

Energy Minerals and Natural Resources Department
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Strategic Plan

Fiscal Year 2017 - 2018

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STATUTORY AUTHORITY:

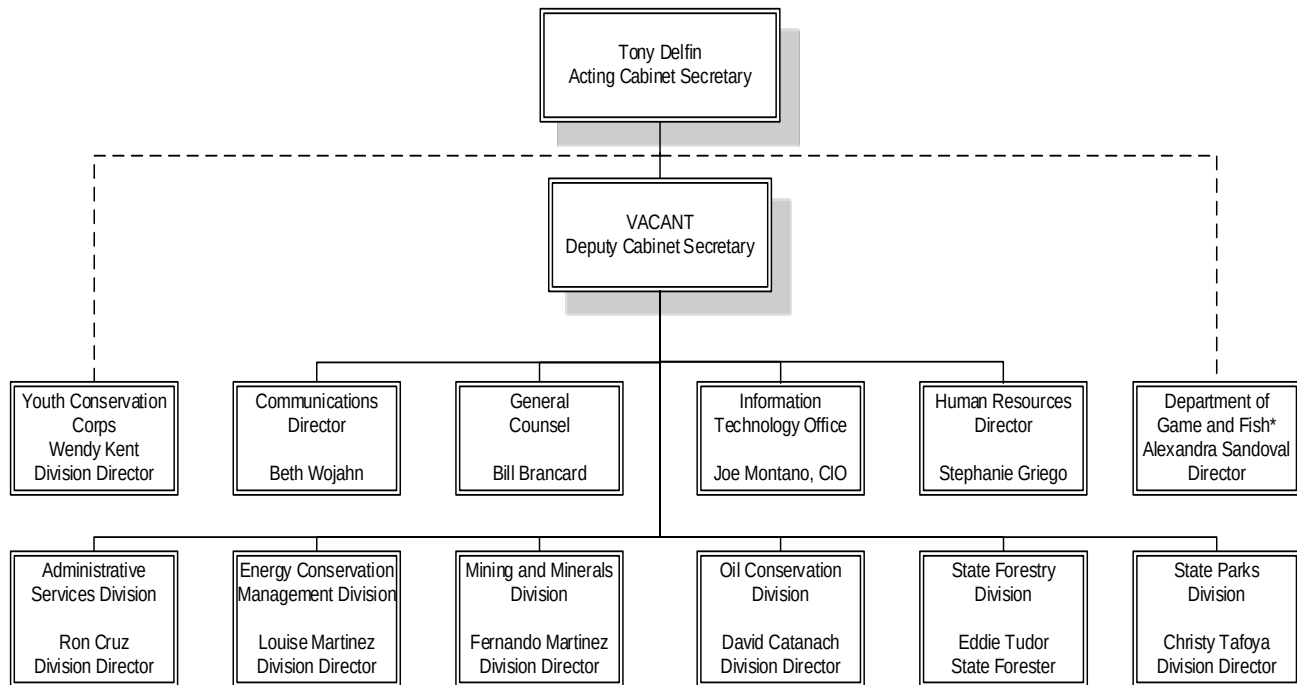
The Energy, Minerals and Natural Resources Department (EMNRD) was created by Sections 9-5A-1 through 9-5A-7 NMSA 1978. The statute creates six Divisions: Energy Conservation and Management, Forestry, State Parks, Mining and Minerals, Oil Conservation and Program Support.

MISSION:

The mission of the EMNRD is to position New Mexico as a leader in energy and natural resource areas. This includes developing reliable supplies of energy and energy-efficient technologies with an approach toward conserving renewable and nonrenewable resources; considering the environment and ensuring responsible reclamation of land and resources affected by mineral extraction; growing and managing healthy, sustainable forests; and improving the state park system that protects New Mexico's natural, cultural, and recreational resources and contributes to local economies statewide.

Organizational Chart

Energy, Minerals and Natural Resources Department



* Administratively attached with no direct budget support from EMNRD.

Office of the Secretary

The Office of the Secretary has a number of ongoing energy and water initiatives. These projects will continue to be important throughout fiscal year 2017-2018.

Goal: Promote Strategic Energy Planning and Economic Development via the Energy Sector in New Mexico	
Objective	Strategies: FY 17/18
Implement the updated, comprehensive New Mexico State Energy Policy and Implementation Plan	• Begin implementation of policy action items • Institutionalize a process to update the state energy plan at regular intervals
Goal: Reduce the Use of Fresh Water in the Energy Sector and Explore Alternative Water Resources	
Objective	Strategies: FY 17/18
Advance understanding of produced water reuse in the oil and gas industry and opportunities to use brackish water resources across New Mexico	• Continue to convene two sub-groups of the state Drought Task Force, the Produced Water and Brackish Water Subcommittees • Evaluate technological and legal pathways for treating and reusing produced water within the oil and gas industry and other methods of reducing fresh water use • Characterize and gather data on brackish water aquifers in New Mexico and create a database of brackish water resources • Assess the legal challenges and regulatory gaps for brackish water use

Program Support

PROGRAM LEADERSHIP AND SUPPORT: The purpose of program leadership and support is to provide leadership, set policy and enable Divisions to achieve their goals. Program Support for budget purposes consists of the Office of the Secretary (OFS), Administrative Services, and the Information Technology Office, which provide administrative support functions—legal, human resources, fiscal and information technology.

Goal: Develop, deliver and continuously improve the value of human resource, financial, information technology and budget services provided to the department programs, state and federal agencies and business partners	
Objectives	Strategies: FY 17/18
Develop a workforce dedicated to our mission and strengthened by its diversity, able and willing to meet the highest standards of performance	• Provide valuable, high quality, outcome-based services to the Agency's programs • Utilize and explore new or enhanced uses of technology or business processes including the implementation of integrated software solutions to increase the agency's ability to improve operations and work flow • Treat all employees as valued customers to maximize employee performance, productivity and job satisfaction
Provide comprehensive fiscal, administrative, personnel, budget and IT support focused on enhancing workforce capabilities	

Goal: Enhance the department's effectiveness and efficiency through the use of information and technology	
Objectives	Strategies: FY 17/18
Provide programming services, network services, desktop support, data management, data storage and data integration services to support agency information technology needs	• Treat all employees as valued customers • Integrate and Modernize Administrative Systems • Consolidate redundant systems into single delivery methods • Automate outdated systems

Energy Conservation and Management Division (ECMD)

RENEWABLE ENERGY AND ENERGY EFFICIENCY: The purpose of the renewable energy and energy efficiency program is to develop and implement effective clean energy programs - renewable energy, energy efficiency and conservation, alternative fuels, and safe transportation of radioactive waste; to promote and administer policies for environmental and economic sustainability, and to protect public health and safety for New Mexico and its citizens. The program's goals of reduced energy consumption and expenditures and effective administration of federally funded programs, lead to many achievements for the state - generation of new jobs and revenues, environmental protection and improvement, enhancement of public health, decreased consumptive water use for power generation, lessened dependence on foreign oil, and greater energy security.

Goal: Advance renewable energy development in New Mexico and attract new industry	
Objectives	Strategies: FY 17/18
Achieve 1,000 megawatts installed wind power capacity, 220 megawatts of solar power, 20 megawatts of geothermal power by 2017	• Implement and provide for the timely, effective administration of renewable energy tax incentives including the Solar Market Development Tax Credit, Renewable Energy Production Tax Credit, and Agricultural Biomass Tax Credit • Facilitate renewable energy resource identification, assessment, development and use • Provide guidance and assistance to renewable energy developers on compliance with applicable statutory and regulatory requirements specific to New Mexico • Acquire, develop and disseminate useful public outreach program information
Goal: Promote energy conservation	
Objectives	Strategies: FY 17/18
Promote and facilitate energy efficient building performance throughout New Mexico Reduce energy consumption in all sectors of New Mexico's economy, including residential, commercial, industrial, transportation and institutional	• Implement and provide for the timely, effective administration of energy efficiency legislative initiatives and tax incentives, including the Energy Efficiency and Renewable Energy Bonding Act, Public Facility Energy Efficiency and Water Conservation Act, Sustainable Building Program, and the Geothermal Heat Pump Tax Credit • Work with building code stakeholders in state government to inform them of federal requirements for improving energy efficiency in new construction • Develop and implement green building professional's education program

	• Provide for an effective energy efficiency public outreach and training program • Promote and provide for technical assistance in the planning and implementation of ridesharing/carpooling and park-and-ride project activities [U.S. Department of Energy (DOE) State Energy Program requirement] • Secure funding for energy efficiency program activities • Support institutional (government/schools) facility owners in reducing utility budgets through the implementation of energy efficiency and renewable energy projects • Track energy usage in state agency facilities and fleets
Goal: Promote alternative fuel and energy efficient transportation	
Objectives	Strategies: FY 17/18
Facilitate compliance with state and federal mandates for acquisition of alternative fuel vehicles (Statutory mandate)	• Promote and provide for technical assistance in the planning and implementation of ridesharing/carpooling and park-and-ride project activities (DOE State Energy Program Requirement) • Monitor and report on state agency compliance with applicable laws and regulations (Statutory mandate; DOE State Energy Program requirement) • Secure adequate funding for program and project activities and maximize use of federal funding • Promote the expansion of clean fuel infrastructure in key state locations • Provide for technical assistance in alternative fuel or hybrid-electric vehicle and infrastructure selection, purchase, use and maintenance • Provide for effective public outreach and education • Support transportation fuel efficiency and the use of alternative fuels in state government
Goal: Protect public health and safety	
Objectives	Strategies: FY 17/18
Maintain action plans for energy emergencies and hazardous waste transportation and assist New Mexico citizens and businesses in responding to energy/waste emergencies	• Revise and keep updated the New Mexico Energy Assurance Plan (DOE State Energy Program requirement) • Participate in energy emergency exercises • Revise Cooperative Agreement with the U.S. Department of Energy, Carlsbad Field Office, for administration of New Mexico's transportation safety program for the Waste Isolation Pilot Plant
Goal: Successful implementation of federally funded grants	
Objectives	Strategies: FY 17/18
Achieve milestones and provide deliverables under federally funded Special Projects grants	• Implement and provide for the timely, effective administration of federally funded grants, including planning, project oversight, compiling project data, and all required reporting to federal agencies • Collaborate with Executive Branch and other governmental agencies to promote, identify, and evaluate energy efficiency, renewable energy opportunities in state buildings and alternative transportation services • Coordinate evaluation of building and transportation services performance and project financing processes
Goal: Ensure the safe and uneventful transportation of radioactive waste to the Waste Isolation Pilot Plant (WIPP) in Southeastern New Mexico	

Objectives	Strategies: FY 17/18
Manage and administer policies for the Radioactive Waste Consultation Task Force in an open and effective manner. The Task Force is a statewide body chaired by the EMNRD Secretary and the following executive agencies participate as members: Department of Public Safety, Department of Health, Department of Transportation, Environment Department, State Fire Marshal's Office, Department of Homeland Security and Emergency Management	• Hold open meetings of the Task Force as needed • Keep Task Force members abreast of pertinent issues and schedule meetings when appropriate
Participate in the planning and coordination of a WIPPTREX with the other states	• Coordinate with Texas in the design and development of the FY14 WIPPTREX • Coordinate with local responders, state partners, and DOE-CBFO along the WIPP route to participate in the WIPPTREX
Coordinate with state partners in the development of a Los Alamos National Laboratory (LANL) transportation specific section within the WIPP Transportation Safety Plan Implementation Guide	• Collaborate with Western Governors Association (WGA) Technical Advisory Group (TAG), LANL, and DOE-CBFO to develop a transportation section specific to LANL shipments that meets the requirements of the longstanding agreements between DOE and WGA • Identify criteria specific for each partner, test and implement the new section upon approval of WGA

Forestry Division

HEALTHY FORESTS: The purpose of the healthy forests program is to promote the health of New Mexico's forest lands by managing wildfires, mitigating urban-interface fire threats and providing stewardship of private and state forest lands and associated watersheds.

Goal: Forest and watershed management	
Objectives	Strategies: FY 17/18
Empower New Mexico communities and landowners to protect, enhance and utilize their forest resources	• Private Land Stewardship and Management Planning • Commercial Timber Harvest • Forest Insect and Disease Management • Conservation Programs • Wildland Rehabilitation and Fuels Reduction

Goal: Community forestry	
Objectives	Strategies: FY 17/18
Empower New Mexico communities and to develop, enhance, protect, and utilize their community and urban forest resources	• Multi-Jurisdictional Projects (Landscape) • Wildland Urban Interface (WUI) • Economic Development (Woody Products Utilization) • Community and Urban Forestry Programs and Education
Goal: Wildland fire management	
Objectives	Strategies: FY 17/18
Provide for fire fighter safety and community protection while promoting natural resource benefit	• Pre-Planning • Fire Planning and Firefighter Training • Volunteer Fire Assistance (VFA) • Fire Department Capacity Building through Cooperative Agreements • Preparedness and Prevention Programs • Demilitarized equipment converted to fire equipment --Federal Excess Personal Property (FEPP) Program • Suppression
Develop and equip qualified fire fighters to safely and effectively suppress and manage fire	
Goal: Capacity development	
Objectives	Strategies: FY 17/18
Lead and participate in a wide range of planning efforts to identify priorities, capitalize on opportunities, and increase cooperation among partners	• Convene and facilitate statewide meetings of natural resource land managers (Fire Planning Task Force and Drought Taskforce Watershed Management Subcommittee) • Lead statewide planning efforts on issues related to forest and watershed health
Partner with a variety of entities—state, federal, tribal, private—to leverage resources for increased results	• Forest Health Project Labor: develop additional labor force through partnerships with NM Corrections Department (Inmate Work Camp), NM Veteran Services Department, and NM Workforce Solutions Department (Returning Heroes Program) • Continue to develop partnerships with land management agencies and local, state, federal, and tribal governments
Manage the Returning Heroes Program to employ military veterans, administer forest and watershed restoration projects, promote firefighter training opportunities, and provide support for fire suppression initiatives when needed	• Provide training opportunities to local fire departments and communities to assure firefighters are properly trained and have safe operational procedures in place to meet national standards • Promote new program initiatives to restore New Mexico’s forests and watersheds by participating in thinning projects, reduction of fuels and removal of hazard trees • Provide statewide assistance with wildland fire suppression efforts to protect New Mexico’s communities, citizens and natural resources during a time of crisis
Promote watershed restoration projects in priority areas that are of high value and high risk to water quality and supply for communities throughout New Mexico.	• Develop annual projects that mitigate threats to public and firefighter safety, as well as reduce ecological threats and restore watershed health in priority landscapes • Provide technical assistance to local communities to identify and implement projects that reduce the threat to their local water supplies to include fuel reduction projects, fire prevention and promote the health of watersheds
Increase public awareness and understanding of important ecological health issues to ensure lasting support	• Maintain media and public relations efforts to keep the public informed of activity, programs, issues, and wildfire emergencies • Develop public outreach materials that provide consistent information and messages

Mining and Minerals Division (MMD)

MINE RECLAMATION: The purpose of the mine reclamation program is to implement state laws that regulate the operation and reclamation of hard rock and coal mining facilities, and to reclaim abandoned mine sites.

Goal: Ensure responsible reclamation of lands and resources affected by mining	
Objectives	Strategies: FY 17/18
Review and administer permits for mining and reclamation operations; inspect permitted operations; and enforce state laws on permitted lands	Conduct inspections of all permitted coal and hard rock mining facilities at regular intervals - To ensure mining and reclamation are conducted in compliance with approved permits and regulations, MMD will conduct regular inspections of all permitted coal and hard rock mining facilities. The Mining Act and Surface Mining Act and their implementing rules establish inspection schedules: - Complete required monthly inspections as required as part of mine permit application process - Ensure inspections cover all aspects of the mining operation - Develop comprehensive inspection reports within one month of completion of inspection; ensure operator is aware of all issues and acceptable corrective strategies for any deficiencies Require adequate financial assurance and closeout plans for permitted facilities An essential requirement for mine reclamation is the provision of adequate financial assurance to cover the possibility that a mine operator will not complete its reclamation obligations: - Prioritize mine permits that require financial assurance increases in order to ensure adequate financial assurance for all mines that require it - Systematically notify mine operators of financial assurance increases - Secure increased financial assurance on mine permits - Evaluate current costs of reclamation and update related guidelines to address reclamation cost estimates - Conduct timely audits of financial assurance instruments and cost estimates of all permits requiring financial assurance Develop guidelines that address the permitting and technical evaluation of mine sites. One of MMD's roles is to inform the industry and the public about the requirements of the rules and statutes. Guidelines can provide more valuable detail than the regulations. One way to achieve this is to develop guidelines which are made accessible to the public. - Develop guidelines that describe the permitting of minimal impact and regular exploration and mine projects - Develop guidelines that address the development of cost estimates - Develop guidelines for establishing vegetation and addressing soil suitability - Develop guidelines addressing slope stabilization and erosion control
Develop and embrace innovative	Encourage innovative holistic ecological solutions to meet reclamation

approaches to implement our mission and objectives	requirements One of MMD's most important jobs is to facilitate the reclamation of disturbed mine lands. Although the regulations are very detailed, there is no standard method on how to achieve first class reclamation. MMD will work with operators to apply innovative and ecological solutions to achieve this goal: • Encourage voluntary compliance by providing options for alternative reclamation • Encourage alternate usage of reclaimed mined lands such as for solar development or other “brown-field” uses • Evaluate the effects of new reclamation techniques such as geomorphic reclamation will have on water quality, re-vegetation and erosion at active and reclaimed mines through ongoing monitoring and evaluation • Evaluate the long-term effects of drought on revegetation and soil erosion on disturbed mine lands • Evaluate the long-term effects of drought on water balance affected by mining • Evaluate most appropriate and affective technologies for amending mined materials to be used as cover and used in large scale reclamation.
Goal: Identify, monitor, safeguard and reclaim un-reclaimed mining activity	
Objectives	Strategies: FY 17/18
Identify mining operations and un-reclaimed mining areas, and safeguard and reclaim hazardous abandoned mine lands	Safeguard abandoned mines that are hazardous to public health and safety • A primary goal of the abandoned mine program is to eliminate the hazards posed by abandoned mine openings. The projects implemented by the program should strive to close both coal and non-coal mine hazards: • Update the abandoned mine database, with concurrence from OSM, to accurately reflect the breadth and cost of coal and non-coal mine hazard abatement • Prioritize the abandoned mine sites to address the highest risk sites first • Maintain an annual list of coal and non-coal sites that are in process for implementation of reclamation and process them to design, bid and construction. Update the list quarterly • Maintain a work flow procedure to process more sites for construction in a systematic pattern which utilizes third party consulting for various steps • Develop coal safeguarding and reclamation projects to meet the OSM funding requirements to spend certain grant monies on abandoned coal mine projects Develop methodology to identify unknown abandoned mines or un-reclaimed mines with a focus on uranium mines • New Mexico experienced a uranium mining “boom” from the 1950s through the early 1980s. During that period, New Mexico produced more uranium than any other region in the world; however, much of the uranium mining was largely unregulated. As a result, there is a “legacy” of health and environmental impacts.

	- Uranium mining and milling sites in New Mexico never have been inventoried comprehensively. MMD will conduct inventory, compile and update information in a database and evaluate the information to determine the priority of sites needing reclamation: - Continue refining databases of abandoned uranium and other mines that pose a serious hazard to the public - Develop standard reclamation practices to address radioactivity - Complete a site assessment of abandoned uranium mines that have not been previously physically assessed - Perform site assessments to determine needs for safeguarding and reclamation at all un-reclaimed mines - Develop prioritization protocol for abandoned uranium mine reclamation using data gathered through site assessments - Coordinate project work with tribal, federal and state agencies as appropriate
Goal: Monitor and report on all mineral production within New Mexico	
Objectives	Strategies: FY 17/18
Track and report on all mineral production within the state; report historic trends and the value of the commodity production to the State of New Mexico	Provide annual reporting on all mineral production within New Mexico for use by the Governor, Economic Development Department, Taxation and Revenue Department and others - As mandated by the Mine Registration Act, accurate reporting of the commodity production within the state is a critical strategic report to outline the current economic impact of mining on the state - Provide public outreach on mineral resources, mining activities, legislation, and MMD activities related to the mineral extraction industry - Develop the Annual Report by December of each year for the preceding calendar year - Develop and publish information on mineral resources, mining activities, legislation, and MMD activities related to the mineral extraction industry
Identify unregistered mine facilities	- All mine operations in the state are required to register with MMD: - Continue to cooperate with federal, state and local agencies to compare databases of mining facilities - Continue to provide outreach to agencies, trade associations and industry groups involved with the mining sector to enlist their assistance in assuring their clients are aware of MMD requirements - Continue to identify unregistered operations during routine field trips - Develop and maintain electronic registration to provide another avenue for registration
Increase access to publications	- MMD is responsible for several regular publications that provide information on resource extraction. MMD will move toward providing the public more “real time” access to the statistical data. The internet provides an opportunity to increase dissemination of information to the public at minimal cost to the agency: - Maintain publications and provide internet access to the completed publications such as the Annual Resources Report and permit

	requirements booklet • Continue to establish databases that can be accessed through the internet by the public and mine operators • Expand use of internet for public notices, guidance materials and other permitting actions. Continue to provide the public information on pending permit applications of interest
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Oil Conservation Division (OCD)

OIL AND GAS CONSERVATION: The purpose of the oil and gas conservation program is to assure the conservation and responsible development of oil and gas resources through professional, dynamic regulation.

Goal: Promote balanced, consistent, fair, and transparent regulation of the oil and gas industry	
Objectives	Strategies: FY 17/18
Develop and maintain a quality data and information system and promote electronic information exchange with industry and the public	• Maintain and expand OCD's electronic permitting capabilities through the OCD Online system • Continue to work with IT to develop a system to replace the outdated RBDMS system • Expand data available on OCD website to include violations, compliance, enforcement, fines, etc. to increase transparency of OCD's enforcement actions • Expand GIS system within OCD Online to include additional layers such as pool maps, environmental release sites and other geologic, engineering and environmental layers • Expand OCD Imaging System to capture additional data as necessary
Develop and maintain a system to promulgate and implement administrative decisions in a fair and timely manner	• Standardize OCD decision practices to ensure uniformity in implementation • Continue to develop procedures that will reduce unnecessary administrative application burdens that will ultimately result in expedited permitting and administrative decision-making • Maintain and expand the tracking system for administrative applications on OCD's website to inform the industry and public of administrative applications received, review periods, objection periods, expected permit issuance dates, etc. • Implement rule changes to streamline application process and develop strategies that foster new, better and easier regulatory management principles
Goal: Maintain an Effective Compliance & Enforcement Program	
Objectives	Strategies: FY 17/18
Promote operator compliance with Division rules by maintaining and implementing tracking procedures to detect non-compliance issues and take enforcement action, when necessary, against non-compliant operators	• Develop new tracking systems within OCD Online that will allow automated detection of rule violations such as inactive wells, financial assurance, production reporting, compliance with administrative and hearing orders, environmental regulations, agreed compliance orders • Continue to develop capability of generating automated letters of non-compliance to operators • Continue to develop and implement innovative procedures for bringing enforcement actions to hearing before the Division, the Water Quality Control Commission or District Court
Detect operating violations by maintaining a strong inspection	• Develop cooperative relationships with law enforcement and district

program in the oil field	- attorneys to criminally prosecute serious rule violations - Provide input to IT in the design and implementation of the RBDMS well and facility inspection replacement system in order to strengthen OCD's ability to track and ultimately resolve rule violations found during field inspections
Goal: Protect public health and the environment	
Objectives	Strategies: FY 17/18
Promote development of oil and gas resources while protecting human health and the environment	- Address industry aging infrastructure issues and work towards developing rules that encourage best management practices in order to reduce the number and severity of spills, leaks and releases of hydrocarbons and produced water - Encourage the use of produced water for hydraulic fracturing operations, agriculture and other beneficial uses in order to reduce the use of fresh water - Develop a system that prioritizes the remediation of leaks and spills based upon the degree of environmental risk and public health factors - Inspect sites where leaks, spills or releases have occurred to assure these sites are effectively remediated by operators - Protect underground sources of drinking water by effective regulation of well drilling, production operations and well plugging. - Work cooperatively with the NMED, Tribal agencies, and other local, state and federal agencies to direct operator remediation of leaks and spills on state, fee, federal and Tribal lands - Develop a rule that defines delineation and remediation standards for leaks and spills to replace OCD guidance document
Goal: Educate the public on energy issues in New Mexico	
Objectives	Strategies: FY 17/18
Increase public awareness of oil & gas drilling and production operations	- Continue to develop and add education material regarding current oil and gas issues in New Mexico to the OCD website - Participate in public meetings that provide an opportunity to advance public awareness of energy related issues - Develop a detailed brochure that outlines the functions of the OCD, agency contacts, goals & objectives, etc. & seek opportunities to distribute to the public - Participate in career fairs at the high school level to educate students regarding technical careers in the oil and gas industry

State Parks Division (SPD)

STATE PARKS: The mission of NM State Parks is to protect and enhance natural and cultural resources, provide first-class recreational and education facilities and opportunities, and promote public safety to benefit and enrich the lives of visitors.

GOAL: Attain sufficient and sustainable funding	
Objectives	Strategies: FY 17/18
Diversify funding and revenue by pursuing alternative sources and methods of funding	- Identify new funding opportunities for eligible projects and programs - In conjunction with NM Department of Game and Fish and other partners work to create Pecos Canyon State Park to provide new

	revenue source • Augment and promote donation program • Create business plan for SPD • Improve campground amenities where feasible • Enter into new contract with a reservation system and augment marketing and business opportunities • Collaborate with partner state and federal agencies, local municipalities to co-sponsor events and activities • Create a rule change that allows a variable fee schedule for potential concessionaires interested in doing business in state parks • Create a rule change to allow for fees for new facilities and SPD offerings
Expand cost-sharing opportunities with other agencies and organizations	• Pursue collaborative opportunities with partners to support park management, staffing, programs, and projects • Work with NM State Park Foundation and also investigate a Statewide Friends Group • Negotiate management agreements, acquisitions and transfers at parks to streamline management and reduce costs
GOAL: Maximize efficiency of operations	
Objectives	Strategies: FY 17/18
Ensure the Division's human resources initiatives meet current operational and administrative needs statewide	• Work with Department Human Resources staff to fill vacant positions and reclassify positions as needed • Provide details and support related to expansion request as related to potential new Pecos Canyon State Park • Maximize the efficient deployment of field staff by evaluating, appropriately classifying, and possibly redistributing positions and duties statewide
Evaluate water/wastewater system operating requirements to ensure Division meets all laws and regulations regarding safe drinking water and wastewater treatment discharge permits	• Review all water/wastewater facilities to ensure efficient operation and update operating procedures • Coordinate any needed upgrades or new construction • Strive to ensure each region/park has system operators with appropriate certification levels as identified by NMED and provide training where needed • Partner with other agencies to provide waste water treatment services
Assess the adequacy of electrical infrastructure at parks to ensure that campgrounds have adequate and safe electrical power	• Upgrade electric power infrastructure as needed to ensure the safe operation of campgrounds and other park facilities
Evaluate park operational priorities based on visitor demand, resource impacts, and availability of park resources	• Identify manageable areas to maximize visitor services • Evaluate and implement changes in daily, seasonal, or long-term operations • Develop best management practices for landscape management
Ensure staff is adequately trained	• Develop a cross-training and succession plan for the Division • Develop E-learning programs to improve the understanding and adherence to Division policies • Develop training programs for key positions • Develop training program for new web-based volunteer system • Meet and exceed mandatory training needs
Modernize facilities and	• Evaluate facilities and prioritize projects SPD-wide that will best

infrastructure to reduce costs and maintenance needs, increase revenue, and improve the visitor experience	improve efficiency, safety, and visitor satisfaction • Maintain and modernize buildings and restrooms • Renovate or expand facilities to better serve visitor such as campgrounds, amenities and restrooms as funding allows • Implement energy and water conservation systems on park buildings to offset utility costs
Business practices innovations	• Develop new and improved fee collection booths/stations • Modernize fee collections to accept debit/credit cards • Develop and implement process innovations to streamline issuance of park passes such as Veteran's Passes, Volunteer Passes and Park Support Group (Friends) Passes • Develop process to sell State Park permits online • Draft rule changes related to cleaning up administrative discrepancies or new initiatives
Utilize park management plans to determine priorities for park improvements and programs	• Update and develop park management plans for those parks most in need of a new plan using the Strategic Plan goals to guide recommendations • Implement a cost-benefit analysis process for capital investment decision-making
Improve communications for Division staff and visitors	• Improve IT connectivity of park offices that have inadequate systems • Where feasible and appropriate, install Wi-Fi at more parks as a way to retain visitors • Develop web-based reporting applications • Work to improve reliability of the field operations radio and cell phone communication networks through DoIT to improve internal park communications
Ensure that safety sensitive positions are processed through required pre-employment testing	• Establish professional service contracts for pre-requisite testing such as medical and psychological exams
GOAL: Provide and promote a variety of quality visitor experiences	
Objectives	Strategies: FY 17/18
Expand public awareness of parks and activities by utilizing electronic media to reach new audiences	• Develop new webpages on specific activities and opportunities • Work with NM Department of Tourism on digital and other marketing campaigns • Update and correct external websites that provide information about state parks • Promote alternate and trending park activities for year-round recreational opportunities • Work with NM Broadcasters Association for television and radio campaign • Promote campaigns and events through increased social media and enhanced digital media campaign • Work with local municipalities in promoting park and area activities
Learn more about park visitors to ensure that facilities are meeting visitor demand	• Utilize digital media and social marketing campaigns to collate data regarding demographics • Utilize ReserveAmerica system to gather demographic data about visitors • Ensure that economic impact study has component regarding visitor demographics

Provide and promote new activities that are safe, sustainable, and serve a variety of user groups and skills	• Assist in Rio Grande Trail initiative and enhance and promote such trails designated in six New Mexico State Parks • Work to create Pecos Canyon State Park to provide new activities in a new part of the state • Address consumer demand identified in research; expand and enhance recreational opportunities such as trails, wildlife viewing and boat ramps at appropriate parks • Provide additional opportunities for universally accessible recreation to comply with ADA requirements
Provide accurate and informative park maps	• Replace outdated park maps using GPS/GIS technology • Develop accurate and informative information about recreation activities and include it on signs, maps, brochures and websites
Offer interpretive and educational programs for park visitors, schools, and the community	• Strengthen the outdoor classroom program and partnerships • Support and expand volunteer training so that volunteers can present interpretive programs for schools and visitors • Participate in hunting and fishing events at more parks where feasible • Develop a “Lean to Camp” program
Provide high quality interpretive materials to park visitors such as exhibits, signage and brochures	• Develop interpretive plans, where feasible, to ensure that messages are appropriate, targeted, and cohesive • Evaluate existing interpretive materials and prioritize replacement needs
Provide effective boating safety, education, and enforcement through public outreach efforts	• Focus on educating boaters through instructor led and online courses, working towards meeting or exceeding the amount of successfully completed courses each year • Strengthen and expand public service media campaign using a diverse media package of radio, TV, and print in order to reach as many boaters as possible • Work in accordance with national and regional boating safety, education, and enforcement initiatives and continue to recruit volunteer instructors for the Boat New Mexico Course • Continue to partner with US Coast Guard
Manage law enforcement staff to provide effective visitor management and natural/cultural resource protection	• Ensure that law enforcement staff is proficiently trained, responsive, and certified with focus on customer service and natural/cultural resource protection
Assist in Rio Grande Trail planning and support Rio Grande Trail Commission	• Coordinate Rio Grande Trail Commission meetings • Assist in statewide planning efforts • Work with other agencies and partners to collaborate in creating Rio Grande Trail
GOAL: Protect and restore natural and cultural resources	
Objectives	Strategies: FY 17/18
Proactively manage natural and cultural resources to better enable planning, compliance and management	• Prioritize resource inventories, restoration and management projects Division-wide based on threatened resources • Inventory natural and cultural resources to establish baseline information on park resources and establish resource management zones for parks • Ensure boat access projects comply with permitting requirements
Ensure that park improvements do not damage natural and cultural	• Complete appropriate resource compliance documents on all proposed park projects (e.g. NEPA, National Historic Preservation Act)

resources	
Implement habitat improvement/restoration projects at select parks	• Work with such agencies as State Forestry to conduct tree thinning projects at key parks for fuels reduction and forest health • Identify and implement other strategies for habitat