

SFY 2022

# Clean Water Intended Use Plan



Water Infrastructure  
Finance Authority of  
Arizona



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## INTRODUCTION

The Arizona Finance Authority Board of Directors is pleased to release Arizona's Clean Water State Revolving Fund (CWSRF) Intended Use Plan (IUP) for the State Fiscal Year (SFY) 2022 funding cycle. The CWSRF IUP describes the Water Infrastructure Finance Authority's (WIFA) plan to utilize various sources of funds to finance clean water infrastructure and support related activities during the SFY 2022 funding cycle from July 1, 2021 through June 30, 2022. This IUP is a required element of the grant application documentation to obtain the Federal Fiscal Year (FFY) 2021 grant award.

Arizona herewith submits its IUP for the FFY 2021 funds available to Arizona for the purposes of continuing the development, implementation and administration of the CWSRF program in Arizona. This IUP is based upon the FFY 2021 CWSRF Federal Appropriation of \$1,638,826,000. Of this, Arizona's Capitalization Grant is anticipated to be \$10,732,000.

The Arizona CWSRF Loan Program provides funds for publicly-owned municipal wastewater systems and nonpoint source projects. Eligible projects include planning, design and construction of new wastewater treatment plants, improvements and upgrades to existing wastewater treatment plants, sewer collection systems, water reclamation and reuse facilities, stormwater infrastructure and nonpoint source projects. The program places an emphasis on small and disadvantaged communities and on projects that promote sustainability through water efficiency, energy efficiency, green stormwater infrastructure or other environmentally innovative activities. Loan repayments to the State will provide a continuing source of infrastructure financing into the future.

### Section 1: Short-Term Goals

For the purposes of this IUP, a short-term goal is an activity intended to be initiated and, in some cases, completed within a year.

- WIFA will make wastewater infrastructure loans more accessible and affordable to small communities by subsidizing all loans (providing below market interest rates).
- If available, WIFA will provide up to 40 percent of the Capitalization Grant amount as additional subsidy in the form of forgivable principal to communities who are identified as disadvantaged, for projects that mitigate stormwater or fulfill the Green Project Reserve requirement.
- WIFA will provide any required percentage/amount of the Capitalization Grant amount for sustainable construction efforts such as water efficiency, energy efficiency, green stormwater infrastructure or other environmentally innovative activities.
- WIFA will continue its efforts to allocate uncommitted funds to new projects and when appropriate, to pay off or defease bond debt prior to maturity dates.

As of May 2021, WIFA's undispersed funds are as follows:

Federal grant awards	\$ 9,400,533
Other available funds	<u>\$ 77,035,558</u>
Total	\$ 86,436,092

Of this amount, \$38.1 million is committed to active loans.

In addition, WIFA continues its marketing efforts (see Exhibit 1) and anticipates that remaining uncommitted funds will be used for future projects and to pay off or defease outstanding bond debt.

## Section 2: Long-Term Goals

For purposes of this IUP, long-term is defined as the life of the program. The following are the long-term goals of the loan program:

- Award WIFA’s resources in accordance with the needs of Arizona’s citizens;
- Maintain the fiscal integrity of WIFA’s funds and assure continuous enhancement for future generations;
- Effectively and efficiently deliver financial and technical assistance;
- Market agency programs and advocate the importance of safe, reliable water through presentations, networking and outreach. See Exhibit 1 – WIFA’s Marketing Strategy.

## Section 3: Important Program Changes

No major changes occurred to the program in SFY 2021.

## Section 4: Agreement to Enter Data into CBR and NIMS

WIFA agrees to enter data into CBR and NIMS.

## Section 5: Description of Public Notice Process and Actions Taken to Address Public Comments

Public review and written comment period of this IUP was conducted from May 27, 2021 through June 10, 2021.

WIFA solicited public review and comment on the draft SFY 2022 CWSRF IUP and Project Priority List (PPL) according to the following schedule.

May 27, 2021	Distribution and Web posting of the draft CWSRF IUP and PPL to all interested parties.
June 10, 2021	Public Hearing – online via Webex at 1:00 p.m.
June 10, 2021	Deadline for public comments on the draft CWSRF IUP and PPL (5:00 pm).
June 17, 2021	Advisory Board recommendation of adoption of the final draft CWSRF IUP and PPL.
June 23, 2021	Arizona Finance Authority Board of Directors’ adoption of the final draft CWSRF IUP and PPL. IUP then sent to EPA for final approval.
July 1, 2021	Begin implementation of the Approved CWSRF IUP and PPL.

## Section 6: Assurances and Specific Proposals

WIFA intends to comply with the following:

- WIFA will comply with its environmental review policy as approved by EPA;
- WIFA will notify its borrowers of the requirement to comply with the Davis-Bacon requirements outlined in the Capitalization Grant Terms and Conditions;
- WIFA will notify its borrowers of the requirement to comply with the American Iron and Steel requirements outlined in the Capitalization Grant Terms and Conditions; and
- WIFA will make every effort to comply with EPA’s guidance for timely and expeditious use of funds.

WIFA agrees to the remaining required assurances and proposals in the grant application and the IUP.

WIFA has made, and continues to make, a good faith effort to solicit projects to meet the green project reserve (GPR) requirement. The Clean Water Project Priority List currently has two projects totaling \$7,375,000 which will fulfill the GPR requirements for FFY 2021.

### **Section 7: Disadvantaged Community Program**

WIFA is committed to providing assistance to wastewater systems serving Disadvantaged Communities. The Board may designate an applicant as a Disadvantaged Community if the applicant satisfies one of the following:

1. The community is a designated “colonia” community through the federal government, or
2. The community received 60 or more Local Fiscal Capacity points on the CWSRF PPL.

WIFA intends to provide up to 40 percent of the Capitalization Grant in additional subsidy as forgivable principal (unless the grant requirement is higher, in which case this percentage will be adjusted accordingly) to communities who cannot otherwise afford projects (including disadvantaged communities). WIFA’s Disadvantaged Policy allows for forgivable principal, a reduced interest rate or a combination thereof.

### **Section 8: Criteria and Methods for Distribution of Funds (Priority Setting Criteria)**

- **Project Priority List and Fundable Range**

- **Project Priority List (PPL):** On an annual basis, WIFA develops a statewide priority list of projects. Currently, WIFA’s CW PPL has five applications totaling \$118,905,000.00. Staff are in discussions with several communities with potential CW projects to be added to the PPL during the year. Specifically, there are one pending applications to be submitted by the applicant which will add \$23,601,200 to the PPL total.
- **Fundable Range:** The Fundable Range includes the applicants ready to receive design or construction financial assistance.

- **Project Priority List Updates**

The Board may update the CW PPL by adding or deleting projects or adjusting the fundable range for design or construction projects. The decision to update the CW PPL may be based on a project’s readiness to proceed, availability of other funding sources or other new information affecting the expansion or contraction of the PPL and Fundable Range. The Board adopts the updated CW PPL at a public meeting and the updates are posted on WIFA’s website.

### **Section 9: Bypass Procedures**

The Fundable Range process is used to bypass projects that are not ready to proceed. In determining which projects may be included on the Fundable Range, WIFA evaluates each project for evidence of debt authorization according to A.A.C. R18-15-104. WIFA may not present an application to the Board for consideration until the applicant has provided such evidence. If sufficient funds are not available to fund all projects that are ready to proceed, WIFA will use tie breaking procedures established in A.A.C. R18-15-204.

## Section 10: Sources and Uses Table

Clean Water SRF Sources and Uses	2022	
Revolving Fund	\$	99,005,988
Undrawn Federal Funds	\$	8,250,230
<b>Beginning Cash Balance (Estimate: 07-01-21)</b>	<b>\$</b>	<b>107,256,218</b>
FFY 2021 Cap Grant (Forgivable 40%/\$4,292,800)	\$	10,732,000
P&I Repayments from SRF Loans	\$	30,948,355
Administrative Fees from SRF Loans	\$	3,923,805
Investment Interest Earned	\$	2,200,000
State Appropriations	\$	-
Revenue Bond Proceeds	\$	-
<b>Total Funding Sources</b>	<b>\$</b>	<b>155,060,379</b>
Debt Service Payments	\$	22,243,562
Administration (Includes 4%/\$429,280)	\$	750,605
Outstanding Loan Obligations (Closed Loans)	\$	38,135,989
Binding Commitments (Board Approved/Not Closed)	\$	20,520,895
Technical Assistance	\$	450,000
<b>Total Fund Uses</b>	<b>\$</b>	<b>82,101,051</b>
<b>Ending Cash Balance</b>	<b>\$</b>	<b>72,959,328</b>
Project Priority List Projects	\$	118,905,000
<b>Ending Cash Balance with PPL Projects</b>	<b>\$</b>	<b>(45,945,672)</b>

### Financial Assistance Funds for Loans

Eligible projects include planning, design and construction or replacement of wastewater facilities, sewer collection systems, reclamation, recharge, nonpoint source and stormwater infrastructure. The required percentage/amount of the federal grant will be used to finance sustainable projects that emphasize water efficiency, energy efficiency, green stormwater infrastructure or other environmentally innovative activities. See the Arizona CWSRF Sources & Uses for SFY 2022 (FFY 2021) Funding Cycle Table for detail.

## Section 11: Identify Types of Assistance Provided and Terms (Principal Forgiveness, Extended Terms)

### Technical Assistance

Technical Assistance available from WIFA includes staff assistance and professional assistance.

#### Staff Technical Assistance

WIFA will use up to \$200,000 to provide staff technical assistance to borrowers. The purpose of WIFA's Staff Technical Assistance Program is to help prepare systems for construction of capital improvement projects. Awards will be made to small or disadvantaged systems that need assistance in completing the design phase of an infrastructure project, or any system that needs

assistance to comply with WIFA's environmental review process, or to prepare a Cost and Effectiveness Analysis or Fiscal Sustainability Plan. Under agreements between the councils of governments and WIFA, the councils of governments will be reimbursed to oversee compliance with Davis-Bacon and to provide assistance with contractor procurement. Fees will be provided to the councils of governments to defray the cost of Davis-Bacon monitoring and procurement. The SFY 2022 allocation for these activities will be \$50,000 (included as part of the \$200,000 staff technical assistance budget). Funds will be available for projects funded with a WIFA construction loan.

#### **Professional Technical Assistance**

Professional Technical Assistance includes studies, surveys and other types of reports that provide benefit to a range of wastewater systems statewide. This year, WIFA will provide \$20,000 for the wastewater portion of the annual Water and Wastewater Residential Rate Survey. This effort includes a survey of approximately 500 utilities, updates to the Rates Dashboard by the University of North Carolina's Environmental Finance Center, survey analysis and final report.

EPA has not launched the 2016 Clean Watershed Needs Survey, but It is expected that the 2016 Clean Watershed Needs Survey will launch in FFY 2021 (SFY 2022). WIFA will use existing fee money to fund the Survey. WIFA has allocated \$230,000 for the 2016 Clean Watersheds Needs Survey.

Throughout the Funding Cycle and as circumstances require, WIFA may fund additional Professional Technical Assistance projects. The Board will act to add Professional Technical Assistance projects at a public meeting of the Board.

#### **Program Administration (4 percent Set-Aside plus WIFA Fees)**

Section 603(d)(7) of the revised Federal Water Pollution Control Act allows the greatest of a maximum of 4 percent of all grant awards to such fund under this title, \$400,000 per year, or 1/5 percent per year of the current valuation of the fund based on the most recent audited financial statements to cover the reasonable costs of administering the fund.

WIFA will use \$429,280 or 4 percent of the final grant amount for administrative costs. These funds will be used to pay salaries and associated expenses of program personnel devoting time to the administration of the funds.

#### **Forgivable Principal**

WIFA may provide additional subsidization in the form of forgivable principal for up to 90 percent of the loan amount, based on financial need and/or projects eligible under the green project reserve.

WIFA may provide a total of up to 40 percent of the Capitalization Grant in subsidy as principal forgiveness to projects.

#### **Financial Terms of Loans**

1. All loans for the financing of projects will be for a term not to exceed 30 years from loan closing date. Loan terms are not to exceed the useful life of the project.
2. Terms of financial assistance to publicly-owned wastewater systems serving disadvantaged communities are addressed in Section 7.
3. Repayment of loan principal must begin within 12 months of project completion based on the construction schedule available at the loan closing date or actual completion date or three years from the date of the loan closing, whichever is earlier.

4. Loan disbursements are to be made on a cost reimbursement basis.
5. The decision to leverage will be based on demand on the loan fund for projects to address public health concerns, market conditions and long-term impact to the fund.
6. A maximum of 40 percent of the FFY 2021 Capitalization Grant funds will be provided as forgivable principal. A minimum of 10 percent will be provided for green projects (water efficiency, energy efficiency, green stormwater infrastructure or other environmentally innovative activities).
7. Contracts for financial assistance for all CWSRF treatment works projects will require the borrower to comply with Davis-Bacon wage rates.
8. All contracts for construction financial assistance, with the exception of nonpoint source projects, will require the borrower to comply with the Use of American Iron and Steel requirements.
9. WIFA will assess income from the Standard Combined Interest and Fee Rate (CIFR) as either fee income or interest income in accordance with the following table.

**CIFR – Fee = Interest**

Financial Structure	CIFR	Fee	Interest
Governmental	Set in accordance with Section 1 of WIFA Procedure: III.3.1	1.5%	CIFR – Fee

**Section 12: State Match Sources**

WIFA non-program fee revenues will provide match for the FFY 2021 Capitalization Grant.

**Section 13: Identification of Overmatch**

As of June 30, 2020, WIFA has overmatched by \$24,331,237. As of March 2021, WIFA has overmatched by \$23,332,889.

**Section 14: Anticipated Cash Draw Ratio (proportionality) or Statement of Match Drawdown then Federal**

With the overmatch, WIFA will draw 100 percent of federal funds until the overmatch is reduced. Once the overmatch is depleted, WIFA will draw the proportional state match amount prior to drawing federal funds.

**Section 15: Estimated Disbursement Schedule**

First Quarter	Second Quarter	Third Quarter	Fourth Quarter
20%	35%	35%	10%

**Section 16: Identification of any Intended Transfers between Funds**

WIFA currently has no planned transfers between the CWSRF and the DWSRF.

**Section 17: Identification and Explanation of any Cross Collateralization**

The Authority maintains the CWSRF and DWSRF as separate and distinct programs. Revenues generated by either program will remain within that program. Any transfers between funds will be temporary in nature and done only to alleviate short term cash shortages.



### **Section 18: Combined Interest and Fee Rate (CIFR)**

WIFA Procedure has established a target CIFR ranging between 70 percent and 95 percent of the tax-exempt AAA MMD Rate for governmental entities. CIFR/subsidies on each loan will be set pursuant to the criteria below:

- Total Points; and
- Local fiscal capacity of the area served by the system requesting assistance.

### **Section 19: Fees Charged if Applicable and Uses of Fees**

As in past years, SFY 2022 fees will be used for, providing match to the federal grant through loan disbursements, administration of the SRF and technical assistance. WIFA is collecting program fees and using those for the administration of the program. WIFA is currently tracking its program income and will be reporting the revenue received and spent on its Federal Financial reports.

### **Section 20: Overview of Program Financial Status and Management**

With the FFY 2021 Federal Capitalization Grant, WIFA will have received 32 Capitalization Grants (including ARRA) totaling \$329,454,273. In addition, WIFA has received and passed through three SAAP grants totaling \$9,621,347 for a total federal investment of 35 grants totaling \$339,075,620.

The Arizona CWSRF program supports the National USEPA Strategic Plan Goal 2 (Clean and Safe Water), Objective 2.2 (Protect Water Quality), Sub-objective 2.2.1 (Improve Water Quality on a Watershed Basis). Specifically, Arizona established and is managing the revolving loan fund to finance the cost of infrastructure improvements which will achieve or maintain compliance with the Clean Water Act requirements.

All planned and prior year loans have assisted public wastewater systems and nonpoint source projects in meeting the federal and state clean water compliance requirements. Details of Arizona's CWSRF activities supporting the National USEPA Strategic Plan will be included in the CWSRF Annual Report as well as in the Clean Water Benefit Reporting system (CBR) and the Clean Water National Information Management System (CW NIMS).

### **Section 21: Leveraging Plan**

As a matter of practice, WIFA pays close attention to its cash position and lending capacity. This practice includes reports to the WIFA Advisory Board at each Advisory Board meeting defining WIFA's current cash position and lending capacity. At this time, WIFA is considering a Bond Issue during this fiscal year. It is worth noting that our program leverage is cross collateralized and the need for this issue would be primarily due to considerable demand for both clean water and drinking water projects.

### **Section 22: Binding Commitment Schedule**

When the Board approves an applicant's financial assistance request, WIFA staff prepares and circulates financial assistance (loan) documents to evidence the binding commitment in accordance with applicable federal and state requirements. Based on the PPL, WIFA expects to enter into binding commitments at 1,108 percent of the federal cap grant amount (dollars on PPL vs the federal cap grant).

### **Section 23: Grant Payment Schedule**

WIFA will receive all payments in the first quarter available.

**Sections 24-33: Fundable List**

Arizona combines the Fundable and Comprehensive lists into one list. WIFA applies all crosscutters to all CWSRF projects, with the exception of FFATA and the requirement of federal procurement processes for A/E contracts. Both are treated on an equivalency basis. The project(s) in yellow is identified as potential equivalency project(s). It is unknown at this time which projects will be awarded forgivable principal.

**Arizona’s Clean Water Revolving Fund Project Priority List – SFY 2022 Funding Cycle**

PPL Rank	Applicant	Population	County	Permit#	Project Name	Description	Project Number	Amount Requested / Probable Green Amount	Subsidy
1	<sup>1</sup> Tri-City Regional Sanitary District	N/A	Gila	N/A	Tri-City Regional District Sewer System	Funds will be used to design the Phase 1 construction of the Tri-City Regional Sanitary District Sewer system. The project area is 1.8 square miles which will include 4 main components: a backbone collection system; site/community conveyance connection to the backbone collection system; de-commission onsite treatment systems and a new Water Reclamation Facility (WRF).	004 2022	\$5,500,000.00	70%
2	<sup>1, 2</sup> Buckskin Sanitary District	3,138	La Paz	N/A	Sandpiper WWTP Tertiary Sand Filtration Upgrade	Buckskin Sanitary District is considering two options to improve the performance of the filtration system: Option 1: Replace Existing Underdrain with New Underdrain Technology, and Option 2: Installation of Disk Filtration System.	001 2022	\$405,000.00 / \$125,000.00	80%

PPL Rank	Applicant	Population	County	Permit#	Project Name	Description	Project Number	Amount Requested / Probable Green Amount	Subsidy
3	<sup>2</sup> Town of Queen Creek	45,000	Maricopa	P-105443	Wastewater System Comprehensive Construction Plan	This project includes the construction and rehabilitation of over 70,000 feet of sewer lines, construction of 5 dosing sites and a lift station, manhole rehabilitation, construction of a lake, and construction/ conversion of storage basins and associated facilities for recharge.	002 2022	<b>\$20,000,000.00 / \$7,250,000.00</b>	90%
4	Yuma, City of	120,000	Yuma	P-105005	Desert Dunes Water Reclamation Facility Expansion	The City of Yuma is experiencing accelerated development in the southeast area of the community. The current constructed capacity of the Desert Dunes Water Reclamation Facility (DDWRF) is 3.3mgd. To meet future wastewater treatment needs, the city needs to expand the plant.	005 2022	\$80,000,000.00	85%
5	Buckeye, City of	31,782	Maricopa	P-105022	Sundance Wastewater Treatment Repairs	This project will fund the repair and replacement of components of the Sundance Water Reclamation Facility.	003 2022	\$13,000,000.00	90%
<b>Total:</b>								<b>\$118,905,000.00</b>	

<sup>1</sup> Eligible for disadvantaged community designation

<sup>2</sup> Eligible for Green Project Reserve

**Sections 34-43:**

These Sections are for DWSRF, not applicable to CWSRF.



**WATER  
INFRASTRUCTURE**  
FINANCE AUTHORITY  
OF ARIZONA

# WIFA Marketing Plan 2021

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# I. Introduction

This Marketing Plan (the Plan) aims to attract potential/previous borrowers to WIFA and promote the CWSRF/DWSRF programs. Proper utilization creates robust SRF funds that further ensure the safety of Arizona's communities.

## II. Goals and Objectives

- Increase the awareness of WIFA's funding, benefits, and technical assistance program to eligible borrowers.
- Market the policy changes ways to alleviate administrative strain on potential/current borrowers by offering additional support.
- Continued outreach to non-profits, state/federal agencies, financial advisors, and engineers.
- Maintain excellent customer experience and position WIFA as a "community-engaged" organization that serves as both a financial and a technical resource.
- Additionally, WIFA will continue with the update and modernization goals described in the CY 2020 Plan.

## III. Core Messages

- Low interest rates and cost savings. WIFA financing offers substantial cost savings to the borrower, achieved through various methods, such as forgivable principal or technical assistance funding
- Year-round funding availability and simple application process.
- WIFA will continue to strengthen the communication of funding for all eligible borrowers/projects.
- WIFA accepts applications at any time with no deadline to apply. Applications are accepted electronically, and application assistance is always available during business hours.
- Quick processing and disbursement. Emphasizing convenience and processing time. Loan documents, on average, are processed in less than one week - from board action (loan resolution approval) to distribution of loan documents. Disbursement requests are processed in an average of six days.

### Customer service

WIFA staff can answer any questions about funding options, the application process, and potential eligibility. Applicants can make inquiries via phone, email, or written correspondence. At the request of potential borrowers, WIFA can also offer in-person meetings, workgroups, or training to assist with our processes.

## IV. Target Audiences

- All Arizona borrowers that are eligible for CWSRF and DWSRF funding.
- For one hundred percent forgivable, Generally, small, and disadvantaged communities, including Colonia with lower household incomes and less ability to generate appropriate revenue for projects. These communities typically struggle with planning, design, already high rates, and project management.
- Tribal communities. Including eligible Native American tribal governments and authorized tribal entities with jurisdiction over sewage disposal or own a public water system.
- Previous and repeat borrowers.
- Outreach efforts will highlight the programmatic changes and convenience of borrowing for additional projects.

## V. Tasks & Tactics

WIFA staff will collaboratively use the following marketing tactics: A. face-to-face strategy, B. Digital Strategy, and C. Program materials.

### A. Face-to-face strategy

#### Conferences and conventions

WIFA staff attend conferences as a speaker, sponsor, or exhibitor. Attendance satisfies professional development and enables program communication to audiences of various sizes.

**Presenter:** Each presentation is adapted to meet the event's needs; the core objective is to educate the audience about WIFA and increase potential borrower engagement.

**Exhibitor or Sponsor:** Marketing materials are placed on/around the occupied space. Exhibitor time is also used for networking with other exhibitors.

#### Individualized assistance

WIFA Provides personalized service to each potential applicant and borrower, especially individuals in the rural parts of Arizona. Many rural applicants/borrowers may not be able to attend in-person outreach because of limitations. Examples of individualized assistance provided by WIFA staff include:

- In-person meetings to discuss projects and potential for funding
- Providing materials for community outreach, awareness, and education
- Fiscal Impact Analysis (loan savings, terms, benefits)
- e-apps support and troubleshooting
- Navigating federal and local requirements
- WIFA will utilize alternative technology alternatives if travel is burdensome or unreasonable. Example solutions include Webcasts, teleconferences, screen-sharing, or video in conjunction with other strategies.



## **B. Digital strategy**

### **Website**

WIFA's website is the first-place applicants, and borrowers look for information. The communications Director and Information Technology staff will implement periodic content audits and publish new content on an ad hoc basis. WIFA completed Phase I of its website refresh in CY 2020, and continuous updates will focus on user experience and content.

### **Social media**

Facebook, Linked In, Twitter, and Vimeo announce program updates and promote the SRF. Individual campaigns will be added as needed.

### **Publications and partner resources**

Staff will research relevant publications, studies, or materials and promote them as necessary; these promotions may be combined with the website and social media updates.

### **Content Library and on-demand video**

A library of videos to help borrowers. The video content will highlight lesser-known CWSRF and DWSRF projects and application walkthroughs. WIFA will create this video content like other state SRF borrower training materials. The expanded website content will also include a blog section with frequent, easy-to-get updates, including case studies, project progress, highlights, and important dates.

## **C. Program materials**

Attachment B outlines the target audience and the type of outreach material that is relevant to the recipient.

### **Brochures and Flyers**

All the brochures and flyers are maintained on WIFA's website for viewing or download. All handouts and flyers are updated as needed.

### **WIFA tri-fold brochures**

General information about Arizona's SRF program, including an overview of funding types, eligibility, business, and application information. Commonly used for:

- Promotional folder
- General outreach
- Conferences/expos
- Potential borrowers
- Legislative interest
- Public interest

### **Fact sheet Flyers**

The factsheets provide more information about specific topics. Promotional folders containing relevant factsheets are created. Factsheets are also displayed at booths or expos.

### **Newsletter**

Using examples set by other SRF's and state agencies, WIFA's marketing team will develop and pilot a quarterly newsletter. Content will be geared towards SRF, water, and water infrastructure-related topics. The following topics will be included:

- Program updates
- Highlights
- Important dates and reminders
- Calendar of WIFA events
- Special announcements
- Contact information

### **Implementation Schedule**

Under the Executive Director's supervision, marketing and outreach efforts are led by WIFA's Communications Director. As mentioned in the CY 2020 plan, WIFA has significant modernization efforts to work through, making this marketing plan a multi-phase project; projects related to outreach, borrower acquisition, and visibility will take the highest priority. Additional phases are subject to shift and are determined by workload, priority items, resources, and staff limitations.

## **VI. Metrics and engagement**

The continued use of proper marketing metrics will enable WIFA to evaluate the implementation of this Plan and create an adaptable approach to future marketing efforts; the following progress tracking methods will include:

**Surveys:** WIFA surveys are created and maintained in SurveyMonkey or Google Forms.

**Applicant feedback:** Through e-apps, WIFA will monitor the number of applications received and how the applicant became aware of the SRF program. WIFA will review this data quarterly and adjust marketing efforts.

**General Inquiries:** WIFA's "contact us" webform. The Communications Director ensures that the most appropriate staff responds per WIFA's customer service procedure.

**Website analytics:** Google analytics will analyze web traffic for all associated websites; qualitative and quantitative data will be used to ensure that user needs are met.

**Distribution list dashboard:** WIFA will utilize SendGrid as its email marketing and email automation platform. SendGrid's automation allows for the maintenance of accurate distribution lists, automation, and website/social publishing at the same time.

## Attachment A: WIFA's Major event schedule

Date	Activity	Audience
Feb.	GFOAz Winter Conference	Government finance professionals
Feb.	The project of the Year Awards	Past borrowers, WIFA board, public
March	Water Resources Research Center Annual Conference	Water policy and management professionals, public
March	Rural Water Association of Arizona Annual Technical Conference	DW & WW professionals, potential borrowers
April	CIFA Federal Policy Conference	Infrastructure financing professionals
May	Arizona Water Association Conference	Water professionals, public
June	GFOAz Annual Conference (national)	Government finance professionals
July	Water Reuse Conference	State and local government, manager, operators
Aug.	League of Cities and Towns Annual Conference	Local government leaders, potential borrowers
Aug.	American Public Works Association - Arizona Chapter	Public Works Directors, consultants, and suppliers
Aug.	AZ Rural Development Council - Rural Policy Forum	Rural stakeholders, businesses, non-profits, and community leaders
Aug.	GFOAz Summer Training	Government finance professionals
Sept.	Rural Water Association of Arizona Annual Leadership Conference	DW & WW professionals, potential borrowers
Sept.	Arizona Hydrological Society Annual Symposium	Water professionals, researchers, and hydrologists
Nov.	CIFA SRF National Workshop	Infrastructure financing professionals

## Attachment B: Target Audience, Materials

	City/town managers	Elected Officials	State Agencies/Partners	Tribal Communities	Small/DAC	Utility Admin
Annual Report	x	x	x			
Conferences/Events/Expos	x	x	x	x	x	x
CW/DW SRF General info, tri-fold materials	x	x	x	x	x	x
E-apps	x		x	x	x	x
Website	x	x	x	x	x	x
Online Guidance	x	x	x	x		x
Newsletter	x	x	x	x	x	x
Outreach Workshops/Webinars	x		x			x
Outreach Workshops for Small, DAC, or tribes		x	x	x	x	x
Publication Articles	x		x	x	x	x
Social Media	x	x	x	x	x	x
Outreach Letters, B2B, cold call	x	x		x	x	x
Subject Specific brochures/Factsheets	x		x	x	x	x