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# NEW MEXICO DEPARTMENT OF FINANCE AND ADMINISTRATION, INFRASTRUCTURE PLANNING AND DEVELOPMENT DIVISION

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## FY2026 STRATEGIC PLAN

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# Executive Summary

The Infrastructure Planning and Development Division (IPDD) of the New Mexico Department of Finance and Administration is committed to supporting state agencies and local governments through comprehensive funding assistance, expert guidance, and resource coordination for capital projects, federal grants, and infrastructure development. The division's strategic plan outlines key initiatives designed to enhance governance, accountability, communication, policy alignment, workforce development, and resource empowerment to drive sustainable growth and community resilience across New Mexico.

## Strategic Goals and Key Initiatives

### 1. Governance Excellence and Accountability

IPDD prioritizes strengthening governance structures, transparency, and accountability in capital planning and project management. The division streamlines reporting processes, coordinates the Infrastructure Capital Improvement Plan (ICIP), and collaborates with executive agencies and the legislature to prepare the Executive Capital Budget. These efforts ensure appropriations are budgeted effectively, audit compliance is maintained, and capital investments align with state priorities.

### 2. Value-Driven Services

IPDD delivers value-driven services through structured training and technical assistance that enhance capital outlay efficiency. We modernize planning and reporting systems with technological tools that support project management. We help agencies and local governments build capacity for capital outlay and federal grant funding—including Community Development Block Grants—through training, coaching, technical assistance, and resources. We further support capital and federal funding accessibility by administering the NM Match Fund and maintaining the Catalog of Local Assistance.

### 3. Transformational Communication

IPDD fosters proactive engagement with stakeholders, including the Legislative Finance Committee, Legislative Council Services, local governments, rural advocacy, and other executive interagency working groups to develop policies that streamline infrastructure funding and execution. The division facilitates formalized outreach efforts, such as the Capital Connect Hub, and enhances transparency through the development of an accessible public-facing website and digital reporting systems.

### 4. Policy Alignment

Aligning infrastructure funding policies with executive and legislative priorities is a key focus. The division develops and updates policies governing capital investments, collaborates on capital bill development, and ensures federal compliance for state and local projects. Strategic policy alignment maximizes funding flows and supports new programs and initiatives.

### 5. Talent and Workforce Development

IPDD prioritizes internal capacity-building by cross-training team members to ensure flexibility and continuity in project management. The division fosters a supportive work environment by implementing policies that enhance employee well-being, adaptability, and professional growth.

## **6. Resource Empowerment**

The division leverages modern technology to improve tracking, data sharing, and project management. By overseeing the capital projects reporting system and ICIP enhancements, IPDD ensures greater efficiency in project planning and reporting. The integration of funding navigation tools and centralized tools for successful grants management further supports funding navigation and transparency.

## **Future Goals**

Looking ahead, IPDD aims to refine capital reporting processes, expand access to alternative funding opportunities, and enhance the administration of federal grants, including the Community Development Block Grant (CDBG) program. Outreach efforts will focus on promoting the NM Match Fund and delivering structured capacity-building sessions for local governments and agencies.

By driving innovation in infrastructure funding and project execution, the Infrastructure Planning and Development Division remains dedicated to building a resilient and thriving New Mexico through strategic partnerships, efficient resource management, and transparent governance.

# **Division Mission and Vision**

## **Mission Statement:**

To support New Mexico's state agencies and local governments by providing comprehensive funding assistance for capital projects, federal grants, and infrastructure development. Through expert guidance, resource coordination, and collaborative partnerships, we ensure the successful implementation of projects that foster sustainable growth, community resilience, and compliance with funding regulations.

## **Vision Statement:**

To be the leading resource for navigating capital and federal funding opportunities, driving innovation and progress in New Mexico's infrastructure. We envision a future where all state and local entities have the resources, support, and collaboration necessary to build resilient communities and a thriving state. By working closely with executive agencies, the legislative and judicial branches, and local public bodies, we aim to ensure the successful planning, funding, and execution of all capital projects outlined in the Infrastructure Capital Improvements Plan (ICIP).

# Capital Policy and Planning Bureau

## Mission and Vision

### **Mission Statement:**

To enhance governance excellence and accountability by supporting state agencies and local governments in planning, preparing and managing capital projects, coordinating the Infrastructure Capital Improvement Plan (ICIP) process, and ensuring the transparent and efficient allocation of resources. Through value-driven services, effective communication, policy alignment, and resource empowerment, we foster collaboration, innovation, and continuous improvement in public infrastructure development.

### **Vision Statement:**

To be a leader in fostering accountable governance and driving the success of capital projects across New Mexico by empowering state agencies and local entities with cutting-edge tools, strategic policy alignment, and transparent communication. We envision a future where our partnerships lead to the seamless and successful execution of infrastructure projects that strengthen communities and promote sustainable growth across the state.

## Strategic Goals and Key Initiatives

**Strategic Goal #1: Governance Excellence and Accountability-** The bureau's role in assisting state agencies and local governments in planning capital projects, managing the ICIP process, and coordinating with executive agencies directly enhances governance structures, transparency, and accountability (Objective 1.1). The bureau is dedicated to creating new systems to streamline the planning and reporting as well as inform elected officials and create transparency for the public (Objective 1.2).

**Strategic Goal #2: Value-driven Services-** By guiding state agencies through recurring formal and informal trainings, the bureau facilitates consistent applications in the capital outlay process from state agencies to local government bodies (Objective 2.2). The bureau supports state and local governments with reporting services that foster stakeholder trust by modernizing the planning and reporting systems through increased technology that is flexible and adaptable to future needs (Objective 2.3 and 2.4)

**Strategic Goal #3: Transformational Communication-** Collaborate with the Legislative Finance Committee and Legislative Council Services to develop capital bills to meet New Mexico's priorities (Objective 3.1). The bureau develops policy to enhance communication and outline best practices for division-level processes and guiding the development of the website for the new division (Objective 3.2).

**Strategic Goal #4: Policy Alignment-** The bureau's role in developing and updating policies, collaborating on capital bills, and coordinating with the executive and legislative branches aligns with policy influence efforts to maximize funding flows (Objectives 4.1 and 4.2).

**Strategic Goal #5: Talent and Workforce Development-** Crosstrain bureau members to be a more flexible and dynamic team (Objective 5.2). The bureau consults division staff to develop policies that enhance the environment of the workplace (Objective 5.3).

**Strategic Goal #6: Resource Empowerment-** The bureau's management of preparing capital projects and vetting project readiness and implementing technological upgrades supports the agency's adoption of modern tracking, data-sharing, and project management technologies (Objective 6.2).

Strategic Goal	Key Initiative	Related Objective(s)
<b>Governance Excellence and Accountability</b>	Manage the general fund questionnaire process, conduct audit compliance reviews, and work with the State Budget Division to ensure appropriations are budgeted and available for grants	Objective 1.1: Improve internal and external alignment of teams and functions to enhance the agency's capacity
	Coordinate with executive agencies and the Governor's Office and the Legislature to prepare the Executive Capital Budget	Objective 1.1: Improve internal and external alignment of teams and functions to enhance the agency's capacity
	Building planning and reporting platforms to assist state agencies and local governments in planning and administration of their capital projects	Objective 1.2: Create structures and systems that increase transparency and help partners succeed
<b>Value-driven Services</b>	Providing recurring (monthly and/or quarterly) training to state agencies to develop consistency in the requirements and administration of capital outlay	Objective 2.2: Formalize training approaches across the agency and increase offerings that are responsive to stakeholder input
	Develop and review the ICIP; train and guide local entities to resources for fully funding capital outlay requests	Objective 2.3: Grow internal project management capacity
	Implement a new planning and reporting platform to create operational efficiencies for (and in consultation with) state agencies and local governments	Objective 2.4: Define and manage customer expectations through accessible public digital queue management systems for new programs, initiatives and Executive Orders
<b>Transformational Communication</b>	Engage staff in the development of divisional policy and formulate standard operating procedures for communicating internally and externally	Objective 3.1: Increase communication internally and with partners through formalized outreach and engagement strategies
	Partner with the Legislative Finance Committee and Legislative Council Services to draft, modify, revise capital bills to meet priorities of the Executive and Legislature	Objective 3.1: Increase communication internally and with partners through formalized outreach and engagement strategies

	By engaging staff across the division, the bureau develops policy to enhance communication and outline best practices for division-level processes and guiding the development of the website for the new division	Objective 3.2: Increase transparency of online information about funding and division-level processes
	Oversee the capital reporting system support local governments and state agencies with reporting, and implement a new capital system	Objective 3.2: Increase transparency of online information about funding and division-level processes
<b>Policy Alignment</b>	Develop and update policies for the Division	Objective 4.1: Develop and update collaborative short-term and long-term policy priorities
	Develop and review the ICIP, and guide entities to resources for fully funding capital outlay requests	Objective 4.1: Develop and update collaborative short-term and long-term policy priorities
	Partner with the Legislative Finance Committee and Legislative Council Services to draft capital bills	Objective 4.2: Initiate proactive approaches to address and support new programs, initiatives, and Executive Orders
<b>Resource Empowerment</b>	Bureau members are increasing their professional development by learning the roles and responsibilities of programs across the division	Objective 5.2: Crosstrain team members to bolster succession planning
	The bureau develops policy to allow management discretion to be flexible and accommodating to employees' needs and circumstances outside the workplace, building morale and commitment to the mission and vision of the department	Objective 5.3: Update flexible employment policies to ensure market competitiveness
<b>Resource Empowerment</b>	Oversee the capital projects reporting system, support local governments and state agencies with reporting, and implement a new capital system	Objective 6.2: Develop and implement up-to-date technology to improve tracking, data sharing, program and project management
	Manage the general fund questionnaire process, conduct audit compliance reviews, and work with the State Budget Division to ensure appropriations are budgeted and available for grants	Objective 6.2: Develop and implement up-to-date technology to improve tracking, data sharing, program and project management

## Future Goals

- Improve the functionality and reduce the administrative burden of capital reporting through a new module in the capital project system and to increase transparency of appropriations made across New Mexico.
- Gather feedback from constituents on the new ICIP module and conduct training for local public bodies and state agencies.

## Capital Navigation and Funding Assistance Bureau

### Mission and Vision

#### **Mission Statement:**

To support state agencies and local governments by providing expert guidance in securing funding for capital projects, administering the NM Match Fund, and ensuring effective project implementation, while fostering collaboration through the Capital Connect Hub and other executive interagency working groups, and maintaining resources like the Catalog of Local Assistance.

#### **Vision Statement:**

To be the premier resource for New Mexico's capital project funding needs, driving sustainable development and strengthening local and state infrastructure by connecting communities with the right financial resources and fostering a culture of collaboration and innovation.

### Strategic Goals and Key Initiatives

**Strategic Goal #1: Governance Excellence and Accountability-** Aligning internal functions to improve the bureau's capacity to assist state agencies and local governing bodies with capital project funding (Objective 1.1).

**Strategic Goal #2: Value-driven Services-** Developing initiatives to enhance funding accessibility and supporting local project implementation, while ensuring that project management capacity grows within the agency (Objectives 2.1, 2.3).

**Strategic Goal #3: Transformational Communication-** Strengthening communication through monthly meetings (Capital Connect Hub) and outreach efforts to provide clear guidance on funding applications and opportunities (Objective 3.1).



**Strategic Goal #4: Policy Alignment-** Proactively addressing policies related to the NM Match Fund and ensuring federal compliance and project implementation alignment with state priorities (Objective 4.2).

**Strategic Goal #6: Resource Empowerment-** Utilizing updated systems like the Catalog of Local Assistance to improve tracking and management of funding opportunities for local projects (Objective 6.2).

Strategic Goal	Key Initiative	Related Objective(s)
<b>Governance Excellence and Accountability</b>	Assist state agencies and local governing bodies with finding funding for their capital projects.	<b>Objective 1.1:</b> Improve internal and external alignment of teams and functions to enhance the agency's capacity
	Coordinate the funding opportunities and provide guidance with applying for capital grants.	<b>Objective 1.1:</b> Improve internal and external alignment of teams and functions to enhance the agency's capacity
<b>Value-driven Services</b>	Administer the NM Match Fund, which includes the match fund, project implementation, and federal compliance applications.	<b>Objective 2.1:</b> Develop initiatives with partners in response to needs identified in a bi-annual survey
	Update and oversee the maintenance of the Catalog of Local Assistance.	<b>Objective 2.3:</b> Grow internal project management capacity
	Advocate for equitable service delivery to rural and frontier communities through the Rural/Frontier Equity Ombuds.	<b>Objective 1.1:</b> Improve internal and external alignment of teams and functions to enhance the agency's capacity
<b>Transformational Communication</b>	Coordinate and organize the Capital Connect Hub monthly (4th Monday at 2:30 pm).	<b>Objective 3.1:</b> Increase communication internally and with partners through formalized outreach and engagement strategies
	Coordinate the funding opportunities and provide guidance with applying for capital grants.	<b>Objective 3.1:</b> Increase communication internally and with partners through formalized outreach and engagement strategies
<b>Policy Alignment</b>	Administer the NM Match Fund, which includes the match fund, project implementation, and federal compliance applications.	<b>Objective 4.2:</b> Initiate proactive approaches to address and support new programs, initiatives, and Executive Orders
<b>Resource Empowerment</b>	Update and oversee the maintenance of the Catalog of Local Assistance.	<b>Objective 6.2:</b> Develop and implement up-to-date technology to improve tracking, data sharing, program and project management

## Future Goals

- Utilize the Streamline Discover Tool to facilitate funding navigation requests, integrate the tool with the ICIP system to match capital project with alternative funding opportunities, and to build out the Catalog of Local Assistance on the Streamline Discover Platform.
- Promote and conduct outreach on the New Mexico Match Fund once the level of funding from the 2025 Legislative Session is final.
- Develop and finalize the Capacity Building Session Curriculum with 8–10 structured sessions, then implement the sessions across all Council of Government regions.

## Federal Grants Bureau

### Mission and Vision

#### **Mission Statement:**

To provide comprehensive support to state agencies and local governments by connecting them to federal funding opportunities, offering technical assistance for federal grant applications, and ensuring compliance with reporting and audit requirements, driving effective use of federal resources.

#### **Vision Statement:**

To be the leading resource for New Mexico's public entities in accessing and managing federal funds, ensuring equitable development and responsible stewardship of federal resources for the benefit of all communities.

### Strategic Goals and Key Initiatives

**Strategic Goal #1: Governance Excellence and Accountability-** Strengthening internal capacity to coordinate federal funding notifications, assist with federal grant accounting, and resolve issues that may impede access to federal funds (Objective 1.1).

**Strategic Goal #2: Value-driven Services-** Offering technical assistance for federal grant applications, ensuring effective reporting for State & Local Fiscal Recovery Funds, and improving project management capacity to support federal grant processes (Objectives 2.1, 2.3).

**Strategic Goal #3: Transformational Communication-** Increasing communication and outreach to agencies and local governments about available federal funding opportunities and providing guidance on grant writing and application procedures (Objective 3.1).

**Strategic Goal #4: Policy Alignment-** Managing and aligning federal programs such as the CDBG Program with state priorities and ensuring compliance with federal regulations, including State & Local Fiscal Recovery Funds (Objectives 4.1, 4.2).

**Strategic Goal #6: Resource Empowerment-** Implementing systems to track and manage the state's process for obtaining non-competitive federal funding from the Elective Pay program of the Inflation Reduction Act and ensuring efficient reporting and data management for federal grants (Objective 6.2).

Strategic Goal	Key Initiative	Related Objective(s)
<b>Governance Excellence and Accountability</b>	Work directly with the Infrastructure Division to notify agencies and local governments of federal funding opportunities available.	<b>Objective 1.1:</b> Improve internal and external alignment of teams and functions to enhance the agency's capacity
	Assist agencies with internal federal grant compliance, including accounting, auditing, and monitoring issues.	<b>Objective 1.1:</b> Improve internal and external alignment of teams and functions to enhance the agency's capacity
<b>Value-driven Services</b>	Aid with federal grant applications, including providing technical assistance or guidance with grant writing.	<b>Objective 2.1:</b> Develop initiatives with partners in response to needs identified in a bi-annual survey
	Manage the reporting of the State & Local Fiscal Recovery Funds.	<b>Objective 2.3:</b> Grow internal project management capacity
	Manage the Community Development Block Grant (CDBG) Program	<b>Objective 2.3:</b> Grow internal project management capacity
<b>Transformational Communication</b>	Notify agencies and local governments of federal funding opportunities.	<b>Objective 3.1:</b> Increase communication internally and with partners through formalized outreach and engagement strategies
	Assist with federal grant applications and provide guidance on grant writing.	<b>Objective 3.1:</b> Increase communication internally and with partners through formalized outreach and engagement strategies
	Provide technical assistance to Community Development Block Grant (CDBG) applicants and grantees	<b>Objective 3.1:</b> Increase communication internally and with partners through formalized outreach and engagement strategies
<b>Policy Alignment</b>	Manage the Community Development Block Grant (CDBG) Program.	<b>Objective 4.1:</b> Develop and update collaborative short-term and long-term policy priorities
	Manage the reporting of the State & Local Fiscal Recovery Funds.	<b>Objective 4.2:</b> Initiate proactive approaches to address and support new programs, initiatives, and Executive Orders
<b>Resource Empowerment</b>	Oversee the state's process for obtaining non-competitive federal funding from the Elective Pay program of the Inflation Reduction Act.	<b>Objective 6.2:</b> Develop and implement up-to-date technology to improve tracking, data sharing, program and project management

## Future Goals

- Reduce the number of open CDBG projects, completing and closing out old projects. Amend projects as necessary to extend and accommodate budget changes as needed.
- Manage a successful 2025 Application Cycle incorporating changes approved by the Community Development Council – removing the grant amount cap, and the rural match requirement. Continue providing supplemental funding to alleviate funding gaps and delays on existing projects.
- Revise the NMAC governing the CDBG program to add flexibility for DFA to adapt each annual funding cycle to ensure a competitive process and timely expenditure of funds.
- Provide technical assistance and training to applicants and grantees to accelerate project completion
- Transition toward fewer, larger CDBG projects in future years where CDBG funding constitutes the majority of total project costs, allowing for more impactful investments and simplified administration.
- Update CDBG application and implementation manual to reflect changes to the NMAC, once revised, incorporate recent HUD requirements, and streamline the administration of CDBG projects.
- Implement a grants management system for CDBG program administration, beginning with integration of key documents in the first year and strategically scaling up functionality over the next 2-3 years to achieve comprehensive digital management.
- Implement online system for working with grant applicants seeking review under the state Single Point of Contact system (US EO 12372 review) that the governor restarted for New Mexico in late 2022.
- Build on successes of initial cohort of five state agencies in FY25 and continue to assist state agencies with adopting our centralized grants management system for increased efficiency, transparency, and effectiveness.

## Conclusion

As we look ahead to Fiscal Year 2026, this Strategic Plan reflects our commitment to building a resilient, responsive, and future-ready Infrastructure Planning and Development Division. Our priorities—ranging from streamlining processes and enhancing technical support, to centering equity and building stronger partnerships—underscore our dedication to serving New Mexico's communities with transparency, accountability, and integrity.

This plan is both a roadmap and a call to action. It challenges us to think holistically, collaborate deeply, and continuously improve how we deliver infrastructure funding and support. By aligning our operations with the needs of local governments and tribal partners, we aim to not only meet today's infrastructure challenges but to lay the foundation for long-term, sustainable impact.

We are grateful for the contributions of our staff, partners, and stakeholders in shaping this plan. Together, we will continue working toward a more accessible, efficient, and equitable infrastructure ecosystem across New Mexico.