



MORNING STAR
COMMUNITY CHURCH

A Public Relations Pitch
for Morning Star Community Church

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Research

CLIENT

Morning Star Community Church is a non-denominational church located in Salem, Oregon. Morning Star began in 1982 as a small Bible study in the home of its Pastor, Scott Nelson, and his wife Denise. Thirty-seven years later, Morning Star is one of the largest churches in Salem. Morning Star is currently in a transitional period, anticipating a church “re-launch.” The re-launch will unveil a newly worded mission statement and list of core values stated below.

Mission Statement

Leading people to pursue a Jesus-first life.

Vision Statement

Our vision is for each Morning Star family member to GROW in faith, SERVE others, and SHARE the good news of Jesus Christ.

Core Values

- Biblical Truth: We joyfully embrace and proclaim the authoritative Word of God as the foundation of faith and a guide for all that we do.
- Missional Living: We will pursue lives centered around the making of disciples. We won't just bring people to church, we will bring Jesus to our community.
- Excellence: We will do everything to the best of our abilities because everything we do matters to Jesus.
- Stewardship: We will be known for radical generosity, intentionality, and care for everything we have and everything we are--because it's all His.
- Community: Life is better together, so we will strive to cultivate meaningful relationships that foster a sense of belonging, promote growth in Jesus.
- Cultural Relevance: We will build bridges and break down barriers to bring timeless, unchanging truths in ways others can understand.
- Family: We pursue adoption of all into our family of faith, and will spiritually equip families as a dynamic means of organic discipleship.
- Authenticity: We will lead vulnerable and transparent lives because we are all broken, finding real life Jesus.

Audiences

Primary Audiences

- Single and married adults, 18 years old and above, within the church congregation

- Parents with young kids, within the church congregation
- Middle school and high school students within the church congregation

Secondary Audiences

The Salem community, specifically targeting:

- Families with younger children
- Young adults (ages 18-28)
- Multigenerational families

INTERNAL SITUATION ANALYSIS

1. Conversation with Church Faculty (Primary Qualitative)

A conversation with three of Morning Star’s head staff—the Associate Pastor, Women’s Ministry Director, and Middle School Ministry Director—provided clarity about the recent history and happenings of the church.

a. Background

Morning Star is currently recovering from a turbulent time inside and outside the church. In April of 2017, a few members of Morning Star’s leadership were accused of sexual misconduct. A private investigation was launched to look into the allegations. The church congregation was unaware of this investigation until January of 2018, when Pastor Scott Nelson announced the resignation of one of the church’s pastors. On that same day, Nelson revealed several details about how the church’s head staff had poorly handled accusations of sexual misconduct in the past. Nelson sincerely apologized, acknowledging that the church’s head staff did not handle those situations as well as they should have.

Soon after this public announcement, multiple corrective actions were taken, and new policies were created in order to move forward with a commitment to better practices and transparency. Despite these corrective actions, many congregations members expressed that they could no longer trust the church to lead them. Upset by the leadership mistakes and secrets, many of the church’s long-time members stopped attending Morning Star. The amount of attendees has decreased significantly.

In efforts to display improved leadership and restore trust with the remaining congregation, the church staff has taken many more corrective actions since January 2018. Quarterly “family meetings” now take place. In these meetings, Morning Star’s Board members transparently discuss the church’s finances, challenges, and any recent or future changes within the church. These meetings are a response to the congregation’s demand for more transparency and communication. These meetings have been received positively by the congregation, and the congregation has expressed appreciation.

Another significant action Morning Star's head staff took was issuing an extensive survey to the congregation. Included in the survey was an invitation for honest feedback about the strengths and weaknesses of the church, what improvements should be made, and what the congregation would like to see happen in the future. The church staff has been listening to the congregation's voice and slowly implementing some of the changes requested.

Although the congregation is smaller now, turbulence within the church has calmed down significantly. And though Morning Star had to lay off several paid staff and re-structure the church to depend more heavily on volunteers, the church is in a financially stable state right now.

b. Current Situation/Need for Public Relations

In light of recent occurrences, and with a desire to start a new chapter for the church, Morning Star's head staff feels the need to initiate more change. They recently announced to the congregation that in January of 2020, they will be "re-launching" the church. The re-launch will include an unveiling of the new mission statement and list of core values.

With the re-launch coming, the Morning Star staff has expressed a desire for more specific ideas about how to reinforce its ongoing commitment to better leadership moving forward. It wants to continue re-building trust with the congregation, prove that it is listening to the congregation's voices, and display its improved leadership. This is why PR is needed.

2. Communications Audit (Primary Qualitative & Quantitative)

a. Website

- Easy to navigate
- Well organized
- Informative
- Inviting
- Good visual presence
- Clearly states what is important to Morning Star: "We're all about Jesus—bringing glory to Him, sharing the hope He gives, and seeing lives and hearts changed throughout Salem and around the world. No matter who you are or where you come from—whether you're searching out who Jesus is and what church is all about or you've been following Him for decades—you're welcome and can find a home here at Morning Star."

b. Instagram

- 594 followers
- Similar content as facebook
- Between 30-100 likes per post

- Responds promptly to audience in comments

c. Facebook

- 2,417 people like the page
- Frequent posts
- Posts are on-brand
- Posts mainly promote events and new sermon series
- Content is appropriate for all ages but mainly directed toward adults
- Posts get 15-50 likes and not many comments
- Conveys friendly and inviting tone in all posts
- Clearly states in many event posts that Morning Star wants to invite community members to church

3. Summarized Church-Wide Summary Results (Secondary Quantitative & Qualitative)

Morning Star gave me access to the church-wide survey results. 239 people, out of roughly 1,500, responded to the survey. The following data are the statistics that were already summarized by the church staff. The summary found:

a. About the Congregation

- The church is a tenured church: Many members have been calling Morning Star their home church and show a commitment to staying for several years
- The church is an aging church: 65% of the congregation is 50 years old or above
- The church is a committed church: 93% attend regularly
- In order to become a healthy, multi generational church, Morning Star wants to reach more young adults and young families and people in their 20's and 30's

b. Strengths of Morning Star

- Teaching (commitment to biblical truth)
- Loving and Welcoming Staff, volunteers, and congregation
- Community (the congregation loves the church's commitment to community)
- Family Meetings (the congregation greatly appreciates the new family meetings)
- Students Ministries

c. Areas That Could be/Need to be Strengthened

- Communication (this was the top-rated and most shared area of needed growth)
- Transparency
- Women in Leadership
- Applicatory Teaching

- Learning Opportunities for Adults (education for training purposes)
- Clearer future plans

4. Non-Summarized Church-Wide Survey Results (Secondary Quantitative & Qualitative)

Morning Star also gave me access to the full, detailed and non-summarized version of the survey results. This version of the survey results showed longer, written responses to open-ended questions. Some questions included:

- “For your personal growth and discipleship, what is an area that you would like to see strengthened at Morning Star?”
- “What is one thing our church could do to improve our outreach in the community?”
- “Please take the next few minutes to share your hope for the church's future. What are your dreams, desires, and wishes for Morning Star over the next 3-5 years?”
- “If you could change one thing in our church, what would it be?”

In order to better understand the opinions and attitudes of the congregation and to discover what Morning Star’s staff can do to appease them in the future, I did my own analysis of the written responses from the survey results. I found the following themes/trends in the data:

a. Outreach/Volunteerism/Partnerships/Involvement with Greater Community

Many adult members of the congregation want:

- Improved outreach efforts
- To serve and show love to the city of Salem
- More opportunities to volunteer in the church as well as in the community
- To go into the local community (i.e. community service days)
- To use the church’s large indoor and outdoor spaces to host events open to the community— events that the church congregation can feel comfortable and excited about inviting non-believers and others who do not attend the church to (i.e. concert, BBQ, car show, picnic, 5K)
- To partner with or support local non-profits
- To find creative ways to meet the needs of those who are in need
- To see the church engage in ongoing service projects, not once per year events
- To see the church grow in attendance
- To not just obtain knowledge from sermons, but to also express that knowledge by taking action

b. Reputation/Comparison to Other Churches

Less consistent but still noticeable themes in the survey results were:

- Some members of the congregation compared Morning Star to local churches and suggested being more like those churches in their outreach efforts and partnerships
- Some member of the congregation were concerned for, or disappointed in, the reputation of Morning Star within the larger community

5. Past Outreach Events, Fundraisers, & Service Projects (Primary Quantitative)

Because of the congregation's mention of outreach, volunteerism, partnerships, and involvement with the greater community, I analyzed Morning Star's Facebook and website for information about some of its most recent efforts in these areas.

Feed Salem Event

Description: The church buys boxes of food, delivers them to needy families in the community, prays for those families, and shares the gospel. Prior to the event, congregation members are given a list of food items to shop for and to fill a box with. On the day of the event, they deliver the boxes.

Frequency: Once a year

Outcome: Successful in its efforts but sometimes short on volunteers

Spring Mission Trips

Description: The church sends out teams of high schoolers to different cities to serve Salem and other communities and share the gospel.

Frequency: Once a year

Outcome: Successful

Modesto, California Mission Trips

Description: The church sends a team of high schoolers and leaders to serve and share the gospel in Modesto.

Frequency: Twice a year

Outcome: Successful

Mission Trip Garage Sale Fundraiser

Description: One of the largest events of the year. The event is advertised to the whole community for several weeks in advance, and the church members prepare for several months by receiving tangible donations, sorting them, storing them away, and then finally setting up the large sale the day before the event. The event day requires several volunteers from the church. All of the community is invited to the event, and this has historically been a highly successful event, raising around \$10,000 each year. A large number of people from the community enter the church to shop for items.

Frequency: Once a year

Outcome: Successful

Backpack Blessings & Motorcycle Delivery Day

Description: Meets the needs of financially struggling families in the community by providing school supplies that children need. Prior to the event, congregation members are given a list of school items to shop for and to fill a backpack with; or they can simply give a gift card instead of go shopping. On the day of the event, congregation members who own motorcycles deliver the backpacks.

Frequency: Once a year

Outcome: Successful

Serve Salem Events:

Description: The church disperses in teams to do service projects around the city. These projects include picking up trash, landscaping, painting, spreading bark, or buffing floors at local schools, city parks and more.

Frequency: Once a year

Outcome: Successful in efforts and in volunteers who showed up

Solar Eclipse 2017

Description: A special event in which Morning Star invited the whole community and people traveling from outside of Salem to view the total solar eclipse on its large grass field and parking lot. Attendees had the option to camp overnight or rent a parking spot for an RV or camper. 5 food trucks came. Many of Morning Star's congregation were needed as volunteers to run the event. All proceeds went to local charities. Hundreds of people attended.

Outcome: Highly successful

(New) Sport's Camp for Kids

Description: A 5-day summer sport's camp for 4-10 year-old kids. Morning Star hosted the camp and worked in partnership with an outside ministry called Base Sports. Base Sports shares the love of Jesus with children through sports. Volunteers from Base Sports worked alongside a few Morning Star volunteers.

Frequency: Once a year

Outcome: Unknown

(New) Family Movie Night Events

Description: Family-friendly movie nights on the lawn of the church in the summer. These nights are promoted for a long time in advance, with the hope of drawing in families who do not attend the church. An ice cream truck came, a face painter was hired, and costumed characters were hired to interact with kids.

Frequency: 4 times throughout the summer

Outcome: Successful: 30% of attendees were non-attendees

(Coming Soon) DHS Fundraiser: Collecting blankets for children in the foster care system.

Takes place inside the church

6. Summary of Internal Analysis

a. Overview

In the recent past, one church crisis caused a large number of long-time attendees to leave Morning Star. Morning Star has taken corrective measures since then, displaying improved transparency, communication, and improvements to a few of the other areas mentioned in the survey. Morning Star's staff reports that the turbulence in the church has calmed down significantly; church attendance has stabilized; and the survey found that the current congregation is seemingly committed to the church, calling it their home. However, a dissatisfied tone was still reflected in the survey by many adults in the congregation. Many expressed a desire for changes they would like to see made.

The majority of the congregation who expressed these desires for change are Morning Star's key stakeholders (adults 18 and over). This reveals that there is still opportunity for Morning Star to improve its relationship with the publics whom its failure or success depends upon. If it does not attend to the desires of its key stakeholders soon, and continue showing evidence of its new commitments to better leadership and listening to the congregation, dissatisfied members may leave or become less engaged. Because of this, Morning Star would be wise to take action. With the re-launch of the church coming, now is an appropriate time to plan for future actions.

The survey revealed that a large majority of adults in the congregation wanted improved outreach efforts. This includes: more ways to volunteer, enter into and serve the local Salem community, host events, and partner with other nonprofits. They see the actions other local churches are taking, and they want Morning Star to follow. Hosting its Family Movie Nights was the first step Morning Star took to improve its outreach. Family Movie Nights meet some of the criteria of what the congregation was requesting, but they still lack some of the other criteria. Meeting more of the specific requests made by the congregation may be the improvement needed.

b. Summary of Morning Star's Recent Outreach Efforts (Primary Qualitative)

To better understand why Morning Star's congregation is dissatisfied by the church's outreach efforts, I analyzed Morning Star's recent efforts and found themes:

- **Small Portion of the Congregation:** The annual, few-day mission trips and Motorcycle Deliver Day only involve a small portion of the congregation.
- **Minimal Action/Minimal Fellowship & Engagement:** Opportunities to meet the needs of the community—such as Backpack Blessings and DHS Fundraiser—require minimal action by church members and are mainly achieved by members either giving money or shopping for items and dropping them off at the church. These opportunities are successful but do not require members of the church to engage in any activity together like Serve Salem and the Garage Sale do.

- **Infrequency:** Feed Salem Delivery Day, Serve Salem, and the Garage Sale are more action-oriented but only occur once every year. Most of Morning Star’s outreach efforts only occur once or twice a year.
- **Lack of Partnership:** Though Feed Salem is an initiative that forty churches in Salem take part in, the churches do not come in to contact with one-another on delivery days. Most of Morning Star’s outreach opportunities rely on the volunteers in the church and not in partnership with other churches or nonprofits—except for Sport’s Camp. If any of these other outreach efforts do work alongside other churches or nonprofits, Morning Star has not communicated that.

These themes may reveal what Morning Star’s outreach efforts are missing and what the congregation wants more of. Of note, however, are the highly successful and unique events: The Solar Eclipse Party and Garage Sale. These events are both creative events that utilized Morning Star’s large property, generated impressive sums of money that Morning Star then gave to outside causes, and brought in many people from the outside community to Morning Star’s property.

EXTERNAL SITUATION ANALYSIS

1. News and Facebook Comments (Primary Qualitative)

The most recent news coverage about Morning Star was a series of articles in the local newspaper that reflected negative sentiments about Morning Star. The articles, published in March of 2018, are all related to the sexual scandal in the church. The articles circulated around Facebook and were shared by many people outside the congregation. Facebook comments related to the articles strongly indicate a negative reputation of Morning Star within the greater Salem community. However, these posts were published a years and a half ago, so it is difficult to gauge what the outside public’s perception of the church is now.

2. Competitors (Primary Qualitative)

I looked specifically at the volunteer, outreach, and service efforts of several of Morning Star’s direct competitors. The following churches are all located in Salem, Oregon and have similar beliefs and doctrine as Morning Star. Each church falls under the category of one of these denominations: non-denominational, assemblies of God, pentecostal, or baptist.

a. Bethany Baptist Church (BCC)

- BCC has had a long-standing partnership with a non-profit called Upward Sports. “Upward Sports helps church leaders leverage the power of sports to connect with families in their community. [The] mission is promoting the discovery of Jesus through sports.” BCC opens its large lawns to Upward on Saturdays.

- BCC also financially supports local nonprofits such as the Union Gospel Mission and HOPE Pregnancy Center.

b. Westminster Presbyterian Church

- Hosts an annual, 3-day Fine Art Festival for the whole community. All are invited to the church's property. It is \$7 dollars for admission. Included is free food, live music, guest speakers, open galleries, and artist demonstrations. The event description does not specify where the funds are going. The event is run by "numerous volunteers."

c. Trinity Covenant Church

- Has hosted community BBQs and movie nights for the congregation and the community as an outreach event.
- Has facilitated outdoor work parties where members of the congregation went out and served the community.

d. Life Church

- Has a Food and Clothing Bank for needy families in the community. Every fourth Saturday of the month, and certain Thursdays, they open their doors so families can come and receive food and clothes.

e. West Salem 4 Square

- Partners with and financially supports 7 nonprofits
- Candyfest: An annual outreach event. A free community wide event around Halloween. It included inflatables, games, snacks and candy.
- Love Week: An annual outreach event. A week of partnering with local ministries and serving the city.
- Hosted an informational meeting with the local DHS to learn about the certification process of foster care and also what it looks like to provide respite care to existing foster parents.

f. New Harvest Church

- Has a Food Bank for needy families in the community. Every third Saturday of every month they serve the community. This is in partnership with a local nonprofit.
- Partners with its neighborhood elementary school to host an after school program for young children.
- Partners with a non-profit called Prison Fellowship. Prison Fellowship seeks the transformation of prisoners, ex-prisoners, and their families through the power and truth of Jesus Christ. New Harvest serves the families of inmates and helps ex-prisoners find a spiritual family within their church.

- Supports a nonprofit called Amani. Amani is a mission organization helping 50 orphans in Kenya to have a better life with basic holistic provisions.
- Supports a nonprofit called the Union Gospel Mission (UGM). UGM serves the hungry, hurting, and homeless in the local area. New Harvest has a team of volunteers that are currently pursuing a fundraising endeavor to help the UGM facility to double in size.

g. Church On the Hill

- Serves the homeless every fifth Saturday of the month
- Engaged the church congregation in a work day on the church's own campus. The congregation was willing to do yard work on their own property.
- Hosted a community outreach event at a local park. It was open to the whole public, and lunch was provided for free.
- Has hosted concerts and dessert fundraising events.

h. Salem Alliance

Salem Alliance is a megachurch that owns a large, four-story community center (Broadway Commons) that houses a variety of services and spaces within its walls. Its ongoing and frequent efforts are:

- Furniture Bank: Delivers donated furniture to families in need
- Firewood Delivery Ministry: Delivers Firewood
- Feed Salem: Monthly Food Box Distribution
- Neighborhood School Partnerships: Cares for families and staff at its neighborhood schools
- Language Learning Classes: Classes take place inside Broadway Commons
- Partners with a nonprofit called Salem For Refugees. Salem For Refugees is an independent city-wide network that exists to bring people and resources together to empower refugees to thrive in Salem.
- Hosts the International Prayer Gathering: a place where refugees, immigrants, asylum seekers and friends from all over the world meet together each week in a diverse community of multiple cultures, languages and nationalities.
- Founded Sparrow Furniture. Sparrow furniture helps refugees to overcome barriers to employment by providing them with the opportunity for a paid apprenticeship and language classes in a custom woodworking business.
- Houses Salem Free Clinics, which provides free, quality healthcare to the uninsured in the community, as an expression of Christ's love.
- Supports Salem Free Clinics by advertising three annual fundraising events that support Supports Salem Free Clinics. Fundraising events include an annual 5 and 10 K run, jazz festival, and luncheons and desserts.
- Regularly offers its space as a venue for concerts and comedians. This brings many people into the church who do not attend.

Summary of External Analysis.

There are a few common threads among Morning Stars’s direct competitors’ volunteer, outreach, and service efforts and events.

- Several churches have selected one or more nonprofit, people group, or cause to consistently show support to through regular donations, fundraising, collaborative efforts, ongoing partnerships, or service projects.
- Several churches have multiple annual or semi-regular (more than twice a year) fundraising events that clearly state what outside causes they are donating to.
- Several churches invite community members to join them on their campus for interactive and lighthearted activities (art festivals, BBQ’s, movie nights, music festivals, etc.)
- Several churches open their campuses as a venue for conferences, speakers, concerts, or other entertainment. These events bring many non-church goers into the church building.
- Several churches have a food or clothing bank that collects items year-round that are eventually given to people in the community who are in need.
- Several churches have at least one service project in the community (yard work, feeding the homeless, etc.) every month.

Additionally, there is a chance that Morning Star has a negative reputation among some in the greater community—specifically other churches—because of their lack of outreach and partnerships, as well as the sexual scandal and news coverage of 2017. Members of Morning Star’s congregation, including some of the church staff, believe this to be true; but there is not enough direct evidence currently.

FINAL RESEARCH

1. Q&A with Faculty (Primary Quantitative)

After considering everything I learned about Morning Star’s need for PR, the congregation’s desires, and the mission of the church, I wondered if there are any nonprofits Morning Star would be interested in partnering with in the future, or if there are any causes it would like to advocate for. I asked the same three members of the church staff if the Morning Star faculty currently has special interest in any causes or organizations.

The faculty noted that they have indeed been dreaming about being able to raise funds for DHS and foster kids. “It’s a huge need in Salem and in our church. We recently realized that within our staff there is a handful of people interested in DHS and the foster care system. It’s an issue we want to rally around. The foster care system in Oregon is a disaster,” said the Associate Pastor.

2. Local Issue (Secondary Quantitative and Qualitative)

To validate if foster care is indeed a timely and local issue to Oregon’s capitol city of Salem, I researched and found the following information.

Hillary Borrud from *The Oregonian* reported on Apr 16, 2019 that a federal lawsuit was filed against Oregon, “seeking to force leaders to fix deep-seated problems in the state’s foster care system.” It also reported that there were 8,000 children in Oregon’s foster system, and that Oregon was “violating the children’s constitutional right to due process, including by failing to protect them from harm and failing to protect children with disabilities from discrimination and unnecessary institutionalization” (“Horrific”).

KTVZ New reported in April of 2019 that Oregon’s secretary of state’s office said, “extensive work is needed to improve child safety within Oregon’s troubled foster care system” (“Federal”).

More recently, on September 5, 2019, Oregon’s Governor Kate Brown addressed the still troubled foster care system in Oregon and mentioned that there are about 7,500 kids in the system (Weiber, “Gov. Brown”).

3. Local Foster Care Nonprofits (Primary Qualitative)

I discovered a fairly new nonprofit, based one hour away from Morning Star, that aims to help Oregon’s foster care system, its workers, and foster children. It is called Embrace Oregon.

“Embrace Oregon connects caring community members with vulnerable children and families in partnership with the Department of Human Services. We are dedicated to the flourishing of every child” (2017, “Our Story”).

Embrace Oregon is highly dependent on and centered around “community members showing hospitality to children.” Additionally, it mentions that members of the faith community have been its leading supporters. Not only does Embrace Oregon care for children, but it also supports the tired DHS staff.

Embrace Oregon partners with DHS and started the *Every Child* movement. Embrace Oregon has a variety of ways that volunteers can get involved with its efforts: giving tangible needs or engaging in service opportunities (2017, “Volunteer”).

Embrace Oregon’s mission and values align well with Morning Star’s.

From my research, it does not appear that any other churches in Salem are partnering with Embrace Oregon or advocating for foster kids.

SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none"> - Large property - A congregation that wants to volunteer, impact, and meet the needs of the outside community - A congregation that is ready and waiting to take actions that align with the church's mission - Large number of 50 year-old and above congregation (they may not be as busy or have young children to attend to, giving them more availability to serve and engage in the church) - A staff and congregation that like doing activities as a cohesive community - Good social media and website - Has been successful with advertising events to the larger community in the past - Church's locations: highly visible from a main road right off the freeway - Financially stable - Loyal congregation - Church staff that also wants to do better at serving the community 	<p>Weaknesses</p> <ul style="list-style-type: none"> - A fragile state of trust between church leadership and congregation - Lack of consistent outreach events that match those of competitors - Lack of partnerships with and support to other nonprofits and causes
<p>Opportunities</p> <ul style="list-style-type: none"> - The re-launch: an opportunity for a fresh start and new chapter of the church - Improve outreach efforts - Strengthen trust between church leadership and congregation - Better satisfy the desires of the key stakeholders - Display/Reinforce ongoing commitment to better leadership - Expand the age demographic of the church, reach young adults and young families 	<p>Threats</p> <ul style="list-style-type: none"> - Competing churches in Salem are doing more of what the congregation has been desiring to do (outreach efforts) - Congregation members who are tired of unsatisfactory outreach events - Potentially negative reputation/image in outside community

PROBLEM/OPPORTUNITY STATEMENT

The majority of the adults in Morning Star's congregation are currently dissatisfied by the nature and lack of outreach opportunities organized and planned by Morning Star and are frustrated that it does not partner with other organizations; and there is an added risk that church attendance could drop as a result.

Programming

GOAL

To reinforce to the adults in the congregation that their opinions are heard and valued by the church staff, and to increase their satisfaction and pride in Morning Star's outreach efforts, thus preventing another large decline in church attendance.

OBJECTIVES, STRATEGIES, AND TACTICS

Primary Audience: Adults in the Morning Star congregation, ages 18 and older

Objective 1) Increase at least 40% of key stakeholders' feelings of satisfaction in the outreach efforts organized by Morning Star in the period of 11 months.

Strategy 1) Introduce an outreach event calendar to give stakeholders hope for positive change.

Tactic 1: On the day of the re-launch in January (along with announcing new mission statement and values), introduce a detailed printed calendar of all upcoming outreach efforts for the new year. Explain why Morning Star is going to be more consistent and reach wider with outreach.

Strategy 2) Engage congregation in a wide variety of monthly outreach opportunities that can involve a greater number of the congregation, are more action-oriented, and that rely on the volunteerism of the church congregation to succeed.

Tactic 1: Use social media, videos, and weekly printed hand-outs to advertise events and opportunities.

Tactic 2: On one Saturday of every month, have an outreach day for all members of congregation to participate in or volunteer at. This may include: a service project in the church (e.g. church congregation comes together for one day to pack boxes for Feed Salem, foster children, or other people in need), a service project in the city (e.g. yard work, feeding the homeless, partnering with the efforts of another church, etc.), a fun event on Morning Star's campus that invites the wider community to attend (e.g. BBQ, movie night, concert, trunk-or-treat, conference, etc.), a fundraiser event hosted by Morning Star that invites the

community to attend and donates funds to another local nonprofit (e.g. fancy dinner or dessert night, fun run, concert, etc.)

Strategy 3) A long-term partnership with Embrace Oregon.

Tactic 1: On the day of the re-launch, announce to the congregation that Morning Star is going to partner with Embrace Oregon.

Tactic 2: Show a video to the congregation that discusses the issues in the Oregon foster care system and shows a handful of Morning Star staff speaking about why they have a special interest in this local nonprofit and the issue of foster care.

Tactic 3: Create a donation jar and donation bins for Embrace Oregon that always sit in the church lobby.

Tactic 4: Four times every year, have a service day or fundraiser that partners with Embrace Oregon and directly ties to foster care.

Tactic 5: Use social media and videos to advertise these events and opportunities, as well as to show the impact.

Strategy 4) Engage congregation and community in a “foster care fun-run fundraiser” for the whole community, run by Morning Star volunteers, during foster care awareness month (May).

Tactic 1: On the day of the re-launch, announce this special event happening in May, and ask for many volunteers to begin considering to help run the event.

Tactic 2: Two months before the event, place a large banner promoting the event on church lawn, which is visible from the main road.

Tactic 3: Two months before the event, begin advertising event through sharable Facebook event, Instagram posts, and a video to be shared easily through Facebook.

Tactic 4: Two months before the event, give congregation a digital and paper sign-up sheet to begin filling volunteer positions to run the event.

Tactic 5: Have the fun run at the local park: Morning Star adult volunteers are running the event and all the stations, others from Morning Star are participating in the run, and Morning Star makes it clear that funds go toward Embrace Oregon.

Tactic 6: Staff from Embrace Oregon are present, running a booth that educates people on how to get more involved with Embrace Oregon.

Strategy 5) Show the congregation the significance and impact that Morning Star’s new efforts and partnership have on the community.

Tactic 1: Post a recap post on Instagram and Facebook after every event.

Tactic 2: After every event, have a pastor update the congregation on how their efforts are having an impact.

Tactic 3: After six months of partnering with Embrace Oregon, post a video that summarizes all the impact that has resulted from the partnership.

Objective 2) Stakeholders become reassured that their voices and desires are heard by and can influence the decision-making of the Morning Star staff.

Strategy 1: (Along with the strategies and tactics of Objective 1) Have congregation participate in a brief, new survey at the beginning of the campaign period (January) and the end of the campaign period (December).

Tactic 1: One week after the relaunch, issue a paper survey, at church services, for all members of the congregation to participate in.

Tactic 2: One week after the relaunch, issue an electronic version of the survey, through email, for all members of the congregation to participate in.

Tactic 3: In December, issue the same survey.

Strategy 2: Clearly communicate to stakeholders that the new outreach efforts are a direct result of Morning Star hearing the requests and desires of the church.

Tactic 1: On the relaunch day: After the new outreach event calendar is disseminated, Pastor Scott will verbally communicate this message to church body (from stage).

Tactic 2: Make a social media post for Morning Star's Instagram and Facebook that communicates this message.

Secondary Audience: People who do not attend Morning Star, primarily adults 18 and above

Objective 1) Get 50 or more of these stakeholders to attend Morning Star's foster care fun-run fundraiser

Strategy 1: Make several hundred members of this audience aware and interested in Morning Star's Fun Run, at least one month in advance of the event day

Tactic 1: Two months before the event, place a large banner promoting the event on the church lawn, which is visible from the main road.

Tactic 2: Two months before the event, begin advertising event through sharable Facebook event, Instagram posts, and a video to be shared easily through Facebook.

BUDGET

Foster Care Fun Run Budget

Item	Quantity	Total Cost
Flyers	1000	\$90
Event Venue Space	1	\$354
Banner	1	\$340
Water Bottles	300	\$50
Trophies for Top Racers	3	\$15
Food	50 Snacks Provided by Volunteers	\$0
Miscellaneous Game Stations/Prizes	TBD	\$200
Balloons	100	\$50
		Total Cost = \$1,099.00

Foster Care Fun Run Fundraiser Ticked Cost

- Admission for 12 years and over = \$20
- Admission for 11 year and under = \$10

In order to break even, roughly 75 people 12 years and over and 50 people 11 year and under would need to attend. That is 125 attendees. The goal for the event is to get at least 300 attendees. If the goal is met, a significant profit will be made.

Other

Item	Quantity	Total Cost
Outreach Calendar	1000	100

Item	Quantity	Total Cost
Recap Video	1	\$170

Implementation

MESSAGE MAP

<p>Primary Audience Objective 1 Strategy 1 Tactic 1</p>	<p>On the day of the re-launch in January (along with announcing new mission statement and values), introduce a detailed printed calendar of all upcoming outreach efforts for the new year. Explain why Morning Star is going to be more consistent and reach wider with outreach.</p>	<p>Message: “Our mission is ‘Leading people to pursue a Jesus-first life,’ and one way we want to do that is by obeying Christ’s commission to love and serve others. But our love and service needs to be extended to those outside of Morning Star too. We want to not only love our church attendees but also love our city. The church leadership recognizes that, in the past, we haven’t done as well at leading the church in outreach efforts as we could have. But we want to be better at walking outside the walls of the church and sharing Christ’s love with our neighbors in the city. This new goal aligns specifically with some of our new, core values. For example:</p> <p>‘Missional Living: We won’t just bring people to church, we will bring Jesus to our community.’ And ‘Stewardship: We will be known for radical generosity, intentionality, and care for everything we have and everything we are--because it’s all His.’ We want to be better about sharing generously with the community.”</p>
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<p>Primary Audience Objective 1 Strategy 3 Tactic 1</p>	<p>On the day of the re-launch, announce to the congregation that Morning Star is going to partner with Embrace Oregon.</p>	<p>Message: “A lot of you have expressed that you’d like Morning Star to improve in partnering with other organizations that are doing good for the community, like other churches and local nonprofits. You don’t just want us to make efforts on our own—you want us to join the efforts of others. We love that you want to build relationships and serve with others! We hear you, and we want to honor that desire as we enter into a new chapter for Morning Star. As we’ve thought about what organizations we might like to have an ongoing partnership with and support, we felt a heavy burden for Oregon’s foster care system. The state of the foster care in Oregon is disastrous right now, and DHS is struggling to give adequate care to 8,000 of God’s beloved children. This leads us to our next announcement: We are going to start an ongoing partnership with a local organization called Embrace Oregon.”</p>
<p>Primary Audience Objective 1 Strategy 3 Tactic 2</p>	<p>Show a video to the congregation that discusses the issues in the Oregon foster care system and shows a handful of Morning Star staff speaking about why they have a special interest in this local nonprofit and the issue of foster care.</p>	<p>Messaging: Video includes: Representatives from Embrace Oregon explaining the current state of Oregon’s foster care system, what Embrace Oregon is and does, and how it plans on involving Morning Star in its efforts in the future. Video also includes testimonials from 3-4 Morning Star staff members who have special interest in and connection to the foster care system. The video conveys a tone of hopeful anticipation for what Morning Star’s congregation may be able to accomplish through the partnership.</p>
<p>Primary Audience Objective 1 Strategy 3 Tactic 3</p>	<p>Create a donation jar and donation bins for Embrace Oregon that always sit in the church lobby.</p>	<p>Message: “You’ll be able to support Embrace Oregon through the service projects and fundraising events we have periodically. But we’re also placing a donation jar and donation bins in the lobby for ongoing financial support and the collection of items that children in foster care need. At the donation station, you’ll find a list of items that Embrace Oregon has suggested for donations. We’ll collect those over time and eventually pack them into ‘love boxes’ on our event days.”</p>

<p>Primary Audience Objective 1 Strategy 3 Tactic 5</p>	<p>(Ongoing) Use social media and videos to advertise these events and opportunities, as well as to show the impact.</p>	<p>Messaging: In church bulletins and social media posts: Describe upcoming outreach opportunities and include goals for each one. After these events are completed, thank volunteers, make statements about the positive impact, and invite church to serve at the next event. If possible, include footage from events or statistics about the impact.</p>
<p>Primary Audience Objective 1 Strategy 4 Tactic 1</p>	<p>On the day of the re-launch, announce this special event happening in May, and ask for many volunteers to begin considering to help run the event.</p>	<p>Message: “To launch our partnership with Embrace Oregon, we’re planning a “Foster Care Fun Run Fundraiser” for this May, which is foster care awareness month! It’s going to be a fun way to raise awareness of an important issue, raise funds to help foster children, and engage with the the Salem community. We’re hoping to advertise this event to the city and get others to take part in this special event. We hope you’ll join us in telling your friends and inviting people who don’t attend Morning Star. But to pull this off, we also need the Morning Star family to come together and serve. We’re asking for you to fill many volunteer spots and to bring the food. This will allow you to display your wonderful servant-hearts to the people of Salem and allow us to give even more funds to Embrace Oregon.</p>
<p>Primary Audience Objective 1 Strategy 4 Tactic 2</p>	<p>Two months before the event, place a large banner promoting the event on church lawn, which is visible from the main road.</p>	<p>Messaging: “You’re invited to the Foster Care Fun Run Fundraiser! Support the Oregon foster care system with us. (Date, Location, Time, Embrace Oregon logo)</p>
<p>Primary Audience Objective 1 Strategy 4 Tactic 3</p>	<p>Two months before the event, begin advertising event through sharable Facebook event, Instagram posts, and a video to be shared easily through Facebook.</p>	<p>Messaging: Facebook event page and Instagram posts use same design as banner. Provide more details explaining who is invited, why the event will be fun and worthwhile, and that this is a partnership effort between Morning Star and Embrace Oregon.</p>
<p>Primary Audience Objective 1 Strategy 5 Tactic 1</p>	<p>(Ongoing) Post a recap post on Instagram and Facebook after every event.</p>	<p>Messaging: Posts include quotes from Embrace Oregon explaining the positive impact that Morning Star’s service and funds are having on foster kids. Posts always thank volunteers, invite them to join the next project, and, if possible, video footage from an event.</p>

<p>Primary Audience Objective 1 Strategy 5 Tactic 3</p>	<p>After six months of partnering with Embrace Oregon, post a video that summarizes all the impact that has resulted from the partnership.</p>	<p>Messaging: Here’s how your efforts are changing lives. . .In the past 6 months, your volunteer hours and donations for Embrace Oregon have been improving the lives of 8,000 children. . .(add more details)</p>
<p>Primary Audience Objective 2 Strategy 1</p>	<p>Have congregation participate in a brief, new survey at the beginning of the campaign period (January) and the end of the campaign period (December).</p>	<p>Survey asks for name, age, and length of attendance. It asks member to rate, on a scale from 1-5, these questions:</p> <ul style="list-style-type: none"> - How satisfied do you feel about Morning Star’s current outreach efforts and opportunities? This includes special events, service projects, and the amount Morning Star goes into the city to serve those who don’t attend Morning Star. - Do you feel that Morning is doing enough outreach? - How satisfied do you feel about the amount that Morning Star currently partners with other organizations? - How proud do you currently feel to be identified as someone who attends Morning Star? - Do you feel that Morning Star’s leadership listens to the congregation’s voices and opinions? - Do you feel that your voice matters to the Morning Star leadership and can impact decision-making?
<p>Primary Audience Objective 2 Strategy 2 Tactic 1</p>	<p>On the relaunch day: After the new outreach event calendar is disseminated, Pastor Scott will verbally communicate this message to church body (from stage).</p>	<p>Message: “In the survey we sent out in 2018, many of you expressed a desire for Morning Star do better at partnering with other churches and nonprofits. You want to build relationships and community with others who are already doing great things. — And we heard you! We love that this is your heart, and that’s why we decided to choose an organization to partner with and support.</p>
<p>Primary Audience Objective 2 Strategy 2 Tactic 2</p>	<p>Make a social media post for Morning Star’s Instagram and Facebook that communicates this message.</p>	<p>Message: Main photo says in big letters: “We heard you. . .” and underneath, in smaller letters, it says: “Announcing Morning Star’s new partnership with Embrace Oregon.” (Logo). Caption explains the details and also a summary of who Embrace Oregon is.</p>

TIMELINE

Supported Objective, Strategy, or Tactic	Date/Deadline	Task	Lead
Primary Audience/ Objectives 1 /Strategy 1/ Tactic 1 Primary Audience/ Objectives 1 /Strategy 2/ Tactics 1 & 2	October 22 & 29, 2019 November 12, 19, & 26	Meetings to discuss and plan all outreach events and dates for 2020	All Staff
Primary Audience/ Objective 1/Strategy 3/ Tactic 2	December 10, 2019	Video announcing partnership with Embrace Oregon is finished	Church videographer
Primary Audience/ Objective 1/Strategy 1/ Tactic 1	December 12, 2019	Final design for Outreach Calendar has been approved	Graphic Designer and Pastor Scott
Primary Audience/ Objective 2/Strategy 1/ Tactics 1, 2, & 3	December 15, 2019	Digital and paper surveys are created	Pastoral Team
Primary Audience/ Objective 1/Strategy 4 / Tactics 5 & 6	December 16, 2019	Event space and date for fun run are booked	Event Manager
Primary Audience/ Objective 1/Strategy 1/ Tactic 1	December 19, 2019	Outreach Calendars are ordered	Office Admin
Primary Audience/ Objective 1/Strategy 1/ Tactic 1	December 20, 2019	Outreach Calendars are picked up from print shop	Intern
Primary Audience/ Objectives 1 /Strategy 2/ Tactics 2	Starting January 1- Ongoing	Events team plans and organizes ongoing outreach events for every month	Newly Designated Events Team (TBD)
Primary Audience/ Objectives 1 /Strategy 2/ Tactics 1 & 2	Starting January 1- Ongoing	Outreach event reminders are included in the design of weekly paper bulletins	Graphic Designer
Primary Audience/ Objectives 1 /Strategy 2/ Tactics 1 & 2 Primary Audience/ Objectives 1 /Strategy 5/ Tactic 1	Starting January 1- Ongoing	Social media posts to promote and recap outreach events are designed and posted	Graphic Designer and Social Media Manager
Primary Audience/ Objective 1/Strategy 1/ Tactic 1	January 5, 2020	Outreach Calendars are given to congregation	Ushers

Supported Objective, Strategy, or Tactic	Date/Deadline	Task	Lead
Primary Audience/ Objective 1/Strategy 1/ Tactic 1 Primary Audience/ Objective 2/Strategy 2/ Tactic 1	January 5, 2020	Announcement about new outreach opportunities is communicated to congregation	Pastor Scott
Primary Audience/ Objective 1/Strategy 3/ Tactics 1 & 2	January 5, 2020	Announcement about partnership with Embrace Oregon is communicated to congregation (and video is played)	Pastor Scott or Chris Media Team
Primary Audience/ Objective 1/Strategy 3/ Tactic 1	January 5 & 19, 2020 February 2 & 16, 2020 March 1, 15, & 29, 2020 April 12 & 26 May 3	Announcement about Foster Care Fun Run is is communicated to congregation	Pastor Scott or Chris
Primary Audience/ Objective 1/Strategy 3 / Tactic 3	January 11, 2020	Donation jar and bins are placed in lobby	Maintenance Team
Primary Audience/ Objective 2/Strategy 1/ Tactics 1, 2, & 3	January 12, 2020	Surveys are given to congregation (and congregation is encouraged to take online survey when they can)	Pastor Scott or Chris
Primary Audience/ Objective 2/Strategy 1/ Tactics 1, 2, & 3	February 12, 2020	Survey results are analyzed and data is recorded for later reference	Pastoral Team and main staff
Primary Audience/ Objective 1/Strategy 4/ Tactics 2 & 3 Secondary Audience/ Objective 1/Strategy 1/ Tactics 1 & 2	February 27, 2020	Design for Foster Care Fun Run Fundraiser banner and social media posts are finalized	Graphic Designer and Pastor Scott
Primary Audience/ Objective 1/Strategy 4/ Tactic 2 Secondary Audience/ Objective 1/Strategy 1/ Tactic 1	March 4, 2020	Banner is ordered	Office Admin

Supported Objective, Strategy, or Tactic	Date/Deadline	Task	Lead
Primary Audience/ Objective 1/Strategy 4/ Tactic 2 Secondary Audience/ Objective 1/Strategy 1/ Tactic 1	March 5, 2020	Banner is picked up	Intern
Primary Audience/ 1/ Strategy 4/ Tactic 2 Secondary Audience/ Objective 1/Strategy 1/ Tactic 1	March 9, 2020	Banner is placed on church lawn	Maintenance Team
Primary Audience/ 1/ Strategy 4/ Tactic 3 Primary Audience/ 1/ Strategy 3/ Tactic 5	March 10 & 24 April 3 & 17 May 1 & 6	Social media posts are published on Facebook and Instagram	Social Media Manager
Primary Audience/ Objective 1/Strategy 4/ Tactic 4	March 14, 2020	Volunteer sign-up sheets for fun run are printed and placed in lobby	Intern
Primary Audience/ Objective 1/Strategy 4/ Tactics 5 & 6	May 7, 2020	Shopping trip to pick up all materials and items for fun run fundraiser	Someone from event team
Primary Audience/ Objective 1/Strategy 4/ Tactics 5 & 6	May 9, 2020	Foster care fun run fundraiser event day (discuss further details with event team)	Event Manager
Primary Audience/ Objective 1/Strategy 5/ Tactic 3	July 19, 2020	Video that summarizes impact of first 6 months of partnership with Embrace Oregon is played	Media Team
Primary Audience/ Objective 2/Strategy 1/ Tactics 1, 2, & 3	December 6, 2020	Surveys are re-distributed	Pastoral Team and main staff
Primary Audience/ Objective 2/Strategy 1/ Tactics 1, 2, & 3	January 7, 2021	Survey results are analyzed and campaign is evaluated to see if desired outcomes were achieved	Pastoral Team and main staff

Evaluation

PRIMARY AUDIENCE OBJECTIVE 1

1. From January 12-February 12 2020, the congregation will be able to take the survey, either on paper or online. A designated team will analyze the data and record it for later reference. Then, from December 6-January 6 the congregation will be able to take the survey again. The second (winter) edition of the survey will include an extra question that asks: “Did you take this survey earlier in the year?” In questions 1-4, the survey will ask questions and measure the congregation’s attitudes about their satisfaction in the outreach efforts organized by Morning Star. In order to evaluate whether the campaign reached this objective, there should be an increase in 40% of the original adult survey-takers’ responses to these three questions. (The survey results of those who did not take the survey in January-February will not be used to measure the impact of this campaign, but they will be saved for use and reference for the next year).

2. The congregation’s sentiments about Morning Star’s outreach efforts can also be monitored throughout the year through social media comments, verbal conversations, and how many volunteers show up at events. One person from Morning Star’s event team will be designated to keep record of these small details.

PRIMARY AUDIENCE OBJECTIVE 2

1. The same evaluation methods used for objective 1 are used for objective 2; but this objective is measured by the survey responses to questions 5-6. In order to evaluate whether the campaign reached this objective, there should be more “yes” and “somewhat” responses than “no” responses on these questions. Specifically, the ratio of “yes” and “somewhat” to “no” responses should be 70/30.

SECONDARY AUDIENCE OBJECTIVE 1

1. In order to evaluate whether the campaign reached this objective, at least 50 members of the community should attend the fun-run fundraiser event. To measure this, the online or in-person registration sheet for the event will require people to check a box that indicates whether or not they attend Morning Star or consider Morning Star to be their church. There should be at least 50 people who do not attend Morning Star already.

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