



CONFIDENTIAL

June 30, 2017

TO: Interested Parties

FROM: Ali Noorani, Executive Director

RE: Recent Learning and Outlined Work Plan for Digital Grassroots Strategy

After the 2016 election, we identified a need to leverage our grassroots *Bibles, Badges, Business* network to identify, engage and activate grassroots conservatives in target districts. We determined that a robust digital strategy offered the most effective way to accomplish this goal.

In short order, we redeployed our existing communications resources to digital platforms. And, in January 2017, we developed an overall [grassroots digital strategy](#). Over the first 5 months of 2017, we have raised approximately \$300,000 (of an initial \$1m budget) to launch this strategy.

This memo outlines lessons learned to date, and key questions/benchmarks as we move into implementation and further fundraising.

### Lessons Learned

The Forum's digital presence has rapidly expanded with Facebook "likes" nearly doubling since the election and "reach" increasing over 750%. Since the beginning of the year, over 95,000 minutes of video have been watched with over 368,000 unique views. In just the last month, Forum videos have been viewed 132,000 times in mostly conservative districts.

Over the course of our regular work we've begun small tests in order to refine our understanding of potential audiences and better understand them.

A clip of a CNN interview explaining why Trump's executive order could make America less safe performed incredibly well among college educated women with interests in international aid resulting in just \$.02 per video view and \$.03 for a 10 second video view. Even more impressive, this audience on average watched 19% of the video while those who like the Forum's page or had indicated interest in immigration as an issue only watched 13% and 9% of the video respectively.

On April 26, as part of our new integrated field/communications/digital approach, our Texas BBB mobilizer Tim Moore captured a 34-second [video](#) of Harris County Sheriff Edward Gonzalez, a member of the [Law Enforcement Immigration Task Force](#) and one of the Texas law enforcement leaders who spoke out against SB 4.

We used the video to run a four-day Facebook campaign, focusing on the Texas evangelical community. The video was viewed 49,450 times and reached 70,006 people, receiving 735 likes, 594 shares and 36 comments. While the video audience overall was 60% women, the audience for Southern Baptists and those interested in evangelical international aid organizations was 80% women. Nearly all of these viewers were married and college educated with a higher than average likelihood of holding a master's degree.



It cost less than \$.02 per video view for both of these audiences. But for an international aid audience the 10 second per video view costs were lower than for even an audience that had already expressed interest in immigration at \$.04 as opposed to \$.06 per view. While these evangelical test audiences were less likely to share the post, the responses the post did receive were overwhelmingly positive at a ratio of 20:1.

In a subsequent video [featuring law enforcement](#), we took these learnings and were able to reach our target demographic for under \$.01 per view reaching over 66,000 views for less than half the budget of the previous buy. With increased audience size we have begun to identify additional authors, organizations and other defining demographics most likely to result in positive interactions within this demographic.

In the Carolinas, we tested a new communications strategy through two videos telling the story of DACA recipients, [Maria](#) and [Jose](#). While the videos were about these two remarkable DACA recipients, the voices and faces in the videos were native-born Carolinians speaking to the value of the program and these young people.

Through a targeted Facebook ad campaign, the videos reached 74,994 people, leading to 844,790 impressions across all channels. The videos were viewed on YouTube 10,373 times and on Facebook 19,128 times. The videos had a YouTube view rate of 28.26% (average is 15%), and a Facebook click-through-rate of 4.14% (average approximately 2%) and on display click-through-rate of 1.62% (average is 0.15%).

To include some additional context behind these numbers, reach, impressions, clicks and video views are important metrics because these numbers provide insights into overall exposure on these channels. Reaching 75,000+ people an average of 8 - 10 times over the campaign lifecycle so far is proving to be very strong saturation and awareness over such a short period of time. And then driving another 12,000+ people to the website and generating 30,000 views of the video is helping to not just grow exposure but engage our audiences in a more meaningful capacity as they become more familiar with our messaging/video content.

More recently as the debate regarding the renewal of Haitian TPS moved to the top of the agenda, we produced a [short video](#) that received over 7,200 views, and released letters from [faith leaders](#) in the Southeast and [Florida business leaders](#).

What we learn from these integrated field/digital campaigns informs our new digital grassroots engagement strategy as we move through the following phases.

#### Phase 1: Months 1 & 2

We already have anecdotal evidence and initial social media feedback that white college educated evangelical women are open to our message on immigration reform. Additional evidence supports the theory that support for international aid organizations correlates with a higher openness immigration messaging. And we have created a compilation of and solicited feedback from grass tops evangelical leaders on the most effective messaging as they've seen it work in the field.

We will further test these understandings through polling, message testing and additional social media tests. This further research will help us refine which messages, message sequences and



messengers are the most effective as well as identifying other targeting characteristics (authors read, blogs visited etc.) to indicate openness to these messages and willingness to act.

Our first area of research is partnering with Lifeway Research, the research arm of the Southern Baptist Convention, to deepen our audience analysis and hone our messaging. Through polling and focus groups, we will sharpen our existing expertise and have a better understanding of who is most likely to become and immigration supporter and how to reach them. We anticipate having results from this research by Labor Day.

The second focus of our research is built on the large repository of existing resources we have developed through our work convening and staffing the Evangelical Immigration Table. Some of these resources (e.g. video clips of pastors preaching on the topic) can be quickly repurposed for a grassroots focus and serve as test materials before the commissioning of new video and other digital assets. Through pushing these resources and analyzing our audiences' digital behavior we will understand the messages and tactics that produce a response in a real world setting.

At the end of Phase 1, we anticipate not just having polling data, but generating hundreds of thousands of video views within our target audiences in order to mine additional data and create a more comprehensive model for those who are most likely to take action.

During this time we will also answer key questions for building the campaign infrastructure including:

- Will this campaign be branded separately from the National Immigration Forum Action Fund or live as a campaign underneath the branding?
- Will we focus exclusively in our branding on women or just primarily on women through our targeting?
- What digital and social media platforms will the campaign most invest in?
- What sort of relationship will this campaign have with grass tops leadership and spokespersons?

### Phase 2: Months 3-6

Implementation of the campaign digital infrastructure and launch of initial video products and study resources. At the current level of funding, this will mean working with existing video clips of sermons, interviews with business, religious and law enforcement leaders, creation of animated theological and Biblical explainer videos and downloadable study guides for personal and group use.

The campaign can launch reaching the target demographic (regardless of geography) and then move to three target CD's. This will allow us to build engagement with our audience in a way that makes it easier for others to join in and focus the initial ad budget in a way that demonstrates proof of concept.

At this time, we will have created and begun implementing deeper "pathways of engagement" that will focus on familiar activities for the target audience but with a focus on immigration. Activities may include: Bible study guides designed for small groups, videos and discussion questions for classes and groups, projects for families to engage with (e.g. "Families Belong Together" card writing campaign to elected officials or gifts for children with detained parents.)



The questions we aim to address in this phase include:

- Are we correct in our budgeting assumptions? How much does it cost to gain short video views? Full video views? Convert onto an email list? Generate a phone call?
- What are the most effective tactics to move this audience from awareness and shifting opinion to tangible and measurable action?
- What does it take to move to scale?
- What additional resources are necessary? Which ones were most effective and should be replicated?

### Phase 3: Months 6-12

By the time we reach Phase 3, we hope to have developed and proved the pathways to conversion for target audiences. Assuming additional resources have been raised by this point, we will expand from our initial 3-5 congressional districts. We will also be able to move from repurposed resources to creating new original content that details the stories of refugees, immigrants and evangelicals who have come to be concerned for these populations. In addition, we will expand our ad buys out from the social and digital focused to radio ads and other Christian media.

As we end Year One, we will address the following questions:

- How has our strategy evolved based on real-time digital feedback?
- Which tactics have shown the greatest ROI and are worth additional investment?
- Which additional CD's should be targeted based on current political landscape and previous success?

### Conclusion

This is an exciting moment for the Forum. We are testing new strategies, reaching a new slice of the America public. As we answer the questions above, determine what works well (and what doesn't), we will circulate regular reports to leadership, as well as existing and potential donors.



CONFIDENTIAL

September 11, 2017

To: Interested Parties

From: Ali Noorani, Executive Director

Re: Progress Report on Digital Engagement Strategy, July 1-Sept 1, 2017

After the 2016 election, the National Immigration Forum Action Fund launched a robust digital strategy to engage our grassroots *Bibles, Badges, Business* network to identify, engage and activate grassroots conservatives in target districts. We determined that a robust digital strategy offered the most effective way to accomplish this goal.

In short order, we redeployed our existing communications resources to digital platforms. And, in January 2017, we developed an overall [grassroots digital strategy](#).

This memo outlines progress towards implementation, including lessons learned so far from our messaging research, and preliminary results from Facebook-based message testing.

During this period, our efforts focused on the first phase of the messaging research, establishing a fully integrated digital system, continued testing of ads and email acquisition.

#### Messaging research update

The Forum Action Fund contracted LifeWay Research to test and refine messages that would move the target audiences to action. The qualitative portion (focus groups) of the message testing research took place over a three-day period, from August 21 through August 23, and was carried out online. LifeWay Research successfully recruited participants nationwide for three groups. The focus groups were made up of were an almost even split of men and women (51%, 49%), self-identified conservatives (50%), very conservative (27%) and moderates (23%). Two thirds were in the 24-45 year age range. 59% self-identified as evangelical Christians. The remainder self-identified as non-denominational Christians.

This portion of the research yielded 138 interviews.

For the focus group research, we produced three short videos, three branding concepts and website mock-ups, and a messaging guide. Our goal was to ascertain which set of messaging would be best received by a conservative evangelical audience. Focus group results informed a survey instrument currently in the field.

The overall themes we tested in the focus group research were:

- Participants' reactions to immigration and sentiments towards immigrants and refugees;
- Sentiments towards illegal immigrants, including intensity of concern with them breaking the law, bringing danger, and taxing public resources;
- Sentiments/ openness to becoming proactive regarding immigration issues;
- Views on a pathway to some sort of permanent legal status;
- Reactions to cultural change;



- Reactions to the use of scripture to make the case for welcoming immigrants.

Participants were shown videos of law enforcement officials and faith leaders advocating for the rights of immigrants and immigration reform, and they were asked to respond to the overall quality of the video, the messenger and the message.

Participants were also shown mock-up designs of three potential brands (Women of Faith for Immigration Reform, Welcome: Christ-like Hospitality for God's Children, The Ruth and Naomi Project). The mock-ups included logos and websites, and participants were asked to react to the visual design, project names and the concepts. Welcome received the most consistent positive feedback, and, if it yields similar results in the quantitative phase, Welcome will likely be the campaign brand.

Concerning branding and website content, the reaction overall was very positive with helpful critiques on style and presentation: (e.g., wanting easier to read fonts/color distinction and lighting on some). The patriotic image for these pieces was the most critiqued either because it did not make sense or did not feel like a fit with the message. The "Women of Faith" concept appeared too confusing with the conference events by the same name. The website and branding [www.welcomingimmigrants.org](http://www.welcomingimmigrants.org) is currently being updated to reflect focus group feedback.

As of the beginning of September, researchers were compiling the results of the focus groups and preparing a polling instrument for the quantitative phase of the study, a poll which will also be conducted online in the month of September. This second phase of the research will yield 600 completed surveys.

#### Preliminary Results from Facebook Message Testing

We tested 54 different ad and audience combinations via Facebook. Although it is too soon to finalize our findings, we are seeing some emerging trends:

One of the top messaging takeaways is to lead by acknowledging "moral ambivalence." Our target audience feels pulled in two different directions and acknowledging that increases engagement and conversions.

Lowest performing images were patriotic. While we hoped people would associate welcoming immigrants with core American values it seems that people are more likely to be prompted to "defend" America. The top performing visual was of a blended Asian American and European American family.

International Aid organizations were the best way to find people who wanted to engage on this issue were people already involved with Samaritan's Purse and World Vision at the top. Women authors were less effective, the most effective author was Beth Moore.

#### Overall accomplishments in this period

We've now established a digital infrastructure that fully integrates a new CRM that will allow advanced behavioral targeting and the creation of an extended 6 week "welcome" series of emails. The content we have in production will be based on the primary concerns and objections expressed by our target audience in the digital focus groups and soon to launch quantitative research.



Previously, email acquisition efforts targeted at conservative audiences cost approximately \$18 per email. In two rounds of testing we created 54 different combinations of ads and audience targets. The first round we were able to drop email acquisition costs to \$6 per email address. In the second, it dropped to \$3.50.

Messaging research has already begun to yield important insights, and we are looking forward to more details to share in our next report. With the message research phase nearing completion and the establishment of a digital brand and infrastructure, we are ready to complete further testing as well execute strategies in support of the impending DREAM Act legislative debate.





CONFIDENTIAL

October 20, 2017

To: Interested Parties

From: Ali Noorani, Executive Director

Re: Progress Report on Digital Engagement Strategy, Sept 1-Oct 20, 2017

After the 2016 election, the National Immigration Forum Action Fund launched a robust digital strategy to engage our grassroots *Bibles, Badges, Business* network to identify, engage and activate grassroots conservatives in target districts. We determined that a robust digital strategy offered the most effective way to accomplish this goal.

In short order, we redeployed our existing communications resources to digital platforms. And, in January 2017, we developed an overall [grassroots digital strategy](#).

This memo outlines progress towards implementation, including lessons learned so far from our messaging research, and preliminary results from Facebook-based message testing. While this progress report speaks to the longer-term strategy, a recent infusion of resources will allow increased work on legislative campaign to support Dreamers over the remainder of the calendar year.

During this period, our efforts focused on completion the bulk of the messaging research, establishment of a fully integrated digital system, and expanded testing of ads and email acquisition.

### **Messaging Research**

Over the summer we commissioned Lifeway Research to understand the decision making criteria white evangelicals are using as they think about immigration and to discover motivations for current beliefs about immigration. Furthermore, we sought to identify and test the effectiveness of messaging elements on immigration among white evangelicals.

The purpose was to discover the variety of immigration beliefs, backstory and motivations behind these beliefs, reaction to potential message elements, and barriers to changing their opinion. In addition, potential message elements can be tested to see the reactions that each generates and why people respond the way they do.

In late August, Lifeway conducted three online focus groups, with a total of 149 active participants over the course of three days, recording and analyzing 3,367 posts. The focus groups were followed by a 600 person online poll where respondents were screened to only include white, self-identified Protestant and non-denominational Christians with moderate (leans conservative), conservative or very conservative political views. The sample provides 95% confidence that the sampling error from the qualitative panel does not exceed +4.2% .

Preliminary analysis of the research is eye-opening. Some highlights:

- 75% of those surveyed said they voted for Donald Trump
- 78% agree that legal immigrants contribute positively to the U.S.





- 60% agree that the U.S. needs to decrease the number of legal immigrants coming to the U.S. each year
- 19% agree that “illegal immigrants” add to the U.S. economy
- 82% agree that “illegal immigrants” decrease the number of jobs available to U.S. citizens
- 78% agree that “illegal immigrants” pose a significant terrorist threat to the U.S.’s national security

The research provides solid evidence that the focus on women is accurate, with important differences between the attitudes of men and women especially around questions relating to the undocumented, with women demonstrating more favorable attitudes towards them. In general, women polled 5 to 10 points more favorably across a range of questions.

Given the intensity of national security concerns, the research also underscores the opportunity to use law enforcement messengers with this target group; in addition to a strong faith message.

A final report including an executive summary will be ready by the end of October. We will offer an off-the-record briefing to donors later this fall.

### **Recent Campaign Testing Results**

Informed by previous testing and the Lifeway research, we continue to see above average results in our online campaigns. While our sample size is relatively small, we are closely monitoring results and modifying campaigns – often on a daily basis.

The focus groups allowed us a direct opportunity to test four different lead brands for the strategy. Based on the research results we launched our primary landing page <https://welcomingimmigrants.org/> and have begun to direct viewers to the site via Facebook ads (in addition to organic searches).

Across industry sectors conversion rates for landing pages [average 2.35%](#). Our “Welcoming Immigrants” landing pages average a 13.54% conversion rate; with the main page converting at 28.43%

When it comes to cost per lead, a recent benchmark report by [Hubspot](#) put the range between \$11-\$25 per lead for media and publishing organizations. A meta-analysis from [Survey Place](#) put it at \$27 per lead for education.

We are testing 44 different ads and currently have 9 distinct campaigns running. Even with all of the testing our average cost per acquisition is \$7.33. In the past few days, most of these campaigns are running at an average of \$5 per email and we believe this will continue dropping. We are now acquiring emails at a rate of over 100 emails a day.

A quick note on acquisition numbers: most non-profits and political campaigns are basing their acquisition numbers on finding people who already agree on the issue but just haven’t been activated yet. Therefore, they are acquiring emails at \$3-\$5 per address. We are basing our numbers on other industries, like education and publishing, that need to persuade in order to acquire – whom we are outperforming.

On our Facebook page, we have added a [3 minute sermon](#) on hospitality – a good example of how we are choosing messages that hit on core values, and then moving people to download the



study guide. We also have a [5 minute story](#) of two women friends, that is already receiving a lot of positive feedback.

Over the course of the next few weeks we will create an additional 8-10 campaigns that we expect to function at similar levels and plan to be acquiring 200-300 emails a day at similar costs. Furthermore, we are in the final stages of planning with Salem Communications (the largest Christian radio network) for a significant direct email acquisition campaign.

Our total numbers as of October 20:

- 1,222 Likes
- 1,441 active email addresses
- 5,422 web visitors
- 112k minutes watched
- 326,000 video views
- 447,065 reach

Thank you for the opportunity to test this innovative strategy to reach conservative grassroots activists. Every week we get closer to proof of concept. Which means every week we get one step closer to fundamentally changing the terms of the immigration debate.



CONFIDENTIAL

November 10, 2017

To: Interested Parties

From: Ali Noorani, Executive Director

Re: Progress Report #4: Digital Engagement Strategy, Oct 20 – Nov 10, 2017

After the 2016 election, the National Immigration Forum and Forum Action Fund launched a robust [digital strategy](#) to identify, engage and activate grassroots conservatives in target districts. We launched the strategy, "[Welcome.](#)" over the summer and have issued a series of progress reports – which can be found [here](#).

During this work period, we focused on learning more about our audience (building on previously reported outcomes of Lifeway Research results), Facebook campaign results, and email list growth.

**Current resources allow us to continue this work through March 2018.**

## **Audience Demographics**

As our audience has grown, we are able to learn more about them through Facebook's demographic information. For example, 75% of the "Welcome." audience is politically moderate or conservative.

Consumer demographic available in Facebook shows that the "Welcome." audience consists of the "Firm Foundations" demographic, defined as, "a firmly middle class cluster" made up of married couples with children of all ages, blue and white collar workers, "establishing roots in their communities."

Although our audience is 2/3 college-educated, 12% of whom have a master's degree, their household income is lower than we had initially anticipated, with 28% of the audience reporting household income of less than \$50,000 a year and 67% percent making less than \$100,000 a year. This is significantly lower income than the Facebook-audience in general.

## **Results from Facebook Campaigns**

We believe that it is critical in reaching and persuading this audience to create multiple campaigns in order to test the visuals and framing of each appeal. Since launching "Welcome." we have created and tested over 107 different ads featuring 12 different pieces of video content.

In addition to testing different content and messages, we have also tested different methods of acquiring email addresses. Currently, nearly all our top campaigns all involve collecting email addresses inside Facebook -- not sending participants to an external website.

We have found that engaging with audience members is critical to informing, educating and eventually persuading them. Ads that receive negative comments (see screen grab) require rapid responses in order to dispel misperceptions and offer correct information. Personal engagement, while labor intensive, presents an opportunity to educate and engage the audience. Those who have taken the time to comment, more often than not do so in a respectful manner and seem to be genuinely seeking information.

As previously reported, non-profits and political campaigns generally base their acquisition numbers on finding people who already agree on the issue but just haven't been moved to action yet. We are basing our numbers on other industries, like education and publishing, which need to persuade in order to acquire.

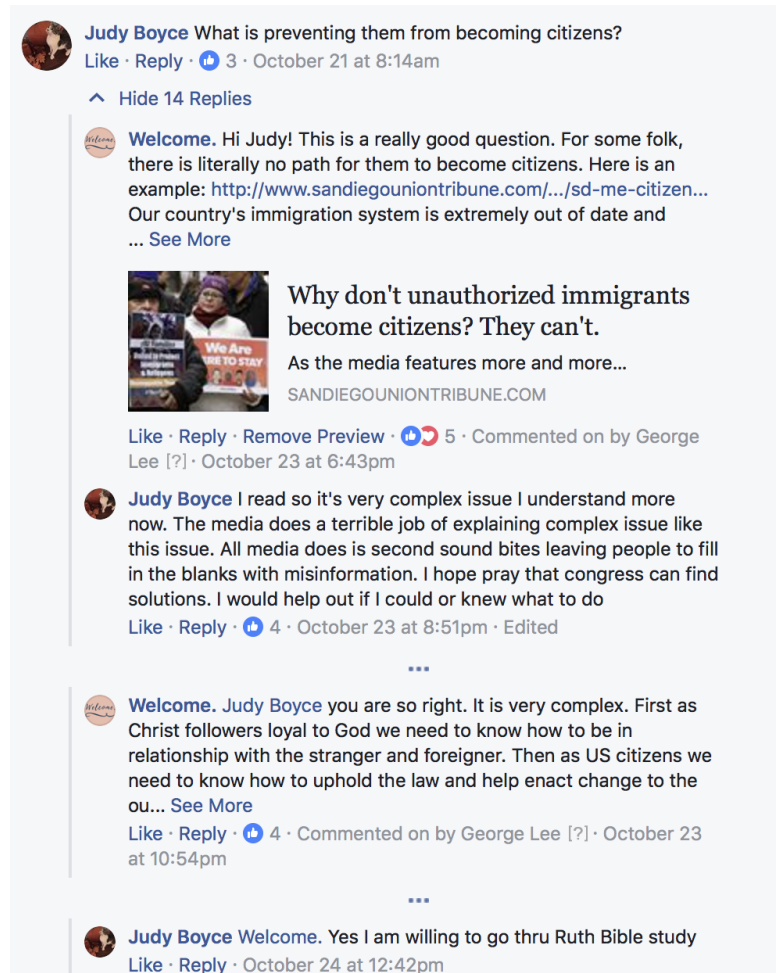
Even given these restraints, our current acquisition numbers, which includes total ad cost plus the projected results of a current ongoing email campaign with Salem Media, are at \$7.40 per name, email address and zip code acquired. For media and publishing organizations, cost per acquisition ranges between \$11-\$25; and, for education organizations, the cost is \$27.

Results as of November 7 (+ indicates change since October 20 progress report):

- 4,214 active email addresses (+2,773)
- 10,089 web visitors (+5,437)
- 482,649 video views (+156,649)
- 726,534 reach (+279,469)
- 3,746 likes (+2,524)

The following metrics have been added since the previous report

- 783 post comments
- 13,296 reactions
- 4,531 shares



**Judy Boyce** What is preventing them from becoming citizens?  
Like · Reply · 3 · October 21 at 8:14am

Hide 14 Replies

**Welcome.** Hi Judy! This is a really good question. For some folk, there is literally no path for them to become citizens. Here is an example: <http://www.sandiegouniontribune.com/.../sd-me-citizen...> Our country's immigration system is extremely out of date and ... See More

**Why don't unauthorized immigrants become citizens? They can't.**  
As the media features more and more...  
SANDIEGOUNIONTRIBUNE.COM

Like · Reply · Remove Preview · 5 · Commented on by George Lee [?] · October 23 at 6:43pm

**Judy Boyce** I read so it's very complex issue I understand more now. The media does a terrible job of explaining complex issue like this issue. All media does is second sound bites leaving people to fill in the blanks with misinformation. I hope pray that congress can find solutions. I would help out if I could or knew what to do  
Like · Reply · 4 · October 23 at 8:51pm · Edited

...

**Welcome.** Judy Boyce you are so right. It is very complex. First as Christ followers loyal to God we need to know how to be in relationship with the stranger and foreigner. Then as US citizens we need to know how to uphold the law and help enact change to the ou... See More  
Like · Reply · 4 · Commented on by George Lee [?] · October 23 at 10:54pm

...

**Judy Boyce** Welcome. Yes I am willing to go thru Ruth Bible study  
Like · Reply · October 24 at 12:42pm



## **Conclusion**

To date, we are operating with a campaign budget of approximately \$615,000. Nearly \$285,000 of that budget went to one-time costs to establish the digital infrastructure, content generation, message testing, etc. After these initial costs, at current scale, our burn rate is approximately \$55,000 per month.

With our existing budget, we are on pace to have engaged over 2.1 million in our target audience and have an email list of over 20,000 active conservative or moderate constituents by March 2018 – when our current funding runs dry.

After only six months of work, I am confident this is an effective strategy to reach conservative and moderate grassroots activists who are undecided, if not opposed, on the question of immigrants and immigration to our nation.

We are tremendously grateful for the support of our early investors.



CONFIDENTIAL

December 8, 2017

To: Interested Parties

From: Ali Noorani, Executive Director

Re: Progress Report #5: Digital Engagement Strategy, Nov 10 – December 8, 2017

After the 2016 election, the National Immigration Forum and Forum Action Fund launched a robust [digital strategy](#) to identify, engage and activate grassroots conservatives in target districts. We launched the strategy, "[Welcome](#)," over the summer and have issued a series of [progress reports](#).

The campaign has cleared its first major hurdle of establishing a legitimate digital presence and generating enough data to identify and target our key audiences. Since the issue is new to our audience, we are not surprised to learn they are hesitant to "like" a page or respond to ads that do not seem to have a lot of social "proof". That said, our audience has steadily increased their organic social media engagement (i.e. likes, shares and reactions).

During this work period, we continued message refinement, email address acquisition and digital engagement.

As mentioned in the previous report, **current resources will allow us to continue this important work through March 2018**. We are carefully calibrating our expenses to increase understanding and potential action regarding the DREAM Act, while keeping in mind our longer-term strategy.

### Refining the Message

Our previous research has given us a good sense of a variety of effective messages, which we continue to refine by testing multiple ad campaigns. Our top-performing ad is a straightforward message about scripture and provides an invitation to learn more about the Bible by understanding what it has to say about immigration and then making the case that this has relevance to our world today. This is consistent with our understanding of leading with a values-based message, one that does not try to convince the audience of a new value but shows how the values they already hold should lead them to support immigration reform.

We have highlighted below some of the top performing posts of the campaign thus far. The first screenshot demonstrates a broader, values-based message. With only a \$20 ad push, the post was shared 137 times, roughly \$.15 per share.

Additionally, the audience is becoming attuned to messages that are more political. The second screen shot is of a video of young Dreamers sharing why they are thankful. It was viewed over 36,000 times, mostly by people in our key congressional districts, and distributed with only a \$1,000 ad budget -- less than \$.03 per view.





Having settled on these most effective ways of reaching our core audience, we have focused our resources on these Facebook ad campaigns. As a result, our daily average email acquisition has increased while our overall daily spend has been cut in half. This does mean, however, that some metrics are not increasing as quickly (such as video views and page visits).

### Email Address Acquisition

Email acquisition is necessary to identify and connect to our audience. By matching email addresses to social media accounts, we gain a deeper insight of our audience's demographic and behavioral profiles. In turn, this allows us to create and refine our messages. Email acquisition occurs via Facebook and through our campaign with Salem Media Group, a Christian multi-media content provider.

Since the last report, our average cost per Facebook email acquisition dropped from \$7 to approximately \$3, a lower number than we had anticipated. We believe this has happened for a few reasons:

- **Increased exposure.** Our ads have now reached well over 1.8 million people. Unresponsive members of the target audience were exposed to multiple ads until they engaged by downloading our study guide.



- **Better targeting.** We launched the brand at the end of September with a good sense of who our target audience would be. Now, with each new message we are able to focus more clearly on who is engaging and what resonates with them.
- **Right message.** Based on our earlier research we know that, among our evangelical audience, the Bible influences every evangelical's life. However, within this same group, the Bible has much less influence on their views toward immigration; our messages seek to address this. One of our top performing ads is viewable [here](#).

### Salem Media Email Acquisition:

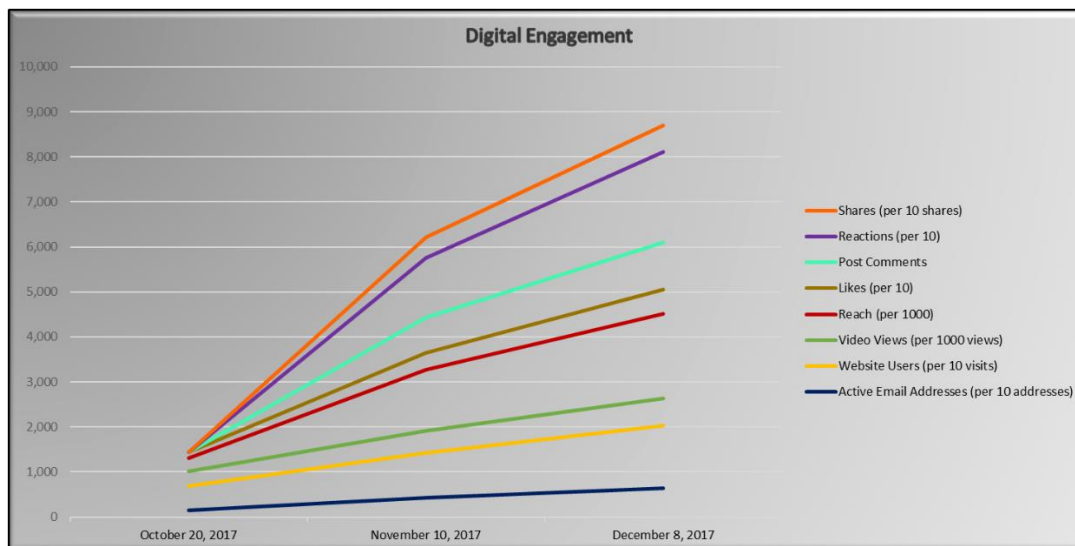
Our email acquisition campaign with Salem Media met with mixed success. We acquired nearly 2,500 emails but fell short of our goal of 3,500. This meant our cost per acquisition was closer to \$6 per email. However, after further discussions with Salem, they have put together a new plan that would guarantee emails for \$3.50 per lead.

### Digital Engagement Results

In the table and graph below, web users are unique people who have visited [Welcome](#). Active email addresses represent people that have downloaded the study guide and have stayed on the email list. The remaining results are from Facebook ad campaigns.

Reporting Period	Active Email Addresses	Website Users	Video Views	Reach	Likes	Post Comments	Reactions	Shares
October 20, 2017	1,441	5,422	326,000	301,719	1,222			
November 10, 2017	4,214	10,089	482,649	1,360,026	3,746	783	13,296	4,531
December 8, 2017	6,375	13,978	597,626	1,879,658	5,462	1,045	19,990	5,968

Numbers represent a running total





Keep in mind our audience is 75% conservative white evangelical women. To see this kind of growth in such a short amount of time, on an issue as controversial as immigration, leads us to believe **this is an effective strategy that, with the proper resources, can reach scale.**

### Looking Ahead

We expect our growth rate to slow over the month of December due to holiday-related ad competition. In this context, we are investing additional time and effort in opportunities to deepen the connection with our existing audience.

First, we have created a special Advent themed series of emails to connect the Christmas season with the issue of immigration. Second, On Thursday, December 14 at 12:30 p.m. ET, we are hosting a webinar designed for this audience that will address the Biblical basis for "welcoming the stranger." The webinar will focus specifically on answering questions and dispelling common misconceptions.

You can register for the webinar [here](#).

When we first created our digital presence, we modeled our target demographics on the audience of popular Bible study author, Beth Moore. Her audience represents the core of the constituency we are trying to reach. We are in conversation with Moore, along with over a dozen other prominent evangelical women authors, to record a video reading Matthew 25 to promote the study guide. These women have a combined audience of millions and their endorsement will lend significant credibility and reach to our campaign. We plan to launch this campaign in late January.

### Conclusion

Overall, we are very pleased with the progress to date. As our digital engagement metrics continue to increase, we are encouraged that our messages are resonating with our audience. While there has been no direct call-to-action, our audience has begun to organically engage and, more notably, feels compelled to share our posts.

As described above, while we strongly believe this approach shows significant promise, we will need additional funding to continue the work beyond March 2018. We are deeply appreciative to our seed funders who have made this project possible, and we are actively working to raise the additional resources needed to continue.