

**Texas Water Development Board
State Revolving Fund Marketing Plan**

FY 2007 -2011



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TEXAS WATER DEVELOPMENT BOARD
 State Revolving Fund Marketing Plan
 FY 2007 – 2011

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Mission Statement

“To ensure direct, frequent, and informative communication of products, services, and processes of the Texas Water Development Board to its current and potential customers.”

1.0 INTRODUCTION

A. Marketing

Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. This is accomplished through improving access to agency services and ultimately increasing patronage of assistance programs.

B. Building the Marketing Plan

In keeping with the standard definition of marketing and in order to build a successful marketing plan, we have chosen to review the Texas Water Development Board’s (Board) historical statements, identify our customer’s needs, gain an understanding of our own strengths and weaknesses, and most of all to achieve all of this through a spirit of agency collaboration.

C. Board Collaboration

Collaboration is the key to marketing success. Recognizing this basic tenet of marketing, the Office of Project Finance & Construction Assistance (OPFCA) has taken the initiative to develop the *FY 2007 – 2011 State Revolving Fund (SRF) Marketing Plan* (plan) through a series of meetings that include the Office of the Executive Administrator (OEA), Office of the Chief Financial Officer (OCFO), and the Office of Project Finance & Construction Assistance (OPFCA).

➤ **EPA Collaboration**

This marketing plan is an outgrowth of an effort by EPA Headquarters, Office of Wastewater Management. It is working with interested states that administer Clean Water State Revolving Fund (CWSRF) programs to change the way they conduct outreach to current and potential borrowers. EPA is initiating this effort to assist States that wish to revisit their outreach strategies to explore new ways of marketing their programs.

The Board has been a participating member of the State community working directly with EPA on this effort since the inception of the activity in October of 2005.

2.0 HISTORICAL STATEMENTS & NEEDS

A. General

Previous Board publications have identified the need to improve customer service

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and marketing efforts. Making sure that we continue to meet the needs of our customers is clearly a Board priority.

B. TWDB Strategic Plans

The Board's *Strategic Plan 2005–2009* and the *Strategic Plan 2007-2011* included the following specific marketing needs:

- measures intended to evaluate Board programs and services to ensure that they meet external customer needs and to expand marketing opportunity
- new approaches to customer outreach
- more aggressive marketing methods
- development of a successful marketing message

C. State of Texas FY 2005 Annual Reports

The *State of Texas Clean Water and Drinking Water SRF FY 2005 Annual Reports* include development of a marketing strategy as a long-term goal. In early 2004, a conceptual outline was approved by the Executive Administrator to develop an in-depth marketing plan that would actively promote all Board financial assistance programs, including the DWSRF and CWSRF programs. These reports identified various methods to identify high-need communities and untapped potential customers in order to identify approaches to increase loan activity. They included:

- participation in stakeholder meetings, tradeshow, and conferences
- development of program of enhancements that make our programs more attractive to potential applicants
- involvement of the consulting community in the development of our marketing strategies

D. TWDB Report on Customer Service FY 2005-2006

The most recent *TWDB Report on Customer Service FY 2005-2006* recognized OPECA's recently developed Marketing and Customer Relations Section. This report stated that the marketing team (team), along with staff from the Office of the Chief Financial Officer (OCFO) would focus efforts on:

- improving the SRF Intended Use Plan (IUP) process
- identifying new customers
- working closely with repeat customers
- improving marketing and informational materials

➤ EPA Strategic Plan

The strategies, goals, and objectives identified in the Board's SRF marketing plan draw upon information contained in EPA's 2006-2011 Strategic Plan. EPA's strategic plan identifies three key principles as the framework governing EPA's

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work - two of which relate to this marketing plan:

- Results and Accountability - EPA is committed to being a good steward of the environment and a good steward of tax dollars. To provide the public with the environmental results they expect and deserve, EPA must operate as efficiently and effectively as possible. This is a key focus of the President's Management Agenda, designed to make government citizen-centered, results-oriented, and market-based.
- Innovation and Collaboration - EPA's ability to make progress depends both on its ability and continued commitment to identify and use innovative tools, approaches, and solutions to address environmental challenges, as well as to engage more extensively with partners, stakeholders, and the public through meaningful collaboration. Today's problems cannot be solved fully with conventional regulatory controls, and they can't be solved without the expertise, perspectives, and resources of others. A heightened focus on environmental stewardship, with a shared responsibility for addressing today's challenges, is required.

Source: EPA FY 2006 -2011 Strategic Plan

3.0 MARKETING PLAN DEVELOPMENT

A. Initiative

In keeping with the Board's previous statements on marketing and customer relations, Candace Windel, Deputy Executive Administrator of OPFCA, initiated an effort to develop a comprehensive 5-year SRF marketing plan. Board staff members from three offices were selected to serve on a marketing work group (group) in order to develop the plan.

B. Marketing Work Group

On June 14, 2006 the group held its first marketing retreat at an off-site location for a guided group brainstorming session. This kickoff meeting brought together as many group members as possible to systematically develop a creative and comprehensive marketing strategy and implementable, measurable plan. By the end of an 8-hour work session, the group acknowledged that future marketing meetings or retreats would be needed. A subsequent 5-hour meeting was held on July 27, 2006 wherein the group agreed to key strategies and measurable marketing goals. The marketing work group was comprised of:

- Candace Windel, OPFCA, (Deputy Executive Administrator)
- Patricia Loving, OPFCA, (Assistant Administrator)
- Bruce Crawford, OPFCA, (marketing team member)
- Suzanne Lucignani, OPFCA, (marketing team member)

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- George Jones, OPFCA, (marketing team member)
- Lana Dixon, OPFCA, (marketing team member)
- Neil Haman, OPFCA, (Border Specialist)
- Carla Daws, OEA, (Communications Officer)
- Lana Lutringer, OCFO, (SRF Coordinator)
- Court Thieleman, OCFO, (SRF Coordinator)

Note: Mr. Thieleman was assigned to the OCFO at the time this effort was initiated. Effective August 1, 2006 he transferred to OPFCA as Business Analyst.

C. Staff Education

A collective listing of the formal education of staff who participated in the development and/or implementation of this marketing plan reveals a significant amount and variety of college education not only at the undergraduate but also at the post-graduate level. The educational backgrounds of staff stem from such disciplines as business administration, public administration, finance, accounting, marketing and communications, public affairs, management, and law.

This wide variety of educational experiences equips the Board staff with a strong academic grounding to support the implementation of the *FY 2007 – 2011 State Revolving Fund Marketing Plan*.

D. Board Assets & Strengths

The Board possesses a wealth of assets and strengths that will be drawn upon for the implementation of this marketing plan.

First and perhaps foremost, Board employs dedicated staff that maintains a strong historical focus on customer service, has considerable depth of product and program knowledge, and maintains a strong and long standing positive relationship with their customer base. These important service delivery traits and good relationships with the customers are evidenced by high staff ratings in agency customer opinion surveys.

The Board's mission as a state agency is of a non-regulatory nature and has a wide range of programs and products with a variety of financially attractive lending and funding mechanisms (loan as well as grant programs) to meet customer needs.

E. Staff Experience & Background

Board staff participating in the development and/or implementation of this marketing plan possesses a wealth of experience in key areas of state and federal water-related programs, specialized knowledge of municipal government and city management (commonly recognized key Board customer groups), strategic planning, and project management.

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Staff also has experience and backgrounds in specific SRF program policy, marketing and outreach and media relations, as well as detailed experience in governmental budgeting and finance, construction and engineering, water system management, and data collection and analysis.

As evidenced by the following information, Board staff directly involved in this marketing effort collectively possesses more than 1,000 years of experience in a variety of areas.

- Customer Surveying & Marketing (91 yrs.)
- SRF & Other Water Policy Analysis (166 yrs.)
- Financial Administration & Analysis (145 yrs.)
- State & Federal Government (187 yrs.)
- Municipal Management (28 yrs.)
- TWDB Program Knowledge (61 yrs.)
- Strategic Planning (102 yrs.)
- Business Management (87 yrs.)
- Construct./Eng. Project Mgmt. (129 yrs.)
- Media Relations (70 yrs.)

Key Board staff bring to the table this unique blend and variety of experience, backgrounds, and skill sets that will ensure a successful and efficient implementation of the goals and objectives of the *FY 2007 – 2011 State Revolving Fund Marketing Plan*.

F. Assumptions

This marketing plan was developed with a specific set of assumptions and key factors that form the foundation of the document. These assumptions and factors were all considered during development of the plan and are expected to affect the implementation of the plan as well.

- SRF program operating and administration funding requirements
- Increases or decreases in federal funding for the program
- Increases or decreases in state funding for the program (state match funding requirements)
- SRF programs (Clean Water and Drinking Water) being primary programs for marketing as they have the greatest amount of funding available for loans to customers
- SRF programs will be the primary focus of the Board marketing team's effort for the first 2 years of this 5-year plan

G. Challenges to Marketing

It is important to recognize the hindrances or obstacles that need to be addressed, and hopefully overcome, while the Board implements this marketing plan. Some of these difficulties are internal and are in the process of being addressed by staff, while others are external in nature and are requirements of various federal water and wastewater infrastructure programs, and as such, are anticipated to be more difficult to address. A listing of several key obstacles that present challenges to the marketing plan implementation is as follows:

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- SRF program federal regulations and requirements
- Adequate dedication of resources to support aggressive marketing
- Lengthy internal funding approval process for projects
- Competition with open market loan rates

H. Natural Allies

The Board has many natural allies sharing many common goals and ideas. Building partnerships can provide shared expertise and additional resources for the Board to utilize in accomplishing its goals. Likewise the Board is able to share its knowledge and resources with its allies. These important partnerships will play a vital role in the successful implementation of this plan:

- | | |
|--|-------------------------------------|
| ▪ Environmental Protection Agency | ▪ Texas Association of Counties |
| ▪ Texas Commission on Environmental Quality | ▪ Texas Municipal League |
| ▪ Office of Rural Community Affairs | ▪ Texas Rural Water Assn. |
| ▪ Department of Agriculture Rural Development | ▪ Texas City Management Assn. |
| ▪ American Water Works Assn. | ▪ Texas Cities Chambers of Commerce |
| ▪ Texas Society of Professional Engineers | ▪ Texas Historical Commission |
| ▪ Texas Assn. of Water Board Directors | ▪ Bond Underwriting Firms |
| ▪ Central Texas Assn. of Water Board Directors | ▪ Texas Parks & Wildlife Department |
| ▪ TWDB's Regional Water Planning Groups | ▪ Texas Secretary of State |
| ▪ Border Environmental Cooperation Commission | ▪ Texas Water Conservation Assn. |
| ▪ North American Development Bank | |

I. Identification of Customers and Target Market Audience

During the development of the marketing plan, staff identified the existing and historical customer base as a means of understanding the geographic and demographic “make-up” of this population. It was felt that this process would better equip staff with information that could be used to identify the market audience of new and potential customers.

The identification of these two important customer groups led to the development of the unique “tri-directional marketing” approach that is the foundation of this marketing plan and is described in greater detail below.

4.0 DIRECTION(S)

A. Board Direction

Board members have stated that staff should focus on developing an approach to program marketing that gives the agency the most “bang for the buck” in terms of staff time and resources expended on this activity.

B. Tri-directional Marketing

The Board is in a unique position in terms of mission, so its marketing plan must be unique. In accordance with the Board members’ wishes, the group has

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developed a plan that focuses on three strategic areas.

- Marketing to the five largest metropolitan statistical areas (MSAs)
- Marketing to communities outside the five largest MSAs
- Marketing to the Board’s Regional Water Planning Groups (RWPG) and *State Water Plan* customers

This approach will direct the efforts to these three strategies and will utilize the unique strengths of its team. This effort will also efficiently utilize the time and resources of staff as the Board members have requested.

1. **Strategy I**

We seek larger dollars flowing through the agency in order to provide more water infrastructure on the ground to serve the maximum number of people in the state.

a. A “normal” private-sector business marketing plan would logically target the heart of market where the majority of the state’s population resides and where the most rapid growth is. The 5 metropolitan service areas that this plan targets are:

- 1) Houston
- 2) San Antonio
- 3) Dallas
- 4) Fort Worth
- 5) Austin

b. These areas contain 65% of the state’s population. These areas also tend to have the most complete in-house professional staffs, the most sophisticated outside consultants, the strongest economies, and most stable risk portfolios. They easily can get funding for projects on the open market, though possibly not as cost-effectively as they can from Board.

c. These areas cost the Board less in staff time per loan dollar and certainly less per marketing dollar – partially because the geographic area is focused and partially because of the volume of people/water needs in concentrated areas.

d. These areas therefore give us the quickest and greatest return on our focused marketing [and lending] dollars.

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- e. Under a “normal” private-sector business marketing plan, at least 80% to 90% of our marketing focus would be directed to these 5 population centers.

However, the Board is more than simply a business, so a unidirectional business marketing model does not fit. Our marketing plan must accommodate the other 2 directions of the agency.

2. **Strategy II**

We are directed to and committed to public service, to serving the smaller and needier areas of our state that cannot obtain affordable water project funding on the open market due to loan cost, lack of on-staff financial and engineering expertise, and lack of economies of scale.

- a. Public policy underscores the historical role of the Board to serve these less populated areas of the state with the greatest need and the least ability to compete for, or even to afford, loan dollars on the open market.
- b. While a uni-directional marketing plan would exclude these smaller, more rural and often less affluent areas, or at least greatly minimize marketing focus on this sector of the market, the Board should not, cannot, and will not ignore them, even if the market dollars to these areas do not net the highest results in increased patronage.
- c. Our Board Water and Wastewater Facility Needs data can provide us with a blueprint of the water infrastructure currently in place in these areas, their project life span, and their current age – to identify those most in jeopardy of failure or compliance issues due to advanced age or functional obsolescence.

3. **Strategy III**

We are also directed by the Texas Legislature to plan for intelligent growth via the state’s long range water planning process and to provide funding for projects determined by the Regional Water Planning Groups as they are enunciated in the *State Water Plan*.

- a. While the Board historically has not made large percentages of loans for new water projects, new project need has clearly been identified by long range water planning across the state.
- b. These far-sighted projects need funding and need affordable funding that the Board can, and needs to, provide.

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- c. While these projects also may not be part of a “normal” uni-directional marketing plan, they are clearly part of the Board’s mission and need to have focused attention on funds availability for projects identified in the *State Water Plan*.
- d. Dollars flowing through the agency generated through marketing efforts aimed at the Regional Water Planning Groups will naturally either go to the large metropolitan areas described in Strategy I or to the smaller areas described in Strategy II.

Summary

We acknowledge that all directions are not in sync and are difficult – though we do not believe impossible – to mesh. Thus we have chosen to treat each as a separate direction with a separate goal. To that end, we have chosen to dedicate one member of our 3-person marketing team for each of these identified agency directions.

The marketing team plans to monitor progress on a quarterly basis, measure outcomes yearly, and adjust the 5-year plan as needed annually.

5.0 MARKETING PLAN IMPLEMENTATION & GOALS

A. Goals

The overarching goal of the plan is “to get every penny out the door every year.” However, more practically, we have designed the plan with measurable 5-year goals in mind.

B. Five-year Goals

- ◆ Increase the number of communities on the IUP by 50% over 5 years or 10% per year
- ◆ Increase the number of communities submitting applications for loan funding by 50% over 5 years or 10% per year

C. Objectives & Activities

Keeping the overarching goal and 5-year goals in mind, we also recognize the practical need to establish objectives and activities for each strategy for each year. We have therefore established objectives and activities that are specific to each strategy for each year beginning with the first year of the plan – FY 2007.

D. Measurement

Although accurate execution of the plan is important, long-term marketing success is also dependent on continuous improvement. Implementing a continuous improvement measurement system will provide a comprehensive

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program for assessment and evaluation. We have designed a matrix tool (Action Plan Matrix) to facilitate the evaluation and measurement of our goals, objectives, and activities.

6.0 MAKING THE TRI-DIRECTIONAL STRATEGIES WORK

A. Strategy I

Market to the 5 largest MSAs that are serving approximately 65% of the inhabitants of the state (Houston, San Antonio, Dallas, Fort Worth, and Austin).

Approximately 65% (15 million people) of the Texas population live within the 5 major metropolitan areas of Dallas, Fort Worth, Houston, San Antonio, and Austin. Strategy I will focus staff energy and efforts for the majority of the state's population.

The Board has active and on-going loans with the cities of Houston, Fort Worth, and with the San Antonio Water System (SAWS). However, the Dallas and Austin MSAs represent approximately 26% of the state's population or 6 million people, and we have no active loans with either entity. Our goal is to establish a relationship with Austin and Dallas in order to serve the water needs of these people.

Five-year Goals

- ◆ Increase the number of communities on the IUP by 50% over 5 years or 10% per year
- ◆ Increase the number of communities submitting applications for loan funding by 50% over 5 years or 10% per year

1. **Objective 1 - FY 2007**

Develop new relationships with the largest cities that are not currently customers of the Board.

a) **Activities**

- (1) Meet with the cities of Dallas and Austin

b) **Performance Measures**

- (1) Meet with each of the 5 cities listed before the end of calendar year 2006
- (2) Recruit each city to be included on a FY 2008 SRF IUP
- (3) Obtain one loan with each of the 5 cities listed to be funded by a FY 2008 SRF IUP

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2. **Objective 2 - FY 2007**

Maintain/improve existing relationships with the largest cities that are previous or current customers.

a) **Activities**

- (1) Meet with cities of Houston, Fort Worth, and the San Antonio Water System
- (2) Conduct IUP workshops
- (3) Follow-up calls to cities of Houston, Fort Worth, and the San Antonio Water System

b) **Performance Measures**

- (1) Meet with each city on quarterly basis
- (2) Conduct IUP workshops between September and March, tailored for each of these 3 large cities, for crafting IUP project submittals
- (3) Make progress status and customer satisfaction calls on a monthly basis

3. **Objective 3 - FY 2007**

Develop new relationships and maintain/improve existing relationships with the remaining cities, municipal water districts, and special water districts within the 5 largest urban metropolitan areas.

a) **Activities**

- (1) Present to or attend meetings/conferences relating to water utilities. Utilize our “natural allies”
- (2) Conduct metropolitan IUP workshops to recruit new customers and to assist existing customers
- (3) Conduct individual outreach meetings

b) **Performance Measures**

- (1) Present to or attend three meetings/conference relating to water utilities per year
- (2) Conduct 3 IUP workshops per year
- (3) Conduct 8 individual outreach meetings per year

B. Strategy II

Marketing to the communities outside the 5 major MSAs. There are more than 1,000 cities in Texas that fit this description.

Approximately 35% (8 million people) of the Texas population live outside the 5 largest MSAs. Strategy II will direct staff resources to reach these

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other areas of the state and the more than 1,000 entities that make up this population. This is the population that is most likely to be less able to get the most competitive rates in the private market for water and wastewater financing, including small and rural areas of the state.

Five-year Goals

- Increase the number of communities on the IUP by 50% over 5 years or 10% per year
- Increase the number of communities submitting applications for loan funding by 50% over 5 years or 10% per year

1. **Objective 1 - FY 2007**

Increase the number of these communities on the IUP by 10%.

2. **Objective 2 - FY 2007**

Increase the number of these communities submitting applications for loan funding by 10%.

a) **Activities**

- (1) Present to or attend meetings/conferences relating to water utilities
- (2) Conduct regional IUP workshops to recruit new customers and to assist existing customers
- (3) Conduct individual outreach meetings

b) **Performance Measures**

- (1) Present to or attend 3 meetings/conferences relating to water utilities per year
- (2) Conduct 5 IUP workshops per year
- (3) Conduct 8 individual outreach meetings per year

C. **Strategy III**

Marketing to the Board's Regional Water Planning Groups (RWPG) and customers identified as the most needy and environmentally compatible by the *State Water Plan*.

The *State Water Plan* created 16 RWPGs throughout the state. The RWPGs are our natural allies in terms of program marketing and they and the planning process are highly invested in the *State Water Plan*. Due to a variety of water needs of each of these regional planning areas across the state, there is a need to develop options for them to fund their water needs.

The RWPGs are a willing and convenient audience for the team to educate

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communities with similar interests about the Board's funding options. OPFCA is dedicated to working closely with the Office of Planning (OoP) to fund the State Water Plan and to make this strategy work effectively.

1. **Objective 1 - FY 2007**

Convey the benefits of the Board's financial assistance programs to key members of the Regional Water Planning Groups.

a) **Activities & Performance Measures**

- (1) Identify 10 regions with the greatest water needs in year one
- (2) Meet with as many of the 10 identified regional contacts
- (3) Present the Board's financial assistance programs to each regional area at least once per year

7.0 GENERAL MARKETING AUGMENTATION STRATEGY

To ensure the success of the previously mentioned 3 primary strategies, the marketing team determined that a general marketing strategy should be set out as an augmentation to the primary strategies of this marketing plan. This general augmentation strategy consists of 5 objectives that are "supportive" in nature to the primary strategies and, upon implementation, will ensure achievement of the primary goals and objectives of the overall SRF marketing plan.

A. **Strategy IV**

Currently approximately 72% of the Board's loans are for SRF projects. This percentage varies from year to year and is anticipated to increase with the implementation of this marketing plan. This amount underscores the need to manage the IUP process and related program components more effectively.

In order for a project to be eligible to receive funding it must be on the SRF IUP. As stated earlier in the plan, there is a need to recruit new customers to be on the IUP. Even after an entity is on the plan there is also a need to effectively communicate the invitation process. The following objectives are designed to improve the IUP process, improve other components of the program, enhance SRF information flow and dissemination, and improve related marketing and outreach efforts.

1. **Objective 1 – FY 2007**

Through improvements to the IUP process, increase the number of entities that submit projects for inclusion on the IUP.

a) **Activities**

- (1) Improve the accuracy and usability of the IUP submittal forms
- (2) Conduct IUP workshops for the 3 strategic areas previously

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outlined in order to recruit new IUP submittals

b) Performance Measures

- (1) Review and redesign the IUP submittal forms by September
- (2) Conduct IUP workshops for the 3 strategic areas between October and March

2. **Objective 2 – FY 2007**

Through improvements to the IUP process, increase the number of applications for loan commitments from the pool of entities on the IUP.

a) Activities

- (1) Improve the accuracy of “funds available” calculations
- (2) Establish funding lines to facilitate the efficiency of invitations
- (3) Provide early and consistent communication and follow up calls to entities and the consultant community
- (4) Evaluate and assess individual projects for interest, ability to receive a loan commitment and schedules

b) Performance Measures

- (1) Work with the Board’s OCFO staff to develop reliable systems and formulas for determining “funds available” before FY end
- (2) Establish funding lines by FY end
- (3) Create a communications log for tracking invitation letters, deadlines, and follow up calls by FY end
- (4) Evaluate individual projects and track status on an on-going basis

3. **Objective 3 – FY 2007**

Design and implement changes to the Board’s web site to enhance communication of SRF information to the general public.

Marketing staff have already implemented several improvements to the agency web site in order to more accurately and efficiently convey IUP and project status information. In addition, staff is planning the posting of information on the agency web site for DWSRF and CWSRF programs to allow the public to track an entity’s IUP application through the various TWDB phases up to and including loan closure.

4. **Objective 4 – FY 2007**

Work with the Board’s OCFO to analyze and implement SRF improvement suggestions from bond underwriting firms.

Veronica Hinojosa-Segura, Director of the Debt and Portfolio

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Management Division of the Board's OCFO, solicited and accumulated marketing suggestions from bond underwriting firms with a vested interest in the Board's business. Approximately 31 firms responded with a total of 73 suggestions. The OPFCA marketing team plans to work closely with OCFO to analyze and implement as many of these suggestions as appropriate.

5. **Objective 5 – FY 2007**

Analyze, as needed, internal components that may limit or block the successful outcome of the 5-year marketing plan. These analyses may include terms of loans, lending interest rates or other customer incentives, pass-through requirements to customers and limits posed by contractual relationships with other agencies, or internal factors.

➤ **Objective 6 – FY 2007**

Continue CWSRF marketing and outreach collaboration efforts with EPA Headquarters.

As part of the continuing collaboration with EPA Headquarters on CWSRF program marketing and outreach improvements, the Board is participating with other states and EPA in developing and implementing a variety of marketing tools. The use of these tools, once fully developed, is based upon each state's goals for their marketing efforts.

Several primary tools that the Board is developing with EPA and other states include:

- *Customer Interest and Perception Surveys – These are surveys designed to allow the state to understand the potential and current borrowers' perceptions of the CWSRF program, and which improvements or changes can help expand the borrower pool.*
- *CWSRF Program Message Board - This electronic message board or discussion board is in production and it used by State and EPA CSWRF program staff as a forum to share ideas, questions, and comments.*
- *State Revolving Fund "Up" Newsletter – EPA's SRF's Up newsletter is scheduled for publication is mid-2006. The first newsletter will focus on marketing strategies for the CWSRF program. Additionally, the newsletter itself is intended to serve as a marketing tool within states.*
- *CWSRF Program Benefits "Calculator" – EPA, with assistance from states, is developing a calculator that outlines the financial benefits of borrowing through the CWSRF Program compared to tax-exempt bonds.*

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This tool will include the administrative expenses of the options (e.g., application process), in addition to the interest expenses.

TABLE A
ACTION PLAN MATRIX

No.	Strategy	No.	Objective	Activity	Performance Measures	Frequency	Deadline		
I	Marketing to the 5 largest MSAs that are serving approximately 65% of the inhabitants of the state (Houston, San Antonio, Dallas, Fort Worth and Austin).	1	Develop new relationships with the largest cities that are not currently customers of the Board.	(1) Meet with the City of Dallas	1	NA	Dec-06		
				(2) Meet with the City of Austin	1	NA	Dec-06		
				(3) Include Dallas on IUP	1	NA	Mar-07		
				(4) Include Austin on IUP	1	NA	Mar-07		
				(5) Obtain loan commitment Dallas	1	NA	Aug-08		
				(6) Obtain loan commitment Austin	1	NA	Aug-08		
		2	Maintain/improve existing relationships with the largest cities that are previous or current customers.	(1) Meet with City of Houston					
				(2) Meet with City of Fort Worth	4	Qtrly	FY		
				(3) Meet with San Antonio Water System (SAWS)	4	Qtrly	FY		
				(4) Conduct IUP workshop Houston	1	Annually	FY		
				(5) Conduct IUP workshops Fort Worth	1	Annually	FY		
				(6) Conduct IUP workshops SAWS	1	Annually	FY		
				(7) Call City of Houston	12	Monthly	FY		
				(8) Call City of Fort Worth	12	Monthly	FY		
				(9) Call San Antonio Water System	12	Monthly	FY		
3	Develop new relationships and maintain/improve existing relationships with the remaining cities, municipal water systems, and special water districts within 5 largest urban metropolitan areas.	(1) Present to or attend meetings/conferences relating to water utilities	3	NA	FY				
		(2) Conduct metropolitan IUP workshops to recruit new customers and to assist existing customers	3	NA	FY				
		(3) Conduct individual outreach meetings	8	NA	FY				
II	Marketing to the communities outside the 5 largest MSA.	1	Increase the number of these communities on the IUP by 50% over 5 years or 10% per year. (Baseline - FY 2008).	(1) Present to or attend meetings/conferences relating to water utilities	3	NA	FY		
				(2) Conduct individual outreach meetings	8	NA	FY		
		2	Increase the number of these communities submitting applications for loan funding by 50% over 5 years or 10% per year. (Baseline - FY 2007).	(1) Conduct regional IUP workshops to recruit new customers and to assist existing customers	5	NA	FY		
III	Marketing to the Board's Regional Water Planning Groups (RWPGs) and customers identified as the most needy and environmentally compatible by the State Water Plan.	1	Convey the benefits of the Board's financial assistance programs to members of the RWPGs.	(1) Identify 10 regions with the greatest water needs in year one	NA	Dec-06	FY		
				(2) Meet with as many of the 10 identified regional contacts.	10	NA	FY		
				(3) Present the Board's financial assistance programs to each regional area at least once per year	16	NA	FY		
IV	Manage the SRF IUP process more effectively.	1	Through improvements to the IUP process, increase the number of entities that submit projects for inclusion on the IUP.	(1) Improve the accuracy and usability of the IUP submittal forms	NA	Annually	6-Sep		
				(2) Conduct IUP workshops for the 3 strategic areas in order to recruit new IUP submittals	3	NA	FY		
		2	Through improvements to the IUP process, increase the number applications for loan commitments from the pool of entities that are on the IUP.	(1) Improve the accuracy of "funds available" calculations	NA	Annually	FY		
				(2) Establish funding lines to facilitate the efficiency of invitations	NA	Annually	FY		
				(3) Provide early and consistent communication and follow up calls to entities and the consultant community	NA	Annually	FY		
				(4) Evaluate and assess individual projects for interest, ability to receive a loan commitment and schedules	NA	Annually	FY		
		3	Design and implement changes to the Board's website to enhance communication of SRF information to the general public.	(1)	NA	NA	NA		
		4	Work with the Board's OFCO to analyze and implement SRF improvement suggestions from bond underwriting firms.	(1)	NA	NA	NA		
		5	Analyze internal components that may limit or block the successful outcome of the 5-year marketing plan.	(1)	NA	NA	NA		
		6	Continue CWSRF marketing and outreach collaboration efforts with EPA Headquarters.	(1)	NA	NA	NA		