



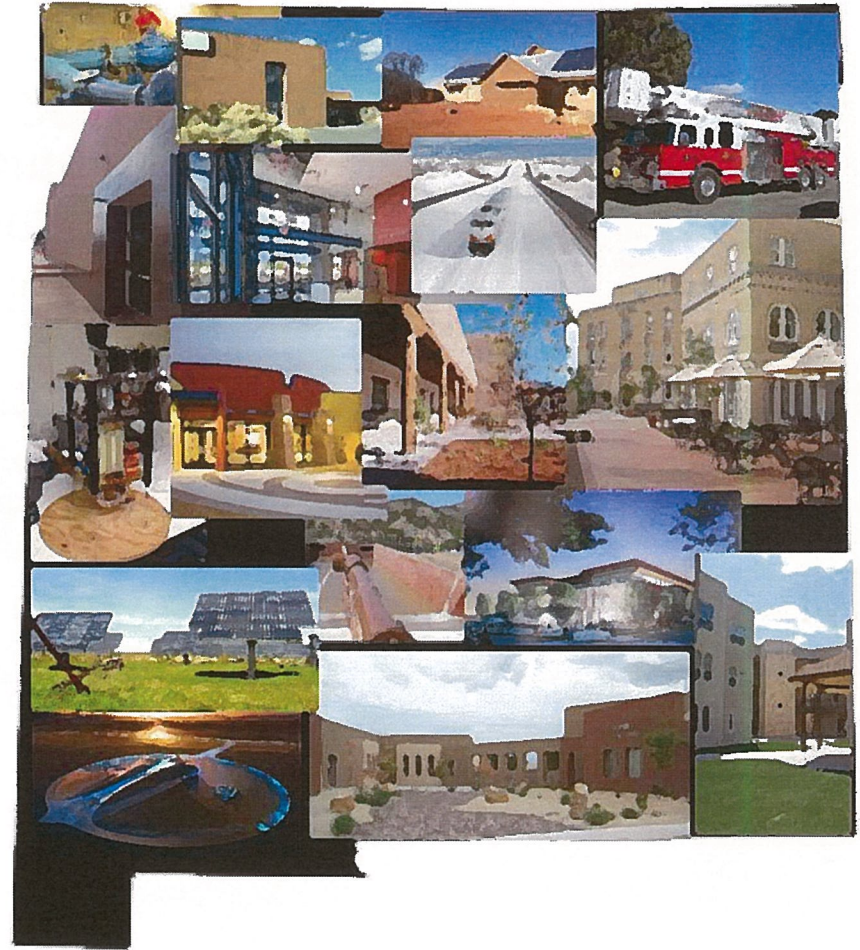
NEW MEXICO  
FINANCE AUTHORITY

# 2018 STRATEGIC PLAN

Presentation to  
New Mexico Finance Authority  
Oversight Committee  
August 8, 2018

# 2018 Strategic Plan

- Introductions
  - *Heather Boone*
  - *Linh Nguyen*
- Purpose: Define common goals and direct efforts to increase impact.
  - *Align Actions*
  - *Measure Outcomes*
  - *Improved Policy Recommendations*



# Process and Status

# Phase I - *Who We Are and What We Do*

- Kick-Off Meeting
- Management Retreat
- Board Retreat
- Output -  
*Defining Who We Are  
and What We Do*



## Phase II – *Strategic Framework*

- Focus Groups
- Data Analysis
- Output –  
*Strategic Objectives and Metrics*



# Who We Are and What We Do

# 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 through effective planning and financing of high-impact community 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
- Financial expertise and 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 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 on other capital sources when needed*
- *Support clients' ability to qualify for financing through remediation of weaknesses*
- *Ability to promote alignment in thinking and collaboration across organizational boundaries*
- *Mission-driving organization that exists to promote the interests of our stakeholders*
- *Ability to use data from wide range of projects and areas to achieve better outcomes*



# Vision

- New Mexico's trusted, innovative financing engine that drives economic prosperity and supports healthy communities.

# Strategic Framework

# Increasing the Impact

- **The Finance Authority's impact is measured in projects that improve the quality of life for the citizens of New Mexico and its contributions toward an environment that stimulates growth, economic diversification and sustainable prosperity.**
  - *Increase focus on coordinated planning and collaboration throughout governmental structures and private business.*
  - *Create conditions for growth through Strategic Investments intended to influence New Mexico's future.*
  - *Measure projects outcomes and prioritize projects that provide exceptional benefits to the communities served.*
  - *Support Forward-Thinking projects with new or innovative systems, technology or methods.*

# Capacity Building

- **The Finance Authority will to cultivate a fertile environment for the growth and diversification of the New Mexico economy.**
  - *Build capacity for financing, project execution and completion through education, outreach and leveraging available (local, state and federal) assets, talent, technology and programs, resulting in more effective solutions to New Mexico's development needs.*



# Integrated Project Planning

- **The Finance Authority will work with clients and related agencies to achieve effective strategic investment planning, project planning and the efficient deployment of resources.**
  - *Use partnerships with private industry and the executive and legislative branches, to create tools for coordinating Strategic Investments, High-Impact and Forward-Thinking projects.*
  - *Promote practices for the rapid deployment of resources.*



# Collaborative Financing Programs

- **The Finance Authority will collaborate with partners to evolve administration of project financing.**
  - *Leverage its resources and talent to centralize and standardize application, structuring, approval, funding and monitoring of project financings to gain consistency and efficiency.*

# Operational Excellence

- The Finance Authority sets the standard for the best organizational work practices, management of information and technology, and engaged team of professionals.
  - *Maintain accurate and efficient operations.*

# Outcome

- The desired outcome is to establish the capacity and capability to execute on projects, large and small, that fulfill New Mexico's potential.
  - *Projects serving New Mexico communities*
  - *Cost savings enjoyed by New Mexico communities*
  - *Jobs created*
  - *Addressing conditions precedent to economic diversity and development*

# Questions and Closing Comments