



# A New Perspective

PUBLIC AFFAIRS AND COMMUNICATIONS STRATEGIES



Santos  
Alliances  
Communications Strategists

# Getting ahead –

in the business market, in the public eye, in a political campaign—requires understanding how critical decisions are made, who makes them, and how they will impact your success. It means anticipating challenges and identifying opportunities, looking at things from a new perspective to see what others haven't seen.

Santos Alliances helps clients navigate this complex process, creating thoughtful public affairs and communications strategies that solve problems, minimize challenges, and maximize opportunities—whether in responding to immediate crises or in building long-term plans.

From legislative and regulatory counsel to community outreach to media and public relations, we create innovative solutions that build on our deep expertise and long-standing relationships. We combine an in-depth understanding of political landscapes, policy frameworks, and business objectives to mobilize support, affect change, and keep you ahead of the game.

## REPRESENTATIVE CLIENT SECTORS

- :: Automotive
- :: Biotechnology
- :: Education
- :: Energy
- :: Environment
- :: Financial Services
- :: Government
- :: Health Care
- :: Insurance
- :: Manufacturing
- :: Natural Resources
- :: Nonprofit
- :: Pharmaceutical
- :: Railroads
- :: Real Estate
- :: Technology
- :: Telecommunications
- :: Transportation

## A TOP-RATED TEAM

San Antonio Express-News, 2006  
#2 Lobby Firm in Texas –  
Santos Alliances  
#3 Lobbyist in Texas –  
Frank Santos  
#4 Lobbyist in Texas –  
Laura Matz  
#9 Lobbyist in Texas –  
Luis Gonzalez

Capital Inside, 2005  
Top Ten Lobbyists in Texas –  
Frank Santos  
Top Ten Lobby Teams in Texas –  
Santos Alliances

## TEXANS FOR RELIABLE ENERGY (TRE)

A major energy company hired Santos Alliances to pass an important piece of legislation. One component of the strategy was to generate statewide appeal for legislation that provides rate relief for the company after deregulation did not foster competition in its service area.

Santos Alliances formed Texans for Reliable Energy (TRE), a third-party coalition including key opinion leaders from across Texas. Through a website developed by Santos Alliances for this new third-party advocacy group, a mailing campaign and with the help of field directors, Santos Alliances recruited over 2,500 members to join TRE. The coalition generated significant public awareness of the issue throughout Texas and among the Texas Legislature, which passed favorable legislation to delay deregulation for the company and provide rate relief.

## LEGISLATIVE AFFAIRS

The Santos Alliances team offers diverse and extensive experience in shaping public policy. We have successfully represented numerous clients in both high-profile and discreet legislative battles, working directly with elected and appointed leaders in passing, amending, or defeating legislation.

We possess a keen insight into Texas' political processes, and our strong, bipartisan relationships extend to all key executive, legislative, and policy leadership offices, including budget writers and appropriators as well as critical voting blocks within the Texas House and Senate. And with long-standing connections across multiple industries, we are uniquely able to access a variety of statewide and national constituencies to help support our clients' initiatives.

## REGULATORY AFFAIRS

Successfully advancing regulatory goals requires an experienced team that not only understands the dynamics of state and federal agencies but also can effectively communicate your specific objectives to regulators. Santos Alliances helps clients navigate the regulatory process, identifying potential obstacles and creating winning strategies. We also guide clients through the complexities of the state procurement process as they seek to expand government contracts. We understand that lasting relationships build confidence, and we maintain open communication with key regulators at all levels of the decision making process.

## OUR LEGISLATIVE AFFAIRS SERVICES INCLUDE:

- :: Lobbying and strategy development
- :: Relationship building with key legislators, officers, and staff
- :: Public affairs counsel
- :: Legislation/testimony development and witness preparation
- :: Legislation/administrative rules monitoring
- :: Issue campaign planning and management

## OUR REGULATORY AFFAIRS SERVICES INCLUDE:

- :: Regulatory monitoring and counseling – permitting, rulemaking, policy development, or enforcement actions
- :: Representation before state agencies
- :: Relationship building

## CONSTANT SUPPORT, CONTINUED SUCCESS

After coordinating a successful effort to pass legislation for a major healthcare corporation, Santos Alliances continued to protect the client's interests as its powerful opposition attempted to derail the legislation through the regulatory process.

The Santos Alliances team carried the issue through the state's executive branch, representing the client throughout the regulatory and permitting process at multiple state agencies. As a result of this successful negotiation, the client's hard work prevailed and its interests were preserved.

## COMMUNITY OUTREACH

Policy is increasingly influenced by public outreach, and Santos Alliances understands that the best way to build support is to mobilize all those with an interest in an issue. Through a variety of methods, we enlist the support of strategic third-party allies – key community and business leaders, state and national organizations, and influential decision makers – to complement our direct lobbying efforts and accomplish client goals. We build coalitions from the ground up and from the top down to support specific legislative and regulatory agendas.

## MEDIA/PUBLIC RELATIONS

Santos Alliances develops targeted media and public relations plans to extend our clients' messages to the most appropriate audiences. We reach a broad network of media contacts with earned media efforts including editorial board tours and op-ed placement. We craft timely and compelling paid media campaigns, utilizing effective combinations of print, radio, and television to reach specific markets.

We develop strategic public relations plans based on careful research and implement the tactics that work best for each specific client. From message development to crisis management to community building events, our every effort focuses on the ultimate goal of shaping public perception and affecting public policy.

## OUR COMMUNITY OUTREACH SERVICES INCLUDE:

- :: Coalition development and management
- :: Ally development
- :: Association development
- :: Grassroots mobilization
- :: PAC development and support
- :: Direct mail

## OUR MEDIA/PUBLIC RELATIONS SERVICES INCLUDE:

- :: Public opinion research and analysis
- :: Marketing strategy and communications
- :: Message development and training
- :: Advocacy advertising
- :: Editorial briefings
- :: Media placement
- :: Press conferences
- :: Crisis communication
- :: Event management

The Grow and Play marketing and media campaign, developed by Santos Alliances for UICI Corporation, officially launched in Texas in August 2005. The campaign's goal is to promote the introduction of new, low cost insurance for children to over 2 million uninsured Texans and to initiate awareness of private sector options over government subsidies.

## GROW AND PLAY (GAP)

Santos Alliances developed the entire look and feel of the campaign, and UICI now uses our messages and visuals in brochures, mail pieces, and radio and TV public service announcements. Our team has also secured support from the Governor, Insurance Commissioner, and school boards and administrators from across Texas to promote the product. Due to the campaign's success in Texas, Santos Alliances and UICI plan to create similar outreach efforts throughout the United States.

## HISPANIC OUTREACH

The most effective outreach campaigns are those that understand changing demands and evolving demographics. The rapidly growing Hispanic population (57% growth in the U.S. in the past ten years) is a constituency with ever-increasing market and political power. Successfully mobilizing this public requires understanding a myriad of cultural, political, and social nuances that change from community to community and state to state.

Santos Alliances develops strong, thoughtful strategies for capturing and representing the interests of the Hispanic community. These outreach efforts are directed by Frank Santos, a native of San Antonio and former chief national consultant and strategist for the National Hispanic Caucus of State Legislators (NHCSL). Santos Alliances has advised and coordinated effective Hispanic outreach strategies for numerous corporations and professional organizations doing business locally and globally.

## OUR HISPANIC OUTREACH SERVICES INCLUDE:

- :: Strategic counsel for Hispanic, multi-cultural, and international markets
- :: Market research and analysis (surveys/polling/focus groups)
- :: Strategic and creative planning
- :: Brand development and management
- :: Design, production, and placement of media (print, broadcast, outdoor, and Internet)

## PORTRAITS OF HOPE

A leading national mortgage company wanted to create a new public image in Texas. As part of its national campaign to introduce children to the concept of saving, it developed a creative outreach project – “Portraits of Hope” that invited children and community members to paint the world’s largest airship (a blimp) that would travel throughout the United States.

The company turned to Santos Alliances to help raise awareness of the goodwill campaign in Texas, particularly among the state’s key decision makers. Santos Alliances created a targeted public relations campaign to generate positive press for the program, enlisting the support of well-known legislators and designing multiple press events. We created painting sessions in legislative districts throughout the state, inviting key legislator “hosts” and local at-risk children to paint the outer panels, which was then affixed to the blimp and sailed across the United States.

## BOARD OF HISPANIC CAUCUS CHAIRS (BHCC)

Opinion leaders in the Hispanic community have a tremendous influence on the daily decisions of others. Whether they are physicians, clergy members, community leaders, or elected officials, they play a key role in building support for a particular cause.

Understanding that elected officials in particular can shape the opinions of tens of thousands of people, Santos Alliances created the Board of Hispanic Caucus Chairs (BHCC), an organization designed to foster communication and cooperation, encourage information exchange, and streamline the communication of key messages and policy positions to a national Hispanic audience.

The bipartisan BHCC was formed after a two-year recruitment effort and includes the chairman and vice chairman of every legislative Hispanic caucus in the country. It includes members from every state with a major Hispanic presence, including Texas, California, New York, Florida, Illinois, Colorado, Arizona, Kansas, New Mexico, Michigan, New Jersey, and Connecticut.

# Our Team



**FRANK SANTOS**, *Founder and CEO*

Frank Santos combines deep expertise in public policy, law, and strategic communication to help businesses and organizations achieve their legislative, regulatory, and business objectives. Since launching Santos Alliances, Santos has held the position as the state's top Hispanic lobbyist. In April 2006, the San Antonio Express-News named Santos Alliances as the number two lobby firm in Texas and named Santos himself as the number three lobbyist in the state.

Santos has developed highly successful grassroots alliances and third party advocacy networks for numerous associations and corporations and is known for his extensive work with Hispanic opinion leaders. He served as chief national consultant and strategist for the National Hispanic Caucus of State Legislators (NHCSL), helping to enlist the participation of high profile leaders from states with significant Hispanic populations. He also was instrumental in developing a nationwide health care strategy for the National Association of Latino Elected and Appointed Officials (NALEO).

Prior to founding his own firm, Santos served as president of the health care business unit of HillCo Partners, director of state affairs for Monsanto Corporation, and associate director for legislative affairs for the Texas Medical Association. In 1996, Santos co-founded the Texas Health Care and Bioscience Institute, an organization formed to research, develop, and advocate policies and actions that promote biomedical science, biotechnology, and medical device innovations in Texas.

In 1990 he left a career as an intellectual property lawyer to serve as chief of staff for State Representative Christine Hernandez, where he first established his expertise in the health care arena.

Santos currently serves as Chairman of the Board of Directors for the Senate Hispanic Research Council and is a board member for Ballet Austin. He has also served as a board member for Hispanic Business Alliance, Texas Lyceum, the Coalition of Texans with Disabilities, and the American Diabetes Association.



**LAURA MATZ**

Laura Matz is a public policy strategist with extensive experience in governmental affairs and strategic communications. She develops comprehensive policy campaigns for corporations, associations, and non-profit organizations, leading targeted outreach efforts and representing clients before governmental agencies and the Texas Legislature. The San Antonio Express-News named Matz as one of the state's top five lobbyists in April 2006.

Matz's primary areas of practice include transportation, financial, education, real estate, health care, environmental, technology, insurance, and property rights issues. She led Santos Alliances' work with a well-known nonprofit organization to pass legislation in Texas and secure millions of dollars in funding for its programs. She has also worked with clients to secure contracts with state agencies.

Prior to joining Santos Alliances in 2004, Matz served in governmental relations for the international law firm of Thompson & Knight. In that role, she represented a client coalition in its successful effort to pass legislation authorizing the creation of a law to address groundwater contamination as well as other corporate clients. Matz also planned and coordinated an international trade mission to Mexico, securing meetings for the Governor of Texas and his staff with top-level executives, as well as state and federal officials in Mexico.

Matz previously served as a governmental affairs specialist for Stewart Title Guaranty Company and Stewart Information Services Corporation, where she worked on two successful constitutional amendments.

Matz received her Bachelor of Science in Communication Studies from The University of Texas at Austin. An active member of the community, she serves on the Elizabeth Ann Seton Board, as well as the Board of the Umlauf Sculpture Garden and Museum. She was a member of the Young President's Organization (YPO), and Ballet Austin recognized Matz for her ongoing community service with its Women on their Toes award.



**GREGG KNAUPE**

Gregg Knaupe is a lobbyist and attorney who combines strategic thinking with a deep understanding of the workings of the legislative process to help clients successfully achieve their policy agendas. He represents hospitals, government entities, associations and corporations in several industries. Knaupe offers extensive public policy expertise and a range of contacts at the state, federal and local levels.

Prior to joining Santos Alliances, Knaupe served six years as vice president of public affairs for the Texas Hospital Association, where he was responsible for state and federal lobbying and managing THA's political action committee. While at THA, he gained a deep understanding of the complexities of hospitals and the health care system as a whole.

Prior to joining the Texas Hospital Association, Knaupe practiced law and was also director of government relations for the Austin-based Davis & Wilkerson law firm. While at Davis & Wilkerson, Knaupe represented a broad range of clients before the state legislature and Congress. He received his undergraduate degree from the University of Texas at Austin and received his J.D. from the University of Houston School of Law. Prior to attending law school, Knaupe worked for a Texas State Representative.

Knaupe is an active member of the Austin community, serving as Chair of the University Medical Center at Brackenridge Hospital Development Board and as Immediate Past Chair of the United Way Capital Area Young Leader's Society. Knaupe is also a member of the Texas Bar Association, the Austin Bar Association and the Austin Young Lawyers Association. He recently served as an appointed commissioner of the Austin Electric Utility Commission.



**LUIS GONZALEZ**

Luis Gonzalez is a policy analyst and lobbyist with a deep understanding of the legislative and budget process. He works closely with clients to develop thoughtful government relations and communication strategies at the state and national level. He has shown proven success in the legislative and budget processes, helping clients secure state and federal funding for projects as well as passing critical legislation.

Prior to joining Santos Alliances in 2005, Gonzalez served for four years in the Texas House of Representatives as an analyst under the leadership of three different Appropriations Chairmen. He was a budget and policy analyst for general government, natural resources, regulatory, and business and economic development under Chairmen Robert Junell and Talmadge Heflin. Most recently, he served as the senior analyst for public and higher education under Chairman Jim Pitts.

Prior to his work in the Texas Legislature, Gonzalez served as a lobbyist in Iowa, working on behalf of the state's teachers and developing legislation for the Iowa State Education Association. Gonzalez also worked at the Iowa Department of Natural Resources drafting rules and on the staff of Iowa State Representative Betty Grundberg, who chaired the Iowa House Committee on Education.

Gonzalez earned his Juris Doctor and Legislative Practice Certification at Drake University Law School in Des Moines, Iowa and holds a bachelor's degree in English from Angelo State University in San Angelo, Texas.



**FOR MORE INFORMATION**

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