



Strategic Plan

San Juan Water Commission

2023-2026

DRAFT
April 25, 2023

This page intentionally left blank.

Table of Contents

THE MESSAGE 1

THE PROCESS.....2

THE PLAN 4

 VALUES STATEMENTS..... 4

 ATTRIBUTES, GOALS AND OBJECTIVES 5

 IMPLEMENTATION.....7

 AKNOWLEDGEMENTS..... 8

APPENDIX A Action Items 2023-2026

This page intentionally left blank.

THE MESSAGE

The San Juan Water Commission (Commission) was created on March 5, 1986 with the execution of the Joint Powers Agreement by the cities of Aztec, Bloomfield and of Farmington, San Juan County and the San Juan County Rural Water Users Association. This established the Commission as the principal entity for contracting for the Animas LaPlata Project (ALP) and providing for raw water supplies for the municipal water agency members of the Commission in San Juan County.

The Commission has successfully contracted with the U.S. Bureau of Reclamation and repaid all capital costs for the ALP. It also is contracted for long-term operation and maintenance costs for the project. In 2009 initiated negotiations between the ALP sponsors for the filling of Lake Nighthorse and delivery rules for operation of the ALP. This resulted in the IGA being executed on March 4, 2009.

The Commission has the responsibility to review and make recommendations for acquisition of additional water rights for the Commission member agencies. In 2013 it successfully settled with the State of New Mexico and received 10,000 acre-feet of surplus ALP water in accordance with federal law authorizing the project. This water is Non-ALP with a 1956 priority date.

For 37 years the Commission has met its charter in the Joint Powers Agreement to secure reliable water supplies for San Juan County municipal water users. This has been a great success story and has ensured dependable water resources that will benefit county citizens for generation.

The plan is intended to provide a strategic plan for 2023 through 2026 that will drive and prioritize the Commission's activities. It established the core values of the Commission on which the Strategic Plan is built.

THE PROCESS

In 2022, the San Juan Water Commission agreed to formalize their Mission, organized Vision, and core Values in a Strategic Plan. As part of this undertaking, the San Juan Water Commission hired AECOM to assist the San Juan Water Commission staff to document existing processes and develop the goals which encompass their Vision. The process consisted of the San Juan Water Commission staff and Commissioners engaging in a series of Webex and in-person workshops over a period of 9 months which included:

1. Drafting Mission, Values and Vision Statements
2. Identifying attributes of the San Juan Commission
3. Identifying goals and objectives associated with each attribute.
4. Preparing multiple draft Strategic Plans, including Action Items Spreadsheet with anticipated schedule for implementations.

These workshops focused on developing the foundation for the Strategic Plan. Following is a summary of the workshops and meetings conducted during development of the Final Strategic Plan

October 20, 2022	Kickoff and Attributes Applicable to Commission
November 2, 2022	Commission meeting / Mission Statements
November 17, 2022	Identification of Attributes of Commission
November 28, 2022	Goals and Objectives
December 7, 2022	Goals and Objectives
January 11, 2023	Goals and Objectives
January 19, 2023	Goals and Objectives
February 1, 2023	Commission meeting / Goals and Objectives
February 14, 2023	Draft Strategic Plan
April 4, 2023	Draft Strategic Plan

FUTURE MEETINGS.

The process used for developing the Strategic Plan is also guided by a tool developed by EPA entitled, “Effective Utility Management” (EUM). The EUM recommends assessment of ten attributes of utilities (see inset) and requires the agency using the tool to identify the attributes most relevant to the agency’s successful operations.

Commission staff identified five attributes to consider and use in developing goals and objectives. These attributes, goal and objectives were presented in draft form to the Commissions and Alternatives and provide a foundation for creation of this strategic plan.

The value statement, the attributes, goals and objective are presented at the beginning of this Strategic Plan.

Ten Attributes of EUM	
1	Product Quality
2	Financial Viability
3	Employee and Leadership
4	Development
5	Infrastructure Sustainability
6	Water Supply Management
7	Customer Satisfaction
8	Operational Optimization
9	Enterprise Resiliency
10	Stakeholder Understanding and

THE PLAN

VALUES STATEMENTS



Mission

To provide protection of water rights and water resources for the member entities and citizens of San Juan County.



Vision

To encourage, support, and implement water development works for citizens of San Juan County. To create, restore, renovate, replace, and/or modernize water storage and conveyance systems to conserve our limited water resources so as to provide a resilient, sustainable water supply.



Values

The San Juan Water Commission values all the citizens of San Juan County and their right to a reliable and sustainable municipal and industrial water supply.

ATTRIBUTES, GOALS AND OBJECTIVES

ATTRIBUTE – WATER RESOURCES AND SUSTAINABILITY

Goal 1 - Maintain a resilient and sustainable water supply for San Juan County, NM

Objective 1A: Bi-annually review obstacles to delivery of ALP and other water to member agencies. Consider long-term sustainability of water resources.

Objective 1B: Annually review potential impactful events that would prevent or limit delivery of water to member entities and identify mitigation efforts to address events.

Objective 1C: Annually develop a Water Management Plan for delivery of ALP and SJWC water.

Goal 2 - Provide technical resources for member agencies and others to improve conservation practices

Objective 2A: Provide trained staff in conservation practices to respond to requests for conservation information.

Objective 2B: Develop a local-specific conservation information bulletin with reference to other resources for the public. Bi-annually update bulletin.

ATTRIBUTE – STAKEHOLDER UNDERSTANDING AND SUPPORT

Goal 3 - Inform Commissioners and Alternates on Commission History and Purposes

Objective 3A: Provide training for new commission members and alternatives. Executive Director meets annually with each commission one-on-one to discuss their concerns.

Objective 3B: Meet annually with at least one San Juan County area economic development agency to evaluate projected future water demands.

Goal 4 - Provide the public opportunities to learn about the Commission and receive information

Objective 4A: Monthly review website and update information provided.

Objective 4B: Establish a social media presence within 18 months of adoption of Strategic Plan.

Objective 4C: Continue to provide opportunity for the public to reach out for direct communications with staff through the website.

Objective 4D: Conduct weekly staff meetings.

ATTRIBUTE – FINANCIAL VIABILITY

Goal 5 - Maintain an emergency response fund

Objective 5A: Prepare a policy for the Commission to consider for adoption on need for an emergency response fund.

Objective 5B: Prepare a plan for an emergency fund (escrow fund) that can be used immediately by the Commission to meet needs of member agencies and Commission.

Goal 6 - Maintain a Project Improvement Fund for member agencies to improve infrastructure

Objective 6A: Maintain the established (SJWC Guidance Policy for Water Development and Infrastructure Projects) policy to provide in-kind and financial assistance to member agencies to improve their raw water delivery. Review and develop criteria for ranking projects for funding.

Objective 6B: Identify available State and federal grant/loan programs for member agencies to leverage funds.

ATTRIBUTE – INFRASTRUCTURE STRATEGY AND PERFORMANCE

Goal 7 - Maintain a 10-year infrastructure development plan

Objective 7A: Every year, update an infrastructure plan.

Objective 7B: Complete and submit Infrastructure Capital Improvement Plan to Local Government Division with the State of New Mexico.

Objective 7C: Increase grant application capabilities to support Commission and member agencies.

ATTRIBUTE – PRODUCT QUALITY

Goal 8 - Provide Quality Technical Support to Member Agencies and Public

Objective 8A: Provide information and education of member agencies and public about Commission's goals and objectives.

Objective 8B: Maintain training of staff by completing bi-annual training to support the public and member agencies.

Goal 9 - Provide raw water to Member Agencies that does not require extraordinary treatment

Objective 9A: Annually meet with two member agencies to discuss their needs.

Objective 9B: Participate in watershed group, when active.

Objective 9C: Review water quality standards and assist members in negotiation of standards.

Objective 9D: Participate in Tri-Annual Review and review TMDL changes.

Goal 10 - Maintain & grow the SJWC staff and resources

Objective 10A: Annually, one staff member receives diverse training.

Objective 10B: Within 18 months develop a workforce plan for replacement of staff anticipated to leave employment and training of new staff in duties.

IMPLEMENTATION

Implementation of the Strategic Plan incorporates the Value Statements, Attributes, Goals and Objectives with development of

1. **Action Items:** Activities, studies and projects with schedules to accomplish the objectives that, in turn, satisfy the goals. The goals and objectives may or may not be fully completed by the actions but will, at a minimum, result in progress to their completion. The Strategic Plan for 2023 through 2026 are listing in Appendix A. This Appendix includes a schedule for implementation of action items and extends from July 2023 through June 2027 with the Strategic Plan being updated on 3-year intervals and capital improvement plans on 5-year intervals.
2. **Review and Enhancement:** Identify when goals and objectives have been substantially completed and determine what new goals should be developed. The Executive Director will determine when the next generation of strategic planning will occur.

AKNOWLEDGEMENTS

Commissioners:

Mark Lewis
Jack Scott
Jay Burnham
Steve Lanier
Keith Lee

Alternates

Steven Saavedra
Dale Brightman
David Sypher
Doug Echols
Aaron Lee

San Juan Water Commission Staff

Aaron Chavez, Executive Director
Shaun Bishop, Administrative Assistant
Jacque Allcorn, Administrative Aide II
Jimmy Hodges, Water Resources Specialist

AECOM (consultant)

Rick Cox
Scott Medina

DRAFT

APPENDIX A
Action Items 2023-2026

DRAFT

Action Items 2023-2026

Start Date	Completion Date	Status	Goal	Objective	Action Item
Goal 1 Maintain a resilient and sustainable water supply for San Juan County, NM.					
Objective 1A: Bi-annually review challenges to delivery of ALP and other water to member agencies. Consider long-term sustainability of water resources.					
Jul-23	Aug-23				Prepare memo on potential challenges.
Jul-25	Aug-25				Prepare memo on potential challenges.
Objective 1B: Annually review potential impactful events that would prevent or limit delivery of water to member entities and identify mitigation efforts to address events.					
Objective 1C: Annually develop a Water Management Plan for delivery of ALP and SJWC water.					
Feb-24	Mar-24				Prepare memo on impactful events and Water Management Plan
Feb-25	Mar-25				Prepare memo on impactful events and Water Management Plan
Feb-26	Mar-26				Prepare memo on impactful events and Water Management Plan
Goal 2 - Provide technical resources for member agencies and others to improve conservation practices					
Objective 2A: Provide trained staff in conservation practices to respond to requests for conservation information.					
Jul-23	Jun-24				Bi-annually have conservation training for a minimum of one staff member
Jul-25	Jun-26				Bi-annually have conservation training for a minimum of one staff member
Objective 2B: Develop a local-specific conservation information bulletin with reference to other resources for the public. Bi-annually update bulletin.					
Jul-23	Jun-24				Develop a public information bulletin for local conservation practices with references to other local and national resources.
Jul-25	Jun-26				Update Bulletin as needed.
Goal 3 - Inform Commissioners and Alternates on Commission History and Purposes					
Objective 3A: Provide training for new commission members and alternatives. Executive Director meets annually with each commission one-on-one to discuss their concerns.					
As needed					New Commission training
Jul-23	Sep-23				Meet with Bloomfield Commissioner and Alternate
Sep-23	Nov-23				Meet with Farmington Commissioner and Alternate
Nov-23	Jan-24				Meet with San Juan County Rual Water Users Assoc. Comm and Alternate
Feb-24	Apr-24				Meet with Aztec Commissioner and Alternate
Jul-24	Sep-24				Meet with Bloomfield Commissioner and Alternate
Sep-24	Nov-24				Meet with Farmington Commissioner and Alternate
Nov-24	Jan-25				Meet with San Juan County Rual Water Users Assoc. Comm and Alternate
Feb-25	Apr-25				Meet with Aztec Commissioner and Alternate
Jul-25	Sep-25				Meet with Bloomfield Commissioner and Alternate
Sep-25	Nov-25				Meet with Farmington Commissioner and Alternate
Nov-25	Jan-26				Meet with San Juan County Rual Water Users Assoc. Comm and Alternate
Feb-26	Apr-26				Meet with Aztec Commissioner and Alternate
Objective 3B: Meet annually with at least one San Juan County area economic development agency to evaluate projected future water demands					
May-24	Oct-24				Meet with either SJ Co, or city economic development staff

Action Items 2023-2026

Start Date	Completion Date	Status	Goal	Objective	Action Item
May-25	Oct-25				Meet with either SJ Co, or city economic development staff
May-26	Jun-26				Meet with either SJ Co, or city economic development staff
<p>Goal 4 - Provide the public opportunities to learn about the Commission and receive information</p>					
Monthly				Objective 4A: Monthly review website and update information provided. Staff to report update, if any, monthly to Executive Director	
Jul-23	Jan-25			Objective 4B: Establish a social media presence within 18 months of adoption of Strategic Plan Create one or more accounts and populate it.	
Monthly				Objective 4C: Continue to provide opportunity for the public to reach out for direct communications with staff through the website. Maintain website per Action 4A	
Weekly				Objective 4D: Conduct periodic staff meetings. Staff meeting and record assignment and completions	
<p>Goal 5 - Maintain an emergency response fund</p>					
Jul-23	Jun-24			Objective 5A: Prepare a policy for the Commission to consider for adoption on need for an emergency response fund Draft a policy with justification for emergency response fund.	
Jul-24	Jun-25			Objective 5B: Prepare a plan for an emergency fund (escrow fund) that can be used immediately by the Commission. Using policy, develop criteria and plan for use of fund in emergency.	
Jul-25	Dec-25			Review draft policy by legal counsel	
<p>Goal 6 - Maintain a Project Improvement Fund for member agencies to improve infrastructure.</p>					
Sep-24	Sep-25			Objective 6A: Maintain the established (SJWC Guidance Policy for Water Development and Infrastructure Projects) policy to provide in-kind and financial assistance to member agencies Review policy annually and revise approval criterial as needed.	
Sep-25	Jun-26			Review policy annually and revise approval criterial as needed.	
Jan-24	Jun-24			Objective 6B: Identify available State and federal grant/loan programs for member agencies to leverage funds. Prepare a list of grant/loan programs and update annually	
Jan-25	Jun-25			Prepare a list of grant/loan programs and update annually	
Jan-26	Jun-26			Prepare a list of grant/loan programs and update annually	
<p>Goal 7 - Maintain a 10-year infrastructure development plan</p>					
				Objective 7A: Every year, update an infrastructure plan	
				Objective 7B: Complete and submit Infrastructure Capital Improvement Plan to Local Government Division with the State of New Mexico.	
Oct-23	Jun-24			Establish first infrastructure plan, submit to Local Gov. Division	
Mar-25	Jun-25			Update infrastructure plan, submit to Local Gov. Division	
Mar-26	Jun-25			Update infrastructure plan, submit to Local Gov. Division	
Jul-23	Jun-24			Prepare 40-yr water development plans for member agencies	
Jul-26	Jun-27			On 5 year cycles update half of the water development plans	

Action Items 2023-2026

Start Date	Completion Date	Status	Goal	Objective	Action Item
Jul-23	Jun-24			Objective 7C: Increase grant application capabilities to support Commission and member agencies.	Identify staff or consultant to support grant application preparation
Goal 8 - Provide Quality Technical Support to Member Agencies and Public					
				Objective 8A: Maintain pertinent technical training by completing bi-annual training and expanding knowledge to more than one staff member	
Jul-23	Jun-24				Technical training - Staff A and B
Jul-24	Jun-25				Technical training - Staff C and D
Jul-25	Jun-26				Technical training - Staff A and B
Goal 9 – Provide raw water to Member Agencies that does not require extraordinary treatment					
				Objective 9A: Complete and maintain return flow credit plans	
Jul-23	Jan-24				Prepare return flow credit plans for participating member agencies
Jul-24	Jan-25				Prepare a plan for annual update and submittal of return flow credit plans
Annually by January					Update and submit return flow credit plans
				Objective 9B: Participate in watershed group, when active	
Aug. 2023	Jan-24				Identify next activity of watershed group.
				Objective 9C: Review water quality standards and assist members in negotiation of standards	
Aug-23	Jan-24				Maintain current copy of standards
				Objective 9D: Participate in Tri-Annual Review and review TMDL changes.	
Jul-23	Aug-23				Identify schedule for next Tri-Annual Review and participate
Goal 10 – Maintain & grow the SJWC staff and resources					
				Objective 10A: Within 18 months develop a workforce plan succession plan and training of new staff in duties	
Jul-23	Oct-23				Prepare draft Workforce Plan
Annually					Annually update Workforce Plan