



IDAHO DEPARTMENT OF LANDS

STRATEGIC PLAN FY2012 - FY2015

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Mission – Regulatory/Assistance/Protection

To provide professional assistance to the citizens of Idaho to use, protect and sustain their natural resources.

Mission – Endowment

To professionally and prudently manage Idaho's endowment assets to maximize long-term financial returns to public schools and other trust beneficiaries.

Vision

We are resource professionals leading change through innovation, creativity and employee empowerment.

PURPOSE

Provide key services and critical management information in support of the overall activities of the Department. Develop policy and procedures that are in compliance with state statutes and that provide for the most efficient and effective delivery channels. Provide planning oversight and assist Area personnel with the optimization of endowment assets to ensure the maximum long-term financial return for endowment beneficiaries.

Goal	Objectives	Strategies	Measures
<p>1. Enhance organizational effectiveness</p>	<p>1. Provide timely, defensible data and information to guide department decisions</p>	<p>a) Develop a user driven, comprehensive management information systems plan that prioritizes information development and distribution</p> <p>b) Develop and implement financial criteria to evaluate endowment land assets and activities</p>	<ul style="list-style-type: none"> • Develop and implement a Land Information Management System (LIMS) • Develop and maintain a common infrastructure and reporting platform [ongoing] • Implement improved ad hoc and structured financial reporting [ongoing] • Work with bureaus and program managers to develop simple, specific financial metrics to evaluate asset performance [FY12] • Continue development of comprehensive asset business plans [ongoing] • Establish performance metrics for each asset classification [ongoing] • Develop and implement reporting standards in partnership with other western states [ongoing] • Report transaction results annually [ongoing]

Goal	Objectives	Strategies	Measures
2. Attract and retain a well trained workforce	1. Ensure current and future needs of the Department mission are met	<ul style="list-style-type: none"> a) Continue to develop and implement programs and processes by which the best available talent (external or internal) is acquired and deployed b) Design and implement a training program that provides a clear path for professional development and possible career progression 	<ul style="list-style-type: none"> • Continue to develop an efficient and effective process to increase the skills and competencies of our interview teams to ensure that we identify talent which best fits Department objectives, culture and skills requirements [FY12] • Develop and implement tools that will provide employees with a foundational methodology for leading, managing and participating on high performance teams [ongoing] • Create and implement a career development system that provides opportunities for career mapping and advancement of KSA's [ongoing] • Employee of the year award and at least one spontaneous recognition event per Supervisory Area each year [ongoing]
	2. Promote a supportive environment to engage employee contributions to the Department's mission and objectives	<ul style="list-style-type: none"> a) Continue support of the Department's formal and spontaneous employee recognition programs 	

Goal

Objectives

Strategies

b) Design feedback loops to gather "employee experience" information

Measures

- Review and refine the new employee on-boarding process [ongoing]
- Evaluate and enhance collection and distribution of employee feedback related to turnover, communication, general satisfaction [ongoing]
- Communicate important information to employees through the Intranet [ongoing]

PURPOSE

To manage endowment trust forest lands to maximize long-term financial returns through continuous growth of the forest resource and sale of forest products based on land capabilities and Best Management Practices.

Goal	Objectives	Strategies	Measures
1. Provide Program Leadership	1. Strengthen one of the Department's core businesses by continuing to implement the Forest Asset Management Plan (FAMP)	a) Ensure that Idaho's forest trust lands continue to maximize financial returns that are commensurate with existing land values	<ul style="list-style-type: none"> • Several Key Performance Indicators (KPI's) will be measured annually and periodically throughout the plan horizon to evaluate FAMP performance
	2. Identify potential cost savings and revenue opportunities through improved business practices and/or operational changes	a) Review, establish, and communicate business practices and existing statutes, rules and contract language for potential changes and improved program benefits	<ul style="list-style-type: none"> • Identify and develop recommendations for potential changes to existing business practices, procedures, statutes, rules, and contract language that result in program benefits
	3. Collect and summarize financial, operational, and biological data and information regarding endowment forest land management	a) Identify, categorize and manage data to achieve FAMP goals	<ul style="list-style-type: none"> • Integrate and streamline data collection and reporting systems to gain efficiencies
2. Provide Program Support	1. Provide forest trust land base management oversight to capitalize on revenue producing opportunities	a) Identify forest trust lands that have a higher and better use based on changing market conditions and regional land-use studies and pursue land exchange, land sales, or other development opportunities where appropriate	<ul style="list-style-type: none"> • Utilize results from Financial KPI's to identify higher and better use lands
		b) Secure permanent access to trust forest land	<ul style="list-style-type: none"> • Acquire at least five permanent easements per year and look for larger reciprocal easement exchange opportunities

Goal**Objectives****Strategies****Measures**

2. Ensure consistent, high quality information and communication

- a) Provide programmatic training opportunities and guidance to Supervisory Area personnel
- b) Provide technical and administrative support to Supervisory Areas
- c) Provide various meetings and visitations
- d) Create a team to coordinate meeting schedules and desired training
- e) Provide for forest industry and customer meetings
- f) Maintain the timber sale web site

3. Ensure consistent high quality timber sale objectives and forest management activities

- a) Provide programmatic direction and assistance through project review, coordination and operational manuals

- Coordinate a minimum of three program based training opportunities per year
- Coordinate at least three resource supervisor meetings per year and one Bureau/Area visitation per year.
- Ensure maintenance of procedures manuals designed to assist field personnel in consistent administration of the trust forest management program
- Assist the Supervisory Areas with the implementation of forest treatment objectives as identified in the Area specific FAMP's
- Provide annual industry meetings
- Monitor feedback from both internal and external customers
- Utilize operational and biological KPI's as performance indicators.

PURPOSE

To assist landowners in meeting their management objectives by providing up-to-date, practical forestry related expertise, and to ensure consistent, risk targeted application of regulatory programs.

Goal	Objectives	Strategies	Measures
1. Provide Program Support	1. Ensure consistent, high quality internal information 2. Provide a sound foundation for integrated forestry assistance programs and related funding	a) Provide information exchange and training materials to Department field personnel b) Ensure consistent statewide administration of the Forest Practices Act a) Cooperate with stakeholders and partners to review integrated program goals and effectiveness	<ul style="list-style-type: none"> • Six educational opportunities provided in the field or electronically per year [ongoing] • Complete risk based inspections on between 40-60% of all operations statewide [ongoing] • Conduct one inspection calibration training session for Forest Practices Advisors each year [ongoing] • Work with National Fire Plan Coordinator to draft framework for implementation of Statewide Assessment of Forest Resources - Response Strategy [FY12-13] • • Draft framework for merging three existing federal program advisory committees (Fire Plan, Urban Forestry, Forest Stewardship) into a single State Advisory Committee (FY12)

Goal	Objectives	Strategies	Measures
2. Provide Program Leadership	1. Ensure consistent, high quality external information, funding and technical assistance to non-industrial private landowners (NIPFs), communities and professionals	b) Shift program funding to a dedicated, user funded account c) Cooperate with State and Federal program partners to ensure diverse program funding sources a) Develop information linking active, responsible forest management and forest health	<ul style="list-style-type: none"> • Evaluate cost of delivering Forest Practices regulatory program; project impact to existing dedicated fund, identify fee increase needs and alternative assessment options [FY12] • Investigate expanded assessment options to cover cost of delivering all private forestry programs [FY12] • Deliver statewide technical program services through program funding agreements with Natural Resources Conservation Service, Forest Service and Idaho Department of Agriculture [ongoing] • Annually publish 4 Urban Forestry Newsletters; review/update State Forester Forums [ongoing]

Goal

Objectives

Strategies

Measures

2. Ensure that the purposes of the Forest Practices Act and its supporting regulations are delivered in an understandable, practical manner
- b) Work with agency cooperators to develop education program
 - a) Provide Forest Practices training opportunities for NIPFs, operators and forest managers
 - b) Develop Forest Practices guidance, audits/ reports that provide summary information on impacts of forest practices on forestland resources
- Develop and conduct field training sessions and educational programs for landowners, youth, loggers and forest managers [ongoing]
 - Develop multi-state urban forestry on-line training program [FY12-13]
 - Implement Cooperative Extension Forestry – Master Forest Steward program [ongoing]
 - Conduct a minimum of three FPA training sessions annually; targeting diverse locations [ongoing]
 - Develop a comprehensive Forest Practices year-end report, summarizing calendar year inspection data; published by 2/15/xx each year [ongoing]
 - Develop and distribute monthly Forest Practices report showing unsatisfactory-condition and Notice of Violation issuances, and granted variances. Distribute report to all forest industry, certification organizations, mills, and agency forest regulatory staff [ongoing]

Goal

Objectives

Strategies

- c) Develop partnerships and work with stakeholders to develop understandable administrative rules and promote rule-compliant forest management

Measures

- Work with the Forest Practices Act Advisory Committee to promulgate scientifically justified, implementable administrative rules [ongoing]

PURPOSE

To provide timely and accurate professional assistance, technical expertise, and management of information to internal and external customers while promoting long-term revenue generation and environmental stewardship.

Goal	Objectives	Strategies	Measures
1. Provide Strong Program Leadership	1. Establish asset management strategies and business practices for endowment land programs consistent with the Asset Management Plan and deliver consistent regulatory programs that meet the requirements of existing law.	a) Provide program direction through procedures which integrate existing Department Policy, Land Board Policy, legal opinions, case law, rules and statutes b) Develop legislation that maximizes the efficiency and effectiveness of LMR programs [ongoing] c) Improve program performance by evaluating market trends, integrating financial analysis methodologies into programmatic decision-making and implementing successful business practices	<ul style="list-style-type: none"> • Develop and maintain procedures and forms for all programs, transactions and administrative processes on the Intranet (and on the Internet as appropriate) that clearly communicate expectations to department personnel and the regulated public [ongoing] • Expand uniform procedures to incorporate additional leasing and permitting transactions [ongoing] • Implement recommendations from Executive Staff and from quarterly review of statutes and rules by LMR Program Managers [ongoing] • Write business plans consistent with the Land Board's Asset Management Plan for all programs [Agriculture ,Conservation, Minerals, Commercial, Grazing, and Residential - FY12]

Goal	Objectives	Strategies	Measures
		<ul style="list-style-type: none"> d) Consider the strategies and methodologies of other states' regulatory programs and other states' trust lands agencies when proposing program changes e) Establish audit processes to ensure statewide consistency in program implementation f) Participate in hiring and recruitment processes to enhance the quality of candidates that apply for open IDL positions within the division g) Evaluate and adjust current Division OE allocations to ensure the optimized use of funding 	<ul style="list-style-type: none"> • Establish a shared and updatable contact list for all LMR programs that includes other Idaho state agencies; other states' regulatory and trust land agencies, particularly those included in WSLCA; and federal agencies interfacing with LMR programs [FY12] • Develop KPIs for each program that effectively measures program performance [FY12 and ongoing] • Revise existing job descriptions, job announcements and exams to match existing management strategies and program delivery expectations as positions become open or as needed [FY12 and ongoing] • Involve bureau staff in the application review and interview processes [FY12 and ongoing] • Review historical spending and separate annual baseline expenditures (e.g. utilities, office expenses) from project expenses and other discretionary spending and adopt a project nomination process by program, as needed [FY12 and ongoing]

Goal	Objectives	Strategies	Measures
2. Provide Excellent Customer Service	2.	h) Improve project planning and communication with affected staff and workgroups regarding program workload spikes and procedural changes	<ul style="list-style-type: none"> • Develop integrated work plans that allow staff (including Support Services) to identify and anticipate workload spikes and procedural changes to ensure timely development of resource tools and work products [FY12 and ongoing]
	1. Establish and maintain an efficient and reliable administrative support system	a) Develop LMR administrative support processes that are streamlined and conducive to seamless flows of information between the SMR Bureau, LMR Admin Support, Support Services and the Areas	<ul style="list-style-type: none"> • Establish consistent and reliable processing turn-around times [FY12] • Develop and improve the functionality of the IMS system and its interface with Navision [FY12 and ongoing]
	2. Maintain credibility and effective working relationships with Land Board members and Land Board staff	a) Develop all Land Board recommendations based on defensible data and information	<ul style="list-style-type: none"> • Review Land Board Memos and the Official Transaction Report for quality control prior to posting on the Internet [ongoing] • Develop and implement quality control procedures for all information entered into and reported from IMS [FY12]

Goal	Objectives	Strategies	Measures
	3. Establish and maintain productive communications with internal and external customers	<p>a) Provide programmatic training opportunities to SMR Bureau staff, LMR Admin Support and Area staff</p> <p>b) Provide a LMR Admin Support helpdesk that provides consulting support to the Areas</p> <p>c) Manage public records requests and Director's Assignments in an effective and efficient manner</p> <p>d) Implement an effective records management system</p> <p>e) Facilitate public and industry awareness of energy resource development in the state, including state and local agency roles and responsibilities</p>	<ul style="list-style-type: none"> • Schedule on-site visitations and/or online sessions with Area personnel to provide new or remedial training on an as-needed basis [ongoing] • Increase the involvement of Area Administrative Assistants in transactional processes and the use of IMS through targeted training [FY12] • Ensure timely and responsive communications to all inquiries through the LMR Admin Support email account [ongoing] • Implement newly developed public records request procedures [FY12 and ongoing] • Meet all 3-day and 10-day public records request deadlines and Director's Assignment deadlines [ongoing] • Implement new retention schedule for all LMR records [FY12 and ongoing] • Work with sister agencies, especially the Office of Energy Resources, to create a "one-stop-shop" for energy resource development programs [FY12 and on-going]

PURPOSE

To conserve and protect six million acres of private, state, and federal forest lands by preventing and/or suppressing all unwanted fires; to enhance forest management of state endowment lands by utilizing fire as a management tool; and to help communities better cope with wildfire in the wildland/urban interface.

Goal	Objectives	Strategies	Measures
1. Provide for Firefighter Safety	1. Ensure consistent, quality equipment, training and information to crews	a) Conduct fire district readiness reviews	<ul style="list-style-type: none"> • Conduct spot checks on at least five district operations to ensure that firefighters are trained, equipped, and fit for safe and effective fire suppression assignments [ongoing]
2. Provide Program Leadership	1. Ensure consistent, high quality policy information 2. Prepare agency and local government cooperators for a major fire event in the wildland urban interface	a) Provide technical and administrative support to Supervisory Areas a) Facilitate the development of simulation/gaming exercises to train and develop skill sets	<ul style="list-style-type: none"> • Ensure maintenance of procedures manuals designed to assist field personnel in consistent administration of fire management programs [ongoing] • Deploy internal updates to manuals via the Intranet [ongoing] • Design appropriate joint simulation exercises with at least one county per year [ongoing] • Participate fully in the Idaho Fire Plan working group and encourage county fire committees [ongoing] • Meet with federal cooperators and local county fire organizations at least annually [ongoing]

PURPOSE

Enforce log scaling (measurement) standards prescribed by statute and regulation.

Goal	Objectives	Strategies	Measures
1. Professional quality log scaling for the benefit of Idaho timber interests	1. Uniform log scale	a) Ensure measurement standards are applied b) Provide opportunities to improve scaler experience	<ul style="list-style-type: none">• Perform minimum of 120 check scales annually to ensure measurement standards [ongoing]• Conduct minimum of two (2) scaling workshops annually to provide training [ongoing]