

# Agency Strategic Plan Template

V8.20.17

## ***a. Cabinet Number (2 digits) & Cabinet Name***

31 – Cabinet of the General Government

## ***b. Department Number (3 digits) & Department Name***

082 – Kentucky Infrastructure Authority

## ***c. Office/Unit Number (Optional) & Office/Unit Name***

N/A --

## ***d. Agency Strategic Plan Origination Date***

October 14, 2019

## ***e. Agency Strategic Plan Update/Revision Date***

October 14, 2019

## ***f. Agency Strategic Plan Revision Number***

N/A

## ***I. Agency Mission Statement***

Provide funding for public utility projects, improve water quality, and support economic development.

## ***II. Agency Vision Statement***

Funding infrastructure for a sustainable future.

## ***III. Agency Organizational Core Values***

- 1) Treat our customers, stakeholders, and our staff with respect.
- 2) Be open to change and maintain flexibility.
- 3) Work as a team to exceed our customers' needs.
- 4) Provide clear, concise communication.
- 5) Conduct all activities with integrity.

***IV. Statement of Alignment  
with the Governor's Strategic Themes/Goals***

**A. Strengthening Kentucky's Financial Foundation**

- 1) KIA provides affordable loans for water and sewer infrastructure financing as well as broadband, natural gas and other infrastructure needs.
- 2) KIA strives to maintain a robust borrower review process and to protect its AAA credit rating on primary leverage bond debt in an effort to maintain sustainable loan programs in perpetuity.

**B. Growing Kentucky's Economy**

- 1) Sound water and wastewater infrastructure is essential to attracting business investment in our communities.

**C. Creating a Healthier Kentucky**

- 1) KIA primarily funds projects that address Kentucky's most pressing water and wastewater environmental quality needs.

**D. Protecting and Strengthening Our Communities**

- 1) KIA, via a Memorandum of Agreement with the Energy and Environment Cabinet, Division of Water, provides federal funding that is set aside to support activities to ensure safe and affordable drinking water. Additionally the federal loan programs emphasizes funding priority for infrastructure projects that address compliance issues. Activities include providing flexible tools to assist water systems with training, technical assistance and pre-construction activities; and by extending and enhancing the impact of the federal loan program by ensuring that water systems have the technical, managerial and financial capacity to obtains loans and to effective maintain their resources.
- 2) KIA provides state loans to governmental agencies to address various needs with focus on aging or inadequate infrastructure for the water, wastewater, gas, and broadband industries to help protect and enhance our communities' of way of life.

**E. Investing in Education and Workforce**

- 1) KIA provides loan assistance to borrowers via the Kentucky Rural Water Association through a contract funded by the Appalachian Regional Commission. The inspections include targeted financial assistance for borrowers that have undergone changes in their management, Board, or other decision makers. Services include rate studies, property inspections, training and technical assistance.
- 2) Identify opportunities to make water and wastewater employment as a stable long-term career choice.

- 3) Provide opportunities internally to KIA staff for education at the Utility Management Institute, the Council of Infrastructure Financing Authorities, Kentucky Rural Water Association, and financial management course as they become available.

#### **F. Serving Those Who Serve Us**

- 1) Provide eligible entities with enthusiastic assistance and sound solutions to their infrastructure needs.
- 2) Collaborate with federal, state agencies, communities and area development districts to ensure that the best decisions are made for Kentucky as a whole.

### ***V. Statement of Alignment with the Agency's Budget Request & 6-Year Capital Plan***

The KIA Strategic Plan is aligned with and supportive of the six year capital plan and the biennial budget request. KIA will continue to maximize use of Federal Capitalization Grants with a required State Match to provide low cost funding to eligible borrowers. KIA has requested additional funds to recapitalize the Infrastructure Revolving Fund (Fund "B") in an effort to provide the absolute lowest cost solutions to communities that experience significant water loss, failing privately owned package treatment plants that need to be consolidated into public utilities, and to provide a source of funding outside of KIA's two federally funded programs, both of which are burdened with Davis Bacon wage rate and American Iron and Steel requirements that can add considerable cost to projects.

### ***VI. Situation Analysis/Environmental Analysis***

KIA is an "environmental bank" that is responsible to provide low cost funding to meet many of the environmental (primarily water and wastewater) needs of the state. This is accomplished via collaboration with other stakeholders including the Federal EPA, State Division of Water, and local stakeholders, among others.

### ***VII. Measurable Goals, Objectives & Key Performance Indicators***

1. Maximize lending commitments based on no less than annual capacity reviews.
  - 1.1 Commit all available funds each year
  - 1.2 Manage post commitment process to ensure that assistance agreements are issued within twelve months
2. Maintain a competent and ethical staff
  - 2.1 Structure interview questions to identify technical competence and ethical behavior
  - 2.2 Provide opportunities for post-employment training both within the employee's technical area of responsibility and at the broader KIA programmatic level
3. Facilitate Statewide Water and Wastewater Planning
  - 3.1 Collaborate with Area Development Districts, local stakeholders, and the Division of Water to accumulate information on statewide water and wastewater infrastructure needs

- 3.2 Manage information database (Water Resource Information System {"WRIS"}) and continually update to facilitate use by stakeholders
  - 3.3 Utilize the funding/regulatory agency workgroup to develop ways to 1) streamline the process for funding utility infrastructure, 2) improve resiliency of utilities, 3) discuss infrastructure utility projects; and 4) evaluate policy issues, determine areas of redundancy, and consider other efforts to make processes more efficient to help Kentucky utilities seek and utilize funding effectively.
  - 3.4 Create and maintain a web page to provide descriptions and links to other infrastructure funding programs.
- 4. Manage Grant Procurement Process (primarily Federal)
    - 4.1 Prepare Intended Use Plan for publication in Spring of each year
    - 4.2 Timely apply for capitalization grants
    - 4.3 Incorporate state match into Statewide Capital Plans and biennial budgets
    - 4.4 Identify and apply for other grants as opportunities arise

***VIII. Strategic Plan Progress Report on  
Goals & Objectives Operable in the Last year***

N/A