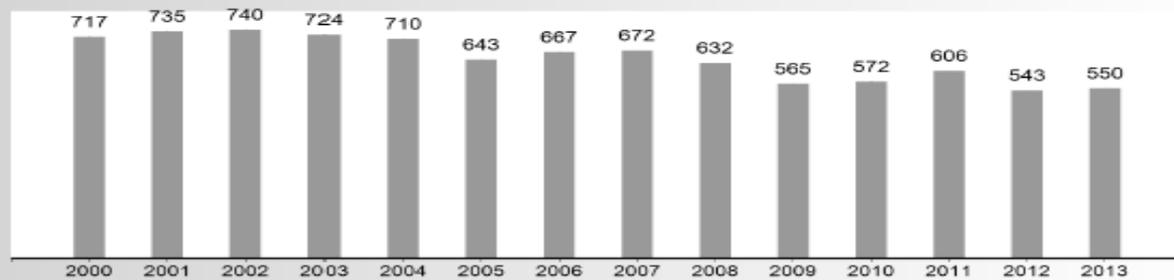
Regular Giving Per Confirmed Member	648.30	709.69	797.73	1,451.81	1,324.23	1,420.89	1,473.23	1,397.35	115.5%
Regular Giving Per Confirmed Member in 2006 Dollars	648.30	687.55	751.37	1,316.95	1,205.49	1,272.63	1,279.07	1,179.80	82.0%
Regular Giving by Members	372,771	412,332	429,181	704,126	638,278	745,969	690,946	677,716	81.8%
Designated Giving by Members	329,799	291,489	297,130	90,600	141,018	32,195	31,488	47,671	-85.5%
Grants & Partnership Support	26,160	52,590	38,665	35,216	76,156	60,917	61,533	27,494	5.10%
Total Receipts **	745,876	778,165	773,793	832,800	857,109	892,850	922,949	957,419	28.4%
Current Operating Expenses	392,578	423,303	408,822	415,933	410,922	547,634	500,645	529,500	34.88%
Payments on Debts	0	0	0	0	0	211,293	257,487	292,800	0.00%
Total Disbursements**	548,530	642,050	621,458	608,921	603,398	879,553	866,155	952,080	73.6%
Mission Support	38,917	43,700	44,734	44,413	30,050	33,715	36,850	34,146	-12.3%
Mission Support as % of Current Operating Expenses, Debt, Expenses & Mission Support***	9.0%	9.4%	9.9%	9.6%	6.8%	4.3%	4.6%	4.0%	-55.6%
Mission Support as % of Regular Giving ***	10.4%	10.6%	10.4%	6.3%	4.7%	4.5%	5.3%	5.0%	-51.9%
All other benevolence (non-mission support)	85,843	133,608	139,839	120,151	132,526	76,407	62,300	72,634	-15.39%
Mission Support as % of total benevolence.	31.2%	24.6%	24.2%	27.0%	18.5%	30.6%	37.2%	32.0%	2.6%



Average Worship Attendance From 2000 to 2013 (-18.1% change)



Baptized Membership From 2000 to 2013 (-23.3% change)



2013 VALUE OF CONGREGATIONAL ASSETS

Church real estate	\$4,101,440	All Other Assets	\$70,100
Endowment & memorial funds	\$25,566	Cash, savings, bonds	\$533,601
Total indebtedness	\$2,077,803	Capital improvements this year	\$23,000

Wheelchair accessible? **Yes**

Assistive hearing devices? **Yes**

Braille worship materials? **No**

Special needs outreach/support? **Yes**

Large print worship materials? **No**

Sign language interpreters? **No**

Community Context: Rural nonfarming

ZIP Codes Served: 56444 56441 56431 56455 56401 56450