

Energy Minerals and Natural Resources Department
 1220 S. St. Francis Dr.
 Santa Fe, New Mexico 87505
 (505) 476-3200
 www.emnrd.state.nm.us

Strategic Plan

Fiscal Year 2015 - 2016

C ontents:	
Organizational Chart.....	2
Office of the Secretary.....	3
Program Support.....	3
Energy Conservation and Management Division.....	4
Forestry Division.....	7
Mining and Minerals Division.....	8
Oil Conservation Division.....	11
New Mexico State Parks.....	13

STATUTORY AUTHORITY:

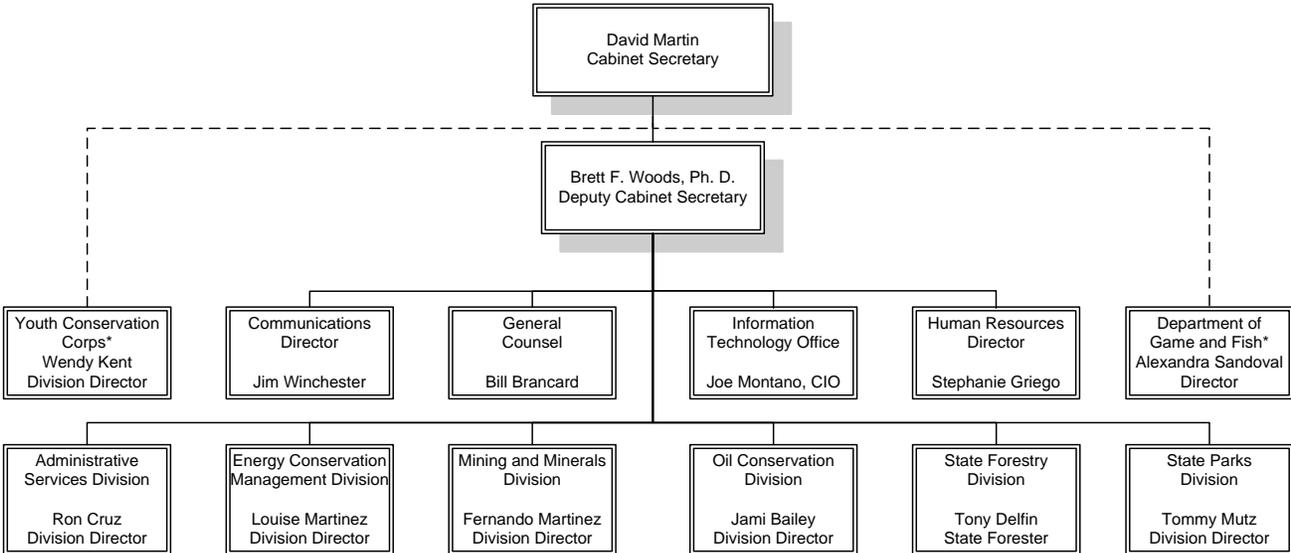
The Energy, Minerals and Natural Resources Department (EMNRD) was created by Sections 9-5A-1 through 9-5A-7 NMSA 1978. The statute creates six divisions: Energy Conservation and Management, Forestry, State Parks, Mining and Minerals, Oil Conservation and Program Support.

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 2015-2016.

Goal: Promote Strategic Energy Planning and Economic Development via the Energy Sector in New Mexico	
Objective	Strategies: FY 15/16
Issue and implement an updated, comprehensive New Mexico State Energy Policy and Implementation Plan	<ul style="list-style-type: none"> • Release a draft policy with content based on six regional listening sessions held across New Mexico • Provide for a period of public comment • Release a final policy, incorporating public feedback from throughout the process • Provide outreach about the policy to the public, legislators, and to state, local, and tribal government entities • 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 15/16
Advance understanding of produced water reuse in the oil and gas industry and opportunities to use brackish water resources across New Mexico	<ul style="list-style-type: none"> • 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 15/16
Develop a workforce dedicated to	<ul style="list-style-type: none"> • Provide valuable, high quality, outcome-based services 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	the Agency's programs <ul style="list-style-type: none"> 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 15/16
Provide programming services, network services, desktop support, data management, data storage and data integration services to support agency information technology needs	<ul style="list-style-type: none"> 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 15/16
Achieve 1,000 megawatts installed wind power capacity, 220 megawatts of solar power, 20 megawatts of geothermal power by 2016	<ul style="list-style-type: none"> 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 15/16

<p>Promote and facilitate energy efficient building performance throughout New Mexico</p> <p>Reduce energy consumption in all sectors of New Mexico’s economy, including residential, commercial, industrial, transportation and institutional</p>	<ul style="list-style-type: none"> • 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
<p>Goal: Promote alternative fuel and energy efficient transportation</p>	
<p>Objectives</p>	<p>Strategies: FY 15/16</p>
<p>Facilitate compliance with state and federal mandates for acquisition of alternative fuel vehicles (Statutory mandate)</p>	<ul style="list-style-type: none"> • 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
<p>Goal: Protect public health and safety</p>	
<p>Objectives</p>	<p>Strategies: FY 15/16</p>
<p>Maintain action plans for energy emergencies and hazardous waste transportation and assist New Mexico citizens and businesses in responding to energy/waste</p>	<ul style="list-style-type: none"> • 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

emergencies	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 15/16
Achieve milestones and provide deliverables under federally funded Special Projects grants	<ul style="list-style-type: none"> • 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 15/16
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 15/16
Empower New Mexico communities and landowners to protect, enhance and utilize their forest resources	<ul style="list-style-type: none"> • 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 15/16
Empower New Mexico communities and to develop, enhance, protect, and utilize their community and urban forest resources	<ul style="list-style-type: none"> • 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 15/16
<p>Provide for fire fighter safety and community protection while promoting natural resource benefit</p> <p>Develop and equip qualified fire fighters to safely and effectively suppress and manage fire</p>	<ul style="list-style-type: none"> • 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
Goal: Capacity development	
Objectives	Strategies: FY 15/16
Lead and participate in a wide range of planning efforts to identify priorities, capitalize on opportunities and increase cooperation among partners	<ul style="list-style-type: none"> • 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 wide variety of entities—state, federal, tribal, private—to leverage resources for increased results	<ul style="list-style-type: none"> • Forest Health Project Labor: develop additional labor force through partnerships with NM Corrections Department (Inmate Work Camp), NM Department of Veterans’ Services and NM Department of Workforce Solutions (Returning Heroes Program) • Continue to develop partnerships with local, state federal and tribal governments and land management agencies
Increase public awareness and understanding of important ecological health issues to ensure lasting support	<ul style="list-style-type: none"> • 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

Goal: Capacity development	
Objectives	Strategies: FY 15/16
	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 15/16
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</p> <ul style="list-style-type: none"> 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: <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</p> <p>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 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 <p>Develop guidelines that address the permitting and technical evaluation of mine sites.</p> <p>One of MMD's roles is to inform the industry and the public</p>

	<p>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.</p> <ul style="list-style-type: none"> • 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
<p>Develop and embrace innovative approaches to implement our mission and objectives</p>	<p>Encourage innovative holistic ecological solutions to meet reclamation requirements</p> <p>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 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.
<p>Goal: Identify, monitor, safeguard and reclaim un-reclaimed mining activity</p>	
<p>Objectives</p>	<p>Strategies: FY 15/16</p>
<p>Identify mining operations and un-reclaimed mining areas, and safeguard and reclaim hazardous abandoned mine lands</p>	<p>Safeguard abandoned mines that are hazardous to public health and safety</p> <ul style="list-style-type: none"> • 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: <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

	<p>highest risk sites first</p> <ul style="list-style-type: none"> • 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 <p>Develop methodology to identify unknown abandoned mines or un-reclaimed mines with a focus on uranium mines</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 15/16
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>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> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Provide public outreach on mineral resources, mining

	<p>activities, legislation, and MMD activities related to the mineral extraction industry</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • All mine operations in the state are required to register with MMD: <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
Increase access to publications	<ul style="list-style-type: none"> • 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: <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

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 15/16
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"> • Continuously update and maintain our Electronic Permitting Capabilities • Update and develop RBDMS to potential • Disseminate data through web site

	<ul style="list-style-type: none"> • Provide training via our website and public meetings
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 • Develop new strategies that foster new, better and easier regulatory management principles
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 15/16
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 • Coordinate with outside agencies, universities and industry to better serve our constituents • Implement training and resources to enable our staff to do a better job thereby transitioning the division to become more productive
Goal: Protect public health and the environment while developing the state's oil, gas, and geothermal resources	
Objectives	Strategies: FY 15/16
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 • Engage in direct consultation and communication with other state and federal agencies and communities to improve our business processes • Create a work environment that sets up professionalism, better public service and enables our employees to be more creative in problem solving • Provide foundational support to ensure that we successfully maintain our vision and mission

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 15/16
Diversify funding and revenue by pursuing alternative sources and methods of funding	<ul style="list-style-type: none"> • Identify new funding opportunities for eligible projects and programs • Augment and promote donation program • Undertake economic impact study to identify where investments will be the most productive in generating revenue • Improve campground amenities where feasible • Implement a pilot project for cabin rentals • Enhance relationship with reservation company to look into pilot projects for such programs as merchandising • Collaborate with local municipalities to co-sponsor events and activities • Develop rule changes that allow for a variable fee schedule for potential concessionaires interested in doing business in state parks
Expand cost-sharing opportunities with other agencies and organizations	<ul style="list-style-type: none"> • Pursue collaborative opportunities with partners to support park management, staffing, programs, and projects • Pursue opportunities to establish a statewide Friends Group to help support the Division • Negotiate management agreements, acquisitions and transfers at parks to streamline management and reduce costs
GOAL: Maximize efficiency of operations	
Objectives	Strategies: FY 15/16
Ensure the division's organizational structure meets current operational and administrative needs statewide	<ul style="list-style-type: none"> • Pursue opportunities to recover loss of FTEs to achieve the division's organizational structure as needed in order to meet current and future challenges • Maximize the efficient deployment of staff by evaluating 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	<ul style="list-style-type: none"> • 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
Evaluate park operational priorities based on visitor demand, resource impacts, and availability of park	<ul style="list-style-type: none"> • Identify manageable areas to maximize visitor services • Evaluate and implement changes in daily, seasonal or long-term operations

resources	<ul style="list-style-type: none"> • Develop best management practices for landscape management
Ensure staff is adequately trained	<ul style="list-style-type: none"> • 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 • 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	<ul style="list-style-type: none"> • 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 campgrounds, amenities and restrooms as funding allows • Implement energy and water conservation systems on park buildings to offset utility costs
Business practices innovations	<ul style="list-style-type: none"> • Develop new and improved fee collection booths/stations • Modernize fee collections to accept credit cards • Develop and implement process innovations to streamline issuance of park passes such as Veteran’s Passes, Outfitter & Guide vehicle passes, Volunteer Passes and Park Support Group (Friends) Passes
Utilize park management plans to determine priorities for park improvements and programs	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 15/16
Expand public awareness of parks and activities by utilizing electronic media to reach new audiences	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • Work with NM Broadcasters Association for television and radio campaign • Increase promotions 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	<ul style="list-style-type: none"> • 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 • Complete the Statewide Comprehensive Outdoor Recreation Plan for 2015-2019
Provide and promote new activities that are safe, sustainable, and serve a variety of user groups and skills	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 • 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 • Participate in hunting and fishing events at more parks where feasible • Develop a “Parks for Families” program
Provide high quality interpretive materials to park visitors, such as exhibits, signage and brochures	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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
Manage law enforcement staff to	<ul style="list-style-type: none"> • Ensure that law enforcement staff is proficiently trained,

provide effective visitor management and natural/cultural resource protection	responsive, and certified with focus on customer service and natural/cultural resource protection
GOAL: Protect and restore natural and cultural resources	
Objectives	Strategies: FY 15/16
Proactively manage natural and cultural resources to better enable planning, compliance and management	<ul style="list-style-type: none"> • 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 facility projects comply with permitting requirements
Ensure that park improvements do not damage natural and cultural resources	<ul style="list-style-type: none"> • Complete appropriate resource compliance documents on all proposed park projects (e.g. NEPA)
Implement wildfire protection measures at those parks most vulnerable to catastrophic wildfire	<ul style="list-style-type: none"> • 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