

Energy Minerals and Natural Resources Department
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Strategic Plan

Fiscal Year 2013-2014

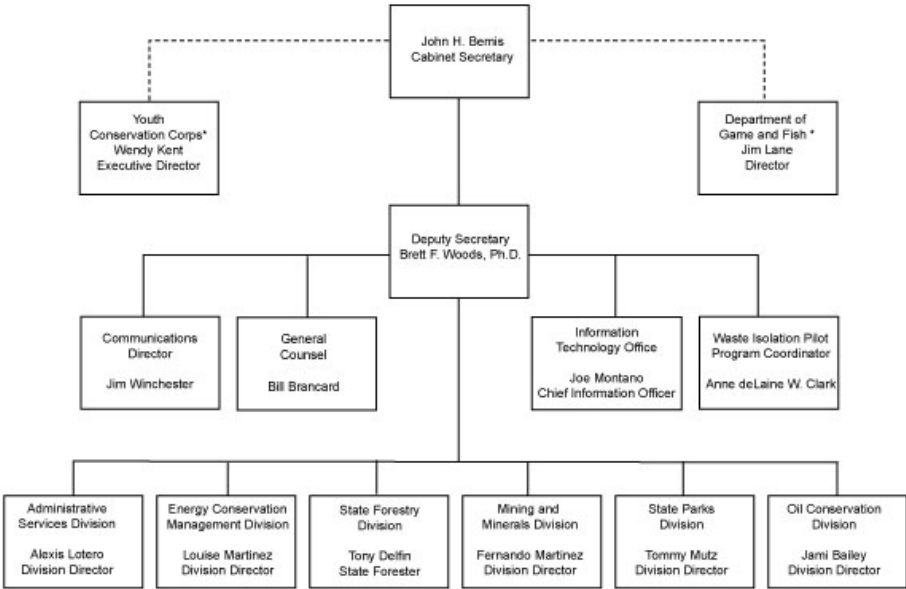
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STATUTORY AUTHORITY:
 The Energy, Minerals and Natural Resources Department (EMNRD) was created by Sections 9-5A-1 through 9-5A-7 NMSA 1978. The statute creates six divisions: Energy Conservation and Management, Forestry, State Parks, Mining and Minerals,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

MISSION:
 The mission of 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. No direct budget support from EMNRD

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 clean energy programs in order to decrease per capita energy consumption, utilize New Mexico's substantial renewable energy resources, minimize local, regional and global air emissions, lessen dependence on foreign oil and reduce in-state water demands associated with fossil fueled electrical generation.

Goal: Advance Renewable Energy Development in New Mexico and Attract New Industry	
Objectives	Strategies: FY 13/14
Achieve 1,000 megawatts installed wind power capacity, 150 megawatts of solar power, 15 megawatts of geothermal power by 2015	<p>Implement and provide for the timely, effective administration of renewable energy tax incentives including the Solar Energy Development Act, Renewable Energy Production Tax Credit, Geothermal Resources Conservation Act, Agricultural Biomass Tax Credit, Advanced Energy and Advanced Manufacturer's Tax Credit.</p> <p>Facilitate renewable energy resource identification, assessment, development and use.</p> <p>Provide guidance and assistance to renewable energy developers on compliance with applicable statutory and regulatory requirements specific to New Mexico.</p> <p>Acquire, develop and disseminate useful public outreach program information.</p> <p>Identify and pursue grant opportunities with the federal government, private foundations and other entities, and maximize use of federal funding available to New Mexico.</p>
Goal: Promote Energy Conservation	
Objectives	Strategies: FY 13/14
<p>Promote and facilitate energy-efficient building construction practices throughout New Mexico.</p> <p>Reduce energy consumption in all sectors of New Mexico's economy, including residential, commercial, industrial, transportation and institutional (government/schools)</p>	<p>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.</p> <p>Work with Construction Industries Division to enhance building code to improve energy efficiency.</p> <p>Develop and implement green building professional's education program.</p> <p>Provide for an effective energy efficiency public outreach and training program.</p> <p>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].</p> <p>Secure funding for energy efficiency program project activities.</p> <p>Track energy usage in state agency facilities and fleets.</p>
Goal: Promote Alternative Fuel and Energy Efficient Transportation	
Objectives	Strategies: FY 13/14
Facilitate compliance with state and federal mandates for acquisition of alternative fuel vehicles (Statutory mandate)	<p>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).</p> <p>Monitor and report on state agency compliance with applicable laws and regulations (Statutory mandate; DOE State Energy Program requirement).</p> <p>Secure adequate funding for program and project activities and maximize use of federal funding.</p> <p>Promote the expansion of clean fuel infrastructure in key state locations</p> <p>Provide for technical assistance in alternative fuel or hybrid-electric vehicle and infrastructure selection, purchase, use and maintenance.</p> <p>Provide for effective public outreach and education.</p> <p>Support transportation fuel efficiency and the use of alternative fuels in state government.</p>
Goal: Protect Public health and Safety	
Objectives	Strategies: FY 13/14
Prepare for and provide assistance to New Mexico citizens and businesses in the event of an energy emergency	<p>Revise and keep updated the New Mexico Energy Emergency Plan (DOE State Energy Program requirement).</p> <p>Participate in energy emergency exercises.</p>

Goal: Complete Implementation of Federally Funded Special Projects Grants	
Objectives	Strategies: FY 13/14
Achieve milestones and provide deliverables under federally funded Special Projects grants	Implement and provide for the timely, effective administration of federally funded Special Projects grant, including planning, project oversight, compiling project data, and all required reporting to federal agencies. Collaborate with other Executive Branch 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.

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 13/14
The Forestry Division empowers 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 13/14
The Forestry Division empowers 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 13/14
The Forestry Division provides for fire fighter safety and community protection while promoting natural resource benefit. The Forestry Division is committed to developing qualified, equipped fire fighters to safely and effectively suppress and manage fire.	Pre-Planning Fire Planning and Firefighter Training Volunteer Fire Assistance (VFA) Fire Department Capacity Building (Joint Powers of Authority) Preparedness and Prevention Programs Federal Excess Personal Property (FEPP) Suppression
Goal: Capacity Development	
Objectives	Strategies: FY 13/14
The Forestry Division leads and participates 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 Forest and Watershed Health Coordinating Group). Lead statewide planning efforts on issues related to forest and watershed health.
The Forestry Division partners with a wide variety of entities—state, federal, tribal, private—to leverage resources for increased results.	Forest Health Project Labor: develop additional labor force through partnership with NM Corrections Department (Inmate Work Camp). Continue to develop partnerships with local, state federal and tribal governments and land management agencies.
The Forestry Division increases 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 emergency situations. 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 the 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 13/14
Review and administer permits for mining and reclamation operations; inspect permitted operations; and enforce state laws on permitted lands.	<p>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:</p> <ul style="list-style-type: none"> • 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. <p>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:</p> <ul style="list-style-type: none"> • 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.
Develop and embrace innovative approaches to implement our mission and objectives.	<p>Encourage innovative holistic ecological solutions to meet reclamation 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:</p> <ul style="list-style-type: none"> • 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 long-term effects 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.
Goal: Identify, monitor, safeguard and reclaim un-reclaimed mining activity	
Objectives	Strategies: FY 13/14
Identify mining operations and un-reclaimed mining areas, and safeguard and reclaim hazardous abandoned mine lands	<p>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:</p> <ul style="list-style-type: none"> • 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 OSM funding requirements to spend certain grant monies on abandoned coal mine projects.

	<p>Develop methodology to identify unknown abandoned mines or un-reclaimed mines with a focus on uranium mines</p> <p>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.</p> <p>There has never been a comprehensive inventory of uranium mining and milling sites in New Mexico. MMD will conduct this inventory, compile information into a database and then evaluate the information to determine the priority of sites needing reclamation:</p> <ul style="list-style-type: none"> • Continue refining a database of abandoned uranium mines which 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.
<p>Goal: Monitor and report on all mineral production within New Mexico</p>	
<p>Objectives</p>	<p>Strategies: FY 13/14</p>
<p>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</p>	<p>Provide annual reporting on all mineral production within New Mexico for use by the Governor, Economic Development Department, Taxation and Revenue Department and others</p> <p>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.</p> <ul style="list-style-type: none"> • 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. <p>Develop and publish information on mineral resources, mining activities, legislation, and MMD activities related to the mineral extraction industry.</p>
	<p>Identify unregistered mine facilities</p> <p>All mine operations in the state are required to register with MMD:</p> <ul style="list-style-type: none"> • 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.
	<p>Increase access to publications</p> <p>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:</p> <ul style="list-style-type: none"> • 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. • Develop an information page on the website containing general information on permitted sites with dynamic indexing for ease of use by the public.

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 13/14
Develop and maintain a quality data and information system and promote electronic information exchange with industry and the public.	<ul style="list-style-type: none"> • Electronic Permitting • Update and develop RBDMS to potential • Disseminate data through web site
Develop and maintain a system to promulgate and implement administrative decisions in a fair and timely manner.	<ul style="list-style-type: none"> • Standardize OCD decision practices to insure uniformity in implementation • Develop procedures to expedite permitting and administrative decision-making • Maintain informational timelines for permits on the OCD web site
Goal: Prevent the waste of oil, gas or geothermal resources of the state, to protect correlative rights of the owners of those resources and to foster the efficient development of those reserves	
Objectives	Strategies: FY 13/14
Create a regulatory environment that encourages cost effective technology that safely enhances production	<ul style="list-style-type: none"> • Develop regulations for activities that utilize new techniques for full development of reservoirs while preventing waste of resources. • Eliminate outdated or unnecessary rules
Goal: Protect human health and the environment while developing the state's oil, gas, and geothermal resources	
Objectives	Strategies: FY 13/14
Promote development of oil and gas resources while protecting human health and the environment.	<ul style="list-style-type: none"> • Update rules to allow hydrocarbon development while preventing future contamination of water or soil from oil or gas operations • Encourage the use of produced water rather than disposal • Inspect oil and gas facilities and operations to assure compliance with rules and permits

State Parks Division (SPD)

STATE PARKS: The purpose of the state parks program is to create the best recreational opportunities possible in state parks by preserving cultural and natural resources, continuously improving facilities and providing quality, fun activities and to do it efficiently.

GOAL: Attain sufficient and sustainable funding	
Objectives	Strategies: FY 13/14
Diversify funding and revenue by pursuing alternative sources and methods of funding.	Identify new funding opportunities for eligible projects and programs. Offer gift certificates. Add RV sewer connections to campsites where feasible. Develop boat and RV storage facilities where appropriate. Develop a pilot project for cabin rentals. Develop fundraising guidelines for staff.
Expand cost-sharing opportunities with other agencies and organizations.	Pursue strategies with partners to support park management, staffing, programs, and projects. Establish a statewide Friends Group to help support the Division. Negotiate leases at large parks to focus management on developed recreation areas and reduce costs.
GOAL: Maximize efficiency of operations	
Objectives	Strategies: FY 13/14
Ensure the division's organizational structure	Evaluate and adapt the division's organizational structure as needed in

meets current operational and administrative needs statewide.	order to meet current and future challenges. Maximize the efficient deployment of field staff by evaluating and possibly redistributing positions and duties at each park and region.
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. Update landscaping practices.
Ensure staff is adequately trained.	Provide cross-training for employees. Develop E-learning programs to improve the understanding and adherence to SPD policies. Develop training programs for key positions. Meet and exceed mandatory training needs for safety sensitive positions
Modernize facilities and infrastructure to reduce costs and maintenance needs, increase revenue, and improve the visitor experience.	Evaluate facilities and prioritize projects SPD-wide that will best improve efficiency, safety, and visitor satisfaction. Maintain and modernize buildings and restrooms. Renovate or expand facilities to better serve visitors, such as visitor centers and restrooms as funding allows. Implement energy and water conservation systems on park buildings to offset utility costs.
Improve the efficiency of fee collections and payment.	Develop new and improved fee collection booths/stations. Modernize fee collections to accept credit cards. Streamline the issuance of veteran's passes.
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. Develop 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. Provide Wi-Fi for visitors where feasible and appropriate. Identify more efficient methods of web-based reporting applications. Explore options to establish cell phone service at those parks with poor or no coverage. Ensure reliability of the existing radio communication network and evaluate alternatives to radios for internal park communications. Improve the volunteer tracking system. Replace staff desk phones with cell phones where appropriate. Streamline reporting methods. Adjust authorization requirements to permit decision making at a lower level.
Identify and implement a penalty assessment schedule for certain violations.	Seek legislative approval for a statute change to allow for penalty assessments.
GOAL: Provide and promote a variety of quality visitor experiences	
Objectives	Strategies: FY 13/14
Expand public awareness of parks and activities by utilizing electronic media to reach new audiences.	Develop internet marketing capabilities and improve the SPD website. Develop new webpages on specific activities and opportunities. Update and correct external websites that provide information about state parks. Promote and develop winter recreation opportunities. Promote equestrian facilities. Participate in internet based coupon programs.
Learn more about park visitors to ensure that facilities are meeting visitor demand.	Research and implement methods for identifying user groups and trends. Survey park visitors through the website and Wi-Fi access.
Provide and promote trails that are safe, sustainable, and serve a variety of user groups and skills.	Maintain and improve trails that are unsafe or causing resource damage. Build new trails to expand recreational opportunities at appropriate parks.

	Develop accurate and informative trail information - such as maps, website, signs, and brochures.
Provide additional opportunities for universally accessible recreation.	Expand the availability of ADA fishing piers at river and lake parks where feasible. Assess trails for accessibility and provide information to park visitors.
Provide accurate and informative park maps.	Replace all outdated park maps using GPS/GIS technology.
Offer interpretive and educational programs for park visitors, schools, and the community.	Strengthen the outdoor classroom program and partnerships. Provide support to park staff through teamwork, training, and supplies and begin implementation of the plan for a junior ranger program. Pursue alternative funding and enlist partners to support programs and projects. Support and expand volunteer training so that volunteers can present interpretive programs for schools and visitors. Expand public programs related to bird and wildlife viewing. Hold hunting and fishing events at more parks. Provide training for staff on bird and wildlife viewing. Develop a “Parks for Families” program.
Provide high quality interpretive materials to park visitors, such as exhibits, signage and brochures.	Develop interpretive plans 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.
GOAL: Protect and restore natural and cultural resources	
Objectives	Strategies: FY 13/14
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 that park improvements do not damage natural and cultural resources.	Complete compliance on all proposed park projects.
Collaborate on developing an effective aquatic invasive species (AIS) program of education, prevention, and control.	Work with federal, state, and non-governmental organizations on program development and implementation. Define SPD’s role in the statewide AIS Program. Evaluate options that may support AIS programming within state parks.
Implement wildfire protection measures at those parks most vulnerable to catastrophic wildfire.	Work with federal, state, and local entities to minimize the threat and potential impact of wildfires in state parks and develop/implement defensible space plans for at risk parks.
Ensure that safety sensitive positions are processed through required pre-employment testing	Establish professional service contracts for pre-requisite testing such as medical exams, psychological exams, etc.

Program Support

PROGRAM LEADERSHIP AND SUPPORT: The purpose of program leadership and support is to provide leadership, set policy and provide for every division in achieving 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. OFS also administers the Waste Isolation Pilot Project Transportation Safety Program and Youth Conservation Corps.

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 13/14
Develop a workforce dedicated to our mission and strengthened by its diversity, able and willing to meet the highest standards of performance. Provide comprehensive fiscal, administrative, personnel, budget and IT support focused on enhancing workforce capabilities.	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.
Goal: Enhance the department's effectiveness and efficiency through the use of information and technology	
Objectives	Strategies: FY 13/14
To 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.
Goal: To Ensure the Safe and Uneventful Transportation of Radioactive Waste to the Waste Isolation Pilot Plant (WIPP) in Southeastern New Mexico	
Objectives	Strategies: FY 13/14
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.
Maintain high standards of training among radiation emergency response and WIPP truck inspection teams across New Mexico.	Coordinate the provision of high quality WIPP related emergency response trainings. Coordinate the provision of CVSA Level VI inspection training. Collaborate with and monitor the activities of the DPS Motor Transportation Division (MTD) member of the WIPP Working Group to ensure the regular provision of training. Assure accountability for quality of and regular provision of training. Review activities of WIPP Working Group at monthly WIPP Working Group meetings. Report on activities of WIPP Working Group at WIPP Quarterly meetings with NMED Hazardous Waste Bureau, NMED DOE Oversight Bureau, and DOE Carlsbad staff.