

Executive Summary: ‘Reform to Last a Lifetime’ Advocacy-Giving Campaign

Lioness: Justice Impacted Women’s Alliance

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Analyzing the Situation

Lioness is a nonprofit organization based in Texas that provides helpful tools to navigate life after incarceration. They also use the stories of individuals within the community to lead a reform of Texas prison systems.

- In two short years, Lioness has grown quickly in building a healthy internal community of justice-impacted women and gender-expansive individuals across multiple counties in Texas. They are proud of the community they've built and have an impact on.
- While Lioness has succeeded in creating and reaching their internal community, they struggle building relationships rooted in respect and credibility among those who create change. People such as donors and policy-makers may see Lioness' current state as unprofessional – therefore lacking the attention they deserve.

Based on this analysis, Lioness requires attention with **reputation management**.

SWOT Analysis

Strengths: Internal community development

Lioness excels in crafting their internal communities that are made of formerly-incarcerated women and gender-expansive people. Not only do these communities provide a healthy space for justice-impacted people, but they also equip those within the community to reintegrate through job fairs, networking opportunities, resume coaching and more.

Weaknesses: External community development

Lioness' focus on their internal community has left the external communities lacking in engagement. Lioness has trouble with media features, consistent donations, and getting the attention of policy-makers.

Opportunities: Public perception

More than anything, Lioness has the opportunity to present themselves as a knowledgeable and trustworthy source in the conversations surrounding prison reform.

Threats: Negative external community perceptions

Without direct attention and intentionality given to the communication (and visuals) pushed out by Lioness, there is a chance the nonprofit could lose the chance to become a premier source on prison reform due to a lack of trust among the external public.

Research & Planning

Preliminary discussions with Lioness leadership revealed a prospective donor population with the following characteristics based on identified themes within the current, limited donorship base:

- Women, White, Highly Educated, Upper Middle Class, Upper Middle Age, Liberal Leaning

A 2024 study, commissioned by the San Antonio Area Foundation to understand the region's media users and landscape, confirmed a large presence of this population within Bexar County—a county with a central location and robust Lioness community (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).

Public #1: Prospective Donors | Wealthy, highly educated, liberal leaning white women ages 50-70 in Bexar County, Texas

Classification: Latent Producer Public

Current Relationship: The current donor population is extremely narrow, with one to two primary donors providing the majority of funding for the organization. The consequence of not engaging with the prospective donor population would result in a progression of latency to the point of progressing into non-publics. Identifying and addressing the current donor base of Lioness as an intercessory public will provide a helpful in-road to expanding the public by garnering more donors.

Research Insights: *RQ1: What are the media habits of public #1?*

- “Texas’ Democratic voters showed greater variety in their media consumption than Texas Republicans, with social media and local news a source for 50%, followed by broadcast television news and websites (44%), cable news and their respective websites (41%), national newspapers and their websites (34%), and local newspapers and their websites (32%)” (A Snapshot of Media and Social Media Use Among Texas Voters | The Texas Politics Project, n.d.).
- “A majority of Democratic voters said that they had used four social media applications as a source for news in the previous month: Twitter (50%), Instagram (56%), Facebook (78%), and YouTube (88%)” (A Snapshot of Media and Social Media Use Among Texas Voters | The Texas Politics Project, n.d.).
- “Local television stations remain one of the primary sources of news for most Texans (43%) but is statistically tied in its saturation with “social media, like Facebook, Twitter, Instagram, Reddit, [and] TikTok” (42%)” (A Snapshot of Media and Social Media Use Among Texas Voters | The Texas Politics Project, n.d.).
- “Men were significantly more likely than women to say that they had used Twitter in the last month (51% compared to 39%), while women were more likely to say that they had

used Facebook (81% compared to 72%) and Instagram (52% compared to 43%)” (A Snapshot of Media and Social Media Use Among Texas Voters | The Texas Politics Project, n.d.).

- “A little more than half (54%) at least sometimes get news from social media, and 27% say the same about podcasts” (How Americans Use Podcasts To Get News and Information | Pew Research Center, n.d.).
- “...while about four-in-ten (41%) turn to podcasts about politics and government. Other common topics include science and technology, history, and true crime...” (How Americans Use Podcasts To Get News and Information | Pew Research Center, n.d.).
- “Meanwhile, the most common major reason podcast listeners 65 and older cite for listening to podcasts is learning (61%)” (How Americans Use Podcasts To Get News and Information | Pew Research Center, n.d.).
- Among U.S. podcast listeners, women are almost twice as likely as men to regularly listen to true crime podcasts (44% vs. 23%) (How Americans Use Podcasts To Get News and Information | Pew Research Center, n.d.).
- In Bexar County, media consumers were most excited to engage with news coverage about community and social engagement (stories related to local events and activism) (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).
- There was a significant coverage gap related to community connection (stories related to “community members and organization working toward solutions”) and investigative stories about systemic issues and policies (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025, p. 23).
- 59% of Bexar County media consumers who participated in the survey use Facebook as a means for reading local news (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).

Public #2: Bexar County Media Outlets

Classification: Intercessory Enabler Public

Current Relationship: Lioness currently has little coverage within Bexar County media outlets. The organization is mentioned at least once in articles published by KSAT and San Antonio Express-News, however the articles do not cover Lioness-specific events or initiatives. Additionally, the datelines were marked within counties other than Bexar County. Lioness will benefit from this public’s intercessory and enabling potential by intentionally engaging with them.

Research Insights: *RQ2: What are the coverage habits of public #2?*

- Media coverage across all news outlets in San Antonio were overwhelmingly focused on politics and government, representing about 21% of all news coverage (“News in the

Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).

- 28% of news coverage originated from community events or shows (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).
- Content analysis revealed a gap of coverage in the following pertinent categories: ‘locally produced and focused news coverage’, ‘county-specific coverage...’, ‘multiple viewpoints in stories’, and ‘focus on underrepresented groups’ (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025, p. 57).
- San Antonio Express-News published the most stories quantifiably during the analyzation period (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).
- San Antonio Report published the most local stories quantifiably during the analyzation period (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).
- Media outlets in Bexar County are most likely to use sources in stories that are government representatives, leaders or candidates (22.7%). They also use community members (15.0%) and independent experts (8.5%) (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).

RQ3: Which Bexar County media outlets are most likely to cover Lioness stories AND disseminate Lioness’ message to public #1?

- **San Antonio Report** is the most likely to cover Lioness stories and disseminate Lioness’ message to public #1 for the following reasons:
 - “The San Antonio Report is a nonprofit digital-native news website, which started in 2012 as a blog. It’s now a member-supported outlet with more than 2,000 supporters. About 17% of San Antonio-area respondents in the 2019 Pew survey preferred news websites or apps, and the same proportion of respondents to our survey reported seeking out news from the San Antonio Report. The outlet reports having more than 3 million unique visitors, more than 27,000 newsletter subscribers, and regularly holding events in the community, including listening sessions with audiences” (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025, p. 52).
 - “...San Antonio Report featured the most local news stories, with an average of 80% to 100% local stories displayed at the top of the homepage” (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025, p. 54).
 - San Antonio Report has a large emphasis on coverage related to politics and government (“News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region,” 2025).

- 68.4% of sources for San Antonio Report represented government representatives, community members and independent experts increasing Lioness' likelihood of coverage ("News in the Heart of South Central Texas: A Media Landscape Study for the San Antonio Region," 2025).

Additional media outlet recommendations:

Print & Digital:

- San Antonio Express-News (Major daily newspaper with coverage of criminal justice)
- Know Your Neighbor (Covers personal stories of San Antonio residents, run by HEB foundation)

Broadcast & Radio:

- News 4 San Antonio (long-form coverage with history of reporting on social justice)
- Texas Public Radio (Often cover systematic issues that affect the community)

Other:

- Bexar County Media Relations Department (government department coordinating communication for justice reform initiatives)

Goals and Objectives

Goal 1: Create a stable and supportive donorship base

Action Objective: Establish 25-30 monthly donors by September 1, 2025, through engagement with a fundraising campaign surrounding Justice-Impacted Peoples Day on August 10, 2025.

Goal 2: Increase Media Engagement

Action Objective: Increase media engagement with Bexar County media outlets by 25% by launching Lioness's rebranded visuals as part of a Dual Giving-Advocacy campaign.

Proactive Strategies

Action Strategies: Public 1

Corporate Social Responsibility: Lioness prides itself on actively contributing to better lifestyle and society within the justice-impacted community. The messaging around the CSR will be that donors are contributing to a better society through their donations.

Special Event: The use of a special event will allow for engagement and community-building among the "On the Recyard" audience, a group of people also identified as prospective donors. Hosting this event will work to accomplish both goals, by allowing prospective donors to engage

with Jennifer and Marci directly, creating interest in the work of Lioness, and allowing Bexar county media outlets to engage, learn, and positively cover Lioness.

Communication Strategies: Public 2

News Peg: Understanding that Justice-Impacted Peoples Day is a newsworthy event to be covered in San Antonio, Texas (and surrounding areas), solicits media coverage on its own. Yet, for the sake of leveraging the connection and role Lioness will have in the rallies and protests strategically will allow Lioness to speak into the issues that NPJ day centralizes on. In addition to garnering higher visibility for media outlets, this peg will work hand-in-hand with the Action Objective in GOAL #1 if Lioness intentionally selects media outlets that are appropriate for Public #1.

Publicity: Through hosting a live podcast event, Lioness can host local media to reveal some sort of newsworthy information pertaining to justice-impacted peoples. With the attention of the media, they could also use the stories of the women to provide opportunities for soft stories. The hope would be that through more media engagement around Lioness, particularly being highlighted through strategic medias, donors would increase due to exposure.

Message Strategies

Public #1: Potential Donors:

Corporate Social Responsibility: Lioness prides itself on actively contributing to better lifestyle and society within the justice-impacted community. The messaging around the CSR will be that donors are contributing to a better society through their donations.

This will garner the attention of potential donors who are seeking to engage in NPJ activities already, by providing them stories of women within Lioness' network, awareness of the reform Lioness is seeking, and a next-step for establishing financial support of Lioness long-term.

Special Event: The use of a special event will allow for engagement and community-building among the "On the Recyard" audience, a group of people also identified as prospective donors. Hosting this event will work to accomplish both goals, by allowing prospective donors to engage with Jennifer and Marci directly, creating interest in the work of Lioness, and allowing Bexar county media outlets to engage, learn, and positively cover Lioness.

Public #2: Bexar County Media Outlets

News Peg: Understanding that Justice-Impacted Peoples Day is a newsworthy event to be covered in San Antonio, Texas (and surrounding areas), solicits media coverage on its own. Yet,

for the sake of leveraging the connection and role Lioness will have in the rallies and protests strategically will allow Lioness to speak into the issues that NPJ day centralizes on. In addition to garnering higher visibility for media outlets, this peg will work hand-in-hand with the Action Objective in GOAL #1 if Lioness intentionally selects media outlets that are appropriate for Public #1.

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Deliverables

https://drive.google.com/drive/folders/1obUWZxrGOLY13kimMN7SziX0MIPGiPit?usp=share_link

Communication Tactics

Paid:

Within the paid media section is our *Ad Reads for Targeted podcasts* tactic. This tactic will help in accomplishing Objective 1 through promotion of the giving campaign on podcasts we've identified that our Public 1 engages with. The ad reads will be sent to 4 podcasts, proposed at 2 ad reads per podcast, with a range of (\$0-\$30), totaling \$240 max. The resources for this tactic are flexible, as the client will determine the frequency of the ad reads and to which targeted podcast they choose.

Earned:

In relation to the "Reform to Last a Lifetime" campaign, we propose to release 3 press releases to relevant media outlets in an effort to generate earned media. The distribution of these press releases will supplement the other forms of media being employed in order to build relationships with the media and provide timely information that is relevant to Lioness as an organization and is of interest to media outlets in Bexar county. While our tactics are action-oriented and primarily utilize paid, shared and owned forms of media, each of these tactics are done in hopes of garnering earned media coverage[RV2]. These press releases are the avenue we have chosen to begin the process of building media relations. The utilization of all of these forms of media is what orients our campaign in its totality toward both awareness and action objectives.

Shared:

Within the shared media section is our *Introduce Monthly Lioness Episodes to "On the Recyard" podcast & Redesign Show Tile* tactic. This tactic will help accomplish Objective 1 through

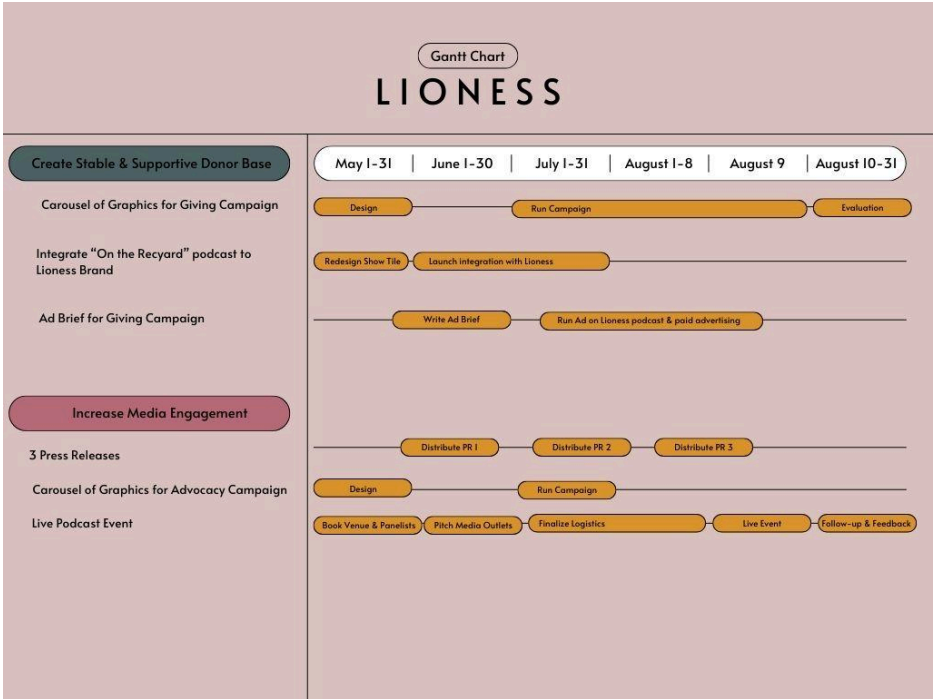
targeting one of Public 1's sources of information and entertainment. As PEW research found in 2023, 61% of Public 1 listen to podcasts in order to learn. By diversifying, Lioness will be able to increase their donor population by making the podcast audience aware of Lioness as an organization and the opportunity to partner financially with Lioness in connection with Justice-Impacted Peoples Day.

Owned: A majority of our tactics fall within the owned media category. In seeking to hone Lioness' brand and authority, owned media is the way to best define Lioness as a whole. create a carousel of branded graphics for a social media giving campaign, and a carousel of graphics for a social media advocacy campaign. In addition to these free owned tactics, we propose a live podcast event with an optional in-person event. In the case Lioness decides to rent the event space, the max price would be \$800.

Strategic Plan

Featured below are the gantt chart and proposed budget for the client. The implementation timeline is scheduled beginning May 1, running through August 31, 2025. This proposed timeline includes a time of evaluation after the climax of the campaign on August 10, 2025. While the implementation timeline is fast-paced, this is done in an effort for the client to utilize Justice-Impacted Peoples Day through a soft launch of the proposed tactics and communication strategies to garner media engagement and increased donorship. The proposed budget was created following the client's \$1000 allotment for this project. While the budget can be redistributed, depending on the client's implementation choices, we have chosen to allocate a majority of the budget to paid advertisements on podcasts and the live podcast event. Through identifying these tactics as the most central to achieving our objectives, the proposed budget reflects the level of attributed importance to these tactics. The budget is flexible, as there are opportunities for elements of the campaign to be implemented at no cost.

Gantt Chart



Budget

VARIABLE BUDGET		
LIONESS	"REFORM TO LAST A LIFETIME" CAMPAIGN	
TACTIC	PRICE RANGE	ADDITIONAL INFORMATION
"ON THE RECYARD" REDESIGN	\$0-\$100	FREE, OR HIRE A GRAPHIC DESIGN STUDENT
PODCAST AD SLOTS	\$0-\$30/AD	SUGGESTED 2 ON EACH PODCAST LEADING UP TO THE MONTH BEFORE - TRY DOING AN "AD SWITCH" FOR FREE
GRAPHICS CAROSEL	\$0	TO BE DONE BY MARCI VIA CANVA
PRESS RELEASES	\$0	TO BE DONE BY MARCI, SENT TO SUGGESTED MEDIA SITES
LIVE PODCAST EVENT	\$0-\$800	FREE VIA ZOOM OR 3-HOUR EVENT SPACE RENTAL \$200/HR + \$100 CLEANING FEE + \$100 FOR LIGHT SNACKS FOR ATTENDEES
TOTAL	\$0 - (MAX)\$1140	

Evaluation

Action Objective #1: Establish 25-30 monthly donors by September 1, 2025, through engagement with a fundraising campaign surrounding Justice-Impacted Peoples Day on August 10, 2025.

Evaluation Method #1: Direct Observation will be the best evaluation to use for this objective because we will be able to measure our success based on whether or not we hit our 25-30 monthly donor metric.

Awareness & Action Objective #2: Increase media engagement with Bexar County media outlets by 25% by launching Lioness's rebranded visuals as part of a Justice-Impacted Peoples advocacy campaign.

Evaluation Method #2: Because this objective functions as both an awareness and an action objective, an evaluation method from each will be utilized. To evaluate the awareness portion of the objective, Message Exposure will be used to evaluate how successfully our key publics were exposed to the message through Bexar County media outlet coverage. Message Content will also be used to understand how those media outlets reported on Lioness, what connotations were communicated and the overall quality of coverage. Direct Observation will be used to evaluate the action portion of the objective to understand how successfully our tactics convinced Bexar County media outlets to cover the campaign.

Sources

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