



**NOTICE OF PUBLIC MEETING
THE INDUSTRIAL DEVELOPMENT AUTHORITY
OF THE CITY OF PHOENIX, ARIZONA
COMMUNICATIONS AND GOVERNMENT AFFAIRS
COMMITTEE OF THE BOARD OF DIRECTORS**

Pursuant to A.R.S. Section 38-431.02, notice is hereby given to the members of **THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF PHOENIX, ARIZONA, COMMUNICATIONS AND GOVERNMENT AFFAIRS COMMITTEE OF THE BOARD OF DIRECTORS**, and to the general public, that **THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF PHOENIX, ARIZONA, COMMUNICATIONS AND GOVERNMENT AFFAIRS COMMITTEE OF THE BOARD OF DIRECTORS** will hold a meeting open to the public on **Wednesday, September 27, 2017, at 1:00 PM**, located at **Phoenix City Hall, 200 W. Washington Street, 20th Floor, West Conference Room, Phoenix, Arizona**.

One or more committee members may participate via teleconference.

The agenda for the meeting is as follows:

Call to Order

- 1. Approval of Committee Meeting Minutes.**
 - a. March 29, 2017
- 2. Communications and Marketing Quarterly Report.**
- 3. Government Affairs Quarterly Report.**
- 4. Call to the Public.** Comments will be limited to two minutes.

Adjournment

For reasonable accommodations, please call Lydia Lee at Voice/602-534-9655 or TTY/602-534-5500, as early as possible to coordinate needed arrangements.

Date Posted: September 25, 2017

Item 1

**MINUTES OF PUBLIC MEETING
THE INDUSTRIAL DEVELOPMENT AUTHORITY
OF THE CITY OF PHOENIX, ARIZONA
COMMUNICATIONS AND GOVERNMENT AFFAIRS COMMITTEE OF THE
BOARD OF DIRECTORS**

March 29, 2017

A public meeting of the Communications and Government Affairs Committee of the Board of Directors of The Industrial Development Authority of the City of Phoenix, Arizona (the "Phoenix IDA") was convened on Wednesday, March 29, 2017 at 1:00 p.m., at Phoenix City Hall, 200 W. Washington Street, 20th Floor, East Conference Room, Phoenix, Arizona.

Committee Members present:

Mr. Bruce Mosby
Ms. Nicole Ong Colyer

Committee Members absent:

Ms. Christa Severns

Also present for all or portions of the meeting were:

Mr. James Barham, Phoenix IDA
Ms. Sarah Cline, Phoenix IDA
Ms. Gina Flores, Phoenix IDA
Ms. Lydia Lee, Phoenix IDA
Dr. Marc Osborn, Kutak Rock LLP
Mr. Juan Salgado, Phoenix IDA

Any member of the public that was present during the meeting was able to hear all discussions and actions taken by Board Members that were present, in person and over the phone, via a teleconferencing phone system.

Director Mosby called the Communications and Government Affairs Committee meeting to order at 1:08 p.m. A quorum was noted.

ITEM 1: Approval of Meeting Minutes

Meeting minutes for the January 20, 2017 Communications and Government Affairs Committee regular session were presented for approval. Director Ong Colyer moved to approve the minutes. Director Mosby seconded the motion. **Motion carried unanimously.**

ITEM 2: 2017 Communications and Marketing Plan.

Mr. Salgado introduced the item, and asked Ms. Flores to brief the Committee members on the 2017 Communications and Marketing Plan.

The Committee was briefed on the 2017 Communications and Marketing Plan, as reflected in the Phoenix IDA's records for this meeting, which are available upon request.

Discussion ensued.

Director Ong Colyer moved to approve the 2017 Communications and Marketing Plan. Director Mosby seconded the motion. **Motion carried unanimously.**

ITEM 3: 2017 Government Affairs Report

Mr. Salgado introduced the item, and requested Dr. Osborn to brief the Board on this year's legislative session and upcoming potential government affairs matters.

Dr. Osborn noted that there were no changes affecting industrial development authorities during this year's legislative session. Dr. Osborn also briefed the committee on potential emerging issues and expectations for the 2018 legislative session.

Director Ong Colyer requested that Dr. Osborn offer a brief explanation of his role with the Phoenix IDA and the legislature. Dr. Osborn provided a brief description of his role for the Committee members.

This report was for information only. No action was taken.

ITEM 4: Call to the Public

Director Mosby made a call to the public. There were no comments.

With no further business to come before the Communications and Government Affairs Committee, being duly moved and seconded, the Communications and Government Affairs Committee meeting was adjourned at 1:42 p.m.

Item 2

Communications & Marketing Quarterly Update

Communications & Government Affairs Committee
September 27, 2017

Discussion Items

- 2017 Communications & Marketing Plan activities
- Service/program campaigns & activities
- Upcoming activities



Implementation Matrix

21 Activities

Appendix B: 2017 Communications & Marketing Activities			
Strategy	Activity	Description/Tactics	Timeframe/Deadline
Branding and Positioning	Position the Phoenix IDA as a leading community and economic developer	Solidify brand through high-quality delivery of services and customer service. Demonstrate brand dimensions in all communications and imagery. Create branded content to showcase expertise and all brand dimensions. Develop at least two branded stories about key programs/core services or partnership.	Ongoing
Branding and Positioning	Utilize consistent branding and messaging that furthers the brand dimensions	All imagery and creative designs should comply with approved color palette and approved logos. All communications should include key messaging as presented and made available through the Phoenix IDA messaging toolkit.	Ongoing
Branding and Positioning	Create and share professional materials to target audiences	Design refreshed collateral marketing packet materials about the Phoenix IDA for use by staff when communicating with target audiences.	By 4/1/2017-Complete and ongoing as needed
Increase visibility	Develop public version of organization business plan for 2017	Develop document to communicate overarching strategies for entire organization, encompassing core services and programs/products.	By 11/17/2017
Increase visibility	Expand audiences-Social Media	Manage Social Media channels and strategically grow audiences on Facebook, Twitter, and LinkedIn to 1000 followers (with emphasis on target audiences, community leaders, Board members, and elected officials in Phoenix).	By 11/17/2017-Complete
Increase visibility	Expand audiences-Email Subscribers	Grow subscriber list organically and through sign-up promotions by 100.	By 12/1/2017-Complete



Thank You
Thanks for following us @PhoenixIDA



PHOENIXIDA
Supporting community and economic development through access to capital.



Phoenix IDA Today

Today's content:

- Recent investments in three Phoenix programs
- Advancing homeownership: new performance metrics
- Featured from social media at Mayor Stanton's State of the City

ABOUT THE PHOENIX IDA

The Phoenix IDA is an entrepreneurial nonprofit that draws upon its decades of experience and proven record of accomplishments to support community and economic development through access to capital. The organization's primary goal is to positively impact vulnerable populations and underserved communities through multiple strategies such as bond financing, investments, and down payment assistance to advance homeownership.

BOND FINANCING
The Phoenix IDA serves as a conduit issuer of private activity bonds, which attract private investment to finance projects that provide a public benefit.

A leader in utilizing bond financing tools in its role as a development finance authority, in the past seven years the Phoenix IDA has issued more than \$1.8 billion in bonds for a broad range and scope of undertakings involving educational facilities, healthcare facilities, multifamily housing, and 501(c) (3) nonprofit organizations.

COMMUNITY IMPACT INVESTMENT
The organization pursues investment of social impact or to realize a return on investments are primarily focused on job retention, enabling of innovation, improving homeownership opportunities and income.

COMMUNITY DEVELOPMENT
The Phoenix IDA Board of Directors makes investments into community projects for the city of Phoenix and its residents. The proceeds from non-Arizona bond have \$3 million in dozens of Phoenix nonprofits.

HOME OWNERSHIP
The Phoenix IDA advances responsible homeownership through various programs that strengthen the Home in Five Advantages. These include: five-year, fixed-rate, 3.25% interest rate loans through local banks; a three percent down payment assistance program; and Mortgage Credit Certificate program to claim an annual federal tax credit.

For additional information, please contact us at www.phoenixida.com

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PHOENIXIDA
Supporting community and economic development through access to capital.

Bond Financing

The Phoenix IDA serves as a conduit issuer of private activity bonds, which attract private investment to finance projects that provide a public benefit. Private activity bond financing is an alternative to commercial loans and is generally more attractive to borrowers because it may result in federal income tax exemption on interest paid on the bonds.

Eligible applicants can be a private sector (e.g., for-profit) entity, nonprofit, or public agency. The Phoenix IDA's professional team and counsel work closely with applicants to review the project and the financing structure to determine its eligibility.

With the exception of certain housing bonds, the Phoenix IDA can finance projects located anywhere in Arizona. In addition, the Phoenix IDA may issue bonds to finance projects outside of Arizona, if the out-of-state project provides a benefit within the State as determined by the Phoenix IDA's Board of Directors.

Phoenix IDA Revenue Bond Financing Process

- ✓ Applicant contacts the Phoenix IDA to determine feasibility of bond financing.
- ✓ Applicant assembles the finance team prior to submitting an application.
- ✓ Applicant completes a streamlined, online application at phoenixida.com.
- ✓ Project is presented to the Phoenix IDA Board of Directors, which considers approval of bond issuance.
- ✓ Phoenix City Council considers approval of Phoenix IDA bond proceedings.
- ✓ Bonds are sold and the project gets funded.

For more information about bond financing, visit phoenixida.com or please contact Mike Santellanes at (602) 262-7644 or MSantellanes@phoenixida.com.



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Supporting community and economic development through access to capital.

www.phoenixida.com



About Us

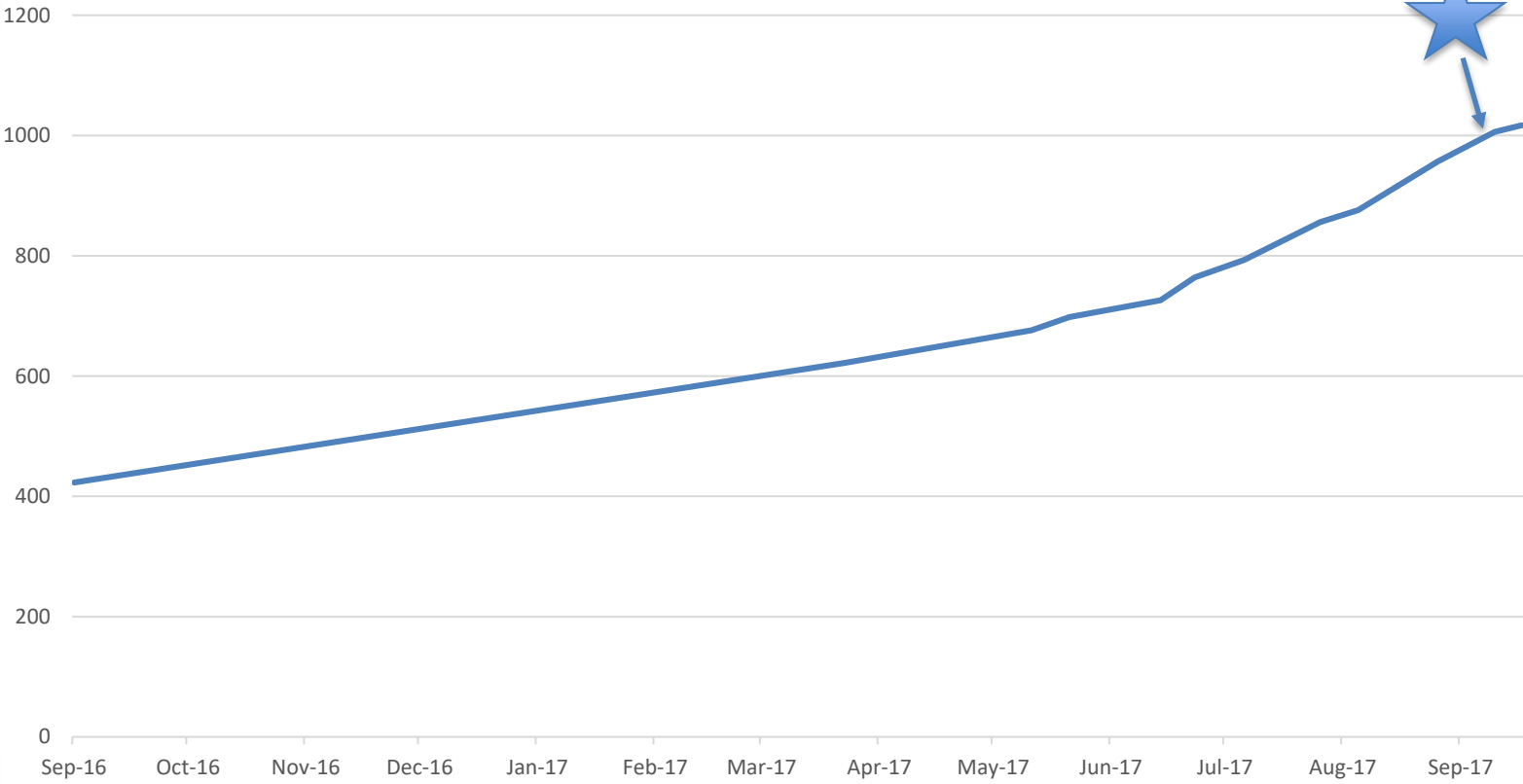
- Entrepreneurial nonprofit
- Improves the community
- Goal is to positively impact vulnerable populations and underserved communities
- Self-sustaining organization



Social Media Followers

2017 Goal = 1,000

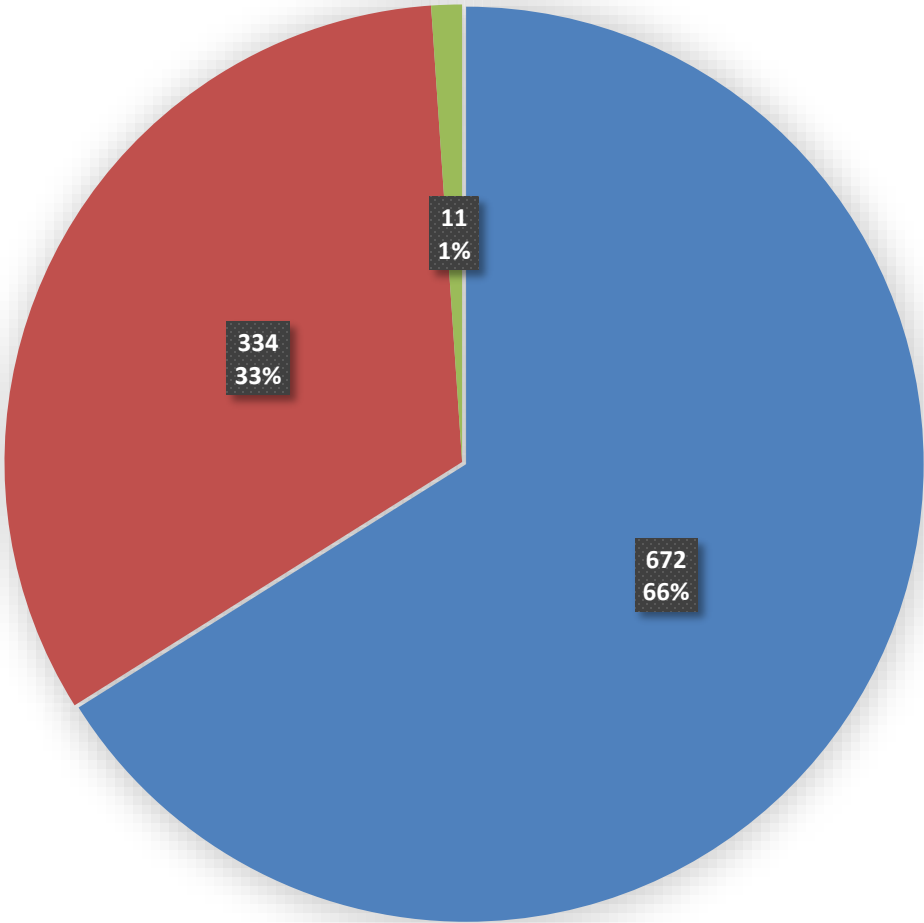
Growth of Social Media Followers



Total as of September, 22 = 1,017

Social Media

Follower Breakdown

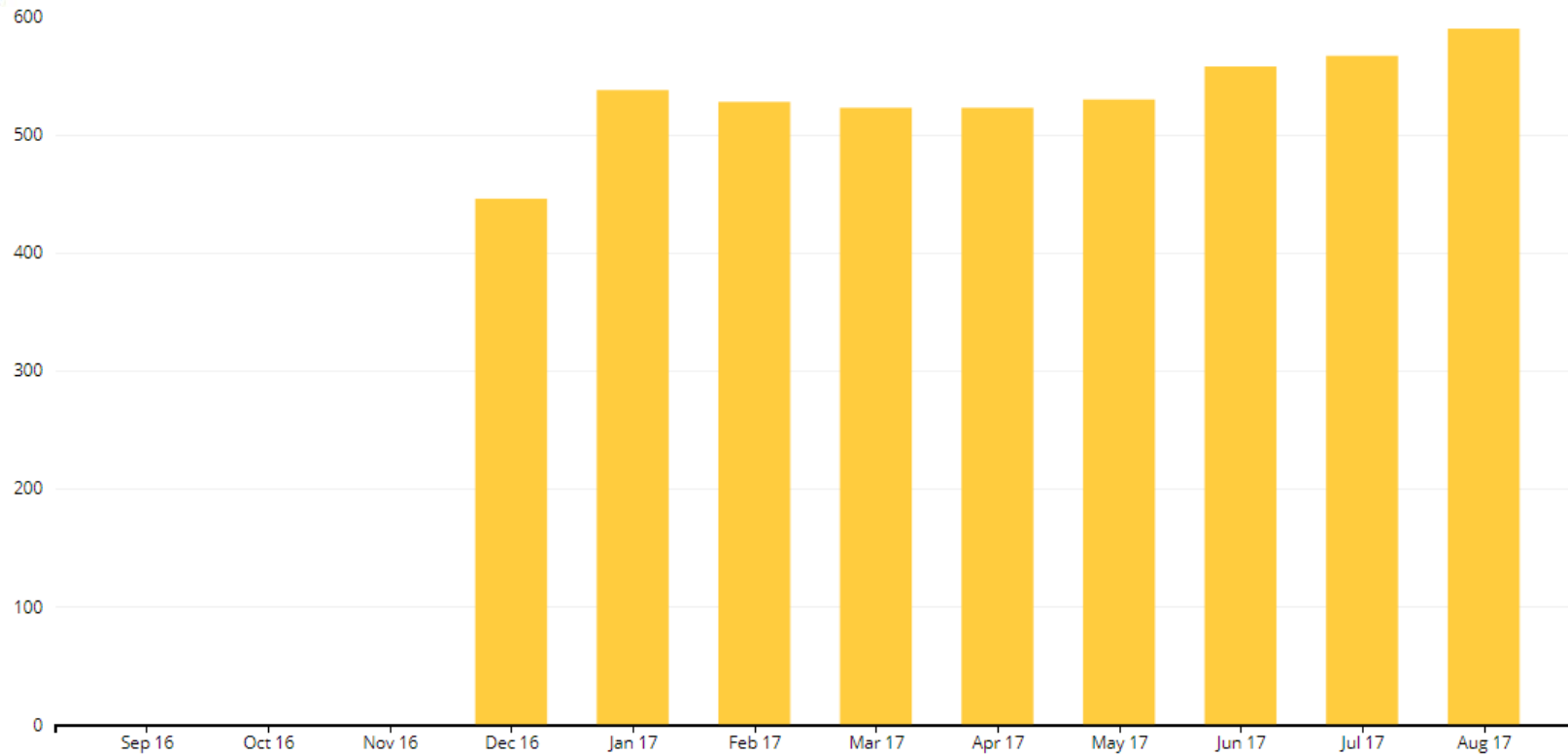


- Facebook
- Twitter
- LinkedIn



Email Subscribers

2017 = 545 (+100)



Total as of September, 22 = 589

Events/Webinars (+2 New)



United States Representative
RUBEN GALLEGO
Representing Arizona's 7th District

Home Ownership Fair

Maryvale
Community
Center
4420 N 51st Ave

Interested in owning a home?

Want to learn about first-time
homebuyer programs?

Tuesday
July 25th
6:00-7:30 pm
Doors will open at 5:30

Need help with your current mortgage?

Join us to learn
about free, HUD-
certified
help available to
homeowners.



Call
(602) 256-0551
for more
information

With Special Guests:



Hosted by The Office of Congressman Ruben Gallego
411 N Central Ave, Suite 150 — (602) 256-0551

Homebuying Seminar FCC-Phoenix March 2017



Maximize Website



Sign Up for Updates 



Search



About Us

Services and Programs

Our Results

News Room




Contact Us



Twitter  | [View All Tweets >](#)

Well done, @1n10! You're an outstanding example of resilience for the youth you serve! The new digs look awesome!...
<https://twitter.com/i/web/status/910652301374668801>
4:50 PM Sep 20th

Shared with @SEVRAR today: #HomeinFive = 3% assist. to low-/mod-income homebuyers in Maricopa Cty. +1% for...
<https://twitter.com/i/web/status/910574843967320064>
11:42 AM Sep 20th

#HomeinFive has helped 16,500    achieve the #americandream! Get started. Call a trained lender today...
<https://twitter.com/i/web/status/910577084904304641>
11:51 AM Sep 20th

Visiting with east valley #realtors today to share info about our #HomeinFive downpayment assistance prog. Thanks,...
<https://twitter.com/i/web/status/910568684430565376>
11:17 AM Sep 20th

Boost Email Communications

- Created newsletter
- Nine months of history
- Increased awareness & recognition



Phoenix IDA Today

Today's content:

- The Phoenix IDA and partners launch loan program
- Community groups receive more than \$1M from the Phoenix IDA
- Rapid rehousing program helps more than 250 people in Phoenix
- The Phoenix IDA issues bonds to finance rehabilitation of apartment complex in west Phoenix
- We thank our new followers. Are you social with us?

Build Internal Program

- Clips
- Media List
- Press Releases
- Search

The screenshot displays the Cision 'My Coverage' interface. The top navigation bar includes 'CISION', 'INFLUENCERS', 'CAMPAIGNS', 'NEWS', and 'INSIGHTS'. The main section is titled 'My Coverage' and features a sidebar with search filters and a main content area with a 'MENTIONS' chart and a list of search results.

Searches:

- Key Individuals
- Phoenix IDA** (locked)
- PIDA
- Programs & Bonds

Filters:

- DATE
- ORIGIN
- MEDIA TYPE
- MEDIUM
- DMA
- COUNTRY

MENTIONS:

A line chart showing the number of clips over time from March to September 2017. The y-axis is labeled 'number of clips' and ranges from 0 to 1.5. The x-axis shows dates from 3/1/17 to 9/1/17. The chart shows several spikes, with the highest reaching 1.5 clips.

Search Results:

0 out of 15

Checkmark	Date	Source	Title	Action
<input type="checkbox"/>	Sep 15, 2017		Phoenix IDA Today September 2017	>
<input type="checkbox"/>	Jul 31, 2017		Well done, Lawrence Robinson! ADL Arizona announced it will honor Lawrence, a member of the Phoenix IDA Board of Directors, in November for his dedication and commitment to building inclusive...	>
<input type="checkbox"/>	Jul 21, 2017	Ahwatukee Foothills News - Online	I will do everything possible to help our schools	>
<input type="checkbox"/>	Jul 20, 2017	Planning.org/planning	Daily Planning News	>
<input type="checkbox"/>	Jul 12, 2017		We awarded 19 community groups a total of more than \$1 million this past fiscal year! Read about those investments as well as our recent financing of the rehabilitation of a west Phoenix apartment...	>

Build Internal Program

- Formalize processes
- Communications/social media Calendar
- Dashboard
- Marketing capabilities (multicultural/digital)



Media Relations

- Expand media relationships
- Pitch and place core service/program story



Home in Five Advantage

Home in Five Advantage

We want to help you buy a home.



The *Home in Five Advantage* program helps low and moderate income individuals and families buy homes in Maricopa County by offering down payment assistance, plus a loan with a competitive interest rate.

To be eligible for this program, you must:

- Purchase a new or existing home (no refinancing) in Phoenix and throughout Maricopa County (single family homes, condos, one to four units, town homes, and planned unit developments are allowed).
- Buy a home for no more than \$300,000 (maximum purchase limit).
- Have qualifying income of no more than \$88,340.
- Occupy the home as your principal residence within 60 days of closing.
- Follow loan guidelines for qualification (i.e. adequate income, acceptable credit score and debt to income ratio).
- Complete a homebuyer education course through a HUD-approved housing counseling agency within Arizona and present your certificate of completion to your lender.

Down Payment Assistance Details

If you qualify, you will receive down payment/closing cost assistance of up to 3 percent (the amount is based on the initial principal balance of the mortgage loan). Additional 1 percent down payment assistance is available for qualified U.S. military personnel, veterans, teachers, first responders, and individuals with an annual income up to \$31,450.



Types of Loans Offered through Home in Five

Loans can be FHA-insured, VA-Guaranteed, USDA-RD, as well as Fannie Mae or Freddie Mac Conventional 30-year fixed rate mortgages. The program mortgage rate is slightly above the market rate and changes with the market.

Get Started

Contact a realtor and find a home that meets the program requirements. Then contact a participating lender for more information including how to apply and the current interest rate. A list of participating lenders is available online at homein5advantage.com.



For more information about Home in Five, visit PhoenixIDA.com or please contact Murray Boess at (602) 534-0180 or mboess@phoenixida.com.

www.phoenixida.com



In appreciation for your service, we offer **UP TO \$15,000*** down payment assistance to Veterans and qualified military personnel buying a home in Maricopa County.



*Depending on your loan amount.



PHOENIXIDA



Need help buying your new home?

We provide down payment and closing costs for qualified buyers.

www.phoenixida.gov

<p>Assisted 15,000 homebuyers in Phoenix metro area</p>	<p>\$335 million</p> <p>local economic impact</p>
<p>\$115 million granted to homebuyers</p>	<p>132</p> <p>lenders trained to help you</p>
<p>Visit phoenixida.com/homeinfive for more information.</p> <p><small>Data as of April 30, 2017</small></p>	

Home in Five Advantage



MARICOPA COUNTY | IDA | PHOENIXIDA



About the Home in Five Advantage Program

The Home in Five Advantage program helps low to moderate income individuals and families buy a home in Maricopa County.

Homebuyers receive up to 3 percent assistance for down payment and closing costs, plus a loan with a competitive interest rate.



Lend a Hand

Need relief from your
car title loan?

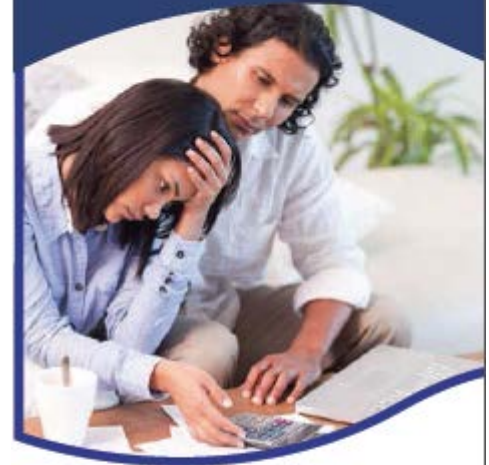
We can help.



WWW.TAKECHARGEAMERICA.COM/LENDHAND

1-877-822-2410

Lend a Hand



Need Relief From
Your Title Loan?

We Can Help!

LIMITED TIME
SPECIAL
OFFER

Lend a Hand

ELIMINATE THE MASSIVE INTEREST RATES



Upcoming Activities

- Strategic Plan
- 2018 Communication & Marketing Plan
- 2017 Annual Report



Mission

Supporting community and economic
development through access to capital.

Gina Flores

gflores@phoenixida.com

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Item 3

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WICHITA

MARCUS B. OSBORN
marcus.osborn@kutakrock.com
(480) 429-5000

MEMORANDUM

TO: Phoenix IDA Communications and Government Affairs Committee
FROM: Dr. Marc Osborn
RE: Government Affairs Planning and Upcoming Potential Issues
DATE: September 21, 2017

Advocacy Group Marketing Charter School Reform Study

The Grand Canyon Institute which is a think tank that positions itself as a “middle-of-the-road” policy organization produced a report highly critical of the financing and organizational structure of many charter schools. The Institute has a history of issuing research that highlights concerns with the charter school system in Arizona. The report (Following the Money: Twenty Years of Charter School Finances in Arizona) is the first research publication in a series. The report highlights the Institute’s concerns that many charter schools have affiliations with for-profit management companies and these relationships create a financial conflict-of-interest that is not permitted in traditional district schools. The report also suggests that the corporate/charter relationships are limiting spending in the classroom by diverting resources to corporate contracts and high administrative salaries. The report compares district administrators and charter leaders’ salaries and argues that many charter school administrator salaries are disproportionately high compared to similar Superintendents operating district schools. Many legislators and advocacy groups who have traditionally opposed charter schools are utilizing the study as rationale for future legislative changes. The key ideas for legislative proposal are to restrict the organizational structures of charters and support recent efforts to enhance charter school financial reporting. The Arizona Charter School Association has expressed concerns about the study, its methodology and its conclusions. The link to the study and the Arizona Charter Schools Association response are provided below:

<http://grandcanyoninstitute.org/following-the-money-twenty-years-of-charter-school-finances-in-arizona/>

<https://azcharters.org/news/>

Potential Interim and 2018 Legislative Session Emerging Issues

Department of Housing Streamlining: There is growing interest from some affordable housing developers to streamline the processes that the Department of Housing uses to approve tax credit projects. One example of an area for reform is the growing concern the Department is attempting to effectively “underwrite” projects to determine their viability even though they lack the necessary resources to perform this function. In addition, there is interest from stakeholders to change the project review process to allow for an initial review of applications prior to bond capacity allocation being acquired. Allowing for a preliminary review would reduce the timeline for project approval between Department of Housing and project financing. Currently, the Department of Housing is without a permanent agency director and efforts to start conversations between the industry and the agency will begin shortly once the permanent leadership team has been established.

There is also speculation that the discussions related to moving the Department of Housing into the Department of Economic Security (DES) may resume. There were discussions last year about consolidating the Department of Housing into DES and given the fact that current DES Director, Michael Traylor, came from the Department of Housing, it is anticipated that the topic will emerge again.

Bond Cap Carry-Forward: When HB 2666 was enacted there were discussions about ensuring Arizona develops a process to protect unused bond allocation capacity so it can be carried forward. No specific provision was included in HB 2666 and there may be interest in pursuing a legislative change in 2018. While Arizona has not utilized its full allocation of capacity in many years, developing a mechanism to allow for more carry forward will be beneficial for the entire IDA community. Kutak Rock LLP is currently working on the draft ideas that will be presented to the IDA staff in October for further discussion.

IDA Statute “Clean-Up” Legislation: There may be an interest in 2018 to review the IDA’s authorizing authority and examine opportunities to “clean-up” the statute. The goal of a “clean-up” bill is not to make major policy changes, but rather to find opportunities to make the statutes easier to read and eliminate duplicative or confusing provisions. Some of the “clean-up” language may also relate to the creation of the State IDA. Kutak Rock LLP is currently looking at ideas that could improve the statutes and will present these proposals to the Phoenix IDA staff in October.

Potential Public-Private Partnerships (P-3) Legislation: The Governor’s Office has currently retained consultants to evaluate potential projects to begin to develop a more developed P-3 strategy. We are currently waiting for reports and legislative ideas to emerge from the Governor’s office.