



# Resilience and Continuity Despite Staff Turnover in New Mexico

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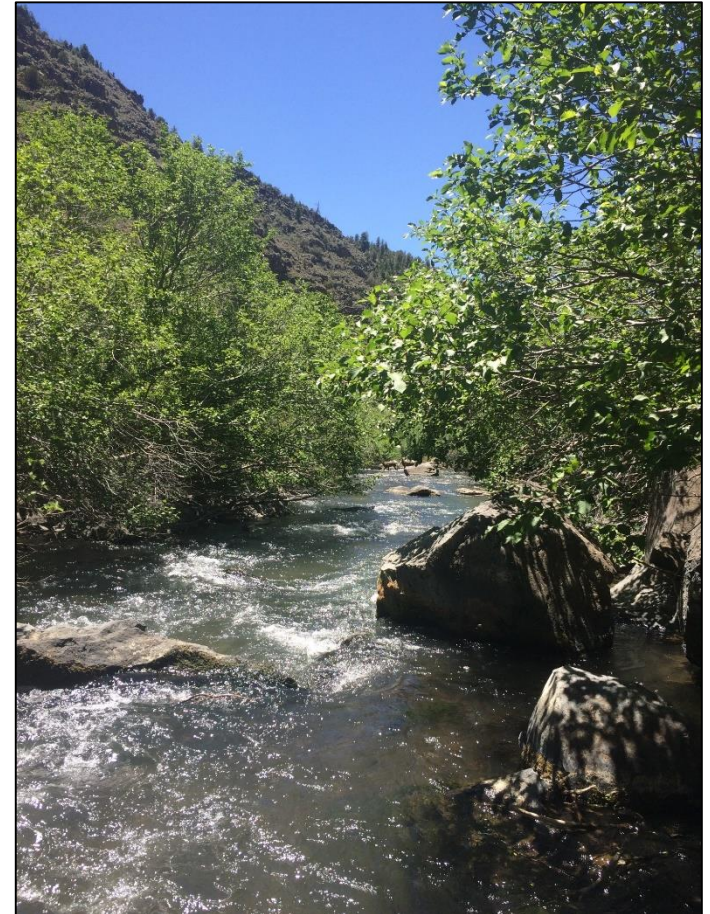






# Outline

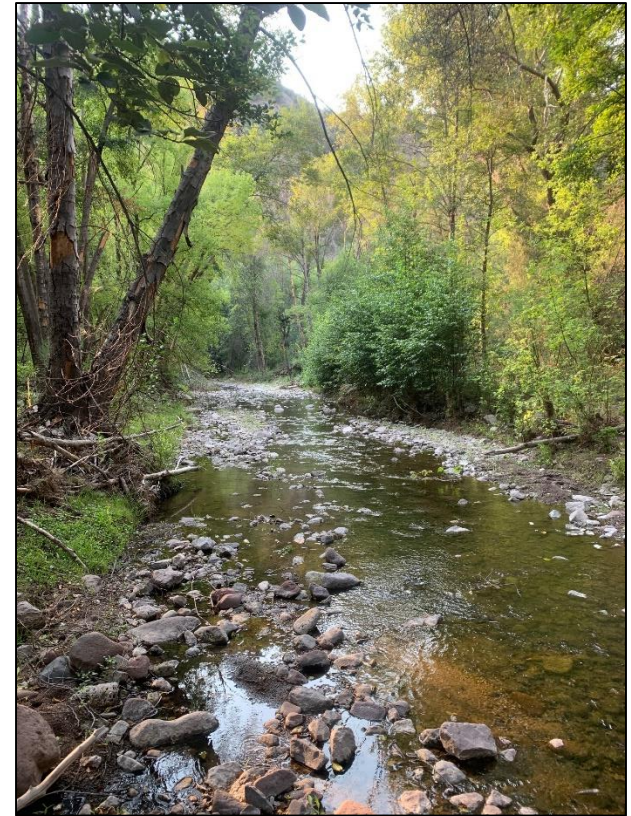
- NMED-SWQB staff
- Planning for staff absences
- E-files and mandatory telework
- Documents for a smooth staff transition
- Trello
- Lessons learned





# Surface Water Quality Bureau staff

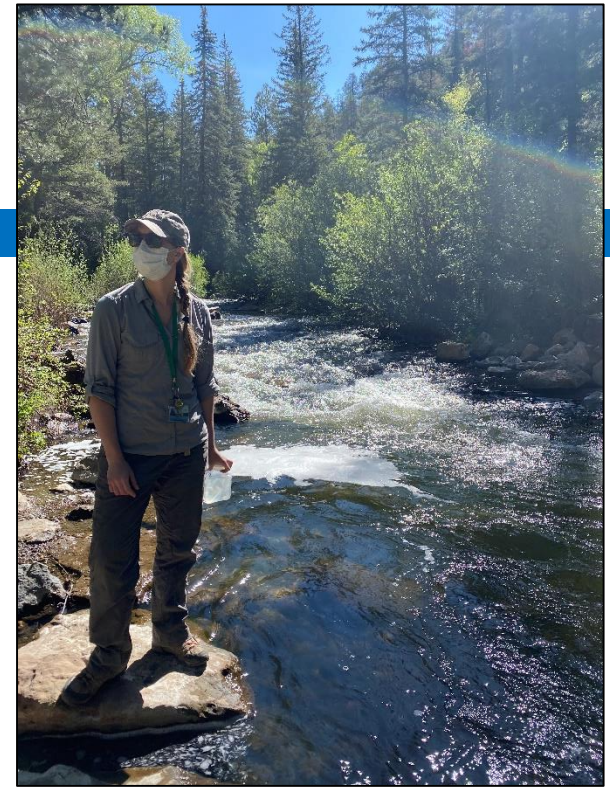
- Surface Water Quality Bureau has 3 technical programs
  - Monitoring, Assessment and Standards
  - Point Source Regulation
  - Watershed Protection
- Monitoring, Assessment, and Standards Section
  - Program Manager
  - Monitoring Team- 6 staff
  - Standards and Reporting Team- 3 staff
  - TMDL and Assessment Team- 4 staff
- TMDL and Assessment Team
  - Since March 2020, our Assessment Coordinator (~20 years), a TMDL writer, and our Program Manager accepted other positions.
  - Hired new AC and TMDL writer.







# But why leave this...?

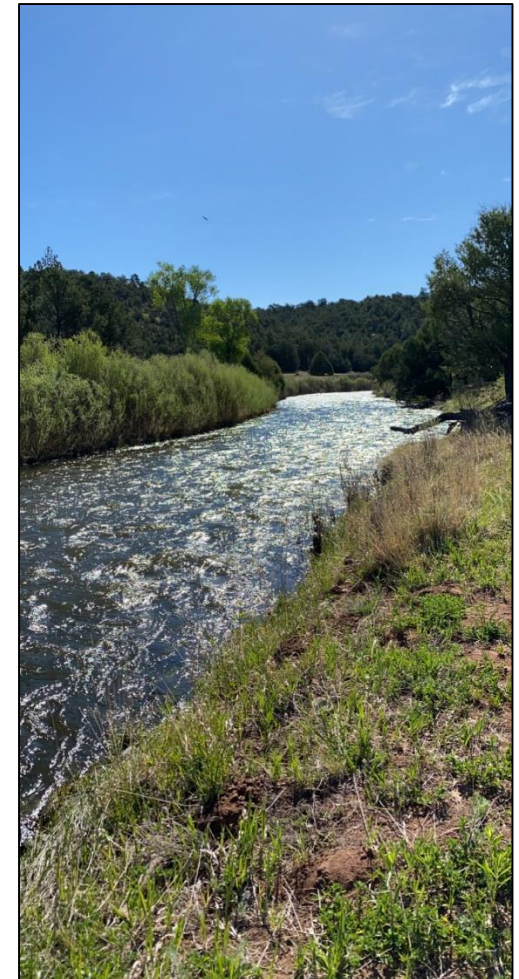






# Planning for staff absences

- Staff absences can be
  - Permanent- retirement, new position, etc
  - Temporary- medical leave, parental leave, etc
  - Transition- promotion within agency
- Notice may be months or weeks in cases of retirement or no notice at all in cases of medical leave
- Having a plan in place allows work to continue despite the amount of notice provided
- Having a plan in place also allows staff to leave knowing that their work will continue in their absence





# E-files and mandatory telework

- NMED staff were on mandatory telework from March 16, 2020 to August 9, 2021
- Importance of electronic data storage, retrieval, sharing, and archiving was quickly realized
- Internally, we focused on the organization of our shared network drives
- Externally, we focused on the maintenance of our bureau website with current documents and forms





# Documents for a smooth transition

- Departing staff draft a transition memo that includes deadlines and file locations for ongoing projects
- Standardized onboarding checklist for new staff
- Guidance documents like SOP, WQMP/CPP, Listing Methodologies/Assessment Rationale
- Website with updated program documents
- List of required trainings, for example, QMP requires all program managers to attend EPA QA training.
- List of recommended trainings, like EPA WQS Academy, for staff continuity

<b>Standard Operating Procedures</b>		
<small>These Standard Operating Procedures (SOP) serve as guidance to SWQB personnel engaged in monitoring of New Mexico surface waters. *Note- Archived 2007 SOP document</small>		
SOP Title	Related SOP Forms	Staff Contact
1.0 General		
1.1 SOP Creation & Maintenance	SOP Template SOP Template Instructions	Miguel Montoya
2.0 Planning		
2.1 Development of Field Sampling Plans (FSP)	FSP Template	Kris Barrios
3.0 Equipment		
3.0 Equipment ( <i>pending</i> )	Master Equipment Checklist ( <i>pending</i> )	Kris Barrios
4.0 Field Observations		
4.1 Probable Source Determination	Appendix A Stakeholder Probable Source(s) Form	Heldi Henderson
Hydrology Protocol	Hydrology Protocol Field Sheets	Jennifer Fullam
5.0 Physical Habitat		
5.0 Physical Habitat	Habitat Field Sheets Habitat Field Upload Forms Equipment Checklist	Charles Dentino
6.0 Sondes & Thermographs		
6.1 Sonde Calibration and Maintenance	Sonde Calibration Worksheet	Kris Barrios
6.2 Sonde Deployment	DO Logger Deployment/Retrieval Form Conductivity Logger Deployment/Retrieval Form Sonde Deployment/Retrieval Field Sheet Stream Field Data Form	Meredith Zeigler and Kris Barrios
6.3 Thermographs	Thermograph Deployment Form Thermograph Deployment Checklist	Charles Dentino
6.4 Long-term Deployment Data Logger QA & Upload	Long Term Data Management Spreadsheet- <b>Hourly Data</b> Long Term Data Management Spreadsheet- <b>15-Minute Data</b> QA Examples	Kris Barrios
7.0 Flow		
7.0 Flow	Flow Field Sheet Flow Sheet and Calculator	Charles Dentino
8.0 Chemical Sampling		
8.1 Chemical Sampling - Equipment Cleaning Procedure	none	Jon Celmer
8.2 Chemical Sampling in Lotic Environments	Stream Field Data Form Total Residual Chlorine Data Upload Form Chemical Sampling Checklist SLD Submittal Form	Charles Dentino
8.3 NPDES Wastewater Sampling	Wastewater Field Sheets ISCO Deployment-Retrieval Field Sheets	Susan LucasKamat
9.0 Bacteriological Sampling		
9.1 Bacteriological Sampling	see SLD Submittal Forms, SOP 8.2 for <b>Bacteria Record Sheet</b> Bacteria Database Upload - Example	Charles Dentino



# Trello

- At the beginning of mandatory telework, IT Department introduced us to Trello
- Trello is a web-based workflow management tool that allows numerous staff to work on and track tasks within a shared project
- Free version- 10 boards and unlimited lists and cards
- Tool is broken down into workspaces and then boards>lists>cards
- All invited team members have edit access to the boards, lists, and cards
- <https://trello.com/guide/trello-101>





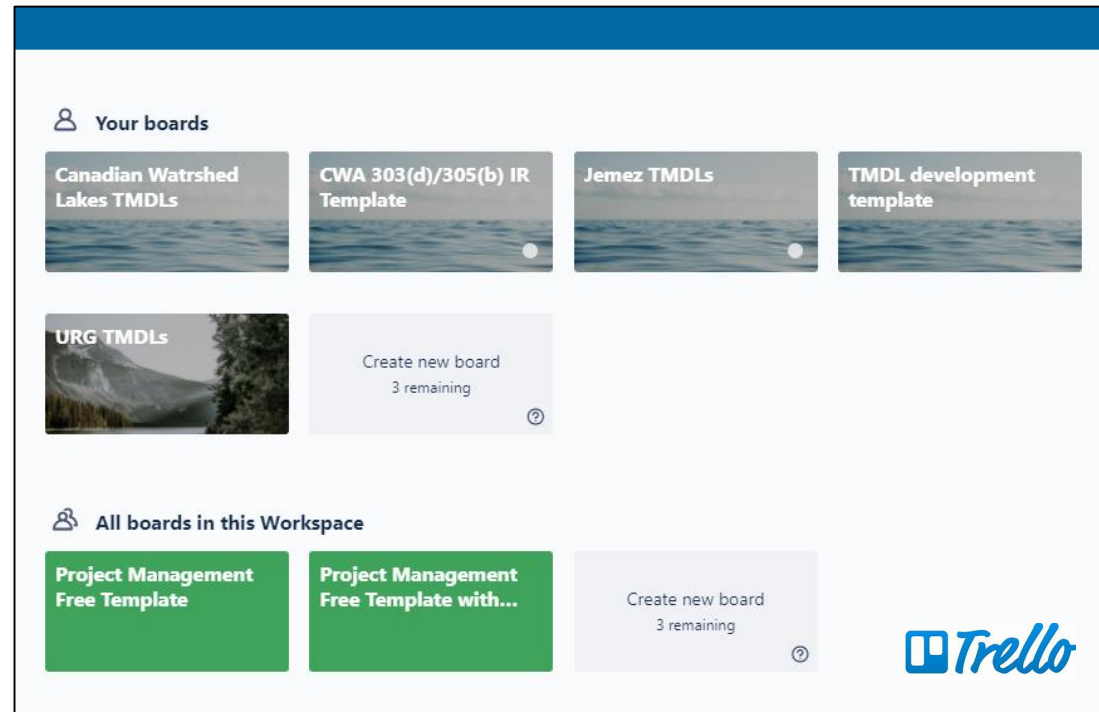


# Trello and NM 303(d) Program

- We created templates for the two core tasks of our team-

- 303(d)/305(b) Integrated Report
- TMDLs

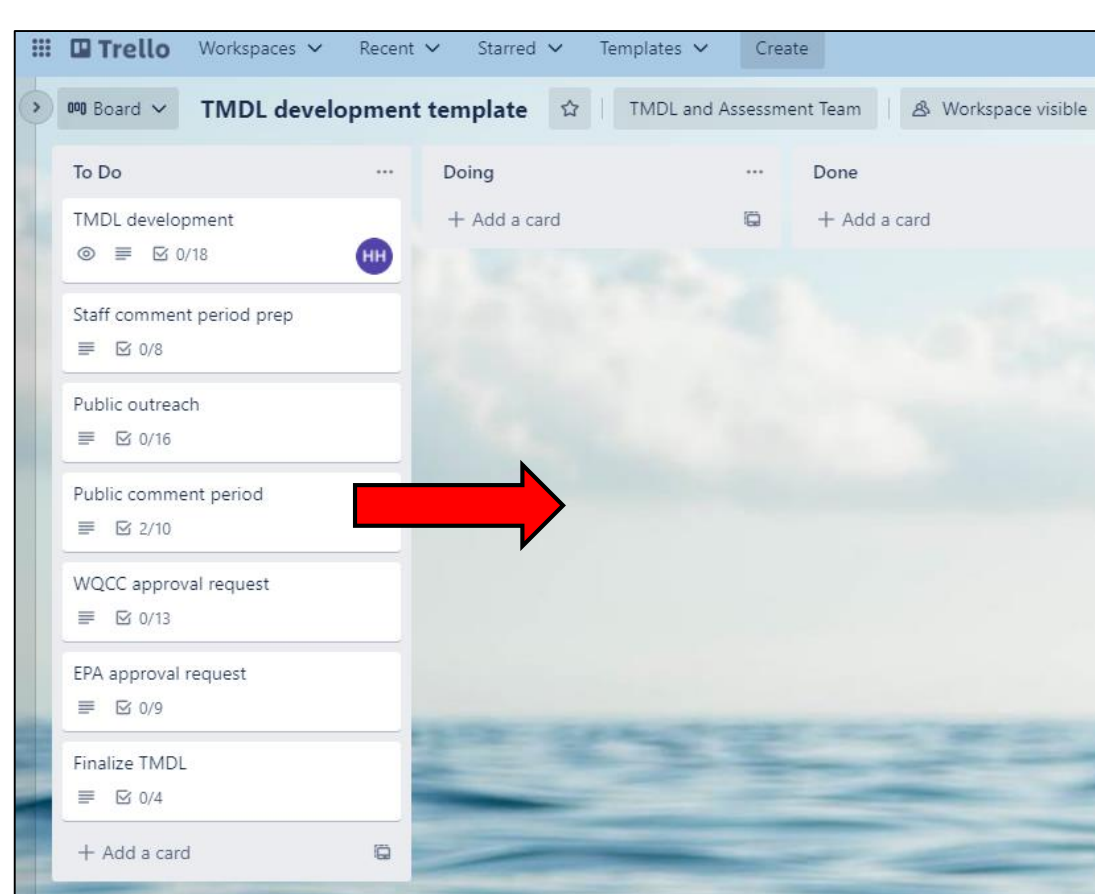
- Templates are then each customized per project, for example Jemez and URG TMDLs



- Templates are a critical tool when training new staff and also when existing staff leave so that the remaining staff are clear where a project left off



# Trello and NM 303(d) Program



**Public comment period**  
in list [To Do](#)

**Description** [Edit](#)

These tasks should primarily occur during the public comment period

**Public comment period tasks** [Hide checked items](#) [Delete](#)

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- Confirm that GovDelivery email was sent to SWQB subscriber list on the first day of the 30-day public comment period
- Provide final Powerpoint presentation to Program Manager and Bureau Chief to be sent to WPD Division Director before public meeting
- During the week of the public meeting, confirm meeting details with contact at the public meeting location. Review public meeting planning document
- During the week of the public meeting, confirm travel plans with MASS, PSRS, and/or WPS staff for the public meeting
- Prep documents for TMDL public meeting. Documents include- sign-in sheet, copies of Powerpoint presentation, hardcopies of TMDL, CD copies of TMDL, survey summary for most recent watershed survey, project reports for any WPS projects, flyers for funding sources, etc. If making CD copies, all documents should be included on one CD.
- Draft and print watershed map if large-size printing services are available
- Host public meeting
- After public meeting, scan written public comments and sign-in sheet for inclusion in the TMDL Administrative Record
- Provide any stakeholder GovDelivery requests (listed on the sign-in sheet) to the Team Lead (or alternate) to be added to the GovDelivery SWQB subscriber list
- Compile public comments and prepare Response to Comments appendix as time allows





# Lessons learned

In order to maintain program consistency during staffing transitions we-

- Maintain core documents
- Ensure staff attend trainings
- Keep e-files organized and accessible
- Utilize website as staff and stakeholder communication tool
- Incorporate Trello into project planning





# Questions?

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