



STRATEGIC PLAN STRUCTURE

Mission

To professionally and prudently manage Idaho's endowment assets to maximize long-term financial returns to public schools and other trust beneficiaries and to provide professional assistance to the citizens of Idaho to use, protect and sustain their natural resources.

Vision

The Idaho Department of Lands will be the premier organization for trust management and resource protection in the western United States.

Values

- **STEWARDSHIP** – Making decisions and taking actions that positively affect long-term financial returns for the trust beneficiaries and enhance the health and resilience of Idaho's natural resources.
- **SERVICE** – Providing exemplary service and delivering programs with professionalism and integrity to both internal and external customers.
- **ACCOUNTABILITY** – Investing in and having an organizational culture and framework that equips, entrusts, and expects employees to make decisions and get things done.
- **COHESIVENESS** – Working as a unified organization in which all employees participate in constructive communication to fully meet our mission.

Goal #1

FINANCIAL STEWARDSHIP – *Fulfill the Land Board's fiduciary duty by maximizing long-term financial returns from the endowment lands and through prudent management of state funds and resources.*

1. **BUDGET** – Effectively manage the budget through regular communications, reporting, and analysis.
2. **TRUST** – Monitor whole trust performance and pursue reinvestment opportunities.
3. **EFFICIENCY** – Explore and pursue potential efficiencies and sources of grant funding.
4. **IMPLEMENT PLANS/POLICIES** – Implement endowment land asset management plans and other agency plans and policies.

Goal #2

CUSTOMER FOCUSED – *Deliver programs with professionalism and integrity, providing exemplary service to external and internal customers.*

1. **EXTERNAL** – Identify methods for improving and expanding customer service through outreach and clear, consistent messaging.
2. **INTERNAL** – Strengthen internal communication channels through regular engagements and planning.
3. **CUSTOMER SATISFACTION** – Measure and evaluate internal and external customer service feedback and pursue improvement.

Goal #3

PEOPLE – *Develop a well-trained, high-performing workforce focused on carrying out IDL's mission.*

1. TRAIN – Train and develop staff to be successful in their roles.
2. ONBOARD – Familiarize new staff with agency values and outline clear expectations.
3. RECRUIT/RETAIN – Develop guidelines and strategies for recruiting and retaining staff well-suited for the agency.
4. DEVELOP – Recognize and develop leaders from within.
5. ALIGN – Create a culture of alignment through clear expectations and coordination between programs.

Goal #4

PROCESS – *Implement policies and procedures through the use of integrated systems that support effective and informed decision making.*

1. ENTERPRISE SYSTEMS/SECURITY – Integrate and improve business processes with secure technology systems and infrastructure.
2. DEVELOP GOVERNANCE/POLICIES – Establish and update governance, policies, and procedures to direct agency operations.

FY	Group	Division	Group Leader	Goal	Strategy	Task	Task Number	Task Description	Task Measure 1	Task Measure 2	Task Measure 3	Task Measure 4
2021	Financial Services	Business Services	Debbie Buck	3-People	3.5-Align	1	3.5.1	Manage re-org through the budget and structure phases.				
2021	Financial Services	Business Services	Debbie Buck	4-Process	4.1-Enterprise Systems & Security	1	4.1.1	LUMA, Finance and Purchasing, Go live July 2021 (FY22)				
2021	Financial Services	Business Services	Debbie Buck	4-Process	4.1-Enterprise Systems & Security	2	4.1.2	LIMS LW, Project completion December 2020.				
2021	Financial Services	Business Services	Debbie Buck	4-Process	4.1-Enterprise Systems & Security	3	4.1.3	Navision Enhancements. In support of LIMS and Fire receivables.				
2021	Human Resources	Business Services	Andrea Ryan	3-People	3.1-Train	3	3.1.3	Review the provisioning process for new hires, employee changes and separations.	Process map the provisioning process to identify and prioritize improvements needed. Audit the current status of all employees and update.	Develop a user-friendly process for all supervisors to conduct provisioning that is consistent and reliable.		
2021	Human Resources	Business Services	Andrea Ryan	3-People	3.3-Recruit & Retain	1	3.3.1	Review the recruiting process from job vacancy to job fill with considerations for new technology.	Process map the recruiting process to identify and prioritize improvements needed. Review seasonal application process and implement updates to application processing.	Implement new look and feel of job postings that are more social media-ready and mainstream. Review 20% of exams and update.	Analyze all processes for recruiting and implement into LUMA.	
2021	Human Resources	Business Services	Andrea Ryan	3-People	3.1-Train	4	3.1.4	Create an agency wide supervisory training plan including all Business Services topics.	Train 50% of all IDL Supervisors. Request training feedback and implement changes for next year.	Train 50% of all IDL Supervisors. Request training feedback and implement changes for next year.		
2021	Human Resources	Business Services	Andrea Ryan	3-People	3.3-Recruit & Retain	1		Develop a multi-year compensation plan.	Based on recommendations for the LDP capstone team, create a compensation committee. Determine goals and roles of the committee.	Compensation committee to provide draft plan for the Executive Staff review, including metrics for success.		
2021	Information Technology	Business Services	Dan Raiha	2-Customer Focused	3.1-Train	1	3.1.2	Collaborate with TRSs and program staff to provide responsive support to external customers via Access IDL for public-facing components of the Landfolio system.	Positive responses to customer feedback surveys related to customer issues that have been escalated to the IT Team.			
2021	Information Technology	Business Services	Dan Raiha	4-Process	4.1-Enterprise Systems & Security	1	4.1.1	Assess and improve security posture of IDL systems.	Implement additional CIS controls as recommended by the state Security Technical Working Group by 6/30/21.			
2021	Information Technology	Business Services	Dan Raiha	4-Process	4.1-Enterprise Systems & Security	2	4.1.2	Continue LIMS LW implementation.	Iteration 3 go-live by 7/15/20; Iteration A by 12/31/20; Iteration B by 4/30/21.			
2021	Information Technology	Business Services	Dan Raiha	4-Process	4.1-Enterprise Systems & Security	3	4.1.3	Update enterprise system documentation and system support requirements to ensure long-term viability of IDL systems operation during and after IT consolidation to ITS.	Update system catalog and support documentation for all enterprise systems by 12/31/20			
2021	Information Technology	Business Services	Dan Raiha	1-Financial Stewardship	1.1-Budget	1	1.1.1	Document all system and operational support tasks completed by IT staff	Summary report by 12/31/20 including positive time reporting data, with ability to analyze by job role and by support vs enhancement, for all systems. Ongoing measurement until the date of ITS consolidation.			
2021	Information Technology	Business Services	Dan Raiha	4-Process	1.3-Efficiency	2	1.3.2	Continue DevOps program implementation to streamline operational support and enhancement to enterprise systems.	9/30/20: Consistent, pro-active use of Change Management List across all IT teams and contract project managers. 12/31/20: TFS used for requirements and test case management across all projects. 3/31/21: TFS used for source control for all projects.			
2021	Information Technology	Business Services	Dan Raiha	4-Process	4.1-Enterprise Systems & Security	4	4.1.4	Complete ECM implementation.	LIMS integration by 6/30/20; LIMS LW integration by 12/31/20; Purchasing by 8/31/20; IT by 10/31/20			
2021	Policy & Communication	Director's Office	Scott Phillips	2-Customer Focused	2.2-Internal	1	2.2.1	Increase two-way communication with Land Board members and their staff				
2021	Policy & Communication	Director's Office	Scott Phillips	2-Customer Focused	2.1-External	1	2.1.1	Increase communication and understanding about Land Board priorities, endowment land management activities and revenue generation with endowment beneficiaries				
2021	Policy & Communication	Director's Office	Scott Phillips	2-Customer Focused	2.1-External	2	2.1.2	Meet the communication and public outreach needs of internal IDL customers using a service bureau model				
2021	Policy & Communication	Director's Office	Scott Phillips	4-Process	4.2-Develop Governance/Policies	1	4.2.1	Improve transparency and formalize executive-level participation in the development of department policy, rules and legislative proposals				
2021	Fire Management	Forestry & Fire	Josh Harvey	3-People	3.4-Develop	1	3.4.1	Annually conduct a review of employees' IQS records to ensure employees are maintaining their qualifications and identify critical positions needed in the fire management organization.	Upon completion of an annual IQS audit, develop a critical position of needs list and an IDL priority needs list. Proposed due date is by May 10 annually.			
2021	Fire Management	Forestry & Fire	Josh Harvey	4-Process	4.1-Enterprise Systems & Security	10	4.1.10	Working with the IT and Tech Services Bureaus, deploy data enabled tablets in each IDL Engine, Warden and Assistant Warden and Helitack Module to take advantage of the InFORM fire data collection systems and fire reporting and mapping applications.	Proposed due date 12/31/2020			
2021	Fire Management	Forestry & Fire	Josh Harvey	1-Financial Stewardship	1.1-Budget	4	1.1.4	Increase the assessment of forest land throughout the state of Idaho.	Work with GIS to find a spatial way to optimize the assessments. 9/30/2020	Create a training process for the new LIMS Private Fire system. 12/31/2020	Audit highest value areas in a rapid format using several people in a focus group. This will include Kootenai County and SE Idaho. 12/31/2020	Audit the remainder of the state as time allows. 12/31/2022
2021	Fire Management	Forestry & Fire	Josh Harvey	2-Customer Focused	2.2-Internal	2	2.2.2	Working with regional ops chiefs, identify a consistent and replicable method of identifying area pool cost and what the appropriate percentage of fire funding should be. After identifying pool cost, determine appropriate method of determining additional OE for training, equipment, maintenance, etc. to reevaluate area OE allocation methodology.	Proposed due date 12/31/2020.			
2021	Fire Management	Forestry & Fire	Josh Harvey	4-Process	4.2-Develop Governance & Policies	9	4.2.9	Complete Master Agreement 13/31/2021	Work with GIS and federal partners to get a fair and equitable offset agreement. 4/30/2021	Complete the master agreement. 12/31/2021		
2021	Fire Management	Forestry & Fire	Josh Harvey	4-Process	4.2-Develop Governance & Policies	9	4.2.9	Upon completion of Fire Management Review, develop plan for implementing key findings and recommendations.	Continue working on the Current decision unit, provide support as needed. Due date 5/1/2021.	Work on next decision unit (Phase 2) to further complete the review process. Due date 5/1/2021.	If decision unit is successful, implement the decision unit. Due date 7/1/2021.	
2021	Forestry Assistance	Forestry & Fire	Ara Andrea	1-Financial Stewardship	1.2-Trust	1	1.2.1	Prepare and submit applications seeking external funding (beyond conventional State & Private Forestry grants) to carry out targeted cross-boundary projects focused on prioritized Shared Stewardship focal areas and adjacent to other national forests where GNA/cross-boundary work is initiating.	Measure: Two new external funding opportunities applied for. (e.g., NGO-aligned projects; AFF-funded projects; 319 EPA funded projects; additional FHP-funded projects; FEMA grants)			
2021	Forestry Assistance	Forestry & Fire	Ara Andrea	1-Financial Stewardship	1.3-Efficiency	1	1.3.1	Build and implement improved processes to gain efficiencies.	Measure: One more-efficient, new-technology project tested and ready for implementation.(e.g., drone use for monitoring Legacy CEs; LIMS inspection app in Regulatory Module) Measure: Two new data-management or process-defining procedures that make needed FAB work and reporting more meaningful to funding agencies and external stakeholders.			

2021	Forestry Assistance	Forestry & Fire	Ara Andrea	1-Financial Stewardship	1.4-Implement Plans & Policies	1	1.4.1	Design projects to keep working forests working.	Measure: Begin implementation of—or initiate rulemaking—to start two projects that assist in keeping private forestlands intact and promote more active forest management. (e.g., additional Forest Legacy conservation easement acquisitions; assistance to land-trust organizations to process donated conservation easements; simplify complicated Forest Practices Rules standards)			
2021	Forestry Assistance	Forestry & Fire	Ara Andrea	2-Customer Focused	2.1-External	1	2.1.1	Use targeted outreach strategies to reach and educate private forestland owners included in Idaho's two Shared Stewardship Priority Landscapes.	Measure: Develop and apply one set of outreach, educational and marketing programs to encourage private forestland owners to join with state and federal forest managers in implementing cross-boundary fuels treatments and harvesting projects. (e.g., apply TELE processes to acquire more landowner participation in Shared Stewardship cross-boundary projects; apply Bleiker persuasion strategies to build stakeholder support of proposed statute-changes; define different target audiences to which Forest Health training sessions will be marketed)			
2021	Forestry Assistance	Forestry & Fire	Ara Andrea	2-Customer Focused	2.2-Internal	1	2.2.1	Build more integration between FAB programs; also develop agreements with other IDL programs and external partnering agencies to more cooperatively implement cross-boundary treatment projects.	Measure: One project, with a cross-ownership-boundary focus, will be implemented with contributions from at least one other IDL program and one other external agency in addition to FAB staff.(e.g., work with IDL GNA Bureau and NRCS District Conservationists to carry out needed treatment work on national forests and adjacent private forestlands; design agreements with IDL Forest Mgt. Bureau and IDL Area operations staff to fully implement large projects)			
2021	GNA	Forestry & Fire	Jon Songster	1-Financial Stewardship	1.4-Implement Plans & Policies	1	1.4.1	Award a minimum of 4 GNA timber sale contracts annually statewide to implement restoration activities to reduce the threat of forest insect, disease, and wildfire on USFS forestlands.				
2021	GNA	Forestry & Fire	Jon Songster	1-Financial Stewardship	1.4-Implement Plans & Policies	2	1.4.2	Provide planning and support for at least 3 forest restoration projects through field reconnaissance, data collection, and contracted services to accelerate restoration project planning in compliance with National Forest Management, Historic Preservation, Endangered Species, and National Environmental Planning Acts.				
2021	GNA	Forestry & Fire	Jon Songster	1-Financial Stewardship	1.4-Implement Plans & Policies	3	1.4.3	Plan and implement a minimum of 3 non-commercial restoration projects annually to improve forest, watershed, or rangeland health under GNA.				
2021	GNA	Forestry & Fire	Jon Songster	3-People	3.5-Align	1	3.5.1	Increase IDL capacity to assist Federal partners under GNA through recruitment and training of 2 new GNA Program Specialists and 2 Resources Specialists.				
2021	Oil & Gas	MPOG	Mick Thomas	4-Process	4.2-Develop Governance & Policies	13	4.2.13	To develop interagency partnerships, policies, and procedures to enable the effective dissemination of well data to the public.	Coordinate with the Idaho Geological Survey and the BLM to ensure well and production data is included in what they provide to public.	Evaluate IGS data and propositions to ensure accuracy and realism in their information. Work with the BLM to resolve their field potential errors.		
2021	Oil & Gas	MPOG	Mick Thomas	4-Process	4.2-Develop Governance & Policies	14	4.2.14	Broaden the roles of Oil & Gas staff to improve project completion within the combined MPOG division.				
2021	Oil & Gas	MPOG	Mick Thomas	1-Financial Stewardship	1.1-Budget	6	1.1.6	Revert general fund dollars from the program to help reduce cost.	Have reversion ready by end of CY2020			
2021	Oil & Gas	MPOG	Mick Thomas	1-Financial Stewardship	1.1-Budget	7	1.1.7	Increase operator reporting accuracy to improve revenue streams. Provide detailed reporting requirements and instruction to oil and gas operators. Cross-check reported data with certified well data examinations.	Work with the OGCC, Tax Commission and other potential stake holders to ensure accurate revenue amounts are obtained in a way that follows updated production volumes.			
2021	Resource Protection & Assistance	MPOG	Eric Wilson	1-Financial Stewardship	1.1-Budget	1	1.1.1	Develop strategies to enhance revenues, revenue generating activity, and reduce bond liability to the state within the Mining Regulatory and Public Trust programs. Cost recovery fees and dedicated fund revenues that replace general fund revenues are vital for continued implementation of professional and fully functional programs.	Measure: Have all 2020 expiring submerged lands leases renewed, and resolve prior expired leases, by end of year.	Measure: Fully develop and implement audit program for Mining Regulatory, Encroachment Permit, and Submerged Land Leasing programs. Implement fees or cost recovery to replace general fund revenue.	Measure: Implement audit program for Mining Regulatory, Encroachment Permit, and Submerged Land Leasing programs. Implement fees or cost recovery to replace general fund revenue.	Measure: Implement audit program for Mining Regulatory, Encroachment Permit, and Submerged Land Leasing programs. Implement fees or cost recovery to replace general fund revenue.
2021	Resource Protection & Assistance	MPOG	Eric Wilson	1-Financial Stewardship	1.4-Implement Plans & Policies	1	1.4.1	To align current statutes and rules with modern technology use, dedicated fund cost-recovery fee schedules, and improve clarity in language and definition, pursue Statute and Rules changes by program to enhance program performance.	Measure: Assist with rulemaking for all fee rules that expired due to inaction by 2020 Legislature. Complete Negotiated Rulemaking for IDAPA 20.03.02, Mined Land Reclamation, for the 2021 Legislature.	Measure: Statute and/or rule changes developed for 2022 Legislature.	Measure: Statute and/or rule changes developed for 2023 Legislature.	Measure: Statute and/or rule changes developed for 2024 Legislature.
2021	Resource Protection & Assistance	MPOG	Eric Wilson	2-Customer Focused	2.1-External	1	2.1.1	To inform and educate the public on current Regulatory Protection and Assistance program regulations, develop and distribute brochures, FAQs, and updates to IDL webpage.	Measure: Compliance with Executive Order 2020-02 by posting Bureau Procedures on external website by July 1, 2020, and Final Orders by December 31, 2020.	Measure: provide outreach with interested stakeholders. Programs participate in two public engagement presentations each for Abandoned Mine Lands, Minerals Regulatory, and Public Trust Programs.	Measure: provide outreach with interested stakeholders. Programs participate in two public engagement presentations each for Abandoned Mine Lands, Minerals Regulatory, and Public Trust Programs.	Measure: provide outreach with interested stakeholders. Programs participate in two public engagement presentations each for Abandoned Mine Lands, Minerals Regulatory, and Public Trust Programs.
2021	Resource Protection & Assistance	MPOG	Eric Wilson	4-Process	4.1-Enterprise Systems & Security	6	4.1.6	Develop and implement new Lands and Waterways, Land Information Management System (LW LIMS) - Trimble Landfolio. This system will facilitate strategic management of state endowment trust lands, regulatory and resource protection, and private citizens assistance. Implemented system will improve administrative process efficiencies, analysis and reporting capabilities, and customer service.	Measure: Full implementation of RPA programs in Landfolio. Implement ECM as it is rolled out.	Measure: Conduct staff, stakeholder, and public outreach and training of full service Trimble - Landfolio and Customer Portal.	Measure: Full implementation of Trimble Landfolio, Mobile Inspection, Customer Portal, and integrated ECM and Navision systems.	Measure: Full implementation of Trimble Landfolio, Mobile Inspection, Customer Portal, and integrated ECM and Navision systems.
2021	Resource Protection & Assistance	MPOG	Eric Wilson	4-Process	4.2-Develop Governance & Policies	3	4.2.3	To address public safety, provide a focused effort on the Abandoned Mine Lands program through project closure and inspection procedures defined, developed, and implemented.	Measure: Abandoned Mine Lands project development and inspection procedures defined and developed, in coordination with Operations workgroup. Process implemented with target goal of 10 Abandoned Mine Lands closures.	Measure: Abandoned Mine Lands project implementation. Target goal of 20 Abandoned Mine Lands closures.	Measure: Abandoned Mine Lands project implementation. Target goal of 20 Abandoned Mine Lands closures.	Measure: Abandoned Mine Lands project implementation. Target goal of 20 Abandoned Mine Lands closures.
2021	Resource Protection & Assistance	MPOG	Eric Wilson	4-Process	4.2-Develop Governance & Policies	4	4.2.4	In an effort to increase RPA bureau revenue, reduce potential state liability, and reduce the RPA inspection and compliance backlog, develop an Area inspection schedule in coordination with Area staff. Programs include Public Trust and Mining Regulatory.	Measure: Implement Public Trust inspection schedule of 190 inspections. Complete Mining Regulatory inspection schedule and begin implementation.	Measure: 200 Public Trust inspections, and Mining Regulatory inspections 5% over 2021.	Measure: 220 Public Trust inspections, and Mining Regulatory inspections 15% over 2021.	Measure: 250 Public Trust inspections, and Mining Regulatory inspections 30% over 2021.

2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.1-Budget	5	1.1.5	ST. JOE: Achieve 75 % survival on plantations and achieve a minimum 85% regeneration stocking index (RSI) on artificial and naturally regenerated stands at age 5. Regeneration/re-establishment should be focused on preferred species. Current status is 70% survival on plantations.	Develop improved measurement and tracking process. Work with FM bureau to develop standard plantation database and inventory process. Establish similar measurements for natural regeneration.	Measure success of nurseries with different seedlot and species to determine best growing source by species. Work with FM bureau in process.	Utilize block planting for site specific treatments and species hardiness. Measure results versus non block planted.	Develop silvicultural plan in conjunction with FM forester.
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.1-Budget	1	1.1.1	Ponderosa: Achieve 75 % survival on plantations and achieve a minimum 85% regeneration stocking index (RSI) on artificial and naturally regenerated stands at age 5. Regeneration/re-establishment should be focused on preferred species .	Develop and survival and stocking survey plan by end of year 2020.	Implement survival and stocking surveys starting at the beginning of 2021 field season, and begin to develop database for storing and analyzing data.	Continue surveys and finalize database by the end of year 2022	
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.2-Trust	6	1.2.6	UNIFIED: Prioritize sourcing and evaluation of potential land acquisitions.				
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.2-Trust			PRIEST LAKE: Work to alleviate IDL road maintenance costs by working with local entities to transfer 2.5 miles of existing IDL main haul road (East Shore Road) to the local county highway district.	Work with local stakeholders to gain support, identify funding sources and identify needs to address stakeholder concerns necessary for annexation to the local county.	Complete an analysis to re-route the road to a more suitable Lion Creek crossing location. Develop a scope of work for a new Lion Creek bridge installation with input from stakeholders. Perform road work as identified and agreed upon to carry out annexation.	Finalize agreements with Bonner County and Idaho State Parks to execute transfer of the road to the county.	
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.3-Efficiency	6	1.3.6	UNIFIED: All fires investigated for potential cost recovery in cooperation with the Fire Management Bureau.				
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.3-Efficiency	9	1.3.9	PONDEROSA: Manage and support the Teakean Hand Crew.	Develop plans in cooperation with the Fire Bureau to expand the crew to a 20 person Type II IA crew. Identify budgetary needs for Type II IA crew including capital outlay, OE, IT needs, and equipment by the end of calendar year 2020.	Build out structure of 20 person Type II IA crew and development plans to establish standard configuration with appropriate supervision and staffing by the end of calendar year 2021.	Identify gaps and potential items that will be needed to expand and develop a 20 person Type II IA crew by the end of calendar year 2022.	
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.4-Implement Plans & Policies	14	1.4.14	UNIFIED: Assist with GNA and shared stewardship project implementation without impacting endowment land management in identified priority landscapes.				
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.4-Implement Plans & Policies	15	1.4.15	PRIEST LAKE: Identify all commercial activities occurring on public trust lands on the Priest Lake Supervisory Area.	For non-compliant activities contact business owners and work with appropriate IDL program managers to work towards bringing activities under lease. Begin non-compliance proceedings as necessary.	Track and monitor commercial activities for compliance.	Develop a community outreach plan to educate local business owners, chamber of commerce and prospective business owners regarding public trust lands and leasing	
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.4-Implement Plans & Policies	5	1.4.5	Integrate the Area's Endowment Coordinator position into Area process and procedures to better manage recreation and other financial impacts to endowment lands. Coordinate the use of Off Road Vehicle funds and other resources to manage OHV impacts in the Hoodoos mountain Area.	Submit projects requests to the Recreation committee to offset costs to the endowments from OHV impacts.	Develop and implement with the OHV program Manager and Area staff leases to generate revenue.	Establish relationship with user groups that would provide work in kind for recreation mitigation and use.	
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.4-Implement Plans & Policies	6	1.4.6	PRIEST LAKE: Implement the updated 2020 Forest Asset Management Plan. Utilize LRM/LIMS, Lidar, Phodar, and UAS to update current FAMP model and review model inputs to increase efficiencies in development of future FAMP models.	Implement the updated 2020 FAMP by following the ramp up in harvest levels until fully implemented. FY22 harvest level – 24 MMBF, FY23 harvest level – 26 MMBF, FY24 harvest level – 28 MMBF. Sustain an annual harvest level of 28 MMBF until the next updated FAMP	Utilize LRM/LIMS, Lidar, Phodar, and UAS's to keep inventory up to date. Work with FM Bureau staff to further update and develop current harvest model inputs. Work with FM Bureau to improve current inventory data and identify inventory/growth yield gaps and collect information to improve future harvest model inputs.	Develop new techniques to update inventory utilizing Lidar, Phodar, and UAS's to improve efficiencies in collecting and updating SBI.	
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	1.4-Implement Plans & Policies	1	1.4.1	PONDEROSA: Work with Inventory Program to acquire information needed to validate growth model outputs.	Define what is needed by end of calendar year 2020.	Collect needed information. This may include inventory of type 30 and 40 stands, inventory of secondary base including growth to determine differences between primary and secondary base. Complete inventory of 25% of stands in calendar year 2021, and 40% in calendar year 2022.	Include updated information in updated FAMP to be completed by June 2023.	
2021	North Idaho Operations	Operations	Eric Besaw	1-Financial Stewardship	2.2-Internal	7	2.2.7	Mica: Complete the design and layout of transportation system for Eagle Ridge, Thompson Creek and Black Rock areas. Incorporate the development plans into the 10 year sale plan for funding by endowments of the developments.	Identify transportation needs and complete paper plan.	Establish road trails and design layouts.	Estimate costs by project and determine sales to attach the development packages to meet funding needs.	
2021	North Idaho Operations	Operations	Eric Besaw	2-Customer Focused	2.1-External	2	2.1.2	Take the lead in establishing process and procedures for the Shared Stewardship's focal area in southern Bonner county. Use IDL contacts with local resources, government agencies, and landowners to deliver and coordinate Shared Stewardship projects and programs.	Coordinate with GNA program on shared stewardship Scattered Lands project. Identify potential projects on endowment lands that can add treatment acres.	Coordinate with GNA program on shared stewardship Scattered Lands project. Facilitate through Fforest Management Bureau, Area PFS and county project work for NCRS, industrial forestry and small non industrial forestry.		
2021	North Idaho Operations	Operations	Eric Besaw	2-Customer Focused	2.1-External	3	2.1.3	Create and present a public zoom meeting to show how to issue your own burn permit using the website.	Work with PIO and Communication officer to develop video or training material.			
2021	North Idaho Operations	Operations	Eric Besaw	2-Customer Focused	2.1-External	7	2.1.7	MICA: Coordinate Forest Stewardship and funding strategies with fire hazard reduction priority locations across the Mica Area.	Collaborate outreach and funding strategies with fire hazard reduction treatments to areas coordinated with federal, state, and county partners. May of 2021.	Collaborate outreach and funding strategies with fire hazard reduction treatments to areas coordinated with federal, state, and county partners. May of 2021.		
2021	North Idaho Operations	Operations	Eric Besaw	2-Customer Focused	2.1-External	1	2.1.1	PRIEST LAKE - Improve coordinated strategy to identify and educate recreational user groups on state endowment trust lands at Priest Lake	Improve a coordinated strategy to address recreational user groups with input from IDL recreation committee, federal, state, local cooperators and local user groups.	Develop Best Management Practices for state endowment land recreational activities. Research alternative funding and partnerships for educational and safety materials to offset area allocations. Identify users that require a Land-Use Permit or Lease to generate revenue	Implement community outreach and education. Track area recreational damages and mitigation efforts.	
2021	North Idaho Operations	Operations	Eric Besaw	2-Customer Focused	2.2-Internal	4	2.2.4	UNIFIED: Actively participate in the FAMP revision process by providing resources, inputs, and review in a timely manner to ensure completion of a revised FAMP prior to August 2019.	Remove because it is complete			
2021	North Idaho Operations	Operations	Eric Besaw	2-Customer Focused	2.2-Internal	5	2.2.5	UNIFIED: Develop prioritized lists of access needs for each supervisory area to inform the Real Estate Services Bureau as they pursue access to 100% of endowment lands.				
2021	North Idaho Operations	Operations	Eric Besaw	3-People	3.4-Develop	1	3.4.1	PONDEROSA: Maintain and possibly expand quality customer service with the Forest Stewardship Program.	Determine interest from PON staff and surrounding Supervisory Areas in participating in job shadowing by end of calendar year 2020.	Generate development plans identifying key competencies to be acquired by shadowers by March 2021.	Implement Job Shadowing and develop evaluations to be completed by end of year 2021.	
2021	North Idaho Operations	Operations	Eric Besaw	3-People	3.5-Align	2	3.5.2	UNIFIED: Implement the Operations Communications Plan to ensure active two-way communication and improve clarity within the division.				
2021	North Idaho Operations	Operations	Eric Besaw	4-Process	4.2-Develop Governance & Policies	10	4.2.10	UNIFIED: Complete a comprehensive facility build-out plan for area offices.	Remove as it was completed.			
2021	North Idaho Operations	Operations	Eric Besaw	4-Process	4.2-Develop Governance & Policies	11	4.2.11	PEND OREILLE: Maintain write 5-year facility plan for each POL administrative site KV, Shiloh, Sandpoint (annually May 1).	Initiate Phase 1 of Sandpoint Facility Improvement Plan (7/1/2019).		Prepare FY22 budget request for Phase 2 of the Sandpoint Campus Facility. 5/1/2020.	

2021	South Idaho Operations	Operations	Jay Hein	4-Process	4.2-Develop Governance & Policies	1	4.2.1	Southwest: Complete and implement a rewrite of Sup 1 to the USFS/IDL Cost Share Road Agreement. This will require breaking the current Supplement up into four parts. The new agreements would cover Idaho City, Dry Buck, and Packer John in Southwest and the Southern portion of the Payette Lakes Area which is interspersed with the Boise National Forest. Multiple contributing parties would be required to complete the project. They include: Boise National Forest, Real Estate Services (IDL ROW), Southwest Area Foresters, Southwest Area Manager, and Timber Management Bureau Chief. The goal is to finish the documents by December 2023.				
2021	South Idaho Operations	Operations	Jay Hein	2-Customer Focused	2.1-External	1	2.1.1	Clearwater: Craig Mountain Fire District personnel will improve and promote relationships and cooperation with all FSOs within the Craig Mountain Fire District by conducting annual meetings with FSOs to review MOUs, MOAs, and local operating plans in preparation for upcoming fire season. Continued contact and relationship building activities will be ongoing.				
2021	South Idaho Operations	Operations	Jay Hein	3-People	3.3-Recruit & Retain	1	3.3.1	Clearwater: In 2020, the Area timber staff remains committed to mentoring and developing temporary employees with the intent of them pursuing careers within the IDL. The TM technician will serve under the guidance, mentor, of a senior resource specialist with a primary objective of developing experience and knowledge regarding contract administration and timber sale preparation work. A successful objective will be to conduct administration on the presently active timber sale (Parallel Mag) and maintain affiliated documentation through to completion/cancellation as operations progression allows. The technician will also conduct all required fieldwork and sale write-up procedures on the proposed Quarter Road (FY-22) timber sale. A successful objective for the technician will be to have all the sale area units designated and marked; a road system planned out and identified on the ground and have draft copies of all required timber sale documents for review by November 31, 2020.				
2021	South Idaho Operations	Operations	Jay Hein	1-Financial Stewardship	1.4-Implement Plans & Policies	1	1.4.1	Payette Lakes: The Payette Lakes Area Public Trust Program will inspect all encroachments with an expiring sunset clause, either by aerial imagery or in person, as well as all expiring submerged land leases by October 31 st of each year. In-person inspections may be limited due to the COVID-19 pandemic, and the fact that a majority of the clientele that this goal affects are in the at-risk age group as defined in CDC Guidelines.				
2021	South Idaho Operations	Operations	Jay Hein	1-Financial Stewardship	1.4-Implement Plans & Policies	2	1.4.2	Maggie Creek: Work with Real Estate Services Bureau and other Areas (as appropriate) to secure 25% of identified priority easements for accessing State lands in the Joseph Plains region of the Maggie Creek Area by June 30th, 2023.				
2021	South Idaho Operations	Operations	Jay Hein	1-Financial Stewardship	1.4-Implement Plans & Policies	3	1.4.3	Eastern: Work cooperatively with Bear Lake County and other interested parties, complete development of a joint plan to improve management of the bed of Bear Lake when exposed by low water levels that embraces the Public Trust Doctrine and public use while also protecting the resource.				
2021	South Idaho Operations	Operations	Jay Hein	3-People	3.5-Align	1	3.5.1	Maggie Creek: Develop and implement a plan by June 30th, 2023 to consolidate the current split operations of the former Craig Mountain Area in order to efficiently manage endowment lands, regulatory obligations, personnel, budgets, and facilities.				
2021	Real Estate Services	Trust Land	Ryan Montoya	4-Process	4.2-Develop Governance & Policies	5	4.2.5	Final Right-of-Way procedures posted to SharePoint. Bureau provides outreach, communication, and Area operations training on procedures. One ROW procedures training facilitated by ROW Program Manager. ROW Project Evaluation Committee develops ROW project scoring matrix to evaluate and prioritize ROW acquisition projects. PEC meets monthly.	Update policies and procedures based on use and feedback. Provide and post updated policies and procedures to sharepoint. Implementation of policies and procedures.	Review and update the policies and procedures. DAG review of all templates and legal issues.	Review and update the policies and procedures. DAG review of all templates and legal issues.	Review and update the policies and procedures. DAG review of all templates and legal issues.
2021	Real Estate Services	Trust Land	Ryan Montoya	4-Process	4.1-Enterprise Systems & Security	7	4.1.7	Assist with the LW LIM System by providing Bureau input on vision, input, and participation in planning development, data clean-up and migration, pilot-project, and Go-Live iterations. Bureau and staff are expected to actively participate in iterations and provide full support as needed for implementation of Trimble Landfolio/Land Records systems, ECM system, and Mobile Technology system.	Staff participation in requirements workshops for ROW Easement, Permit, Real Estate Transactions, and ECM system; data migration; User-Acceptance-Testing, and Go-Live.	Complete implementation of Right-of-Way Permits, Easements; Land Records; Real Estate Transactions; ECM iterations.	Full implementation and use of the system. Provide feedback as requested and information as a user.	Full implementation and use of the system. Provide feedback as requested and information as a user.
2021	Real Estate Services	Trust Land	Ryan Montoya	1-Financial Stewardship	1.2-Trust	1	1.2.1	To align leases and processes with current statutes and rules.	Review lease templates in conjunction with the rules and statutes. Identify the legal issues that need to be determined. Work with the DAGs to identify the solutions.	Prepare new lease templates with the language identified needing modification due to new laws and rules.	Fully implement changes.	
2021	Real Estate Services	Trust Land	Ryan Montoya	1-Financial Stewardship	1.4-Implement Plans & Policies	2	1.4.2	Identify transition lands for higher/best-use, commercial ground lease opportunities, or property disposition. Develop and implement a commercial ground leasing process.	Identify properties and prepare 3-year property plan to include higher/best use, commercial ground lease, property development, or disposition based on market analysis, committee/advisor recommendations and Land Board approval (Q1); develop report and present semi-annual, or as needed (Q2 and Q4); successfully execute FY21) Transition Lands Plan throughout the year.	Update 3-year property plan and identify new properties to include higher/best use, commercial ground lease, property development, or disposition based on market analysis, committee/advisor recommendations and Land Board approval (Q1); develop and present semi-annual report (Q2 and Q4); successfully execute Transition Lands Plan throughout the year.	Update 3-year property plan and identify new properties to include higher/best use, commercial ground lease, property development, or disposition based on market analysis, committee/advisor recommendations and Land Board approval (Q1); develop and present semi-annual report (Q2 and Q4); successfully execute Transition Lands Plan throughout the year.	Update 3-year property plan and identify new properties to include higher/best use, commercial ground lease, property development, or disposition based on market analysis, committee/advisor recommendations and Land Board approval (Q1); develop and present semi-annual report (Q2 and Q4); successfully execute Transition Lands Plan throughout the year.

2021	Real Estate Services	Trust Land	Ryan Montoya	1-Financial Stewardship	1.4-Implement Plans & Policies	3	1.4.3	To fully implement the Land Board directed estate unification of cottage sites at Priest and Payette Lakes. Implement the divestiture of cottage sites through the voluntary auction for ownership process. Execute the 2019 Land Board approved plan. Develop a 2024 VAFO plan that outlines the Department's direction after 2024.	Prepare a divestiture plan and options for leases and sales beyond 2024. Gain approval of the plan from LB. Execute the 2019 Land Board approved plan.	Execute the 2019 Land Board approved cottage site disposition plan through 2024. Develop a market analysis and plan of residential lot and site development properties.	Execute the 2019 Land Board approved cottage site disposition plan through 2024. Implement the divestiture and leasing plan for leases beyond 2024.	Execute the 2019 Land Board approved cottage site disposition plan through 2024. Implement the divestiture and leasing plan for leases beyond 2024.
2021	Real Estate Services	Trust Land	Ryan Montoya	1-Financial Stewardship	1.2-Trust	2	1.2.2	Through prioritization of ROW acquisition projects, secure access to 10,000 acres of state endowment trust lands or 50 miles.	Measure: Through prioritization of ROW acquisition projects, secure access to 10,000 acres of state endowment trust lands or 50 miles, or 10% above 2021.	Measure: Through prioritization of ROW acquisition projects, secure access to 10,000 acres of state endowment trust lands, 50 miles, or 10% above FY22.	Measure: Through prioritization of ROW acquisition projects, secure access to 10,000 acres of state endowment trust lands, 50 miles, or 10% above FY23.	Measure: Through prioritization of ROW acquisition projects, secure access to 10,000 acres of state endowment trust lands, 50 miles, or 10% above FY24.
2021	Real Estate Services	Trust Land	Ryan Montoya	1-Financial Stewardship	1.2-Trust	3	1.2.3	Reinvest the minimum investment as provided in the Acquisition Business Plan that meet the appropriate hurdle rates of 3.5% and 4.5% respectively. Update the Acquisition Business Plan to account for the acquisitions to date. Update forecasts projected reinvestment opportunities, that align with disposition activities, and includes current and future estimates of proceeds.	Reinvest the minimum investment as provided in the Acquisition Business Plan that meet the appropriate hurdle rates of 3.5% and 4.5% respectively. Update the Acquisition Business Plan to account for the acquisitions to date. Update forecasts projected reinvestment opportunities, that align with disposition activities, and includes current and future estimates of proceeds. .	Reinvest the minimum investment as provided in the Acquisition Business Plan that meet the appropriate hurdle rates of 3.5% and 4.5% respectively. Update the Acquisition Business Plan to account for the acquisitions to date. Update forecasts projected reinvestment opportunities, that align with disposition activities, and includes current and future estimates of proceeds. .	Reinvest the minimum investment as provided in the Acquisition Business Plan that meet the appropriate hurdle rates of 3.5% and 4.5% respectively. Update the Acquisition Business Plan to account for the acquisitions to date. Update forecasts projected reinvestment opportunities, that align with disposition activities, and includes current and future estimates of proceeds. .	Reinvest the minimum investment as provided in the Acquisition Business Plan that meet the appropriate hurdle rates of 3.5% and 4.5% respectively. Update the Acquisition Business Plan to account for the acquisitions to date. Update forecasts projected reinvestment opportunities, that align with disposition activities, and includes current and future estimates of proceeds. .
2021	Real Estate Services	Trust Land	Ryan Montoya	4-Process	4.2-Develop Governance & Policies	6	4.2.6	Provide Area operations staff with updated Program procedures that will allow staff to more efficiently and strategically manage endowment lands and enhance revenue production.	Completion of FY21 Work Plan items to include Grazing Operation Manual (OMs) and Procedures; Sage-Grouse Inspection Procedures; Oil & Gas Leasing Procedures; Improvements to Administrative Procedures; Mineral Leasing Procedures; Commercial Leasing Procedures.	Measure: Completion of FY22 Work Plan items to include Minerals Leasing Procedures (next level of priority following FY'20); Identification of other Leasing Program Procedures; On-going improvements to Administrative Procedures.	Completion of FY23 Work Plan with identified Program Procedures and on-going improvement of Administrative Procedures.	Measure: Completion of FY24 Work Plan with identified Program Procedures and on-going improvement of Administrative Procedures.
2021	Real Estate Services	Trust Land	Ryan Montoya	4-Process	4.1-Enterprise Systems & Security	8	4.1.8	Develop and implement new Lands and Waterways, Land Information Management System (LW LIMS) - Trimble Landfolio. This system will facilitate strategic management of state endowment trust lands including improvement of administrative process efficiencies, analysis and reporting capabilities, and customer service.	Complete data cleanup for scheduled iterations; finalize development and begin implementation of Grazing, Farming, Conservation leasing administration; begin development of Commercial/Residential and Minerals/Oil & Gas leasing administration; continue development and implementation of Customer Portal; begin development and implementation of ECM and Navision integration.	Full implementation of LW LIMS, Customer Portal, and integrated ECM and Navision systems.	Full implementation and use of the system. Provide feedback as requested and information as a user.	Full implementation and use of the system. Provide feedback as requested and information as a user.
2021	Real Estate Services	Trust Land	Ryan Montoya	1-Financial Stewardship	1.2-Trust	4	1.2.4	Execute program level activities that enhance the endowment leasing gross revenue through achieving market rates; improving program execution; achieving cost recovery on administrative processes; identification of new marketing and leasing opportunities. Improve the net income ratio of existing assets. Seek Land Board approval of a revised Communications Site Rent Schedule. Review and revise the existing Agriculture Business Plan, cropland leasing rate structure, and cropland leasing template. Execute new leasing opportunities from Agriculture Land acquisitions.	Assist in execution of Transition Lands Plan through long-term commercial ground-lease management; identification, marketing, and execution of unleased lands. Implement Land Board approved changes to the Grazing Rate Methodology. Develop and implement Area Grazing Operation Plans. Recommend changes to the Land Board approved fee schedule for leasing administrative processes. Engage with stakeholders and the Land Board with proposed Residential Leasing Program. Implementation of the new Commercial Business Plan, including improved marketing efforts for leasing and Area Operation Plans.	Execution of the Transition Lands Plan through long-term commercial ground-lease management. Review and revise draft Minerals Leasing Business Plan. Develop and execute long-term plan for Residential Leasing; consider remaining Cottage Site leases in 2024 and lands with potential for residential development. Develop and draft Commercial Leasing Business Plan with a focus on Communications Sites.	Execution of the Transition Lands Plan through long-term commercial ground lease management. Implement the revised Minerals Leasing Business Plan; include enhancements to marketing of available leases and development of Area Operation Plans.	Execution of the Transition Lands Plan. Continue implementation of all Area Operation Plans.
2021	Tech Services	Trust Land	Tom Kearns	4-Process	4.1-Enterprise Systems & Security	1	4.1.1	Manage, assemble, and distribute required data and processes as requested for LIMS (LRM and Landfolio) specific roll-outs; meet all agreed to timelines.				
2021	Tech Services	Trust Land	Tom Kearns	4-Process	4.1-Enterprise Systems & Security	2	4.1.2	Create and Configure Internal GIS Enterprise Website including Datasets, Web Applications, Help documents				
2021	Tech Services	Trust Land	Tom Kearns	2-Customer Focused	2.1-External	1	2.1.1	Release ESRI HUB in coordination with PIOs for External Data Delivery and information sharing.				
2021	Tech Services	Trust Land	Tom Kearns	2-Customer Focused	2.3-Customer Satisfaction	1	2.3.1	ID Team develop and implement Trust Land and Operations Divisions outreach plan to ensure all fields of expertise and Areas are visited over a two-year period.				
2021	Timber	Trust Land	David Greenwood	1-Financial Stewardship	1.4-Implement Plans & Policies	4	1.4.4	Develop and improve reports that best meet internal and external customer needs.				
2021	Timber	Trust Land	David Greenwood	1-Financial Stewardship	1.4-Implement Plans & Policies	5	1.4.5	Utilize annual KPI analysis to improve process, procedures, and financial/management decisions.				
2021	Timber	Trust Land	David Greenwood	1-Financial Stewardship	1.4-Implement Plans & Policies	6	1.4.6	Reevaluate sale volume targets by Supervisory Area after land acquisitions, catastrophic events, and at scheduled FAMP updates.				
2021	Timber	Trust Land	David Greenwood	2-Customer Focused	2.3-Customer Satisfaction	2	2.3.2	Utilize meetings, technology, and appropriate media to prioritize operational and procedural issues for improvement. Includes visits focused on specific issues with personnel from various areas who face similar issues.				
2021	Timber	Trust Land	David Greenwood	4-Process	4.2-Develop Governance/Policies	8	4.2.8	Thorough sale and project review (100% review of sales and projects). Train Area Staff on project review process to improve submission quality.				

Idaho Department of Lands Cybersecurity Plan FY2021

Requirement: Update on the adoption of NIST Cybersecurity Framework and implementation of CIS Controls.

Status: IDL has continued implementation of the NIST Cybersecurity Framework ID.BE 1-5 Business Environment. IDL has continued implementation and use of CIS Controls Six and Nine, and added Eleven and Twelve, through a combination of procedural steps and technology tools to reduce overall agency cybersecurity risk exposure. These controls include:

Implementing NIST Cybersecurity Framework ID.BE 1-5

1. The organization's role in the supply chain is identified and communicated
 2. Priorities for organizational mission, objectives, and activities are established and communicated
 3. Dependencies and critical functions for delivery of critical services are established
 4. Resilience requirements to support delivery of critical services are established for all operating states (e.g. under duress/attack, during recovery, normal operations)
- CIS Controls
 1. Use automated tools to inventory all administrative accounts, including domain and local accounts, to ensure that only authorized individuals have elevated privileges.
 2. Before deploying any new asset, change all default passwords to have values consistent with administrative level accounts.
 3. Limit access to scripting tools (such as Microsoft PowerShell and Python) to only administrative or development users with the need to access those capabilities.
 4. Ensure administrators use a dedicated machine for all administrative tasks or tasks requiring administrative access. This machine will be segmented from the organization's primary network and not be allowed Internet access. This machine will not be used for reading e-mail, composing documents, or browsing the Internet.
 5. Maintain standard, documented security configuration standards for all authorized network devices.
 6. Increase Data Recovery Capabilities

IDL will continue to monitor effectiveness of these controls and adapt as necessary to enforce a uniform security posture.