

# STRATEGIC PLAN

Prepared by the Office of the State Engineer and the Interstate Stream Commission  
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# **THE OFFICE OF THE STATE ENGINEER AND THE INTERSTATE STREAM COMMISSION**

## **EXECUTIVE SUMMARY:**

### ***MISSION:***

To actively protect and manage the water resources of New Mexico for beneficial uses by its people, in accordance with law:

- ❑ to investigate, measure, and distribute water in the most efficient manner in accordance with state laws, court adjudications, and State Engineer rules and regulations,
- ❑ to administer a water rights system that lawfully and effectively allocates and reallocates water and adjudicates water rights to meet the needs of New Mexico's growing population,
- ❑ to maximize use of New Mexico's renewable interstate stream apportionments in order to improve the sustainability of New Mexico's water supplies, and
- ❑ to plan for the future water needs of New Mexico's people.

### ***GOALS:***

- ❑ Complete adjudication of water rights throughout the state
- ❑ Update State Water Plan
- ❑ Develop, improve, or maintain systems of management and administration of water uses, beneficial and otherwise, in order to serve the citizens of the State of New Mexico
- ❑ Develop, improve, and maintain systems of water development programs, customer services, water use management and administration in surface and ground water basins within the state to provide consistent, timely, competent and accurate water information and service to the public
- ❑ Develop staff and systems required to manage and administer the states waters through managerial, fiscal, human resource and information system support services
- ❑ Develop new water resources for New Mexico's people and economy
- ❑ Comply with interstate compact obligations

### ***PROGRAMS:***

Goals will be accomplished through four programs. The four programs are:

- ❑ Water Resource Allocation Program
- ❑ Interstate Compact Compliance and Water Development Program
- ❑ Litigation and Adjudication Program
- ❑ Program Support

## ***AGENCY PROGRAM LIST WITH PROGRAM PURPOSE STATEMENTS***

### **Water Resource Allocation Program [P551]**

**Statutory or Constitutional Authority:** 72-1-1 through 72-1-9, 72-5-11 & 72-5-34, NMSA 1978

**Users:** Program users are the public in general but in specific instance it is any person, association or corporation, public or private, the state of New Mexico.

**Purpose Statement:** The purpose of the Water Resource Allocation Program is to provide for administration, distribution, protection, conservation, and development of the state's surface and ground water resources through active water resource management.

**Measures:**

- Output—Average number of unprotested new and pending applications processed per month— FY 08 target: 60
- Output—Average number of protested and aggrieved applications processed per month— FY 08 target: 9
- Number of unprotested/unaggrieved water right applications backlogged— FY 08 target: 850
- Number of protested/aggrieved water rights backlogged— FY 08 target: 250
- Outcome—Percent of applications abstracted into the water administration technical engineering resource system database— FY 08 target: 58%

### **Interstate Compact Compliance and Water Development Program [P552]**

**Statutory or Constitutional Authority:** 72-15-1 through 72-15-28 NMSA 1978

**Users:** Program users are the public but more specifically all water right owners in New Mexico.

**Purpose Statement:** The purpose of the Interstate Stream Compact Compliance and Water Development Program is to provide resolution of federal and interstate water issues; to develop water resources and stream systems; and to plan for the future use of water so that the people of New Mexico can have maximum sustained beneficial use of available water resources.

**Measures:**

- Outcome—Pecos River Compact accumulated delivery credit in acre-feet—FY 08 target: greater than or equal to zero (0).
- Outcome—Rio Grande River Compact accumulated delivery credit in acre-feet—FY 08 target: greater than or equal to zero (0).

## **Litigation and Adjudication Program [P553]**

**Statutory or Constitutional Authority:** 72-4-1 through 72-4-20 NMSA 1978

**Users:** Program users are the public in general, but more specifically, it is anyone with any suit for determination of a right to use the waters of any stream system, all those whose claim to the use of such waters are of record and all other claimants, so far as they can be ascertained, with reasonable diligence shall be parties and program users.

**Purpose Statement:** The purpose of the Litigation and Adjudication Program is to obtain a judicial determination and definition of water rights within each stream system and underground basin to effectively perform water rights administration and meet interstate stream obligations, and to resolve disputes arising out of permits issued by the State Engineer governing the diversion and use of the State's water.

**Measures:**

- Outcome—Number of offers to defendants in adjudications— FY 08 target: 1,000
- Outcome—Percent of all water rights that have judicial determinations— FY 08 target: 42%

## **Program Support [P554]**

**Users:** The Office of the State Engineer Employees, contractors, and public.

**Purpose Statement:** The purpose of the Program Support is to provide necessary administrative support to the Office of the State Engineer so they can be successful in reaching their goal and objectives.

**Measures:**

- Output—Percent of department contracts that include performance measures— FY 08 target: 100%

### **LIST OF ACRONYMS USED IN THIS PLAN**

AWRM:	Active Water Resource Management
BOR:	United States Bureau of Reclamation
CID:	Carlsbad Irrigation District
COE:	Corps of Engineers
DPS:	Department of Public Safety
E-GIS:	Enterprise Geographic Information System
EIS:	Environmental Impact Statement
ESA:	Endangered Species Act
GIS:	Geographical Information System
ISC:	Interstate Stream Commission
n-tier:	Multiple-tier information system

NRCS: U.S. Department of Agriculture Natural Resources Conservation Service  
OSE: Office of the State Engineer  
WATERS: Water Administration and Technical Engineering Resource System

## **INTERNAL AND EXTERNAL ASSESSMENTS:**

**a) Situation Inventory:** New Mexico's semi arid climate yields an average of less than 15" of precipitation annually. While the water supply in some areas of the State is renewable, many communities rely solely on non-sustainable groundwater aquifers. In many areas, the demands on the water supply will reach or exceed its availability. Even as demand for water increases within the State, New Mexico must continue to comply with the terms of each of its interstate river compacts. New Mexico must manage and use its water resources efficiently. For New Mexico to improve the efficiency of water use, the State must commit to a well-defined water resources management policy and invest the necessary monetary resources. The threats and challenges confronting New Mexico and its water can be successfully addressed through "active water resource management,"(AWRM) which requires measurement, management, and water markets. The Office of the State Engineer/Interstate Stream Commission (OSE/ISC) are developing, acquiring and implementing the technological tools and revising regulations to implement AWRM.

To establish a sound basis for water management, the State must have access to sound data to create models of water systems that will increase our understanding of the groundwater under our feet and surface water flowing in our streams. Only through a water management infrastructure comprised of regional water plans, an overall state water plan, adjudicated water-rights, the WATERS database, and accurate inventory of water resources and measurement of water uses will New Mexico be prepared to provide for its growth and prosperity and have the ability to resolve the inevitable conflicts that will arise as demands for water meet or exceed supply.

The OSE/ISC have aggressively modernized their water management tools in recent years. Legislative funding provided the opportunity for acquisition and implementation of the latest engineering technology. While the State's water management tools are greatly improved, ever increasing demand on existing water sources requires continual modernization of technological tools and improvement of staff administrative capabilities. The State must maintain pace with technology so that it can remain credible. Development of computer modeling techniques, Geographical Information Systems, databases such as WATERS, and the use of satellite images and other systems continue to improve the way the OSE/ISC do business. The WATERS database, once populated, will shorten the time required to process water rights transactions. With the newly acquired technology, hydrographic surveys can be completed in a fraction of the time relative to using outdated technology.

Retention and recruitment of qualified, experienced personnel is essential for the OSE/ISC to succeed in achieving their goals. The level of expertise and responsibility required, workload demands, and lack of administrative, secretarial, and legal assistant support is problematic.

Senior staff members, due to their workload, have limited opportunity to impart their knowledge of water law and the long complex history of the adjudications and litigation upon newer staff members.

Pressure to complete adjudications is increasing as demand for water increases; interstate water deliveries are becoming critical and federal litigation and Endangered Species Act litigation continues to increase. Demands on the legal and technical staff to address all these issues are at times overwhelming, leading to burnout and loss of experienced staff.

Judicially established water rights are essential to efficient administration. Therefore, the State must commit the necessary resources for the expeditious completion of the adjudication of existing water rights throughout the State, as statutorily required.

Accurate accounting for and monitoring of water depletions is essential to managing water to meet New Mexico's current and future uses. A staff of technical, planning, and legal experts is required to implement and administer an accurate and fair regulatory system to manage water resources, uses, and depletions.

Planning is vital to effective management of supply, demand, and prioritization of uses. The main components of New Mexico's regional water plans are dependant upon accurate quantification of the limits of the water supply and existing water demands to plan for future demand on the available water. Efforts are now underway to integrate these regional water plans under the completed state water plan to assure a consistent policy framework. Although all sixteen regional water plans are expected to be completed by the end of FY 07, some of the first plans completed now need to be updated to keep current with changing circumstances.

- b) **Environmental Scan:** Throughout most of the 1980s and '90s, New Mexico experienced relatively high precipitation and consequently relatively abundant water supplies. Since the late 1990s, however the State has suffered through a period of drought. Nevertheless, through that entire period of highly variable supply, New Mexico has experienced significant growth and economic development and there is no let up in sight. Water availability is a growing concern. The OSE/ISC must identify and quantify uses, and they must be metered and measured if water is to be actively managed, especially during times of drought and the increasing likelihood of long-term climate change.

New Mexico continues to face the unique challenges of dealing with federal, tribal and pueblo water issues; dealing with a shift from existing uses to municipal and industrial uses of water in a fully appropriated system; and meeting the water demands of relatively recent federal mandates. Additionally, even as New Mexico works to meet its growing intrastate demands for water, it is confronted with unprecedented external demands for water from other states in need of additional water resources. Arguably, these demands threaten New Mexico's ability to control its water.

The flows of two major rivers—the Rio Grande and the Pecos River— are barely adequate to meet both New Mexico’s existing needs and its interstate stream compact delivery obligations. The State’s continuing ability to meet those compact obligations is a delicate balance.

New Mexico cannot keep all the water in its rivers for its own use, but rather, it must share these waters with neighboring states on some rational equitable basis. Consequently, New Mexico participates in eight different river compacts with its neighbors, Texas, Colorado, and Arizona, as well as the other western states through which its rivers ultimately flow. The compacts govern the amount of the flow New Mexico is entitled to use and deplete, as well as its Stateline delivery obligations. Such compacts govern the surface waters of most of the State’s rivers and they heavily influence the management of the State’s waters. An interstate river compact is part of the law of the river and is both federal and State law.

Recent Supreme Court decisions have greatly influenced the water management strategy of most western states. A state cannot take as much water as it wants and ignore its downstream delivery obligations or the potential claims by neighboring states without facing the reality that the Supreme Court might decide to enforce or change the obligations under the compacts if a neighboring state chooses to litigate. Only active water resource management will provide New Mexico with the ability to ensure the future of its water supply for its uses and the economic activity that depends on those uses while also meeting federal mandates and interstate compact obligations.

As New Mexico learned from its Pecos River Compact litigation experience and as other states have also learned, the United States Supreme Court expects states to comply with interstate river compacts or it will enforce their terms and penalize the non-complying state. New Mexico’s lesson in *Texas v. New Mexico*, No. 65 Original is that it must comply with interstate river compacts or else face great expense and the potential loss of control of its water. The United States Supreme Court ordered New Mexico to pay Texas damages of \$14 million for under-delivering an average of 10,000 acre-feet of water per year. The State has since spent tens of millions of dollars to increase river flows to comply with the compact. The State must continue aggressive implementation of active management of its water resources if it is to continue to comply with its obligations to Texas and avoid possible Court assessed penalties and lost economic activity.

In that context, in 2003, New Mexico, the United States and major water users in the lower Pecos entered into a settlement that will settle the long running Lewis adjudication litigation and also provide a mechanism for meeting New Mexico’s Stateline delivery obligations to Texas in both the short and long-term. Implementation of this settlement requires the state to purchase 18,000 acres of land with associated water rights and to develop augmentation well fields. Full implementation will require a sustained effort and is estimated to cost close to \$100 million (Note: the implementation phase, that is the completion of the minimal conditions to make the settlement binding, has already been funded to \$66.5 million through FY 07).

On the Rio Grande, the state of Texas has appropriated \$6.2 million to their Attorney General to prepare for potential litigation involving water rights disputes with the State of New Mexico, including but not limited to issues related to the amount of water delivered to Texas from Elephant Butte Reservoir. Should Texas' threat become reality, New Mexico must be prepared, and preparation now, may result in avoiding litigation before the United States Supreme Court that would be complex, lengthy, and costly.

Similarly, disagreements among states might lead to compact litigation in other river basins. Currently, increased demands among the Colorado River states have raised tensions and some of the Colorado River basin states have begun preparing for the possibility of litigation.

Some of the tools that will help New Mexico actively manage its water resources and prepare for potential litigation include mapping, metering and measuring, and project design. In the past, New Mexico had relied on certain Federal agencies for some of these functions, but the Federal role is decreasing as a result of Federal budgetary cuts. As a result, New Mexico must continue acquiring the technology necessary to develop the reliable information on which critical decisions are based and to allow New Mexico to actively manage its water resources.

To address threats of litigation from other states and the potential to lose control over its water resources, New Mexico must aggressively increase its ability to actively manage its water resources and provide the resources necessary for timely completion of its active adjudication suits on the Lower Pecos River, the Lower Rio Grande and other basins. By doing so, New Mexico will demonstrate it has both the will and the capacity to properly, promptly and completely exercise its complete authority and responsibility to manage its water. Like any other western state, New Mexico cannot afford to lose its authority to regulate or lose any of its available supply of water to the federal government or to satisfy another state's needs.

In addition, State and regional water planning provide an important mechanism for New Mexico's communities and citizenry to provide input into how their water supplies should be used to meet water needs. Planning is also needed if a prioritization of uses is required.

- c) **Anticipation or Foresight:** The OSE/ISC has employed contractors to assist the agency in advancing and adapting to changing environments and new technologies. The agency is constantly assessing technological advances that may improve hydrographic survey accuracy through the use of Geographical Information Systems and satellite imagery. Consultants are also used for policy advice, and to understand broad areas of science such as biology and ecology that impact water uses from an endangered species perspective.

New Mexico is at the forefront in addressing many emerging federal issues, and agency involvement in interstate organizations such as the Western States Water Council provides a forum to assess and monitor long-term trends in those issues. Participation should be increased in future years, however, travel resources limit participation.

**Benchmarking:** Areas of the state where adjudications have been completed, such as the Gila River, Dry Canadian River, Mimbres River, and Costilla Creek, are stable. Uncertainties in these regions have been resolved.

The State of Colorado has completely adjudicated all stream systems within their control and has a gauging program on each system. As a result, Colorado has developed a mature water administration system. Colorado also implemented a water court system in the late 1960s. The goal of the OSE/ISC is to complete adjudications throughout the state. The difficult situation New Mexico faces now, however, is to complete adjudications while at the same time addressing threats of complex interstate litigation and federal litigation involving the Endangered Species Act, among other issues.

New Mexico is in a position to implement programs and change the way water is managed using examples from Colorado and other western states. However, New Mexico's water conditions are unique, and practices employed elsewhere must be tailored to fit New Mexico's situations.

**STRATEGIC PLANNING PROCESS:**

In 2003, the OSE/ISC in coordination with the water trust board completed a policy based State Water Plan that included specific implementation strategies to promote each of the identified policies. That State Water Plan now serves as the OSE/ISC strategic plan. Each year progress on implementation of the State Water Plan is reviewed and an implementation report generated. The most recent State Water Plan Implementation Report dated June 2006 demonstrated very significant progress on almost all aspects of the State Water Plan. Pursuant to the State Water Plan Act, the Plan will be reviewed and updated periodically but at least every five years. The next update is scheduled for 2008. Additionally, a policy review board has been created to monitor progress on certain key initiatives contained in the Plan such as Active Water Resource Management (AWRM). Finally, an executive committee of the OSE/ISC meets at least annually to review overall progress and adjust course as necessary.

**GOAL 1: Complete adjudication of water rights throughout the state (Litigation and Adjudication Program)**

**Measures:**

- *Outcome—Number of offers to defendants in adjudications— FY 08 target: 1,000*
- *Outcome—Percent of all water rights that have judicial determinations— FY 08 target: 42%*

**OBJECTIVE A:** Determine water rights ownership and priorities in the entire Pecos River Stream System and related underground basins.

**Strategy:** Complete Pecos River water rights adjudications.

**OBJECTIVE B:** Determine water rights ownership and priorities in the entire Lower Rio Grande Stream System and related underground basins.

**Strategy:** Complete the Lower Rio Grande adjudication.

**OBJECTIVE C:** Determine water rights ownership and priorities in the Upper Rio Grande Stream System & related underground basins.

**Strategy:** Complete water rights adjudications pending in the Upper Rio Grande.

**Strategy:** Pursue legislation to fund and implement water rights settlement agreements between the State of New Mexico and the Pueblos of Taos, Nambe, Pojoaque, Tesuque, and San Ildefonso.

**Strategy:** Develop and implement action plan for water rights adjudications for the Upper Rio Grande main stem and all other Upper Rio Grande tributary stream systems and related underground basins.

**OBJECTIVE D:** Determine water rights ownership and priorities in the Middle Rio Grande Stream System and related underground basins.

**Strategy:** Complete water rights adjudications pending in the Middle Rio Grande .

**Strategy:** Develop and implement action plan for water rights adjudications for Middle Rio Grande main stem and all other Middle Rio Grande tributary stream systems and related underground basins.

**OBJECTIVE E:** Determine water rights ownership and priorities for the entire San Juan River Stream System and related underground basins.

**Strategy:** Complete the San Juan River water rights adjudication.

**OBJECTIVE F:** Determine water rights ownership and priorities for the Canadian River and Western Slope Stream Systems and related underground basins

**Strategy:** Complete water rights adjudications in all other Northern New Mexico Stream System Adjudications.

**Strategy:** Develop and implement consistent action plan for all adjudications in the Canadian River and the Western Slope Stream Systems.

**OBJECTIVE G:** Establish special Water courts for water rights adjudications.

**Strategy:** Coordinate with the Legislative and Judicial branches to create a special court to adjudicate water rights.

**Strategy:** Petition the Supreme Court seeking the promulgation of specific rules for new water rights adjudications within the state.

**Strategy:** Develop and implement procedures for using water courts in adjudications.

## **GOAL 2: Develop a State Water Plan (Interstate Compact compliance and Water Development Program)**

**OBJECTIVE A:** Complete regional water plans

**Strategy:** Work with regions to obtain their submittals of completed water plans for review and acceptance by the ISC.

### **Measures:**

- *Explanatory—Cumulative number of regional water plans completed and accepted by the Interstate Stream Commission— FY 08 target: 16 (100% complete) Begin updates on 4 regional water plans.*

**OBJECTIVE B:** Implement the State Water Plan

**Strategy:** Implement the specific strategies in the State Water Plan.

**Strategy:** Review all regional water plans for issues, interregional conflicts, and conflicts or omissions with respect to the State's compliance with its interstate compact obligations.

## **GOAL 3: Develop, improve, or maintain systems of management and administration of water uses, beneficial and otherwise, in river basins where New Mexico must manage and administer its uses of water in order to comply with its compact obligations to deliver water downstream (Interstate Compact Compliance Program).**

**3.1 Pecos River Basin Program Goal:** Comply with the Amended Decree; avoid net shortfalls in compact deliveries to the state of Texas.

**Measures:**

- *Outcome—Pecos River Compact accumulated delivery credit in acre-feet—FY 08 target: Greater than or equal to zero (0)*

**OBJECTIVE A:** Implement the 2003 Pecos River Settlement.

- Strategy:** Complete implementation of the settlement to resolve the CID/US water rights adjudication dispute with PVACD.
- Strategy:** Prepare for priority administration under the authority of the Pecos River Compact and the U.S. Supreme Court Amended Decree.
- Strategy:** Communicate with Pecos River Basin interests and State-level stakeholders to explain the plan and address any objections.
- Strategy:** Carry out the elements of the Settlement and Compliance Plan in parallel tracks including securing the necessary federal approvals to pass water through the Carlsbad Project dams to the state line.
- Strategy:** Build a Stateline delivery credit of 115,000 AF.
- Strategy:** Provide for interim compliance as the prerequisites to implementation of the long-term compliance plan and settlement are addressed and implemented.

**OBJECTIVE B:** Provide mechanisms for compliance with federal environmental laws within the state law framework.

- Strategy:** Comply with the Biological Opinion flow requirements. ISC involvement/comment during the development of the BO was instrumental in achieving recognition of the hydrologic reality of the Pecos River.
- Strategy:** Establish joint lead agency status with the BOR for the EIS on Pecos Bluntnose Shiner Sumner Dam Re-operations.
- Strategy:** Implement in-stream flow water rights administration.
- Strategy:** Establish water banks to provide a source of water, in accordance with State law, that will help meet federal environmental demands for water.
- Strategy:** Develop a unified state position on implementation of federal environmental mandates through communication and coordination with other state agencies, principally the Department of Game and Fish and the New Mexico Environment Department.

**OBJECTIVE C:** Reevaluate the Pecos River Compact and the Amended Decree.

- Strategy:** Perform a legal evaluation of potential opportunities and strategies for reopening the Amended Decree with the U.S. Supreme Court.
- Strategy:** Evaluate the potential technical issues for the legal challenge.

**OBJECTIVE D:** Enhance and conserve the water supply in the Pecos River Basin.

- Strategy:** Evaluate past successes of salt cedar removal, watershed management and cloud seeding as new sources of water supply.
- Strategy:** Identify and implement other technological, institutional and administrative measures that enhance or conserve supply.
- Strategy:** Implement rules and regulations for the produced water act.

**OBJECTIVE E:** Prepare a River Master Plan to address a net shortfall if it were to occur.

- Strategy:** Develop the physical plan to make up a net shortfall.
- Strategy:** Develop the legal basis for implementation of the physical plan in anticipation of legal challenges based on Article IX of the Pecos River Compact, futile call doctrine, right of senior to store and divert and/or incomplete adjudication of water rights.

**OBJECTIVE F:** Integrate water management with regional plans.

**Strategy:** Evaluate further the water supply alternatives identified in the regional plan for enhancing supply.

**3.2 Rio Grande Program Goal:** Provide active management of the water resources of the Rio Grande in New Mexico to distribute available water to those who have the rights to the water.

**Measures:**

- *Outcome—Rio Grande River Compact accumulated delivery credit in acre-feet—FY 08 target: Greater than or equal to zero (0)*

**OBJECTIVE A:** Maintain Long-Term Rio Grande Compact Compliance.

**Strategy:** Develop and implement plans to manage water uses to ensure compact compliance while protecting New Mexico’s historic beneficial uses.

**Strategy:** Support construction and maintenance (and construct and maintain a portion of) the Elephant Butte delta temporary channel.

**Strategy:** Improve measurement of water resources and water uses.

**Strategy:** Lead and effectively participate in planned and ongoing basin planning programs (Water Operations Review & EIS, ESA Workgroup Interim Steering Committee, NM/TX Water Commission, and others).

**Strategy:** Effectively participate in Rio Grande basin water accounting activities.

**Strategy:** Continue Rio Grande technical investigations to serve as the scientific basis of groundwater and surface water conjunctive use administration.

**OBJECTIVE B:** Represent New Mexico interests in Rio Grande basin interstate disputes.

**Strategy:** Develop and implement strategies for threatened interstate litigation.

**Strategy:** Identify/define interstate and Rio Grande Project entitlements and New Mexico delivery obligations of the waters in Elephant Butte Reservoir and downstream.

**Strategy:** Continue technical investigations and studies.

**Strategy:** Continue and improve coordination with NMAGO and NMED.

**OBJECTIVE C:** Maintain primacy of state law by providing mechanisms for compliance with federal environmental laws under the state law framework.

- Strategy:** Participate in and/or defend State in ESA litigation.
- Strategy:** Participate in and/or defend state in water rights and water resource litigation.
- Strategy:** Ensure all exports of water comply with state law.

**OBJECTIVE D:** Protect and develop San Juan-Chama Project water.

- Strategy:** Develop and promulgate Rules and Regulations for use of San Juan-Chama project water above and below the Otowi gage.
- Strategy:** Aid San Juan-Chama Project contractors in their efforts to utilize their San Juan-Chama water.

**OBJECTIVE E:** Integrate Regional Water Plans into Compact and/or State Plan.

- Strategy:** Continue to communicate the results of the Middle Rio Grande Water Supply Study to the water planning groups and other stakeholders.
- Strategy:** Provide contractor and staff support to combine and evaluate the refined alternatives of the individual planning regions.

**3.3 Colorado River Basin Program Goal:** Protect, develop and manage the water resources of the San Juan River Basin to maximize the amount of water legally and physically available for beneficial use in New Mexico.

**OBJECTIVE A:** Defend, administer and comply with interstate compacts and international agreements to protect New Mexico's compact apportionments.

- Strategy:** Actively participate in multi-state, multi-agency programs dealing with water management and administration.
- Strategy:** Actively administer the Upper Colorado River Basin compact to protect New Mexico's apportionment of consumptive use.
- Strategy:** Actively administer the La Plata River Compact.

**OBJECTIVE B:** Develop and administer the consumptive uses of water apportioned to New Mexico by the Upper Colorado River Basin Compact.

- Strategy:** Actively monitor and participate in the planning of operations of Navajo Dam and Reservoir to meet the needs of water development in New Mexico while complying with federal environmental laws.
- Strategy:** Support implementation of the Animas-La Plata Project to provide water to Indian and Non-Indian communities in New Mexico.
- Strategy:** Support completion and rehabilitation of projects to provide San Juan River water for irrigation of Navajo lands.
- Strategy:** Support authorization and implementation of the Navajo-Gallup water Supply Project to provide water to hydrologic determination that Upper Basin water is available under compact apportionments to allow the Secretary of the Interior to contract for water supply with participants in the Navajo-Gallup Water Supply Project under its New Mexico permits.
- Strategy:** Participate in regional water planning efforts for planning regions covering all or portions of the San Juan River Basin.

**OBJECTIVE C:** Assist federal agencies and water users to comply with federal environmental laws while developing water resources in the San Juan River Basin for beneficial uses in New Mexico.

- Strategy:** Cooperate in the development of hydrologic models for use in water resources planning, environmental assessments, water project development and operations, water use accounting, and Endangered Species Act compliance.
- Strategy:** Actively participate in the San Juan River Basin Recovery Implementation Program to protect New Mexico's interests in developing the water resources of the San Juan River Basin while complying with the Endangered Species Act.
- Strategy:** Fund recovery actions recommended by the San Juan River Basin Recovery Implementation Program to recover endangered fish and provide reasonable and prudent alternatives to allow water development projects in New Mexico to proceed in compliance with the Endangered Species Act.

**Strategy:** Support federal agencies in obtaining favorable Biological Opinions in Endangered Species Act Section 7 consultations on federal water development projects and water management activities in the San Juan River Basin.

**Strategy:** Monitor the development of recovery plans for endangered and threatened species in the San Juan River Basin.

**Strategy:** Protect Navajo Dam releases made to benefit endangered fish in the San Juan River.

**Strategy:** Monitor the implementation of the Clean Water Act in the San Juan River Basin to avoid or minimize conflicts between water quality standards and water development and use.

**3.4 Statewide Goal:** Protect, develop and manage the water resources of other river basins for the benefit of the people of New Mexico.

**OBJECTIVE A:** Administer the Costilla Creek system in accordance with the 1963 Costilla Creek Compact.

**Strategy:** Administer daily the waters of the Costilla Creek system to New Mexico and Colorado water users as provided in the Compact and Rules of the Costilla Creek Compact Commission.

**OBJECTIVE B:** Administer, develop, and improve NM water related interests in the Canadian River with emphasis on the Ute Reservoir.

**Strategy:** Administer Canadian River Compact & U.S. Supreme Court Decree.

**OBJECTIVE C:** Protect, develop and manage the water resources of the Gila River Basin to maximize the amount of water legally and physically available for beneficial use in New Mexico.

**Strategy:** Administer and comply with the US Supreme court decree in Arizona v. California to protect New Mexico's apportioned water uses from the Gila River Basin.

**Strategy:** Maintain existing water uses and State of New Mexico jurisdiction over the uses of ground water and surface water in the Gila River Basin apportioned to New Mexico by Arizona v. California.

**Strategy:** Protect New Mexico's right to develop 18,000 acre-feet of consumptive use from the Gila River Basin in New Mexico to meet the water needs of southwest New Mexico pursuant to the authorization for the Central Arizona Project.

**Strategy:** Continue data development to inventory and assess water resources in the Gila River Basin to facilitate water administration.

- Strategy:** Monitor activities associated with the protection of endangered and threatened species in the Gila River Basin.
- Strategy:** Participate in regional water planning efforts for planning regions covering all or portions of the Gila River Basin.
- Strategy:** Monitor the implementation of the Clean Water Act in the Gila River Basin to avoid or minimize conflicts between water quality standards and water development and use.

**OBJECTIVE D:** Manage the water resources of the Little Colorado River Basin in New Mexico to maximize beneficial uses from the Basin.

- Strategy:** Maintain records of water use in the Little Colorado River Basin in New Mexico.
- Strategy:** Participate in regional water planning efforts for planning regions covering all or portions of the Little Colorado River Basin.
- Strategy:** Continue data development to inventory and assess water resources in the Little Colorado River Basin to facilitate water management.

**OBJECTIVE E:** Protect water quality of streams in New Mexico while providing for water uses.

- Strategy:** Actively participate in activities of the New Mexico Water Quality Control Commission.
- Strategy:** Actively participate in activities of the New Mexico Environment Department that relate to water quality and water management.

**OBJECTIVE F:** Protect New Mexico’s interests in its water resources from federal interests.

- Strategy:** Actively participate in activities that deal with federal water and environmental laws and federal funding for water resources data collection.

**GOAL 4: Develop, improve, and maintain systems of water development programs, customer services, water use management and administration in surface and ground water basins within the state to provide consistent, timely, competent and accurate water information and service to the public (Water Resource Allocation Program).**

**OBJECTIVE A:** Process water rights applications in a consistent, timely, accurate and a competent manner.

- Strategy:** Develop Statewide Surface and Ground Water Rules and Regulations and Basin-specific guidelines or rules and regulations.
- Strategy:** Adopt Administrative Guidelines-Criteria for individual surface and ground water basins for water use and action on applications.

**Strategy:** Support and promote expeditious processing of contested water right applications through administrative hearings.

**Measures:**

- *Output—Average number of unprotested new and pending applications processed per month— FY 08 target: 60*
- *Explanatory—Number of unprotested/unaggrieved water right applications backlogged— FY 08 target: 850*

**Strategy:** Fully enter all in-process transactions and all related existing water rights that are not currently in WATERS.

**Measures:**

- *Outcome—Percent of applications abstracted into the water administration technical engineering resource system database— FY 08 target: 58%*

**Strategy:** Develop Statewide Surface and Ground Water Rules and Regulations and Basin-specific guidelines or rules and regulations.

**Strategy:** Adopt Administrative Guidelines-Criteria for individual surface and ground water basins for water use and action on applications.

**Strategy:** Support and promote expeditious processing of contested water right applications through administrative hearings.

**Strategy:** Fully enter all in-process transactions and all related existing water rights that are not currently in WATERS.

**Measures:**

- *Output—Average number of protested and aggrieved applications processed per month— FY 08 target: 9*
- *Explanatory—Number of protested/aggrieved water rights backlogged— FY 08 target: 250*

**OBJECTIVE B:** Maintain water right files and records in a secure manner and to allow access to the public, engineers and lawyers for research, information and public records act purposes.

**Strategy:** Provide an inventory and secure system for all water right paper files.

**Strategy:** Abstract and Image all water right files and enter into WATERS to provide an electronic database for all files.

**Strategy:** Fully enter all in-process transactions and all related existing water rights that are not currently in WATERS.

**OBJECTIVE C:** Provide active water management of surface and ground water to provide oversight of the distribution of water insure non-impairment of existing water rights.

**Strategy:** Enforce water adjudications, declaration and permits for compliance of water uses and to ensure compliance with statutes and rules and regulations.

**Strategy:** Develop a water master program that can measure water supply availability and provide information for administration of water uses.

**OBJECTIVE D:** Provide a statewide public service program to provide guidance to the public on water engineering, geo-hydrology, water conservation and water education for the benefit of the public of the state.

**Strategy:** Provide a statewide dam inspection program to protect the public from loss of life and property damage.

**Strategy:** Provide a subdivision review program to determine if proposals for water supply conform to the New Mexico Subdivision Act and current county Subdivision Regulations.

**Strategy:** Provide a statewide water conservation program to develop policies, provide guidance, encourage and require implementation of water conservation measures to efficiently use the water of the state of New Mexico.

**Strategy:** Provide a water use data program to produce information on water use in New Mexico for planning, evaluation, reference, research and administration purposes.

**Strategy:** Provide a statewide well drillers licensing program to provide educated, competent, efficient and professional well drillers for the state of New Mexico.

**Strategy:** Provide a program for emergency assessment of flood damage following the notification by the Department of Public Safety (DPS) to benefit the public in times of natural disasters.

**Strategy:** Provide a statewide education program of general water information to the public to be open with ongoing water issues that affect the state, provide information on all ongoing water programs within the Office of the State Engineer.

**GOAL 5: Develop staff and systems required to manage and administer the states waters through managerial, fiscal, human resource and information system support services (Program Support).**

**OBJECTIVE A:** Develop, implement, and manage the OSE/ISC Enterprise eWATERS application.

**Strategy:** Develop, implement, and manage the Technology Upgrade for WATERS (web enabled eWATERS).

**Strategy:** Facilitate utilization of WATERS and eWATERS by staff and public.

**OBJECTIVE B:** Develop GIS Technology and Implementation Plan.

- Strategy:** Evaluate current technologies and implement use of newest technology available. Plan, design, implement and integrate current GIT into the agency's "Enterprise" concept.
- Strategy:** Develop statewide, basin-by-basin priority plan for GIS.
- Strategy:** Standardize workflow procedures and implement standards compatible with E-GIS and WATERS.

**OBJECTIVE C:** Centralize Data Management Program.

- Strategy:** Setup Records Management Team.
- Strategy:** Centralized management of imaging in-house.
- Strategy:** Centralized Library Management.
- Strategy:** Utilize the New Mexico State Library System to house OSE/ISC libraries.
- Strategy:** Automate the Litigation process for Litigation and Adjudication Program (LAP) and Interstate Stream commission (ISC).
- Strategy:** Implement Litigation Support System:

**OBJECTIVE D:** Human Resources management Program: Continue to improve the efficiency and customer service of the Human Resource Management Program.

- Strategy:** Provide the Human Resource Bureau customers with a comprehensive coordinated human resource management support system that facilitates the organizational goals, and to provide management and employees with a human resource system that is based upon integrity and sound human resource management principals.
- Strategy:** Improve the quality of performance evaluations through the evaluation and enhancement of current Agency follow-up practices, communications and by providing consultation with supervisors and managers as appropriate.

**OBJECTIVE E:** Employee Development: To train and develop employee's expertise to ensure the most qualified water resource professionals working for the OSE/ISC and to promote a positive work environment.

- Strategy:** Provide courteous, accurate, efficient, and effective customer service to the public on the telephone, e-mail, Internet and in personal consultation.
- Strategy:** Emphasize and promote training to elevate employee and management expertise.
- Strategy:** Initiate an in-house training program.

**OBJECTIVE F:** Provide Fiscal Accountability and Administrative and Managerial Support.

**Strategy:** Comply with State law and Agency Policies and Procedures.

**Strategy:** Dedicated to the continued enhancement and enrichment of our operations and the systems we employ—to equip and ensure our customers with the most excellent service.

**Measure:**

- *Output—Percent of department contracts that include performance measures— FY 08 target: 100%*

**OBJECTIVE G:** Centralize Contract/Project Management and Development.

**Strategy:** Develop procedures for contract/project development and management.

**Strategy:** Develop tracking mechanism for tracking all agency contractual documents.

**Strategy:** Establish policy for contract management staff review and approval of all contractual documents.

**OBJECTIVE H:** Establish Contract/Project Development and Management Procedures.

**Strategy:** Develop contract/project procedural manual.

**Strategy:** Develop matrix to track contracts, work orders, tasks subtasks, deliverables, due dates, and compensation terms.

**Strategy:** Conduct agency trainings on the procedures.

**GOAL 6: Develop water resources for New Mexico's people and economy (Interstate Compact Compliance and Water Development Program)**

**OBJECTIVE A:** Completion of the Eastern New Mexico Rural Water Supply Project

**OBJECTIVE B:** Completion of the Animas-La Plata Project

**OBJECTIVE C:** Completion of the Navajo-Gallup pipeline

**OBJECTIVE D:** Development of San Juan-Chama Project uses by contractor

**OBJECTIVE E: ACEQUIA PROGRAM:** Serve as the focal point for State assistance when dealing with Acequia renovation and construction projects

**Strategy:** Lead and coordinate the affiliated agencies including the US Army Corps of Engineers, US Department of Agriculture Natural Resources Conservation Service (NRCS), and local community Ditch Associations.

**Strategy:** Develop a comprehensive project tracking system for all Acequia Program projects.

**Strategy:** enhance ISC's public outreach efforts regarding Acequia renovation program by providing program description and requirements to community ditch associations through the NRCS network.

**Strategy:** Provide emergency assessments of flood damaged water control structures following notification by the Department of Public Safety (DPS) and prepare flood disaster assessments as requested by the DPS.

**Strategy:** Provide a loan and grant program for the rehabilitation and construction improvements and a program of cooperation on water issues to Acequias within the state of New Mexico.

**Strategy:** Implement project-tracking system.

**OBJECTIVE F: LOAN AND RELOAN PROGRAM.**

**Strategy:** Efficiently administer the Loan and Re-Loan Programs to serve the needs of New Mexico citizens.