

HOMELAND SECURITY AND EMERGENCY MANAGEMENT

A Division of the New Hampshire Department of Safety

STRATEGIC PLAN



FY 25-27



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INTRODUCTION

Thank you for taking the time to review the strategic plan for the Division of Homeland Security and Emergency Management (HSEM).

With the ever-changing landscape affecting HSEM, it is imperative for our plan to provide a foundation for aligning our goals addressing our threats, hazards and risks as included in the State of New Hampshire Threats Hazards Identification and Risk Assessment (THIRA). This will assist us in building upon our four pillars of teamwork, equity, readiness and customer service.

The team at HSEM has worked diligently to develop strategies that will assist the State of New Hampshire in continuing to be one of the safest places to live, work and play in the United States.

I am thankful for the support of the team at HSEM and our State and Local partners who contributed to the development of this plan. Please enjoy reading the Division of Homeland Security and Emergency Management Strategic Plan for Fiscal Year 2025-2027.



A handwritten signature in black ink that reads "Robert M. Buxton". The signature is written in a cursive, slightly stylized font.

Robert M. Buxton
Director

AREAS OF FOCUS

The following Department of Safety areas of focus were considered when developing Division specific Goals and Objectives.

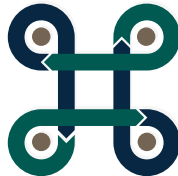
Operational Activities | Financial Stability | Customer Service | Organizational Capacity

Expand Customer Access to Public Safety Services

- Customers access services through different channels without interruption (omni channel)
- Public Awareness of services
- Web/In-person/phone/mail; Appointment vs. walk-ins / Courses vs. Modules
- Automate workflows and promote paperless processing
- Minimize vacancies

Increase Employee Training and Development

- Consistent learning and development requirements
- Expand leadership skills and competencies
- Set formal performance expectations
- Embrace initiative and innovation
- Align roles and responsibilities with knowledge economy (eliminate tasks)



Improve Effectiveness of Reporting and Decision Making

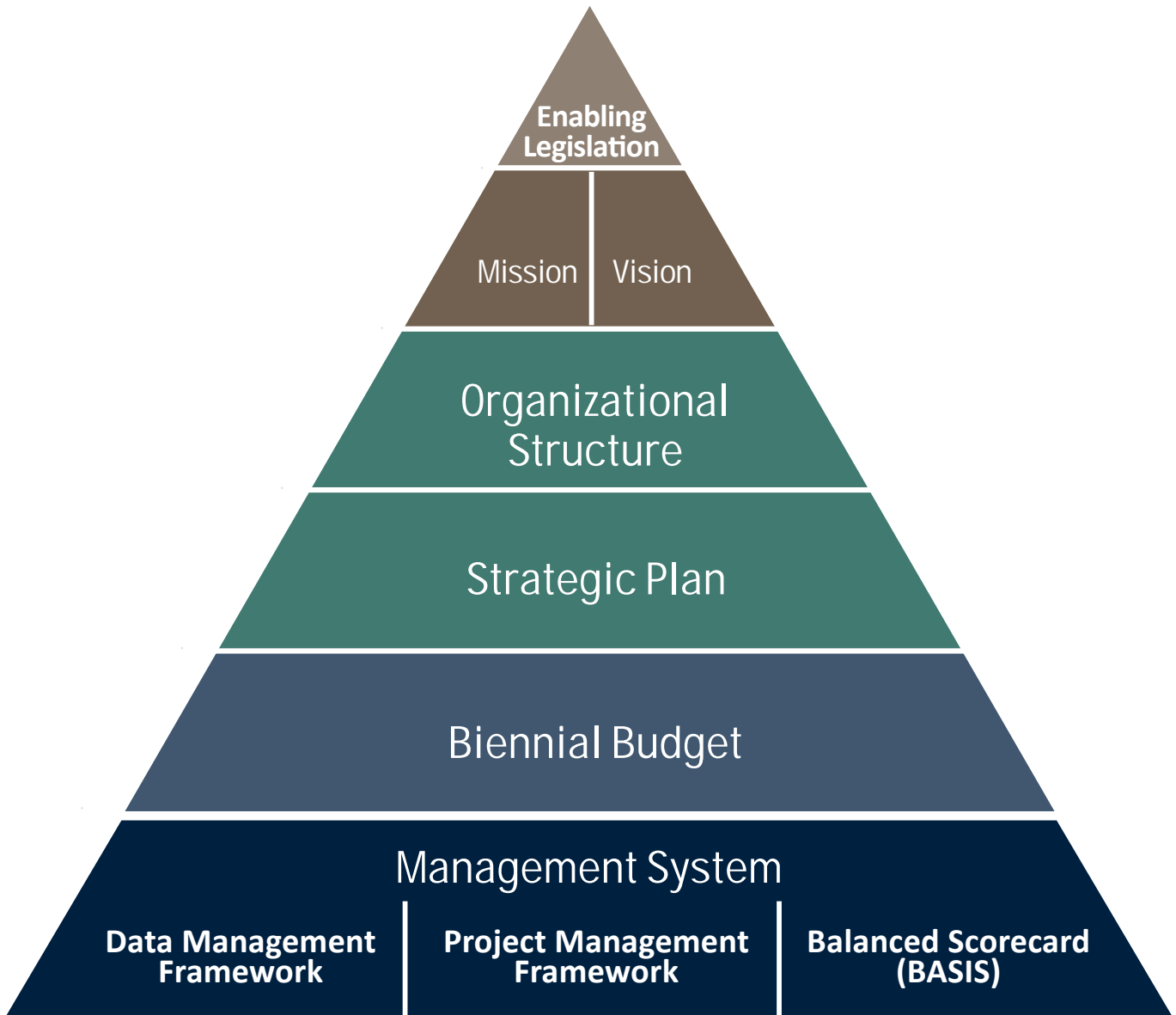
- Data governance/classification/reporting standards
- Expand access to data/info
- Automate data/feedback for efficient operations
- Identify areas for improvement in service delivery

Ensure Uninterrupted Access to Critical Resources

- Maintain functionality of facilities, fleet, and equipment
- Minimize Internal and External IT Systems and Service disruptions
- Enhance Interoperability of Communications Systems
- Maintain and Promote Cybersecurity best practices to all Public Safety entities
- Support Employee Wellness Initiatives

FRAMEWORK

The Department of Safety Strategic Planning Framework provides a comprehensive approach to developing goals and objectives that align with legislative authority and are supported by budgetary resources and formal management systems.



ENABLING LEGISLATION

21-P:37 Emergency Management Powers Conferred

The director shall have general direction and control of the division of homeland security and emergency management, and shall be responsible for the carrying out of the provisions of this subdivision. In the event of disaster beyond local control, the governor may assume direct operational control over all or any part of the emergency management functions within the state. In performing the director's duties under this subdivision and to effect its policy and purposes, the director is authorized to cooperate with the federal government, with other states, and with private agencies in all matters pertaining to the emergency management of this state and of the nation, and is further authorized and empowered:

- I. To prepare a comprehensive plan and program for the emergency management of this state, such plan and program to be integrated into and coordinated with the emergency management plans of the federal government and of other states to the greatest possible extent, and to coordinate the preparation of plans and programs for emergency management by the political subdivisions of this state and private agencies, such plans to be integrated into and coordinated with the emergency management plan and program of this state to the greatest possible extent.
- II. In accordance with such plan and program for the emergency management of this state, to procure supplies and equipment, to institute training programs and public information programs, and to take other necessary preparatory steps to insure the furnishing of adequately trained and equipped forces of emergency management personnel in time of need.
- III. To make such studies and surveys of industries, transportation, communication, housing and medical facilities, and resources, including but not limited to food, petroleum, and housing, and other facilities in the state as may be necessary to ascertain the capabilities of the state for emergency management, and to plan for their most efficient emergency use.
- IV. On behalf of the state and subject to the approval of the governor, to coordinate mutual aid plans between or among political subdivisions of the state.
- V. [Repealed.]
- VI. To prepare a comprehensive plan and program for the evacuation of search and rescue dogs and service animals, as defined in RSA 167-D.

Source. 2002, 257:7. 2003, 319:108, 131, III. 2004, 171:5. 2006, 230:1. 2008, 361:15. 2011, 170:3, eff. Jan. 1, 2012.

107-B: Nuclear Planning and Response Program

107-B:1 Nuclear Emergency Response Plan

- I. The director of the division of homeland security and emergency management shall, in cooperation with affected local units of government, initiate and carry out a nuclear emergency response plan as specified in the licensing regulations of each nuclear electrical generating plant. The commissioner of safety shall assess a fee, as necessary, to pay for the cost of preparing, maintaining, and operating each plan and providing equipment and materials to implement it.
- II. The director of the division of homeland security and emergency management shall conduct an annual review of each nuclear emergency response plan for those municipalities located in an emergency planning zone, as defined in Nuclear Regulatory Commission regulation Title 10, Code of Federal Regulations, Part 50.

Source. 1981, 549:2. 1987, 162:2. 2003, 11:2. 2011, 169:3, eff. Jan. 1, 2012.

ENABLING LEGISLATION

107-B:2 Annual Emergency Response Budget

The municipalities in each emergency planning zone shall submit annually their emergency response budget to the director of fire safety and emergency management who shall provide a reasonable opportunity for public comment and consideration. The director shall also receive and review the appropriateness of any budget request from any other state agency necessary for radiological emergency preparedness as outlined in the relevant plan. The director shall then submit an approved total annual budget to the commissioner of safety for assessment under RSA 107-B:3 and RSA 107-B:4. Prior to assessing the annual budget, the commissioner shall consult with the assessed entity and obtain its input into the budget.

Source. 1981, 549:2. 1987, 162:2. 2003, 11:2, eff. June 21, 2003.

651-F: Information & Analysis Center

651-F:2 Purpose and Duties

- I. The information and analysis center shall gather information on natural and human-caused threats to the state, its people, and environment. The center shall:
 - (a) Gather, monitor, and analyze information from a variety of sources, examine the information, and document its significance, veracity, and possible impact on the state and its people.
 - (b) Evaluate critical infrastructure and key resource assets of the state and assist the director of the division of homeland security and emergency management and the director of state police in better protecting these assets.
 - (c) Gather available information from federal, state, and local sources and provide situational awareness, disaster intelligence, and early warning of possible terrorist activities or events, including but not limited to chemical, biological, explosive, radioactive, and nuclear threats, natural hazards, severe weather conditions, traffic hazards, fuel shortages, threats to the transportation, energy, and agricultural infrastructures, public health threats, and hazardous materials incidents.
 - (d) Track criminal activity in the state and provide information to the attorney general, and state, county, and local law enforcement officials to assist with the deployment of resources, to aid in the investigation of crimes, and to assist in minimizing possible conflicts in situations where 2 or more agencies are investigating the same suspect or case.
 - (e) Participate in planning for and monitoring various special events that might involve threats to public safety and assist the commissioner of the department of safety, the director of homeland security and emergency management, and political subdivisions in anticipating threats and adequately protecting against them.
- II. The center shall monitor information from a variety of open and classified sources, analyze that information, and provide information that serves the homeland security, public safety, and emergency management needs of the state. The center shall assist in the development and use of real-time metrics in the effective and efficient deployment of public safety resources.
- III. Information provided by the center shall include but not be limited to a daily report to the governor, the commissioner of the department of safety, the director of the division of state police, and the director of homeland security and emergency management that summarizes significant events or information from the previous 24-hour period that could have a significant effect on the health and safety of New Hampshire citizens and visitors, special reports regarding significant situations as they arise, responses to ad hoc requests for public

ENABLING LEGISLATION

safety data and information from public safety agencies, and ad hoc requests for data and analysis that will assist the department of safety in deployment of its resources.

- IV. The center may allow the attendance, on detached duty with appropriate security clearances, of representatives of local police departments, county sheriffs' departments, the 911 mapping unit, the department of health and human services, the Federal Bureau of Investigation, and the Department of Homeland Security who shall be subject to the provisions of this chapter regarding access to information.

651-F: Information and Analysis Center

651-F:4 Management

- I. Persons working at the center shall be subject to background investigations and appropriate levels of security clearances. Security policies shall govern admittance to the center and the access to and release of data. The co-managers of the center shall develop and maintain an internal manual of procedures for persons working in the center. The manual shall be approved by the commissioner of the department of safety. Supplemental job descriptions for state personnel working within high security areas of the center shall include the requirement to obtain security clearances.
- II. All personnel assigned to the center shall receive appropriate training for the functions they will perform.
- III. The activities of the information and analysis center shall be budgeted as a specific activity code within the biennial budget of the department of safety and subject to the same level of program review and financial audit by the office of the legislative budget assistant as all other budgeted functions of state agencies.

Source. 2010, 82:2, eff. May 19, 2010.

MISSION VISION



Mission Statement

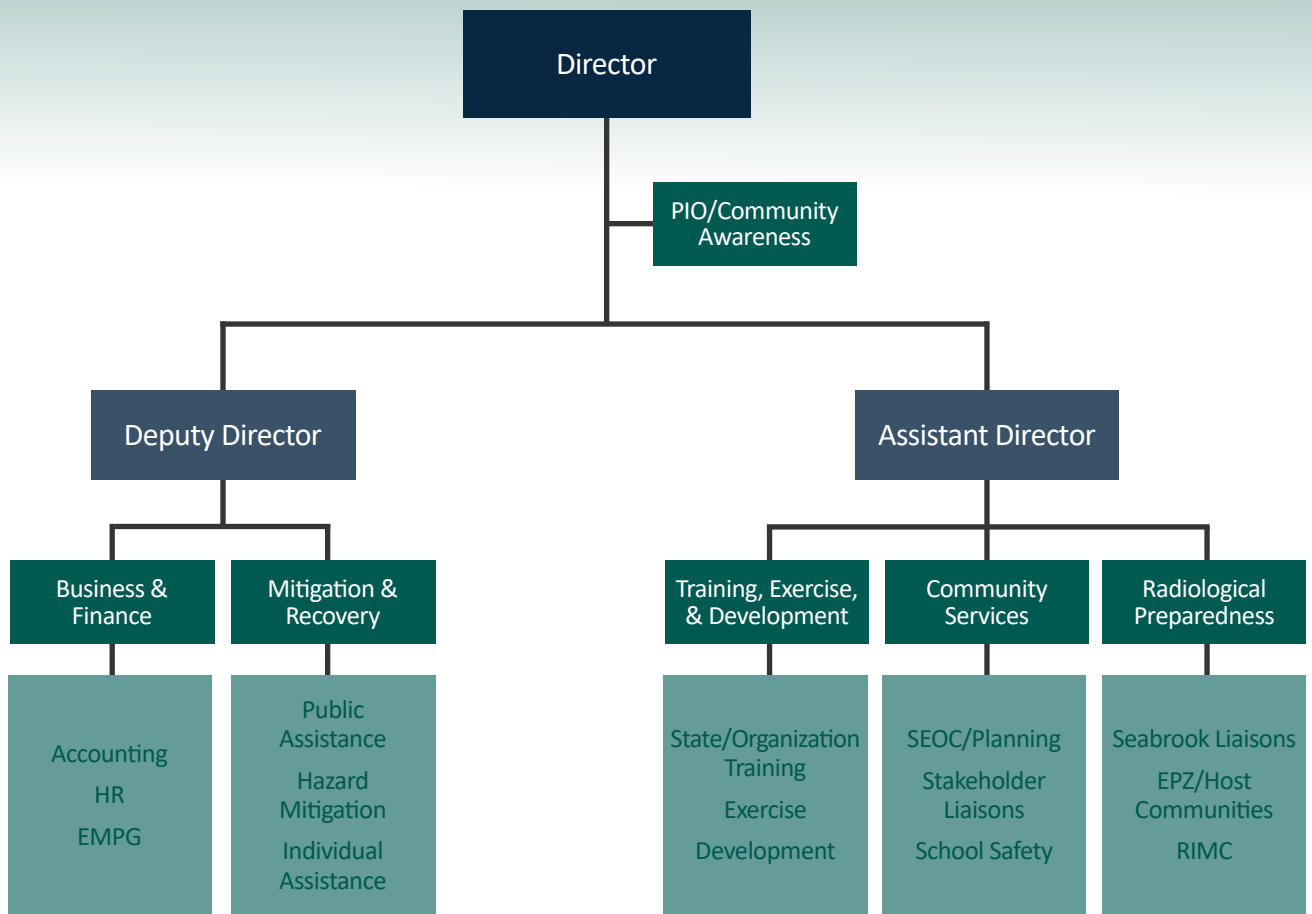
To support the mission of the New Hampshire Department of Safety through the effective delivery of prevention, mitigation, preparedness, response, and recovery efforts for all hazards across the state of New Hampshire.



Vision Statement

Create a culture of high touch customer service in the area of Homeland Security and Emergency Management. Creating a self-sustaining environment through the utilization of efficient mentoring, planning, teamwork, and technology.

ORGANIZATIONAL STRUCTURE



GOALS & OBJECTIVES

Instill an environment of teamwork

Homeland Security and Emergency Management participates in the most important team sport in the State of New Hampshire. Our goal is to create a culture of teamwork that increases not only our recruitment efforts, but also seeks to increase the retention of team members. The need to make sure we have the correct positions; team make up and proper mentorship has never been more important.

OBJECTIVES

Increase recruitment efforts



Create an environment to improve employee retention



Create recruitment working group to address agency vacancy rate

Create a workplace that utilizes equity as a foundational trait

The Division of Homeland Security and Emergency Management is a very lean organization that administers a large suite of federal programs and state planning activities. Our divisional success is directly tied to continuous development of programs that the agency can put in place. The goal is to develop and promote training strategies for internal staff that build job knowledge and emergency management skills. Internal staff development is directly impacting customer service and our ability to increase distribution of services across the state of New Hampshire.

OBJECTIVES

Create an environment that better utilizes cross training



Promote work/life balance across the Division



Improve divisional on-boarding program to create new employee opportunities for growth



Develop an employee-led mentoring program to assist with employee integration

GOALS & OBJECTIVES

Develop and support a culture of readiness of both internal and external stakeholders

With the completion of a SWOT analysis, we have identified gaps that will assist the State of New Hampshire in continuing to increase operational, recovery, safety/security and school safety program capacities, leading to a higher level of readiness across all landscapes.

OBJECTIVES

Increase operational capacities



Increase recovery opportunities



Increase safety and security capacities



Continue to innovate school security programs

Improve customer service opportunities for our stakeholders

The Division of Homeland Security and Emergency Management supports a wide range of stakeholder groups. Each of these groups brings forward a range of capacity. Our goal is to increase stakeholder readiness and improve response and recovery efforts through the utilization of quality development and technology tools.

OBJECTIVES

Increase oppportunities for local emergency management directors



Improve grants management program



Improve disaster management abilities



Implement new development and technology opportunities



Expand and integrate project management framework across the Division

HOMELAND SECURITY AND EMERGENCY MANAGEMENT

A Division of the New Hampshire Department of Safety

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