



Office of the Governor
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Fiscal Year 2021 STRATEGIC PLAN



STATE OF NEW MEXICO

AGENCY

Department of Homeland Security and
Emergency Management

Leadership



Governor Michelle Lujan Grisham's priorities

- Transformative strategic investments in public education: My team will work hand-in-hand with educators, students, parents and communities to build both a pre-kindergarten and K-12 public education system that is equitable, well-funded and provides New Mexico schoolchildren with every single opportunity they need to succeed.
- Improved access to high-quality health care throughout the state: We will leverage additional federal funding for Medicaid-eligible clients while proactively reaching out to eligible New Mexicans across the state to ensure every family has access to the care they need when they need it.
- Comprehensive health and well-being services for children and families: We will make significant investments in protective services personnel and advanced screening and case management services while continuing to leverage federal funds to ensure the safety of our most vulnerable youth.
- In Building the 21st Century economy New Mexico deserves: My team will creatively and aggressively leverage core strengths and growth areas, establish long-term partnerships in the film and television industries and launch sustainable new economic areas like cybersecurity, aerospace, value-added agriculture and intelligent manufacturing.
- Sustainable investments in the workforce: After having boosted the minimum wage for the first time in a decade, we will expand our apprenticeship programs and invest in job training programs, financial aid and the College Affordability Act.
- Prudent fiscal management: We will safeguard taxpayer dollars and key investments by targeting healthy General Fund reserves and deploying tax stabilization tools.

Note from Cabinet Secretary Jackie Lindsey



I am honored to introduce DHSEM's FY 21 strategic plan, which aligns and helps move the Governor's vision of building a culture of security and service to all New Mexican's and its visitors.

Our plan is anchored by:

- Resiliency
- Trust
- Security
- Collaboration
- Government Efficiency
- Customer Service

I am honored to be serving the citizens and visitors in New Mexico and look forward to collaborating with both internal and external customers to ensure we are all prepared before, during and after emergencies and disasters.



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Vision, Mission and Values

OUR VISION

Build a Resilient New Mexico Together

OUR MISSION

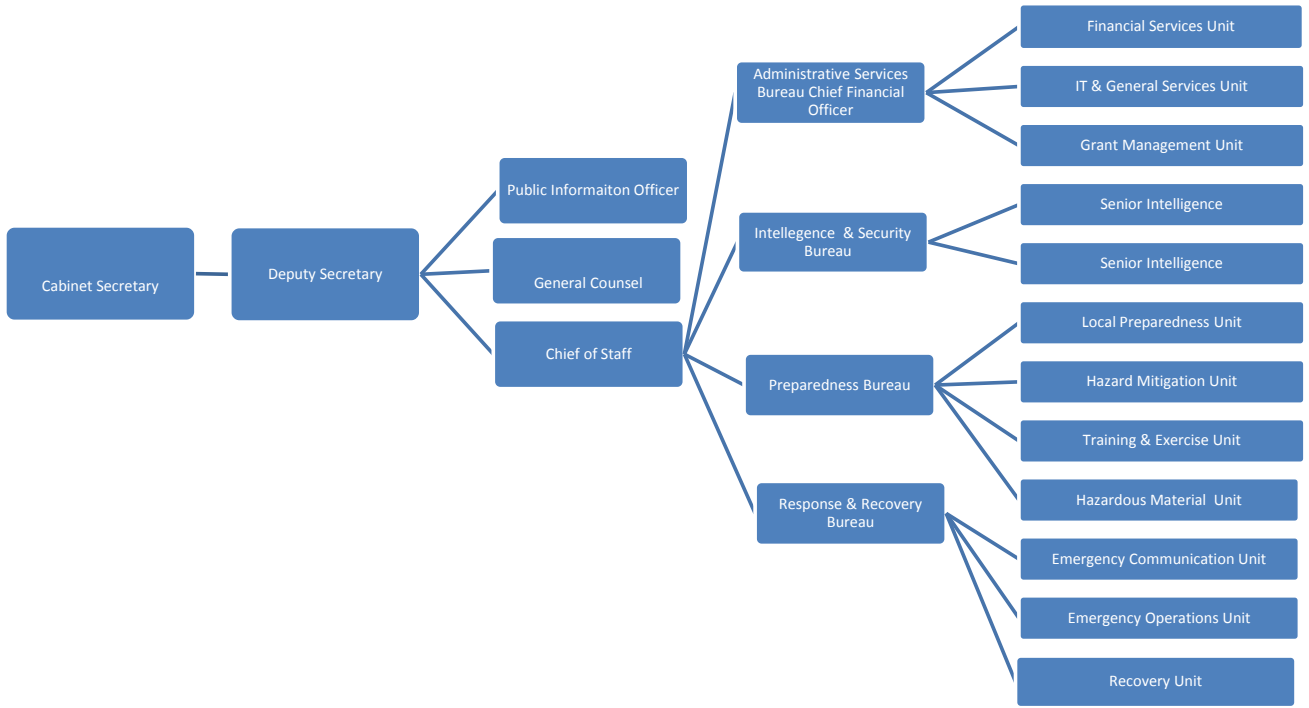
Protect, Mitigate, Prevent, Prepare, Recover from all hazards and threats to New Mexico.

OUR GUIDING VALUES

Trust, Honesty, Reliability, Consistency, Efficiency, Professionalism, Stewardship, Accountability

Organizational Structure

New Mexico Department of Homeland Security and Emergency Management





Purpose, Stakeholders and Four Strategic Goals

Purpose

DHSEM leads state agencies and coordinates with local communities to ensure that security resources are available to protect people, property, and the environment from intentional and unintentional hazards and threats.

Stakeholders

Citizens, Governor, Lieutenant Governor, Legislature, State agencies and institutions, city and county local emergency managers, federal partners, tribal partners, non-governmental organizations, private/public partnerships and binational partners.

Department of Homeland Security & Emergency Management Four Strategic Goals

Goal 1: Build a culture of trust, credibility and collaboration by putting People-First.

Goal 2: Build a 21st Century Homeland Security and Emergency Management Department by reducing complexity in systems, upgrading technology and increasing human capital.

Goal 3: Build a resilient culture through an all hazards protection, preparedness, mitigation, response and recovery approach.

Goal 4: Build a robust environment of security for citizens and visitors of New Mexico.

Budget and FTE

	FTE	Budget
DHSEM Overall	66	3,253.900
Office of the Secretary: Executive Staff	5	
Administrative Services Division	21	
Preparedness: Mitigation Bureau	18	
Response and Recovery: Emergency Operation Center	17	
Homeland Security Intelligence Fusion Center Bureau	5	

Statutory Authority and Activities - See appendix for a comprehensive listing



Strategic Implementation and Action Steps

Goal 1: Build a culture of trust, credibility and collaboration by putting People-First.

1.1 Develop open, transparent and interoperable communication with internal and external customers.

- Enhance statewide and local daily and disaster related situational awareness by the use of WebEOC.
- Provide emergency management training to all stakeholders by utilizing technology as a force-multiplier.
- Create and maintain a strong web based presence that people seek out to answer their questions and educate themselves about homeland security and emergency management in New Mexico.
- Develop bottom-up approaches to identifying threats and hazards.
- Include key public and private partners and maximizing community input in identifying emergent threats through local emergency management training on cybersecurity.

1.2 Provide clear and comprehensive communication with DHSEM employees regularly.

- Value transparency in our organization; in our collaborative process we will strive for transparency and encourage others to do the same.

1.3 Build strong working relationships with all stakeholders

- Partner with our local and Tribal communities on preparedness, prevention, mitigation, response and recovery plans so that we may assist and complement one another in the time of need.

1.4 Create efficient mechanisms to coordinate resources for disaster situations.

- Enhance our hazard assessment process internally for use on a daily basis, and externally for use during and in the aftermath of a disaster.
- Maintain gains and expand capacity for addressing threats, risks and vulnerabilities by increasing intelligence collection capability via the New Mexico Homeland All Source Intelligence Center.



Strategic Implementation and Action Steps

1.5 Increase communication with the local communities through a robust community engagement plan that includes social media, in-person trainings and consistent partnerships for problem-solving.

- Procure the technology and human capital to create training and educational opportunities such as webcasts, virtual training, podcasts and archived in-person trainings.

1.6 Meet stakeholders in their communities to see first-hand the challenges they face.

- Seek and seize outreach opportunities, such as in airports and other venues that reach the public at an effective time.

1.7 Provide timely and balanced budgets to all bureaus on a monthly basis.

- Redesign our financial reporting system for full transparency for all stakeholders including employees and internal management.

1.8 Build backup systems that ensure no single points of failure for critical services.

- Examine internal and external systems for single points of failure in our critical infrastructure and communications capabilities throughout the state.

1.9 Maintain gains and expand capacity for intelligence, border security and cybersecurity.

- Maintain access to the criminal justice information for improved communications with law enforcement partners to ensure collection of data which is deep and meaningful.



Strategic Implementation and Action Steps

Goal 2: Build a 21st Century Homeland Security and Emergency Management Department by reducing complexity in systems, upgrading technology and increasing human capital.

2.1 Decrease the complexity of the current paper-oriented grants management system by utilizing a grants management software platform

- Increase human capital in grants management.
- Implement a grants management software tracking system.
- Acquire state funding for the operation of the agency so that more emergency management preparedness grants funding can be passed through to the local communities.

2.2 Ensure a strong and resilient response to disasters with a dynamic emergency operations center.

- Renovate and upgrade the technology of the Emergency Operations Center.
- Ensure adequate training and educational attainment support for DHSEM employees for an All Hands Approach to Emergency Operations.

2.3 Develop data analysis systems to identify all hazards and threats.

- Increase the human and technological capacity of the New Mexico All Source Intelligence Center of the Homeland Security Bureau.
- Upgrade and maintain vital mobile communications and unmanned aerial systems (drones) technology for security and situational awareness.
- Utilize a multi-disciplinary approach to the analysis of hazards and threats.
- Use a consistent and proven gap analysis instrument to identify training and exercise gaps in communities in New Mexico.

2.4 Provide comprehensive and regular monitoring of state, federal and executive order grant financing

- Develop quality management and utilization management processes to monitor the effectiveness and efficiency of facilitating the flow-through of money to local communities.
- Using grant management software, conduct routine data analysis on the efficiency and timeliness of grant processing.



Strategic Implementation and Action Steps

Goal 3: Build a resilient culture through an all hazards approach of protection, preparedness, mitigation, response and recovery.

3.1 Integrate best practices regarding resiliency from stakeholders

- Act as a reference point for researching other state, regional and national best practices.
- Whenever possible, begin, identify and foster collaboration opportunities at the lowest level and build from the inside out.

3.2 Create education and outreach materials that meet local needs

- Provide multi-lingual translations and accessible materials to people with disabilities before, during and after events.
- Create virtual training, archived in person training, webcast, podcasts and webinars, leveraging technology to increase educational outreach, sans in-person travel across long distances.
- Ensure our emergency management practices are culturally competent for the people we serve in New Mexico and is integrated into ongoing training activities.

3.3 Build redundancy (back-up systems) into agency subject matter expertise for critical events.

- Cross train staff to facilitate interconnection and interdisciplinary actions to function as one team.
- Conduct systems-oriented planning to analyze and address the needs of our stakeholders, realizing the interconnectedness and interdisciplinary dynamics of security planning.

3.4. Provide grants management training to local stakeholders appropriate to their local needs

- Increase program related human capital to provide adequate technical assistance in order to flow through federal dollars to local communities.

3.5 Build and sustain critical relationships with state, federal, local, tribal and territorial partners.

- Through our public information officer, ensure that internal communication plans are developed, trained to, exercised and effective.
- Continue the collaborative work with Mexico, specifically the Mexican states of Sonora and Chihuahua.



Strategic Planning Implementation and Action Steps

3.6 Create agency-wide continuity of operations plans to guide staffing and resources to minimize down-time during and after an event.

- Create and practice a state government continuity of operations and continuity of government plan.
- Ensure that our agency travel process includes vehicle safety and personnel safety as an overarching travel procedure.



Strategic Implementation and Action Steps

Goal 4: Build a robust environment of security for citizens and visitors of New Mexico

4.1: In collaboration with our local emergency management partners and other state agencies, suggest and support bipartisan legislative changes that enhance our homeland security and emergency management effectiveness for the State of New Mexico.

- Educate others on the importance of the legislative process in New Mexico pertaining to homeland security and emergency management and provide information how to seek information on proposed legislation.
- Design safe travel and safe community legislation as it applies to homeland security and emergency management.
- Examine the legislative opportunity to require continuity of operations plans for all state agencies.

4.2 Foster two-way communication outreach that educate stakeholders about prevention, protection, mitigation, response and recovery activities that they can engage in to make their lives more secure particularly during the times of disaster.

- Increase DHSEM's social media presence and redesign our website to enhance access to community resources and information for stakeholders.
- Create branding recognition of the agency for our staff, the citizens and visitors to experience a culture of security.
- Assist our local school districts in identifying and acquiring department of homeland security school safety training that is provided to the states at no cost.
- Within our agency, eliminate bureau silos and embrace collaboration among our functional teams.
- Develop a 21st Century website that includes a mechanism for suspicious activity reporting (SAR) and the ability for the community to opt-in to Fusion Center products.
- Develop a combined Daily Situational Awareness Report with the Operations Center and the Fusion Center information.
- Develop the Hostile Surveillance Detection and Intervention Team (HOSDIT) concept through the Fusion Center to provide a deployable, value-added asset focused on prevailing threats., such as domestic terrorism and cyber threats.



Strategic Implementation and Action Steps

4.3 Train and exercise together, so that we respond effectively together. This concept also includes our staff, citizens and even visitors and should occur in a whole of community approach

- Create and seize opportunities for training with local emergency management and homeland security entities always remembering the importance of including others in a whole of community approach.
- Engage and educate kindergarten through 12 and high school children about homeland security and emergency management preparedness.
- Avoid duplication of services. Government was designed, and is most effective when we collaborate and work together towards a common goals together.
- Identify the need for, create and utilize no travel cost training opportunities and make those available in digital media.
- Design our 21st Century website to meet Section 508 accessibility requirements for people with disabilities.

4.4 Define processes for response efforts that are lawful, effective and accessible for everyone.

- Provide 24/7 on-call intelligence support to emergent threat locations such as schools, special events, social media threats, which provides actionable intelligence to decision makers.
- Develop the New Mexico DHSEM Unmanned Aerial Systems (UAS) program to provide support of emergency operations in disaster situations or to provide situational awareness. Extend this UAS service to state, local and tribal partners.

4.5 Provide a safe environment for employees. We live in an ever increasingly unsafe time. In order to stay safe at work in our personal lives, we recognize the importance of providing a safe environment for employees to work in on a daily basis.

- Assess through defined policy and procedure, on a regular basis, the physical safety of our work environment and mitigate those safety concerns.
- Train each other in a structured and productive manner on the different missions of the different functional areas of the organization.
- Consider the need and whether an armed and trained security guard is effective for our work environment, the citizens we serve and our visitors.

FY21 Performance Measures

FY 21 DHSEM Performance Measures	FY20	FY21
Maintain percentage of statewide eligibility compliance for pre and post mitigation funding.	70%	
Ensure percentage of federal permanent work funding for projects to improve sites affected by disaster.	70%	
Increase percentage of local jurisdictions emergency communications data entered into federal communications assets database.	80%	
Compliance with all federal grants measuring visits.	100%	100%
Percentage of key customers reporting Fusion Center products and services resulted in increased situational awareness of threats in their area of responsibility.		100%
Percentage of federal information and Intelligence Reports (IIR) originating from the Fusion Center, addressing a specific intelligence community need.		100%
Percentage of Fusion Center distributable analytic products that address a specific Intelligence community need.		100%
Percentage of key customers reporting that the Fusion Center products and services resulted in increased situational awareness of threats within their area of responsibility.		80%
Number of training courses delivered that were identified as needed in local and state planning efforts.		100
Number of Homeland Security Exercise and Evaluation (HSEP) compliant exercises delivered or coordinated by DHSEM.		32
Report of the number of planning contacts with our Tribal, Nation and Pueblo partners and the reason for those contacts.		180
Monitor the number of social media contacts and press releases distributed from the agency categorized by seasonal hazards and specific incidents.		100%
Enhance and ensure the operational readiness of the state emergency operations center, as well as, deployable equipment. Test by quarterly deployment of the mobile command unit and exercise communications with the emergency operations center.		4
Determine the current rate of successful completion of grant processing in both recovery and grants; enhance that rate by a defined percentage rate quarterly.		70% 10%
Reorganize and institutionalize the financial unit of the agency so that it is in compliance of the Certified Financial Officer (CFO) and the Certified Procurement Officer (CPO) requirements. Resolve audit findings before the next reporting period.		100%

Appendix

Statutory Authority (By Program)

Preparedness Team: Mitigation and Local Preparedness

State-Tribal Collaboration Act – Senate Bill 196
Additional county and municipal powers; flood and mudslide hazard areas; flood plain permits, 3-18-7, NMSA 1978
New Mexico Statute Chapter 12 - Miscellaneous Public Affairs Matters
Emergency Powers Code, 2005, as amended, 12-11-23 to -25
All Hazard Emergency Management Act, 12-10-1 through 12-10-21
Homeland Security and Emergency Management Department Act
Homeland Security Act of 2002 (Pub. L. No. 107-296, as amended) (6 U.S.C. § 603)
Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA), as amended, (Pub. L. No. 109-295) (6 U.S.C. § 762);
Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (Pub. L. No. 93-288) (42 U.S.C. §§ 5121 et seq.)
Homeland Security Presidential Directive-5
OSHA Standards – 29 CFR 1920.120
Hazardous Materials
<ul style="list-style-type: none">o Assert claim for chemical identity, 40 CFR Part 350.5o Emergency Planning Notification, 40 CFR Part 355o Hazardous Chemical reporting, 40 CFR Part 370o Emergency Planning and Community Right to Know Act (EPCRA) Sections 301,303,304,311,312, and 313o Comprehensive Environmental Response, 42 U.S.C. Chap.103o Emergency Planning and Community Right to Know, 42 U.S.C Chap. 116
Hazardous Waste Act NMSA 74-E4-1 thru 9
<ul style="list-style-type: none">o Hazardous Materials Emergency Response, NMSA 12-12-18 thru 30o Management of Hazardous Materials Incidents, NMAC 10-20-2
RADInfo, The Waste Isolation Plant, 40 CFR Part 191-194
<ul style="list-style-type: none">o NMSA 74-4A-1 – 74-4A-14o Public Law 102-579 “The Waste Isolation Pilot Plant Land Withdrawal Act”

Appendix

Statutory Authority (By Program)

Homeland Security All Source Intelligence Center (Fusion Center)

Section 9-28-1 through 9-28-7 NMSA 1978, The Homeland Security and Emergency management Department Act

Response and Recovery: Emergency Operations Center

Chapter 9 Article 28 NMSA, The Homeland Security and Emergency management Department Act.

Chapter 12 Article 10 NMSA 1978, The All Hazards Emergency Management Act.
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Chapter 9 Article 28 NMSA, The Homeland Security and Emergency management Department Act.

Chapter 12 Article 10 NMSA 1978, The All Hazards Emergency Management Act.
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Administrative Services Team: Grants Management, Finance and Facilities Management, Information Technology

2 CFR Part 200 – Uniform Administrative Requirement, Cost Principles and Audit Requirements for Federal Awards (All subtitles)
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Office of Management and Budget Guidance for Grants and Agreements (Part 1)

Federal Agency Regulations for Grants and Agreements (Chapters III - LIX) Federal Stafford Act

Federal Fund Accountability and Transparency Act Sub award Reporting Systems
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APPENDIX

Activities (By Program)

Administrative Services Team: Grants Management, Finance and Facilities Management, Information Technology

Oversee the management and compliance of disaster and non-disaster grants, capital outlay projects and Emergency Declarations allocated to the department in accordance with grant requirements, federal and state laws and department policies and procedures.
Oversee the management of developing, preparing, submitting and administering federal grant applications.
Process timely draw down of funds and accurate reconciliations of all programs.
Act as a pass-through entity by providing federal funds to local and tribal entities and provide a system of emergency preparedness for the protection of life and property in the state of New Mexico from all hazards.
Provide onsite technical assistance and oversight to the sub-grantees to insure funds to the local jurisdiction were in compliance per the sub-grant agreement terms and conditions. Conduct routine audits and risk assessments on sub-grant files, encumbrances, financial and performance quarterly reports. Approve sub-grant reimbursements, journal entries for due to and due from accounts.
Implement fiscally sound accounting processes to ensure compliance with all federal and state laws (State Statutes, DFA Regulations, State Treasurer's requirements Federal Funding requirements, and General Accepted Accounting Principals (GAAP).
Administer the day-to-day fiscal activities in recording/tracking of transactions (General Ledger, Accounts Receivable, Accounts Payable, Journal Vouchers/Entries and Operating Transfers.
Administer external audit annually, both state and federal audits including preparing financial statements.
Support the department's mission by providing and maximizing the availability of a secure, reliable computer operating environment
Support the department's mission by providing direction, support, and guidance to sustain the internal IT network resilience and cyber security posture.
Support the department's mission by providing both strategic Information Technology (IT) vision and enterprising solutions for the department in order to be able to meet its goals and deliver results.
Support the department's mission by institutionalizing policies and procedures to improve efficiencies, teamwork, and communication.

APPENDIX

Activities (By Program)

New Mexico Homeland All Source Intelligence Team: Fusion Center

Build, sustain and improve the capacities of the New Mexico All Source Intelligence Center (NMASIC) as the state's partner to the national network of fusion centers.
Provide, through the NMASIC, strategic, operational and tactical level information and intelligence that supports decisional advantage and resource mobilization to partners in the government and private sector, to include other state departments and the Office of the Governor.
Serve as the conduit for information and intelligence sharing to the national Intelligence Community, to include restricted, sensitive and classified information and intelligence.
Support the de-confliction of investigative and criminal intelligence collection operations for federal, state, local and tribal law enforcement.
Support criminal intelligence and information sharing nationwide, with a focus on issues, events and individuals with a nexus to the state of New Mexico.
Collect and report on criminal information and intelligence to law enforcement, public safety and critical partners to ensure that preparedness, responsiveness and recovery to impact of threats across the state are identified and planned for.
Ensure that the emergency management and other departmental mandates are supported with accurate and timely intelligence during periods of crisis/emergency.
Ensure respect to the civil rights and civil liberties of our citizens in the collection, retention and re Section 9-28-1 through 9-28-7 NMSA 1978, The Homeland Security and Emergency management Department Act. Reporting of criminal intelligence and information.
Support and conduct direct criminal investigation of threats, risks and vulnerabilities throughout the state of New Mexico, as a newly assigned role.
Provide support guidance and coordination to address cybersecurity threats in the state, in collaboration with federal, state, local, tribal and private sector partners.
Provide security risk and vulnerability threat assessments, through a focused and multi-disciplinary approach. Conduct physical security reviews to support the protection of Critical Infrastructure and Key Resources throughout the state.
Provide training and guidance to state, local and tribal partners and the private sector to improve suspicious activity reporting, and to otherwise identify threats, risks and vulnerabilities to our communities.
Inform federal law enforcement and Intelligence Community partners on the threat picture and common operating environment in the state, including officer safety and situational awareness. This includes human, drug and arms trafficking, auto theft and violent crime, domestic terrorism and violent/criminal extremism, school threats and hate crimes.
Conduct threat assessments of special events, foreign travel for senior leaders and on-demand counter intelligence briefings to senior staff, in close cooperation with the FBI.
Programmatic lead for Operation Stonegarden that supports a wide variety of counter-terrorism and homeland security issues including equipment, training and information sharing.

Appendix

Activities (By Program)

Preparedness Team: Mitigation and Local Preparedness , Hazardous Materials, Training & Exercise

Provide technical assistance and support to local/tribal emergency management programs and provide a critical link between NM DHSEM and local/tribal emergency managers.
Support the development of local all-hazard emergency operations plans and emergency preparedness to ensure functionality, applicability and relevance.
Provide all-hazard emergency management and homeland security training support to local, state, tribal, and government agency stakeholders on an annual basis.
Provide exercises to include conducting planning, evaluation, and after-action reporting support to local, state, tribal, and private sector partners on an annual basis.
Maintain compliance with grant requirements by reporting quarterly on completed EMPG training and exercises.
Provide technical assistance to eligible applicants to secure FEMA grant funding and implement natural hazard risk reduction projects
Deliver training and provide technical assistance to develop local and tribal mitigation plans that meet Federal requirements.
Up-date the State Natural Hazard Mitigation Plan to maintain eligibility for federal disaster recovery grants and hazard mitigation grants by coordinating with all State, local, Tribal and federal partners.
Annually compile and record all Tier II reports from hazmat facilities that store Extremely Hazardous Substances (EHS).
Provide support and technical guidance to Local Emergency Planning Committees, Statewide Emergency Response Commission, and Hazardous Materials Safety Board.
Assist and equip local first responders along the WIPP (Waste Isolation Pilot Plant) transportation corridor to safely handle radiological incidents within their jurisdiction.
Maintain public safety along the WIPP (Waste Isolation Pilot Plant) transportation corridor by exercising federal, State and Local radiological response resources.



Activities (By Program)

Response and Recovery Team: Emergency Operations Center

Build, sustain and improve the capacities of the New Mexico Emergency Operations Center (NMEOC) as the primary coordination center in state emergencies and disasters. Lead the update and promulgation of the New Mexico Emergency Operations Plan.
Develop and finalize the New Mexico Distribution Management Plan
Assist local jurisdictions and tribal governments with development of Action Plans (Consequence Management) for Special Events.
Respond within 48-hours of notification of impacts to conduct Preliminary Damage Assessment and development of Project Worksheets.
Update and publish the New Mexico Disaster Assistance Guide.
Update and publish annually the New Mexico Public Assistance and Fire Management Assistance Grant Administrative Plan.
Administer the National Qualification System for New Mexico
Lead and administer the development and deployment of a New Mexico All Hazards Incident Management Team.
Coordinate with FEMA for federal disaster declarations and Fire Management Assistance Grants.
Develop a Continuity of Operations Statewide Program.
Maintain a Statewide 24/7 Duty Officer and Watch Program
Training and Educate Stakeholders in the New Mexico Emergency Operations System