

# Strategic Plan & Collective Vision 2021 - 2023



New Mexico Public School Facilities Authority

# Message from the Director

This strategic plan represents the collective vision of the staff at the Public School Facilities Authority (PSFA), describing the intent of our daily work and connecting it to long-term objectives and goals. The five strategic objectives outline the most important guiding principles for our agency. The goals associated with each strategic objective define more specific strategies to direct our agency to specific tasks. This strategic plan communicates PSFA's vision and mission to the Public School Capital Outlay Council (PSCOC), school districts, and stakeholders around New Mexico. This strategic plan is the framework on which our performance can be measured by stakeholders. We believe that our agency will be successful if we continually strive toward these objectives and goals. As a means to keep working toward these goals and focus areas, we develop real, actionable tasks that can be assigned to individuals and groups within our agency. We will follow a 6-month cycle of implementing, tracking the progress of, and completing tasks, then developing new tasks and repeating the process to ensure that the agency adapts to address the evolving needs of school communities in New Mexico. This document is part of an actionable, continuous strategic process.



## Executive Summary

The 2021-2023 Strategic Plan for the New Mexico Public School Facilities Authority builds upon a decade of effective strategic planning for the agency. This iteration of strategic planning has attempted to incorporate best practices by thoughtfully assessing the environment in which the agency finds itself operating, then identifying goals that will improve the agency's performance and service to PSCOC and our stakeholders.

Since this strategic plan builds on prior initiatives, the strongly interrelated strategic objectives continue to be related to improving process efficiency, reducing project costs, and increasing the expected longevity of newly designed and existing facilities. In addition, PSFA continues to focus on building stronger partnerships with districts and stakeholders and strengthening the agency team.



**New Mexico Public School Facilities Authority**

PSFA in partnership with New Mexico's public schools provides quality, sustainable, and well maintained school facilities for our students and educators

# Vision

## What PSFA aspires to become as the future unfolds

Leading New Mexico's public schools to national excellence in capital projects and their infrastructure systems.

# Mission

## What PSFA exists to accomplish as it serves its stakeholders.

Through efficient use of state and local resources, NMPSFA will support our school communities in providing quality, sustainable, safe and adequately equipped facilities that enhance educational outcomes for students and staff.

# Core Values

## What PSFA commits to as it serves its stakeholders.

- Creating safe and sustainable schools.
- Demonstrating best practices in administering funds.
- Maintaining clarity and simplicity.
- Serving our customers' needs.
- Responding with transparency.
- Manifesting ethical behavior.

# Our Promise

## What PSFA strives for as it responds to its mission.

We always remember that our employees are the strength of our agency and that only through their empowerment and development can our mission be realized.



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Strategic Objective:

## Building stronger partnerships



### What makes this focus area strategic and why is it important?

PSFA’s mission is based on partnerships. We work with school districts and charter schools to design and build the best possible school facilities for the children of New Mexico. We strive to make these facilities, long-lived, and easy to maintain. We offer professional expertise, statewide knowledge, and sound advice on issues related to funding, procurement, planning and design, project management, and facility management. However, all of this is possible only with strong, positive, and enduring relationships with our school districts, charter schools, and stakeholders we serve—our customers.

### Goals to address this strategic objective:

- Simplify access to PSFA funding and information as measured by a well-designed and administered “satisfaction” survey.
- Develop and administer customer satisfaction survey to assess relevant aspects of the agency’s performance.
- Transparency with school districts, charter schools, and stakeholders with improved access to information.
- Continue to improve and utilize PSFA website to disseminate vital information. Track website statistics to measure frequency of access, and to determine areas of high interest and importance to users.



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Strategic Objective:

# Planning, designing, constructing, and maintaining the best possible school facilities



## What makes this focus area strategic and why is it important?

PSFA's value to school districts, charter schools, and stakeholders is directly related to the planning, design and construction of the best facilities possible with funding available. We provide expertise to support the creation and construction of 21st century facilities for New Mexico's students. As these facilities are built, we create added value to school districts and charter schools.

## Goals to address this strategic objective:

- Increase outreach to school districts and charter schools to effectively partner on projects, support maintenance, facilitate decisions and develop facility knowledge, as measured by tracking the currency of master plans and submission of standards-based and systems-based applications.
- Measure the facility and project data in PSFA core information systems to improve cross platform search-ability, cross-referencing, sorting, and analysis by PSFA staff, school districts, charter schools, and stakeholders.
- Help schools increase the longevity of facilities to maximize the capital investment.
- Renew and/or replace inefficient buildings or systems.
- Review district participation in data sharing to measure current facility conditions.

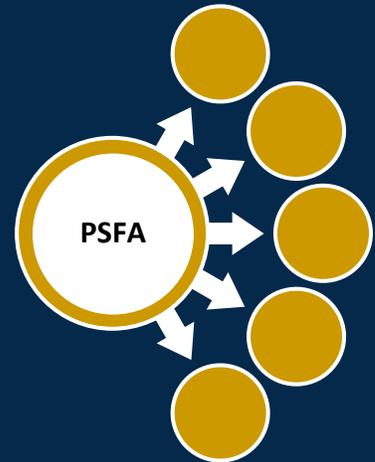


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Strategic Objective:

## Advancing Communication



### What makes this focus area strategic and why is it important?

Effective communication is important for school districts and charter schools to understand PSFA's purpose, processes, procedures, services and policies to promote quality school construction and efficient maintenance. PSFA projects and services have a tremendous fiscal and physical impact throughout the State.

### Goals to address this strategic objective:

- PSFA will participate in groups and organizations to support the PSFA mission.
- PSFA will resume utilizing a newsletter, distributed electronically to all stakeholder groups, to reinforce key information and highlight successful projects.
- PSFA will have a strong presence at stakeholder events and conferences to both inform and promote the agency mission.
- PSFA services should be easily understood and embraced as a measure of clear progress toward educational excellence.

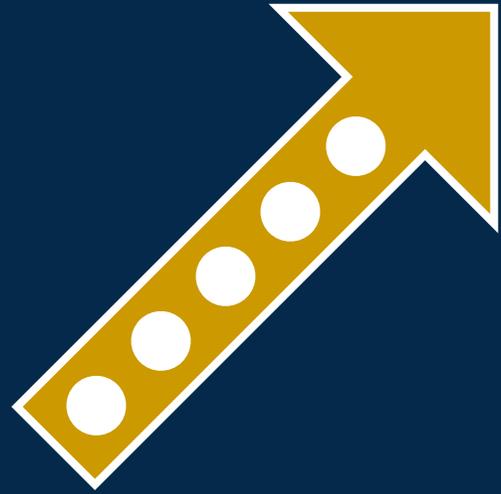


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Strategic Objective:

## Improving and streamlining agency processes



### What makes this focus area strategic and why is it important?

PSFA is continually tasked with being fiscally responsible. Improving, streamlining, and refining our processes reduces school district and charter school facility costs.

As we make our processes more efficient, school districts and charter schools find us easier to work with and relationships are enhanced through improved communication and productivity.

Improved processes provide consistency and continuity, which leads to better fiscal responsibility. In addition, consistency allows our partners to know what to expect from us.

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### Goals to address this strategic objective:

- Continue developing electronic processes and tools to gather facilities data with uniform reporting to allow for improved analysis.
- Provide process transparency and data reporting as measured by a well-designed and administered survey of stakeholders.
- Develop and administer such customer satisfaction surveys.



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Strategic Objective:

## Strengthening the agency team



### What makes this focus area strategic and why is it important?

PSFA is staffed by a range of highly trained professionals. As we institute best practices in training, communication, and human resources development we strengthen our team.

### Goals to achieve this strategic objective:

- Develop a culture that encourages continuous process improvement to drive the core mission of providing expertise to support schools as measured by an internally developed and administered survey.
- Encourage internal teaming.
- Continue and expand support for staff professional development by conducting a staff training “needs assessment.”
- Provide staff with necessary technical resources and equipment to fulfill their job responsibilities, as measured by a well-designed and administered survey.
- Seek approval for additional FTE, as cyclical project and programmatic needs warrant.

