

Effective March 16, 2020 Governor Gregg Abbott authorized the temporary suspension of some of the statutory provisions of the Texas Open Meetings Law This Meeting of the Board of Trustees of the San Antonio Housing Trust Foundation, Inc is being held pursuant to this authorization and will limit face-to-face meetings to slow the spread of the Corona Virus (COVID19). See attached Open Meeting Laws Subject to Temporary Suspension

**AGENDA
SAN ANTONIO HOUSING TRUST FOUNDATION, INC**

A meeting of the SAN ANTONIO HOUSING TRUST FOUNDATION, INC BOARD OF DIRECTORS will be held on Friday, January 22, 2021 beginning at 12:30 p.m., via video and teleconference to consider the following matters:

NOTICE: This board meeting will be held via Zoom. Members of the public may access this meeting by the free of charge video conference link by logging into the Zoom website –

<https://us02web.zoom.us/j/81543248966?pwd=WFFrZDRyMHFiVW5kYU50VS9ueGErdz09>

or dial in number 1 346 248 7799 Meeting ID: 815 4324 8966 Passcode: 010365 no more than 15 minutes before the meeting. An electronic copy of the agenda packet may be accessed at the San Antonio Housing Trust website under the CALENDAR/Board Meeting date page prior to the meeting.

NOTICE: This meeting of the Board of the San Antonio Housing Trust Foundation, being held for the reasons listed below, is authorized in accordance with the Texas Government Code, Sections 551.001 - 551.146. Verification of Notice of Meeting and Agenda are on file in the Office of the Executive Director. Closed meeting, if required, is authorized by the statute and will be conducted prior to the conclusion of the meeting. If, during the course of the meeting, any discussion of any item listed on the agenda should be held in closed meeting, the Board will convene in such closed meeting in accordance with Texas Government Code Sections 551.071 - 551.084. The Board may take action in the open portion of the meeting on items discussed in the closed meeting. The Board will consider, discuss, and take appropriate action regarding the following items.

1. Call to Order and Roll Call
2. Approval of Board Meeting Minutes for September 16, 2020
3. Citizens to be heard – Interested speakers will have 3 minutes each to address the Board on agenda items or housing policy related matters; a total of 15 minutes will be provided.
4. Treasurer's Report for December 2020
5. Briefing, discussion, and possible action to authorize execution of a Professional Services Agreement with Komet Marketing Communication and resolution regarding the same.
6. Briefing, discussion, and possible action regarding funding criteria and subsequent issuance of Joint Notice of Funding Announcement and Request for Applications; and authorization to up to \$2,100,000 to be made available from San Antonio Housing Trust Foundation funds.
7. Executive Session pursuant to 551.071, 551.072, 551.074 of the Texas Government Code (Consultation with attorney on personnel, contracts, real estate and litigation matters may be discussed)

ANY ITEM DISCUSSED IN EXECUTIVE SESSION MAY BE ACTED ON IN OPEN SESSION

8. Adjournment

SAN ANTONIO HOUSING TRUST FOUNDATION
2021 BOARD OF DIRECTORS
MINUTES

DATE: Wednesday, September 16, 2020

TIME AND PLACE: 1:00 p.m.; Zoom meeting

PRESENT: Celina Peña, Paul DeManche, John Whitsett, Hilliard Galloway, John Harris and Estrella Garcia-Diaz

ABSENT: Frankie Gonzales Wolfe and Erica Martínez

STAFF MEMBERS: Pedro Alanis- Executive Director; Nicole Collazo- Assistant Director, Maria Bradley- Senior Administrative Assistant and Robert Wilson, Attorney

VISITORS: Benjamin Vergil- District 1; Beau Anderson- District 8

1. CALL TO ORDER AND ROLL CALL: The meeting was called to order at 1:07p.m.
2. APPROVAL OF BOARD MEETING MINUTES FOR AUGUST 12, 2020.

Director John Whitsett motioned, and Director Erica Martinez seconded to accept the meeting minutes as presented.

MOTION CARRIED 6-0

3. CITIZENS TO BE HEARD-INTERESTED SPEAKERS WILL HAVE 3 MINUTES EACH TO ADDRESS THE BOARD ON AGENDA ITEMS OR HOUSING POLICY RELATED MATTERS; A TOTAL OF 15 MINUTES WILL BE PROVIDED.

Amelia Valdez- Ms. Valdez wanted to express her concerns for residents in District 5. The residents have homes that are old and in dire need of repairs, but do not have the money to fix their homes. She spoke on how it is important to work together for our community and not to have these residents misplaced that who mostly elderly seniors.

Graciela Sanchez- Ms. Sanchez wanted to also express her concern on helping the community during this difficult time for some on the Pandemic. She would like to see Housing Trust funds help residents that need it the most to fix their home to avoid being demolished.

Susana Segura- Ms. Segura is in District 5, she is renting a home that needs A/C repairs and requires major upkeep and repairs but unfortunately there aren't any programs that can help her. She also mentioned on creating a program for first time homebuyers to encourage home ownership in the community to prevent developers from demolishing houses and building apartment complexes.

Irma Hofmann- Ms. Hofmann wanted to express the same concerns as the previous speakers. She wants to see more programs to help people that are homeless. It would be nice for the Housing Trust to help and uplift the community.

Mia Loseff- Ms. Loseff a resident in District 1 and wanted more programs to help home rehabilitation.

Micheal Taylor- Mr. Taylor wanted to express wanted to add homeownership program.

Kayla Miranda- Ms. Miranda is a SAHA resident, she wants to see programs target people that are below 50% AMI.

Terri Castillo- Ms. Castillo lives in District 5, she would like for the Housing Trust to consider distributing funds for homeownerships help perverse their homes in the Historic West side.

4. BRIEFING, DISCUSSION, AND POSSIBLE ACTION REGARDING THE FINANCE COMMITTEE RECOMMENDATION TO APPROVE THE FY 2021 SAHT BUDGET, INCLUDING OPERATIONAL AND PROGRAMMATIC POLICIES

Pete Alanis mentioned in September of each year the San Antonio Housing Trust Foundation adopts a budget for the new fiscal year beginning in October. In September of 2019, the San Antonio Housing Trust Foundation board approved a \$926,718 budget for the upcoming FY 2020. Out of that amount \$716,433 was budgeted for Foundation Operations. In FY 2021 the operating budget focused on hiring consultants to increase capacity in the areas of asset management, underwriting, grant making and compliance. The proposed budget increased by 15% from the original FY 2020 budget. It went from \$716,433 to \$826,855 for FY 2021.

Pete also spoke to the Board about programmatic priorities such as programs that assist in eviction prevention, emergency, food security, utility needs, programs for Seniors, homeowner rehabilitation, and anti-displacement programs for families. Approximately \$2,283,006 will be available to assist with these programmatic priorities.

Director Celina Peña motioned and seconded by John Whitsett to approve the Fiscal Year 2021 budget.

MOTION CARRIED 6-0

5. BRIEFING, DISCUSSION, AND POSSIBLE ACTION TO AUTHORIZE EXECUTION OF THE ANNUAL PROFESSIONAL SERVICES CONTRACT FOR FY 2021 WITH CITY OF SAN ANTONIO

Pete Alanis mentioned to the Board to remove the operational support and FY 2021 and remove the requirement for the Foundation to “Float” \$700,000 for the homebuyer assistance program. The City of San Antonio will advance City funds so the Foundation can continue to expedite payments to title company to support the Homebuyers Incentive Program.

Director Celina Peña and Director Paul seconded for the approval of the annual Professional Service Contract for Fiscal year 2021.

MOTION CARRIED 6-0

6. EXECUTIVE BRIEFING, DISCUSSION, AND POSSIBLE ACTION TO AUTHORIZE EXECUTION OF A PROFESSIONAL SERVICES AGREEMENT WITH TCAM, AN MRI COMPANY

Pete briefed on increasing the capacity in areas of asset management, contract monitoring and underwriting services to support several multi-family projects partnered through the Public Facility Corporation and Finance Corporation in the next fiscal year.

An RFQ was released on July 8,2020. TCAM was the sole respondent. The Executive Director reviewed the proposal and negotiated the scope of work and pricing.

The budget for consulting services is at \$160,000 and TCAM is within our budget.

Director John Harris motioned and Director John Whitsett seconded give authorization to the Executive Director to negotiate and execute an agreement with TCAM.

MOTION CARRIED 6-0

7. EXECUTIVE SESSION: Pursuant to 551.071, 551.072, 551.074 of the Texas Government Code (consultation with attorney, personnel, contracts, real estate, and litigation matters may be discussed)

ANY ITEM DISCUSSED IN EXECUTIVE SESSION MAY BE ACTED UPON IN OPEN SESSION.

8. ADJOURNMENT- Without objection the chair adjourned the meeting at 2:04p.m.

Signed this _____ of _____, 2021

Respectfully Submitted by:

Secretary

San Antonio Housing Trust Foundation, Inc.

Agenda Item 3

Agenda Date: 01-22-21

DEPARTMENT: San Antonio Housing Trust Foundation, Inc.

SUBJECT:

Citizens to be heard [Interested speakers will have 3 minutes each to address the Board on agenda items or housing policy related matters; a total of 15 minutes will be provided]

Instructions to sign up for Citizens to be heard via Zoom video conference.

- To sign up for Citizens to be heard in a Zoom meeting, please send name and organization to chat box.
- You can also call 210-735-2772 to place your name on the list

SUMMARY:

This item will allow 3 minutes each for interested speakers to address the Board

San Antonio Housing Trust Foundation, Inc.
Agenda Item 4

Agenda Date: 01-22-21

SUBJECT:

Treasurer's Report for December 2020.

ATTACHMENTS:

Operating Budget Report December 2020.

SAN ANTONIO HOUSING TRUST FOUNDATION
OPERATING EXPENSE AMENDED BUDGET
FY 2021

	<i>Adopted FY 2021 Budget</i>	End of December 2020	<i>FY 2021 Remaning Budget</i>	% Expended
USES				
Personnel Services				
Salaries	\$ 361,090	\$ 96,681	264,409	27%
Auto Allowance	6,000	1,615	4,385	27%
Telephone Allowance	600	162	438	27%
Taxes-Payroll	27,623	8,733	18,890	32%
Taxes-Unemployment	2,000	-	2,000	0%
Insurance - Workmen's Comp	1,100	548	552	50%
Insurance - Life	5,417	56	5,361	1%
Insurance - Health	54,000	13,708	40,292	25%
Leave Buyback	9,944	1,629	8,315	16%
Retirement Plan Exp.	43,331	3,077	40,254	7%
Travel & Training	4,000	-	4,000	0%
<i>Subtotal Personnel Services</i>	\$ 515,105	\$ 126,208	\$ 388,897	25%
Contractual Services				
Audit	\$ 16,000	\$ 2,100	13,900	13%
Contract-Bookkeeping	12,000	2,850	9,150	24%
Legal Fees	50,000	8,966	41,034	18%
Fees to Professional	160,000	(556)	160,556	0%
Maint. & Repairs	25,000	2,454	22,546	10%
Rental of Equipment & Facilities	2,000	1,008	992	50%
Telephone and Internet	3,000	741	2,259	25%
<i>Subtotal Contractual Services</i>	\$ 268,000	\$ 17,563	\$ 250,437	7%
Commodities				
Bind, print & repoducton	\$ 200	\$ -	200	0%
Mail & parecel post	1,500	227	1,273	15%
Office Supplies	5,000	1,290	3,710	26%
Utilites	7,500	1,596	5,904	21%
<i>Subtotal Commodities</i>	\$ 14,200	\$ 3,113	\$ 11,087	22%
Insurance/Other Expenditures				
Insurance - Business package	\$ 20,000	\$ 10,679	9,321	53%
Advertising	1,800	-	1,800	0%
Membership, Fees & Licenses	3,000	864	2,136	29%
Subscriptions & Dues	1,000	728	272	73%
Entertainment & food	250	-	250	0%
<i>Subtotal Insurance/Other Expenditures</i>	\$ 26,050	\$ 12,270	\$ 13,780	47%
Capital Outlay				
Equipment purchases	\$ 3,000	\$ -	3,000	0%
Furniture purchases	500	-	500	0%
<i>Subtotal Capital Outlay</i>	\$ 3,500	\$ -	\$ 3,500	0%
Total General Operating Budget	\$ 826,855	\$ 159,155	\$ 667,700	19%

San Antonio Housing Trust Foundation, Inc.

Agenda Item 5

Agenda Date: 01-22-21

SUBJECT:

Briefing, discussion, and possible action to authorize execution of a Professional Services Agreement with Komet Marketing Communications.

SUMMARY:

The Executive Director released a Request for Proposals (RFP) on December 7, 2020 requesting qualified communications and public relations firm to assist the San Antonio Housing Trust with developing a communication strategy, website and social media development, media engagement, branding, and graphic design/visualization services.

The RFP was advertised in the SA Business Journal, emailed to a list of qualified firms, and posted to our website. Staff received three qualified respondents to the RFP which was due on January 5, 2021. Staff evaluated and scored the proposals based on the criteria established in the RFP.

Staff selected San Antonio based Komet Marketing Communications, a boutique WBE Certified firm led by President and CEO, Leslie Komet Ausburn. Komet will strategically support the San Antonio Housing Trust with a cohesive communications campaign to support our affordable housing projects, programs, and initiatives. Komet has acknowledged the utmost importance of economic inclusion, racial and ethnic diversity, and a focus on underserved and vulnerable populations.

The following proposed fee schedule:

- Fees are \$2,000 per month on retainer to support communication strategy development and execution, account management, community engagement needs, media relations services, media monitoring and reporting
- Website Development, Creative Design, and Social Media services will be billed at \$125/hour

FISCAL IMPACT:

The FY 2021 Adopted Budget for Fees to Pros was budgeted for \$160,000 for an array of contractual services including securing a PR firm. The Executive Director has specifically set aside up to \$40,000 within this budget for these services. The monthly retainer shall be approximately \$16,000 for the remainder of the 8-month fiscal year. This shall provide up to \$24,000 (or 192 hours) dedicated for Website Development, Creative Design, and Social Media.

RECOMMENDATION:

Staff recommends authorizing the Executive Director to negotiate and execute a Professional Services Agreement with Komet Marketing Communications to provide Public Relations and Communications services.

Communications Proposal for

SAN ANTONIO HOUSING TRUST



Presented by:



komet

MARKETING COMMUNICATIONS

ESBE/HUB/SBE/WBE Certified

Contact: Leslie Komet Ausburn
Leslie@KometCommunications.com

Transmittal Letter

Submitting Agency: Komet Marketing Communications

Contact: Leslie Komet Ausburn

Address: 1927 Cambria, San Antonio, TX

Phone Number: 210-326-8992

Email: Leslie@KometCommunications.com

Statement Concerning Insurance

Komet Marketing Communications is currently carrying and will continue to carry insurance for professional liability, general liability, workers compensation, errors and omissions, and employer's liability.

Statement Concerning Conflict of Interest

Komet does not represent any organization that would risk being a conflict of interest to the San Antonio Housing Trust. Additionally, if awarded this account, we would not accept any clients that posed a conflict of interest.



PROPOSAL

Organizational Information	p. 4
Key Personnel	p. 6-7
Resource Utilization Plan	p. 8
Experience and Qualification	p. 9
Affordable Housing – It Matters to Us	p. 8-16
Creative Examples	
Case Studies	
Delivery of the Scope of Services	p. 17
How We Work with You	
Website Development	p. 17
Community Strategy	p. 18-21
Media Engagement	p. 22-23
Branding, Graphic Design, Visualization	p. 24-25
Reporting	P. 26
Detailed Budget	p. 27
References	p. 28
Claims/Performance/Insurance/Bonding	p. 29
Minority and Woman Owned Business	p. 29

ORGANIZATIONAL INFORMATION

Established in 2007, **Komet Marketing Communications** is an award-winning marketing and communications agency that believes in exceptional, personalized service. We are ideas people who are dedicated to results.

Based in San Antonio and entrenched in our community—we know our neighbors, leaders, and media; but more importantly, we know how to inspire and move them to action. While San Antonio based, we are experienced in local, national, and international promotion. We have represented clients with global audiences such as Visit San Antonio, leading initiatives such as the World Heritage Designation of the San Antonio missions. Equally as important, we have led hyper-local community, focused campaigns like partnering with Vision Zero to reduce roadway fatalities in target areas of the city.

Our dedicated team consists of senior-level staff who will become trusted advisors and extensions of your team. We want to be entrenched in your mission, understand your history, and help build your future.

Recently designated the PR Firm of the Year by the North San Antonio Chamber, Komet has attained numerous PRSA and ADDY awards for our clients.

Komet Marketing Communications

Leslie Komet Ausburn,
President and CEO
210-326-8992

Leslie@KometCommunications.com
www.kometcommunications.com

1927 Cambria
San Antonio, TX 78258

Komet President and CEO, Leslie Komet Ausburn has received PRSA's Tex Taylor Lifetime Achievement Award. Vistage recognized her with the 2020 Impact Award and the 2019 Above and Beyond Award for Community Giving. She has received regional Emmy Awards for her work as a television journalist, been recognized by the Bexar County Sheriff's Department for her work in crime prevention reporting, and was also recognized by former Texas Governor Ann Richards for launching the crime prevention initiative with WOAI Tv called CrimeStrike4.

Komet is an ESBE/HUB/SBE/WBE certified agency and a member of the Public Relations Society of America, the Texas Travel Industry Association, and the National Association of Women Business Owners. Headquartered at 1927 Cambria, San Antonio, TX 78258; Komet provides a consistent team of four, with additional experts added based on project needs.

AGENCY CAPABILITIES

Strategic Planning	Mail & Email Campaigns	Technical Writing
Campaign Integration	Fact Sheets	Spokesperson Training
Crisis Communication	FAQs	Internal Communications
Reputation Management	Community Outreach	Event Management
Branding	Grassroots Marketing	Social Media Management
Media Relations	Editing	Partnership Strategies
Press Releases	Workshop Facilitation	Media Buying
Media Training	Copywriting	Web Content
Media Fam Tours	Feature Writing	Video Production
Press Conferences	Speech Writing	Design Services

Komet is different from competitors. Why?

- Bigger is not better. As a boutique agency, Komet helps you avoid longer approval processes, red tape, and having your account assigned to junior level staff. We are award-winning, deliver superior results, and we have exceptional client relationships and tenure! Why? Personalized attention, flexibility, talent, quicker turn-around, a VERY healthy team that works beautifully together.
- With Komet, you have senior-level staff as trusted advisors and extensions of your team.
- Komet has extensive experience creating and managing campaigns for non-profit, government, and private sectors.
- We are devoted to helping the San Antonio Housing Trust stand out amidst the noise with intelligent strategy, integrated plans, flawless execution, and personal attention.
- Komet understands there are many tactics out there but recognizes they are not one size fits all. We first listen and learn about your specific needs; then identify and implement the right tools to reach your goals.
- Having been media ourselves, we understand what makes it past the news desk and why. Our goal is to create meaningful, creative stories that will entice and resonate with reporters, producers, and bloggers.
- Our results-driven approach has built-in flexibility to monitor programs as they develop and apply new tools as needed to make sure we are delivering programs that work to produce a strong ROI.
- We believe in targeting local leaders, media, community members, partner organizations, and social influencers who can help share the story.
- We attain prime segments and coverage having worked with Travel + Leisure, Conde Nast Traveler, Good Morning America, The Washington Post, The New York Times, Dallas Morning News, The Houston Chronicle and Texas Monthly, to name a few outlets.

Bio



**LESLIE
KOMET
AUSBURN**

President & CEO

Years of Experience: 20+

Areas of Expertise:

Strategic Planning,
Campaign Integration, Crisis
Communication, Reputation
Management, Branding,
Media Relations, Press
Releases, Media Training,
Press Conferences, Mail
& Email Campaigns,
Community Outreach,
Grassroots Marketing,
Editing, Workshop
Facilitation, Copywriting,
Feature Writing, Speech
Writing, Technical Writing,
Spokesperson Training,
Internal Communications,
Event Management, Social
Media Management,
Partnership Strategies,
Media Buying

With more than 20 years of experience in leading communications campaigns, Leslie takes a thoughtful approach to building meaningful business, community, and media relationships. She utilizes her natural intuitiveness and strong storytelling capabilities to develop innovative and engaging campaigns that move clients' goals forward. Leslie has partnered with clients from a broad spectrum of industries including tourism, hospitality, education, non-profits, government, healthcare, banking, housing, construction, automotive, and technology.

This follows her 15-plus-year career as an award-winning television news reporter and anchor. Leslie attended Vanderbilt University and the University of Texas at Austin, where she graduated with honors from the Moody College of Communication with a Bachelor's degree in Journalism. She also holds a Master's degree in Broadcast Journalism from Northwestern University's highly regarded Medill School of Journalism.

Leslie is very active in the San Antonio community, working with organizations that serve people in need. Having been a news reporter for more than a decade, she has seen first-hand the "what and now" as well as the causes of generational poverty. This inspired her to promote literacy through working with SA Reads, help youth successfully transition out of foster care by assisting THRU Project, address mental health concerns with The Ecumenical Center, assist with youth homelessness and runaways through Roy Maas, and help to address homelessness by serving one the South Alamo Regional Alliance for the Homeless board. She also partners with Youth Equine Advisory Board to steer at risk youth in a more positive direction and serves on the Assistance League Advisory Council to help support young families and children with educational opportunities and basic necessities.

In 2018, the Public Relations Society of America honored Leslie with their Tex Taylor Lifetime Achievement Award. Additionally, Komet Marketing Communications was named the 2018 Public Relations Agency of the Year by the North San Antonio Chamber of Commerce. Vistage recognized Leslie with the 2020 Impact Award and the 2019 Above and Beyond Award for Community Giving. She has received regional Emmy Awards for her work as a television journalist, been recognized by the Bexar County Sheriff's Department for her work in crime prevention reporting, and also recognized by former Texas Governor Ann Richards for launching the crime prevention initiative with WOAI Tv called CrimeStrike4.

For more info

<https://www.linkedin.com/in/lesliekometausburn/>



**SARA
GRUBER**

*Communications Strategist
& Project Manager*

Years of Experience: 15+

Areas of Expertise:

Strategic Planning, Campaign Integration, Branding, Media Relations, Press Releases, Media Fam Tours, Press Conferences, Mail & Email Campaigns, Fact Sheets, FAQs, Community Outreach, Grassroots Marketing, Editing, Copywriting, Feature Writing, Speech Writing, Technical Writing, Internal Communications, Event Management, Partnership Strategies, Web Content

Bio

Sara is an award-winning communications strategist and project manager with over 15 years of experience. She has been a part of the Komet team for three years working with tourism, community education, technology, financial, arts, and non-profit clients. Prior to that she led marketing and communications efforts for government, community education, and travel sectors. As a director of communications for the City of San Antonio where she was ranked among the top 5% of employees, Sara oversaw communications initiatives for San Antonio Parks & Recreation and was a senior brand manager at Visit San Antonio where she led international initiatives to increase business and leisure tourism to San Antonio.

Her portfolio includes leading international, award-winning campaigns such as the announcement of the San Antonio Missions attaining the World Heritage Designation; the expansion of San Antonio's Henry B. Gonzalez Convention Center; and establishing promotional plans for educational enrolment, water and traffic safety programs, and environmental conservation initiatives.

Sara has led many projects to award-winning status including a Gold MarCom Award and PRSA's Del Oro Award for the San Antonio Missions World Heritage Designation, PRSA's La Plata Award and HSMAL's Adrian Award for the Valentine's travel campaign City of Yellow Roses: A Bloom for San Antonio, PRSA's Del Oro Award for Visit San Antonio Brings ABC's The Bachelorette to San Antonio, and PRSA's Del Oro Award for the Transformation of the Henry B. Gonzalez Convention Center.

Prior to her communications career, she spent five years as a member of the media—building brands, overseeing editorial teams, and identifying and writing stories that would resonate with diverse audiences.

For more info

<https://www.linkedin.com/in/sara-gruber-7685187/>

Based on your priorities, we will curate a team specific to your needs focusing on creative development, media relations, partner relations, community relations, video production, design services, website development, social media and media buying.

Resource Utilization Plan

Komet Marketing Communications is well positioned to immediately tackle all needs for the San Antonio Housing Trust. We are fully staffed and are ready to allocate time to help you achieve your goals. Komet CEO, Leslie Komet, and communications strategist, Sara Gruber, will be your project leads. From there, we will work with our experienced team of creatives, photographers, web developers, social media managers, and so forth to develop exceptional communications and marketing assets that supersede your goals.

WHY KOMET?

EXPERIENCE AND QUALIFICATION

Affordable Housing for All – It Matters to Us

Komet Marketing Communications is an award-winning marketing and communications agency; but just as important, we are advocates for strengthening communities—you will see this in the case studies we've included. For us, delivering exceptional results for the San Antonio Housing Trust is an opportunity to strengthen this community by doing what we do best—delivering a multi-faceted marketing and communications campaign with the power to enhance lives.

Your message is unique, your audiences are diverse, and your services are life changing. We are here to help you create and execute a communications, website, brand development, and media relations strategy that meets your goals. Our methods are tailored and consistently monitored for effectiveness, allowing us to pivot if and when needed.

Our commitment is to work daily to understand your needs, workflow, and what it takes to achieve and supersede your communications goals.

Case Study 1

CRISIS COMMUNICATIONS ANNOUNCEMENT OF BUC-EE'S IN BOERNE

The Boerne Kendall County Economic Development Corporation retained crisis communications services from Komet Marketing Communications to guide their announcement of building a 53,000-square-foot Buc-ee's Family Travel Center on the south end of Boerne, Texas.

This was a controversial announcement as growth in this charming Texas town was revered by some, but not all residents. Of utmost importance was anticipating resident concerns and helping to address these. Komet managed personnel education, the community announcement, media relations, and tracking community sentiment. We strategized a multi-pronged plan that capitalized on education, and direct, honest communications.

Educating key spokespersons and elected officials in advance of the announcement allowed us to accurately address citizen concerns and highlight the benefits of the Buc-ee's addition. Speaking points and frequently asked questions were developed to ensure all partners were united in messaging and prepared to address diverse questions. Topics ranged from economic benefits, to pointing lighting away from nearby neighborhoods, the timing of gas delivery, increased traffic concerns, and the creation of a park to buffer residents from development. All personnel were armed with this information to accurately and proactively address citizen concerns.

Media management was key to educating constituents as well as shaping positive and widespread coverage highlighting the benefits of the Buc-ee's addition. To achieve this, we identified targeted media contacts across broadcasts,

print and online. Holding a successful and info-centric media conference was a pivotal point in the campaign. Komet prepared speaking points, invited and followed up with media; coordinated media interviews, requests for information, and fact checking.

Additionally, Komet conducted on-site video interviews with the Economic Development Corporation, City of Boerne, Kendall County and Beaver Aplin prior to the announcement. These interviews were multipurpose, being distributed to media and used by the Economic Development Corporation for numerous outreach needs.

Of key importance was Komet's management to show media and citizens that officials were well-educated, ready to answer their questions and address concerns. This helped to positively manage the reputation of government entities, demonstrating their desire to keep the best interests of the community at the forefront.

To track performance and community sentiment, Komet monitored neighborhood social media platforms to identify concerns. Additionally, Komet tracked media coverage to identify tone, provide additional information and corrections when needed.

Ultimately, the Buc-ee's project was approved and overall sentiment was positive. Additionally, Komet was able to assist the Boerne Kendall County Economic Development Corporation in increasing awareness of the economic benefits they bring to the community by successfully fulfilling their mission.

Case Study 2

VISION ZERO SAN ANTONIO COMMUNITY ENGAGEMENT MURAL

Objective

Create awareness of Vision Zero San Antonio and honor victims of roadway crashes, by engaging community participation and support for World Day of Remembrance for Road Traffic Victims.

Situational Analysis

Every year on San Antonio roadways, some 165 people lose their lives. Vision Zero San Antonio was established in 2015 to eliminate roadway fatalities through education, engineering, and enforcement. According to The United Nations, road traffic crashes are a major cause of death among all age groups and the leading cause of death for children and young adults aged 5–29 years.

Vision Zero has led local efforts to honor World Day of Remembrance for Road Traffic Victims (WDR) as a way to participate in a global event and personalize the effects of roadway fatalities for local San Antonians. Past WDR events include a memorial walk ending in a ceremony with speakers and a memorial wall for people to write the names of lost loved ones, a bicycle ride to honor victims and reinforce the principle of sharing the road, and various memorial services attended by victims' families and presided over by leaders of religious denominations.

After years of leading local efforts for this annual event, there was a need to make a bigger, yet more targeted impact. To create this noted and lasting impact, Vision Zero led efforts to have the community create a mural to honor road traffic victims along Culebra Road, an area noted for high traffic fatalities. The concept of a mural was just the beginning. Its content was influenced by community input, fire station location was chosen to honor first responders, and creation was made possible by partner organizations and community volunteers.

Aside from creating awareness, we wanted to create a plan that would have a direct impact on fatality numbers in a targeted area of San Antonio.



Target Audience: The primary audience was roadway users (drivers, bicyclists, and pedestrians) throughout the San Antonio area to increase awareness of Vision Zero San Antonio and reinforce that their decisions on San Antonio roadways make a difference. The secondary audience was key business leaders, partner organizations, elected officials, and local media who have the power to share the Vision Zero message throughout their organizations and media channels.

RESEARCH:

Concept Ideation –

- To determine what type of event should be held to honor WDR 2019, Vision Zero San Antonio reviewed what had been done in past years locally and internationally. While murals had been created in other destinations, there was a prime opportunity to maximize the partner

and community participation in creating a mural for San Antonio that had not yet been achieved by other destinations. Additionally, there was an opportunity to create a timely hook in partnership with the mural creation by tying it into WDR.

Mural Location –

- Crash data was analyzed to determine high-fatality areas within San Antonio as a way to identify which communities and locations needed greater exposure to the Vision Zero message. Ultimately, the Culebra Road corridor was highlighted as a primary target as it was identified as having a larger number of crashes.

- An inventory of City-owned buildings in the area was reviewed as possible locations. The final selection was Fire Station #26 at 4140 Culebra Road as it offered a large-scale exterior wall visible to Culebra Road and also reminds the community of the devotion paramedics and firefighters show as first responders who work to save the lives of drivers, pedestrians and bicyclists involved in crashes.

Mural Content –

- Three community meetings were held across San Antonio to seek mural input from local citizens.

- Feedback included wanting people to acknowledge the lives along the road and inclusion of area landmarks

PLANNING, AND IMPLEMENTATION:

A series of meetings were held internally to identify a unique and targeted means of honoring WDR. Meetings were held by the City of San Antonio's Transportation & Capital Improvements Department which leads the Vision Zero San Antonio initiative with cooperation from other area partners. After initial event ideation and research, the concept of a mural was selected. The mural would serve as a memorial to honor those who have lost their lives on San Antonio roadways as part of WDR and also showcase how communities and roadways intersect to stimulate meaningful conversations between neighbors working together to keep each other safe.

Partner organizations were engaged, and public meetings were held and promoted to attain community input on what visuals and messages the mural should incorporate. A design was rendered by local arts non-profit, San Anto Cultural Arts. San Anto oversaw the painting of the mural, providing members of their team to paint and also guide community volunteers in painting.

Ultimately, a 25x80-foot mural was painted by San Antonians for San Antonians, bringing together a community dedicated to improving roadway safety and saving lives. The mural was unveiled as part of San Antonio's participation in WDR, a day which has become an important tool in global efforts to reduce road casualties.

To maximize media coverage, various elements were highlighted throughout the process to boost news stories and extend market messaging timelines.

PROMOTION OF COMMUNITY MEETINGS.

- TCI social media,

- Outreach efforts through districts 5 and 7 City Council offices

Promotion of community paint days.

- Media alerts were sent to targeted local news outlets inviting them to cover community members working to create the mural.

- Interviews with Vision Zero leadership were provided.

Unveiling of the mural.

- An unveiling event and media conference were coordinated to increase Vision Zero and WDR awareness within and beyond the Culebra Corridor.

- Speakers included transportation planners, elected officials and first responders.

- Attendees included partner organizations, community members, media, and victims of roadway crashes and their families.

- A Vision Zero table was on site to help inform attendees about how their decisions on San Antonio roads can save lives.

- 165 signs were placed on Culebra Road aside the event. Each representing a mother, father, brother, sister or friend who had died on San Antonio roadways – thus tying in each individual lost life to the overall event. While the signs were temporary, the mural to create awareness and educate the community is long lasting.

- Media were invited to attend through phone calls and a request for coverage.

Post conference, media were sent visual assets, a comprehensive media release and quotes from government leaders in San Antonio.

Partner networks were also utilized to help promote the event including the Alamo Area Metropolitan Organization and TxDot

MESSAGE:

The high-level, takeaway message for all audiences was that, “Your decisions make a difference.” This messaging was incorporated through roadways signs as part of the memorial/ unveiling ceremony, through social media posts, and in media materials that were ultimately incorporated into coverage.

Sub points included:

The best way we can honor those who have lost their lives on San Antonio roadways is continuing to make our roadways safer. Eliminating fatalities on San Antonio roadways is not something we can do independently, but collectively. The two most important decisions we can make on roadways today is to slow down and stay alert. This alone, would have a tremendous life-saving impact by eliminating the top two causes for crashes. It has been a healing process to see the people of San Antonio come together in creating this mural, honoring those who have lost their lives on our roadways. Aside from partnering on the mural to educate and inspire the community, and The Texas Department of Transportation have completed a number of transportation improvement projects to enhance safety and infrastructure.

RESULTS:

• **MOST IMPORTANTLY, crashes are trending lower on Culebra Road.**

- The media goal was the caliber of coverage in targeted publications. All four top targets were attained with prime placement.
 - Cover story in the San Antonio Express-News, the city’s leading daily print and online newspaper
 - Extensive piece in the Rivard Report, the city’s primary online, independent news source
- Live remotes from San Antonio’s top two rated news stations:** KENS 5 (multiple live news cut-ins throughout the morning) and KSAT 12 News (remote interview broadcast)
- Approximately 60 community members attended public meetings
- 25 Community members attended the unveiling event in addition to partners, media and elected officials

- Attained participation from nine partner organizations

Vision Zero (national), Texas Department of Transportation. City of San Antonio, San Antonio Area Metropolitan Planning Organization, San Antonio Fire Department, San Antonio Transportation & Capital Improvements, City Council District 5, City Council District 7, and San Anto Cultural Arts



Case Study 3

BRINGING THE WORLD HERITAGE DESTINATION TO THE WORLD'S STAGE

SITUATIONAL ANALYSIS

Komet Communications as the PR agency of record for Visit San Antonio, worked with Sara Gruber, Senior PR Manager for VSA, who has since joined the Komet team, to create and execute an international media campaign to attain global awareness for the UNSECO World Heritage designation of the city's Spanish colonial missions.

OBJECTIVE:

Maximize this prime opportunity to increase awareness of San Antonio as an authentic travel destination through media outreach surrounding the World Heritage Designation.

TARGET AUDIENCE:

1. Cultural travelers throughout Texas, the United States and the global arena.

- a. International markets were a primary target as research showed more international visitors travel to see World Heritage Sites than domestic visitors.

RESEARCH:

1. Geographic Areas

To identify key markets for World Heritage travelers, we utilized research from UNESCO (which countries travel to World Heritage Sites the most), Texas Tourism (which countries travel to Texas the most) and other World Heritage Sites throughout the U.S. and Mexico (which countries have they seen the most visitation and media coverage from). Special attention was given to assure media materials were translated with cultural and language sensitivities in mind.

2. Best Practices

We reached out to World Heritage Sites throughout the U.S., Mexico, and the U.K., learning that none had a stand-alone campaign for their designation announcement. This presented a special opportunity for us to create a sophisticated PR campaign that

had not been accomplished for World Heritage Sites before. Our campaign has since been used as an example for other potential sites.

PLANNING AND IMPLEMENTATION HIGHLIGHTS:

1. As the decision was coming through at a time that was not optimal for media pickup (early Sunday morning, July 4th weekend), we ensured media were aware of the pending designation in advance.
2. We created an online toolkit – WorldHeritageSA.com – with everything media would need: images, b-roll, releases and the morning of – we added interviews from key officials attending the decision at the UNESCO meeting in Bonn, Germany.
3. When the decision came through, we immediately deployed messaging (including translated releases).
4. Local media had a different set of needs and the team in San Antonio was ready to respond. Due to advanced preparation, on Sunday at 6am – immediately after the designation – local TV stations were running live interviews with the SACVB.
5. Plan B: Messaging was prepared in case we did not receive the World Heritage designation. We worked with the State Department to prepare plan B messaging and shared it with our partner organizations.

RESULTS:

1. Over 1,400 stories that were directly influenced by Komet and the SACVB's PR efforts
2. Key Highlights:
 - a. Coverage attained in all desired countries
 - b. Critical national outlets were attained including The New York Times, Wall Street Journal, USA Today, CNN, Washington Post, Conde Nast Traveler, Associated Press, and Reuters.

Case Study 4

EXPANSION OF HENRY B. GONZALEZ CONVENTION CENTER

SITUATION ANALYSIS:

Sara Gruber led a media relations campaign that saturated the convention trade market with coverage of the \$325 million expansion of the Henry B. González Convention Center (HBGCC). Not only was this transformation the City of San Antonio's (COSA) largest capital improvement project to date, but also a game changer for San Antonio in the convention trade industry, increasing the center's footprint to 1.6 million square feet. Conveying this transformation to the convention trade industry was crucial in keeping the San Antonio convention trade industry competitive in the national market.

TARGET AUDIENCE:

1. Local media to help inform San Antonians about the HBGCC transformation as the project was tax funded and enhanced the downtown cityscape. It was also a great opportunity to educate locals on the importance of the convention trade industry.
2. Meetings and convention trade media who are critical to informing meeting planners who have the power to bring conventions to San Antonio.

RESEARCH:

Remaining competitive in the convention industry is vital to San Antonio's economic success. The city hosts some 32.5 million visitors a year; 20% of those are business travelers, many of whom are conventioners. On average, Visit San Antonio books 90 meetings per year in the HBGCC. This represents some 600,000 hotel room nights, resulting in over \$400 million that meeting delegates spend which helps to create jobs and stimulate local businesses.

To ensure that meeting professionals across a broad spectrum of industries were aware of the transformation, Visit San Antonio researched and distributed information to all convention trade publication across the United States and Canada. Additionally, Visit San Antonio identified which



publications had the largest and most relevant reach, then used this information to invite those publications to experience the HBGCC first hand.

Visit San Antonio also researched where the newly transformed HBGCC would rank against competitive destinations in size, offerings and usability. This helped shape messaging and highlight what made the HBGCC stand out against competitors. (Messaging highlights below.)

PLANNING AND IMPLEMENTATION:

Due to the scale and multiple timelines involved in this project, the most effective course of action was to promote the HBGCC transformation surrounding various milestones to encourage continued coverage. Milestones included an unveiling ceremony (Jan. 16), promotion surrounding the first meeting in the new center (Feb. 16) and a media fam and push surrounding Grand Opening events (March 16). Here is a high-level breakdown of campaign tactics:

1. **Convention Trade Media Familiarization Trip**
 - a. Visit San Antonio invited and hosted eight top-tier convention trade media for Grand Opening events
 - i. Outlets were selected based upon

reach and how their audience bases aligned with HBGCC convention profiles - Smart Meetings, Meetings Today, Association News, Texas Meetings + Events, Convention South, Convene, MPI, SMERF.

ii. The fam spanned three days and 26 stops throughout SA showcasing the diversity of the city's attractions and venues, anchored by the transformed HBGCC.

iii. Interviews were coordinated for fam participants with meeting planners and industry leaders to include Roger Dow, President of the U.S. Travel Association.

iv. Fam participants produced online stories as well as social media posts through their outlets handles during their trip and print pieces that followed later.

2. Social media

a. Created #MyCenterSA and tagged partner organizations as appropriate to increase engagement.

3. Photography and videography

a. Shared through social media, with media, accompanying media releases, and utilized across marketing channels to include the transformationsa.com website, Visit San Antonio trade newsletters, etc.

4. Numerous media releases tailored for various audiences

a. Releases produced for unveiling ceremony, first meeting in new center and grand opening events.

b. Distributed through PR Newswire in English and Spanish (unveiling ceremony only), targeted media distribution lists to include local and outer market convention trade media.

c. Posted on transformationsa.com and media.visitsanantonio.com.

5. Coordinated with COSA's Government and Public Affairs office on local media efforts

a. Included media check-in table; providing raised locations to attain superior footage; and opportunities for interviews.

6. Attained quotes, video and in-person interviews from meeting planners and industry leaders

a. Shared through social media, marketing channels and with media to help round out

stories with industry knowledge, trends and best practices.

7. Media tours

a. Provided on-site tours for media to experience the HBGCC first hand.

8. Speaking points and fact sheets

a. Created and shared with partner organizations and leadership to ensure consistent messaging.

MESSAGE(S):

Visit San Antonio worked to promote below messaging to media outlets and ensure messaging was consistent across partner organizations. We created speaking points and fact sheets to aid in this effort.

1. The transformation of the HBGCC is allowing us to offer an even more flexible, cutting edge facility that is built to meet meeting needs for the next generation.

2. The expanded center is set on the River Walk in historic downtown, placing attendees within walking distance to so much of what drives meeting attendance in San Antonio: historic sites including the Alamo, local restaurants, museums, theaters, shops and thousands of hotel rooms.

3. Throughout the design process, we made sure to incorporate client feedback to supersede meeting needs.

4. This allows us to grow and maintain our current meetings while also attracting newer, larger meetings and even host more meetings simultaneously.

EVALUATION:

1. Earned media results included over 97,000,000 impressions and \$1.1 million in advertising equivalency

2. Quality placements in targeted outlets to include USAE, MPI, Smart Meetings, Convene, Meetings & Incentive Travel Online - Meetings Canada, Association Conventions & Facilities, Corporate & Incentive Travel, Meetings & Conventions, Meetings & Events, Meetings & Incentive Travel, Meetings Today, and Texas Meetings + Events.

SCOPE OF SERVICES

GOAL

Strategically support the San Antonio Housing Trust, San Antonio Housing Trust Foundation, San Antonio Housing Trust Public Facility Corporation, and San Antonio Housing Trust Finance Corporation with a cohesive communications campaign (including rebranding and creative development, website development and management, media relations, and outbound and inbound community relations) to support affordable housing projects, programs, and initiatives. Of utmost importance will be equitable values of economic inclusion, racial and ethnic diversity, and a focus on underserved and vulnerable populations

HOW WE WORK WITH YOU

How we work together matters. Respect, perseverance, and dedication are how we attain results. Our process begins with a series of discovery meetings with the San Antonio Housing Trust team to ensure that we are aligned and understand your goals. Next, Komet will bring research, a communications strategy, and impeccable execution to the table. In short, we will assist you every step of the way.

ACCOUNT MANAGEMENT

Your account service team will immerse themselves to attain a better understanding of operations, organizational missions, strengths and weaknesses, and differentiating factors. Being responsive to you is our first priority. When you have a need or a question, we deliver an immediate response. Your account will have two account executives assigned to it, ensuring that there is always someone available to respond quickly. Proactively, we will:

- Meet with San Antonio Housing Trust staff as needed for the purposes of carrying out initiatives.
- Maintain internal procedures that ensure budget control, prompt billing, and quality control.
- Prepare cost schedules and project sheets for expenditures and obtain approval of all expenditures with regard to authorized advertising by submitting preproduction estimates.
- Assign and aid in the production, application, registration, and defense of all applicable intellectual property.

STRATEGIC PLANNING

Campaigns for the San Antonio Housing Trust will be based on a strategic management process. This means that solutions and tactics are developed based on solid research and well-planned strategies. Whether employing media relations, community relations, stakeholder engagement, influencer engagement, social media strategy, or other tactics; all efforts begin with research and planning.

Using the information gleaned through both secondary and primary research, the next step is plan development, where we define what goals, target publics, objectives, strategies, tactics, and activities will best meet your public relations needs. Once measurable goals have been set, we devise strategies for achieving that goal.

We believe that skimping on the strategic planning step results in programs that at best—have no impact. At worst—reinforce issues rather than resolve them, waste resources on audiences that may not exist, or garner unintended negative consequences. What we want for you is success!

WEBSITE DEVELOPMENT

Our team has extensive experience designing websites. In building your website, we first work with you to fully define the purpose of your website, who you are serving, and how we are engaging with each audience through this platform. If your main goal is to inform affordable housing providers/developers on how to engage your assistance and programs while being transparent and informative to the broader San Antonio community, we need to start with clear and concise website language, navigation, and creative that defines who you are and speaks directly to your audience(s) instead of in third person.

- **Transform www.sahousingtrust.org to enhance visitor interaction**
 - Establish goals for website
 - Update website layout
 - We'll create an easy-to navigate, visually appealing website
 - Identify how visitors will engage with the website by being mindful of how the website serves them
 - Create new content and keep site updated throughout the contract

- o Identify a user-friendly content management system and train the trust team so that this resource can be updated in-house as needed.
- **The San Antonio Housing Trust brand that we will develop in partnership with your team will be the visual anchor that builds brand identity within your website:**
 - o from a new logo,
 - o to defining taglines,
 - o and infographics that bring statistics to life... how many people you have served, and how many communities across San Antonio you have enriched.
- **As part of your branding, Komet will develop an evocative voice that inspires website engagement while informing.**
- **Your voice will be coupled with an intuitive navigation that incorporates strategies to enhance overall community interactions such as:**
 - o connecting with new social media channels,
 - o sharing media releases,
 - o and noting the trust's awards and achievements.
- **We can also personalize who you are by incorporating testimonials and photos from individuals and developers who have benefited from San Antonio Housing Trust. This will create third-party verification of your success.**
- **Ultimately, your website is successful through engagement:**
 - o Through all media relations, community strategy, and collateral that is developed; we will direct people to your website.
 - o As part of this strategy, we will create options to link out to your various partners and work with your partners to have their sites link back to the trust's.

To help familiarize you with our work, here are a few websites that we were architects for:

- Workplace Resource
www.workplaceresourcetx.com
- Steel House Lofts
www.steelhouselofts.com
- San Antonio Botanical Garden
www.sabot.org
- Vision Zero San Antonio
www.VisionZeroSA.com

COMMUNITY STRATEGY

We will work with you to build a community communications strategy that is inclusive, bilingual, and speaks poignantly with (not just to) your diverse audiences. Below are a few tactics we would consider exploring. A more tailored plan will be developed after meeting with your team to help us better understand your goals, challenges, learnings, and priorities.

COMMUNITY PARTNERSHIPS

The Komet team is entrenched in the San Antonio community, so we understand our area's varied demographics, leadership, and partnership opportunities. Relationships with partner organizations are a cost-effective and efficient

way to maximize the trust's reach. We are able to work closely with current partners and identify new partnerships to increase messaging through their networks and locations. The broad reach of partner networks will also help us reach people at home and through essential businesses and services. As part of this, we will provide guidance on navigating political and business environments, especially in local, regional and national governments, marketplaces, and housing industries.

A few initial partnership ideas that we will build on after discussions with your team.

- Explore a partnership with VIA through a mini-campaign like – Rebuilding San Antonio

Together – noting how the trust and VIA are transforming San Antonio by providing critical resources that benefit the residents who need them most. This may be of particular interest to VIA as the current pandemic has negatively impacted people’s perceptions of public transportation.

- Partner with councilmen and councilwomen who have email lists to reach neighborhood and community associations. We need to ensure they are well-versed on the trust; but what’s more, we need to inspire them to become trust ambassadors.
- Partner with community organizations such as the YMCA who serve a large and diverse array of families and leaders in San Antonio.
- Explore opportunities with non-profits and various programs that provide social services to reach future residents.
- Work with property management groups to target housing owners and developers.
- Expand partnerships with educational institutions. This means targeting daycares through institutions of higher learning to reach families and promote a way out of generational poverty through affordable housing and education. This type of partnership can generate media coverage showing how the trust is working to make every generation stronger and more self-sufficient than the one before.
- We’d like to learn more about your relationship with the San Antonio Housing Authority: what overlaps, what is uniquely your area of expertise, if there are opportunities for cross-promotion, and so forth.

PARTNER TOOLKIT

As part of partner outreach, we will develop a Digital Partner Toolkit that can easily be shared with partner organizations. This ensures consistent and accurate messaging and can include:

- Logo
- Brochures, poster, and flyer
- Social media information
- Sample social posts
- Photos
- B-roll
- One-Pager
- Quotes from leadership

SOCIAL MEDIA

We’d like to know more about why you do not currently have social media to help evaluate if this is something that should be added in the future. This platform is a cost-effective way to build awareness and community. Social media kickoff campaigns can use video and photos to highlight the people you serve and the programs you provide. We’d love to partner with you to build your audience, ultimately maximizing trust awareness and engagement. Using a variety of social media tactics to communicate to multiple audiences, we will provide you with cost-effective and far-reaching results. Here are initial thoughts that will be expanded upon after further conversation with your team:

- Creative can be automatically delivered in Spanish or English based on which language the person is using in the platform.
- Explore photo and video contests to inspire visually stimulating content that sparks engagement.
- We will propose hashtags for initiatives as needed and ensure all partners and local media are equipped with these hashtags as well as the trust’s social media handles to create sharable content that leads people to follow your social channels for further information.
- Aside from pitching traditional stories to media, we will specifically ask for stories to be posted on their social channels, tagging the trust.
- We will share visuals and graphic elements from the creative campaign.
- Positive press coverage will also be shared, tagging outlets, and influencers for optimal cross-promotion and enhanced engagement.
- We can create a series for social media such as a Throw Back Thursdays that highlight someone who has become more successful and self-sufficient due to affordable housing. If you don’t have enough case studies and testimonials – we can help attain and build these for you.
- We can partner with local leaders and people of influence to share why the trust is important to them, thus optimizing their own social networks and growing the trust’s.
- Short videos under various campaigns and initiatives can be created for social posts. These can help people visualize the trust’ programs, success stories, the impact you are having on the community, team members, and so forth.

- We will seek partnerships with targeted local influencers and organizations who have strong followings. Part of this will be achieved through creating and sharing a partner toolkit.
- To attain new social media followers, we will encourage them to follow us through partner promotion, via ads, collateral, and media coverage.
- We will encourage the trust's staff, trustees, and board members to like, share, and engage with your social channels.
- In addition to organic posts, it is important to develop advertising for social media. Paid social media advertising will put each critical message in front of as many people as possible.
- We will use a combination of Awareness Objectives and Conversion Objectives to drive people desired landing pages.
- Ultimately, success will be determined by KPIs such as Engagement Rate, Video Completion Rate, Reach, and even Estimated Ad Recall Lift (the number of additional people who may remember seeing your ads, if asked, within two days) to determine if we are positively impacting developers' and residents' awareness of valuable information.

Our team has led and/or supported successful social media campaigns for entities such as Visit San Antonio, Vision Zero San Antonio, The Ecumenical Center, San Antonio Parks and Recreation, San Antonio Auto Dealers, and ScheduleWidget.

INTERNAL COMMUNICATIONS:

Uniting staff, board members, and trustees is a crucial element in building a community. This is deserving of its own plan that will be employed throughout the year. Aside from a simple internal newsletter, we can look at employing strategies that create a strong sense of community like creating messaging and awards programs that entice buy-in and support. This can add to a positive and collaborative environment.

SPEAKING OPPORTUNITIES:

We will identify speaking engagements where trust leadership can educate various audiences about your programs and impact on San Antonio. We can manage all the details including coordinating presentation needs and drafting speeches. Opportunities can include housing conferences,

networking events for non-profits, TEDx San Antonio, chamber events, and so forth.

GRASSROOTS MARKETING:

We need to be where the trust's many audiences live, work, and play. Grassroots marketing can help us achieve this. We can identify locations where we can share the trust's message and collateral, marketing to and through established groups. This initiative will be executed in conjunction with events and partner relations. More details are available in those sections of the plan.

MARKETING AND PAID ADVERTISING

Should you need assistance with marketing and paid advertising, Komet's big-picture approach to a holistic marketing strategy sets us apart. We take a deep look at a combination of earned, owned, and paid media to influence our strategy — understanding the importance of how all these elements work together to form an effective marketing plan. We use an audience-first approach to all media planning, going much deeper than demographics. This requires comprehensive research and data that will lay the groundwork for a media strategy that meets and drives your marketing objectives.

TRADITIONAL MEDIA BUYING

An in-depth understanding of audience-measurement allows us to effectively position your budget with media vendors. While we negotiate the lowest rates possible, we also command added value for every buy.

DIGITAL MEDIA BUYING

Brand-rich direct messaging can be powerful when delivered tactically through precision media and customized channels, specifically the digital channel. We can provide relevant messages to the trust's diverse audiences, right down to precisely defined psychographic and demographic targets.

OUT-OF-THE-BOX MEDIA BUYING

We are not afraid to think outside of the box and discover new tactics not of the norm. What is critical is that we're getting the right message in front of the right audience in an effective way that will resonate and move people to action.

GOVERNMENT RELATIONS

Having represented government entities in the past, Komet is well-versed in government relations procedures and protocols. We have strong relationships with the City of San Antonio, Bexar County and the State of Texas, having represented both the City and the County. Of special interests will be recruiting councilmen and councilwomen to share information and achievements through their newsletters and social channels which are dispersed to neighborhoods across the area. Additionally, we will inspire them to become champions for the trust; educating them on our programs, achievements, and needs.

EVENT MANAGEMENT & PROMOTION

Not only can we promote events, we can coordinate them. Our team has done everything from throwing a parade on the River Walk to orchestrating corporate roundtables, organizing 5ks, coordinating groundbreaking, and holding media conferences. We are prepared develop promotional plans for events to help make them successful (ads, invitations, social media, and media relations). We believe that when it comes to success, planning is in the details. Whether it is organizing an events calendar, overseeing volunteers and staff, creating a seamless run of show, booking security, navigating venue logistics, providing audio visual support, creating presentation materials, or drafting speaking points – **WE GET IT DONE!**

If organizing and promoting community and board meetings is a need item, we would be glad to assist. Having worked with the City of San Antonio, we are well-versed in promoting community meetings as well as coordinating a variety of needs during these meetings. We can develop a mini-plan to promote meetings through paid advertising (if needed) as well as through earned media and the trust's owned assets as appropriate.

A cost-effective way to promote the trust is through partnering with already established events that speak to your target audiences. We can grow these partnerships and opportunities being mindful of current pandemic restrictions and plan for participation on this front during a safer time.

DONATION TOOLKIT:

To make communicating with potential donors easier and more efficient, especially large corporate donors, we will develop a Digital Donor Toolkit that can easily

be shared with people and organizations. This will ensure that everything they need to communicate their participation in this campaign to board members, staff, and clientele is easily accessible. Materials can include the following items that we will develop for you: fact sheet, video assets, images, renderings, social media information, sample social posts, and any relevant media releases and collateral.

DONOR RECOGNITION:

We can work with your team to incorporate recognition for donors, big and small.

CORPORATE & PHILANTHROPIST OUTREACH:

Komet is entrenched in the San Antonio community. We have strong relationships with area corporations and philanthropists and will coordinate meetings to discuss needs for the San Antonio Housing Trust. If that is an avenue you'd like to pursue. Additionally, we will use the prime media placements we attain to serve as third-party verification of the need for this project when meeting with these potential funders. Additionally, we will offer to provide large donors with communications services to promote their donations, in return.

DIRECT MAIL PROJECT COORDINATION EXPERIENCE

Direct mail is an effective marketing strategy that we can optimize, if needed. Not only can we manage this effort, we can evaluate costs and ROI to help determine if this is the most effective tactic for the trust. To execute this tactic, we can evaluate and help build mailing lists, as well as coordinate content, design, mailing, and tracking.

We have coordinated direct mail campaigns for Central Catholic High School specific to their Convocation Center Donation campaign. We created letters targeting alumni from different decades—working with alumni to write letters on their behalf; designing and printing the letters, donor envelopes, outer envelopes; and coordinating mail services. We've also coordinated direct mail postcard mailings for Bandera Health and Ivy Lane Dentistry using targeted demographics. For Jewish Federation, we recently handled the design and mailing of their Fall Jewish Journal magazine, working with the mail house to scrub lists for duplicates and then coordinating the mailing.

MEDIA ENGAGEMENT

Komet has overseen award-winning local, national, and international media campaigns. We believe in a proactive approach and are skilled in crisis management. The success of media relations is often based on the quality of relationships with media. Having been media ourselves, Komet understands what makes it past the news desk and why. We work diligently and daily to have strong, effective relationships with newsmakers. When we call, our name helps to ensure that calls are answered and pitches grow into coverage.

We are far from your average agency when it comes to media relations. Aside from having worked with every news outlets in San Antonio, Komet is savvy at attaining national coverage such as: ABC Evening News with Diane Sawyer, 60 Minutes, Good Morning America, ABC's The Bachelorette, The Food Network, and The Travel Channel. Though for the San Antonio Housing Trust, the most impactful media coverage will be closer to home.

Personalized conversations and a willingness to see a story through pitching, setting up interviews, attaining video and photos, and fact-checking makes us an indispensable part of a media outlet's process. Additionally, Komet is available 24/7 as media needs often present without notice.

We are experienced in delivering exceptional media services to include:

- Integrated media plan to include both online and offline channels
- Press conference coordination
- Requests for coverage
- Media releases
- Media pitching
- Speaking points
- Media kits
- FAQs
- Spokesperson training
- Scheduling guest appearances for TV and radio
- Editorial boards
- Creating media packages of photos and video at key events to send to media who could not attend

- Partnering with social and online influencers
- Media tracking and reporting

SAMPLE MEDIA PITCHES/STORY IDEAS

1. Highlight the increased need for the San Antonio Housing Trust amidst repercussions from the pandemic, especially in light of the expiring rent moratorium which may lead to a mass exodus from current housing options. This will afford us the opportunity to place the trust's mission of affordable housing front and center in media coverage.
2. Groundbreakings are always of interest to media.
3. We can pitch human interest stories highlighting the funding you provide, the communities you serve, and spotlighting a person or family whose life you have improved.
4. We can pitch business-focused stories on the importance of affordable housing development in growing urban areas. Facts and figures will be key for business stories.

OUTREACH ACROSS DIVERSE MEDIA CHANNELS AND SOCIAL DEMOGRAPHICS

We will target English and Spanish-speaking media across broadcast, radio, podcasts, print, and online. This includes traditional and non-traditional outlets. Social influencers will also be of great importance. Angles will be crafted to hit multiple beats including breaking news, human interest, business, education, family, and so forth.

EDITORIAL CALENDAR

We will build an editorial calendar that serves as a platform for content, events and mini-campaigns. This will ensure that the trust's messages are consistently and proactively being shared and that we are capitalizing on newsworthy items to provide us with a timely hook. As part of this editorial calendar, we should consider important news, trends, events, successes, and updates.

MEDIA KIT

Komet will ensure the trust has everything needed to be ready for media inquiries and pitches. A key part of this is having a Digital Media Kit. Elements include:

- Photos
- B-Roll
- Release
- One-Pager
- Quotes from leadership

CRISIS COMMUNICATIONS

Crisis communication is an important facet of media relations. It pays dividends to be prepared. Komet is skilled in crisis communications and can assist the trust in building and executing a crisis communications strategy. In our current climate, we have witnessed first-hand how the world can take sudden and unexpected turns. On the communications front, the best way you can prepare for this is by proactively developing a crisis communications plan. Komet Marketing Communications' President and CEO, Leslie Komet, has an extensive background in leading private

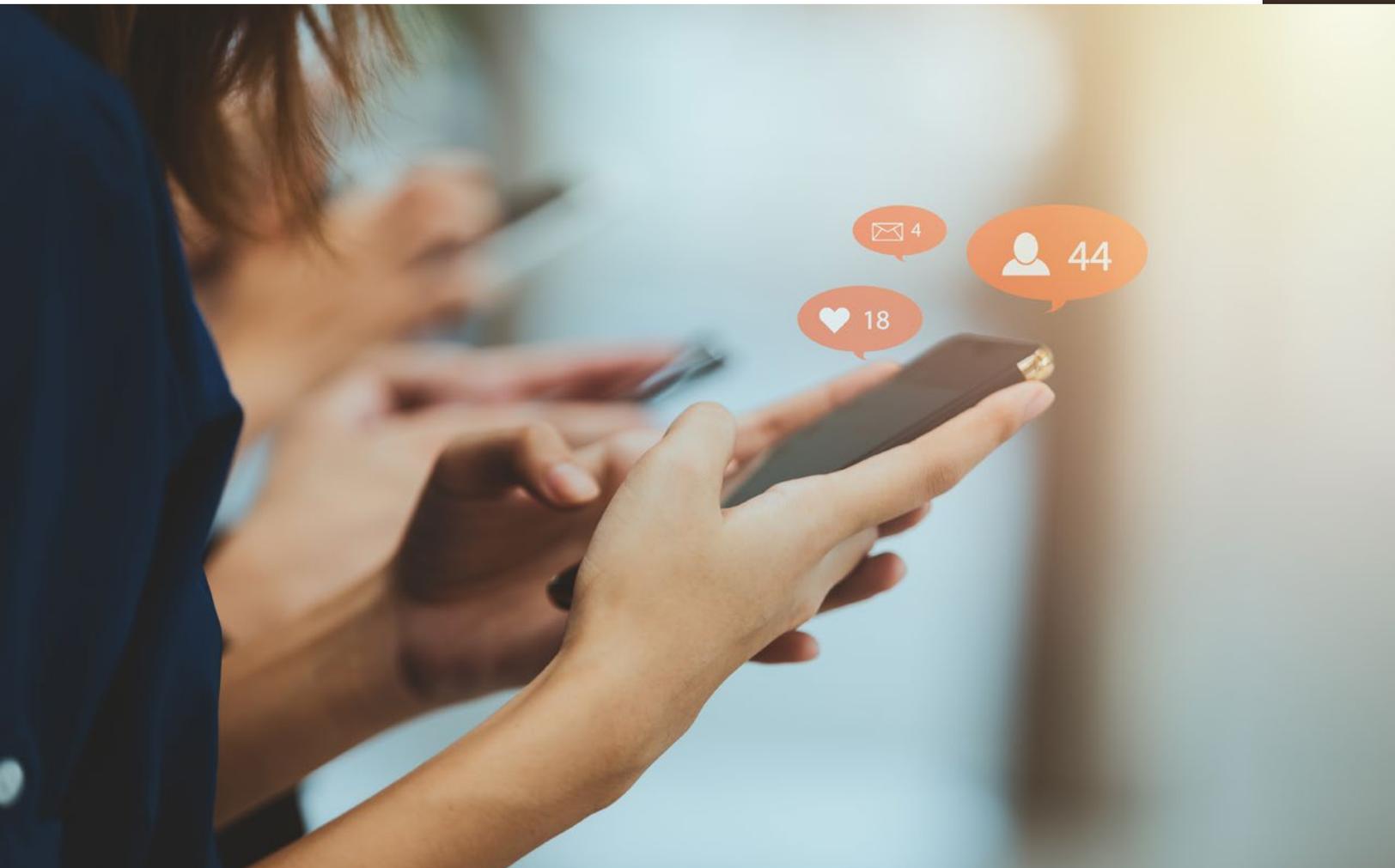
and government organizations through crisis communication needs. Her approach is rooted in her experience as a news reporter and anchor. She is able to navigate the conversation from knowing the end goals and strategies that occur on both sides of the table.

MEDIA TRACKING & REPORTING

Komet utilizes Cision, the industry's gold standard in media tracking. This allows us to provide you with media clips daily so that you are aware of what is being said about the San Antonio Housing Trust in real time. At the close of each month, we will provide you with a report that analyzes all media coverage for the month noting the number of stories, impressions, and media value.

MEDIA TRAINING

As a former news anchor, Leslie Komet is ready to help trust team members prepare for on-air interviews, stay on message, and navigate tough topics. From what to wear, to how to redirect an interview to meet your goals—Leslie is experienced in sharing her tactics in an easy to execute way.



BRANDING, GRAPHIC DESIGN & VISUALIZATION

Our seasoned creative team is ready to build the look and feel of the San Antonio Housing Trust brand. Our creative process is rooted in knowing the heart, soul and purpose of an organization. We combine this with an intensive analysis to set a landscape for our creative development. This analysis includes identifying trends occurring nationally and internationally and understanding clients' needs and goals. From there, we craft a look and feel that is evocative, unique and inspires action.

We can also assist you in developing a brand toolkit that will allow for ease of sharing information across multiple platforms and ensure brand continuity. This toolkit could include:

- Logo usage guidelines
- Branding guidelines for all collateral
- Collateral that speaks to various audiences and is appropriate for different matters of usage and distribution.
- Collateral Examples (Bilingual):
 - Flyers
 - Banners
 - Rack Cards
 - PowerPoint Presentation template

MESSAGING DEVELOPMENT

Developing concise and easy-to-understand messaging is key. We will create messaging that speaks to all of the trust's audiences—effectively educating them on your programs, success stories, and the impact you have on quality of life in San Antonio. As part of this, we will develop an elevator speech, speaking points, and one-pagers. While ensuring message consistency, we will adapt messaging for various platforms and audiences.

To capture the entirety of the San Antonio Housing Trust, messaging will:

- Incorporate your history
- Be fact-driven
- Set you apart by promoting your above-and-beyond programs
- Incorporate your agency values
- Celebrate your achievements

CREATIVE DEVELOPMENT

Our seasoned creative team is ready to build creative that supports the trust's brand. Komet's graphic design team has comprehensive experience to include digital assets, collateral, POP displays, print ads, brochures, flyers, rackcards, broadcast scripts, infographics, logos, social media graphics, fact sheets, websites, annual reports, dashboards, signage, and other marketing materials.

CONTENT CREATION

As former members of the media, creating content is something we are passionate about. You'll have access to top-tier writing talent to produce blog posts, media releases, articles, website content, collateral... Anything you need, we can create and create beautifully.

TESTIMONIALS

Testimonials from staff, residents, community partners, and government leaders will be of critical importance. We can work with your team to attain these through video, photo, and copy – ultimately serving as content that can be shared through all promotional avenues.

Note: To best meet the needs of the trust, messaging will be created in English and Spanish.

AWARDS

When it comes to submitting nominations, we have helped our clients attain awards from U.S. News and World Report, San Antonio Business Journal, American Marketing Association, and the Public Relations Society of America. These awards will provide valuable third-party verification of the trust's programs and provide us with great content. Our team will mine for award opportunities, review submission criteria and deadlines, and draft submissions. Once the awards start coming in, we will create an Awards & Accolades Sheet that can be placed on your website, used in social content, shared in your media kit and with partners.

PHOTOGRAPHIC SERVICES

Komet works with an experienced and diverse team of photographers to ensure that we have the right photographer for each project. Some focus on architecture, some capture the energy of events, while others are phenomenal at capturing the human spirit. We'd love to help evaluate your inventory of photos, identify areas of need, and coordinate additional photos to support the

trust's marketing and communications efforts. Additionally, we can approach this in numerous ways to make your budget go as far as possible. In working with your team, we will evaluate if there is a need for photo shoots to attain visual assets. Our first choice would be to attain unique images that help to define your visual identity; however, if more of the budget is needed to address other areas in the scope of services, we can ideate cost-saving alternatives such as working with partner organizations (ex: developers) who would be willing to share their assets with us in exchange for photo credit.

AUDIO AND VIDEO PRODUCTION

We are ready to produce an array of video content to meet needs for social, television, and digital audiences. Video content will be key to providing audiences with an evocative visual that clearly illustrates the trust's programs and impact on the quality of life in San Antonio. We have produced video news releases, PSA's, commercials, interviews for annual meetings, instructional videos, and more. We are able to produce video in English as well as Spanish.



REPORTING

The bottom line is that our efforts need to advance the San Antonio Housing Trust's goals. At the beginning of our engagement, we will discuss how to measure success and what's important to you. Here are some examples that we've used in the past for measurement.

WEBSITE ANALYTICS:

- Number of website visits
- Most-visited pages
- Length of time on site
- Geography
- Audience demographics
- Site traffic sources

EARNED MEDIA:

- Number of impressions from published coverage
- Number of stories published
- Caliber of stories
- Number of media releases and results from each release
- Media log
- It's important to track outreach and conversations with media, in addition to media hits, as these contribute to building relationships
- Pending media coverage log
- We recommend keeping a log of anticipated stories so we can follow up to ensure these are seen to fruition

PAID MEDIA:

- Impressions
- Click-throughs
- Reach and frequency as applicable

SOCIAL MEDIA:

- Followers
- Engagement
- Posts

Tracking these efforts and results provide an accurate campaign measurement. This allows us to be nimble and identify what is working and what may need to be altered to maximize results.

DETAILED BUDGET

Upon meeting with your team to review possible tactics, we will evaluate which make sense to deploy and curate the plan to meet your budget. Ultimately, we want to work with you to ensure we understand what matters to you most and then create a budget that meets you where you need to be while maximizing ROI. Below is an initial recommendation based on what is outlined in the San Antonio Housing Trust RFP.

Service	Cost	Notes
<ul style="list-style-type: none"> • Strategy development and execution • Account management • Community engagement • Media relations services • Media monitoring • Reporting 	\$2,000 / month	These services would be included within your \$2,000 monthly retainer.
<ul style="list-style-type: none"> • Web development • Creative design • Social media 	\$125 / hour	These services will be billed at an hourly rate.

• Printing Per vendor estimate
Hard costs such as printing will be billed separately. For these types of items, we work with a broad network of providers to attain the printed items you need at a minimal cost.

As part of this, Komet will ensure budget control, prompt billing, and quality control. Below is an outline of one-time verses recurring costs.

ONGOING

- Media engagement
- Media monitoring
- Monthly reporting
- Account management
- Creative development
- Social media
- Community engagement

ONE-TIME

- Branding
- Website development
- Community strategy
- Printing

REFERENCES

City of San Antonio

3 years (past client)
PR/ Graphic Design/
Social Media /Video Production
Contact: Joe Conger
Joe.Conger@SanAntonio.Gov
(210) 207-7787

Bexar County Juvenile Probation

3 years
Graphic Design/Writing
Contact: Tanya Jopling
TJopling@Bexar.org
(210) 394-2550

Joeris General Contractors

6 years
Public Relations / Reputation Management
Contact: Angela Cardwell
acardwell@joeris.com
(210) 494-1638

The Ecumenical Center

6 years
Public Relations / Social Media Management
Contact: Mary Beth Fisk mbfisk@ecrh.org
(210) 364-1459

Security Service Federal Credit Union

6 years (past client)
Public Relations / Awards Entries / Speech and
Content Writing
Contact: Brandy Ralston-Lint
bralston-lint@ssfcu.org
(210) 476-4490

Jewish Federation of San Antonio

12 years
Public Relations / Editorial Management /
Crisis Communications / Graphic Design
Contact: Eva LaPorte
laportee@jfsatx.org
(210) 562-0736

Central Catholic High School

3 years
Public Relations / Campaign Development /
Graphic Design / Media Training
Contact: Paul Garro
pgarro@cchs-satx.org
(210) 710-0742

San Antonio Zoo

6 years (past client)
Public Relations / Annual Report / Crisis
Management / Government Relations /
Media training
Contact: Hope Roth
hope.roth@sazoo.org
(210) 686-2817

Cibolo Preserve

3 years
Public Relations / Website development
& maintenance / Graphic Design
Contact: Candace Andrews
cawritenow@sbcglobal.net
(210) 415-9834

Visit San Antonio

6 years (past client)
Public Relations
Contact: Richard Oliver
Richard.Oliver@visitsanantonio.com
210-244-2087

Claims/Performance/Insurance/Bonding

Komet Marketing Communications is currently carrying and will continue to carry insurance for professional liability, general liability, workers compensation, errors and omissions, and employer's liability.

Komet is not involved in any litigation or arbitration based on our work or for any other reason. We have never been terminated for non-performance and are pleased to share numerous recommendations and referrals of our services with you.

Minority and Woman Owned Business

Komet is HUB and SCTRCA certified. Additionally, Komet is a multicultural and woman-owned business as President and CEO, Leslie Komet, is an active member of San Antonio's Jewish community; while your communications strategist, Sara Gruber, is Hispanic as are many members of our web development, accounting, and creative services team members.

Komet would be honored to assist
San Antonio Housing Trust.
We are here when you need us.



LESLIE KOMET AUSBURN
210-326-8992

San Antonio Housing Trust Foundation, Inc.

Agenda Item 6

Agenda Date: 01-22-21

Subject:

Briefing, discussion, and possible action regarding a recommendation from the Trust Assistance Oversight Committee regarding a Joint FY 2021 Notice of Funding Announcement (NOFA) for both the SAHT Foundation and the SAHT Trust Fund for a total of \$3,000,000.

Background:

The SAHT Foundation contracts with the City of San Antonio to be the managing entity for any Notice of Funding Announcements (NOFA's) for the Trust Fund as well as management of funding awards. Selection recommendations are made by the Trust Fund Board of Trustees which are provided to the San Antonio City Council for final approval. For FY 2021, the SAHT Foundation shall provide Foundation funds in a Joint NOFA with the SAHT Trust Fund through a combined Request for Application process.

Issue:

Towards this effort, the Trust Assistance Oversight Committee met to refine funding criteria within the existing policy framework established in the Trust and Foundation. The criteria include awardees meeting one of the following three programmatic goals, as well as, identifying the number and type of households the program will impact, such as the elderly, persons with physical or mental disabilities, low-income families with children, homeless, chronically ill, or other inequitably disadvantaged populations.

- Applicants must meet one of three programmatic goals and identify the underserved population.
 - A. Preserve Low Income Housing
 - B. Protect Residents
 - C. Create New Low Income Housing Opportunities
- Applicants must meet one of the following two organizational categories:
 - A. Non-profit 501(c)(3) entities including affordable housing providers, housing related charities, community-based development organizations, community housing development organizations, community development corporations, or other non-profit organizations
 - B. Social Enterprises that have affordable housing objectives in line with the program goals of the San Antonio Housing Trust. The Social Enterprise should document how it centers itself around a shared social mission while maximizing benefits to our community and the environment.
- Applications must meet income target thresholds as follows:
 - A. Single family "for sale" housing new construction programs must benefit persons or households at or below 80% of the Area Median Income based on household/family size.
 - B. Other housing programs and initiatives must benefit persons or households at or below 50% of the Area Median Income based on household/family size.

- All applications must meet household affordability thresholds as follows:
 - A. For “for-sale” single family housing, applicant shall ensure households supported by these funds are not cost burdened above a 31% front end ratio and 43% back end ratio.
 - B. For all other housing programs categories, applicant shall ensure households supported by these funds are not cost burdened above 30% housing cost to gross income.
- Applicants will also be evaluated on the duration for the Term of Affordability, preferencing longer periods of affordability.
- Applicants must demonstrate the program/project either actively prevents displacement or does not result in permanent housing displacement.
- Applicant must show a minimum 10% match, except for the Executive Directors Challenge as described below.
- San Antonio Housing Trust shall preference eligible entities that provide demographic information documenting at least 51% of board makeup and/or 51% of key leadership positions are occupied by women and persons of color, except for the Executive Directors Challenge as described below.
- San Antonio Housing Trust will utilize the City of San Antonio’s Equity Atlas to assist with making data-informed decisions to address disparities with Trust and Foundation funding.
- Programs or initiatives funded by Housing Trust funds which provide for multi-family rental housing opportunities shall not to refuse to rent residential units based solely on the renter’s source of income such as Section 8, Housing Choice Vouchers, Section 8 Veterans Affairs Supportive Housing, other rental vouchers, child support, spousal maintenance, social security and supplemental security income, emergency assistance, retirement income or any other legal form of income.

The Trust Assistance Oversight Committee recommends utilizing \$900,000 in available Trust Funds and \$2,100,000 in available Foundation Funds through a competitive Request for Application (RFA) process.

The Trust Assistance Oversight Committee recommends establishing a \$300,000 allocation from the Foundation’s contribution to the NOFA to be provided as *Executive Director’s Challenge*, which will consider only new demonstration programs, pilot programs, and other creative initiatives aimed at offering solutions to our communities most pressing housing needs. The allocation of funds would be evaluated by the Executive Director in accordance with more favorable evaluation criteria intended to provide more flexibility for these types of programs.

Recommendation out of Committee:

On January 16th, the Trust Assistance Oversight Committee approved for board consideration, the above NOFA criteria and funding level recommendations to release a Joint NOFA/Request for Applications and authorizing up to \$2,100,000 to be made available from San Antonio Housing Trust Foundation funds.

NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Minimum Assistance
- M/W Preferencing
- Matching Funds
- Source of Income Protection

A. **Preserve Low Income Housing:** Preserve existing housing stock and preserve housing affordability for vulnerable populations.

B. **Protect Residents:** Programs or initiatives designed to assist legacy or long-time residents at risk for displacement by increased housing demands and market pressures.

C. **Create New Low Income Housing:** New housing opportunities to ensure low-income residents have access to high quality, safe, and healthy housing.

NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Minimum Assistance
- M/W Preferencing
- Matching Funds
- Source of Income Protection

Fund activities serving vulnerable and underserved populations such as the:

- elderly
- persons with physical or mental disabilities
- low-income families with children
- homeless
- chronically ill
- or other economically disadvantaged populations

NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Minimum Assistance
- M/W Preferencing
- Matching Funds
- Source of Income Protection

Fund two categories of organizational:

A. **Non-profit 501(c)(3)** entities including affordable housing providers, housing related charities, community-based development organizations, community housing development organizations, community development corporations, or other non-profit organizations

B. **Social Enterprises** that have affordable housing objectives in line with the program goals of the San Antonio Housing Trust. The Social Enterprise should center around a shared social mission while maximizing benefits to our community and the environment.

NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Minimum Assistance
- M/W Preferencing
- Matching Funds
- Source of Income Protection

Fund activities that meet income target thresholds as follows:

A. Single family “for sale” housing new construction programs must benefit persons or households at or below **80% of the Area Median Income** based on household/family size.

B. Other housing programs and initiatives must benefit persons or households at or below **50% of the Area Median Income** based on household/family size.

NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Minimum Assistance
- M/W Preferencing
- Matching Funds
- Source of Income Protection

Set household affordability thresholds as follows:

A. For “for-sale” single family housing, applicant shall ensure households supported by these funds are not cost burdened above a **31% front end** ratio and **43% back end** ratio.

B. For all other housing programs categories, applicant shall ensure households supported by these funds are not cost burdened above **30% housing cost to gross income**.

NOFA Criteria

• Program Goals	Establish RFA preference longer term affordability.		
• Vulnerable Populations			ED Challenge
• Eligible Applicants	Permanent	-	10
• Income Targeting	15+ Years	10 pts	5
• HH Affordability	6-15 years	5 pts	3
	5 Years or less	3 pts	0
	No Affordability Provisions	0 pts	0
• Affordability Term			
• Equitable Targeting			
• Minimum Assistance			
• M/W Preferencing			
• Matching Funds			
• Source of Income Protection			

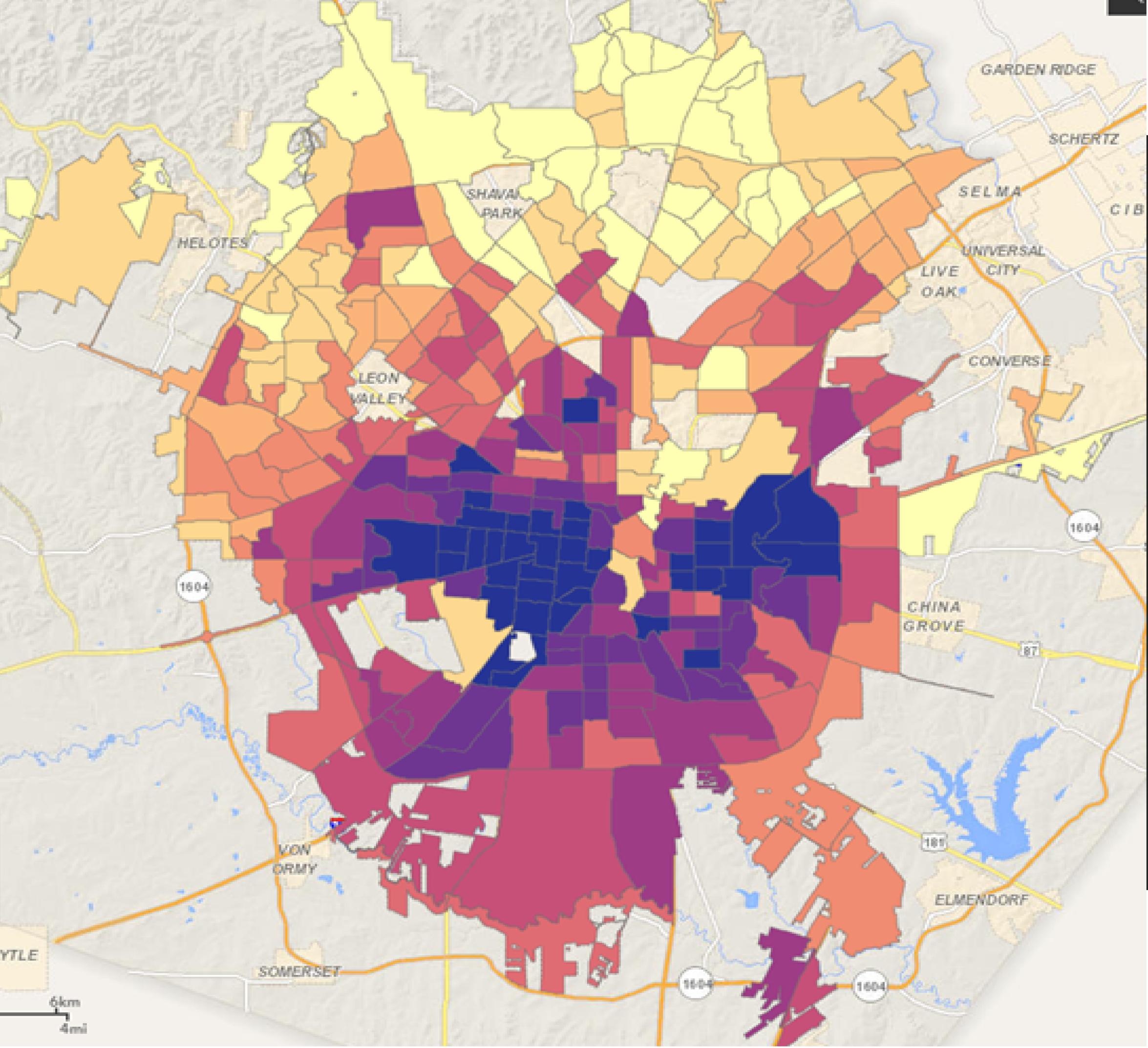
NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Minimum Assistance
- M/W Preferencing
- Matching Funds
- Source of Income Protection

Align funding with equitable values of economic inclusion, racial and ethnic diversity, and a focus on underserved and vulnerable populations. City's Equity Atlas uses a Matrix and Demographic Indicator Map:

The "combined" score shows the concentration of both people of color and low-income households in that census tract. Higher Combined Score = Higher Concentration.

- If the two census adjacent census tracts are used, use the highest "combined" equity score.
- If more than two or a scatter sites are anticipated, use an average of the "combined" equity score.
- Multi-family new construction projects only shall be scored based on the lowest "combined" equity score.



Combined Score

Census Tract Score



NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Funding Level
- Minimum Assistance
- Matching Funds
- M/W Preferencing
- Source of Income Protection

Trust - \$946,783.26 as of 12/31/20

Foundation - \$2,452,294 as of 12/31/20

Committee Recommends **up to \$900,000** from Trust

Committee Recommend **up to \$2,100,000** from Foundation

Establish a **minimum funding levels** of:

- \$200,000 for RFA
- \$50,000 for Executive Director's Challenge

Establish **matching fund requirement** of

- 10% minimum for RFA
- No Match Requirement for Executive Director's Challenge

NOFA Criteria

- Program Goals
- Vulnerable Populations
- Eligible Applicants
- Income Targeting
- HH Affordability
- Affordability Term
- Equitable Targeting
- Funding Level
- Minimum Assistance
- Matching Funds
- M/W Preferencing
- Source of Income Protection

Preference eligible entities that have a minimum of:

- 51% of board makeup **and/or**
- 51% of key leadership positions are occupied by women and persons of color

Executive Directors Challenge would not preference M/W.

NOFA Criteria

- Program Goals
 - Vulnerable Populations
 - Eligible Applicants
 - Income Targeting
 - HH Affordability
 - Affordability Term
 - Equitable Targeting
 - Funding Level
 - Minimum Assistance
 - Matching Funds
 - M/W Preferencing
 - Source of Income Protection
- Require any multi-family rental housing recipients of Trust/Foundation funds not to refuse to rent residential units based solely on the renter's source of income such as:
- Section 8 Housing Choice Vouchers
 - Section 8 Veterans Affairs Supportive Housing
 - Other rental vouchers
 - Child support
 - Spousal maintenance
 - Social security
 - Supplemental security income
 - Retirement income
 - Emergency Assistance