

HSEM Strategic Plan FY13-18



New Mexico Department
of Homeland Security and
Emergency Management

January 2013

Message from the Secretary:

We live in a world of unpredictable and predictable events that can cause harm. The New Mexico Department of Homeland Security and Emergency Management was created in 2007 to uniquely focus on homeland security issues and incidents that affect New Mexicans and the United States. These incidents include intentional and unintentional threats and hazards including ever-larger fires, flash floods, and tornados as well as hazardous and radiological threats, and international border activity. We lean forward to prevent and/or respond to incidents at large, planned events including the State Fair and the Balloon Fiesta. In a response, we lead state agencies and coordinate with local agencies to ensure that resources are available to protect lives, property, and the environment.

Disasters are getting bigger and affecting more New Mexicans. In the last ten years (since 2003), the federal and the state government have spent or budgeted approximately \$175 million in disaster recovery in communities all around the State. Approximately forty-five percent of these total damages (costs) occurred in the last two years of this ten year period.

In 2011, the New Mexico All Source Intelligence Center (NMASIC) was busy. It received 22,600 data entries and 6,000 requests for information. It completed over 8,000 threat assessments and intelligence products around the state.

Looking ahead our challenges are significant. They include:

- Resources are shrinking as we get further away from September 11, 2001.
- Our population is growing.
- The damages from disasters to populated areas are increasing.

Below is our five-year Strategic Plan to address these challenges. Our plan was constructed based on the requirements of the Emergency Management Accreditation Program (EMAP) which sets standards for exemplary emergency management programs.

We lead state agencies and coordinate with local agencies to ensure that resources are available to protect lives, property, and the environment from intentional and unintentional events.

We know we are only as good as our last response. If we are not measuring the progress in reaching our goals and objectives it is hard to validate our effectiveness and success as well as areas we need to improve in. When it comes to a disaster threatening or impacting our citizens, we know that “failure is not an option.”

Secretary Gregory Myers

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Mission

To lead statewide efforts in protecting, preventing, preparing for, and responding to planned and unplanned events in New Mexico.



Vision

To develop and maintain partnerships with all stakeholders to realize a more resilient New Mexico.



Core Values

Integrity, professionalism, ethics, honor, and respect.



Department Goals

1. To support the department's mission by encouraging, coordinating, and analyzing critical intelligence information shared among stakeholders to prevent man-made incidents.
2. To support the department's mission by providing direction, support, and guidance to implement current national emergency management and homeland security strategies.
3. To sustain the capability to supply sufficient resources statewide to affected jurisdictions during planned and unplanned events; and to enable community recovery from planned and unplanned events using local, tribal, state, and federal resources.
4. To support the State and National Urban Search and Rescue (USAR) mission by employing sufficient resources to save lives, protect property, and preserve the environment during planned and unplanned events.
5. To support the department's mission by institutionalizing policies and procedures to improve efficiencies, teamwork, and communication.
6. To support local emergency management programs by responding to their needs for support.

GOAL 1: To support the department's mission by encouraging, coordinating, and analyzing critical intelligence information shared among stakeholders to prevent man-made incidents.

- 1. Objective:** The DHSEM shall sustain good practices; and implement new processes and procedures to gather, analyze, and disseminate intelligence and information, conduct threat assessments, and maintain sharing of systems of information and intelligence with stakeholders to prevent planned and unplanned events by 2013.
 - 1.1.1 NMASIC will sustain the ability to receive information by gaining access to all the applicable federal databases (eGuardian, Leo, RISS-Net, etc.) daily to ensure timely information and intelligence exchange.
 - 1.1.2 NMASIC will review annually the four Critical Operational Capabilities policy, including the Privacy and Civil Liberties policy, and the DHS Annual Fusion Center Assessment policy.
 - 1.1.3 DHSEM will work to gain acceptance from the Department of Public Safety to allow the NMASIC personnel to have access to the National Criminal Information Center by the end of 2013.
 - 1.1.4 NMASIC will continue to establish relationships with its local, state, federal, and tribal partners through the improvement and sustainment of the Analyst Working Group. This is a multi-jurisdictional sponsored group where analysts meet *quarterly* to exchange information on current criminal and terrorist threats, related intelligence, and information.
 - 1.1.5 NMASIC will sustain the ability to access information needs of stakeholders by continued participation in the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI).
 - 1.1.6 NMASIC will work with the member agencies of the Intelligence Liaison Officer (ILO) program to expand local access to the NSI SAR Vetting Tool in order for them to have the ability to enter SARs locally by the end of 2013.
 - 1.1.7 NMASIC will require every analyst be trained on ISE-SAR software usage and be able to demonstrate the ability to access and input data, within one year of his or her employment.
 - 1.1.8 NMASIC will sustain the ability to analyze information and intelligence by expanding the fusion center analyst training program to 20 hours of required training annually. This will be accomplished by enrolling analysts in beginning, intermediate, and advanced analytical training courses; by ensuring all NMASIC analysts attend at least one national or regional fusion center conference per year; and by requiring each analyst to attend portfolio specific training bi-annually.
 - 1.1.9 NMASIC will sustain the ability to disseminate information to stakeholders on relevant terrorist and criminal threats on a daily basis in order to provide safety to law enforcement officers, situational awareness to decision makers, and information to local law enforcement and emergency management agencies on both man-made and natural hazards.

1.2.0 DHSEM will hold a local conference annually to provide training to local, state and tribal law enforcement and emergency management personnel, and provide a venue for information and intelligence collaboration between local, state, and tribal law enforcement agencies, agricultural communities, and emergency management agencies in relevant homeland security issues.

1.2 Objective: DHSEM shall develop Threat Hazard Identification Risk Assessment (THIRA) procedures and conduct a statewide threat assessment that evaluates the man-made and natural hazards in NM, which will be reviewed on an annual basis by the end of 2013. **(EMAP 4.3.1)**

1.2.1 DHSEM will clearly define the state's desired outcomes, evaluate impacts based on communicated and consistent jurisdictionally specific context, and define systematically State Capability Targets needs by the end of 2013.

1.2.2 DHSEM will establish State Capability Priorities based on Low, Medium, and High impact criteria (L, M, H) and will conduct annual Capability Assessments using the Planning, Organization, Exercises, Training, & Equipment 1-5 scale and the POETE 1-5 (with mutual aid) by the end of 2013.

1.2.3 DHSEM will annually update mutual aid requirements, identify deficiencies, and address any changes to local and state capabilities based on local jurisdictions goals by the end of 2013.

1.2.4 DHSEM will establish a THIRA Core Group consisting of members from state, federal and tribal stakeholders, capabilities subject matter experts, representatives from potential threat and hazard impacted local jurisdiction's, and POETE subject matter experts annually by the end of 2013.

1.2.5 DHSEM will establish a Core Committee which will review annually the Threat and Hazard Identification section of the THIRA to ensure agreement with the 10-12 Natural and Manmade Hazards. The Committee shall review and revise the identified Capabilities SMEs and the identified POETE SMEs. This committee shall also review the desired outcomes, identify deficiencies, and make recommendations to the Homeland Security Advisor in order to consider department funding necessary to reach the desired outcomes by the end of 2013.

1.2.6 DHSEM will establish the Threat Working Group (TWG) consisting of the Fusion Center Director, DHS Information & Analysis, Critical Infrastructure Coordinator, Emergency Operation Center Director and the Planning Section Chief by the end of 2013.

1.2.7 Intelligence and Response & Recovery will work together to determine the purpose and expected products of the TWG by the end of 2012.

1.2.8 Intel and R&R will develop procedures for the TWG and will add wording to the state EOP on how the TWG will meet every time the Emergency Operation Center is activated for an event by the end of 2013.

- 1.2.9 DHSEM will provide quarterly presentations to established advisory groups and committees on State THIRA in order to seek direction and guidance on prevention strategies by the end of 2013.

1.3 Objective: DHSEM shall annually review and revise procedures on exchanging information among state fusion centers within the national fusion center network and external federal, state, local and tribal emergency management and law enforcement agencies in order to prevent incidents and develop best practices by the end of 2013.

- 1.3.1 NMASIC will improve the ability to receive information by expanding the NMASIC Intelligence Liaison Officer (ILO) Program to incorporate every police department and sheriff's department in New Mexico by the end of 2013.
- 1.3.2 NMASIC will initiate a program to recruit new ILO participants, expanding the ranks by 20 percent by the end of 2013 and each year after that.
- 1.3.3 NMASIC will secure sufficient funding for travel in order to provide training of ILO participants, and conduct a minimum of three trainings sessions for ILO participants annually by the end of 2013.
- 1.3.4 NMASIC will refine the Intelligence Liaison Officer's Program and continue to develop other sources of information and intelligence obtained from internal and external stakeholders by the end of 2013 and review it annually thereafter.
- 1.3.5 DHSEM will establish a process of customer feedback through annual surveys by the end of 2013.

1.4 Objective: DHSEM shall expand its hazardous materials program to include support to Local and Tribal Emergency Response Committees and enforcement of Title III of the Superfund Amendments and Reauthorization Act by the end of 2013.

- 1.4.1 DHSEM Hazardous Materials Section will continue to maintain a database that will track facilities that use, handle, and store hazardous materials in the state by the end of 2013. The program shall provide support for any local and tribal government in need of obtaining information on the hazardous materials facilities in their jurisdiction.
- 1.4.2 DHSEM Hazardous Materials Section will invest in developing and maintaining a system to allow hazardous material organizations to pay appropriate fees online when submitting their TIER II data to DHSEM annually by the end of 2013.
- 1.4.3 DHSEM Hazardous Materials Section will assist the Governor's Office in the establishment and maintenance of a seven member State Emergency Response Commission (SERC) to oversee and supervise all hazardous material matters within New Mexico by the end of 2013.

1.5 Objective: DHSEM Radiological and Nuclear Section shall develop plans and procedures for the establishment of a statewide program, the Prevent Radiological and Nuclear Detection (PRND) program that will assist in the radiological prevention training of local and state agencies.

- 1.5.1 DHSEM Radiological and Nuclear Section will develop an operational plan every year to support the Albuquerque International Balloon Fiesta PRND operations starting 1st of October 2012.
- 1.5.2 DHSEM Radiological and Nuclear Section will work with Department of Energy Radiological Assistance Program (RAP) team when necessary, to provide informational briefings to Homeland Security Advisors within one year of hiring completed by the end of 2012.
- 1.5.3 DHSEM Radiological and Nuclear Section will review and update Operational Plan and establish relationships with both national laboratories and local Emergency Operation Centers (EOCs) immediately after assuming the position starting at the end of 2012.

1.6 Objective: DHSEM Critical Infrastructure Section shall develop plans and procedures for the establishment of a statewide program that identifies critical infrastructure and key resources that meets local, state and federal priorities by the end of 2012.

- 1.6.1 DHSEM Critical Infrastructure Section will develop the New Mexico Critical Infrastructure Protection Plan (CIPP) for 2012-2014, by the end of 2012, for approval by the Secretary and will review it annually to ensure adjustments are made to comply with national and state priorities.
- 1.6.2 Department leadership will meet with utilities, federal partners, commercial partners, and stakeholders to learn about their needs for support before, after, and during an emergency to bolster our Critical Infrastructure/Key Resources (CI/KR) Protection Plan.
- 1.6.3 DHSEM Critical Infrastructure Section will review and contribute annually to the DHS Special Events Database to provide an overview of the special events throughout New Mexico that need DHS attention and support by the end of 2012.
- 1.6.4 DHSEM Critical Infrastructure Section will provide assistance in the form of a written vulnerability assessment and background research paper to local, state, federal and tribal partners starting at the end of 2012.
- 1.6.5 DHSEM Critical Infrastructure Section will provide a Wildfire Critical Infrastructure Report to the DHSEM EOC watch and private/public stakeholders as soon as practical upon notification of a natural or man-made caused wildfire, identifying the critical infrastructure in the area of the fire and the possible effect of the fire on that asset by the end of 2012. A Prescribed Burn Critical Infrastructure Report will be provided for prescribed burns when appropriate and required when the burn is within two-miles of critical infrastructure.

1.7 Objective: The Department will solicit the cooperation of private sector partners to build a private/public partnership that will bolster our work in protecting critical infrastructure.

- 1.7.1 DHSEM Critical Infrastructure Section will support a series of integrated statewide energy exercises to test DHSEM's ability to serve as the liaison between the government, the public, and industry and to practice joint problem solving of electricity and gas generators, transmission

systems, and distribution systems owned by large and small partners throughout the state during a disruption in energy supply or transmission.

1.7.2 DHSEM Critical Infrastructure Section will promote NIMS training for private sector partners.

1.7.3 DHSEM Critical Infrastructure Section will support the creation of a Business Emergency Operations Center and an Emergency Support Function 14 – Long Term Community Recovery Working Group to develop a partnership with the private sector to expand department capabilities.

Goal 2 To support the department’s mission by providing direction, support, and guidance to implement current national emergency management and homeland security strategies.

2.1 Objective: The Department of Homeland Security and Emergency Management (DHSEM) will maintain a documented Emergency Management Program that is 100 % compliant with the Emergency Management Accreditation Program Standards by November 2014.

2.1.1 Review and revise the department’s executive policy and vision statement for emergency management and submit to upper management for approval and implementation by September of each year.

2.1.2 Develop a multi-year strategic plan in coordination with program stakeholders that defines the mission, goals, objectives, milestones, and method for implementation and submit to upper management for approval and implementation by September of each year.

2.2 Objective: The DHSEM will maintain a process for evaluation, maintenance, revision, and corrective actions by November 2014.

2.2.1 The Bureau Chiefs shall establish schedules for the review and revision of all relevant plans by November 2014.

2.2.2 The State Exercise Officer will continue to coordinate the evaluation of program objectives using the Homeland Security Exercise & Evaluation Program (HSEEP) guidelines including improvement planning and corrective actions on a quarterly basis.

2.2.3 The Preparedness Bureau Staff will continue to evaluate program objectives for Preparedness through the Emergency Management Performance Program Application Narrative, quarterly grant monitoring reports, and the State Preparedness Report.

The Homeland Security and Emergency Management Act established the department to: 1) consolidate and coordinate homeland security and emergency management functions to provide comprehensive and coordinated preparedness, mitigation, prevention, protection, response, and recovery for emergencies and disasters, regardless of cause, and acts or threats of terrorism; 2) act as the central primary coordinating agency for the state and its political subdivisions in response to emergencies, disasters and acts or threats of terrorism; and 3) act as the conduit for federal assistance and cooperation in response to emergencies, disasters and acts or threats of terrorism. 9-28-2 NMSA 1978.

2.3 Objective: There shall be a designated emergency management agency, department, or office established for the jurisdiction empowered with the authority to administer the emergency management program on behalf of the jurisdiction on an annual basis.

2.3.1 Administer the Emergency Management Program for the State of New Mexico.

2.3.2 The departments’ senior staff will meet annually, prior to the legislative session, to determine if

there are unmet needs that must be addressed legislatively.

2.3.3 Channel identified needs through the legislative process for consideration and implementation.

2.4 Objective: The state will ensure there is a designated individual empowered with the authority to execute the Emergency Management Program on behalf of the jurisdiction. The department is a cabinet agency led by the Secretary of Homeland Security and Emergency Management. The Cabinet Secretary leads the department's efforts to coordinate all the homeland security and emergency management efforts of all state and local government agencies, as well as enlisting cooperation from private entities such as health care providers. 9-28-5 NMSA 1978.

2.4.1 To allow the department to respond most effectively, the Cabinet Secretary, along with the Deputy Secretary, have been appointed as two of the Governor's Authorized Representatives. Additionally, the Secretary serves as the Homeland Security Advisor as well as State Administrative Agent for the state to the federal Department of Homeland Security.

2.4.2 The state shall ensure the Secretary is placed for Senate Confirmation at the start of the 2013 legislative session.

2.5 Objective: The department shall comply with applicable legislation, regulations, directives, and policies. The Department shall ensure current legal authorities provide flexibility and responsiveness to execute emergency management activities in emergency and non-emergency situations. The state shall ensure the department's responsibilities are established in state and local law and legal provisions identify the fundamental authorities for the planning, funding, mechanisms, and continuity of government.

2.5.1 The department will comply with all related legislation, regulation, directives and policies. The department and other state agencies via the state constitution and various statutes will

Statute 9-28-5 states the DHSEM's duties as:

- A. Coordinate the homeland security and emergency management efforts of all state and local government agencies, as well as enlist cooperation from private entities such as health care providers;
- B. apply for and accept federal funds for homeland security, administer the funds and develop criteria to allocate grants to local governments, tribes, state agencies and other qualified entities;
- C. act as liaison between federal, state and local agencies to effect the improved sharing of counterterrorism intelligence;
- D. provide information to the general public and to private businesses that is essential to ensuring their safety and security and provide the governor with timely information relating to emergencies, disasters and acts of terrorism or terrorist threats;
- E. establish security standards for state facilities and for protection of their occupants and develop plans for the continuity of state government operations in the event of a threat or act of terrorism or other natural or man-made disaster;
- F. identify the state's critical infrastructures and assist public and private entities with developing plans and procedures designed to implement the protective actions necessary to continue operations;
- G. coordinate state agency and local government plans for prevention, preparedness and response with a focus on an all-hazards approach;
- H. coordinate law enforcement counterterrorism prevention, preparedness and response training on a statewide basis, including training for emergency responders, government officials, health care providers and others as appropriate;
- I. work with emergency response and emergency management programs and provide assistance in developing and conducting terrorism response exercises for emergency responders, government officials, health care providers and others;
- J. coordinate law enforcement's and emergency responders' response to an act of terrorism or terrorist threat;
- K. develop and maintain a statewide plan and strategy to manage and allocate federal grant funds required to provide the state's emergency response community with the equipment necessary to respond to an act of terrorism involving a weapon of mass destruction; and
- L. perform such other duties relating to homeland security as may be assigned by the governor.

maintain the ability and flexibility to respond to emergency and non-emergency situations, to fund, plan, respond to incidents within its areas of responsibility, and provide a plan for the continuity of government.

- 2.5.2 The Continuity of Government plan will be reviewed every three years consistent with Objective 2.12.
- 2.5.3 The DHSEM's enabling statutes (9-28-1 through 9-28-7 NMSA 1978) provide the department's ability and authority to plan, fund, and respond to statewide incidents. Other statutes provide for the state response to various disasters and emergencies.
- 2.5.4 The department's senior staff will meet annually, prior to the legislative session, to determine if there are unmet needs that must be addressed legislatively.
- 2.5.5 Channel identified needs through the legislative process for consideration and implementation.
- 2.5.6 The General Counsel will annually monitor all proposed legislation and amendments to pertinent legislation to determine its potential impact on the department.

2.6 Objective: DHSEM possesses and maintains a process for identifying and addressing proposed legislative and regulatory changes.

- 2.6.1 The department will enact its legislative review process annually whereby the agency works with the Governor's Office and the Legislative Counsel Service to identify, address, and propose legislation.
- 2.6.2 Internal staff will annually monitor all proposed legislation and track requests for agency comment.
- 2.6.3 The General Counsel will monitor all proposed legislation and amendments to pertinent legislation annually to determine its potential impact on the department.

2.7 Objectives: The DHSEM will maintain stakeholder committees to provide coordinated input in the preparation, implementation, evaluation and revision of the emergency management program.

- 2.7.1 Conduct quarterly State Citizen Corps Council Meetings – Include representatives from law enforcement, health, emergency management, local emergency planning committee, public schools, fire, tribal, higher education, individuals who have access and functional needs, citizen corps partner programs, private citizens, voluntary agencies, and non-profit organizations.
- 2.7.2 Attend quarterly New Mexico Emergency Management Association Executive Board meetings.
- 2.7.3 Participate in quarterly New Mexico Emergency Management Association quarterly meetings.
- 2.7.4 Facilitate quarterly Local Preparedness Area meetings.
- 2.7.5 Facilitate annual State Mitigation Planning Team meetings.

- 2.7.6 Participate in quarterly Silver Jackets meetings.
- 2.7.7 Attend the semi-annual New Mexico Floodplain Management Association meetings.
- 2.7.8 Attend annual New Mexico Floodplain Management Executive Board Retreat.
- 2.7.9 Participate in quarterly New Mexico Governor’s Drought Task Force meetings.
- 2.7.10 Participate in annual Federal Emergency Management Association (FEMA) Region VI Preparedness Workshop.
- 2.7.11 Participate in quarterly FEMA Region VI Mitigation Workshops.
- 2.7.12 Facilitate quarterly State Continuity of Operations Planning Workgroup meetings.
- 2.7.13 Facilitate quarterly State Continuity of Government Planning Workgroup meetings.
- 2.7.14 Participate in quarterly Waste Isolation Pilot Program Working Group meetings.
- 2.7.15 Participate in monthly Waste Isolation Pilot Program Taskforce meetings.
- 2.7.16 Participate in annual FEMA Region VI Training & Exercise Planning Workshop.
- 2.7.17 Participate in the semi-annual Western Governors’ Association meeting.
- 2.7.18 Participate in the annual FEMA National Training and Exercise Conference.
- 2.7.19 Participate in the annual State Administrative Agency and Training Consortium meeting.

The State Mitigation Planning Team is comprised of New Mexico Technical University; University of New Mexico; Interstate Stream Commission; DHSEM; New Mexico Energy, Minerals and Natural Resources Department; United States Army Corps of Engineers; New Mexico Department of Transportation; New Mexico Department of Information Technology; New Mexico State University; New Mexico Natural Resources Conservation Services; New Mexico National Guard; United States Geological Survey; Federal Emergency Management Agency; National Oceanic Atmospheric Administration; New Mexico Environment Department; United States Forest Service; American Red Cross; New Mexico Floodplain Management Association; New Mexico Emergency Management Association; New Mexico Department of Public Safety; and New Mexico Game and Fish Department.

2.8 Objective: The DHSEM programs will identify natural and man-made hazards that potentially impact the jurisdiction and perform a risk and vulnerability assessment and consequence analysis to address these hazards on an annual basis.

- 2.8.1 The State Mitigation Officer and State Mitigation Planning Team will review and update the State’s Natural Hazard Identification and Risk Assessment by December 31 of each year.

- 2.8.2 The State Mitigation Officer will respond to requests for technical assistance and oversight from local jurisdictions for development of their Natural Hazard Mitigation Plans as soon as practicable.
- 2.8.3 The Intelligence and Security Bureau Chief will review and update the State's Human-Caused Identification and Risk Assessment by December of each year.
- 2.8.4 The Response & Recovery Bureau Chief will include information from the hazard analysis and vulnerability assessment for both natural and human caused hazards in the State Emergency Operations Plan (EOP) by March 2013.
- 2.8.5 The Response & Recovery Bureau will determine if any information from the Threat and Hazard Identification and Risk Assessment (THIRA) should be included in the EOP by December 2012.
- 2.8.6 The Response & Recovery Bureau Chief will incorporate elements of the completed THIRA into the State EOP, if necessary, by March 2013.

2.9 Objective: The Preparedness Bureau will reduce the impact of disasters on local jurisdictions by increasing the number of approved mitigation projects by 10% by 2016.

The State Mitigation Officer will:

- 2.9.1 Promote local participation in the Unified Hazard Mitigation Program (Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation Program (PDM), Flood Mitigation Assistance Program (FMA) and Repetitive Loss Claims Program (RLC)) by disseminating information within 72 hours of release by federal agencies.
- 2.9.2 Assist local jurisdictions with the identification of pre- and post-disaster mitigation projects by providing technical assistance calls and scheduling on-site visits within 48 hours of local request.

The State Floodplain Coordinator will:

- 2.9.3 Promote the National Flood insurance Program (NFIP) by disseminating information to potential participants within 72 hours of receiving updated information from NFIP.
- 2.9.4 Respond to requests for information regarding the NFIP within 72 hours of receipt of request.
- 2.9.5 Review local flood ordinances for compliance with the minimum NFIP standards and consistency with local regulations and provide response to submitting jurisdiction within 2 weeks.
- 2.9.6 Conduct 9 Community Assistance Visits (CAVs) annually.
- 2.9.7 Conduct 15 Community Assistance Contacts (CACs) annually.
- 2.9.8 Respond to local jurisdictions' requests for assistance with floodplain management issues within 48 hours of request.

2.10 Objective: The Preparedness Bureau will increase natural hazard mitigation outreach by 10% by 2015.

The State Hazard Mitigation Officer will:

- 2.10.1 Update the Mitigation Page on DHSEM website emphasizing lessons learned and success stories on a quarterly basis.
- 2.10.2 Assist local jurisdictions with the identification of pre- and post-disaster mitigation projects by providing technical assistance calls and scheduling on-site visits within 48 hours of local request.
- 2.10.3 Coordinate annual mitigation training for local jurisdictions by including requested courses in

the State's Multi-Year Training and Exercise Plan.

- 2.10.4 Coordinate and assist New Mexico Technical University with annual delivery of Rocking Round New Mexico.
- 2.10.5 Coordinate with the UNM's Earth Data Analysis Center (EDAC) on development of geospatial technologies.
- 2.10.6 Manage 404 post-disaster mitigation activities in collaboration with federal partners within 24 hours of Joint Field Office activation.

The State Floodplain Coordinator will:

- 2.10.7 Review local flood ordinances for compliance with the minimum NFIP standards and consistency with local regulations and provide response to submitting jurisdiction within 2 weeks.
- 2.10.8 Conduct 9 Community Assistance Visits (CAVs) annually.
- 2.10.9 Conduct 15 Community Assistance Contacts (CACs) annually.
- 2.10.10 Respond to local jurisdictions requests for assistance with floodplain management issues within 48 hours of request.

2.11 Objective: The DHSEM will continue to monitor overall progress of the mitigation strategies and document completed initiatives and resulting reduction or limitation of hazard impact in the jurisdiction annually.

- 2.11.1 The State Mitigation Officer and State Mitigation Planning Team will complete the Annual Natural Hazard Mitigation Plan Review Questionnaire to develop the Annual Mitigation Plan Review Summary which reports on the overall progress of the State's Mitigation program by December of each year.

2.12 Objective: The DHSEM will develop, implement and maintain Continuity of Operations (COOP) and Continuity of Government (COG) Programs to include relevant components identified in EMAP Standard 4.6.5 and 4.6.6 by September 2014.

The COOP Program Manager will:

- 2.12.1 Coordinate with state partners for the review and update of the State's COOP and COG Plans annually.
- 2.12.2 Coordinate COOP and COG training and workshops for state and local partners annually.
- 2.12.3 Coordinate inclusion of a COOP /COG component in at least one State level exercise by December 2014.

The Response & Recovery Bureau will:

- 2.12.4 Update the COOP section in the EOP and add a section on COOP to the Standard Operating Guidelines (SOGs) by March 2014.
- 2.12.5 The Response & Recovery Bureau will update the COG section in the EOP and add a section on COG to the SOGs by March 2014.

2.13 Objective: The DHSEM will increase by 10% the number of State EOC staff trained in accordance with FEMA's national standards by 2016.

The Training and Exercise Unit will:

- 2.13.1 Develop position specific training for state EOC positions within 90 days of establishment of EOC Position Descriptions.

- 2.13.2 Develop training for completion of EOC documents within 90 days of establishment of EOC SOGs and Job Aids.
- 2.13.3 Continue facilitation of EOC Positions training within 6 months of completion of 2.131 and 2.13.2.
- 2.13.4 Conduct annual training for State Agency EOC representatives.
- 2.13.5 Prepare quarterly report to DHSEM Bureau Chiefs on status of staff progress toward achieving EOC training compliance.

The Response & Recovery Bureau will:

- 2.13.6 Function as the Subject Matter Experts in developing training for DHSEM staff on the EOP, Emergency Support Function (ESF) annexes, and EOC Standard Operating Guidelines after all documents are updated by summer of 2013.
- 2.13.7 Function as the Subject Matter Experts in developing training for ESF representatives to the EOC in the EOP, ESF annexes, and EOC procedures after all documents are updated by summer of 2013.

2.14 Objective: The Preparedness Bureau will assist local jurisdictions in maintaining an annual 85% compliance rate with the National Incident Management System (NIMS) requirements.

Local Preparedness Coordinators will:

- 2.14.1 Assist and provide technical assistance to stakeholder partners for annual NIMS Compliance Assistance Support Tool (NIMSCAST) reporting by October 1 of each year.
- 2.14.2 Conduct annual NIMS Assistance Visits with local emergency management programs.
- 2.14.3 Provide technical assistance to local jurisdictions in completion of NIMS Corrective Action Plans (CAP) immediately following identification of deficiency.
- 2.14.4 Coordinate local training opportunities for NIMS courses (IS100, IS200, IS700, and IS800) quarterly.

2.15 Objective: The DHSEM will maintain a resource management system that includes objectives and implementing procedures that address the identification, location, acquisition, storage, maintenance, testing, timely distribution, and accounting for services and materials to address the hazards identified by the jurisdiction.

The Response & Recovery Bureau will:

- 2.15.1 Update procedures to address resource management objectives in the SOGs by March 2013.
- 2.15.2 Include procedures to address resource management objectives in the IMAS, IERSP, and EMAC guidelines by December 31, 2013.
- 2.15.3 Complete the ESF 7: Logistics Management and Resource Support Annex to address resource management objectives for the EOC by March 2013.

2.16 Objective: The Preparedness Bureau will assist with the establishment of resource management objectives by providing technical assistance for annual resource gap analyses of local emergency management programs.

Local Preparedness Coordinators will:

- 2.16.1 Review local jurisdictions' annual federal grant applications to ensure they incorporate core capabilities.

- 2.16.2 Review local jurisdictions' annual federal grant applications to ensure projects submitted are sustainment or maintenance of a core capability using the NIMS Resource List.
- 2.16.3 Conduct quarterly site visits to monitor program compliance with federal grant guidelines.

The Response & Recovery Bureau will:

- 2.16.4 Conduct a gap analysis to help determine resource management objectives in coordination with state agencies by December 31, 2013.

2.17 Objective: The Preparedness Bureau will promote the use of E-Team by local jurisdictions for tracking availability of local resources on an ongoing basis.

Local Preparedness Coordinators will:

- 2.17.1 Coordinate annual training on the Intrastate Mutual Aid System (IMAS).
- 2.17.2 Provide technical assistance to local jurisdictions for updating their resources in the E-Team Resource Database annually.

2.18 Objective: The DHSEM will maintain an implemented resource management process to accept, manage, and distribute donated goods, materials, services, personnel, financial resources, and facilities, either solicited and/or unsolicited.

The Response & Recovery Bureau will:

- 2.18.1 Track all resources using E-Team no later than June 30, 2013.

2.19 Objective: The Preparedness Bureau will review and revise the Training Program annually to ensure compliance with national standards.

The Training and Exercise Unit will:

- 2.19.1 Coordinate and conduct the Annual Multi-Year Training and Exercise Planning Workshop (TEPW) to determine training needs with internal and external stakeholders.
- 2.19.2 Develop, update, and submit the State's annual Multi-Year Training and Exercise Plan to DHS within 60 days following the TEPW.
- 2.19.3 Publish an annual training calendar by January 31 of each year.
- 2.19.4 Monitor effectiveness of course delivery by compiling and reviewing results from course evaluations within 30 days of delivery to determine the potential need for corrective actions.
- 2.19.5 Annually review the DHSEM Training Manual and Policies and Procedures, and revise as needed.

2.20 Objective: The Preparedness Bureau will regularly schedule and conduct training to emergency personnel consistent with their current and potential responsibilities, threats, training needs assessment, internal and external requirements, mandates, and deficiencies identified in the corrective action process.

The Training and Exercise Unit will:

- 2.20.1 Coordinate local training opportunities of NIMS courses (IS100, IS200, IS700, IS800) quarterly.
- 2.20.2 Continually promote training offered by Federal Consortium Partners.
- 2.20.3 Coordinate in-state offerings of National Domestic Preparedness Consortium training as requested by state, local, and tribal stakeholders.
- 2.20.4 Conduct all required Advanced Professional Series courses annually.

- 2.20.5 Conduct position specific training for state EOC positions quarterly.
- 2.20.6 Conduct position specific training for completion of EOC documents quarterly.
- 2.20.7 Conduct annual training for State Agency EOC representatives.
- 2.20.8 Conduct annual Comprehensive Preparedness Guide (CPG) Training - CPG704 Pandemic / CPG505 Fusion-EOC / CPG101 EOPs / CPG302 Household Pets Service Animals.
- 2.20.9 Conduct annual training on the Intrastate Mutual Aid System (IMAS).
- 2.20.10 Present any updates on the Presidential Policy Directive 8 (PPD-8), the National Preparedness Goal (NPG), and the Federal Core Capabilities at the State's Annual Training and Exercise Planning Workshop.
- 2.20.11 Update the training management system's calendar on a monthly basis.

The Waste Isolation Pilot Program (WIPP) Coordinator will:

- 2.20.12 Provide 12 training sessions annually for emergency personnel within the jurisdictions located on WIPP routes.
- 2.20.13 Coordinate 4 specialized training sessions through Department of Energy training partners annually.

2.21 Objective: The Preparedness Bureau will review annually and maintain training program records to include names of those who received training, training planned and conducted, instructor name and qualifications, and length of time training records will be maintained.

The Training and Exercise Unit will:

- 2.21.1 Conduct an annual review to ensure maintenance of all training records are in compliance with New Mexico Administrative Code.
- 2.21.2 Monitor the training management website on a daily basis to perform procedures for accepting or denying training registrations, and updating participant transcripts by authorizing course completion certificates.
- 2.21.3 Review potential Adjunct Instructors' applications for compliance with published requirements and respond to applicant with a decision within 48 hours of receipt of application package.

2.22 Objective: The Preparedness Bureau will maintain an exercise program that regularly tests the skills, abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities for addressing identified threats in compliance with national standards.

The Training and Exercise Unit will:

- 2.22.1 Conduct DHSEM's Exercise Program in keeping with established Homeland Security Exercise & Evaluation Program (HSEEP) guidelines.
- 2.22.2 Conduct annual HSEEP and HSEEP Toolbox training for stakeholders.
- 2.22.3 Conduct annual sessions for stakeholders on using the National Exercise Schedule (NEXS) System.
- 2.22.4 Coordinate and conduct the State's Annual Multi-Year Training and Exercise Planning Workshop (TEPW).
- 2.22.5 Present the Presidential Policy Directive 8 (PPD-8), the National Preparedness Goal (NPG), and the Federal Core Capabilities at the State's Annual Training and Exercise Planning Workshop.
- 2.22.6 Develop, update, and submit the State's annual Multi-Year Training and Exercise Plan to DHS within 60 days following the TEPW.
- 2.22.7 Respond to stakeholder requests for technical assistance for tracking and reporting exercises in accordance with HSEEP guidelines within 48 hours of receipt of request for assistance.

- 2.22.8 Respond to stakeholder requests for technical assistance to identify funding for exercise design, conduct, and evaluation within 48 hours of receipt of request for assistance.
- 2.22.9 Respond to stakeholder requests for technical assistance for exercise development (design, conduct, evaluation) in accordance with HSEEP guidelines within 48 hours of receipt of request for assistance.
- 2.22.10 Develop and coordinate 5 DHSEM exercises annually.
- 2.22.11 Finalize After Action Reports/Improvement Plans (AAR/IPs) to stakeholders within 60 days of exercise conduct.
- 2.22.12 Distribute AAR/IPs to stakeholders within 30 days of publishing the AAR/IP.

2.23 Objective: The Preparedness Bureau will maintain a process for corrective actions to prioritize and track the resolution of deficiencies in real world and exercise events and resolve the deficiencies by updating relevant plans and, if necessary, providing follow-up training.

The Training and Exercise Unit will:

- 2.23.1 Provide technical assistance for the completion of After Action Reports/Improvement Plans in accordance with HSEEP guidelines for local stakeholders.
- 2.23.2 Submit finalized AAR/IPs for state exercises and real-world events into the Corrective Action Tracking System within 30 days of the AAR/IP's published date.
- 2.23.3 Track progress toward resolution of corrective actions for state exercises and real-world events and submit quarterly report to Deputy Secretary and Bureau Chiefs.

The Waste Isolation Pilot Program (WIPP) Coordinator will:

- 2.23.4 Conduct annually, 1 tabletop exercise and 1 drill for emergency personnel within jurisdictions located on WIPP routes.

2.24 Objective: The Public Information Officer (PIO) will maintain a documented plan and procedures for its public information function annually. The function includes the ability to inform and educate the public about threats to public safety and risk reduction through various media. The public information plan provides for timely and effective dissemination of information to protect public health and safety, including response to public inquiries and rumors. Protocols are developed to interface with public officials and Very Important Persons (VIPs). Procedures include a process for obtaining and disseminating public information materials in alternative formats.

- 2.24.1 Review annually and update on a three year cycle the existing Warning and Emergency Public Information (WEPI) Plan, otherwise known as the ESF 15 Annex to the State Emergency Operations Plan (EOP).

2.25 Objective: The PIO will maintain a central contact facility for the media. DHSEM will maintain shared pre-scripted information bulletins with the Department of Health, Bureau of Health Emergency Management (BHEM). DHSEM will maintain a procedure to clearly disseminate information. The state will maintain the ability to reach individuals who have access and functional needs.

- 2.25.1 DHSEM will be the central contact facility for the media. DHSEM will evaluate pre-scripted messages on a yearly basis. DHSEM will maintain a procedure to clearly disseminate information. The state will maintain the ability to have some capabilities to reach individuals who have access and functional needs through the Human Services Department, the Department of Health, and The Department of Cultural Affairs. With these other state agencies

and local partners, DHSEM will compile a list of individuals who have access and functional needs and the ways in which they can be reached in an emergency. After filling gaps in those capabilities, DHSEM will develop Standard Operating Guidelines to address sharing information with individuals who have access and functional needs by January 2014.

2.26 Objective: The PIO will maintain a procedure to test and support a Joint Information Center and Joint Information System (JIC/JIS).

2.26.1 Conduct training at least once each year to assess the capabilities and needs of the JIC and JIS.

2.27 Objective: The PIO will have designated, trained spokespeople qualified to deliver the Emergency Management Program's message, appropriate to hazard and audience.

2.27.1 The Secretary, Deputy Secretary, and the Public Information Officer will receive training on handling media inquiries. Policies are in place at DHSEM to restrict media engagement to the Secretary and PIO unless otherwise granted permission by the Secretary. DHSEM will conduct periodic media training for the Secretary, Deputy Secretary, and PIO.

2.28 Objective: The PIO will provide education to the public concerning threats to life, safety, and property. This includes information about specific threats, appropriate preparedness measures, and actions to mitigate the threats including protective actions. Public outreach activities are initiated to ensure that diverse populations are appropriately advised.

2.28.1 Distribute Family Preparedness Guides in both Spanish and English through local emergency managers, special events, and educational institutions. DHSEM will participate in National Preparedness Month each year and promote preparedness information through its website, social media, and preparedness guides. DHSEM will assess the need to print new materials every two years.

2.29 Objective: DHSEM maintains a Statewide Communication Interoperability Plan (SCIP) that describes communications needs of the state, based on risk-benefit models projecting evolving future requirements. The plan is an all-hazard plan that was developed with stakeholders to ensure that it supports stakeholders' working environments. DHSEM maintains document control and distribution. DHSEM exercises the plan annually with stakeholders through tabletop and functional exercises. DHSEM monitors and evaluates the SCIP's effectiveness through activation to direct the revisions and updates that are made to the SCIP every 2 years.

2.29.1 DHSEM will respond within 72 hours regarding requests to disseminate the Statewide Communication Interoperability Plan.

2.29.2 DHSEM will maintain document administration to reflect the present and evolving emergency communication environment, as needed.

2.29.3 DHSEM will complete annual exercises of the SCIP to obtain data on plan effectiveness, after which, a review and update of the SCIP will be completed every 2 years and submitted to the Interoperability Planning Commission (IPC) for approval.

2.30 Objective: The Statewide Interoperable Communications Working Group (SICWG) is an active advisory group providing guidance and technical assistance on communications programs, emerging technologies, operations, equipment needs, budgetary priorities, and sustainability. DHSEM organizes

and conducts one in-person and one conference call with the SIWG group monthly to facilitate ongoing monitoring and evaluation of statewide communications.

2.31 Objective: DHSEM conducts monthly testing of communication systems to ensure that they are operational and ready. DHSEM, in partnership with the Broadcasters Association, tests the warning system monthly to ensure systems are operational. The monthly testing of the system ensures that communication systems are ready for deployment as needed. DHSEM maintains documentation of all tests conducted with any documentation of results and performance defects. DHSEM performs corrective actions as needed to communication systems.

- 2.31.1 DHSEM will conduct a monthly test of the communication and warning system and document performance results on an electronic copy of the ICS 214 form to be submitted to the DHSEM Communication Planner within 24 hours of completing the test.
- 2.31.2 DHSEM will document all results and performance defects within 72 hours of receiving the ICS 214.
- 2.31.3 For each defect, DHSEM will document the corrective action required to remedy the defect and track the corrective action through completion. All corrective actions will be completed within 2 weeks of identification, resources permitting.
- 2.31.4 The DHSEM Communications Planner will maintain the electronic ICS 214 forms for all test results 24 hours after receipt in the /Common/Monthly Communications Tests folder.

2.32 Objective: DHSEM maintains an Emergency Operation Plan (EOP) that describes the procedures of all levels of government to organize the state's response to emergencies and disasters. The EOP is an all-hazard plan that was developed by various state agencies, departments, special districts, commissions, boards, and volunteer and private groups with emergency responsibilities. Specifically, the EOP contains ESF 15 External Affairs Annex that addresses how to initiate, receive, and/or relay warnings. DHSEM maintains document control and distribution, reviews the plan annually with stakeholders, and updates the plan every 2 years.

- 2.32.1 DHSEM will respond within 72 hours regarding requests to disseminate the Emergency Operations Plan: ESF 15 External Affairs Annex.
- 2.32.2 DHSEM will maintain document administration to reflect the present and evolving emergency warning systems environment as needed.
- 2.32.3 DHSEM will complete a review and update of the Emergency Operation Plan: ESF 15 External Affairs Annex every 2 years and submit to the Secretary of DHSEM for approval.

2.33 Objective: DHSEM participates in quarterly testing of notification systems to ensure that they are operational and ready. The quarterly testing of the system ensures that the communication system is ready for activation. DHSEM maintains documentation of results and performance defects. DHSEM performs corrective actions as needed to the notification system from all tests.

- 2.33.1 DHSEM will conduct quarterly tests of the notification system and document performance results on an electronic copy of the ICS 214 form to be submitted to the DHSEM Communication Planner within 24 hours of completing the test.
- 2.33.2 DHSEM will document all results and performance defects within 72 hours of receiving the ICS 214.

- 2.33.3 For each defect, DHSEM will document the corrective action required to remedy the defect and track the corrective action through completion. All corrective action will be completed within 2 weeks of identification, resources permitting.
- 2.33.4 DHSEM's Communications Planner will maintain the electronic ICS 214 forms for all test results 24 hours after receipt in the older.

2.34 Objective: DHSEM participates in quarterly testing of warning systems to ensure that they are operational and ready. DHSEM, in partnership with the Broadcasters Association, tests the warning systems quarterly to ensure systems are operational. The quarterly testing of the system ensures that communication systems are ready for deployment as needed. DHSEM maintains documentation of all tests conducted with any documentation of results and performance defects. DHSEM performs corrective actions as needed to communication systems.

- 2.34.1 DHSEM will participate in quarterly tests of warning systems and document performance results on an electronic copy of the ICS 214 form to be submitted to the DHSEM Communication Planner within 24 hours of completing the test.
- 2.34.2 DHSEM will document all results and performance defects within 72 hours of receiving the ICS 214.
- 2.34.3 For each defect, DHSEM will document the corrective action required to remedy the defect and track the corrective action through completion. All corrective actions will be completed within 2 weeks of identification, resources permitting.
- 2.34.4 DHSEM's Communications Planner will maintain the electronic ICS 214 forms for all test results 24 hours after receipt in the /Common/Monthly Communications Tests folder.

2.35 Objective: DHSEM maintains an Emergency Operation Plan (EOP) that describes the different levels of government responsibility and the public to effectively respond to an emergency or threat. ESF 15 External Affairs Annex and ESF 2 Communications Annex described above will provide procedures to ensure personnel familiarity with and the effective operation of the systems and capability of the Communications, Notification, and Warning systems. DHSEM maintains document control and distribution. We review the plan annually with our stakeholders and review and update the plan every 2 years.

- 2.35.1 DHSEM will respond within 72 hours regarding requests to disseminate the Emergency Operations Plan: ESF 15 External Affairs Annex and ESF 2 Communications Annex.
- 2.35.2 DHSEM will maintain document administration to reflect present and evolving emergency warning systems environment as needed.
- 2.35.3 DHSEM will complete a review and update of the Emergency Operation Plan: ESF 15 External Affairs Annex and ESF 2 Communications Annex every 2 years and submit to the Secretary of DHSEM for approval.

Goal 3 To sustain the capability to supply sufficient resources statewide to the affected jurisdiction during planned and unplanned events; and to enable community recovery from planned and unplanned events using local, tribal, state, and federal resources.

3.1 Objective: There shall be a documented, ongoing process utilizing one or more committees that provides for coordinated input by Emergency Management Program stakeholders in the preparation, implementation, evaluation, and revision of the Emergency Management Program. See committees in the box on this page.

3.2 Objective: Committee(s) shall meet with a frequency determined by the committee coordinator sufficient to provide for regular input. The Response & Recovery Bureau meets with these organizations as scheduled.

- 3.2.1 IERSP – The IERSP work group meets approximately 3 times per year.
- 3.2.2 Public Health Emergency Preparedness and Response Advisory Committee (PHEPRAC) – The PHEPRSM meets between 1 and 4 times per year.
- 3.2.3 IMAS – It is undetermined at this time how often the IMAS committee will meet.

3.3 Objective: The Response & Recovery Bureau shall develop and implement its mitigation program to eliminate hazards or mitigate the effects of hazards that cannot be reasonably prevented. The mitigation program identifies ongoing opportunities and tracks repetitive loss. R & R implements mitigation projects according to a plan that sets priorities based upon loss reduction.

- 3.3.1 The Recovery Unit will develop, in cooperation with FEMA and other organizations, a GIS database of sites impacted by disasters. This will assist in identifying repetitive losses and areas of mitigation success by December 2013.
- 3.3.2 The Recovery Unit will continue to aggressively pursue 406 Mitigation funding opportunities during declared disasters.

Committees for Input into Emergency Management Program

Interstate Emergency Response Support Planning (IERSP) team – The IERSP team works to enhance mutual aid capabilities between the states of FEMA Region VI, specifically during catastrophic disasters.

Federal Executive Board (FEB) – The FEB’s Emergency Preparedness Committee leads preparedness activities, especially Continuity of Operations, for the federal agencies located in Albuquerque. The committee also coordinates training and exercises. DHSEM interfaces with the federal agencies to maintain a level of visibility of their preparedness activities.

Public Health Emergency Preparedness and Response Stakeholder Meeting (PHEPRSM)– DHSEM coordinates with the Department of Health, local jurisdictions, and the hospital association on health planning issues, such as the Strategic National Stockpile.

Intrastate Mutual Aid System (IMAS) – The committee’s goal is to promote mutual aid within New Mexico, especially between local jurisdictions, and track its use annually.

Voluntary Organizations Active in Disasters (VOAD) – The VOAD discusses recent activities by each organization as well as shortfalls, planning initiatives, and volunteer and donations management issues. A future goal is to address unmet needs after disasters within New Mexico.

3.4 Objective: DHSEM maintains plans which describe emergency response, continuity of operations, continuity of government, and recovery from emergencies or disasters. These plans address concept of operations; all identified hazards; the purpose; scope; objectives; authority; situation and assumptions; functional roles and responsibilities for internal and external agencies, organizations, departments and positions; logistics support and resource requirements necessary to implement plan; concept of operations; and plan maintenance. The DHSEM Emergency Operations Plan (EOP) identifies and assigns specific areas of responsibility to DHSEM units or other agencies performing essential functions in response to an emergency or disaster. The EOP will be reviewed annually and updated every three years.

Planning Team for DHSEM

EOP

Critical Infrastructure and

Key Resources

DHSEM Response & Recovery
Bureau representatives

DHSEM Preparedness Bureau
representative

DHSEM Intelligence Bureau
representative

DHSEM Logistics/IT
representative

DHSEM Finance/Administrative
Services Department
representative

DOH-BHEM

Department of Public Safety-
New Mexico State Police

National Guard

Department of Transportation

Local Emergency Manager
representative

Tribal representative

Private sector representative

Voluntary organizations'

The Response & Recovery Bureau will:

- 3.4.1 Convene a planning team of stakeholders by October 2012.
- 3.4.2 Review the current EOP by October 31, 2012.
- 3.4.3 Identify hazards, risks, or gaps by December 31, 2012.
- 3.4.4 Update the concept of operations by November 30, 2012.
- 3.4.5 Update agency responsibilities by January 31, 2013.
- 3.4.6 Update sections concerning: purpose, scope, goals, objectives, authority, situation and assumptions, functional roles and responsibilities, logistics support and resource requirements, concept of operations, and plan maintenance by January 31, 2013.
- 3.4.7 Identify gaps or areas for improvement in the Emergency Support Function (ESF) Annexes by September 2012.
- 3.4.8 Update the concept of operations and agency responsibilities in the ESF and Support Annexes by January 31, 2013.
- 3.4.9 Review and finalize the EOP by March 2013.
- 3.4.10 Distribute the EOP for signatures by the participating agencies.
Department leadership will meet with utilities, federal partners, commercial partners, and other stakeholders to seek their support to play a role in statewide emergency response planning. The goal of this outreach is to bring CI/KR partners into the EOP planning process and eventually into the EOC by December 2013.
- 3.4.11 The Training and Exercise Unit (Preparedness Bureau) will conduct annual presentations consistent with Comprehensive Preparedness Guide (CPG) to include CPG704 Pandemic / CPG505 Fusion-EOC / CPG101 EOPs / CPG302 Household Pets Service Animals.
- 3.4.12 The Local Preparedness Coordinators (Preparedness Bureau) will provide technical assistance to local jurisdictions' planning teams within 72 hours of receipt of request for assistance.

- 3.4.13 The Local Preparedness Coordinators (Preparedness Bureau) will conduct a review of local EOPs against the DHSEM Crosswalk within 72 hours of receiving the completed local plan and crosswalk.
- 3.4.14 The COOP Program Manager (Preparedness Bureau) will develop the State’s COOP and COG plans through a formal planning process involving stakeholders; including hazards identified in the State’s THIRA; and providing for regular review and update of the plans by September 2013.
- 3.4.15 The COOP Program Manager (Preparedness Bureau) will develop the State’s COOP and COG plans which will include the following components by September 2013: purpose; scope and/or goals and objectives; authority; situation and assumptions; functional roles and

Planning Team for DHSEM Recovery Planning

DHSEM

- Upper Management
- R&R Bureau Chief
- Recovery Unit Manager
- Recovery Specialist
- State Mitigation Officer
- State Floodplain Coordinator
- Grant Unit Manager
- Grant Manager
- Other Grant/Finance Staff

Core State Agency Stakeholders

- Department of Military Affairs
- NMDOT
- DPS
- DOH
- Environment Department
- State Forestry
- State Engineer, Interstate Stream Commission, Acequia Program Manager
- Cultural Affairs, State Historic Preservation Office
- Economic Development

Other Participating Organizations

- Neighboring States –Arizona, Colorado, Texas, Oklahoma
- All Local/Tribal Jurisdictions that wish to contribute
- VOADs
- FEMA Region VI

responsibilities for internal and external agencies, organizations, departments and positions; logistics support and resource requirements necessary to implement plan; concept of operations; and plan maintenance.

3.5 Objective: The DHSEM recovery plan shall address short- and long-term recovery priorities and provide guidance for restoration of critical functions, services, vital resources, facilities, programs, and infrastructure to the affected area. The recovery plan will be reviewed annually and updated every three years based on the National Disaster Recovery Framework (NDRF).

- 3.5.1 Prepare draft Recovery Plan by Nov 2012.
- 3.5.2 Submit for review by upper management.
- 3.5.3 Revise as directed.
- 3.5.4 Submit final plan for approval Jan 2013.
- 3.5.5 Update annually.

3.6 Objective: In accordance with the NDRF, DHSEM will work with local and tribal governments to establish Local/Tribal Recovery Coordinators for each jurisdiction.

- 3.6.1 Announce to stakeholders by Dec 2012.
- 3.6.2 Implement by May 2013.

3.7 Objective: DHSEM will provide technical assistance and guidance to communities seeking to establish Local Recovery Plans.

- 3.7.1 Announce to stakeholders by Dec 2012
- 3.7.2 Implement by May 2013.

3.8 Objective: DHSEM uses an incident management system, as outlined in the EOP, to analyze emergency situations and provide an effective response and recovery effort. The system includes, but is not limited to, the following concepts: modular organization, unified command, multi-agency coordination, span of control,

common terminology, incident action planning processes, comprehensive resource management, integrated communications, and pre-designated facilities. The incident management system is reviewed annually or through After Action Reports, and updated every three years.

The Response & Recovery Bureau will:

- 3.8.1 Convene a planning team of stakeholders by October 2012.
- 3.8.2 Review the current EOP by October 31, 2012
- 3.8.3 Update information in the EOP about the following: modular organization, unified command, multi-agency coordination, span of control, common terminology, incident action planning, resource management, integrated communications, and pre-designated facilities by January 31, 2013.
- 3.8.4 Review, finalize, and submit plan for approval signatures by March 2013.

3.9 Objective: DHSEM's incident management system includes specific organizational roles and responsibilities for each incident management function, as outlined in the SOGs. The SOGs are currently being updated with a completion date of March 2013.

The Response & Recovery Bureau will:

- 3.9.1 Complete the update of the EOC's organizational chart by October 2012.
- 3.9.2 Complete the position descriptions for the EOC by October 2012.
- 3.9.3 Develop checklists based on the organization chart and position descriptions for the EOC by January 31, 2013.
- 3.9.4 Work with the ESF representatives to develop checklists for each EOP annex by January 31, 2013.

3.9 Objective: DHSEM has several mutual aid agreements in place, including the Emergency Management Assistance Compact (EMAC), the Intrastate Mutual Aid System (IMAS), and the Interstate Emergency Response Support Plan (IERSP), to share resources, such as equipment, supplies, facilities, and personnel, across city, county, and state boundaries. The IERSP is reviewed annually by the states within FEMA Region VI. The IMAS and EMAC implementation procedures will be updated by December 2013.

The Response & Recovery Bureau will:

- 3.9.1 Review the IMAS guidelines and determine which sections need to be updated by June 2013.
- 3.9.2 Update the IMAS guidelines based on the plan review by December 2013.
- 3.9.3 Develop a checklist for use of IMAS in the EOC by December 2013.
- 3.9.4 Ensure IMAS deployed resources are included in the resource tracking system by December 2013.
- 3.9.5 Participate in the annual review of the IERSP.
- 3.9.6 Participate in the IERSP work group effort to determine resource gaps and develop Mission Ready Packages for anticipated resource requests.
- 3.9.7 Develop IERSP guidelines specific to New Mexico by December 2013.
- 3.9.8 Provide leadership for the IERSP in 2014.
- 3.9.9 Gather and compare EMAC implementation plans or guidelines from other states by August 2013.
- 3.9.10 Identify DHSEM staff to serve on an Emergency Management Assistance Compact (EMAC) A-team and ensure they attend EMAC A-team training in 2013-2014.
- 3.9.11 Develop an EMAC implementation plan for New Mexico by December 2013.

- 3.9.12 Provide training to DHSEM staff on IMAS, EMAC, and IERSP procedures in 2014.
- 3.9.13 DHSEM will annually review contracts and memoranda of understanding/agreement to determine if they need to be updated.

3.10 Objective: DHSEM has developed, in coordination with stakeholders, the current Emergency Operations Plan (2009 version) and is now updating and revising the EOP with a completion date of March 2013. The current EOP has incorporated information from the Hazard Identification and Risk Assessment out of the State Mitigation Plan. The updated EOP, and revised Standard Operating Guidelines, will also include information from the Threat Hazard Identification and Risk Assessment (THIRA). Both are due to be completed by March 2013.

The Response & Recovery Bureau will:

- 3.10.1 Include information from the hazard analysis and vulnerability assessment for both natural and human caused hazards in the EOP by March 2013.
- 3.10.2 Determine if any information from the Threat and Hazard Identification and Risk Assessment (THIRA) should be included in the EOP by December 2012.
- 3.10.3 Incorporate elements of the completed THIRA into the State EOP, if necessary, by March 2013.

3.11 Objective: DHSEM has developed, in coordination with stakeholders, the current EOP (2009 version) and is now updating and revising the EOP with a completion date of March 2013. As part of the planning process, the SOGs are being updated and the procedures shall include situation and damage assessments, situation reporting and incident action planning. The SOGs will be updated by March 2013 consistent with Objective 3.10.

The Response & Recovery Bureau will:

- 3.11.1 Update procedures in the SOGs for situation assessment and reporting by March 2013.
- 3.11.2 Update procedures in the SOGs for incident action planning by March 2013.
- 3.11.3 Ensure procedures for damage assessments are in ESF 14 and the SOGs by March 2013.

3.12 Objective: The Recovery Unit will develop SOGs for recovery unit operations

The Response & Recovery Bureau will:

- 3.12.1 Prepare draft guidelines by March 2013.
- 3.12.2 Review and edit draft.
- 3.12.3 Submit to upper management for review by March 2013.
- 3.12.4 Complete revisions.
- 3.12.5 Implement guidelines by May 2013.

3.13 Objective: DHSEM has primary and secondary facilities designated, in conjunction with the department's risk assessment, for coordinating and supporting response and recovery operations. The primary facility is currently used for these operations and the alternate facility will be configured by December 2013 to better function as a backup EOC.

- 3.13.1 The Response & Recovery Bureau will work with the Logistics/IT Bureau to ensure the primary EOC has sufficient computers, phones, and equipment to accommodate each section by March 2013.

- 3.13.2 The Response & Recovery Bureau will work with the Logistics/IT Bureau to ensure the alternate EOC has sufficient computers, phones, equipment, and supplies to accommodate each section by December 2013.
- 3.13.3 The Response & Recovery Bureau will work with the Logistics/IT Bureau to ensure the mobile command unit has sufficient computers, phones, equipment, and supplies to accommodate a small team of staff by summer of 2013.

3.14 Objective: DHSEM has primary and secondary facilities designated for coordinating and supporting response and recovery operations. DHSEM will identify additional alternate facilities to supplement the current secondary facility. Procedures for activation, operation, and deactivation of the primary facility are in place and are used during activations and exercises.

- 3.14.1 Procedures for the activation, operation, and deactivation of the primary EOC will be updated by the Response & Recovery Bureau by March 2013 as part of the EOP and SOG revisions.
- 3.14.2 Add procedures for the activation, operation, and deactivation of the alternate EOC to the SOGs by the Response & Recovery Bureau by March 2013.
- 3.14.3 The Response & Recovery Bureau will identify potential, additional alternate facilities to supplement the current alternate EOC by December 2013.
- 3.14.4 Add procedures for the activation, operation, and deactivation of the mobile command unit to the SOGs by the Response & Recovery and Logistics/IT Bureaus by March 2013.
- 3.14.5 Exercise the facilities no later than October 1, 2013, and annually thereafter.

3.15 Objective: Implement the functions of E-Team by the watch and duty programs as well as during EOC activations and exercises by the summer of 2013.

The Response & Recovery Bureau will:

- 3.15.1 Train DHSEM staff on E-Team, with an initial emphasis on Response & Recovery staff and EOC duty officers, by January 31, 2013.
- 3.15.2 Transition to using E-Team by duty officers by November 30, 2012 and by watch officers by January 31, 2013.
- 3.15.3 Implement the reporting functionality within E-Team by October 1, 2012, to be able to utilize resource typing and management as well as situation reporting.
- 3.15.4 Continue training DHSEM staff, state agencies, and local jurisdictions on E-Team.
- 3.15.5 Develop policies and procedures for the use of E Team, and integrate into the SOGs by March 2013.
- 3.15.6 Continue importing the resource typing database into E-Team as it is updated.
- 3.15.7 Conduct a feasibility study comparing E-Team to WebEOC to determine which system is a better fit, during the summer of 2013.
- 3.15.8 Customize, during 2013-2014, E-Team or WebEOC to fit New Mexico procedures as implementation determines how the system will be utilized.
- 3.15.9 Utilize E-Team during EOC exercises and activations by March 2013.

3.16 Objective: Identify needs and gap for sheltering and mass care capabilities statewide. Increase DHSEM's ability by 25% to support New Mexicans and local jurisdictions by 2015.

The Response & Recovery Bureau will:

- 3.16.1 Revise ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services Annex based on the AAR/IP from the September 2012 full scale exercise by March 2013.

- 3.16.2 Define the capability gap of facilities and resources staffing for sheltering and mass care by July 2013.
- 3.16.3 Identify and survey American Red Cross (ARC) and non-ARC shelters by July 2013.
- 3.16.4 Catalog shelter information and locations into E-Team.
- 3.16.5 Host Shelter Field Guide and other mass care training in 2013 and 2014.
- 3.16.6 Develop a volunteer and donations management team/committee by 2014.
- 3.16.7 The Response & Recovery Bureau will activate the New Mexico Aid Matrix Portal by summer 2013.
- 3.16.8 Integrate pet sheltering (ESF 11 Agriculture and Natural Resources Annex) with human sheltering (ESF 6) through the EOP planning and coordination efforts by March 2013.
- 3.16.9 Conduct training for stakeholders on the National Shelter System (NSS) by December 2014.
- 3.16.10 Build state capability to assist local jurisdictions with sheltering and mass care efforts by summer 2014.
- 3.16.11 Start building state capability to assist neighboring states with sheltering and mass care efforts during large incidents by the end of 2015.
- 3.16.12 DHSEM will outfit shelter trailers with sheltering and mass care equipment and supplies by December 2012.

3.17 Objective: Decrease the time necessary for eligible applicants to meet basic needs and return to pre-event conditions by 2014.

The Response & Recovery Bureau will:

- 3.17.1 Coordinate with the Administrative Services Bureau and executive staff on ideas to improve service delivery. Among these ideas include an Immediate Needs Funding option to allow state funds to be quickly provided to impacted communities.
- 3.17.2 Advocate for a No-interest Disaster Assistance Loan program from Finance Authority to provide cash-flow to applicants. Work with Department of Information Technology to implement a web-based software application to reduce program delivery times.
- 3.17.3 Conduct scoping meeting with internal stakeholders, to determine what ideas are best suited for the department by May 2013.
- 3.17.4 Incorporate ideas into Recovery Plans upon approval.
- 3.17.5 Establish tracking system to monitor timeliness of service delivery.

3.18 Objective: Coordinate, administer, or manage federal and state post-disaster recovery assistance weekly.

The Response & Recovery Bureau will:

- 3.18.1 Administer the State Disaster Assistance Program.
- 3.18.2 Coordinate and administer the FEMA Public Assistance Program.
- 3.18.3 Coordinate the FEMA Individual Assistance Program.
- 3.18.4 Coordinate FEMA Fire Management Assistance Program.
- 3.18.5 Coordinate the Small Business Administration Assistance Program.

3.19 Objective: Increase the skills and knowledge of stakeholders in the state's disaster recovery processes by December 2013.

- 3.19.1 The Recovery Unit shall hold an annual workshop for local, tribal, and agency applicants or potential applicants outlining the process and procedures for receiving assistance by December 2013.
- 3.19.2 Develop and deliver a State Disaster Assistance Program training module by December 2013.
- 3.19.3 Deliver FEMA's Public Assistance training module by December 2013.
- 3.19.4 Deliver FEMA's Individual Assistance training module by December 2013.

3.20 Objective: Increase the quality of administrative and logistical support, equipment, and supplies necessary in managing and implementing post-disaster assistance programs by July 2013.

- 3.20.1 Provide safety equipment for personnel involved in disaster recovery field operations.

3.21 Objective: Increase the accuracy and effectiveness of managing disaster recovery grant programs.

The Recovery Unit will:

- 3.21.1 Work with DHSEM IT staff and DoIT to complete the final review and project certification process of Public Assistance program management software by December 2013.
- 3.21.2 Work with DHSEM IT staff to identify replacement computer hardware, such as Toughbooks, by December 2012.

3.22 Objective: Provide oversight of contracts entered into by grant recipients in support of their applications weekly.

- 3.22.1 Develop and distribute specific guidelines outlining policies for selecting contractors (consistent with state and federal guidance) under the grant agreement by May 2013.
- 3.22.2 Develop contract review procedures and guidelines by May 2013.
- 3.22.3 Develop State Purchasing Rules and Regulations guide for grant recipients by May 2013.

3.23 Objective: Develop procedures and policies by December 2013 to ensure adequate disaster recovery personnel are available for disaster recovery duties.

- 3.23.1 Develop methodology to provide for a surge of temporary disaster workers on short notice by March 2013.
- 3.23.2 Identify and qualify a cadre of state disaster assistance support staff by July 2013.
- 3.23.3 Establish standard policies for use of cadre during Public Assistance declared disaster events by December 2013.

3.24 Objective: Research and recommend improvements to legislation relating to disaster recovery funding by December 2013.

- 3.24.1 Analyze current statutes regarding disaster recovery funding.
- 3.24.2 Research other state's disaster recovery funding statutory requirements.
- 3.24.3 Recommend improvements to DHSEM upper management on statutory authority and other requirements that will improve benefits to disaster funding recipients by December 2013.

3.25 Objective: Decrease the number of disaster assistance grant program complaints.

- 3.25.1 Develop standard procedure for complaint resolution by December 2012.

- 3.25.2 Work with the PIO to compile history of complaints by December 2012.
- 3.25.3 Work with the PIO to determine how complaints were resolved by December 2012.
- 3.25.4 Work with the PIO to develop and train a DHSEM complaint resolution committee by July 2013.

Goal 4 To support the State and National Urban Search and Rescue (USAR) mission by employing sufficient resources to save lives, protect property, and preserve the environment during planned and unplanned events.

Goal 5 To support the department’s mission by institutionalizing policies and procedures to improve efficiencies, teamwork, and communication.

5.1 Objective: The Department of Homeland Security and Emergency Management (DHSEM) Chief Financial Officer (CFO) is responsible for developing fiscal and administrative policies and procedures for daily operations and during emergency or disaster situations and for providing monitoring and training, both internally and externally, on Homeland Security, Emergency Management, and disaster grants and for ensuring compliance with federal and state laws, rules and regulations.

- 5.1.1 Develop grant policies and procedures to include monitoring, fiscal management, and procurement for the day-to-day activities of the department and for use during emergency or disaster situations by June 2013.
- 5.1.2 Develop monitoring protocol, policies, and procedures to prepare for scheduled monitoring visits and have 100% of requested documentation available or delivered by FEMA imposed deadlines. Coordinate the responses and prepare corrective actions within 45 days allowing review and approval by the Cabinet Secretary and Deputy Secretary. Submit responses and corrective actions on or before Monitoring Agency deadline.
- 5.1.3 Develop Finance and Administration Section annex to the EOP by December 31, 2012, to support disaster operations.

5.2 Objective: Develop grant monitoring policies and procedures by December 31, 2012.

- 5.2.1 The Grant Manager will review the current federal grant requirements and provide information to the Grant Specialists by September 2012.
- 5.2.2 The Grant Manager, with input from the Grant Specialists, will review current monitoring protocol and make corrections as needed by September 2012.
- 5.2.3 The draft monitoring protocol will be submitted to the CFO for review and approval by October 2012.
- 5.2.4 The CFO will review and revise DHSEM policies for grant monitoring, as necessary, by January 2013.
- 5.2.5 The draft policy will be submitted to the DHSEM Legal Counsel for review and approval by January 2013.
- 5.2.6 The final policy will be submitted to the Deputy Secretary and then the Cabinet Secretary for review and approval by February 2013.
- 5.2.7 The final policy will be entered into the DHSEM Policies Files by March 2013.

5.3 Objective: Prepare for scheduled monitoring visits and have 100% of requested documentation available or delivered by deadlines imposed by FEMA. Coordinate the responses and prepare corrective actions within 45 days allowing review and approval by the Cabinet Secretary and the Deputy Secretary. Submit responses and corrective actions on or before Monitoring Agency deadline. Notification from FEMA agency is received and assigned to the Grant Manager and the Grant Coordinator.

- 5.3.1 The Grant Manager will develop a Deliverables List and assign tasks to the appropriate department staff with timeline for delivery.

- 5.3.2 The Administrative Assistant will prepare binders: one for the auditors and one for DHSEM. Copies of documents are placed in binders as they are received from DHSEM staff.
- 5.3.3 The Information required to be delivered before visit is sent to FEMA Staff.
- 5.3.4 The Grant Manager makes arrangements for access to DHSEM facility by notifying Security.
- 5.3.5 The Grant Manager makes arrangements with DHSEM Logistics for office space for auditors.
- 5.3.6 The Grant Manager and the Grant Coordinator ensure that appropriate DHSEM staff is available to meet with auditors. The Grant Manager and the Grant Coordinator are available to auditors 100% of time during visit.
- 5.3.7 The Grant Manager notifies the CFO of Exit Interview. The CFO schedules time with the Deputy Secretary and the Secretary.
- 5.3.8 Follow-up information (if required) is gathered and disseminated by the Grant Manager.
- 5.3.9 The CFO, the Grant Manager, and the Grant Coordinator meet to develop a corrective action plan to address findings.
- 5.3.10 The Grant Manager and the Grant Coordinator compile responses from appropriate DHSEM Staff and identify timeline for responses (10-15) days.
- 5.3.11 Once all data is received, the Grant Manager will develop draft response for CFO review.
- 5.3.12 The CFO will provide briefing to the Deputy Secretary and the Secretary and get approval on response.
- 5.3.13 Submit response on or before FEMA established deadlines.

5.4 Objective: Develop Finance and Administration Section annex to the EOP, including Finance & Administration section role definitions and financial management procedures for emergency operations by March 2013.

- 5.4.1 Develop the Financial Management Support Annex to the EOP by January 2013.
- 5.4.2 Define roles and responsibilities for positions within the EOC's Finance & Administration Section.
- 5.4.3 Develop notification procedures for supporting agencies to the Financial Management Support Annex.
- 5.4.4 Develop checklists and job aids for the positions in the EOC's Finance & Administration Section.
- 5.4.5 Coordinate financial roles and responsibilities with ESF 14: Long Term Community Recovery.
- 5.4.6 Submit the Financial Management Support Annex for review and approval.
- 5.4.7 Develop procedures for the EOC's Finance & Administration Section to address expeditiously requesting, receiving, managing, and applying funds during emergency operations.
- 5.4.8 Coordinate financial roles and responsibilities with ESF 14 Long-Term Community Recovery.

5.5 Objective: Gather all appropriate procurement statutes and rules, and develop DHSEM policies and procedures by March 2013.

- 5.5.1 The Purchasing Agent will compile all state and federal policies pertaining to Government Procurement.
- 5.5.2 The Purchasing Agent will develop draft procedures for government procurement.
- 5.5.3 ASD Finance, Grants, Grants Coordinator, and Budget will review draft procedures.
- 5.5.4 Final draft will be submitted to CFO for review, comment, and approval.
- 5.5.5 Final draft will be submitted to DFA, GSD, and State Purchasing Division for review and approval.
- 5.5.6 Final policies and procedures will be submitted to the Deputy Secretary and the Cabinet Secretary for review and approval.

5.6 Objective: Develop policies and procedures for tracking legislation related to DHSEM by March 2013.

- 5.6.1 The CFO will meet with DHSEM PIO to gather information related to Legislative Tracking.
- 5.6.2 The CFO will gather data from DFA for the last Legislative Session on Bill Tracking procedures.
- 5.6.3 The CFO will develop procedures for tracking legislation.
- 5.6.4 The CFO will forward draft procedures to the PIO and DHSEM Legal Counsel for review and comment.
- 5.6.5 The final draft will be provided to the Deputy Secretary and the Cabinet Secretary for review and comment.
- 5.6.6 Approved Procedures will be incorporated into DHSEM Procedures Manual.
- 5.6.7 The PIO will forward any procedural changes to the CFO.

Goal 6 To support local emergency management programs by responding to their needs for support.

6.1 Objective: DHSEM will be responsive to its local and tribal partners when they request information or support by responding to all requests within 72 hours.

6.1.1 Each Bureau will adopt the 72 hour or a more restrictive response time to respond to inquiries.

6.2 Objective: DHSEM will make federal and state grant application guidance available to local and tribal partners.

6.2.1 Place all relevant documents on DHSEM's website during application period.

6.2.2 Each year, send a cover memo with grant application packages explaining what is new and why it has been added.

6.3 Objective:

6.3.1 All staff will be required to participate in customer service training annually.

6.3.2 Customer service will be a department standard in MEPS.

6.3.3 Bureaus will develop internal policies to define standards for customer service.

6.3.4 On a quarterly basis, the Local Financial Grant Coordinator along with the Local Preparedness Coordinator will visit each jurisdiction to improve the relationship with the jurisdiction's emergency manager and chief financial officer.

Implementing the Strategic Plan

It is the responsibility of all DHSEM staff to implement the strategic plan according to guidance and direction by upper management. Care has been taken in the development of this document to ensure that it is practical and realistic in scope. While it seems to attempt many things, the simple reality is that the DHSEM is charged with many responsibilities. Considered in this light, the plan's implementation will make the DHSEM staff's work more focused and efficient.

The department has recognized the importance of working in teams, across bureau lines, to accomplish many of their initiatives. Applying the team approach to the implementation of this plan will ensure ongoing collaboration, communications, and capacity building throughout the department.

As the plan is implemented and used, it will become a tool and guide for the annual processes of goal setting, establishing work plans, and the budgeting and funding of the department at both the state and federal levels. The plan will provide support and documentation for future years and will serve as a history of the department's growth and evolution.

Critical to the plan's relevance is an ongoing process of review and update to ensure the plan always reflects the department's long term direction. In this process, the previous year's efforts will be reviewed; data will be collected, analyzed, and evaluated; the mission, goals, and objectives will be revisited; strategies will be aligned with current department's goals; and appropriate programs, activities, and measures cited to complete the plan. This plan will remain a living document that reflects the DHSEM's philosophy, responsibilities, and commitment to providing world class emergency management services to New Mexicans.

Annex 1. Crosswalk of DHSEM Objectives to EMAP Standards

EMAP Standard	DHSEM Objective
EMAP 4.5.1	1.1 Objective
EMAP 4.3.1	1.2 Objective
EMAP 4.5.1	1.3 Objective
EMAP 4.3.1	1.4 Objective
EMAP 4.3.1	1.5 Objective
EMAP 4.3.1	1.6 Objective
EMAP 4.3.1	1.7 Objective
EMAP 3.1.1	2.1 Objective
EMAP 3.1.2	2.2 Objective
EMAP 3.2.1	2.3 Objective
EMAP 3.2.2	2.4 Objective
EMAP 4.2.1	2.5 Objective
EMAP 4.2.2	2.6 Objective
EMAP 3.3.1 & 3.3.2	2.7 Objective
EMAP 4.3.1 & 4.3.2	2.8 Objective
EMAP 4.4.1, 4.4.2, 4.4.3, 4.4.4 & 4.4.5	2.9 Objective
EMAP 4.4.1	2.10 Objective
EMAP 4.4.1	2.11 Objective
EMAP 4.6.5 & 4.6.6	2.12 Objective
EMAP 4.7.3	2.13 Objective
EMAP 4.7.1	2.14 Objective
EMAP 4.8.1	2.15 Objective
EMAP 4.8.2 & 4.8.3	2.16 Objective
EMAP 4.8.5	2.17 Objective
EMAP 4.8.6	2.18 Objective
EMAP 4.13.1	2.19 Objective
EMAP 4.13.2 & 4.13.3	2.20 Objective
EMAP 4.13.4	2.21 Objective
EMAP 4.14.1 & 4.14.2	2.22 Objective
EMAP 4.14.3	2.23 Objective
EMAP 4.15.1	2.24 Objective
EMAP 4.15.2	2.25 Objective
EMAP 4.15.3	2.26 Objective
EMAP 4.15.4	2.27 Objective
EMAP 4.15.5	2.28 Objective
EMAP 4.10.1	2.29 Objective
EMAP 4.10.1	2.30 Objective
EMAP 4.10.2	2.31 Objective
EMAP 4.10.3	2.32 Objective
EMAP 4.10.4	2.33 Objective
EMAP 4.10.5	2.34 Objective
EMAP 4.10.6	2.35 Objective
EMAP 4.10.6	2.36 Objective

EMAP 3.3.1	3.0 Objective
EMAP 3.3.2	3.1 Objective
EMAP 4.4.1	3.2 Objective
EMAP 4.6.1, 4.6.2 & 4.6.3	3.3 Objective
EMAP 4.6.4	3.4 Objective
EMAP 4.7.4	3.5 Objective
EMAP 4.7.4	3.6 Objective
EMAP 4.7.1	3.7 Objective
EMAP 4.7.4	3.8 Objective
EMAP 4.7.5	3.9 Objective
EMAP 4.9.1 & 4.9.2	3.10 Objective
EMAP 4.11.1	3.11 Objective
EMAP 4.11.2	3.12 Objective
EMAP 4.11.3	3.13 Objective
EMAP 4.11.4	3.14 Objective
EMAP 4.12.1	3.15 Objective
EMAP 4.12.1	3.16 Objective
EMAP 4.12.2	3.17 Objective
EMAP 4.1.1 & 4.1.2	5.1 Objective
	5.2 Objective
	5.3 Objective
	5.4 Objective
	5.5 Objective
	5.6 Objective
	6.0 Objective
	6.1 Objective
	6.2 Objective