



NEW MEXICO
FINANCE AUTHORITY

STRATEGIC PLAN

Presentation to
New Mexico Finance Authority Oversight Committee
November 9, 2018



Purpose

- *“...to coordinate the planning and financing of state and local public projects, to provide for long-term planning and assessments of state and local capital needs and to improve cooperation among the executive and legislative branches of state government and local governments in financing public projects.”*
 - *New Mexico Finance Authority Act (Section 6-21-2)*

- *“...implement a program to assist eligible entities in financing projects” ... to promote “achievement of economic development goals of the state project.” and “...form, operate, own or co-own one or more nonprofit or for-profit qualified community development entities for the purpose of participation in the federal new markets tax credit program...”*
 - *Statewide Economic Development Finance Act (Sections 6-25-6 and 6-25-6.1)*



Mission

Advancing New Mexico by financing
impactful, well-planned projects.



Values

- **Professionalism** – We promote a culture of responsibility and excellence.
- **Integrity** – We adhere to the highest standards.
- **Client Focus** – We help clients reach their goals.
- **Pace** – We advance the interests of our stakeholders through swift action.
- **Innovation** – We embrace continuous learning, creativity and constructive risk taking.
- **Quality** – We believe quality is the cornerstone of all our relationships and service delivery.
- **Great Place to Work** – Our employees are our greatest asset. We provide a diverse, enjoyable, respectful work environment.



Core Competencies

- Create low-interest financing opportunities for community and economic development
- Serve as a bridge to investors who can provide capital to New Mexico
- Serve as a bridge across organizational boundaries
- Provide financial expertise and a role in promoting and enhancing financial literacy and identification of resources
- Offer communities, stakeholders, and partners a framework for financing and project planning
- Lower the financial risk for borrowers and investors
- Provide processes and programs that aid policy makers to prioritize investments, solve infrastructure problems and allocate resources
- Provide effective oversight of state grants



Value-Added Competencies

- Serve as a benchmark for cost-effective financing in New Mexico
- Guide clients to other capital sources when needed
- Support clients' ability to qualify for financing through remediation of weaknesses
- Strive to promote alignment in thinking and collaboration across organizational boundaries
- Mission-driven organization that exists to promote the interests of our stakeholders
- Use data from wide range of projects and areas to achieve better outcomes



Vision

New Mexico's partner in building economic prosperity and stronger communities.



Strategic Framework

- *Integrated Project Planning:* The Finance Authority will work with clients and related agencies to achieve effective project planning and the efficient deployment of resources.
- *Collaborative Financing:* The Finance Authority will collaborate with partners to evolve administration of project financing while providing support and technical assistance to stakeholders.
- *Capacity Building:* The Finance Authority will to cultivate a fertile environment for the growth and diversification of the New Mexico economy by increasing the capacity for financing, project execution and completion.
- *Operational Excellence:* The Finance Authority will set the standard for the best organizational work practices, financial management, management of information and technology, and engaged team of professionals.



Operational Excellence

- **Financial Management** – Develop systematic model to evaluate pricing/terms for the deployment of financial resources.
- **People** – Ensure the Finance Authority attracts, retains and rewards a qualified and engaged team of professionals.
- **Processes** – Document all processes and procedures to assist in training, consistency and pace.
- **Systems** – Implement and maintain efficient, reliable and secure systems.



Customer Focused Programs

- ***Determine Stakeholder Needs*** – Evaluate the needs of the Finance Authority’s stakeholders by establishing and maintaining listening mechanisms.
- ***Assess Current Programs*** – Evaluate client, program and product satisfaction of stakeholder needs, effectiveness and efficiency.
- ***Assess Alternatives*** – Evaluate changes and new programs and products appropriate for the Finance Authority to better satisfy needs, improve effectiveness or increase efficiency.



Communication and Outreach Strategy

- ***Increase Visibility and Awareness*** – Develop a strategy for increasing the ability of stakeholders to access information about the Finance Authority and its programs through a renewed website, focused outreach and support initiatives.
- ***Advise Policymakers and Funding Sources on Impacts*** – Establish and document the impact of the Finance Authority’s programs and the impact of funding options.



Metrics

- Economic and Social Impact
- Production, Pace and Efficiency
- Financial Performance and Controls
- Client, Partner and Employee Satisfaction
- Communication

Questions and Closing Comments

