

**To: The Judson Council**

**From: Brad Joern, Travis Norvell, Leslie Rapp, Doug Harvey, and Michelle Molstead**

**Date: March 16, 2021**

**Re: A Singular Opportunity: Recommendations from the Marketing/Communications Strategy Team**

## **Background**

When I, Travis, was on sabbatical, I saw the future of Judson in lovely and lonely churches throughout Scotland and northern England. I described them as 3D churches: Dark, Dank, and Dead. I returned with a determination to do everything possible to make sure Judson does not become a 3D church. I am confident we can turn around this congregation. I dare say the seeds for renewal are already sprouting, having been planted and cultivated during the pandemic and racial unrest of 2020. We have a singular opportunity to put Judson in a position to succeed, thrive, and make a positive impact on and in the community, and time is of the essence. One key component to our renewal is marketing/communications.

*“Here’s another way to put it: You’re here to be light, bringing out the God-colors in the world. God is not a secret to be kept. We’re going public with this, as public as a city on a hill. If I make you light-bearers, you don’t think I’m going to hide you under a bucket, do you? I’m putting you on a light stand. Now that I’ve put you there on a hilltop, on a light stand—shine! Keep open house; be generous with your lives. By opening up to others, you’ll prompt people to open up with God.” (Matthew 5:15-16 from The Message)*

## **Executive Summary**

In the Fall of 2020, Laura O'Halloran, Judson Church Moderator, asked Brad Joern to form a Marketing/Communication Strategy Team (the "M/C Team") to develop Judson marketing/communication strategy that could be used to attract a wider audience of attendees and/or members. The M/C Team was asked to work within the general parameters contained in Judson's mission, vision, and values statements (Appendix A), using them along with congregational feedback obtained through the 2019 Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis (Appendix B), and the "Judson in Six Words or Less" exercise (Appendix C).

The M/C Team began formation in the late Fall of 2020 with Leslie Rapp, Travis Norvell, Doug Harvey joining Brad. We had initially planned to add a college student intern to the mix, thinking that he/she would bring experiences none of us has in the areas of social media. We were unable to find an intern, but fortunately Michele Molstead, a friend to Judson and former Marketing Associate at Nice Ride, joined the team. During the Winter of 2021, the M/C Team met weekly to deliberate on Judson's essence, its place in the world, its relevance, and more. Out of these deliberations we generated lots of ideas for developing potential recommendations. In addition to the foundational documents noted above, the M/C Team read and discussed parts of Rev. John Pentland's book Fishing Tips, How Curiosity Transformed a Community of Faith (see Appendix D for a few "tips"), talked with Rev. Melanie Wallschlaeger and Rev. Carol Tomer, both ELCA pastors working in church "redevelopment".

The M/C Team has developed the following recommendations for consideration by the Judson Council:

1. Develop, adopt, and promote Judson's brand promise;
2. Develop creative ways to invite people into the Judson experience;
3. Find appropriate ways to intentionally connect with the Judson Pre-school;
4. Develop new "marketing" tools and resources;
5. Add Judson staff in the area of marketing/communications;
6. Leverage the facilities and location of Judson; and
7. Equip the saints—both old and new.

We have enjoyed the opportunity to work on this challenge. Our time has been fulfilling as we dreamed together about the future of Judson. We look forward to discussing our recommendations with you at the March 16, 2021 Judson Council meeting.

## **Recommendations to Extend Judson's Reach in the Future**

Each of our recommendations is expanded on the following pages. Order of appearance on the list does not indicate relative importance. Each is important in its own way. However, some might require attention sooner rather than later due to budget considerations, or the timing of when we can gather again, or potential for quick impact. We have chosen to provide one recommendation per page in order provide space for you to make notes, additions, etc.

We hope you will focus on the crux of each recommendation, developing your own ideas for implementation. We have offered details that came out of our brainstorming as examples.

## 1. Develop, Adopt, and Promote Judson's Brand Promise

We recommend the Judson Council initiate a process to develop, adopt, and promote Judson's brand promise. A brand promise is a clear and concise statement that encapsulates an organization's mission, values, and essence. Judson's brand would be a promise to all who encounter our brand statement that "this is who we are in everything we do". It should be invitational and resonate with the reader/listener/viewer in a tangible way—whether that person is a casual observer, a person seeking a spiritual home, or those who already identify themselves as "Judsonites."

Choosing an appropriate brand promise can be challenging, but if Judson's brand promise is chosen well; if it is consistent with who we say we are; if it is invitational; if it is backed up by actions inside and outside the walls of Judson; then we believe it can inspire others to join us either as partners or as members. Judson's brand promise should be evident on all communication materials—physical or electronic—whether they be informational, invitational, or promotional.

While we don't see our team as deciding what Judson's brand promise should be, here are some examples of what Judson's brand promise could be like. Each of these conveys something about Judson in an invitational way:

- "Come and Belong"
- "Whoever You are, Wherever You're At, Join Us on the Journey"\*
- "Just Love"

Finally, to be truly effective in the long run, a brand promise needs to have broad and deep buy-in across the organization, otherwise the brand will become just a few empty words, a hollow tagline, or a source of alleged hypocrisy. For Judson, this translates into congregational participation, understanding, acceptance, and adoption.

\*This is the brand promise of Hillhurst United Church, a UCC church in Calgary, Canada, where Rev. Pentland is the pastor.

## 2. Develop Creative Ways to Invite People Into the Judson Experience

We have identified two ways to be more intentional about inviting people into new or deeper relationship with Judson, as described below.

First, we recommend development of a robust program of welcoming new residents to the Kingfield neighborhood. Interesting opportunities for this are fast approaching as new housing construction is scheduled on Nicollet (high rises near the old Curran's), on the vacant lot behind Butter Bakery, and on 46<sup>th</sup> Street between Nicollet and Grand. There will be an influx of new residents within blocks of Judson when construction is done! We could possibly partner with the rental or real estate companies to obtain information about new residents. Here are some ideas to consider:

- Use our account with Royal Grounds to offer new residents a “cup of Joe on Judson”—maybe with Travis.
- Create and deliver welcome baskets or something as simple as a flyer in the mailbox of new residents welcoming them to the neighborhood and letting them know Judson is a short walk away. We can use that gift or flyer as a way of giving them an idea of who Judson is and what we offer (playground, Little Library, Pre-school, concerts, and of course worship services, etc.)

Secondly, we recommend developing an effective “feedback loop”. By this we mean creating and implementing a process for ensuring that anyone who reaches out to Judson—either by making a donation, signing up for the Judson Connection, visiting our Facebook page, visiting our website, or otherwise—promptly receives an appropriate follow-up to the extent possible. This doesn't all have to fall on the shoulders of the pastor—maybe the first step could be by a Judson member. Personalize it to the extent possible.

### 3. Find Appropriate Ways to Intentionally Connect with the Judson Pre-school

If there was ever an example of “low-hanging fruit”, reaching out in helpful ways to the Judson Preschool (the “JPS”) would be it. The JPS is part of Judson’s identity and history in the larger community. Over 100 parents in the 20–40-year age group walk through the doors of Judson three to six times a week. They generally know little about what Judson is all about beyond the excellent care their kids get at the JPS. We can and should appropriately leverage this rich, historic relationship so that the teachers, families, and kids feel a connection to Judson.

We think these connections could be created in a wide variety of ways—with input and partnership, of course, from JPS leadership and staff. Perhaps:

- Travis (or maybe some of the grandparents in the congregation) could offer to participate in story time with the kids on a monthly or bi-monthly basis.
- Judson could provide coffee and donuts for staff on occasion - maybe focused on key dates (Rally week, Thanksgiving, MLK day, Valentine’s Day, Earth Day, Teacher appreciation week in June, etc.)
- We could explore ways to learn from the JPS staff and parents about what they and their children need and how the church could help (create opportunities for the Preschool Director to meet with the staff, speak to the congregation, etc.).
- We could seek appropriate ways to help the parents and kids after consulting with the parents and staff . For example, we could offer an after school homework “study hall,” occasionally do a Saturday night dinner where parents can have dinner while their kids play outside or inside with Judson taking care of the childcare.

#### 4. Develop New “Marketing” Tools and Resources

To engage new members we need to make sure our messaging and resources are current, look and sound enticing and are customized to the specific audiences we hope to attract. We need to utilize technology and cast a wide net. We should not be reticent to do what we can to serve a wider population. Our recommendations are to:

- Establish a budget item for marketing promotion, to be used for creating marketing materials and pushing them out through appropriate media channels (Youtube, Social media, local media, Kingfield neighborhood newsletter, etc.)
- Create and post Video Projects and/or Podcasts to keep telling the Judson story, including:
  - Personal reflections from members talking about how they came to Judson, how they started to feel at home, something specific that they learned or fell in love with about being part of this community, etc. (See link in the Appendix to an example of such a video.)
  - Podcasts - This idea would take some planning and some technical expertise but could be done in-house given the talent we have in the community. A few ideas are:
    - Interviews on topics related to Judson’s missions or focus groups;
    - Some of the interviews Travis has done with Sondra and Don Samuels, Eric Barreto, Randy and Sarah Baker, Joel Hoefle and Trish Magal;
    - Travis podcast on Cycling and Ministry—his new book etc.
- Invite some neighbors (or others) who are not currently members of Judson to the church building and ask them some questions: “Imagine yourself coming to Judson for the first time—what strikes you as noteworthy? Describe your experience. What felt positive, inviting, safe? What turned you off?”

##### 5. Add Judson Staff in the Area of Marketing/Communications

We realize that some of the recommendations made so far will stretch our current capabilities in the areas of marketing and communications, particularly as it relates to use of social media as described in our previous recommendation. To accomplish this needed work, we recommend creating a part-time Communications Specialist position at Judson—to be filled during the 2021-2022 Judson year. We envision the primary duties of this position to include:

- Managing Judson’s social media presence;
- Updating the website content regularly so that the messages grow with us;
- Collecting, evaluating, and recommending technical updates;
- Updating the Messenger Newsletter – possibly making it mobile friendly, shorter, more visual – something people want to read;
- Continuing to enhance Judson’s YouTube channel;
- Reviewing all standardized forms of communication—paper, email, fliers, brochures, talking points, newsletters, social media, etc. to ensure consistency with Judson brand, timeliness, accuracy, relevance, and tone;
- Evaluating and recommending new ways to disseminate/obtain information to/from the members and friends.

To help facilitate this activity, we also recommend creating an ongoing M/C Team of 4-5 people consisting of Travis, council members, and the congregation at large. This group along with Travis (as the supervisor of staff) would provide guidance and direction for the Communication Specialist.

NOTE: We are not recommending specifics on what a “part-time” position could mean financially for the church. This needs to be determined by the Council with direction from the Personnel and Finance Committees. If, however, the position was for 10-15 hours per week, paying \$16-18 per hour, the annual salary costs would be \$10,000 to \$14,000 per year, plus any required resources and additional promotional costs.

## 6. Leverage the Facilities and Location of Judson

The Judson Church building, with its physical spaces and prime location, is one of our greatest “assets” and could serve as a valued community/neighborhood resource. We recognize this recommendation could be a challenge to some because it will require us to adopt a new, more-open perspective of the purpose of the church building. To leverage this asset, we recommend that we:

- Think of and use the building as a service to the neighborhood. For example, the building could be used in some or all of the following ways:
  - Conduct classes open to the public, led either by Judson members, Judson staff, or community resources. Class content could vary over a wide spectrum including spiritual direction/growth, meditation, literature, history, politics, justice, art, etc.
  - Create and hold events, such as book clubs, monthly movie nights, game nights, neighborhood choir night, art shows, recipe swaps, etc.
  - Invite affinity groups, such as AL-ANON, young parents, new mothers, climate justice, community gardeners, racial justice, and other neighborhood groups to meet at Judson.
  - Expand our musical events to include student recitals, a neighborhood talent show, and additional concerts.
  - Organize wellness activities such as biking, walking, neighborhood tours, crawls, etc. with the church as a starting point.
- Review, update, and align our outside space to reflect the brand promise by making our physical building more welcoming and engaging. Everything matters in creating perception.
  - Display our new brand promise prominently on the outside of our building.
  - Pay attention to the content, appearance, and functionality of our exterior, including signage, placement of the fence, the playground, the raingardens, the little library, and others.
- Create opportunities for people walking by to stop and stay a while. For example:
  - Add a doggie treat mailbox – something that makes walkers stop and take a look, read a sign, notice the rainbow flags etc.
  - Add some sort of bulletin board or informational spot that displays what we are doing.
  - Construct a large chalkboard or white board that invites neighbors to comment on various aspects of life.
  - Add a bench on the playground for parents to sit and talk while their kids are playing.
  - Make our arcade entrance more inviting. It is dark and the door is somewhat foreboding. Can we add more lighting—both for ambience and safety reasons? Could the door be replaced with something safe, but also inviting (windows or a glass door or side panels)
  - Add more exterior lighting both for ambience and safety.



## 7. Equip the Saints—Both Old and New

Part of the work of expansion needs to include the “care and feeding” or re-engagement of those who have been part of the church for a long time. The 100+ people who have regularly showed up on Sunday morning and served on committees are the backbone of the community. Introducing change could create questions like: “What is my role now?” “How do I plug in?” “What are the new expectations?” We understand that change brings both growth and growing pains. This reminds us to be mindful of and honor everyone in the integration process.

We may need to have a better assessment of the skills and interests of this group. Likely, there are untapped talents and interests that are just waiting to be used. Maybe the emotional and psychological impacts of being separated during the last year will create new impulses in people to reach out in new and meaningful ways. To find out, we recommend:

- Undertaking a comprehensive Talent/Asset Mapping of the Judson Community to identify areas of individual strengths, weaknesses, unused/latent talent, dreams, etc.
- Inviting the “unheard” voices in the congregation to step out. Let’s find out how they might want to be more involved in Judson’s ministry. Maybe even challenge them a bit?
- Revisiting the four focus groups that were initiated in 2019 on a 100-day trial basis. Are they working, still relevant? Are we missing focus areas that need our attention?

For new members/attendees/participants, we need to make sure that our brand promise is real. Our SWOT analysis indicated that we do a great job of welcoming and affirming new people, but not such a good job of helping them feel like a part of the community in the long term. We must rectify this if we hope to sustain the presence of new participants. In this regard, we recommend the following:

- Develop a new “member”/congregation integration process.
- Develop printed guides for new members including welcome letters, a sense of what it means to be a Judson member, directories, historic information, plans for growth, FAQ’s, etc.
- Develop new member gatherings around food and fun.

## **Next Steps**

The Judson Council has the responsibility and authority to decide what to do next, and we urge the Council to act soon. To give you a nudge, we suggest you start with the following:

- Think from a perspective of abundant resources of many kinds—people, relationships, finances, opportunity, passion, and so on. First ask: “What would it take to do this?”, rather than: “We can’t do this.”
- Take a deep breath and prioritize the areas where you think change is most needed. Pick a place to begin, or pick 5 ideas to work on, or pick one from each major recommendation area. Most importantly, start somewhere.
- Identify the recommendations that impact the budget. Most likely, you are already working on the 2021-2022 budget so try to fit some of the potential costs in now—particularly the area of staff addition.
- The formation of an M/C Team as indicated in recommendation 5, could take place soon, even before any staff is hired.

Judson has, by all indications, not only survived the COVID pandemic of 2020-2021, but is well positioned to thrive going forward. Yes, we have much work still to do, but many good things are on our side as we go forward. Participation in our electronic offerings has increased over time, we have developed new skills at reaching people, our budget finances have remained solid as pledged giving has remained stable, we put solar panels on the roof, and our focus groups are actively at work.

## **APPENDICES**

**APPENDIX A:** Judson's Current Mission Statement, Vision Statement, and Core Values (DNA)

**APPENDIX B :** Primary Results of Judson SWOT Analysis (Chosen by Judson Council in January 2020)

**APPENDIX C:** Judson in Six Words or Less

**APPENDIX D:** External References Accessed

## APPENDIX A

### JUDSON'S CURRENT MISSION, VISION, and CORE VALUES

#### **Judson Mission Statement**

Judson's mission statement appears in our weekly bulletin: "The mission of Judson Church is to live out the unconditional love of God by loving our neighbors and all creation as ourselves. We welcome the gifts and participation of all persons regardless of age, gender identity, gender expression, health, race, sexual orientation, differing abilities, religious or ethnic background, or economic circumstances."

#### **Judson Vision Statement(s)**

Judson's vision statement appears in each Sunday bulletin: "We are a spiritually grounded community united in providing sanctuary for all who enter. We seek to open ourselves to the healing and transforming power of God's love as we seek to follow the life of Jesus: honoring our deepest differences, seeking justice and mercy, discovering and implementing our gifts, and nurturing our children".

Judson's vision for children and youth, taken from the weekly bulletin: "The children and youth of Judson Church will experience the love of God within our faith community. Here, the Christian story will take on meaning and relevance for their lives so that they become persons of faith: biblically literate, prayerful, seekers of justice, and equipped to reflect on moral decisions in light of faith."

#### **Judson Core Values (DNA)**

Judson's intentional recognition and practice of our collectively articulated DNA, i.e., the creative, relational, and inclusive nature of our belief system and community. These three characteristics lead us to understand art as a spiritual expression and give us courage to take creative risks, help us believe in the power of God in community (both locally and globally), and practice respect and generosity to all to enter our doors. Judson's open and affirming perspective, its commitment to justice for all people, and its respect for the earth all flow from our collective DNA.

## APPENDIX B

### PRIMARY RESULTS OF JUDSON SWOT ANALYSIS

Developed January 20, 2020

NOTE: These primary elements of the SWOT analysis were chosen from many as the primary ones to work on in an observable or measurable way. See Council documents for full list.

#### **A. PRIMARY STRENGTH—Welcoming always; NO judgment is HUGE STRENGTH./ The warmth of this community. Genuine welcome to new people. / No judgement.**

Using this strength to help Judson reach our challenge:

- Ushers know how to direct families with children toward children's programming.
  - Ushers are key to newcomer experience.
    - Review/update guidelines for ushers.
  - What rooms for what kids?
    - Information cards in the back or in pew rack regarding this?
  - When new children arrive, refer to Carolyn K.
- No new person standing alone at the back of the church, either before or after church.
  - This begs the question of who is new. Anyone I don't know.
    - Newcomers are invited (and accompanied) to second hour.
    - Find an effective way to capture contact information for visitors.
    - Identify ways to gather people together, either in work or at play.
    - Welcome conflict within the community in a civil way. Conflict identification and resolution. Have crucial conversations.

Measurable/Observable Goals:

- Stress to entire congregation the importance of helping visitors feel welcome, find a place for their children, become acquainted with Judson's mission and what we have to offer.
  - As members, we are the hosts of all visitors.
  - Look around during and after worship is over. If someone is new—go greet them.
  - We need them as much as they need us.
  - They made the first step by coming in the door.
- Enhance our greeting protocols:
  - Develop and implement formal usher training—Worship
  - Develop materials for ushers to hand out to visitors and new members with children—Christian Ed
  - Children's minister be in back of church to greet children as they arrive
  - More visible "visitor's table" with helpful, updated information—Worship and MLS
  - Provide a give-away to visitors—Judson mug?
  - Be bolder about contacting visitors—MLS

**B. PRIMARY WEAKNESS—How do we make new people not only feel welcome, but to help them engage with congregants on a more personal level? / Insider—outsider feelings**

Take action to help newcomers feel more connected over time.

- Wider participation in worship leadership.
- Encourage home invitations for informal get-togethers. Encourage expanding circles.
- Build a sense that doing this is imperative for a healthy, thriving community.
- Avoid using inside Judson talk.
- Be intentional about asking people to participate
- Meet for compassionate conversations about important topics
  - Ala Karla at her workspace
  - Death of a spouse
  - Death of a parent
  - Death of a child
  - Divorce
  - Illness
  - Losing a job
  - Retirement
  - Moving to a new home

Measurable/Observable Goals

- Three or four 2020 reflections from somebody new--MLS
- Organize “Dinners for 8” on an ongoing basis in a formal, structured way--MLS
- Give coupons “Judson Bucks” to newcomers to use for Great Gathering
- Advertise and hold all-church potlucks
- Test the idea of conducting compassionate conversations—Congregational Care

**C. PRIMARY OPPORTUNITY: Our building—it is a central spot in the neighborhood, close to major traffic arteries, bus lines, bike lanes. Open the church up to others, by implementing and promoting attractive opportunities in the areas of the arts, spiritual education and experience, social justice, current events.**

Potential ways to expand the purpose and use of the Judson building.

- Start thinking of the building as something larger than a church sanctuary. More like a Kingfield Neighborhood gathering place for education, arts, inspiration, etc. that also houses a church.
- Use the building in ways to promote justice of all kinds.
  - Note: the day after our December 17 meeting, we were asked by the office of Council Member Jenkins if Judson would be available for a dinner and discussion on January 21 regarding racial healing.
- Community group gatherings
  - Mom groups
  - Concerts—expand the Judson Music Series
  - “Pop up” sing-alongs

- Game nights
- Neighborhood book clubs
- AA, Alanon
- Rehearsal space
- Coffee house gatherings
- Classes
- Consistent message about Judson for all who attend an event

#### Measurable/Observable Goals

- Take the perspective that the building is a blessing for the extended community.
  - Carefully consider how to expend its use in a safe, effective, mission-driven way
  - Understand God as invitational in creating additional programs/services
  - Do the work of expanding our mindset about the building.
- Create/Update/Implement protocols for building use—long term and short term—Building Use & Property
- Tell the community about opportunities at Judson
  - Consistent message of:
    - If you are seeking community
    - If you are seeking spiritual growth
    - Etc., Judson can help
- Evaluate what building improvements/repairs might be needed to accommodate different groups. Property

#### **D. PRIMARY THREAT—Judson becomes a focal point for outside groups protesting our stances on justice issues.**

##### Learn from Christmas Eve 2019

- As Judson publicly takes progressive stands on issues such as human sexuality, racism, immigration and others, we may encounter more protests from more conservative groups, such as was experienced on Christmas Eve in protest of our stand on LGBTQIA+ fairness.

##### Mitigation steps to take.

- Develop “rules of engagement” to deal with protestors outside the building.
- Develop “rules of engagement” to deal with protestors who might come into a meeting or service and attempt to create disruption.
- Review safety of our sanctuary and children’s space.





- A loving, joyful, justice seeking community.
- Music, Spiritual, Justice, Friendly, Beautiful, Climate sensitive
- Judson is my place of belonging.
- Found God's love in these people.
- Where questions and dreams are encouraged.
- Unpretentious searching towards justice and love.
- The Divine appears in unexpected ways.
- A place and people that encourages hope.
- Fun, Deep, Interesting, Frustrating, Lovely
- Great people seeking meaning together.
- Awesome, Trustworthy, Believable, Holy, Loving, Musical
- Love, Challenging, Encouraging, Just, Hopeful, Inclusive
- Open, Fun, Inspiring, Educational, Fellowship, Friendship
- Non-judging, Liberal, Educational, Justice, Accepting, Receptive, Special Projects/Interests
- Welcoming, Fun, Goofy, Passionate, Peace & Justice
- The place where I am known.
- Connections, Centering, Friends, Journeys, Life-ing, Comfort
- Loving, Growing, Challenging, Haven for all
- Not what you think. Be there.
- Great choir, Inclusive, Warm, Justice seeking, Welcome
- **Justice, Unity, Diversity, Strong, Ongoing, Noble** (Addison Brown)
- Community, Inclusive, Open, Always approaching greatness
- The love of God.
- Reverent, Welcoming, Sanctuary, Everyone, Inclusive, Prayer, Hospitality
- Justice, Unifying, Dreamers/Daring, Soul searching, Open, Now! Needed
- Music, Internal, Peace, Education, Missions, Bible
- Acceptance, Welcoming, Steady, Creative, Child-centered, Musical
- Welcoming, Smart, Open, Willing, True, Heart
- An opening, a journey, pilgrimage
- A community of belonging, faith, service.
- Welcoming, Affirming, Active, Community, for Justice
- Friendly, Welcoming, Smart, Knowledgeable, Stable, Community
- Welcoming, Inclusive, Educational, Beautiful, Stained Glass
- Laughter, Eye-contact, Prayer, Silences, Children, Innovation
- Place where I feel at home.
- Where I find home and connection
- Honestly addresses who we are being
- Loving chaos of welcome, energy, spirit.
- Fun, Calming, Has good snacks, A joyful place, Kind people, Peaceful (Rosie Mason)

## APPENDIX D

### EXTERNAL RESOURCES ACCESSED

We accessed, via reading and conversation, ideas and information about how churches thrive in the current culture from the following sources:

#### **A. Fishing Tips: How Curiosity Transformed a Community of Faith, by Rev. Dr. John Pentland**

- We were encouraged to read this book, but focused on the following chapters:
  - Chapter Seven: Connect to Culture.
    - “Our fundamental work in the church could be about seeking and supporting connections”, page 157.
    - “...*connecting* to culture both inwardly and outwardly, *building community* through culture, *being visible* in the outer world, *being accessible* to and *communicating with* those who want to find you—these general principles are transferrable”, page 172.
  - Chapter Eight: Say Who You Are.
    - “Perhaps our overlooking this naming/saying process stems from the reluctance to actually invite people in? from a fear of judgement? a fear of change? Perhaps it’s because we assume people out there already *know* who we are, don’t have misconceptions? What limiting beliefs do we hold around “identity” and “saying it” that reflect an out-dated understanding of what Church is and can be?”, page 179
    - “First impressions matter. Often, to folks on the outside, the first and single point of contact beyond the building itself is the signage displayed our front”, page 180.

**B. Conversation with Rev. Melanie Wallschlaeger, ELCA pastor who has worked with struggling churches to help them revitalize their ministry.**

**C. Conversation with Rev. Carol Tomer, former pastor at Pilgrim Lutheran in St. Paul regarding their experience with a part-time Communications Specialist staff person.**