

STRATEGIC PLAN

New Mexico Water Conservation Alliance

2023 – 2027

1 Introduction

The New Mexico Water Conservation Alliance (NMWCA) is a professional organization that promotes water conservation and efficiency in New Mexico. It was founded in the 1990's when the first municipalities in New Mexico implemented water conservation programs, and it continues to serve an important function in connecting and supporting professionals who work in the water conservation and efficiency field across the State. The NMWCA is organized as a non-profit corporation with individual members and member organizations that is governed by a volunteer board. Over the past 30+ years, the organization's activities have been driven by the vision of individual boards. Like many volunteer-run organizations, the NMWCA has had highly active and productive periods, and periods with low engagement. In 2022, the NMWCA engaged in a strategic planning process to provide more continuity in the organization's work over time. Strategic planning was conducted as a year-long collaborative process with the involvement of both board members and members. Strategic planning was facilitated by the Bernalillo County Operations Excellence Office, which oversees strategic planning for Bernalillo County. This strategic plan is intended to provide a shared vision that will guide the organization's activities and a framework for assessing the organization's effectiveness over the next 5 years.

2 Strategic Plan Framework

Guided by the Bernalillo County Operations Excellence Office, the NWMCA's strategic planning process included creating a baseline of where the organization stands today, imagining a future, charting a path forward, and creating a framework for monitoring progress. The strategic plan includes 5 interconnected components, which ensure that the plan is actionable, easy to use and understand, accessible, and transparent:

Our Why:

1. The Vision articulates the intended future of the organization.
2. The Mission establishes the purpose of the organization.

Our What:

3. The Goals are the major, long-term milestones for accomplishing the Vision and Mission.

Our How:

4. The Objectives establish the short-term outcomes or deliverables needed to achieve the Goals.
5. The Action Items are the tasks to be performed to achieve the Objectives.

During the five-year planning period, the NMWCA may also develop performance measures to track the progress and effectiveness of the objectives and action items.



Figure 1: Strategic Planning Framework

3 Strategic Planning Process

To incorporate input from stakeholders, strategic planning took place over multiple meetings with NMWCA board members and members from April – December 2022. In April 2022, the Bernalillo County Bernalillo County Operations Excellence Office met with the NMWCA board to introduce the strategic planning framework and kick-off the strategic planning process. At this meeting, the board reviewed and updated the NMWCA's vision and mission statements. At the May 2022 membership meeting, the board presented the draft vision and mission statements to the membership for confirmation, and the Operations Excellence Office led a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis using a virtual collaboration whiteboard. Members identified what was working well, what was not working well, opportunities, and long-term challenges for the organization. The Operations Excellence Office then synthesized the results of the SWOT analysis to develop draft goals, objectives, and

action items, and presented this analysis to the board in June 2022. Over multiple meetings during the summer, the board refined these draft goals, objectives, and action items. The Operations Excellence Office then led an exercise that required the board to situate each objective in an impact and effort matrix to determine its priority. Based on the results of the impact and effort assessment, the board placed the objectives in a 5-year timeline:

- Low effort and high impact objectives are considered quick wins and were prioritized for earlier implementation.
- High effort and high impact objectives were prioritized next and are considered major projects.
- Low impact and low effort objectives were prioritized for consideration after major projects.

The board assembled all the elements of the strategic plan into a draft document in November 2022. It presented the draft document to the membership at the November 30, 2022, membership meeting, and invited membership input on the draft during a 2-week comment period. The board incorporated membership comments into a final plan, and adopted the plan in January 2023.

All elements of the strategic plan including the vision, mission, goals, objectives, action items, and implementation timeline are included in this document. This strategic plan is intended to be a living document that is tracked and updated regularly by the NMWCA.

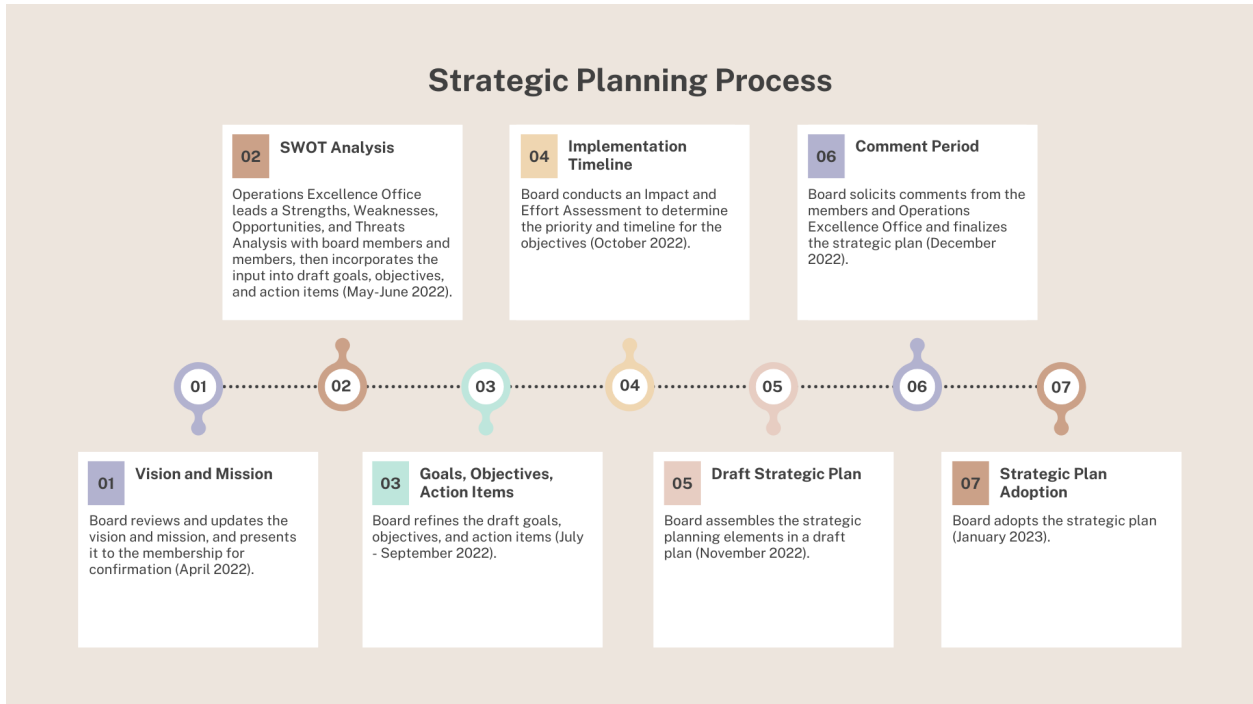


Figure 2: Strategic Planning Process

4 Vision

Promote awareness and coordinate action on water conservation and efficiency statewide

5 Mission

Support and serve as a resource for professionals who work in water conservation and efficiency

6 Goals, Objectives, Action Items, and Implementation Timeline

Goal #1

Provide support for the water conservation/efficiency professional community

Objective	Action Item	Implementation Timeline
Provide opportunities for networking	<ul style="list-style-type: none"> Develop web site to facilitate networking (e.g. publish member lists) Hold one in-person membership meeting per year 	2023

Support members with professional development	<ul style="list-style-type: none"> ● Integrate educational programming into each membership meeting ● Support local conferences that provide training benefits to members 	2024
Facilitate knowledge-sharing between water conservation/efficiency programs and professionals	<ul style="list-style-type: none"> ● Develop platforms for members to share expertise and lessons learned (e.g. membership roundtables at meetings, add blog to NMWCA website) 	2025
Serve as a resource for professionals in water conservation/efficiency field	<ul style="list-style-type: none"> ● Provide access to resources (e.g. training, guidance documents, case studies) 	2025
Expand membership	<ul style="list-style-type: none"> ● Conduct regular membership campaigns ● Expand membership benefits 	2023

Goal #2

Promote awareness and coordinate action on water conservation and efficiency

Objective	Action Item	Implementation Timeline
Promote best practices aligned with Alliance for Water Efficiency, Bureau of Reclamation, NM Office of the State Engineer, and Qualified Water Efficient Landscaper (QWEL)	<ul style="list-style-type: none"> ● Bring speakers from these organizations to membership meetings 	2025
Conduct statewide public outreach campaigns	<ul style="list-style-type: none"> ● Coordinate statewide public outreach campaigns through the NM Office of the State Engineer 	2025
Establish organization as stakeholder in State legislation on water conservation/efficiency	<ul style="list-style-type: none"> ● Track and comment on State legislation pertaining to water conservation/efficiency 	2027

	<ul style="list-style-type: none"> • Advocate for new State water conservation/efficiency legislation and funding 	
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Goal #3
Build organizational capacity

Objective	Action Item	Implementation Timeline
Formalize organizational structure and processes	<ul style="list-style-type: none"> • Update and improve bylaws and procedures for key functions (e.g. financial management) to ensure continuity between boards • Document origin and history of organization to build institutional memory 	2023
Strategic planning	<ul style="list-style-type: none"> • Develop 5-year Strategic Plan. Board will revisit Strategic Plan and report to the membership on progress annually. 	2023
Contract for administrative support for organization	<ul style="list-style-type: none"> • Utilize membership dues to contract with accountant/bookkeeper to manage finances 	2024
Explore opportunities to partner with other organizations to strengthen organizational capacity	<ul style="list-style-type: none"> • Strengthen relationship with Alliance for Water Efficiency (consider state chapter proposal) 	2026

Goal #4
Expand reach statewide

Objective	Action Item	Implementation Timeline
Increase accessibility of membership meetings	<ul style="list-style-type: none"> • Continue Zoom meetings to improve access for communities outside of central NM 	2023

	<ul style="list-style-type: none"> • Make meeting recordings available to members 	
Obtain funding for water conservation/efficiency for member communities in the State	<ul style="list-style-type: none"> • Serve as financial hub for water conservation/efficiency funding and allocate to members through an open application process 	2027

7 Strategic Plan Implementation

The implementation timeline for the objectives in the strategic plan is presented in Figure 3. For simplicity, the objectives are assigned to a single year, instead of a range of years. Work on an objective can begin prior to this year, but one or more action items associated with the objective should be fully implemented in the year listed. At the board’s discretion, committees may be created to carry out select objectives and action items. Over the 5-year planning period, the vision, mission, and strategic goals are expected to remain constant, but the objectives, action items, and timeline will be revised as needed. The board will review the strategic plan annually and report out to the membership on progress with the goals, objectives, and action items at the annual meeting.

Implementation Timeline



Figure 3: Strategic Planning Implementation Timeline

8 Adoption

This strategic plan was adopted by the 2022 NMWCA Board of Directors on January 3, 2023.

- Christine Chavez, President (Water Conservation Program Manager, City of Santa Fe)
- Richard Chapman, Vice-President (Owner, Smart Use, LLC)
- Denise Rumley, Secretary (Water Conservation Supervisor, Albuquerque Bernalillo County Water Utility Authority)
- Mark Chavez, Treasurer (Central New Mexico Territory Manager, ExerPlay; Retired Assistant Parks Manager, City of Albuquerque)
- Megan Marsee, Member-At-Large (Water Conservation and Resource Manager, Bernalillo County)

9 Acknowledgements

Sincere thanks to the staff of the Bernalillo County Operations Excellence Office (Maria Zuniga, Operations Excellence Manager, and Laurel Johnson, Operations Excellence Intern), who provided crucial facilitation and technical assistance to support the development of this strategic plan.